



**MINUTES  
REGULAR CITY COUNCIL MEETING  
GLADSTONE, MISSOURI  
MONDAY, MAY 24, 2021**

**PRESENT:** Mayor R.D. Mallams  
Mayor Pro Tem Bill Garnos  
Councilmember Jean Moore  
Councilman Tom Frisby  
Councilmember Tina Spallo

City Manager Scott Wingerson  
City Clerk Ruth Bocchino  
City Attorney Chris Williams

**ABSENT:** Assistant City Manager Bob Baer

**Item No. 1. On the Agenda.** Meeting Called to Order.

**Mayor Mallams** opened the Regular City Council Meeting Monday, May 24, 2021, at 7:30 pm.

**Item No. 2. On the Agenda.** ROLL CALL.

City Clerk Ruth Bocchino called Roll. All Councilmembers were present.

**Item No. 3. On the Agenda.** Pledge of Allegiance to the Flag of the United States of America.

**Mayor Mallams** asked all to join in the Pledge of Allegiance to the Flag of the United States of America and thanked VFW Post 10906 for presenting the Colors: Carla Gleaton, Jim Cox, James Zimmerman and Stan Stoner.

**Item No. 4. On the Agenda.** Approval of Agenda.

The agenda was approved as published.

**Item No. 5. On the Agenda.** Approval of the May 10, 2021, Closed City Council Meeting Minutes.

**Mayor Pro Tem Garnos** moved to approve the minutes of the May 10, 2021, Closed City Council meeting as presented. **Councilmember Spallo** seconded. The Vote: "aye",

Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Item No. 6. On the Agenda.** Approval of the May 10, 2021, Regular City Council Meeting Minutes.

**Mayor Pro Tem Garnos** moved to approve the minutes of the May 10, 2021, Regular City Council meeting as presented. **Councilmember Spallo** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Item No. 7. On the Agenda.** **CONSENT AGENDA.**

Following the Clerk’s reading:

**Councilmember Moore** moved to approve the Consent Agenda as published. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Councilmember Moore** moved to approve **RESOLUTION R-21-27** A Resolution authorizing the City Manager to execute a contract with Fidelity Payment Services (Cardknox) for the purpose of credit card processing **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Councilmember Moore** moved to approve **RESOLUTION R-21-28** A Resolution authorizing the City Manager to execute a contract with Metro Asphalt Incorporated, in the total amount not to exceed \$829,693.70 for the 2021 Mill and Overlay Program Project TP2206. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Councilmember Moore** moved to approve **RESOLUTION R-21-29** A Resolution authorizing the City Manager to execute a contract with Vance Brothers, Incorporated, in the total amount not to exceed \$233,788.20 for the 2021 Intermediate Maintenance Project TP2203. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Councilmember Moore** moved to approve the Special Event Permit, Birthday gathering, 7600 N. Troost Avenue, Oak Grove Park, Sunday, May 30, 2021, 5:00-9:00 pm. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Councilmember Moore** moved to approve the **FINANCIAL REPORT MONTH END APRIL 2021**. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

## REGULAR AGENDA.

### Item No. 8. On the Agenda. Communications from the audience.

There were none.

### Item No. 9. On the Agenda. Communications from the City Council.

**Councilmember Spallo** stated: *"Yes, Mayor. I just want to thank our Code Enforcement Officers. They have been getting out and monitoring tall grass and I know that is a huge job at this time of year and I wanted to say thank you for monitoring that and making sure that all these properties are taken care of properly."*

**Mayor Mallams** stated: *"I have just one comment. Chief Hasty, back there behind the post. This is your last City Council meeting, isn't that correct? He has announced his retirement and this is coming from every one of us that are seated here. Over the years you have served in many different positions in Public Safety starting out as Firefighter, EMT, Safety and Training Officer, Battalion Chief, and Director of Public Safety since 2007. From each one of us, we thank you, our community thanks you for your conscientious and selfless service to our city. Thank you, and congratulations on your retirement."*

### Item No. 10. On the Agenda. Communications from the City Manager.

City Manager Scott Wingerson stated: *"Mayor, thank you very much. Just some numbers to share with you tonight and building on your comments just a minute ago about Director Hasty. This is approximately his 350th Council meeting, so he has spent a year in this room over the course of 38 years of service. I thought he would be interested in that trivia. 86 is the number of Emergency Operations Center meetings we have had internally related to the pandemic. It started every day, then every other day, then every third day, every fifth day, once a week, once every other week, and then once every three weeks. Today was the last one. We closed the Emergency Operations Center down this morning about 8:30. We are pleased to report that. Finally, and probably most importantly, one is the number of babies in the Greer household later this week. Don't forget that. Thank you, Mayor."*

### Item No. 11. On the Agenda. PUBLIC HEARING: Budget Fiscal Year 2021-2022.

**Mayor Mallams** opened the Public Hearing at 7:38 pm.

Finance Director Dominic Accurso approached Council. Please see attached documents for detail information.

There were no comments either for or against the Budget Fiscal Year 2021-2022.

**Mayor Mallams** closed the Public Hearing at 7:59 pm.

**Item No. 12. On the Agenda. PUBLIC HEARING:** Special Use Permit: KC Tint Works. *(The application was withdrawn by the applicant. This hearing was opened and immediately closed).*

**Mayor Mallams** opened the Public Hearing at 8:00 pm and immediately closed the Public Hearing at 8:00 pm.

**Item No. 13. On the Agenda. FIRST READING BILL NO. 21-17** An Ordinance directing the City Manager to execute a Cooperative Agreement with the North Kansas City School District No. 74 for providing a School Resource Officer at Antioch Middle School.

**Mayor Pro Tem Garnos** moved **Bill No. 21-17** be placed on its First Reading. **Councilmember Spallo** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0). The Clerk read the Bill.

**Mayor Pro Tem Garnos** moved to accept the First Reading of **Bill No. 21-17**, waive the rule, and place the Bill on its Second and Final Reading. **Councilmember Spallo** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0). The Clerk read the Bill.

**Mayor Pro Tem Garnos** moved to accept the Second and Final Reading of **Bill No. 21-17**, and enact the Bill as **Ordinance 4.555**. **Councilmember Spallo** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)

**Item No. 14. On the Agenda. FIRST READING BILL NO. 21-18** An Ordinance approving the delivery of Certificates of Participation Series 2021A (Capital Projects), of the City of Gladstone, Missouri, for the purpose of providing financing for various Capital Projects of the city and authorizing and approving certain documents and actions in connection therewith.

**Councilmember Moore** moved **Bill No. 21-18** be placed on its First Reading. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0). The Clerk read the Bill.

**Councilmember Moore** moved to accept the First Reading of **Bill No. 21-18**, waive the rule, and place the Bill on its Second and Final Reading. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0). The Clerk read the Bill.

**Councilmember Moore** moved to accept the Second and Final Reading of **Bill No. 21-18**, and enact the Bill as **Ordinance 4.556**. **Councilman Frisby** seconded. The Vote: “aye”, Councilmember Tina Spallo, Councilman Tom Frisby, Councilmember Jean Moore, Mayor Pro Tem Bill Garnos, and Mayor R.D. Mallams. (5-0)


**Item No. 15. On the Agenda.** Other Business.

City Manager Wingerson stated: *"Mayor, if I could, make two introductions. People you already know. Tom Kaleko from Baker Tilly, our municipal financial advisor, in case you had any questions on Item 14; and Rick McConnell, our bond counsel with Armstrong Teasdale. I thank both of them and their teams for putting together the financing package that we just approved. Thank you."*

**Item No. 16. On the Agenda.** Adjournment.

**Mayor Mallams** adjourned the May 24, 2021, Regular City Council meeting at 8:05 pm.

Respectfully submitted:

  
\_\_\_\_\_  
Ruth E. Bocchino, City Clerk

Approved as presented: 

Approved as modified: \_\_\_\_\_

  
\_\_\_\_\_  
Mayor R.D. Mallams



## *Request for Council Action*

RES ☐ # City Clerk Only

BILL ☒ # City Clerk Only

ORD # City Clerk Only

Date: 5/18/2021

Department: Finance

Meeting Date Requested: 5/24/2021

Public Hearing: Yes ☒ Date: 5/24/2021

Subject: 2022 Fiscal Year Budget

Background: Staff presented 2022 Fiscal Year Budget recommendations to the City Council during two Study Sessions. The General Fund, Capital Equipment Replacement Fund (CERF), and Water & Sewer Fund (CWSS) was presented on April 26th, and the Capital Funds (CIST & TST) and special revenue funds (CCPT, PSST, and Special Parks Fund) were presented on May 10th. Although the City is not required to hold a public hearing for the Budget, the City Council and staff understands the importance of full disclosure and transparency to the stakeholders of our Community. A resolution to adopt the 2022 Fiscal Year Budget will be on the June 14th City Council agenda.

Budget Discussion: Funds are budgeted in the amount of \$ [Click here to enter amount](#) from the Choose a Fund Fund. Ongoing costs are estimated to be \$ [Click here to enter amount](#) annually. Previous years' funding was \$ [Click here to enter amount](#)

Public/Board/Staff Input: See Public Hearing Document

Provide Original Contracts, Leases, Agreements, etc. to: City Clerk and Vendor

Dominic Accurso  
Department Director/Administrator

City Attorney

City Manager

# **City of Gladstone**

## **Public Hearing**

### **Budget Draft**



**July 1, 2021 to June 30, 2022**





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# **FISCAL YEAR 2021-2022 BUDGET**

## **CITY MANAGER'S BUDGET MESSAGE**

May 19, 2021

R. D. Mallams, Mayor  
Bill Garnos, Mayor Pro Tem  
Jean Moore, Councilmember  
Tom Frisby, Councilman  
Tina Spallo, Councilmember

Submitted herewith is the Fiscal Year 2022 (FY22) budget and program of services for the City of Gladstone. The annual budget for FY22 as proposed represents the strategic, administrative and financial plan of the City of Gladstone. This budget is the product of a comprehensive team effort from every level of the municipal organization. Supervisors generated budget requests with input from their employees. Department Heads reviewed, refined, and modified requests from supervisors to address department responsibilities and to reach the goals set by the City Council. Departmental submissions were then reviewed and adjusted by the Budget Team, consisting of the City Manager, Assistant City Manager, Finance Director, Human Resources Administrator, and Assistant to the City Manager, in an effort to balance financial constraints and service delivery mandates. Capital, supplemental, technology, and building requests, as well as capital improvement and enterprise funds, were reviewed and adjusted by the Budget Team. This process has been thorough and maintains the efficient and effective delivery of City services, but does not end with adoption of the budget document. The FY22 budget presents a balanced program of services and cost control measures which will be monitored throughout the year to provide the quality programs and services important to the citizens of Gladstone.

The FY22 budget is intended to serve as a policy document, a financial plan, an operations guide and a communication device. The following overview of the FY22 budget illustrates the conservative approach utilized by the City Council and City Staff to develop a proposed budget plan which benefits the entire City of Gladstone and its residents.

### **INTRODUCTION**

The Budget Team began with City Council goals as guiding policies for developing the budget. The proposed budget seeks to implement Council objectives through the reallocation of existing resources and the allocation of new resources where necessary.

## **2021 CITY COUNCIL GOALS**

- Keep Gladstone as a safe place with a focus on crime reduction, traffic enforcement, and the recruitment and retention of high-quality police officers, firefighters and EMS personnel.
- Prioritize the development of our Public Safety Building and Fire Station Number
- Continue implementation of parks, cultural arts, facilities, streets, sidewalks, storm water, potable water, and comprehensive master plans.
- Continue commitment to downtown and commercial corridors through effective and innovative strategies.
- Continue to enhance the proactive residential and commercial code enforcement program that has been established.
- Develop an innovative housing strategy designed to meet the needs of our diverse residents, encourage quality residential density, promote investment, and preserve and increase housing values.
- Create a long-term development and programming plan for Atkins-Johnson Farm and Museum to make it sustainable.
- Complete the messaging strategy designed to communicate Gladstone as home.
- Promote Diversity, Equity, and Inclusion in all that we do to continue to be a welcoming city to everyone.

## **COVID-19 IMPACT**

The COVID-19 pandemic first appeared during the 2020 fiscal year. With very little statistical data available or comparable recent events to compare it to, the financial impact of the pandemic was difficult to forecast. Sales and use tax collections for the City continued to grow at a modest pace during the pandemic despite the limited operation or closing of local businesses. Revenue streams that were negatively impacted were the Community Center, Municipal Pool, emergency medical services, recreation activities and fines and forfeitures. Reasonably calculating lost revenue due to the pandemic will be difficult. Using 2019 fiscal year actual amounts as a base year to compare fiscal year 2020 actual amounts to, the City's revenues were reduced approximately \$1.4 million in the 2020 fiscal year (\$1.1 million in the General Fund and \$375,000 for the Community Center). The revenue shortfall for the 2021 fiscal year (projected) will be approximately \$1.5 million (\$900,000 in the General Fund and \$600,000 for the Community Center).

On March 27, 2020 the CARES Act was signed into law offering state and local governments some relief from the impact of COVID-19. Clay County disbursed CARES Act funds to the City of Gladstone to mitigate the effects of the virus. The scope of allowable costs for these funds were very limited and “revenue replacement” was not an option. The City was able to use the funds to provide personal protective equipment (PPE) to employees and citizens while visiting City facilities, unbudgeted overtime costs due to the pandemic, COVID-19 testing, grants to Gladstone businesses, and utility or rent assistance for Gladstone residents. Funds were also used to increase the City’s cyber security and improve “work from home” capabilities.

Recently, Congress passed the American Rescue Plan that will offer additional assistance to state and local governments. Details of the bill are scarce, but it has been reported that municipalities will be allowed to use the funds for revenue replacement to the extent the reduction in revenue is due to COVID-19, provide assistance to small businesses, households and economic recovery, and investments in water, sewer, and broadband infrastructure. The performance period for the available funds will be through December 31, 2024. Two restrictions of the bill are that funds cannot be used to directly or indirectly offset tax rate reductions or delay a tax or tax increase and that funds cannot be deposited into any pension fund. Funds that will be made available to the City of Gladstone have not been added or considered in this budget. Staff anticipates that additional information on the plan will be available in May.

## **GENERAL FUND**

### **REVENUES**

Revenue projections for FY22 are based on FY21 mid-year revenue projections, revenue trends, and the current local economy. Please reference Table 1 on the next page. Additional revenue detail is also included on page 32.

Total budgeted revenues are projected to be \$20,483,988, a net decrease of \$792,906. Total operating revenues are projected to be \$19,971,738, an increase of \$189,344 from midyear projections. The increase is mostly due to increases in charges for services and sales tax.

Property tax revenue is projected to be \$3,809,050 representing an increase of \$27,000. This year is an assessment year and real estate valuations are projected to increase based on increased property valuation and a positive CPI.

Table 1

<b>Revenue</b>	<b>2021 Expected</b>	<b>2022 Budget</b>	<b>Incr/(Decr) From 2021 Expected</b>
Property Tax	\$ 3,782,050	\$ 3,809,050	\$ 27,000
Sales/Use Tax	4,240,275	4,405,000	164,725
2019 Sales Tax	1,750,000	1,795,000	45,000
Gross Receipts Tax	3,191,500	3,115,000	(76,500)
Licenses & Permits	658,050	649,530	(8,520)
Intergovernmental	1,472,800	1,358,000	(114,800)
Charges for Service	2,988,719	3,264,646	275,927
Fines & Forfeitures	660,000	660,000	-
Misc. Revenue	1,039,000	915,512	(123,488)
<b>Operating Revenue</b>	<b>19,782,394</b>	<b>19,971,738</b>	<b>189,344</b>
Transfers	314,500	207,250	(107,250)
Debt Proceeds	570,000	-	(570,000)
Equity Adjustment	610,000	305,000	(305,000)
<b>Non-Operating Revenue</b>	<b>1,494,500</b>	<b>512,250</b>	<b>(982,250)</b>
<b>Total Revenue</b>	<b>21,276,894</b>	<b>20,483,988</b>	<b>(792,906)</b>

General Fund Sales Tax Revenue is projected to increase \$209,725 (\$164,725 for the 1% general sales tax and \$45,000 for the 2019 sales tax) to \$6,200,000. The 4% increase is due to the introduction of 2 new industries into the Gladstone sales tax mix for the 2022 fiscal year and the increased collection of use tax.

Gross Receipts Tax revenue is projected to be \$3,115,000 or \$76,500 below FY21 midyear projected. Gross Receipts revenue are based on historical trends and anticipated rate adjustments. Gross receipts are expected to continue decline in future years due to changes in patterns and legislation. For example, the number and cost of phone land lines continue to decrease as well as the number of people and businesses switching from cable television services to streaming services. A new bill that is expected to pass in the state legislature will also decrease the taxable amount of cable services from 5% to 2%.

License and Permit revenue is projected to be \$649,530 for a decrease of \$8,520. Staff is expecting an increase in business licensing compliance with the new software and a decrease from permitting due to the number of expected large projects in the planning process.

Intergovernmental Revenue for FY22 is expected to decrease by \$114,800. These revenues are projected to be \$1,358,000 or 7% of total operating revenue. The decrease is due to the availability of CARES Act funds in the 2021 fiscal year but not in the 2022 fiscal year. Intergovernmental revenues are mainly composed of grants, gasoline taxes, vehicle registration taxes, motor vehicle sales taxes, and Special Road District revenues.

Charges for Services totaling \$3,264,646 or 16% of total revenues are projected to increase by \$275,927. The increase is due to the assumption that activity levels we begin to return to pre-COVID levels (recreation activities and emergency medical transports).

Fines and Forfeitures revenue accounts for 3% of total revenues and is estimated to be \$660,000 in FY22. Legislation, limited operations, and open positions have had a major impact on fines and forfeitures over the past years.

Miscellaneous Revenue and Transfers are projected to be \$915,512 for FY22. This is a decrease of \$123,488 from FY21. The decrease is mainly due the number and types of vehicles disposed of during the 2021 fiscal year (fire truck, and vehicles replaced by the Enterprise lease).

Total Non-Operating Revenues are projected to be \$512,250, a decrease of \$982,250 due to decreases in the equity transfer, debt proceeds, and transfers.

## **EXPENDITURES**

General Fund FY22 projected expenditures are \$20,483,988. This represents a \$774,185 decrease compared to FY21 expected expenditures. Table 2 provides a budget comparison of the FY21 Expected Budget and the FY22 Proposed Budget, by object classification and department.

Additional detail is also provided on pages 33 and 34. The following narrative provides an explanation of the changes in each category of expenditures found in Table 2.

FY22 continues the Compensation and Classification Plan established in FY20. Notable changes in expenditures are a decreases in personnel services of \$203,044. The decrease is due to the retirement of multiple long time employees. Adjustments to benefit offerings plus budget strategies such as leasing equipment are being used to accomplish both Council and budget team goals. Additional capital and supplemental requests, operational increases, and a proposed average salary increase of 3% required funding. The following narrative provides additional expense budget details.

**Supplies and Services** Supplies and Services have increased by \$279,327 over FY21 expected. Supplies have decreased by \$15,533, due to small midyear adjustments during the 2021 fiscal year. Services are expected to increase by \$294,860. The increase in services is due to recreation activities returning to pre-COVID level (with the corresponding increase in Parks & Recreation).

**Debt Capital and Transfers** Debt, Capital, and Transfers have decreased by \$850,468. Debt payments will decrease \$211,432 due to a onetime payment and refinancing of a lease purchase. Capital decreased \$539,036 due to the purchase of a new fire truck in fiscal year 2021. Transfers from the General Fund will decrease by \$100,000.



Table 2

<b>Expenditures</b>	<b>2021 Expected</b>	<b>2022 Budget</b>	<b>Incr/(Decr) From 2021</b>
<b>Object Classification</b>			
Personnel Services	\$ 14,249,765	\$ 14,046,721	\$ (203,044)
Supplies	978,038	962,505	(15,533)
Services	3,440,649	3,735,509	294,860
Debt/Capital/Transfers	2,589,721	1,739,253	(850,468)
<b>Total Expenditures</b>	<b>\$ 21,258,173</b>	<b>\$ 20,483,988</b>	<b>\$ (774,185)</b>
<b>Department</b>			
General Administration	\$ 1,409,571	\$ 1,358,314	\$ (51,257)
Finance	1,458,819	1,484,803	25,984
Public Safety	9,428,942	9,493,477	64,535
Public Works	2,253,232	2,217,867	(35,365)
Community Development	718,700	707,665	(11,035)
Parks & Recreation	2,303,664	2,457,922	154,258
Non-Departmental	1,095,524	1,024,687	(70,837)
<b>Operating Expenditures</b>	<b>\$ 18,668,452</b>	<b>\$ 18,744,735</b>	<b>\$ 76,283</b>
Capital & Supplemental	\$ 753,036	\$ 214,000	\$ (539,036)
Debt Requirements	534,685	323,253	(211,432)
Transfers	1,302,000	1,202,000	(100,000)
<b>Total Non-Operating Expenditures</b>	<b>2,589,721</b>	<b>1,739,253</b>	<b>(850,468)</b>
<b>Total Expenditures</b>	<b>\$ 21,258,173</b>	<b>\$ 20,483,988</b>	<b>\$ (774,185)</b>

### **DEPARTMENT CAPITAL AND SUPPLEMENTAL REQUESTS**

General Fund Budget capital and supplemental requests by department are detailed on pages 50 and 51. The proposed budget attempts to address the top budget priorities of Public Safety, Public Works, and Parks and Recreation. Capital and supplemental request in the amount of \$214,000 are recommended for funding for FY22. Details are provided in the following narrative for recommended capital and supplemental requests.

**General Administration** General Administration is requesting supplemental funding for a legal code review. The budget team is recommending the funding of the \$6,000 request.

**Finance** Technology requests from all departments (\$84,891) made up the majority of the Finance requests. The top recommendations from the technology committee are the funding of Microsoft office licenses (\$9,540), a new email server (\$7,500), and iPads with cell data for the recreation division (\$3,000). Requests for printers were made by Public Works and Community Policing. IT will purchase the new printers and Microsoft Office licenses (if budget allows) as part of their regular budget. Additional supplemental requests from the finance department included additional funding for travel and training in the amount of \$2,750. Staff is recommending funding for the email server, iPads, and training (\$1,500) for a total of \$12,000.

**Public Safety** Requests totaled \$375,000. The budget team is recommending funding \$90,000 for two patrol vehicles with emergency equipment (two patrol vehicles are proposed in the PSST Fund), \$32,000 for a Zoll monitor/defibrillator, a supplemental of \$1,500 for increases in ammunition and \$5,000 in medical supplies. Total capital and supplemental recommended for Public Safety is \$128,500.

**Public Works** Requests totaled \$471,250. A request for \$6,750 to continue with the Enterprise vehicle lease and \$7,000 for an increase in holiday lighting budget is being recommended by the budget team for a total of \$13,750.

**Community Development** Requests totaled \$20,250 to continue with the Enterprise vehicle lease. The budget team is recommending the funding of this request.

**Parks and Recreation** Requests totaled \$502,034, and \$33,500 is being recommended for funding. The funding includes \$20,000 for lawn equipment/UTV, \$5,000 for new pitching mounds or machines, \$3,500 for disc golf programming, \$2,500 for the treatment of the Ash trees, and records shredding (\$2,500). Larger parks maintenance and repair projects will be considered for funding by CIST.

**Non-Departmental** No requests were submitted.

### **PERSONNEL CHANGES**

In the proposed FY22 Budget, personnel related expenditures of \$14,046,721 comprise 68% of the General Fund. Personnel services continue to represent the largest expenditure in the General Fund.

Base salary costs in FY22 include recommendations to address the challenges of meeting the council and budget goals and include an average 3% merit pay increase (\$300,000 estimate) to maintain the competitive salary structure established with the implementation of the new classification and compensation study (following the ½ cent sales tax initiative). These increases are somewhat offset by savings in various staffing modifications. The staffing modification savings include the continuation of hiring freezes for one new full-time position, and the continuation of FY21 hiring freezes for two full-time positions and two part-time positions.



**Staffing** The FY22 Budget proposal reflects the hiring freeze of a full-time position in Parks, Recreation and Cultural Arts – Recreation Specialist, a part-time position in Finance - Accounting Clerk and the reduction of overall part-time wages in Public Works – Streets and Parks, Recreation and Cultural Arts – Skating Attendants. It also includes the continuation of the FY21 hiring freeze of several additional positions: one regular full-time position in Public Works – Streets Maintenance Worker; one full-time position in Parks, Recreation and Cultural Arts – Parks Maintenance Worker, a part-time position in Community Development – Business Relations Commercial Code Enforcement Coordinator, and a part-time position in General Administration – Public Information Officer. These positions will be reconsidered as part of the midyear budget.

**Classification & Compensation Plan** The FY22 Budget proposal continues to support the Compensation & Classification structure that was initially implemented in the 2020 fiscal year. It anticipates a continuation of the modified merit “pay for performance plan” and the Public Safety Structured Proficiency-based Performance Compensation Plan based on an average 3% merit pool (\$300,000). Compensation researchers are expecting another year of average pay increases at around 3%. The City of Gladstone continues to compete with neighboring municipalities to fill open front-line positions, due to limited potential incumbents – especially in law enforcement and EMS/Fire. The Structured Proficiency-based Performance Compensation Plan demonstrates a public safety infrastructure investment and supports the recruitment and retention of high quality police officers and paramedic/firefighters. During the latter part of FY21, the City was able to move several of the front-line Public Safety staff to the “master” compensation level which represents a minimum of 5 years of professional experience and the attainment of specific skill-sets. Both the Structured Proficiency-based Performance Compensation Plan and the merit pay plan recognize that employees may be absorbing some increases in health care costs while providing the potential for a slight increase in their overall compensation.

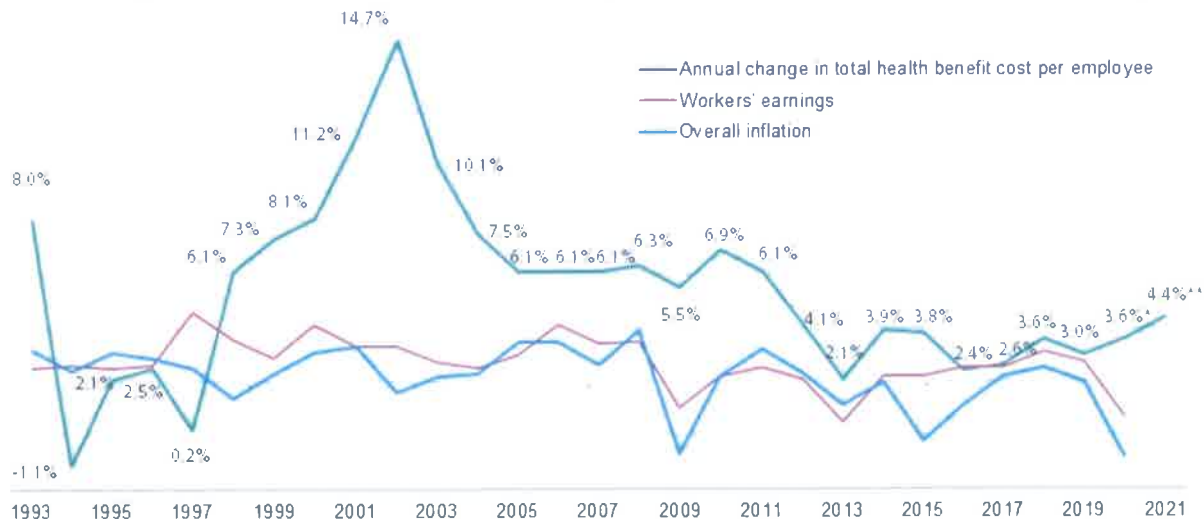
For organizations giving pay raises, the expected average percentage increase has not changed much, with a majority of employers citing increases of 3% or less for 2021. The Conference Board’s Salary Increase Budgets for 2021 project at a median, salary budgets will increase 3% across all job levels, in line with earlier forecasts. Although pay raises may be greater for large organizations because researchers are projecting a tsunami of employee turnover. According to the Society of Human Resources Management 2020 survey, more than half of employees surveyed in North America plan to look for a new job in 2021, while separate research shows that a quarter of workers plan to quit their jobs outright once the COVID-19 pandemic subsides and recruiting efforts ramp up. Retention and turnover experts continue to predict voluntary job-leaving will increase significantly in 2021 as employees resume job searches they put off for the past year. However, in other research reports, economists and pay analyst are confirming the 2021 wage increases will stay moderate despite an expected pickup in economic growth as the COVID-pandemic recedes. It appears that much will depend on how quickly the COVID-19 crisis is resolved; companies appear to be taking a wait-and-see approach to adjusting their merit compensation programs.

### **Benefits**

Employers expect a moderate health plan cost increase of 4.4%, on average, compared to the prior year, according to early results from HR consultancy Mercer’s National Survey of Employer-

Sponsored Health Plans. The increase is marginally lower than prior forecasts (before the uptake of the COVID-19 pandemic) which expected a 5.3% in health plan premiums for 2021. Mercer's projection is within the broad range of 4% to 10% forecasts by consultancy PwC's Health Research Institute. Mercer continues to report that health benefit cost growth is outpacing the rate of inflation and employee wages.

### Change in Total Health Benefit Cost Compared to Inflation and Workers' Earnings



Sources: Mercer's National Survey of Employer-Sponsored Health Plans; US Bureau of Labor Statistics

\*Projected.

\*\*Preliminary Data

Midwest Public Risk (MPR), the public entity risk pool trust, reports some initial drop in healthcare spending in 2021 which may reflect a decrease in utilization for non-COVID medical care. It appears many individuals delayed or went without medical care they otherwise would have received, particularly early in the COVID-19 pandemic. However, healthcare use appears to be picking up toward the end of the current policy year. Therefore, staff is recommending an overall average health insurance premium increase forecast of 1.6%.

Specifically, the Budget forecasts a 1.5% premium increase to the Choice Fund 2000 High Deductible Health Plan (HDHP) plan, 1% premium increase to the Choice Fund 2500 High Deductible Health Plan (HDHP) plan, a 1.8% increase to the Open Access plan and a 3.5% increase to the INO Buy-Up (INO 2). There is no increase expected of the INO 500/1500 Surefit plan. Additionally, the proposed rates anticipate that the City of Gladstone will not experience a loss ratio surcharge this fiscal year.

Within the proposed budget, employees may elect among several combinations of medical, dental and vision coverage or they may enroll in the dental and/or vision coverage while waiving the

medical coverage. The proposed budget includes no cost increase to the dental and vision plans for either the city or the employees. Therefore, the proposed employee contribution amounts for the dental and vision insurance from FY 21 to FY 22 remains as noted:

Dental – Delta Dental of Missouri

Coverage Level	Current Contribution	Proposed Contribution
Employee only	\$6.00/mo.	\$6.00/mo.
Family	\$13.14/mo.	\$13.14/mo.

Vision – Vision Service Plan

Coverage Level	Current Contribution	Proposed Contribution
Employee only	\$1.96/mo.	\$1.96/mo.
Employee + Spouse	\$4.42/mo.	\$4.42/mo.
Employee + Child(ren)	\$4.42/mo.	\$4.42/mo.
Family	\$4.96/mo.	\$4.96/mo.

For access to healthcare providers by phone or digitally, MPR made a mid-year change to the telemedicine services coverage provision offering both medical and mental health services at no charge to covered individuals. Therefore, many eligible individuals did not have to choose between healthcare and social distancing. In FY22, MPR anticipates making telemedicine services a priority by continuing to offer this service at no cost to eligible individuals. No other changes are anticipated in the FY22 medical plan provisions. The City continues to provide comprehensive and affordable benefits to its employees, while generally mirroring health plans that are commonly available in the marketplace.

The budget recommends the continued practice of offering employees the option to participate in either one of the following five plans – Open Access (OAP) 2000, In-Network Only 500 Surefit (INO 500SF), In-Network Only Plan Buy-Up, the Choice Fund 2000 High Deductible Health Care Plan (HDHP) or the Choice Fund 2500 High Deductible Health Care Plan (HDHP).

The HDHP plans offer low up-front premiums paired with a tax-free health savings account to purchase medical and pharmacy services. Staff recommends continuing to fund contributions to participant accounts to encourage employee engagement and health care consumerism utilizing the same employer contribution strategy as previous years – the City contributing the same amount to all plans regardless of the chosen plan by coverage levels. During the 2020/2021 Open Enrollment, 89% of eligible employees chose one of the two HDHP coverage options.

The Choice Fund 2500, which was added in FY21, has an individual only coverage deductible of \$2,500 with a \$5,000 out of pocket maximum and a family coverage deductible of \$5,000 with a \$10,000 out of pocket maximum. This plan proposed to provide a higher shared cost of care for active employees and offer a cost effective plan option for retirees who are paying the full cost of health insurance.

Nationally, enrollments in HDHPs have remained steady report Mercer's National Survey of Employer-Sponsored Health Plans. More than half the larger employers offer HDHPs alongside another type of plan. According to the Kaiser Family Foundation (KFF), the average deductible for a Health Savings Account (H.S.A.) eligible HDHP plan is \$2,303 individual and \$4,552 for family coverage. The International Foundation of Employee Benefits report somewhat similar amounts; it found that the average plan deductibles are approximately \$2,200 individual and over \$4,000 for family.

The following table reflects estimated or proposed changes in employee contribution amounts for each health care plan (under the wellness component):

Coverage Level	Choice Fund 2000/4000 HDHP		Choice Fund 2500/5000 HDHP	
	Current Contribution HDHP 2000	Proposed Contribution HDHP 2000	Current Contribution HDHP 2500	Proposed Contribution HDHP 2500
Employee only	\$0/mo.	\$5/mo.	\$0.00/mo.	\$0.00/mo.
Employee + Spouse	\$20/mo.	\$25/mo.	\$0.00/mo.	\$6.50/mo.
Employee + Child(ren)	\$15/mo.	\$20/mo.	\$0.00/mo.	\$6.00/mo.
Family	\$25/mo.	\$30/mo.	\$0.00/mo.	\$7.00/mo.

Employers are typically offering a high deductible plan paired with either a tax-free health savings or health reimbursement account. The HDHP meets the qualified IRS requirements and permits participants to utilize a portable Health Savings Account (H.S.A.) to purchase routine medical and pharmacy services. Staff recommends continuing to fund contributions to participant accounts to encourage employee participation and health care consumerism. The following table reflects estimated or proposed changes in employer contribution H.S.A. amounts for each HDHP health care plan (under the wellness component):

Health Savings  
Accounts

Coverage Level	Current Employer Contribution Choice Fund 2000	Proposed Contribution Choice Fund 2000		Current Employer Contribution Choice Fund 2500	Proposed Employer Contribution Choice Fund 2500
Employee only	\$121/mo.	\$118/mo.		\$153/mo.	\$148/mo.
Employee + Spouse	\$46/mo.	\$30/mo.		\$103/mo.	\$97/mo.
Employee + Child(ren)	\$46/mo.	\$30/mo.		\$103/mo.	\$97/mo.
Family	\$46/mo.	\$30/mo.		\$103/mo.	\$97/mo.

Staff recommends the continuation of the other three health plan options – two different co-payment in-network only plans; an enhanced and a base option. Also the Open Access 2000, which functions similar to a preferred provider 70 percent co-insurance plan. The following table reflects estimated or proposed changes in employer contribution amounts for each additional health care plan (under the wellness component):

Coverage Level	Enhanced CoPayment Plan		Base CoPayment Plan	
	Current Contribution Buy Up INO	Proposed Contribution Buy Up INO	Current Contribution INO 500 Sure Fit	Proposed Contribution INO 500 Sure Fit
Employee only	\$151.00/mo.	\$181.00/mo.	\$51.00/mo.	\$51.00/mo.
Employee + Spouse	\$626.00/mo.	\$696.00/mo.	\$386.00/mo.	\$386.00/mo.
Employee + Child(ren)	\$511.00/mo.	\$569.00/mo.	\$313.00/mo.	\$313.00/mo.
Family	\$743.00/mo.	\$825.00/mo.	\$461.00/mo.	\$461.00/mo.

Open Access Plans		
Coverage Level	Current Contribution OAP 2000	Proposed Contribution OAP 2000



Employee only	\$79.00/mo.	\$93.00/mo.
Employee + Spouse	\$450.00/mo.	\$482.00/mo.
Employee + Child(ren)	\$367.00/mo.	\$395.00/mo.
Family	\$537.00/mo.	\$575.00/mo.

Staff recommends that, under the wellness discount, the City provide employee only coverage at no cost through the HDHP 2500 plan. It includes the flat dollar cost of the employer contribution for the HDHP plan with Health Savings Account (H.S.A.) being applied to the other plan options. Employees then pay the difference in the premium differential for the open access and copayment plans. Furthermore, the proposed employee only contribution of the HDHPs and INO 500 Surefit plan options meets the ACA affordability requirements.

The proposed contribution strategy continues to give participants greater financial stake in their health and health care purchasing decisions. Although an increase is noted in the employee contribution amount for some of the health coverage plan options, the budget does propose alternative plan design options. The proposed increases maintain affordable health care options for our employees, yet allow the City to more effectively manage rising health care costs. Additionally, the City continues to work to reduce health plan costs through wellness initiatives, health risk assessments, health status improvement and disease management programs.

The FY22 budget reflects no substantial increases in Life, Accidental Death or Dismemberment, or Long-Term Disability insurances. Projected premiums are not expected to increase. Overall, the proposed benefits represent a notable commitment by the City to employees, while supporting the City's market-based total compensation system.

**Insurance** The City of Gladstone, as a founding principal, is a member of the public entity risk pool, Midwest Public Risk (MPR), for Employee Benefits, Workers' Compensation, and Property and Liability programs. Projected premiums for FY22 were not available for evaluation in conjunction with the City's annual budget process. However, the FY 22 recommended budget includes an estimated average 12% increase to the property and casualty/liability coverage and a 5% differential in the worker's compensation coverage. This is in line with a recent survey by brokerage Alera Group, which shows an average forecasted rate increase across property/casualty/liability lines of coverage of 11.5% with a low of 4.7% for workers' compensation.

## **COMBINED WATERWORKS AND SEWERAGE SYSTEM FUND**

The proposed budget for FY22 will provide for all operating costs and debt service requirements. Total revenues are estimated at \$12,227,438 and total expenses are estimated at \$12,227,438. See pages 45-47 for additional information

**Revenue** Operating revenues for the fund are \$12,161,800 for FY22, an increase of \$507,584 over FY21 expected operating revenues. The increase is due to an increase in both water and sewer rates. Miscellaneous revenues include interest revenue, interest subsidy, and other receipts. The decrease is due to decreases in interest revenue and conservative budgeting of delinquent fees. An equity transfer for FY22 is budgeted in the amount of \$65,638. This will provide funding to assist with capital and supplemental purchases. This projection is based on an analysis of current production and usage trends.

The current water rate is \$4.75 per thousand gallons with a monthly administration fee of \$9.27 per month. Water rates have remained unchanged since July of 2018. Staff is recommending an increase in the per thousand gallon charge of \$0.15 or 3% to \$4.90 per thousand gallons of usage. The monthly administration fee will stay the same at \$9.27 per month. The increase will help mitigate the increase in supplies and services costs that have continued to rise over the years. The average household uses 5,000 gallons of water per month, so the average cost of water would increase from \$33.02 to \$33.78.

The City's sewer treatment services are provided by Kansas City, Missouri and subject to their rate structure. Collection and treatment of sewerage is currently \$9.92 per 1,000 gallons and the sewer service charge is \$14.40 per monthly bill. Kansas City's new sewer fees have increased both the service charge and usage rate. The new sewer rate and fee changes to the City of Gladstone are effective as of May 1, 2021 (KCMO Ordinance No. 210177). The proposed new sewer charges are \$10.85 per 1,000 gallons with a service charge of \$15.26 per month. The average household produces 4,000 gallons of sewage per month, so the increase would take the average cost for sewer from 54.08 to \$58.66 or an increase of \$4.58 per month.

Water and Sewer Rates of Metropolitan Cities (page 47), compares Gladstone's water and sewer rates to those rates charged in comparable area communities for a monthly bill. At the proposed rate, a Gladstone monthly average water bill will be \$33.78 compared to an average water bill of \$37.08 for the metro area. This is \$3.30 below the average water bill for the listed cities after recommended adjustments. After factoring in the sewer portion, Gladstone total water and sewer bill is slightly above average by \$9.17.

**Expenses** Page 46, indicates total expenses of \$12,227,438 in FY22 is a decrease of \$2,330,157 from FY21. The decrease is due to the 2020A COP (\$2.5 million for accelerated water main replacements).

The proposed FY22 operating expenses have increased by 3%. Additional details for personnel are provided below. Operational supplies and maintenance increased by \$1,800 while service operations and maintenance show an overall increase of \$325,070, due to the increase in payments to Kansas City for sewer services.

Debt payments total \$1,682,300. Debt payments are as follows: \$647,500 for the 2020A COP, \$630,100 for the 2010 Bond Series, \$44,200 for the 2017 Lease Purchase (2011 COP plus new debt of \$167,398), \$267,200 for the 2013 lease purchase, \$28,200 for the 2016 First Bank lease, and \$65,100 for the 2015 lease purchase. Debt that will be falling of the schedule are as follows: 2015



lease purchase in fiscal year 2022, the 2010 Bond and 2013 lease purchase in fiscal year 2023, 2017 lease purchase in fiscal year 2032, 2016 lease purchase in fiscal year 2037, and the 2020A COP in the 2040 fiscal year.

**Personnel and Benefit Changes** The FY22 proposed budget reflects an increase in personnel services compared to FY21 Expected. This includes continued support for the Compensation and Classification Plan with a 1% range adjustment, as well as a 2% average merit pay increase which is consistent with the General Fund FY22 Budget. Benefit adjustments are also consistent with the General Fund FY22 Budget.

**Supplemental Requests** (Exhibit H) Capital and supplemental requests for CWSS amounted to \$210,750 and are listed in Exhibit G. A total of \$210,750 is recommended for funding. This consists of \$20,250 to continue the Enterprise vehicle lease (3 ½ ton trucks), \$182,500 for two new dump trucks, and \$8,000 to rebuild the backhoe boom.

### **CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Program (CIP) is an important policy document considered by the City Council. Capital project construction is critical to maintaining the quality of life and economic vitality of any community. The City of Gladstone's 2022-2026 CIP was developed to plan effectively for future needs given current resources and City Council Goals.

The CIP document provides the City Council, Capital Improvement Program Committee, staff, and public with a framework for planning and scheduling capital projects. The plan presents a clear picture of projects scheduled for the current year. The process of updating the plan annually also provides an opportunity to revise the document based on changing community needs and priorities, economic conditions, revised cost estimates, or alternative funding sources.

The capital funds are comprised primarily of debt service. As in the past several years, minimal discretionary funding is available which impacts the ability to address every concern. The following paragraphs highlight proposed expenditures.

**Capital Improvement Sales Tax Fund (CIST)** Regular funding for the CIST fund comes from a ½ cent sales tax. Additional funding for projects come from various granting sources and issuing debt.

As in previous years, this fund carries a significant amount of debt that has proven to be financially prudent given historically low interest rates (page 40). Parks, storm water, facility, and roadway projects were completed at a pace that was not possible on a pay-as-you-go basis. Highlights of this year's program include:

- **Storm Water Projects (\$355,000)**
  - Carriage Commons box culvert
  - Santerra detention basin
  - Misc. storm water projects

- **Parks Projects (\$85,000)**
  - Repair and resurface tennis courts at 72<sup>nd</sup> Street
  - Repair and resurface tennis courts at Happy Rock
  - Parks Trail Replacement at Happy Rock
- **Facility Projects (\$17,000,000)**
  - Fire Station renovation
  - Public Safety Headquarters (\$5.5 million budgeted in FY22 and \$5.5 million in FY23)
  - City Hall renovation (FY23)
- **Funding for Art (\$17,850)**

**Transportation Sales Tax Fund (TST)** This fund is used for transportation related improvements including the street maintenance program, major street projects, sidewalks, and trails (see 41). The fund revenues are comprised of a ½ cent sales tax, transfers from the General and CWSS Funds, various granting sources, and the Special Road District. Staff has done an exemplary job obtaining federal grants to maximize the scope of many projects. Highlights include:

- **Road Projects (\$2,385,000)**
  - NE 76<sup>th</sup> Street
  - Street mill & overlay
  - Intermediate maintenance
- **Sidewalk & Trail Projects (\$405,000)**
  - Curb, gutter, and sidewalk
  - Linden Connector Trail

Projects programmed in the FY22 Capital Improvement Budget are funded without altering current property tax structure or existing fiscal policies of the City. Overall, the health of the capital funds is positive. An important note is the City continues to be successful in leveraging local dollars with federal funds. The 5 year program includes over \$1.5 million in federal funds.

### **COMMUNITY CENTER AND CITY PARKS FUND**

In February of 2005, the citizens of Gladstone approved a .25% Parks Sales Tax to be used to construct a community center. In a partnership with the North Kansas City School District, a natatorium was added to the project to be funded by shared expenses and bonds. The Community Center offers aerobic exercise and dance areas, weight, strength, and cardio training areas, regulation basketball courts, walking/jogging track, meeting areas for up to 300 people, 25 meter competitive pool, dive well, and seating for 1,500 spectators in the competition pool/dive area.

**Revenue** As mentioned in the first study session, revenue streams for the Community Center and Parks Fund were greatly affected by COVID-19. Exhibit C displays operating revenues by category for 2019 and 2020 actual, 2021 Midyear, and 2022 Proposed. During the pandemic, charges for services (memberships, day passes, and swim fees) and facility rental declined. For the 2022 fiscal year, staff is anticipating revenues for the Community Center (and activities) to rebound to pre-COVID levels.

Community Center and Park Fund - Estimated FY22 Revenues and Expenditures (page 37), itemizes the estimated revenues and expenditures for the fund. Details are provided in the following narrative.

Total revenues for the Community Center/Natatorium are projected to be \$4,358,940. Operating revenue is projected to be \$2,586,831. This is an increase of \$508,190 over 2021 midyear projections. Revenues projected for the fund reflects pre-COVID activity levels and may not be attainable. A modest increase in sales tax is projected for the fund. Charges for services for the Community Center are projected to increase \$361,544 over midyear. Facility rental for the Community Center is expected to increase \$88,108. Revenues for the Municipal Pool are also expected to increase over midyear 2021 projections. Both charges for services and facility rental are projected to increase \$57,538.

Non-operating revenues total \$1,772,109, a decrease of \$1,381,608 from 2021 midyear projections. The decrease is mainly attributed to the debt proceeds from the 2020 COP received in FY21 (\$930,000) and a decrease in the equity transfer (\$326,135). Non-operating revenues for the fund include the NKCSO capital user fee (\$525,000), interest earnings and other miscellaneous revenue (\$21,700), an annual infrastructure transfer for Community Center from TST Fund (\$100,000) and annual debt transfer from the CIST Fund (\$688,300), as well as an equity transfer of \$437,109.

**Expenditures** Total proposed FY22 expenditures for the CCPT Fund amount to \$4,358,940. This is a decrease of \$792,024 over FY21 midyear budget. The decrease is due to capital projects from the 2020 COP, budgeted in FY21. Total operating expenditures amount to \$2,158,690. Operating expenditures for the Community Center, Natatorium, and Municipal Pool are projected to be \$882,095, \$958,968, and \$178,888 respectively. Non-Departmental expenditures are projected to be \$138,739. Insurance and miscellaneous costs that are difficult to specifically assign to operating centers are accounted for in Non-Departmental. Debt requirements total \$2,200,250 in FY22.

**Personnel and Benefits** The FY22 proposed budget reflects total personnel costs of \$1,264,309: \$520,959 for the Community Center, \$620,122 for the Natatorium, and \$123,228 for the Municipal Pool. This Budget includes continued support of the Compensation and Classification Plan that is consistent with the General Fund FY22 Budget. Benefit adjustments are also consistent with the General Fund FY22 Budget.

**Supplemental Requests** FY22 Supplemental Requests for CCPT are listed on page 52. Total requests amounted to \$65,820. Funding for additional community programming is being recommended by the budget team (amounts have been added into the part time payroll budget). Recent and ongoing investments in the Community Center from the 2020A COP total \$930,000. The investment includes new fitness equipment, new carpeting in the banquet areas, and bathhouse renovation at the outdoor pool. Other requests were considered but not recommended due to the

current financial position of the Fund.

### **PUBLIC SAFETY SALES TAX FUND**

The proposed Public Safety Sales Tax Fund (PSST) FY22 Budget will provide for all operating costs and debt service requirements promised to the voters in 2010. Total revenues are estimated at \$985,818. Total expenditures are estimated at \$985,818. Fund balance is projected to be \$149,865 at the end of FY22. The historic programming of the PSST Fund has been to fund six law enforcement officers and related equipment expenses, fund two squad cars, and to pay the debt service on the new radio system project. This budget funds these priorities. See page 38.

#### **Revenue**

The proposed revenues for the PSST Fund amount to \$985,818. Revenue projections for sales tax (\$900,000) are based on expected sales tax collections consistent with all other funds. Miscellaneous revenues are projected to be \$21,500 for interest earnings and the sale of assets. An equity transfer of \$64,318 is also budgeted.

#### **Expenditures**

Total proposed FY22 expenditures for the PSST Fund are \$985,818. Operating expenditures are projected to be \$679,318. Non-operating expenditures are projected to be \$306,500.

#### **Personnel and Benefits**

The FY22 proposed budget reflects total personnel costs of \$496,902. This includes funding for an average 3% increase consistent with the General Fund FY22 Budget.

#### **Supplemental Requests**

FY22 Supplemental Requests for PSST are listed on page 53. Total requests amounted to \$515,200 and of this amount \$90,000 was recommended for funding. This includes two patrol vehicles with emergency equipment.

### **SPECIAL PARKS AND PLAYGROUND FUND**

The "Ordinance Providing for Open Spaces" was enacted by the City Council on October 11, 1965, and amended on January 26, 1970 for the purpose of providing additional parkland, or funds to purchase, develop, and maintain city parks and playgrounds. The sub-divider may dedicate a portion of the land for parks, or pay a fee on a lot or acreage basis.

**Revenue** Revenue in the amount of \$500 is projected for FY22.

**Expenditures** No expenditures are requested for this budget.

The fund balance is projected to be \$7,500.

## CAPITAL EQUIPMENT REPLACEMENT FUND

The Capital Equipment Replacement Fund (CERF) was established in 2001. This fund provides funds for capital purchases and projects. See page 44 for fund detail.

**Revenue** The Equipment Replacement Fund is projecting total revenue of \$600,000 from interest earnings, taxes and transfers. An equity transfer of \$87,947 will provide funding for additional capital and debt payments.

**Expenditures** Expenditures proposed for FY22 total \$687,947. This amount covers projected capital expenditures (\$300,000), and debt service of \$192,447. The majority of the capital and supplemental requests for General Fund will be funded by a transfer from CERF (\$195,500).

The estimated ending fund balance for FY22 will be \$250,149.

## CONCLUSION

In summary, the FY22 Budget continues the emphasis on achievement of Council and Budget Team goals, sustainable budget practices, and continued employee support and funding for the Compensation & Classification Plan.

The FY22 Budget is fiscally responsible and continues to support the provision of outstanding citizen services, programs, and staffing levels necessary to provide enhanced Citizen services. This Budget represents a stable organization that continues to plan for the future, and an organization that believes in providing excellent basic services.

The contents of the FY22 Budget are inclusive of various staff committee recommendations, department priorities, and review by the Budget Team comprised of Assistant City Manager Bob Baer, Director of Finance Dominic Accurso, Human Resource Administrator Charlene Leslie, Assistant to the City Manager Austin Greer, and myself. Thank you for your support and consideration of the proposed fiscal year 2022 Budget.

Respectfully submitted,

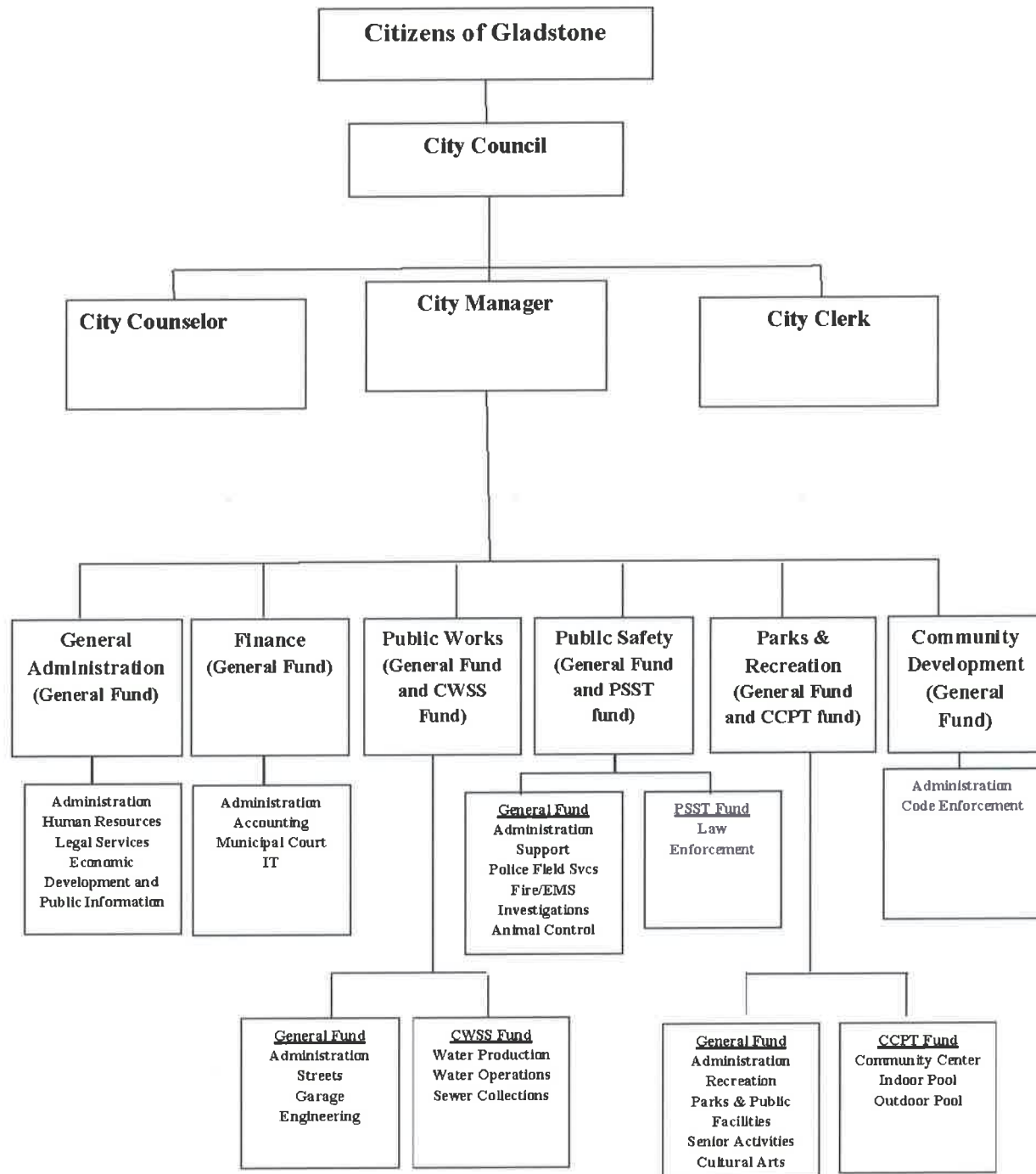


Scott Wingerson  
City Manager





## CITY OF GLADSTONE ORGANIZATION CHART





## **CITY OF GLADSTONE COUNCIL GOALS**

### **RESOLUTION R-20-53**

#### **A RESOLUTION ADOPTING A MISSION STATEMENT, VISION STATEMENT, AND GOALS FOR THE CITY OF GLADSTONE, MISSOURI, FOR 2020-2021.**

**WHEREAS**, the Council of the City of Gladstone believes that developing and implementing goals is a critical component in successfully managing the municipal resources entrusted to them; and

**WHEREAS**, the Council of the City of Gladstone recognizes that clearly articulated goals provide a valuable communication tool between a City government and its constituents; and

**WHEREAS**, the Council of the City of Gladstone is committed to implementing policies and allocating resources to promote these goals.

**NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, AS FOLLOWS:**

**THAT**, the following Mission Statement, Vision Statement, and Goals are adopted for the City of Gladstone, Missouri:

#### **MISSION STATEMENT**

**"The City Council, Boards, Commissions, and City Staff are inspired and invested to enhance Gladstone's quality of life and sense of community through innovative and effective leadership and inclusive citizen engagement."**

#### **GLADSTONE VISION**

- Invested in becoming an even more welcoming and inclusive community.
- A vibrant commercial center with revitalized corridors at North Oak and Antioch Road and an innovative financial strategy that encourages economic development.
- A diverse quality housing stock that encourages community investment, provides opportunities to age in place, and becomes a destination to raise families.
- Innovative transportation alternatives that promote mobility in the community and the region.
- Stature and reputation of Gladstone strengthened and maintained. Gladstone is a recognized leader and provides innovative contribution to regional issues.
- A continued strong and innovative partnership with schools and other entities that help us ensure a high quality of life.
- An inspiring sense of place with a clear identity including an emphasis on arts and culture. You know you are in Gladstone.





- A strong commitment to public safety and City infrastructure investment.
- An inspired, innovative, and invested City staff.
- Cooperative relationships with citizens highlighted by inclusive citizen engagement and participation.

Based on the Mission and Vision, the City Council establishes the following goals:

**2021 CITY COUNCIL GOALS**

1. Keep Gladstone as a safe place with a focus on crime reduction, traffic enforcement, and the recruitment and retention of high-quality police officers, firefighters and EMS personnel.
2. Prioritize the development of our Public Safety Building and Fire Station Number 2.
3. Continue implementation of parks, cultural arts, facilities, streets, sidewalks, stormwater, potable water, and comprehensive master plans.
4. Continue commitment to downtown and commercial corridors through effective and innovative strategies.
5. Continue to enhance the proactive residential and commercial code enforcement program that has been established.
6. Develop an innovative housing strategy designed to meet the needs of our diverse residents, encourage quality residential density, promote investment, and preserve and increase housing values.
7. Create a long-term development and programming plan for Atkins-Johnson Farm and Museum to make it sustainable.
8. Complete the messaging strategy designed to communicate Gladstone as home.
9. Promote Diversity, Equity, and Inclusion in all that we do to continue to be a welcoming city to everyone.

**INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, THIS 9<sup>th</sup> DAY OF NOVEMBER 2020.**

  
Jean B. Moore, Mayor

ATTEST:

  
Ruth F. Bocchino, City Clerk



**FISCAL YEAR 2022**  
**PART I SUMMARIES**



**CITY OF GLADSTONE, MISSOURI**  
**COMBINED BUDGET STATEMENT OF REVENUES,**  
**EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**BUDGETED FOR PERIOD ENDED JUNE 30, 2022**

**Governmental Fund Types**

<b>Revenue:</b>	<b><u>General</u></b>	<b><u>Community Center/Park Tax</u></b>	<b><u>Public Safety Sales Tax</u></b>	<b><u>Park &amp; Playground</u></b>
Taxes	13,124,050	900,000	900,000	500
Licenses and permits	649,530	-	-	-
Intergovernmental	1,358,000	700,000	-	-
Charges for services	3,264,646	1,254,831	-	-
Fines and forfeitures	660,000	-	-	-
Interest and Other	885,512	278,700	11,500	-
<b>Total Revenues</b>	<b>19,941,738</b>	<b>3,133,531</b>	<b>911,500</b>	<b>500</b>
<b>Expenditures:</b>				
General Administration	1,358,314	-	-	-
Finance	1,484,803	-	-	-
Public Safety	9,493,477	-	632,791	-
Public Works	2,217,867	-	-	-
Community Development	707,665	-	-	-
Culture and Recreation	2,457,922	2,019,951	-	-
Non-Departmental	1,024,687	138,739	46,527	-
Capital Outlay	214,000	-	90,000	-
Debt Service:				
Principal retirement	231,220	1,645,000	207,000	-
Interest & fiscal charges	92,033	555,250	9,500	-
<b>Total Expenditures</b>	<b>19,281,988</b>	<b>4,358,940</b>	<b>985,818</b>	<b>-</b>
<b>Excess Revenue o/(u) Expenditures</b>				
<b>Other financing sources (uses):</b>				
Operating transfers in	207,250	788,300	-	-
Operating transfers out	(1,202,000)	-	-	-
Sale of Fixed Assets	30,000	-	10,000	-
<b>Excess of rev., other sources o/(u) expenditures, other uses:</b>	<b>(305,000)</b>	<b>(437,109)</b>	<b>(64,318)</b>	<b>500</b>
<b>Fund Bal. 7/1/</b>	<b>4,064,331</b>	<b>437,109</b>	<b>224,581</b>	<b>7,000</b>
<b>Projected Fund Bal. 6/30/</b>	<b>\$ 3,759,331</b>	<b>\$ -</b>	<b>\$ 160,263</b>	<b>\$ 7,500</b>



**CITY OF GLADSTONE, MISSOURI**  
**COMBINED BUDGET STATEMENT OF REVENUES,**  
**EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**BUDGETED FOR PERIOD ENDED JUNE 30, 2022 (continued)**

	<u>Governmental Fund Types</u>			<u>Business Type Fund</u>	
	<u>Capital</u>				
	<u>Improvement Sales</u>	<u>Transportation</u>	<u>Capital Equipment</u>	<u>Combined</u>	<u>Total 2022</u>
	<u>Tax</u>	<u>Sales Tax</u>	<u>Replacement Fund</u>	<u>Water/Sewer</u>	<u>Budgeted</u>
				<u>System Fund</u>	
Revenue:					
Taxes	1,785,000	1,785,000	536,000	-	19,030,550
Licenses and permits	-	-	-	-	649,530
Intergovernmental	52,360	934,000	-	-	3,072,360
Charges for services	-	-	-	12,116,800	16,636,277
Fines and forfeitures	-	-	-	-	660,000
Interest and Other	1,800	1,800	64,000	45,000	1,260,312
<b>Total Revenues</b>	<b>1,839,160</b>	<b>2,720,800</b>	<b>600,000</b>	<b>12,161,800</b>	<b>41,309,029</b>
Expenditures:					
General Administration	-	-	-	-	1,358,314
Finance	-	-	-	-	1,484,803
Public Safety	-	-	-	-	10,126,268
Public Works	-	-	-	8,305,843	10,523,710
Community Development	-	-	-	-	831,265
Culture and Recreation	-	-	-	-	4,477,873
Non-Departmental	-	123,600	-	1,663,545	2,873,498
Capital Outlay	10,957,850	2,790,000	300,000	525,750	14,877,600
Debt Service:					
Principal retirement	1,233,711	401,978	138,880	1,544,000	6,150,100
Interest & fiscal charges	558,289	190,022	53,567	138,300	848,650
<b>Total Expenditures</b>	<b>12,749,850</b>	<b>3,505,600</b>	<b>492,447</b>	<b>12,177,438</b>	<b>53,552,081</b>
<b>Excess Revenue o/(u) Expenditures</b>					
<b>Other financing sources (uses):</b>					
Operating transfers in	1,000,000	550,000	-	-	2,545,550
Operating transfers out	(789,000)	(200,000)	(195,500)	(50,000)	(2,436,500)
Lease Proceeds	14,600,000	-	-	-	14,600,000
Sale of Fixed Assets	-	-	-	-	40,000
<b>Excess of rev., other sources</b>					
<b>o/(u) expenditures, other</b>					
<b>uses:</b>	<b>3,900,310</b>	<b>(434,800)</b>	<b>(87,947)</b>	<b>(65,638)</b>	<b>2,505,998</b>
<b>Fund Bal. 7/1/</b>	<b>2,751,431</b>	<b>485,173</b>	<b>338,096</b>	<b>2,589,704</b>	<b>10,887,027</b>
<b>Projected Fund Bal. 6/30/</b>	<b>\$ 6,651,741</b>	<b>\$ 50,373</b>	<b>\$ 250,149</b>	<b>\$ 2,524,066</b>	<b>\$ 13,393,025</b>



**FISCAL YEAR 2022**  
**PART II GENERAL FUND**



## GENERAL FUND

### STATEMENT OF EXPECTED/BUDGETED REVENUES, EXPENDITURES, AND CHANGES IN FUNDS AVAILABLE

#### GENERAL FUND

#### STATEMENT OF EXPECTED/BUDGETED REVENUES, EXPENDITURES AND CHANGES IN FUNDS AVAILABLE

	Actual <u>2020</u>	Budgeted <u>2021</u>	Expected <u>2021</u>	Budgeted <u>2022</u>
Beginning Unreserved Fund Balance	\$4,130,000	\$4,655,610	\$4,655,610	\$4,064,331
Less: Equity Adjustment	-	250,000	610,000	305,000
Revenues & Transfers	19,445,772	19,266,600	21,276,894	20,483,988
Total Funds Available	23,575,772	23,672,210	25,322,504	24,243,319
Expenditures	18,920,162	19,231,259	21,258,173	20,483,988
ENDING UNRESERVED FUND BALANCE	\$4,655,610	\$4,440,951	\$4,064,331	\$3,759,331

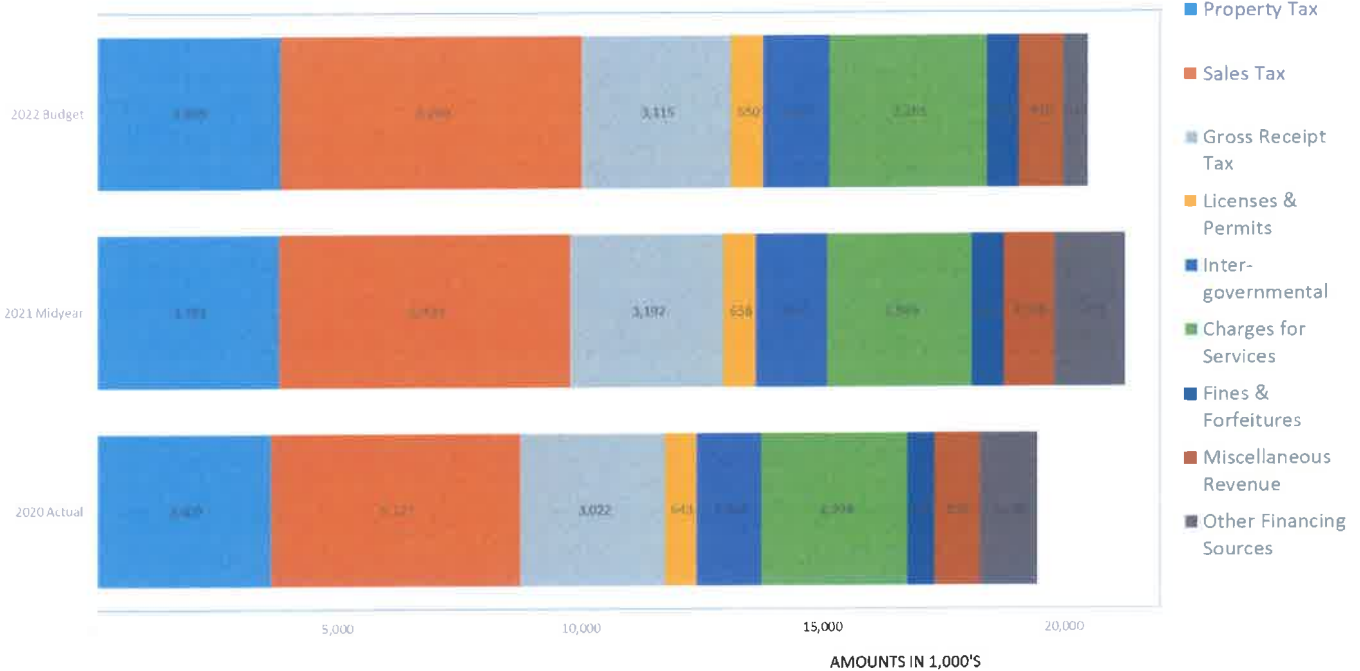


## GENERAL FUND

### SOURCE OF FUNDS

	<u>2020 Actual</u>	<u>2021 Midyear</u>	<u>2022 Budget</u>
Property Tax	3,609,023	3,782,050	3,809,050
Sales Tax	5,127,157	5,990,275	6,200,000
Gross Receipt Tax	3,021,831	3,191,500	3,115,000
Licenses & Permits	642,929	658,050	649,530
Intergovernmental	1,342,677	1,472,800	1,358,000
Charges for Services	2,997,669	2,988,719	3,264,646
Fines & Forfeitures	565,426	660,000	660,000
Miscellaneous Revenue	939,059	1,039,000	915,512
Other Financing Sources	<u>1,200,000</u>	<u>1,494,500</u>	<u>512,250</u>
	19,445,771	21,276,894	20,483,988

GENERAL FUND COMPARATIVE REVENUE







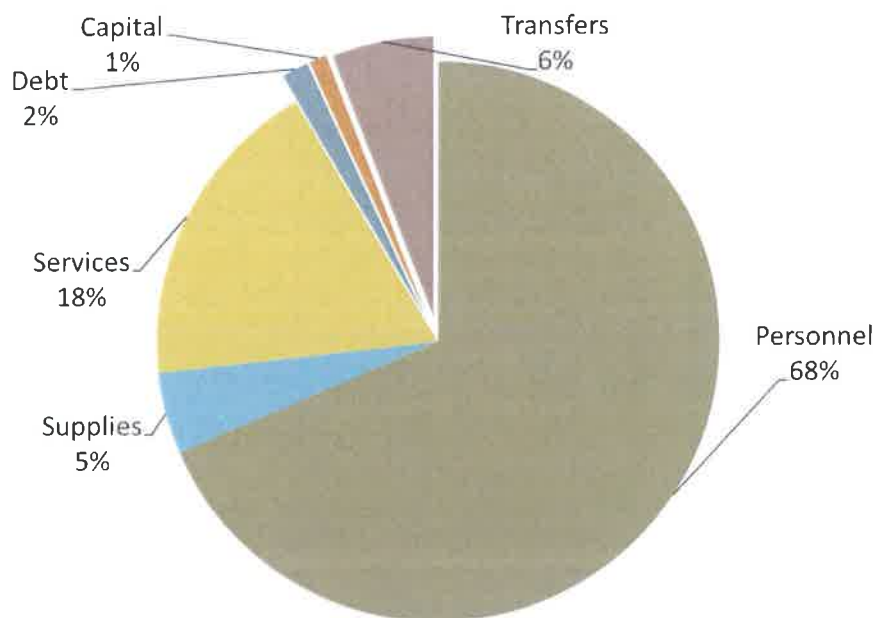
## GENERAL FUND

### SUMMARY OF EXPENDITURES—DEPARTMENT AND DIVISION CLASSIFICATIONS

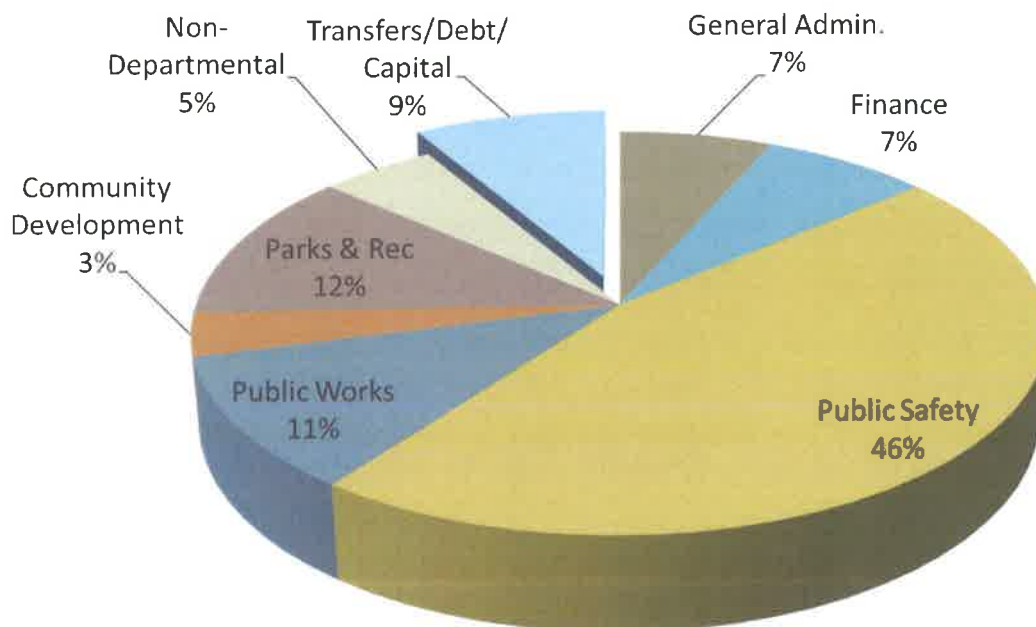
	<u>2020 Actual</u>	<u>2021 Midyear</u>	<u>2022 Proposed</u>
<b>GENERAL ADMIN</b>			
Personnel Services	832,928	980,176	1,002,709
Supplies	9,744	83,457	15,657
Services	333,239	345,938	339,948
Capital	-	-	6,000
<b>TOTAL</b>	<b>1,175,911</b>	<b>1,409,571</b>	<b>1,364,314</b>
<b>FINANCE</b>			
Personnel Services	999,217	1,027,255	1,040,236
Supplies	22,147	29,123	33,450
Services	365,840	402,441	411,117
Capital	-	64,500	12,000
<b>TOTAL</b>	<b>1,387,204</b>	<b>1,523,319</b>	<b>1,496,803</b>
<b>PUBLIC SAFETY</b>			
Personnel Services	8,367,446	8,812,584	8,893,819
Supplies	306,015	324,159	292,940
Services	286,187	292,199	306,718
Capital	73,825	627,036	128,500
Debt	69,888	69,875	-
<b>TOTAL</b>	<b>9,103,361</b>	<b>10,125,853</b>	<b>9,621,977</b>
<b>PUBLIC WORKS</b>			
Personnel Services	1,181,276	1,220,042	1,217,602
Supplies	306,017	257,940	237,350
Services	708,094	775,250	762,915
Capital	12,275	41,500	13,750
Debt	970	975	-
<b>TOTAL</b>	<b>2,208,632</b>	<b>2,295,707</b>	<b>2,231,617</b>
<b>COMM DEVELOPMENT</b>			
Personnel Services	646,769	569,726	569,941
Supplies	9,663	16,864	15,314
Services	103,721	132,110	122,410
Capital	-	20,000	20,250
<b>TOTAL</b>	<b>760,153</b>	<b>738,700</b>	<b>727,915</b>
<b>PARKS &amp; RECREATION</b>			
Personnel Services	1,118,670	1,305,189	1,287,945
Supplies	225,064	250,597	299,399
Service	848,286	747,878	870,578
Capital	-	-	33,500
Debt	4,647	4,655	-
<b>TOTAL</b>	<b>2,196,667</b>	<b>2,308,319</b>	<b>2,491,422</b>
<b>NONDEPARTMENTAL</b>			
Personnel Services	91,392	334,796	34,469
Supplies	12,194	15,895	68,395
Service	695,367	744,833	921,823
Capital	735,962	-	-
Debt	277,999	459,180	323,253
Transfers	275,319	1,302,000	1,202,000
<b>TOTAL</b>	<b>2,088,233</b>	<b>2,856,704</b>	<b>2,549,940</b>
<b>Total General Fund</b>			
Personnel Services	13,237,698	14,249,768	14,046,721
Supplies	890,844	978,035	962,505
Service	3,340,734	3,440,649	3,735,509
Capital	822,062	753,036	214,000
Debt	353,504	534,685	323,253
Transfers	275,319	1,302,000	1,202,000
<b>TOTAL GENERAL FUND</b>	<b>18,920,161</b>	<b>21,258,173</b>	<b>20,483,988</b>



## GENERAL FUND EXPENDITURES BY OBJECT



## EXPENDITURES BY DEPARTMENT





**FISCAL YEAR 2022**  
**PART III SPECIAL REVENUE FUNDS**



**SPECIAL PARKS & PLAYGROUND FUND  
ESTIMATED REVENUE & EXPENDITURES**

**Fiscal Year 2022**

Fund Balance, July 1, 2021 (Expected)	\$ 7,000
Budgeted Revenue	<u>500</u>
Total Funds Available	7,500
Budgeted Expenditures	<u>-</u>
Projected Fund Balance for June 30, 2022	\$ 7,500

The "Ordinance for Open Space" was enacted by the City Council on October 11, 1965, and amended on January 26, 1970, for the purpose of providing additional parkland, or funds to purchase, develop, and maintain City parks and playgrounds. The sub-divider may dedicate a portion of his land or pay a fee on a lot or an acreage basis.



# **COMMUNITY CENTER AND PARK FUND (RESTRICTED USE FUND) ESTIMATED REVENUE & EXPENDITURES**

**Established by Ord. No. 3.944  
FISCAL YEAR 2022**

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
<b>Revenue Sources</b>			
Community Center/Natatorium			
Sales Tax	892,469	899,000	900,000
Charges for Services	869,628	702,787	1,064,331
Facility Rental	184,892	103,892	192,000
Intergovernmental	175,000	175,000	175,000
<b>Total Community Center/Natatorium</b>	<b>2,121,988</b>	<b>1,880,679</b>	<b>2,331,331</b>
Outdoor Pool			
Charges for Services	172,259	157,675	190,500
Facility Rental	50,927	40,287	65,000
<b>Total Outdoor Pool</b>	<b>223,185</b>	<b>197,962</b>	<b>255,500</b>
<b>Operating Revenue</b>	<b>2,345,174</b>	<b>2,078,641</b>	<b>2,586,831</b>
Intergovernmental	525,000	525,000	525,000
Misc. Revenue	31,033	57,773	21,700
Transfers in	769,900	877,700	788,300
Debt Proceeds	-	930,000	-
Equity Transfer	-	763,244	437,109
<b>Non-Operating Revenue</b>	<b>1,325,933</b>	<b>3,153,717</b>	<b>1,772,109</b>
<b>Total Revenue</b>	<b>3,671,107</b>	<b>5,232,358</b>	<b>4,358,940</b>
<b>Expenditures</b>			
Community Center	875,670	848,829	882,095
Natatorium	695,945	881,969	958,968
Outdoor Pool	91,245	177,302	178,888
Non-Departmental	118,346	138,549	138,739
<b>Total Operating Expenditures</b>	<b>1,781,206</b>	<b>2,046,649</b>	<b>2,158,690</b>
Capital & Supplemental	109,692	841,650	-
Debt Requirements	2,160,994	2,262,665	2,200,250
<b>Total Non-Operating Expenditures</b>	<b>2,270,685</b>	<b>3,104,315</b>	<b>2,200,250</b>
<b>Total Expenditures</b>	<b>4,051,892</b>	<b>5,150,964</b>	<b>4,358,940</b>

## **Analysis of Funds Available**

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
Beginning Funds Available	1,499,745	1,118,960	437,109
Revenues	3,671,106	5,232,357	4,358,940
Equity Adjustment	-	(763,244)	(437,109)
Net Funds Available	5,170,851	5,588,073	4,358,940
Expenditures	(4,051,891)	(5,150,964)	(4,358,940)
<b>Ending Funds Available</b>	<b>1,118,960</b>	<b>437,109</b>	<b>-</b>
Revenue Over(Under) Expenditures	(380,785)	81,393	-

An ordinance providing for one-quarter of one percent tax on all retail sales was approved on February 14, 2005, for the purpose of funding the construction and operation of a Community Center.



## PUBLIC SAFETY SALES TAX ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 4.152

FISCAL YEAR 2022

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
<b>Revenue Sources</b>			
Sales Tax	892,304	899,000	900,000
Misc. Revenue & Transfers	<u>4,936</u>	<u>14,600</u>	<u>21,500</u>
Operating Revenue	897,240	913,600	921,500
Equity Transfer	<u>-</u>	<u>44,000</u>	<u>64,318</u>
<b>Total Revenue</b>	<b><u>897,240</u></b>	<b><u>957,600</u></b>	<b><u>985,818</u></b>
<b>Expenditures</b>			
PSST Law	544,570	613,942	632,791
Non Departmental	<u>33,664</u>	<u>46,452</u>	<u>46,527</u>
<b>Total Operating Expenditures</b>	<b><u>578,234</u></b>	<b><u>660,394</u></b>	<b><u>679,318</u></b>
Capital & Supplemental	67,680	88,000	90,000
Debt Requirements	<u>207,485</u>	<u>207,375</u>	<u>216,500</u>
<b>Total Non-Operating Expendit</b>	<b><u>275,166</u></b>	<b><u>295,375</u></b>	<b><u>306,500</u></b>
<b>Total Expenditures</b>	<b><u>853,399</u></b>	<b><u>955,769</u></b>	<b><u>985,818</u></b>

### Analysis of Funds Available

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
Beginning Funds Available	222,909	266,750	224,581
Revenues	897,240	957,600	985,818
Equity Adjustment	<u>-</u>	<u>(44,000)</u>	<u>(64,318)</u>
Net Funds Available	1,120,149	1,180,350	1,146,081
Expenditures	<u>(853,399)</u>	<u>(955,769)</u>	<u>(985,818)</u>
<b>Ending Funds Available</b>	<b><u>266,750</u></b>	<b><u>224,581</u></b>	<b><u>160,263</u></b>

Revenue Over(Under) Expenditures	1,831	-
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An ordinance providing for one-quarter of one percent tax on all retail sales was approved on June 8, 2010, for the purpose of improving the public safety of the City.





**FISCAL YEAR 2022**  
**PART IV CAPITAL PROJECT FUNDS**



## CAPITAL IMPROVEMENT SALES TAX FUND ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 2.737

FISCAL YEAR 2022

	FY2022
<b>Revenue Sources</b>	
Sales Tax	1,785,000
Interest & Misc. Revenue	1,800
Intergovernmental	52,360
Transfers	1,000,000
Debt Proceeds	14,600,000
<b>Total Revenue</b>	<b><u>17,439,160</u></b>
<b>Expenditures</b>	
Debt Service/Transfer	
2021 COP	870,000
2020A COP	133,000
2017 Lease Purchase (Ends 6/1/32)	71,000
2011 COP - Refinanced 2017 (Ends 6/1/23)	370,000
2016 Lease Purchase (Ends 1/22/30)	97,000
2015 COP - Refinanced 2017 (Ends 6/1/26)	689,000
2015 COP (Ends 6/1/30)	115,000
The Heights - (Ends 7/1/36)	136,000
Engineering Transfer	100,000
Arts Council	17,850
<b>Stormwater Projects</b>	
Storm water Master Plan Implementation	
Carriage Commons Box Culvert	255,000
Santerra Detention Basin	25,000
Misc. Stormwater Projects	75,000
<b>Park Projects</b>	
Parks Master Plan Implementation	
NE 72nd Tennis Court Repair	20,000
Happy Rock Tennis Court Repair	40,000
Parks Trail Replacement Program - Happy Rock	25,000
<b>Facility Projects</b>	
Fire Station Renovation	5,000,000
Public Safety Headquarters	5,500,000
City Hall	
<b>Total Budgeted Expenditures</b>	<b><u>13,538,850</u></b>
Beginning Funds Available	2,751,431
Revenues	<u>17,439,160</u>
Net Funds Available	20,190,591
Expenditures	<u>(13,538,850)</u>
<b>Ending Funds Available</b>	<b><u>6,651,741</u></b>

An ordinance providing for one-half of one percent tax on all retail sales was approved on November 3, 1987, for the purpose of funding capital improvements.



## TRANSPORTATION SALES TAX FUND ESTIMATED REVENUE & EXPENDITURES

Established by Ord. No. 3.482  
FISCAL YEAR 2022

	FY2022
<b>Revenue Sources</b>	
Sales Tax	1,785,000
Interest & Misc. Revenue	1,800
Intergovernmental	934,000
<u>Transfers</u>	<u>550,000</u>
<b>Total Revenue</b>	<b><u>3,270,800</u></b>
<b>Expenditures</b>	
Debt Service/Transfer	
2020 COP	50,000
2017 Lease Purchase (Ends 6/1/32)	111,000
2011 COP - Refinanced 2017 (Ends 6/1/23)	63,000
2015 COP (Ends 6/1/30)	35,000
2015 COP - Refinanced 2017 (Ends 6/1/26)	100,000
2010 GO (Ends 3/1/23)	218,000
The Heights - (Ends 7/1/36)	115,000
Engineering Transfer	100,000
Local transit	51,500
KCATA & Stop Improvements	72,100
<b><u>Road Projects</u></b>	
Street Mill & Overlay Program	390,000
Intermediate Maintenance	150,000
City Intermediate Maintenance	20,000
NE 76th Street Construction	1,500,000
Road District Project - TBD	325,000
<b><u>Sidewalk/Trail Projects</u></b>	
Curb, Gutter, Sidewalk Replacement	150,000
ADA/Curbcut Sidewalks	50,000
Traffic/Ped Signal Upgrades - 72nd & Troost	200,000
Linden Connector Trail	5,000
Vivion Road Trail - Mulberry to Belleview	-
<b>Total Budgeted Expenditures</b>	<b><u>3,705,600</u></b>
Beginning Funds Available	485,173
Revenues	<u>3,270,800</u>
Net Funds Available	3,755,973
Expenditures	<u>(3,705,600)</u>
<b><u>Ending Funds Available</u></b>	<b><u>50,373</u></b>

An ordinance providing for one-half of one percent tax on all retail sales was approved on November 7, 1995, for the purpose of funding transportation capital improvements.



## CITY OF GLADSTONE

### CAPITAL IMPROVEMENTS SALES TAX PROJECTS FIVE YEAR PLAN

	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Revenue Sources</b>					
Sales Tax	1,785,000	1,802,850	1,820,879	1,839,087	1,857,478
Interest & Misc. Revenue	1,800	1,800	1,800	1,800	1,800
Intergovernmental	52,360	-	-	-	-
Transfers	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Debt Proceeds	14,600,000	-	-	-	-
<b>Total Revenue</b>	<b><u>17,439,160</u></b>	<b><u>2,804,650</u></b>	<b><u>2,822,679</u></b>	<b><u>2,840,887</u></b>	<b><u>2,859,278</u></b>
<b>Expenditures</b>					
Debt Service/Transfer					
2021 COP	870,000	870,000	895,000	885,000	885,000
2020A COP	133,000	133,000	105,000	125,000	125,000
2017 Lease Purchase (Ends 6/1/32)	71,000	71,000	125,000	125,100	125,100
2011 COP - Refinanced 2017 (Ends 6/1/23)	370,000	369,000	-	-	-
2016 Lease Purchase (Ends 1/22/30)	97,000	97,000	97,000	97,000	97,000
2015 COP - Refinanced 2017 (Ends 6/1/26)	689,000	689,000	686,000	690,000	690,000
2015 COP (Ends 6/1/30)	115,000	113,000	153,000	149,000	153,000
The Heights - (Ends 7/1/36)	136,000	136,000	136,000	136,000	136,000
Engineering Transfer	100,000	100,000	100,000	100,000	100,000
Arts Council	17,850	18,029	18,209	18,391	18,575
<b>Stormwater Projects</b>					
Storm water Master Plan Implementation		100,000	210,000	220,000	230,000
Carriage Commons Box Culvert	255,000				
Santerra Detention Basin	25,000				
Misc. Stormwater Projects	75,000	75,000	75,000	75,000	75,000
<b>Park Projects</b>					
Parks Master Plan Implementation		10,000	200,000	200,000	200,000
NE 72nd Tennis Court Repair	20,000				
Happy Rock Tennis Court Repair	40,000				
Parks Trail Replacement Program - Happy Rock	25,000	25,000	20,000	20,000	20,000
<b>Facility Projects</b>					
Fire Station Renovation	5,000,000				
Public Safety Headquarters	5,500,000	5,500,000	-	-	-
City Hall		1,000,000	-	-	-
<b>Total Budgeted Expenditures</b>	<b><u>13,538,850</u></b>	<b><u>9,306,029</u></b>	<b><u>2,820,209</u></b>	<b><u>2,840,491</u></b>	<b><u>2,854,675</u></b>
Beginning Funds Available	2,751,431	6,651,741	150,362	152,832	153,228
Revenues	<u>17,439,160</u>	<u>2,804,650</u>	<u>2,822,679</u>	<u>2,840,887</u>	<u>2,859,278</u>
Net Funds Available	20,190,591	9,456,391	2,973,041	2,993,719	3,012,506
Expenditures	<u>(13,538,850)</u>	<u>(9,306,029)</u>	<u>(2,820,209)</u>	<u>(2,840,491)</u>	<u>(2,854,675)</u>
<b>Ending Funds Available</b>	<b><u>6,651,741</u></b>	<b><u>150,362</u></b>	<b><u>152,832</u></b>	<b><u>153,228</u></b>	<b><u>157,831</u></b>



## CITY OF GLADSTONE

### TRANSPORTATION SALES TAX PROJECTS FIVE YEAR PLAN

	FY2022	FY2023	FY2024	FY2025	FY2026
<b>Revenue Sources</b>					
Sales Tax	1,785,000	1,802,850	1,820,879	1,839,087	1,857,478
Interest & Misc. Revenue	1,800	1,800	1,800	1,800	1,800
Intergovernmental	934,000	607,000	525,000	575,000	575,000
Transfers	550,000	150,000	150,000	150,000	150,000
<b>Total Revenue</b>	<b><u>3,270,800</u></b>	<b><u>2,561,650</u></b>	<b><u>2,497,679</u></b>	<b><u>2,565,887</u></b>	<b><u>2,584,278</u></b>
<b>Expenditures</b>					
Debt Service/Transfer					
2020 COP	50,000	50,000	36,000	90,000	95,000
2017 Lease Purchase (Ends 6/1/32)	111,000	111,000	256,000	258,000	258,000
2011 COP - Refinanced 2017 (Ends 6/1/23)	63,000	63,000	-	-	-
2015 COP (Ends 6/1/30)	35,000	34,000	46,000	45,000	46,000
2015 COP - Refinanced 2017 (Ends 6/1/26)	100,000	100,000	100,000	100,000	100,000
2010 GO (Ends 3/1/23)	218,000	209,000	-	-	-
The Heights - (Ends 7/1/36)	115,000	115,000	115,000	115,000	115,000
Engineering Transfer	100,000	100,000	100,000	100,000	100,000
Local transit	51,500	53,045	54,636	56,275	57,964
KCATA & Stop Improvements	72,100	74,263	76,491	78,786	81,149
<b>Road Projects</b>					
Street Mill & Overlay Program	390,000	530,000	645,000	550,000	565,000
Intermediate Maintenance	150,000	150,000	150,000	150,000	150,000
City Intermediate Maintenance	20,000	20,000	20,000	20,000	20,000
NE 76th Street Construction	1,500,000	-	-	-	-
Road District Project - TBD	325,000	325,000	325,000	325,000	325,000
<b>Sidewalk/Trail Projects</b>					
Curb, Gutter, Sidewalk Replacement	150,000	150,000	150,000	150,000	150,000
ADA/Curbcut Sidewalks	50,000	50,000	50,000	50,000	50,000
Traffic/Ped Signal Upgrades - 72nd & Troost	200,000	50,000	50,000	50,000	50,000
Linden Connector Trail	5,000	375,000	325,000	-	-
Vivion Road Trail - Mulberry to Belleview	-	-	-	425,000	425,000
<b>Total Budgeted Expenditures</b>	<b><u>3,705,600</u></b>	<b><u>2,559,308</u></b>	<b><u>2,499,127</u></b>	<b><u>2,563,061</u></b>	<b><u>2,588,113</u></b>
Beginning Funds Available	485,173	50,373	52,715	51,267	54,093
Revenues	<u>3,270,800</u>	<u>2,561,650</u>	<u>2,497,679</u>	<u>2,565,887</u>	<u>2,584,278</u>
Net Funds Available	3,755,973	2,612,023	2,550,394	2,617,154	2,638,371
Expenditures	<u>(3,705,600)</u>	<u>(2,559,308)</u>	<u>(2,499,127)</u>	<u>(2,563,061)</u>	<u>(2,588,113)</u>
<b>Ending Funds Available</b>	<b><u>50,373</u></b>	<b><u>52,715</u></b>	<b><u>51,267</u></b>	<b><u>54,093</u></b>	<b><u>50,258</u></b>



**EQUIPMENT REPLACEMENT FUND**  
**ESTIMATED REVENUE & EXPENDITURES**  
**FISCAL YEAR 2022**

	2020	2021	2022
	<u>Actual</u>	<u>Midyear</u>	<u>Proposed</u>
<b>Revenue Sources</b>			
Taxes/Transfers	512,804	500,000	536,000
Misc. Revenue	78,054	101,000	64,000
Equity Transfer	-	40,000	87,947
<b>Total Revenue</b>	<b>590,858</b>	<b>641,000</b>	<b>687,947</b>
<b>Expenditures</b>			
Capital Expenditures	127,151	300,000	300,000
Debt Requirements	57,354	88,960	192,447
Transfers out	200,000	250,000	195,500
<b>Total Expenditures</b>	<b>384,506</b>	<b>638,960</b>	<b>687,947</b>

**Analysis of Funds Available**

	2020	2021	2022
	<u>Actual</u>	<u>Midyear</u>	<u>Proposed</u>
Beginning Funds Available	169,704	376,056	338,096
Revenues	590,858	641,000	687,947
Equity Adjustment	-	(40,000)	(87,947)
Net Funds Available	760,562	977,056	938,096
Expenditures	(384,506)	(638,960)	(687,947)
<b>Ending Funds Available</b>	<b>376,056</b>	<b>338,096</b>	<b>250,149</b>

Revenue Over(Under) Expenditures	2,040	-
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Equipment Replacement Fund was established in FY 2001 to fund the purchase of capital equipment.





**FISCAL YEAR 2022**  
**PART V ENTERPRISE FUND**



## COMBINED WATERWORKS & SEWERAGE SYSTEM FUND ESTIMATED STATEMENT OF REVENUES & EXPENSES

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
<b>Revenue Sources</b>			
Water	4,103,882	4,428,600	4,499,300
Sanitation	6,699,556	7,116,872	7,617,500
Misc. Revenue	92,250	108,744	45,000
<b>Operating Revenue</b>	<b>10,895,687</b>	<b>11,654,216</b>	<b>12,161,800</b>
Debt Proceeds	-	2,500,000	-
Equity Transfer	-	403,379	65,638
<b>Non-Operating Revenue</b>	<b>-</b>	<b>2,903,379</b>	<b>65,638</b>
<b>Total Revenue</b>	<b>10,895,687</b>	<b>14,557,595</b>	<b>12,227,438</b>
<b>Expenditures</b>			
Water Production	1,294,574	1,335,560	1,328,271
Water Operations & Maintenance	779,840	1,026,311	1,005,826
Sewer Collection	374,674	473,967	463,746
Non Departmental	6,519,398	6,804,822	7,171,545
<b>Operating Expenditures</b>	<b>8,968,485</b>	<b>9,640,660</b>	<b>9,969,388</b>
Capital & Supplemental	1,109,317	2,963,500	525,750
Debt Requirements	1,059,341	1,903,435	1,682,300
Transfers	50,000	50,000	50,000
<b>Total Non-Operating Expenditures</b>	<b>2,218,659</b>	<b>4,916,935</b>	<b>2,258,050</b>
<b>Total Expenditures</b>	<b>11,187,144</b>	<b>14,557,595</b>	<b>12,227,438</b>

### Analysis of Funds Available

	2020 <u>Actual</u>	2021 <u>Midyear</u>	2022 <u>Proposed</u>
Beginning Funds Available	3,284,539	2,993,083	2,589,704
Revenues	10,895,687	14,557,595	12,227,438
Equity Adjustment	-	(403,379)	(65,638)
Net Funds Available	14,180,226	17,147,299	14,751,504
Expenditures	(11,187,144)	(14,557,595)	(12,227,438)
<b>Ending Funds Available</b>	<b>2,993,083</b>	<b>2,589,704</b>	<b>2,524,066</b>
20% Fund Balance Requirement		1,928,132	1,993,878
Over/(Under)		661,572	530,188
Revenue Over/(Under) Expenditures		-	-



**Proposed Water & Sewer Rates of Metropolitan Cities  
Based on Average Household Usage  
As of April 1, 2021**

Assumption: Average water and sewer bill based on  
5,000 gallons water and 4,000 sewer monthly

<u>City</u>	<u>Water Amount</u>	<u>Sewer Amount</u>	<u>Total Amount</u>
Kansas City	\$ 46.83	\$ 71.29	\$ 118.12
Liberty	34.31	64.36	98.67
<b>Gladstone (Proposed 7/01/19)</b>	<b>33.78</b>	<b>58.66</b>	<b>92.44</b>
Raytown	43.35	48.71	92.06
Parkville	40.24	50.57	90.81
<b>Gladstone (Current as of 7/01/18)</b>	<b>33.02</b>	<b>54.08</b>	<b>87.10</b>
Grandview	54.91	29.38	84.29
Lee's Summit	34.23	39.24	73.47
Blue Springs	39.30	30.00	69.30
Independence	28.02	36.25	64.27
North Kansas City	16.56	38.04	54.60

**Gladstone Comparison to Average Rate of Metropolitan Cities**

	<b>Water</b>	<b>Sewer</b>	<b>Total</b>
<b>Average Rate as of 4/1/21</b>	<b>\$ 37.08</b>	<b>\$ 46.19</b>	<b>\$ 83.27</b>
<b>\$ Below/ (Above) Average</b>	<b>\$ 3.30</b>	<b>\$ (12.47)</b>	<b>\$ (9.17)</b>
<b>% Below (Above) Average</b>	<b>8.90%</b>	<b>-26.99%</b>	<b>-11.01%</b>
<b>\$ Below/ (Above) Highest</b>	<b>\$ 21.13</b>	<b>\$ 12.63</b>	<b>\$ 25.68</b>



**FISCAL YEAR 2022**  
**PART VII SUPPLEMENTAL and CAPITAL OUTLAY**



## GENERAL FUND

### PROPOSED 2022 CAPITAL AND SUPPLEMENTAL

Fund	Dep	Div	Object	Account Description	Narrative	Justification Amount	Budget Team recommend
<b>General Fund</b>							
101	10	11	440160	Contractual	Second half of legal code review	6,000	6,000
<b>Total General Administration</b>						<b>6,000</b>	<b>6,000</b>
101	20	21	440310	Travel	Travel associated with training for accountant position	250	250
101	20	21	440320	Training	Training for Accountant Position	2,500	1,250
101	20	24	420500	Small equipment supplies	Scheduling software (ESO)	2,385	-
101	20	24	420500	Small equipment supplies	Microsoft Office licenses	9,540	-
101	20	24	420500	Small equipment supplies	Color laser jet (PW)	1,550	-
101	20	24	420500	Small equipment supplies	Laser printer (Community Policing)	1,000	-
101	20	24	420500	Small equipment supplies	3 iPad with cell data (Recreation)	1,600	3,000
101	20	24	420500	Small equipment supplies	Applicant Pro software	2,800	-
101	20	24	420500	Small equipment supplies	FARO Zone software	2,300	-
101	20	24	460400	Equipment capital	911 Inform phone upgrade	17,866	-
101	20	24	460400	Equipment capital	Avaya phone system upgrade	15,000	-
101	20	24	460400	Equipment capital	Exchange email server	7,500	7,500
101	20	24	460400	Equipment capital	Vmware server	10,150	-
101	20	24	460400	Equipment capital	H & S servers	13,200	-
<b>Total Finance</b>						<b>87,641</b>	<b>12,000</b>
101	30	32	420230	Ammunition	Increased Ammunition Budget	3,500	1,500
101	30	32	460410	Automotive Capital	2 of 4 Ford Interceptors	90,000	90,000
101	30	34	430610	Automotive Supplies	Increased Automotive Supplies	10,000	-
101	30	34	430620	EMS Supplies	Increased EMS Supplies	10,000	5,000
101	30	34	460400	Equipment Capital	Zoll X Series Manual	32,000	32,000
101	30	34	460410	Automotive Capital	Two Quad Cab 4X4 Pick up Trucks for Fire Marshal & Division Chief.	82,000	-
101	30	37	440990	Misc Services	Incinerator Repair	5,000	-
101	30	37	460400	Equipment Capital	Processor	84,000	-
101	30	37	460410	Automotive Capital	2021 Ford Transit Van T-250	58,500	-
<b>Total Public Safety</b>						<b>375,000</b>	<b>128,500</b>



## GENERAL FUND PROPOSED 2022 CAPITAL AND SUPPLEMENTAL

Fund	Dep	Div	Object	Account Description	Narrative	Justification Amount	Budget Team recommend
<b>General Fund</b>							
101	40	42	460400	Equipment Capital	Skid Loader	65,000	-
101	40	42	460400	Equipment Capital	Trailer Mounted Air Compressor	30,000	-
101	40	42	460410	Automotive Capital	F-750 or Equivalent Dump Truck w/ spreader and plow	100,000	-
101	40	42	460410	Automotive Capital	F-750 or Equivalent Dump Truck w/ spreader and plow	100,000	-
101	40	42	460410	Automotive Capital	F-550 or Equivalent Bucket Truck	158,000	-
101	40	43	420250	Small Tools	24V Heavy Equipment Jump Box	4,500	-
101	40	44	440160	Contractual	Holiday Lighting Increase	7,000	7,000
101	40	44	460410	Automotive Capital	Replace enterprise lease truck	6,750	6,750
<b>Total Public Works</b>						<b>471,250</b>	<b>13,750</b>
101	50	53	460410	Automotive Capital	Replace enterprise lease truck	20,250	20,250
<b>Total Community Development</b>						<b>20,250</b>	<b>20,250</b>
101	60	62	420510	Program Activities	5 Portable Pitching Mounds or Machines	5,000	5,000
101	60	62	440160	Contractual	Disc Golf Instruction	3,500	3,500
101	60	63	440160	Contractual	New Lighting for City Fountain (Consider Capital)	9,000	-
101	60	63	440161	Contractual-Gardener	Treatment of Ash Trees	5,500	2,500
101	60	63	440161	Contractual-Gardener	Hobby Hill Landscaping N&S Side of	7,000	-
101	60	63	440610	Advertising	Employment Ads	2,000	-
101	60	63	450110	Building (Services)	City-Wide Record Shredding (Consider non-departmental)	2,500	2,500
101	60	63	450110	Building (Services)	Fence @ Animal Shelter (Consider Animal Control Allocation)	4,000	-
101	60	63	450220	Parks (Services)	Repair Tennis Courts 72nd (Consider Capital if resurfacing)	15,500	-
101	60	63	450220	Parks (Services)	Resurface Happy Rock Tennis Courts (Consider Capital)	29,000	-
101	60	63	450220	Parks (Services)	Hamilton Heights Park-Play Surfacing (Consider Capital)	16,000	-
101	60	63	450220	Parks (Services)	Meadowbrook BB Court-Crack Fill	15,000	-
101	60	63	450220	Parks (Services)	Meadowbrook Sidewalk and Play Equipment (Consider Capital)	6,500	-
101	60	63	450220	Parks (Services)	Oak Grove Park Pond Dredging and PW Salt Storage New Roof (Consider Public Works Allocation)	64,000	-
101	60	63	460400	Equipment Capital	Two New Mowers @ 13K each	31,000	-
101	60	63	460400	Equipment Capital		26,000	10,000
101	60	63	460400	Equipment Capital	Two New Utility Vehicles @ 11K Each	22,000	10,000
101	60	63	460400	Equipment Capital	Replace Oak Grove Park Shelters	233,534	-
101	60	68	420511	Linden Square Program Act	VIP Whiskey Fest Event	5,000	-
<b>Total Parks and Recreation</b>						<b>502,034</b>	<b>33,500</b>
<b>Total Non-Departmental</b>						-	-
<b>Total General Fund</b>						<b>1,462,175</b>	<b>214,000</b>





## CCPT FUND

### PROPOSED 2022 CAPITAL AND SUPPLEMENTAL

Fund Dep	Div	Object	Account Description	Narrative	Justification Amount	Budget Team recommend
<b>CCPT</b>						
202	80	85	450110 Buildings	Refurbish outdoor pool structures	14,000	-
202	80	83	460400 Equipment Capital	Replace dumpin' buccaneer (leisure pool)	26,000	-
202	80	83	450110 Buildings	Refurbish swaying palm tree (leisure	3,000	-
202	80	85	450110 Buildings	Replace pool bathhouse roof	18,000	-
			Community programming (payroll 4820)		-	-
<b>Total CCPT</b>					<b>61,000</b>	-



## PSST FUND

### PROPOSED 2022 CAPITAL AND SUPPLEMENTAL

Fund	Dep	Div	Object	Account Description	Narrative	Justification Amount	Budget Team recommend
<b>PSST</b>							
203	39	39	460400	Equipment Capital	MILO Firearms and Force Options	20,000	-
203	39	39	460400	Equipment Capital	Tru Narc Handheld Narcotics Analyzer	30,000	-
203	39	39	460400	Equipment Capital	License Plate Readers	75,200	-
203	39	39	460410	Automotive Capital	2 of 4 Ford Interceptors	90,000	90,000
203	39	39	460410	Automotive Capital	Lenco Bearcat	300,000	-
<b>Total PSST</b>						<b>515,200</b>	<b>90,000</b>



## CWSS FUND

### PROPOSED 2022 CAPITAL AND SUPPLEMENTAL

Fund	Dep	Div	Object	Account Description	Narrative	Justification Amount	Budget Team recommend
<b>CWSS</b>							
501	70	72	440160	Contractual	Repair Well #3 (Consider whether	30,000	
501	70	73	440400	Service Machinery and Equip	Rebuild Boom on Backhoe (Consider	8,000	8,000
					F-750 or Equivalent Dump Truck w/		
101	40	42	460410	Automotive Capital	spreader and plow	100,000	100,000
501	70	73	460410	Automotive Capital	F-650 or Equivalent Dump Truck with	82,500	82,500
501	70	73	460410	Automotive Capital	Replace Enterprise lease vehicles (3)	20,250	20,250
<b>Total CWSS</b>						<b>240,750</b>	<b>210,750</b>



**City of Gladstone**

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