



**CITY COUNCIL WORK SESSION**  
**Wednesday, March 27, 2024 at 5:30 p.m.**

**POWELL COMMUNITY CENTER**  
**6200 MARTWAY Street**

*This meeting will be held in person at the time and date shown above. If you require any accommodations (i.e. qualified interpreter, large print, reader, hearing assistance) in order to attend this meeting, please notify the Administrative Office at 913-676-8350 no later than 24 hours prior to the beginning of the meeting.*

**AGENDA**

1. Review of Insight Inventory Results – Sandy Brown, The Employer’s Resource [\(Page 2\)](#)  
Sandy Brown of the Employer’s Resource will review and discuss the results of the Insight Inventory taken by the Governing Body and Leadership staff to aid in establishing information and context to improve our decision-making and leadership styles.
2. 2025 Budget Discussion Kick-off – Laura Smith [\(page 4\)](#)  
In preparation for the 2025 Budget discussion and adoption process, Staff and Council will have an opportunity to review priorities, goals and objectives as well as key performance areas. Information on estimated assessed valuation provided by the Johnson County Appraiser will also be reviewed.

<b>City of Mission</b>	Item Number:	1.
<b>DISCUSSION ITEM SUMMARY</b>	Date:	March 27, 2024
<b>Administration</b>	From:	Laura Smith

Discussion items allow the committee the opportunity to freely discuss the issue at hand.

**RE:** Review and Discussion of Insight Inventory Results

**DETAILS:** Sandy Brown, of the Employer’s Resource Group will present the results of the Insight Inventory taken by Council and Staff. Sandy has provided HR Consulting and Training Services to the City for the last several years, addressing supervisory training, Department process improvement, and employee coaching and mentoring and is well-versed in the operations and goals of Mission.

The Insight Inventory tool is an easy-to-use and non-threatening personality assessment designed to help people better understand behavioral styles so they can work more effectively with others. The inventory explores several areas including:

- Influencing Others and Expressing Opinions
- Responding Effectively to Someone’s Style
- Timing of Decision-Making and Action
- Structuring Time and Organizing Projects

With two new Councilmember and two new Department Directors, it is an important exercise as we embark on the 2025 Budget conversation. Benefits of this team process include:

- Focus on strengths and talents
- Improves teamwork
- Reduces interpersonal conflict
- Outlines how to implement changes

The Governing Body and members of the Leadership Team will receive a link to the assessment tool, and are encouraged to complete it by Tuesday, March 26 in order to ensure a productive review and discussion.

**CFAA IMPACTS/CONSIDERATIONS:** Understanding the unique communication, problem-solving, and approach to decision-making of all members on the Governing Body and Leadership Team helps to facilitate and support the development of policy and resource allocation to meet the needs of residents and visitors of all ages and abilities in the delivery of local government programs and services.

Related Statute/City Ordinance:	NA
Line Item Code/Description:	NA
Available Budget:	NA

# The **EMPLOYER'S** **RESOURCE**

*Experienced.  
Effective.  
Engaging.*



## **Insight Inventory** **Pathway to Effectiveness**

Explore your team's effectiveness through the Insight Inventory assessment and processing.

This easy-to-use and non-threatening personality assessment is designed to help people better understand behavioral styles so they can work more effectively with others.

### **Areas explored include:**

1. Influencing Others and Expressing Opinions
2. Responding Effectively to Someone's Style
3. Timing of Decision-Making and Action
4. Structuring Time and Organizing Projects

Benefits of this team process include:

- Focus on strengths and talents
- Improves teamwork
- Reduces interpersonal conflict
- Outlines how to implement changes

*Contact us to design the program that best fits your organization's needs.*

<b>City of Mission</b>	Item Number:	2.
<b>DISCUSSION ITEM SUMMARY</b>	Date:	March 27, 2024
<b>Administration</b>	From:	Laura Smith

Discussion items allow the committee the opportunity to freely discuss the issue at hand.

**RE:** 2025 Budget Work Session

**DETAILS:** In our first look at the 2025 Budget, we will begin with some basic information on Mission’s Budget structure and budget development process. While this is familiar information for some on the Governing Body, this information is intended to provide background and context for both members of Governing Body and the public who may be new to the budget process.

