CITY OF JOPLIN MISSOURI

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MEMORANDUM

TO: Sam Anselm, City Manager and City Councilors

FROM: Leslie Haase, Finance Director

DATE: May 31, 2018

RE: Financial Sustainability Presentation

Nearly every government, whether federal, state or local, faces the same financial picture. Governments are experiencing limited resources and seemingly unlimited needs. Expenditure growth outpaces the small growth in revenues. Yet across the nation, public perception is that governments have an unlimited supply of resources and should provide more services. The City of Joplin is no different.

Beginning with the 2015 fiscal year, the general fund began to face tighter financial constraints than other funds. As a result, here are the measures the City took each year in order to balance the general fund budget:

- FY 2015 – froze wages
- FY 2016 – froze wages and froze all capital replacement in the general fund
- FY 2017 – eliminated fifteen positions, made various other budget cuts, granted 3% across-the-board raise
- FY 2018 – reduced expenditures by paying off city hall, installed turf at Joe Becker Stadium and Wendell Redden to reduce maintenance costs, decreased transfer to emergency communications, decreased liability insurance transfer, granted 2% across-the-board raise

As noted with the adoption of the current year budget, in order for the city to achieve long-term financial sustainability, operational changes resulting in a reduction of expenditures and/or an increase in revenues is needed.

Given the extent of infrastructure projects and new facilities recently completed and still under construction throughout the community, the financial constraints in the general fund can be difficult to understand. The City doesn't have one large pool of money that can be used for any purpose. Rather, the City has 24 different funds that can be likened to 24 different businesses. Other than the general fund, each fund receives special revenues that can only be used for specific purposes. For instance, one fund is the Convention and Visitors Bureau (CVB) Fund. The main source of revenue for this fund is a 4% hotel/motel tax. This tax can only be used specifically for tourism and

convention related purposes. The general fund is the only fund that can be used for general purposes.

Furthermore, the City received well over $200 million in grants and special allocations to help rebuild following the devastating EF-5 tornado that struck our community on May 22, 2011. These grants have been or are being used to build a new library, build a new senior center, create a job training center, as well as nearly $100 million in infrastructure improvement projects. At the same time, the City has two sales taxes dedicated to completing over $86.2 million in capital, parks and stormwater improvements. Finally, the public safety sales tax funded the recently completed $9.4 million Public Safety Training Center, as well as fire station #6 for nearly $2.2 million. With all of these visible projects recently completed or still under construction, the perception of abundant resources is easy to understand. However, all of these resources can only be used in a certain manner.

The general fund is the fund used to provide general and administrative services to the public. The general fund is made up of the following departments, along with their approved fiscal year 2018 budget:

DEPARTMENT	FY 2018 BUDGET	FY 2018 % OF BUDGET
City Council	$149,285	.5%
City Manager	$692,563	2.4%
City Clerk	$214,969	.8%
Legal Services	$628,261	2.2%
Human Resources	$482,126	1.7%
Building Regulations	$454,386	1.6%
Finance	$1,060,559	3.7%
Information Technology	$1,539,347	5.4%
Municipal Court	$676,174	2.4%
Public Works	$2,059,919	7.3%
PW Public Safety Sales Tax	$400,000	1.4%
Police	$8,051,280	28.4%
Police Public Safety Sales Tax	$2,675,174	9.5%
Fire	$5,933,606	21%
Fire Public Safety Sales Tax	$2,220,594	7.8%
Public Safety Training Center	$245,866	1%
Cemeteries	$397,249	1.4%
Emergency Management	$165,693	.6%
Neighborhood Improvements	$261,231	.9%
Total	$28,308,282	100%

Personnel Services, comprised of wages and benefits, represents approximately 74% of the general fund budget. Operational expense is about 20%, while capital expense is nearly 6%. Public Safety represents approximately 68% of the general fund budget. Without including the public safety sales tax component of the general fund, police and fire expenditures represent nearly $14 million in annual expenditures. The main source of revenue in the general fund is the 1% general sales tax. The budgeted revenue for the 1% general sales tax is $12.8 million. This information helps to provide some context as to the difficulty in making monetarily impactful operating changes in the general fund.

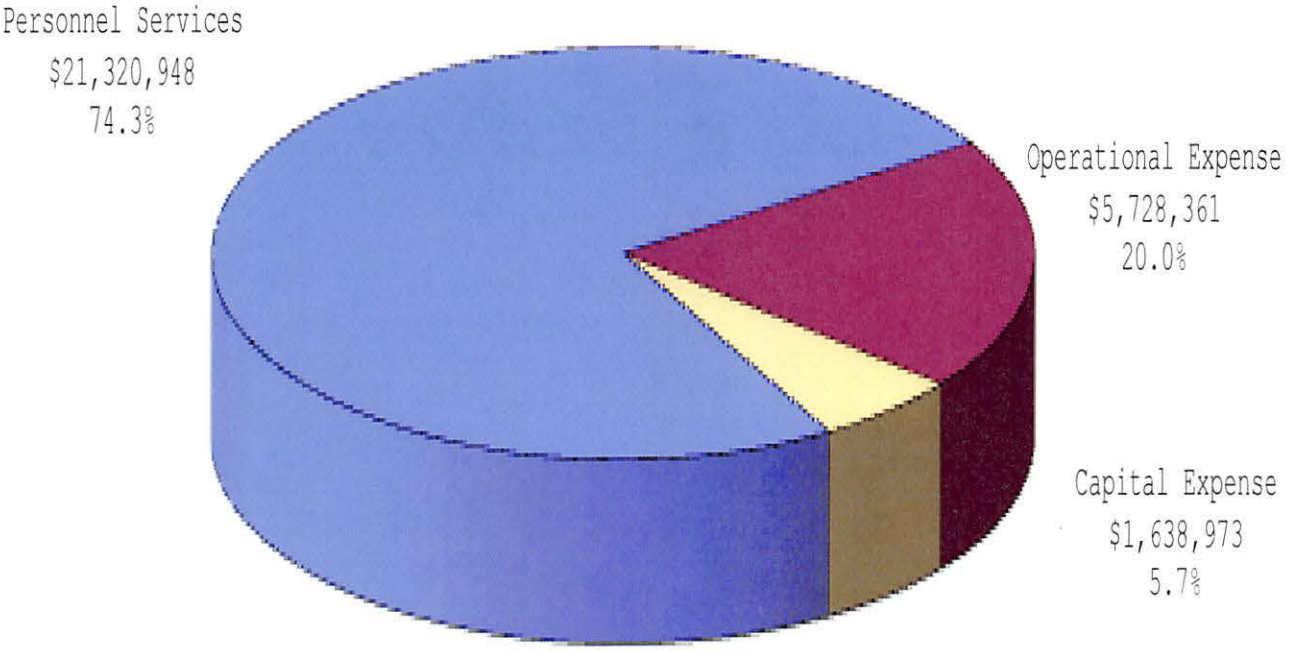
The City is at a crossroads in addressing the long-term financial sustainability of the general fund. Without making operational changes, the financial outlook of the general fund will continue on the

same path as the last several years of extremely limited resources to provide services to our citizens and community. With that in mind, I have identified and discussed with the City Manager a list of operational change options for review and consideration. None of the options presented cut programs or services to our community and citizens. Rather, the options are methods of changing operations to provide services as efficiently and effectively as possible using limited taxpayer resources to help ensure the long-term financial sustainability of our city.

The presentation is divided into three categories: revenues; expenditures; and improve operations, policies and employee matters. The options apply to the entire city, but necessarily are concentrated in the general fund areas. No areas were targeted or avoided. The options within each category are not presented in any particular order. Some options may seem like a small amount of savings, however, all changes benefit the overall financial picture over time. Some options cost money, but will improve employee matters and operations. It also should be noted that the projected savings is an estimate only and some options impact the estimated savings of other options.

TOTAL EXPENDITURES GENERAL FUND

FY 2018 Budget



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REVENUES:

ITEM #1: USE TAX

Explanation: Council appointed a citizen's task force to review whether to recommend placing the use tax question before the voters. They recently voted to recommend to the City Council to place this issue before the voters in August. They also recommended the proceeds mirror the usage of the sales taxes in place. Council voted to place this item on the August ballot.

Projected Revenue: The State of Missouri projected in 2015 this tax would generate approximately $1.2 million per year. Here is how that breaks down to mirror the sales taxes in place currently:

1% General	$456,000
½% General for Public Safety	$228,000
½% Transportation	$228,000
¼% Parks/Stormwater	$120,000
3/8% Capital Improvement	$168,000

ITEM #1 ESTIMATED ANNUAL REVENUE-YEAR ONE **$1,200,000**

After year one, the growth will be dependent on the increase in the applicable out-of-state purchases.

Estimated Timeline and Next Steps:

- Citizen's committee work on education from now until August
- Citizen's committee work with Chamber on the advocacy piece of the effort
- August 7, 2018 election

ITEM #2: SALES TAX

Explanation: New sales tax options are limited for the City. According to my research, there are only two new sales tax options available to the City:

- Economic Development sales tax - Restricted for certain economic development purposes
- Joplin Historical Locations and Museum sales tax - Restricted for certain historic and museum purposes

Existing Sales Tax:
Last year, the state legislature passed a law clarifying limits related to stacking taxes, which states the combined rate of like sales taxes can't exceed 2%. Joplin stacked the ½% general sales tax for public safety purposes on top of the 1% general sales tax. Under the new law, Joplin still has the ability to increase the general sales tax by up to ½% with voter approval, given the current 1 ½% general sales tax rate. The ½% general sales tax generates approximately $6.4 million annually. The ten year annual average increase for sales tax revenue is 1.8%

ITEM #3: PROPERTY TAX

Explanation: The City currently has a property tax for health & welfare, parks & recreation, and solid waste management. The voter approved levy is .08 per $100 of assessed value for each and has been rolled back to the current rate of .0598 under state regulation provisions. Therefore, the City's total property tax rate is .1794 per $100 of assessed value. The City does not have a general property tax. Joplin has the lowest city property tax rate amongst comparable and area cities. Furthermore, the City abolished the personal property tax in exchange for approving the ½% transportation sales tax. The ten year annual average increase for property tax revenue is 3.3%.

With voter approval, the City has the ability to raise the existing property taxes and/or add a general property tax. Here is the projected impact of a change in property tax rates:

DESCRIPTION	PROPERTY TAX RATE	ESTIMATED REVENUE	TAX LIABILITY*
Current Parks	.0598	$340,000	$11.36
Current Health	.0598	$340,000	$11.36
Current Solid Waste	.0598	$340,000	$11.36
Current Total	**.1794**	**$1,020,000**	**$34.08**
Total Increase	.10	$568,600	$19.00
Total Increase	.15	$853,000	$28.50
Total Increase	.25	$1,421,500	$47.50
Total Increase	.50	$2,843,000	$95.00

*Tax liability is calculated on an appraised value of residence of $100,000.00.

It should be noted that there is a limit to taxes the citizens will support. I urge council to consider the limited revenue options in conjunction with the expenditure items in this report.

SALES TAX BREAKDOWN*
Sorted by Total Tax Rate
As of April 16, 2018

City	Total Sales Tax Rate	City Tax Rate	County Tax Rate	State Tax Rate
Independence (Clay County)	7.725%	2.250%	1.250%	4.225%
Jefferson City (Callaway County)	7.725%	2.000%	1.500%	4.225%
Jefferson City (Cole County)	7.725%	2.000%	1.500%	4.225%
Lamar	7.725%	2.000%	1.500%	4.225%
Nevada	7.725%	2.500%	1.000%	4.225%
Independence (Jackson County)	7.850%	2.250%	1.375%	4.225%
Lee's Summit (Jackson County)	7.850%	2.250%	1.375%	4.225%
Mt. Vernon	7.850%	2.000%	1.625%	4.225%
Neosho	7.850%	2.500%	1.125%	4.225%
St. Charles	7.950%	2.000%	1.725%	4.225%
Webb City	7.950%	2.500%	1.225%	4.225%
Cape Girardeau (Cape Girardeau County)	7.975%	2.750%	1.000%	4.225%
Cape Girardeau (Scott County)	7.975%	2.750%	1.000%	4.225%
Columbia	7.975%	2.000%	1.750%	4.225%
Gladstone	7.975%	2.500%	1.250%	4.225%
Joplin (Newton County)	7.975%	2.625%	1.125%	4.225%
Monett (Barry County)	7.975%	2.250%	1.500%	4.225%
Joplin (Jasper County)	8.075%	2.625%	1.225%	4.225%
Blue Springs	8.100%	2.500%	1.375%	4.225%
Branson (Taney County)	8.100%	2.000%	1.875%	4.225%
Monett (Lawrence County)	8.100%	2.250%	1.625%	4.225%
Sedalia	8.100%	2.875%	1.000%	4.225%
Springfield	8.100%	2.125%	1.750%	4.225%
Carthage	8.200%	2.750%	1.225%	4.225%
Branson West (Stone County)	8.475%	2.500%	1.750%	4.225%
Lee's Summit (Cass County)	8.475%	2.250%	2.000%	4.225%
Bella Vista, Arkansas	8.500%	1.000%	1.000%	6.500%
St. Joseph	8.700%	2.875%	1.600%	4.225%
Pittsburg, Kansas	9.000%	1.500%	1.000%	6.500%
Grove, Oklahoma	9.300%	3.400%	1.400%	4.500%
Bentonville, Arkansas	9.500%	2.000%	1.000%	6.500%
Miami, Oklahoma	9.500%	3.650%	1.350%	4.500%
Fayetteville, Arkansas	9.750%	2.000%	1.250%	6.500%
Baxter Springs, Kansas	10.000%	2.000%	1.500%	6.500%

*Special Districts have been excluded.

CITY PROPERTY TAX BREAKDOWN*
Sorted by City Real Estate Property Tax Rate
2017

City	City Real Estate Property Tax Rate	Library Real Estate Property Tax Rate	City Personal Property Tax Rate
Branson West	None	None	None
Grove, Oklahoma**	None	None	None
Miami, Oklahoma**	None	None	None
Monett	None	None	None
Mt. Vernon	None	None	None
Joplin	0.1794	0.2545	None
Fayetteville, Arkansas	0.2300	0.3700	0.2300
Cape Girardeau	0.3601	0.3141	None
Neosho	0.3603	None	None
Columbia	0.4100	0.3091	0.4100
Pittsburg, Kansas	0.45465	0.06002	None
Webb City	0.4657	0.2556	None
Bella Vista, Arkansas	0.5500	None	0.5500
Bentonville, Arkansas	0.5500	None	0.5500
Jefferson City	0.5561	None	0.5561
Carthage	0.5864	0.1765	None
Branson	0.6077	None	0.6077
Springfield	0.6177	None	0.6177
Sedalia	0.6505	0.3117	0.6505
Nevada	0.7069	0.2000	0.7069
Independence	0.7216	None	None
Blue Springs	0.7281	0.3153	0.7281
St. Charles	0.8870	None	None
Gladstone	0.9290	None	0.9290
Lamar^	0.9939	None	0.9939
St. Joseph	1.1398	0.4136	1.1398
Lee's Summit	1.5154	None	1.5154

*Special Districts have been excluded.
^The City of Lamar receives $3 per vehicle, in addition to their personal property levy.
**The State of Oklahoma prohibits municipalities from assessing property tax.

ITEM #4: COMPLETION OF TIF's

Explanation: The City currently has three active Tax Increment Financing Districts (TIF's): Northpark Crossing, 1717 Market Place, and the Recovery TIF. These districts were formed to turn blighted and under-developed property into commercial developments. All three districts are performing well and are expected to pay off ahead of the twenty-three years allowed under the state statutes. In fact, it appears that all three districts will be complete sometime between fiscal years 2022 and 2024. The completion of the TIF districts means the City will receive the full benefit of the Economic Activity Taxes (EATS), which is the incremental increase in the sales and franchise taxes of the commercial developments. According to current collections, the following breakdown represents the additional tax revenue for the City:

1% General Sales Tax	$969,800
½% General Sales Tax for Public Safety	$484,800
½% Transportation Sales Tax	$422,000
¼% Parks/Stormwater Sales Tax	$222,100
3/8% Capital Improvement Sales Tax	$311,000
Total	$2,409,700

It should be noted that the City has approved two additional TIF Districts, Hope Valley and South Main Street. However, these districts have not yet been activated. The activation of these districts could impact the existing EATS collections, due to the redistribution of sales tax dollars from non-TIF districts to TIF districts.

ITEM #5: TELEPHONE FRANCHISE TAXES

Explanation: Telephone franchise taxes have steadily been declining since 2012 for cities across Missouri. In fiscal year 2012, the city collected nearly $1.5 million in telephone franchise taxes, while the collections have decreased to $728,000 in fiscal year 2017. Over the five-year period, the franchise taxes are half of the previous collections. Most cities across Missouri are experiencing the same type of decline. The majority of houses now use cell phones instead of traditional land lines. Cell phone charges have also changed drastically during this five-year period. Joplin continues to work on this issue along with other cities to determine other possible causes and find a solution. If this issue is resolved satisfactorily for cities across Missouri, this could increase Joplin's general fund revenues up to $700,000.

OPTION #6: REVIEW POOL ADMISSION FEES

Explanation: The City has not raised pool fees in six seasons, since Schifferdecker Aquatic Center was opened in 2013. In 2006, the pools operated at a loss of approximately $134,000. In 2017, the operating loss for pools was approximately $245,000. The operating loss for the pools needs to be decreased. In reviewing swimming pool admission fees at Pittsburg, Miami, Lamar, and St. Joseph, the City can adjust these fees while remaining accessible to the community and competitive with surrounding pools.

Proposal: Increase the swimming pool admission fees for the next season to help offset the operational costs. Increase children from $2.50 to $3.00 and adults from $3.50 to $4.00 at Ewert. Increase children from $3.00 to $4.00 and adults from $4.00 to $5.00 at Cunningham. At Schifferdecker, increase children from $4.00 to $5.00 and adults from $5.00 to $6.00.

Explanation of Projected Cost Savings:
This item will increase revenue upon adoption of the fee changes for the next pool season. The City will also continue to offer its annual swim passes for frequent visitors.

OPTION #6 ESTIMATED ANNUAL REVENUE INCREASE-YEAR ONE **$42,000**

After year one, estimated annual revenue would be similar to year one.

Estimated Timeline and Next Steps:

- Develop ordinance to change pool admission fees for the 2019 swim season
- Explore non-resident fee options

CITY OF JOPLIN
SWIMMING POOL FEE COMPARISON
AS OF MAY 14, 2018

DESCRIPTION	CURRENT EWERT	CURRENT CUNNINGHAM	CURRENT SCHIFFERDECKER	PITTSBURG	MIAMI	LAMAR	ST JOSEPH AQUATIC	ST JOSEPH KRUG	PROPOSED EWERT	PROPOSED CUNNINGHAM	PROPOSED SCHIFFERDECKER
Children	2.50	3.00	4.00	3.25	3.00	5.00	4.00	3.00	3.00	4.00	5.00
Adults	3.50	4.00	5.00	4.25	4.00	5.00	5.00	4.00	4.00	5.00	6.00

Note: Different aquatic centers define the age of children and adults differently. For comparative purposes, this only looks at the general categories of fees.

EXPENDITURES:

OPTION #1: CLOSE P&F PENSION FUND AND MOVE PUBLIC SAFETY EMPLOYEES TO LAGERS RETIREMENT SYSTEM

Explanation: Currently, public safety employees participate in the stand-alone defined benefit policemen's and firemen's pension plan either under the Tier 1 or Tier 2 plan. Tier 1 covered employees were hired prior to January 31, 2009. They contribute 18.08% of their payroll to the plan. Upon retirement at 20 years of service, Tier 1 employees receive all of their contributions back in a lump sum amount. In addition, they receive a monthly benefit of 50% of their average pay for the remainder of their life. Tier 2 covered employees were hired after January 31, 2009. They contribute 10% of their payroll to the plan. Upon retirement at 25 years of service, Tier 2 employees don't receive their contributions back. They will receive 55% of their average pay for the remainder of their life. Pension plan covered employees don't participate in social security.

The City currently contributes 28.93% of covered payroll for the entire public safety pension plan, which is budgeted at $9,027,185 for FY 2018. The City will contribute 30.97% of payroll for FY 2019. At the end of April, there were 72 public safety employees on the Tier 1 system, while there were 115 employees on the Tier 2 system.

When the Tier 2 change was adopted, three different actuaries calculated the change would increase the funded status of the pension plan immediately to approximately 63% and would reach an 80% level in about 8 years. The plan change occurred on January 31, 2009 and as of October 31, 2017 (8 years later), the plan is 63.2% funded. A component of the plan change was that the City's contribution would increase from a set 17% of covered payroll to the actuary recommended rate by the fourth year after the change, in addition to a lump sum cash infusion by the City. Over the last 10 years, this change increased the City's retirement contributions by over $11.8 million over the previous set percentage contributed.

When the plan was changed, the City indicated the increase in contributions could only occur over the short-term and the goal was for the contributions to decrease to the "normal cost" of approximately 10% of covered payroll. The reality is the higher contributions by the City are going to be much longer term than anticipated, which is impacting the financial sustainability of the City.

Proposal: Close the P&F pension fund for new employees and move them to the LAGERS retirement system. Tier 2 employees will have the option to move to LAGERS at their own choice or remain on the existing pension plan. A funding source for a set timeframe will need to be identified and approved to fund the pension plan until all member obligations are satisfied. Actuaries will be required to assist with the funding requirements of the closed plan. Special provisions will need to be considered and adopted in order to move Tier 2 employees to LAGERS and buy the years of service from the current pension plan.

Benefits/Changes:

- Grants a 3.8% (10% contribution less a new social security contribution of 6.2%) raise to new employees and those Tier 2 employees who choose to move to LAGERS
- Helps with the retention of experienced public safety personnel
- LAGERS has a 5-year vesting period, while the P&F Pension Plan has no vesting component
- Adds Social Security to new employees and those Tier 2 employees who choose to move to LAGERS
- LAGERS has a COLA benefit adjustment, while P&F Pension Plan doesn't

- Under LAGERS, public safety personnel can retire at age 55 with full benefits, which is 2% multiplied by the years of service multiplied by the average salary
- Will help improve the City's long-term financial sustainability by reducing the contribution by the City from the higher pension rates to the lower LAGERS rates, plus the social security contribution
- Most surrounding cities participate in LAGERS for public safety personnel, so Joplin benefits offered will remain competitive with other cities

Explanation of Projected Cost Savings:
The actual costs savings is unknown until such time as the LAGERS rate is determined, as well as the actuary information related to closing the old plan and buying the service of any Tier 2 employees that choose to move to LAGERS.

However, under next year's LAGERS rate of 12.7% plus 6.2% for social security, the City's contribution rate would decrease from 30.97% to 18.9%. Based on the FY 2018 projected pension covered payroll, the estimated annual savings to the City is $1,089,580.

OPTION #1 ESTIMATED ANNUAL SAVINGS **$1,089,580**

This savings is calculated based upon moving ***all*** public safety employees to LAGERS at once and securing a funding source to close the pension plan. Depending upon the Tier 2 employees that would switch to LAGERS and the LAGERS contribution rate, the initial savings would be higher as the funding of the old plan is moved to another funding source and the number of employees on LAGERS doesn't represent ***all*** public safety employees.

ADDITIONAL ESTIMATED SAVINGS

The covered payroll for Tier 1 employees is $3,575,000 of the budgeted $9,027,185. Assuming all Tier 2 employees move to LAGERS, Tier 1 employees remain in pension plan and the contribution rate remains the same, there would be an additional savings of **$675,675.**

Estimated Timeline and Next Steps:
- Hire actuary immediately to begin projections
- Begin to work with LAGERS immediately on projections
- Begin work on funding source to close existing plan
- Begin reviewing ordinances and documents from City of Springfield
- Consider hiring retired City of Springfield Human Resources Director (former Joplin HR Director) to assist in process
- Comply with Section 5.08 of the Charter on pension and retirement plans

CITY OF JOPLIN
CITY PENSION CONTRIBUTION SUMMARY
FY 2008 TO 2018

FISCAL YEAR	COVERED EMPLOYEES	COVERED PAYROLL	PREVIOUS CITY CONTRIBUTION %	PREVIOUS CITY CONTRIBUTION	ACTUAL CITY CONTRIBUTION %	ACTUAL CITY CONTRIBUTION	INCREASED CITY CONTRIBUTION AMOUNT
2008	165	7,148,406	17.00%	1,215,229	17.00%	1,215,229	-
2009	181	7,338,680	17.00%	1,247,576	20.00%	1,467,736	220,160
2009	N/A	One-Time	N/A	-	N/A	1,000,000	1,000,000
2010	182	7,878,435	17.00%	1,339,334	23.00%	1,812,040	472,706
2011	182	8,383,442	17.00%	1,425,185	26.00%	2,179,695	754,510
2011	N/A	One-Time	N/A	-	N/A	500,000	500,000
2012	199	8,807,584	17.00%	1,497,289	27.86%	2,453,793	956,504
2013	198	9,014,463	17.00%	1,532,459	31.46%	2,835,950	1,303,491
2013	N/A	One-Time	N/A	-	N/A	1,000,000	1,000,000
2014	195	9,125,510	17.00%	1,551,337	30.87%	2,817,045	1,265,708
2015	196	9,127,713	17.00%	1,551,711	29.25%	2,669,856	1,118,145
2016	199	9,054,720	17.00%	1,539,302	29.07%	2,632,207	1,092,905
2017	191	9,142,163	17.00%	1,554,168	28.53%	2,608,259	1,054,091
2018	N/A	9,027,185	17.00%	1,534,621	28.93%	2,611,565	1,076,943
		GRAND TOTALS		**15,988,211**		**27,803,375**	**11,815,164**

Note: Average Increased Contribution per employee per year is $6,246.78 over 9 years.
Average contribution per employee per year is $12,006 over 10 years.

CITY OF JOPLIN
CITY PENSION CONTRIBUTION SUMMARY
FY 2008 TO 2018

FISCAL YEAR	ACTUAL PLAN FUNDED RATIO	COVERED PAYROLL	ACTUAL CITY CONTRIBUTION %	ACTUAL CITY CONTRIBUTION	ACTUARY PROJECTED FUNDED RATIO	ACTUARY PROJECTED CONTRIBUTION %	ACTUARY PROJECTED CITY CONTRIBUTION	INCREASED CITY CONTRIBUTION AMOUNT
2008	50.99%	7,148,406	17.00%	1,215,229	62.00%	23.00%	1,644,133	(428,904)
2009	54.93%	7,338,680	20.00%	1,467,736	64.30%	23.68%	1,737,799	(270,063)
2009	N/A	One-Time	N/A	1,000,000	N/A	N/A	950,000	50,000
2010	57.43%	7,878,435	23.00%	1,812,040	67.10%	22.86%	1,801,010	11,030
2011	53.33%	8,383,442	26.00%	2,179,695	69.60%	21.58%	1,809,147	370,548
2011	N/A	One-Time	N/A	500,000	N/A	N/A	N/A	500,000
2012	54.00%	8,807,584	27.86%	2,453,793	71.60%	21.00%	1,849,593	604,200
2013	59.10%	9,014,463	31.46%	2,835,950	73.60%	20.42%	1,840,753	995,197
2013	N/A	One-Time	N/A	1,000,000	N/A	N/A	N/A	1,000,000
2014	61.90%	9,125,510	30.87%	2,817,045	75.60%	19.83%	1,809,589	1,007,456
2015	63.70%	9,127,713	29.25%	2,669,856	77.40%	19.30%	1,761,649	908,207
2016	63.60%	9,054,720	29.07%	2,632,207	79.00%	18.84%	1,705,909	926,298
2017	63.20%	9,142,163	28.53%	2,608,259	80.40%	18.44%	1,685,815	922,444
2018	N/A	9,027,185	28.93%	2,611,565	N/A	18.00%	1,624,893	986,671
		GRAND TOTALS		**27,803,375**			**20,220,290**	**7,583,084**

Note: Average Increased Contribution per employee per year is $4,086.86 over 9 years.

CITY OF JOPLIN
CITY PENSION CONTRIBUTION SUMMARY
FY 2008 TO 2018

FISCAL YEAR	COVERED EMPLOYEES	COVERED PAYROLL	ACTUAL LAGERS CONTRIBUTION %	ACTUAL LAGERS CONTRIBUTION	ACTUAL SOC SEC CONTRIBUTION	TOTAL CITY CONTRIBUTION
2008	265	8,105,606	6.60%	534,970	502,548	1,037,518
2009	276	9,092,667	6.60%	600,116	563,745	1,163,861
2010	286	9,578,714	9.10%	871,663	593,880	1,465,543
2011	270	10,462,534	10.10%	1,056,716	648,677	1,705,393
2012	287	10,559,009	11.10%	1,172,050	654,659	1,826,709
2013	284	10,776,314	12.10%	1,303,934	668,131	1,972,065
2014	290	13,318,030	13.10%	1,744,662	825,718	2,570,380
2015	291	10,392,200	15.50%	1,610,791	644,316	2,255,107
2016	309	11,911,040	14.90%	1,774,745	738,484	2,513,229
2017	291	11,477,089	13.40%	1,537,930	711,580	2,249,509
2018	N/A	12,544,161	13.60%	1,706,006	777,738	2,483,744
		GRAND TOTALS		**13,913,583**	**7,329,477**	**21,243,059**

Note:
Average contribution per employee per year is $6,582 over 10 years.

OPTION #2: REDUCE MINIMUM STAFFING IN FIRE DEPARTMENT

Explanation: The City of Joplin currently has 6 fire stations with different fire apparatus. The fire department currently has three 24-hour fire shifts. This table shows the current staffing and equipment by station and shift:

STATION NUMBER	FIRE EQUIPMENT	STAFFING PER SHIFT
Station #1	Ladder #1, Rescue #3, Brush #1 Battalion #1 Truck #5 (Reserve Truck)	1 Battalion Chief 1 Fire Captain 2 Fire Driver/Engineers 2 Firefighters
Station #2	Engine #2, Special Operations Truck	1 Fire Captain 1 Fire Driver/Engineer 2 Firefighters
Station #3	Engine #3 and Brush #3	1 Fire Captain 1 Fire Driver/Engineer 2 Firefighters
Station #4	Engine #4, Brush #4 and Tanker #1	1 Fire Captain 1 Fire Driver/Engineer 2 Firefighters
Station #5	Ladder #5 and Rescue #4	1 Fire Captain 2 Fire Driver/Engineers 2 Firefighters
Station #6	Engine #6, Engine #1, Brush #6 Truck #1 (Reserve Truck)	1 Fire Captain 1 Fire Driver/Engineer 2 Firefighters
Floating for Coverage		2 Fire Driver/Engineers 1 Firefighter
Grand Total		**30 per shift or 90 total**

The current total staffing in the fire department is 96 as follows:

- 1 Fire Chief
- 1 Deputy Fire Chief
- 3 Battalion Chiefs
- 18 Fire Captains
- 30 Fire Driver/Engineers
- 39 Firefighters
- 1 Fire Marshal
- 2 Fire Training Chiefs
- 1 Fire Apparatus Fleet Manager

In part, fire apparatus at a station relates to the staffing requirements of each station. Prior to the passage of the Public Safety sales tax, the fire department minimum staffing was less. The tax made provisions to increase the minimum staffing at Station #3 to four personnel. The tax also made provisions for six positions for coverage purposes.

The City Council tasked the Finance Committee with reviewing revenues and expenses in the general fund. The Finance Committee study compared expenses in various Joplin departments to nine other comparable cities. Their report noted the minimum staffing for the Joplin Fire Department is four, while every other city had a minimum staffing of three.

At Station #1 and #5, the minimum staffing is 5, which consists of 3 personnel on the ladder trucks and 2 personnel on the rescue trucks for medical calls. Ladder trucks require one additional staff person over a fire engine. The purchase of a new piece of equipment, a 2,000 gallon tanker truck, was approved in the FY 2013 budget and purchased for $215,529 in March of 2014. The City of Joplin did not have a tanker truck prior to this timeframe, mainly because the City of Joplin has access to fire hydrants throughout the community. Since this purchase, the tanker truck has been used approximately 30 times a year, but only once in the City limits of Joplin. Almost exclusively, its use has been to assist surrounding fire agencies in mutual aid situations. This piece of equipment also limits the City's ability to reduce the minimum staffing at that station.

Proposal: Like comparable cities and as highlighted in the Finance Committee study, reduce the minimum staffing in the fire department as follows:

STATION NUMBER	FIRE EQUIPMENT	STAFFING PER SHIFT
Station #1	Ladder #1, Rescue #3, Brush #1 Battalion #1 Truck #5 (Reserve Truck)	1 Battalion Chief 1 Fire Captain 2 Fire Driver/Engineers 2 Firefighters
Station #2	Engine #2, Special Operations Truck	1 Fire Captain 1 Fire Driver/Engineer 1 Firefighter
Station #3	Engine #3 and Brush #3	1 Fire Captain 1 Fire Driver/Engineer 1 Firefighter
Station #4	Engine #4, Brush #4 and Tanker #1	1 Fire Captain 1 Fire Driver/Engineer 1 Firefighter
Station #5	Ladder #5 and Rescue #4	1 Fire Captain 2 Fire Driver/Engineers 2 Firefighters
Station #6	Engine #6, Engine #1, Brush #6 Truck #1 (Reserve Truck)	1 Fire Captain 1 Fire Driver/Engineer 1 Firefighter
Floating for Coverage		2 Fire Driver/Engineers 1 Firefighter
Grand Total		**26 per shift or 78 total**

In order to reduce the minimum staffing at Station #4, the tanker truck will need to be sold. This proposal would bring the fire department total staffing to 84 as follows:

- 1 Fire Chief
- 1 Deputy Fire Chief
- 3 Battalion Chiefs
- 18 Fire Captains
- 30 Fire Driver/Engineers
- 27 Firefighters
- 1 Fire Marshal
- 2 Fire Training Chiefs
- 1 Fire Apparatus Fleet Manager

This change would reduce 12 firefighter positions. Furthermore, the coverage fire driver/engineers could be reduced to 1 per shift. This would further reduce 3 additional fire driver/engineers, but could conversely impact overtime pay.

The reduction in staffing would occur ***over time through attrition***, rather than through layoffs. As positions are vacated, the fire department would adjust the minimum staffing at each station accordingly.

It should be noted the Finance Committee study made the following comments about reducing the minimum staffing in the fire department:

> "The minimum staffing per fire truck/station is 4 in Joplin and all nine cities in the study said their minimum staffing was 3. This was discussed with our fire chief and we understand it is a safety issue and trade off to quicker response to save lives and reduce property damage. This should be scrutinized before any action is considered. The city has a very good insurance rating due to our fire department facilities and management. This results in lower premiums for our citizens and a safer environment."

Given that nearly all other cities in Missouri and the Midwest have minimum staffing of three in the fire department; it would appear that this issue has been thoroughly researched. As such, fire departments in other communities serve the community with this level of staffing.

Explanation of Projected Cost Savings:

The timing of the actual cost savings is unknown since the reduction would occur over time through attrition.

However, the following table illustrates the current average annual savings for the reduction of 12 firefighter positions, as well as 3 fire driver/engineers:

POSITION	AVG WAGES	AVG FRINGES	TOTAL COMPENSATION	NO OF POSITIONS	TOTAL SAVINGS
Firefighter	$35,243	$25,576	$60,819	12	$729,828
Fire Driver/Engineer	$39,574	$27,200	$66,774	3	$200,322
Uniforms & Other Supplies			$8,200	15	$123,000
Grand Total					$1,053,150

OPTION #2 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$1,053,150**

After year one, estimated annual savings would increase due to increases in wages, benefits and the costs of uniforms and supplies over time.

Estimated Timeline and Next Steps:

- This option can begin at any point in time
- As positions are vacated, the fire department would adjust the minimum staffing at each station
- Sell Tanker Truck

OPTION #3: JUSTIFY OVERTIME

Explanation: The City of Joplin has three types of overtime pay: call back; straight rate overtime; and premium rate overtime. Straight rate overtime is any paid time for total hours exceeding the employee's FLSA (Fair Labors Standard Act) cycle but not time physically worked over the FLSA cycle. Straight rate overtime is paid at the employee's straight hourly rate of pay. Premium rate overtime is any time physically worked over the employee's FLSA cycle calculated at the half-time premium hourly rate of pay. Call back pay is defined by city policy, basically as an employee that is called back to work unexpectedly. Call back pay is paid at automatic time and one-half the hourly rate of pay for a minimum of three hours, regardless of the number of hours physically worked in the FLSA cycle.

Given that cities have 24-hour operations, as well as public safety related services, overtime is a necessary expenditure. As shown in the table below, total overtime costs exceeded $1.7 million across the entire City for the 2017 fiscal year. Currently, each department handles the justification of overtime according to their own departmental rules.

FUND	FY 2017 CALL BACK PAY	FY 2017 STRAIGHT OT	FY 2017 PREMIUM OT	FY 2017 TOTAL OVERTIME
General	$505,515	$647,572	$193,866	$1,346,953
CVB	-0-	$412	$191	$603
Health	$18,675	$2,577	$1,009	$22,261
Parks	$58	$71,260	$29,411	$100,729
Solid Waste Mgmt	-0-	$1,783	$409	$2,192
Parks/Stormwater Sales Tax	$145	$10,225	$4,424	$14,794
Transportation Sales Tax	$10,163	$60,479	$23,199	$93,841
CIP Sales Tax	-0-	$39	$20	$59
Community Planning	-0-	$57	$9	$66
Airport	$2,848	$29,657	$12,790	$45,295
Golf Course	-0-	$7,615	$1,629	$9,244
Sewer	$14,935	$13,193	$2,503	$30,631
Garage	-0-	$346	$173	$519
Communications	$3,110	$45,185	$15,110	$63,405
Grand Total	$555,449	$890,400	$284,743	$1,730,592

Proposal: Modify the Personnel Rules and Regulations to include a policy on documenting and justifying overtime worked. The policy will help ensure departments are treating overtime consistently across the city, as well as ensuring all other options are exhausted to control overtime costs while continuing to provide an acceptable level of outstanding service to our citizens.

Key Components of Proposed Policy:

- 2 types of overtime situations: Job/coverage related (known before overtime occurs) and Emergency related (not known ahead of time)

- Supervisors and Department Heads will make every effort to control overtime by utilizing other options or alternatives when possible
- Employee will complete an electronic overtime justification form beforehand for job/coverage related overtime or afterwards for emergency related overtime
- Supervisors and Department Heads will electronically approve beforehand for job/coverage related overtime or afterwards for emergency related overtime
- For emergency related overtime, employee shall complete the information as quickly as possible but no later than their next regularly scheduled shift
- Supervisors and Department Heads will approve overtime forms as quickly as possible
- Finance will receive forms and review information
- Finance will discuss any overtime questions with the Department Head and any unresolved issues related to overtime will be referred to the City Manager

Explanation of Projected Cost Savings:
The actual costs savings of adopting this policy is unknown. However, by placing an emphasis on justifying overtime, overtime costs across the city will certainly decrease.

OPTION #3 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$50,000 to $100,000**
After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:
- Develop Overtime Justification Policy and Procedures immediately
- Convene Personnel Board to consider approval of the policy
- Bring Ordinance to City Council to consider approval of the policy
- Effective November 1, 2018

OPTION #4: ADOPT NEW TAKE HOME VEHICLE POLICY/CITY VEHICLE POLICY

Explanation: The City of Joplin does not currently have a city-wide take home vehicle policy. Section 6.8 of the Personnel Rules and Regulations addresses the use of city vehicles only, but is not a take home vehicle policy. Some departments across the city have their own department rules related to take home vehicles. Section 9.2 of the State Audit report addressed take home vehicles as follows:

> *"The city allows 62 city vehicles to be taken home by city employees and has not established procedures to adequately review and document the necessity and justification for use of the vehicles. Forty of these vehicles are driven to addresses outside the city of Joplin and the remaining 22 are driven to addresses inside the city limits.*
>
> *Thirty-seven employees commute more than 15 miles round trip daily, and the value of personal commuting mileage was not determined or reported on the Police and Fire Department employee's W-2 forms as compensation. Of the 62 take home vehicles, 50 are assigned to Police Department employees, 4 are assigned to Fire Department employees, and 8 are assigned to administrative employees. While the Police Chief and Fire Chief indicated some of these employees are on-call periodically (most are only on call one week every quarter), it does not seem reasonable they would need a vehicle when not on call. For example, one Police Department employee commutes 106 miles round trip daily, and we estimated the employee commutes 27,560 miles a year (106 miles*5 days*52 weeks) in a city vehicle.*
>
> *Allowing city employees to take their vehicles home (both inside and outside of city limits), results in additional and unnecessary costs to the city. The costs associated with vehicles driven to addresses outside city limits are substantial. The fuel costs for these vehicles total approximately $46,000 annually and miles incurred totaled approximately 278,000. Given the high costs associated with vehicle ownership, maintenance and fueling, the city should periodically review the assignment of city owned vehicles."*

The police department currently has a total of 85 police vehicles and 20 specialty vehicles, for a total of 105. The city also budgets $19,200 annually for four leased cars in police investigations. Other agencies provide four additional cars to police investigations employees in joint cooperative assignments. The attached spreadsheet shows the updated take home vehicle information since the audit report was released in August of 2015. The city currently allows 71 city vehicles to be taken home, 58 are assigned to Police Department employees, 1 assigned in the Parks Department only during pool season for on call purposes, 5 assigned to Fire Department employees, 6 assigned to Public Works Department employees, and 1 assigned to the Health Department Animal Control division for on call purposes. Many vehicles are commuting well above 15 miles round trip daily.

The estimated annual extra take home mileage is approximately 341,000 miles. For the take home portion, the estimated additional fuel cost is $38,000, while the additional maintenance cost is $104,000 for a total of $142,000. Furthermore, take home vehicles increase city costs by inflating the size of the required fleet, as well as adding personal usage miles to city funded vehicles. The fleet size also impacts the cost of the liability insurance premium.

It should be noted the Finance Committee study made the following comments about the vehicles per officer in the police department:

"Vehicles per officer were .96 or almost one vehicle per officer. The average for the group was .75 and the median was .73. This equates to approximately 25 more vehicles or rolling stock than average. Again, assuming the submitted numbers are correct and this includes all types of

rolling stock, we are submitting this as an observation for further study. The police chief cited several reasons and examples of why we have more."

> ***Proposal:*** Adopt a city-wide take home vehicle policy. This will decrease fuel, maintenance and insurance costs, while allowing the city to reduce the fleet size. As noted in the State Audit report, this will help to reduce additional and unnecessary costs to the city. Also, stop the leased car program and right-size the police department fleet. As a result in the reduction of take home vehicles, the fleet size can be reduced. Dispose of 13 police vehicles. This would bring the police vehicles to 72, plus the 4 vehicles provided by the outside agencies. This is a two officer to one police vehicle ratio for those positions below sergeant, which was the approved ratio of officers to vehicles at the time the public safety sales tax was passed in 2006.

Key Components of Proposed Policy:

- On call maintenance personnel in parks, fire, public works, as well as animal control officers in health may take a vehicle home if the employee lives within 12 miles of the employee's work base (only when on call) Actual positions are:
    - Parks maintenance technician during pool season only
    - Fire fleet manager
    - Wastewater maintenance technician (wastewater superintendent when the technician is not available)
    - Infrastructure superintendent and infrastructure supervisors on a rotating basis
    - Animal control officers on a rotating basis
- Vehicles for the police chief and fire chief will be negotiated when hired (adopted take home vehicle policy will be taken into consideration during negotiations)
- In the fire department, the assistant fire chief, fire marshal, the ems/safety officer responder and the special operations incident responder may take a vehicle home when on call if the employee lives within 12 miles of fire station #1 and if that employee has an assigned vehicle rather than auto allowance
- In the police department, the assistant police chief, police captains and police sergeants may take a vehicle home when on call if the employee lives within 12 miles of the police department and if that employee has an assigned vehicle rather than auto allowance
- In the police department, K9 officers may take a vehicle home when on call if the employee lives within 12 miles of the police department and if that employee has an assigned vehicle rather than auto allowance
- Specialty assignments that are using vehicles provided by other agencies in which the city has no fuel or maintenance costs will follow the take home rules of the other agency
- Personal use of take home vehicles will not be allowed
- In those cases when an employee will be traveling out of town for city-related business and is required to leave town before 7:00 a.m. the next day, the employee may take the city vehicle home the evening before as long as the *additional* miles are less than 40 when taking into account the trip destination
- The actual assignment of a take home vehicle shall be approved by the department head, finance director and city manager
- Various security, accident, and care rules
- Comply with IRS rules for reporting taxable benefit

Currently, some departments' current internal take home vehicle policies specify 12 miles from the work base to be eligible to take vehicles home. Other Missouri cities of similar size have policies that range from 5 miles to only within city limits for specified positions to qualify for take home vehicles. Therefore, 12 miles is a reasonable distance given the regionalism of our community, while avoiding additional and unnecessary costs to the taxpayers.

While there are different ways to implement this policy, it is my recommendation to implement the policy in the following manner:

- On November 1, all personnel that don't meet the requirements of the final adopted take home vehicle policy, will no longer take home vehicles unless their existing employment contract specifies a take home vehicle
- Future employment contracts will follow the take home vehicle policy
- Until the policy is adopted, no new take home vehicle assignments will be made unless they fall within the parameters of this proposed policy

Explanation of Projected Cost Savings:

The ***timing*** of the actual cost savings of adopting this policy is unknown as it will depend upon the final implementation plan. The projected cost savings of this option is based upon implementation as detailed above. There will be additional savings from not replacing cars as quickly due to the reduction in the additional personal mileage. However, this savings is difficult to quantify, and, therefore, is not included in the estimated annual savings.

OPTION #4 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$210,000**

After year one, estimated annual savings would be approximately $177,000. This amount is the same, except for the one-time salvage value received from the fleet reduction. This plan will also require the City to build a parking lot on the city-owned land directly to the east of the Justice Center for parking of the police vehicles.

Estimated Timeline and Next Steps:

- Immediately develop Take Home Vehicle Policy
- Adopt policy prior to November 1
- Identify 13 salvage vehicles and begin salvage process

CITY OF JOPLIN
TAKE HOME CAR ANALYSIS
AS OF APRIL 30, 2018

DEPT	TITLE	CITY NO.	MAKE/ MODEL	ROUNDTRIP NO OF MILES TO HOME	EXTRA ANNUAL MILEAGE	EXTRA FUEL COST	FLEET COST PER MILE	EXTRA MAINTENANCE COST	EXTRA TOTAL COST
Police	Police Chief	2461	2016 Ford Explorer	40.2	10,050	1,154	0.15	1,508	2,661
Police	Asst Police Chief	2460	2016 Ford Explorer	11.2	2,800	322	0.14	392	714
Police	Captain	2276	2012 Chevy Impala	37.8	9,450	1,085	0.20	1,890	2,975
Police	Captain	2050	2008 Chevy Impala	19.6	4,900	563	0.27	1,323	1,886
Police	Captain	2285	2012 Chevy Impala	17	4,250	488	0.25	1,063	1,551
Police	Captain	2122	2009 Chevy Impala	32.6	8,150	936	0.31	2,527	3,462
Police	Sergeant	2447	2015 Ford F150	17.4	4,350	499	0.17	740	1,239
Police	Sergeant	2239	2011 Crown Vic	14.8	2,960	340	0.28	829	1,169
Police	Sergeant	2120	2009 Chevy Impala	22.2	4,440	510	0.24	1,066	1,575
Police	Sergeant	2303	2013 Ford Sedan	7.2	1,440	165	0.22	317	482
Police	Sergeant	2049	2008 Chevy Impala	10.4	2,600	299	0.39	1,014	1,313
Police	Sergeant	2238	2011 Crown Vic	25.4	5,080	583	0.27	1,372	1,955
Police	Sergeant	1968	2006 Chevy Tahoe	27.2	5,440	625	0.42	2,285	2,909
Police	Sergeant	2237	2011 Crown Vic	12.2	3,050	350	0.41	1,251	1,601
Police	Sergeant	2448	2015 Ford F150	10.6	2,650	304	0.13	345	649
Police	Sergeant	2241	2011 Crown Vic	23	5,750	660	0.28	1,610	2,270
Police	Sergeant	2236	2011 Crown Vic	16	3,200	367	0.27	864	1,231
Police	Corporal	2394	2014 Ford Explorer	10.6	2,120	243	0.24	509	752
Police	Corporal	2437	2015 Ford Explorer	22.8	4,560	524	0.30	1,368	1,892
Police	Corporal	2392	2014 Ford Explorer	30.6	6,120	703	0.28	1,714	2,416
Police	Corporal	2557	2017 Dodge Charger	18.4	3,680	423	0.17	626	1,048
Police	Corporal	2390	2014 Ford Explorer	7	1,400	161	0.26	364	525
Police	Corporal	2206	2010 Chevy Impala	6.4	1,280	147	0.41	525	672
Police	Corporal	2951	2014 Chevy Impala	40.2	8,040	923	0.17	1,367	2,290
Police	Corporal	2440	2015 Ford Explorer	3	600	69	0.23	138	207
Police	Corporal	2302	2013 Ford Explorer	14.4	2,880	331	0.29	835	1,166
Police	Corporal	1987	2006 Crown Vic	24.4	6,100	700	0.37	2,257	2,957
Police	Corporal	2952	2014 Chevy Impala	14	2,800	322	0.22	616	938
Police	Detective	2560	2017 Dodge Charger	65.2	13,040	1,497	0.31	4,042	5,540
Police	Detective	1978	2006 Crown Vic	20.2	4,040	464	0.26	1,050	1,514
Police	Detective	1979	2006 Crown Vic	31.6	7,900	907	0.37	2,923	3,830

Police	Detective	2423	2014 Ford SUV	11	2,200	253	0.20	440	693
Police	Detective		Leased Vehicle	5.4	1,080	124	N/A	4,800	4,924
Police	Detective	1911	1995 Crown Vic	9	1,800	207	0.33	594	801
Police	Detective	1909	2004 Crown Vic	14.4	2,880	331	0.31	893	1,223
Police	Detective		Leased Vehicle	6.8	1,360	156	N/A	4,800	4,956
Police	Detective	2561	2017 Dodge Charger	81.4	20,350	2,337	0.41	8,344	10,680
Police	Detective		Leased Vehicle	14	3,500	402	N/A	4,800	5,202
Police	Detective	2586	2018 Dodge Charger	5.6	1,400	161	0.08	112	273
Police	Chaplains	2121	2009 Chevy Impala	4.8	312	36	0.25	78	114
Police	Chaplains	2121	2009 Chevy Impala	5.6	364	42	0.25	91	133
Police	Chaplains	2121	2009 Chevy Impala	5.6	364	42	0.25	91	133
Police	Chaplains	2121	2009 Chevy Impala	17.6	1,144	131	0.25	286	417
Police	Officer-Motorcyle	351	2018 Harley	13.8	2,760	154	0.05	138	292
Police	Officer-Motorcyle	353	2016 Harley	53.4	10,680	596	0.05	534	1,130
Police	Officer-Motorcyle	354	2016 Harley	23	4,600	257	0.08	368	625
Police	Officer-Motorcyle	357	2016 Harley	22	4,400	245	0.09	396	641
Police	Officer-Motorcyle	359	2016 Harley	5.6	1,120	62	0.07	78	141
Police	Officer-SRO	1984	2006 Crown Vic	62.4	15,600	1,791	0.29	4,524	6,315
Police	Officer-SRO	2213	2009 Crown Vic	10	2,500	287	0.42	1,050	1,337
Police	Officer-SRO	2119	2009 Crown Vic	8.8	2,200	253	0.40	880	1,133
Police	Officer-SRO	1521	1998 Crown Vic	31.4	7,850	901	0.31	2,434	3,335
Police	Officer-Training	1967	2006 Chevy Tahoe	5.6	1,120	129	0.37	414	543
Police	Officer-DWI	2486	2017 Ford Explorer	15.6	3,120	358	0.33	1,030	1,388
Police	Officer-DWI	2585	2018 Chevy Tahoe	14.6	2,920	335	0.20	584	919
Police	Jail Administrator	2037	2008 Crown Vic	29.8	7,450	855	0.34	2,533	3,388
Police	Officer-K9	2443	2015 Ford Explorer	14.8	2,960	340	0.26	770	1,109
Police	Officer-K9	2388	2015 Ford Interceptor	20	5,000	574	0.23	1,150	1,724
Police	Officer-K9	2444	2015 Ford Explorer	73.6	18,400	2,113	0.21	3,864	5,977
Police	Officer-K9	2381	2014 Ford Interceptor	13.4	2,680	308	0.12	322	629
Police	Officer-K9	2212	2010 Crown Vic	20.6	4,120	473	0.40	1,648	2,121
Sub-Total Police Department					**281,354**	**30,915**		**86,770**	**117,684**
Parks	Maintenance Tech	2506	2017 Ford F250	7.6	532	61	0.53	282	343
Sub-Total Parks Department					**532**	**61**		**282**	**343**
Fire	Asst Fire Chief	2381	2014 Ford Explorer	9.8	2,450	281	0.12	294	575
Fire	Fire Training Chief	1864	2004 GMC Yukon	12	2,400	276	0.21	504	780

Fire	Fire Training Chief	2017 2008 Chevy Impala	14.2	2,840	326	0.17	483	809
Fire	Fire Marshal	2274 2012 Ford F350	48.8	12,200	1,401	0.22	2,684	4,085
Fire	Fleet Manager	2072 2009 Ford F250	31.2	7,800	896	0.67	5,226	6,122
Sub-Total Fire Department				**27,690**	**3,179**		**9,191**	**12,370**
Public Works	Airport Manager	2476 2017 Ford F-150	39.2	9,800	1,125	0.15	1,470	2,595
Public Works	Infrastructure Maint Sup	2300 2013 Ford F-250	11	2,750	316	0.39	1,073	1,388
Public Works	Infrastructure Superinte	2571 2017 Ford F-150	20.6	5,150	591	0.34	1,751	2,342
Public Works	Infrastructure Maint Sup	2473 2016 3/4 Dodge Ram	15.2	3,800	436	0.23	874	1,310
Public Works	WW Superintendent	2465 2016 Ford F-150	17.6	4,400	505	0.24	1,056	1,561
Public Works	WW Maintenance	2472 2016 Ford F-150	14	3,500	402	0.21	735	1,137
Sub-Total Public Works Department				**29,400**	**3,376**		**6,959**	**10,334**
Health	Animal Control Officer	2228 2011 Ford F250	10.2	867	100	0.40	347	446
Health	Animal Control Officer	2430 2015 Ford F250	10.2	918	105	0.25	230	335
Health	Animal Control Officer	2229 2011 Ford F250	5	425	49	0.35	149	198
Sub-Total Health Department				**2,210**	**254**		**725**	**979**
GRAND TOTAL				**341,186**	**37,785**		**103,926**	**141,711**

Notes:
1. $1.952 average unleaded fuel cost for 2018 to date.
2. Based on fueleconomy.gov used average 17 miles per gallon.
3. H.T.E. calculates historic fleet cost per mile per vehicle equipment number.
4. Average additional cost per participating employee is $2,013.

Other Vehicles Assigned but not owned by City:
New, Adam ODET Leased Vehicle, gas paid by ODET
Root, Chip FBI Vehicle, gas paid by FBI
Comer, Chad FBI Vehicle, gas paid by FBI
Barnett, Justin ATF Vehicle, gas paid by ATF

CITY OF JOPLIN
ESTIMATED COST SAVINGS
TAKE HOME VEHICLE POLICY
AS OF APRIL 30, 2018

DEPARTMENT	EST MILEAGE REDUCTION	EST FUEL SAVINGS	EST MAINTENANCE SAVINGS	TOTAL SAVINGS
POLICE	214,000	23,200	70,600	93,800
FIRE	7,800	900	5,200	6,100
PUBLIC WORKS	25,900	3,000	6,200	9,200
TOTAL POLICY SAVINGS	**247,700**	**27,100**	**82,000**	**109,100**

CITY OF JOPLIN
ESTIMATED COST SAVINGS
FLEET REDUCTION
AS OF APRIL 30, 2018

DESCRIPTION	EST SALVAGE VALUE	EST TOTAL CAPITAL REDUCTION	EST ANNUAL CAPITAL REDUCTION	EST ANNUAL INSURANCE REDUCTION
13 POLICE VEHICLES	32,500	451,750	64,536	3,250

*Note:
Average police car cost with equipment is $34,750. Total police department fleet is turned over approximately every 7 years.

OPTION #5: REQUIRE FIRE DEPARTMENT TO FOLLOW EXISTING CALL BACK POLICY

Explanation: The City of Joplin has three types of overtime pay: call back; straight rate overtime; and premium rate overtime. Straight rate overtime is any time physically worked over the employee's FLSA cycle calculated at the straight hourly rate of pay. Premium rate overtime is any time physically worked over the employee's FLSA cycle calculated at the half-time premium hourly rate of pay. Call back pay is paid at automatic time and one-half the hourly rate of pay for a minimum of three hours, regardless of the number of hours physically worked in the FLSA cycle. A portion of the existing call back policy states:

"Any employee who is called in to duty after having left work, during a time when the employee is not regularly scheduled to work, excepting court appearance, and does not receive at least a twenty-four (24) hour notification of such a change in work schedule, shall be paid at the rate of one and one-half (1-1/2) times for each hour so spent, on duty, but not less than three (3) hours for the period called to duty. The employee's duty time shall start when the employee actually reports for duty and end when the employee is released from duty. ..."

This call back policy was revised and approved by City Council on October 1, 2012. Currently, all departments are following the policy, except the fire department. Fire Department personnel schedule most holidays and vacations a year in advance to meet minimum staffing requirements. Therefore, most extra shifts are scheduled well in advance. Only in those instances when an employee calls in sick or uses a day unexpectedly, as well as emergency situations, would the extra shifts qualify for call back pay under the call back policy. When extra shifts are scheduled or known in advance, the time worked would be coded accordingly and paid at either straight time or time and one-half depending on the hours worked in the FLSA cycle.

This table shows the overtime and call back pay for fiscal year 2017:

DEPARTMENT	STRAIGHT OVERTIME	PREMIUM OVERTIME	CALL BACK	TOTAL OVERTIME
Police	$332,750	$107,654	$70,233	$510,638
Fire	$227,179	$54,115	$407,780	$689,074
TOTAL	$559,929	$161,769	$478,013	$1,199,712

Proposal: Require the fire department to follow the existing call back policy beginning on November 1, 2018.

Explanation of Projected Cost Savings:
The actual costs savings of adopting this change is unknown as it will depend on the time physically worked by employees in their FLSA cycle.

OPTION #5 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$100,000 to $150,000**
After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:
- On November 1, fire department follow existing call back policy

6.5. CALL BACK

Any employee who is called in to duty after having left work, during a time when the employee is not regularly scheduled to work, excepting court appearance, and does not receive at least a twenty-four (24) hour notification of such a change in work schedule, shall be paid at the rate of one and one-half (1-1/2) times for each hour so spent, on duty, but not less than three (3) hours for the period called to duty. The employee's duty time shall start when the employee actually reports for duty and end when the employee is released from duty.

In the instances of employer-required court appearance, the twenty-four (24) hour notification requirement shall not apply, however, the affected employee shall be paid at the rate of one and one-half (1-1/2) times for each hour so spent, but not less than two (2) hours for the period called to duty.

If an employee is called in to work more than once during the same off-duty period, the employee shall not receive the guaranteed minimum two (2) or three (3) hours of callback if the subsequent callback period is within the hours for which the employee has already been compensated. If the subsequent callback is beyond the hours for which the employee has already been compensated, another two (2) or three (3) hour minimum callback shall apply. If an employee is called in to work early or held past the end of a shift, and works continuously through the beginning or end of his/her regularly scheduled work hours, the two (2) or three (3) hour minimum does not apply.

In those instances where an employee is called back to work to rectify his/her own error or omission that cannot wait until the employee's next shift, the two (2) or three (3) hour minimum does not apply. In such instances, the employee shall be compensated for the exact hours worked at the appropriate rate.

OPTION #6: EXPLORE THE WORK PERIOD ORDINANCE FOR POLICE EMPLOYEES

Explanation: At an election held on April 2, 1991, the voters of Joplin approved a change to the charter by amending Section 5.10 to conform to federal and state laws by changing "work week" to "work period". Following this action, City Council approved Ordinances 91-151 and 91-160 to state:

"***Section 2.4 - Work period for public safety employees.***

Effective November 1, 1991, the work period for all public safety employees shall be 28 days."

According to the Fair Labor Standards Act (FLSA), the FLSA overtime requirements for public safety employees are different from those of other employees, because a specified number of work hours are needed within the FLSA work period before the FLSA rate can be applied to overtime pay. Public safety employees can fall under the 28-day FLSA pay period. The 28-day work period for public safety employees is 212 hours in 28 days for fire personnel and 171 hours in 28 days for police personnel. This means that any hours physically worked over 212 in 28 days for fire or any hours worked over 171 in 28 days for police is paid at time and one-half of the employee's hourly rate of pay. Any pay that doesn't qualify for time and one-half pay is paid at the employee's straight hourly rate of pay.

The fire department follows the 212 hours in 28 day FLSA cycle in accordance with the ordinance. However, currently the police department is paid under an 80 hour in 14 day FLSA cycle, rather than the 28-day work period designated by the 1991 ordinance. This FLSA cycle will normally generate additional hours at time and one-half pay than a 28 day FLSA cycle will.

This table shows the overtime and call back pay for fiscal year 2017:

DEPARTMENT	STRAIGHT OVERTIME	PREMIUM OVERTIME	CALL BACK	TOTAL OVERTIME
Police	$332,750	$107,654	$70,233	$510,638
Fire	$227,179	$54,115	$407,780	$689,074
TOTAL	$559,929	$161,769	$478,013	$1,199,712

Proposal: Explore changing the police department work period to 28 days as set forth in Section 2.4 of the Code of Ordinances.

Explanation of Projected Cost Savings:
The actual costs savings of adopting this change is unknown as it will depend on the time physically worked by employees in their FLSA cycle.

OPTION #6 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$50,000 to $75,000**
After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:

- Further research police schedules and work periods
- Further research actual technical implementation
- If implemented, it should be on calendar year basis

OPTION #7: CLOSE POLICE SOUTH STATION

Explanation: Provisions were included in the list of proposed expenditures for the ½ cent general sales tax for public safety purposes to lease space for a police substation in the amount of $10,000 annually. Since the proposal was for a lease, there were no operating costs included in the proposed expenditures of this tax.

However, rather than lease space, the City chose to purchase property that included a building to serve as the Police South Station. The purchase price was $198,456.00. Since the City purchased property and no provisions for operating costs were anticipated, the operating costs have been assessed to the non-public safety sales tax police department expenditures in the general fund.

Furthermore when the city eliminated fifteen positions from the budget, the police department clerk position that worked at the south station was cut. Therefore, the south station no longer has a clerk to assist the public as was the original plan for a police substation.

Proposal: Close the police south station and sell the property. The City will need to relocate the personnel working from this station, along with the related equipment.

Explanation of Projected Cost Savings:
This option will result in immediate savings through a reduction of operating costs. Additionally, over time it will reduce capital costs related to the maintenance and upkeep of the building and grounds.

OPTION #7 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$15,000**

After year one, estimated annual savings would be similar to year one savings. Additionally, future capital costs will be avoided. The estimated appraised value of the property is $235,000.00. The proceeds received from the sale of the property would represent one-time funds.

Estimated Timeline and Next Steps:

- Further research relocating personnel and equipment from the South Station
- Implement relocation by November 1, 2018
- Close and sell property

CITY OF JOPLIN
SOUTH STATION OPERATING COSTS
10-May-18

DESCRIPTION	FY 2017 AMOUNT	FY 2016 AMOUNT	FY 2015 AMOUNT	3-YR AVG
JANITORIAL SUPPLIES	260	991	649	633
MAINTENANCE SUPPLIES	481	530	738	583
CABLE CHARGES	1,193	974	921	1,029
OPERATIONAL SUPPLIES	-	-	460	153
GENERAL OFFICE SUPPLIES	100	186	-	95
SMALL OFFICE FURNISHINGS	-	-	377	126
ELECTRIC CHARGES	2,843	4,472	4,981	4,099
GAS CHARGES	1,217	457	990	888
TELEPHONE CHARGES	2,991	3,689	3,779	3,486
WATER CHARGES	340	607	300	415
WASTEWATER CHARGES	368	424	301	364
SANITATION CHARGES	130	130	130	130
PEST CONTROL	385	420	280	362
COPY CHARGES	900	2,535	2,391	1,942
LIABILITY INSURANCE	216	200	200	205
TOTAL OPERATING COSTS	11,425	15,614	16,496	14,512

Notes:
1. Future capital costs for the building are as follows:
Coating on Roof-$10,000
2. Estimated appraised value of property with building is $235,000

OPTION #8: REDUCE POLICE CAPTAINS FROM 4 TO 3

Explanation: Over the years, the makeup of upper management in the Police Department has changed. In fiscal year 2006 and prior years, upper management consisted of a Police Chief, Assistant Police Chief, and 3 Lieutenants. In fiscal year 2007, the Assistant Police Chief was changed to a Lieutenant, so the police department had 4 Lieutenants and no Assistant Police Chief. In fiscal year 2010, the Assistant Police Chief was added back to the organization of the Police Department, without any reduction in Lieutenants. Also in the recent past, the title of Lieutenant was changed to Captain. Thus currently, upper management of the police department is comprised of the Police Chief, Assistant Police Chief and 4 Captains.

Along with the changes in upper management, the staffing within divisions of the department has also changed, mostly occurring in the special enforcement unit. One Captain oversees the patrol division, one oversees the investigations division, one oversees professional standards, and one oversees the special enforcement unit. When the City had 3 Lieutenants, there wasn't a Lieutenant over the special enforcement unit. The number of personnel assigned to the special enforcement unit decreased last year from 20 employees to 9 employees. These employees were reassigned to patrol, much like the organization design prior to fiscal year 2007.

Proposal: Upon the next retirement of a Police Captain, reduce the number of captains by one and make the position a Police Officer II. This will put additional officers on the street.

Explanation of Projected Cost Savings:
The timing of the savings is unknown, because it is unknown exactly when retirements will occur. The current Captains are approximately 1 year, 2 ½ years, 3 years and 8 ½ years away from retirement eligibility.

OPTION #8 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$20,000**

After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:

- Upon retirement of a Captain, replace the Captain position with a Police Officer II

OPTION #9: REVIEW USAGE OF POLICE OFFICERS IN CERTAIN POSITIONS VS. CIVILIANS

Explanation: Over the years, police officers have been designated to perform tasks that can be performed by civilian personnel. The City currently uses sworn police personnel to perform the following functions:

- A police sergeant and two police officers oversee training requirements and schedule training for our police personnel
- One police officer to take telephone reports
- One police officer to serve as the court bailiff
- Two crime-free police officers to coordinate the citizen's police academy, graffiti removal and the safety fair

The total cost of a new police officer's wages and benefits is approximately $59,700, while the total cost of a new senior clerk's wages and benefits is approximately $42,500. This is a cost difference of $17,200 annually. While police personnel may be required to perform civilian type tasks from time to time, these tasks should not be the totality or majority of their job duties.

Proposal: Evaluate the job tasks that can be performed by civilian personnel. Determine if existing civilian personnel can perform any of the identified job tasks, as well as any needed additional civilian personnel. Implement transition of job tasks to civilian personnel. Reassign police personnel to police-related duties. If a civilian position is added, an unfilled police position will necessarily have to be eliminated permanently. However, the goal is to limit the additional personnel in order to retain as many police positions as possible.

Explanation of Projected Cost Savings:

The actual cost savings is unknown until such time as a plan is developed from the evaluation of the exact staffing needs. However, for each civilian replacement the wage and benefit savings is approximately $17,200. For each police position reassigned without civilian replacement, the benefit is using police personnel for police tasks rather than civilian tasks.

OPTION #9 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$51,600**

This is the estimated savings by adding 3 civilian positions and eliminating 3 unfilled police positions, while putting up to 6 officers back on the streets.

Estimated Timeline and Next Steps:

- Evaluate and determine reassignment plan
- Bring any position changes to personnel board and city council
- Target date November 1, 2018

OPTION #10: PHASE OUT PAYING EXTRA SHIFTS FOR BATTALION CHIEFS AND POLICE CAPTAINS

Explanation: Several years ago, the fire department was granted a request to pay battalion chiefs to work extra shifts and receive on call pay temporarily. Battalion chiefs are exempt employees. Exempt employees are not eligible for extra pay or on call pay. Many times, exempt employees work more than their scheduled hours without receiving extra pay. By the same token, exempt employees are not required to account for every hour worked. This temporary practice has not ended. Under fire department policy, battalion chiefs only work extra shifts when there aren't any active out-of-classification assignments or to avoid forced overtime cases. Additionally, this year the police department requested that Captains be paid to work extra shifts. Police captains are also exempt employees. This request was granted on a temporary basis. There are three battalion chiefs and four captains.

This practice adds unnecessary wage and benefit costs to the city. This extra pay also increases the retirement pay under the police and firemen's pension plan. In turn, this increases the cost to the city through higher retirement benefits. Furthermore, it can discourage non-exempt employees when higher paid exempt employees are receiving the overtime shifts.

In the fire department, the added cost in wages and benefits was $19,600 in 2015, $21,800 in 2016 and $25,600 in 2017. The police department began the extra pay in February of this year. Over seven paychecks, the extra cost in wages and benefits in the police department has been $1,700. This cost annualized would be approximately $6,300.

Proposal: On November 1, stop paying battalion chiefs and captains for extra shifts and on call pay.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the practice ceases. This practice also increases the retirement benefit, which increases costs to the City. This impact is not calculated into the below estimated savings.

OPTION #10 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$32,000**

After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:

- Cease practice on November 1, 2018

OPTION #11: CEASE CALEA CERTIFICATION BUT CONTINUE CALEA PRACTICES

Explanation: The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) is a credentialing authority, based in the United States, whose primary mission is to accredit public safety agencies, namely law enforcement agencies, training academies, communications centers, and campus public safety agencies. During fiscal year 2006, the City began the CALEA accreditation process for the police department.

While this achievement has proven beneficial for the Joplin Police Department and the City, the certification itself is expensive and labor intensive. Much like other standards, such as LEED certifications, it is possible to adopt policies and procedures that meet the CALEA level standards without actually paying for the certification.

The City has spent approximately $23,000 in fees for CALEA certification over the last five years. The annual fee is currently $4,745. There are other supply costs not identified in the cost savings. Additionally, in 2017, the city spent approximately $5,100 traveling to Rhode Island to receive certification. Through the priority based budgeting process, CALEA accreditation was identified as costing $37,700 in personnel costs by using 1.37 people to achieve this certification. While some of the labor will still be required to continue the policies and practices, much of this labor can be redirected to other job tasks.

Proposal: On November 1, stop participating in the CALEA certification, but continue the CALEA policies and procedures.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the certification ceases. Additionally, civilian personnel will be able to work on other job tasks, such as some of those functions listed in Item #9.

OPTION #11 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$4,745**

In the award years, the estimated annual savings is $9,845. The additional savings is derived through the reallocation of staff time to other job tasks.

Estimated Timeline and Next Steps:

- Cease certification starting November 1, 2018
- Ensure guidelines in place to continue CALEA standards prior to November 1, 2018

OPTION #12: REDUCTION IN COURT STAFF

Explanation: Many general fund departments reduced staffing when the City eliminated fifteen positions with the adoption of the 2017 fiscal year budget. Those departments that reduced staffing included the City Manager, Legal Services, Finance, IT, Public Works, Police, Parks, and Planning departments. The only general fund departments that didn't reduce staffing were City Clerk, Human Resources, Municipal Court, and Fire.

From fiscal year 2010 to 2014, there was an average of 28,600 violations issued. During this time the court staffing increased from 8 to 10 employees. The court has added one full-time court assistant I, plus one part-time court assistant I. The judge is the other part-time employee that previously was counted as an independent contractor rather than an employee.

From fiscal year 2015 to 2017, there was an average of 15,200 violations issued. Last fiscal year, 12,200 violations were written, down from a high of 29,648 violations issued during 2011. According to the Court Administrator, the municipal court's workload is related to the effective and efficient case management of all citations that are submitted to the Court for circulation and processing through various court operations.

Proposal: Upon the next vacancy in municipal court, reduce one full-time court assistant I.

Explanation of Projected Cost Savings:
This represents immediate savings when the position is eliminated through attrition.

OPTION #12 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$47,300**

The actual savings is unknown as it is dependent on the vacancy created. Since there are currently no vacancies in court, the timing of the actual savings is also unknown. This savings represents the minimum savings possible. Depending upon any future vacancies, the savings could be more.

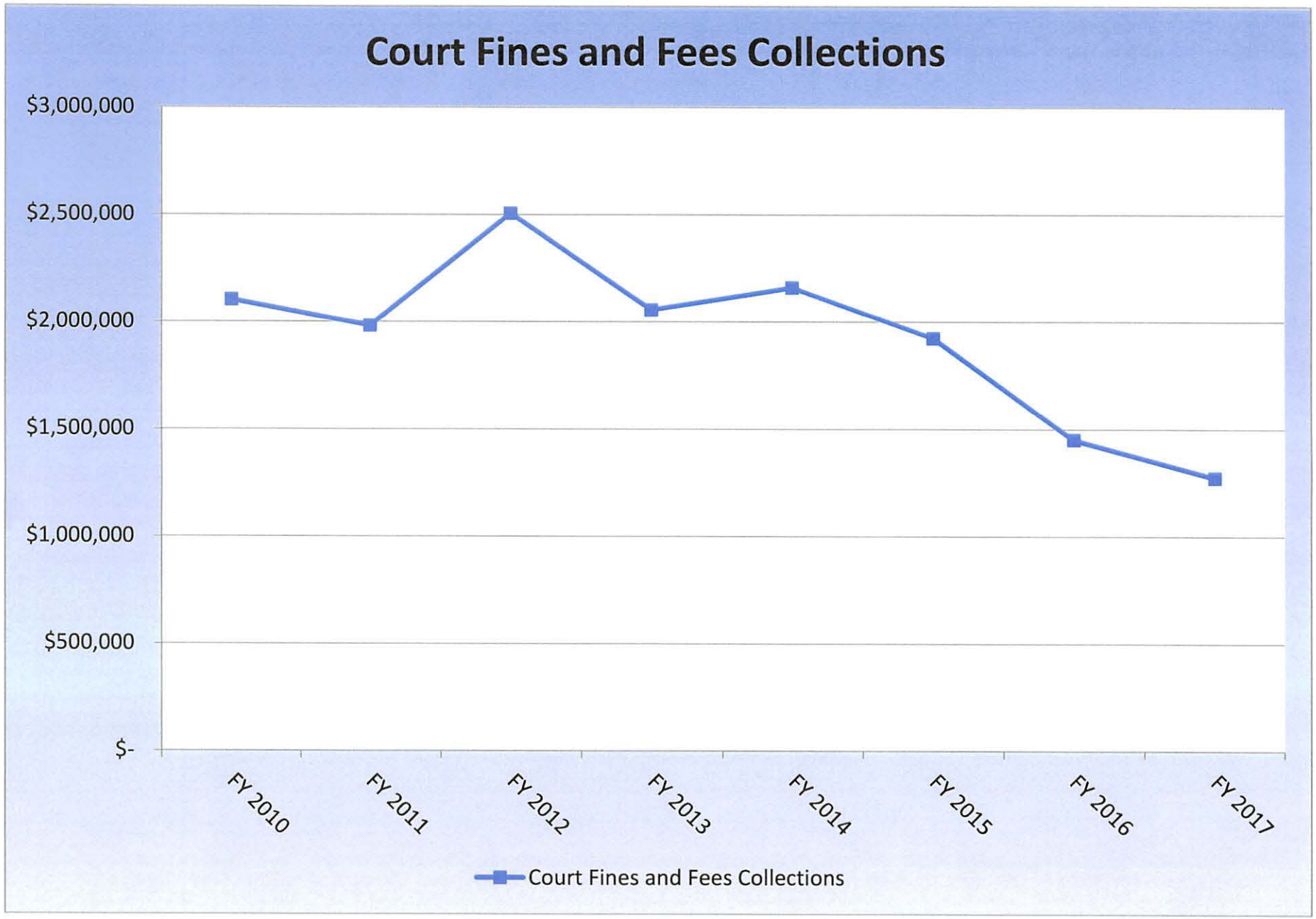
Estimated Timeline and Next Steps:

- Upon the next vacancy in the full-time court assistant I position, eliminate the position

CITY OF JOPLIN
COURT VIOLATIONS TO COURT EMPLOYEE COMPARISON
AS OF OCTOBER 31, 2017

DESCRIPTION	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
COURT FINES/FEES COLLECTIONS	$ 2,101,936	$ 1,980,162	$ 2,503,779	$ 2,054,546	$ 2,157,739	$ 1,922,582	$ 1,449,359	$ 1,273,261
ANNUAL % CHANGE		-5.8%	26.4%	-17.9%	5.0%	-10.9%	-24.6%	-12.2%
NUMBER OF VIOLATIONS	28,609	29,648	27,575	28,302	28,899	18,753	14,595	12,207
ANNUAL % CHANGE		3.6%	-7.0%	2.6%	2.1%	-35.1%	-22.2%	-16.4%
AUTHORIZED COURT STAFF	8.0	8.5	8.5	9.5	10.0	10.0	10.0	10.0

Note: In 2014, the municipal judge changed from independent contractor to .50 FTE.


Court Fines and Fees Collections
$3,000,000
$2,500,000
$2,000,000
$1,500,000
$1,000,000
$500,000
$-
FY 2010
FY 2011
FY 2012
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
Court Fines and Fees Collections


Number of Violations
35,000
30,000
25,000
20,000
15,000
10,000
5,000
-
FY 2010
FY 2011
FY 2012
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
Number of Violations

OPTION #13: REDUCE ANNUAL SUPPORT TO CHAMBER OF COMMERCE

Explanation: The City contracts with the Joplin Chamber of Commerce to provide economic development services. For many years, the City paid $200,000 to the Chamber for this service. In 2010, the Chamber presented a request to fund the newly developed Regional Prosperity Initiative in the amount of an additional $100,000 annually. The City contributed this extra amount for the Prosperity Initiative to the Chamber through fiscal year 2015. In fiscal year 2016, the financial support by the City for this Initiative began to decrease. The approved support for the Initiative and the Chamber for fiscal year 2018 is $250,000.

Proposal: Reduce the annual support to the Chamber for economic development services to $200,000 beginning with the 2019 fiscal year. Explore any caps on future increases to the annual support.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the support is decreased.

OPTION #13 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$50,000**
After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:

- Implement reduction with adoption of fiscal year 2019 budget

OPTION #14: ELIMINATE CLOTHING ALLOWANCE STIPEND

Explanation: The City currently has nine stipends-auto allowance, cell phone allowance, clothing allowance, fire special operations, health epidemiology, paramedic, special response team, technology allowance and WWT A license. A stipend is established to compensate employees for special licenses, special duties, and usage of personal vehicles or cell phones. Stipends are appropriate when attracting and compensating employees for these special duties and licenses.

However, the clothing allowance stipend does not meet these purposes. The clothing allowance stipend is paid to specific police officers who wear regular clothing rather than uniforms, such as investigators and command staff. All employees wear regular clothing, unless they are required to wear uniforms to perform their job. The stipend is $540 annually and there are 34 stipends budgeted for a total of $18,360.

Proposal: Eliminate the clothing allowance stipend on November 1, 2018.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the allowance is eliminated.

OPTION #14 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$18,360**

After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:

- Eliminate stipend with adoption of fiscal year 2019 budget

OPTION #15: REVIEW TRAVEL, PUBLICATIONS/SUBSCRIPTIONS, MEMBERSHIPS/DUES, AND UNIFORM PRACTICES

Explanation: Last year, the City spent a total of $450,000 for travel, publications and subscriptions, dues and memberships, and uniforms across the funds.

The City currently has a travel policy. The policy states the following:

"Department Heads and Management level employees are allowed to attend one (1) National Conference and one (1) Regional Conference per fiscal year. Additional training required to maintain professional certifications, which is required for the employee position, is allowed. In order to maximize training budgets and minimize staffing levels, each department should not send more than two (2) employees to the same out-of-town conference or training event. Any exceptions to this limit must be approved by the Department Head."

The city wishes to encourage and retain properly trained employees, while maximizing work time and taxpayer resources. Over the last several years, departments have been overriding these particular provisions of the travel policy. Out-of-state travel, as well as overnight trips are costly and should be limited in nature to management level positions. The City should strive to train other employees through other sources such as the internet. Additionally, in most cases, multiple employees should not attend the same out-of-town training as this is not the most cost effective manner to achieve training. For management level positions, departments should rotate the employees attending the training. