

ANNUAL BUDGET



MISSOURI



For the Calendar Year 2023

Mission Statement

The City of Kirksville will create a welcoming and thriving community as northeast Missouri's center for education, commerce, health, recreation, and culture.

Vision Statement

The City of Kirksville offers opportunities for building quality of life and meaningful community through ethical and responsible government.

Goals

We believe that to achieve our purpose, mission and vision, we must be committed to these four goals.

- Accountability
- Community investment and engagement
- Community prosperity
- Stewardship

BILL NO. 2022-44 ORDINANCE NO. 12539

AN ORDINANCE APPROPRIATING FROM THE REVENUE OF THE CITY OF KIRKSVILLE, MISSOURI, EXPENDITURES IN ACCORDANCE WITH THE FISCAL YEAR 2023 BUDGET OF THE CITY OF KIRKSVILLE, MISSOURI, AND PROVIDING FOR ADJUSTMENTS THERETO.

WHEREAS, Kirksville City Council and staff have spent considerable time reviewing and projecting the revenues and expenditures anticipated for the 2023 year; and

WHEREAS, the proposed budget is a policy document covering all municipal operations and services. It integrates traditional service requirements with future planning goals, and new policy initiatives suggested by staff, citizens, and the City Council.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF KIRKSVILLE, MISSOURI, AS FOLLOWS:

Section 1. The Annual Budget of the City of Kirksville, Missouri, aggregating \$49,402,574, for the fiscal year commencing January 1, 2023, and ending December 31, 2023, as submitted by the City Manager and incorporated herein by reference as is fully set out in this Ordinance, is hereby approved.

Section 2. This Ordinance shall be in full force and effective January 1, 2023.

PASSED BY THE CITY COUNCIL AND SIGNED BY THE MAYOR ON THE 19th DAY OF DECEMBER 2022.

ATTEST:

Wanda J. Cagle
Wanda J. Cagle, City Clerk

Zac Burden
Zac Burden, Mayor



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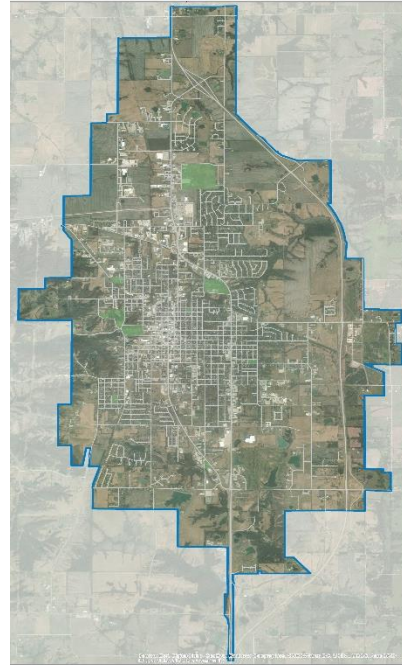
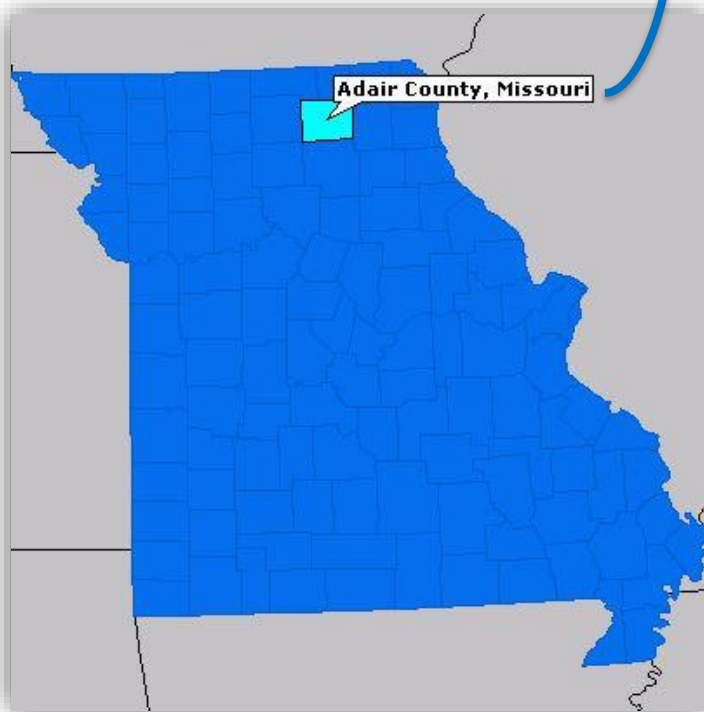
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INTRODUCTION AND OVERVIEW

City of Kirksville, Missouri

The City of Kirksville is located in the center of Adair County, which shares borders with seven other counties in northeast Missouri.



Distance to Other Cities

Cape Girardeau, MO-311 miles
Columbia, MO-90 miles
Des Moines, IA-139 miles
Kansas City, MO-165 miles
Omaha, NE-278 miles
St. Louis, MO-213 miles
Springfield, MO-258 miles

Principal Officials City Council



Mayor Zac Burden



Mayor Pro Tem John Gardner



Councilmember Rick Steele



Councilmember Kabir Bansal



Councilmember Jennifer Walston

Principal Officials Senior Staff

Mari E. Macomber, City Manager
John Slavin, City Attorney

Departments

Administration

Wanda J. Cagle, City Clerk
Austin Miller, Communications Director
Don Crosby, Human Resource Director

Community & Economic Development and Codes & Planning

Ashley W. Young, Assistant City Manager

Engineering

Adam Dorrell, P.E., Director

Enhanced 911

Jon Cook, Director

Finance

Lacy A. King, Director

Fire

Jon Cook, Chief

Missouri Rural Enterprise & Innovation Center

Carolyn Chrisman, Executive Director

Parks & Recreation

Rodney Sadler, Director

Police

Scott Williamson, Chief

Public Works and Airport

Glenn Balliew, Director

Tourism

Sharon K. Swehla, Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Kirksville
Missouri**

For the Fiscal Year Beginning

January 01, 2022

A handwritten signature in dark ink that reads "Christopher P. Morrell". The signature is written in a cursive, flowing style.

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Kirksville, Missouri for its annual budget for the fiscal year beginning January 1, 2022. 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 communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



December 19, 2022

To the Honorable Mayor, Members of the City Council and
Citizens of the City of Kirksville:

I am pleased to present the 2023 adopted budget for the fiscal year January 1 through December 31. On September 12, 2022, the City Council held their annual planning meeting which included review of the City's purpose, vision, and mission statements, core values, proposed revenues for all funds, and the updated versions of the City's multi-year plans (5-year street plan, 5-year water plan, 5-year wastewater plan, 5-year capital improvement plan, and rolling stock plan). Decisions made at City Council meetings and study sessions have been incorporated into the budget, as staff has understood them, along with normal budgetary responses to ongoing service demands of the Kirksville citizenry.

The City Council's review, revision and approval of an annual budget is the single most important decision made by the governing body during the course of the year because this document is the City's detailed plan for allocating its resources. The annual budget embodies hundreds of personnel hours, operating expenditures, capital replacement, and infrastructure improvement decisions. It serves as the City's primary communication device, presenting not only the budget, but also goals, objectives, a forecast for the future operations, and a plan of capital spending for the next five years.

The City has been able to provide essential services its citizens require and additional services its citizens expect. However, the City's ability to do more is fiscally restricted to available funds. Annually, the City's committed expenditures have exceeded anticipated revenues and only through year-end reductions in operations, savings on capital projects, and the postponement of infrastructure has the City been able fiscally operate within conformity of Missouri State Statute Section 67.010, which requires proposed expenditures not exceed estimated revenues plus any unencumbered balance, or less any deficit estimated for the beginning of the budget year. The City's Budget Policy further encourages anticipated revenues and expenditures are balanced.

A legally adopted budget is only required for the General Fund, but the City of Kirksville elects to adopt an annual fixed budget encompassing all its Funds, which establishes an expenditure ceiling that management may not exceed without Council approval.

The City has made a commitment to manage expenditures, meet community needs, and continue quality services to the citizens. To accomplish this, the City relies on department managers, supervisors and front-line employees to identify ways for improvements in operations, cost reductions, and modifications in policies and procedures that continue to protect City's assets.

City Council's financial policies are used as the primary guidelines in setting the budget and serve as framework for capital planning, expenditure control and resource allocation. These policies are reviewed annually during the budget process to ensure the balance between oversight and operational efficiency. Both the Purchasing Policy and Fund Balance Policy were revised in 2022. The Purchasing Policy increased blanket purchase orders, clarified local preference and authorizations, and outlined compliance requirements to improve efficiency in operations. The Fund Balance Policy established minimum fund balance requirements for the Capital Improvement Sales Tax Fund and Tourism Fund. Budget and financial policies can be found in Appendix I of this document on [page 225](#).

Addressing Priorities and Issues

Financial planning is essential for sound fiscal management and stewardship of resources. At the forefront of any decision made is how to address the service needs of the citizens of Kirksville in the most effective and efficient manner possible within the budget constraints imposed, rising costs of products, and scarcity of supplies and materials. The focus of the 2023 budget is continuity of services, completion of State mandated infrastructure, and maximizing available funding to improve operations and infrastructure.

The City's economic development efforts are instrumental in providing revenue to maintain essential services and infrastructure to serve citizens while accommodating daytime population fluctuations. The City combined efforts with MREIC and partnerships with K-REDI and other agencies to foster a period of economic growth in the community, as evidenced by the 7.88% increase in general sales tax revenues from the 2021 actual revenue vs. the 2022 amended budget. This increase suggests shoppers continue to by locally and support area businesses as it exceeds the Consumer Price Index increase of 7.1% over the year ended November 2022. In 2023, efforts will continue with promotion of land in the City's industrial area that is a Missouri certified site and support of small business development.

Infrastructure improvements to streets and stormwater will continue to be a priority for the City and community. The voter-approved allocation of 75% of the economic development sales tax for street and stormwater improvements has more than doubled annual street repair and maintenance and enabled stormwater projects to begin a decade earlier than anticipated. The Factory Addition neighborhood has been identified as a focus area for major improvements that will continue in 2023.

Improvements to the utility infrastructure have been essential for the City to remain compliant with the Department of Natural Resources permitting requirements. Having just completed the \$20 million wastewater treatment plant mandated by the State of Missouri, the City is now required to have Phase II, a disinfection treatment process, operable by April 2025. With final design completed in 2022, bid and construction will begin in 2023.

Kirksville prioritizes health, happiness, and well-being. We pride ourselves in being the artistic, cultural and recreational area for our region. Through its rich culture, history, vibrant downtown, and charming neighborhoods, the City offers big city living with a hometown feel. Partnerships with Forest Lake Area Trail System and Missouri Department of Conservation, the acquisition of Kirksville Tourism and Kirk-Tran, and the creation of the Kirksville Area

Mobility Plan will continue to improve the quality of life for residents and visitors alike. The construction of sidewalks and biking lanes continue to improve mobility through the City, along with construction of a centrally located gazebo at Detweiler Park connecting the new sidewalks. In addition, the Downtown Façade Program to restore the area to its early 20th century appearance will continue in 2023.



2022 Accomplishments

As a full-service city, interdepartmental cooperation is essential for providing citizen support and improving the lives of our residents. It is a customary practice for many departments to be involved in project and special event planning. The City's comprehensive plan, THINK Kirksville 2040, which was initiated through collaborative meetings between city staff, local commissions, and community liaisons, will guide us forward as Kirksville continues to develop and grow. The success of the plan requires coordination with multiple departments, teamwork, and community input to address the following areas: community identity; neighborhoods and housing; economy; mobility and transportation; infrastructure and public facilities; and planning and land use.

As materials and products became available, many projects postponed by supply chains in 2020 and 2021 were resumed and completed. Departments worked together to coordinate and prioritize time sensitive grant projects, public infrastructure improvements, needed services, and recreational programming to improve the lives of our citizens and visitors to our area.

The City supported time-honored events and celebrations such as the Red, White and Blue Festival, Founders Day, and the Kirksville Art Walk. In addition to creating new events to celebrate: Neighborhood Walking Tours; Diversity Festival; and Hometown Holiday Celebration. Sporting tournaments and recreational activities, including the new dollar swim night programs at the Kirksville Aquatic Center, brought friends and families together to make new memories together and demolition of the water tower and façade improvements to the downtown area reminded long-time residents of its history.

In 2022, the City reaffirmed its commitment to support and serve the community through sound management practices, quality of life initiatives, and operational prioritization. The following accomplishments represent the City's commitment to its citizenry:



city of KIRKSVILLE

2022 Accomplishments

Finance

- Submitted ARPA Report
- Outsourced utility bill printing/ mailing reducing costs
- Financed a Chapter 100 Bond
- Obtained new vendor for City-wide comprehensive software
- Completed the Final Written Allocation for 2020 Certificate of Participation

MREIC

- Met statewide goals for capitalization, business starts, and job retention
- Exceeded 2022 goal with 16 business starts

Tourism

- Organized a successful Red, White, and Blue Festival
- Developed magazine/media ads
- Organized and developed a Hometown Holiday event

Airport

- Completed \$4 million runway and taxiway rehabilitation
- Served over 9,000 commercial passengers
- Sold over 170,000 gallons of aviation fuel

Administration

- Established Electronic Records Management Program
- Awarded bid for City-wide comprehensive software
- Began the implementation process of new employee performance evaluation software
- Implemented updated Employee Handbook
- Hired a Communications and Tourism Directors

Community & Economic Development

- Continued the implementation of the THINK Kirksville 2040 Comprehensive Plan
- Continued to implement the Kirksville Active Mobility Plan
- Completed a sidewalk inventory and analysis through MoDOT Traffic Engineering Assistance Program (TEAP) grant
- Completed a Housing Needs Analysis
- Continued to move forward with the Downtown Revitalization Program within the Downtown TIF District

Parks & Recreation

- Continued ash tree removals due to the Emerald Ash Borer, update the Tree Plan for Rotary park, and installed bat and bluebird houses throughout the Parks system
- Installed new skate park features at the North Park Skate Park, a replacement floating swim dock at Forest Lake, a new 12-hole disc golf course at Rotary Park, and 20 new recycled content benches in various parks
- Added new Dollar Swim Night programs at the Aquatic Center to allow for discounted entry, and instructed over 2,700 swimming lessons
- Worked together with the LPRC, City Council, community partners, and residents to complete a Comprehensive Parks and Recreation Master Plan

Fire

- Conducted Hazmat Technician, Rescue Technician, and Trench Rescue training for all Department personnel
- Implemented specialty service Job Performance Requirements
- Achieved EMT-Basic initial course accreditation

Police

- Updated the Police Policy manual to current nationwide best practices
- Opened the new Police Training Range
- Hired three new officers
- Expanded training opportunities by officers becoming certified instructors in key areas
- Partnered with several neighborhoods to start Neighborhood Watch programs
- Cooperated with other law enforcement agencies to peacefully resolve several barricaded suspects, assist suicidal subjects, and capture wanted fugitives

E-911

- Implemented 911 Training Officer Position
- Completed 911 phone system and radio console RFP, with procurement in progress
- Completed radio coverage study
- Initiated Dispatch Center move

Engineering

- Completed demolition of Downtown Water Tower
- Completed construction of North Baltimore Street sidewalk project
- Processed and provided oversight on 220 Right-of-Way disturbances

Public Works**Administration**

- Entered over 580 Electronic Records
- Entered over 2,500 locates into database
- Processed 154 bids and over 900 purchase orders

Wastewater Treatment

- Treated 1,074,708,800 gallons of wastewater
- Negotiated with DNR for new permits
- Removed 3,138,235 gallons of sludge
- Completed new lab project

Water Treatment

- Installed new vault and altitude valve at North Tower
- Nearly eradicated curly leaf pond weed from Forest Lake
- New VFD for low lift pumps installed
- Brush removed from both lake dams

Central Garage

- Achieved 99% vehicle/equipment availability
- Replaced 15 units such as boat motors and police vehicles
- Replaced a fire truck with a newer Sutphen unit
- Completed 77 hazardous household waste disposals

Utility Maintenance

- Replaced 4,615 feet of water main
- Repaired 25 watermain breaks/leaks
- Cleaned 413,068 feet of sewers
- Replaced 16 Stop Boxes
- Performed 2,189 locates

Streets

- Rehabilitated 8.9 miles of streets
- Used 177,551 square feet of asphalt and 160 tons of cold patch to repair potholes
- Conducted spring and fall City-wide brush pickup; 576 hours total
- Constructed Patryla Park paving with 2,400 tons of rock

Budget Overview

As with many municipalities across the country, the City is impacted by market factors on its industrial and retail growth, external factors due to State Statutes and the shift of living a quality life in rural Missouri. Measures made by the City to reduce overspending, meet commitments, and continue quality services to the citizens, is an ongoing trend in budget preparation. The use of conservative assumptions associated with the 2023 budget, reflect an appropriate level of caution for both revenues and expenses. However, easily identifiable increases in revenues and inflation impacts on expenses have been incorporated in this year's budget document.

The adopted 2023 operating budget is presented, with the exception of capital outlay and grant revenues, operating revenues exceed operating expense. Capital expenditures, including infrastructure, planned for 2023 will require no financing, due to capital program funding through grant revenues and reserve fund balances. The proposed 2023 budget was presented at the November 14, 2022, Council Study Session and changes were made to the timeline for Parks and Recreation Fund capital infrastructure and Utility Fund revenues for grants not awarded before final approval on December 19, 2022.

The budget reflects the impact of a seven-year period of commercial growth in the City that includes, the Kraft Heinz Foods Plant Expansion Project Phase I and II and relocation of WireCo WorldGroup to a larger industrial facility, the creation of three new community improvement districts for the development of two multi-level hotels, and a retail shopping center with two eating establishments, the addition of a home improvement store and financial institution, and improvements to existing businesses.

In addition, area telecommunication utility projects continue into 2023 and includes: Sparklight's \$3 million cable plant rebuild to improve internet service; Mark Twain Communication's construction of a 190-foot downtown tower for cellular equipment and internet service lease; and NEMR Telecom and Bluebird Network's fiber installation for internet service. These projects continue to bring outside contractors to the area during construction and increase City's revenues through sales and lodging tax collections. Revenue projections for 2023 property and PILOT taxes, sales, use and lodging taxes for 2023 are 1.43% higher than amended 2022 due an increased transient construction workforce and an increased permanent workforce, filling jobs created by economic growth.

Revenues, excluding asset sales and transfers, of **\$39.1 million** are 5.1% greater than amended 2022 primarily due to increases in grant awards of \$2.1 million combined with increased investment earnings. Funding for the City is mainly derived from three sources: taxes and franchise fees; intergovernmental sources; and charges for services. Charges for services include revenues produced by the City's water and wastewater utility system, activity fees and other chargeable City services which constitute \$12.8 million, steady with amended 2022. More revenue discussion is provided in the Financial Summaries section of this document on [page 57](#).

Expenditures, excluding transfers, of **\$49.4 million** are 45.1% higher than amended 2022, primarily due to personnel of \$1.5 million, contracts and services of \$1.6 million, and capital of \$11.3 million. Aggregate expenditures for 2023 are broken down by major function: water,

sewer, trash and stormwater services 40%; emergency services of police, fire and E911 17%; public works, street maintenance, codes and engineering 14%; transportation services 4%; internal service support 2%; recreation services 4%; community and economic development support and infrastructure of 14%, administrative services, information technology and tourism 5%.

Operating expenses and debt service account for \$29.1 million of the 2023 budget. Operating expenses consist of personnel services, insurances, contractual obligations, supplies, maintenance, utilities, operating systems, and minor equipment. This \$4 million increase from 2022, other than personnel, is attributable to the City's portion of E911 support, initial developer payments, operational grants, and additional public transportation activities. More expense discussion is provided in the Financial Summary section of this document on [page 72](#) and details on outstanding debt and lease agreements are located in the Debt Obligation section of this document starting on [page 105](#).

Capital expenditures of **\$20.3 million** are 126.4% greater than amended 2022 primarily due to delayed 2022 projects moved to 2023, available capital infrastructure grants, and large infrastructure projects. Capital improvements have long-term effects on City operations, in addition to impacting both current and future operating budgets. The Utility Fund has the largest portion at \$11.4 million, which includes \$3.9 million for the State mandated disinfection process addition to the City's new \$20 million wastewater treatment plant and \$4.0 million for an additional primary clarifier at the water treatment plant. Both the CDBG Fund and TST Fund are the second highest with \$2.2 million each for E911 equipment and public works infrastructure improvements to the Factory Addition neighborhood, and street improvements. More capital discussion is provided in the Capital Infrastructure section of this document on [page 88](#).

Below is a condensed summary of the 2023 budget shown by major category of revenue and by program function. More detail is provided in the Financial Summary section of this document on [page 47](#).

FY 2023 COMBINED SUMMARY OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

	General	Special Revenue	Capital Improvement	Enterprise	Non- Expendable Fiduciary	Internal Service	Totals
Beg Fund Balance/Net Position	\$9,438,346	\$6,661,246	\$1,340,185	\$17,377,997	\$56,502	\$789,735	\$35,664,012
REVENUES							
Taxes and Franchise Fees	8,765,848	4,524,277	2,824,566	-	-	-	16,114,691
Licenses and Permits	596,957	-	-	-	-	-	596,957
Intergovernmental	1,259,237	2,356,513	-	3,870,558	-	-	7,486,308
Charges for Services	155	2,188,409	-	9,424,100	-	1,146,333	12,758,997
Fines and Costs	35,990	-	-	-	-	-	35,990
Investment Earnings	272,468	78,821	27,000	297,205	390	13,200	689,084
Management Fees	459,880	-	-	-	-	-	459,880
Miscellaneous	242,208	375,498	249,270	102,217	6,750	-	975,943
TOTAL	11,632,744	9,523,518	3,100,836	13,694,080	7,140	1,159,533	39,117,851
EXPENDITURES							
Council	812,837	-	-	-	-	-	812,837
Administration	580,360	-	-	-	-	-	580,360
Human Resources	120,707	-	-	-	-	-	120,707
Community & Economic Dev	380,291	972,894	22,857	-	-	-	1,376,042
Finance	555,699	-	-	-	-	-	555,699
Information Systems	404,143	-	-	-	-	-	404,143
Public Buildings	434,947	-	-	-	-	-	434,947
Police	3,536,639	-	-	-	-	-	3,536,639
Fire	2,747,934	-	-	-	-	-	2,747,934
Public Works and Streets	2,228,613	-	-	-	-	-	2,228,613
Codes and Planning	552,466	-	-	-	-	-	552,466
Engineering	349,045	-	145,000	-	-	-	494,045
Capital Outlay	1,090,327	5,009,536	2,851,844	11,353,264	-	-	20,304,971
Principal/Fiscal Payments	-	1,579,418	96,182	2,024,510	295	-	3,700,405
Emergency Services	-	942,721	-	-	-	-	942,721
Utility	-	-	-	6,243,610	-	-	6,243,610
Tourism	-	197,750	-	-	-	-	197,750
Transportation	-	1,602,867	-	-	-	-	1,602,867
Parks and Recreation	-	1,394,527	-	-	-	-	1,394,527
Central Garage	-	-	-	-	-	1,061,565	1,061,565
Insurance Plan	-	-	-	-	-	109,725	109,725
TOTAL	13,794,009	11,699,713	3,115,883	19,621,384	295	1,171,290	49,402,574
EXCESS REVENUES OVER (UNDER) EXPENDITURES	(2,161,265)	(2,176,195)	(15,047)	(5,927,304)	6,845	(11,757)	(10,284,722)
OTHER FINANCING							
Loan/Bond Proceeds	-	-	-	-	-	-	-
Operating/Equity Transfer In	518,552	1,740,060	1,005,866	11,179,976	-	-	14,444,454
Operating/Equity Transfer Out	(48,900)	(2,102,352)	(1,477,706)	(10,815,170)	(326)	-	(14,444,454)
TOTAL	469,652	(362,292)	(471,840)	364,806	(326)	-	(0)
CHANGES IN FUND BALANCE	(1,691,613)	(2,538,487)	(486,887)	(5,562,498)	6,519	(11,757)	(10,284,723)
Ending Fund Balance	\$7,746,733	\$4,122,759	\$853,299	\$11,815,499	\$63,021	\$777,978	\$25,379,289
Nonspendable	-	-	-	-	-	-	-
Restricted	-	4,122,759	853,299	-	63,021	-	5,039,079
Committed	2,159,626	-	-	6,210,025	-	-	8,369,651
Assigned	-	-	-	-	-	-	-
Unassigned	5,587,107	-	-	5,605,474	-	777,978	11,970,559
Ending Fund Balance	\$7,746,733	\$4,122,759	\$853,299	\$11,815,499	\$63,021	\$777,978	\$25,379,289

Other Highlights

The THINK Kirksville 2040 Comprehensive Plan addresses community identity, neighborhoods and housing, economy, mobility and transportation, infrastructure and public facilities, and planning and land use to realize our community's vision and serves as a guide for the 2023 budget by incorporating goals, objectives, strategies, and policies developed from the Comprehensive Plan as the building blocks to lead the City to its vision for 2040 and beyond.



Grant reimbursements totaling \$5,597,471 are budgeted in 2023 for several grants that have been applied for and awarded to offset costs for emergency services equipment, sidewalk and trail improvements, utility infrastructure, other infrastructure improvements, economic development, public safety, parks and recreation, and public transportation. The City's grant reimbursements range from 50% to 95% per project.

Though expired in 2022, Downtown TIF remaining fund balance will for infrastructure improvements to continue on Washington and South Elson Streets for facades. A new parking lot will be constructed at the corner of Jefferson and Marion Streets for patron use and event overflow of the Sue Ross Arts Center and sidewalk improvements will continue with available funding.

Interfund transfers totaling \$14,444,454 will occur from various funds to complete infrastructure projects, as cost share for grants, for community betterment, and financial assistance. The Capital Improvement Fund will support General Fund, CDBG Fund, storm drainage, Airport Fund, Revolving Loan Fund and Parks and Recreation Fund improvements and equipment. The Transportation Sales Tax Fund will support the General Fund asphalt plant operations and the CDBG Fund neighborhood infrastructure improvements. Transfers impact both the governmental and proprietary funds of the City.

FINAL NOTES AND ACKNOWLEDGEMENTS

The preparation of the budget document continues to focus on efficiency and accountability. Toward that effort, the Finance Director spent time with each department's management to review the 2022 year-end activities and discuss expectations for the 2023 budget to ensure that all services, programs and projects were accounted for within the budget and to prepare

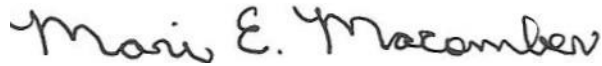
for budget meetings with the City Manager. In October 2022, each department reviewed their proposed budget with the City Manager who ensures the City's budget is fiscally responsible, legally compliant, and expresses Council's direction.

This budget is a culmination of the work of 2022 and the goals and opportunities expected in 2023. It reflects the commitment and dedication of the City's employees, and promotes the direction provided to the City Manager by the City Council. It is the direction and guidance received from the City Council throughout the year and the decisions made in the planning meeting that set the foundation for the budget.

The budget process requires teamwork and cooperation. Therefore, it is appropriate to thank the department managers and their support staff for the time and talent given toward the completion of this budget plan.

The budget document presented to the Council is organized and detailed. It represents the goals and commitment of the City Council and each department. The budget document also reflects the strong leadership skills and competency of our Finance Director. It is a tremendous responsibility to manage the City's budget and it is done professionally and in compliance with laws and policies with extreme consideration and support toward our organizational goals. A tremendous note of appreciation to City Council and Staff for their commitment to community. It is the cornerstone of our day-to-day service to our citizens.

Respectfully submitted,

A handwritten signature in black ink that reads "Mari E. Macomber". The signature is written in a cursive, flowing style.

Mari E. Macomber
City Manager



2023 City Goals with references to:

- **THINK** **Kirksville 2040 Comprehensive Plan**
- **Parks and Recreation Master Plan**
- **Housing Needs Assessment**

Strategic Goals and Comprehensive Plan

Kirksville has a solid foundation as a forward-focused, growing, and sound community. To ensure the community remains progressive, resilient and community-minded, Council reviews its goals and strategies annually during the budget process to incorporate new opportunities and address any legislative changes.

Listed below are the four main goals of the City and strategies to obtain them. The bullet points indicate actions taken and actions to expand upon. Many actions are already incorporated into the budget and new strategies are incorporated to the budget as determined.

With the completion of the City's 2020 Comprehensive Plan, [THINK Kirksville 2040 Comprehensive Plan](#), strategic goals of the City were married with similar goals found in the plan. The Comprehensive Plan serves as a guide for how the City should develop into the future and defines the vision, goals, objectives, strategies, and policies, developed by input from City Council, City Staff, City and non-City committees, and citizens, through an extensive planning process. City and non-City committees that influence decisions affecting the City and its future endeavors are located in Appendix III in this document on [page 301](#).



The City goals and strategies for 2023 are presented with a corresponding strategic direction number from the Comprehensive Plan denoted in **red** at the end of the applicable goals. In addition, the [Kirksville Parks & Recreation Master Plan](#) and the City's Housing Needs Assessment are also incorporated to 2023 City goals and strategies denoted in **green** and **blue**, respectively.



Community Prosperity

Ensure that the community's comprehensive economic development programs are retained.

- Partner with economic development agencies to develop business retention strategies to ensure that employment opportunities remain within the community.
 - Coordinate/encourage quarterly meetings with all economic development operations. **3.3.E**
 - Facilitate partnerships whenever possible between the economic development organizations. **3.3.E**
 - Ensure that communication occurs with major employers annually. **3.3.D**
- Facilitate partnerships whenever possible between the economic development organizations. **II-16-D**
 - Understand the budgets of each economic development organization within the community.
 - Work to maintain the Economic Development Alliance, one-stop economic development shop.
 - Market the Missouri Rural Enterprise and Innovation Center (MREIC) to better communicate their support services for small and entrepreneurial businesses. Provide a centralized resource for small businesses to learn about financial assistance programs. **3.2.F**

Expand economic development efforts to include other areas of focus (retail/service) specific to the City's efforts.

- Work with local realtors, and building owners to market available commercial buildings, including commercial use of all first-floor spaces in Downtown. **1.7.K**
- Inventory existing businesses to determine gaps in services and work to attract franchising businesses to the community to meet community needs. **3.1.F**
- Participate in economic development committee meetings hosted by external

organizations.

- Market the low-interest loan program available to Downtown building owners to improve store fronts/facades. **1.7.H**
- Market the City's airport property, identifying businesses ideal for this location.
- Promote low-interest loan program for business development projects.
- Help businesses develop a web presence. **1.3.F**
- Continue to support the shop local campaign, include success stories in marketing efforts.

Partner with Kirksville Regional Economic Development, Incorporated (K-REDI), the Missouri Rural Enterprise and Innovation Center (MREIC) and the Kirksville Area Chamber of Commerce to identify and attract new businesses (retail and restaurants) to Kirksville. **3.1.F**

- Support day-to-day operations through use of City facilities, access to staff expertise, etc.
- Work with partners to update the Community Profile, keep economic development websites up-to-date (including property listings), develop flyers, brochures, presentations, etc. when needed.
- Provide up-to-date information on all City services, including the airport.
- Identify incentives based upon criteria established in City Council Policy #16 Economic Development
- Pursue state and federal incentives available for projects as recommended by K-REDI and staff.

Partner with Kirksville's educational institutions, natural resource agencies, and other economic development partners to identify economic development strategies that protect and expand upon Kirksville's existing tourism strengths. **3.1.J**

- The City Manager and a Council appointee will serve on Tourism Advisory Board. **3.1.J**
- Assist in identifying target organizations, events and activities.
- Provide City support in planning, organizing, and hosting events. **3.1.L**
- Encourage a comprehensive marketing plan that includes benchmarks for success. **3.1.J**
- Support efforts to promote Kirksville along the Highway 63 alternate route. **3.1.G, 4.1.E, 6.5.E**
- Preserve natural resources to ensure the sustainability and expansion of agritourism. **3.1.I**

Continue to promote the Central Business District as the consistent center of activity, culture, commerce, and community life by working with the State of Missouri, TIF Commission, Main Street Kirksville, Downtown businesses, property owners, residents and the community on Downtown Support and discourage certain types of businesses best suited for Downtown from developing along U.S. Highway 63. **1.1.B, 3.1.A**

- Support Main Street Kirksville and their efforts to attract increased patronage of Downtown businesses including active participation on the Board. **3.1.B**
- Identify projects key for collaboration.
- Provide incentives to business to locate Downtown. **3.1.A**
- Leverage the *Downtown Revitalization Program/Façade Assistance Program* to improve building façades and remove added awnings from Downtown

buildings so more historic structures can apply for landmark designation. **1.7.H**

- Improve the physical, social, and cultural connections of Truman and ATSU to Downtown Kirksville and other community gathering places by ensuring consistency of newly designed and installed infrastructure within the Downtown, and working together on potential threats to the preservation of historic structures that tie the campuses to the Downtown. **1.1.H, 1.7.B, 3.1.D**
- Partner with Main Street Kirksville and Adair County to enhance the Courthouse lawn as an important communal gathering space Downtown that would attract residents, students, and visitors while providing opportunities for interaction and building relationships. **1.1.F**

Community Investment and Engagement

Sponsor community-wide events – whether cash or in-kind support. 1.2.A; 1.C.9

- Focus on events that attract and promote unique cultural events that benefit Kirksville and its educational institutions. **1.2.B, 3.1.L**
- Drive through Flu Clinic
- Neighborhood Block Parties
- All-American Red, White and Blue Festival
- Summer on the Square
- Truman Homecoming Parade
- KHS Homecoming Parade
- St. Patrick's Day Celebration
- Christmas on the Square
- Kirksville Kiwanis Christmas Parade
- Provide staff and equipment support to Truman, ATSU and Kirksville R-III District for special events. **1.1.G, 1.3.C**

Community pride. 1.1.E

- Communicate capital plans to citizens.
- Work collaboratively with citizen groups to establish ways to address issues that arise.
- Support the efforts of those organizations focused on community pride efforts. **1.6.A, 1.6.B**

Establish open communications.

- Continue to promote events, especially those that promote a healthy lifestyle. **1.1.F, 1.1.G, 1.5.I; 1.C.2, 1.C.3**
- Maintain a robust online presence through the City website. **1.C.3**
- Embrace and support, when possible, evolving technology to encourage accessibility for all residents and businesses. **1.3.F**

Work with all members of the community on items of mutual interest.

- Work to eliminate sub-standard housing conditions as identified using low-interest loan funds and providing consistent, timely code enforcement. Consider proactive code enforcement in targeted areas where city service requests are greatest. **1.4.G, 1.6.I, 2.1.D, 2.1.F; II-15-A**
- Continue to provide support to the Adair County Humane Society to guarantee the sustainability of these animal care services.
- Work with other organizations that provide services to the community assisting when possible, encouraging volunteer and mentorship opportunities **1.1.C, 1.1.D, 1.1.F, 1.1.G**
- Review and update the Kirksville-Adair 2013 Community Strategic Plan.

- Work with organizations, including the Missouri Adair County Extension, in their efforts to support community health, tying opportunities to Parks and Recreation, when possible, and ensuring that City programs consider persons of all ages and abilities. **1.5.A, 1.5.C, 1.5.D, 1.5.H; 1.C.2**

Build partnerships.

- Continue the implementation of joint purchasing for office supplies and building maintenance supplies.
- Encourage purchasing partnerships with external government groups. **II-16-C**
- Explore technology enhancements that would allow citizens more access to City services such as bill payments, permit purchasing, license renewals. **1.3.F**
- Continue partnership meetings with Adair County Commission, Kirksville R-III School District, Truman, and ATSU to increase cooperation, collaboration, and to strengthen Kirksville's sense of community pride. **1.1.C, 1.1.E, 1.6.E, 3.3.A; 1.C.4, 1.C.5**
- Maintain and foster strong partnerships with community organizations – Kirksville Arts Association, Main Street Kirksville, Kirksville Area Chamber of Commerce, Kirksville Airport Association, YMCA, and other organizations. **1.1.F, 1.5.B, 3.1.B, 3.1.F; II-16-C**
- Continue to work with state and federal partners on shared goals and agendas – DNR, MDC, MoDOT, FAA, etc. **4.2.L, 4.3.G, 4.3.D, 4.3.I, 4.3.N**
- Build partnerships with citizens on shared issues of concern including the implementation of the Downtown Design Guidelines, preservation of adjacent neighborhoods between Truman and the Downtown, etc. **1.6.J, 1.7.B; II-16-C**
- Continue to work within Region B RHSOC of the State of Missouri.

Accountability

Cost-saving ideas.

- Produce cost-savings ideas on how to reduce the budget – focusing on increments of \$5,000 or more. **5.1.G, 5.3.B, 5.3.C, 5.4.B**
- Track cost-savings measures and carry implemented ideas over year after year including the evaluation of savings.

Long-range planning.

- Implement and follow the THINK Kirksville 2040 Comprehensive Plan to help guide City Council, City Departments, and community partners in a shared vision on future growth and needs of the community.
- Complete a cost-benefit analysis for all new proposed projects/programs, as part of the evaluation process. **1.P.1**
- Develop long-range plans of 5 / 10 / 15 years for all City-owned buildings, public lands, streets, equipment, etc. **1.3.E, 5.1.H, 5.2.D, 5.5.A, 5.5.F; 1.I.1, 2.I.1**
- Continue to complete a five-year rolling revenue projection for each of the following funds: General, Capital Improvements Sales Tax, Economic Development Sales Tax, Transportation Sales Tax, Airport, and Parks and Recreation. Tying each to applicable resources and communicating the plans to the public through the City's website.
- Continue to identify upcoming state and federal regulations as they relate to water, sewer and stormwater to ensure infrastructure needs address expected issues. **5.2.H, 6.3.F**
- Continue to expand and improve the City's use of its GIS mapping system.

Stewardship

Encourage economically sustainable land-use practices.

- Follow the THINK Kirksville 2040 Comprehensive Plan long-range goals that includes restoring and protecting natural habitats, sensitive lands, and floodplains (e.g., wetlands, riparian corridors, woodlands, and lowlands); and protecting sensitive lands. **3.1.I, 6.1.A, 6.1.B**
- Eliminate the “Pyramidal” or “Trickle Down” zoning code. **6.5.L; II-18-A**
- Adopt an updated zoning map that will encourage strategic reinvestment in existing blighted properties by designating blighted areas; establishing a Land Clearance Authority to encourage redevelopment by removing blighted areas, included removal of dilapidated housing within the community. **1.4.G, 2.1.A, 2.1.C, 2.1.D; II-15-A**
- Strategically locate and permit areas for potential greenfield commercial development that is also in accordance to the THINK Kirksville 2040 Comprehensive Plan.
- Develop zoning code that encourages the mixing of compatible land uses. **2.2.A, 6.5.F; II-18-A; 1.P.1**
- Encourage development or redevelopment in areas with access to existing infrastructure. **2.1.E; II-18-A, II-18-B**

Asset inventory.

- Maintain and follow sound purchasing policies.
- Analyze key positions within City administration to determine skills and certifications needed to fill these positions.
- Establish a City-wide Inventory system to track all City-owned property.
- Secure qualified engineering firm, when necessary, who can focus on specific projects including airport, water and wastewater projects.
- Utilize Transportation Engineering Assistance Program (TEAP) and Traffic Impact Studies (TIS). **4.2.H, 4.2.M, 4.2.S, 4.2.W, 4.3.J**

Asset protection.

- Regularly conduct peer City surveys on wages to determine how we compare.
- Continue to implement and update long-range plans for capital assets – water, sewer, storm drainage, streets, buildings, parks, airport, facilities, sidewalks, and equipment. **6.3.H; 1.I.1**
- Review the THINK Kirksville 2040 Comprehensive Plan work with Adair County Joint Services 911 Board to establish a long-term sustainability plan.

Staff retention.

- Continue to provide orientation to all new employees including review of personnel benefits and job responsibilities.
- Complete performance assessments within 30 days of employee’s anniversary date.
- Continue recognition of work by City Manager by providing small incentives.
- Minimize recruitment and training costs and lost productivity by increasing retention levels of employees through improved wages. **3.4.C**
- Continue to improve communications throughout the organization by providing monthly payroll stuffers, employee meetings, email correspondence, and department meetings.
- Provide necessary training to maintain required certifications. **3.4.C**
- Develop an advancement plan to encourage employees interested in career

and training opportunities. **3.4.C**

Establish local historic districts within neighborhoods and the Downtown

- Work to implement the recommendations of the THINK Kirksville 2040 Comprehensive Plan.
- Continue to implement the 2011 Cultural Resource Plan by conducting historic/architectural surveys of the community to identify features that could be encouraged or required for future infill development to maintain the integrity of the character areas. **1.7.C, 1.7.I, 2.1.E**
- Utilize information collected in the architectural surveys to establish local historic districts, including a Main Street Historic District and Courthouse Square Historic District.
- Apply for state grants to assist in the financing of architectural surveys.
- Establish a local Downtown Historic District with zoning overlay in the Downtown upon completion of the first phase of the Downtown Revitalization Program. **1.7.A**
- Prevent the demolition of contributing historic structures within the community and encourage listing on the National Register of Historic Places and the City's local landmark program. **1.7.E, 1.7.F**

Continue to identify infrastructure needs within existing and developing areas of the Kirksville. **5.1.H**

- Review work from road evaluation and internal reports to determine priorities, including: a street maintenance schedule, crack seals, seal coatings, resurfacing treatments, mill and overlay, concrete, total rebuilds, addressing accessibility issues to comply with the Americans with Disabilities Act, evaluating streetlights, and preserving existing brick streets. **5.1.C, 5.1.G, 5.1.J, 5.5.C**
- Complete: structure inventory of bridges and culverts, retaining wall condition assessments and evaluation every two to five years, and development of a repair/replacement schedule based on assessments and available funding.
- Complete the replacement of all 2"/4", and ductile iron pipe with 6" or greater PVC, and establish redundancy throughout the system to improve water flow and support development. **5.1.D, 5.1.F**
- Evaluate work of in-house and contracted street rehabilitation to ensure acceptable progress and adequate funding to address the necessary rehabilitations, rebuilds, and repairs. **5.1.G**
- Review sewer services and plans to address the underserved and unserved areas based on recommendations of the THINK Kirksville 2040 Comprehensive Plan and available funding. **5.1.A, 5.1.F, 5.2.I**
- Complete a review of storm drainage projects identified through studies and assessment and establish priority for those projects. **5.1.F, 5.2.A, 5.2.B**
- Implement the *Kirksville Active Mobility Plan* (KAMP) through the City's Complete Streets Program prioritizing projects based on planned street repairs and available funding. **1.1.H, 1.6.E, 4.2.E, 4.2.F, 4.2.O, 4.2.P**
- Provide incentives to developers and home builders, such as reduced permit fees and density bonuses, to encourage upgraded infrastructure and connectivity with existing and proposed infrastructure in infill developments and new subdivisions. **2.1.E, 2.1.F, 4.2.I, 4.2.Q**

Continue to implement and enforce beautification efforts to promote community

pride.

- Identify opportunities to strengthen and promote Kirksville's sense of community pride (e.g., community mascot, apparel). Consider establishing a City tree and/or flower that would be encouraged to be planted throughout the community. **1.1.E, 1.6.G**
- Continue to maintain those public areas around the theater and City parking lots. **1.1.11, 1.C.14, 1.1.18, 1.1.20, 1.1.21, 1.J.21, 2.1.9, 3.C.4, 3.N.5**
- Strengthen property maintenance codes and enforcement, including consideration of periodic proactive code enforcement in targeted areas where city service requests are greatest. Define minimum requirements to ensure Code Official inspections consistently meet City standards. **2.3.B; II-15-A**
- Update and expand the City's infrastructure adoption program evaluating an Adopt-a-Spot and Adopt-a-Trail programs focusing on those areas identified as unsafe and blighted. **1.1.H, 1.4.E, 1.4.G, 1.6.C; 1.E.1**
- Identify potential properties that would benefit from the use of the low-interest loan program for housing rehabilitation. **II-15-A, II-17-A, II-17-C, II-17-D, II-18-B**
- Establish a City Council clean-up and paint program event. **1.6.D, 1.6.G**
- Encourage retention and expansion of tree planting efforts by planting trees and preserving existing trees along streets and within parks, and encouraging tree plantings throughout the community wherever possible. **1.1.E, 1.6.E, 6.2.B, 6.2.E; 2.N.4**
- Consider adopting a landscaping policy for large-scale commercial developments. **6.2.C**

Community and Government Profile



We Are Kirksville



Overview

The City of Kirksville is a service-driven municipality that, in itself, is a partnership of all who live here. Through providing public safety, public infrastructure, recreational programming and infrastructure, public transportation, and financial management, the City strives to provide an exceptional quality of life for residents.

The City of Kirksville is the county seat of Adair County, encompasses a land area of 14.1 square miles and hosts a population of 17,530 compared to the county of 25,314 per the 2020 census. It is located in the rural northeastern part of Missouri and serves as a regional trade center for the micropolitan area that performs urban-like functions while maintaining its rural charisma. Kirksville is the hub of the area, offering retail shopping, services, medical options, education, and employment opportunities.

Founded in 1842, the name *Kirksville* means village of churches: *Kirk*, meaning church and *ville*, meaning village. The City was named for its first postmaster, Jesse Kirk, who offered the survey party working in the area hospitality in exchange for having the town named after him.

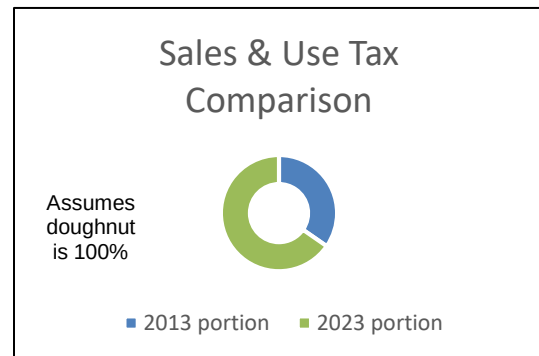
By 1850, the population of Kirksville was estimated at 300, with the U.S. Census reporting a county population of 3,342. Kirksville was incorporated in 1857 and in seven years had grown to an estimated population of 659 with over 8,000 in the county. Kirksville became a fourth-class city in 1873 and was elevated to a third-class city in 1892.

As a third-class city under the State of Missouri Statutes, it operates under the council-manager form of government. Policy making and legislative authority are vested in the governing council consisting of five-members who are responsible for passing ordinances, adopting the budget, appointing committees, setting policy, approving contracts and the hiring of both the city manager and the city attorney on a contractual

basis. The city manager is responsible for carrying out the policies and ordinances of the City Council, overseeing the day-to-day operations of the government and appointing department managers. The Council is elected on a non-partisan basis; each member is elected at-large to a three-year staggered term with annual selection of the Mayor and Mayor Pro Tem by the Council members.

Economy

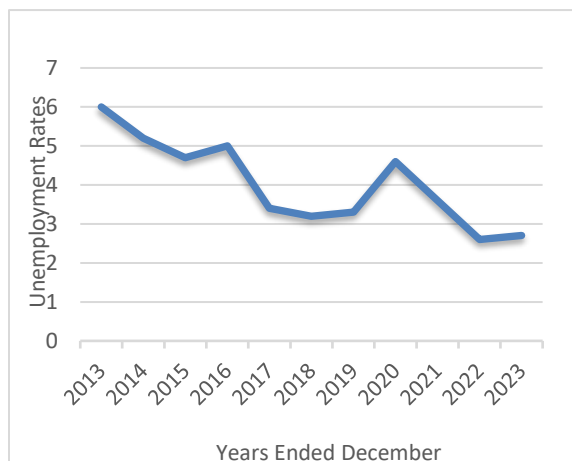
Kirksville is a city of diversity, with offerings of various educational opportunities, business and industry, cultural events, transportation methods, recreational activities, etc. From 1970 to 2010, Kirksville experienced growth of 11.2%. Since that time, the City has experienced a period of economic upswing due to major industrial employers expanding facilities and retailers opening or growing.



The Baltimore Street corridor through Kirksville contains many businesses, with the north sector of the City having experienced the most growth. The historic downtown district is also the site of many businesses and has seen renewed interest of eating and recreation establishments in this area due to the Downtown Façade Project restoring charming original architecture to the area. The City's industrial park is the location of several commercial entities but there are also opportunities in other parts of the City for expansion of existing industrial operations or relocation.

The City Council continues its commitment to community and economic growth through infrastructure improvements necessary to attract economic interests to the area, such as extension of water and sewer mains, stormwater management, streets, sidewalks, trails, airport facilities and other quality of life factors.

As a regional hub, Kirksville has weathered the negative economic effects of the nationwide pandemic economically as indicated by the November 2022 unemployment rate for Kirksville of 2.7%, which reflects current economic development and industrial expansion has rebounded job growth.



Industrial and Manufacturing

Kirksville hosts a variety of manufacturing and industrial operations. Major industries located within the City of Kirksville produce such items as: medical supplies (Hollister, Incorporated); wire coils (Wire Rope); meat products (Kraft Heinz Foods); printed envelopes (Cenveo); and hardwood lumber (Hartzell Hardwoods, Inc.). Each provides a valuable contribution to the community in addition to a positive economic boost to the region. Kraft Heinz Foods Company invested \$262.5 million in Chapter 100 industrial revenue bond

transactions for plant expansion and new equipment since 2018 and is currently the largest area employer. Kirksville is proud to claim such reputable companies and provide support for their operations.

Education

Kirksville is known for its quality education and offers exceptional educational opportunities from preschool to post-doctorate. There are three private schools and a public school district with a campus hosting six education buildings.

Kirksville is the home of two universities, Truman State and A.T. Still, and has a satellite community college, Moberly Area Community College.

Truman State University, which is nationally acclaimed and is the State of Missouri's premier liberal arts university, is located south of the Central Business District. More than 3,960 undergraduate students from Missouri, other states and foreign countries attend the University. It has been recognized state-wide and nationally for its academic reputation, quality of public education and affordable tuition. For 2022-2023, it was ranked #1 as best value school by U.S. News & World Report.

A.T. Still University features three institutions, Kirksville College of Osteopathic Medicine (KCOM), Missouri School of Oral Health (MOSDOH), and College of Graduate Health Studies (CGH). Founded over a century ago, students seeking a medical education come from all over the United States and many foreign countries.

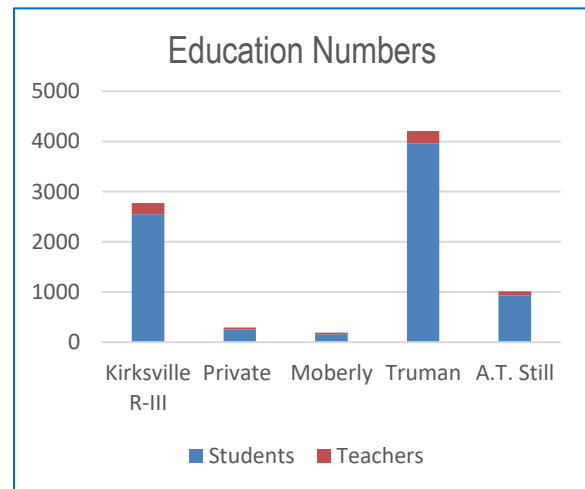
Moberly Area Community College (MACC) has established a state-of-the-art satellite campus facility that houses various classrooms, computer labs, and science labs, as well as, the Missouri Career Center. It is committed to providing accessible educational opportunities in northeast Missouri which is attractive to the non-traditional students and partners with the local public high school offering dual credit courses.

Health Care

A variety of medical service offerings can be found in the community, as Kirksville is the regional hub for healthcare services. There are eight medical and healthcare facilities, with an additional five nursing and assisted living facilities.

Transportation

The City of Kirksville provides funding support to two modes of public transportation: air and bus. Extensive infrastructure improvements have been made to the Kirksville Regional Airport to increase air traffic and promote higher utilization of air services, including a \$3.8 million taxiway and runway rehabilitation completed in 2022. A daily commuter service, Cape Air, connects to flights out of St. Louis.



In 2001, Kirk-Tran started service with assistance from state and federal grants. Over the years, different routes outside of Kirksville and within the City have been tried. Currently, Kirk-Tran operates a deviated fixed route in addition to its demand-response service through a partnership with OATS Transit. This public transit system provides mobility to several citizens and is ongoing due to the support of community partners. In 2023, the City will assume operations of Kirk-Tran and provide financial support to this effort from an allocation of the ½-cent transportation sales tax.

Transportation by rail is also available, with a rail station being located within 12 miles of the southern city limits of Kirksville.

Culture, Entertainment, Recreation and Outdoor Life

An asset of a well-rounded community is the access to cultural events, historical places, entertainment and recreational activities. There are many opportunities in Kirksville for each. Special events are hosted by the City Parks and Recreation Department, Kirksville Arts Association, Truman's Kohlenberg Lyceum Series, Del & Norma Robison Planetarium and Multimedia Theater, Curtain Call Theater and other entities. An amphitheater was built in Rotary Park to offer a site for outdoor concerts, plays and other attractions.

Various festivals and events draw a large population of visitors and residents to celebrate crafts, music, food, and culture, such as the Red Barn Arts & Crafts Festival, NEMO Fair, Summer on the Square, Kirksville Arts Walk, and many more.

Recreation comes in many forms from athletic events offered by the City, YMCA, Truman and public schools. Leisure time can be spent at the nine park facilities, including the Aquatic Center Facility opened in June 2021, the Frisbee golf course, wading pools, or taking advantage of the hike/bike trail network.

The newest park, Detweiler Park, will continue development with the construction of a central gazebo linking the sidewalks in 2023 through private contributions, grant opportunities and in-kind match from the City.

In November 2022, City Council approved a resolution adopting the Kirksville Parks and Recreation Master Plan that guides future development and management efforts for the City's park system over the next 15 years.

Outdoor activities are abundant in and around Kirksville as found in area lakes, rivers and forests. Spur Pond, located in the city limits, offers a fully stocked fishing opportunity year-round. Thousand Hills State Park is adjacent to the community and offers hiking trails, boating, swimming, and camping within its 3,215 acres. The surrounding area draws hunters and fishermen from all over the nation due to its abundant wildlife and fishing opportunities. Hazel Creek Lake is a popular site for fishing and hunting activities as well. Hunting is also found in the Sugar Creek State Forest and Big Creek Conservation Area. Kirksville has been cited in *Outdoor Life* for its year-round hunting and fishing opportunities making it one of the top places to hunt whitetail deer and has also been named the #1 Whitetail Deer Town in America.

Outlook

Kirksville has much to offer to both its residents and visitors. It is the educational, medical, agricultural, recreational, commercial and manufacturing center for north central Missouri. With the transportation services available and its accessibility due to improved highway infrastructure, Kirksville has become a popular destination site.

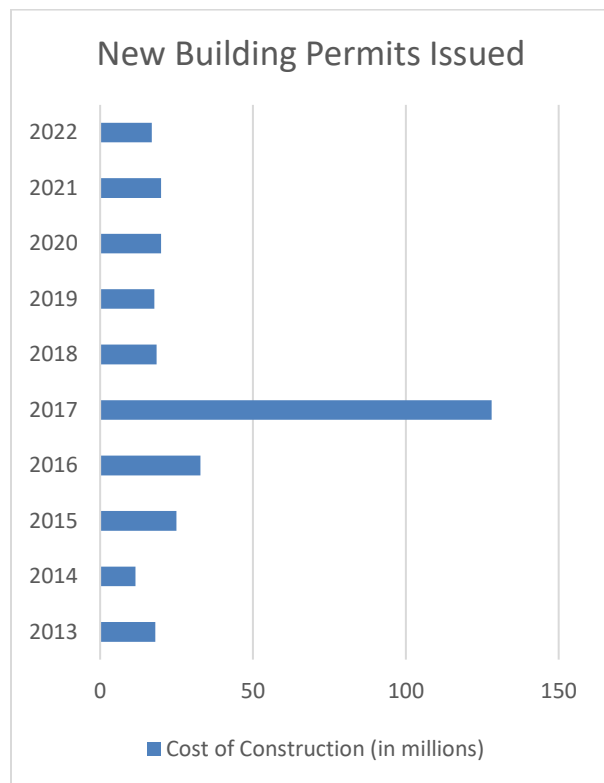
With the recent influx of immigrants to Kirksville, the Kirksville Integration Coalition has helped both the Latinx and Democratic Republic of Congo call Kirksville home.

As stated in the Comprehensive Plan, Kirksville, in itself, is a partnership of all who live here. It is a place where we come together to achieve great things; a place that represents our dedication to one another; a place that recognizes that disagreement is not the same thing as disrespect; and a place where we allow many ideas to come together to find common ground.

Kirksville At A Glance

AREA:	14.1 square miles
Miles of Streets	128
Miles of Water Mains	155
Miles of Sanitary Sewer Lines	115
Park Area in City Limits	130 acres

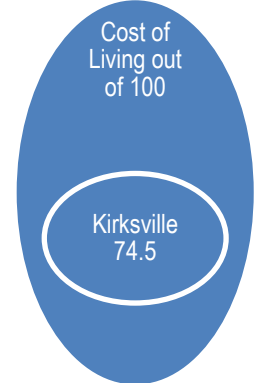
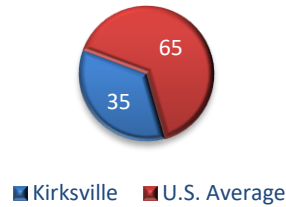
PROTECTION:	
Number of Fire Stations	1
Number of Fireman, Officers and Administration	24
Insurance Class	3
Number of Police Stations	1
Number of Policemen, Officers and Administration	34



*2017 Reflects Menards, The Pines, Kirksville Gardens

TAXES	
City Property tax levy (2022)	\$0.6816 / \$100
Sales tax rate (within city limits)	8.725%
Sales tax rate (within CID of city limits)	9.725%

Median Household
Income (2021 \$)



POPULATION STATISTICS:

1980	17,167
1990	17,152
2000	17,304
2010	17,505
2020	17,530

Population Density (per square mile)	1,243

Percent of Population by Age (2021)	
Under 20	27.7%
20-24	24.6%
25-64	35.2%
65 and over	12.4%

2022 CITY ASSESSED VALUATION:

Real Estate (includes TIF District)	151,482,680
Personal Property	55,724,104
Railroad & Utilities	12,899,632
State Assessed Commercial Aircraft	350,889

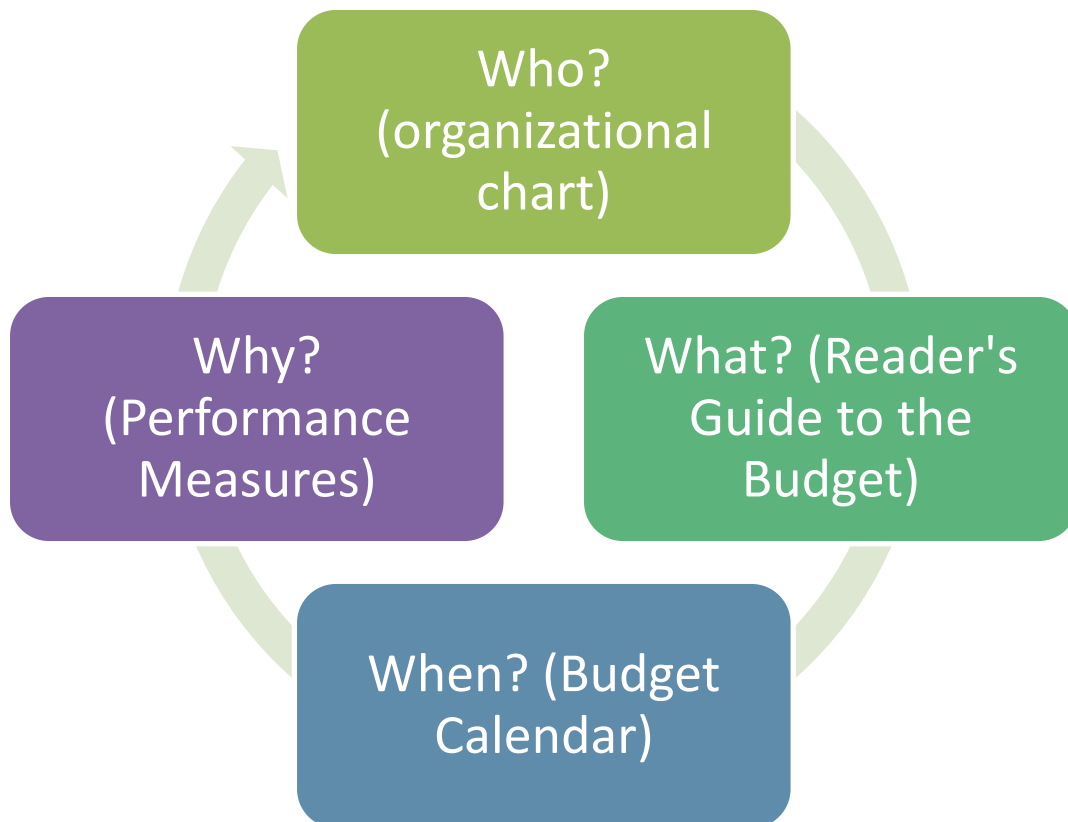
PRINCIPAL PROPERTY TAXPAYERS:

	<u>% of City</u>
Kraft Heinz Foods Company	2.44
Northeast Regional Health System	2.24
Liberty Utilities	1.97
Cableone, Inc.	1.85
Menard, Inc.	1.37
Wal-Mart Inc.	1.33
Hollister, Inc.	1.12
Baltimore Crossroads LLC & Stores	1.09
Home Depot, Inc..	0.70
Hy-Vee Food Stores, Inc.	0.65
Total	14.76%

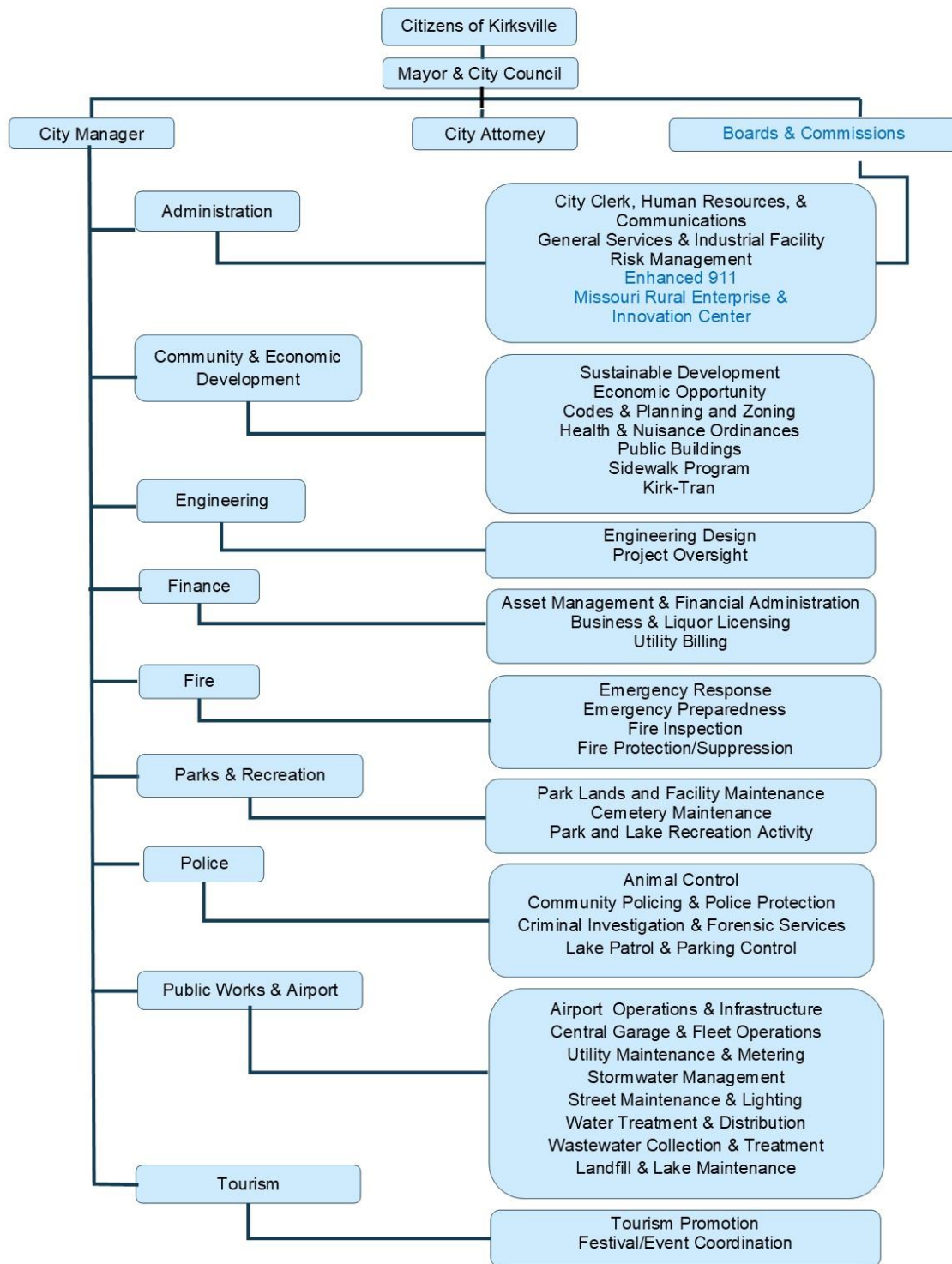
PRINCIPAL EMPLOYERS IN KIRKSVILLE:

	<u>Qty</u>	<u>%</u>
Kraft Heinz Foods Company	765	7.6
Truman State University	750	7.4
A.T. Still University	677	6.7
Kirksville R-III School District	491	4.9
Northeast Regional Medical Center	372	3.7
Hy-Vee Food Stores, Inc.	318	3.2
Preferred Family Healthcare	279	2.8
Wal-Mart Inc.	266	2.6
City of Kirksville	203	2.0
Sodexo	200	2.0
Total	4,321	42.9%

Financial Structure, Policy and Process



Organizational Chart



A Reader's Guide to the Overall Budget

This budget contains the City of Kirksville financial plan for governmental operations for the fiscal year January 1, 2022 through December 31, 2022. It is designed to provide information about the City, both financial and operational, in a format that is concise and readable. The City government's goals and objectives are outlined along with an estimate of resources available showing revenues, fund balances and appropriations which have been approved by the City Council for specific purposes.

The City maintains 28 separate active Funds categorized into the following 6 sections:

- **General Fund**
- **Special Revenue Funds**
- **Capital Project Funds**
- **Internal Service Funds**
- **Enterprise Funds**
- **Fiduciary Funds**

Budgets are presented for each individual Fund and by divisions where appropriate, which represent programs or functions. Each budget is preceded by an in-depth program description, each function's objectives and how it relates to the Council goals, significant changes or highlights for the current year budget, performance measurements of accountability for each Council goal, full-time personnel count (if attributable) and detailed financial and operational information by Fund.

The City is comprised of several departments which serve a specific purpose and collaboratively function as a whole unit; therefore, not every department has the wherewithal to achieve all four primary goals. For instance, the Fire or Police Department has a direct correlation with community investment and engagement. At the beginning of each departmental program or fund, Council goals are highlighted in bold and italicized. Listed under the Council goals are objectives used to achieve the relevant Council goal. Performance measures for each program or function are then tied to those objectives used to achieve the associated Council goal. Informational data or actionable targets are presented for the 2023 budget, projected 2022 and actual 2021. Unless otherwise noted, the 2023 budget column is the target and can be compared to projected 2022 and actual 2021. To see an example of the performance measures by division, go to [page 123](#).

The detailed financial and operational information includes five columns: the highlighted 2023 adopted budget; prior year presentations for both 2022 adopted and amended; and actual for years 2021 and 2020. Showing multiple years of planned and actual resources and expenditures allows for multi-year comparative analysis of the financial condition of the City.

Budgetary Fund Structure

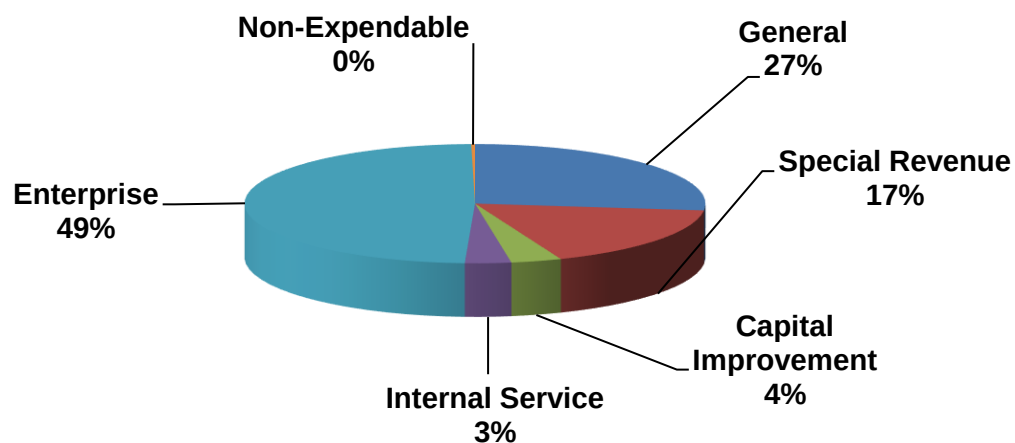
Fund/Departments	Administration	Comm & Eco Dev	Finance	Police & Fire	Public Buildings	PWorks & Streets	Codes & Planning	Engineering	E911	MREIC	Transportation	Recreation	Utility
GOVERNMENTAL													
General Fund (Major-10)	*	*	*	*	*	*	*	*					
Special Revenue Funds													
Community Development Block Grant (15)		*											
Walking and Cycling Trail Grant (16)		*										*	
Baltimore Commons CID (20)		*											
Downtown TIF District (21)		*											
South 63 Corridor TIF District (22)		*											
South 63 Corridor CID (23)		*											
Franklin Street CID (24)		*											
E911 Central Dispatch (25)									*				
North Baltimore CID (26)		*											
Community Partnership (28)		*										*	
MREIC (29)										*			
Economic Development Sales Tax (34)		*				*							*
Kirk-Tran (85)											*		
Tourism (86)		*											
Airport (87)											*		
Parks and Recreation (Major-88)												*	
Revolving Loan (96)		*											
Capital Project Funds													
Capital Improvement Sales Tax (31)	*	*		*	*	*	*	*			*	*	*
Transportation Sales Tax (32)						*							
PROPRIETARY													
Internal Service Funds													
Central Garage (40)				*	*	*	*	*		*	*	*	*
Insurance (60)	*	*	*	*	*	*	*	*	*	*	*	*	*
Enterprise Fund													
Utility (Major-80 & 81)													*
FIDUCIARY													
Non-Expendable Funds													
Veterans Memorial (91)	*											*	
Tri-Centennial Trust (92)	*												
Investment in Kirksville Charitable (93)	*												
Forest Llewellyn Park Cemetery Trust (94)	*											*	
Nancy Reed Fugate Trust (95)	*												

The City's fund structure is categorized into three types: governmental, proprietary and fiduciary.

- ✓ Governmental-a "source and disposition" type whose measurement focus is on determination of financial position and changes in financial position (sources, uses and fund balances).
- ✓ Proprietary-a government's activities that are business-type that recover the full cost of providing services (including capital costs) through fees and charges on those who use their services.
- ✓ Fiduciary-a type that holds assets in trust capacity or as an agent for individuals, private organizations, other governmental units and/or other Funds.

In addition, each fund is categorized as either a major fund, whose revenues or expenditures constitute more than 10% and at least 5% of the aggregate amount of the appropriated budget for all governmental and enterprise funds, excluding other financing sources and uses, or a nonmajor fund.

The chart below represents the proportionate type of ending fund balance for 2023:



General Fund accounts for all general governmental activity for commonly provided services not accounted for in other funds and is a major fund. The departments operating from this fund include: Council, Administration, Human Resources, Community and Economic Development, Finance, Public Buildings, Information Systems, Police, Fire, Public Works, Street Maintenance, Codes and Planning, and Engineering. These departments also assist other special revenue fund activities.

Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. The departments operating from this type of fund include: E911, MREIC, Kirk-Tran, Tourism, Airport and Parks and Recreation. In 2022, the Tourism Fund was created to collect lodging tax revenues when the City assumed operations of Kirksville Tourism and added the position of Tourism

Director. In 2023, the Kirk-Tran Fund was created for the transition from a stand-alone non-profit corporation to a fund of the City for public transit service.

Capital Project Funds account for governmental-type financial resources designated to be used for the acquisition or construction of major capital facilities or projects. There are two capital project funds, Community Improvement Sales Tax (CIST) and Transportation Sales Tax (TST) that provide capital infrastructure to many city departments.

Internal Service Funds account for the funding of goods or services provided by one department to other departments on a cost-reimbursement basis.

Enterprise Funds account for resources committed to self-supporting activities of governmental units that render services on a user-charged basis and is a major fund.

Non-Expendable Funds account for trust funds in which only investment earnings can be expended since the corpus is left intact to assure perpetual revenue generation.

Custodial Funds account for those in which assets are held for others and report no revenues or expenses. There are currently no custodial funds for the City.

A detailed discussion and analysis regarding City funds can be found on [page 54](#).

Basis of Budgeting and Process

The City of Kirksville accounts for the financial transactions in each Fund and in the preparation of its audited financial statements in conformity with GAAP. All governmental funds use the modified accrual basis of accounting in which revenues are recognized as soon as they are both measurable and available. Revenues are considered available when collected within the current period or within 60 days of the end of the current fiscal period. Expenditures are recorded when a liability is incurred. The proprietary and fiduciary funds use the accrual basis of accounting in which revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

The budget conforms to the way the City prepares its financial statements, with the following exceptions:

- Accrued compensated absences are not recognized as expenditures for governmental fund budgetary purposes.
- Capital outlays for proprietary funds are budgeted as expenditures.
- Debt service principal payments are budgeted as expenditures.
- Capital grants and bond/loan proceeds in proprietary funds are budgeted as revenue.
- Depreciation and amortization are not budgeted as expenditures.

The annual budget process begins in August with the release of templates for overtime and call-out. Using this information, budget templates are prepared for each department/fund and distributed with the performance measurement templates and capital worksheets.

The City Council holds the annual planning meeting at the September Study Session, which includes review of proposed revenues for all funds and review of updated versions of the City's multi-year plans (5-year street plan, 5-year water plan, 5-year wastewater plan, 5-year capital improvement plan, and rolling stock plan). City staff presents infrastructure projects and changes/modification to operations, as required by law and citizen input, during the planning meeting to be incorporated into the proposed fiscal year budget.

Following work sessions and budget meetings with departments, the proposed draft budget is presented to the public at Council's November Study Session for review. This meeting determines the budget conforms to the financial policies, includes proposed capital infrastructure and maintains the financial health of the City.

The budget is formally adopted in December to allow for public review and comment during the public hearing for the proposed budget and to incorporate any modifications into the adopted budget. The formal budget document is distributed on January 31st.

Any revisions to the budget that would impact the operating expenditures requires

approval from City Council. The City Manager or Finance Director has the authority to transfer any unencumbered appropriation balance or any portion from one account or department, within the same fund, to another. The City Manager will notify Council of any interdepartmental transfers.

As mentioned in the transmittal letter, the budget process is a culmination of many hours of work and planning for City Council and staff. As part of the process, the financial policies of the City are reviewed and amended for changes in state mandates, GFOA best practices, and the direction of Council.

The following policies were reviewed and approved by City Council: #1-Purchasing-increased blanket purchase orders, clarified local preference and authorizations, and outlined compliance requirements to improve efficiency in operations; and #7-Fund Balance-established minimum fund balance requirements for the Capital Improvement Sales Tax Fund and Tourism Fund. In 2023, the City will create a Risk Management Policy. The 2023 budget complies with the financial policies and fund balance requirements. The complete financial policies of the City are included in Appendix I on [page 225](#).

2023 Budget Calendar

August 19	Templates ready for department completion Common>Budget>2023: • Temporary/OT/callout for current year runout and projected 2023 • Budget detail files • Performance measurements/service indicators • Capital improvement plan worksheets for 2023-2027 Capital Improvement Plan
September 2	**Upcoming year projections and items for Council retreat due to City Manager** • General Fund revenue projections (Finance Director) • Utility Fund revenue projections (Finance Director) • Proposed revisions to FY Performance Indicators (Departments) • Multi-year capital plans: CG fleet; streets; utilities; rolling stock; CIST-building maintenance, computers, radios, airport, parks, etc. (Depts) • Temporary/OT/Callout runout and 2023 projections (Departments) • City Council goals for FY (City Manager) • Proposed Revisions to Financial policies and practices (Finance Director) • Planning Meeting Topics
September 12	City Council Planning Meeting – 4:00 pm
September 16	Review results of Council retreat and performance measurements with department heads via email.
September 19	**All Budget documents due and posted to Q-drive**
September 26-October 7	Finance Director budget review meetings with departments for reporting accuracy.
October 10 -14	City Manager budget review meetings with departments and follow-up meetings as necessary.
November 7	Draft Budget submitted to City Council.
November 14	City Council review of Draft Budget – Time TBD
November 21-December 19	Preliminary budget available in Administration for public review.
December 5	Public hearing on FY budget and first reading. Adoption of CY amendment ordinance.
December 19	City Council adoption of FY budget.
January 1	New Year begins.
January 31	FY budget document distributed.

Performance Measures

Performance measures help determine the quality and cost efficiency of government services. They identify benefits to and results of those delivered to citizens and indicate how well government resources are being used. The measures of accountability to the public are based on the following:

- ✓ Efficiency, which shows the relationship between services or outcomes and the resources required to provide them, generally expressed by unit costs or in terms of other meaningful units
- ✓ Effectiveness, which gauges the quality of municipal performance or extent of objectives achieved, such as timeliness or desired outcomes
- ✓ Demand, which measures the amount of service opportunities
- ✓ Workload, which measures the quantity of activity for each reporting program or function

The GFOA, ICMA and GASB have published guidelines for the implementation of performance measures. The GFOA recommended practice of using performance measurements in linking budget and planning processes was incorporated into the City's Budget Management Policies and Practices, as adopted by the City Council in 2010, and can be found on [page 258](#).

Prior to 2011, the City focused on workload measures due to the processes that were in place to track and measure the outcomes. In 2010, departmental managers were given the task and opportunity to develop performance measurements that articulate their function and which demonstrate the achievement of each to the citizenry. The City started with the initial phase of a performance measurement project by 1) expanding beyond workload measures by incorporating efficiency and effectiveness measures for each function; 2) tying selected measures to an objective for each function; and 3) tying each function's objectives to a Council goal.

Annually the performance measurements are evaluated for clarity and accountability. These measures are used to derive targets or goals for each measure implemented to date. Performance measures are meaningless without having a comparison to gauge against. Municipal benchmarks have been published, but municipalities have unique qualities and cannot always be compared to other municipalities or average standards. Recognizing there are inherent deficiencies, it is more beneficial to compare measurements internally over a multi-year span.

Last year marked the eleventh year of completing, tracking, and compiling performance measures; therefore, department managers reviewed and correlated current measures with stated objectives and removed impractical and ineffective measures and added ones that contained more purposeful and thus more valuable input to the City Council and the citizens. For 2023, these developed and revised measures are invaluable tools for tracking performance and accountability. It would be meaningless to include performance measurements that are not applicable to the operations or require extensive tracking beyond staff's ability to track. Those that have targets or benchmarks from comparable

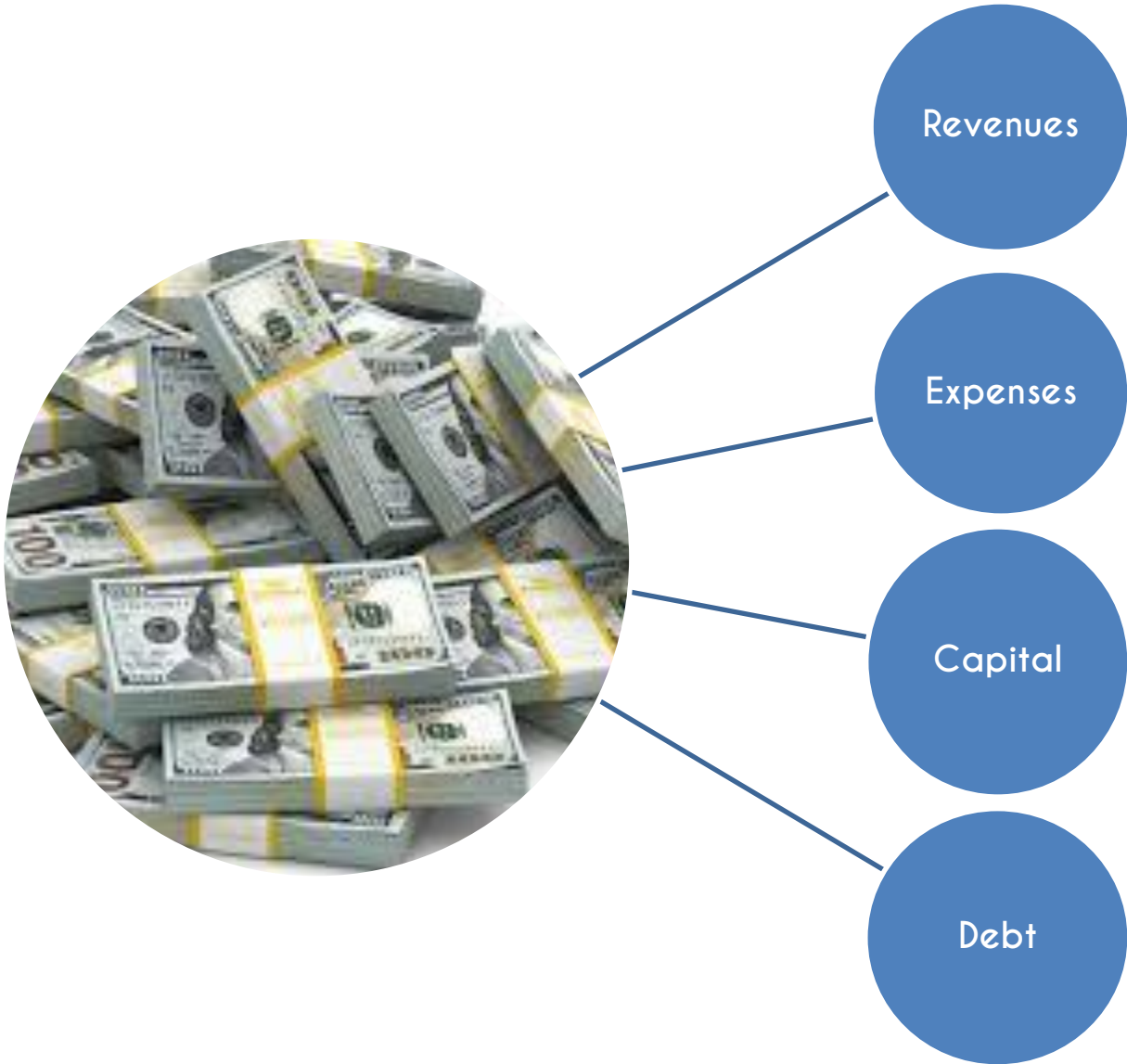
municipalities provide a better measure of performance and unless otherwise noted, the 2023 measure is the target for each department that can be compared to the two previous years. An example can be found on [page 125](#) for the Council budget.

Due to this multi-phase development project, the City has derived valuable program and service performance measurements that can:

- ✓ be based on program goals and objectives that tie to the purpose for each function;
- ✓ measure function outcomes;
- ✓ allow for resource allocation comparisons over time;
- ✓ measure efficiency and effectiveness to highlight areas of needed improvement;
- ✓ be verifiable, understandable and timely;
- ✓ be used consistently to measure results over long-term;
- ✓ be capable of being reported internally and externally;
- ✓ be able to be monitored and integrated into management decisions; and
- ✓ serve as motivation for staff of demonstrated usefulness.

The performance measurements determined to be the most significant are integrated into each applicable City function or program budget.

Financial Summaries and Discussion



BUDGET YEAR 2023 CONSOLIDATED STATEMENT OF CHANGE IN FUND BALANCE							
	Governmental Funds				Proprietary Funds		All Funds
	General	Special Revenue	Capital Improvement	Non-Expendable Fiduciary	Enterprise	Internal Service	
BEGINNING FUND BALANCES	\$9,438,346	\$6,661,246	\$1,340,185	\$56,502	\$17,377,997	\$789,735	\$35,664,012
REVENUES							
Taxes and Franchise Fees	8,765,848	4,524,277	2,824,566	-	-	-	16,114,691
Licenses and Permits	596,957	-	-	-	-	-	596,957
Intergovernmental	1,259,237	2,356,513	-	-	3,870,558	-	7,486,308
Charges for Services	155	2,188,409	-	-	9,424,100	1,146,333	12,758,997
Fines and Costs	35,990	-	-	-	-	-	35,990
Investment Earnings	272,468	78,821	27,000	390	297,205	13,200	689,084
Management Fees	459,880	-	-	-	-	-	459,880
Miscellaneous	<u>242,208</u>	<u>375,498</u>	<u>249,270</u>	<u>6,750</u>	<u>102,217</u>	<u>-</u>	<u>975,943</u>
TOTAL	11,632,744	9,523,518	3,100,836	7,140	13,694,080	1,159,533	39,117,851
EXPENDITURES							
Administrative Support Services	2,606,146	-	-	295	-	-	2,606,441
Community & Economic Development	1,690,205	4,955,460	57,857	-	-	-	6,703,522
Emergency Services/E911	6,598,500	942,721	746,182	-	-	-	8,287,403
PWStreets/Engineering	2,899,158	1,579,418	2,311,844	-	-	-	6,790,420
Recreation	-	2,099,497	-	-	-	-	2,099,497
Tourism	-	197,750	-	-	-	-	197,750
Transportation	-	1,924,867	-	-	-	-	1,924,867
Utility	-	-	-	-	19,621,384	-	19,621,384
Internal Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,171,290</u>	<u>1,171,290</u>
TOTAL	13,794,009	11,699,713	3,115,883	295	19,621,384	1,171,290	49,402,574
Net Operating Income (Loss)	(2,161,265)	(2,176,195)	(15,047)	6,845	(5,927,304)	(11,757)	(10,284,722)
Interfund Transfers	469,652	(362,292)	(471,840)	(326)	364,806	-	(0)
Increase (Decrease) in Fund Balance	<u>(1,691,613)</u>	<u>(2,538,487)</u>	<u>(486,887)</u>	<u>6,519</u>	<u>(5,562,498)</u>	<u>(11,757)</u>	<u>(10,284,723)</u>
ENDING FUND BALANCES	\$7,746,733	\$4,122,759	\$853,299	\$63,021	\$11,815,499	\$777,978	\$25,379,289

FINANCIAL SUMMARY OF SOURCES AND USES

	ALL FUNDS		
	ADOPTED 2023	AMENDED 2022	ACTUAL 2021
Beginning Fund Balances	\$35,664,012	\$32,498,052	\$35,244,731
Revenues			
Taxes/PILOTS	\$16,114,691	\$16,158,726	\$15,209,500
Licenses and Permits	596,957	606,957	617,092
Intergovernment/Grants	7,486,308	5,408,017	4,785,765
Charges for Services	1,573,057	1,487,412	1,033,420
Fines and Costs	35,990	34,630	37,969
Investment Earnings	689,084	209,197	221,680
Loan Repayments	15,000	-	-
Contractual Fees	1,075,387	1,216,117	920,385
Rental Payments	76,717	77,453	139,937
Miscellaneous	860,226	1,260,659	705,278
Internal Service Fees	1,146,333	1,040,218	696,641
Utilities Service Fees	<u>9,424,100</u>	<u>9,450,340</u>	<u>9,445,281</u>
Total Revenues	39,093,851	36,949,727	33,812,949
Expenditures			
General Government	5,331,247	4,529,811	3,794,381
Public Safety	7,227,294	6,260,491	5,384,884
Public Works	2,228,613	1,766,187	1,525,436
Community Services/Recreation	1,592,573	1,379,632	876,415
Transportation	1,602,867	1,205,250	856,738
Public Utilities	6,243,610	5,429,985	4,676,624
Capital Improvement Projects	20,304,971	8,969,343	15,295,863
Debt Service	3,700,110	3,445,975	4,920,380
Internal Service	<u>1,171,290</u>	<u>1,050,943</u>	<u>719,244</u>
Total Expenditures	49,402,574	34,037,616	38,049,964
Excess (Deficiency) of Revenues Over Expenditures	(10,308,723)	2,912,111	(4,237,016)
Other Financing Sources (Uses)			
Insurance Proceeds	4,000	1,000	-
Capital Assets Disposition/Contribution	20,000	252,850	86,691
Loan/Bond Proceeds	-	-	1,403,646
Transfer In	14,444,454	8,671,373	8,875,812
Transfer Out	<u>(14,444,454)</u>	<u>(8,671,373)</u>	<u>(8,875,812)</u>
Total Other Financing Sources (Uses)	24,000	253,850	1,490,337
Increase (Decrease) in Fund Balance	(10,284,723)	3,165,960	(2,746,679)
Ending Fund Balances	\$ 25,379,289	\$ 35,664,012	\$ 32,498,052

FINANCIAL SUMMARY OF SOURCES AND USES - GOVERNMENTAL FUNDS

	ADOPTED 2023	AMENDED 2022	ACTUAL 2021
Beginning Fund Balances	\$17,496,280	\$13,778,489	\$17,580,004
Revenues			
Taxes/PILOTS	\$16,114,691	\$16,158,726	\$15,209,500
Licenses and Permits	596,957	606,957	617,092
Intergovernment/Grants	3,615,750	5,408,017	4,785,765
Charges for Services	1,573,057	1,487,412	1,033,420
Fines and Costs	35,990	34,630	37,969
Investment Earnings	378,679	71,467	71,287
Loan Repayments	15,000	-	-
Contractual Fees	1,075,387	1,216,117	920,385
Rental Payments	-	-	-
Miscellaneous	844,726	1,245,759	662,364
Internal Service Fees	-	-	-
Utilities Service Fees	-	-	-
Total Revenues	24,250,238	26,229,085	23,337,784
Expenditures			
General Government	5,331,247	4,529,811	3,794,381
Public Safety	7,227,294	6,260,491	5,384,884
Public Works	2,228,613	1,766,187	1,525,436
Community Services/Recreation	1,592,572	1,379,632	876,415
Transportation	1,602,867	1,205,250	856,738
Public Utilities	-	-	-
Capital Improvement Projects	8,951,707	6,673,089	13,473,183
Debt Service	1,675,600	883,526	878,726
Internal Service	-	-	-
Total Expenditures	28,609,900	22,697,986	26,789,762
Excess (Deficiency) of Revenues Over Expenditures	(4,359,662)	3,531,099	(3,451,978)
Other Financing Sources (Uses)			
Insurance Proceeds	4,000	1,000	-
Capital Assets Disposition/Contribution	10,000	133,600	81,691
Loan/Bond Proceeds	-	-	-
Transfer In	3,264,478	2,808,469	2,865,785
Transfer Out	(3,629,284)	(2,756,378)	(3,297,012)
Total Other Financing Sources (Uses)	(350,806)	186,691	(349,537)
Increase (Decrease) in Fund Balance	(4,710,468)	3,717,790	(3,801,515)
Ending Fund Balances	\$ 12,785,812	\$17,496,280	\$ 13,778,489

FINANCIAL SUMMARY OF SOURCES AND USES

	General Fund			Special Revenue Funds		
	ADOPTED 2023	AMENDED 2022	ACTUAL 2021	ADOPTED 2023	AMENDED 2022	ACTUAL 2021
Beginning Fund Balances	\$9,438,346	\$6,520,877	\$5,792,839	\$6,661,246	\$5,371,504	\$9,546,773
Revenues						
Taxes/PILOTS	8,765,848	8,596,101	8,330,779	4,524,277	4,766,025	4,288,088
Licenses and Permits	596,957	606,957	617,092	-	-	-
Intergovernment/Grants	1,259,237	4,575,253	870,792	2,356,513	832,764	3,914,973
Charges for Services	155	157	265	1,572,902	1,487,255	1,033,156
Fines and Costs	35,990	34,630	37,969	-	-	-
Investment Earnings	272,468	40,965	34,993	78,821	25,517	30,826
Loan Repayments	-	-	-	15,000	-	-
Contractual Fees	459,880	459,880	460,277	615,507	756,237	460,109
Rental Payments	-	-	-	-	-	-
Miscellaneous	228,208	215,153	142,801	360,498	898,641	215,013
Internal Service Fees	-	-	-	-	-	-
Utilities Service Fees	-	-	-	-	-	-
Total Revenues	11,618,744	14,529,096	10,494,968	9,523,518	8,766,439	9,942,166
Expenditures						
General Government	4,190,496	3,827,902	3,186,752	972,894	575,341	490,871
Public Safety	6,284,573	5,436,366	4,685,470	942,721	824,125	699,414
Public Works	2,228,613	1,766,187	1,525,436	-	-	-
Community Services/Recreation	-	-	-	1,592,277	1,379,337	875,869
Transportation	-	-	-	1,602,867	1,205,250	856,738
Public Utilities	-	-	-	-	-	-
Capital Improvement Projects	1,090,327	1,336,238	787,353	5,009,536	1,832,360	9,588,565
Debt Service	-	-	-	1,579,418	787,345	782,544
Internal Service	-	-	-	-	-	-
Total Expenditures	13,794,009	12,366,693	10,185,011	11,699,713	6,603,757	13,294,001
Excess (Deficiency) of Revenues Over Expenditures	(2,175,265)	2,162,403	309,957	(2,176,195)	2,162,682	(3,351,835)
Other Financing Sources (Uses)						
Insurance Proceeds	4,000	1,000	-	-	-	-
Capital Assets Disposition/Contribution	10,000	103,500	53,624	-	24,500	22,467
Loan/Bond Proceeds	-	-	-	-	-	-
Transfer In	518,552	972,294	610,357	1,740,060	848,125	773,210
Transfer Out	(48,900)	(321,728)	(245,900)	(2,102,352)	(1,745,564)	(1,619,111)
Total Other Financing Sources (Uses)	483,652	755,066	418,081	(362,292)	(872,939)	(823,434)
Increase (Decrease) in Fund Balance	(1,691,613)	2,917,469	728,038	(2,538,487)	1,289,742	(4,175,269)
Ending Fund Balances	\$ 7,746,733	\$ 9,438,346	\$ 6,520,877	\$ 4,122,759	\$ 6,661,246	\$ 5,371,504

FINANCIAL SUMMARY OF SOURCES AND USES

	Capital Improvement Funds			Fiduciary Funds		
	ADOPTED 2023	AMENDED 2022	ACTUAL 2021	ADOPTED 2023	AMENDED 2022	ACTUAL 2021
Beginning Fund Balances	\$1,340,185	\$1,830,203	\$2,185,343	\$ 56,502	\$ 55,905	\$55,049
Revenues						
Taxes/PILOTS	\$2,824,566	\$2,796,600	\$2,590,632	\$0	\$0	\$0
Licenses and Permits	-	-	-	-	-	-
Intergovernment/Grants	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines and Costs	-	-	-	-	-	-
Investment Earnings	27,000	4,630	5,088	390	355	380
Loan Repayments	-	-	-	-	-	-
Contractual Fees	-	-	-	-	-	-
Rental Payments	-	-	-	-	-	-
Miscellaneous	249,270	131,125	303,200	6,750	840	1,350
Internal Service Fees	-	-	-	-	-	-
Utilities Service Fees	-	-	-	-	-	-
Total Revenues	3,100,836	2,932,355	2,898,920	7,140	1,195	1,730
Expenditures						
General Government	167,857	126,568	116,757	-	-	-
Public Safety	-	-	-	-	-	-
Public Works	-	-	-	-	-	-
Community Services/Recreation	-	-	-	295	295	546
Transportation	-	-	-	-	-	-
Public Utilities	-	-	-	-	-	-
Capital Improvement Projects	2,851,844	3,504,491	3,097,266	-	-	-
Debt Service	96,182	96,181	96,181	-	-	-
Internal Service	-	-	-	-	-	-
Total Expenditures	3,115,883	3,727,240	3,310,204	295	295	546
Excess (Deficiency) of Revenues Over Expenditures	(15,047)	(794,885)	(411,284)	6,845	900	1,184
Other Financing Sources (Uses)						
Insurance Proceeds	-	-	-	-	-	-
Capital Assets Disposition/Contribution	-	5,600	5,600	-	-	-
Loan/Bond Proceeds	-	-	-	-	-	-
Transfer In	1,005,866	988,050	1,482,217	-	-	-
Transfer Out	(1,477,706)	(688,783)	(1,431,673)	(326)	(303)	(328)
Total Other Financing Sources (Uses)	(471,840)	304,867	56,144	(326)	(303)	(328)
Increase (Decrease) in Fund Balance	(486,887)	(490,018)	(355,140)	6,519	597	856
Ending Fund Balances	\$ 853,299	\$ 1,340,185	\$ 1,830,203	\$ 63,021	\$ 56,502	\$ 55,905

FINANCIAL SUMMARY OF SOURCES AND USES - PROPRIETARY FUNDS

	Utility Fund			Internal Service Funds		
	ADOPTED 2023	AMENDED 2022	ACTUAL 2021	ADOPTED 2023	AMENDED 2022	ACTUAL 2021
Beginning Net Position	\$17,377,997	\$17,300,203	\$16,250,618	\$ 789,735	\$1,419,360	\$1,414,108
Revenues						
Taxes/PILOTS	-	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-
Intergovernment/Grants	3,870,558	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Fines and Costs	-	-	-	-	-	-
Investment Earnings	297,205	134,130	146,818	13,200	3,600	3,575
Loan Repayments	-	-	-	-	-	-
Contractual Fees	-	-	-	-	-	-
Rental Payments	76,717	77,453	139,937	-	-	-
Miscellaneous	15,500	14,900	18,634	-	-	24,279
Internal Service Fees	-	-	-	1,146,333	1,040,218	696,641
Utilities Service Fees	9,424,100	9,450,340	9,445,281	-	-	-
Total Revenues	13,684,080	9,676,823	9,750,670	1,159,533	1,043,818	724,495
Expenditures						
General Government	-	-	-	-	-	-
Public Safety	-	-	-	-	-	-
Public Works	-	-	-	-	-	-
Community Services/Recreation	-	-	-	-	-	-
Transportation	-	-	-	-	-	-
Public Utilities	6,243,610	5,429,985	4,676,624	-	-	-
Capital Improvement Projects	11,353,264	2,296,254	1,822,680	-	-	-
Debt Service	2,024,510	2,562,449	4,041,654	-	-	-
Internal Service	-	-	-	1,171,290	1,050,943	719,244
Total Expenditures	19,621,384	10,288,688	10,540,958	1,171,290	1,050,943	719,244
Excess (Deficiency) of Revenues Over Expenditures	(5,937,304)	(611,865)	(790,289)	(11,757)	(7,124)	5,251
Other Financing Sources (Uses)						
Insurance Proceeds	-	-	-	-	-	-
Capital Assets Disposition/Contribution	10,000	116,750	5,000	-	2,500	-
Loan/Bond Proceeds	-	-	1,403,646	-	-	-
Transfer In	11,179,975	5,862,904	6,010,027	-	-	-
Transfer Out	(10,815,170)	(5,289,995)	(5,578,800)	-	(625,000)	-
Total Other Financing Sources (Uses)	374,805	689,659	1,839,873	-	(622,500)	-
Increase (Decrease) in Fund Balance	(5,562,498)	77,794	1,049,585	(11,757)	(629,624)	5,251
Ending Net Position	\$ 11,815,499	\$ 17,377,997	\$ 17,300,203	\$ 777,978	\$ 789,735	\$ 1,419,360

Fund Balances

GENERAL FUND BALANCE

The General Fund consists of eighteen divisions/departments and is a major fund for the operations of the City. The Recreation Administration and Aquatic Center was incorporated into the Parks and Recreation Fund for the 2018 Budget, with activity for these departments still included in the trend chart below for years 2014-2017 for informational purposes. In 2021 and 2022, the City received funding from the federal government to address loss of revenue during the pandemic. To adhere to spending rules outlined by the U.S. Treasury Department, the City adopted a resolution to utilize the funds for government services in the Police and Fire Departments. Funds originally allocated for these expenditures appear in the 2022 General Fund balance. The General Fund balance has fluctuated over the last ten years. Expenditures for 2023 increased from amended 2022 by 11.5% primarily due to an increase in personnel-costs due to assuming all positions are filled in 2023, adding positions for a firefighter and police detective, and adjusting the pay scale to reflect area wage rates. Revenues for 2023 decreased 5% over amended 2022 as a result of the 2nd American Rescue Plan Act (ARPA) payment received by the City in 2022. Staff will continue to evaluate programs, services and other projects supported by the General Fund to curtail operational spending and prioritize or eliminate any capital that is not reimbursed through grants, contributions, or funded from the ¼-cent capital improvement sales tax.

GENERAL FUND BALANCE TEN-YEAR TREND

<u>Fiscal Year</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Net Transfers</u>	<u>Fund Balance</u>	<u>As % of Expenditures</u>
2014	8,201,447	(7,941,036)	70,664	2,733,923	34.4%
2015	8,800,794	(8,414,529)	(40,815)	3,079,373	36.6%
2016	9,148,185	(8,650,775)	(24,228)	3,552,556	41.1%
2017	10,448,695	(9,998,449)	624,780	4,627,582	46.3%
2018	10,022,906	(8,569,737)	297,284	6,378,036	74.4%
2019	9,952,859	(10,059,918)	253,188	6,524,165	64.9%
2020	10,231,616	(11,011,377)	48,435	5,792,839	52.6%
2021	10,548,592	(10,185,011)	364,457	6,520,877	64.0%
Amended 2022	14,633,596	(12,366,693)	650,566	9,438,347	76.3%
Budget 2023	11,632,744	(13,794,009)	469,652	7,746,733	56.2%

OTHER FUND BALANCES

The City experienced a 28.8% decline in total fund balance for 2023 primarily due to the major capital expenditures, as well as, an increase in personnel costs. The majority of Funds drew from their reserves to meet 2023 appropriations when revenues were not able to cover both operational and capital projects. Several capital projects that were designed in 2022 will shift to the construction phase for 2023 and include \$3.9 million for wastewater treatment plant State mandated disinfection and \$1.6 million for

improvements to the Factory Addition neighborhood through a Community Development Block Grant .

TOTAL FUND BALANCES BY FUND TYPE				
	<u>Beginning</u>	<u>Ending</u>	Increase/ <u>(Decrease)</u>	% <u>Change</u>
General Fund	9,438,346	7,746,733	(1,691,613)	(17.9)%
Special Revenue Funds	6,661,246	4,122,759	(2,538,487)	(38.1)%
Capital Improvement Funds	1,340,185	853,299	(486,887)	(36.3)%
Internal Service Funds	789,735	777,978	(11,757)	(1.5)%
Enterprise Funds	17,377,997	11,815,499	(5,562,498)	(32.0)%
Fiduciary Funds	56,502	63,021	6,519	11.5%
Total	<u>35,664,012</u>	<u>25,379,289</u>	<u>(10,284,723)</u>	<u>(28.8)%</u>

Special Revenue Funds – The Special Revenue Funds which consist of seventeen separate funds show an overall 38.1% decrease in fund balance for 2023, due to the use of fund reserves and grant awards to complete capital infrastructure projects of \$5.01 million. The Downtown TIF expired in December 2022, however, the remaining fund balance of \$1.17 million will be utilized in 2023 for the façade improvement project. Capital improvements will reduce the Airport Fund balance by \$0.21 million and Parks and Recreation Fund by \$0.18 million. The Revolving Loan Fund anticipates a fund balance decrease of \$0.52 million to promote economic development and additional façade improvements.

Capital Project Funds - The Capital Improvement Sales Tax Fund will decrease its fund balance by \$0.67 million to assist with capital and infrastructure projects for the general fund, four special revenue funds, and the utility fund. In addition, work will begin on the Kirksville Emergency Services Training Center, to promote local and regional training opportunities. The Transportation Sales Tax Fund will spend part of its reserve for street improvement projects and to support the street improvements to the Factory Addition, which accounts for a decrease of \$0.42 million in the fund balance.

Internal Service Funds - The Insurance Fund balance will decrease by 45.6% for wellness programs, administrative costs, dental claims, and to return prior excess premiums to all departments.

Enterprise Funds - The 32% decrease in fund balance is a result of moving to the construction phases for the \$3.91 million wastewater treatment plant disinfection project and \$3.81 million water treatment plant additional primary clarifier project.

Fiduciary and Custodial Funds – The City continues to budget \$5,000 for the Investment in Kirksville Charitable Fund to fund City projects that cannot be accomplished without private support.

City operations cannot be sustained if there is a continuous depletion of reserves. Fund balances will continue to be monitored closely through 2023 and new initiatives will be assessed as to whether revenues are available to support unplanned expenditures.

CHANGES IN FUND BALANCE FOR 2023

	Beginning Balance 2023	Increases	Decreases	Net Increase/ (Decrease)	Ending Balance 2023
Governmental Funds					
General Fund (10)	\$9,438,346	\$12,151,296	\$13,842,909	(\$1,691,613)	\$7,746,733
Community Development Block Grant Fund (15)	59,994	2,267,525	2,273,932	(6,407)	53,587
Walking and Cycling Trail Grant Fund (16)	0	431,178	431,179	(1)	(0)
Baltimore Commons Community Improvement District Fund (20)	91,956	24,500	111,456	(86,956)	5,000
Downtown Tax Increment Financing District Fund (21)	1,173,105	90,730	1,263,835	(1,173,105)	0
South 63 Corridor Tax Increment Financing District Fund (22)	11,185	52,970	59,155	(6,185)	5,000
South 63 Corridor Improvement Plan (23)	9,119	35,890	40,010	(4,120)	5,000
Franklin Street Community Improvement District Fund (24)	84,160	21,770	100,930	(79,160)	5,000
E911 Central Dispatch Fund (25)	138,164	824,557	942,721	(118,164)	20,000
North Baltimore Street Community Improvement District Fund (26)	39,374	201,250	195,333	5,917	45,291
Community Partnership Fund (28)	384	30	-	30	414
Missouri Rural Enterprise & Innovation Center Fund (29)	167,489	449,634	419,631	30,003	197,492
Economic Development Sales Tax Fund (34)	189,308	1,898,044	2,087,352	(189,308)	0
Kirk-Tran Fund (85)	-	303,345	274,100	29,245	29,245
Tourism Fund (86)	731,700	251,451	282,750	(31,299)	700,401
Airport Fund (87)	241,622	1,596,518	1,808,835	(212,317)	29,305
Parks and Recreation Fund (88)	2,849,797	2,675,136	2,852,397	(177,261)	2,672,536
Capital Improvement Sales Tax Fund (31)	840,920	1,202,792	1,269,367	(66,575)	774,345
Transportation Sales Tax (32)	499,266	2,903,910	3,324,222	(420,312)	78,954
Veterans Memorial Fund (91)	2,122	265	250	15	2,137
Tri-Centennial Trust Fund (92)	409	4	-	4	413
Investment in Kirksville Charitable Fund (93)	-	5,000	-	5,000	5,000
Forest-Llewellyn Cemetery Trust Fund (94)	47,830	1,826	326	1,500	49,330
Nancy Reed Fugate Trust Fund (95)	6,141	45	45	-	6,141
Revolving Loan Fund (96)	873,888	139,050	658,450	(519,400)	354,488
Total Governmental Funds	17,496,280	27,528,717	32,239,184	(4,710,468)	12,785,812
Enterprise Fund (80/81)	17,377,997	24,874,055	30,436,554	(5,562,498)	11,815,499
Internal Service Funds					
Central Garage Fund (40)	0	1,061,565	1,061,565	-	0
Insurance Fund (60)	789,735	97,968	109,725	(11,757)	777,978
Total Internal Service Funds	789,735	1,159,533	1,171,290	(11,757)	777,978
Total All Funds	<u>\$35,664,012</u>	<u>\$53,562,305</u>	<u>\$63,847,028</u>	<u>(\$10,284,723)</u>	<u>\$25,379,289</u>

Revenue Sources

REVENUE SOURCES BY FUND TYPE

- The General Fund collects revenues that are not obligated for specific purposes, including the 1-cent general sales tax and 2 and 3/4-cent local use tax, property taxes, franchise fees, licenses and permits, PILOTS, Missouri motor vehicle distributions, various grant monies, activity fees, fines, administrative fees for the management of the water and wastewater operations, contributions and other miscellaneous receipts that are not allocable to other Funds. Grant proceeds and general reimbursements are for specific repayments of expenditures previously made.
- Special Revenue Funds receive revenues that are legally restricted on spending for a specific purpose from a designated Fund. Receipts are from grants, property and/or sales taxes captured for TIF and CID projects, E911 device fees and contractual fees, community partnership activity fees, incubator space rental, lodging tax collections, and user charges from transportation funds and Parks and Recreation.
- Capital Project Funds are primarily funded by voter-approved sales taxes, street or right-of-way improvement grants, lease revenues and any project-specific reimbursements.
- The Internal Service Funds receive monies based on cost allocations from other City departments for vehicle maintenance and fuel through Central Garage or from City and employee contributions for the funding of the self-insured dental plans.
- The Enterprise Funds are primarily funded by charges to the users of the water and wastewater systems, in addition, to stormwater fees and water tower rental revenues. Bond proceeds and grant revenue assist in funding specific capital projects, when necessary.
- Each Fiduciary Fund receives revenue specific to its purpose, such as contributions and earnings on trust principal. The City is the trustee for some of these Funds and is not allowed to spend down the principal portion.

Budgeted Revenue By Fund Type					
	Adopted 2023	Adopted 2022	Amended 2022	Increase/ (Decrease)	% Change
General Fund	11,632,744	12,185,915	14,633,596	(3,000,853)	(20.5)%
Special Revenue Funds	9,523,518	7,553,923	8,790,939	732,579	8.3%
Capital Improvement Funds	3,100,836	2,670,490	2,937,955	162,881	5.5%
Internal Service Funds	1,159,533	1,061,238	1,046,318	113,215	10.8%
Enterprise Funds	13,694,080	9,745,721	9,793,573	3,900,507	39.8%
Fiduciary Funds	7,140	7,054	1,195	5,945	497.5%
Total	<u>39,117,851</u>	<u>33,224,341</u>	<u>37,203,577</u>	<u>1,914,275</u>	<u>5.1%</u>

General Fund - Grant opportunities funded in 2022, including the American Rescue Plan Act, decreased \$3.35 million over 2023. Combined with tax and franchise fee increases of \$0.17 million over amended 2022, result in a net decrease of revenues. A detailed overview of General Fund revenue is included in the revenue discussion.

Special Revenue Funds - The 8.3% increase in revenue is primarily due grant awards for safety equipment, neighborhood infrastructure, sidewalks, and recreation activities.

Capital Project Funds - Revenues are forecasted increase 5.5% in the CIST Fund and TST Fund as sales tax revenues are expected to increase over 2022 levels.

Internal Service Funds - The City changed from self-funded health insurance to fully funded plan in 2020, thus eliminating revenues for premiums. The City will maintain the fund balance to cover the cost of wellness programs and administrative fees. In addition, Central Garage repayments for parts and services is forecasted to increase 9.7% due to continued increases in auto parts.

Enterprise Funds - Utility rates for wastewater increased 5% over 2022, with water and stormwater rates remaining steady. Grant revenue increase \$3.87 million for water and stormwater infrastructure projects.

Fiduciary Funds - The revenues are forecasted to increase \$5,000 assuming a charitable donation is made to fund a joint City project.

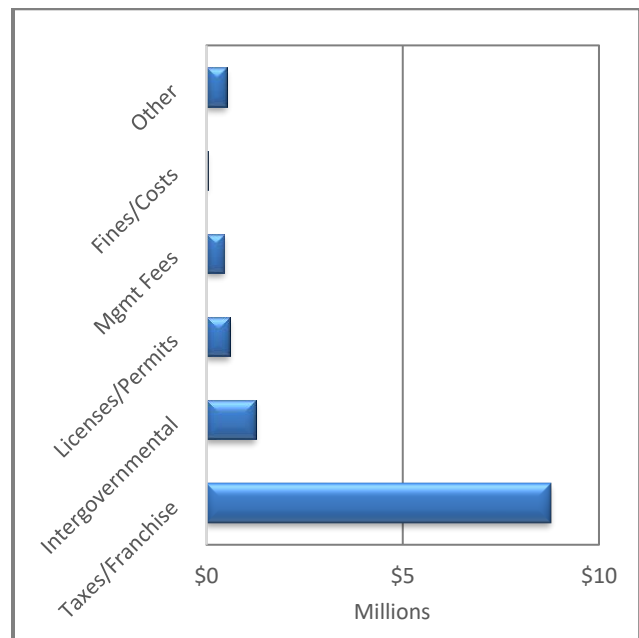
GENERAL FUND REVENUE

Overview

General Fund revenue totals \$11.63 million (excluding transfers) for 2023. The primary sources are shown by category and proportionate share of total in the bar chart at the right. Taxes, franchise and public utility fees are the largest source of revenue for the General Fund and generate \$8.77 million of the total. Intergovernmental revenues are the next largest at \$1.26 million of the total.

Other revenue category includes investment earnings, charges for services, refunds, contributions and any non-recurring receipts.

Revenues for 2023 are budgeted to decrease 20.5% overall from amended 2022, as a result of a \$3.32 million decrease in intergovernmental resources and combined increases of \$0.40 million in investment earnings and taxes and PILOTs.

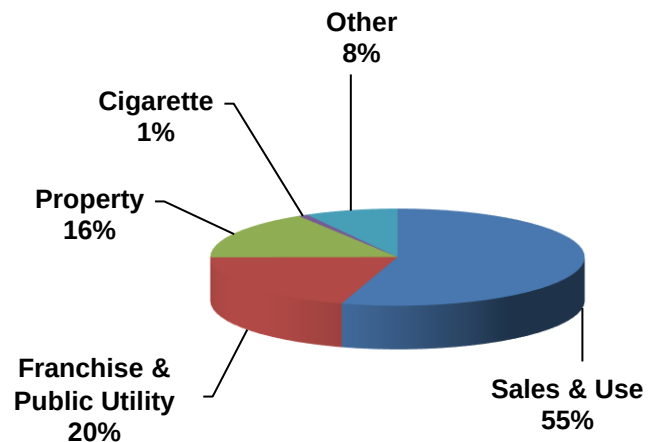


Taxes, Franchise and Public Utility Fees

Taxes, franchise and public utility fees comprise 75.4% of total General Fund revenue. The breakdown between source and percentage is provided. Revenue generated from the 1-cent sales and local use tax remain the highest in this category and also accounts for 41.3% of total General Fund revenue. Franchise and public utility fees on telephone, electric, gas and cable television services are the second highest source of this category of revenue and generate 13.2% of total General Fund revenue.

Property tax revenues decreased 8.9% overall for 2023 using a 9.5% depreciation factor for personal property tax. The other category includes PILOTs, business surtax, and financial institution

tax. PILOTs for 2023 reflects an additional \$33.5 million Chapter 100 transaction



REVENUE SOURCE ANALYSIS

Sustainability of City operations is dependent upon diversification of resources. Since funding of operations and projects is determined by the level of revenues anticipated, revenue projections are an essential first step of the annual budget development process for the City of Kirksville. The majority of revenues flow through the major funds, the General Fund and the Utility Fund, since both of these provide the basic essential services to the citizens of Kirksville. Revenues generally drive the level of expenditures and the plan for spending by setting budgetary goals and service levels within financial parameters.

The Utility Fund is an exception in that the level of expenditures determines the revenues necessary to flow in to fund water, wastewater and stormwater services. Due to participation in the State Revolving Loan Fund program, the City is required to review the water and sewer rate structure annually to ensure coverage of operations, capital and debt service. The stormwater fee was set to cover debt service and infrastructure needs and is also reviewed annually to make sure revenues reach anticipated levels. Since the Utility Fund is a self-supporting operation, it is expected that users pay for the cost of services received and not be subsidized at the expense of the health of other City services.

Every material revenue source is forecasted by using past historical trends, economical influences, fee structure, growth or decline based on preceding year, known impacts and/or actual experience. The City of Kirksville receives monies from diversified revenue

sources which ensure a constant revenue stream even in difficult times and eliminates dependence upon any one revenue source. The City's Revenue Management Policy, as amended in 2010, provides guidance for generation of revenue. This policy can be found in Appendix I, Budget and Financial Policies starting on [page 225](#).

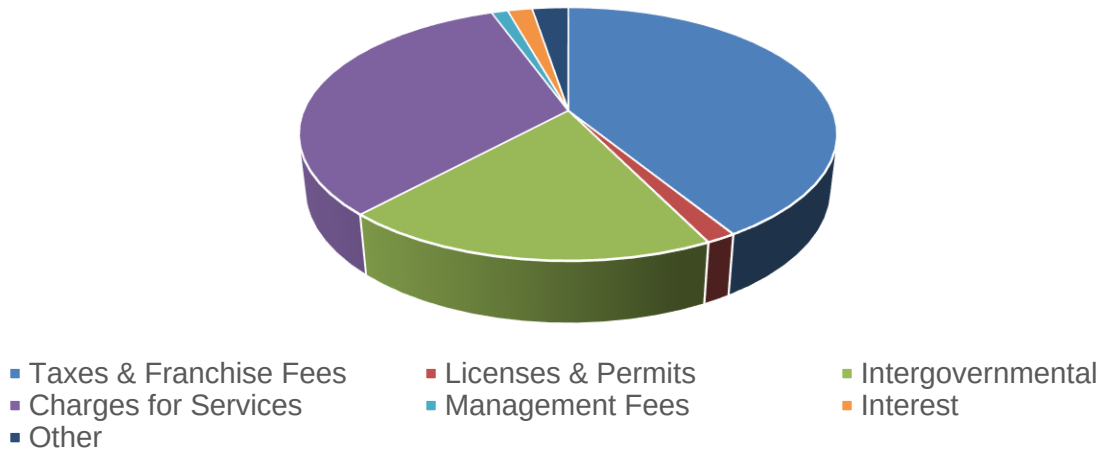
The economic climate nationwide continues to struggle from the impacts of the COVID-19 pandemic with inflation rate increases peaking in 2022, the Federal Reserve raising the target federal funds rate, insurance companies raising premiums to offset losses, and continued shortages of supplies and products. Once travel bans were removed, visitors flocked to popular destinations only to discover industry-wide closures in lodging, recreational, and eating establishments were slow to reopen due to minimal staffing as a result of absent workforces. Many communities continue to struggle from the systemic breakdown in sales tax, lodging, and property tax collections.

Locally, Kirksville continues to see economic improvements due to its position as a regional hub. The pandemic renewed "buying local" for its citizens and surrounding communities within a 60-mile radius who conduct business in the City. The return of festivals, celebrations, and recreational events to our community also draws local, area and visiting participants who frequent restaurants, lodging facilities, and retail shops.

To sustain its fiscal health, Kirksville will continue to budget based upon a conservative projection of revenue from taxes, licenses, grants, fines, intra-governmental and intergovernmental payments, investment earnings, user charges and miscellaneous items. The major sources of revenue for the City are from taxes, user charges, PILOTs and from intergovernmental sources which are described in more detail on the following pages. This discussion includes only recurring revenues and any major one-time or project-specific revenues. As grant opportunities become available, the City will continue to apply for funding and seek Council's approval when such grant is beneficial to the City.

With the acquisition of operations for Kirk-Tran and Kirksville Tourism, lodging tax shifted directly to the Tourism Fund and Kirk-Tran revenues for grant funding and ridership fees will now be collected by the City.

Total revenue of \$39,117,852 is budgeted for 2023 and available to fund City operations. Revenue projections for 2023 considered such factors as local population and workforce attributes, service offerings, employment rates, historical trends, major employer activity, and the economic outlook. Overall 2023 revenues are 5.2% greater than amended 2022. The breakdown by revenue sources and percentage of total revenues is illustrated.



Taxes

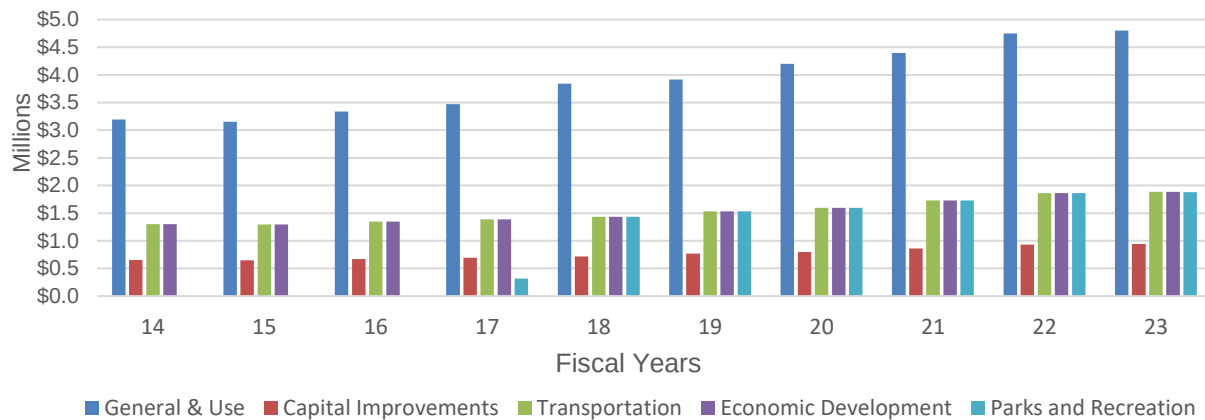
Sales and Use Tax

Currently, the City levies 2.75% on all retail sales within the City. Each fund is allocated sales tax revenues based on voter approval, with the exception of the S 63 Corridor TIF district who receive economic activity tax based on the gain in sales tax revenues from the base year of district establishment to the proportionate sales in each district. The projected revenue generated from all sales and use taxes for 2023 is \$11.39 million. Each specific tax is described below in detail. The graph in Figure 2 depicts actual City sales and use tax collections for fiscal years 2014 through 2021, projected for 2022 and proposed for 2023, based on 2022 collections. In April 2017, citizens approved a ½-cent Parks and Recreation Sales Tax which went into effect October 1, 2017, which was the most recent tax approved by voters. The total sales tax rate of a business operating in the city limits is 8.725% for 2023, omitting community improvement districts, which collect an additional 1%.

The City Council believes in lessening the tax burden of citizens without sacrificing revenues needed to provide essential services and capital. However, due to the recent passage by the voters of Missouri for legalizing adult use marijuana, the City will place a ballot measure to voters in April 2023 to approve a 3% sales tax on the sale of marijuana within in the City, as authorized by Amendment 3 of the Missouri Constitution. If passed, proceeds will be directed to public safety and community development. No revenues have been projected for passage of this ballot measure in the 2023 budget.

History and Forecast

In 2014, sales gradually increased due to the combination of an influx of new retailers, the increase in the Consumer Price Index (CPI), and inflation. Since these revenue sources are highly elastic and dependent upon economic variables, such as the growth of businesses, unemployment rates, national health and consumer outlook, conservatism continues to drive the budget for these taxes, even with the current economic and industrial growth the City is experiencing.

Figure 2: Sales and Use Tax History**General**

The 1-cent general sales tax and the local use tax are major revenue sources for the General Fund and contribute to funding City essential services, i.e., police, fire, streets, general administrative services, public building and land maintenance, code enforcement and engineering, in addition to providing subsidies for the Airport.

Capital Improvements

Collections from the ¼-cent capital improvement sales tax are allocated to the Capital Improvement Sales Tax Fund, a Capital Improvement Fund. This tax was renewed by the voters in April 2007 for an indefinite term. From October 2003 through September 2007, this tax was used in its entirety to pay off the lease-purchase debt on the acquisition of the 3010 Industrial Building and its property insurance. This tax has funded numerous capital projects and in 2023 will assist several funds with grant projects, the Kirkville Emergency Services Training Center, and ongoing capital needs of the General, Airport, and Parks and Recreation Funds.

This tax is collected on the same items that are subject to the Transportation Sales Tax. An annual plan of allocation drives the expenditure of this tax, focusing on the four categories of funding: equipment, project, community needs and support.

Transportation

Transportation sales tax collections are the primary source of funding for the Transportation Sales Tax Fund, a Capital Improvement Fund. Revenue from this ½-cent sales tax provides funding for the major repair, reconstruction and construction of streets, including curb and gutter improvements and crack sealing. Approximately 5% of this tax is committed to fund other transportation needs for Kirk-Tran and the Airport. In April 2014, voters approved the renewal of this tax without a sunset limitation making it indefinite.

This tax is on the same items that are subject to the general sales tax, with the exception of domestic utility usage. The five-year plan for use of this tax is presented in Appendix IV-Capital Purchase Detail on [page 307](#).

Economic Development

Economic Development sales tax collections were the primary source of funding for the Highway 63 Alternate Route Fund, a Special Revenue Fund, which has now transitioned to the Economic Development Sales Tax Fund. Revenue from this ½-cent sales tax provided funding for the repayment of \$7.5 million borrowed to complete the Highway 63 alternate route, with the final payment made in 2018.

In April 2016, voters approved the renewal of this tax without a sunset limitation making it indefinite. Funds are to be allocated as such: 75% for major repair, reconstruction and construction of streets, including stormwater infrastructure; and 25% for economic development.

This tax is on the same items that are subject to the general sales tax, with the exception of domestic utility usage.

Parks and Recreation

Parks and Recreation sales tax collections are the primary source of funding for the Parks and Recreation Fund, a Special Revenue Fund. In April 2017, voters approved the passage of this ½-cent sales tax to provide funding for parks and recreation infrastructure, maintenance and programming for all City recreational activities. Collections began October 1, 2017 and the primary infrastructure improvements included a new aquatic facility designed to improve operations by climate zoning and incorporating a community meeting room. With the adoption of a Parks and Recreation Master Plan, capital will be completed as funds become available.

This tax is on the same items that are subject to the general sales tax, with the exception of domestic utility usage.

Property Taxes

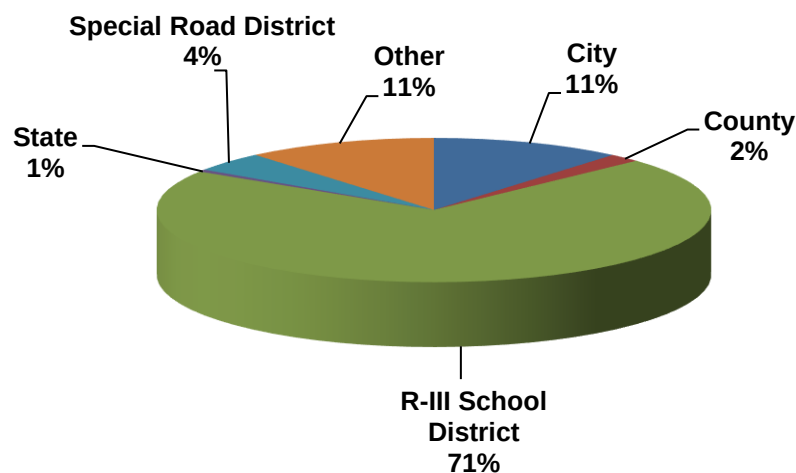
Direct and Overlapping Taxing Entity Rates

<u>Fiscal Year</u>	<u>Tax Year</u>	<u>City</u>	<u>R-III School District</u>	<u>County</u>	<u>State</u>	<u>Special Road District</u>	<u>Other (1)</u>	<u>Total</u>
2013	2013	.6824	4.2415	.0000	.0300	.2752	.6500	5.8791
2014	2014	.6872	4.2300	.0000	.0300	.2757	.6500	5.8729
2015	2015	.6875	4.2246	.0000	.0300	.2744	.6473	5.8638
2016	2016	.6910	4.2013	.0000	.0300	.2764	.6500	5.8487
2017	2017	.6916	4.2122	.0000	.0300	.2766	.6500	5.8604
2018	2018	.6763	4.1624	.0891	.0300	.2760	.6483	5.8821
2019	2019	.6778	4.1867	.1055	.0300	.2749	.6459	5.9208
2020	2020	.6834	4.3646	.0944	.0300	.2755	.6991	6.4170
2021	2021	.6790	4.2545	.1230	.0300	.2647	.6707	6.0219
2022	2022	.6816	4.3224	.1135	.0300	.2685	.6805	6.0965

Overlapping debt is the total debt levy attributed to all taxing authorities for citizens of Kirksville and was \$6.0965 per 100 dollars of assessed valuation in 2022. This does not include surtax of \$0.45 per 100 dollars of assessed valuation on real estate tax only.

(1) Includes Health Department, Library District, Nursing Home District and Senate Bill 40 operating and debt service levies. The Ambulance District levy was eliminated with in 2007.

The following chart shows the breakdown of the total property tax assessed by taxing entity for residents within the city limits of Kirksville. The Kirksville R-III School District continues to receive the largest share of property taxes.



The general property tax levied helps with funding General Fund operations. For 2022, this levy was approved at \$.6816 cents per \$100 valuation, an increase of 0.0026 from the prior year rate. Total assessed valuation for 2022 was 0.6% higher than 2021 for real estate and 0.8% higher for personal property. The Missouri State Auditor's office allows a political subdivision to benefit from new construction but not from reassessment in levy calculation. If a political subdivision wants a higher levy than the formula allows, it must be approved by the voters.

- Real and personal property taxes are budgeted at \$1.28 million and account for 11.0% of total General Fund revenue for 2023.
- Taxes on railroad and utility assessed property are budgeted for \$0.07 million, which is a decrease of 17.6% from amended 2022, accounting for depreciation.
- Prior and delinquent taxes are estimated at \$0.07 million using the past trend of collection rates upon the level of delinquencies forecast at year-end 2022.

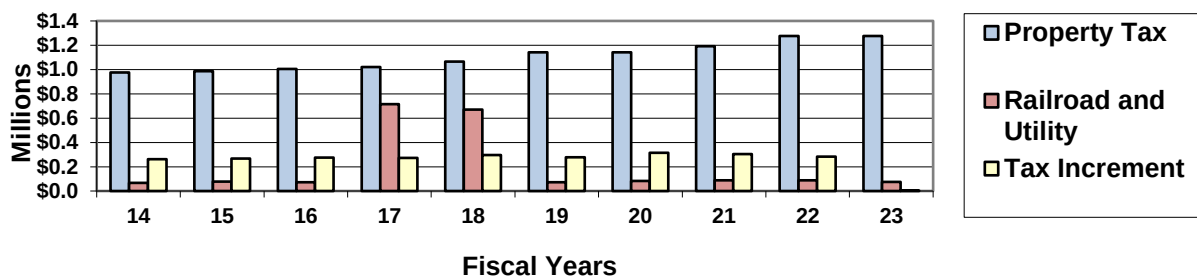
A Tax Increment Financing District (TIF) for downtown Kirksville was established in December 1999 and expired in 2022. The assessed value for real property in 2023 will capture the increase in valuation from 1999 on qualifying property, which was \$5.17 million in 2022. The Downtown TIF Fund will no longer collect real estate taxes, as those taxes will revert back to each taxing entity. However, collections of delinquent real estate

taxes as of December 31, 2022 will continue, as well as, loan repayments for the Downtown Façade Project require the fund to remain active.

A third TIF district was established in 2009 to fund rehabilitation of a shopping center on the South 63 corridor. There has been minimal growth and real estate taxes of \$1,230 are anticipated to be captured in 2023 from this venture.

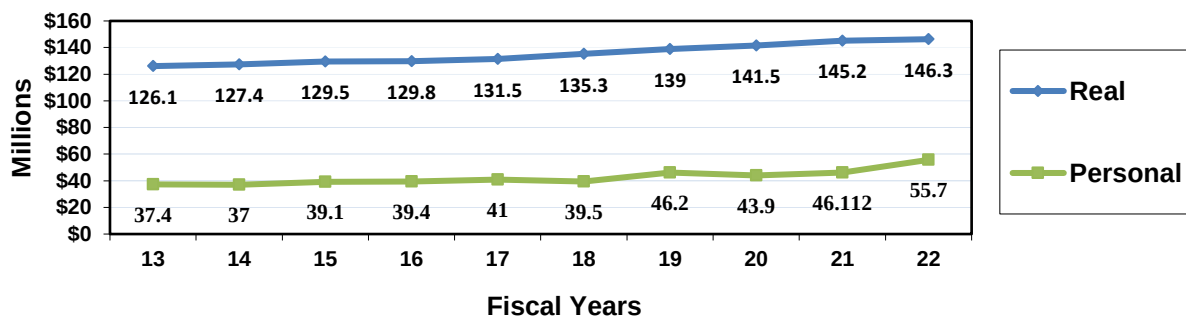
The graph in Figure 3 presents the historical trend of property tax collections, omitting amounts for prior and delinquent, for fiscal years 2014 through 2021, amended 2022 and budgeted 2023. There has been minimal growth in total property tax collections due to reassessment and new construction combined with the limitation on the tax rate by RSMo 137.073 substantially limiting the tax rate to the same amount of tax revenue to the prior year.

Figure 3: Property Tax



Annual local assessed valuations on real and personal property from 2013 are shown in Figure 4.

Figure 4: Assessed Valuation (excludes TIF, railroad and utility, and aircraft)



Lodging Taxes

The City levies a tax of 3.6% of the gross daily rent due from and paid by transient guests of all sleeping rooms occupied and rented by transient guest of lodging establishments located in the City. These funds are collected in the Tourism Fund to promote tourism to Kirksville. For 2023, lodging tax revenues are budgeted at \$0.23 million.

Payment in Lieu of Taxes (PILOT)

The City issued taxable industrial revenue bonds in 2016 as part of a Chapter 100 program for the Kraft Heinz Foods Company \$229 million expansion project to its existing Kirksville Facility. As part of the Chapter 100 program, the Company transferred ownership of the facility to the City for a period of 10 years and will pay PILOT payments equal to 100% of the original facility footprint before the expansion and 50% of the assessed value of the expansion. Additional bonds were issued for \$33.5 million in 2022 for another Chapter 100 program for the Kraft Heinz Foods Company to purchase refrigeration equipment and additional product line equipment and will mature in 2027.

In addition, the City also receives PILOT payments from the Kirksville Housing Authority based on the lessor of calculated real estate taxes or 10% of shelter rents and from the Franklin Street Redevelopment Corporation for the construction of the Holiday Inn Express. In 2013, a franchise-type fee of 5% on City utility gross receipts was implemented due to the progressive decline in management fees having a negative impact on the General Fund operations. The implementation of this fee was assessed to mirror fees paid by other public utilities and to allow the City revenue to continue with its essential services. For 2023, the PILOT amount is \$0.54 million.

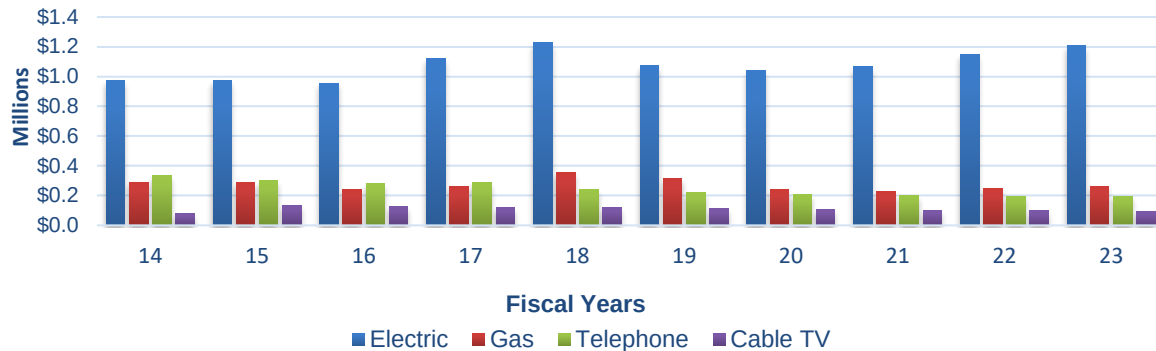
Franchise Taxes & Public Utility Fees

The City currently receives fees for cigarette, telephone, electric, and gas providers. Franchise fees and public utility fees are budgeted in the General Fund since they are non-obligated sources of revenues and are available to pay for the general operations of the City.

Revenues generated from both fees are volatile and dependent upon consumer selections, alternative sources, weather conditions and change in rate structures which all impact the City's budget. Franchise fees and public utility fees are budgeted in total for \$1.83 million for 2023, an increase of 3.8% due to the following:

- It is anticipated that wireless payments have leveled off so 2023 telephone franchise fee collections are forecasted at amended 2022.
- Electric utility fee rates will increase after approval from the public service commission for 2023. The budget for 2023 is forecasted to increase 5.0%.
- Natural gas franchise fees will also increase after approval from the public service commission for 2023. The budget for 2023 is forecasted to increase 5.0%, however, the rate increases were allowed per county and Adair County's cost for natural gas will rise from \$0.38 to \$1.27 per hundred cubic feet.
- Cable television franchise fees decreased 4.2% as these are the most volatile with alternative offerings available to consumers. Beginning August 28, 2023 Missouri Senate Bill 153 reduces this franchise fee 0.5% each year over the next five years and capping it at 2.5%

Figure 5 illustrates the trend of franchise and public utility fee receipts for fiscal years 2014 through 2021, amended 2022 and budgeted 2023.

Figure 5: Franchise Taxes

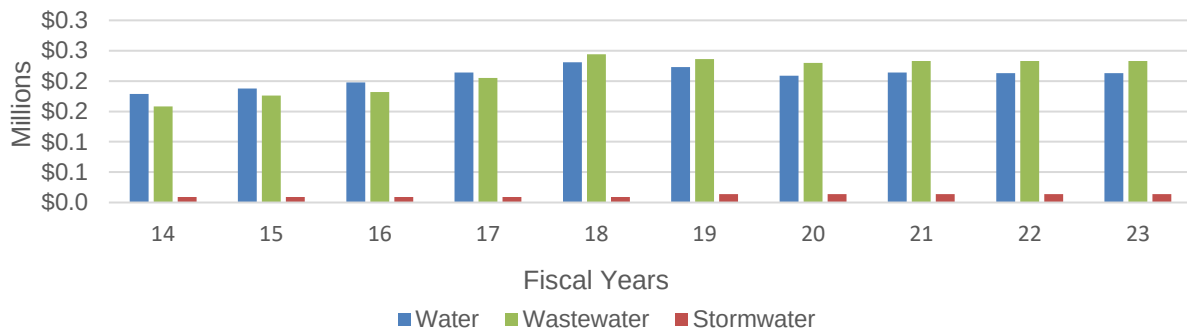
Utility Fund - Management Fees

Due to services provided from General Fund operations, a management fee is assessed on water, wastewater and stormwater operations in the Utility Fund. This is to offset the costs incurred by the General Fund in the administration of each by covering a percentage of salaries and benefits, equipment usage, forms and supplies, plus an allocation of overhead from the various General Fund departments that assist in the utility operations.

Prior to 1993, the management fee charged was arbitrary. A study was performed to determine the true cost, which found that the water operations was paying more than its fair share and the wastewater operations was paying less. From 1993 through 2007, the City charged out the true cost based on the annual reassessment of costs. Due to the City's investment in a computer system, software and higher personnel benefits, management fees steadily increased through fiscal year 2004. The reorganization of personnel and time allocated, expiration of the computer software and depreciation period on equipment used decreased the fees in 2006 and again in 2007 at a rate of 12%.

In 2008, management fees changed to a flat 5% fee on actual water and sewer gross revenues assessed and added stormwater in 2012. The Utility Fund has benefited from the reduction in the overall cost to manage the water, wastewater and stormwater operations while the General Fund collects a 5% flat fee to help offset operational costs at a negative impact to the fund. Any growth in these fees is attributable to the growth in water, wastewater, and stormwater revenues.

Figure 6 illustrates the history of management fees assessed for each enterprise operation for fiscal years 2014 through 2021, amended 2022, and budgeted 2023.

Figure 6: Management Fees

Charges for Service

Utility

User fees for City provided utilities for water, sewer, stormwater and trash services account for 24.1% of total 2023 revenues and are budgeted in the Utility Fund. As an enterprise activity, these charges are adjusted to a level to cover operations, debt service and capital improvements, as well as, to fund a reserve for future capital replacement. Revenues are dependent upon a constant level of usage and number of customers and forecasting is based on average usage of the system and unpredictable weather impact. Before additional projects are considered, anticipated user fee levels must be adequate to accommodate associated costs. A rate structure analysis is conducted annually for water, wastewater and stormwater operations to ensure adequate funding levels. Trash services are contracted at a negotiated rate, which the City imposes and collects for the contracted company, less a 5% administration fee.

Water

Water service charges are used to fund water-related operations, capital and debt service to maintain and allow for improvements to the water system. Quality water resources and watershed management of the City's two lakes, Forest Lake and Hazel Creek Lake, are primary goals of the waterworks system. The City provides water service to approximately 7,300 customers inside and outside the city limits and to the Adair Public Water Supply District customers. Monthly users pay a volume charge based on consumption and a service availability fee based on meter size. User charges are budgeted at \$4.25 million for 2023, which is steady with 2022 consumption.

Sewer/Wastewater

Sewer charges fund the operations, debt service and capital necessary to maintain and upgrade the sewerage system. The City provides sewer service to approximately 7,000 customers inside the city limits. Monthly users pay a volume charge based on water consumption and a service availability fee based on a flat amount. Since sewer charges are based on water consumption, forecasting is based on the same assumptions as water rates. Sewer user fees are budgeted for \$4.63 million in 2023 and will continue to be analyzed annually to ensure revenues provide sufficient coverage of the system.

Stormwater

In 2021, the City issued \$1.335 million in refunding revenue bonds to refinance Series

2010 American Recovery and Reinvestment Act Recovery Zone Bonds for stormwater improvements. A monthly stormwater fee of \$3.20 is imposed on each customer within the city limits that has a water meter. Stormwater charges are budgeted at \$0.27 million for 2023.

Further discussion on the debt structure for the water, wastewater and stormwater operations can be found in the Debt Obligations section of this document starting on [page 105](#).

Contractual and Other Services

The E911 Fund operates under a mutual agency agreement of local first responder agencies. In 2023, collections from participating entities of \$0.57 million will support the E911 Central Dispatch operation and capital infrastructure.

The Kirk-Tran Fund was established in 2023 as the public transit service for the City of Kirksville transitioned from a stand-alone, non-profit corporation to a fund operated by the City to ensure continuation of public transportation for residents and workforce within the City. Revenues from grant reimbursements and rider fees will support operations are budgeted at \$0.16 million.

The Airport Fund provides contractual fees for service and terminal and hangar rentals. In addition, it has also partnered with a nationwide fuel provider for the sale of two types of airplane fuel. This has opened the airport to being nationally visible from a primarily regional area. Revenues for 2023 are \$1.13 million and forecasted to exceed amended 2022 by 3.6%.

The Parks and Recreation Department collects fees from the aquatic center facility, in-person programming, and contractual fees from various recreation partners for facility usage. With the completion of the new ballfield on school grounds, the public school district will not utilize the orange field at North Park in 2023. However, the Department will incorporate the 2023 summer baseball softball program formerly operated as Kirksville Baseball Softball Association into its regular programming. The 2023 charges for service are budgeted at \$0.412 million.

Intergovernmental

This revenue type encompasses distributions from the State of Missouri for the City's pro-rata share of the statewide collection of motor vehicle sales tax, motor vehicle fuel tax and motor vehicle licensing, which are impacted by gas pump prices, vehicle sales and continued road travel. The share of motor vehicle distributions is based on a ratio of the City's population to the statewide population. In 2021, the State approved a 2.5 cent increase in fuel taxes each year over the next five years. These monies are General Fund revenues and are budgeted in total of \$0.81 million for 2023.

Grant funding is anticipated to remain a viable source for funding emergency service operating and capital projects. Receipt of grant monies is budgeted in the General Fund,

the Community Development Block Grant Fund (CDBG), the Walking and Cycling Trail Grant Fund, E911 Central Dispatch Fund, Missouri Rural Economic and Innovation Center Fund (MREIC), Parks and Recreation Fund, and the Utility Fund. In total, \$6.68 million is budgeted for 2023. The Utility Fund grants represent 58% of the total amount and has the largest grant of \$3.1 million for the construction of the State mandated disinfection process at the wastewater treatment plant. Other awards include sidewalks and trails, park infrastructure, neighborhood infrastructure improvements, stormwater improvements, transportation capital, operations and equipment for emergency services, and operations for economic development and assistance.

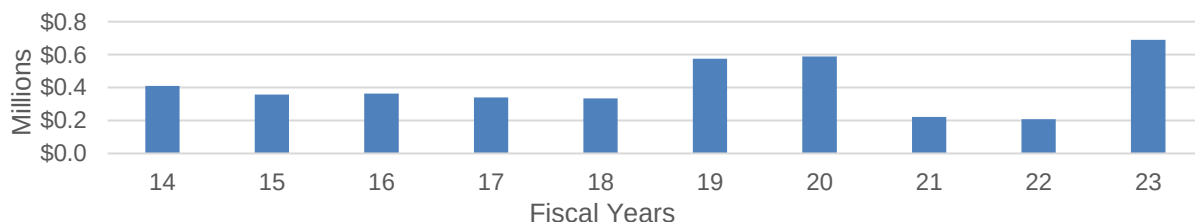
Investment Earnings

Interest is earned on certificates of deposit, escrow accounts and money market accounts, in addition to interest credits received from participation in the SRF program. The City maintains a pooled cash account and each fund that is in a positive cash position, is allocated a proportionate amount of interest earned. The City operates under an Investment Policy that was revised in 2014 to clarify reporting purposes to remain in compliance and is located on [page 260](#) as part of Appendix I: Budget and Financial Policies. Funds are invested in CDs on either a short-term basis or for longer terms, dependent on cash flow and operational needs of the City.

Interest is budgeted in total for \$0.69 million on all City Funds, which represents 1.8% of total revenues. The level of City investments has declined over the recent years due to out-of-pocket funding for public infrastructure projects, rising costs, and decreases in interest rates.

In January 1, 2023 the City's bank and depository services contract was renewed with a fixed rate of interest of 1.76% on all interest-bearing accounts through December 2023. Figure 7 depicts the receipt of investment earnings for fiscal years 2014 through 2021, amended 2022, and budgeted 2023.

Figure 7: Investment Earnings



Miscellaneous

Various sources of revenue comprise the \$0.98 million budgeted for miscellaneous income, which accounts for 2.5% of total City revenue. Included in this revenue category are recurring receipts that are tracked through specific accounts, such as refunds and reimbursements, contributions, sale of property, rental/lease income, loan repayments,

and administrative charges. The City also receives revenue from various sources that are non-recurring for specific purposes or that are non-specified. Each receipt is recorded in the appropriate Fund.

Expenditures

Expenditures by Fund Type

For 2023, the City will continue to sustain current levels of operations but evaluate needs before making commitments in order to build sufficient reserves in the City coffers for additional demands on our limited resources. The City has little control over the financial consequences from meeting federal and state mandates, increasing costs of operations, economy fluctuations, natural disasters that affect the community and increasing employee insurance costs. Working within financial constraints, the City still expects to maintain or exceed its provision of core and essential services, partnering in new projects and citizen expectations.

Due to the continued economic and industrial growth the City is experiencing, areas have been identified to receive infrastructure improvements, including the Factory Addition neighborhood that has recently experienced improvements with the construction of affordable single-family homes replacing previous rental units. Projects will continue to be monitored for any additional expense the City may incur and then incorporated into the correlating department budget to maintain City services.

Spending controls remain in place to minimize the consequences of increasing costs for services. Internal and external influences on the budget drive the level of expenditures and the direction of budgetary goals. City Council directives and strategic goals remain a priority in departmental allocations, after maintaining essential services.

Total **expenditures of \$49,402,574** is budgeted for 2023 which is an increase of 45.1% over amended 2022. The following discussion is focused on the primary reasons behind these changes and the impact on each fund.

Budgeted Expenditures By Fund Type					
	Adopted 2023	Adopted 2022	Amended 2022	Increase/ (Decrease)	% Change
General Fund	13,794,009	13,297,450	12,366,693	1,427,316	11.5%
Special Revenue Funds	11,699,714	8,950,110	6,603,757	5,095,957	77.2%
Capital Improvement Funds	3,115,883	3,998,930	3,727,240	(611,357)	(16.4)%
Internal Service Funds	1,171,290	1,081,327	1,050,943	120,348	11.5%
Enterprise Funds	19,621,384	13,814,169	10,288,688	9,332,696	90.7%
Fiduciary Funds	295	295	295	0	0.0%
Total	<u>49,402,574</u>	<u>41,142,281</u>	<u>34,037,616</u>	<u>15,364,958</u>	<u>45.1%</u>

General Fund - Expenditures increased 11.5% from 2022 primarily due to personnel costs, contracts and services, and maintenance. A detailed overview begins on the following page.

Special Revenue Funds - The \$5.1 million increase in expenditures is primarily due to \$2.2 million infrastructure and equipment improvements in CDBG Fund for the Factory Addition neighborhood and public safety. In addition, personnel costs increased \$0.33 and debt service, loan programs, and developer reimbursements increased \$1.04 million

in the community improvement district funds, Airport Fund, Parks and Recreation, and Revolving Loan Fund. Capital infrastructure and newly added expenses for the Kirk-Tran Fund and Tourism Fund account for the remaining increase.

Capital Improvement Funds – The \$0.61 million decrease is attributable to the TST Fund transferring \$0.75 million as grant match to the Factory Addition neighborhood street improvements, therefore, reducing the street maintenance activity for the year. In addition, the CIST Fund will focus its efforts toward the Kirksville Emergency Services Training Center.

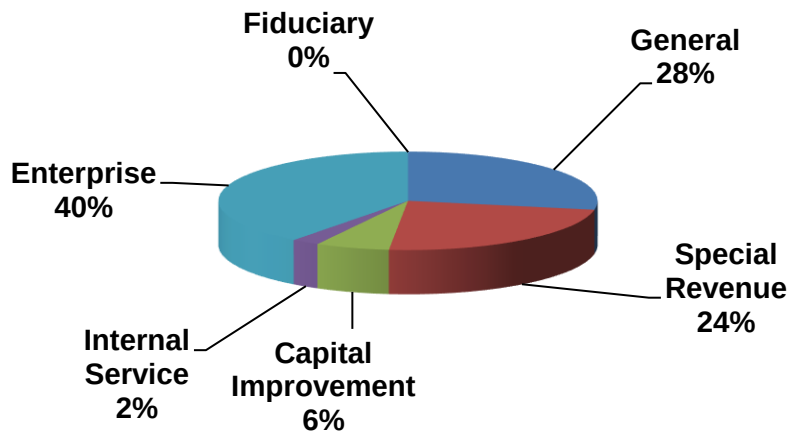
Internal Service Funds – The increase of 11.5% is primarily due to central garage activity for rising costs of parts, outside labor, and fuel. The Insurance Fund will be used for dental insurance, wellness activities, and administrative costs.

Enterprise Funds - The 90.7% increase in the combined Utility Fund is due to \$8.84 million capital infrastructure improvements for equipment and improvements to the water and wastewater treatment plants, stormwater infrastructure and the sewer lining project.

Fiduciary Funds – This fund is steady with 2022.

The breakdown by fund and percentage of total expenditures is illustrated in Figure 8.

Figure 8: Expense by Source



GENERAL FUND EXPENSE

Overview

Expenditures have been restricted as much as possible without sacrificing services. The 2023 budget for the General Fund has increased 11.5% in total from amended 2022. Personnel costs have increased for all departments primarily due to a change in the 2023 pay schedule to reflect the Missouri minimum wage increase by step and range. In addition, the 2023 budget assumes staff vacancies will be filled, including new positions for a firefighter and police detective sergeant.

General administration is budgeted to receive \$3.04 million to fund the internal support functions of Council, Administration, Human Resources, Community and Economic Development, Finance, and Information Systems. In addition to personnel, the budget increase is primarily due to increases in supplies and maintenance for City signage, equipment, and software support.

Public buildings budget allocation is \$0.76 million which is an increase of 37.3% over amended 2022. Capital expenditures for replacement of various roofs, flooring, and HVAC units and construction of offices and enclosures for City owned buildings account for a majority of this increase. General building maintenance has also increased 46.4% for 2023.

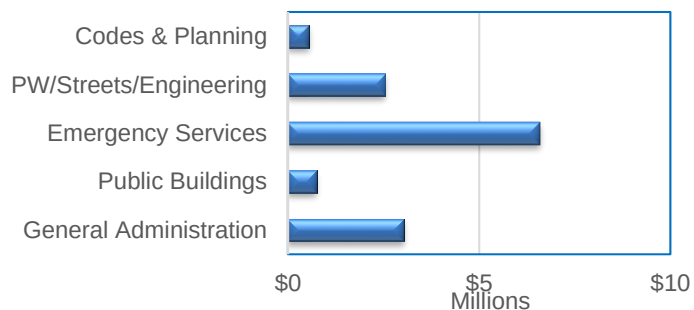
Police and fire are budgeted to receive \$3.71 million and \$2.89 million in funding, respectively, to provide emergency services to the citizenry. Emergency services continue to struggle with staffing shortages and turnover, which severely impacts overtime costs. Any savings in wages from open positions are quickly allocated to increase overtime budgets. The 2023 budget reflects full-time staffing for both departments. In addition, Council approved the addition of a K-9 officer for 2023.

Public Works and Streets are allocated funding of \$2.55 million for street construction and maintenance and include the lease and operation of an asphalt plant. Assuming full staffing for 2023, personnel costs will increase 27% over 2022.

Both Codes and Planning and Engineering are budgeted to receive \$0.55 million and \$0.35 million, respectively. This is a slight increase over 2022 activity with no significant changes.

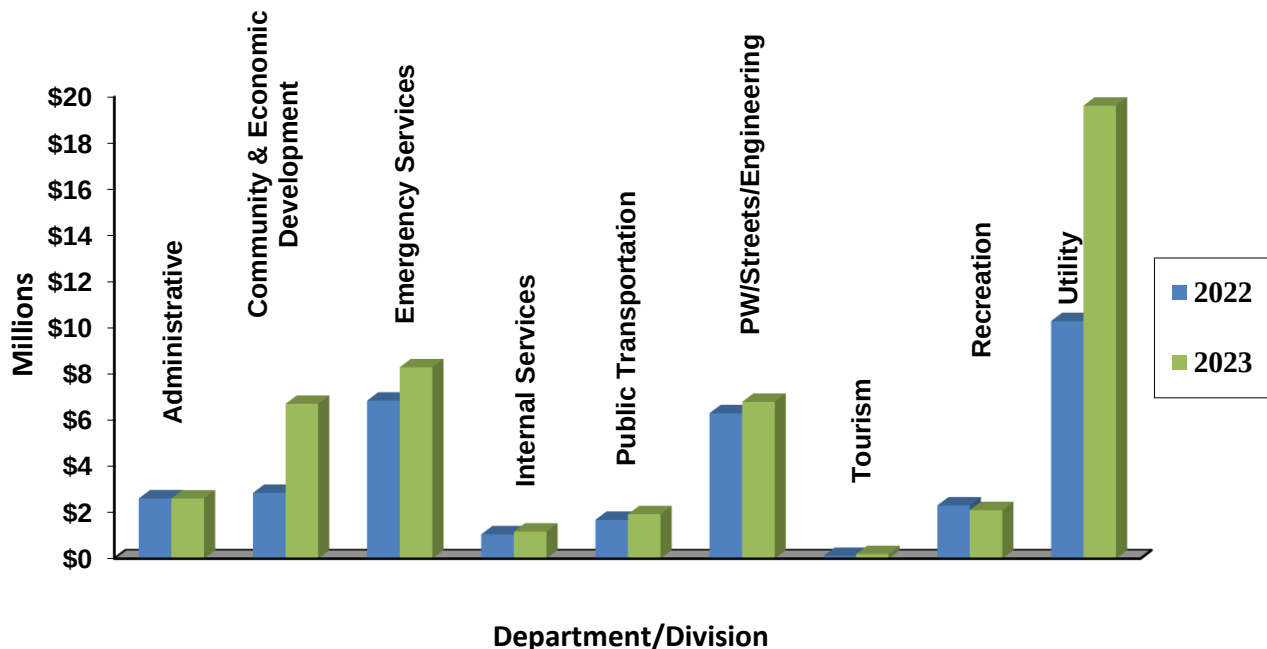
The information represents both combine services and detailed services for the General Fund.

2023 General Fund Expenditures



Department	Adopted Budget 2023	Adopted Budget 2022	Amended Budget 2022	Increase/ (Decrease)	% Change
Council and Boards	812,837	891,555	810,032	2,805	0.3%
Administration	580,360	509,468	464,108	116,252	25.0%
Human Resources	120,707	109,277	107,905	12,802	11.9%
Community and Economic Development	380,291	577,386	351,388	28,904	8.2%
Finance	555,699	545,840	515,981	39,718	7.7%
Information Systems	536,543	560,572	447,573	88,970	19.9%
Public Buildings	757,447	615,988	551,595	205,852	37.3%
Police	3,705,139	3,351,771	3,049,674	655,465	21.5%
Fire	2,893,361	2,659,584	2,812,341	81,020	2.9%
Public Works and Streets	2,550,113	2,582,641	2,362,092	188,021	8.0%
Codes and Planning	552,466	533,924	502,726	49,740	9.9%
Engineering	349,045	359,444	391,279	(42,234)	(10.8)%
Total	13,794,009	13,297,450	12,366,693	1,427,316	11.5%

Government-Wide Expenditures by Function



Overview

The bar graph shows expenditures by function for both adopted 2023 and amended 2022. Overall, there has been an increase of 45.1% in expenditures.

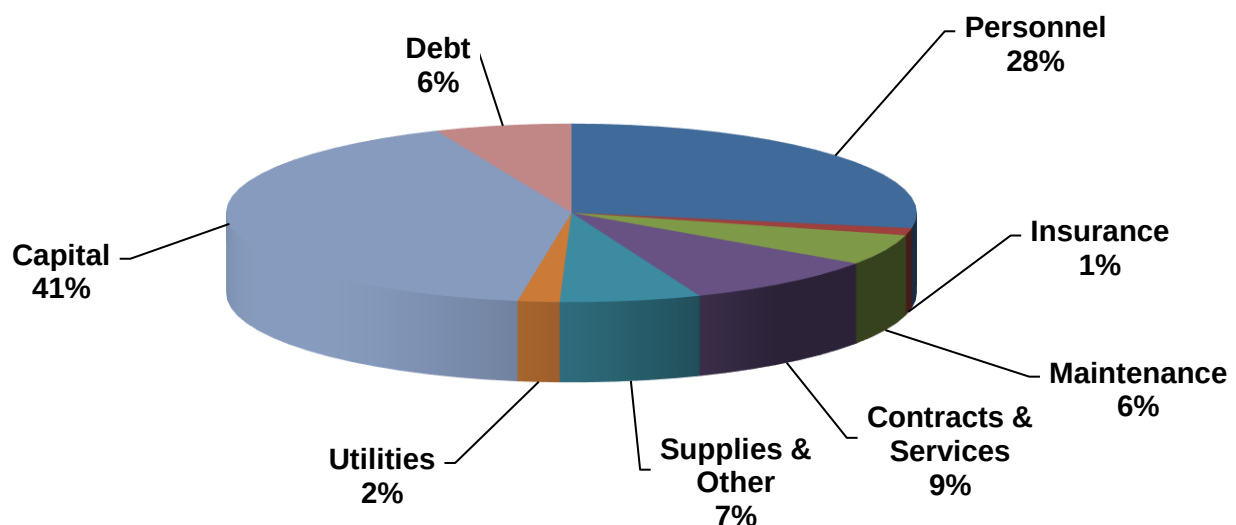
Analysis

- ✓ Administrative support function is to receive 5.3% of total budget allocation. This function includes Council and Boards, Administration, Human Resources, Finance, and Information Services and was discussed earlier in the General Fund Expense section.
- ✓ Community & economic development incorporated three departments within the City: economic development, public buildings and codes and planning, as the efforts for all three were in alignment with the strategic goals of the City. This category encompasses funding for K-REDI support, MREIC, TIFs, CIDs and economic development loans and represents 13.6% the 2023 budget.
- ✓ Emergency services, inclusive of police, fire, and E911, is to receive 16.7% of funding. Providing essential services is a high priority for the City and the nationwide shortage of first responders has also impacted City staffing levels. As mentioned earlier, new positions were added to police and fire in the General Fund, in addition to another dispatcher added to the E911 Fund, a Special Revenue Fund.
- ✓ The internal service function, inclusive of Central Garage and self-funded Insurance, is budgeted to receive 2.4% of total 2023 funding. Due to the health insurance moving from a self-funded plan to a fully-funded plan in 2020, costs represent dental claims and wellness programs. A majority of the expenditures

represent activity in central garage. Costs of these two funds directly impact the budget of other departments.

- ✓ Transportation is 3.9% of 2023 funding and includes activity for Kirk-Tran, the City's public transit system. The Airport will design a new terminal building in 2023, with construction to be completed over the following two years funded by \$3.33 million in appropriations from the Omnibus Bill.
- ✓ Public works, engineering, and streets are to receive 13.7%, which includes capital infrastructure to the Factory Addition neighborhood in 2023 and other transportation improvements. Street maintenance continues to be a high priority and to expedite the street maintenance plan, work will be completed both in-house and contracted for basic overlaying.
- ✓ Tourism is 0.4% of 2023 funding and was created in 2022 when the City acquired the operations for Kirksville Tourism, which is funded by a 3.6% lodging tax within the City. A full year of operations is represented in the 2023 budget.
- ✓ Recreation will receive funding of 4.3%, which reflects a full year of operation for the aquatic center facility, assuming operations of summer ball leagues, and two additional full-time positions. In addition to operational expenditures, grant projects and capital infrastructure will be completed in 2023.
- ✓ The Utility Department has the largest increase of 90.7% over amended 2022 due to capital and infrastructure to sustain operations and remain compliant with State mandates. Total utility capital costs for 2023 are \$11.35 million and the majority of the expense is for construction of an additional primary clarifier at the water treatment plant and a UV disinfection process to the wastewater treatment plant. Personnel costs and maintenance on the system continue to increase the operating budget and require the highest level of funding. The utility fund comprises 39.7% of the total budget.

Government-Wide Expenditures by Category



Category	Adopted Budget 2023	Adopted Budget 2022	Amended Budget 2022	Increase/ (Decrease)	% Change
Personnel Services	13,717,353	12,699,571	12,183,674	1,533,679	12.6%
Insurance	640,517	672,644	568,717	71,800	12.6%
Maintenance	2,741,053	2,351,899	2,120,154	620,898	29.3%
Contracts & Services	4,621,262	3,919,007	3,016,360	1,604,903	53.2%
Supplies & Other	3,249,716	2,644,605	2,742,682	507,033	18.5%
Utilities	961,815	862,529	866,485	95,330	11.0%
Capital	20,304,971	14,421,824	8,969,343	11,335,628	126.4%
Debt Service	3,165,886	3,570,202	3,570,201	(404,315)	(11.3)%
Transfer Out	14,444,454	11,602,567	8,671,373	5,773,081	66.6%
Total	63,847,028	52,744,848	42,708,990	21,138,039	49.5%

Overview

The pie chart shows the allocation of the total budget by category for 2023, excluding transfers. The table shows the budgets for both adopted 2023 and 2022, amended 2022 and the corresponding variance and percentage of change from amended 2022 to 2023. The transfers are not included in the appropriated budget and are for informational purposes only.

Analysis

- ✓ Since the City is predominantly a service provider, personnel costs continue to receive a high percentage of the budget, at 27.8% of the 2023 allocation, and represents a 12.6% increase from amended 2022 primarily due to assuming full staffing levels, adding five positions, and the minimum wage adjustment to the pay scale. A detailed discussion on personnel is on the following page.
- ✓ Insurance costs continue to rise, as evident by the 12.6% increase from amended 2022. Property and liability costs are expected to see the largest increase and workers compensation will be adjusted for new positions.
- ✓ Maintenance costs have increased by 29.3% over amended 2022 which is mostly attributable new infrastructure becoming operational and requiring specialized care, contractor warranties expiring, and price increases for parts, outside service, and fuel.
- ✓ Contracts and services represent the largest increase of 53.2% of the budget, with the exception of capital, primarily due to the E911 support, increased telecommunication needs, the City leasing air space on the downtown Mark Twain Tower, developer reimbursement payments, service grant awards, and a transportation contract with OATS Transits to provide services to Kirk-Tran.
- ✓ Supplies and other expenses increased by 18.5% over amended 2022 primarily due to an increase supply costs for chemicals, City signage purchases, and minor equipment under the fixed asset \$5,000 threshold. Every department is impacted by this increase.
- ✓ Utility expense increased 11% for rate increases approved by the Public Service Commission for electric and natural gas. However, natural gas rate increases were allowed on a county by county basis and Adair County's rate will increase from \$0.38 to \$1.27 per hundred cubic feet, exceeding the budget allocation.

- ✓ The capital allocation for 2023 reflects the largest increase of 126.4%. The detail list of the capital expenditures can be found in Appendix IV: Capital Purchase Detail in this document beginning on [page 307](#).
- ✓ Debt service decreased by 11.3% due to SRF debt obligations maturing for Series 2001 and 2002. The details of the revenue bonds can be found in the debt section of this document on [page 109](#).
- ✓ Even though transfers are not included in the expenditures budget, transfers between funds increased for 2023 by 66.6% due to transfers between the Utility Operation, Maintenance and Replacement Fund to the Utility Operation Fund to fund the capital expenditures. The CIST Fund to many other funds and transfers from the Economic Development Fund to the Transportation Sales Tax Fund for street maintenance, Utility Fund for stormwater improvements, and three other funds for economic development, as required by the passing of the Economic Development Sales Tax in April 2016.

Personnel Discussion

The City Council considers employees to be the most valuable assets of the organization. A continuing Council goal is Stewardship, inclusive of personnel, because the City is primarily service based and without the efforts, training, and knowledge of staff from all departments, citizens would not receive essential services our community expects and deserves. Renewed efforts for recruitment, including city sponsored certifications and pay scale adjustment, will continue in 2023 to filled open vacancies. To improve service levels, reduce overtime, and level workloads, five positions were added to the budget; a firefighter, police detective sergeant, dispatcher, aquatics specialist, and park maintenance worker. Personnel wages and benefits are budgeted at \$13.7 million and the authorized number of full-time employees for 2023 is 163.

Total FTE count includes 16 positions fully or partially funded by grants or through partnerships with other entities: E911 Joint Services Board, Kirksville R-III School District, Missouri Rural Enterprise and Innovation Center Board, and Kirksville Regional Economic Development Incorporation. Evaluation of staffing needs will be ongoing to determine organizational efficiencies, direct and support staff functions and in filling of vacancies

The City participates in the Missouri Local Government Employees Retirement system (LAGERS), which is a defined benefit pension plan that provides retirement, disability and death benefits to plan members and beneficiaries. This plan is fully funded by the member municipalities and no contributions are required of employees.

The City switched to a fully-funded health and vision insurance program in 2020, which is ongoing in 2023, and will continue the self-insured dental insurance program. The City fully funds individual premiums and approximately 50% of additional premiums for health, dental, and vision insurance coverage. The Insurance Fund will cover all costs to administer health, vision and dental insurance, in addition to all wellness programs. The policy of the City requires a review of the fund balance in this fund at the end of each fiscal year, leaving a year end fund balance of a minimum of \$750,000. The projected fund balance for the year ending in 2023 is \$777,978.

Staffing levels over the past five years have increased by 8 positions overall. Since 2019, retirements, department reorganizations, and reclassified positions over the last five years have reduced four positions and warranted the need for new ones. When the City became fiscal agent for MREIC, those 3 employees became City employees and when Kirksville Tourism was assumed by the City the Tourism Director also became a City employee. Parks and Recreation has added a recreation coordinator, aquatics specialist, and park maintenance worker as their operations expand. Other positions added are a dispatcher and dispatch trainer, engineering technician, and communications director.

Fiscal Year	FTE
2023	163
2022	158
2021	155
2020	156
2019	155

Appendix II provides additional personnel information, such as FTE positions by department, position classifications and current pay schedule and is found on [page 293](#) of this document



Long Range Financial Outlook

At the beginning of the annual budget process, the City Council reviews the revenue projections for all City's funds and multi-year capital plans, i.e., five-year street plan, five-year water plan, five-year wastewater plan, ten-year public facility plan, capital improvement allocation plan, park master plans, and the rolling stock plan, as part of the budget process. These forecasts are the basis for the annual budget which is a hybrid of traditional and priority based budgeting. In the Budget Management Policy, City services have been prioritized in level of importance and are achieved through available revenue sources combined with control of spending.

These forecasts for major and capital funds serve as a guideline to identify future areas of concern or opportunities for growth, and provide a map that integrates strategic and financial planning with City operations. The following forecast summaries and analysis focus on the operating expenditures, revenues, and debt can be found on the follow pages. All assumptions are based on years 2024-2027.

General Fund (10)

Forecast Assumptions

- Sales tax growth of 1%, conservative estimate as previous years have been 3% or greater.
- Property tax growth of 1%, due to economic growth and reassessment.
- Fuel tax growth of \$0.025 each October 1st through 2025.
- Gross sales growth of 0.5%.
- Management fee growth of 1%.
- Personnel expense increase of 3%.
- Supplies and maintenance expense increase of 3%.
- Capital expenditures are not included.

Conclusion

It is evident continued operations without budget reviews or modifications the fund balance will steadily increase until it reaches a deficit most likely in 2028, and by 2027 the General Fund will not meet the Fund Balance Policy requirements. The City forecasts revenues conservatively in conjunction with not spending all of the budgeted amounts. In the fall, each department is required to forecast expenditures through year-end to determine any surplus available for future years or unexpected expenditures. Measures are included to implement Council's strategic goals into future years moving to our vision for 2040. The forecast presented does not reflect any excess funds at year end and assumes all expenditures will be exhausted.

CITY OF KIRKSVILLE | 2023

GENERAL FUND 10	ACTUAL 2021	AMENDED 2022	ADOPTED 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	BUDGET 2027
Revenues							
Taxes and Franchise Fees	\$8,330,779	\$8,596,101	\$8,765,848	\$8,827,353	\$8,889,472	\$8,952,213	\$9,015,580
Licenses and Permits	617,092	606,957	596,957	598,420	599,777	601,140	602,510
Intergovernment/Grants	870,792	4,575,253	1,259,237	960,720	1,058,078	1,169,855	1,298,213
Charges for Services	265	157	155	150	150	150	150
Fines and Costs	37,969	34,630	35,990	35,000	35,000	35,000	35,000
Management Fees	460,277	459,880	459,880	464,479	469,124	473,815	478,553
Investment Earnings	34,993	40,965	272,468	129,370	109,084	85,041	58,095
Miscellaneous	<u>142,801</u>	<u>215,153</u>	<u>228,208</u>	<u>229,349</u>	<u>230,496</u>	<u>231,648</u>	<u>232,807</u>
Total Revenues	10,494,968	14,529,096	11,618,744	11,244,841	11,391,180	11,548,862	11,720,907
Expenditures							
Council and Administration	1,791,633	2,181,005	2,430,739	2,334,961	2,372,682	2,411,535	2,451,554
Finance	481,965	515,981	555,699	572,146	589,087	606,536	624,509
Public Buildings	259,658	551,595	757,447	445,332	456,030	467,048	478,396
Police	2,657,905	3,049,674	3,705,139	3,638,358	3,743,129	3,851,042	3,919,326
Fire	2,261,235	2,812,341	2,893,361	2,551,292	2,624,962	2,701,682	2,780,704
Public Works	2,005,837	2,362,092	2,550,113	2,283,282	2,339,591	2,397,589	2,457,327
Codes and Planning	400,477	502,726	552,466	482,093	497,245	512,851	528,925
Engineering	<u>326,300</u>	<u>391,279</u>	<u>349,045</u>	<u>307,517</u>	<u>317,684</u>	<u>328,155</u>	<u>338,940</u>
Total Expenditures	10,185,011	12,366,693	13,794,009	12,614,982	12,940,409	13,276,439	13,579,681
Excess (Deficiency) of Revenues Over Expenditures	309,957	2,162,403	(2,175,265)	(1,370,141)	(1,549,229)	(1,727,577)	(1,858,774)
Other Financing Sources (Uses)							
Sale of Capital Assets	53,624	103,500	10,000	5,000	5,000	5,000	5,000
Loan Proceeds/Insurance Proceeds	-	1,000	4,000	-	-	-	-
Operating Transfer In	610,357	972,294	518,552	196,299	150,427	154,940	159,588
Operating Transfer Out	<u>(245,900)</u>	<u>(321,728)</u>	<u>(48,900)</u>	<u>(45,900)</u>	<u>(45,900)</u>	<u>(45,900)</u>	<u>(45,900)</u>
Total Other Financing Sources (Uses)	418,081	755,066	483,652	155,399	109,527	114,040	118,688
Excess (Deficiency) of Revenues and Other Sources Over Expenditures	728,038	2,917,469	(1,691,613)	(1,214,742)	(1,439,701)	(1,613,537)	(1,740,086)
Fund Balance, Beginning of Year	<u>5,792,839</u>	<u>6,520,877</u>	<u>9,438,346</u>	<u>7,746,733</u>	<u>6,531,991</u>	<u>5,092,290</u>	<u>3,478,753</u>
Fund Balance, End of Year	<u>\$6,520,877</u>	<u>\$9,438,346</u>	<u>\$7,746,733</u>	<u>\$6,531,991</u>	<u>\$5,092,290</u>	<u>\$ 3,478,753</u>	<u>\$ 1,738,667</u>

Capital Improvement Sales Tax Fund (31)**Forecast Assumptions**

- Sales tax growth of 1%, conservative estimate as previous years have been 3% or greater.
- Rental payments constant and lease extended past December 2025.
- No additional debt service obligation and final payment January 2025.
- Capital as outlined in the 5-year plan

Conclusion

This fund receives its revenues from the ¼ cent capital improvement sales tax levied. Based on current capital needs as outlined in the five-year plan, the CIST Fund will adhere to the Fund Balance Policy minimum of \$100,000. Capital needs will be assessed annually to determine required needs and continued implementation of the strategic plan within the guidelines as approved by the voters for this tax.

CIST FUND 31	ACTUAL 2021	AMENDED 2022	ADOPTED 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	BUDGET 2027
Revenues							
Taxes	\$863,544	\$932,200	\$941,522	\$950,937	\$960,447	\$970,051	\$979,752
Loan Repayments	-	-	-	-	-	-	-
Rental Payments	153,200	131,125	249,270	126,000	126,000	126,000	126,000
Intergovernmental	-	-	-	-	-	-	-
Investment Earnings	<u>3,936</u>	<u>2,960</u>	<u>12,000</u>	<u>13,628</u>	<u>16,587</u>	<u>24,449</u>	<u>35,016</u>
Total Revenues	1,020,681	1,066,285	1,202,792	1,090,566	1,103,034	1,120,500	1,140,768
Expenditures							
Contracts and Services	7,215	14,280	22,857	26,285	30,228	34,762	39,976
Capital	103,088	444,491	685,000	500,000	95,000	95,000	95,000
Debt Service	<u>96,181</u>	<u>96,181</u>	<u>96,182</u>	<u>96,182</u>	<u>96,182</u>	<u>100,000</u>	<u>100,000</u>
Total Expenditures	206,484	554,952	804,039	622,467	221,410	229,762	195,000
Excess (Deficiency) of Revenues Over Expenditures	814,196	511,333	398,753	468,099	881,624	890,738	945,768
Other Financing Sources (Uses)							
Loan Proceeds	-	-	-	-	-	-	-
Equity Transfer In	-	-	-	-	-	-	-
Equity Transfer Out	<u>(1,224,331)</u>	<u>(475,000)</u>	<u>(465,328)</u>	<u>(300,000)</u>	<u>(434,928)</u>	<u>(290,322)</u>	<u>(200,000)</u>
Total Other Financing Sources (Uses)	(1,224,331)	(475,000)	(465,328)	(300,000)	(434,928)	(290,322)	(200,000)
Excess (Deficiency) of Revenues and Other Sources Over Expenditures	(410,134)	36,333	(66,575)	168,099	446,696	600,416	745,768
Fund Balance, Beginning of Year	<u>1,214,721</u>	<u>804,587</u>	<u>840,920</u>	<u>774,345</u>	<u>942,444</u>	<u>1,389,139</u>	<u>1,989,555</u>
Fund Balance, End of Year	<u>\$804,587</u>	<u>\$840,920</u>	<u>\$774,345</u>	<u>\$942,444</u>	<u>\$1,389,139</u>	<u>\$1,989,555</u>	<u>\$2,735,323</u>

Transportation Sales Tax Fund (32)**Forecast Assumptions**

- Sales tax growth of 1%, conservative estimate as previous years have been 3% or greater.
- Engineering charge out remains constant.
- Kirk-Tran (transfer out in 2023) and Airport support proportionate to sales tax growth.
- Capital as outlined in the 5-year plan.

Conclusion

This fund receives its revenues from the ½ cent transportation sales tax levied. Based on current capital needs as outlined in the five-year plan, the TST, the fund balance will increase over time. Capital needs will be assessed annually to determine required needs and additional street repairs will be added annually, as funds allow.

TRANSPORTATION SALES TAX FUND 32	ACTUAL 2021	AMENDED 2022	ADOPTED 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	BUDGET 2027
Revenues							
Taxes	\$1,727,088	\$1,864,400	\$1,883,044	\$1,901,874	\$1,920,893	\$1,940,102	\$1,959,503
Intergovernmental	-	-	-	-	-	-	-
Investment Earnings	1,151	1,670	15,000	1,390	14,287	28,715	43,820
Miscellaneous	<u>150,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	1,878,239	1,866,070	1,898,044	1,903,264	1,935,180	1,968,817	2,003,323
Expenditures							
Charge Out	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Contracts and Services	-	-	70,000	70,000	70,000	70,000	70,000
Kirk-Tran	34,542	37,288	-	-	-	-	-
Capital	<u>2,994,178</u>	<u>3,060,000</u>	<u>2,166,844</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>1,750,000</u>	<u>1,750,000</u>
Total Expenditures	3,103,720	3,172,288	2,311,844	1,895,000	1,895,000	1,895,000	1,895,000
Excess (Deficiency) of Revenues Over Expenditures	(1,225,481)	(1,306,218)	(413,800)	8,264	40,180	73,817	108,323
Other Financing Sources (Uses)							
Sale of Property	5,600	5,600	-	-	-	-	-
Equity Transfer In	1,482,217	988,050	1,005,866	1,015,925	1,026,084	1,036,345	1,046,708
Equity Transfer Out	<u>(207,342)</u>	<u>(213,783)</u>	<u>(1,012,378)</u>	<u>(291,393)</u>	<u>(246,472)</u>	<u>(251,945)</u>	<u>(257,563)</u>
Total Other Financing Sources (Uses)	1,280,475	779,867	(6,512)	724,532	779,612	784,400	789,145
Excess (Deficiency) of Revenues and Other Sources Over Expenditures	54,994	(526,351)	(420,312)	732,796	819,792	858,217	897,468
Fund Balance, Beginning of Year	<u>970,623</u>	<u>1,025,617</u>	<u>499,266</u>	<u>78,954</u>	<u>811,750</u>	<u>1,631,541</u>	<u>2,489,758</u>
Fund Balance, End of Year	<u>\$1,025,617</u>	<u>\$499,266</u>	<u>\$78,954</u>	<u>\$811,750</u>	<u>\$1,631,541</u>	<u>\$2,489,758</u>	<u>\$3,387,226</u>

Parks and Recreation Fund (88)**Forecast Assumptions**

- Sales tax growth of 1%, conservative estimate as previous years have been 3% or greater.
- Charges for service forecasted to new aquatic facility expectations.
- State and Federal grants estimated for capital.
- Personnel expense increase of 3%.
- Supplies and maintenance expense increase of 3%.
- Capital as outlined in the 5-year plan.
- Bond/Lease Proceeds and repayment as outlined in closing document.

Conclusion

This fund receives a majority of its revenues from the ½ cent parks tax and charges for service. The park system has operated with limited funds over several years, thus resulting in the need for major repairs and new infrastructure. Kirksville citizens now focus on “quality of life” and the department is the cornerstone to this movement. Measures taken to adhere and incorporate the strategic goals of the City will continue to be implemented as funds allow. Temporary staffing will need to be evaluated as minimum wage rates continue to increase. The gradual decrease in fund balance indicates the need for cost savings measures or additional revenue streams to operate effectively and grow for future capital infrastructure.



PARKS AND RECREATION FUND 88	ACTUAL 2021	AMENDED 2022	ADOPTED 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	BUDGET 2027
Revenues							
Intergovernmental	\$101,527	\$50,236	\$ 274,153	\$ 250,000	\$ 5,000	\$ 260,000	\$ 412,500
Taxes	1,685,208	1,819,675	1,869,333	1,888,026	1,906,907	1,925,976	1,945,235
Charges for Services	312,338	417,116	411,500	411,500	411,500	411,500	411,500
Investment Income	4,052	4,750	15,000	47,037	36,462	36,075	30,849
Miscellaneous	<u>27,435</u>	<u>17,020</u>	<u>30,150</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Revenues	2,130,558	2,308,797	2,600,136	2,606,563	2,369,868	2,643,551	2,810,084
Expenditures							
Personnel	591,653	749,413	896,812	923,716	951,428	979,971	1,009,370
Insurance	29,029	37,642	36,208	37,294	38,413	39,566	40,753
Contracts and Services	51,348	120,385	41,870	43,126	44,420	45,752	47,125
Maintenance and Repairs	50,982	140,848	145,676	150,046	154,548	159,184	163,960
Utilities	38,625	76,015	84,115	85,797	87,513	89,264	91,049
Program Supplies	25,196	45,172	69,000	71,070	73,202	75,398	77,660
Merchandise for Resale	33,017	36,431	45,000	46,350	47,741	49,173	50,648
Supplies and Other Expenses	56,018	54,491	75,846	78,121	80,465	82,879	85,365
Capital	<u>5,198,238</u>	<u>290,071</u>	<u>704,970</u>	<u>1,081,000</u>	<u>221,000</u>	<u>730,000</u>	<u>1,436,000</u>
Total Expenditures	6,074,106	1,550,468	2,099,497	2,516,522	1,698,729	2,251,186	3,001,929
Excess (Deficiency) of Revenues Over Expenditures	(3,943,548)	758,329	500,639	90,041	671,139	392,364	(191,845)
Other Financing Sources (Uses)							
Bond/Lease Proceeds	-	-	-	-	-	-	-
Sale of Property	4,900	8,000	-	-	-	-	-
Insurance Proceeds	-	-	-	-	-	-	-
Operating Transfer In	260,000	314,973	75,000	60,000	60,000	60,000	60,000
Operating Transfer Out	(4,500)	-	-	-	-	-	-
Debt Service	<u>(749,300)</u>	<u>(754,100)</u>	<u>(752,900)</u>	<u>(750,900)</u>	<u>(753,100)</u>	<u>(749,300)</u>	<u>(749,700)</u>
Total Other Financing Sources (Uses)	(488,900)	(431,127)	(677,900)	(690,900)	(693,100)	(689,300)	(689,700)
Excess (Deficiency) of Revenues and Other Sources Over Expenditures	(4,432,448)	327,202	(177,261)	(600,859)	(21,961)	(296,936)	(881,545)
Fund Balance, Beginning of Year	<u>6,955,044</u>	<u>2,522,595</u>	<u>2,849,797</u>	<u>2,672,536</u>	<u>2,071,677</u>	<u>2,049,716</u>	<u>1,752,781</u>
Fund Balance, End of Year	<u>\$2,522,595</u>	<u>\$2,849,797</u>	<u>\$2,672,536</u>	<u>\$2,071,677</u>	<u>\$2,049,716</u>	<u>\$1,752,781</u>	<u>\$871,236</u>

Utility Fund (80/81)**Forecast Assumptions**

- Charges for service increase of 0.5%.
- Personnel expense increase of 3%.
- Supplies and maintenance expense increase of 3%.
- Chemical expense increase of 10%.
- Utility increase for disinfection process to wastewater treatment plant.
- Capital as outlined in the 5-year plan.
- Bond repayment as outlined in SRF agreement.
- Interfund transfers between 80 and 81 are not reported.

Conclusion

This proprietary fund receives its revenues from charges for service that are structured to adhere to the State Revolving Loan Fund requirements, stable for operations and maintenance of the system, including capital infrastructure, and allow for reserve for future capital and state mandated requirements. The City evaluates the rate structure annually and determines compliance with operating requirements, while keeping increases as low as possible for users, therefore, a conservative rate increase has been used in the forecast. Based on current operations the utility fund can sustain expected operations. As technology advances and economic and demographic changes occur, the City must continue to comprehensively review the fund.



UTILITY FUNDS 80 & 81	ACTUAL 2021	AMENDED 2022	ADOPTED 2023	BUDGET 2024	BUDGET 2025	BUDGET 2026	BUDGET 2027
Operating Revenues							
Charges for Services	\$9,445,281	\$9,450,340	\$9,424,100	\$9,471,221	\$9,518,577	\$9,566,169	\$9,614,000
Intergovernmental/Grants	-	-	3,870,558	-	-	-	-
Miscellaneous	<u>18,634</u>	<u>14,900</u>	<u>15,500</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Revenues	9,463,915	9,465,240	13,310,158	9,481,221	9,528,577	9,576,169	9,624,000
Operating Expenses							
Personnel	2,005,283	2,179,798	2,468,112	2,542,156	2,618,420	2,696,973	2,777,882
Insurance	140,696	143,109	157,123	180,691	207,795	238,964	274,809
Contracts and Services	684,902	742,968	777,149	800,463	824,477	849,212	874,688
Maintenance and Repairs	613,177	890,303	1,188,645	1,224,304	1,261,033	1,298,864	1,337,830
Utilities	404,108	465,744	516,023	626,344	738,871	853,648	970,721
Chemicals	220,923	336,480	414,587	456,046	501,650	551,815	606,997
Management Fee	460,277	459,880	459,880	462,179	464,490	466,813	469,147
Bad Debt Expense	4,347	(50)	7,000	7,140	7,283	7,428	7,577
Trash Contractual Fees	-	-	-	-	-	-	-
Supplies and Other Expenses	<u>142,910</u>	<u>211,753</u>	<u>255,090</u>	<u>262,743</u>	<u>270,625</u>	<u>278,744</u>	<u>287,106</u>
Total Operating Expenses	4,676,624	5,429,985	6,243,610	6,562,066	6,894,645	7,242,462	7,606,757
Non-Operating Income (Expense)							
Investment Earnings	146,818	134,130	297,205	207,953	173,443	173,586	166,403
Rental Payments	139,937	77,453	76,717	78,251	79,816	81,413	83,041
Gain/(Loss) on Disposal of Capital Assets	5,000	116,750	10,000	10,000	10,000	10,000	10,000
Insurance Proceeds	-	-	-	-	-	-	-
Debt Service	<u>(4,041,654)</u>	<u>(2,562,449)</u>	<u>(2,024,510)</u>	<u>(1,935,459)</u>	<u>(1,937,286)</u>	<u>(1,773,342)</u>	<u>(1,644,022)</u>
Total Non-Operating Income (Expense)	(3,749,899)	(2,234,116)	(1,640,588)	(1,639,255)	(1,674,027)	(1,508,343)	(1,384,578)
Net Income (Loss) Before	1,037,392	1,801,140	5,425,960	1,279,899	959,904	825,365	632,665
Other Financing Sources (Uses)							
Bond Proceeds	1,403,646	-	-	-	-	-	-
Equity Transfer In	6,010,027	5,862,904	11,179,976	400,000	400,000	400,000	400,000
Equity Transfer Out	(5,578,800)	(5,289,995)	(10,815,170)	-	-	-	-
Capital	<u>(1,822,680)</u>	<u>(2,296,254)</u>	<u>(11,353,264)</u>	<u>(3,640,700)</u>	<u>(1,351,750)</u>	<u>(1,633,500)</u>	<u>(1,623,500)</u>
Total Other Financing Sources (Uses)	12,193	(1,723,345)	(10,988,458)	(3,240,700)	(951,750)	(1,233,500)	(1,223,500)
Net Income (Loss)	1,049,585	77,794	(5,562,498)	(1,960,801)	8,154	(408,135)	(590,835)
Fund Net Position, Beginning of Year	<u>16,250,618</u>	<u>17,300,203</u>	<u>17,377,997</u>	<u>11,815,499</u>	<u>9,854,698</u>	<u>9,862,852</u>	<u>9,454,717</u>
Fund Net Position, End of Year	<u>\$17,300,203</u>	<u>\$17,377,997</u>	<u>\$11,815,499</u>	<u>\$9,854,698</u>	<u>\$9,862,852</u>	<u>\$9,454,717</u>	<u>\$8,863,882</u>

Capital Infrastructure & Improvement Plan



Overview

The City Council reviews the City's multi-year capital plans, i.e., five-year street plan, five-year water plan, five-year wastewater plan, ten-year public facility plan, capital improvement allocation plan, park master plans, and the rolling stock plan by Central Garage, as part of the budget process. For budget purposes, a capital item has an acquisition cost greater than \$5,000 and a useful life of more than one year or is of a unique nature that needs to be shown separately in the budget. Generally, all capital items are categorized as either: 1) land or right-of-way, 2) infrastructure or improvements or 3) vehicles or equipment, i.e., items separable from the physical plants. Capital improvements have long-term effects on City operations in addition to impacting both current and future operating budgets. Decisions are based primarily on cost-effectiveness, impact on operations, citizenry input, customer service enhancement and/or reduction of future long-term maintenance and/or operating expenses.

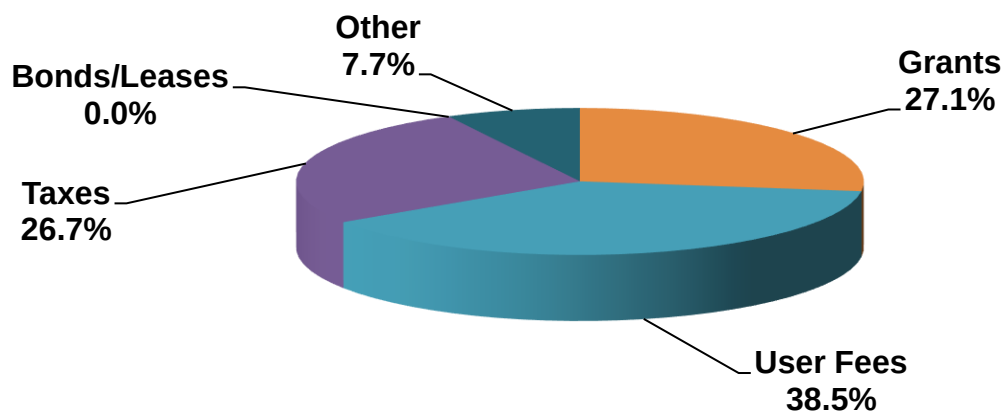


Capital infrastructure and improvements are funded by taxes, grants, lease income, contributions, and user fees depending on the planned capital purchase. The City attempts to build fund reserves for future capital, when possible, to reduce the need for outside funding. Future capital is planned based on current revenue levels, necessity and grant availability. When economic factors affect future revenue levels or replacement priorities change, then the capital plan is modified to meet essential service needs first while deferring non-essential needs. The City will be implementing a community engagement strategy focusing first on obtaining citizen input to establish a prioritized list of projects to be funded the 2022 fund balance created by Revenue Recovery Funds. This public engagement process will then be used later in 2023 to assist the City in establishing priority capital projects beginning with the 2024 budget and beyond.

The table represents the main funds and sources used for capital acquisitions.

<u>FUND</u>	<u>SOURCE</u>
General Fund	<i>Taxes, Grants and Fees</i>
Special Revenue Funds-specific to each fund	<i>Taxes, Grants and Fees</i>
Capital Improvement Funds-CIST or TST	<i>Taxes and Grants</i>
Utility Fund	<i>User Fees and Grants</i>

2023 Sources for Capital Spending



The above pie chart shows the revenue source of capital funding for 2023. Other revenue sources are from TIF monies, local contributions, appropriations, and component units of the City.

If new projects or needs arise during the year, the City Council is kept updated of proposed changes to the original plans. Other proposed capital is included in the applicable budgets and subject to Council review and approval during the departmental budget presentations.

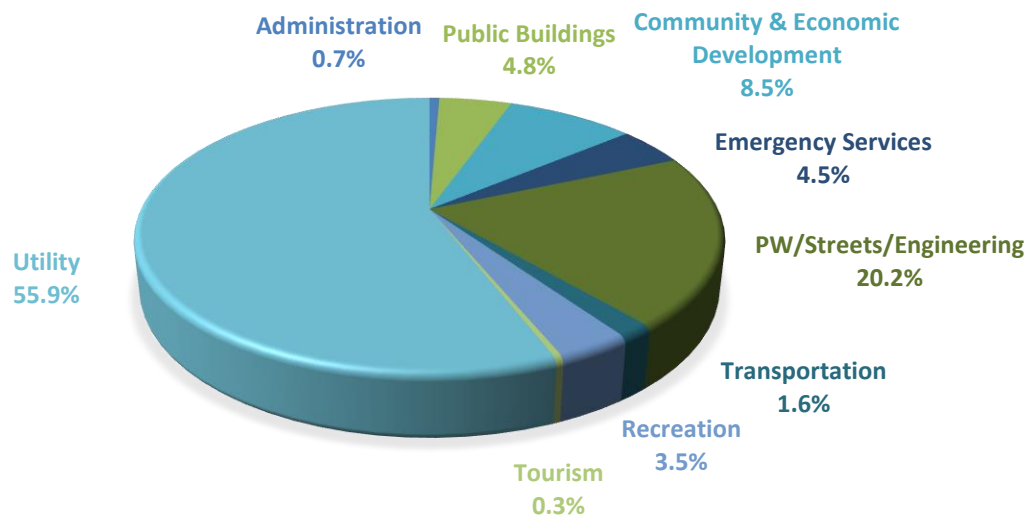
Capital Projects By Fund Type					
	Adopted <u>2023</u>	Adopted <u>2022</u>	Amended <u>2022</u>	Increase/ (Decrease)	% Change
General Fund	1,090,327	1,366,000	1,336,238	(245,911)	(18.4)%
Special Revenue Funds	5,009,536	3,823,633	1,832,360	3,177,176	173.4%
Capital Improvement Funds	2,851,844	3,778,191	3,504,491	(652,647)	(18.6)%
Internal Service Funds	-	-	-	-	0.0%
Enterprise Funds	11,353,264	5,454,000	2,296,254	9,057,010	394.4%
Fiduciary Funds	-	-	-	-	0.0%
Total	<u>20,304,971</u>	<u>14,421,824</u>	<u>8,969,343</u>	<u>11,335,628</u>	<u>126.4%</u>

Total **capital expenditures of \$20,304,971** is budgeted for 2023 and \$50.33 million over the next five-year period as listed per fund below.

Fund	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	Totals
General	1,090,327	1,389,930	2,580,449	780,000	561,000	6,401,706
Community Development Block Grant	2,219,932	-	-	-	-	2,219,932
Walking and Cycling Trail Grant	431,179	375,000	150,000	50,000	220,000	1,226,179
Downtown TIF District	1,261,455	25,000	25,000	25,000	-	1,336,455
E911 Central Dispatch	-	65,000	23,000	250,000	-	338,000
Tourism	70,000	70,000	30,000	15,000	-	185,000
Airport	322,000	3,000,000	284,928	140,322	-	3,747,250
Parks and Recreation	644,970	1,333,828	161,000	670,000	1,546,000	4,355,798
Capital Improvement Sales Tax	745,000	595,000	95,000	95,000	95,000	1,625,000
Transportation Sales Tax	2,166,844	1,750,000	1,750,000	1,750,000	1,750,000	9,166,844
Central Garage	-	-	40,000	82,000	-	122,000
Utility	11,353,264	3,640,700	1,351,750	1,633,500	1,623,500	19,602,714
Totals	\$20,304,971	\$12,244,458	\$6,491,127	\$5,490,822	\$5,795,500	\$50,326,878

Appendix IV: Capital Purchase Detail outlines the detailed capital improvement purchases by department/fund and source for fiscal years 2023 through 2027 located on [page 308](#).

2023 Departmental Capital Spending



The above pie chart shows how the total 2023 capital budget is expended. The Utility Fund has the most capital infrastructure planned at \$11.353 million primarily due to completion of the State mandated disinfection process at the wastewater treatment plant and construction of an additional primary clarifier at the water treatment plant. Street construction and public works has the next largest allocation of \$4.099 million for both in-house and contracted street work and neighborhood infrastructure. Community and Economic Development incorporates capital from the KAMP Plan, Downtown TIF, and Codes and Planning at \$1.728 million. Public Buildings has \$0.973 million budgeted, which includes \$0.65 million for the Kirksville Emergency Services Training Center and emergency services has budgeted \$0.924 million for the \$0.67 million console equipment replacement and an equipment.

Source-Utility Fund

Capital Project-Phase II WWTP-Disinfection & Equipment \$3.910 million

Discussion/Purpose – After the completion of the new wastewater treatment plant in 2018, the Missouri Department of Natural Resources mandated the City complete a disinfection process in order to maintain its operating permit by 2025. Design is complete and the bidding, construction, and purchase of required equipment phase will occur in 2023.

Impact on Operations – The wastewater treatment plant department will have additional operational costs for system monitoring, electric utilities, maintenance, training, and property insurance. Those costs are estimated to be \$120,000 to \$170,000 annually, when the system goes online. Electric usage will have the most impact on operations due to the automated electric components of the process. Maintenance costs and repairs will increase after warranties expire in 2025, which will increase operations by another \$25,000 to \$75,000 annually. There is no change anticipated for current staffing levels.

City Strategic Goal Achieved –**Stewardship (Asset Protection) & Accountability (Long-range Planning)**

Improvements to wastewater treatment improves the quality of water expelled in Bear Creek and further downstream, which is cleaner than water entering the water treatment plant for processing. Being compliant with Federal and State environmental agencies allows the City to continue its wastewater treatment for the City and increases the life and efficiency of the plant.

Capital Project-Additional Primary Clarifier Project \$4.030 million



Discussion/Purpose – Due to economic growth over the past few years, industrial plant expansions, and other contributing factors, the Kirksville Water Treatment Plant is operating at full capacity during peak use periods. Phase III of the 2004 Facility Plan recommended construction of an additional clarifier to supplement current water production by operating in parallel with the existing clarifier to increase primary clarification capacity. In addition to increasing water production, the additional clarifier will also provide redundant operations in the event that the existing clarifier is taken out of service for maintenance or repairs.

Impact on Operations – The water treatment plant will have additional operational costs for electric utilities, maintenance, and property insurance. Those costs are estimated to be \$20,000 to \$50,000 annually, based on current operations of the existing primary clarifier. Maintenance costs and repairs will increase after warranties expire in 2025. Current staffing levels will remain the same, thus no impact on personnel.

City Strategic Goal Achieved –

Stewardship (Asset Protection) & Accountability (Long-range Planning)

Improvements to stormwater infrastructure reduce standing, stagnate water in ditches, backyards, and creeks that flow through Kirksville. It reduces the risk for water damage to streets, buildings and landscaping during rainstorms and the thaw of snow events.

Capital Project-Stormwater Projects \$0.807 million

Discussion/Purpose – Stormwater continues to be a priority for the City, as housing and economic development has replaced green space with non-porous surfaces. The City was awarded ARPA Stormwater funds to improve the stormwater collection system in the

general area of Illinois and Franklin Streets to eliminate flooding at the Kirksville Fire Department. As other funds become available, stormwater projects previously identified are completed based on urgency and timing.

Impact on Operations – Improving stormwater infrastructure allows the City to remain in compliance during heavy rain events. There is minimal impact on Utility operations, as these system improvements reduce the need for maintenance and possible fines from environment agencies.

City Strategic Goal Achieved –

Stewardship (Continue to identify infrastructure needs within existing and developing areas of the Kirksville) & Accountability (Long-range Planning)

Improvements to stormwater infrastructure reduce standing, stagnate water in ditches, backyards, and creeks that flow through Kirksville. It reduces the risk for water damage to streets, buildings and landscaping during rainstorms and the thaw of snow events.

Capital Project-Cast In Place Pipe Lining \$0.400 million



Discussion/Purpose – The Utility Department replaces sections of clay pipe sewer lines that laid before the use of GPS and lidar locating programs. Because this work is time consuming and weather driven, the City contracts services for a new lining method that injects expanding material into existing sewer lines that hardens over time. This extremely durable material reduces stormwater infiltration and improves the system.

Impact on Operations – There is minimal impact on Utility Fund operations, as this annual process reduces the need for maintenance and additional staffing.

City Strategic Goal Achieved –**Stewardship (Asset Protection) & Accountability (Cost-saving Ideas)**

This process both increases the performance and life of the wastewater collection system, and allows several more linear feet of sewer mains to be lined than the traditional method of replacing lines through trenching.

Capital Project-Waterline Replacement \$0.620 million



Discussion/Purpose – Each year the City upgrades 2” and 4” ductile iron water pipe with 6” or greater PVC pipe. Since most waterlines are located under streets, coordination with the Street Department ensures waterlines are replaced before the street is replaced or is scheduled for asphalt overlay. The Utility Department is working to eliminate all ductile iron pipe in the City.

Impact on Operations – As these lines are replaced, repairs and maintenance will decrease, which impacts staff overtime. Emergency call-outs are allotted a minimum of three hours per incident per responding employee.

City Strategic Goal Achieved –**Stewardship (Continue to identify infrastructure needs within existing and developing areas of the Kirksville) & Accountability (Long-range Planning)**

The replacement of waterlines significantly improves the water distribution infrastructure and reduces water main breaks due to weak areas. By improving the flow and pressure of the system, all neighborhoods and residents benefit from the water utility systems.

Source-Airport Fund

Capital Project-Airport Terminal Project Design Phase \$0.315 million

Discussion/Purpose - The terminal building for the Kirksville Regional Airport is over 50 years old and is the air transportation “gateway” to Kirksville. It serves all of northeast Missouri as a vital link for business, family, and tourism, and as a federally supported essential air service airport, serves over 10,000 passengers annually. The City was appropriated \$3.325 million in funding for the Kirksville Regional Airport Terminal Project designated for the design and construction of a new airport terminal. The design phase will begin in 2023.

Impact on Operations – Due to the age of the current terminal building, many repairs, including HVAC replacement, are made annually to keep it energy efficient and operational. The City spends approximately \$15,000 each year for utilities and basic maintenance, which is likely to continue with the new facility, if expanded. However, major repairs will be reduced, as the new facility will require less maintenance for several years to come. Current staffing levels will be sufficient to operate the new facility, so there will be no impact to personnel.

City Strategic Goal Achieved –

Community Prosperity (Expand economic development efforts to include other areas of focus specific to the City’s efforts)

The Kirksville Regional Airport has an annual economic impact to the region of over \$6 million based on the most recent Missouri Department of Transportation study. The terminal improvements will impact air commuter service passengers and providers. Presenting a welcoming modern facility that is secure as that of larger airports, assures passengers traveling to Kirksville for the first time their safety and presence are important to us.

Source-Parks & Recreation Fund

Capital Project-P.C. Mills Park Improvements \$0.399 million

Discussion/Purpose - The City will replace the existing restroom and wading pool with ADA accessible structures which include a prefabricated concrete double plumbed restroom with a timed electric lock system and water fountain, a splash pad with several features, connecting sidewalks, and additional parking. The current restroom, built in 1984, and wading pool, built in 1998, need replacement, despite maintenance efforts to repair major water leaks and wooden facility. The new structures will require less maintenance and water usage, provide accessibility, and are constructed to deter vandalism. They will also complement the park's playground and newly refurbished shelter pictured above.

Impact on Operations – There is minimal impact on maintenance costs for the new restroom facility, as the timed electric lock system will help prevent vandalism when the park is closed. Overall supply costs should decrease with the elimination of water treatment chemicals and testing for sitting water, as the splash pad only delivers water when the activation button is pushed. In addition, staffing for a life guard at the wading pool will no longer be required during the summer months.

City Strategic Goal Achieved –

Stewardship (Continue to identify infrastructure needs within existing and developing areas of Kirksville)

The facility improvements are designed for use by persons of all ages and abilities and will provide the first splash pad in Kirksville outside the Kirksville Aquatic Center. The location of this park is adjacent to a public housing complex serving low-income, elderly, and/or people with disabilities and near a city-owned walking trail for easy access. This project supports the need of the community and is a place for families and friends to come together for enjoyment.

Capital Project-Patryla and Spur Park Restrooms \$0.173 million

Discussion/Purpose - The City has applied for a 50/50 grant to construct restroom facilities at two adjacent parks on the west side of town. Patryla Park offers patrons tennis/pickleball courts, a regulation sized softball field with lights, and the Kirksville Labyrinth Center that overlooks Spur Pond. Spur Pond offers trout fishing from the bank or dock, a cleaning area, and parking. These pre-fabricated restroom facilities are similar to those installed at North Park and will eliminate the use of porta potty rentals.

Impact on Operations – The restrooms will have minimal impact on seasonal staff who will add these locations to their schedule for cleaning and maintenance. The new restrooms will require less maintenance and are easier to clean. The monthly rental fee of \$100 per porta potty will be eliminated once the facilities are complete, which will offset any additional utility costs.

City Strategic Goal Achieved –

Stewardship (Continue to identify infrastructure needs within existing and developing areas)

In addition to fulfilling improvements of the park master plan, the new facilities will provide sanitary, accessible accommodations for all patrons, both on top of the ridge and at the pond basin. By constructing restroom facilities, families and visitors can spend more time exploring the offerings of both parks.

Source-Downtown TIF Fund

Capital Project-Downtown Revitalization Program \$1.229 million



Discussion/Purpose - The Downtown Revitalization Program began in 2016 for the purpose of assisting building owners in the Downtown Area with façade improvements based on an overall design to embrace its historical roots. To enhance this program infrastructure such as, sidewalks, and curb extensions are being constructed. These capital improvements are to be funded by the property taxes collected for this target area with a minimal cost share required from the building owners.

Impact on Operations – Once completed, the property owners must maintain the new facades, while the Downtown TIF Fund, through the Community and Economic Development Department, will continue maintenance on sidewalks. Any additional pedestrian lighting will have minimum maintenance costs to the Public Works Department, as the lights will use energy saving LED bulbs.

City Strategic Goal Achieved –

Community Prosperity (Continue to promote the Central Business District)

The central business district is the “heart” of historical architecture in Kirksville. Preservation and beautification of this area promotes small business development and interest in lease space for buildings that have stood empty, as indicated by the lease of completed buildings. Shoppers attracted to the aesthetic appearance can stroll around the downtown area and shop at the diversified retail offerings.

Source-Community Development Block Grant Funds

Capital Project-E911 Equipment Updates \$0.610 million

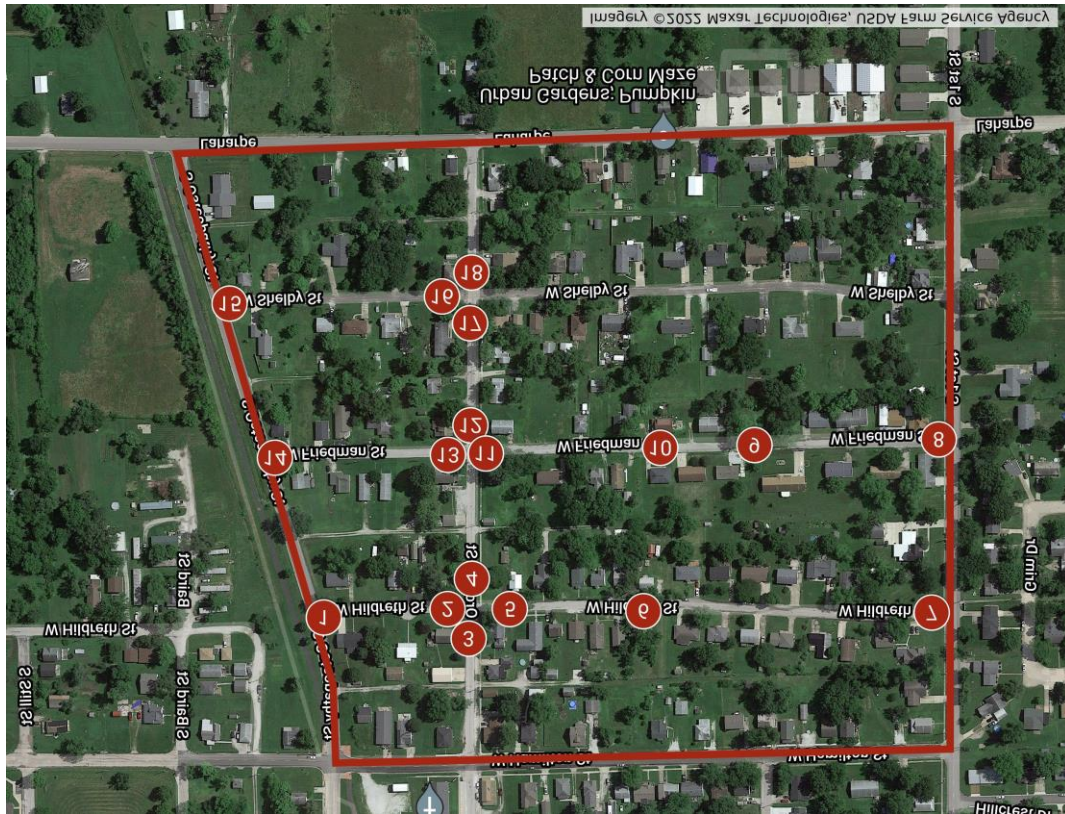
Discussion/Purpose – The current 911 system was purchased in 2005 and is no longer supported and at the end of its recommended service life. The system, once replaced, will meet all next generation 911 standards, and will allow emergency communications to be received in different formats, such as text messaging and other data formats. These formats will help mitigate language barriers with non-English speaking callers in our community. The City applied for a CDBG COVID-19 grant for equipment replacement in the amount of \$0.627 million.

Impact on Operations – All service and maintenance contracts of the current system will transition to the new equipment, after warranty periods have expired. Staffing levels for normal operations will remain unchanged, however, an additional operator space is available to respond during major events.

**City Strategic Goal Achieved –
Stewardship (Asset Protection)**

The partnership of the Adair County E911 Joint Services Board is to improve public safety. Trained operators dispatch police, fire, and emergency medical units in an efficient and professional manner in order to help save lives, protect property, and assist the public in making a safer community. These improvements part of the long-term capital plan and are necessary for the sustainability of E911.

Capital Project-Factory Addition Improvements \$1.610 million



Discussion/Purpose – The Factory Addition, is located in an older subdivision of town that is relatively flat. Initially developed in 1908 for the Freidman Shelby Shoe Factory, modest homes were built on small lots and the streets were not built for the volume and weight of today’s traffic. In recent years the project area has seen substantial residential development and larger homes are being built to replace existing structures, including wider driveways. A survey conducted in 2019 showed great need for curb and guttering, roadway reconstruction, and storm drainage improvements. The City applied for and was awarded a CDBG grant in the amount of \$0.5 million to complete this work.

Impact on Operations – Once completed, maintenance costs should be minimal for several years. Addressing the stormwater issues will reduce flooding and damage to streets, yards, and homes in the area, where standing water has become an issue.

City Strategic Goal Achieved –

Stewardship (Continue to identify infrastructure needs within existing and developing areas of Kirksville)

This project will address public safety concerns for walkability, school bus routes, emergency vehicle access, parking, and potential flooding. Located near the start of a city-owned walking trail, new ADA entrances at intersections and the removal of open ditches will promote walkability in the neighborhood.

Source-Walking and Cycling Trail Grant Fund

Capital Project-Sidewalks along New & Mill Streets \$0.262 million

Discussion/Purpose – The City was awarded a Transportation Alternative Program (TAP) Grant for sidewalk construction adjacent to Rotary Park on New Street from Baltimore Street to Mill Street and on Mill Street back to Baltimore Street. There are currently no trails or existing sidewalks in this area for pedestrians who wish to connect to the Kirksville Aquatic Center or simply walk around the park area.

Impact on Operations – Maintenance costs will be minimal with the removal of snow and ice during the winter months and repairs as necessary.

City Strategic Goal Achieved –

Stewardship (Continue to identify infrastructure needs within existing and developing areas of the City)

The construction of this sidewalk will provide users with safe, accessible alternative transportation to navigate this established retail corridor that aligns with the Kirksville Area Mobility Plan (KAMP).

Source-Transportation Sales Tax Fund

Capital Project-2023 Street Program \$2.167 million



Discussion/Purpose – The importance of good infrastructure, especially streets, is a key component to our community success. There are 133 lane miles of roads in Kirksville, of which the Street Department is responsible for maintaining 110 land miles. In 2016, Infrastructure Management Services completed a comprehensive street study to determine the overall condition of City streets which indicated many deficiencies. Measures were taken to combat this issue such as: the construction of an asphalt plant to reduce material shortages; both in-house and contracted work completed simultaneously; and specialized equipment purchased for the street construction crew.

Impact on Operations – Over the last few years, the City has been able to rehabilitate or replace over twenty-five miles of roadway, and anticipates an additional seven miles in 2023. This pace will allow the City to bring road conditions to asphalt overlay maintenance within 15 years. Street Department operations will increase crack sealing maintenance and other operations will remain constant.

City Strategic Goal Achieved –

Stewardship (Continue to identify infrastructure needs within existing and developing areas of the City) & Accountability (Asset Protection)

Improving quality roadways in neighborhoods facilitates activities, such as bicycling and walking, that bring neighbors together. Street infrastructure continues to be a major investment for the City for both commercial and residential benefit.

Source-Community Improvement Sales Tax Fund

Capital Project-Emergency Services Training Center \$0.650 million

Discussion/Purpose – The Fire and Police Departments respond to a host of emergency situations and each scenario requires its own specialized training. To improve and optimize training offerings, city staff acquired various “train the trainer” certifications to conduct training programs. Both the fire and police stations have small classrooms that will not accommodate all staff for training and there is no indoor space suitable for training with equipment. The construction of a centralized emergency services training center with classrooms, open areas, and equipment storage will improve the training capabilities for all staff, not a select few, and position the City to become a regional training center for other emergency service providers in our area.

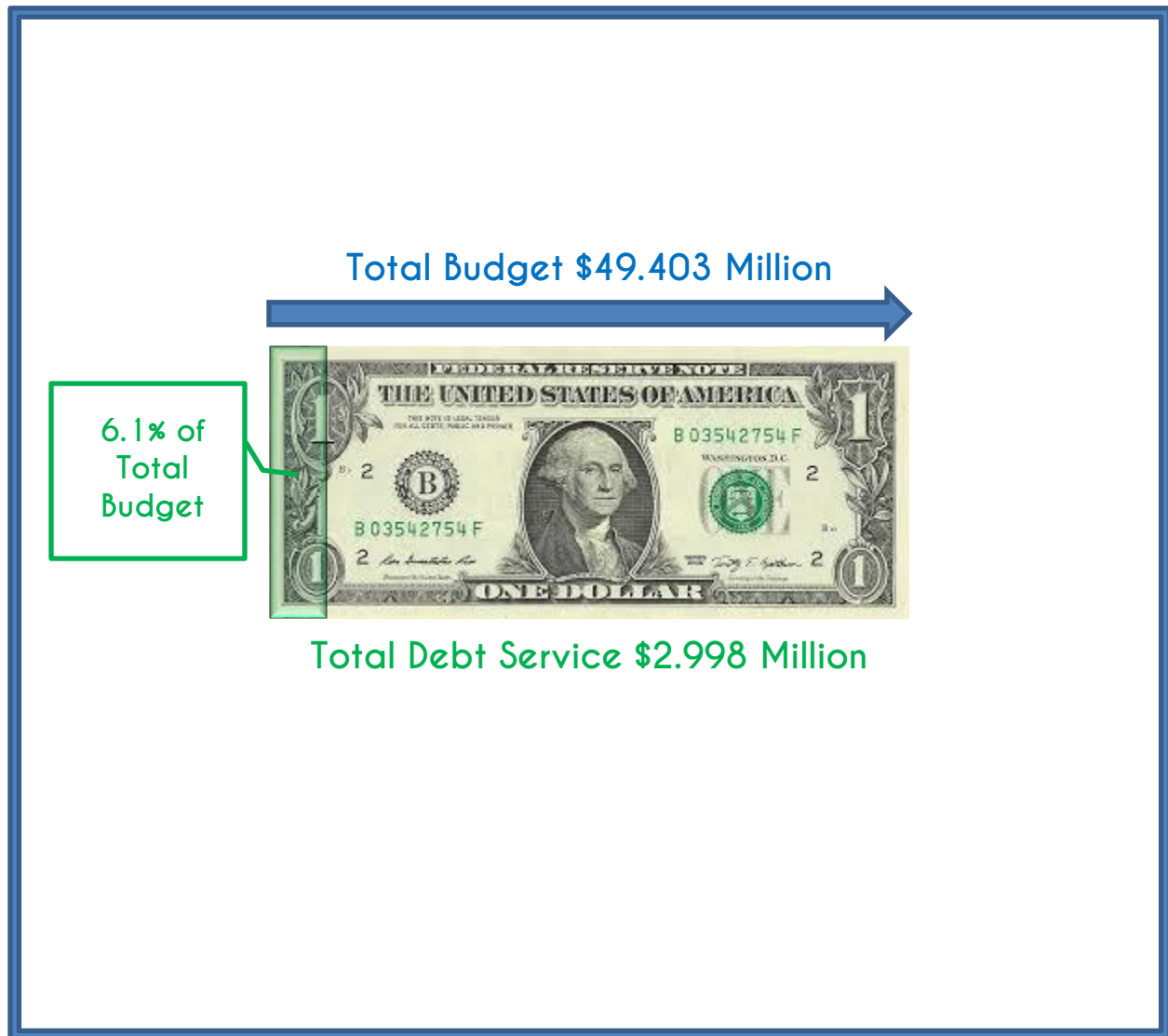
Impact on Operations – Mirroring current facility costs for the fire station, operational costs for the training center once constructed are expected to be \$35,000 annually to the General Fund. Having a local facility will reduce the travel portion of the \$90,000 annual training budget, which will offset some of the operating costs. In addition, based on the success of becoming a regional training center, fees can be charged for future training services provided to other area entities.

City Strategic Goal Achieved –

Community Investment and Engagement (Build Partnerships)

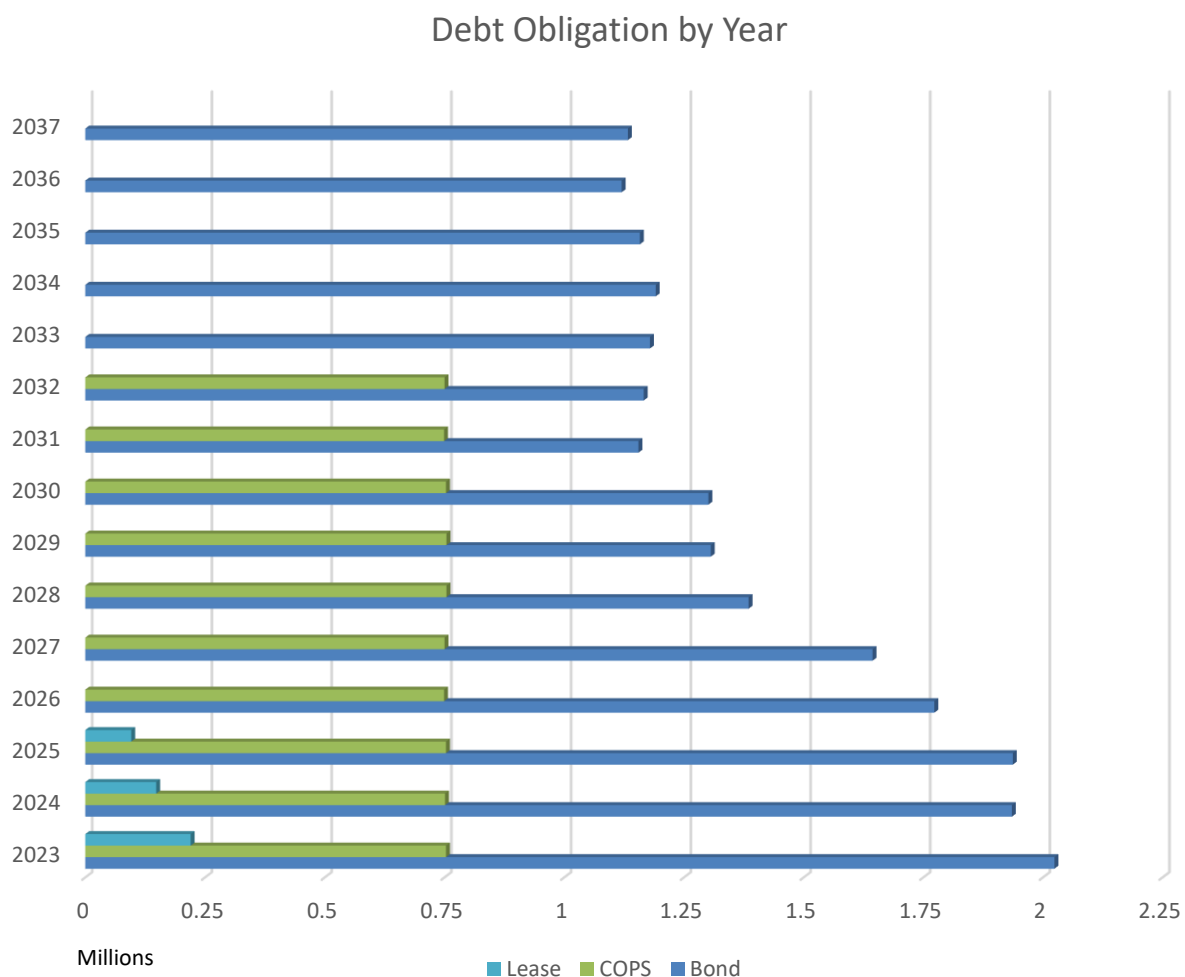
The Region B Regional Homeland Security Oversight Committee (RHSOC) was established for the purpose of developing regionally focused Homeland Security Programs and is comprised of sixteen counties, including Adair County. The construction of the Kirksville Emergency Services Training Center allows City staff a place to receive valuable training that promotes the efforts of Region B and the possibility to offer regional training opportunities for other members of our region.

Debt Obligations



Overview

The City of Kirksville has taken a conservative approach to debt financing as it has historically operated on a “pay-as-you-go” system. This method became insufficient when the aging utility infrastructure reached a critical replacement period to adhere to state and federal regulations. Since that time, a hybrid approach to debt financing has been adopted by the City. The Debt Management policy was established on July 3, 2000, and has since been updated to incorporate positive changes and regulatory restrictions. The goal of the City is to provide quality, essential services through cost-effective efforts without placing a financial burden to future generations. The graph below represents all debt obligation through 2037.



Outstanding Debt Obligations by Year

Capital leases and revenue bonds have been the City’s means of financing major infrastructure and equipment, thus allowing the City to continue its capital investment. The information provided on the following pages separate each type of debt with a detailed summary and the total annual payment amount through maturity.

Outstanding Bond Debt Obligations

General Obligation Bonds

The Missouri State Constitution permits a city, by vote of four-sevenths at the general municipal election day, primary or general elections and two-thirds at all other elections of the voting electorate, to incur general obligation indebtedness for “city purposes” not to exceed 10% of the assessed value of taxable tangible property and to incur additional general obligation indebtedness not to exceed, in the aggregate, an additional 10% of the assessed value of taxable tangible property, for the purpose of acquiring rights-of-way, construction, extending and improving streets and avenues and/or sanitary or storm wastewater systems and purchasing or constructing waterworks, electric or other light plants, provided that the total general obligation indebtedness of the city does not exceed 20% of the assessed valuation of taxable property. The City does not have any general obligation bonds outstanding nor is there any plan to issue general obligation bonds in the near future. The following shows the current legal debt limit of the City.

Computation of Legal Debt Margin

Assessed valuation, January 1, 2022	<u>\$220,457,305</u>
Debt limit, 20% of assessed value	44,091,461
Amount of debt applicable to debt limitation	<u>0</u>
Legal debt margin	<u>\$44,091,461</u>

Revenue Bonds

The Missouri State Constitution permits a city, by a majority of the qualified electors, may issue and sell its negotiable interest-bearing revenue bonds for the purpose of paying all or part of the cost of purchasing, construction, extending or improving projects that are revenue producing utilities, plants to be leased to private persons or corporations for manufacturing and industrial development purposes, including real estate, buildings, fixtures and machinery or airports. As of December 31, 2022, the City has \$19.606 million revenue bonds outstanding on City projects that were originally issued for \$30.480 million.

On February 29, 2016 and September 9, 2022, the City authorized the issuance of \$229 million and \$33.5 million, respectively, in Taxable Industrial Development Revenue Bonds for industrial improvements and project equipment. The City has no liability for these issuances, as they were Chapter 100 transactions with Kraft Heinz Foods Company.

The following tables provide revenue bond series, original issued amount, interest rates, maturity dates, and the outstanding bond principal and interest as of December 31, 2022.

	<u>Original Issue</u>	<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Outstanding</u>
Wastewater Revenue Bonds				
Series 2003B SRF Water Pollution Control Bonds (04/01/03)	1,385,000	2-5.125%	07/01/23	100,000
Series 2005C SRF Water Pollution Control Bonds (11/01/05)	1,595,000	3-5.25%	07/01/25	345,000
Series 2008 DLP Water Pollution Control Bonds (04/01/08)	1,500,000	1.55%	01/01/28	498,000
Series 2009 DLP Water Pollution Control Bonds (12/29/09)	515,000	1.49%	01/01/30	214,001
Series 2014 DLP Water Pollution Control Bonds (12/10/14)	1,485,000	1.35%	01/01/35	1,028,000
Series 2016 DLP Water Pollution Control Bonds (02/22/16)	18,000,000	1.13%	07/01/37	14,501,000
	Total Wastewater Revenue Bonds			<u>\$16,686,001</u>
Water Revenue Bonds				
Series 2004C Drinking Water Bonds (12/09/04)	\$695,000	3-5.25%	01/01/25	\$150,000
Series 2005C Drinking Water Bonds (11/01/05)	1,805,000	3-5.25%	07/01/26	505,000
Series 2007A Drinking Water Bonds (04/01/07)	3,500,000	4-4.75%	01/01/27	1,185,000
	Total Water Revenue Bonds			<u>\$1,840,000</u>
Stormwater Revenue Bonds				
Series 2021 Stormwater Refunding Bonds (03/30/21)	\$1,335,000	1.1-3%	07/01/30	\$1,080,000
	TOTAL OUTSTANDING UTILITY BOND DEBT, December 31, 2022			<u>\$19,606,001</u>
Taxable Industrial Development Revenue Bonds				
Series 2016 Kraft Heinz Foods Company Project (02/29/16)	\$229,000,000	5.00%	12/01/26	\$229,000,000
Series 2022 Kraft Heinz Foods Company Project (09/09/22)	\$33,500,000	5.00%	12/01/27	\$33,500,000
	Total Taxable Industrial Development Revenue Bonds			<u>\$262,500,000</u>
	TOTAL OUTSTANDING, December 31, 2022			<u>\$282,106,001</u>

	Revenue Bonds Payable		
<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	1,719,000	305,509	2,024,509
2024	1,671,000	264,459	1,935,459
2025	1,713,000	224,286	1,937,286
2026	1,590,000	183,342	1,773,342
2027	1,494,000	150,022	1,644,022
2028	1,257,000	128,458	1,385,458
2029	1,193,000	112,994	1,305,994
2030	1,202,001	99,338	1,301,339
2031	1,069,000	85,607	1,154,607
2032	1,093,000	73,269	1,166,269
2033	1,118,000	60,656	1,178,656
2034	1,143,000	47,756	1,190,756
2035	1,123,000	34,547	1,157,547
2036	1,098,000	22,012	1,120,012
2037	1,123,000	9,537	1,132,537
Total Debt	<u>\$19,606,001</u>	<u>\$1,801,794</u>	<u>\$21,407,795</u>

Revenue Bonds-Wastewater System

Voters approved \$4.5 million in August 2002 to finance wastewater improvements and revenue bonds were issued in 2002 in the amount of \$0.645 million, in 2003 for \$1.385 million, and in 2005 for \$1.595 million. This funding assisted in the construction of two additional lift stations and replacement of two existing stations, extension of collection lines, and sewer projects for areas annexed into the City. These bonds were issued through the State Revolving Fund (SRF) program which provides financing at a low interest rate with a twenty-year payback period. The 2002 bond series has been repaid.

In April 2006 voters approved an additional \$7 million for a combined funding of the waterworks and sewerage systems split evenly between water and wastewater. Series 2008 funded \$1.5 million in the rehabilitation of Basins C and F and to televise and perform inspections of existing lines. Series 2009, in conjunction with ARRA stimulus monies, was used for the northeast force main rehabilitation in the total amount of \$1.03 million. The remaining funds were obligated in 2014 for the South Outfall No. 2 Interceptor Project for a total amount of \$1.485 million.

Most recently in 2013, the voters of the City approved issuance of \$18 million for the purpose of paying costs for the extensive upgrade of the wastewater treatment facility to comply with state requirements and increase treatment capacity. Series 2016 authorized that issuance for the full amount and the City began construction of the facility, which was completed in 2018.

Revenue bonds for clean water improvements (wastewater) are repaid through user charges from the provision of sewer services. A monthly service availability fee of \$5 was established effective January 1, 2008 and assessed on each sewer customer to offset fixed costs of the sewerage system. Since its inception, the fee increased steadily in an attempt to compete with rising costs of the system. Another change implemented in 2008 was to lower the billing for minimum consumption from 300 cubic feet to 100 cubic feet per month. As of January 1, 2011, the minimum consumption increased to 200 cubic feet per month. In 2014, a five-year rate structure was created based on increased operation and capital project costs for both the volume charge and the fixed service availability fee. A rate increase of 5% per hundred cubic feet for wastewater was assessed for 2023. In order to participate in the SRF program, the rate structure is to be reviewed annually to ensure that each issuance of future debt is covered.

The following schedule shows the required principal payment for each clean water bond issuance and annual interest to be paid through fiscal year 2037.

Wastewater Bonds Payable Series

<u>Year</u>	<u>2003</u>	<u>2005</u>	<u>2008</u>	<u>2009</u>	<u>2014</u>	<u>2016</u>	<u>Interest Payable</u>	<u>Total</u>
2023	100,000	110,000	80,000	26,000	72,000	826,000	204,102	1,418,102
2024	-	115,000	81,000	28,000	73,000	844,000	184,528	1,325,528
2025	-	120,000	82,000	28,000	75,000	863,000	166,805	1,334,805
2026	-	-	84,000	28,000	77,000	881,000	148,579	1,218,579
2027	-	-	85,000	29,000	79,000	901,000	135,794	1,229,794
2028	-	-	86,000	30,000	80,000	921,000	122,718	1,239,718
2029	-	-	-	30,000	82,000	941,000	110,054	1,163,054
2030	-	-	-	15,001	84,000	963,000	97,798	1,159,799
2031	-	-	-	-	86,000	983,000	85,607	1,154,607
2032	-	-	-	-	88,000	1,005,000	73,269	1,166,269
2033	-	-	-	-	90,000	1,028,000	60,656	1,178,656
2034	-	-	-	-	93,000	1,050,000	47,756	1,190,756
2035	-	-	-	-	49,000	1,074,000	34,547	1,157,547
2036	-	-	-	-	-	1,098,000	22,012	1,120,012
2037	-	-	-	-	-	1,123,000	9,537	1,132,537
Total	<u>\$100,000</u>	<u>\$345,000</u>	<u>\$498,000</u>	<u>\$214,001</u>	<u>\$1,028,000</u>	<u>\$14,501,000</u>	<u>\$1,503,765</u>	<u>\$18,189,766</u>

Revenue Bonds-Water System

Prior to April 2004, the City had general obligation bonds outstanding for waterworks improvements that had been completed in the 1980s. While these bonds were outstanding, no other debt was issued that would commit water revenues. During that time, capital was paid out of available funds which exhausted the cash and reserves in the Water Fund. The waterworks and sewerage systems were combined in 2007 in order for the water operations to receive financial assistance from wastewater operations.

In April 2004, voters approved a revenue bond issue of \$2.5 million to finance various water capital projects. These projects were to be completed in two phases and revenue bonds were issued in accordance with financing needs for each phase, to minimize interest costs. These issuances were also funded through the State Revolving Fund (SRF) Program, as mentioned above. It was determined by the City's consultants that \$2.5 million would initially be necessary to extend a water main from the City limits to the Airport, fund water plant improvements and to extend and replace water lines. \$0.695 million was issued to fund the water main extension to the Airport in November 2004, while the remainder of the funds, \$1.805 million, was issued in November 2005 to fund upgrades to the water treatment facility, water main improvements, and construction of the Boundary/Shepherd water main loop.

As mentioned earlier, one-half of the April 2006 voter-approved \$7 million for combined funding was allocated to waterworks. In April 2007, \$3.5 million was issued to fund the replacement of the downtown water line and additional phases of water plant improvements.

Revenue bonds for drinking water improvements are repaid from user fees on the provision of water services. A monthly service availability fee of \$5 was established

effective January 1, 2008 and assessed on each water customer to offset fixed costs of the waterworks system. Since its inception, the fee increased steadily in an attempt to compete with rising costs of the system. Another change implemented in 2008 was to lower the billing for minimum consumption from 300 cubic feet to 100 cubic feet per month. As of January 1, 2011, the minimum consumption increased to 200 cubic feet per month. In 2015, a complete water rate analysis was performed by an independent contractor who recommended a tier system for the service availability fee based on meter size to ensure available funding for capital project costs. In addition, the volume charge was increased to accommodate rises in operational costs. The rate increases were effective January 2016 and will continue annually, if required, to maintain the water system model of operations. There are no increases for water utility rates for 2023. In order to participate in the SRF program, the water rate structure is to be reviewed annually to ensure that each issuance of future debt is covered.

The following schedule shows the required principal payment for each drinking water bond issuance and annual interest to be paid through fiscal year 2027.

Water Bonds Payable Series					
<u>Year</u>	<u>2004</u>	<u>2005</u>	<u>2007</u>	<u>Interest Payable</u>	<u>Total</u>
2023	50,000	115,000	215,000	78,616	458,616
2024	50,000	125,000	225,000	60,891	460,891
2025	50,000	130,000	235,000	42,341	457,341
2026	-	135,000	250,000	23,523	408,523
2027	-	-	260,000	5,688	265,688
Total	<u>\$150,000</u>	<u>\$ 505,000</u>	<u>\$ 1,185,000</u>	<u>\$ 211,059</u>	<u>\$ 2,051,059</u>

Revenue Bonds-Stormwater System

Missouri enacted an omnibus economic development bill that included programs funded under the Federal American Recovery and Reinvestment Act of 2009 (ARRA). ARRA created new bond program opportunities available for cities and counties. The County of Adair was an allocation designee for these bonds, so City staff made a presentation to the County requesting their share of the allocation be designated to the City for stormwater drainage improvements. The County of Adair reallocated their \$2.274 million of Recovery Zone Economic Development Bonds to the City of Kirksville for implementation of such a project.

On April 6, 2010, the voters authorized the City to issue these revenue bonds with debt to be retired from revenues derived from user charges. A bond prospectus was published and the City went through the rating process with Standard and Poor's, which resulted in a bond rating of 'A-' being received. The bonds were sold in June 2010 at a true interest cost of 3.659371% with the last debt service payment due on July 1, 2030.

Consultants were hired in 2010 to review and recommend an implementation plan for the stormwater management program. Infrastructure work began in 2011 on the areas

identified as priorities and those with the highest priority were completed with available funding by 2014.

On March 30, 2021, the City authorized the issuance of \$1.335 million combined waterworks and sewerage system refunding revenue bonds to exercise the optional redemption clause on Series 2010 Recovery Zone Economic Development Bonds. The bond rating process was again completed and the City's bond rating was raised to 'A'. Series 2021 retained the original maturity date from Series 2010.

Stormwater is a component of the Utility Fund, along with water and sewer, and revenues are derived from user charges for stormwater. In 2010, a stormwater service availability fee was assessed monthly on all utility accounts in the city limits of \$2.20. This was changed to include all meters in the city limits and increased to \$3.20 in 2019.

In 2018, the City began work on the remaining items from the 2010 list and will continue each year as funds allow. The following schedule shows the required principal payment for the stormwater bond issuance and annual interest to be paid through fiscal year 2030.

Stormwater Bond Payable

<u>Year</u>	<u>Principal</u>	<u>Interest Payable</u>	<u>Total</u>
2023	125,000	22,790	147,790
2024	130,000	19,040	149,040
2025	130,000	15,140	145,140
2026	135,000	11,240	146,240
2027	140,000	8,540	148,540
2028	140,000	5,740	145,740
2029	140,000	2,940	142,940
2030	<u>140,000</u>	<u>1,540</u>	<u>141,540</u>
Total	<u>\$1,080,000</u>	<u>\$ 86,970</u>	<u>\$1,166,970</u>

Taxable Industrial Development Revenue Bonds

Missouri Revised Statutes Chapter 100 was enacted for Industrial Development within a municipality to expand manufacturing statewide and stipulates any municipality may issue revenue bonds to provide funds for the carrying out of a project and such bonds shall be paid solely from revenue received from the project. In addition, the governing body of any municipality proposing a project for industrial development which involves the issuance of revenue bonds or involves conveyance of a fee interest in property to a municipality must give notice to area taxing jurisdictions which states the plan and the impact on the taxing jurisdictions.

City Council authorize the issuance of Series 2016 Taxable Industrial Development Bonds in the amount of \$229 million for project improvements and project equipment, and all additions, modification, improvements, replacements and substitutions made to the

Project at the Kraft Heinz Foods Company (the Company) facility located in Kirksville, Missouri on February 29, 2016. On September 9, 2022, Series 2022 Taxable Industrial Development Bonds in the amount of \$33.5 million for additional project equipment at the Kirksville facility was also authorized at the same facility.

As part of these issuance, the City also entered into lease and performance agreements with the company that contains various stipulations on operating and required measures to adhere with Missouri regulations.

For both issuances, the Kraft Heinz Foods Company agreed to purchase all of the outstanding taxable industrial development bonds from the City, which were used solely for the purpose of financing the plant expansion project and equipment. In return, the City will use the lease payments set forth in the agreement to satisfy all of the debt payments which include an interest rate of 5%. Both projects and bond activity are administered through a trust indenture and since the Company is both funding the projects and leasing the facility and equipment, operations occur at the trustee level.

Because the City holds title to the facility and assumes ownership of the equipment, it leases the property back to the company, who is exempt from paying traditional property taxes on the investments. However, the Company will make payments in lieu of taxes (PILOTs) each year equivalent to 50% of the real and personal property on the new investments and 100% of the real property owed on the original facility. PILOTs are payable each December 31st through 2026 for Series 2016 and 2027 for Series 2022.

Leases

Certificates of Participation

On April 4, 2017, the citizens of Kirksville passed a one-half cent parks sales tax for construction, maintenance, improvements and management of the City's parks and recreation infrastructure with the desire to utilize a portion of that funding to construct a new aquatic facility and community center. On April 2, 2018, Council approved SFS Architecture to proceed with the design and construction administration of the project and both responses received at the initial bid opening on May 21, 2019, were significantly higher than initial estimates. City staff continued to identify value engineering strategies that could help lower the total project costs without adding long term maintenance concerns. The City rebid the project that included these strategies and Council authorized the funding and awarded the bid on December 2, 2019. Construction began in 2020 and was fully completed in 2022.

To fund this project, the City worked with its municipal advisor Piper Sandler & Co. and bond counsel Gilmore & Bell, P.C. to review available types of financing. The issuance of certificates of participation, which is a form of lease financing arranged through a public sale similar to that of revenue or general obligation bonds, was the most favorable for the City. Funds are generated through public sale and each certificate holder owns a beneficial interest in the lease to the City. Annual payments, secured by a pledged revenue stream from the park sales tax, are then made to a trustee who remits payment for certificate holders. Certificates of Participation are a newer form of lease financing that have gained popularity with issuers and acceptance by investors.

On January 23, 2020, the City of Kirksville authorized the issuance of Certificates of Participation Series 2020 in the amount of \$8.12 million. The City completed a bond rating in 2020 for this issuance and received a rating of A+ "stable" from S & P Global. The certificates were sold at a premium and generated \$8.647 million for the aquatic center project. The financing allows the lease payment schedule to mirror the life cycle of the park sales tax. The first semi-annual lease payment was September 2020, with final maturity in September 2032. The schedule below represents lease payments to the Trustee, BOKF, N. A.

Certificates of Participation Lease Payments

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2023	550,000	202,900	752,900
2024	570,000	180,900	750,900
2025	595,000	158,100	753,100
2026	615,000	134,300	749,300
2027	640,000	109,700	749,700
2028	670,000	84,100	754,100
2029	690,000	64,000	754,000
2030	710,000	43,300	753,300
2031	720,000	29,100	749,100
2032	<u>735,000</u>	<u>14,700</u>	<u>749,700</u>
Total	<u>\$6,495,000</u>	<u>\$1,021,100</u>	<u>\$7,516,100</u>

Other Leases

The City utilizes leasing arrangements to finance capital equipment or infrastructure projects that are too costly to pay for outright and/or have a useful life longer than the term of the lease. As of December 31, 2022, the City currently has two lease-purchase agreements with U.S. Bancorp Government Leasing and Finance, Inc.: the purchase of an Asphalt Plant funded through the General Fund; and a Fire Truck funded through the CIST Fund.

Asphalt Plant Lease

In 2013, the City began experiencing a shortage on available asphalt to complete City street projects and repairs during the favorable summer construction period. Although the City annually contracted with asphalt suppliers, when the City was ready for the product, there was no availability. In 2016, after changing work hours to accommodate suppliers and using parking lot projects by local retailers to get materials for a single street project, the City constructed a \$1.3 million asphalt plant in 2017.

A lease-financing arrangement was secured with U.S. Bancorp Government Leasing and Finance, Inc. for \$800,000 at an interest rate of 2.39%. Monthly payments commenced on June 5, 2017, in the amount of \$10,352, with maturity in May 2024. Monthly payments were selected over annual payments, saving an additional \$10,046 in interest payments.

Year	Annual Payment
2023	\$124,226
2024	\$51,761
Total	\$175,987

Fire Truck Lease

In 2016, the City began the process of purchasing a fire truck to replace an engine from our aging fire fleet and placed an order with Sutphen Corporation on June 12, 2017, for an SA75, 75' Aerial/Pumper Fire Truck at a cost of \$796,265, and received delivery in 2018.

A lease-financing arrangement was secured with U.S. Bancorp Government Leasing and Finance, Inc. for \$696,265 at an interest rate of 2.49%. Annual payments commenced on January 30, 2018, in the amount of \$96,181, with maturity in January 2025. Annual payments were selected over monthly payments, saving an additional \$47,000 in interest payments.

Year	Annual Payment
2023	\$96,181
2024	\$96,182
2025	\$96,182
Total	\$288,545

Advances From/To Other Funds

South 63 TIF from Revolving Loan Fund

A Tax Increment Finance District was established in July 2009. The boundaries included a shopping center located in the southern part of the City, along Baltimore Street. The idea was to improve the appearance of this corridor and major entryway into the community. The redevelopment project called for improvements to the façade, parking areas, entryway into the shopping center and public improvements along this stretch of Highway 63 as revenues were earned. In 2011, work began on the project and was continued until financial projections to complete the façade work were more than the projected revenues. In 2014, City Council adopted a resolution to utilize Revolving Loan Funds to provide financing to complete the façade improvements in the amount of \$100,000 at an interest rate of 1.083% per annum. Principal and interest are due before each December 31st in \$10,000 annual increments until the balance has been satisfied. The final advance repayment is due December 31, 2023.

<u>Year</u>	<u>Annual Lease</u>
2023	<u>6,357</u>
Total	<u>\$6,357</u>

Airport Fund from General Fund

In 1993, the City entered into a lease-purchase agreement known as the Original Base Lease with the Bank of Kirksville in the amount of \$176,341 to finance the construction of fourteen (14) T-hangars at the Airport. The City then made semi-annual lease payments to the Bank of Kirksville and had reduced the principal balance to approximately \$120,000 at the end of fiscal year 1998/1999 when the need for additional financing arose. In 1998, the doors of these T-hangars were replaced for \$59,000 along with an apron asphalt overlay in the T-hangar area of \$14,000.

The original lease-purchase agreement was amended for the additional financing of \$73,000, in addition to a negotiated reduction in the rate of interest from 6% to 5.5% and a change in payment terms from semi-annual to monthly payments, both of which minimized interest cost over the remaining lease term of eight years.

In November 2004, the existing lease was refinanced and renamed as the First Supplemental Base Lease to extend the lease another twenty years to pay for the construction of a fixed base operation building and a clear span hangar. Construction commenced on the clear span hangar in the fall of 2004 and was completed in the spring of 2005. The fixed base operation building was completed in 2005. The first supplemental lease amendment was again revised for the total refinancing of \$450,000, in addition to a reduction in the rate of interest from 5.5% to 5%. This lease extended through December 2024.

In December 2014, the Council entered into an advance agreement from the General

Fund to the Airport Fund to provide financing for paying off the First Supplemental Base Lease up to \$320,814, in addition to a reduction in the rate of interest from 5% to $\frac{1}{2}\%$ over the current interest rate earned by the General Fund or 1.12% currently. Principal and interest shall both be due and payable in equal monthly installments on or before the 29th of the month until the balance and interest is paid in full on December 29, 2029. The following schedule shows the advance repayments per the agreement due annually through maturity based on the current interest rate of 1.12%. Council has approved an early final repayment to be made in December 2023, thus eliminating six additional years of interest, for a total 2023 budget amount of \$158,068.

<u>Year</u>	<u>Annual Lease</u>
2023	23,245
2024	23,245
2025	23,245
2026	23,245
2027	23,245
2028	23,245
2029	<u>23,236</u>
Total	<u>\$185,951</u>

Departmental Information





2023 Goals

Administration

- Ensure use of Electronic Records Management is used in all Departments
- Implement the City-wide Comprehensive Software
- Migrate payroll and HR data to new platform
- Utilize and update website to improve communications with the public

MREIC

- Activate USDA Revolving Loan Fund—microloans for entrepreneurs
- Implement recommendations from the Center on Rural Innovation report

Parks & Recreation

- Install new restrooms at Patryla Park and Spur Pond funded in part by a Land and Water Conservation Fund grant
- Add sidewalks along Mill Street and New Street in Rotary Park
- Offer new department facilitated recreational baseball and softball leagues
- Implement a new residential street tree program
- Begin completing priority one objectives from the Comprehensive Parks and Recreation Master Plan

Community & Economic Development

- Continue the implementation of the THINK Kirksville 2040 Plan
- Continue to implement the Kirksville Active Mobility Plan
- Address noncompliant sidewalks identified through the sidewalk inventory and analysis conducted through a MoDOT Traffic Engineering Assistance Program grant
- Implement select recommendations from the Housing Needs Analysis
- Continue to move forward with the Downtown Revitalization Program within the Downtown TIF District

Tourism

- Promote Kirksville through advertising, social media, and targeted trade shows
- Research possible outside groups to meet in Kirksville
- Work with local groups to organize events

Finance

- Migrate and implement the comprehensive municipal software
- Submit final ARPA report
- Explore advances in smart meter technology

Fire

- Conduct department wide Driver/Operator certification training
- Complete Storage building project
- Conduct internal delivery of Fire Officer I and EMT-B

Police

- Expand officer presence at area schools and continue to cooperatively focus on school safety
- Focus on active recruitment to fill vacancies
- Develop and implement a K-9 program to combat illegal narcotics
- Expand Neighborhood Watch program
- Provide other law enforcement access to Range
- Complete PD infrastructure projects

E-911

- Implement new 911 phone system and radio console
- Complete Dispatch renovation and relocation
- Implement new schedule template

Engineering

- Finalize plans and begin utility relocations in Factory Addition
- Design and construct South Water Tower valve vault
- Begin construction of new primary clarifier at the Water Treatment Plant
- Improve accuracy of water and wastewater GIS maps
- More efficient and timely assistance to other City departments

Public Works

- Create workbook for payroll management
- Replace 5,000 feet of water main
- Complete Factory Addition utility relocation
- Clean 400,000 feet of sewer
- Pave 200,000 square feet of asphalt
- Repair 150 tons worth of potholes
- Seal 40,000 feet of street cracks
- Plow over 4,000 miles of snow
- Provide 550 hours for brush clean ups
- Produce better quality water from UV treatment process
- Replace non-potable water pumps
- Construct new primary clarifier
- Clean and inspect water towers at North Park and Patryla Park
- Replace piping to South Water Tower
- Perform 90 hazardous disposals
- Replace 13 vehicle units

Airport

- Develop capital plan from grant funding
- Select Air Carrier and Service over 10,000 passengers
- Sell 200,000 gallons of aviation fuel
- Obtain Zero major deficiencies on FAA Part 139 inspection

GENERAL FUND

The General Fund of a governmental unit consists of the resources available for the purpose of carrying on the entity's operating activities which are not required to be accounted for in another fund. A "source and disposition" type of fund is characterized as a governmental fund whose measurement focus is on determination of financial position and changes in financial position (sources, uses and fund balances).

The General Fund is comprised of the operating budgets of the following divisions/departments which are presented in detail on the following pages.

Council and Boards
Administration
Human Resources
Economic & Community Development
Finance
Information Systems
Public Buildings
Police Administration
Police Patrol
Police Investigations
Animal Control
Fire Administration
Fire Protection
Fire Emergency Preparedness
Public Works
Street Construction & Maintenance
Codes and Planning
Engineering



Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
GENERAL FUND 10						
Revenues 0000						
Taxes and Franchise Fees						
Real Estate	3010	980,250	874,400	948,900	908,425	875,532
Personal Property	3020	295,600	269,800	326,600	283,953	267,008
Business Surtax	3030	150,900	84,000	150,900	144,765	96,941
Railroad & Utility	3040	73,550	81,650	89,300	88,557	82,081
Financial Institution Tax	3050	14,200	2,300	3,340	14,590	2,303
Prior & Delinquent	3060	70,500	66,000	70,500	77,909	68,189
Payment in Lieu of Taxes	3070	542,445	497,589	492,931	503,354	506,613
Sales Tax	3080	3,911,578	3,322,500	3,872,850	3,589,959	3,322,458
Local Use Tax	3085	892,500	736,865	875,000	807,467	876,502
Cigarette	3100	71,600	71,600	69,000	70,733	73,482
Telephone	3130	197,000	197,000	197,000	202,194	206,517
Electric	3140	1,207,500	1,071,900	1,150,000	1,069,058	1,041,654
Gas	3150	263,700	234,175	251,100	228,262	241,070
Cable Television	3160	94,525	102,760	98,680	103,074	109,134
Lodging Tax	3170	-	212,000	-	238,478	211,688
Subtotal		8,765,848	7,824,539	8,596,101	8,330,779	7,981,172
Licenses and Permits						
Business	3190	64,960	58,975	64,960	41,777	58,808
County License	3191	600	500	600	470	539
Liquor	3200	20,500	23,000	20,500	22,353	21,710
Gross Sales	3210	292,675	266,185	292,675	292,679	266,185
Building Permits	3220	102,500	102,500	112,500	149,543	93,089
Gas Permits	3230	322	322	322	161	483
Boat Permits	3240	14,000	13,200	14,000	13,109	14,686
Trash Hauler Permits	3260	101,400	111,250	101,400	97,001	110,194
Subtotal		596,957	575,932	606,957	617,092	565,693
Intergovernmental						
Motor Vehicle Sales Tax	3270	170,650	170,650	170,650	190,904	165,674
Motor Vehicle Fuel Tax	3280	557,000	531,100	521,750	488,699	440,951
Motor Vehicle License/Title	3290	83,250	83,250	83,250	86,204	79,279
State & Federal Grants	3300	448,337	2,236,187	3,799,603	104,985	170,490
Subtotal		1,259,237	3,021,187	4,575,253	870,792	856,394
Charges for Services						
Glass Recycling Totes	3305	155	265	157	265	259
Activities Fees	3330	-	-	-	-	-
Clean-Up Fee	3370	-	-	-	-	-
Subtotal		155	265	157	265	259
Fines and Costs						
Crime Compensation	3390	-	-	-	-	-
POST	3391	500	500	500	500	500
Fines & Costs	3400	30,000	30,000	28,840	33,217	20,229
Police Training Collections	3410	870	920	670	870	678
Police Charges	3420	820	820	820	783	855
Parking Violations	3430	3,800	2,500	3,800	2,600	3,650
Subtotal		35,990	34,740	34,630	37,969	25,912

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
GENERAL FUND 10						
Revenues 0000						
Financing Sources						
Loan Proceeds	3630	-	-	-	-	-
Subtotal		-	-	-	-	-
Management Fees						
Utility Fund-Wastewater	3790	233,440	232,985	233,440	232,774	230,156
Utility Fund-Water	3800	212,690	218,190	212,690	213,753	209,337
Utility Fund-Stormwater	3810	13,750	13,735	13,750	13,749	13,754
Subtotal		459,880	464,910	459,880	460,277	453,247
Other Income						
Sale of Merchandise-AQ	3720	-	-	-	-	-
Refunds & Reimbursements	3900	74,308	73,140	73,159	67,176	72,536
Contributions	3910	6,950	1,000	1,950	1,200	1,650
Sale of Property	3940	10,000	10,000	103,500	53,624	87,950
Insurance Proceeds	3945	4,000	4,000	1,000	-	12,390
Transfer In	3950	518,552	977,192	972,294	610,357	294,335
Rental Income	3970	122,364	124,922	114,119	49,487	58,376
Investment Earnings	3980	272,468	33,495	40,965	34,993	89,992
Miscellaneous	3990	250	285	625	1,707	1,407
Miscellaneous-Public Safety	3992	15,036	10,700	15,225	11,193	11,307
Miscellaneous-Public Works	3993	-	-	-	699	239
Miscellaneous-Public Building	3994	9,000	6,500	9,510	11,045	12,805
Miscellaneous-Public Transport	3995	300	300	565	293	286
Miscellaneous-Community Support	3996	-	-	-	-	-
Subtotal		1,033,228	1,241,534	1,332,912	841,776	643,274
Total Program Revenues		12,151,296	13,163,107	15,605,890	11,158,949	10,525,951

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
GENERAL FUND 10						
Expenditure Summary by Program						
Administration						
Council and Boards	1001	861,737	1,213,283	1,131,760	830,012	887,930
Administration	1002	580,360	509,468	464,108	374,699	364,023
Human Resources	1003	120,707	109,277	107,905	94,568	122,965
Community & Economic Development	1004	380,291	577,386	351,388	530,071	456,424
Finance	1005	555,699	545,840	515,981	481,965	474,301
Information Systems	1006	536,543	560,572	447,573	208,183	402,151
Public Buildings	1008	757,447	615,988	551,595	259,658	307,326
Subtotal		3,792,785	4,131,814	3,570,309	2,779,156	3,015,120
Police						
Police Administration	1020	550,584	527,377	512,796	450,570	432,747
Police Patrol	1022	2,721,434	2,465,224	2,194,943	1,970,723	1,991,678
Police Investigations	1023	324,230	212,810	198,126	144,732	195,989
Animal Control	1024	108,891	146,360	143,809	91,881	87,847
Subtotal		3,705,139	3,351,771	3,049,674	2,657,905	2,708,261
Fire						
Fire Administration	1032	475,502	461,389	471,309	498,263	478,775
Fire Protection	1034	2,357,670	2,024,505	2,287,403	1,668,797	2,142,262
Emergency Preparedness	1036	60,189	173,690	53,629	94,175	57,758
Subtotal		2,893,361	2,659,584	2,812,341	2,261,235	2,678,795
Public Works						
Public Works Administration	1050	133,804	117,765	117,615	98,284	96,812
Street Construction & Maintenance	1052	2,416,308	2,464,876	2,244,477	1,907,553	1,987,791
Subtotal		2,550,113	2,582,641	2,362,092	2,005,837	2,084,603
Codes & Planning/Engineering						
Codes & Planning	1073	552,466	533,924	502,726	400,477	431,016
Engineering	1074	349,045	359,444	391,279	326,300	339,482
Subtotal		901,512	893,368	894,005	726,777	770,499
Total Fund Expenditures		13,842,909	13,619,178	12,688,421	10,430,911	11,257,277
Fund Balance, Beginning of Year		9,438,346	6,926,321	6,520,877	5,792,839	6,524,165
Fund Balance, End of Year		<u>\$7,746,733</u>	<u>\$6,470,250</u>	<u>\$9,438,346</u>	<u>\$6,520,877</u>	<u>\$5,792,839</u>
Assigned Fund Balance		2,159,626	2,028,347	1,875,177	1,731,452	1,871,934
Unassigned Fund Balance		\$5,587,107	\$4,441,904	\$7,563,169	\$4,789,425	\$3,920,905

Council 1001

PROGRAM DESCRIPTION: The City Council is the legislative body of the City of Kirksville and has the power to make and enforce all laws and regulations with respect to municipal affairs, subject only to the limitations and restrictions of the Revised Statutes of Missouri. The Council has established the following areas of focus: 1) community prosperity efforts to increase overall financial stability; 2) community investment and engagement; 3) accountability; and 4) stewardship.

OBJECTIVES/GOALS**ACCOUNTABILITY**

- ◆ Take advantage of opportunities to learn about City operations and external factors that impact City progress
- ◆ Make decisions considering impact to all citizens
- ◆ Attend public events to provide alternative public interaction
- ◆ Outreach to organizations throughout the community to identify common goals and partnerships

HIGHLIGHTS/SIGNIFICANT CHANGES: The City Council will continue to oversee the implementation of the budget, plans, and policies to meet the goals of the City. The Council will continue to build community relationships.

KEY PERFORMANCE MEASURES SERVICE INDICATORS

Budget 2023	Projected 2022	Actual 2021

Council Goal: Accountability**Key Measure: Effectiveness**

Council expenditures as a percent of General Fund expenditures	5.9%	6.6%	6.2%
Cost of General Fund expense per Kirksville resident	\$787	\$705	\$534
Council and study session meetings conducted	33	35	38
Council attendance at local, regional, and state meetings	12	11	6
Council policy and ordinance changes	6	10	12
Council attendance at community events	35	33	NA
Partnership meetings	14	11	9
Performance evaluations completed within 30 days of due date	100%	0%	0%

AUTHORIZED PERSONNEL

Mayor	1	1	1
Mayor Pro Tem	1	1	1
Council Members	<u>3</u>	<u>3</u>	<u>3</u>
Total	5	5	5

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
COUNCIL/BOARDS AND COMMITTEES 1001						
Personnel						
Salaries, Regular	4000	13,200	13,200	13,000	12,100	12,000
Social Security	4030	1,010	1,010	995	926	918
Insurance, Dental	4060	369	376	370	369	369
Insurance, Life	4070	85	85	78	85	85
Insurance, Unemp Comp	4100	10,000	10,000	5,000	233	4,329
Insurance, Work Comp	4110	14	39	22	29	28
Insurance, Health & Vision	4130	9,166	9,708	9,258	8,826	10,109
Subtotal		33,844	34,418	28,723	22,567	27,838
Operating						
Casualty Insurance	4220	245,511	238,283	210,618	188,781	227,083
Insurance Claims	4225	7,000	7,000	2,620	-	-
Misc. Contract Services	4500	346,169	398,683	404,683	231,013	260,036
Miscellaneous Grants	4510	40,000	87,861	38,500	59,389	45,095
Legal Services	4530	35,000	30,000	27,689	5,748	8,015
Audit Services	4540	35,000	34,500	34,500	33,900	33,900
Election Costs	4550	10,500	8,800	9,549	6,442	7,456
Public Information	4610	6,000	6,000	5,427	2,160	1,464
Telecommunications	4650	-	-	-	-	-
Commission/Community Support	4690	24,284	18,284	22,225	11,655	9,588
Employee Relations	4710	5,800	5,300	5,300	5,035	4,987
Travel/Training	4770	6,755	7,255	4,016	4,341	1,268
Membership Dues	4780	11,230	9,426	10,369	9,412	8,862
Professional Publications	4790	2,345	2,345	2,413	2,128	2,012
Office Supplies	4800	1,350	1,350	1,350	1,296	1,129
Printing & Copying	4890	-	-	-	-	-
Postage	4900	150	150	150	25	2
Minor Equipment	4910	1,900	1,900	1,900	220	3,296
Transfers Out	6530	48,900	321,728	321,728	245,900	245,900
Subtotal		827,894	1,178,865	1,103,037	807,445	860,092
Total Program Expenditures		\$861,737	\$1,213,283	\$1,131,760	\$830,012	\$887,930

Administration 1002

PROGRAM DESCRIPTION: The City Council appoints the City Manager to direct the delivery of municipal services. The City Manager's Office is responsible for providing the City Council with information and implementing municipal policies. This involves administrative decision making; provision of basic administrative support; direction and guidance for all City departments, programs and projects; and managing public records. It is the goal of Administration to provide effective leadership and direction for coordination of City operations and development.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Communicate operational effectiveness through quarterly performance measure reporting
- ◆ Inform the Council of municipal matters through newsletters and study session reports
- ◆ Continue to seek grant funding
- ◆ Manage City's electronic records

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Maintain community relations
- ◆ Keep residents informed of beneficial projects and programs
- ◆ Issue timely press releases for important updates
- ◆ Increase online services

STEWARDSHIP

- ◆ Manage the City's risk through training and supervisor meetings

HIGHLIGHTS/SIGNIFICANT CHANGES: The focus for this department will be on the continued implementation of a records management program, Laserfiche, to ensure compliance with state and federal record management mandates. In addition, risk management will focus on the implementation of a safety manual and continue to hold training sessions to improve the overall safety for employees and its citizens.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
<i>Council Goal: Accountability</i>			
<i>Key Measure: Effectiveness</i>			
Performance measure reports distributed to Council	4	4	4
Council newsletters distributed	34	34	32
Council study sessions	12	13	12
Grants identified	40	50	40
Grants submitted	10	20	10
Grants awarded	5	8	5
Documents entered into Laserfiche program	13,000	11,000	NA
Performance evaluations completed within 30 days of due date	100%	87%	100%
<i>Council Goal: Community Investment and Engagement</i>			
<i>Key Measure: Outreach</i>			
New partnerships	4	6	NA
Ongoing partnerships	31	25	NA
Increase Kirksville Connection subscribers	300	100	NA
Press releases issued	200	170	165
Types of online payments accepted	5	2	2
Number of online transactions	56,000	50,806	31,858
<i>Council Goal: Stewardship</i>			
<i>Key Measure: Informative Reports</i>			
Risk management meetings	4	4	4
Employee safety training	12	12	12
General liability claims	20	20	20
Property damage claims	10	10	10
Project status reports distributed to Council quarterly	4	4	4
AUTHORIZED PERSONNEL			
City Manager	1	1	1
Administrative Services Coordinator	1	1	1
Communications Director	1	1	0
City Clerk	<u>1</u>	<u>1</u>	<u>1</u>
Total	4	4	3

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
ADMINISTRATION 1002						
Personnel						
Salaries, Regular	4000	311,371	289,260	277,227	227,071	221,055
Salaries, Temporary	4010	3,120	2,899	2,262	1,473	-
Salaries, Overtime & Call-Out	4020	1,182	1,115	576	1,122	797
Social Security & Medicare	4030	24,149	22,435	21,447	17,501	16,780
Insurance, Dental	4060	1,799	2,030	1,754	1,638	1,784
Insurance, Life	4070	494	484	434	375	361
Retirement Contributions	4080	51,259	48,202	44,590	30,251	29,842
Insurance, Work Comp	4110	759	693	691	542	548
Deferred Compensation	4120	10,000	10,000	10,000	10,028	9,670
Insurance, Health & Vision	4130	44,690	55,036	45,094	43,286	42,181
Subtotal		448,823	432,154	404,075	333,287	323,017
Operating						
Misc. Contract Services	4500	10,385	8,385	6,619	4,981	3,885
Legal Advertising	4600	-	-	-	-	-
Public Information	4610	13,218	18,904	10,838	-	-
Telecommunications	4650	30,000	30,000	30,000	27,075	28,815
Expense Allowance	4760	5,643	5,361	5,361	5,126	4,882
Travel/Training	4770	8,460	9,795	2,851	2,578	1,765
Membership Dues	4780	1,351	1,170	1,291	1,160	1,122
Professional Publications	4790	100	199	198	99	99
Office Supplies	4800	350	350	350	161	238
Printing & Copying	4890	150	150	150	2	9
Postage	4900	500	200	200	81	112
Minor Equipment & Supplies	4910	61,380	2,800	2,174	149	79
Subtotal		131,537	77,314	60,033	41,412	41,006
Total Program Expenditures		\$580,360	\$509,468	\$464,108	\$374,699	\$364,023

Human Resources 1003

PROGRAM DESCRIPTION: Human resource management or (HR) is the management of human resources. It is a function designed to maximize employee performance in service of the City's objectives. HR is primarily concerned with the management of employees, focusing on policies and on systems including employee relations dealing with concerns of employees and policy violations, such as harassment or discrimination, and family leave programs. HR undertakes a number of activities, including employee benefit design, employee recruitment, training and development, performance appraisal, employee wellness, worker's compensation and managing pay and benefit systems. HR concerns itself with organizational change and employee relations, that is, the balancing of practices with requirements arising from collective bargaining and from governmental laws.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Streamline process for employee record keeping and updating personnel policies
- ◆ Administer employee benefit programs and employee perception of the value of benefits
- ◆ Assure timely completion of employee performance evaluations
- ◆ Promote employee wellness initiatives and effective use of health insurance
- ◆ Reduce work related injuries through prevention, accident investigations and fitness for duty
- ◆ Provide necessary training to meet organizational needs

STEWARDSHIP

- ◆ Promote an employee positive culture
- ◆ Develop an innovative recruitment program
- ◆ Provide competitive compensation and benefits
- ◆ Facilitate employee and labor relations
- ◆ Encourage diversity, equity, and inclusion
- ◆ Stay current with human resource regulations

HIGHLIGHTS/SIGNIFICANT CHANGES: Software for performance management (employee evaluations) was implemented in October 2022 to allow for better tracking of employee goals and statistical analysis of employee reviews in 2023. In addition, the software will also allow the HR Department to do a survey for employee engagement. In 2023, a baseline level for employee engagement will be completed to develop strategies to improve employee satisfaction. The City is also implementing new HR and payroll software with Tyler Technology software which will require a revision and standardization of the payroll process.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021

Council Goal: Accountability**Key Measure: Effectiveness**

Paper processes converted to electronic	2	2	2
Wellness and benefit outreach contacts (per quarter)	4	2	2
Percentage of evaluations completed within 30 days	90.0%	68.3%	82.1%
Days lost to Worker's Compensation claims	7	8	8
Worker's Compensation claims expense (per quarter)	\$15,000	\$15,000	\$44,908
Total dollars spent training employees	\$65,000	\$63,003	\$56,071

Council Goal: Stewardship**Key Measure: Effectiveness**

New Hires – Full-time	15	25	29
Days to Hire (Average number of days from job opening to replacement employee start date)	150	183	113
Voluntary/Involuntary Terminations – Full-time	12/2	13/5	31/2
Full-time position turnover rate -			
Employees ≥ one year of service	9.0%	11.6%	21.3%
Employees ≤ one year of service	8.0%	8.0%	41.4%
Compensated Absence Liability (Leave time payout)	\$1,000,000	\$1,048,078	\$989,669

AUTHORIZED PERSONNEL

Human Resource Director	1	1	1

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
HUMAN RESOURCES 1003						
Personnel						
Salaries, Regular	4000	72,491	67,081	67,074	63,431	94,053
Social Security & Medicare	4030	5,546	5,132	5,135	4,860	7,078
Insurance, Dental	4060	369	369	370	369	369
Insurance, Life	4070	120	112	112	105	98
Retirement Contributions	4080	11,889	11,135	11,134	8,221	4,463
Insurance, Work Comp	4110	226	190	196	140	220
Insurance, Health & Vision	4130	9,166	9,708	9,258	8,830	9,631
Subtotal		99,807	93,727	93,279	85,957	115,912
Operating						
Misc. Contract Services	4500	8,950	6,950	7,950	6,113	4,191
Employment Advertising	4590	3,000	3,000	1,475	40	963
Employee Relations	4710	3,900	1,000	3,000	-	40
Travel/Training	4770	3,700	3,450	1,560	2,247	1,500
Membership Dues	4780	300	300	300	-	-
Professional Publications	4790	-	-	-	-	-
Office Supplies	4800	500	500	125	-	93
Printing & Copying	4890	450	250	177	205	237
Postage	4900	100	100	39	6	30
Minor Equipment and Supplies	4910	-	-	-	-	-
Subtotal		20,900	15,550	14,626	8,611	7,053
Total Program Expenditures		\$120,707	\$109,277	\$107,905	\$94,568	\$122,965

Community & Economic Development 1004

PROGRAM DESCRIPTION: Community and Economic Development performs a variety of administrative functions which include, but are not limited to, staff support for community and economic development projects and initiatives across the city. This department also contains the Codes and Planning Division and Public Buildings. General staff support is provided to the City Manager. The department is headed by the Assistant City Manager.

OBJECTIVES/GOALS

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Continue to support city-wide efforts to increase quality, affordable housing
- ◆ Work with community partners to encourage the retention and attraction of residents

COMMUNITY PROSPERITY

- ◆ Continue to work with individuals to determine feasibility to expand economic opportunities

SIGNIFICANT HIGHLIGHTS/CHANGES: The department completed a Housing Needs Analysis in 2022 and will begin the process of implementing select recommendations from that study in 2023.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Performance evaluations completed within 30 days of due date	100%	100%	100%
Council Goal: Community Investment and Engagement			
Type of Measure: Effectiveness			
New housing units constructed	50	61	20
Active City utility accounts	7,200	7,200	7,227
Housing rehabilitation loans completed	2	1	1
Demolition Loans completed Program Projects	4	0	0
Council Goal: Community Prosperity			
Type of Measure: Effectiveness			
Retail businesses contacted for purpose of attraction	25	25	27
Jobs created from businesses who received assistance	50	49	65
Facade Assistant Loans completed	4	0	0
New jobs created by major manufacturers	0	0	2
Growth in Adair County average wage	0%	2%	1.9%
Revolving loan fund loans made	1	0	0
AUTHORIZED PERSONNEL			
Assistant City Manager	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
Total	2	2	2

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
COMMUNITY & ECONOMIC DEVELOPMENT 1004						
Personnel						
Salaries, Regular	4000	117,268	108,534	108,731	101,943	81,142
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	147	134	24	21	-
Social Security & Medicare	4030	8,982	8,313	8,118	7,398	5,821
Insurance, Dental	4060	923	923	923	892	738
Insurance, Life	4070	195	181	181	166	134
Retirement Contributions	4080	19,256	18,039	18,053	11,018	10,470
Insurance, Work Comp	4110	365	304	319	203	151
Insurance, Health & Vision	4130	22,911	24,270	23,142	20,591	17,677
Subtotal		170,047	160,698	159,491	142,233	116,134
Operating						
Misc. Contract Services	4500	200,985	200,290	186,595	136,568	118,379
Public Information	4610	-	-	-	11,603	10,987
Commission/Community Support	4690	-	209,880	-	236,068	209,562
Expense Allowance	4760	-	-	-	-	-
Travel/Training	4770	7,044	4,363	3,179	2,285	343
Membership Dues	4780	1,305	1,245	1,305	980	835
Professional Publications	4790	-	-	-	-	-
Office Supplies	4800	-	-	-	-	-
Printing & Copying	4890	310	310	240	236	100
Postage	4900	250	250	250	26	17
Minor Equipment & Supplies	4910	350	350	328	72	67
Subtotal		210,244	416,688	191,897	387,838	340,290
Total Program Expenditures		\$380,291	\$577,386	\$351,388	\$530,071	\$456,424

Finance 1005

PROGRAM DESCRIPTION: The Finance Department is responsible for the oversight and integrity of all fiscal activities of the City. The department provides support to other City departments through the provision of comprehensive financial services, such as, budget compliance, asset management, cash management, debt management, investing, vendor pay, revenue collection, accounting, financial reporting, payroll, business licensing, internal control monitoring and inventory control. Finance administers the City's suite of financial software and the on-line payment services. This department works in conjunction with the utility billing operation to provide customer service and its revenue collection. Finance is accountable to the City management, citizens and external entities for its accuracy in financial reporting and record-keeping.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Ensure timely communication of financial information to Council
- ◆ Produce the annual budget in accordance with GFOA criteria to qualify for the distinguished budget presentation award
- ◆ Monitor actual vs. projected revenues and expenses to ensure sufficient cash flows
- ◆ Prepare the Annual Comprehensive Financial Report in accordance with GFOA criteria to qualify for a certificate of achievement for financial reporting
- ◆ Attain an "unmodified opinion" through zero deficiencies on the annual audit by ensuring that financial data and transactions are compliant with GASB
- ◆ Provide timely and effective communication to employees for work performance

COMMUNITY PROSPERITY

- ◆ Ensure existing and new businesses are compliant with licensing requirements

HIGHLIGHTS/SIGNIFICANT CHANGES: The Finance Department will migrate to Tyler Technologies for the City's comprehensive municipal software in 2023, with assistance from the Information Technology Department. This migration is expected to address overall performance, customer service, ease of use, security, and methods for payment. The department will also explore advances in automatic meter reading and smart meter technology in efforts to maximize City infrastructure with utility billing software.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
<i>Council Goal: Accounting</i>			
<i>Key Measure: Effectiveness</i>			
Timely reporting items by 15 th of the following month -			
Financial transactions posted, with exception to year end	100%	100%	99%
Monthly Council financial reports	100%	90%	90%
GFOA award recognition for budgeting	Awarded	Awarded	Awarded
Actual vs. estimated General Fund revenues	100%	100%	97%
Budget performance: expended vs. budget	100%	100%	86%
GFOA award recognition for financial reporting	Awarded	Awarded	Awarded
Audit deficiencies	0	0	0
Performance evaluations completed within 30 days of due date	100%	94%	100%
<i>Council Goal: Community Prosperity</i>			
<i>Key Measure: Effectiveness</i>			
Business licenses renewed within 30 days of deadline	100%	88%	84%
AUTHORIZED PERSONNEL			
Finance Director	1	1	1
Finance Supervisor	1	1	1
Accountant	1	1	1
Accounts Payable Clerk	1	1	1
Finance Specialist	1	1	0
Account Clerk	<u>2</u>	<u>2</u>	<u>3</u>
Total	7	7	7

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
FINANCE 1005						
Personnel						
Salaries, Regular	4000	352,992	337,793	330,873	316,205	308,266
Salaries, Overtime & Call-Out	4020	2,120	941	645	133	361
Social Security & Medicare	4030	27,166	25,913	23,875	22,173	21,521
Insurance, Dental	4060	3,091	3,507	3,546	3,460	3,507
Insurance, Life	4070	589	564	546	531	517
Retirement Contributions	4080	58,238	56,230	52,524	40,971	41,030
Insurance, Work Comp	4110	1,019	951	921	771	662
Insurance, Health & Vision	4130	76,767	88,621	81,664	80,564	83,220
Subtotal		521,983	514,520	494,594	464,808	459,084
Operating						
Misc. Contract Services	4500	2,551	3,145	1,925	2,893	2,895
Telecommunications	4650	4,000	3,000	3,780	2,372	2,024
Lease/Lease Purchase	4670	-	-	-	-	-
Safety Programs	4720	-	-	-	-	-
Credit Card Expense	4730	900	900	398	369	490
Refunds	4750	-	-	-	-	-
Travel/Training	4770	6,100	3,475	849	1,508	537
Membership Dues	4780	1,600	1,600	1,145	1,314	1,178
Professional Publications	4790	250	250	204	65	159
Office Supplies	4800	1,870	2,550	1,501	1,885	1,479
Forms Printing	4870	-	-	-	112	-
Printing & Copying	4890	3,995	3,550	3,543	2,187	2,074
Postage	4900	7,800	7,300	6,042	3,809	4,381
Minor Equip. & Supplies	4910	4,650	5,550	2,000	643	-
Subtotal		33,716	31,320	21,387	17,157	15,217
Total Program Expenditures		\$555,699	545,840	\$515,981	\$481,965	\$474,301

Information Systems 1006**Administration**

PROGRAM DESCRIPTION: Information Systems maintains and manages the City's integrated phone system, livestream equipment, computer infrastructure, software, and copier maintenance expenditures that benefit all City departments in a centralized division. The purchase payments and annual contractual service payments for the Comprehensive IT Labor Services and Products Contract and the phone system maintenance and purchases are paid from this division.

OBJECTIVES/GOALS
ACCOUNTABILITY

- ◆ Provide support services for all City hardware, infrastructure, and software applications
- ◆ Review the health of our computer system, ensuring security of all data
- ◆ New employee orientations

SIGNIFICANT HIGHLIGHTS/CHANGES: Activity in 2022 included: migration of email from an exchange server to Office365; purchase and implementation of dual factor authentication, human resource evaluation and records management software, cyber security training software, and additional computers for expanded employee positions; upgrade of livestream equipment; and purchase of a wireless public announcement system and web meeting hardware. The City also entered into an agreement with Tyler Technologies for the City's comprehensive municipal software, which will be implemented in 2023. Also, in 2023, additional server space will need to be purchased for Police Department body cameras and City Hall. The security camera system will be expanded to include additional buildings and additional mobile tablets will be purchased for departments to use in the field.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Efficiency			
Service requests made	300	350	285
Days to resolve service request (target < 3)	1.0	1.0	0.6
Quarterly cybersecurity training (goal < 5% failure)	<5%	NA	NA
Failures identified by "Know Be4" Report	32	20	NA
Orientations completed	10	15	10

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
INFORMATION SYSTEMS 1006						
Operating						
Misc. Contract Services	4500	37,003	36,900	36,900	26,515	25,768
Public Information	4610	-	-	-	-	-
Telecommunications	4650	9,242	9,242	9,242	14,642	7,837
Lease/Lease Purchase	4670	-	-	-	-	-
PD ITI Lease	4671	-	-	-	-	-
Travel/Training	4770	-	-	-	-	-
Computer Supplies	4850	500	500	500	39	117
Copier/Printer Supplies	4890	24,500	23,650	23,650	22,696	14,414
Minor Equipment & Supplies	4910	36,350	57,250	40,768	7,229	7,536
Computer Equipment & Software	4920	500	500	500	-	-
Software Renewals & Maintenance	5025	198,584	131,575	132,139	69,286	95,386
Equipment Maintenance	5030	97,464	85,455	62,690	55,432	50,277
Subtotal		404,143	345,072	306,389	195,838	201,334
Capital						
Equipment	7210	132,400	215,500	141,184	12,345	200,817
Subtotal		132,400	215,500	141,184	12,345	200,817
Total Program Expenditures		\$536,543	\$560,572	\$447,573	\$208,183	\$402,151

Public Buildings 1008**Community & Economic Development**

PROGRAM DESCRIPTION: Public Buildings is responsible for maintaining the following public facilities of the City: City Hall, Fire Department, Police Department, Economic Development Alliance building, Aquatic Center, Regional Airport Terminal, Public Works Complex, and Rieger Armory. The custodians perform daily cleaning for a majority of City buildings as well as general upkeep. The Public Facility Technician performs all minor and some larger repair projects. This division is under the supervision of the Code Enforcement Director.

OBJECTIVES/GOALS
STEWARDSHIP

- ◆ Continue to routinely inspect public buildings for cleanliness
- ◆ Continue to maintain public buildings through routine inspections and complete work orders
- ◆ All buildings are maintained within industry standards for roof replacements and exterior finishes
- ◆ Exploring and evaluating energy efficiency opportunities

SIGNIFICANT HIGHLIGHTS/CHANGES: Building checklists, inspections, and a work order system has been implemented for the identification and prioritization of capital projects. In 2023, the focus will be on the following: EDA and Fire Department roof replacements, completion of basement renovations outside the E911 Center, HVAC replacements, floor coverings, and improving non-functional spaces in Police and Fire Departments for efficient operations.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Performance evaluations completed within 30 days of due date	100%	100%	100%
Council Goal: Stewardship			
Key Measure: Effectiveness and Efficiency			
Annual maintenance inspections	24	6	NA
Number of deficiencies identified (goal =0)	0	10	NA
Budgeted maintenance projects completed (goal ≤ 95%)	95%	83%	27%
Roof age inventories (goal ≤ 20 years)			
Age of City Hall Building	11	10	9
Age of Economic Development Alliance Building	0	21	20
Age of Police Department Building	1	0	21
Age of Fire Department Building	0	20	19
Age of Public Works Building	21	20	19
Age of Airport Terminal Building	3	2	1
Exterior finish age inventories (goal ≤ 25 years)			
Age of City Hall Building	31	30	29
Age of Economic Development Alliance Building	8	7	6
Age of Police Department Building	1	0	20
Age of Fire Department Building	0	20	19
Age of Public Works Building	21	20	19
Age of Airport Terminal Building	31	30	29
Energy audit completed on public buildings	1	1	NA
AUTHORIZED PERSONNEL			
Public Facility Technician	1	1	1
Custodian	2	2	2
Total	3	3	3

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
PUBLIC BUILDING MAINTENANCE 1008						
Personnel						
Salaries, Regular	4000	110,436	103,062	105,766	85,691	88,263
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	-	-	-	-	-
Social Security & Medicare	4030	8,448	7,884	7,857	6,086	6,265
Insurance, Dental	4060	1,292	923	1,200	1,215	1,123
Insurance, Life	4070	186	173	159	150	142
Retirement Contributions	4080	18,112	17,109	17,557	9,664	10,287
Insurance, Work Comp	4110	7,959	6,790	6,354	4,619	4,956
Insurance, Health & Vision	4130	32,077	33,978	32,400	29,493	30,140
Subtotal		178,510	169,919	171,293	136,917	141,175
Operating						
Insurance Claims	4225	-	-	112	-	-
Misc. Contract Services	4500	32,640	47,880	32,325	16,664	13,619
Telecommunications	4650	420	375	375	355	354
Travel/Training	4770	700	700	628	523	513
Medical Supplies	4810	-	-	-	-	-
Minor Equipment & Supplies	4910	25,350	19,950	24,635	12,834	10,778
Vehicle Maintenance	5000	1,497	2,466	2,104	1,240	958
Gas & Oil	5020	2,130	1,848	1,939	1,386	802
Building Maintenance	5040	137,400	103,100	93,882	20,816	31,147
Clothing, New	5070	600	600	432	430	426
Electricity-Buildings	5890	32,300	29,100	29,100	24,157	20,425
Heating Fuel	5950	23,400	15,050	21,270	9,871	6,829
Subtotal		256,437	221,069	206,802	88,274	85,852
Capital						
Facilities	7170	322,500	170,000	118,500	34,466	80,299
Vehicles	7200	-	55,000	55,000	-	-
Equipment	7210	-	-	-	-	-
Subtotal		322,500	225,000	173,500	34,466	80,299
Total Program Expenditures		\$757,447	\$615,988	\$551,595	\$259,658	\$307,326

Police Department 1020, 1022, 1023, 1024

PROGRAM DESCRIPTION: The Kirksville Police Department is charged with and dedicates itself to providing efficient and effective law enforcement services to the people of Kirksville. These services include: protection of life and property, preservation of the peace, apprehension of offenders, prevention/deterrence of crime, traffic management, emergency/non-emergency service response and instilling a sense of relative safety to those within our jurisdiction. In providing these services, the department holds to the basic philosophies of Community Oriented Policing which includes community partnerships and problem solving. The fundamental principles under which the department operates are embodied in the mission statement and values prominently posted in the Police Department lobby and on the department's web site.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Maintain resources both tangible and intangible

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Actively engage the public to build a solid foundation of trust with our community.
- ◆ Proactively combat crime
- ◆ Actively train to re-enforce fair and unbiased law enforcement

STEWARDSHIP

- ◆ Officer training - arrests, use of force, de-escalation and officer decision-making

SIGNIFICANT HIGHLIGHTS/CHANGES: The Police Department will ensure policies and best practices implemented in 2022 remain up-to-date and reflect any changes in Federal or State laws. In addition, the Department will implement Standard Operating Procedures (SOP) as a supplement to operations. The Department will continue to focus on recruitment and retention of officers and establish a Kirksville a regional training site. In 2023, the Department will increase efficiency and accountability by reengineering the evidence storage system. The Department will also work to combat property crimes through proactive investigative tactics and public partnerships, through the development of neighborhood watch groups and community training.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness & Workload			
Partnership meetings attended (percent)	90%	100%	NA
Traffic accidents occurring	450	400	496
Traffic accidents resulting in injury	45	45	50
Detective investigations	150	155	116
Detective cases cleared or closed (national average 33%)	50%	50%	52%
Animals picked up or trapped	300	200	254
Summons or tickets issued by Animal Control	50	25	34
Performance evaluation completed within 30 days of due date	75%	75%	54%
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
Public presentations	50	50	24
Neighborhood watch programs active	5	3	*
Crime prevention programs for businesses	2	2	*
Community information releases	100	100	96
Arrests/protective custody detainees	750	750	706
Foot patrols	350	125	81
Traffic stops and enforcement efforts	1,500	1,500	1,561
Summons or tickets issued by patrol officers	800	725	685
DWI arrests	25	12	16
Citizen and departmental commendations	150	45	61
Training hours	2,000	2,000	980
AUTHORIZED PERSONNEL			
<u>Police Administration 1020</u>			
Police Chief	1	1	1
Deputy Police Chief	1	1	1
Police Lieutenant	1	1	1
Administrative Assistant	1	1	1
Records and Evidence Custodian	<u>1</u>	<u>1</u>	<u>1</u>
Total	5	5	5
<u>Police Patrol 1022</u>			
Police Sergeant	4	4	4
School Resource Officer	1	1	1
Master Police Officer/Police Officer	<u>20</u>	<u>20</u>	<u>20</u>
Total	25	25	25
<u>Police Investigations 1023</u>			
Detective	1.5	1.5	1.5
Detective Sergeant	1	0	0
Computer Crimes Detective	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
Total	3	2	2
<u>Animal Control 1024</u>			
Animal Control Officer	1	1	1

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
POLICE ADMINISTRATION 1020						
Personnel						
Salaries, Regular	4000	317,771	297,134	301,610	293,202	267,598
Salaries, Overtime & Call-Out	4020	208	192	100	-	-
Social Security & Medicare	4030	24,325	22,745	22,555	21,915	20,270
Insurance, Dental	4060	2,169	2,399	2,400	2,007	1,857
Insurance, Life	4070	536	504	496	395	395
Retirement Contributions	4080	52,148	49,356	48,231	24,841	31,710
Insurance, Work Comp	4110	16,230	14,653	15,644	14,238	13,454
Insurance, Health & Vision	4130	53,856	60,699	57,894	44,047	46,983
Subtotal		467,244	447,682	448,930	400,645	382,266
Operating						
Misc. Contract Services	4500	35,740	32,325	31,016	28,565	26,030
Community Training	4560	500	500	-	481	-
Community Policing	4620	4,800	4,255	1,765	252	-
Telecommunications	4650	8,070	7,350	7,790	7,616	9,007
Expense Allowance	4760	4,200	4,200	4,200	1,750	3,500
Travel/Training	4770	10,495	10,655	2,128	-	332
Membership Dues	4780	1,260	1,660	906	710	934
Professional Publications	4790	95	95	95	-	-
Office Supplies	4800	2,000	2,000	1,186	874	1,609
Computer Supplies	4850	-	-	-	-	-
Printing & Copying	4890	1,800	1,800	1,467	454	246
Postage	4900	1,000	1,000	318	323	210
Minor Equipment & Supplies	4910	2,500	3,100	3,100	83	416
Computer Equipment	4920	-	-	-	-	-
Radio Equipment/Maintenance	4980	-	-	-	-	-
Equipment Maintenance	5030	225	225	225	-	-
Electricity-Buildings	5890	9,055	9,290	8,230	7,874	7,196
Heating Fuel	5950	1,600	1,240	1,440	943	1,002
Subtotal		83,340	79,695	63,866	49,925	50,481
Total Program Expenditures		\$550,584	\$527,377	\$512,796	\$450,570	\$432,747

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
POLICE PATROL 1022						
Personnel						
Salaries, Regular	4000	1,422,743	1,258,568	1,122,201	1,115,768	1,184,491
Salaries, Temporary	4010	2,012	-	2,130	862	-
Salaries, Overtime & Call-Out	4020	79,650	69,149	103,101	64,556	20,564
Social Security & Medicare	4030	115,087	101,570	87,942	84,202	85,273
Insurance, Dental	4060	11,027	12,458	10,167	10,735	12,200
Insurance, Life	4070	2,286	2,237	1,838	1,767	1,952
Retirement Contributions	4080	217,847	205,796	179,656	145,826	141,998
Insurance, Work Comp	4110	111,667	90,442	82,104	68,539	59,009
Insurance, Health & Vision	4130	273,903	315,650	248,812	262,872	294,807
Subtotal		2,236,222	2,055,870	1,837,951	1,755,126	1,800,295
Operating						
Insurance Claims	4225	5,000	5,000	5,886	488	2,449
Misc. Contract Services	4500	11,015	4,755	270	270	135
Miscellaneous Grants	4510	28,099	44,244	50,733	5,890	3,178
Donation Expense	4520	1,275	1,250	1,266	1,230	1,196
Travel/Training	4770	32,879	32,885	27,678	(1,301)	911
POST Training	4771	750	750	750	750	750
Medical Supplies	4810	975	975	975	767	-
Audio/Visual Supplies	4820	800	800	-	670	-
Printing & Copying	4890	-	-	-	-	-
Minor Equipment & Supplies	4910	73,058	71,050	61,191	27,759	22,321
Chemicals	4930	1,450	965	934	-	205
SRT	4990	829	3,500	3,500	-	-
Vehicle Maintenance	5000	57,562	58,460	56,075	41,161	39,136
Gas & Oil	5020	68,695	63,945	61,559	36,706	27,275
Equipment Maintenance	5030	1,850	1,850	1,000	-	-
Clothing Maintenance	5060	10,500	10,500	9,492	7,192	7,096
Land Maintenance	5050	7,000	-	-	-	-
Clothing, New	5070	13,050	12,500	9,603	5,589	6,367
Lake Maintenance	5570	1,925	1,925	250	-	100
Subtotal		316,712	315,354	291,162	127,171	111,119
Capital						
Facilities	7170	47,000	30,000	22,730	-	-
Vehicles	7200	96,000	44,000	43,100	83,553	80,264
Equipment	7210	25,500	20,000	-	4,873	-
Subtotal		168,500	94,000	65,830	88,426	80,264
Total Program Expenditures		\$2,721,434	\$2,465,224	\$2,194,943	\$1,970,723	\$1,991,678

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
POLICE INVESTIGATIONS 1023						
Personnel						
Salaries, Regular	4000	199,711	120,518	115,336	90,657	115,789
Salaries, Overtime & Call-Out	4020	7,378	3,794	6,094	3,329	1,632
Social Security & Medicare	4030	15,842	9,510	9,133	7,064	8,573
Insurance, Dental	4060	1,430	738	877	619	877
Insurance, Life	4070	311	181	180	137	186
Retirement Contributions	4080	30,028	19,268	18,798	11,660	14,106
Insurance, Work Comp	4110	9,278	8,282	8,230	6,563	5,680
Insurance, Health & Vision	4130	35,524	23,068	21,998	15,357	21,964
Subtotal		299,503	185,359	180,646	135,385	168,807
Operating						
Insurance Claims	4225	-	-	25	257	-
Misc. Contractual Services	4500	1,650	1,060	978	150	150
Investigation Expense	4625	2,200	2,200	1,200	75	10
Travel/Training	4770	10,500	12,800	4,764	2,414	1,781
Membership Dues	4780	-	-	-	-	-
Minor Equipment & Supplies	4910	2,700	2,975	2,075	1,027	1,443
Vehicle Maintenance	5000	3,624	4,562	4,525	3,716	3,715
Gas & Oil	5020	4,053	3,854	3,913	1,708	1,578
Subtotal		24,727	27,451	17,480	9,347	8,677
Capital						
Vehicles	7200	-	-	-	-	18,505
Subtotal		-	-	-	-	18,505
Total Program Expenditures		324,230	212,810	198,126	144,732	195,989

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
ANIMAL CONTROL 1024						
Personnel						
Salaries, Regular	4000	37,281	34,385	34,327	31,642	30,921
Salaries, Overtime & Call-Out	4020	386	367	-	17	6
Social Security & Medicare	4030	2,882	2,659	2,626	2,422	2,358
Insurance, Dental	4060	369	369	370	369	369
Insurance, Life	4070	63	57	58	54	53
Retirement Contributions	4080	6,177	5,769	5,698	4,103	4,111
Insurance, Work Comp	4110	1,025	954	941	760	651
Insurance, Health & Vision	4130	9,166	9,708	9,258	8,826	9,246
Subtotal		57,348	54,268	53,278	48,193	47,716
Operating						
Misc. Contract Services	4500	39,200	37,338	35,845	35,812	35,455
Travel/Training	4770	1,392	1,220	1,183	1,284	20
Office Supplies	4800	-	-	-	-	-
Medical Supplies	4810	525	455	455	-	-
Printing & Copying	4890	-	-	-	-	-
Minor Equipment & Supplies	4910	885	885	847	358	-
Vehicle Maintenance	5000	3,272	3,543	4,047	2,686	2,025
Gas & Oil	5020	5,919	6,301	5,804	3,548	2,401
Clothing, New	5070	350	350	350	-	230
Subtotal		51,543	50,092	48,531	43,688	40,131
Capital						
Vehicles	7200	-	42,000	42,000	-	-
Subtotal		-	42,000	42,000	-	-
Total Program Expenditures		108,891	146,360	143,809	91,881	87,847
Total Department Expenditures		\$3,705,139	\$3,351,771	\$3,049,674	\$2,657,905	\$2,708,261

Fire Department 1032, 1034, 1036

PROGRAM DESCRIPTION: The Kirksville Fire Department (KFD) delivers the emergency services of fire suppression, rescue, and medical services at the Basic Life Support (BLS) level, vehicle accident extrication and hazardous materials response. The department is organized to provide for life and property safety from the threat of fires, natural or man-made disasters and medical emergencies, which is accomplished through planning, prevention, education, incident mitigation and appropriate application of technology and safety practices. Additionally, Kirksville Fire Department provides non-emergency services including code and fire inspections, preplanning of business structures, public education of all citizens and training for fire personnel and other emergency agencies in the community. The department coordinates development, implementation and review of the City's emergency operations plan.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Establish a training program to provide initial/ongoing certification
- ◆ Conduct job performance requirement assessments (JPR)
- ◆ Achieve Missouri Bureau of EMS Emergency Medical Response Agency accreditation.

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Maintain the readiness of the Mass Notification System, ensuring maximum communication to the community in times of emergency
- ◆ Provide ongoing community education in fire prevention and emergency safety
- ◆ Continue to improve the fire safety inspection program
- ◆ Work to eliminate existing fire safety concerns for at-risk populations

SIGNIFICANT HIGHLIGHTS/CHANGES: The priority for 2023 will be improving Department capabilities in specialty services such as hazardous materials response and technical rescue skills including: trench, confined space, and water rescue. The Department is also working towards accreditation with the Missouri Bureau of EMS Emergency Medical Response Agency to enhance the level of services to our citizens. The Department will begin conducting in-house EMT basic training to new employees, saving precious training dollars, and with federal grant funds, will conduct state-certified driver-operator training courses for all Department personnel. In anticipation of expected State training mandates (minimum standards for firefighters) the Department will ready itself to be a regional training site. In collaboration with the Codes and Police Department, and other partner organizations, the Department will continue to refine the overall inspection and enforcement process. Additional focus will be on improving the emergency operations center by reviewing activation and operation policies.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness and Workload			
Training hours	10,000	8,500	6,983
JPR assessments	36	36	36
Burn permits issued	25	25	31
Hydrant tests/inspections	1,000	893	1,063
Incident responses	2,845	2,690	2,446
Structure fire responses	55	60	58
Other types of fire responses	60	50	42
Hazmat and other hazard responses	90	60	74
False alarm responses and incidents	160	150	147
EMS responses	1,600	1,570	1,544
Other rescue responses	180	160	131
Good Intent and Service Calls	700	640	450
Performance evaluations completed with 30 days of due date	100%	100%	100%
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
Emergency operation/mitigation plans updated	Yes	Yes	Yes
Emergency operation drills	5	5	5
Outdoor warning sirens tested without failure	100%	100%	100%
IPAWS test performed	12	12	12
Community classes provided	170	151	93
Car seat checks/installations	500	400	413
Fire safety inspections completed	900	600	509
New business license inspections	30	25	28
Key Measure: Efficiency			
Minutes of average response time to all incidents (Missouri average 7:17)	4:30	5:00	5:05
AUTHORIZED PERSONNEL			
<u>Fire Administration 1032</u>			
Fire Chief	0.5	0.5	0.5
Deputy Fire Chief	1	1	1
Assistant Fire Chief	0	0	1
Training Officer	1	1	1
Risk Reduction Officer	1	1	0
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
Total	4.5	4.5	4.5
<u>Fire Protection 1034</u>			
Fire Captain	3	3	3
Fire Lieutenant	3	3	3
Firefighter II/EMT	12	10	10
Firefighter	<u>1</u>	<u>2</u>	<u>2</u>
Total	19	18	18
<u>Fire Protection 1034 (Reserve Staffing)</u>			
Reserve Firefighters	6	5	5

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
FIRE ADMINISTRATION 1032						
Personnel						
Salaries, Regular	4000	288,563	281,448	281,243	308,995	307,349
Salaries, Overtime & Call-Out	4020	1,495	1,390	1,390	1,115	1,126
Social Security & Medicare	4030	22,189	21,637	20,400	22,149	21,531
Insurance, Dental	4060	2,053	2,284	2,092	2,275	2,538
Insurance, Life	4070	485	474	480	430	452
Retirement Contributions	4080	52,210	53,174	53,038	42,096	45,994
Insurance, Work Comp	4110	36,642	29,525	38,507	30,017	28,136
Insurance, Health & Vision	4130	57,303	61,322	53,364	55,803	64,863
Subtotal		460,940	451,254	450,514	462,879	471,990
Operating						
Telecommunications	4650	4,682	2,300	3,695	2,550	2,730
Travel/Training	4770	2,950	2,700	2,700	910	1,178
Membership Dues	4780	1,305	1,330	1,230	905	475
Office Supplies	4800	1,000	980	703	1,236	726
Computer Supplies	4850	-	-	-	-	-
Printing & Copying	4890	375	375	296	-	88
Postage	4900	1,150	750	1,100	396	489
Minor Equipment & Supplies	4910	2,900	1,500	1,500	1,110	1,098
Equipment Maintenance	5030	200	200	200	-	-
Subtotal		14,562	10,135	11,424	7,108	6,785
Capital						
Vehicles	7200	-	-	9,371	28,276	-
Subtotal		-	-	9,371	28,276	-
Total Program Expenditures		\$ 475,502	\$461,389	\$471,309	\$498,263	\$478,775

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
FIRE PROTECTION 1034						
Personnel						
Salaries, Regular	4000	852,418	811,742	823,395	778,257	782,375
Salaries, Temporary	4010	74,146	38,013	22,423	13,102	11,886
Salaries, Overtime, Call-Out & FLSA	4020	115,946	108,025	229,920	144,694	126,172
Social Security & Medicare	4030	79,752	73,270	79,230	68,752	67,776
Insurance, Dental	4060	8,213	8,075	7,364	8,252	7,913
Insurance, Life	4070	1,421	1,356	8,173	1,400	1,259
Retirement Contributions	4080	174,306	172,916	175,070	129,441	132,838
Insurance, Work Comp	4110	116,557	95,433	100,558	78,186	60,757
Insurance, Health & Vision	4130	203,994	208,816	190,930	192,756	192,957
Subtotal		1,626,753	1,517,646	1,637,063	1,414,840	1,383,933
Operating						
Insurance Claims	4225	2,000	-	4,500	3,069	1,495
Misc. Contract Services	4500	7,450	7,450	7,534	6,489	5,582
Miscellaneous Grants	4510	269,774	94,724	33,650	-	4,949
Community Training	4560	1,000	1,000	850	645	70
Fire Prevention	4610	1,000	1,000	567	989	73
Travel/Training	4770	20,928	19,975	15,141	16,841	8,531
Membership Dues	4780	400	350	350	320	300
Professional Publications	4790	1,600	1,550	1,346	1,346	1,796
Office Supplies	4800	-	-	-	-	-
Medical Supplies	4810	1,500	1,500	1,484	5,524	892
Computer Supplies	4850	-	-	-	-	-
Printing & Copying	4890	-	-	-	-	-
Minor Equipment & Supplies	4910	9,450	9,450	9,426	3,362	4,172
Computer Equip. & Software	4920	-	-	-	-	-
Chemicals	4930	3,000	2,200	2,878	2,182	2,148
Safety Equipment	4950	26,750	2,750	2,708	2,414	3,726
Minor Fire Equipment	4960	51,600	58,150	62,665	32,907	26,352
Radio Equipment/Maintenance	4980	-	-	-	-	-
Vehicle Maintenance	5000	109,829	131,693	103,840	77,225	76,458
Gas & Oil	5020	34,989	32,407	53,701	18,113	11,505
Equipment Maintenance	5030	8,050	6,200	8,096	4,303	3,834
Building Maintenance	5040	-	-	-	-	-
Clothing Maintenance	5060	1,000	1,000	982	435	-
Clothing, New	5070	12,500	12,000	11,679	6,568	8,279
Electricity-Buildings	5890	13,930	12,550	12,550	10,795	10,605
Heating Fuel	5950	8,740	7,410	7,945	5,551	6,013
Subtotal		585,490	403,359	341,892	199,079	176,781
Capital						
Equipment	7210	145,427	103,500	308,448	54,877	581,547
Subtotal		145,427	103,500	308,448	54,877	581,547
Total Program Expenditures		2,357,670	2,024,505	2,287,403	1,668,797	2,142,262

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
EMERGENCY PREPAREDNESS 1036						
Operating						
Misc. Contractual Services	4500	300	300	300	-	-
Miscellaneous Grants	4510	-	10,920	10,920	-	-
Travel/Training	4770	1,020	1,020	-	-	-
Membership Dues	4780	50	50	-	-	-
Professional Publications	4790	-	-	-	-	-
Office Supplies	4800	-	-	-	-	-
Printing & Copying	4890	-	-	-	-	-
Minor Equipment & Supplies	4910	1,400	15,000	6,600	7,793	-
Computer Equip. & Software	4920	800	200	200	-	-
Radio Equipment/Maintenance	4980	49,900	39,000	30,727	20,964	13,495
Equipment Maintenance	5030	5,384	2,000	3,682	2,297	-
Electricity, Outdoor Sirens	5890	1,335	1,200	1,200	1,028	990
Subtotal		60,189	69,690	53,629	32,083	14,485
Capital						
Equipment	7210	-	104,000	-	62,091	43,273
Subtotal		-	104,000	-	62,091	43,273
Total Program Expenditures		\$60,189	\$173,690	\$53,629	\$94,175	\$57,758
Total Department Expenditures		\$2,893,361	\$2,659,584	\$2,812,341	\$2,261,235	\$2,678,795

Public Works and Street Construction & Maintenance Departments 1050, 1052

PROGRAM DESCRIPTION: The Public Works Department administration is responsible for direction, oversight, planning, programming, operating and maintaining the infrastructure of the City, including street maintenance and construction, water treatment and distribution, wastewater collection and disposal, and fleet maintenance services. The street maintenance function is responsible for right-of-way maintenance, signs, traffic signal maintenance, traffic way marking, street repair and patching, street sweeping, curb and gutter maintenance, storm drainage projects, and snow removal; Utility Maintenance is responsible for all water and sewer mains in the city, utility locates, sewer inspections and flushing, and water meter maintenance, replacement, and reading; Water Treatment produces all drinking water for Adair County, manages four water towers, dam land maintenance and pump operations at Hazel Creek and Forest Lakes, and runs a DNR certified lab for water testing; Wastewater Treatment plant treats approximately 1 billion gallons of wastewater annually to be turned back into the environment, manages 14 sewer lift stations throughout the city, runs a DNR certified lab, and oversee the City's Stormwater Management (MS4) program; Central Garage is responsible for all vehicle and equipment capital purchases, conducts maintenance and repairs on over 135 vehicles and 110 non-rolling pieces of equipment, manages all outside warranty and non-warranty repairs, and oversee disposal of old equipment.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Continue to prioritize employee safety and wellness program
- ◆ Continue household hazardous waste program

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Improve response and accountability to citizen service requests
- ◆ Provide reliable infrastructure to all citizens and businesses
- ◆ Encourage community groups and citizens to adopt City streets for beautification

STEWARDSHIP

- ◆ Continue crack sealing program
- ◆ Continue pothole patching
- ◆ Continue maintenance of street infrastructure
- ◆ Enter street data into the GIS system for future references of street rehabilitation and maintenance efforts

SIGNIFICANT HIGHLIGHTS/CHANGES: In 2023, the focus will continue on rehabilitation of residential concrete and asphalt streets, while keeping arterial and collector street pavement conditions at recommended pavement index ratings, as directed by Council. In 2022, over 8 miles of streets were rehabilitated. This Department will continue uploading location points for all city signs into the city's geographic information system mapping program for signage. The Street Division maintains the city brush site and will continue the spring and fall brush and limb pick-up program for city residents, which includes DNR permitted brush burning on collections. Based on competency level positions for Maintenance Worker II will advance to Equipment Operator as tasks and training allow. Evaluation of City's stormwater management plan will be completed.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
<i>Council Goal: Accountability</i>			
<i>Key Measure: Effectiveness</i>			
Safety meetings held	12	12	12
Scheduled drop off of household hazardous waste	90	73	71
Performance evaluations completed w/in 30 days of due date	100%	81%	100%
<i>Council Goal: Community Investment and Engagement</i>			
<i>Key Measure: Effectiveness</i>			
% of Customer Service Requests closed within 20 working days	90%	82%	91%
Overtime Salaries as % of Regular Salaries – Streets	6.0%	5.5%	6.1%
Adopt-A-Street groups	41	41	41
<i>Key Measure: Workload</i>			
Days lost to accidents	0	0	0
Snow plowed (miles)	10,000	8,208	9,930
<i>Council Goal: Stewardship</i>			
<i>Key Measure: Effectiveness</i>			
Crack sealing (square feet)	45,000	45,882	23,790
Pothole patching (tons)	200	198	200.3
Concrete replaced, In-house (square feet)	500	500	660
Asphalt replaced, In-house (miles)	9.0	8.2	9.5
Annual work completed entered into GIS System	Yes	Yes	Yes
AUTHORIZED PERSONNEL			
<u>Public Works Administration 1050</u>			
Public Works Director	0.33	0.3	0.3
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>
Total	1.33	1.3	1.3
<u>Street/Park Maintenance 1052</u>			
Street Superintendent	1	1	1
Assistant Street Superintendent	2	2	0
Foreman	0	0	2
Traffic Control Technician	1	1	1
Equipment Operator	5	5	5
Street Sweeper Operator	1	1	1
Maintenance Worker II	<u>5</u>	<u>5</u>	<u>5</u>
Total	15	15	15

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
PUBLIC WORKS ADMINISTRATION 1050						
Personnel						
Salaries, Regular	4000	84,864	76,113	77,752	68,519	66,757
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	-	-	-	-	-
Social Security & Medicare	4030	6,492	5,823	5,786	5,192	4,909
Insurance, Dental	4060	559	692	720	720	720
Insurance, Life	4070	209	81	120	115	112
Retirement Contributions	4080	13,918	12,635	12,908	8,881	8,875
Insurance, Work Comp	4110	457	406	431	331	286
Insurance, Health & Vision	4130	14,655	11,530	9,314	8,830	9,242
Subtotal		121,154	107,280	107,031	92,587	90,901
Operating						
Telecommunications	4650	3,120	1,100	1,690	919	1,011
Safety Program	4720	450	450	450	176	221
Expense Allowance	4760	-	-	-	-	-
Travel/Training	4770	1,450	1,630	1,200	-	14
Membership Dues	4780	290	185	185	180	175
Professional Publications	4790	200	200	200	-	-
Office Supplies	4800	300	300	287	100	164
Computer Supplies	4850	-	-	-	-	-
Printing & Copying	4890	200	200	163	63	76
Postage	4900	100	100	89	22	43
Minor Equipment & Supplies	4910	550	750	750	197	874
Computer Equipment & Software	4920	-	-	-	-	-
Radio Equipment/Maintenance	4980	1,000	1,000	1,000	-	-
Equipment Maintenance	5030	400	400	400	600	-
Electricity, Building	5890	4,590	4,170	4,170	3,441	3,334
Subtotal		12,650	10,485	10,584	5,697	5,911
Total Program Expenditures		\$133,804	\$117,765	\$117,615	\$98,284	\$96,812

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
STREET CONSTRUCTION & MAINTENANCE 1052						
Personnel						
Salaries, Regular	4000	641,839	589,392	519,654	487,132	525,222
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	38,828	40,730	22,298	28,929	28,225
Social Security & Medicare	4030	52,071	48,204	41,413	39,265	40,915
Insurance, Dental	4060	5,675	5,583	4,730	5,016	5,756
Insurance, Life	4070	1,014	959	742	744	848
Retirement Contributions	4080	111,629	104,600	79,657	60,969	66,117
Insurance, Work Comp	4110	76,280	67,156	62,265	47,033	44,342
Insurance, Health & Vision	4130	140,929	162,634	110,675	114,741	141,081
Subtotal		1,068,264	1,019,258	841,434	783,828	852,507
Operating						
Insurance Claims	4225	1,000	1,000	6,615	1,271	(285)
Misc. Contract Services	4500	3,200	3,200	3,148	2,583	643
Miscellaneous Grants	4510	33,333	33,333	-	-	-
HHW Program	4515	5,600	5,600	-	8,832	-
Telecommunications	4650	3,624	700	2,350	579	279
Equipment Rental	4660	3,000	3,000	2,000	-	1,960
Lease/Lease Purchase	4670	124,226	124,226	124,226	124,226	124,226
Travel/Training	4770	10,000	10,000	3,000	246	536
Membership Dues	4780	190	185	185	180	175
Professional Publications	4790	105	105	-	-	-
Office Supplies	4800	250	250	226	136	237
Medical Supplies	4810	100	100	100	11	82
Printing & Copying	4890	300	300	300	-	-
Postage	4900	100	100	51	2	38
Minor Equipment & Supplies	4910	8,850	8,850	8,702	4,726	7,508
Computer Equip. & Software	4920	-	-	-	-	-
Chemicals	4930	79,160	74,272	73,277	56,822	60,952
Safety Equipment	4950	7,500	6,500	6,485	2,279	2,500
Vehicle Maintenance	5000	132,537	123,008	121,112	74,337	83,626
Vehicles-Motor Equipment	5010	99,127	89,129	80,470	59,692	67,486
Gas & Oil	5020	120,185	100,085	102,301	57,866	42,081
Equipment Maintenance	5030	2,787	1,200	2,670	927	724
Building Maintenance	5040	2,000	2,000	2,000	-	1,304
Land Maintenance	5050	-	-	-	-	-
Clothing, New	5070	3,700	3,200	3,145	1,805	1,941
Other Street Light Facilities	5100	-	-	-	-	-
Street Maintenance Materials	5110	84,500	14,500	12,569	25,980	26,541
Asphalt Plant M & O	5150	20,000	20,000	15,495	4,716	15,661
Traffic Control Maintenance	5160	36,000	24,000	23,057	16,564	21,276
Landfill Expenses	5170	15,000	15,000	12,000	2,845	2,959
Tree Maintenance/Replacements	5180	6,000	2,000	2,000	725	-
Electricity-Buildings	5890	855	775	775	658	1,766
Electricity-Street Lights	5910	189,100	164,000	171,905	162,780	164,417
Special Facility Lights	5920	6,000	6,000	5,049	3,785	2,385
Electric & Gas Asphalt Plant	5930	24,000	24,000	18,130	26,587	20,859
Heating Fuel	5950	4,215	3,000	3,795	2,163	1,961
Subtotal		1,026,544	863,618	807,138	643,324	653,837

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
STREET CONSTRUCTION & MAINTENANCE 1052						
Capital						
Infrastructure	7160	-	-	-	-	5,330
Facilities	7170	-	-	12,824	11,258	761
Vehicles	7200	-	-	-	-	-
Equipment	7210	321,500	582,000	583,081	469,143	475,356
Subtotal		321,500	582,000	595,905	480,401	481,447
Total Program Expenditures		\$2,416,308	\$2,464,876	\$2,244,477	\$1,907,553	\$1,987,791
Total Department Expenditures		\$2,550,113	\$2,582,641	\$2,362,092	\$2,005,837	\$2,084,603

Codes & Planning 1073**Community & Economic Development**

PROGRAM DESCRIPTION: Codes and Planning is responsible for ensuring quality construction practices in the private sector through review of building plans, inspection of construction activity, enforcement of the City's zoning ordinances. Condemnation and demolition of properties are the responsibility of this department, as well as property maintenance inspections for the City, including nuisance issues. Codes also handles rental housing and property complaints and is responsible for water and sewer connection inspections and flood plain management. The department coordinates with Engineering on stormwater management planning and street cuts. The City Planner is the staff representative for the Planning and Zoning Commission and Kirksville Historic Preservation Commission, and is responsible for the City's Comprehensive Plan. This position also presents application for Special Use Permits and rezoning requests to the Planning & Zoning Commission for review before going to City Council for final approval. The Code Enforcement Director is the staff representative for the Board of Adjustment. This position handles all minor subdivisions, lot splits and lot combinations.

OBJECTIVES/GOALS**ACCOUNTABILITY**

- ◆ Ensure compliance with the THINK Kirksville 2040 Comprehensive Plan

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Continue to educate the public on City nuisance codes to ensure compliance
- ◆ Continue the implementation of the THINK Kirksville 2040 Comprehensive Plan
- ◆ Continue to educate the contractors and businesses on City building codes

STEWARDSHIP

- ◆ Verify water and sewer taps into the City's utility infrastructure are compliant with City code

SIGNIFICANT HIGHLIGHTS/CHANGES: The division will continue to implement the strategies of the THINK Kirksville 2040 Comprehensive Plan. Through new technologies the division will continue to bring efficiencies to the code inspection process.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
All zoning requests comply with future land use	Yes	No	Yes
Performance evaluations completed within 30 days of due date	100%	100%	100%
Key Measure: Efficiency			
Days for review and approval of business license (goal<7 days)	6	7.5	6.2
Days to address a citizen service request (goal<14 days)	10	7.5	9.5
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
Nuisance code inspections	4,700	3,611	4,488
Administrative warrants issued	4	1	NA
Cases filed through court system	100	65	136
Action items completed toward THINK 2040 goals	30	28	9
Building code inspections	2,295	1,741	2,293
New structure permits	55	50	60
New business licenses approved	225	225	196
All other permits	800	700	840
Council Goal: Stewardship			
Key Measure: Effectiveness			
Utility tap inspections	350	269	348
AUTHORIZED PERSONNEL			
Codes Enforcement Director	1	1	1
City Planner	1	1	1
Senior Inspector	1	1	1
Inspector II	1	1	1
Inspector	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>
Total	6	6	6

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
CODES & PLANNING 1073						
Personnel						
Salaries, Regular	4000	309,145	287,655	288,910	249,990	246,833
Salaries, Temporary	4010	-	-	-	-	-
Social Security & Medicare	4030	23,650	22,006	20,954	17,652	17,685
Insurance, Dental	4060	2,630	3,091	3,092	2,968	2,749
Insurance, Life	4070	519	484	484	429	399
Retirement Contributions	4080	50,700	47,751	48,177	28,186	30,829
Insurance, Work Comp	4110	15,401	12,934	13,574	9,956	9,191
Insurance, Health & Vision	4130	65,337	74,059	67,941	63,649	58,959
Subtotal		467,382	447,980	443,132	372,830	366,645
Operating						
Misc. Contract Services	4500	56,040	55,890	30,453	7,520	50,233
Community Training	4560	-	-	-	-	-
Telecommunications	4650	5,080	4,570	5,130	3,675	3,758
Credit Card Expense	4730	1,000	1,000	685	380	-
Expense Allowance	4760	2,400	2,400	2,400	2,400	2,400
Travel/Training	4770	6,300	7,800	6,099	3,161	1,475
Membership Dues	4780	615	815	715	180	598
Professional Publications	4790	500	500	1,528	2,591	236
Office Supplies	4800	350	350	350	211	119
Printing & Copying	4890	600	400	470	351	301
Postage	4900	2,000	2,000	1,974	778	1,252
Minor Equipment & Supplies	4910	720	720	650	602	344
Office Equipment	4940	-	-	-	-	-
Vehicle Maintenance	5000	4,232	4,458	4,311	2,591	1,798
Gas & Oil	5020	4,497	4,291	4,092	2,672	1,859
Clothing, New	5070	750	750	737	534	-
Subtotal		85,084	85,944	59,594	27,647	64,371
Capital						
Vehicles	7200	-	-	-	-	-
Subtotal		-	-	-	-	-
Total Program Expenditures		552,466	\$533,924	\$502,726	\$400,477	\$431,016

Engineering 1074

PROGRAM DESCRIPTION: Engineering Department provides technical civil engineering services for multiple facets of the City's operations including: plan and design for City infrastructure improvements for all departments (particularly streets, stormwater, water system improvements, sanitary sewer improvements, and parks & rec projects); contract administration and inspection for construction projects; management of consultant contracts when specialized engineering services are required; management of street repairs and paving funded through the City's Transportation Sales Tax Fund; review of site plans and subdivision plats for private development projects; and review of permit applications and inspection of work done within the City's right-of way by private utility companies.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Ensure accuracy of project estimates prior to construction
- ◆ Perform construction inspection to ensure adherence to contract documents
- ◆ Improve effectiveness of project phasing from design to bid

STEWARDSHIP

- ◆ Assist in maintaining and improving the City's infrastructure
- ◆ Review all proposed development for conformance with City codes

HIGHLIGHTS/SIGNIFICANT CHANGES: Facility planning for Stormwater system improvements and Sanitary sewer collection system improvements will be taking place in 2023. Construction of the new Primary Clarifier at the Water Treatment Plant will begin. Factory Addition Subdivision work in 2023 includes utility relocations and award of a Construction contract for street and drainage improvements.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Average contract price as % of engineering estimate per project (goal within 10% of total cost)	110%	106%	94%
Construction project bid and inspection	8	6	NA
In-house projects designed	5	4	7
Outside consultant projects designed	2	1	0
Projects bid to projects budgeted	9/9	7/11	8/12
Total construction cost for the year (million)	\$5	\$2.82	\$1.63
Final construction cost as % of initial contract price	110%	113%	73%
Performance evaluations completed within 30 days of due date	100%	100%	100%
Council Goal: Stewardship			
Key Measure: Effectiveness			
Plans reviewed	10	10	NA
AUTHORIZED PERSONNEL			
City Engineer	1	1	1
Senior Engineering Technician I	1	0	0
Engineering Technician III	1	2	2
Engineering Technician II	1	1	1
Total	4	4	4

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
ENGINEERING 1074						
Personnel						
Salaries, Regular	4000	257,477	262,967	265,394	227,849	193,547
Salaries, Temporary	4010	-	5,575	-	-	-
Salaries, Overtime & Call-Out	4020	5,453	5,108	2,430	2,154	1,824
Social Security & Medicare	4030	20,114	20,934	20,144	16,948	14,277
Charge-Out	4050	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Insurance, Dental	4060	1,695	1,938	1,892	1,596	1,292
Insurance, Life	4070	423	438	439	345	325
Retirement Contributions	4080	43,120	44,500	37,912	28,751	26,061
Insurance, Work Comp	4110	1,755	4,158	220	4,360	785
Insurance, Health & Vision	4130	42,609	55,845	48,636	34,210	29,303
Subtotal		297,647	326,463	302,067	241,212	192,415
Operating						
Insurance Claims	4225	-	-	-	1,279	-
Misc. Contract Services	4500	11,000	4,000	62,200	41,398	132,555
Testing	4580	4,000	4,000	3,306	1,315	576
Telecommunications	4650	5,040	4,550	5,432	3,972	4,126
Expense Allowance	4760	2,400	2,400	2,400	2,200	800
Travel/Training	4770	9,170	4,850	3,553	712	135
Membership Dues	4780	900	630	490	360	386
Professional Publications	4790	575	500	500	-	30
Office Supplies	4800	500	500	500	322	145
Printing Supplies	4840	5,100	3,750	3,750	1,240	2,273
Printing & Copying	4890	700	700	599	152	65
Postage	4900	500	500	497	116	76
Minor Equipment & Supplies	4910	3,700	700	697	472	373
Computer Equip. & Software	4920	-	-	-	-	-
Vehicle Maintenance	5000	3,955	2,120	1,903	2,310	3,008
Gas & Oil	5020	1,708	1,781	1,607	1,233	824
Equipment Maintenance	5030	1,550	1,400	1,200	1,200	1,200
Clothing, New	5070	600	600	578	338	494
Subtotal		51,398	32,981	89,212	58,618	147,067
Capital						
Vehicles	7200	-	-	-	26,470	-
Equipment	7210	-	-	-	-	-
Subtotal		-	-	-	26,470	-
Total Program Expenditures		\$349,045	\$359,444	\$391,279	\$326,300	\$339,482

Special Revenue Funds

A special revenue fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes. Such a fund is established when a statute, grant agreement or local ordinance requires that a specific segment of the tax levied or grant funds collected be used exclusively for financing a particular function or activity. A government unit may have many, one or none of this fund type.

The City of Kirksville has seventeen active special revenue funds that are presented in detail on the following pages. They are:

Community Development Block Grant
Walking and Cycling Trail Grant
Downtown Tax Increment Financing District
Baltimore Commons Community Improvement District
South 63 Tax Increment Financing District
South 63 Community Improvement District
Franklin Street Community Improvement District
E911 Central Dispatch
North Baltimore Street Community Improvement District
Community Partnership
Missouri Rural Enterprise and Innovation Center
Economic Development Sales Tax
Kirk-Tran (Added 2023)
Tourism (Added 2022)
Airport
Parks and Recreation
Revolving Loan



Special Intergovernmental Revenue Funds

The special intergovernmental revenue funds report State and Federal grant projects where statutes, grant agreements or local ordinances require that a specific segment of the tax levied or grant funds collected be used exclusively for financing a particular function or activity. Several departments work together to administer both the Community Development Block Grant Fund and the Walking and Cycling Trail Grant Fund.

Community Development Block Grant 15

PROGRAM DESCRIPTION: This fund administers CDBG grants awarded from the Missouri Department of Economic Development to enhance community infrastructure for economic development purposes and from other City funds to promote community improvement and enhancement. The City is limited to two open CDBG grants.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Ensure grant compliance and timely closure to allow for more grant opportunities
- ◆ Using the THINK 2040 and Kirksville housing study to identify potential projects for grant applications and community partnerships

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Continue to use loan repayment funds to provide low-interest loans to qualifying homeowners through the Housing Rehabilitation Loan Program

SIGNIFICANT HIGHLIGHTS/CHANGES: The City applied for and received a CDBG grant to update equipment for the E911 dispatch center in 2022 and will continue with the project in 2023. The City also applied for and received a CDBG grant to upgrade the infrastructure in the Factory Addition. Though the City cannot apply any additional CDBG grants for itself, we will explore through partnership other eligible opportunities.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
<i>Council Goal: Accountability</i>			
<i>Key Measure: Effectiveness</i>			
CDBG Grant compliance	Yes	Yes	NA
Community development projects identified	1	1	2
<i>Council Goal: Community Investment and Engagement</i>			
<i>Key Measure: Effectiveness</i>			
Housing loans provided	2	1	1

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
COMMUNITY DEVELOPMENT BLOCK GRANT FUND 15						
Revenues 0000						
State & Federal Grants	3300	1,127,103	609,604	-	-	646,620
Loan Repayments	3850	4,322	3,360	1,902	1,357	670
Transfers In	3950	1,135,394	25,000	25,000	-	187,531
Investment Earnings	3980	706	242	190	156	430
Miscellaneous	3990	-	5,000	-	-	144
Total Program Revenues		2,267,525	643,206	27,092	1,513	835,396
Expenditures 1520-1570						
Loans	8520	-	-	-	-	-
Misc. Contract Services	4500	17,500	-	-	-	260,312
Infrastructure	7160	2,219,932	609,604	-	-	763,831
Demolition	8540	20,500	20,500	-	-	-
Housing Rehabilitation	8550	16,000	16,000	33	-	8,732
Transfer Out	6530	-	-	-	-	-
Total Program Expenditures		2,273,932	646,104	33	-	1,032,875
Fund Balance, Beginning of Year		59,994	32,903	32,935	31,422	228,901
Fund Balance, End of Year		<u>\$53,587</u>	<u>\$30,005</u>	<u>\$59,994</u>	<u>\$32,935</u>	<u>\$31,422</u>

Special Intergovernmental Revenue Funds (Cont.)

Walking and Cycling Trail Grant 16

PROGRAM DESCRIPTION: This fund supports the City's efforts for non-vehicular transportation; specifically, walkability and bike ability. Monies from various grant sources are enhanced with available funds transferred from the City's capital improvement programs and Economic Development Sales Tax to support non-vehicular transportation.

OBJECTIVES/GOALS

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Continue sidewalk inventory efforts using the Traffic Engineering Assistance Program (TEAP) grant and Truman State University freshman symposium

STEWARDSHIP

- ◆ Continue to implement the Kirksville Active Mobility Plan (KAMP) with the City's Street Plan

SIGNIFICANT HIGHLIGHTS/CHANGES: Sidewalks along Baltimore Street from New Street to the Highway 6 intersection will be completed in 2023 through assistance from a MoDOT Transportation Alternatives Program (TAP) grant. In addition, the City is working with Truman State University on a sidewalk evaluation project. These inventories and analysis will inform future sidewalk work. In 2021, the KAMP Plan was incorporated with the annual City Street Plan for work being completed and Elson Street, the first target area, saw changes in the parking layout and addition of biking sharrows. In 2023, work will continue for this Plan on New Street along the west side of Rotary Park with assistance from another TAP grant.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
Inventories completed	1	1	2
Bicycle lanes newly constructed (linear feet)	4,600	13,890	0
Sharrows newly added to streets (linear feet)	8,101	6,774	0
Trails newly constructed (linear feet)	0	0	3,696
ADA compliant sidewalks newly constructed (linear feet)	2,114	6,740	746
Existing sidewalks repaired (linear feet)	1,000	295	6
ADA compliant sidewalk ramps constructed	25	25	31

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
WALKING AND CYCLING TRAIL GRANT FUND 16						
Revenues 0000						
State & Federal Grants	3300	209,499	259,628	259,628	-	8,000
Transfer In	3950	221,614	305,006	152,639	90,000	126,845
Investment Earnings	3980	65	65	34	45	286
Total Program Revenues		431,178	564,699	412,301	90,045	135,131
Expenditures 1610						
Misc. Contract Services	4500	-	-	-	-	19,768
Transfers Out	6530	-	-	-	-	-
Infrastructure	7160	431,179	564,835	413,332	124,933	115,221
Baltimore SW Connectivity	8750	-	-	-	-	-
Get Active Kirksville	8800	-	-	-	-	-
Safe Routes to School	8810	-	-	-	-	-
Total Program Expenditures		431,179	564,835	413,332	124,933	134,989
Fund Balance, Beginning of Year		0	485	1,031	35,920	35,777
Fund Balance, End of Year		<u>\$0</u>	<u>\$349</u>	<u>\$0</u>	<u>\$1,031</u>	<u>\$35,920</u>

Baltimore Commons Community Improvement District Fund 20

PROGRAM DESCRIPTION: On July 15, 2016, a petition was filed with the City Clerk for the establishment of a community improvement district Pursuant to the CID Act, known as the Baltimore Commons Community Improvement District for the redevelopment of a parcel of land located at 2604 North Baltimore Street. On August 15, 2016, the City Council conducted a public hearing to obtain comments and input from the community and after hearing no objections, the City Council adopted the ordinance to establish the Baltimore Commons Community Improvement District for a minimum term of twenty years, which will expire August 15, 2036. This fund was created to capture no more than a 1-cent sales tax on sales within the District to fund improvements of public infrastructure on the property.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Monitor implementation and collection of sales taxes imposed within the District

COMMUNITY PROSPERITY

- ◆ The Office of Tourism will continue to work with the hotel to maintain occupancy rates

SIGNIFICANT HIGHLIGHTS/CHANGES: The Hampton by Hilton was completed in early 2018. The District is now monitoring the sales tax revenue from the 1% sales tax in effect within the District. It is now anticipated that the developer will either begin the submission of reimbursable expenses during 2023 or use the monies towards the construction of an extension of Maple Street along the north side of the District.

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
BALTIMORE COMMONS COMMUNITY IMPROVEMENT DISTRICT FUND 20						
Revenues 0000						
Sales Tax	3080	23,000	18,935	23,000	20,679	17,200
State & Federal Grants	3300	-	-	-	-	-
Investment Earnings	3980	1,500	150	190	139	636
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		24,500	19,085	23,190	20,819	17,836
Expenditures 2010						
Insurance	4220	1,123	985	1,025	976	921
Miscellaneous Contractual Services	4500	109,673	80,902	232	208	178
Legal Services	4530	500	500	-	-	-
Auditing Services	4540	160	160	160	160	160
Professional Publications	4790	-	-	-	-	-
Infrastructure	7160	-	-	-	-	-
Total Program Expenditures		111,456	82,547	1,417	1,344	1,259
Fund Balance, Beginning of Year		91,956	68,462	70,183	50,709	34,132
Fund Balance, End of Year		\$5,000	\$5,000	\$91,956	\$70,183	\$50,709

Downtown Tax Increment Financing District Fund 21

PROGRAM DESCRIPTION: A Tax Increment Finance Commission was established in August 1999 to develop a Tax Increment Financing Plan for the Downtown Redevelopment Project. On December 13, 1999, this Commission hosted a public hearing to obtain comments and input from the community. Based upon public input, a few changes were made to the TIF Plan and the Commission unanimously recommended approval to the City Council. The City Council adopted this Plan on December 27, 1999 and it will expire December 31, 2022. The TIF Redevelopment Plan sets forth improvements included in the original TIF plan. In fall 2000, the TIF Plan was again amended to reduce the boundary of the Downtown TIF. Major projects that have been funded by TIF monies include:

- 2006-Downtown Courthouse Revitalization Project
- 2006-Repair and replacement of the downtown corners and ADA ramps
- 2008-Downtown corners
- 2008-Franklin streetscape improvements
- 2008-Design and engineering for the Jefferson Street project
- 2009-Marion and McPherson Street parking lot and sidewalk improvement project
- 2010-Downtown/primary wayfinding
- 2011-Franklin Street design
- 2012-West side of Franklin Street from Washington to Normal
- 2013-Franklin Street Phase II from Normal to Patterson
- 2015-Sidewalk improvement project on McPherson Street.
- 2015-Sidewalk improvement and streetscape on Main and Elson
- 2016-Additional downtown pedestrian lighting and sidewalk improvement/replacement
- 2016-Downtown parking improvement/replacement
- 2017-Sidewalk improvements on Harrison and Elson Streets including pedestrian lighting
- 2018-Stamped concrete replaced floating "brick bands" on various sidewalks
- 2018-Architectural designs for Washington Street and Elson Street facades
- 2019-103 W. Washington St. façade project
- 2020-107, 111, 113, and 119 W. Washington St. façade project and concrete work
- 2021-101 W. Washington St., 114 S. Elson St. (N. & S.) façade projects; sidewalk repairs
- 2022-111, 117 and 119 S. Elson St façade project; sidewalk repairs

SIGNIFICANT HIGHLIGHTS/CHANGES: The Downtown Tax Increment Finance District will cease collecting monies from the respective economic activity and real property taxes as of January 1, 2023. Nonetheless, the Downtown Revitalization Program's Project continues to produce results within the designated target area, improving the façades and awnings, and ultimately the sidewalks and pedestrian streetscape and will continue through 2023. The Downtown parking lot will also be completed in 2023.

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
DOWNTOWN TAX INCREMENT FINANCING DISTRICT FUND 21						
Revenues 0000						
Real Estate Taxes	3010	1,500	280,300	280,300	303,475	313,100
Sales Tax	3080	-	31,375	12,000	12,060	11,736
Economic Development Sales Tax	3090	-	73,400	62,100	64,074	62,392
State & Federal Grants	3300	-	-	-	-	-
Loan Repayments	3850	62,230	16,107	27,098	-	4,055
Refunds & Reimbursements	3900	25,000	100,000	100,000	26,157	6,594
Transfer In-CIST	3950	-	-	-	-	-
Investment Earnings	3980	2,000	4,280	3,267	11,061	22,905
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		90,730	505,462	484,765	416,827	420,782
Expenditures 2110						
Miscellaneous Contractual Services	4500	2,380	2,380	930	72	-
Legal Services	4530	-	-	-	-	-
Professional Publications	4790	-	-	-	-	-
Transfers Out	6530	-	-	-	-	-
Economic Dev Sales Tax T/O	6540	-	-	-	-	-
Infrastructure	7160	1,261,455	1,741,111	627,076	716,177	287,333
Total Program Expenditures		1,263,835	1,743,491	628,006	716,249	287,333
Fund Balance, Beginning of Year		1,173,105	1,238,029	1,316,346	1,615,768	1,482,319
Fund Balance, End of Year		<u>\$0</u>	<u>\$0</u>	<u>\$1,173,105</u>	<u>\$1,316,346</u>	<u>\$1,615,768</u>

South 63 Corridor Improvement Plan Funds 22, 23

PROGRAM DESCRIPTION: The South 63 Corridor Improvement Plan was established in May of 2009 to redevelop an area which is located on the southern edge of the City. On April 30, 2009, the TIF Commission hosted a public hearing to obtain comments and input from the community. After hearing no objections, the Commission unanimously recommended approval to the City Council, who adopted this plan on July 23, 2009, that will expire July 23, 2032. Two Funds were established under this TIF plan 1) the South 63 Tax Increment Financing District to capture and collect property and sales taxes in the District to fund improvements to the privately-owned retail shopping center and 2) the South 63 Community Improvement District to capture a 1-cent sales tax on sales within the District to fund improvements of public infrastructure adjoining the property on the east.

OBJECTIVES/GOALS**ACCOUNTABILITY**

- ◆ Review property and sales tax collected within the Tax Increment Finance District to verify the receipt of funds, as required, for the Tax Increment Financing Fund

COMMUNITY PROSPERITY

- ◆ Provide an annual report to the taxing districts, property owners, and business operators on the status of projects and financial condition of the TIF
- ◆ Assist in marketing available retail spaces using Nextsite strategies

SIGNIFICANT HIGHLIGHTS/CHANGES: Infrastructure loan payments will continue in 2023.

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
SOUTH 63 CORRIDOR TAX INCREMENT FINANCING DISTRICT FUND 22						
Revenues 0000						
Real Estate Taxes	3010	1,230	1,230	1,230	1,201	1,226
Sales Taxes	3080	41,420	42,775	40,920	39,491	44,794
Economic Dev Sales Tax	3090	10,070	13,905	10,070	12,447	17,380
Bond Proceeds	3630	-	-	-	-	-
Investment Earnings	3980	250	115	70	114	752
Transfers In	3950	-	-	-	-	-
Total Program Revenues		52,970	58,025	52,290	53,254	64,152
Expenditures 2210						
Miscellaneous Contractual Services	4500	49,155	58,000	53,000	60,000	52,000
Legal Services	4530	-	-	-	-	-
Transfers Out	6530	-	-	-	-	-
TIF Bonds Debt Service	6630	10,000	10,000	10,000	10,000	10,000
Infrastructure	7160	-	-	-	-	-
Total Program Expenditures		59,155	68,000	63,000	70,000	62,000
Fund Balance, Beginning of Year		11,185	21,452	21,895	38,641	36,489
Fund Balance, End of Year		<u>\$5,000</u>	<u>\$11,477</u>	<u>\$11,185</u>	<u>\$21,895</u>	<u>\$38,641</u>

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
SOUTH 63 CORRIDOR COMMUNITY IMPROVEMENT DISTRICT FUND 23						
Revenues 0000						
Sales Taxes	3080	35,820	35,820	35,820	34,388	44,794
Loan Proceeds	3630	-	-	-	-	-
IDA Bonds	3631	-	-	-	-	-
Refunds & Reimbursements	3900	-	-	-	-	-
Investment Earnings	3980	70	70	45	65	493
Total Program Revenues		35,890	35,890	35,865	34,453	45,287
Expenditures 2310						
Insurance	4220	1,123	985	1,039	982	921
Miscellaneous Contractual Services	4500	38,727	32,436	32,435	45,698	42,682
Legal Services	4530	-	-	-	-	-
Auditing Services	4540	160	160	160	160	160
Public Information	4610	-	-	-	-	-
Infrastructure	7160	-	-	-	-	-
Loans	8520	-	-	-	-	-
Total Program Expenditures		40,010	33,581	33,634	46,840	43,763
Fund Balance, Beginning of Year		9,119	6,587	6,888	19,275	17,750
Fund Balance, End of Year		<u>\$5,000</u>	<u>\$8,896</u>	<u>\$9,119</u>	<u>\$6,888</u>	<u>\$19,275</u>

Franklin Street Community Improvement District Fund 24

PROGRAM DESCRIPTION: In January 2016, a petition was filed with the City Clerk for the establishment of a community improvement district Pursuant to the CID Act, known as the Franklin Street Community Improvement District for the redevelopment of a parcel of land located at 2523 South Franklin Street. In addition, the City was asked to consider an Urban Redevelopment Area for the same parcel of land to be designated a blighted area under the provisions of Chapter 353. On February 1, 2016, the City Council conducted two public hearings, for the Urban Redevelopment Area and CID establishment, to explain the development plan and obtain comments and input from the community. After the hearing, the City Council approved an ordinance to adopt a development plan for the property which included a development project, a redevelopment agreement and approving tax abatement pursuant to the Urban Redevelopment Corporations law and to establish the Franklin Street Community Improvement District for a maximum twenty-five year term, expiring February 1, 2041. This fund was created to capture no more than a 1-cent sales tax on sales within the District to fund improvements of public infrastructure on the property.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Monitor implementation and collection of sales taxes imposed within the District

COMMUNITY PROSPERITY

- ◆ The Office of Tourism will continue to work with the hotel to maintain occupancy rates

SIGNIFICANT HIGHLIGHTS/CHANGES: The Holiday Inn Express was completed in October 2017. The District is now monitoring the sales tax revenue from the 1% sales tax in effect within the District. It is now anticipated that the developer will begin the submission of reimbursable expenses during 2023, though submission was expected beginning in 2018.

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
FRANKLIN STREET COMMUNITY IMPROVEMENT DISTRICT FUND 24						
Revenues 0000						
Sales Taxes	3080	20,450	16,900	20,450	19,464	17,336
State & Federal Grants	3300	-	-	-	-	-
Investment Earnings	3980	1,320	134	175	132	601
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		21,770	17,034	20,625	19,596	17,937
Expenditures 2410						
Insurance	4220	1,123	985	1,025	976	921
Miscellaneous Contractual Services	4500	99,147	73,827	681	779	717
Legal Services	4530	500	500	500	-	-
Auditing Services	4540	160	160	160	160	160
Professional Publications	4790	-	-	-	-	-
Infrastructure	7160	-	-	-	-	-
Total Program Expenditures		100,930	75,472	2,366	1,915	1,798
Fund Balance, Beginning of Year		84,160	63,438	65,901	48,220	32,081
Fund Balance, End of Year		\$5,000	\$5,000	\$84,160	\$65,901	\$48,220

E911 Central Dispatch Fund 25

PROGRAM DESCRIPTION: This Fund was established to account for revenues and expenditures related to the provision of centralized dispatch services for the City of Kirksville, Truman State University, Adair County Ambulance District, Adair County Fire Department, and the Adair County Sheriff. Operations of the centralized dispatch center are funded by contractual fees paid by each of these entities along with a device fee paid on all devices that can call 9-1-1. The fund is overseen by the Joint Services Board, which is comprised of representatives from each of the entities.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Capitalize on grant opportunities when available
- ◆ Pursue funding to expand next generation call delivery to allow for enhanced operations and prepare for regionalization

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Execute the strategic plan for the 911 Joint Services Board, streamlining service delivery and update technology to enhance access to public safety services
- ◆ Enhance public safety telecommunicator performance through full implementation of an improved quality assurance/quality improvement program

SIGNIFICANT HIGHLIGHTS/CHANGES: The Joint Services Board developed a strategic plan to guide the future of the 911 Dispatch Center. For 2023, the focus will be the full implementation of an improved quality assurance program and new hire training process. The new systems added in 2022 will be fully implemented, and staff will begin planning for digital, Next-Generation 911 data delivery and joining the developing regional Emergency Services Network.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS

	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Annual events for Adair County Ambulance District	10,400	10,400	8,895
Annual events for Adair County Sheriff Department	6,000	6,000	5,901
Annual events for Kirksville Fire Department	8,000	7,500	6,541
Annual events for Kirksville Police Department	36,000	35,200	34,669
Annual events for Truman Department of Public Safety	2,000	1,500	1,767
Annual events for Adair County Fire Department	400	328	387
Emergency 911 Calls	13,500	13,300	13,092
Administrative non-911 Calls	50,000	49,300	49,643
Performance Evaluations Completed within 30 days of due date	100%	100%	100%

Council Goal: Community Investment and Engagement

Key Measure: Efficiency

Average response time to dispatch 911 call (minutes)	2:25	2:50	2:50
Dispatcher certifications maintained	Yes	Yes	Yes

AUTHORIZED PERSONNEL

E911 Communications Director	0.5	0.5	0.5
Chief Dispatcher	1	1	1
Dispatch Trainer	1	1	0
Dispatcher	<u>9</u>	<u>8</u>	<u>8</u>
Total	11.5	10.5	9.5

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
E911 CENTRAL DISPATCH FUND 25						
Revenues 0000						
Telephone E-911 Tax	3110	212,050	193,800	212,050	234,662	223,257
State & Federal Grants	3300	36,000	-	-	2,894	1,559
Contractual Fees	3350	569,507	680,687	680,687	435,116	488,512
Transfer In	3950	-	-	-	-	-
Investment Earnings	3980	3,000	520	465	403	2,397
Miscellaneous	3990	4,000	-	-	-	-
Total Program Revenues		824,557	875,007	893,202	673,075	715,725
Expenditures 2510						
Personnel						
Salaries, Regular	4000	441,227	388,160	405,723	318,101	392,160
Salaries, Temporary	4010	16,134	13,835	10,607	10,345	-
Salaries, Overtime & Call-Out	4020	35,075	29,991	43,854	85,195	29,482
Social Security & Medicare	4030	37,671	33,047	35,370	30,745	31,431
Insurance, Dental	4060	3,945	4,176	3,853	3,293	3,683
Insurance, Life	4070	735	657	665	493	593
Retirement Contributions	4080	78,113	69,413	61,523	49,004	45,632
Insurance, Unemp Comp	4100	5,000	5,000	2,000	-	-
Insurance, Work Comp	4110	936	1,040	973	907	848
Insurance, Health & Vision	4130	104,272	102,559	87,767	74,750	88,660
Subtotal		723,108	647,878	652,335	572,833	592,490
Operating						
Insurance	4220	15,367	18,799	15,939	17,692	-
Misc. Contract Services	4500	19,009	50,272	34,723	15,245	28,311
Miscellaneous Grants	4510	60,000	-	-	7,390	-
Telecommunications	4650	68,950	66,950	60,953	54,775	54,016
Lease/Lease Purchase-Phone System	4670	-	-	-	-	-
Lease/Lease Purchase-CAD System	4671	-	-	-	-	-
Training	4770	12,700	11,200	10,372	6,266	3,435
Membership Dues	4780	500	475	171	171	169
Professional Publications	4790	300	300	300	-	-
Office Supplies	4800	2,200	2,200	871	1,068	1,466
Computer Supplies	4850	2,180	2,000	1,795	961	-
Printing and Copying	4890	750	750	750	594	276
Postage	4900	150	150	126	30	74
Minor Equipment & Supplies	4910	2,400	1,000	2,975	126	-
Computer Equipment & Software	4920	9,495	18,810	18,257	5,956	12,775
Radio Equipment & Maintenance	4980	-	6,000	6,000	5,741	5,823
Equipment Maintenance	5030	23,960	17,750	17,971	10,054	15,471
Clothing, New	5070	1,000	-	-	-	-
Electricity-Building	5890	652	610	587	511	429
Infrastructure	7160	-	-	-	-	-
Equipment	7210	-	60,000	61,587	-	-
Subtotal		219,613	257,266	233,377	126,581	122,244
Total Program Expenditures		942,721	905,144	885,712	699,414	714,734
Fund Balance, Beginning of Year		138,164	50,137	130,674	157,013	156,022
Fund Balance, End of Year		\$20,000	\$20,000	\$138,164	\$130,674	\$157,013

North Baltimore Street Community Improvement District Fund 26

PROGRAM DESCRIPTION: On August 18, 2016, a petition was filed with the City Clerk for the establishment of a community improvement district Pursuant to the CID Act, known as the North Baltimore Street Community Improvement District for the property located at 2405 North Baltimore Street, 2603 North Baltimore Street and 2605 North Baltimore Street. On September 19, 2016, the City Council conducted a public hearing to obtain comments and input from the community. After the hearing during the council meeting, the City Council adopted the ordinance to establish the North Baltimore Street Community Improvement District for a maximum twenty-five year term, expiring September 19, 2041. This fund was created to capture no more than a 1-cent sales tax on sales within the District to fund improvements of public infrastructure on the property.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Monitor implementation and collection of sales taxes imposed within the District

COMMUNITY PROSPERITY

- ◆ Marketing efforts will focus on the attraction of additional commercial development to the District

SIGNIFICANT HIGHLIGHTS/CHANGES: The developer completed construction on the first commercial infrastructure, Hobby Lobby, which opened in September 2017. In 2018, construction continued, with the eventual opening of Marshalls, PetSmart, Arby's, and the relocation of Shoe Sensation. Construction in 2021 included Kentucky Fried Chicken, Wendy's, and a T-Mobile store. Construction in 2022 included Five Below, Old Navy, and Maurice's sales tax revenue collected from the District's 1% CID sales tax. The developer submitted reimbursable expenses during 2019, which were certified and are being reimbursed per an agreement between the developer and the District.

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
NORTH BALTIMORE STREET COMMUNITY IMPROVEMENT DISTRICT 26						
Revenues 0000						
Sales Taxes	3080	200,000	155,000	188,700	165,888	107,631
State & Federal Grants	3300	-	-	-	-	-
Investment Earnings	3980	1,250	110	150	121	275
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		201,250	155,110	188,850	166,009	107,906
Expenditures 2610						
Insurance	4220	1,123	985	1,025	976	921
Misc. Contractual Services	4500	194,050	153,965	208,434	135,044	100,286
Legal Services	4530	-	-	-	-	-
Auditing Services	4540	160	160	160	160	160
Professional Publications	4790	-	-	-	-	-
Infrastructure	7160	-	-	-	-	-
Total Program Expenditures		195,333	155,110	209,619	136,180	101,367
Fund Balance, Beginning of Year		39,374	30,000	60,143	30,315	23,776
Fund Balance, End of Year		\$45,291	\$30,000	\$39,374	\$60,143	\$30,315

Community Partnership Fund 28

PROGRAM DESCRIPTION: This Fund serves as a conduit to account for joint projects with community groups. All monies in this Fund are obtained from fees, donations or grants. Available funds can be used for program supplies, seed money for grants or held in trust for special projects or other similar activities. Projects that have been accomplished with these funds include:

2008-Construction of a skateboard park at the North Park Complex

2014-Construction of McKinney Bark Park

2017-Construction of a boundary fence along the border of Forest-Llewellyn Cemetery

2020-Initial funding for the Detweiler Park development

2022-Funding for the Holiday Tree Lighting Project

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
COMMUNITY PARTNERSHIP FUND 28						
Revenues 0000						
Activities Fees	3330	-	-	-	-	-
Contributions	3910	-	-	5,500	-	-
Investment Earnings	3980	30	30	30	26	166
Total Program Revenues		30	30	5,530	26	166
Expenditures 2810						
Transfer Out	6530	-	10,000	15,850	-	-
Program Supplies	6760	-	-	-	-	-
Total Program Expenditures		-	10,000	15,850	-	-
Fund Balance, Beginning of Year		384	10,708	10,704	10,678	10,512
Fund Balance, End of Year		<u>\$414</u>	<u>\$738</u>	<u>\$384</u>	<u>\$10,704</u>	<u>\$10,678</u>

Missouri Rural Enterprise and Innovation Center Fund 29

PROGRAM DESCRIPTION: The Missouri Rural Enterprise & Innovation Center (MREIC) is a Missouri nonprofit Corporation created in October 2006 that is funded by the Missouri Technology Corporation, a public-private partnership created by the Missouri General Assembly to promote entrepreneurship and foster the growth of new and emerging high-tech companies. MREIC provides support to new and established entrepreneurs through both one-on-one advising, as well as, connections to workshops, funding resources and technology development solutions in a sixteen-county area. As part of MREIC, the Small Business Development Center (SBDC) promotes entrepreneurship, small business growth and counseling, in such areas, as business plan development, financial management, market feasibility, international trade, franchising and licensing, inventory, and marketing in a six-county area. It is funded in part by the Federal government through a partnership with the U.S. Small Business Administration. On September 16, 2019, City Council approved an ordinance to establish the City as the fiscal agent for MREIC requiring the inclusion of MREIC fiscal activity to be included in the City's financial documents, and establishing the City as the umbrella organization under which MREIC & SBDC and those employees funded by the entities operate. As a result of this action, the employees of MREIC are now employees of the City, effective of October 1, 2019.

OBJECTIVES/GOALS

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Serve as the economic organization that supports the ideas and dreams of individuals who wish to explore the feasibility of a business concept

COMMUNITY PROSPERITY

- ◆ Continue to work with individuals, within the service areas, to determine feasibility for new business start-ups to expand economic opportunities
- ◆ Support the SBDC state-wide effort to meet federally mandated goals

STEWARDSHIP

- ◆ Continue to work with the MREIC Board to ensure compliance and ongoing funding support

SIGNIFICANT HIGHLIGHTS/CHANGES: MREIC will continue to address operations based on fluctuating revenues, due to Federal and State budgetary issues. An additional area of focus from 2022 that will continue in 2023 will be connecting childcare providers with resources to allow for business startup and expansion of existing facilities. MREIC will implement its Rural Business Development Grant to provide low interest funding resources to businesses outside the available loan channels.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
New contacts with individuals exploring business ideas	24	35	36
Council Goal: Community Prosperity			
Key Measure: Effectiveness			
\$3M in capitalization for clients (change to \$3.5M 2023)	100%	48%	109%
Businesses started	15	17	16
Unique clients served	250	250	174
Jobs supported	750	750	1096
Client counseling satisfaction based on survey			
Clients recommending the center to others	100%	100%	100%
Business trainings conducted	12	6	2
Council Goal: Stewardship			
Type of Measure: Effectiveness			
Funds received as a percent to cover total expenditures	85%	97%	105%
Performance evaluations completed within 30 days of due date	100%	100%	100%
AUTHORIZED PERSONNEL			
Executive Director	1	1	1
Business Counselor	1	1	1
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
Total	3	3	3

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
MISSOURI RURAL ENTERPRISE & INNOVATION CENTER FUND 29						
Revenues 0000						
Intergovernmental						
State & Federal Grants-SBDC	3300	88,621	88,330	88,330	87,665	109,056
State & Federal Grants-MREIC	3301	210,887	66,323	21,759	47,243	48,965
Subtotal		299,508	154,653	110,089	134,909	158,021
Other Income						
Contractual Services	3350	25,000	50,000	53,480	3,094	-
Loan Repayments	3850	15,000	15,000	-	-	-
Refunds & Reimbursements	3900	103,046	109,953	96,922	111,305	109,777
Contributions	3910	2,000	2,000	-	-	2,000
Contributions-SBDC	3911	-	-	-	-	-
Sale of Property	3940	-	-	-	2,167	-
Transfers In	3950	-	-	-	-	-
Rental Income	3970	2,000	2,000	1,055	4,019	11,740
Investment Earnings	3980	3,080	250	360	241	1,553
Subtotal		150,126	179,203	151,817	120,825	125,069
Total Program Revenues		449,634	333,856	261,906	255,734	283,091
Expenditure Summary by Program						
SBDC 2910						
Personnel						
Salaries, Regular	4000	105,979	95,169	111,886	109,126	70,605
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	-	-	-	-	8
Social Security & Medicare	4030	8,107	7,280	8,105	7,784	5,040
Insurance, Dental	4060	840	831	1,175	1,084	825
Insurance, Life	4070	179	127	209	181	118
Retirement Contributions	4080	17,381	15,798	18,573	14,145	7,674
Insurance, Work Comp	4110	187	180	153	129	144
Insurance, Health & Vision	4130	20,866	20,040	27,217	21,478	18,139
Subtotal		153,540	139,425	167,318	153,927	102,553
Operating						
Misc. Contract Services	4500	-	-	-	-	-
Telecommunications	4650	500	2,000	838	1,831	1,586
Travel/Training	4770	500	2,000	802	121	539
Office Supplies	4800	1,215	215	215	37	1,278
Minor Equipment & Supplies	4910	-	-	1,062	1,096	-
Subtotal		2,215	4,215	2,917	3,085	3,403

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
MISSOURI RURAL ENTERPRISE & INNOVATION CENTER FUND 29						
Expenditure Summary by Program						
MREIC 2920						
Personnel						
Salaries, Regular	4000	75,534	111,186	61,178	56,780	88,761
Salaries, Temporary	4010	12,480	-	-	-	-
Salaries, Overtime & Call-Out	4020	-	-	-	-	3
Social Security & Medicare	4030	6,733	8,506	4,458	4,057	6,474
Insurance, Dental	4060	544	831	733	577	836
Insurance, Life	4070	127	189	126	93	151
Retirement Contributions	4080	12,388	18,457	10,156	7,363	8,838
Insurance, Work Comp	4110	276	305	302	271	278
Insurance, Health & Vision	4130	13,526	16,388	14,925	9,702	13,072
Subtotal		121,608	155,862	91,878	78,843	118,413
Operating						
Insurance, Liability	4220	6,839	7,948	6,916	5,926	1,328
Misc. Contract Services	4500	75,900	1,000	862	540	561
Miscellaneous Grants	4510	50,000	50,000	-	-	36,626
Auditing Services	4540	160	160	160	160	1,135
Telecommunications	4650	280	-	-	-	-
Travel/Training	4770	3,060	3,060	1,278	761	-
Membership Dues	4780	170	160	170	160	160
Office Supplies	4800	750	800	1,293	-	26
Printing & Copying	4890	1,700	150	50	-	-
Postage	4900	-	-	-	-	-
Minor Equipment & Supplies	4910	1,750	500	500	-	2,590
Software Renewal & Maintenance	5025	360	-	-	-	-
Program Supplies	6760	1,300	1,300	800	1,116	10,446
Subtotal		142,269	65,078	12,029	8,664	52,872
Total Program Expenditures		419,631	364,580	274,142	244,520	277,241
Fund Balance, Beginning of Year		167,489	172,870	179,725	168,510	162,661
Fund Balance, End of Year		<u>\$197,492</u>	<u>\$142,146</u>	<u>\$167,489</u>	<u>\$179,725</u>	<u>\$168,510</u>

Economic Development Sales Tax Fund 34

PROGRAM DESCRIPTION: The Highway 63 Sales Tax Fund 98 was established in 2002 to account for the receipt of the ½-cent economic development sales tax dedicated solely for the four-lane construction of Highway 63 from Macon to Millard. Voters approved to extend this tax to year 2019 and fund the Highway 63 alternate route around Kirksville. The funds were placed in the South Highway 63 Alternate Route Fund 34 as of September 2012. The first scheduled annual payment for this project was made in June 2013 and matured on June 2019. On April 5, 2016, voters approved the continuation of the sales tax with no sunset and allocated 25% towards community and economic development projects and 75% towards street and stormwater improvements. In addition, authorization was given for the use of excess 2016 funds and any remaining funds going toward street improvements until the final payment in 2018. With the final payment of the alternate route in 2018 and the allocation of fund resources to many uses, the fund is now the Economic Development Sales Tax Fund.

OBJECTIVES/GOALS STEWARDSHIP

- ◆ Invest funds to maximize earnings in accordance with the City Council Investment Policy.

SIGNIFICANT HIGHLIGHTS/CHANGES: For 2023, sales tax revenues will support community and economic development projects for a connecting sidewalk along New Street and enhancements to the KAMP Plan. In addition, stormwater improvements will be made to the Factory Addition neighborhood of the City in conjunction with a grant in the CDBG Fund.

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
ECONOMIC DEVELOPMENT SALES TAX FUND 34						
Revenues 0000						
Economic Development Sales Tax	3090	1,883,044	1,607,665	1,833,350	1,695,051	1,566,028
Loan Proceeds	3630	-	-	-	-	-
Investment Earnings	3980	15,000	2,750	2,750	2,482	14,989
Total Program Revenues		1,898,044	1,610,415	1,836,100	1,697,533	1,581,017
Expenditures 3410						
Lease/Lease Purchase	4670	-	-	-	-	-
Misc. Contract Services	4500	-	-	-	-	-
Transfers Out	6530	2,087,352	1,678,818	1,729,714	1,614,611	1,581,017
Total Program Expenditures		2,087,352	1,678,818	1,729,714	1,614,611	1,581,017
Fund Balance, Beginning of Year		189,308	68,403	82,922	-	-
Fund Balance, End of Year		\$0	\$0	\$189,308	\$82,922	\$0

Kirk-Tran Fund 85

PROGRAM DESCRIPTION: Kirk-Tran is the public transit service for the City of Kirksville. This service is a cooperative effort between the City of Kirksville, OATS, Inc., the Missouri Department of Transportation, the Federal Transit Administration, and the Adair County SB-40 Developmental Disability Board. Kirk-Tran is operated by OATs and contracted to use their busses, drivers, and office staff to provide transportation services Monday through Saturday.

OBJECTIVES/GOALS**COMMUNITY INVESTMENT AND ENGAGEMENT**

- ◆ Continue to provide affordable, public transportation for residents

SIGNIFICANT HIGHLIGHTS/CHANGES: In 2023, Kirk-Tran will transition from a stand-alone, non-profit corporation to a fund of the City. This will ensure the continuation of public transportation for residents and workforce within the City.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS				Budget 2023	Projected 2022	Actual 2021
Council Goal: Community Investment and Engagement						
Key Measure: Effectiveness						
Riders served annually (based on number of trips)				15,000	14,808	NA
Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
KIRK-TRAN FUND 85						
Revenues 0000						
Intergovernmental						
State & Federal Grants	3300	111,000	-	-	-	-
Subtotal		111,000	-	-	-	-
Charges for Services						
Activity Fees	3330	45,000	-	-	-	-
Contractual Fees	3350	6,000	-	-	-	-
Subtotal		51,000	-	-	-	-
Other Income						
Refunds & Reimbursements	3900	-	-	-	-	-
Contributions	3910	102,159	-	-	-	-
Transfers In	3950	37,661	-	-	-	-
Investment Earnings	3980	1,500	-	-	-	-
Miscellaneous	3990	25	-	-	-	-
Subtotal		141,345	-	-	-	-
Total Program Revenues		303,345	-	-	-	-
Expenditures 8510						
Insurance, Liability	4220	1,700	-	-	-	-
Misc. Contractual Services	4500	255,900	-	-	-	-
Public Information	4610	13,500	-	-	-	-
Printing & Copying	4890	1,250	-	-	-	-
Postage	4900	250	-	-	-	-
Minor Equipment & Supplies	4910	1,500	-	-	-	-
Total Program Expenditures		274,100	-	-	-	-
Fund Balance, Beginning of Year		-	-	-	-	0
Fund Balance, End of Year		\$29,245	\$0	\$0	\$0	\$0

Tourism Fund 86

PROGRAM DESCRIPTION: In August 2006, voters approved a lodging tax of three and six-tenths (3.6) percent to be levied on the gross daily rent for all sleeping rooms of lodging establishments located in the city occupied and paid or by transient guests. That same year, the City and Kirksville Area Chamber of Commerce (Chamber) entered into an agreement in which the City would collect and remit these funds to the Chamber for the purpose of creating a Tourism program that promotes area tourism. On April 1, 2022, the City assumed operations of the Tourism program and created the Kirksville Tourism Fund for the promotion of area tourism. As a result of this action, the Tourism Director became an employee of the City and all operations were transferred from the Chamber to the City and are reported in the Tourism Fund.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Continue to seek alternative funding sources by identifying grant opportunities and applying for those beneficial to the Tourism Department.
- ◆ Through monthly meetings engage the Tourism Advisory Board to ensure strong stewardship of the tourism funds

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Continue to work as the entity that partners with others to bring both leisure and business travelers to Kirksville
- ◆ Continue to support community sponsored events through the Tourism Partnership program

COMMUNITY PROSPERITY

- ◆ Continue to work with other economic development partners
- ◆ Increase lodging tax activity
- ◆ Continue to promote Kirksville as a conference host.
- ◆ Continue to promote outdoor activities
- ◆ Develop a marketing plan

SIGNIFICANT HIGHLIGHTS/CHANGES: To increase grant revenue opportunities, the City of Kirksville Tourism Department received approval from the Adair County Commission to become the Destination Marketing Organization for Adair County in 2022. This will allow the Department to apply for various grant opportunities as part of the Marketing Matching Grant Program for tourism marketing efforts. The Department will improve marketing efforts and event communications to promote more evenly spaced-out event offerings that increase tourism during all seasons. In addition, capital infrastructure to replace the “Welcome Kirksville” signs and the mural on the side of Princess Emporium will be completed.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
<i>Council Goal: Accountability</i>			
<i>Type of Measure: Effectiveness</i>			
Research and apply for tourism grants	1	1	*
Tourism Advisory Board meetings	12	12	12
<i>Council Goal: Community Investment and Engagement</i>			
<i>Type of Measure: Effectiveness</i>			
Tourism Community Development meetings attended	4	2	*
Leisure partnership events	8	6	*
Business partnership events	4	3	*
Tourism partnerships awarded (in dollars)	\$34,050	\$34,050	*
<i>Council Goal: Community Prosperity</i>			
<i>Type of Measure: Effectiveness</i>			
Economic Development meetings attended	8	4	*
Average occupancy rate for lodging	50%	48%	45%
Exhibit at trade shows/exhibitions	3	2	*
Develop ads/marketing efforts	14	13	16
AUTHORIZED PERSONNEL			
Tourism Director	1	1	1

*Data was not available, as the Tourism Fund was created in April 1, 2022, when the City acquired the operations of the convention and visitor's bureau.

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Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
TOURISM FUND 86						
Revenues 0000						
Lodging Tax	3170	226,360	-	226,360	-	-
State & Federal Grants	3300	-	-	-	-	-
Concessions	3320	2,200	-	2,260	-	-
Refunds & Reimbursements	3900	2,691	-	507	-	-
Contributions	3910	7,000	-	620,277	-	-
Transfers In	3950	3,000	-	-	-	-
Investment Earnings	3980	10,000	-	1,211	-	-
Miscellaneous	3990	200	-	25	-	-
Total Program Revenues		251,451	-	850,640	-	-
Expenditures 8610						
Personnel						
Salaries, Regular	4000	61,857	-	39,902	-	-
Salaries, Temporary	4010	2,400	-	-	-	-
Social Security & Medicare	4030	4,916	-	3,058	-	-
Insurance, Dental	4060	369	-	247	-	-
Insurance, Life	4070	105	-	69	-	-
Retirement Contributions	4080	10,145	-	1,423	-	-
Insurance, Work Comp	4110	203	-	25	-	-
Insurance, Health & Vision	4130	9,166	-	5,401	-	-
Subtotal		89,161	-	50,125	-	-
Operating						
Insurance, Liability	4220	536	-	-	-	-
Misc. Contract Services	4500	5,300	-	7,227	-	-
Miscellaneous Grants	4510	-	-	-	-	-
Public Information	4610	36,938	-	20,319	-	-
Telecommunications	4650	200	-	-	-	-
Commission/Community Support	4690	43,500	-	33,956	-	-
Expense Allowance	4760	4,200	-	-	-	-
Travel/Training	4770	9,000	-	1,435	-	-
Membership Dues	4780	2,040	-	475	-	-
Professional Publications	4790	175	-	160	-	-
Office Supplies	4800	1,500	-	1,000	-	-
Printing & Copying	4890	1,700	-	21	-	-
Postage	4900	750	-	50	-	-
Minor Equipment & Supplies	4910	900	-	2,579	-	-
Software Renewals & Maintenance	5025	350	-	263	-	-
Clothing, New	5070	150	-	150	-	-
Merchandise for Resale	6130	1,350	-	1,180	-	-
Transfer Out	6530	15,000	-	-	-	-
Subtotal		123,590	-	68,815	-	-
Capital						
Infrastructure	7160	70,000	-	-	-	-
Subtotal		70,000	-	-	-	-
Total Program Expenditures		282,751	-	118,940	-	-
Fund Balance, Beginning of Year		731,700	-	-	-	-
Fund Balance, End of Year		\$700,400	\$0	\$731,700	\$0	\$0

Airport Fund 87

PROGRAM DESCRIPTION: The Kirksville Regional Airport is a municipal operation that provides facilities and services for corporate and commercial America, as well as local, transient, corporate, and commuter aircraft. Located just outside of Kirksville, the Airport provides direct services to local aircraft owners, commercial carrier, business jets, and travelers, i.e., 100LL and Jet A aircraft refueling, tie-downs, catering, ground power unit, ground support and hangar services for customers. The airport staff assists customers with transportation to and from Kirksville and services provided by the airport. The continued competitive fuel pricing, professional services, and unmatched quick turn services has made the airport a constant stop for cross country customers. The Airport, through on-site tenants, indirectly provides aircraft maintenance and avionics, air charter service, pilot instruction, aircraft rental, and air commuter services. The Airport, to the greatest extent possible, pays for its operational expenses from revenue generated from fuel sales, concessions, hangar rentals and agricultural leases; however, it still relies on support from the General Fund along with capital allocation from the CIST Fund and the Transportation Sales Tax Fund. The Airport also receives annual non-primary entitlement funding in the amount of \$150,000 from the Federal Aviation Administration for airport capital projects. The financial responsibility of the Airport is reduced on the local level through federal and state support. Based on the most recent Missouri Department of Transportation study the Kirksville Regional Airport has a total positive economic impact of over \$6 million dollars to the local community and supports twenty-four full time jobs.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Maintain compliance with the FAA Part 139 standards

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Coordinate with the EAS provider to ensure scheduled services remain steady and reliable
- ◆ Minimize cancellations due to winter runway conditions

COMMUNITY PROSPERITY

- ◆ Promote the airport as an essential asset to businesses and corporations
- ◆ Promote the airport as a contract fuel provider

STEWARDSHIP

- ◆ Continue to work with MoDOT on completion of improvement projects in accordance with the Airport Layout Plan to ensure compliance with both State and Federal regulations.

SIGNIFICANT HIGHLIGHTS/CHANGES: The Kirksville Regional Airport terminal building is the first impression for many who travel to the area. Basic maintenance has been completed over the years, but the building needs of refurbishing/replacement. Funds to construct a terminal building in 2023 have been sought through grant funding.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
<i>Council Goal: Accountability</i>			
<i>Key Measure: Effectiveness</i>			
Part 139 training hours	250	212	206
FAA inspection deficiencies (goal ≤ 3)	1	1	1
Performance evaluations completed within 30 days of due date	100%	75%	50%
<i>Council Goal: Community Investment and Engagement</i>			
<i>Key Measure: Effectiveness</i>			
Passengers served	10,000	9,100	8,002
Subsidy per commuter passenger (DOT requires <\$200)	\$196	\$196	\$184
Contacts with EAS provider	16	12	12
Flights cancelled	20	20	15
<i>Council Goal: Community Prosperity</i>			
<i>Key Measure: Effectiveness</i>			
Distribution of materials regarding airport services	160	135	125
Hangar occupancy	85%	88%	89%
Gallons sold-Jet A fuel	72,000	72,000	42,488
Gallons sold-Av Gas fuel	96,000	96,000	98,656
AUTHORIZED PERSONNEL			
Airport Director	1	0.2	0.2
Airport Foreman	1	1	1
Airport Operator	<u>2</u>	<u>3</u>	<u>3</u>
Total	4	4.2	4.2

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
AIRPORT FUND 87						
Revenues 0000						
Intergovernmental						
State & Federal Grants	3300	299,250	-	412,811	3,678,538	322,543
Subtotal		299,250	-	412,811	3,678,538	322,543
Charges for Services						
Concessions	3320	450	450	216	49	57
Contractual Fees	3350	41,000	41,000	41,000	42,680	38,520
Terminal Rent	3510	13,982	13,982	13,982	13,982	13,982
Tie Down Fees	3520	60	60	210	120	555
Hangar Rentals	3530	55,000	55,000	53,023	53,559	62,263
Subtotal		110,492	110,492	108,431	110,390	115,377
Sales Income						
100 Octane Fuel Sales	3560	632,640	550,000	582,640	482,114	416,105
Jet-A Fuel Sales	3570	383,760	205,000	397,760	146,483	178,072
Aviation Oil Sales	3580	2,310	2,310	1,118	836	1,221
Subtotal		1,018,710	757,310	981,518	629,433	595,398
Other Income						
Refunds and Reimbursements	3900	-	-	-	-	-
Sale of Property	3940	-	-	16,500	15,400	5,100
Insurance Proceeds	3945	-	-	-	-	-
Transfers In	3950	152,391	207,910	240,513	323,210	144,441
Farm Income	3970	14,475	14,475	14,475	14,550	24,149
Miscellaneous	3990	1,200	1,200	398	471	2,587
Subtotal		168,066	223,585	271,886	353,631	176,276
Total Program Revenues		1,596,518	1,091,387	1,774,646	4,771,993	1,209,594
Expenditures 8750						
Personnel						
Salaries, Regular	4000	190,442	167,151	156,725	152,223	154,902
Salaries, Temporary	4010	8,640	-	-	-	-
Salaries, Overtime & Call-Out	4020	12,555	12,375	12,122	7,258	8,850
Social Security & Medicare	4030	16,190	13,734	11,893	11,655	11,958
Insurance, Dental	4060	1,845	1,772	1,588	1,772	1,649
Insurance, Life	4070	327	250	249	253	232
Retirement Contributions	4080	33,292	29,801	26,594	20,681	18,094
Insurance, Unemployment	4100	-	-	-	-	-
Insurance, Work Comp	4110	15,496	15,705	14,717	12,792	10,399
Insurance, Health & Vision	4130	45,822	48,553	44,779	40,812	37,728
Subtotal		324,609	289,341	268,667	247,446	243,812

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
AIRPORT FUND 87						
Expenditures 8750						
Operating						
Insurance, Liability	4220	25,160	27,993	22,304	21,231	19,388
Insurance Claims	4225	-	-	-	2,497	-
Misc. Contract Services	4500	200	200	200	200	229
Public Information	4610	-	-	-	21,976	27,774
Telecommunications	4650	3,425	2,570	2,952	1,550	1,574
Equipment Rental	4660	1,500	1,500	-	-	-
Lease/Lease Purchase	4670	-	-	-	-	-
Credit Card Expense	4730	10,000	7,000	10,566	4,789	5,625
Expense Allowance	4760	-	-	-	-	-
Travel/Training	4770	8,890	8,425	4,513	4,309	2,287
Office Supplies	4800	500	500	408	-	146
Computer Supplies	4850	500	500	490	90	-
Printing & Copying	4890	200	200	100	-	-
Postage	4900	330	330	277	244	233
Minor Equipment & Supplies	4910	5,800	5,600	4,369	2,395	3,240
Chemicals	4930	3,500	3,500	-	-	1,440
Safety Equipment	4950	400	400	150	212	143
Minor Fire Equipment	4960	2,100	2,100	1,516	4,153	5,180
Radio Equipment/Maintenance	4980	2,000	2,000	1,600	-	-
Vehicle Maintenance	5000	28,675	19,857	23,419	18,214	28,167
Vehicles-Motor Equipment	5010	17,140	11,548	12,182	7,885	14,143
Gas & Oil	5020	18,827	18,394	18,084	9,802	6,133
Equipment Maintenance	5030	5,710	5,500	3,784	3,167	2,123
Building Maintenance	5040	1,975	1,575	1,958	748	606
Land Maintenance	5050	7,200	7,200	6,136	-	1,749
Clothing, New	5070	1,500	1,500	1,500	1,007	986
Electricity-Buildings	5890	16,140	16,525	14,670	12,020	13,417
Rural Water	5940	900	900	730	659	709
Heating Fuel	5950	7,685	7,055	6,925	4,465	4,959
Transfers Out	6530	-	-	-	-	10,000
Debt Service	6630	158,068	23,245	23,245	23,244	23,244
Subtotal		328,326	176,117	162,078	144,858	173,495
Cost of Goods Sold						
100 Octane Fuel	6100	527,040	429,000	487,040	389,240	300,624
Jet-A Fuel	6110	304,560	150,000	308,560	97,764	110,362
Aviation Oil	6120	2,000	2,000	2,000	674	1,240
Merchandise for Resale	6130	300	300	150	-	-
Subtotal		833,900	581,300	797,750	487,678	412,226
Capital						
Infrastructure	7160	-	10,000	427,151	3,530,996	240,417
Facilities	7170	-	14,000	13,143	-	-
Engineering	7180	315,000	-	-	-	-
Equipment	7210	7,000	-	-	18,220	34,308
Vehicles	7200	-	-	-	-	-
Subtotal		322,000	24,000	440,294	3,549,217	274,725
Total Program Expenditures		1,808,835	1,070,758	1,668,789	4,429,199	1,104,258
Fund Balance, Beginning of Year		241,622	(172,718)	135,764	(207,030)	(312,365)
Fund Balance, End of Year		<u>\$29,305</u>	<u>(\$152,089)</u>	<u>\$241,622</u>	<u>\$135,764</u>	<u>(\$207,030)</u>

Parks and Recreation Fund 88

PROGRAM DESCRIPTION: In April 2017, voters approved a ½ cent sales tax to support parks and recreation. Parks and Recreation works to enhance the quality of life for Kirksville area residents of all ages and interests by conducting a wide variety of affordable classes, programs and special events in conjunction with various community partners. The Department plans and develops parks and recreation facilities, operates, and maintains the Aquatic Center, Rotary Park, Patryla Park, P.C. Mills Park, Brashear Park, Memorial Park, Jaycee Park, McKinney Bark Park, Hazel Creek, Forest Lake and North Park Complex.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Complete performance assessments in a timely manner
- ◆ Manage Department resources to maintain and enhance park services

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Provide community-wide recreational programs for all ages
- ◆ Explore and expand partnership opportunities to enhance programming and facilities
- ◆ Continue to provide affordable recreational opportunities

STEWARDSHIP

- ◆ Initiate the Kirksville Parks and Recreation Master Plan
- ◆ Demonstrate environmental stewardship through the planting and continued maintenance of park trees
- ◆ Manage the replacement/maintenance plan for park lands and facilities

SIGNIFICANT HIGHLIGHTS/CHANGES: Program offerings and capital planning will be implemented based on the Kirksville Parks and Recreation Master Plan, in addition to administering the local baseball and softball program for 2023. Staffing positions for an Aquatics Specialist and Parks Maintenance Worker will also be added. To maximize fund, the Department will complete a Land and Water Fund (LWCF) grant to replace the restroom facility at Patryla Park and construct a restroom facility at Spur Pond. Other capital improvements include P.C. Mills Park splash pad, bathroom replacement, and additional parking, Forest Lake floating dock replacement, McKinney Bark Park storm drain installment, and various equipment purchases. Should grant funding become available for the P.C. Mills Park improvements, a second park improvement project will be funded.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Sales tax revenue increase over prior year	1.0%	7.6%	8.2%
Completion of approved Parks Capital Projects	100%	60%	70%
Performance evaluations completed within 30 days of due date	100%	100%	100%
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
Free Community Programs / Events (Week of the Young Child, Easter, Block Parties, Movies, Santa Letters, Senior fitness, Fall Dinner Theatre)	25	20	23
Fine Arts Programs / Events (Theatre Camp, Spring, Summer, Fall Theatre, Paint the Ville)	12	13	9
Recreation Programs / Participants (Tennis, Breakfast with Santa, Tiny Tykes, Little Sluggers, Virtual 5K)	20/1,800	24/1,293	17/1,500
Aquatic Programs / Participants (Swim Lessons, Indoor Triathlon)	25/1,500	18/1,400	9/151
American Red Cross Training Courses (CPR, First Aid, Lifeguard and Instructor courses)	25	24	26
Aquatic Center Attendance	47,000	46,300	30,491
Community Partnerships	65	50	45
Council Goal: Stewardship			
Key Measure: Effectiveness			
Individual park plans reviewed	NA	0	10
Develop a comprehensive park master plan	NA	100%	NA
Plant new or replacement park trees	30	8	42
Implement action items from Parks and Recreation Master Plan	10	NA	NA
AUTHORIZED PERSONNEL			
Parks and Recreation Director	1	1	1
Assistant Parks and Recreation Director	1	1	1
Recreation Coordinator	1	1	1
Park Maintenance Foreman	1	1	1
Aquatics Specialist	1	0	0
Park Maintenance Worker	<u>2</u>	<u>1</u>	<u>1</u>
Total	7	5	5

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
PARKS & RECREATION FUND 88						
Revenues 0000						
Intergovernmental						
State & Federal Grants	3300	274,153	137,876	50,236	101,527	9,314
Subtotal		274,153	137,876	50,236	101,527	9,314
Charges for Services						
Admission Fees	3310	200,000	160,000	207,213	139,846	-
Concessions	3320	73,000	76,000	76,219	67,324	3,118
Activities Fees	3330	123,500	118,500	111,614	86,163	39,561
Contractual Fees	3350	15,000	24,500	22,070	19,005	10,000
Subtotal		411,500	379,000	417,116	312,338	52,679
Other Income						
Bond Proceeds	3630	-	-	-	-	8,120,000
Bond Proceeds-OIP	3635	-	-	-	-	618,605
Parks & Recreation Sales Tax	3690	1,869,333	1,595,945	1,819,675	1,685,208	1,550,786
Sales of Merchandise	3720	2,200	2,000	2,320	1,917	-
Refunds & Reimbursements	3900	27,800	25,400	14,550	10,326	14,685
Contributions	3910	-	15,000	-	15,050	-
Sale of Property	3940	-	-	8,000	4,900	10,575
Insurance Proceeds	3945	-	-	-	-	100
Transfer In	3950	75,000	314,623	314,973	260,000	436,023
Investment Earnings	3980	15,000	3,000	4,750	4,052	41,495
Miscellaneous	3990	150	150	150	141	5
Subtotal		1,989,483	1,956,118	2,164,418	1,981,594	10,792,274
Total Program Revenues		2,675,136	2,472,994	2,631,770	2,395,458	10,854,267
Expenditures 8810						
Personnel						
Salaries, Regular	4000	328,130	253,786	253,665	238,425	226,588
Salaries, Temporary	4010	335,956	341,816	306,692	211,175	59,150
Salaries, Overtime & Call-Out	4020	5,763	3,711	3,280	289	289
Social Security & Medicare	4030	51,243	45,847	42,644	33,612	20,835
Insurance, Dental	4060	3,045	2,538	2,677	2,549	2,476
Insurance, Life	4070	570	425	425	405	378
Retirement Contributions	4080	54,758	42,744	43,084	31,495	28,232
Insurance, Unemployment	4100	5,000	5,000	5,000	-	(1,127)
Insurance, Work Comp	4110	36,712	24,878	30,517	15,203	7,678
Insurance, Health & Vision	4130	75,635	64,351	61,429	58,500	58,885
Subtotal		896,812	785,096	749,413	591,653	403,386

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
PARKS & RECREATION FUND 88						
Expenditures 8810						
Operating						
Insurance, Liability	4220	35,208	36,350	30,142	29,929	-
Insurance Claims	4225	1,000	1,000	7,500	(900)	(699)
Misc. Contract Services	4500	25,820	98,780	98,780	8,308	9,885
Miscellaneous Grants	4510	-	8,380	8,380	34,614	81,400
Legal & Administrative Fees	4530	1,100	1,100	1,100	1,100	-
Public Information	4610	750	750	400	219	246
Telecommunications	4650	5,100	2,965	3,647	2,594	2,951
Lease/Lease Purchase	4670	752,900	754,100	754,100	749,300	752,228
Safety Programs	4720	100	100	100	100	100
Credit Card Expense	4730	9,000	8,100	7,978	4,414	996
Refunds	4750	-	-	-	-	-
Expense Allowance	4760	4,200	4,200	4,200	4,200	4,200
Travel/Training	4770	8,136	6,813	5,328	4,435	1,804
Membership Dues	4780	860	600	555	485	485
Office Supplies	4800	600	550	578	482	256
Medical Supplies	4810	400	400	400	266	54
Printing & Copying	4890	500	1,000	250	68	8
Postage	4900	275	275	159	108	162
Minor Equipment & Supplies	4910	28,875	14,500	19,926	30,323	1,962
Chemicals	4930	25,000	25,000	17,268	10,435	-
Safety Equipment	4950	3,000	3,250	2,966	3,142	149
Vehicle Maintenance	5000	10,561	7,316	9,104	4,172	3,603
Vehicles-Motor Equipment	5010	16,073	17,990	17,427	10,106	9,197
Gas & Oil	5020	17,692	22,840	16,633	11,440	6,113
Software Renewals & Maintenance	5025	6,650	6,475	5,187	5,071	4,640
Equipment Maintenance	5030	20,000	19,000	12,000	2,032	312
Building Maintenance	5040	10,200	7,500	7,411	1,358	1,497
Park & Land Maintenance	5050	57,000	66,000	65,586	16,804	34,486
Clothing, New	5070	4,000	3,000	2,861	2,073	208
Tree Maintenance & Replacement	5180	7,500	7,500	7,500	-	-
Electricity-Field Lighting	5880	2,965	2,670	2,670	2,276	1,553
Electricity-Buildings	5890	51,860	39,955	46,720	27,407	5,954
Heating Fuel	5950	29,290	34,000	26,625	8,942	1,779
Merchandise for Resale	6130	45,000	50,000	36,431	33,017	1,491
Transfers Out	6530	-	-	-	4,500	-
Bond Issuance Costs	6635	-	-	-	-	235,180
Program Supplies	6760	69,000	48,650	45,172	25,196	22,174
Subtotal		1,250,615	1,301,109	1,265,084	1,038,016	1,184,373
Capital						
Land	7010	10,000	-	50,427	-	-
Facilities	7170	617,970	810,583	223,579	5,002,284	3,652,673
Vehicles	7200	-	-	-	-	-
Equipment	7210	77,000	13,500	16,065	195,953	-
Subtotal		704,970	824,083	290,071	5,198,238	3,652,673
Total Program Expenditures		2,852,397	2,910,288	2,304,568	6,827,906	5,240,432
Fund Balance, Beginning of Year		2,849,797	2,565,485	2,522,595	6,955,044	1,341,209
Fund Balance, End of Year		\$2,672,536	\$2,128,191	\$2,849,797	\$2,522,595	\$6,955,044

Revolving Loan Fund 96

PROGRAM DESCRIPTION: This Fund was established in 1990 to account for loan repayments, of principal and interest, from the Missouri Development Action Grant Program to assist Ortech Corporation with economic development. Upon repayment of their obligation, the City retained the original grant amount and earnings to assist with future qualifying economic development loans or projects, which require approval from the Missouri Department of Economic Development. The most recent qualifying economic development loan was made to Cambridge Plumbing LLC for \$115,000 and was paid off in 2022. In addition, funds are annually allocated for business improvement loans to those qualifying entities located within the City.

OBJECTIVES/GOALS

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Continue to utilize loan repayment funds to provide qualifying businesses with low-interest loans for economic development projects

SIGNIFICANT HIGHLIGHTS/CHANGES: For 2023, efforts will be made to identify economic development projects that qualify for assistance through the fund's resources.

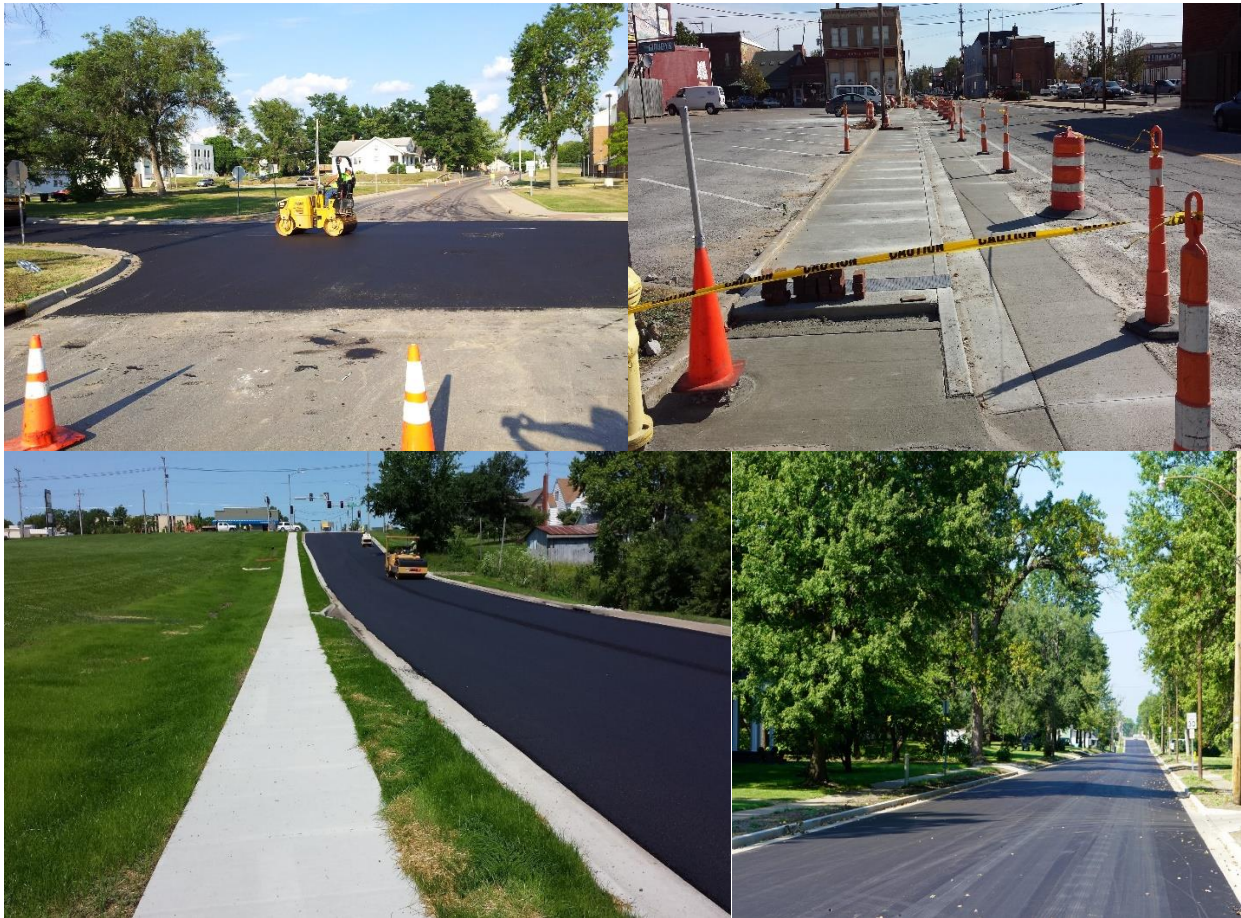
Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
REVOLVING LOAN FUND 96						
Revenues 0000						
Loan Repayments	3850	-	12,745	13,462	29,720	16,353
Transfer In	3950	115,000	115,000	115,000	100,000	146,751
Investment Earnings	3980	24,050	11,517	11,830	11,788	16,796
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		139,050	139,262	140,292	141,508	179,900
Expenditures 9610						
Misc Contractual Services	4500	200	200	200	-	-
Transfers Out	6530	-	-	-	-	-
Loans	8520	628,250	300,000	-	-	-
Business Improvement Loans	8530	30,000	30,000	-	-	-
Total Program Expenditures		658,450	330,200	200	-	-
Fund Balance, Beginning of Year		873,888	760,506	733,796	592,288	412,387
Fund Balance, End of Year		\$354,488	\$569,568	\$873,888	\$733,796	\$592,288

Capital Project Funds

A capital project fund is established to account for governmental-type financial resources designated to be used for the acquisition or construction of major capital facilities or projects, excluding minor acquisitions financed from regular operating funds.

The City of Kirksville has two capital project funds that are presented in detail on the following pages.

Capital Improvements Sales Tax
Transportation Sales Tax



Capital Improvements Sales Tax Fund 31

PROGRAM DESCRIPTION: The ¼-cent capital improvement sales tax was first approved by Kirksville voters in October 1992 for a five-year period. Five-year extensions were approved in April 1996 and again in April 2002. The tax was last renewed in April 2007 for an indefinite period. A comprehensive funding plan was presented to voters which allocated the annual collections of the ¼-cent sales tax for specific capital needs. Capital funded items include fire apparatus and equipment; capital equipment for General Fund operations; airport capital; parks and recreation capital; storm drainage improvements; building and miscellaneous capital; sidewalk replacement; housing rehabilitation and demolition; and business improvement loans. Each category is allocated a specific amount of funds. Remaining funds are carried over and used for projects as identified by the City Council. An additional revenue source is the lease of the 3010 Industrial Building located in the Kirksville Industrial Park which consists of a 33-acre tract of land and an industrial building owned by the City of Kirksville. In October 2003, the City acquired the 3010 Industrial Building (formerly Standard Register) after the company ceased operations. The City worked with K-REDI to market the building and beginning January 1, 2006, leased to it to Cenveo (formerly Commercial Envelope).

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Monitor revenue and expenditures from sales tax revenues to ensure adequacy of funding

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Provide funding support for the City's sidewalk replacement program

STEWARDSHIP

- ◆ Manage the long-range plans for each funding area of CIST allocation plan

SIGNIFICANT HIGHLIGHTS/CHANGES: The fund will support cash match for grant projects in 2023 through transfers to the Parks and Recreation Fund, Airport Fund, and CDBG, as well as transfers to the General Fund, Utility Fund, and Revolving Loan Fund. Assistance will once again be available for sidewalks and facility improvements. In addition, construction of a police and fire training and storage facility will be constructed in 2023.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS

	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Sales tax proceeds coverage of expenditures and transfers	74.2%	90.5%	60.4%
Sales tax revenue increase over prior year	1%	8%	8.1%
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
Sidewalk replacement program funds spent	100%	0%	100%

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
CAPITAL IMPROVEMENTS SALES TAX FUND 31						
Revenues 0000						
State & Federal Grants	3300	-	-	-	-	-
Loan Proceeds	3630	-	-	-	-	-
Capital Improvement Sales Tax	3690	941,522	822,150	932,200	863,544	798,611
Loan Repayments	3850	-	-	-	-	-
Refunds & Reimbursements	3900	123,270	63,695	-	25,700	-
Transfer In	3950	-	-	-	-	-
Lease Payments	3970	126,000	135,000	131,125	127,500	133,750
Investment Earnings	3980	12,000	3,990	2,960	3,936	18,844
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		1,202,792	1,024,835	1,066,285	1,020,681	951,206
Expenditures 3120						
Insurance, Liability	4220	22,857	11,671	14,280	7,215	7,961
Lease/Lease Purchase	4670	96,182	96,182	96,181	96,181	96,181
Lease/Lease Purchase-Radio	4671	-	-	-	-	-
Transfer Out	6530	465,328	483,000	475,000	1,224,331	471,741
Infrastructure	7160	10,000	10,000	10,000	10,000	-
Facilities	7170	650,000	753,191	419,514	68,111	51,400
Equipment	7210	-	-	-	-	-
Sidewalk Replacement	7250	25,000	25,000	14,977	24,977	18,209
Park Improvements	7550	-	-	-	-	-
Storm Drainage	7570	-	-	-	-	-
Total Program Expenditures		1,269,367	1,379,044	1,029,952	1,430,815	645,493
Fund Balance, Beginning of Year		840,920	688,074	804,587	1,214,721	909,008
Fund Balance, End of Year		<u>\$774,345</u>	<u>\$333,865</u>	<u>\$840,920</u>	<u>\$804,587</u>	<u>\$1,214,721</u>

Transportation Sales Tax Fund 32

PROGRAM DESCRIPTION: The ½-cent sales tax was first approved in November 1987 and renewed in November 2004. The tax was last renewed in April 2014 for an indefinite period. The proceeds from this tax are to fund the repair, reconstruction and construction of streets within the City, including stormwater drainage necessary for street improvement, and 5% of the sales tax proceeds can be used to fund other transportation needs, i.e., Airport and Kirk-Tran. The renewal of the economic development sales tax allocated a portion of collections to this fund for street and stormwater improvements and repairs.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Monitor revenue and expenditures from sales tax revenues to ensure adequacy of funding and proceeds are used in accordance with annual street plan

COMMUNITY INVESTMENT AND ENGAGEMENT

- ◆ Rehabilitate arterial, collector, and residential streets and improve the overall pavement condition index numbers for the entire city

STEWARDSHIP

- ◆ Continue to adjust the street rehabilitation program as needed to ensure tax payer dollars are use in the most effective and efficient way possible
- ◆ Continue to invest into concrete slab repairs on city streets as necessary.

SIGNIFICANT HIGHLIGHTS/CHANGES: The Public Works Department will continue with the street rehabilitation program in 2022 and expects to complete several more miles of contracted street rehabilitation next year focusing on arterial and collector streets. The street construction crew will focus on residential streets and storm water improvements, in preparation for the 2023 Factory Addition stormwater and street project.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS

	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Sales tax proceeds coverage of expenditures and transfers	56.6%	55.1%	52.2%
Sales tax revenue increase over prior year	1%	8%	8.1%
Council Goal: Community Investment and Engagement			
Key Measure: Effectiveness			
Average Pavement Condition Index (PCI) rating	66	65	66
Linear feet of curb and gutter constructed or replaced	4,500	4,410	5,029
Council Goal: Stewardship			
Key Measure: Effectiveness			
Square feet of concrete pavement repaired	58,000	58,160	57,589
Centerline lane miles of asphalt pavement overlaid or sealed	7.0	7.5	8.1
Tons of asphalt pavement	12,070	12,640	11,500

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
TRANSPORTATION SALES TAX FUND 32						
Revenues 0000						
State & Federal Grants	3300	-	-	-	-	-
Transportation Sales Tax	3690	1,883,044	1,644,315	1,864,400	1,727,088	1,597,224
Refunds & Reimbursements	3900	-	-	-	-	-
Sale of Property	3940	-	-	5,600	5,600	12,072
Transfer In	3950	1,005,866	805,208	988,050	1,482,217	790,508
Investment Earnings	3980	15,000	1,340	1,670	1,151	4,564
Miscellaneous	3990	-	-	-	150,000	-
Total Program Revenues		2,903,910	2,450,863	2,859,720	3,366,056	2,404,369
Expenditures 3251						
Charge Out	4040	75,000	75,000	75,000	75,000	75,000
Misc. Contract Services	4500	60,000	-	-	-	-
Testing	4580	10,000	5,000	-	-	-
Transfer Out	6530	1,012,378	217,555	213,783	207,342	231,731
Kirk-Tran Support	6531	-	32,886	37,288	34,542	31,944
Streets, Asphalt	7500	450,000	450,000	450,000	383,013	361,858
Streets, Concrete	7510	-	-	-	-	-
Streets, Projects	7520	1,650,000	2,500,000	2,500,000	2,558,602	1,437,730
Curb, Gutter & Storm Drain	7570	56,844	40,000	110,000	43,156	-
Crack Sealing Program	7580	10,000	-	-	9,408	-
Asphalt Repair Program	7590	-	-	-	-	-
Total Program Expenditures		3,324,222	3,320,441	3,386,071	3,311,062	2,138,263
Fund Balance, Beginning of Year		499,266	1,034,675	1,025,617	970,623	704,516
Fund Balance, End of Year		<u>\$78,954</u>	<u>\$165,097</u>	<u>\$499,266</u>	<u>\$1,025,617</u>	<u>\$970,623</u>

Internal Service Funds

Internal service funds are considered a "proprietary fund" type, which are used to account for the funding of goods or services provided by one department to other departments on a cost-reimbursement basis. These are unique in that they provide services to other City departments on a user-charged basis.

The City accounts for two such funds that are presented in detail on the following pages.

Central Garage Insurance



Central Garage Fund 40

PROGRAM DESCRIPTION: Central Garage provides comprehensive fleet management services to the City of Kirksville with two Automotive Service Excellence (ASE) certified mechanics, an administrative assistant and a supervisor. Services include preventative maintenance and repair services for all city-owned vehicles and other rolling stock, coordination of inspection and testing of specialty equipment, such as fire truck ladders, lifting and loading equipment, fueling trucks, vehicle purchasing support services, inventory and mechanical work, such as welding and sheet metal work. All records of maintenance work done are kept on hard copy and currently in the computer fleet software database.

OBJECTIVES/GOALS ACCOUNTABILITY

- ◆ Review and evaluate equipment taking into account reliability
- ◆ Manage the Department budget using outside labor when necessary or required
- ◆ Purchase of best-priced parts by price checking more than one supplier and utilization of state contracts and cooperative purchasing
- ◆ Increase equipment availability through regular inspections and preventative maintenance

SIGNIFICANT HIGHLIGHTS/CHANGES: Due to lack of supply and increased demand, purchasing of fleet vehicles will be challenging for 2023 and beyond. Order banks open at various times during the year and are only open for a small window of time. Several manufacturers have already opened and closed orders for 2023. Prices are still increasing based on fluctuations in raw materials and component shortages and several manufactures have removed the municipal discounts due to reduced production. There has also been a change in the Missouri State Bid process for vehicles and equipment and current approved vendors are listed with no corresponding pricing. The same issues are also expected to impact repair parts for existing equipment, which could increase down times for disabled equipment.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
<i>Council Goal: Accountability</i>			
<i>Key Measure: Effectiveness</i>			
Average cost per breakdown repair	\$151.39	\$178.22	\$124.56
Average downtime hours per vehicle (%)	0.9%	0.9%	0.9%
Average maintenance cost per mile	\$0.51	\$0.24	\$0.78
Outside labor portion of vehicle maintenance cost (%)	9.9%	8.8%	11.0%
Average annual availability (%)			
Police patrol cars	99.7%	99.8%	99.7%
Fire trucks	99.6%	99.7%	99.6%
Heavy trucks	99.0%	98.9%	99.2%
Medium trucks	98.8%	98.9%	98.7%
Light trucks/cars	99.7%	99.7%	99.7%
Backhoes	99.3%	99.2%	99.3%
Construction equipment	98.9%	98.8%	99.0%
Maintenance equipment	99.6%	99.7%	99.6%
Total fleet	99.5%	99.5%	99.5%
Performance evaluations completed within 30 days of due date	100%	100%	100%
AUTHORIZED PERSONNEL			
Fleet Maintenance Supervisor	1	1	1
Mechanic	2	2	2
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
Total	4	4	4

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
CENTRAL GARAGE FUND 40						
Revenues 0000						
State & Federal Grants	3300	-	-	-	-	2,419
Fuel Sales	3810	358,735	322,935	314,955	192,712	131,778
Vehicle Maintenance Charge In	3820	688,432	637,922	639,137	417,735	456,126
Grease & Oil Sales	3870	14,398	10,745	10,746	4,271	4,568
Refunds	3900	-	-	-	-	-
Sale of Property	3940	-	-	2,500	-	-
Transfers In	3950	-	-	-	-	-
Investment Earnings	3980	-	-	-	-	-
Miscellaneous	3990	-	-	-	-	20
Total Program Revenues		1,061,565	971,602	967,338	614,719	594,911
Expenditures 4010						
Personnel						
Salaries, Regular	4000	207,726	195,856	193,523	184,009	178,889
Salaries, Overtime & Call-Out	4020	-	-	125	-	-
Social Security & Medicare	4030	15,891	14,983	14,663	13,867	13,172
Insurance, Dental	4060	1,476	1,476	1,477	1,476	1,580
Insurance, Life	4070	349	327	327	307	298
Retirement Contributions	4080	34,067	32,512	40,559	23,854	23,782
Insurance, Unemp Comp	4100	5,000	5,000	-	-	-
Wellness	4170	-	-	-	-	-
Insurance, Work Comp	4110	8,759	7,711	7,933	6,161	5,114
Insurance, Health & Vision	4130	36,664	38,833	37,032	35,303	40,166
Subtotal		309,932	296,698	295,639	264,978	263,002
Operating						
Insurance Claims	4225	-	-	-	-	1,000
Misc. Contract Services	4500	400	400	400	291	170
Testing	4580	75	75	75	-	12
Telecommunications	4650	3,120	1,000	1,960	726	930
Travel/Training	4770	2,020	1,510	1,004	384	663
Membership Dues	4780	-	-	-	-	-
Office Supplies	4800	400	300	300	218	135
Medical Supplies	4810	70	70	70	-	-
Printing & Copying	4890	50	100	50	-	-
Postage	4900	500	500	500	263	-
Minor Equipment & Supplies	4910	6,100	4,900	4,900	2,950	2,364
Computer Equipment & Software	4920	1,879	1,879	299	1,298	299
Safety Equipment	4950	500	500	500	49	74
Radio Equipment/Maintenance	4980	2,000	2,000	2,000	-	-
Vehicles-Auto/Trucks	5000	5,123	6,128	6,128	2,820	1,189
Gas & Oil	5020	6,831	6,269	6,969	4,430	2,890
Equipment Maintenance	5030	1,800	1,800	1,540	800	225
Building Maintenance	5040	1,000	1,000	1,000	43	423
Clothing, New	5070	700	500	500	413	360
Electricity-Buildings	5890	5,500	5,500	4,955	4,329	4,386
Heating Fuel	5950	4,180	3,800	3,800	2,580	2,905
Subtotal		42,248	38,231	36,950	21,595	18,025

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
CENTRAL GARAGE FUND 40						
Expenditures 4010						
Cost of Goods Sold						
Diesel Fuel	6150	208,192	173,618	171,351	101,283	70,926
Unleaded Fuel	6170	150,543	149,317	143,506	90,679	60,376
Grease & Oil	6190	14,398	10,745	10,844	7,421	6,644
Tires & Tubes	6200	99,210	83,946	79,569	19,421	36,830
Repair Parts	6210	164,993	149,380	149,380	78,641	111,305
Outside Work On Equipment	6220	72,049	69,667	69,667	40,580	29,349
Subtotal		709,385	636,673	624,317	338,024	315,430
Capital						
Vehicles	7200	-	-	-	-	24,717
Equipment	7210	-	-	-	-	-
Subtotal		-	-	-	-	24,717
Total Program Expenditures		1,061,565	971,602	956,906	624,596	621,173
Fund Net Position, Beginning of Year		0	-	(10,432)	(554)	25,707
Fund Net Position, End of Year		\$0	\$0	\$0	(\$10,432)	(\$554)

Insurance Fund 60

PROGRAM DESCRIPTION: The City provides medical, vision and dental insurance to employees and their dependents. The City transitioned to a fully funded health and vision insurance plan in 2020. The Insurance Fund is used to track revenues for dental premiums, expenditures for dental claims, program administration costs, and wellness program expense. The City maintains individual contracts for third party administrators for dental claims processing and benefit management. State law requires that we bid our providers every three years (last bid January 2022).

OBJECTIVES/GOALS

To provide employees and their families with comprehensive, yet cost-effective, health and dental benefits. Through the provision of competitive benefits package, the City is able to recruit and retain a high-quality work force that can in turn provide excellent service to citizens.

ACCOUNTABILITY

- ◆ Provide a quality comprehensive cost-effective program for health and dental benefits
- ◆ Promote employee wellness
- ◆ Educate employees about their role in maintaining an affordable insurance plan

SIGNIFICANT HIGHLIGHTS/CHANGES: Health care costs continue to rise and in the first half of 2022 the group health insurance claims loss ratio is projected to be about 100% of premiums paid. The bid for renewal of the fully-funded plan premiums is for an increase of 19% for 2023. Options are being assessed to contain health insurance costs within a 15% increase. Changes to the deductible and maximum out of pocket may be required.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Employee satisfaction rating of insurance benefits	4 of 5	N/A	N/A
Annual medical, vision, dental premium cost per employee	\$11,353	\$10,697	\$10,428
Promote monthly wellness activities	12	2	0
Percentage of employees with gym membership	35.0%	26.5%	28.4%
Health incentive payout	\$1,500	\$700	\$1,400

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
INSURANCE FUND 60						
Revenues 0000						
Employer Contributions	3890	69,302	72,170	61,336	67,426	277,176
Refunds and Reimbursements	3900	-	-	-	24,279	103,338
Employee Contributions	3920	15,466	15,466	14,044	14,497	13,946
Investment Earnings	3980	13,200	2,000	3,600	3,575	19,412
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		97,968	89,636	78,980	109,777	413,873
Expenditures 6002						
Claims Expense	4140	84,000	84,000	70,504	69,577	230,944
Administrative Expense	4150	18,725	18,725	18,300	20,361	27,928
Reinsurance Expense	4160	-	-	-	-	-
Wellness	4170	7,000	7,000	5,233	4,709	9,705
Misc. Contract Services	4500	-	-	-	-	579
Membership Dues	4780	-	-	-	-	-
Transfers Out	6530	-	625,000	625,000	-	-
Total Program Expenditures		109,725	734,725	719,037	94,647	269,156
Fund Net Position, Beginning of Year		789,735	1,413,272	1,429,792	1,414,663	1,269,946
Fund Net Position, End of Year		<u>\$777,978</u>	<u>\$768,183</u>	<u>\$789,735</u>	<u>\$1,429,792</u>	<u>\$1,414,663</u>

Enterprise Funds

An enterprise fund is also considered a "proprietary fund" type and is used to account for resources committed to self-supporting activities of governmental units that render services on a user-charged basis. The City maintains a combined waterworks, sewerage and stormwater management system under the Utility Fund, which is classified as an enterprise fund, since its function is to provide services to the general public that are recovered through user charges.

An Operation, Maintenance and Replacement Fund is a supplement to the waterworks and sewerage systems and is reported as one operation. The fixed portion of the user fee funds the Operations, Maintenance and Replacement Fund, which is a requirement for participation in the State Revolving Loan Fund program.



Utility Fund 80, 81

PROGRAM DESCRIPTION: The Utility Fund is a major fund of the City and provides water, sewer, stormwater management and contracted solid waste collection to its citizens. The Utility Fund is comprised of the divisions described below, including capital divisions for water, wastewater, and stormwater. An Operation, Maintenance and Replacement Fund is a component of utility operations but is reported separately to maintain compliance with the State Revolving Loan Fund Program.

- **Administration** provides the administrative support for utility operations and includes, utility billing operations. Customer service and collection of utility revenues is a shared function with the Finance Department staff. Rate determination, financing for long-term projects and compliance with State Revolving Loan Fund (SRF) are the responsibility of administration.
- **Water Treatment** provides quality potable water to customers meeting all requirements of State and Federal regulations, including transmission of raw water from two City lakes, Forest Lake and Hazel Creek Lake, to the water treatment plant. Pumping and treatment, maintenance of lake and plant infrastructure, including the watersheds, and provides water conditions for fire protection.
- **Water Distribution** provides customer service and maintenance of water mains, stop boxes, valves, and fire hydrants. This division also installs new water mains, valves, and hydrants under an Owner Supervised 5-year Maintenance plan.
- **Stormwater** our program is responsible to sample and analyze monthly samples from seven designated streams leaving the City. We also monitor all stormwater outfalls within the City throughout the year for illicit discharges.
- **Wastewater Collection** maintains the system of gravity sanitary sewers and pump stations, which collect and transport residential and industrial wastewater to the City's treatment facility. This division maintains, cleans, and repairs the City's sewer system, constructs new and replacement sewer mains, and installs and repairs man-holes and force mains.
- **Wastewater Treatment** is responsible for the treatment of wastewater and for returning the treated effluent and bio solids safely to the environment. This division maintains the wastewater treatment plant with larger capacity and seventeen lift stations.

OBJECTIVES/GOALS

ACCOUNTABILITY

Administration

- ◆ Ensure that utility rates are sufficient to cover operational needs, capital funding, and debt service coverage
- ◆ Ensure that net revenue coverage of both water and sewer operations is at least 110% of annual debt service to comply with SRF program requirements
- ◆ Provide timely communication of changes in rates or procedures through website, billing statements and media

Water Treatment

- ◆ Maintain compliance with all drinking water quality to meet drinking water standards and customer satisfaction

Water Distribution

- ◆ Perform distribution system flushing
- ◆ Elimination of dead-end lines
- ◆ Replace water mains focusing on lines with repeated failures and improvement to hydraulic capacity

Stormwater

- ◆ Allocate available funds to alleviate storm drainage issues in areas with most impact
- ◆ Strick enforcement of the Storm Water Management Plan (MS4)

OBJECTIVES/GOALS (cont.)**ACCOUNTABILITY****Wastewater Collection**

- ◆ Eliminate fats, oil, and grease loads (FOG) in the distribution system through regular cleaning
- ◆ Oversee relining program for both sewer mains and manholes to reduce infiltration of ground water into the sewer system

Wastewater Treatment

- ◆ Maintain compliance with existing state regulations as second phase of plant operations are completed
- ◆ Educate employees and the general public on the latest wastewater technologies through tours and media

SIGNIFICANT HIGHLIGHTS/CHANGES:

Administration: The Village Green Development served by the Mackie water line continues to display water loss, so efforts will be made to identify leakage areas. The City will migrate to a new utility billing software company in efforts to improve online service and mobile service orders. In addition, advances in smart meter technology will be explored and compared to the current automated meter system used by the City in efforts to improve efficiency in operations and customer service.

Water Treatment and Distribution: The water quality is tested for both Hazel Creek and Forest Lake annually by Missouri State University, which tests for biological plant forms within the lakes. The Five-Year Owner Supervised Utility Program will continue to be a priority for the distribution system. However, lines with frequent failures and large water losses will be added. Areas of focus for 2023 will be on S. Lewis, N. New, Ewing, E. Hamilton, N. Baltimore, Pfeiffer Ave and E. Jefferson, including the replacement of outdated fire hydrants on those mains. In addition, the Department will continue uploading location points into the City's geographic information system mapping program for water shutoff stop box locations.

Wastewater Treatment and Collection: The sewer main and manhole relining program and smoke testing will continue in 2023 to eliminate infiltration of ground water into the sewer system. Problem areas identified during the CIPP inspections will be repaired and as well as replacement of manholes at the end of their life cycle. The Wastewater Treatment Plant will complete construction of the State mandated UV disinfection to the system.

Stormwater: Stormwater drainage and inlet areas will continue to be identified for repairs and replacement in 2023 using the most recent stormwater study and as funds are available. In addition, city staff will continue to monitor all stormwater outfalls for illicit discharges.

KEY PERFORMANCE MEASURES/SERVICE INDICATORS	Budget 2023	Projected 2022	Actual 2021
Council Goal: Accountability			
Key Measure: Effectiveness			
Performance evaluations completed within 30 days of due date			
Administration	100%	100%	100%
Water Treatment	100%	100%	100%
Wastewater Treatment	100%	100%	100%
Utility Maintenance	100%	100%	100%
Overtime Salaries as % of Regular Salaries			
Administration	0.2%	0.2%	0.8%
Water Treatment	3.0%	2.9%	2.8%
Wastewater Treatment	1.9%	1.0%	1.9%
Utility Maintenance	2.5%	2.1%	2.6%
Administration			
Reserve maintained	100%	100%	100%
Debt service coverage (goal=>1.1)	1.57	1.57	2.28
Customers paying accounts on-line (percent)	55%	53%	28%
Manual meter reads (goal=<1%)	1%	2%	2%
Capital projects completed within budget	100%	100%	100%
Water Treatment			
Compliance with limits for disinfection byproducts (Trihalomethanes/halo-acetic acids)	100%	100%	100%
Water quality complaints	0	0	0
Average time to resolve quality complaints (hours)	<0.5	<0.5	<0.5
Water Distribution			
Feet of water mains installed in-house	9,500	5,820	10,046
Average cost of water mains installed in-house (per ft)	\$38.50	\$58.66	\$32.63
Water main breaks	25	23	30
Number of locates performed	3,500	3,155	3,702
Wastewater Collection			
Feet of sewer lines jetted	420,000	403,977	482,208
Feet of sewer mains lined	7,000	8,069	8,801
Average cost of sewer mains installed in-house (per ft)	\$45.00	\$46.77	\$0.00
Odor and sewer back-up work orders	90	97	82
Wastewater Treatment			
Reported by-pass events and sanitary sewer overflows	4	3	9
Million gallons of daily inflows	3.60	3.70	3.44
Average BOD (parts per million daily)	5.00	5.10	4.58
Suspended solids (parts per million daily)	7.50	9.05	6.38
Average daily outflow (per million gallons per day)	3.50	3.70	3.44
Average ammonia (parts per million daily)	0.0	0.0	0.00
Average oil & grease (parts per million daily)	1.10	1.10	1.04
Facility tours	4	1	0

AUTHORIZED PERSONNEL**Administration 8002**

Accounts Receivable Clerk	1	1	1

Water Treatment 8020

Public Works Director	0.33	0.25	0.25
Water Superintendent	1	1	1
Utility Operator (I, II, III)	8	7	7
Maintenance Worker	<u>0</u>	<u>1</u>	<u>1</u>
Total	9.33	9.25	9.25

Water Distribution 8030

Utility Superintendent	1	1	1
Foreman	2	2	2
Equipment Operator	3	3	3
Sewer Jet Operator	1	1	1
Utility Locator	1	1	1
Customer Service Representative	2	2	2
Maintenance Worker II	<u>5</u>	<u>5</u>	<u>5</u>
Total	15	15	15

Wastewater Treatment 8080

Public Works Director	0.33	0.25	0.25
Wastewater Superintendent	1	1	1
Utility Operator (I, II, III)	5	4	4
Maintenance Worker	<u>0</u>	<u>1</u>	<u>1</u>
Total	6.33	6.25	6.25

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
UTILITY FUND 80						
Revenues 0000						
Intergovernmental/Interagency						
State & Federal Grants	3300	3,870,558	-	-	-	2,662
Service Continuation Fee	3350	-	-	-	-	-
ARRA Bonds-Project	3620	-	-	-	1,335,000	-
ARRA Bonds-COI	3621	-	-	-	68,646	-
Bond Proceeds-W	3630	-	-	-	-	-
Bond Proceeds-WW	3631	-	-	-	-	-
Loan Proceeds	3632	-	-	-	-	-
Subtotal		3,870,558	-	-	1,403,646	2,662
Charges for Services						
Trash Services	3640	37,500	37,500	37,500	36,102	37,503
Sewer Use Charge-WW	3651	4,625,000	4,625,000	4,625,000	4,609,623	4,560,912
Excess Sewer Charge-WW	3661	43,800	34,700	43,800	45,866	42,209
Storm Water Charge	3670	275,000	274,700	275,000	274,986	275,078
Federal Interest Rebate	3671	-	-	-	-	39,668
Water Sales -W	3700	4,250,000	4,360,000	4,250,000	4,270,743	4,183,037
Penalty Fees	3710	135,000	140,800	135,000	142,519	109,126
Sales of Merchandise-W	3720	15,000	15,000	30,000	17,184	18,849
Bulk Water-W	3730	3,790	3,790	3,790	4,318	3,698
Bad Debt Collections	3740	1,060	1,060	2,500	657	1,550
Service Calls	3750	9,000	9,000	9,000	10,276	8,635
Primacy Fee-W	3760	700	(40)	700	737	(40)
Sewer Connection Fee	3761	-	-	-	-	-
Tap Fees-W	3770	6,000	7,000	15,800	5,800	7,950
Tap Fees-WW	3771	6,500	6,500	6,500	10,742	8,191
Stormwater Development Fees	3772	15,750	10,750	15,750	15,731	9,223
Subtotal		9,424,100	9,525,760	9,450,340	9,445,281	9,305,588
Other Income						
Plumbers Licenses-W	3890	-	-	-	-	-
Refunds & Reimbursements-W	3900	-	-	-	-	4,500
Refunds & Reimbursements-WW	3901	-	-	-	-	200,000
Refunds & Reimbursements-SW	3902	-	-	-	-	5,000
Sale of Property	3940	10,000	10,000	116,750	5,000	46,825
Insurance Proceeds	3945	-	-	-	-	29,085
Transfer In-W	3950	4,849,780	934,613	1,226,360	2,463,858	325,090
Transfer In-WW	3951	2,298,194	4,059,521	910,028	167,929	358,188
Transfer In-SW	3952	524,511	452,604	509,025	474,383	445,254
Capital Contributions	3960	-	-	-	-	-
Rental Income-W	3970	76,717	58,061	77,453	139,937	152,870
Investment Earnings-W SRF	3980	53,585	64,740	64,740	78,183	87,491
Investment Earnings-WW SRF	3981	18,620	28,180	28,180	31,357	53,823
Investment Earnings	3982	225,000	37,350	41,210	37,278	219,079
Investment Earnings-SW	3983	-	-	-	-	174
Miscellaneous-W	3990	6,900	7,000	6,900	4,871	3,658
Miscellaneous-WW	3991	8,600	14,630	8,000	13,764	12,162
Subtotal		8,071,908	5,666,699	2,988,646	3,416,559	1,943,201
Total Program Revenues		21,366,566	15,192,459	12,438,986	14,265,486	11,251,451

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
UTILITY ADMINISTRATION 8002						
Personnel						
Salaries, Regular	4000	42,793	40,802	39,678	37,866	37,097
Salaries, Temporary	4010	4,800	5,798	-	-	-
Salaries, Overtime & Call-Out	4020	1,658	1,011	335	119	109
Social Security & Medicare	4030	3,768	3,642	2,839	2,546	2,554
Charge-Out	4050	(21,208)	(20,501)	(17,141)	(16,159)	(16,387)
Insurance, Dental	4060	508	646	465	634	646
Insurance, Life	4070	73	69	63	65	63
Retirement Contributions	4080	7,290	6,941	7,520	4,924	4,954
Insurance, Unemp Comp	4100	5,000	5,000	5,000	-	-
Insurance, Work Comp	4110	137	131	112	94	91
Insurance, Health & Vision	4130	12,613	13,360	12,740	12,145	12,718
Subtotal		57,433	56,899	51,611	42,235	41,845
Operating						
Insurance, Liability-W	4220	68,416	53,373	50,552	45,495	49,240
Insurance, Liability-WW	4221	73,706	135,562	82,175	87,253	61,182
Insurance Claims	4225	15,000	15,000	10,382	7,948	38,050
Bad Debt Expense	4240	7,000	7,000	(50)	4,347	3,502
Trash Contractual Fees	4480	-	-	-	-	-
Misc. Contractual Services-W	4500	35,000	46,000	20,052	1,813	1,813
Misc. Contractual Services-WW	4501	28,000	39,000	16,704	1,813	1,813
Miscellaneous Grants-W	4510	-	-	-	-	-
Legal & Administrative Fees	4530	9,311	10,745	10,208	11,863	14,038
Legal & Administrative Fees	4531	82,625	88,250	93,419	100,656	108,167
Telecommunications	4650	1,000	1,000	961	960	960
Lease/Lease Purchase	4670	-	435,925	435,925	523,110	523,110
Management Fee-W	4700	212,690	218,190	212,690	213,753	209,337
Management Fee-WW	4701	233,440	232,985	233,440	232,774	230,156
Management Fee-SW	4702	13,750	13,735	13,750	13,749	13,754
Payment in Lieu of Taxes	4703	459,880	464,910	459,880	460,277	453,247
Credit Card Expense	4730	80,000	75,661	62,534	59,960	65,507
Refunds	4750	-	-	-	-	-
Membership Dues	4780	-	-	-	-	-
Office Supplies	4800	650	650	650	210	577
Printed Forms	4870	-	-	-	-	-
Printing & Copying	4890	4,800	10,260	2,004	3,807	6,855
Postage	4900	60,000	2,500	45,216	37,366	41,061
Minor Equipment & Supplies	4910	3,100	3,100	890	-	-
Computer Equipment & Software	4920	38,350	22,111	26,180	18,652	22,121
Safety Equipment	4950	-	-	-	-	-
Radio Equipment/Maintenance-W	4980	700	700	700	-	-
Clothing, New	5070	-	-	-	-	-
Water Meter Replacements	5130	58,025	56,500	54,121	28,974	28,045
SRF Bonds-W	6630	458,617	456,191	456,191	455,071	456,373
SRF Bonds-WW	6631	1,418,103	1,523,943	1,523,943	1,507,003	1,655,086
Bond Issuance Cost	6635	-	-	-	-	-
Subtotal		3,362,164	3,913,291	3,812,517	3,816,854	3,983,993
Total Program Expenditures		3,419,596	3,970,190	3,864,128	3,859,089	4,025,839

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
WATER TREATMENT 8020						
Personnel						
Salaries, Regular	4000	480,754	414,436	378,164	377,549	385,923
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	19,484	19,254	17,600	10,559	8,042
Social Security & Medicare	4030	38,268	33,177	29,281	27,830	28,158
Insurance, Dental	4060	4,109	4,226	3,464	4,018	4,049
Insurance, Life	4070	783	649	530	576	536
Retirement Contributions	4080	82,039	71,993	77,724	48,752	45,349
Wellness	4170	-	-	-	-	-
Insurance, Work Comp	4110	25,995	24,940	23,016	18,155	20,856
Insurance, Health & Vision	4130	102,423	110,757	96,384	96,002	96,041
Subtotal		753,856	679,432	626,163	583,443	588,953
Operating						
Misc. Contract Services	4500	20,700	18,700	17,810	15,672	16,234
Miscellaneous Grants	4510	-	-	-	-	-
Testing	4580	6,400	5,850	5,610	1,624	3,295
Telecommunications	4650	2,067	2,045	1,918	1,383	3,997
Equipment Rental	4660	-	-	-	-	-
Travel/Training	4770	2,270	2,175	1,752	472	1,337
Membership Dues	4780	-	240	-	-	-
Professional Publications	4790	200	200	200	-	-
Office Supplies	4800	1,000	1,000	993	797	703
Medical Supplies	4810	100	100	100	11	51
Laboratory Supplies	4830	37,000	34,000	34,000	27,950	26,425
Printing & Copying	4890	250	250	222	-	9
Postage	4900	2,000	2,000	1,859	1,687	961
Minor Equipment & Supplies	4910	11,370	11,170	10,143	5,705	7,447
Computer Equip. & Software	4920	4,600	4,600	4,500	-	-
Safety Equipment	4950	2,500	2,000	1,574	3,727	792
Vehicles-Auto/Trucks	5000	26,047	29,249	25,621	20,782	23,755
Vehicles-Motor Equipment	5010	6,797	9,498	8,741	6,756	7,149
Gas & Oil	5020	19,855	19,092	19,300	9,831	7,761
Clothing, New	5070	1,800	1,800	1,681	1,420	867
Electricity-Buildings	5890	100,475	88,850	91,340	83,036	77,182
Electricity-Pumping	5900	84,045	73,835	76,405	67,615	63,572
Heating Fuel	5950	3,330	3,000	3,000	1,647	1,964
Transfers Out	6530	643,387	532,613	510,729	414,853	398,075
Subtotal		976,193	842,267	817,498	664,969	641,578
Total Program Expenditures		1,730,049	1,521,699	1,443,661	1,248,412	1,230,531

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
WATER DISTRIBUTION 8030						
Personnel						
Salaries, Regular	4000	685,586	639,535	632,172	596,712	582,438
Salaries, Overtime & Call-Out	4020	31,248	28,708	28,161	14,972	11,254
Social Security & Medicare	4030	54,838	51,121	49,830	45,199	44,678
Charge Out	4050	(296,170)	(276,262)	(272,801)	(256,418)	(257,950)
Insurance, Dental	4060	6,091	7,013	6,014	6,794	6,491
Insurance, Life	4070	1,100	1,037	914	954	943
Retirement Contributions	4080	117,561	110,928	129,869	78,408	78,467
Wellness	4170	-	-	-	-	-
Insurance, Work Comp	4110	44,858	41,603	40,290	38,092	21,531
Insurance, Health & Vision	4130	151,277	163,882	145,523	149,267	150,280
Subtotal		796,389	767,565	759,972	673,980	638,130
Operating						
Misc. Contract Services	4500	8,000	7,700	7,681	5,583	5,940
Telecommunications	4650	3,516	520	2,182	454	70
Equipment Rental	4660	800	800	800	-	-
Travel/Training	4770	1,100	1,150	853	178	35
Membership Dues	4780	-	105	-	-	-
Office Supplies	4800	350	350	313	209	216
Medical Supplies	4810	100	100	100	11	77
Printing & Copying	4890	300	300	300	-	-
Postage	4900	200	100	111	279	8
Minor Equipment & Supplies	4910	18,050	17,500	16,826	6,479	10,054
Computer Equip./Maint.	4920	-	-	-	-	-
Safety Equipment	4950	5,275	3,775	4,914	2,655	1,251
Radio Equipment/Maintenance	4980	1,400	1,400	1,200	1,280	660
Vehicle Maintenance	5000	36,525	37,250	36,279	26,768	29,830
Vehicles-Motor Equipment	5010	20,706	22,638	22,754	14,794	16,139
Gas & Oil	5020	41,633	36,021	33,816	23,042	15,748
Clothing, New	5070	3,400	3,400	3,353	1,806	1,678
Electricity, Buildings	5890	3,403	3,094	3,094	2,682	2,224
Heating Fuel	5950	1,860	2,000	1,675	923	964
Transfers Out	6530	277,000	300,000	136,497	37,074	69,139
Subtotal		423,618	438,203	272,748	124,215	154,032
Total Program Expenditures		1,220,008	1,205,768	1,032,720	798,195	792,162
STORMWATER DRAINAGE 8040						
Personnel						
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	-	-	-	-	-
Social Security & Medicare	4030	-	-	-	-	-
Subtotal		-	-	-	-	-
Operating						
Equipment Rental	4660	-	-	-	-	-
Transfer Out	6530	159,706	-	70,000	43,156	30,780
Subtotal		159,706	-	70,000	43,156	30,780
Capital						
Land	7010	-	-	-	-	-
Infrastructure	7160	566,500	300,000	-	616,864	52,920
Engineering & Design	8690	240,000	-	-	-	-
Subtotal		806,500	300,000	-	616,864	52,920
Total Program Expenditures		966,206	300,000	70,000	660,020	83,700

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
STORMWATER DEBT SERVICE 8045						
Operating						
Legal & Administrative Fees	4530	500	500	500	500	200
RZB Bonds	6620	-	-	-	1,349,152	198,583
Stormwater Bonds	6630	147,790	146,390	146,390	155,890	-
Bond Issuance Cost	6635	-	-	-	51,429	-
Subtotal		148,290	146,890	146,890	1,556,970	198,783
Total Program Expenditures		148,290	146,890	146,890	1,556,970	198,783
WATER CAPITAL 8060						
Transfers Out	6530	220,594	220,594	220,594	220,594	220,594
Land	7010	-	-	-	-	-
Infrastructure	7160	4,405,000	250,000	421,525	177,270	935,151
Vehicles	7200	76,000	-	169,888	-	-
Equipment	7210	55,280	310,500	263,585	4,551	5,040
Water Lines/Fire Hydrants	8110	310,000	293,750	290,999	128,372	171,040
Engineering & Design	8690	3,500	6,000	6,000	1,800	67,451
Total Program Expenditures		5,070,374	1,080,844	1,372,591	532,587	1,399,275
WASTEWATER COLLECTION 8075						
Personnel						
Charge In	4040	317,378	296,763	289,942	272,577	274,338
Subtotal		317,378	296,763	289,942	272,577	274,338
Operating						
Misc. Contract Services	4500	1,500	150	1,225	-	-
Telecommunications	4650	-	-	-	-	-
Travel/Training	4770	475	275	275	2	2
Office Supplies	4800	250	250	200	37	173
Medical Supplies	4810	100	100	100	11	65
Printing & Copying	4890	300	300	250	-	-
Postage	4900	50	50	25	-	-
Minor Equipment & Supplies	4910	6,450	7,750	7,397	983	2,771
Chemicals	4930	-	-	-	-	-
Safety Equipment	4950	2,325	1,825	2,880	1,127	1,379
Radio Equipment/Maintenance	4980	1,050	1,050	350	-	-
Vehicles-Auto/Trucks	5000	17,812	14,045	14,488	10,566	8,870
Vehicles Motor Equipment	5010	7,411	6,700	9,975	3,099	3,038
Gas & Oil	5020	15,253	13,473	12,092	7,753	5,097
Equipment Maintenance	5030	-	-	-	-	-
Clothing, New	5070	1,100	1,100	884	299	229
Sewer Main Maintenance	5210	-	-	-	-	-
Transfers Out	6530	13,500	13,500	12,727	3,913	11,156
Subtotal		67,576	60,568	62,868	27,788	32,778
Total Program Expenditures		384,954	357,331	352,810	300,365	307,116

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
WASTEWATER TREATMENT 8080						
Personnel						
Salaries, Regular	4000	347,583	305,478	286,595	289,810	302,303
Salaries, Temporary	4010	-	-	-	-	-
Salaries, Overtime & Call-Out	4020	15,849	15,647	6,462	5,609	3,859
Social Security & Medicare	4030	27,803	24,566	21,857	21,881	22,373
Insurance, Dental	4060	2,864	2,907	2,423	2,686	2,907
Insurance, Life	4070	571	446	402	426	458
Retirement Contributions	4080	59,603	53,307	55,157	36,199	40,721
Insurance, Unemployment	4100	-	-	-	-	-
Insurance, Work Comp	4110	17,255	18,043	15,708	18,117	11,188
Insurance, Health & Vision	4130	71,528	70,722	63,506	58,321	67,059
Subtotal		543,056	491,116	452,110	433,049	450,868
Operating						
Misc. Contract Services	4500	14,450	12,800	21,970	13,678	12,242
Testing	4580	13,700	11,400	11,267	7,520	3,317
Telecommunications	4650	8,700	7,290	7,747	1,147	5,568
Equipment Rental	4660	1,000	1,000	500	-	-
Travel/Training	4770	2,655	2,645	2,469	1,392	694
Membership Dues	4780	-	180	-	-	-
Office Supplies	4800	820	750	741	335	344
Medical Supplies	4810	100	100	100	11	51
Laboratory Supplies	4830	24,700	22,700	21,964	19,243	9,650
Printing & Copying	4890	300	300	200	-	-
Postage	4900	200	200	116	121	191
Minor Equipment & Supplies	4910	5,750	5,750	5,522	3,089	2,785
Computer Equip. & Software	4920	5,000	5,000	5,000	-	1,135
Chemicals	4930	-	-	-	-	-
Safety Equipment	4950	3,050	2,550	2,472	1,448	852
Vehicle Maintenance	5000	74,225	35,229	69,685	23,726	35,342
Vehicles-Motor Equipment	5010	14,215	9,233	7,227	6,597	7,477
Gas & Oil	5020	35,797	27,448	26,236	20,585	13,056
Equipment Maintenance	5030	-	-	-	-	-
Building Maintenance	5040	-	-	-	-	-
Clothing, New	5070	2,000	2,000	1,724	1,393	596
Lift Station Maintenance	5200	-	-	-	-	-
Electricity-Buildings	5890	225,500	205,000	205,000	181,944	154,996
Electricity-Pumping	5900	76,560	69,600	69,600	56,151	51,993
Rural Water	5940	1,000	1,000	520	383	528
Heating Fuel	5950	19,850	19,850	15,110	9,727	9,778
Transfers Out	6530	292,594	276,733	276,529	169,858	185,939
Subtotal		822,166	718,758	751,699	518,348	496,533
Total Program Expenditures		1,365,222	1,209,874	1,203,809	951,398	947,401

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
WASTEWATER CAPITAL 8085						
Infrastructure	7160	4,789,984	3,598,000	719,177	412,140	642,051
Vehicles	7200	175,000	60,000	60,000	-	236,096
Equipment	7210	182,000	52,000	45,649	150,437	-
Engineering & Design	8690	240,000	290,000	25,681	193,852	-
Total Program Expenditures		5,386,984	4,000,000	850,507	756,429	878,148
CAPITAL REPLACEMENT RESERVE 8090						
Transfer Out	6530	2,060,415	2,062,450	2,060,415	2,057,565	2,057,865
Total Program Expenditures		2,060,415	2,062,450	2,060,415	2,057,565	2,057,865
Total Fund Expenditures		21,752,099	15,855,046	12,397,531	12,721,029	11,920,819
Fund Net Position, Beginning of Year		5,991,007	3,736,656	5,949,551	4,405,094	5,074,463
Fund Net Position, End of Year		<u>\$5,605,474</u>	<u>3,074,069</u>	<u>\$5,991,007</u>	<u>\$5,949,551</u>	<u>\$4,405,094</u>

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
OPERATION, MAINTENANCE AND REPLACEMENT FUND 81						
Revenues 8100						
Transfer In	3950	1,447,075	1,343,440	1,157,076	846,293	884,903
Transfer In-Capital Replacement	3951	2,060,415	2,062,450	2,060,415	2,057,565	2,057,865
Transfer In-RZB	3952	-	-	-	-	-
Total Program Revenues		3,507,490	3,405,890	3,217,491	2,903,857	2,942,768
Expenditure Summary by Program						
Operating 8150 (O&M) - Water						
Chemicals	4930	390,087	316,313	315,593	205,616	255,010
Equipment Maintenance	5030	37,500	35,000	31,432	14,696	17,916
Building Maintenance	5040	26,600	12,100	13,743	9,556	7,165
Lagoon Cleaning	5045	75,000	75,000	71,546	75,000	-
Water Tower Maintenance	5120	200,000	225,000	65,023	10,596	41,552
Water Main Maintenance	5140	75,000	73,000	70,327	26,280	27,587
Fire Hydrant Maintenance	5150	2,000	2,000	1,147	199	-
Hazel Creek Resv Maintenance	5550	42,600	22,600	22,000	69,000	712
Forest Lake Resv Maintenance	5560	71,600	71,600	56,415	44,835	117,272
Total Program Expenditures		920,387	832,613	647,226	455,777	467,214
Capital 8160 (Replacement) - Water						
Transfer Out	6530	4,849,780	860,250	1,151,997	2,463,858	325,090
Infrastructure	7160	-	-	-	-	-
Water Lines/Fire Hydrants Repl	8110	310,000	293,750	293,750	137,394	92,894
Total Program Expenditures		5,159,780	1,154,000	1,445,747	2,601,252	417,985
Operating 8170 (O&M) - Wastewater						
Chemicals	4930	24,500	24,500	20,887	15,307	13,799
Equipment Maintenance	5030	83,194	17,750	27,664	15,068	7,061
Building Maintenance	5040	9,900	7,900	6,891	3,755	7,619
Lagoon Cleaning	5045	75,000	75,000	71,546	75,000	109,490
Lift Station Maintenance	5200	100,000	100,000	97,957	60,728	47,969
Sewer Main Maintenance	5210	13,500	13,500	12,727	3,913	11,156
Total Program Expenditures		306,094	238,650	237,672	173,771	197,095
Capital 8180 (Replacement) - Wastewater						
Transfers Out	6530	2,298,194	4,000,000	850,507	167,929	358,188
Total Program Expenditures		2,298,194	4,000,000	850,507	167,929	358,188
Total Fund Expenditures		8,684,455	6,225,263	3,181,152	3,398,730	1,440,481
Fund Net Position, Beginning of Year		11,386,990	12,122,428	11,350,652	11,845,524	10,343,237
Fund Net Position, End of Year		<u>\$6,210,025</u>	<u>\$9,303,055</u>	<u>\$11,386,990</u>	<u>\$11,350,652</u>	<u>\$11,845,524</u>
Capital Reserve		\$6,210,025	\$9,303,055	\$11,386,990	\$11,350,652	\$11,845,524

Fiduciary and Custodial Funds

Fiduciary-fund types are used to account for assets held in trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other Funds. The City currently has five fiduciary funds that are presented in detail on the following pages.

Veterans Memorial
Tri-Centennial Trust
Investment in Kirksville Charitable
Forest-Llewellyn Park Cemetery Trust
Nancy Reed Fugate Trust



Fiduciary Funds 91, 92, 93, 94, 95

PROGRAM DESCRIPTION: Fiduciary Funds are used to account for assets held by the City as trustee, custodian or as agent for individuals, private organizations, other governmental units and/or other Funds. The City has fiduciary responsibility for the assets of these Funds and expends only in accordance with the purpose for which the assets were received.

NONEXPENDABLE FIDUCIARY FUNDS

Veterans Memorial Fund 91

Major infrastructure investments in the Adair County Veterans Memorial were completed in 2001 and early 2002. The budget includes funds for the addition of names of veterans from direct donations and addition of names of veterans sponsored or not who pass away during the year.

Tri-Centennial Trust Fund 92

This trust was established in 1976. The trust agreement decrees that in January of the year 2076, the initial contribution and all interest earned will be distributed to the Adair County Tri-Centennial Committee. These funds will be used to celebrate the Declaration of Independence.

Investment in Kirksville Charitable Fund 93

This Fund was established in 2008 as a result of a comprehensive plan to encourage charitable contributions to fund various City projects that cannot be accomplished without private support. Donors are able to designate funds for specific needs and will receive public recognition.

Forest-Llewellyn Park Cemetery Trust Fund 94

In April 1975, the Forest-Llewellyn Park Cemetery Trust was established. The interest generated from this Fund is used towards the City's cost of maintenance of the grounds and plots, which is unable to cover the City's cost of maintaining the cemetery. Ongoing improvements at the cemetery are necessary, such as headstone repair, fencing and gate improvements, all intended to both improve the appearance of the cemetery and emphasize its historic appearance.

Nancy Reed Fugate Trust 95

This trust was established in 1956 by the late Nancy Reed Fugate in honor of her deceased mother, Georgiana Reed, a long-time resident of the City. The City issues an annual check from any proceeds to the United Way, prior to this, the Nancy Reed Fugate Commission determined how to spend the funds. The Commission was abolished, by request of its members, with repealing ordinance 7717 on November 4, 2019.

OBJECTIVES/GOALS

ACCOUNTABILITY

- ◆ Administer the Fiduciary Funds in accordance with their established purpose
- ◆ Manage the Funds in a prudent manner to provide for the protection of the principal
- ◆ Invest funds to maximize earnings in accordance with the City Council Investment Policy

CITY OF KIRKSVILLE | 2023

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
VETERANS MEMORIAL FUND 91						
Revenues 0000						
Contributions	3910	250	250	375	375	125
Investment Earnings	3980	15	6	6	5	33
Total Program Revenues		265	256	381	380	158
Expenditures 9110						
Contractual Fees	4500	250	250	250	500	-
Infrastructure	7160	-	-	-	-	-
Total Program Expenditures		250	250	250	500	-
Fund Balance, Beginning of Year		2,122	1,991	1,991	2,111	1,953
Fund Balance, End of Year		<u>\$2,137</u>	<u>\$1,997</u>	<u>\$2,122</u>	<u>\$1,991</u>	<u>\$2,111</u>
TRI-CENTENNIAL TRUST FUND 92						
Revenues 0000						
Investment Earnings	3980	4	2	2	1	6
Total Program Revenues		4	2	2	1	6
Fund Balance, Beginning of Year		409	408	407	406	400
Fund Balance, End of Year		<u>\$413</u>	<u>\$410</u>	<u>\$409</u>	<u>\$407</u>	<u>\$406</u>
INVESTMENT in KIRKSVILLE CHARITABLE FUND 93						
Revenues 0000						
Contributions	3910	5,000	5,000	-	-	-
Total Program Revenues		5,000	5,000	-	-	-
Fund Balance, Beginning of Year		0	0	0	0	0
Fund Balance, End of Year		<u>\$5,000</u>	<u>\$5,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Fund / Department	Acct No	ADOPTED 2023 BUDGET	ADOPTED 2022 BUDGET	AMENDED 2022 BUDGET	ACTUAL 2021	ACTUAL 2020
FOREST-LLEWELLYN PARK CEMETERY TRUST FUND 94						
Revenues 0000						
Contributions	3910	1,500	1,425	465	975	950
Investment Earnings	3980	326	326	302	328	521
Miscellaneous	3990	-	-	-	-	-
Total Program Revenues		1,826	1,751	767	1,303	1,471
Expenditures 9410						
Transfer Out	6530	326	326	303	328	521
Total Program Expenditures		326	326	303	328	521
Fund Balance, Beginning of Year		47,830	47,666	47,366	46,391	45,441
Fund Balance, End of Year		<u>\$49,330</u>	<u>\$49,091</u>	<u>\$47,830</u>	<u>\$47,366</u>	<u>\$46,391</u>
NANCY REED FUGATE TRUST FUND 95						
Revenues 0000						
Investment Earnings	3980	45	45	45	46	77
Total Program Revenues		45	45	45	46	77
Expenditures 9510						
Misc. Contract Services	4500	45	45	45	46	93
Total Program Expenditures		45	45	45	46	93
Fund Balance, Beginning of Year		6,141	6,141	6,141	6,141	6,157
Fund Balance, End of Year		<u>\$6,141</u>	<u>\$6,141</u>	<u>\$6,141</u>	<u>\$6,141</u>	<u>\$6,141</u>

Appendices

Appendix I-Budget and Financial Policies

Appendix II-Personnel Information

Appendix III-Citizen Advisory Commissions

Appendix IV-Capital Purchase Detail 2023-2027

Appendix V-Glossary/Acronyms



Appendix I: Budget and Financial Policies



City Council Policy #1 Purchasing

Date Approved: November 1994

Dates Amended: 03/97; 03/97; 07/98; 11/00; 03/04; 05/04; 04/25/05; 12/19/05; 02/26/06; 07/21/08; 05/18/09; 06/15/09; 10/03/11; 12/03/12; 01/07/13; 11/04/13; 11/18/13; 04/07/14; 11/17/14; 04/20/15; 11/21/16; 12/17/18; 09/21/20; 12/21/20; 06/21/21; 09/20/21; 11/01/21; 12/19/2022

It is the policy of the City Council of the City of Kirksville to provide direction to all City Departments on the procedures and guidelines to efficiently manage, control, and plan for the best use of available resources while enabling present and future departmental needs are met.

I. GOALS

Good documentation and using extra caution to ensure that all vendors are treated fairly are in the City's best interest. The best advice in purchasing is to have a good paper trail and to treat all vendors fairly. The basic goals of the City's purchasing policy are as follows:

- A. The City will comply with the legal requirements of public purchasing.
- B. The City will ensure vendors that impartial treatment will be afforded to all who wish to do business with the City.
- C. The City will receive maximum value for each public dollar spent, which includes reasonable support to Kirksville vendors.
- D. The City will make every attempt to provide departments with required goods and services in proper quantity and quality.
- E. The City will purchase only goods and services for which funds have been approved.

II. BUDGET AND PLANNING

The purchasing process begins with the preparation of the annual budget. Each department will submit a detail of items requested to be purchased during the budget year to the City Manager and Finance Director. At a minimum, the budget detail shall be provided for items equal to or greater than \$250 for an individual item, however, departments may choose to provide additional detail for improved management of the budgeted funds. The City has a responsibility to its residents that the maximum value is obtained for each public dollar spent. Departments who are contemplating a purchase that will exceed a budgetary amount shall contact the Finance Director to ensure that provision is made for the necessary budget allocation before initiating the purchase. Any item requested which is not included in the current budget will require approval from the City Manager. If the amount is over \$40,000, City Council approval as indicated by this Policy will also be required. Any item requested which is included in the budget, but the anticipated amount exceeds the funds budgeted will require the approval of the Finance Director before submitting a requisition for purchase; provided there are sufficient funds available from within the Fund.

Planning for purchases shall be done on both a short-term and a long-term basis. Small orders and last-minute purchases should be minimized, thereby increasing the capability

of each department to purchase its goods and services in larger quantities to obtain the maximum discounts possible. Planning will also cut down on the number of trips required to obtain materials and minimize the amount of clerical and supervisory time spent on documenting purchases. Planning will also allow for the management and payment of goods and services that minimize actions outside the normal purchasing process.

III. GENERAL GUIDELINES

These general guidelines should be considered administrative rules and regulations, and are to be adhered to by all departments in the procurement of goods and services.

- A. **GUIDELINES:** The City in all purchasing reserves the right to make decisions that are most beneficial to the City. All purchasing decisions will be evaluated according to the guidelines as follows:
 - 1. Required documentation must be signed by the authorized person and verified to determine it meets qualifications;
 - 2. Bidders' security, when required, must be properly executed and in sufficient amount to meet bid requirements;
 - 3. City personnel shall evaluate the ability and capacity of the vendor to meet the specifications for the service or product required.

- B. **LOCAL BUYING:** It is the desire of the City to purchase from local vendors whenever possible and can be accomplished by ensuring that local vendors are included in the competitive purchasing process. When obtaining pricing and making a final determination on the best available quote or bid, the following must be considered to support local preference:
 - 1. For the purposes of this section, a local vendor means: a sole proprietorship, partnership, or corporation which has a legitimate business presence in Adair County. Evidence of legitimate business shall include:
 - a) Operating with a current City of Kirksville or Adair County business license, unless exempt by the State of Missouri; and
 - b) Having either a principal business office or regional, branch or satellite office with at least one full-time employee operating legally within the County; and
 - c) Does not have any outstanding obligations owed to the City, and
 - d) Is in compliance with the City's Code of Ordinances.
 - 2. Departments shall use due diligence in identifying local vendors who offer the particular goods or services being sought. If at least two local vendors can provide the product or service, then the three (3) vendor requirement required in Section IV does not have to be met. The City reserves the right to solicit pricing from only those vendors within Northeast Missouri for the purchase of vehicles and equipment so long as two or more vendors are available.

3. When quotes or bids are received from both local and non-local vendors, if there is a savings greater than ten percent (10%) or more on purchases of \$40,000 or less, a savings greater than five percent (5%) or more on purchases from \$40,001 to \$100,000 or a savings of two percent (2%) or more on purchases over \$100,001, then the purchase should be made without regard for local preference. The exception to this requirement includes purchases of routine supplies i.e. routine supplies.
 4. No local preference shall be given on purchases covered by state or federal grants.
- C. **QUALITY:** Quality and service are just as important as price and it is the duty of the requisitioning department to secure the best quality for the purpose intended. Quality buying is the buying of goods or services that will meet, but not exceed, the requirements for which they are intended. The primary consideration must be durability, immediate availability, ease of installation, frequency of repair, and efficiency of operation. Departments may need to investigate life cycle costs as opposed to utilizing the price as the sole criteria for determining the lowest responsible vendor.
- D. **SALES TAX:** The City is exempt from paying all local and state taxes. The Finance Department can provide the necessary exemption documents to any vendor upon request. The City does not reimburse for sales tax except for transactions involving lodging facilities that do not honor a Missouri sales tax exemption certificate and meal reimbursements. However, it is impossible to identify all circumstances that may occur resulting in paid sales tax by an employee conducting business for the City. Therefore, the Finance Director will have the discretion to make determinations in those unanticipated instances. When purchasing online, attention must be paid to marketplaces and if sales tax exemptions are honored. In those instances where a vendor does not honor sales tax exemptions, no purchase shall be made. Should a department make a mistake in purchasing without verifying sales tax exemption, that department's ability to purchase will be limited to previously vetted vendors.
- E. **ENDORSEMENTS:** It is City policy not to endorse or in any way permit an employee's name, position, or the City's name to be used and advertised as supporting a product or vendor.
- F. **PERSONAL PURCHASES:** An employee that makes personal purchases with City funds or charges personal items to a City charge account will be subject to disciplinary action, including up to termination. City employees are also prohibited from using the City's name or the employee's position to obtain special consideration in personal purchases. Finally, City employees are prohibited from receiving gifts through business reward programs. Corporate discounts that apply to all City employees equally

may be offered if approved in advance by the City Manager.

- G. **UNIFORM COMMERCIAL CODE COMPLIANCE:** Purchases made by the City may be covered by the Uniform Commercial Code. This Code is a comprehensive set of laws governing all commercial transactions in the United States. If vetted properly and within the guidelines of this Policy, the City should expect compliance by all vendors. Should an issue arise with the purchase of a service or product, the City Attorney should be contacted regarding compliance with the Uniform Commercial Code.
- H. **CONFLICT OF INTEREST:** Purchasing decisions will not constitute a conflict of interest pursuant to the City's Administrative Policy Manual, the City's Employee Handbook, and RSMo Sections 105.450 to 105.498 Regulations of Conflict of Interest and Lobbying.
- I. **CITY LICENSING:** Every employee will ensure compliance with the City's code of ordinances regarding the requirement of licensing for businesses, occupations, and professions. The City will not honor any payment request to any such vendor until a required license has been issued. The City Manager shall be authorized to temporarily exempt vendors from licensing compliance in the event of an emergency or under threat of the loss of essential services or if no local vendors provide this service or sale.
- J. **AUCTIONEERING:** The practice of "auctioneering" (disclosing to a vendor the price quoted by competitors) shall be cause for disciplinary action.
- K. **EXPENDITURES IN EXCESS OF APPROVED PURCHASE ORDER:** Purchases in excess of the approved purchase order amount, excluding shipping or handling costs, will not be allowed unless approved by the Finance Director.

IV. PURCHASING PROCESS

The City Council has established policies regulating the degree of formality to be followed in the purchase of goods and services, depending on the costs of the items to be purchased. The splitting of purchases into smaller orders to avoid these requirements is strictly prohibited. Large orders which contain many components may be split between vendors to receive the most competitive pricing as long the total order adheres to the applicable quote or bid category.

The City uses an encumbrance system to earmark or designate funds approved for specific purchases which are then unavailable for expenditure on any other good or service. To accomplish this, the City's purchasing process operates under an electronic requisition system in which each department has the ability to submit its own requisitions by electronic means. It is each department's responsibility to forward all required documentation to the Finance Department. No order shall be placed or commitment made to a vendor for the acquisition of a good or service until a purchase order is issued to the requesting department by the Finance Department.

Any vendor doing business with the City must provide a completed W-9 form before any payments can be made. It is the responsibility of the requisitioning department to obtain this document from any selected vendor before the goods or services are purchased. The Finance Department maintains vendor files of this information and can verify if a W-9 is on file.

Any vendor doing business with the City must adhere to the insurance and bonding requirements as set forth by the City, and/or requirements of law. It is the responsibility of each department head to ensure insurance requirements are met and to attach proof of insurance to the applicable quote, bid, or contract.

All requisitions require three quotes or bids for approval unless the quotes adhere to the provisions in Article III. General Guidelines. Section B. Local Buying of this Policy. If a department is unable to secure three quotations, an explanation as to why less than three qualified vendors were available shall be made on the quotation form. In some instances, only one vendor is available, departments may use "sole source" by providing an explanation that clearly establishes why the vendor is the only available or sole source.

Any invoice or pay estimate that is dated earlier than the approval date on a requisition will be subject to review by the City Manager who will determine what if any additional measures need to be taken to rectify the Policy violation. This is also applicable to internet or telephone orders that are being charged to the City's credit card. The policy regulating the use of credit cards or charges to the City's credit card account governs the use of such purchase cards.

Dependent on the amount of the requisition, each department must provide either a quote or bid subject to review.

A. QUOTES

1. *Purchases under \$5,000* - Department heads are authorized to approve a requisition to a vendor for any purchase in the amount less than \$5,000 that has previously been detailed in the budget submitted and approved by the City Council. Three (3) or more quotations are required before submitting a requisition for approval unless only two local vendors or sole source explanations are provided. It is the responsibility of the department head to ensure the quotation form has been completed correctly and that funds have been previously authorized for the purchase in the current year's budget. The quotations may be obtained by telephone, e-mail, mail, or fax. A signed quotation form providing the detail of the goods or services requested, the account number used for the purchase, the vendors contacted and the amount quoted along with supporting documentation must be submitted either electronically or in paper form to the Finance Department. Once appropriate documentation has been provided and the requisition has been approved by the department head, or designee, the requisition will be considered for approval.

2. *Purchases from \$5,000-\$9,999.99* - Requisitions for goods or services having a value of \$5,000 to under \$10,000 require the City Manager's approval. Before submitting a requisition for purchases in this range, three (3) or more quotations are required for approval, unless limited by only two local vendors, or sole source justifications are provided. It is the responsibility of the department head to ensure that the quotation form has been completed correctly and that funds have been previously authorized for the purchase in the current year's budget. The quotations may be obtained by telephone, email, mail, or fax. A signed quotation form providing the detail of the goods or services requested, the account number used for the purchase, the vendors contacted and the amount quoted along with supporting documentation must be submitted either electronically or in paper form to the Finance Department. Once submitted into the system, the City Manager will consider the requisition for approval.
3. *Purchases from \$10,000-\$40,000* - Requisitions to secure goods or services costing \$10,000 to \$40,000 require three (3) or more written quotations unless limited by only two local vendors or sole source justifications are provided. It is the responsibility of the department head to ensure that the quotation form has been completed correctly and that funds have been previously authorized for the purchase in the current year's budget. The quotations shall be in writing from the vendor and have no alterations upon submission. It is the responsibility of the department to submit the quotation form providing the detail of the goods or services requested, the account number used for the purchase, the vendors contacted and the written quotes received from the vendors, along with any supporting documentation to the City Manager for approval. Upon receiving the signed forms, the Finance Department will process the requisition.

Department heads are reminded that the use of written quotation forms requires appropriate planning to ensure that adequate lead time is available to satisfy the purchasing requirements. The preferred procedure is to mail, email, or fax the vendors a request for quotation form and have it returned by mail, email or fax to the department. Every effort shall be made to allow three (3) full business days between sending the request for quotation form and the deadline for receipt of quotations.

B. FORMAL BIDS

1. *Purchases of more than \$40,000* - Department heads anticipating the purchase of goods or services of more than \$40,000 in value shall complete a formal bid process and prepare specifications based on standards outlined in Article VII of this Policy. The award will be made to the lowest and best bidder meeting the required

specifications. There may be instances when the low bid is not in the best interest of the City. When such a situation arises, it is incumbent upon the department head to thoroughly document the reasons why the low bidder should be disqualified or not selected. The City reserves the right to select a vendor based on past service and experience.

2. *Bid Process* - The Bid Routing Sheet, Bid Notice, Invitation to Bid, Specifications, Bid Form, and Bidder's List shall all be approved by the department head. Once approved, it shall be the responsibility of the Administrative Services Coordinator to review all insurance, bonding, and safety requirements. The final review is conducted by the City Manager. Upon City Manager approval, the department will forward the Invitation to Bid, Specifications, and Bid Form to all qualified vendors on the Bidders List; post the bid on the City's website; and if applicable, will provide publication in the local newspaper or other available sources i.e. ePlan, Dodge Data, Construct Connect.
3. *Bid Notice* - The department will post the Bid Notice on the City's website providing a minimum of ten (10) complete business days, excluding the date of posting, recognized City holidays, and the bid opening date.
4. All original documents compiling the Formal Bid process, along with a certification of the date and time the Formal Bid was posted shall be provided to the City Clerk before the bid opening to allow for appropriate scheduling.
5. *Bid Opening* - Formal Bids will be accepted in a sealed envelope/package only. Formal Bids will not be accepted by fax, e-mail, or any other electronic means. Occasionally a vendor may need to use a different source other than Federal Express or Express Mail, and therefore may fax their bid to a mail service, business, or person not associated with the City of Kirksville. This fax bid may be hand-delivered in a sealed envelope to the City Clerk's office before the designated bid opening time with the correct notations on the sealed envelope.

Bids will be opened publicly. The department from which the bid invitation was issued will be responsible for having one person from that department attend the bid opening to witness and record the bids as they are opened and read by the City Clerk. All bid openings shall be scheduled to be opened on Thursdays at 3:00 pm.

Occasionally bidders have questions or wish to make comments during a bid opening. The City Clerk and department personnel should defer any questions or comments by bidders until AFTER the bid opening. Copies of bid documents will not be provided. The bidder may, however, review the bid documents of another bidder following the bid

opening in conformance with Missouri's Sunshine Law.

Any bids arriving after the designated bid opening date and time will not be accepted. The City Clerk will return these unopened materials back to the appropriate vendor.

6. *Evaluation Process* - Initial evaluation of bids received shall be conducted by the originating department's project or contract manager whose role it is to oversee the planning and execution of the project, normally the department head or City Engineer who then furnishes a recommendation to the City Manager using the appropriate forms. The evaluation shall:
 - a) Determine acceptability of bids received which includes bond if required and other required information;
 - b) Determine lowest and best bid meeting specifications;
 - c) Determine the feasibility of splitting bid awards among the lowest and best acceptable bids. If bids are equal in every respect, the award will be divided equally.
7. *Re-bid* - When instances occur that result in a re-bid, the bid does not require another notice on the City's Web Site, unless it has been three (3) months or longer since the first bid notice. The department shall schedule a bid opening with the City Clerk that will allow ample time for vendors to submit bids. If the bid item is to be placed on the City's Web Site an additional time, then the Formal Bid process shall be followed.
 - a) *Unsuccessful Re-bid* - If no bids are received after the completion of a re-bid, a department may choose to work directly with a qualified vendor, provided the department made direct contact via telephone, email, or formal correspondence with vendors as part of the re-bid process. A qualified vendor, in this instance, includes any vendor capable of performing the work, and who was not included in the bid or re-bid process. Unusual circumstances relating to the reason or reasons why a local vendor was unable to bid, may be considered by the City Council in determining whether or not to accept a bid from a local vendor who had been solicited to submit a bid and failed to do so either in the initial bid request or re-bid.
8. *Successful Bids* - The department head will prepare a written tabulation of all bids, a listing of vendors contacted, and a City Council Staff Report recommending a bid, to the City Manager for City Council's formal approval. The Administrative Services Coordinator shall review the recommended bidder's insurance documentation to determine compliance before approval by the City Council. If the review can only be completed after City Council approval, the contract shall not be awarded until compliance is determined.

V. APPROVAL

After City Council approval is given, the requesting department is responsible for submitting a requisition to encumber the funds as approved. This should be done immediately after the approval date. The original signed contract should be on file with City Clerk and a copy of the signed contract must be available to the Finance Department.

A. APPLICATION FOR PAYMENT

It is the responsibility of the department administering the contract to verify delivery of all goods and services related to the project before requesting partial or full payment. This includes the quality, quantity, and conformance with specifications.

1. *Pay Request* - For those projects where the City Engineer is overseeing a project for another department, the Engineer will forward the pay request to the appropriate department head for approval. This process shall be followed for full and partial pay requests.
2. *Change Orders* - A change order to a contract constitutes a change in scope to the original project. It is the intention of the City to have very few or no change orders, as this affects other projects and usually requires a budget adjustment. However, issues do arise. All change orders must be approved by either the City Manager or City Council depending upon the authority outlined in Article II of this Policy, or other action taken by the City Council. A copy of each change order must be provided to the Finance Department to prepare an amended purchase order that reflects approved changes for department head's signature.

VI. SPECIAL PROCUREMENT REQUIREMENTS

Occasionally the City may need to purchase goods or services under circumstances that do not clearly fit the patterns of normal public procurement and for which normal competitive shopping procedures do not apply. The following guidelines are provided with regard to making such purchases. The requisition and purchasing process under paragraph IV of this Policy is still applicable.

- A. **SOLE SOURCE:** This is applicable in the event that there is only one vendor capable of providing a particular good or service. A bid notice on the City's Web Site is not required. Once a department determines a good or service can only be provided by a "sole source vendor", an explanation must be provided in the documentation forwarded to the Finance Department. Payments for internal financial operations such fund to fund transfers; as payroll; fund to fund transfers; utility payments; debt service or lease-related payments; and year-end accrual transactions are not subject to IV of this Policy and are treated as recurring payments. Departments are also authorized to purchase items from the State Surplus Property Unit in Jefferson City as a sole source purchase.
- B. **COOPERATIVE PROCUREMENT PROGRAMS:** Department heads are

encouraged to use cooperative purchasing programs sponsored by the State of Missouri or other jurisdictions. Cooperative purchasing can prove advantageous to the City both by relieving department heads of the paperwork necessary to document the purchase and by taking advantage of the large quantity purchases made by State Government. Purchases made through these programs have met the requirements of competitive shopping and require no further documentation. Department heads are encouraged to check with the State regarding cooperative procurement contracts in effect before making any large purchase.

- C. **REQUEST FOR PROPOSALS:** A Request for Proposal (RFP) is a solicitation inviting proposals from vendors who believe they can provide the product or service needed by the City. An RFP describes the product or service, but can also provide a solution to a need of the City. The solicitation for RFPs should be limited to those products or services when other factors in addition to price and delivery are important to the procurement process. RFPs shall be submitted to the City Manager for review and approval before distribution. RFPs must include the purpose and general contact information; specifications to include performance criteria, work to be completed, experience, qualifications, scheduling, delivery, financial information, sample contract; and an explanation of the evaluation criteria. Responses to the RFP that do not meet the specifications will not be included. Clarifying addendums may be necessary. An RFP is a binding document. Therefore, the use of the RFP process should be limited to those projects and services that require specific expertise or include unusual complexities.
- D. **PROFESSIONAL SERVICES:** Normal competitive procedures cannot be utilized in securing professional services such as attorneys, engineers, certified public accountants, planners, and other professional people who, in keeping with the standards of their discipline, will not enter into a competitive bidding process.

A Request for Qualifications (RFQ) can be prepared much the same way as specifications including requirements and minimum standards for the services to be provided. RFQs shall be submitted to the City Manager for review and approval before distribution. When an RFQ for professional services is approved, a limited number of qualified professionals known to the City will be invited to submit a proposal setting forth their interests, qualifications, and how they can meet the City's needs. In securing professional services, it is the primary goal of the City to obtain the services of a professional who has a proven record of providing, in a professional way, those services required. A contract will be negotiated with the professional deemed to best meet the City's needs.

- E. **CONTRACTS OTHER GOVERNMENTAL UNITS:** There may be occasions when a joint purchasing agreement with another municipality or political subdivision may provide cost savings and/or better public services. State Statute RSMo 70.220 authorizes this type of agreement. These

types of agreements may be for joint equipment use, public services, and technical services. When developing and negotiating intergovernmental contracts, all parties should have legal assistance. If such an agreement is foreseen, an ordinance specifying the terms by the contracting parties shall be approved.

- F. **GOVERNMENT FUNDING:** All Federal or State bid notice advertisement requirements will be followed when applicable, due to statutory requirements, or provisions of funding sources.
- G. **OPEN AND BLANKET PURCHASE ORDERS:** Open purchase orders are for long-term contracts for goods or services awarded after receiving competitive bids through the process outlined in IV. The purchase order remains open in the fiscal year to purchase the goods or services specified on an “as needed” basis and does not require a specific amount, but cannot exceed the budgeted amount. The department head has the discretion to allocate all or a portion of the budgeted funds to manage needs. Should additional purchases be required for this good or service, the department head shall be able to open a new purchase order. Examples of open purchase orders include uniforms, lab supplies, construction materials such as rock, concrete, and asphalt, trees, and other landscaping materials, and for recurring services frequently or routinely utilized by the City and for which the initiation of competitive shopping each time the goods or services are required would become cumbersome and inefficient.

Blanket purchase orders are for purchases that are made from the same vendor on a recurring basis when individual items purchased on blankets do not exceed \$250 per item. This provision does not permit individual departments to forgo the requirements to obtain quotes by purchasing multiple items that would have otherwise required quotes or formal bids. These can be produced on a monthly or quarterly basis not to exceed \$1,000 per vendor for each division. Any item in excess of \$250 shall require a separate requisition to be approved and will not be allowed under a blanket purchase order. The Finance Director has the authority to close any blankets issued in January with No Activity or that have a balance of less than \$10 remaining on July 30 of each year.

With the exception of Central Garage, vehicle maintenance is an area in which planning ahead for all purchases may prove difficult. In most instances, when equipment breaks down, it must be repaired as quickly as possible. It is given that some maintenance parts cannot be purchased under the lead time guidelines set forth, however, the purchase policy should still be the prevailing guide in obtaining vehicle parts. In an effort to minimize cost, while still providing for efficient operation, a blanket purchase order will be issued to the parts and maintenance vendors for whom business is done daily not to exceed \$3,000. Any item in excess of \$1,000 shall require a separate requisition be approved and will not be allowed under a blanket purchase order.

Tickets will be required for all purchases against a blanket purchase order.

- a) Tickets must be signed and attached to the receipt by a City employee authorized to make a purchase indicating the

- blanket purchase order number.
 - b) Employee names must be printed and shall include both first and last names.
- H. MISCELLANEOUS PURCHASES: Department heads will be allowed to make a purchase of a good that is labeled either as “miscellaneous” in the budget detail, or falls below the \$250 threshold required that the department head deems necessary provided funds are available in the chosen line-item.
- I. EMERGENCY PURCHASES: The bid procedures outlined in this manual may be waived due to immediate needs of those operations that are 24 hours per day/seven days per week or under emergency conditions when a delay may threaten the basic mission of a department. True emergency situations are rare. Occasionally equipment will require emergency repairs or other circumstances will necessitate emergency purchasing which cannot await compliance with these regulations. Department heads faced with an emergency purchase are to notify the City Manager or Finance Director as quickly as possible and submit the appropriate requisition for approval.
- J. PETTY CASH: Very often there is a need for immediate availability of funds. A petty cash fund of \$350.00 will be retained in the Finance Department for qualifying City disbursements. Petty cash funds will only be issued to other departments as necessary upon approval of the Finance Director. Petty cash receipts are to be completed by the Finance Department and shall include the amount, description or item, budget account number, and signatures of the persons receiving the funds and the person issuing the funds. Petty cash funds will be replenished at least monthly. Each individual receipt must be summarized on the Petty Cash Reimbursement Request Form. The use of petty cash funds for personal use, even for very short periods of time, is contrary to City policy and grounds for termination.

Petty cash funds should be used to avoid the time and expense of issuing purchase orders for items totaling seventy-five dollars (\$75), with the exception of expedient reimbursements from the Finance Department petty cash fund. With the exception of the Finance Department petty cash, other departmental petty cash funds are not to be used for reimbursement of travel expenditures or those purchases that circumvent the requisition and purchasing process as provided in this policy. The Finance Department will conduct audits of petty cash funds to assure that monies are accounted for properly.

- K. PURCHASE OF USED EQUIPMENT: When determining the purchase of used equipment, the following must be considered:
 - a) Price - when the price is of prime importance and the difference in cost between new and used is significant;
 - b) Amount of use - whether infrequent or commonplace; and
 - c) Delivery - when better delivery is essential.

The purchase of used equipment requires careful shopping and the requisitioning department shall make every effort to secure a minimum warranty or guarantee that the equipment will perform as needed and that service or replacement parts are reasonably available. Special consideration should be taken in the manner in which used equipment is purchased. Therefore, it may be in the best interest of the City to allow for the purchase of such equipment through auctions, advertisements, and other open sales.

The City Manager may authorize an employee to make purchasing decisions at auctions or when buying used equipment, where it is determined that the formal bid process time would put the procurement in jeopardy, and where suitable used equipment can be purchased to meet the City's operating needs. Funds must be available in the current budget to cover such purchases, whether itemized or not.

Budget estimates for replacement equipment will be based on the expected purchase price, exclusive of trade-in or expected resale value of the equipment in question. Corresponding revenues reflecting anticipated monies generated through trade-ins or resale of equipment will also be budgeted.

- L. **RECYCLED MATERIALS:** When and where feasible, the City of Kirksville shall give consideration in its bidding and purchasing procedures for products manufactured using post-consumer recovered materials. The quantity of recovered materials used in the final product shall be comparable with products made from virgin materials. Departments are urged to incorporate into specifications the use of recycled materials whenever possible.

The City may give preference to products that contain recovered materials, providing the bid or purchase price does not exceed the lowest price by more than two and one-half percent (2 ½%) or \$2,500, whichever is less.

- M. **AMERICAN-MADE PRODUCTS:** On purchases in excess of \$500, the purchasing departments are encouraged to select products manufactured, assembled, or produced in the United States as long as the quality and price do not greatly exceed the price and quality of other goods. Where applicable, the availability of parts/services shall also be considered. Every contract for public works construction or maintenance in excess of \$10,000 shall contain a provision requesting the contractor to use American products in the performance of the contract whenever the quality and price are comparable with other goods.

- N. **INSURANCE REQUIREMENTS:** The specifications for any construction or service contract shall include the insurance requirements as established by the City. Any vendor not in compliance with those requirements shall be considered non-responsive. If insurance compliance problems develop after the contract has been approved, then the City Attorney shall be contacted to determine what options exist.

- O. **COMPLIANCE WITH OTHER REGULATIONS:** If the project, item, or

equipment is being funded by a federal or state grant and/or federal or state regulations would be in conflict with these policies, then the federal or state requirements would apply. In all instances, the City shall comply with state and federal laws regarding purchasing. This policy is intended to meet procurement standards in the Office of Management and Budget 2 CFR Part 200.

P. **FEDERAL, STATE, AND LOCAL LAWS GOVERNING GRANT AWARDS AND CONSTRUCTION PROJECTS:** The following section provides guidance for some, but not all requirements. Therefore, it will be the responsibility of each Department to insure all applicable laws are followed.

1. *Wage Laws* - Grant awards and construction projects require the City to ensure compliance with certain laws. Before beginning any work on any construction project, the appropriate City representative will ensure the project includes the current wage rate determination issued by the Missouri Department of Labor (DOL).

This wage determination must be incorporated into the contract document. The wage determination must be posted at the contract site for inspection by workmen and must remain posted for the duration of the project. Contractors are required to submit certified copies of payroll records to the City, and the appropriate City representative will be responsible for verifying compliance with the wage determination. The contractor will be informed of errors and be required to resolve. Upon completion of the project and before final payment, therefore, an affidavit must be provided to the City by each contractor and subcontractor stating full compliance with the provisions and requirements of the wage law.

2. *Davis-Bacon Act* - Whenever Federal grant funds are used to award construction contracts, a provision shall be included requiring compliance with the Davis-Bacon Act. The following steps should be taken to ensure compliance with Davis-Bacon:
 - a) Acquire or request a wage determination for each construction project at least ten (10) days before the invitation of bids. Include correct wage determinations in the contract documents;
 - b) Include all necessary provisions on labor standards, such as those of the Contract Work Hours and Safety Standards Act (CWHSSA), in the contract specification. The CWHSSA relates to overtime requirements;
 - c) Ensure that no contractor or sub-contractor who has been debarred by the Department of Labor from federally funded construction projects for flagrant violation of federal labor standards is awarded the contract;
 - d) Make the contractor aware of his responsibilities under the Davis- Bacon Act;

- e) Acquire, review for compliance, and retain copies of the weekly payroll records and a statement of compliance from the contractor and subcontractors; and
 - f) Report any violations to the Employment Standards Administration Regional Office of the Department of Labor.
3. *Federal Labor Standards Provisions* - On all contracts assisted by federal monies, standard provisions for wages, fringe benefits, overtime, employment of appointees/trainees, anti-kickback requirements, etc., should be included.
4. *Income Tax Miscellaneous Reporting (1099-Misc.) and Nonemployee Compensation (1099-NEC)* - The City will prepare and submit Forms 1099-Misc and/or 1099-NEC to any independent contractor or non-employee service provider and the appropriate taxing agency when the following criteria are met:
- a) Payment is made in the course of a trade or business;
 - b) Payment is for services, rent, royalties, or other things of value;
 - c) Payment is made to a payee, which is not operating as a corporation unless required by law; and
 - d) Payment exceeds the unreportable amount in a calendar year.
5. *Out-of-State Contractors* - A contractor, who is a corporation that is domiciled in a state other than Missouri, must provide the City with a photocopy of the certificate of authority to transact a business in Missouri before completing the contract. Application for such certificate may be made online at www.sos.mo.gov under Business Services or by mail to the:

Business Services
 James C. Kirkpatrick State Information Center
 P.O. Box 778
 Jefferson City, MO 65102 0778
 Phone: 866-223-6535

6. *Bonds of Officers and Contractors for Public Works* - Per Missouri State Statute Section 107.170, a Bond with good and sufficient sureties is required by any public entity entering into a contract over fifty thousand dollars (\$50,000) for public works. Once a bond is produced by a contractor, the following steps should be taken to ensure its validity.
- a) Determine if the bonding company was admitted to business in Missouri through the Secretary of State's office;
 - b) The bonding company should be financially solvent with an "A" rating and should be confirmed by contacting S&P Global; and
 - c) The insurance company should be required to independently

confirm that the bond existed and was an obligation of the company.

7. *Federal Requirements Regarding Sub-awards* – The City is prohibited from contracting with or making sub-awards under covered procurement contracts for goods and services awarded under a non-procurement transaction (e.g., grant or cooperative agreement) that are expected to equal or exceed twenty-five thousand (\$25,000) or meet certain other criteria as specified by law. All non-procurement transactions entered into by the City (i.e. sub-awards to sub-recipients), irrespective of the award amount, are considered covered transactions, unless they are exempt as provided by law. When the City enters into a covered transaction with an entity at a lower tier, the City must verify that the entity, as defined by law and federal regulations, is not suspended or debarred, or otherwise excluded from participation in the transaction. This verification may be accomplished by:
 - a) Checking the Excluded Parties List System (EPLS) maintained by the General Services Administration (GSA);
 - b) Collecting a certification from the entity; or
 - c) Adding a clause or condition to the covered transaction.
8. Special attention should be given to the following:
 - a) Ensure that all necessary provisions are included in the contract specifications.
 - b) Make the Contractor aware of the Contractor's responsibilities.
 - c) Acquire and review weekly payroll reports.
 - d) Report any violations and take necessary actions.

- Q. **TAX-FREE PURCHASE OF CONSTRUCTION MATERIALS BY CITY-HIRED CONTRACTORS:** Missouri State Statute RSMo 144.062.2 allows for contracts of a tax-exempt entity for the purpose of construction, repairing or remodeling facilities, and for purchases of tangible personal property and materials to be incorporated into or consumed in the construction of the project to be made on a tax-exempt basis. When the City designates a contract to be bid this way, the City shall furnish to the Contractor an exemption certificate authorizing purchases for the project.

The requirements of the Contractor are as follows:

1. The Contractor shall furnish said certificate to all subcontractors and all material suppliers who shall execute the purchasing contractor invoices bearing the name of the exempt entity and the project identification number. The exemption certificate is available from the City's Finance Director;
2. Any excess resalable tangible personal property or materials which

were purchased for the project by the Contractor under a project exemption certificate but which were not incorporated into or consumed shall either be returned to the supplier for credit or the appropriate sales or use tax on such excess property or materials shall be reported on a return and paid by the Contractor no later than the due date of the Contractor's Missouri sales or use tax return following the month in which it was determined that the materials were not to be used in the project;

3. The exemption certificate may be renewed by the City only for the purpose of revising the certificate expiration date as necessary to complete the project;
4. Neither the Contractor nor material supplier shall upon audit be required to pay tax on tangible personal property and materials incorporated into or consumed in the construction of the project due to the failure of the City to revise the certificate expiration date as necessary to complete any work required by the contract. If it is determined that tax is owed on such property and materials due to the failure of the City to revise such certificate expiration date, the City shall be liable for the tax owed. All invoices for personal property and materials purchased under a project exemption certificate shall be retained by the purchasing contractor for a period of five years and shall be subject to audit by the director of revenue.

- R. **DISPUTES:** Disputes regarding the City's purchasing procedures shall be placed in writing and directed to the City Manager. The City Manager shall investigate all disputes and report the results of the investigation to the City Council, the applicable department, and complainant.

VII. SPECIFICATIONS

- A. **FORMAL COMPETITIVE BIDDING:** When goods or services are under the formal competitive bidding process, specifications must be prepared. Specifications, regardless of the type, shall identify the minimum requirements to allow the following:
1. Allow for a competitive bid;
 2. Be capable of objective review;
 3. Provide for an equitable award at the lowest possible cost; and
 4. Address splitting of bids - how they will be handled in advance. The City will indicate in specifications whether they intend to split the bids where multiple items are being bid. If it is felt that splitting bids will discourage future competitive bidding by vendors, it should not be recommended.

- B. GENERAL GUIDELINES: Keep specifications as simple as possible while maintaining the exactness required in order to keep vendors from utilizing a loophole to avoid providing the quality goods or services required or in another fashion to take advantage of their competitors. Specifications should promote competition. Specifications shall be written with clear, simple language, free of vague terms or those subject to variation in interpretation.

If the specifications include optional goods or services that all vendors may not meet, then they need to be separately identified on the bid specifications so that the base cost of the bid can be clearly identified compared to the cost of the options. If options are included in the bid, then the Bid Tabulation Report shall identify the different costs of the options.

- C. TYPES OF SPECIFICATIONS: There are several ways of structuring specifications to protect the integrity of the purchasing process and to ensure that the needs of the City are met. Different methods of structuring specifications include:

1. *Qualified Products or Acceptable Brands List* - These lists are developed only where it is not possible to write specifications adequate to identify the quality and performance required of the goods or services to be purchased. Acceptable brand lists are also used when tests necessary to determine compliance with technical specifications are lengthy, costly, or require complicated technical equipment;
2. *Specification by Brand or Trade Name* - Brand or trade names should be used where brand name products have been found to be superior to others for the purpose intended, or when their composition is secret, unknown, or patented. The use of brand names establishes a quality standard but is not intended to limit or eliminate competition. Whenever this method of establishing specifications is used, the specifications shall provide for bidding of competitive or equal grades. It is incumbent on a vendor who bids on goods of supposed equal quality to those specified to document that the goods or services that the vendor is bidding on are, in fact, of equal quality;
3. *Specification by Blueprint or Dimension Sheet* - Specifications of construction projects for everything from buildings and streets to custom-built cabinets, furniture, machines, or other equipment shall be written to reference the blueprints or dimension sheets prepared by the engineer or architect. Such specifications provide an appropriate method of evaluating all bids, and later verifying the quality of the construction work or the equipment of fixtures delivered;

4. *Specifications by Chemical Analysis or Physical Properties* - Specifications that include the chemical analysis or physical properties of the goods requested clearly place responsibility on the supplier to provide exactly those items requested. Again, care must be taken in preparing specifications utilizing this method to ensure that competition remains a part of the bidding process. If the specifications are drawn too narrowly and only one vendor is qualified to meet the technical specifications, the cost of obtaining these items may be higher than necessary due to the lack of competition;
5. *Specifications by Performance, Purpose, or Use* - Specifications that include a set of performance criteria for the goods or services required will provide flexibility for vendors to design products or programs specifically aimed at meeting the purpose or performance standards the City has established. Generally, specifications that center on performance standards generate a great deal of competition since they allow vendors to exercise some creativity in the types of services or goods included in their bids. Department heads are cautioned to exercise care by including some specific technical specifications that will provide a floor or bottom-line quality determination. The use of performance specifications without minimum standards could result in items being installed, paid for, and later determined not to meet City expectations. It can then be very difficult to go back to a vendor and argue that the item bid did not meet the performance criteria established. At that point, the determination of satisfactory performance can become extremely subjective with the vendor insisting that his/her item is acceptable even though actual experience indicates otherwise;
6. *Specifications by Identification with Industry Standards* - Specifications will often refer to industry-wide standards or to standards set by other public jurisdictions. Some examples of these would be lumber grading, standards set by the asphalt or concrete industries or by referencing standard specifications of the Missouri Department of Transportation or other State or Federal agencies; and
7. *Specifications by Samples* - Whenever appropriate, a sample is always a good way to make your requirements perfectly clear. A good example would be printing bids for which artwork or an existing form would be attached. Whenever samples are utilized, department heads shall provide an adequate supply so that the original can be sent with all bid invitations and some maintained in the file for vendors who request bidding documents.

VIII. PURCHASE ORDER

A purchase order will only be issued after full approval is given to a submitted requisition.

The purchase order must be signed by the department head.

A purchase order is a contract between the City and a vendor. The contract is not binding until it is accepted by the vendor. The issuance of purchase orders by unauthorized individuals will not be recognized by the City and payment of these obligations will not be approved. Unauthorized purchases are classified as personal expenses and shall not be recognized as obligations of the City and will subject the purchaser to disciplinary action, including up to termination.

IX. DELIVERY AND PERFORMANCE

A contract or purchase order that is complete in all respects and that is accepted by the parties concerned still must produce the intended results or objectives before it can be considered a successful or completed purchase. The terms and conditions must clearly define the delivery and performance requirements of the services, supplies, or equipment.

The importance of the delivery schedule shall be emphasized by the vendor. Delivery requirements must be clearly written and fully understood by all contract participants. If several items are required by the contract, there may be a different delivery schedule for each item. The delivery schedule will normally be shown in calendar days from a specific date or transaction, such as the receipt of an order by the vendor. It is also important that the department clearly show the place for delivery and the receiving time schedule at the delivery points. If there are liquidated damages for non-delivery or late delivery, call these terms to the attention of the vendor and stress their importance. All parties should know where the material will be accepted - f.o.b. origin or destination. In determining delivery locations, the department shall analyze each specific location with respect to the product, cost, timeliness, and other relative factors.

- A. **FOLLOW-UP AND EXPEDITING:** Follow-up normally applies to the monitoring of the delivery schedules to ensure compliance. Expediting, in the purest sense, involves an attempt to improve or to reduce the contractually stipulated delivery time for various reasons, and the vendor is not legally obligated to comply.

The primary objectives of the follow-up function are:

1. To ensure full compliance by the vendor;
2. To develop documentation for future evaluation of the vendor's performance. The early detection of possible delivery delays will provide the City with a greater opportunity for resolving the problem and for developing satisfactory alternatives. The initial follow-up action would be to reaffirm the delivery schedule and to establish proper liaison with the seller's representative. If delivery problems do develop, there are certain techniques that may be used to help solve them:
 - a) Initiate contact with the salesman for assistance through email, telephone, fax, or mail. Do not hesitate to ask for the

- supervisor if no assistance is being given;
- b) Contact the vendor in person when possible. This might help solve the problem and will assist in verifying any reasons for the delay; and
- c) As a last option, cancel the contract for non-performance.

B. DELINQUENT DELIVERIES: When follow-up efforts have failed, and the deliveries have become delinquent, one of two actions must be taken:

1. Authorize additional time for delivery; or
2. Cancel and order from other sources.

In making the decision as to which of these actions shall be taken, several factors must be considered:

- a) Needs and requirements of the City;
- b) Agreements with the vendor;
- c) Availability of the items and cost from other sources; and
- d) The time it would take for delivery if reordered from another source.

In all cases, the reasons for delinquent deliveries shall be documented. This information may be needed in evaluating future bids submitted by that particular vendor. Vendors who repeatedly disregard delivery procedures may be removed from future bid lists.

C. PARTIAL DELIVERIES: Some purchase orders may list several items. In this event, it may be possible for the vendor to complete timely delivery on some of the items, which would be referred to as “partial deliveries” on the complete bid. If these items can be used separately, partial payments can and should be authorized. However, if the separate items are part of a system, then partial deliveries would be of little value to the City. In this case, partial payments shall not be authorized.

D. SUBSTITUTION: To meet the contractual delivery schedule, it may be appropriate in some situations to consider substitute items. The specifications shall cover this possible occurrence and would govern the legality of the transaction. However, substitutions may be necessary, regardless of the specifications, and it is absolutely necessary for the City to have the material by a specified date. Other reasons for substitution may be design changes, raw material shortages, and health and safety priorities. When substitutions are necessary, due to shortcomings of the vendor, it is the responsibility of the purchaser to seek and obtain an adjustment for lower prices on the substituted items. This action will serve to meet the legal requirements of the contract and to discourage future substitutions by the same vendor. In addition, this action will serve notice

to the other vendors that no favoritism was shown and that compliance with specifications is expected from all vendors.

- E. **NONPERFORMANCE:** Should the vendor fail to meet any requirement of the specifications; the vendor can be cited for nonperformance. The City Manager shall be notified in writing by any department that experiences nonperformance problems. The seriousness of nonperformance must be evaluated based on the circumstances surrounding each violation. However, there should always be some recourse to the City when a vendor fails to perform in accordance with the terms and conditions. These include:
1. The City may exercise its rights under a liquidated damages clause or under the terms of a performance bond;
 2. The City may obtain the needed items from another source and charge the delinquent vendor the excess difference in cost. A revised delivery schedule with the vendor may be the best remedy;
 3. The City may terminate the contract for default if it is in the best interest of the City and provided that the items can be obtained under more favorable conditions from other sources.

In some instances, recourse in the case of nonperformance in connection with the purchase of goods may be governed by the Uniform Commercial Code concerning rejection, revocation of acceptance, and the seller's right to cure with respect to defective or nonconforming goods.

X. INSPECTION AND TESTING

Human lives as well as the success of expensive projects may depend upon how well the purchased items meet the design and performance specifications included in the bid package. Goods and materials shall be checked at the time of receipt to detect any damage or defects. The inspection also includes assures that the material adheres to the specifications.

A variety of tests may be conducted as a necessity for determining if the merchandise meets specifications. Certain forms of inspection and testing will only be conducted on a percentage of the items, as the procedure followed may make the items unusable. Inspection and testing may be performed at the origin of destination. These tests are classified as sampling, chemical/lab, functional, and endurance tests. In some cases, a certification of compliance will be accepted. All requirements for inspection and testing must be clearly stated in the specifications. Both inspection and testing are costly, but the benefits far outweigh the expense when defects can be detected before they cause loss of life, injury, or equipment failure. Inspection, testing, and acceptance are conclusive, except for latent defects or fraud.

- A. **REPORTS, REJECTION, AND RETURN AUTHORIZATION:** Whenever an inspection is performed, all reports to properly support claims or actions

must be thoroughly documented. Sufficient time should be scheduled to allow for an inspection immediately upon arrival of the goods, taking into consideration required tests as necessary.

Goods shall be inspected for damage, quantity, quality, price, and for all other requirements listed in the inspections. A copy of the inspection report will normally be used to substantiate payment for the goods and verifications of receipt. In the event of rejection, for whatever purpose, certain steps must be taken to inform and protect the rights of the vendor as well as of the City. Reasons for rejection must be listed and these reasons shall reference specific requirements of the contract.

- B. **DAMAGE DURING SHIPMENT:** One of the major reasons for inspection at the time of receipt is to detect any visible damage. It's important that all damage be completely described on the receiving report. Any evidence of concealed damage shall also be noted at the time. This notation is necessary to support the filing of damage claims against the carrier. The carrier shall be notified immediately, and a joint inspection should be scheduled with the carrier's representative.

When it is apparent that the extent of the damage causes the goods to be worthless, they shall not be accepted. If the shipment is "f.o.b. destination," the vendor is responsible for assisting with the settlement of the claim and for full replacement of the damaged items. Payment will be withheld until the claims are settled.

- C. **LATENT DEFECTS:** Latent defects may be the result of damages in transit or of failure of the manufacturer to conform to specifications. Consequently, it is sometimes very difficult to fix responsibility for the defective material. If the carrier is suspected to be the one at fault, then the carrier's representative should be invited to come in for a joint inspection. Subsequently, a claim describing the situation shall be filed with the respective carrier.

A similar procedure shall be followed if the vendor/manufacturer is suspected to be at fault. The importance of "f.o.b. destination" shipments shall be reiterated at this point, for on such shipments, the vendors are responsible for rectifying the situation or for correcting the defect. If specific liability for the defect cannot be determined between the carrier, the vendor, or the manufacturer, the City may have to file a claim against all parties, seeking their cooperation in resolving the situation.

In some instances, recourse in the case of nonperformance in connection with the purchase of goods may be governed by the Uniform Commercial Code concerning rejection, revocation of acceptance, and the seller's right to cure with respect to defective or nonconforming goods.

XI. DISPOSAL OF SURPLUS GOODS

The City is interested in the full realization of the value of the goods it purchases. The City policy is aimed at making sure surplus is disposed of to the economic advantage of the City. Competitive bidding on surplus, obsolete or usable goods is required. This may

be achieved through sealed bids, auction, or open market sales. The disposal of all goods requires the approval of the City Manager.

An exception to this policy is when the City surplus property may be of value to another taxing entity, mutual aid emergency services partner, or non-profit economic development partner and the City would not otherwise receive the fair market value of such surplus property. In this case, the City may donate the surplus goods to one of these qualifying entities.

If the City's surplus goods are no longer usable or are outdated and have no monetary value, then the City will be allowed to classify these items as junk and dispose of by the most economic means.

FIXED ASSET TRANSFER/RETIREMENT PROCEDURES: The following procedures for the retirement of fixed assets or transfers between departments will improve the recording of fixed asset deletions and transfers. Each department must contact the Finance Department to determine transfer eligibility. Transfer forms will be completed by the transferring department and approved by both departments involved, as well as, the City Manager and Finance Director. The Finance Department will determine the monetary value of assets transferred between funds, departments, or divisions.

If the surplus goods are no longer usable or are outdated and have no monetary value, then the City will be allowed to classify these items as junk and dispose of the surplus good by the most economic means.

XII. DISPOSAL OF CITY REAL PROPERTY

Before the City Council discussion on the disposal of any City real property, the proposed transaction will undergo staff review and reporting followed by the City Manager's recommendation. Once City Council has completed its discussion and before formal action is taken, the notice of the real property transaction will be presented publicly to allow citizen input.

- A. Except as otherwise provided in this section, real property owned by the City may be sold, traded, or leased only when authorized by resolution, and only after competitive bids have been obtained. Before the sale, the City should obtain a certified appraisal of the real property to determine a reasonable value. The real property will be sold, traded, or leased to the person submitting the highest and best bid for the property.
- B. Exceptions to be considered are as follows:
 - 1. To any person to whom the property has a unique or enhanced value because of its accessibility, configuration, location, size, or use;
 - 2. To any adjacent property owner at fair market value as determined by a certified appraisal;
 - 3. When the use of the property is limited to public purposes specified by

the City Council;

4. When the sale, trade, or lease is part of a settlement in a condemnation proceeding; or
 5. When the City Council determines that it is in the public interest to sell, trade, or lease the property to a particular person or entity.
- C. City property may be donated to a qualifying recipient or entity based on a decision by the City Council.
- D. Farmland owned by the City may be leased by the City Manager without obtaining competitive bids and without further City Council authorization under the following circumstances:
1. The person seeking to lease the property conducts a farming operation adjacent to the property sought to be leased from the City;
 2. The person seeking to lease the property has previously leased the property and has demonstrated good farming practices; or
 3. The property was acquired by the City from the person seeking to lease the property.

XIII. PROPERTY CONTROL

The Finance Department maintains an inventory of all property owned by the City that was purchased at a price from \$500 to \$4,999 per item. The Finance Department will capitalize any qualifying asset that has a cost of \$5,000 or more through the City's fixed asset system. If the original value is unknown, then an appraised value should be used. Property is classified by building structure, machinery, equipment, land, etc., department, and location, as well as General Fund or Proprietary Fund. A number is assigned to it.

Each year the Finance Department provides a fixed asset listing to department heads for asset verification. They are to determine any changes and verify all assets listed. Those listings are then delivered to the Finance Department to discuss any changes.



City Council Policy #2 Budget Management: Policies and Procedures

Date Approved: July 1, 1994

Dates Amended: February 7, 2000; December 4, 2000; July 21, 2008; June 6, 2011; December 17, 2018; December 21, 2020

It is the policy of the City Council of the City of Kirksville to annually develop a budget that accurately reflects the revenue and expenditure goals and objectives of the City Council, and incorporate those goals, objectives, programs and projects which best serve the public good. The budget of the City of Kirksville will be constructed and managed in accordance with the policies set forth below. During the course of each fiscal year, the budget will be used to provide direction in the administration of City services.

I. OPERATING BUDGET

- A. The City will maintain a financial and budgetary control system to ensure adherence to the budget and awareness of the financial environment. Monthly financial reports will be prepared and submitted to the Mayor, City Council and City Manager.
- B. The City will attempt to avoid layoffs in actions to balance the budget. Necessary personnel reductions will be made through attrition, if possible.
- C. The City will focus cost reduction efforts by using the service classification system to determine priority.

Services provided by the City are categorized in order to set priorities for allocating available funds and are defined as follows:

1. *Basic or Core Services*: Includes (1) legally mandated commitments or services, (2) those most closely linked to the health and safety of the citizens of Kirksville, and (3) those providing a net revenue contribution, or reducing identifiable costs in the same fiscal year.
2. *Maintenance of Effort Services*: Services that (1) maintain control of City resources, (2) reduce identifiable costs in future years, and (3) are necessary to keep the public adequately informed of legislative matters.
3. *Quality of Life Services*: Activities which are provided for more specialized groups, or are more aesthetic or promotional in nature.

The above categories have been applied to the City services as follow:

Basic or Core Services

Debt Services

Police, Fire & E911

Utility Services (Water & Sewer)

Street Construction & Maintenance

Maintenance of Effort Services

Council
Administration
Human Resources
Finance

Public Facilities
Community & Economic Development
Codes & Planning
Engineering
MREIC

Quality of Life Services
Parks & Recreation
Airport

4. Enterprise funds will be self-supporting, including direct and overhead costs. Enterprise operations will not be subsidized and rates will be established to provide coverage of cost of operations, capital replacement and debt service. Rates will be reviewed annually and set in accordance with the requirements for participation in the Missouri State Revolving Loan Fund program or other bond covenants.
5. Charges for Internal Services shall be set at the lowest level possible to maintain essential programs and fund balances will be reviewed during the budget process.
6. Increases in staff will be permitted only in cases where the service demands have been expanded.

II. BALANCED OPERATING BUDGET

The City shall adopt a balanced budget where operating revenues for each Fund are equal to, or exceed, operating expenditures (excluding capital, contingencies and debt service) for that particular Fund. Any increase in expenditures, decrease in revenues or combination of the two that would result in a budget imbalance will require a budget amendment rather than spending unappropriated surpluses or designated reserves to support ongoing operations. Any year-end operating surpluses will revert to unappropriated balances for use in maintaining reserve levels set by policy and the balance will be available for capital projects and/or "one-time only" General Fund expenditures.

This is in accordance with Missouri Statute Section 67.010.2., which prevents the total proposed expenditures from any Fund exceed the estimated revenues to be received plus any unencumbered balance or less any deficit estimated for the beginning of the budget year.

III. BUDGET PROCESS

The annual budget is a fiscal plan which presents the services which will be provided to the community and the funds needed to perform the services. The City of Kirksville prepares its budget on a calendar year basis, January 1 through December 31.

The budget shall be presented as a legislative document that, together with the related appropriating ordinance, will represent City Council policy concerning the sources and uses of funds for the budget year.

The budget process will adhere to the following time lines:

- The City Manager will present policy recommendations and develop goals for the upcoming budget year to be submitted to the Council between 120 and 180 days prior to the beginning of each budget year.
- A budget calendar will be developed on an annual basis.
- The City Manager shall submit a budget for Council review at least 45 days prior to the beginning of each budget year.
- In December, the City Council shall hold a public hearing and two public readings on the budget as submitted. The budget will be available for public inspection at least ten days before the public hearing.
- The City Council shall adopt the budget, by majority vote, no later than the last Monday of December. If the City Council does not take final action by this date, the budget will be considered effective as it was submitted.
- The budget shall be on record in the Administration Department and available for public inspection. In addition, a copy of the budget is available online at the City of Kirksville's website www.kirksvillecity.com.

The budget document will be submitted to the Government Finance Officers Association (GFOA) within 90 days after adoption by ordinance to be considered for the Distinguished Budget Presentation Award.

IV. REPORTING POLICY

Amounts presented in the budget document shall be compared with actual revenues and expenditures for each month and year-to-date ended during the budget year. The monthly reports will be presented in such a form that will enable the City to maintain control over its financial resources and communicate adherence to the intent of the Council for the budget year. This process will provide information to monitor the performance of municipal services against the budget goals established by the Council.

V. FUND BALANCE REPORTING AND RESERVES

Effective with the City's implementation of GASB Statement No. 54 regarding the classification of fund balances, a City Council Fund Balance Policy provides the direction for the uses of fund reserves by the City's governmental funds. The General Fund, Special Revenue Funds, Capital Improvement Funds and Fiduciary Funds will follow the directives found in this policy.

In order to participate in State Revolving Loan Fund (SRF) financing, a separate operation and maintenance fund and a replacement fund are required to be maintained for both the clean water and drinking water financial operations. Operation and maintenance accounts are funded by a transfer from the operations revenue of the respective fund. The replacement fund has a specific annual dollar designation that is required to be transferred from operations revenue. The accumulation of the monies transferred in over the actual expenditures in the replacement fund will build up a future reserve designated for capital replacement.

After Utility Fund operating, capital and reserve needs have been met on an annual basis, any excess monies may be set aside to provide the funding necessary to implement a capital replacement program. The City Council has the option to approve an alternative capital reserve balance if the minimum fund balance cannot be met.

VI. BUDGETARY CONTROL POLICY

The adoption of annual operating budgets is used as a control device for all Funds of the City of Kirksville. Departmental directors are responsible and will be held accountable for the expenditures of their divisions and/or departments. Expenditures may not exceed appropriations for any division or department within each applicable Fund without authorization from the City Manager. Unexpended operating budget appropriations lapse at year end.

During the fiscal year, budgetary control is maintained by frequent review of departmental appropriation balances and through the use of a purchase order system and computerized financial administrative system. Purchase orders which would exceed appropriated balances are not released until further review and approval by the City Manager. An integral part of this control process assures that capital expenditures are for those items specifically approved in the budget, unless proper exceptions have been granted

A debt service reserve is to be funded from storm water utility charges to pay debt service on the Recovery Zone Economic Development bonds issued for the storm water management program. Excess of revenues over debt service is to be paid to a surplus account to fund operating expenses of the storm water utility.

VII. AMENDMENTS

Departmental appropriations that have not been expended by the end of the fiscal year lapse and will not be available in the ensuing fiscal year unless re-approved.

The City Manager or Finance Director may transfer any unencumbered appropriation balance or any portion thereof, from one account or department, within the same fund, to another. The City Manager will notify the Council of any interdepartmental transfers. Any revisions that alter the total operating expenditures of any fund must be approved by the City Council. Such supplements or amendments shall be filed with the original budget. Expenditures for capital projects may be carried over from year to year when the total dollar amount of the project has previously been approved by Council action but must be re-appropriated in any succeeding year's budget.

Establishing appropriations for a new project or Fund will necessitate a budget amendment and City Council approval prior to expenditure. Budget amendments resulting from over-runs to existing appropriations or for release of monies to be made available for other previously approved projects will be presented for City Council approval in December prior to fiscal year end.

VIII. BASIS OF ACCOUNTING & BUDGETING

The budgets/accounts of the general government type funds (i.e., general fund, special revenue funds, capital improvement funds) are prepared on a modified accrual basis. This means that expenditures are recognized when liabilities are incurred, and revenues are recognized when received in cash, except for material revenues which are accrued when they become available and measurable.

The proprietary fund type (i.e., enterprise funds and the internal service fund) is budgeted/accounted for with revenues and expenses recognized as earned or incurred, respectively. Expenses are recognized when a commitment is made (e.g., through a purchase order) and revenues are also recognized when they are obligated to the City (for example, water user fees are recognized as revenue when bills are produced).

Fiduciary funds and agency funds are budgeted/accounted for using a modified accrual basis for budgeting.

The City of Kirksville accounts for the financial transactions in each Fund and in the preparation of its interim financial reports under "generally accepted accounting principles" (GAAP). Usually this conforms to the way the City prepares its budget, with the following exceptions:

- Accrued compensated absences are not recognized as expenditures for governmental fund budgetary purposes.
- Capital outlays for proprietary funds are budgeted as expenditures.
- Debt service principal payments are budgeted as expenditures.
- Capital grants and bond/loan proceeds in proprietary funds are budgeted as revenue.

- Depreciation and amortization are not budgeted as expenditures.

The following fund types and account groups are used by the City:

A. **Governmental Fund Types**

Governmental Funds are those through which most governmental functions of the City are financed. The acquisition, use and balances of the City's expendable financial resources and the related liabilities (other than those in proprietary funds) are accounted for through governmental funds. The measurement focus is upon determination of changes in financial position. The following are the City's governmental fund types:

The **General Fund** is the principal fund of the City and accounts for all financial transactions not accounted for in other funds. The general operating expenditures, fixed charges and capital improvement costs that are paid through other funds are financed through revenues received by the General Fund.

Special Revenue Funds are used to account for revenues derived from specific taxes, governmental grants or other revenue sources which are designated to finance particular functions or activities of the City.

Capital Improvement Funds are established to account for resources designated to acquire capital facilities, except for minor acquisitions financed from regular operating funds

B. **Proprietary Fund Types**

Proprietary Funds are 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.

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.

C. **Fiduciary Fund/Agency Types**

Fiduciary Funds are used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.

Agency Funds. The City acts in a custodial role for these Funds; they account for the temporary receipt of funds that are passed through to other entities. All receipts are offset by payments made on behalf of the entity.

The following are additional City Council financial policies that are separately stated and adhered to in order to make the budget a good financial document and to provide direction in the administration of the budget document.

- Purchasing Policy
- Investment Policy
- Revenue Policy
- Cash Management Policy
- Debt Management Policy
- Fund Balance Policy

IX. PERSONNEL POLICY

Control of expenditures in the area of personnel costs is provided through position control. No new regular full-time or regular part-time positions may be created without the approval of the City Council. The City will seek volunteers and federal or state employment assistance programs whenever possible.

X. CAPITAL IMPROVEMENT PLAN POLICY

The City's Capital Improvement Plan (CIP) provides a detail of capital expenditures proposed for the next five fiscal years for rolling stock, building maintenance, computers, radios, parks, streets, Airport, utilities and for any anticipated ongoing capital replacement program. This plan shows the means of funding for each capital item and the service delivery and operating impact of each capital project, including personnel, operating and maintenance and debt service. The CIP is presented to the City Council on an annual basis and the capital items will be integrated into the appropriate budget upon City Council approval.

Financing of capital expenditures from available funds is the least costly and most desirable method and every effort will be made in the CIP to use this method prior to incurrence of debt. Those capital expenditures that cannot be internally funded will follow financing options and methods outlined in the City's Debt Management Policy.

Utility capital projects will be primarily funded by user fees and operational needs as resources allow.

Grant-funded capital items will be evaluated for service delivery impact prior to replacement.

Capital acquisitions through the Capital Improvement Sales Tax Fund will be in accordance with its annual Allocation Plan.

XI. PERFORMANCE MEASUREMENT POLICY

The City will develop and use program and service performance measurements as an integral part of long-term strategic planning and managerial decision-making processes. These measures will be linked to budgetary goals and objectives and be a tool to assist the citizens assess departmental efforts in managing resources efficiently and effectively. Measurements will consist of a mix of the following:

- Workload-which measures the quantity of activity for a reporting unit.
- Demand-which measures the amount of service opportunities.
- Efficiency-which measures the relationship between output and service cost.
- Effectiveness-which measures the impact of an activity.

Performance measurements reported are meaningful to the department's performance and are monitored over the long-term to establish a benchmark or trend. Established benchmarks will then be integrated into the performance measurement process for variance monitoring.

Performance management allows for the budget process to focus on the value of a service or project in addition to the cost of providing or implementing.

XII. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Reporting Entity. 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 interdependency, control over the selection of the governing authority and management, ability to significantly influence operations and accountability for fiscal matters. The City's budget includes E911 Central Dispatch, which is a discretely-presented component unit for financial reporting purposes.

Independent Audit. An independent audit shall be made of all accounts including special and trust funds of the City at least annually. This audit shall be made as soon after the close of the fiscal year as possible. The annual audit will be conducted by certified public accountants who are selected by the City Council. The City Manager shall make available copies of such audit for public inspection at the office of the City Clerk.

A Comprehensive Annual Financial Report (CAFR), prepared under the provision of GASB 34, shall be issued within six months of the close of the previous fiscal

year. It will be reviewed by City management and the City Council and presented to the City Council at a public meeting.

The City shall attempt to maintain accounting records in such a manner to receive an unqualified audit opinion and to qualify for a Certificate of Achievement for Excellence in Financial Reporting from the GFOA.

Internal Control. The City utilizes a computerized financial accounting system, which incorporates a system of internal accounting controls. Such controls have been designed to ensure that the financial and physical assets of the City are effectively safeguarded and that accurate accounting data is available for collection, compilation and reporting purposes in conformity with generally accepted accounting principles. The City's internal control system is designed to promote operational efficiency and adherence to policy. The cost of internal controls should not outweigh their benefits. The City's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement.



City Council Policy #3 Investment

Date Approved: November 21, 1994,

Dates Amended: December 7, 1998; October 4, 2010; November 17, 2014

I. Scope

This policy shall govern the investment activities of the City of Kirksville, excluding any specific funds cited or those pertaining to investments of employees' retirement funds or proceeds from certain bond issues.

Pooling of Funds. Except for cash in certain restricted, fiduciary or special funds, the City will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

External Management of Funds. Investment through external programs, facilities and professionals operating in a manner consistent with this policy will constitute compliance.

II. General Objectives

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield:

Safety. Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seek to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- Credit Risk. The City will minimize credit risk, the risk of loss due the failure of the security issuer or backer, by:
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisors with which the City will do business.
 - Diversifying the portfolio so that potential losses on individual securities will be minimized.
- Interest Rate Risk. The City will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:
 - Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to cash in un-matured investments or sell securities on the open market prior to maturity.
 - Investing operating funds primarily in shorter-term securities.

Liquidity. The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio so that investments mature concurrent with cash needs to meet anticipated demands (static liquidity). Since all possible cash demands cannot be anticipated, the portfolio should consist largely of investments with active secondary or resale markets (dynamic liquidity). A portion of the portfolio also may be placed in bank deposits or repurchase agreements that offer same-day liquidity for short-term funds.

Yield. The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

III. Standards of Care

Prudence. The standard of care to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion to the governing body and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Ethics and Conflicts of Interest. City staff involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. City staff involved in the investment process shall

disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.

Delegation of Authority. Authority to manage the investment program is granted to the City's Finance Director as investment officer. Responsibility for the operation of the investment program is hereby delegated to the investment officer, who shall act in accordance with the established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the investment activities.

IV. Investment Transactions

Authorized Financial Institutions. The purchase of City investment securities will be on a competitive basis from financial institutions which have branches located within the City limits of Kirksville or from the State of Missouri investment pool. A list will be maintained of financial institutions authorized to provide investment transactions.

Internal Controls. The investment officer is responsible for establishing and maintaining an internal control structure that will be reviewed annually with the City's independent auditor. The internal control structure shall be designed to ensure that the assets of the City are protected from loss, theft or misuse and to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits require estimates and judgments by management.

V. Portfolio

Investments. The City will limit its purchase of investment securities to those which are of the highest quality, including, but not limited to the following instruments:

- U.S. Treasury Bills, Notes and Bonds
- Certificates of Deposits (collateralized)
- Government Repurchase Agreements

Collateralization. All Certificates of Deposits and Repurchase Agreements will be fully collateralized at 105%. The securities acceptable to be used as collateral are described in Missouri Statutes 30.270, Part 1, with the exception of items 6 and 7.

All securities, which serve as collateral against the deposits of a depository institution, must be safe kept at a non-affiliated custodial facility. Depository institutions pledging collateral against deposits must, in conjunction with the custodial agent, furnish the necessary custodial receipts within five business days from the settlement date.

The City shall have a depository contract and pledge agreement with each safekeeping bank that will comply with the Financial Institutions, Reform, Recovery, and Enforcement Act of 1989 (FIRREA). This will ensure that the City's security interest in collateral pledged to secure deposits is enforceable against the receiver of a failed financial institution.

Investment Restrictions and Prohibited Transactions. To provide for the safety and liquidity of the City's funds, the investment portfolio will be subject to the following restrictions:

- Borrowing for investment purposes ("Leverage") is prohibited.
- Instruments known as Structured Notes (e.g. inverse floaters, leveraged floaters, and equity-linked securities) are not permitted. Investment in any instrument, which is commonly considered a "derivative" instrument (e.g. options, futures, swaps, caps, floors, and collars), is prohibited.
- Contracting to sell securities not yet acquired in order to purchase other securities for purposes of speculating on developments or trends in the market is prohibited.

VI. Investment Parameters

Diversification. Investments shall be diversified to minimize the risk of loss resulting from over concentration of assets in specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed.

Maximum Maturities. To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as in bank deposits or overnight repurchase agreements to ensure that appropriate liquidity is maintained to meet ongoing obligations.

Generally, the City will maintain approximately 75 percent of the City's cash reserves in short-term investments of less than one-year maturities. Long-term investments of up to two years shall be limited to approximately 25 percent of the City's investments. At no time shall funds from the City's pooled cash account be invested for a length to exceed two years without the prior approval of the City Council.

VII. Reporting

Reports. In the event the City acquires investments other than checking accounts or certificates of deposit, at least quarterly, the investment officer shall prepare an investment report, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made by the investment officer over the last quarter. This report shall be provided to the City Council and will include the following:

- Listing of individual securities held at the end of the reporting period.
- Realized and unrealized gains or losses resulting from appreciation or depreciation by listing the cost and market value of securities over one-year duration (in accordance with Government Accounting Standards Board (GASB) 31 requirements). [Note, this is only required annually]
- Average weighted yield to maturity of portfolio on investments as compared to applicable benchmarks.
- Listing of investment by maturity date.
- Percentage of the total portfolio which each type of investment represents.

Performance Standards. The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic environment of stable interest rates. A series of appropriate benchmarks may be established against which portfolio performance shall be compared on a regular basis.



City Council Policy #4 Revenue

Date Approved: April 7, 1997

Dates Amended: October 4, 2010

It is the policy of the City of Kirksville to use its resources in a manner to ensure consistent provision of public services and help ensure financial stability regardless of economic fluctuations. The following practices are followed to ensure sufficiency of revenue flow:

- The City will attempt to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source. Efforts will be directed to optimize existing revenue sources in addition to seeking new revenue sources.
- The City acknowledges that obtaining additional major revenue sources is a component of ensuring a balanced budget. The City Finance Director will provide an annual estimate to the City Council of anticipated revenues using an objective and analytical process utilizing conservative assumptions.
- The City will rely on user charges where appropriate, but will refrain from “nuisance” charges. User charges, as opposed to licensing or regulatory charges, shall, wherever possible and appropriate, recover the full cost (operating, direct, indirect, debt service and capital) of providing the service. Utility user charges will be reviewed annually to ensure sufficiency of revenues to fund all costs for provision of water, sewer and storm water services.
- All charges and fees will be reviewed annually. Comparison with other public and/or private organizations will be used when appropriate, as well as service cost, in determining the level of fees and charges, and their equities.
- The City will consider market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.
- The City will refinance outstanding debt whenever economically feasible.
- The City will follow an aggressive policy of collecting revenues, including past due bills of any type.
- The City shall dispose of surplus property in the most cost-effective manner and ensuring optimum fair market value is received.
- One-time revenues will be used only for one-time expenditures. The City will avoid using non-recurring revenues to fund on-going programs and activities.
- The City shall actively pursue federal, state and other grant opportunities when deemed appropriate. Before accepting any grant, the City shall consider all implications related to costs associated with complying with the terms of the grant agreement and the ongoing obligations that will be required in connection with the acceptance of the grant. Programs or projects financed with grant monies will be budgeted separately and will be adjusted to reflect the level of available funding. In the event of reduced grant funding, City resources may be substituted only after all program priorities are funded during the budget process. Capital or programs funded by grants will not automatically be funded by non-grant resources.

- The use of revenues, which have been pledged to bond holders, will conform in every respect to bond covenants and restrictions in the commitment of those revenues.
- Revenues actually received will be compared to budgeted revenues by the City's Finance Director and variances will be investigated. A summary of the results will be presented to the City Manager and City Council.



City Council Policy #5 Credit & Purchase Card

Date Approved: October 3, 2011

Dates Amended: December 19, 2016; December 21, 2020

The City of Kirkville (the City) utilizes credit and purchase card accounts to benefit the City and the City's authorized user of the cards by allowing purchases to be made from vendors for certain types of goods and/or services that are not available through other procurement means or from other vendors. The purpose of this policy is to establish criteria for the proper use of credit cards when conducting City business.

I. Policy

Usage of the City's credit/purchase card (a/the card/s) is allowed at the discretion of the City Manager or Finance Director who will determine which current employees are granted City purchasing authority and will establish appropriate limits for each purchase and the total credit limit for each card. Use of a card is restricted to the purchasing of those goods or services that cannot be procured through normal procedures. The use of a card does not justify the payment of any sales taxes for which the City is exempt and shall be given a copy of the state tax exemption letter issued to the City. The employee using a card is responsible for obtaining a timely credit for any sales tax charged. If sales tax is charged and a credit is not obtained, the user is responsible for the sales tax.

The card user agrees to comply with all applicable City policies and procedures and this agreement.

II. Compliance with Policy, Violations, and Consequences

Purchases made under this credit and purchase card policy shall comply with the City Council Purchasing Policy and/or Administrative Policy Manual and require purchase order or travel authorization approval before usage.

Cards may not be used for personal purchases, cash advances, or purchases that exceed the authorized purchase amount. Anyone who makes unauthorized purchases or advances will be liable for the amount of such purchases or advances, plus any administrative fees charged by the bank or corporation in connection with the misuse.

Card user violations of this policy or of any policy regarding the purchase of goods or services will be investigated and may result in any or all of the following actions, but not limited to: written warning, revocation of credit card privileges including purchasing authority, disciplinary action, termination and/or criminal prosecution. Human error and extraordinary circumstances may be taken into consideration when investigating any violation of this agreement.

The City Manager, Finance Director or designees have the authority to investigate and to determine whether a violation of purchasing or credit card policy has

occurred and to determine action deemed most appropriate pursuant to applicable law and/or City policy.

III. Ownership and Cancellation of Credit Card

The card remains property of the issuing company and may not be transferred to, assigned to, or used by anyone other than an authorized user of the City. Users are accountable for the activity on the card. The issuer or the City may suspend or cancel user privileges at any time for any reason, and the user in possession of a card, must surrender it upon request to the City or to any authorized agent of the issuer. Sharing the card or card account number with unauthorized users is forbidden.

IV. Receipts

It is the responsibility of each credit card user to obtain receipts from the vendor each time it is used, including receipts for travel. These are to be immediately forwarded to the City Finance Department for review and to ensure eligibility for payment. Failure to provide the required documentation for payment processing may subject the user to loss of credit card or travel privileges and may cause the amount charged to be classified as a personal purchase by the card user. The City shall keep statement data and proof of reconciliation, including receipts and packing slips, on file for a period consistent with the record retention requirements of the law.

Any department who fails to provide receipts and allow for timely payment of the credit card will also subject the user's department to any finance charges incurred on the charge.

V. Disputed Items

It is each user's responsibility to follow-up on any erroneous charges, returns, disputes or adjustments to ensure proper credit is given on subsequent statements.

VI. Security

Authorized card users are responsible for the card's protection and custody. An issued card or card account number should always be treated with utmost care and secured to prevent misuse by unauthorized users. When using a card for internet purchases, users should ensure that the site utilizes industry recognized encryption transmission tools.

It is the responsibility of each department that possesses a card and/or account number to keep such information secured and track department usage among authorized users.

VII. Lost or Stolen Credit Cards

If a credit card is lost or stolen, it is the responsibility of the user to immediately contact the Finance Department who will make contact with the issuer and take the appropriate steps to protect the account from unauthorized purchases. The Finance Director or City Manager can be contacted after normal hours of operations.

VIII. Authorization and Responsibility

City employees must receive approval from the City Manager and/or Finance Director to have permission to use the City's cards, and each department is responsible for notifying the Finance Department of their authorized users. The department will provide such a listing which includes the signature of each user to the Finance Department. Any additions or deletions to this authorized list will require same method of notification.

The Finance Director and/or designee is responsible for ensuring the proper use of all cards and/or account numbers of the City. Those duties include, but are not limited to, timely reconciliation of all accounts, appropriate record keeping, knowing card limitations and restrictions, developing and implementing internal procedures that govern the usage and communicating with the City Manager on any issues.



City Council Policy #6 Cash & Debt Management

Date Approved: July 3, 2000

Dates Amended: October 4, 2010; April 7, 2014; December 17, 2018;
December 21, 2020

Cash Management

It is the policy of the City of Kirksville to follow prudent cash management practices to ensure the availability of funds for the payment of bills and payroll; properly safeguard the collection of cash and ensure timely deposit; maintain an accurate accounting of cash inflows and outflows; facilitate the investment of idle cash to maximize revenues; and monitor the level of funds necessary to meet short-term needs.

I. Cash Pool

All monies from all of the City's different funds are centralized in the City's main checking account (pooled account) unless stipulated under federal or state provisions to be segregated or as required for special projects. For financial reporting purposes, the monies are reported in the appropriate fund. Interest earned by the pool is proportionately divided among the funds based on their month-end cash balance.

II. Centralized Depository

Various City departments have the capability to accept cash payments. Monies collected are forwarded on a daily basis to the Finance Department which performs the actual depository function. A deposit is made daily to ensure funds are available for immediate use or investment. Monies collected after the deposit is made are kept secure in a locked vault with access limited to authorized personnel.

The City accepts substitute checks that meet the standards as outlined under the Check Clearing for the 21st Century Act (Check 21 Act). Any checks that are not in compliance with the promulgated standards will be subject to refusal of acceptance.

III. Credit Card & Echeck Acceptance

Credit cards are accepted as a payment method to encourage discretionary charges, i.e., airport fuel and recreation fees, in addition to mandatory charges for customer convenience, i.e., utility bills. The City will not charge fees for usage of the credit cards but instead will take any convenience costs into account when structuring charges for services. Echecks for utility payments are the preferred online payment method.

The City maintains compliance with the Payment Card Industry (PCI) data security requirements for security controls over customer card data.

IV. Online Services

The City will encourage the payment of utility, and parks and recreation fees or charges through the use of the City's on-line web payment system.

V. Receivables

The City actively pursues collection on returned checks and bad debts. Returned checks are subject to additional processing costs incurred by the City. Checks will not be accepted from individuals who have not satisfied outstanding debts or who have a history of writing bad checks.

Procedures for the collection of delinquencies conforms with the provisions of the Fair Debt Collection Practices Act Subchapter V, Section 1692 of the U.S. Code, which requires the elimination of abusive debt collection practices, limits communications with debtors, prohibits harassment or abuse, prohibits unfair practices, requires written validation of the debt, provides for civil liability of debt collectors and uses the Federal Trade Commission to enforce its provisions.

Special tax liens are instigated against real property whose owners have failed to pay debt obligations to the City related to that specific property, e.g., demolition costs, mowing, etc.

VI. Internal Controls

A segregation of duties is mandatory to ensure proper handling of cash collections and to be in compliance with annual audit procedures. The Finance Director has the overall fiduciary responsibility for proper cash management and is required to be bonded.

VII. Petty Cash

The Finance Department petty cash drawer is housed in a secure and locked location and is limited in access. Petty cash vouchers are utilized to record the withdrawal of funds and are signed by the individual requesting the withdrawal. The petty cash fund is reconciled at a minimum on a monthly basis.

Other departments maintain separate petty cash funds which can only be reimbursed by submittal of approved vouchers to the Finance Department. These funds are periodically audited and the amount in any fund will not exceed \$500.

VIII. Bank Reconciliations

The City maintains various bank accounts which are reconciled on a monthly basis, generally within fifteen working days of the beginning of the month. To maintain proper segregation of duties, the bank reconciliation duties are divided among various employees that have no direct responsibility for the collection or disbursement of cash in the account for which the reconciliation is performed.

IX. Cash Flow Monitoring

Temporarily idle cash is invested until needed. Cash inflows and outflows are monitored to ensure that the supply of liquid cash is available to meet appropriation requests. During peak construction periods and recreation season, cash outflows increase and cash on hand is generally maintained at a level to meet three months

of appropriation requests. Cash flow monitoring ensures the City has the ability to meet future cash requirements and eliminates the need for short-term borrowing in addition to maximizing the time available for investment.

The City's investment policy is explained in more detail in City Council Policy #10.

X. Vendor Disbursements

On a weekly basis, the Finance Department approves the listing of vendor payments to be disbursed for that week. Vendor payments are disbursed weekly, generally on Friday, unless it falls on an observed holiday. Exceptions to the weekly disbursement cycle include the need for an advance check or for an electronic transfer for payment of payroll taxes, bonds, bond fees, sales tax remittance, etc.

The City strives to make timely payment and take advantage of every applicable discount possible.

XI. Payroll Disbursements

Payroll is performed bi-weekly and is paid from a bank account set up specifically to disburse payroll monies, payroll taxes and payroll-related transactions. Monies are transferred from the pooled account as needed to cover payroll disbursements. City payroll checks will be directly deposited into the respective employees' bank accounts.

XII. Check Fraud Protection

The City secures its check stock in a locked location with limited access accounted for through a control log. Two authorized signatures are required on all checks disbursed. A signature stamp is utilized which is secured and available for use by only authorized personnel who are required to sign a log sheet. Duties are segregated among the staff for initiating, authorizing, preparing, signing, mailing payments and reconciling bank statements.

XIII. Banking Services

The City goes out for bids on their banking services every two years, with an option to renew with their current financial institution for an additional two years. The bid process consists of sending out requests for proposals (RFP) to all local financial institutions which details the services required by the City. Each bid is reviewed in detail to determine the scope of services offered, at what cost and interest rate offered on the collective bank accounts. The City Council approves the bid in July with the agreement for banking services to commence January 1.

The City maintains a written banking services agreement with the depository bank engaged.

XIV. Collateral

All deposits must be collateralized equal to a margin of 105 percent of market value over the bank balances, inclusive of the FDIC-insured limit. The collateral is held in a third-party bank that is independent of the depository bank or the bank's holding

company. The securities acceptable to be used as collateral are described in State Statutes 30.270, Part 1, with the exception of items 6 and 7.

XV. Unclaimed Property

All refunds of monies are remitted back to the rightful owners as applicable. The City makes every possible effort to find the owner of property; if refunds are “abandoned” or go unclaimed, the City will hold the monies until required for remittance to the Missouri State Treasurer’s Office, as per State Statutes Chapter 447 RSMo.

XVI. Identity Theft

The City enforces the Fair and Accurate Credit Transaction Act of 2003 (FACTA) and adopted the “Red Flag” rules as they pertain to the provision of and payment for municipal-provided utility services. An Identity Theft Prevention Program was adopted by the City effective October 20, 2008.

Debt Management

It is the policy of the City of Kirksville to abide by established debt control policies in order to provide assurance of the City’s commitment to sound financial management and controlled borrowing practices and set parameters for issuing debt and managing the debt portfolio.

I. Capital Planning

Capital improvement plans are prepared on a multi-year basis. These plans go through an annual review by the City Council in conjunction with the budget process. Financing needs are determined well in advance in order to identify all alternative sources of funding and locate the most cost-effective financing option for the City.

III. Responsibility

It is the responsibility of the Finance Department to acquire the proper debt instrument and ensure the most cost-effective method of financing for the project. The City Council and City Manager will give the final approval on the acceptability of a financing arrangement.

The City will make all debt service payments when due on a timely basis, including all principal and interest payments, sinking fund payments, debt service reserve fund payments and payments for all other debt-related obligations.

III. Non-appropriation

All debt payments are subject to appropriation on an annual basis and must be approved in the budget process. All financing contracts contain a non-appropriation clause to recognize that the City cannot be obligated in subsequent years.

IV. Pay-as-you-go Financing

The City will pay for all equipment and infrastructure projects in cash if the applicable fund has an adequate cash flow and fund balance, project phasing is feasible and funding will not curtail operating or maintenance expenditures.

V. Non-debt Capital Funding Sources

The City will normally rely on existing funds and project revenues to finance capital projects such as major maintenance, equipment acquisition and small development projects. The City will strive to locate grants, matching fund programs or low-interest loan programs to assist with the cost of capital projects.

VI. Capital Financing

The City will utilize debt financing for one-time capital improvement projects when the project's useful life will exceed the term of financing and when project or specific revenues will be sufficient to service the long-term debt.

Bonds will be amortized within a period not to exceed the expected useful life of the asset being financed.

The City will confine long-term borrowing to capital improvements or infrastructure projects that cannot be financed from current revenues. Long-term debt will not be used for any recurring purpose such as current operating and maintenance expenditures or revenue shortfalls.

Capital improvements will be financed primarily through user fees, service charges, assessments or special taxes attributable to that specific project.

Generally, the City will make a down payment to any project with an expected useful life of less than 10 years, rather than relying on 100% debt financing.

Debt issued by the City should be structured to provide for either level principal or level debt service. Deferring the payment of principal should be avoided except in cases where it will take a period of time before project revenues are sufficient to pay debt service. Ascending debt service should generally be avoided.

Interfund borrowing will be considered to finance high priority needs on a case-by-case basis and only when planned expenditures in the fund making the loan would not be compromised. Interfund borrowing may be used when it would reduce costs of interest, debt issuance and/or administration.

The City will generally conduct financings on a competitive basis, unless the nature of the project favors a negotiated financing. Should better rates become available on an existing conventional loan/lease, the City shall have flexibility to refinance if analysis proves a cost savings without extending the length of the arrangement.

VII. Debt Structure

The City is eligible to issue short-term debt which may include, but not be limited to: tax, revenue, grant or bond anticipation notes; tax-exempt commercial paper; or variable rate notes when such instruments allow the City to accomplish capital acquisitions or projects.

The City may issue long-term debt which may include, but not be limited to: general obligation bonds, certificates of participation, revenue bonds, tax increment bonds or variable rate notes. The City may also enter into long-term leases for public facilities, property and equipment.

The type of debt to be issued will be determined in accordance with the following factors:

- A. Direct and indirect beneficiaries of the project; a majority of the citizens should benefit from a project financed by general obligation bonds;
- B. Time pattern of the stream of benefits generated by the project;
- C. Alternative types of existing or potential user charges and the ability to generate revenue by controlling rates;
- D. Effect of the proposed bond issue on the City's ability to finance future projects of equal or higher priority;
- E. The interest costs and costs of issuance of each alternative type of issuance; and,
- F. Impact of the issue on the City's financial position and credit rating.

VIII. Restrictions

General obligation bonds can only be issued after approval by the taxpayers through a public referendum. The City will try to keep the average maturity of general obligation bonds at or below 20 years. Current or advance refundings (replacement of outstanding debt with new debt issued at a lower interest rate) will be utilized when advantageous, legally permissible, prudent and when a 5% net debt service savings is realized over the term of the debt.

General obligation debt per capita will not exceed \$300.

The City will use special assessments, revenue bonds and/or other available self-liquidating debt measures instead of general obligation bonds where and when possible and applicable.

Revenue bonds will be issued for revenue-producing facilities only. Rates charged for such operations shall be sufficient to generate a net income equivalent to 120% of the annual debt service obligation. The maximum permissible term for revenue bonds shall be twenty years.

Debt reserves equal to the next principal and interest payment shall be maintained (except for assessment debt).

Short-term debt instruments, i.e., tax and revenue anticipation notes, commercial paper and variable rate demand bonds will be used in limited circumstances and only as interim financing sources.

Debt will be structured for the shortest period consistent with a fair allocation of costs to current and future beneficiaries or users.

IX. Overlapping Debt

Overlapping governments are other taxing jurisdictions that overlap the City's boundaries, thus exposing the City's taxpayers to taxation by other governmental entities. The City will strive to minimize the use of debt; it is recognized that the individual taxpayer must bear the burden of all overlapping jurisdictions, both for operating and capital purposes.

X. Legal Debt Margin

Per State Statutes, general obligation bonds are subject to a legal debt limit of 20% of the City's portion of assessed valuation of taxable property. This is outlined in Council Policy #3.

XI. Rating

The City of Kirksville seeks to maintain the highest possible credit rating for all categories of short and long-term general obligation debt that can be achieved without compromising delivery of basic City services and achievement of adopted City policy objectives.

The City will not consider long-term debt that, through its issuance, would cause the City's bond rating to be lowered.

The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.

XII. Lease Financing

The City will utilize capital leasing arrangements to fund the purchase or construction of major capital items when necessary. Lease payments will be paid from the applicable operating revenues. Should better rates become available on an existing conventional loan/lease, the City shall have flexibility to refinance if analysis proves a cost savings without extending the length of the arrangement.

XIII. Bond Counsel

The City will retain external bond counsel for all debt issuances to ensure compliance with applicable federal and state tax and other laws and regulations pertaining to public financing. No debt will be issued by the City without a written opinion by bond counsel.

XIV. Financial Advisor

The City will retain an external financial advisor, selected through a competitive process, to be utilized in selected debt issuances.

XV. Arbitrage

The City will follow a policy of full compliance with all arbitrage rebate requirements of the federal tax code and Internal Revenue Service regulations and will perform, as necessary, arbitrage rebate calculations for each issue subject to rebate on an annual basis. All necessary rebates will be filed and paid when due.

XVI. Financial Disclosures

The City shall include the appropriate debt disclosures as required in the Official Statements, the Comprehensive Annual Financial Report (CAFR) and the annual budget.

XVII. Rate Increases

For any enterprise fund that is supporting debt, an annual rate study will be performed to ensure that the fees or rates are sufficient to meet the debt service requirements.

XVIII. Letter of Credit

Occasionally, a letter of credit is required from the City's depository bank to establish availability of funds and a limit of funds dedicated to the specific project. The Finance Director will be responsible for acquiring the letter of credit and negotiating the terms.

XIX. Conduit Financing

The City may sponsor conduit financings for those activities, i.e., economic development, housing, etc., that have a general public purpose and are consistent with the City's overall service and policy objectives. All conduit financings must be structured to protect the City completely from any credit risk or exposure and must be approved by the City Manager before being submitted to the City Council for authorization and implementation.



City Council Policy #7 Fund Balance

Date Approved: October 3, 2011

Dates Amended: December 17, 2018; 12/19/2022

The City of Kirksville, Missouri (the City) maintains its financial operations in a manner consistent with sound financial management principles, which require that sufficient funds be retained by the City to provide a stable financial base at all times. An adequate fund balance level is an essential element in both short-term and long-term financial planning. It serves to mitigate current and future risks, sustain operations during economic downturns, provides cash flow liquidity for the City's general operations and enhances creditworthiness. Maintenance of sufficient levels of fund balance enables the City to stabilize funding for operations, stabilize taxes and fees and realize cost savings in issuing debt. While adequate levels of fund balance are important, the City strives to maintain an appropriate amount that is neither too high nor low.

I. Purpose

The City has enacted the following policy in an effort to ensure financial security through the maintenance of a healthy reserve fund that guides the creation, maintenance and use of resources for financial stabilization purposes. The City's primary objective is to maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. The City also seeks to maintain the highest possible credit ratings which are dependent, in part, on the City's maintenance of a healthy fund balance.

II. Fund Balance Categories

The fund balance, which is the excess of assets over liabilities in a governmental fund, may consist of any or all of the five categories defined below. The term "unrestricted fund balance" refers collectively to the three categories of committed, assigned and unassigned.

Non-spendable. Fund balance resources that are not in a spendable form (such as pre-pays or inventory), are required to be maintained intact (such as the corpus or principal of a permanent fund or capital of a revolving loan fund) or those that will not convert to cash soon enough to affect the current period (long-term portion of receivables and nonfinancial assets held for resale, such as land).

Restricted. Fund balance resources constrained to specific purposes by their providers (such as grantors, bondholders and higher levels of government) through externally enforceable legal restrictions either by constitutional provisions or by enabling legislation. Also included are amounts collected from the long-term portion of receivables or from other long-term assets held for resale which are limited externally in how they can be spent.

Committed. Fund balance resources constrained to specific purposes by the City Council or amounts collected from the long-term portion of receivables or other long-term assets held for sale which are limited internally. The commitment must be made by formal action (resolution) and the action must be taken before the end of the fiscal year. In order to be reported as committed, amounts cannot be used for any other purpose unless action through resolution to remove or change the constraint is taken.

Assigned. Fund balance resources a government intends to use for a specific purpose that do not have to be committed through resolution. Assignment of fund balance is a less formal action than required for committed funds and the action may be taken after the end of the fiscal year. Amounts in excess of non-spendable, restricted and committed fund balances in funds other than the General Fund are automatically reported in this category. Amounts in this category can never cause the unassigned fund balance to be a deficit. This is the category used to reflect the portion of existing fund balance that is planned to be used to eliminate a projected deficit in the subsequent year's budget. In order to assign fund balance, the City Council designates the City Manager, or designee, as the authority to assign fund balance and determine the amount to be assigned for capital asset replacement.

Unassigned. Fund balance resources that are available for any purpose and which represent any funds available for spending after the funds earmarked for specified purposes have been otherwise classified. The General Fund is the only fund that will record a positive unassigned fund balance. The nature of other fund types automatically makes their resources restricted, committed or assigned. The only situation where other types of funds report amounts in the unassigned fund balance category is if the balance is negative, which might occur if the fund spends more resources than it has available in restricted, committed or assigned fund balances.

III. Policy Statement

Fund balance is defined as the difference between assets plus deferred outflows of resources and liabilities plus deferred inflows of resources for governmental funds (General Fund, Special Revenue Funds, Capital Project Funds, and Permanent Funds). Working capital is defined as the difference between current assets and current liabilities for proprietary funds (Utility Fund and Internal Service Funds). For the purpose of this policy, fund balance and working capital are considered synonymous.

The fund balances of the City are to be maintained at a level to provide stability and flexibility to respond to unexpected adversity and/or opportunities. Establishing a minimum unrestricted fund balance for major funds based on annual operating expenditures of the current operating annual budget solidifies the City's ability for the continuance of operations.

In the event the fund balances drop below the established minimum level, the City will develop a plan to replenish the fund balance to the established minimum level within two fiscal years.

The City's basic goal is to contain annual expenditure increases to an acceptable growth rate and to limit expenditures to anticipated revenue in order to maintain a balanced budget. The decision to maintain unrestricted fund balance levels is due to the following:

- The Government Finance Officers Association (GFOA) recommends that a minimum fund balance for major funds should be no less than what will meet the average cash flow needs to cover regular operating expenditures;
- To provide the liquidity necessary to accommodate the City's uneven cash flow, which is inherent in its periodic tax collections, utility revenue collections, and other similar inflows; and
- To provide the liquidity to respond to contingent liabilities.

General Fund. This fund will maintain an unrestricted fund balance of not less than 17% of the annual operating expenditures of the current annual budget. This will meet the GFOA recommendation for the general fund balance of two (2) months of regular operating expenditures.

Capital Improvement Sales Tax Fund. This fund will maintain a minimum of \$100,000 in its restricted fund balance to be held in reserve for future capital improvement projects.

Tourism Fund. This fund will maintain a minimum restricted fund balance of not less than the current fiscal year of annual operating and capital expenditures to be held in reserve for future tourism operations.

Enterprise Fund (Utility Fund). This fund will maintain an unrestricted fund balance of not less than 15% of the annual operating expenditures of the current annual budget. This will meet the GFOA recommendation for the utility fund balance of forty-five (45) days of regular operating expenditures.

Insurance Fund. This fund will maintain an unrestricted fund balance minimum of \$750,000 or not less than 25% of annual claims and operating expenditures plus 100% of the specific stop-loss amount of the current annual budget if such amount exceeds \$750,000. The City is legally responsible to pay claims based on its insurance coverage documents, regardless of the amount of reserves held in the fund. The use of excess reserves will be determined during the annual budget adoption process.

Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process and amounts of the minimum level of unrestricted fund balance in the funds shall be determined during this process. This policy may be amended upon City Council approval.

Order of Spending Resources. The City will spend the most restricted dollars before less restricted in the following order:

- A. Non-spendable (if appropriate as funds become spendable)
- B. Restricted
- C. Committed
- D. Assigned
- E. Unassigned

Encumbrances. Amounts encumbered for a specific purpose that have not been previously restricted should be classified as either committed or assigned based on the criteria for each.



City Council Policy #8 Airport Billing & Collection

Date Approved: December 16, 1996

Dates Amended: September 17, 2001; June 27, 2005; June 2, 2008;
December 21, 2008; December 16, 2013; December 17, 2018; December
21, 2020

It is the policy of the City of Kirksville to make available for sale, aviation fuels and oil at the Kirksville Regional Airport. Such fuels and oil shall be sold at a reasonable markup to provide for a portion of the operations costs with incentive for volume sales at the Kirksville Regional Airport. This Airport Billing and Collection Policy outlines the various fuel price markups and volume fuel price discounts at the Kirksville Regional Airport.

I. Billing and Collections

Invoices shall be issued to all charge customers with approved credit by the 5th of each month. Payment in full is due by the 20th of each month. City charge customers are subject to approval by the Airport Director and are allowed to charge fuel on a monthly basis only.

All accounts that are unpaid by the 30th of the month will be assessed an interest charge of 1.5% per month (18% per year).

The City will accept a variety of credit cards. Acceptable credit cards will include, but not be limited to, Mastercard, Visa, Multi-Service, Discover, Phillips 66, American Express, Avfuel, government, and contact fuel cards.

II. Pricing

Minimum pump price markups for fuel at the Kirksville Regional airport shall be established as follows. The Airport Director has the authority to adjust pricing beyond the markups established. Additional markups must be competitive with regional and local markets, and will be monitored closely as to not affect volume sales.

100LL (Avgas) - Full Service: 100 LL will be marked up \$.75 cents per gallon over the price per gallon charged to the City of Kirksville by the bulk fuel provider.

Jet A - Full Service: Jet A will be marked up \$.85 cents per gallon over the price per gallon charged to the City of Kirksville by the bulk fuel provider.

III. Fuel Discounts

Discounts shall be allowed for large volume users as follows:

DISCOUNTS. Appendix A of this policy defines the fuel discount structure for Kirksville Regional Airport. The discounts shall apply to purchase of fuel from the Kirksville Regional Airport.

Jet A. The discount structure shown in Appendix A shall apply to all JET A fuel sales as a reduction off of the then current standard retail posted price prior to the application of State sales taxes.

100LL. The discount structure shown in Appendix B shall apply to all 100LL fuel sales as a reduction off of the then current standard retail posted price prior to the application of State sales tax.

Based Customers. Based customer is defined for purpose of this policy as those aircraft legally stored in hangars and tie-downs of the Kirksville Regional Airport or its tenants, paying legal tenants of licensed FBO's, and aircraft owned and/or operated by licensed FBO's located on the Kirksville Regional Airport.

Angel Flight Customers. Angel Flight customer is defined for the purpose of this chapter as those customers providing benevolent, not for profit medical transportation. Discounts will be determined on a case by case basis by the Airport Director for these type flights. Any discount must insure that the city is reimbursed for fuel cost and labor.

Veteran/Military Support Flights. Veteran and military not for profit flights may receive discounts. Discounts will be determined on a case by case basis by the Airport Director for these type flights. Any discount must insure that the city is reimbursed for fuel cost and labor.

Discount prices will be determined on an annual basis before the start of each fiscal year. Volume is determined using the customer's past 12-month usage at the Kirksville Regional Airport.

New high volume users may be considered for the above described discount prices by providing documentation that large volumes of fuel will be required for their operation(s) which will be based at the Kirksville Regional Airport.

KIRKSVILLE REGIONAL AIRPORT EAS PROVIDER

Discount prices for any commercial air carrier will be per Appendix A or B

IV. Special Event Discounts

During the week of the Oshkosh Fly-In, the Airport Director shall have the authorization to discount all fuels up to \$.25 per gallon from the current pump price.

During the Kirksville Regional Air Festival, the Airport Director shall have the authorization and discretion to provide fuel at cost to the performers, ride giving aircraft, skydiving aircraft, or any associated operation for the benefit of the Kirksville Regional Air Festival.

IN THE PLANE CONTRACT FUEL SALES. In the plane contract fuel sale prices and profits are determined in the contract between the City and fuel provider.



City Council Policy #9
 Fraud Prevention and Detection
 Date Approved: May 16, 2011
 Dates Amended: November 17, 2014

I. INTRODUCTION

The City of Kirksville (City) is committed to protecting its revenue, property, information and other assets from any attempt by elected officials, appointed committee/board members and employees (individuals) of the City of Kirksville, as well as any individual or entity doing business with the City such as contractors, vendors and agents.

II. DEFINITIONS

Fraudulent conduct is defined as the use of one's occupation or position for personal enrichment through the deliberate misuse or misapplication of the City's resources or assets, or for the personal enrichment of others. Fraudulent conduct and dishonesty may include, but is not limited to: Actual financial loss incurred, Damage to reputation of the City, Negative publicity, Cost of investigation, Loss of employees, Loss of public confidence, Damaged relationships with City contractors and suppliers, Litigation and Damages employee morale.

Asset Misappropriations - Theft or misuse of an organization's assets

- Cash.
 - Fraudulent Disbursements. Perpetrator causes the City to disburse funds through some trick or device (e.g., submitting false invoices/time cards/sheets, expense reimbursement schemes, check tampering, etc.) or prevents the timeliness of the disbursement of funds.
 - Embezzlement. Perpetrator appropriates monies fraudulently to one's own use, as money or property entrusted in one's care.
 - Skimming. Cash is stolen from the City before it is recorded on the City's records.
 - Cash Larceny. Cash is stolen from the City after it has been recorded on the City's records.
- Inventory and all other assets.
 - Misuse. Improper use, misappropriation, misapplication, destruction, removal or concealment of the City's inventory or assets for personal use (e.g., City vehicles, computers, supplies, etc.)
 - Larceny. Inventory or other assets are stolen from the City.

Corruption - Wrongful use of influence in a business transaction in order to procure some benefit for themselves or another person, contrary to duty to the City, or the rights of another.

- Conflicts of interest. An undisclosed economic or personal interest in a transaction that adversely affects the City.

- Bribery. The offering, giving, receiving or soliciting of anything of value to influence an official act or a business decision.
- Illegal Gratuities. A party that benefits from an official act or a business decision in giving of a gift to a person who made the decision. An illegal gratuity does not require proof of intent to influence.
- Economic Extortion. An individual demand that a vendor/contractor/etc. pay to influence an official act or a business decision.

Fraudulent Statements - Falsification of the City's financial statements.

Other Similar Irregularities - Any activity involving questionable behavior or business dealings by members of the public, contractors, vendors, agents or City employees, that put City revenue, property, information and other assets at risk of waste or abuse.

Fraud Investigator - In this context, reference is to any person or persons assigned by the City Manager in consultation with the City Council (whether a City employee or an individual or firm retained by the City on a contract basis) to investigate any fraud or similar activity.

III. RESPONSIBILITIES

If there is knowledge or suspicion of an act committed in violation of this policy:

- **Mayor and City Council Responsibilities:**
 - If the Mayor or Councilmember has reason to suspect that an incident of fraudulent conduct has occurred, he/she shall immediately contact the City Manager. The Mayor or Councilmember shall not attempt to investigate the suspected incident of fraudulent conduct or discuss the matter with anyone other than the City Manager. The investigation shall not be discussed with the media by any person other than through the City Manager in consultation with the City Attorney and the Fraud Investigator.
 - If a fraud allegation involves the City Manager, the Mayor and City Council shall select a Fraud Investigator for the purpose of investigating the allegation and reporting the results thereof. The City Council shall select a professional services firm or individual to act as the Fraud Investigator. The Fraud Investigator shall inform the City Council of pertinent investigative findings and results.
 - If a violation of this policy is determined, the City Council will take appropriate corrective and disciplinary action, up to and including dismissal, after consulting with the City Attorney.
- **Management Responsibilities:**

- Be responsible for instituting and maintaining a system of internal controls to provide reasonable assurance for the prevention and detection of fraudulent conduct, and other similar irregularities.
- Be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.
- When an improper activity is detected or suspected, determination should be made of whether an error or mistake has occurred, or if there may be dishonest or fraudulent activity.
- Upon receipt of any allegation of fraud, the City Manager shall notify the City Council of such allegation.
- In notifying the City Council, the City Manager shall exercise care to ensure that the City Council is fully aware of the nature of the allegation presented while ensuring that the rights and identity of individuals involved are duly protected.
- Based upon consultation with the City Council, the City Manager shall select a Fraud Investigator for the purpose of investigating the allegation and reporting the results thereof. This shall be based upon consideration as to whether City staff has the necessary degree of independence and competence as well as sufficient time available to ascertain the validity of the allegation that has been brought forth. If these qualifications are not met by internal staff, the City Manager in consultation with the City Council shall select a professional services firm or individual to act as the Fraud Investigator.
- If any member of management determines a suspected activity may involve fraud or related dishonest activity, their immediate supervisor shall be informed. Department managers shall contact the City Manager.
- Management shall not attempt to conduct individual investigations, interviews or interrogations. However, management is responsible for taking appropriate corrective actions to ensure adequate controls exist to prevent reoccurrence of improper actions. Management shall support the City's responsibilities and cooperate fully with the Fraud Investigator, other involved departments and law enforcement agencies in the detection, reporting and investigation of criminal acts, including the prosecution of offenders.
- Management shall give full and unrestricted access to all necessary records and personnel. All City property is open to inspection at any time and there is no assumption of privacy.
- In dealing with suspected dishonest or fraudulent activities, great care must be exercised. Management should avoid the following:
 - Incorrect accusations.
 - Alerting suspected individuals that an investigation is underway.

- Unfair treatment of employees.
- Making of statements that could lead to claims of false accusations or other offenses.
- In handling dishonest or fraudulent activities, management shall:
 - Make no contact (unless requested) with the suspected individual to determine the facts or demand restitution. Under no circumstances should there be any reference to “what you did”, “the crime”, “the fraud”, “the misappropriation”, etc.
 - Avoid discussion of the case, facts, suspicions or allegations with anyone outside the City government, unless specifically directed to do so by the City Attorney.
 - Avoid discussion of the case with anyone inside the City government other than employees who have a need to know such as the City Manager, Fraud Investigator, City Attorney or law enforcement personnel.
 - Direct all inquiries from the suspected individual, or representative, to the City Manager or City Attorney. All inquiries by an attorney of the suspected individual shall be directed to the City Attorney. All inquiries from the media shall be directed to the City Manager.
 - Take appropriate corrective and disciplinary action, up to and including dismissal, after consulting with the City Attorney or labor relations representative, in conformance with the City's personnel policies.
- **Employee Responsibilities:**
 - A suspected fraudulent incident or practice observed by, or made known to, an employee shall be reported to the employee's supervisor for reporting to the proper management official.
 - When the employee believes the supervisor may be involved in the inappropriate activity, the employee shall make the report directly to the next higher level of management and/or the City Manager.
 - The reporting employee shall refrain from further investigation of the incident, confrontation with the alleged violator or further discussion of the incident with anyone, unless specifically requested by the City Manager, Fraud Investigator, City Attorney or law enforcement personnel.
- **Fraud Investigator Responsibilities:**
 - Upon assignment by the City Manager, the Fraud Investigator shall promptly investigate the fraud. Where there appears to be reasonable grounds for suspecting that a fraud has taken place, the Fraud Investigator, in consultation with the City Attorney, shall contact the Kirksville Police Department or other appropriate law enforcement authorities.

- Shall be available and receptive to receiving relevant, confidential information to the extent allowed by law.
- If evidence is uncovered showing possible dishonest or fraudulent activities, the Fraud Investigator shall proceed as follows:
 - Discuss the findings with management and the department manager, if appropriate.
 - Advise management, if the case involves staff members, to meet with the City Manager (or designated representative) to determine if and the extent of disciplinary actions to be taken.
 - Report to the City's external auditor of such activities in order to assess the effect of the illegal activity on the City's financial statements.
 - Coordinate with the City's Risk Manager regarding notifications to insurers and filing of insurance claims.
 - Take immediate action, in consultation with the City Attorney, to prevent the theft, alteration or destruction of evidentiary records. Such action shall include, but not limited to:
 - Removal of records to place in a secure location or limit access to the location where the records currently exist.
 - Prevent the individual suspected of committing the fraud from having access to the records.
 - In consultation with the City Attorney and the Kirksville Police Department, the Fraud Investigator may disclose particulars of the investigation with potential witnesses if such disclosure would further the investigation.
 - If the Fraud Investigator is contacted by the media regarding an alleged fraud or audit investigation, the Fraud Investigator shall consult with the City Manager and the City Attorney, as appropriate, before responding to a media request for information or interview.
 - At the conclusion of the investigation, the Fraud Investigator shall document the results in a confidential memorandum report to the City Manager and City Attorney. If the report concludes that the allegations are founded, the report shall be forwarded to the Kirksville Police Department and City Council.
 - Unless exceptional circumstances exist, a person under investigation for fraud is to be given notice in writing of essential particulars of the allegations following the conclusion of the audit. Where notice is given, the person against whom allegations are being made may submit a written explanation to the Fraud Investigator no later than seven (7) calendar days after notice is received.

- The Fraud Investigator shall be required to make recommendations to the appropriate department for assistance in the prevention of future similar occurrences.
- Upon completion of the investigation, including all legal and personnel actions, all records, documents and other evidentiary material obtained from the department under investigation shall be returned by the Fraud Investigator to that department.

IV. WHISTLE-BLOWER PROTECTION

Individuals who observe and, in good faith, report a violation of the City's fraud policy shall be granted the protections contained herein. However, such protection shall not be afforded to individuals who are the subject of pending disciplinary action. When informed of a suspected impropriety, neither the City nor any person acting on behalf of the City shall:

- Dismiss or threaten to dismiss the reporting individual;
- Discipline, suspend or threaten to discipline or suspend the reporting individual;
- Impose any penalty upon the reporting individual; or
- Intimidate or coerce the reporting individual.

Violation of this section shall result in discipline up to and including dismissal in accordance with applicable federal, state and local administrative laws.

V. POLICY ACKNOWLEDGEMENT

Applicable individuals are required to review the current City of Kirksville Fraud Policy and acknowledge their receipt of it by signing the Fraud Recognition and Understanding form as they are hired, elected or appointed.

VI. DISCIPLINE

Violations of this policy by a City employee will be handled in accordance with the City's Administrative Policy Manual. Elected officials violating this policy will be handled in accordance with the appropriate State Laws. All other persons or entities that are found to have violated this policy will be either removed from the applicable board or committee or subject to suspension by the City from future business transactions for a specified period of time.

VII. EXCEPTIONS

There shall be no exceptions to this policy unless provided and approved by the City Council.



City Council Policy #30 Record Management

Date Approved: December 20, 2021
Dates Amended

The purpose of this policy is to define the official record management policy for the City of Kirksville. It will explain what is considered a record, what is the official record, appropriate methods of storage, and guidance for retention and destruction of records.

In 2021, the City of Kirksville implemented an Electronic Records Management (ERM) system (Laserfiche) which the City Clerk manages. As a result, the City Council has determined that official City records will be retained via electronic format using an ERM system, and if not retained in the ERM system, a paper copy must be retained. Historical documents for electronically stored records may be maintained in paper format and noted in the ERM system file notes.

The City of Kirksville Records Management Policy shall comply with all regulations and procedures of Chapter 610 of the Missouri Revised Statutes (RSMo), more commonly referred to as the Missouri Sunshine Law.

This policy will also fulfill RSMo section 610.028(2), which requires each political subdivision to provide a reasonable written policy in compliance with RSMo sections 610.010 to 610.030 RSMo.

This policy applies to all City departments, committees, commissions and boards.

I. DEFINITIONS:

- a. Non-record: Includes convenience copies, rough drafts, working papers and duplicates. These types of record do not fall under the record retention policy; however, they still need to be destroyed in a responsible fashion: i.e. shredding if sensitive data is involved, etc.
- b. Official record: The official document is the document stored in the ERM system; or any final document that remains in the file and has not been entered into the ERM system.
- c. Record: A document that provides evidence of an action and needs to be preserved and stored permanently or maintained until retention period is met.
- d. Record format: Format can include paper, digital, email, media, website files, and video.

II. OFFICIAL RECORD RETENTION RESPONSIBILITIES:

- a. Bid Document: City Clerk is responsible for maintaining the bid files which contain the original bid documents which include bid bonds, performance bonds

and payment bonds. Bidding request documents (requests for bids and RFPs and RFQs) are stored on the city common drive: (to be determined) for access by departments. Bid tabulation sheets will be entered into the ERM program.

- b. Contracts and Agreements: City Clerk is responsible for maintaining the copies of contracts and agreements. These documents are entered into the ERM program and paper documents are on file in the Clerk's office.
 - c. Correspondence Files: Correspondence related to projects, permits, licenses, and other specific areas, where the correspondence is a piece of the record, shall be retained in the appropriate files. Stand-alone general correspondence responding to questions or providing information should be retained based on Missouri retention schedules. Correspondence that addresses matters involving any other governmental entity or that is expected to carry-over for more than one-year shall be forwarded to and retained by the City Clerk.
 - d. Easement and Property Files: City Clerk is responsible for maintaining the copies of easements and property files. These documents are entered into the ERM program and paper documents are on file in the Clerk's office.
 - e. Email files: Email files are backed up with an email archiver and are kept indefinitely; state retention guidelines dictate a minimum of 2 years.
 - f. Employment and Payroll records: Human Resources Department maintains employment files and payroll records. These will be added to the ERM system for current employees.
 - g. Grant files: Administrative Services Coordinator maintains the original grant files. Retention is dictated by the grant and retention schedules. These will be added to the ERM system for new grants.
 - h. Meeting Agendas and Minutes: The responsibility falls to the Department which supports that board or commission. Agenda packets and approved minutes will be entered into the ERM program as well as downloaded to the City's website.
 - i. Various City Departments Files: Various departments in the City maintain their own records; police, fire, E911, finance, codes, engineering, administration, etc. Although these records may not be specifically identified in this policy, all should be maintained following this City policy, retention and destruction schedules.
- III. PROCEDURES: When feasible, records should be scanned and entered in the ERM program, paper files should be stored with the City Clerk or department as noted. Records should be maintained according to appropriate retention schedules of the State of Missouri. Some files involving infrastructure are considered

permanent as long as the infrastructure is in place, while other files may be considered permanent due to the nature of the file. Otherwise, files become inactive to be destroyed as dictated by the retention schedule and then, only after Council approval, are files destroyed in the appropriate manner.

- IV. **RETENTION:** The City follows appropriate schedules set by the Secretary of State's office (i.e. General Records Retention Schedule, Municipal Records Retention Schedule, Police Clerks Records Retention Schedule). Annually the City Clerk reaches out to all departments to review and list records that are eligible for destruction. These lists are reviewed with the appropriate records schedule and then brought before City Council for approval.
- V. **CITY RECORD DESTRUCTION:** For destruction guidelines, City Staff shall refer to the Administration Policy Manual.
- VI. **CUSTODIAN OR RECORDS:** As provided in RSMo 610.023(1) the City Council shall appoint a Custodian of Records for the City of Kirksville who shall be responsible for the overall maintenance of the City's records including an assurance that the public access to City records is in compliance with the Missouri Sunshine Law.
The City Clerk shall be the appointed Custodian of Records for the City of Kirksville. As the responsible party for maintenance and control of all City records, the City Clerk is authorized to designate Deputy Custodians from any department, who may also respond to requests for records per the City Clerks direction. All designees shall adhere to all requirements of RSMo 610.

Appendix II: Personnel Information

Approved Full-Time Positions by Department

Fiscal Year	2023	2022	2021	Fiscal Year	2023	2022	2021
General Fund				Police Administration			
<u>Administration</u>				<u>Police Protection</u>			
City Manager	1	1	1	Police Chief	1	1	1
Administrative Services Coordinator	1	1	1	Deputy Police Chief	1	1	1
Communications Director	1	1	0	Police Lieutenant	1	1	1
City Clerk	1	1	1	Records and Evidence Custodian	1	1	1
Total	4	4	3	Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
<u>Human Resources</u>				Total	5	5	5
Human Resource Director	1	1	1	<u>Police Investigations</u>			
<u>Economic Development</u>				Detective	1.5	1.5	1.5
Assistant City Manager	1	1	1	Detective Sergeant	1	0	0
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>	Computer Crimes Detective	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>
Total	2	2	2	Total	3	2	2
<u>Finance</u>				<u>Animal Control</u>			
Finance Director	1	1	1	Animal Control Officer	1	1	1
Finance Supervisor	1	1	1	<u>Fire Administration</u>			
Accountant	1	1	1	Fire Chief	0.5	0.5	0.5
Accounts Payable Clerk	1	1	1	Deputy Fire Chief	1	1	1
Finance Specialist	1	1	0	Assistant Fire Chief	0	0	1
Account Clerk	<u>2</u>	<u>2</u>	<u>3</u>	Training Officer	1	1	1
Total	7	7	7	Risk Reduction Officer	1	1	0
<u>Public Buildings</u>				Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>
Public Facility Technician	1	1	1	Total	4.5	4.5	4.5
Custodian	<u>2</u>	<u>2</u>	<u>2</u>	<u>Fire Protection</u>			
Total	3	3	3	Fire Captain	3	3	3
<u>Codes and Planning</u>				Fire Lieutenant	3	3	3
Code Enforcement Director	1	1	1	Firefighter II/EMT	12	10	10
Planner	1	1	1	Firefighter	<u>1</u>	<u>2</u>	<u>2</u>
Senior Inspector	1	1	1	Total	19	18	18
Inspector II	1	1	1	<u>Street Maintenance</u>			
Inspector	1	1	1	Street Superintendent	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	Assistant Street Superintendent	2	2	0
Total	6	6	6	Foreman	0	0	2
<u>Engineering</u>				Traffic Control Technician	1	1	1
City Engineer	1	1	1	Equipment Operator	5	5	5
Senior Engineering Technician I	1	0	0	Street Sweeper Operator	1	1	1
Engineering Technician III	1	2	2	Maintenance Worker II	<u>5</u>	<u>5</u>	<u>5</u>
Engineering Technician II	<u>1</u>	<u>1</u>	<u>1</u>	Total	15	15	15
Total	4	4	4	General Fund Total			
<u>Public Works Administration</u>					101	98.8	97.8
Public Works Director	0.34	0.3	0.3				
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>				
Total	1.34	1.3	1.3				

Approved Full-Time Positions by Department

Fiscal Year	2023	2022	2021	Fiscal Year	2023	2022	2021
Special Revenue				Utility Fund			
<u>E911 Central Dispatch Fund</u>				<u>Water Administration</u>			
E911 Communications Director	0.5	0.5	0.5	Accounts Receivable Clerk	1	1	1
Chief Dispatcher	1	1	1				
Dispatch Trainer	1	1	0	<u>Water Treatment</u>			
Dispatcher	<u>9</u>	<u>8</u>	<u>8</u>	Public Works Director	0.33	0.25	0.25
Total	11.5	10.5	9.5	Water Superintendent	1	1	1
				Utility Operator II	0	0	1
<u>MREIC Fund</u>				Utility Operator	7	7	6
Executive Director	1	1	1	Maintenance Worker	<u>1</u>	<u>1</u>	<u>1</u>
Business Counselor	1	1	1	Total	9.33	9.25	9.25
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>				
Total	3	3	3	<u>Water Distribution</u>			
				Utility Superintendent	1	1	1
<u>Tourism Fund</u>				Foreman	2	2	2
Tourism Director	1	1	0	Equipment Operator	3	3	3
				Sewer Jet Operator	1	1	1
<u>Airport Fund</u>				Utility Locator	1	1	1
Airport Director	1	0.2	0.2	Customer Service Representative	2	2	2
Airport Foreman	1	1	1	Maintenance Worker II	<u>5</u>	<u>5</u>	<u>5</u>
Airport Operator	<u>2</u>	<u>3</u>	<u>3</u>	Total	15	15	15
Total	4	4.2	4.2				
				<u>Wastewater Treatment</u>			
<u>Parks & Recreation</u>				Public Works Director/Airport Director	0.33	0.25	0.25
Parks and Recreation Director	1	1	1	Wastewater Superintendent	1	1	1
Assistant Parks & Recreation Director	1	1	1	Chief Utility Operator	1	1	1
Recreation Coordinator	1	1	1	Utility Operator II	2	2	0
Park Maintenance Foreman	1	1	1	Utility Operator	1	1	2
Aquatics Specialist	1	0	0	Lab Technician	0	0	1
Park Maintenance Worker	<u>2</u>	<u>1</u>	<u>1</u>	Maintenance Worker	<u>1</u>	<u>1</u>	<u>1</u>
Total	7	5	5	Total	6.33	6.25	6.25
Special Revenue Fund Total	25.5	22.7	21.7	Utility Fund Total	31.7	31.5	31.5
Internal Service Fund							
<u>Central Garage</u>							
Fleet Maintenance Supervisor	1	1	1				
Mechanic	2	2	2				
Administrative Assistant	<u>1</u>	<u>1</u>	<u>1</u>				
Total	4	4	4				
Total Full-time Employees					163	158	155

2023 City of Kirksville - Pay Schedule
General Hourly Employees

Range/Position Classification											
Range 5		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Custodian	AN	31,200	31,200	31,200	31,200	31,210	32,091	32,998	33,932	34,894	35,885
	HR	15.000	15.000	15.000	15.000	15.005	15.428	15.864	16.313	16.776	17.253
	OT	22.500	22.500	22.500	22.500	22.508	23.142	23.796	24.470	25.164	25.880
Range 6		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Maintenance Worker	AN	31,200	31,200	31,462	32,350	33,265	34,207	35,178	36,177	37,207	38,267
Park Maintenance Worker	HR	15.000	15.000	15.126	15.553	15.993	16.446	16.912	17.393	17.888	18.398
	OT	22.500	22.500	22.689	23.330	23.990	24.669	25.368	26.090	26.832	27.597
Range 7		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Account Clerk	AN	31,716	32,612	33,534	34,485	35,463	36,472	37,510	38,580	39,681	40,816
Animal Control Officer	HR	15.248	15.679	16.122	16.579	17.050	17.534	18.034	18.548	19.078	19.623
Customer Service Rep	OT	22.872	23.519	24.183	24.869	25.575	26.301	27.051	27.822	28.617	29.435
Maintenance Worker II											
Street Sweeper Operator											
Airport Operator	AN	33,058	33,991	34,953	35,944	36,964	38,015	39,097	40,212	41,360	42,543
	HR	15.893	16.342	16.804	17.281	17.771	18.276	18.797	19.333	19.885	20.453
	OT	23.840	24.513	25.206	25.922	26.657	27.414	28.196	29.000	29.828	30.680
Range 8		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Accounts Payable Clerk	AN	33,806	34,764	35,752	36,769	37,816	38,895	40,006	41,150	42,329	43,543
Administrative Assistant	HR	16.253	16.714	17.188	17.677	18.181	18.699	19.234	19.784	20.351	20.934
Aquatic Specialist	OT	24.380	25.071	25.782	26.516	27.272	28.049	28.851	29.676	30.527	31.401
Sewer Jet Operator											
Utility Locator											
Dispatcher	AN	35,236	36,235	37,264	38,324	39,416	40,540	41,698	42,891	44,120	45,386
	HR	16.940	17.421	17.916	18.425	18.950	19.491	20.047	20.621	21.212	21.820
	OT	25.410	26.132	26.874	27.638	28.425	29.237	30.071	30.932	31.818	32.730
Range 9		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Accounts Receivable Clerk	AN	36,042	37,068	38,124	39,212	40,333	41,487	42,676	43,901	45,162	46,461
Administrative Specialist	HR	17.328	17.821	18.329	18.852	19.391	19.946	20.517	21.106	21.713	22.337
Equipment Operator	OT	25.992	26.732	27.494	28.278	29.087	29.919	30.776	31.659	32.570	33.506
Finance Specialist											
Inspector											
Records & Evidence Custodian											
Wastewater Utility Operator											
Dispatch Training Officer	AN	37,567	38,636	39,737	40,871	42,039	43,243	44,482	45,758	47,073	48,427
	HR	18.061	18.575	19.104	19.650	20.211	20.790	21.386	21.999	22.631	23.282
	OT	27.092	27.863	28.656	29.475	30.317	31.185	32.079	32.999	33.947	34.923
Water Utility Operator											
Range 10		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Accountant	AN	38,435	39,533	40,663	41,827	43,026	44,262	45,534	46,844	48,194	49,584
Airport Foreman	HR	18.479	19.006	19.550	20.109	20.686	21.280	21.891	22.521	23.170	23.838
City Clerk	OT	27.719	28.509	29.325	30.164	31.029	31.920	32.837	33.782	34.755	35.757
Engineering Technician II											
Inspector II											
Lab Technician II											
Mechanic											
Park Foreman											
Public Facility Technician											
Recreation Coordinator											
Traffic Control Technician											
Wastewater Utility Operator II											
Chief Dispatcher	AN	40,062	41,205	42,384	43,597	44,847	46,134	47,460	48,826	50,233	51,682
Water Utility Operator II	HR	19.260	19.810	20.378	20.960	21.562	22.180	22.817	23.475	24.151	24.847
	OT	28.890	29.715	30.567	31.440	32.343	33.270	34.226	35.213	36.227	37.271
Range 11		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Engineering Technician III	AN	40,996	42,170	43,380	44,625	45,908	47,230	48,591	49,993	51,437	52,925
Foreman	HR	19.710	20.274	20.856	21.454	22.071	22.707	23.361	24.035	24.729	25.445
Senior Inspector	OT	29.565	30.411	31.284	32.181	33.107	34.061	35.042	36.053	37.094	38.168
Wastewater Utility Operator III											
Water Utility Operator III	AN	42,730	43,954	45,215	46,513	47,851	49,228	50,647	52,108	53,613	55,164
	HR	20.543	21.132	21.739	22.362	23.006	23.667	24.349	25.053	25.777	26.521
	OT	30.815	31.698	32.609	33.543	34.509	35.501	36.524	37.580	38.666	39.782

Highlights - these positions received Holiday compensation added to their base wages in lieu of days off.

2023 City of Kirksville - Pay Schedule Police Employees

Range/Position Classification										
Range 20*		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Detective	AN	45,691	47,872	50,163	52,567	55,092	57,743	60,527	63,450	66,519
Master Police Officer	HR	20.434	21.410	22.434	23.510	24.639	25.824	27.069	28.377	29.749
Officer	OT	30.652	32.115	33.651	35.264	36.958	38.737	40.604	42.565	44.624
School Resource Officer										
*Range 20 rate less holiday compensation										
Range 21		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Police Corporal	AN	48,963	51,308	53,770	56,355	59,069	61,919	64,912	68,054	71,353
	HR	21.898	22.946	24.047	25.203	26.417	27.692	29.030	30.435	31.911
	OT	32.846	34.419	36.071	37.805	39.626	41.538	43.545	45.653	47.866
Range 23		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Detective Sergeant	AN	52,235	54,743	57,377	60,142	63,046	66,095	69,296	72,657	76,187
Sergeant	HR	23.361	24.483	25.660	26.897	28.196	29.559	30.991	32.494	34.073
	OT	35.041	36.724	38.491	40.346	42.294	44.339	46.487	48.741	51.109

Note: Hourly rate based on 2236 hours per year (86 hours per pay cycle) annual base includes holiday

Reserve		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Reserve Police Officer	AN	43,893	45,988	48,188	50,498	52,924	55,471	58,145	60,953	63,901
	HR	19.630	20.568	21.552	22.585	23.669	24.808	26.004	27.260	28.578
	OT	29.445	30.852	32.328	33.878	35.504	37.212	39.006	40.890	42.868

Supplemental Instructor Pay		
Firearms Instructor	\$20/Pay Period	Max=2
Intoxilator Instructor	\$20/Pay Period	Max=1
Less Lethal Instructor	\$20/Pay Period	Max=3
Master Police Officer	\$20/Pay Period	No Max

2023 City of Kirksville - Pay Schedule Fire Employees

Range/Position Classification											
Range 30		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Firefighter	REG (2,912)	41,021	42,166	43,346	44,561	45,812	47,101	48,428	49,796	51,204	52,655
	REG (2,639.33)	37,180	38,218	39,287	40,386	41,522	42,691	43,894	45,133	46,410	47,725
	FLSA OT (272.67)	5,762	5,922	6,088	6,259	6,435	6,616	6,802	6,994	7,192	7,396
	EST ANN (2912)	42,941	44,140	45,375	46,647	47,957	49,306	50,696	52,127	53,602	55,120
	HR	14.087	14.480	14.885	15.302	15.732	16.175	16.631	17.100	17.584	18.082
	FLSA OT	21.130	21.720	22.328	22.954	23.598	24.262	24.946	25.650	26.376	27.123
	EMG OT	28.174	28.960	29.770	30.605	31.464	32.350	33.261	34.200	35.168	36.164
Range 31		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Firefighter II/EMT	REG (2,912)	43,693	44,918	46,180	47,480	48,819	50,199	51,619	53,082	54,589	56,142
	REG (2,639.33)	39,602	40,712	41,856	43,035	44,248	45,498	46,786	48,112	49,478	50,882
	FLSA OT (272.67)	6,137	6,309	6,486	6,669	6,857	7,051	7,250	7,456	7,667	7,885
	EST ANN (2912)	45,739	47,021	48,343	49,703	51,105	52,549	54,036	55,567	57,145	58,770
	HR	15.004	15.425	15.859	16.305	16.765	17.239	17.726	18.229	18.746	19.279
	FLSA OT	22.507	23.138	23.788	24.458	25.147	25.858	26.590	27.343	28.119	28.919
	EMG OT	30.009	30.851	31.717	32.610	33.530	34.477	35.453	36.458	37.493	38.559
Range 32		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Fire Lieutenant	REG (2912)	46,552	47,863	49,214	50,605	52,037	53,513	55,033	56,599	58,211	59,872
	REG (2,639.33)	42,193	43,382	44,606	45,866	47,165	48,502	49,880	51,299	52,760	54,266
	FLSA OT (272.67)	6,538	6,723	6,912	7,108	7,309	7,516	7,730	7,950	8,176	8,409
	EST ANN (2912)	48,732	50,104	51,518	52,974	54,474	56,019	57,610	59,249	60,937	62,675
	HR	15.986	16.437	16.900	17.378	17.870	18.377	18.899	19.436	19.990	20.560
	FLSA OT	23.979	24.655	25.351	26.067	26.805	27.565	28.348	29.155	29.985	30.841
	EMG OT	31.973	32.873	33.801	34.756	35.740	36.754	37.797	38.873	39.980	41.121
Range 33		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Fire Captain	REG (2912)	50,049	51,465	52,923	54,425	55,973	57,566	59,208	60,899	62,640	64,434
	REG (2,639.33)	45,363	46,646	47,968	49,329	50,732	52,176	53,664	55,196	56,775	58,401
	FLSA OT (272.67)	7,029	7,228	7,433	7,644	7,862	8,085	8,316	8,554	8,798	9,050
	EST ANN (2912)	52,392	53,874	55,402	56,973	58,593	60,262	61,980	63,749	65,573	67,451
	HR	17.187	17.673	18.174	18.690	19.221	19.769	20.332	20.913	21.511	22.127
	FLSA OT	25.780	26.510	27.261	28.035	28.832	29.653	30.499	31.370	32.267	33.191
	EMG OT	34.374	35.347	36.348	37.380	38.443	39.537	40.665	41.826	43.022	44.254

*Hourly rate based on 2756 hours work at the regular rate per year. / Holiday compensation included in annual base wages

* Projected adjusted base includes 272.67 hours FLSA OT assuming actual annual hours worked per year of 2,912.

14-day cycle

Shift Differential - \$1.00 per hour when Firefighter II/EMT works as Fire Lieutenant or Fire Lieutenant works as Fire Captain.

Reserve		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Firefighter	HR	12.706	13.061	13.426	13.802	14.190	14.589	15.001	15.424	15.860	16.310
	OT	19.059	19.591	20.139	20.704	21.285	21.884	22.501	23.136	23.790	24.465
Firefighter II/EMT	HR	13.504	13.882	14.272	14.674	15.088	15.514	15.953	16.405	16.871	17.351
	OT	20.255	20.824	21.409	22.011	22.632	23.271	23.930	24.608	25.307	26.026

Supplemental Instructor Pay			
Fire Investigator	\$250/Year	\$9.62/Pay Period	Max=3
Fitness Trainers	\$250/Year	\$9.62/Pay Period	Max=6
Inspectors	\$500/Year	\$19.24/Pay Period	Max=3
NFPA 1403	\$250/Year	\$9.62/Pay Period	Max=6
Paramedic	\$500/Year	\$19.24/Pay Period	No Max
Scott	\$500/Year	\$19.24/Pay Period	Max=3
TNT	\$250/Year	\$9.62/Pay Period	Max=2
Associates in Fire Science, Fire Admin, or Emergency Mgmt	one time	\$	500
Bachelors in Fire Science, Fire Admin, or Emergency Mgmt	one time	\$	500
National Fire Academy Executive Fire Officer Program	one time	\$	500
National Fire Academy Managing Officer Program	one time	\$	500

2023 City of Kirksville - Pay Schedule

Seasonal Employee Pay Scale

Seasonal Employees		Hour	Overtime
Minimum Wage: State 12.00 /Federal \$7.25 per hour.			
Admission/Concession Aide		\$ 12.00	\$ 18.00
Intern		\$ 12.00	\$ 18.00
Lead Admissions Worker		\$ 13.00	\$ 19.50
Lifeguard		\$ 12.00	\$ 18.00
Maintenance Worker		\$ 12.00	\$ 18.00
Maintenance Worker (second year)		\$ 12.15	\$ 18.23
Recreation Aide		\$ 12.00	\$ 18.00
Swim Instructor		\$ 15.00	\$ 22.50
Umpire (1)		\$ 15.00	\$ 22.50
Umpire (2)		\$ 17.50	\$ 26.25
Umpire (3)		\$ 22.50	\$ 33.75

2023 City of Kirksville - Pay Schedule Exempt Employees

Range/Position Classification											
Range 112		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Administrative Services Coord.	AN	54,830	56,420	58,057	59,743	61,479	63,268	65,110	67,008	68,962	70,975
Airport Director	HR	26,360.6	27,125.0	27,912.0	28,722.6	29,557.2	30,417.3	31,302.9	32,215.4	33,154.8	34,122.6
Assistant Parks & Rec Director	MO	4,569.17	4,701.67	4,838.08	4,978.58	5,123.25	5,272.33	5,425.83	5,584.00	5,746.83	5,914.58
Assistant Street Superintendent	BW	2,108.85	2,170.00	2,232.96	2,297.81	2,364.58	2,433.38	2,504.23	2,577.23	2,652.38	2,729.81
Business Counselor											
City Planner											
Communications Director											
Finance Supervisor											
Fire Risk Reduction Officer											
Fire Training Officer											
Fleet Maintenance Supervisor											
Senior Engineering Technician											
Range 113		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Assistant Fire Chief	AN	58,539	60,239	61,991	63,795	65,653	67,567	69,538	71,568	73,660	75,814
Police Lieutenant	HR	28,143.8	28,961.1	29,803.4	30,670.7	31,563.9	32,484.1	33,431.7	34,407.7	35,413.5	36,449.0
Street Superintendent	MO	4,878.25	5,019.92	5,165.92	5,316.25	5,471.08	5,630.58	5,794.83	5,964.00	6,138.33	6,317.83
Utility Superintendent	BW	2,251.50	2,316.88	2,384.27	2,453.65	2,525.12	2,598.73	2,674.54	2,752.62	2,833.08	2,915.92
Range 114		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Code Enforcement Director	AN	62,506	64,326	66,200	68,130	70,118	72,166	74,276	76,448	78,686	80,991
Deputy Fire Chief	HR	30,051.0	30,926.0	31,826.9	32,754.8	33,710.6	34,695.2	35,709.6	36,753.8	37,829.8	38,938.0
Deputy Police Chief	MO	5,208.83	5,360.50	5,516.67	5,677.50	5,843.17	6,013.83	6,189.67	6,370.67	6,557.17	6,749.25
E911 Communications Director	BW	2,404.08	2,474.08	2,546.15	2,620.38	2,696.85	2,775.62	2,856.77	2,940.31	3,026.38	3,115.04
Wastewater Superintendent											
Water Superintendent											
Range 115		Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Assistant City Manager	AN	66,752	68,699	70,704	72,769	74,897	77,088	79,345	81,670	84,064	86,530
Human Resource Director	HR	32,092.3	33,028.4	33,992.3	34,985.1	36,008.2	37,061.5	38,146.6	39,264.4	40,415.4	41,601.0
Parks & Recreation Director	MO	5,562.67	5,724.92	5,892.00	6,064.08	6,241.42	6,424.00	6,612.08	6,805.83	7,005.33	7,210.83
	BW	2,567.38	2,642.27	2,719.38	2,798.81	2,880.65	2,964.92	3,051.73	3,141.15	3,233.23	3,328.08

Unclassified Positions

City Engineer
 City Manager
 Executive Director
 Finance Director
 Fire Chief
 Police Chief
 Public Works Director

New hires start at Step 2. Employees receive performance evaluations every year on their hire date. Pending on the outcome of the evaluation, they may advance to the next step.

Appendix III: Citizen Advisory Commissions

Citizen Advisory Commissions

AFFORDABLE HOUSING BOARD (3-Year Term)

- Karla Dwyer, Chair
- David Jacobs
- Patti Preston
- Sue Robinson
- John Gardner, Council Representative
- Ashley Young, Staff Representative

AIRPORT AND TRANSPORTATION COMMISSION (3-Year Term)

- Randy Smith, Chair
- Dick Roberts, Vice Chair
- Pete Detweiler
- Thomas Goad
- Harold Osborn
- Jeff Romine
- Chade Shorten
- Brian Snyder
- Rick Steele, Council Representative
- Glenn Balliew, Staff Representative

BOARD OF ADJUSTMENT (5-Year Term)

- Robert Ehrlich, Chair
- Jim Baumgartner
- Andy Grimm
- David Rouner
- Angie Sullivan
- Reid Yardley, Staff Representative
- Alternates: Kaylee Morgenstern, Loren Wright

FRIENDS OF FOREST-LLEWELLYN CEMETERY (No Term)

- Dwight Buckingham, Chair
- Brandon Stewart, Vice Chair
- Vickie Brumbaugh
- John Buckwalter
- Blytha Ellis
- Jason Haxton
- Betty McLane-Iles
- Myra Shoop
- Ashley Young, Staff Representative

Citizen Advisory Commissions (Cont.)

KIRKSVILLE HISTORIC PRESERVATION COMMISSION (3-Year Term)

- Bob Giovannini, Chair
- Dale VanSickle, Vice Chair
- Bill Castles
- Robert Clement
- Lori Shook
- Betty McLane-Iles, Planning & Zoning Representative
- Zac Burden, Council Representative
- Mary Turner, Staff Representative

KIRKSVILLE HOUSING AUTHORITY (4-Year Term)

- John Gillum, Chair
- Jenn Vaughn
- Angie Sullivan
- Edna Whitlock
- Valarie Johnson
- Ex Officio: Veronica Stutler

LAKES, PARKS AND RECREATION COMMISSION (3-Year Term)

- Hank Janssen, KBSA Representative, Chair
- Ralph Cupelli, Rotary Club Representative, Vice Chair
- Pam Barnett
- Dr. Carolyn Cox
- Dan Green
- Tony Vazzana
- Yvette Amerman
- Scott Meredith
- Jerry Jones
- John Gardner, Council Representative
- Rodney Sadler, Staff Representative

PLANNING AND ZONING COMMISSION (4-Year Term)

- Dan Martin, Chair
- Jeremy Hopkins, Vice Chair
- Betty McLane-Iles
- Kelsey Aurand de Razo
- Jason Chrisman
- Chuck Heckert
- Jeremy Hopkins
- Patricia Sexton
- Kabir Bansal, Council Representative
- Mary Turner, Staff Representative

Citizen Advisory Commissions (Cont.)

BALTIMORE COMMONS COMMUNITY IMPROVEMENT DISTRICT

- Hemant Patel (2-Year Term)
- Rajesh Vora (2-Year Term)
- Mari E. Macomber, City Representative (3-Year Term)
- Ashley Young, City Representative (3-Year Term)
- Lacy A. King, City Representative (3-Year Term)

NORTH BALTIMORE STREET COMMUNITY IMPROVEMENT DISTRICT

- Brock Ashley (4-Year Term)
- Craig Kiser (3-Year Term)
- Mari E. Macomber, City Representative (3-Year Term)
- Ashley Young, City Representative (4-Year Term)
- Lacy A. King, City Representative (3-Year Term)

SOUTH 63 CORRIDOR COMMUNITY IMPROVEMENT DISTRICT (3-Year Term)

- Dan Ruether
- David Walker
- Mari E. Macomber, City Representative
- Ashley Young, City Representative
- Lacy A. King, City Representative

FRANKLIN STREET COMMUNITY IMPROVEMENT DISTRICT

- Paul Williams (3-Year Term)
- Alan Keenan (3-Year Term)
- Keith Davidson (2-Year Term)
- Mari E. Macomber, City Representative (2-Year Term)
- Lacy A. King, City Representative (2-Year Term)

TAX INCREMENT FINANCING COMMISSION (4-Year Term)

- Tony Fajkus, Chair
- Don Crosby, Vice Chair
- Bill Castles
- Daniel Joyner
- Lacy A. King
- Carolyn Christman
- Adair County Library Representative
- Robert Webb, School District
- Julie Sneddon, School District
- Mark Shahan, County Representative
- William King, County Representative
- Ashley Young, Staff Representative

Citizen Advisory Commissions (Cont.)

TOURISM ADVISORY BOARD (3-Year Term after expiration)

- Wally Trosen, Chair
- Mari E. Macomber
- Kristy Rowles
- Crain Shorten
- Robin Kolb
- Kevin White
- Jennifer Walston, Council Representative
- Winston Vanderhoof (Truman State University)
- Virginia Halterman (A.T. Still University)
- Laci Cook (Kirksville Area Chamber of Commerce)
- Sandra Williams, Ex Officio Member
- Sharon Swela, Staff Support

WATERSHED MANAGEMENT COMMISSION (3-Year Term after expiration)

- Adam Dorrell, City Engineer, City Representative, Chair
- Greg Miller
- Jeff VanSickle
- Jim Novinger
- Carol Baiotto
- Martin Jayne
- John Nash
- Lori Shook
- Russell Pruett, Staff Support
- Tim Reed, Staff Support

Non City-Appointed Citizen Advisory Commissions

ADAIR COUNTY EXTENSION COUNCIL (2-Year Term)

- Rodney Sadler, City Representative

CHAMBER OF COMMERCE BOARD

- Mari E. Macomber, City Manager, City Representative, Ex-Officio

CHAMBER GOVERNMENTAL AFFAIRS BOARD

- Ashley Young, City Representative

E911 JOINT SERVICES BOARD

- Mari E. Macomber, City Manager, City Representative
- Scott Williamson, Police Chief, City Representative
- Don Crosby, Human Resource Director, Council-Appointed Representative
- Lacy A. King, Finance Director, Council-Appointed Representative

Non City-Appointed Citizen Advisory Commissions (Cont.)

MAINSTREET KIRKSVILLE

- Ashley Young, Assistant City Manager, City Representative
- Sharon Swela, Tourism Director, Ex Officio Member

(K-REDI) KIRKSVILLE REGIONAL ECONOMIC DEVELOPMENT, INC.

- Zac Burden, Mayor, City Representative
- John Gardner, Mayor Pro Tem, City Representative
- Mari E. Macomber, City Manager, City Representative
- Ashley Young, Assistant City Manager, City Representative
- Chuck Boughton, City Representative

NORTHEAST MISSOURI REGIONAL PLANNING COMMISSION

- GENERAL MEMBERSHIP
- Mari E. Macomber, City Manager, City Representative, Chair
- EXECUTIVE BOARD
- Mari E. Macomber, City Manager, City Representative

NORTHEAST MISSOURI REGIONAL PLANNING COMMISSION, SOLID WASTE COUNCIL

- GENERAL MEMBERSHIP
- Mari E. Macomber, City Manager, City Representative

NORTHEAST MISSOURI REGIONAL PLANNING COMMISSION, TRANSPORTATION COMMISSION (TAC)

- Mari E. Macomber, City Manager, City Representative, Vice Chair

Appendix IV: Capital Purchase Detail
2023-2027

PROJECTED CAPITAL PURCHASES	2023	2024	2025	2026	2027	TOTAL COST	FUND SOURCE
INFORMATION TECHNOLOGY							
Switch replacement Aquatic Center & City Hall	48,000					48,000	General
CCTV cameras/integration - City Hall, PD, FD	15,000					15,000	General
Springbrook replacement - Tyler Technologies	69,400					69,400	General
System upgrades/updates		15,000				15,000	General
Printer replacements - PW, 2nd Floor, Plotter, PD, Fire		30,000				30,000	General
Computer upgrades - city-wide			250,000			250,000	General
System upgrades/updates			15,000			15,000	General
Router replacements				50,000		50,000	General
System upgrades/updates				50,000		50,000	General
System upgrades/updates					50,000	50,000	General
Total \$	132,400	\$ 45,000	\$ 265,000	\$ 100,000	\$ 50,000	\$ 592,400	
PUBLIC BUILDINGS							
EDA HVAC replacement - 1 unit	10,000					10,000	General
EDA office remodel	30,000					30,000	General
EDA roof replacement	70,000					70,000	General
KFD roof replacement	35,000					35,000	General
KFD floor replacement	30,000					30,000	General
KFD enclose Battalion Chief bay	10,000					10,000	General
KPD fence enclosure under awning & doorway	30,000					30,000	General
KPD build floor & enclose nder west stairwell	40,000					40,000	General
PW bathroom remodel	7,500					7,500	General
HVAC replacement - city wide	40,000		40,000	40,000		120,000	General
Floor coverings - city wide	20,000	50,000	40,000	40,000		150,000	General
Kirksville Emergency Services Training Center	650,000	200,000				850,000	CIST/General
KPD HVAC replacement		40,000				40,000	General
KPD add offices on main level (design included)		80,000				80,000	General
Replace Unit 285 2012 Chevrolet Colorado-CG		38,000				38,000	General
Public Works roof coatings			50,000			50,000	General
Solar panel installation - KPD, PW, EDA, KFD			300,000			300,000	General
Replace Unit 261 2008 Ford Ranger 2WD-CG			21,000			21,000	General
Replace Unit 269 2009 Chevrolet 1/2 ton-CG			21,000			21,000	General
KPD - parking lot repairs				20,000		20,000	General
Total \$	972,500	\$ 408,000	\$ 472,000	\$ 100,000	\$ -	\$ 1,952,500	
POLICE							
Replace Unit 110 2019 Ford Explorer-CG	48,000					48,000	General
Replace Unit 114 2019 Ford Explorer-CG	48,000					48,000	General
Rolling shelf system for evidence storage	47,000					47,000	General
Certified police dog (including training)	25,500					25,500	General
Replace Unit 343 2005 Olympian Generator-CG		45,000				45,000	General
Replace patrol boat, motor & trailer		39,130				39,130	General
Replace Unit 116 2020 Ford Explorer-CG		50,000				50,000	General
Replace Unit 117 2020 Ford Explorer-CG		50,000				50,000	General
Emergency services simulation building		250,000				250,000	CIST
Replace Unit 113 2015 Dodge Grand Caravan SE-CG			38,000			38,000	General
Replace Unit 106 2021 Ford Explorer-CG			50,000			50,000	General
Replace Unit 107 2021 Ford Explorer-CG			50,000			50,000	General
Replace Unit 110 2023 Ford Explorer-CG					48,000	48,000	General
Replace Unit 114 2023 Ford Explorer-CG					48,000	48,000	General
Total \$	168,500	\$ 434,130	\$ 138,000	\$ -	\$ 96,000	\$ 836,630	

PROJECTED CAPITAL PURCHASES	2023	2024	2025	2026	2027	TOTAL COST	FUND SOURCE
FIRE							
Additional SCBA 6 units	36,000					36,000	General
UTV	25,000					25,000	General
Augmented reality fire extinguisher training system	16,500					16,500	General/Grant
Replacement hazmat trailer	47,927					47,927	General/Grant
Replacement tech rescue trailer	20,000					20,000	General/Grant
Siren upgrade		54,000				54,000	General
Rescue boat		25,000				25,000	General
Emergency services simulation building		250,000				250,000	CIST
Equipment for new engine			65,000			65,000	General
Replace Unit 504 2012 Ferrara Pumper Fire Truck-CG			750,000			750,000	General
Replace Unit 505 2013 Ford F150 Supercab pickup CG			38,000			38,000	General
Replace Generac generator-CG					30,000	30,000	General
Total \$ 145,427 \$ 329,000 \$ 853,000 \$ - \$ 30,000 \$ 1,357,427							

STREET CONSTRUCTION AND MAINTENANCE							
Replace Unit 339 2014 Hustler mower-CG	14,000					14,000	General
Replace Unit 290 2015 Ford F550 4x4 truck-CG	130,000					130,000	General
Replace Unit 314 2005 John Deere tractor-CG	145,000					145,000	General
Spreader for Unit #272	32,500					32,500	General
Replace Unit 245 2008 Ford F350 2WD dual-CG		65,000				65,000	General
Replace Unit 308 2008 JD 550J bulldozer-CG		140,000				140,000	General
Replace Unit 270 2009 Ford Ranger-CG		36,500				36,500	General
Replace Unit 334B 2009 Harley rake-CG		8,200				8,200	General
Replace Unit 442 1000 gal maint dist w/trailer-CG		43,200				43,200	General
Replace Unit 345D 2007 Bobcat stump grinder-CG		11,000				11,000	General
Replace Unit 321A, 2013 Pro-Tec snow box blade-CG		3,400				3,400	General
Replace Unit 314A 2005 JD rotary cutter-CG		16,000				16,000	General
Replace Unit 354 2010 Road Hog milling machine-CG		82,000				82,000	General
Replace Unit 341 2014 Case 621F wheel loader-CG		198,000				198,000	General
Replace Unit 444 2014 self-prop concrete saw - CG		8,500				8,500	General
Replace Unit 273 2006 International Hi-Lift-CG			90,000			90,000	General
Replace Unit 447 2014 Snocrete snowblower-CG			78,000			78,000	General
Replace Unit 473 2020 Graco paint striper			35,000			35,000	General
Replace Unit 362 2011 Miller curb machine-CG			220,000			220,000	General
Replace Unit 310 2014 Elgin sweeper-CG			275,000			275,000	General
Replace Unit 400 2009 Crafcro cracksealer-CG			82,449			82,449	General
Replace Unit 249, 2016 Ford F550 truck-CG				130,000		130,000	General
Replace Unit 340, 2016 Weiler paver - CG				180,000		180,000	General
Replace Unit 346, 2016 Takeuchi TL8 - CG				85,000		85,000	General
Replace Unit 349, 2016 Takeuchi TL9 - CG				85,000		85,000	General
Replace Unit 247 2007 Chevy 2WD-CG				62,000		62,000	General
Replace Unit 6 EZ Screen & trailer - CG					15,000	15,000	General
Replace Unit 243 Ford F350 2017 pickup - CG					85,000	85,000	General
Replace Unit 322 John Deere 2017 tractor - CG					75,000	75,000	General
Replace Unit 348 Takeuchi excavator - CG					135,000	135,000	General
Replace Unit 410 durapatcher - CG					75,000	75,000	General
Total \$ 321,500 \$ 611,800 \$ 780,449 \$ 542,000 \$ 385,000 \$ 2,640,749							

PROJECTED CAPITAL PURCHASES	2023	2024	2025	2026	2027	TOTAL COST	FUND SOURCE
CODES & PLANNING							
Replace Unit 285 212 Chevy Colorado ext cab 4X4		25,000				25,000	General
Replace Unit 261 2008 Ford Ranger 2WD-CG			36,000			36,000	General
Replace Unit 269 2009 Chevy 1/2 T truck-CG			36,000			36,000	General
Total \$	-	\$ 25,000	\$ 72,000	\$ -	\$ -	\$ 97,000	
ENGINEERING							
Replace Unit 215 2006 Ford Econoline van		37,000				37,000	General
Replace Unit 255 2016 Ford F150 Supercab-CG				38,000		38,000	General
Total \$	-	\$ 37,000	\$ -	\$ 38,000	\$ -	\$ 75,000	
PARKS AND RECREATION							
Sidewalk snow removal machine-CG	40,000					40,000	Recreation
Patryla and Spur Park restrooms	173,110					173,110	Rec/Grant
PC Mills Park-restroom replacement & splash pad	349,860					349,860	Rec/CIST/Grant
PC Mills Park-on street parking	50,000					50,000	Recreation
McKinney Bark Park-stormdrain	15,000					15,000	Recreation
Swim dock replacement	30,000					30,000	Rec/Grant
Demolition costs-Osteopathy	10,000					10,000	Recreation
Spur Pond pump electricity	5,000					5,000	Recreation
North Park ice maker	5,000					5,000	Recreation
CCTV cameras/integration	27,000					27,000	Recreation
Replace Unit 333 2019 Hustler Super Z mower-CG		15,000				15,000	Recreation
Replace Unit 262 2008 Chevy flat-bed truck 4WD-CG		42,000				42,000	Recreation
Replace Unit 336 2013 JD Gator-CG		9,000				9,000	Recreation
Replace Unit 311 2017 Grasshopper mower-CG		15,000				15,000	Recreation
North Park-pickleball court		500,000				500,000	Rec/CIST
Brashear Park-playground & splash pad		500,000				500,000	Rec/Grant
Replace Unit 301 2010 John Deere 2305 tractor-CG			26,000			26,000	Recreation
Brashear Park-additional shelter			140,000			140,000	Rec/CIST
Detweiler Park-evergreen hedge			10,000			10,000	Recreation
Detweiler Park-public art			30,000			30,000	Recreation
Detweiler Park-seating			5,000			5,000	Grant
Detweiler Park-historical signage			10,000			10,000	Recreation
Replace Unit 325 2021 Hustler Super Z mower-CG				15,000		15,000	Recreation
Replace Unit 360 2021 Hustler Super Z mower-CG				15,000		15,000	Recreation
North Park-develop fishing landings				40,000		40,000	Rec/Grant
North Park Shelter-NW corner				120,000		120,000	Rec/CIST
North Park-sand volleyball courts				30,000		30,000	Rec/Grant
North Park-electronic monument sign				30,000		30,000	Recreation
Rotary Park-electronic monument sign				30,000		30,000	Recreation
Patryla Park-rebuild tennis courts				150,000		150,000	Rec/Grant
Patryla Park-parking				150,000		150,000	Rec/Grant
Patryla Park-playground				150,000		150,000	Rec/Grant
Replace Unit 344 Ventrack snow machine - CG					45,000	45,000	Recreation
Replace Unit 320 Hustler Super Z mower - CG					15,000	15,000	Recreation
Replace Unit 262 Chevy 2008 flat bed truck 4WD - CG					45,000	45,000	Recreation
Park property maps					6,000	6,000	Recreation
Rotary Park-reconfigure internal sidewalks					75,000	75,000	Rec/Grant
Rotary Park-Steer Creek restoration					50,000	50,000	Rec/Grant
Rotary Park-additional shelter/expanded parking					400,000	400,000	Rec/Grant
Rotary Park-concession stand/restroom					800,000	800,000	Rec/CIST/Grant
Total \$	704,970	\$ 1,081,000	\$ 221,000	\$ 730,000	\$ 1,436,000	\$ 4,172,970	

PROJECTED CAPITAL PURCHASES	2023	2024	2025	2026	2027	TOTAL COST	FUND SOURCE
COMMUNITY DEVELOPMENT BLOCK GRANT							
E911 Equipment Upgrade	609,603					609,603	CDBG Grant
Factory Addition Improvements	1,610,329					1,610,329	CDBG Grant
Total	\$ 2,219,932	\$ -	\$ -	\$ -	\$ -	\$ 2,219,932	
WALKING AND CYCLING TRAIL GRANT							
Sidewalk Program for Economic Dev accessibility-KAMP	121,725	50,000	50,000	50,000	50,000	321,725	Trail
Sidewalk Baltimore St from New St to Hwy 6-TAP Grant	47,580					47,580	Trail/Grant
Rotary Park sidewalk along New Street	261,874					261,874	Trail/Rec/Grant
FLATS sidewalk/trail connector to Downtown		150,000				150,000	Trail/Rec/Grant
North Park Trail Phase 1		487,828				487,828	Trail/Rec/Grant
North Park Trail Phase 2			100,000			100,000	Trail/Rec/Grant
Rotary Park-perimeter trail					340,000	340,000	Trail/Rec/Grant
Total	\$ 431,179	\$ 687,828	\$ 150,000	\$ 50,000	\$ 390,000	\$ 1,709,007	
TAX INCREMENT FINANCE DISTRICTS							
Downtown Revitalization Program	453,855					453,855	TIF Fund
Downtown Revitalization Program-Architectural	45,000					45,000	TIF Fund
Downtown Revitalization Program-Public Infrastructure	250,000					250,000	TIF Fund
Marion & Jefferson parking lot	269,600					269,600	TIF Fund
brick band replacement	50,000					50,000	TIF Fund
Intersection curb extensions	168,000					168,000	TIF Fund
Special Downtown Sidewalk Zone	25,000	25,000	25,000	25,000		100,000	TIF Fund
Total	\$ 1,261,455	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 1,336,455	
TOURISM							
Welcome signs (2)	50,000	50,000				100,000	Tourism
Building mural	20,000	20,000		15,000		55,000	Tourism
Building mosaics			30,000			30,000	Tourism
Total	\$ 70,000	\$ 70,000	\$ 30,000	\$ 15,000	\$ -	\$ 185,000	
AIRPORT							
Aviation fuel hose	7,000					7,000	Airport/CIST
Engineering for airport terminal building	315,000					315,000	Air/CIST/Grant
Airport terminal building		3,000,000				3,000,000	Air/CIST/Grant
Replace Unit 205 1998 Ford F600 avfuel truck-CG			90,000			90,000	Airport/CIST
Replace Unit 244 1991 Ford jet fuel truck-CG			82,000			82,000	Airport/CIST
Replace Unit 449 1988 Hobart ground power unit-CG			13,678			13,678	Airport/CIST
Replace Unit 337 2002 New Holland tractor-CG			32,000			32,000	Airport/CIST
Replace Unit 448 2014 JD rotary cutter-CG			15,250			15,250	Airport/CIST
Replace Unit 347 Harlen airport tug-CG			52,000			52,000	Airport/CIST
Replace Unit 359 2016 John Deere 6120 tractor-CG				130,000		130,000	Airport/CIST
Replace Unit 451 2014 Snowlogic snow blower-CG				10,322		10,322	Airport/CIST
Total	\$ 322,000	\$ 3,000,000	\$ 284,928	\$ 140,322	\$ -	\$ 3,747,250	
E911							
Archive Recorder		15,000				15,000	E911
Offsite backup (virtual or local)		50,000				50,000	E911
Replace computers (4)			15,000			15,000	E911
Printer			8,000			8,000	E911
Replace Unit #513 command/communications vehicle				250,000		250,000	E911/Grant
Total	\$ -	\$ 65,000	\$ 23,000	\$ 250,000	\$ -	\$ 338,000	

PROJECTED CAPITAL PURCHASES	2023	2024	2025	2026	2027	TOTAL COST	FUND SOURCE

CAPITAL IMPROVEMENT SALES TAX PROGRAM CAPITAL PROJECTIONS

Sidewalk renovation & repairs	25,000	25,000	25,000	25,000	25,000	125,000	CIST
FL Cemetery grave stone refurbish	10,000	10,000	10,000	10,000	10,000	50,000	CIST

Total \$ 35,000 \$ 35,000 \$ 35,000 \$ 35,000 \$ 35,000 \$ 175,000

TRANSPORTATION SALES TAX PROGRAM CAPITAL PROJECTIONS

Street Material Maintenance	450,000	750,000	750,000	750,000	750,000	3,450,000	TST
Streets-Projects	1,650,000	950,000	950,000	950,000	950,000	5,450,000	TST
Curb, Gutter & Storm Drain	56,844	40,000	40,000	40,000	40,000	216,844	TST
Crack Sealing Program	10,000	10,000	10,000	10,000	10,000	50,000	TST

Total \$ 2,166,844 \$ 1,750,000 \$ 1,750,000 \$ 1,750,000 \$ 1,750,000 \$ 9,166,844

CENTRAL GARAGE

Replace Unit 267 2009 Ford F250 4WD			40,000			40,000	Other
Replace Unit 219 2007 Chevy 1 Ton 4WD				82,000		82,000	Other

Total \$ - \$ - \$ 40,000 \$ 82,000 \$ - \$ 122,000

UTILITY FUND-WATER CAPITAL PROJECTIONS

Water lines and hydrants (5 yr OSP)	500,000	357,000	357,000	357,000	357,000	1,928,000	Utility-User Fees
Concrete for Construction & Maintenance	80,000	40,000	40,000	40,000	40,000	240,000	Utility-User Fees
Rock of Various Sizes for Construction & Maintenance	40,000	27,500	27,500	27,500	27,500	150,000	Utility-User Fees
Replace Unit 208 2013 Ford F150 Supercab truck-CG	38,000					38,000	Utility-User Fees
Replace Unit 209 2013 Ford F150 Supercab truck-CG	38,000					38,000	Utility-User Fees
Road/Asphalt Saw-CG	32,000					32,000	Utility-User Fees
Utility Pipe Locator	8,200					8,200	Utility-User Fees
Additional Primary Clarifier-project oversight	216,407					216,407	Utility-User Fees
Additional Primary Clarifier-construction	3,813,593					3,813,593	Utility-User Fees
Shephard Ave tower altitude valve and vault replacement	175,000					175,000	Utility-User Fees
Comprehensive utility billing software	15,080					15,080	Utility-User Fees
Raw water valve replacement	200,000					200,000	Utility-User Fees
Engineering-5YR Water Main Plan	3,500					3,500	Utility-User Fees
Replace Unit 13 2006 Gorman-Rupp 6" pump & trailer-CG		53,000				53,000	Utility-User Fees
Replace Unit 325A Hydraulic Compactor Att-CG		9,500				9,500	Utility-User Fees
Replace Unit 299 2011 Ford F250 4WD-CG		38,000				38,000	Utility-User Fees
Replace Unit 274 2009 Ford ½ ton 4WD-CG			36,500			36,500	Utility-User Fees
Replace Unit 312 2000 Kohler generator-CG			65,000			65,000	Utility-User Fees
Replace Unit 227 2011 Ford F250 4WD-CG			38,000			38,000	Utility-User Fees
Replace Unit 281 2011 Ford F250 Supercab 4WD-CG			40,000			40,000	Utility-User Fees
Replace Unit 428 1981 John Deere disk-CG			15,500			15,500	Utility-User Fees
Replace Unit 256 2008 Ford F250 4WD Club-CG			47,000			47,000	Utility-User Fees
Replace Unit 355A 2019 Furukawa breaker -CG			15,000			15,000	Utility-User Fees
Replace Unit 435W 2000 straw blower-CG			4,000			4,000	Utility-User Fees
Replace Unit 319 2010 Case Series III backhoe - CG			130,000			130,000	Utility-User Fees
Replace Unit 441 2016 Gorman Rupp 6" pump-CG				55,000		55,000	Utility-User Fees
Replace Unit 233 2013 Ford F350 4WD truck-CG				68,000		68,000	Utility-User Fees
Replace Unit 257 2008 International dump truck-CG				165,000		165,000	Utility-User Fees
Replace Unit 408A 2016 hammer head mole-CG				6,000		6,000	Utility-User Fees
Replace Unit 323 2022 Hustler Super Z mower-CG					15,000	15,000	Utility-User Fees
Replace Unit 307 2017 Takeuchi loader-CG					94,000	94,000	Utility-User Fees
Replace Unit 3 2006 Lonestar flatbed trailer-CG					10,000	10,000	Utility-User Fees
Replace Unit 4 2002 Lonestar utility trailer-CG					7,000	7,000	Utility-User Fees
Replace Unit 327 2017 JD track loader-CG					70,000	70,000	Utility-User Fees
Replace Unit 358 2016 Case excavator-CG					135,000	135,000	Utility-User Fees
Replace Unit 457 2016 Vermeer hydro-excavator-CG					84,000	84,000	Utility-User Fees

Total \$ 5,159,780 \$ 525,000 \$ 815,500 \$ 718,500 \$ 839,500 \$ 8,058,280

PROJECTED CAPITAL PURCHASES	2023	2024	2025	2026	2027	TOTAL COST	FUND SOURCE
UTILITY FUND-WASTE WATER							
Sewer installation and replacement	150,000	100,000	100,000	100,000	100,000	550,000	Utility-User Fees
Cast In Place Pipe Collection System	400,000	400,000	100,000	100,000	250,000	1,250,000	Utility-User Fees
Rock for construction. & maintenance	15,000	15,000	15,000	15,000	15,000	75,000	Utility-User Fees
Concrete for new construction & maintenance areas	25,000	15,000	15,000	15,000	15,000	85,000	Utility-User Fees
Lift station submersible pumps-new replacements	75,000					75,000	Utility-User Fees
Blower / digester aerator assembly, if needed	80,000					80,000	Utility-User Fees
Disinfection WWTP (Phase II)	3,909,862					3,909,862	Utility/Grant
Replace non-potable pumps and VFD upgrade	135,122					135,122	Utility-User Fees
Replace Unit 332 2013 Case 580 backhoe-CG	130,000					130,000	Utility-User Fees
Replace Unit 7 2010 Gorman-Rupp 6" trash pump-CG	52,000					52,000	Utility-User Fees
Replace Unit 275 2010 Freightliner 3 ton-CG	175,000					175,000	Utility-User Fees
Master Plan for sewer system	240,000					240,000	Utility-User Fees
NE Lift Station rehabilitation-DNR requirement		2,133,000				2,133,000	Utility-User Fees
Replace Unit 302 1997 JD 5500 tractor-CG		52,000				52,000	Utility-User Fees
Replace Unit 326 1997 JD 1070 tractor-CG		35,000				35,000	Utility-User Fees
Replace Unit 329 2014 Hustler Super Z mower-CG		15,000				15,000	Utility-User Fees
Replace Unit 361 2016 Hustler Super Z mower-CG		15,000				15,000	Utility-User Fees
Replace Unit 327A 2006 Harley rake-CG		8,200				8,200	Utility-User Fees
Replace Unit 409 2009 King Cutter rotary tiller-CG		4,500				4,500	Utility-User Fees
Replace Unit 439 2005 Olympian generator-CG		23,000				23,000	Utility-User Fees
Replace Unit 438 2005 Brush Hog mower-CG			6,250			6,250	Utility-User Fees
Replace Unit 229 2021 Freightliner sewer jet truck-CG				300,000		300,000	Utility-User Fees
Replace Unit 239 2016 Ford F550 service truck-CG				85,000		85,000	Utility-User Fees
Replace Unit 2 2015 H&H 16' enclosed trailer-CG					10,000	10,000	Utility-User Fees
Replace Unit 5 2010 Loadmaster utility trailer-CG					8,000	8,000	Utility-User Fees
Replace Unit 353 2007 JCB forklift-CG					86,000	86,000	Utility-User Fees
Total	\$ 5,386,984	\$ 2,815,700	\$ 236,250	\$ 615,000	\$ 484,000	\$ 9,537,934	
UTILITY FUND-STORM WATER							
Stormwater Projects	-	300,000	300,000	300,000	300,000	1,200,000	Utility-User Fees
Stormwater Facility Plan	240,000					240,000	Utility-User Fees
ARPA Stormwater Project-Illinois Street	566,500					566,500	Utility/Grant
Total	\$ 806,500	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,006,500	
Grand Total	\$ 20,304,971	\$ 12,244,458	\$ 6,491,127	\$ 5,490,822	\$ 5,795,500	\$ 50,326,878	

Appendix V: Glossary/Acronyms

Glossary/Acronyms

A

ACA: Affordable Care Act (ACA) signed into law on March 23, 2010 to increase the quality and affordability of health insurance, lower the uninsured rate and reduce the costs of healthcare for individuals and the government.

Account Number: A system of numbering or designating a specific resource or activity used to record increases and decreases in the dollar amount associated with that resource or activity.

Accrual Basis: Accounting basis when revenue is recognized in the period earned whether actually received or not and expenses are recognized and matched with the related revenue of the period whether actually paid or not. (Used by proprietary-type funds)

ADA: Americans with Disabilities Act (ADA) signed into law on July 26, 1990 mandating the accessibility rights of individuals with disabilities.

Adopted Budget: The budgeted amounts approved by the City Council for a fiscal year.

AED: Automated external defibrillator is a portable electronic device that treats potentially life threatening cardiac conditions through defibrillation.

ALP: An Airport Layout Plan is an FAA-prescribed planning process with the primary goal of providing a development program that is efficient, economical, safe and environmentally acceptable for the airport facility.

Amended Budget: Projected year-end revenues and expenditures approved by the City Council.

Amortization: The straight-line method of recognizing expense is used unless specifically stated otherwise.

Appropriation: The legal authorizations made by the City Council to the department, office or agency of the City which approves their budgets and allows them to make expenditures and incur obligations for specific purposes within the amounts approved.

Approved Budget: The final budget amounts, inclusive of budget amendments made by the City Council and/or City Manager to the adopted budget.

ARPA: American Rescue Plan Act of 2021 is an economic stimulus bill to provide additional relief to address the continued impact of COVID-19.

ARRA: American Recovery and Reinvestment Act of 2009. Federal program established to promote stimulus monies to municipalities and counties.

Assessed Valuation: The value of property set for taxing purposes, which is determined by the County Assessor, who is charged with determining the taxable value of property according to a formula set by the State of Missouri.

Assets: Economic resources of an entity expressed in monetary terms, i.e., cash, accounts receivable, capital assets, etc.

ATC: Airport and Transportation Commission - A City-appointed board that reviews plans and issues regarding transportation, the Airport and street infrastructure.

ATSU: A.T. Still University - The medical educational university founded in Kirksville.

Audit: A comprehensive investigation of the manner in which the City's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how City funds were spent and whether expenditures are compliant with the legislative body's appropriations.

Authorized Personnel: The number of employment positions approved by the City Council.

B

Balanced Budget: Total expenditures do not exceed revenues, plus any unencumbered balance or less any deficit estimated for the beginning of the budget year.

Basic or Core Services: Includes (1) legally mandated commitments or services, (2) those most closely linked to health and safety of the citizens of Kirksville and (3) those providing a net revenue contribution or reducing identifiable costs in the same fiscal year.

BOD: Biological oxygen demand is a measure of the oxygen used by microorganisms to decompose organic waste.

Budget: The financial plan of operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Amendment: Adjustments made to the budget during the fiscal year by the City Manager or City Council to properly account for unanticipated changes which occur in revenues and/or expenditures and for programs initially approved during the fiscal year.

Budget Policy: A policy that is established by the City Council directing the budget process and encompassing procedures to be followed.

Budgetary Control: The management of a fund or department in accordance with the approved budget in order to control expenditures within the limitation of available appropriations and available revenues.

C

Capital (or capital expenditure): An asset item with a value of \$5,000 or more and a useful life of more than one year.

Capital Project or Improvement Fund: Established to account for governmental fund financial resources designated to be used for the acquisition or construction of major capital facilities, excluding minor acquisitions financed from regular operating funds.

CARES: The Coronavirus Aid, Relief, and Economic Security Act is an economic stimulus bill passed in March 2020 in response to the economic impact of the COVID-19 pandemic.

CBD: Central Business District - The area encompassing the downtown district.

CDBG: Community Development Block Grant - A program funded by the Missouri Department of Economic Development to improve targeted areas of a community.

Certificates of Participation (COPS): A type of financing where an investor purchases a share of the lease revenues of a program rather than the bond being secured by those revenues. The certificate generally entitles the holder to receive a share, or participation, in the payments from a particular project. The payments are made by the lessee (usually the issuer) to the lessor (usually the Trustee) and then passed through to the certificate holders.

Centerville: Defined by the National League of Cities as a core city in a micropolitan area that performs urban-like functions while maintaining its rural charisma.

CID: Community Improvement District - The CID Act enacted by Missouri provides for property owners or business owners within a specified area to form either a not-for-profit corporation or a political subdivision. Once formed, these entities possess powers enabling them to carry out numerous fiscal initiatives, primarily the ability to raise funds through special assessments and taxes for the provision of public infrastructure.

CIP: Capital Improvement Plan is a short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan.

CIST: The City's Capital Improvement Sales Tax Fund established to capture collection of the ¼-cent capital improvement sales tax.

COBRA: Consolidated Omnibus Budget Reconciliation Act. An employee may continue insurance benefits for 18 months after leaving employment by continuing to make payments at 100% of premium.

Contingency: An appropriation of funds to cover unforeseen events which occur during the budget year.

COPPS: Community Oriented Policing/Problem Solving - A police department program aimed at enhancing relations with the citizens through proactive communications.

COPS: The acronym for Certificates of Participation as defined on the previous page.

Council Goal: A directive that is specifically identified by the City Council to be achieved.

COVID-19: Another name for the Coronavirus disease, which is an infectious disease caused by the SARS-CoV-2 virus.

Custodial Fund: A fund used to collect or temporarily hold resources on behalf of some third party.

D

Debt Service: Payments of principal and interest related to long-term debt.

Debt Service Fund: Accounts for resources designated for the payment of interest and principal on long-term general obligation debt.

DED: (Missouri) Department of Economic Development - A State of Missouri department that provides assistance with economic development issues in a community.

Deficit: The excess of expenditures over revenues during the budget year.

Department: A functional unit of the City containing one or more divisions or activities.

Depreciable Asset: An asset used in the course of business which is subject to loss of usefulness over time, e.g., vehicles, equipment, buildings or other infrastructure, excluding land.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve to replace the item at the end of its useful life.

DLP: (Missouri) Direct Loan Program provides cost-effective revenue bond financing for waterworks and sewerage systems.

DNR: (Missouri) Department of Natural Resources - A state regulatory agency that governs public water and wastewater systems and landfills.

Downtown Tax Increment Financing District: This District is an area encompassing the Central Business District of Kirksville.

DREAM: Downtown Revitalization and Economic Assistance for Missouri - An initiative that provides select communities access to technical and financial assistance necessary to accomplish their downtown revitalization plans.

E

EDA: Economic Development Alliance – A site located in Kirksville which houses organizations to promote economic development: K-REDI, KDIC, and MREIC.

EEO: Equal employment opportunity laws prohibit specific types of job discrimination in certain workplaces that are monitored and enforced by the Department of Labor.

EFT: Electronic Funds Transfer - A system for transferring funds among parties electronically, without the need for paper checks.

Encumbrance: An amount of money committed and set aside, but not yet expended, for the purpose of a specific good or service.

Enterprise Fund: A "proprietary fund" type used to account for resources committed to self-supporting activities of the government that renders services on a user-charged basis.

EPA: Environmental Protection Agency - A federal regulatory agency that governs a variety of environmental issues relating to cities, counties and industries.

Expendable Trust Fund: A fund from which principal and earnings are authorized to be expended.

Expenditure: A decrease in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlement and shared revenues.

Expenses: Outflows or other using up of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the city's ongoing major or central operations.

F

FAA: Federal Aviation Association - The Federal agency overseeing the operations of air transportation and regulating providers and airports.

FAR: Federal Aviation Regulations enforced by the FAA.

FBO: Fixed Based Operator - This identifies the headquarters of operations established at an airport.

FEMA: Federal Emergency Management Agency - A Federal entity created to assist with emergency situations.

Fiduciary Fund: A fund used to account for assets held in trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

Fiscal Year: The period used for the accounting year. Effective with fiscal year 2006, the City of Kirksville is on a January 1 through December 31 fiscal year basis.

FLATS: The Forest Lake Area Trail System, an all-volunteer community organization to support the development, use, and maintenance of trails in Adair County and the City of Kirksville.

FLSA: The Fair Labor Standards Act of 1938 is a Federal statute of the United States which applies to employees engaged in interstate commerce or employed by an enterprise engaged in commerce or in the production of goods for commerce.

FMLA: The Family & Medical Leave Act allows "eligible" employees to take off up to 12 work weeks in any 12 month period for the birth or adoption of a child, to care for a family member or if the employee themselves has serious health condition.

FTE: Full-time employee of the City.

Fund: An accounting entity with a self-balancing set of accounts that record financial transactions for a specific government activity or function.

Fund Balance: The excess or deficit of a governmental-type fund's assets over liabilities and reserves. Fund balance is classified as either reserved or unreserved.

Fund Net Position: The difference between fund assets and fund liabilities and is an indicator of the financial health and stability. It is reported as fund balance for governmental-type funds and known as net position in proprietary-type funds.

Fund Type: For governmental accounting purposes, all funds are classified into seven categories: General, Special Revenue, Capital Projects, Internal Service, Debt Service, Enterprise or Fiduciary and Custodial.

G

GAAP: Generally Accepted Accounting Principles - Standards or guides to action in preparing financial accounting reports as recommended by the GASB.

GASB: Governmental Accounting Standards Board - The regulatory entity promulgating uniform financial reporting standards to be used by governmental agencies.

General Fund: This is the general operating fund of a City. The revenues and expenditures associated with all services traditionally associated with local governments are accounted for in this fund, except for those services that are required to be accounted for in some other fund.

General Obligation Debt: Monies owed on interest and principal to holders of the City's general obligation bonds. The debt may be supported by revenue provided from real property which is assessed through the taxation power of the local governmental unit.

GFOA: Government Finance Officers Association - The professional organization of finance officers representing governmental entities in the United States and Canada working towards a common goal of sound financial management.

GIS: Geographic Information System - Any system that captures, stores, analyzes, manages and represents data which is linked to a location.

Goal: A long-term, attainable target for an organization. It's vision of the future.

Governmental Accounting: A subdivision of accounting practice relating primarily to accounting for federal, state or local governmental units.

Governmental Funds: Funds used to account for tax-supported activities. There are four different types for the City; General Fund, Special Revenue Funds, Capital Project Funds and Fiduciary Funds.

Grant: Contribution or gift of cash or other asset from another governmental unit (typically state or federal) to be used or expended for a specified purpose, activity, or facility.

H

HIPAA: Health Insurance Portability and Accountability Act (HIPAA) of 1996. It was enacted by the U.S. Congress to protect health insurance coverage for workers and their families when they change or lose their jobs and requires the establishment of national standards for electronic health care transactions and national identifiers for providers, health insurance plans, and employers.

I

ICMA: International City/County Management Association - The professional organization of appointed local government managers worldwide.

Intergovernmental Revenue: Revenue from other governments, primarily Federal and State grants, but also payment from other local governments.

Internal Service Fund: A "proprietary fund" used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Investments: Assets consisting of cash deposits into certificates of deposits, securities, etc.

ISO: Insurance Services Organization - An information provider on matters that relate to risk and management of risk issues.

J

None

K

K-REDI: Kirksville Regional Economic Development, Inc. - An organization formed to promote Kirksville and encourage economic development in the community.

KAMP: Kirksville Active Mobility Plan - Replaces the existing Master Trails Plan and provides a guide for future development of bike lanes, sidewalks, and trails through a corridor of focus.

KCOM: Kirksville College of Osteopathic Medicine - The namesake of A.T. Still University, Andrew Taylor Still, M.D., D.O., founded the Kirksville College of Osteopathic Medicine in 1892, which was the first institution of osteopathic education in the world and continues to

provide leadership for comprehensive medical education, research, and healthcare. Consistent with the college's mission, KCOM is consistently ranked in *U.S. News & World Report* as one of the best medical schools in the country for rural and family medicine training.

KDIC: Kirksville Downtown Improvement Corporation, Inc. - A group formed to address downtown concerns and promotion purposes comprised of downtown business owners began operating under fictitious name Main Street Kirksville in 2019.

KFD: Kirksville Fire Department.

KHPC: Kirksville Historic Preservation Commission - A group organized to identify and monitor historic buildings identified in Kirksville.

KPD: Kirksville Police Department.

L

LAGERS: (Missouri) Local Government Employees Retirement System - A non-profit entity that provides retirement, survivor and disability benefits to employees of participating local governments of Missouri.

Lease-Purchase Agreement: Contractual agreement which is termed a "lease", but which in substance amounts to a purchase contract for equipment, machinery and some types of improvements.

LEPC: Local Emergency Planning Committee - Local committee required to be established under SARA, Title III legislation concerning hazardous materials.

Levy: To impose taxes, special assessments, or service charges for the support of City activities.

LPRC: Lakes, Parks & Recreation Commission - A City-appointed board composed of residents that provides guidance in the management of the City lakes, parks and on recreational activities.

LWCF: Land and Water Conservation Fund - A federal funding opportunity open to any local government, city and county, and public school for a maximum of \$250,000 per project, with a minimum 50% match.

M

Maintenance of Effort Services: Services that (1) maintain control of City resources (2) reduce identifiable costs in future years and (3) are necessary to keep the public adequately informed of legislative matters.

Major Fund: A fund whose revenues, expenditures, assets or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all governmental and enterprise funds.

MDC: Missouri Department of Conservation - The state agency that manages the fish, wildlife and forest resources of Missouri.

Micropolitan: Small urban area, usually consisting of a small city and its suburbs and outlying areas.

MML: Missouri Municipal League - An organization formed to advise and promote the interests of Missouri cities, towns and villages in cooperation with each other.

MODAG: Missouri Development Authority Grant - A pass-through grant from the state to cities for industries for infrastructure.

Modified Accrual Basis: Accounting basis where revenues are recognized in the period they become both available and measurable while expenditures are recognized when an event or transaction is expected to draw upon current spendable resources. (Used by governmental-type funds)

MoDOT: Missouri Department of Transportation - The agency responsible for the transportation systems in the State of Missouri.

MPR: Missouri Public Risk - An association which provides a pooled insurance program for its members in the areas of property and casualty, liability and workmen's compensation.

MREIC: Missouri Rural Enterprise and Innovation Center - An entity established to foster entrepreneurial ideas and help small businesses.

MS4: Municipal separate storm sewer system through which polluted stormwater runoff is commonly transported.

N

Net Income: The excess of revenues over expenses for proprietary-type funds.

Net Position: The excess or deficit of a proprietary-type fund's assets over its liabilities and reserves. Net position is comprised of three components: invested in capital assets, net of related debt; restricted; and unrestricted.

Non-Expendable Trust Fund: A fund from which investment earnings are allowed to be expended while the principal must be preserved intact.

Non-operating Expense: Expense incurred by the proprietary-type funds that is not directly related to the primary activity of the fund, e.g., interest expense, miscellaneous expense, loss on disposal of asset.

Non-operating Revenue: Revenue generated in the proprietary-type funds that is not directly related to the primary activity of the fund, e.g., interest revenue, grants and subsidies, miscellaneous revenue, gain on disposal of asset.

NPDES: National Pollution Discharge Elimination System. A Federal program established by the Clean Water Act regulating the discharges of pollutants into the waters of the United States.

O

OATS Transit: Provides transportation support to all ages in 87 Missouri counties. Currently contracted to provide transportation services to Kirk-Tran.

Objective: A specific, measurable and observable result of an organization's activity which advances the organization towards its goal.

Operating Budget: The annual budget and process which provides a financial plan for the operation of government and the provision of services for the year. Excluded from the operating budget are one-time capital projects which are determined by a separate, but interrelated, process.

Operating Expense: An expense incurred in the proprietary-type funds that is directly related to the primary function of the fund.

Operating Revenue: Revenue generated in the proprietary-type funds that is directly related to the primary function of the fund.

OPIS: Oil Price Information Service is the world's most widely accepted fuel price benchmark for supply contracts and competitive positioning.

OSHA: Occupational Safety and Health Agency - A Federal agency that is established to regulate workplaces to prevent work-related injuries, illnesses and deaths.

P

Performance Measures or Performance Measurements: Quantitative indicators of a program, function, division or department that set accountability for achievement of progress.

PILOT: Payment in lieu of taxes - This is a payment made to compensate a government for some or all of the property tax revenue lost on tax exempt ownership or use of real property.

Policy: A course of action designed to set parameters for decision and actions.

Principal/Fiscal Payments: Debt service payments including principal and interest and/or expenditures related to the Fiduciary and Custodial Funds.

Program Description: Overview of a division/department's activities and responsibilities.

Projected Budget: Estimation of revenues and expenditures based on past trends, current economic conditions and future financial forecasts.

Property Tax: Refers to the taxation of real and personal property as determined by multiplying the tax rate by each \$100 of assessed valuation.

Proposed Budget: The recommended City budget submitted by the City Manager to the City Council each year.

Proprietary Funds: Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

PWSD: (Adair County) Public Water Supply District - The entity that is responsible for the supply of water to customers within its territory outside the city limits of Kirksville.

Q

Quality of Life Services: Activities which are provided for more specialized groups or are more aesthetic or promotional in nature.

Quasi-External Transaction: This type of transaction would be accounted for as revenue or expenditure/expense if a party external to the government was involved, e.g., a payment by the General Fund to an Internal Service Fund for goods or services rendered.

R

Regular Full-Time Employees: Those employees who work a minimum of forty (40) hours weekly and who maintain continuous regular employment status in a position approved by the City Council. Regular full-time employees are eligible for all employee benefits.

Regular Part-Time Employees: Those employees who work less than forty (40) hours weekly and who maintain continuous regular part-time employee status in a position approved by the City Council (Volunteer Fire Fighters, Auxiliary Police and Dispatchers excepted). Regular part-time employees are not eligible for any employee benefits (i.e., holiday pay, sick pay, medical and dental insurance, etc.).

Reserve: An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for appropriation and subsequent spending.

Retained Earnings: The designation of the excess or deficit of revenues over expenditures in an enterprise-type operation.

Revenue Bonds: Bonds usually sold for constructing a project that will produce revenue for the City. The revenue is used to pay the principal and interest of the bond.

Revenues: (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as "other financing sources" rather than as revenues. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers. Also, operating transfers in are classified separately from revenues.

Risk Management: An organized attempt to protect the City's assets against accidental loss in the most economical method.

ROW: Right-of-way - The reference to the City-owned portion of land along public roadways.

RPC: Regional Planning Commission - A cooperative organization that coordinates planning services and activities where mutual concerns, issues and problems overlap municipal boundaries.

RZB: Recovery Zone Bonds, a category of Build America Bonds (BABs) for public infrastructure and facilities in "recovery zones" which is any area with significant poverty, unemployment or home foreclosure rates or designated as an Empowerment Zone or Renewal Community.

S

SB40: Senate Bill 40 is enabling legislation passed by the Missouri state legislature in 1969, and is designed to allow individual counties in Missouri to approve a tax levy to provide needed assistance and support to persons with intellectual and developmental disabilities for residential, vocational and other related programs and services.

SEMA: Missouri's State Emergency Management Agency, responsible for emergency management and preparedness for the state.

Services: The offerings by the City for the benefit of the citizenry, e.g., police and fire protection, street maintenance, recreational, etc.

SLFRF: State and Local Fiscal Recovery Funds is an economic assistance program for state, local, territorial, and Tribal governments, established from the American Rescue Plan Act of 2021, to aid in their response to the COVID-19 emergency and its economic impacts.

Special Revenue Fund: A fund that accounts for the proceeds of specific revenue sources that is legally restricted to expenditure for specified purposes.

SRF: State Revolving Loan Fund - A program established to allow municipalities to jointly participate in revenue bond issuances for infrastructure projects upon approval of the Missouri Department of Natural Resources.

Subsidy: Legally authorized allotment from a fund receiving revenue to the fund through which the resources are to be expended.

Surplus: The excess of revenues over expenditures during the budget year.

SWMP: Stormwater Management Program which administers the planning, engineering and construction of the City's stormwater infrastructure.

T

Tax: Compulsory charge levied by a city for the purpose of financing services performed for the common benefit.

Tax Increment Fund (TIF): This fund is used to account for the City's share of tax revenues arising from the growth in tax revenue which is restricted for the development of that area.

Transfer: Any interfold transaction that is not a loan, reimbursement or quasi-external as authorized by the City Council.

TST: The Transportation Sales Tax Fund created to capture the City's ½-cent transportation sales tax collections.

U

USDOT: United States Department of Transportation which oversees Federal highway, air, railroad and maritime and other transportation administration functions.

Useful Life: Period of time over which a depreciable asset will benefit the user. The life is dependent upon the type of asset.

User Fee: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

V

None

W

Wayfinding: The means by which to accomplish navigation from place to place.

Workmen's Compensation: Insurance against claims for injuries sustained by employees in the course of employment. The payment of benefits generally includes compensation for loss of income and medical treatment.

WTP: Water Treatment Plant - A facility that treats water, ground water or surface water and produces potable water for public consumption or provides primary treatment and produces "industrial water."

WWTP: Wastewater Treatment Plant - A facility that treats sewage by a process to remove contaminants in order to produce environmentally safe discharge.

XYZ

None

END OF BUDGET DOCUMENT