During the March 27th work session, we will also review highlights of the 2024 budget, discuss Council and staff budget priorities for 2025 and beyond, and review the 2025 Budget Calendar so everyone is clear on the process and procedure for getting to adoption of a final budget in August.

**CFAA IMPACTS/CONSIDERATIONS:** Thoughtful discussion and review of the annual budget ensures that the Governing Body and staff are mindful of the responsibility we have as stewards of limited public resources. By engaging one another and the public in the process we can ensure all voice and viewpoints are represented throughout the budget development and adoption process.

Related Statute/City Ordinance:	NA
Line Item Code/Description:	NA
Available Budget:	NA



## MEMORANDUM

Date: March 22, 2022  
To: Mayor and City Council  
From: Laura Smith, City Administrator  
RE: Budget Memo #2 – 2025 Budget

In our first look at the 2025 Budget, we will begin with some basic information on Mission's Budget structure and budget development process. While this is familiar information for some on the Governing Body, this information is intended to provide background and context for both members of Governing Body and the public who may be new to the budget process. During the March 27th work session, we will review highlights of the 2024 budget, discuss Council and staff budget priorities for 2025 and beyond, and review the 2025 Budget Calendar so everyone is clear on the process and procedure for getting to adoption of a final budget in August.

### **Budget Structure**

The City of Mission's budget covers the period of January 1st through December 31st each year. The total budget is made up of nearly twenty individual funds with an estimated \$37.8 million in expenditures for 2024. Annual budget discussions are typically focused in two areas. First, on the City's General Fund - an operating fund supporting basic functions such as Police, Public Works, Parks + Recreation, Community Development, and Administration. And second, on those funds tied to capital infrastructure investments such as streets, stormwater, park improvements or amenities, and public buildings and facilities.

The General Fund is relatively stable or predictable and is trending between \$14 and \$16 million in recent years. There can be a greater degree of fluctuation in expenditures in the capital project funds depending on the size and scope of projects budgeted in any given fiscal year. The entire budget will eventually be adopted together, but the City's operating and infrastructure budgets (the 5-Year Capital Improvement Program or CIP) are historically discussed separately throughout the budget adoption process.

### **General Fund**

The General Fund accounts for the core municipal functions and services of the City such as Public Safety, Public Works, Parks + Recreation, Community Development, and Administration. It is an operating budget, focused primarily on revenues coming and going during one fiscal year. There are four primary revenue streams that support the General Fund budget: sales/use taxes, property taxes, parks and recreation revenues (community center and pool), and fines and forfeitures. It is important to review and understand how each one contributes to the overall goals and objectives in the City's budget. Some degree of diversification is important to help

weather potential fluctuations in each. Without stable and consistent revenues, the level and quality of services provided to our residents and businesses can be impacted.

### Capital Project Funds

Capital infrastructure projects are generally large in scope (expensive) and can take several years to complete. Because of this, they are more appropriately handled outside of the General Fund budget. Mission continues to emphasize infrastructure, and in order to support that increased investment, dedicated revenue streams have been implemented for streets, parks, and stormwater to increase transparency and accountability.

### **Budget Development Process**

The Governing Body, staff, and the residents of Mission are all important participants in the creation and execution of the City’s budget. State law requires the City’s budget be balanced and dictates the timing and process for submitting a final budget to the County Clerk.

Early in the year, we complete the formal audit to ensure we have a clear and consistent picture of the previous fiscal year. Each month we track and review revenues and expenses looking for areas of uncertainty or places where budget performance exceeds original projections.

In order to discern which programs and issues are of the highest priority to residents and businesses, and to ensure we are aligning the budget with these goals and objectives, residents should play an active role in the budget process. The City has conducted a DirectionFinder Survey approximately every four years to gain statistically valid input. The last survey was completed in 2021 and should be considered again for 2025. This survey instrument has proven very effective in helping guide decisions around renewal of dedicated sales taxes and in identifying areas where residents would like to see increased investment.

In addition to the survey, resident input in the annual budget process is important. However, it has historically been difficult to get meaningful participation, even in 2023 when the Council approved an increase in the City’s mill levy. Staff remains committed to encouraging input and feedback through the City Council committee and legislative meetings, work sessions, public forums, and through social media outlets or other methods. Ideas and suggestions to improve public education and engagement are always welcomed.

The anticipated calendar for our discussion, review and adoption of the 2025 budget is outlined below:

- March 27, 2024 (WS)                      Review of Priorities/Goals/Key Performance Areas
- April 24, 2024 (WS)                      2025-2029 CIP
- May 22, 2024 (WS)                      2025 Gen Fund Budget – Rev/Exp/Supplementals
- June 5, 2024 (FAC)                      Recommended 2025 Budget Review
- June 26, 2024 (CC)                      Community Dialogue on 2025 Budget
- July 10, 2024 (FAC)                      Final Review of Budget/Intent to Exceed RNR Rate

- July 17, 2024 (CC) Resolution of Intent to Exceed Revenue Neutral
- July 19, 2024 Deadline for Submitting Notice to County re: RNR
- August 5, 2024 Publication of Public Hearing Notice in The Legal Record
- August 21, 2204 (CC) Public Hearing/Final Review and Adoption of 2025 Budget

**Council Goals and Objectives**

In recent years, through budget surveys, retreats, and other discussions, Governing Body and staff have worked to consistently develop consensus around both short and long-term priorities, goals, and objectives. Comprehensive project status updates are provided to ensure that the Governing Body and our residents are able to stay updated and informed on progress toward identified projects and goals.

As a result of these on-going conversations, consensus has formed around several priorities for continued emphasis in Mission’s budget (not in priority order).

1. Residential street program
2. Pedestrian-focused streets
3. Sustainability/Climate Action Plan implementation
4. Commercial code enforcement
5. Parks planning/implementation
6. Small business partnerships/initiatives
7. Long-term feasibility/viability of Powell Community Center
8. Gateway solution
9. Building Codes update – IECC specifically
10. Development activity

Progress in each area can ebb and flow based on a number of factors including budget, staff capacity, or market interest. During our March 27th work session, we will review and discuss this list and have an opportunity to identify and prioritize any new ideas. For example, we know we will need to discuss recommendations and implementation of things coming from both the update of the City’s Comprehensive Plan and the recently completed Rock Creek Corridor Study and the soon to be completed Bike and Pedestrian Study. Information from this and future discussions will help guide and inform our 2025 budget conversations.

**2024 Budget Highlights and Review of Key Performance Areas**

Included in the packet is a handout that was used during the public hearing process on the 2024 Budget. It provides a good “snapshot” of some of the key building blocks supporting the current year’s budget. We will review it briefly during the work session along with highlights of significant capital projects budgeted or underway in the current fiscal year.

Since 2022, the Governing Body has used five key performance areas to communicate and measure budget and policy recommendations against annual budget decisions. Information on

how the 2024 budget aligns with these key performance areas has also been provided in the packet. The key performance areas include:

- **Infrastructure:** Mission’s infrastructure is invested in to strategically maintain and ensure a safe and connected community for all.
- **Parks + Recreation:** Maintaining welcoming, inclusive, clean and safe destinations and programs to improve the community’s quality of life and activities.
- **Municipal Operations:** Delivery of responsive and relevant services through the continual evaluation of resident, business, Council and organizational priorities which allocate limited or finite resources (\$ and time).
- **Sustainability:** Mission is a leader in sustainability which has created a resilient and adaptable City by reducing our carbon footprint in both City operations and across our community.
- **Economic Development:** A diversified and robust civic and business community with a thriving downtown – a City where all you desire on a weekly basis is only a walk or a bike ride away (15 minute City).

Council and staff may wish to review these to determine if they are still applicable, if there is a desire to revise or update the outcome statements, or if there are additional performance areas to be included in the 2025 budget.

**2024 Tax Year/2025 Budget Year Assessed Valuation Estimates**

The assessed valuation of properties in our City is determined annually by the Johnson County Appraiser. That underlying property value is what drives revenues to be collected through the property tax. In the first quarter of each year, the Appraiser meets with each City to review and discuss preliminary estimates for any changes to assessed valuation for the upcoming budget/tax year. While the numbers won’t be finalized until later in the fall, this provides an accurate picture of what Mission can anticipate for the 2025 budget.

Mission’s overall assessed valuation is expected to increase by approximately \$95.0 million for the 2024 tax year, or 5.86% . Although still rising, the growth trend has slowed over the last 3-4 years. The summary sheet provided by the Appraiser is included in the packet and will be reviewed during the work session. The table below illustrates Mission’s Final 2023 Assessed Valuation and the 2024 Projected Valuation. It also indicates the amount of revenue that would be derived from 1 mill.

	<b>2023 Final</b>	<b>2024 Projected</b>
Assessed Valuation	\$208,600,961	\$218,333,076
Est revenue (1 mill)	\$208,600	\$218,350

Although it will not be officially provided from the County until mid- to late June, Staff will share the estimated Revenue Neutral Mill rate to fund the 2025 budget during the March 27th work session. While the Governing Body must be sensitive to the impact of increased valuations on

taxpayers, the cost of providing city services is not static. Having the opportunity to capture this growth is an important part of being able to deliver the services our residents expect, especially when other significant revenue streams are being impacted.

Council made the difficult decision last year to increase the City's mill levy by slightly more than 2.1 mills. This was in response/reaction to the loss of nearly two mills since 2016 as well as a desire to maintain the commitment to residential street maintenance and other priorities identified by residents. We will have more in-depth conversation surrounding the mill levy as we move through the remainder of the 2025 Budget process.

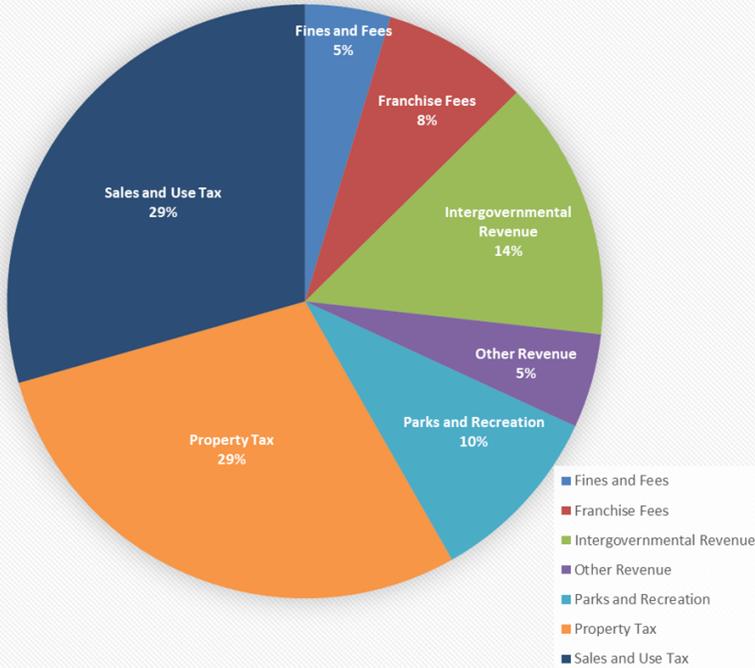
### **Summary**

The budget process is a journey each year, and in recent years, one that has presented us with new challenges and opportunities. Things are stable, but we will continue to face labor market, inflation, and supply chain issues in the foreseeable future which put pressure on the overall revenue and expense picture.

Our goal is to continue to move deliberately in assessing trends, evaluating alternatives, and implementing change. By doing so we can continue to keep Mission positioned appropriately for the future. Our focus will remain on strategic investments, items that go directly to improving the quality of life for our residents and businesses. We look forward to kicking off our budget conversations at the March 27th work session, and please feel free to contact me prior to Wednesday's work session with any questions.

## 2024 Recommended Budget Highlights

2024 General Fund Revenues - By Category



- \$14.66 million in 2024, an increase of 5% over the 2023 Estimated Budget.
- Five revenue streams make up approximately 93% of the total General Fund Revenues.
- Overall revenue outlook is stable with slight improvements, but is continually monitored.

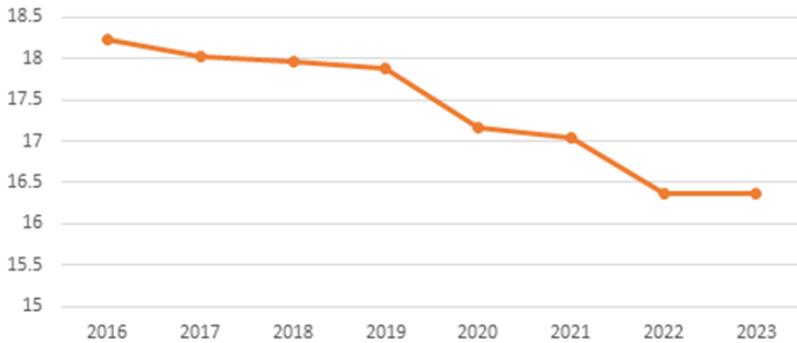
2022 Final Assessed Valuation  
\$199,769,960

2023 Projected Assessed Valuation  
\$213,632,383

Change (\$)  
\$13,862,423

Change%  
7%

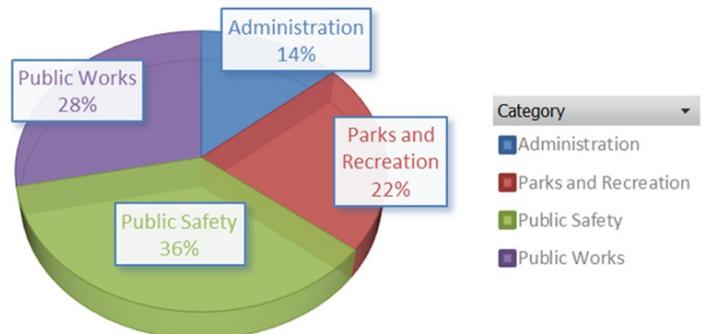
Mission Milly Levy 2016 - 2024 Budgets



Tax Year	Budget Year	Mill Levy
2016	2017	18.019
2017	2018	17.973
2018	2019	17.878
2019	2020	17.157
2020	2021	17.048
2021	2022	16.369
2022	2023	16.374
2023	2024	18.500 (proposed)

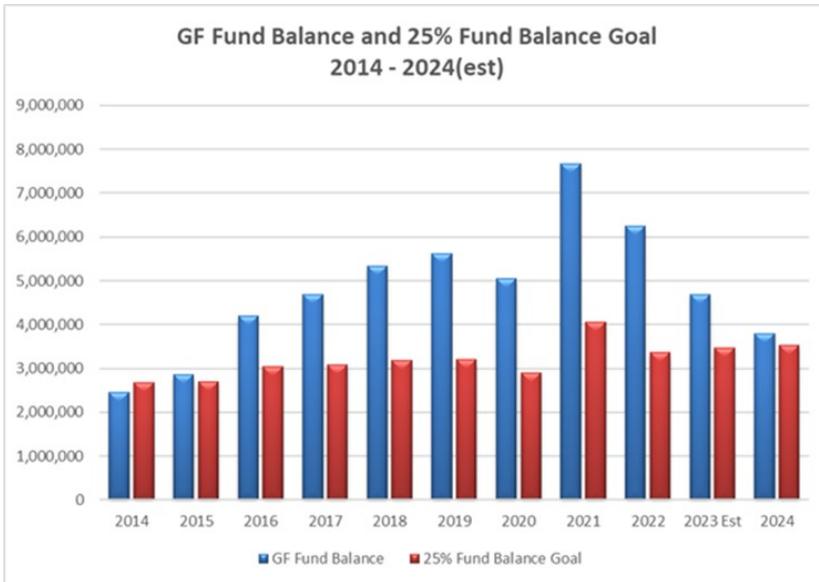
- \$15.2 million in General Fund Expenditures in 2024, including transfers.
- 2% decrease from 2023 Estimated Expenses.
- 5% decrease from the 2023 Adopted Budget.

2024 GENERAL FUND EXPENSES BY FUNCTION



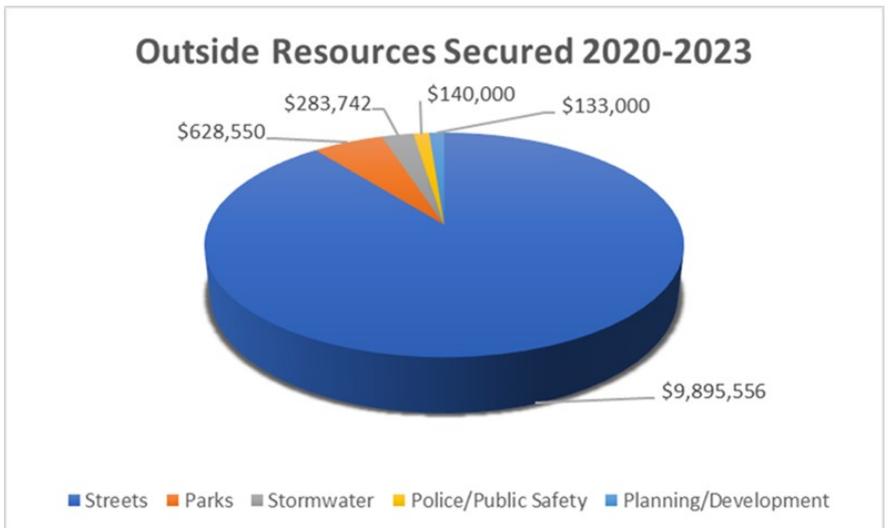
## 2024 General Fund Policy Assumptions

- Continue to transfer property tax revenues to the CIP Fund to support street maintenance activities.
- Continue to maintain a General Fund balance of no less than 25% of total General Fund revenues.
- Maintain the Solid Waste Utility Rate at \$193.02 annually (\$16.09/month) for single-family property owners. A transfer of \$40,000 from the General Fund will continue to subsidize the remainder of the contract for single-family residential trash, recycling, yard waste weekly, and monthly bulky item service beginning January 1, 2024.
- Fund replacement of the highest priority capital equipment needs.
- Maintain the Franchise and Mill Rate Rebate program at 100% of the City Franchise Fees, 100% of the total City Mill exclusive of all City special assessments, and 50% rebate of the Solid Waste Utility Fee and consider opportunities to expand participation.
- Maintain an investment in various resident and business grant and assistance programs.
- Continue increased investment in the Mental Health Co-Responder Program



- Commitment to maintain strong fund balance without sacrificing progress on key projects and priorities.
- Use of SLRF (ARPA) Funds has allowed for priorities like streets, park improvements, sustainability initiatives, and public safety salaries to stay on track for the benefit of the community.

- Council and staff have successfully leveraged more than \$11 million in outside resources to help support and promote projects and priorities.
- Most are infrastructure related.
- Anticipate securing an additional \$4-5 million in the next 2-3 years.





## 2024 Recommended Budget Highlights

### 2024 Key Performance Areas—Anticipated Expenditures/Investment

Mission’s Governing Body has created five key performance areas which are reflective of the Council’s top priorities and budget objectives. Outcome statements were developed for each area, and each year during the budget process budget and policy recommendations are connected to each key performance area. Expenditures included in the 2024 Recommended Budget which align with the key performance areas are highlighted below. Although many address priorities in more than one key performance area, each item is listed shown just once, with notes indicating overlapping goals.

(Key: (I) = Infrastructure, (P) = Parks + Recreation, (M) = Municipal Operations, (S) = Sustainability, (E) = Economic Development. In addition, if there are grant funds being used to fund all or a portion of the expenditures it has been noted with \$\$.)

Infrastructure: Mission’s infrastructure is invested in to strategically maintain and ensure a safe and connected community for all. <b>Total 2024 Investment: \$9,707,351</b>	
<i>GF transfer of property tax revenues for street maintenance (\$1.4 million)</i>	<i>Jo Drive (Lamar to Metcalf Design) (\$950,000)</i>
<i>Roe Mill &amp; Overlay (Jo Dr to 63<sup>rd</sup> Street) (1.74 million) \$\$ (E) (S)</i>	<i>Funding for stormwater maintenance projects (\$450,000)</i>
<i>5424 Maple Channel Repairs (\$100,000)</i>	<i>Stormwater Master Plan (\$200,000)</i>
<i>Debt service for street infrastructure projects (\$457,351)</i>	<i>Debt service for stormwater infrastructure projects (\$2.14 million)</i>
<i>Bridge inventory and maintenance (\$25,000)</i>	<i>Funding for residential street program (\$2.0 million)</i>
<i>Traffic striping/traffic safety programs (\$75,000)</i>	<i>Curb and sidewalk program funding (\$150,000)</i>
<i>Increase frequency for creek channel maintenance (\$20,000 total) (S)</i>	

Parks and Recreation: Maintaining welcoming, inclusive, clean, safe destinations and programs to improve the community’s quality of life and activities. <b>Total 2024 Investment: \$4,729,251</b>	
<i>Mohawk Park Phase II Improvements (\$1.8 million) (S)</i>	<i>Waterworks Park Improvements (\$1.87 million) (S)</i>
<i>Park maintenance line item (\$75,000)</i>	<i>P+R maintenance staff – FT and PT (\$95,000) (M)</i>
<i>MFAC upgrades (\$68,000)</i>	<i>PCC Improvements (\$407,000) (S) (M)</i>
<i>Parks, PCC and MFAC maintenance – capital projects (\$442,500)</i>	<i>Parks debt service (\$446,751)</i>



## 2024 Recommended Budget Highlights

### 2024 Key Performance Areas—Anticipated Expenditures/Investment

<b>Municipal Operations: Delivery of responsive and relevant services through the continual evaluation of resident, business, Council, and organizational priorities which allocate limited or finite resources (\$ and time). Total 2024 Investment: \$930,000*</b>	
<i>Funding for employee retention and recruitment/annual merit (~\$325,000)</i>	<i>Update to City's zoning code to incorporate recommendations from the update to the Comprehensive Plan (\$100,000) (S) (I) (P)</i>
<i>Replace IT network components (\$80,000)</i>	<i>Replace Tasers for police department (\$25,000 yr 2 of 5)</i>
<i>Police Admin/Investigative Vehicles (\$80,000)</i>	<i>Initiatives to promote and enhance diversity, equity and inclusion (DEI) throughout the organization and the community. (\$14,500)</i>
<i>Ford F-250 Trucks (2) for Public Works Department (\$138,000)</i>	<i>Rider Scrubber for Public Works Department (\$30,000)</i>
<i>Replacement of Police front line patrol fleet (\$137,500/yr for 4 years)</i>	

\*In addition to General Fund salaries, benefits, contractual and commodity expenses.

<b>Sustainability: Mission is a leader in sustainability which has created a resilient and adaptable city by reducing our carbon footprint in both City operations and across our community. Total 2024 Investment: \$547,450</b>	
<i>Funding for preservation and enhancement of urban tree canopy (\$50,000) (S)</i>	<i>Johnson Drive Native Plantings (\$150,000) (S) (E)</i>
<i>EV Charging Stations grant match (\$45,000) (P)</i>	<i>FCIP Improvements – annual debt service (\$252,450) (M)(P)</i>
<i>Participation in Renewables Direct program (\$50,000 est. Annually)</i>	

<b>Economic Development: A diversified and robust civic and business community with a thriving downtown – a city where all you desire on a weekly basis is only a walk or a bike ride away (15 min city). Total 2024 Investment: \$162,000</b>	
<i>Business Improvement Grant Program (BIG) (\$45,000)</i>	<i>Mission Magazine (\$50,000)</i>
<i>Banners for Johnson Drive (\$22,000)</i>	<i>Mission Business Advertising and Support (\$45,000)</i>

<b>Market Value Comparisons</b>			
<b>Mission - 258</b>			
<b>REAL PROPERTY</b>	<b>Market Value APPRAISED NOVEMBER 2023</b>	<b>Market Value APPRAISED FEBRUARY 2024</b>	<b>Percent Changed</b>
<b>RESIDENTIAL INCLUDING APARTMENTS</b>	\$1,211,865,980	\$1,277,080,800	5.38%
<b>RESIDENCES ON FARM HOMESITES</b>	\$0	\$0	0.00%
<b>AGRICULTURAL USE LAND &amp; IMPROVEMENTS</b>	\$0	\$0	0.00%
<b>COMMERCIAL AND INDUSTRIAL</b>	\$275,510,670	\$284,352,980	3.21%
<b>VACANT LOTS</b>	\$2,986,190	\$3,169,340	6.13%
<b>NOT FOR PROFIT</b>	\$0	\$0	0.00%
<b>ALL OTHER REAL PROPERTY</b>	\$0	\$0	0.00%
<b>TOTAL TAXABLE VALUE</b>	<b>\$1,490,362,840</b>	<b>\$1,564,603,120</b>	<b>4.98%</b>
<b>EXEMPT</b>	\$137,534,420	\$158,728,480	15.41%
<b>EXEMPT - IRB &amp; EDX</b>	\$0	\$0	0.00%
<b>TOTAL EXEMPT</b>	<b>\$137,534,420</b>	<b>\$158,728,480</b>	<b>15.41%</b>
<b>TOTAL APPRAISED VALUE</b>	<b>\$1,627,897,260</b>	<b>\$1,723,331,600</b>	<b>5.86%</b>

ORION APR Real Property Abstracts -November 8, 2023 and February 12, 2024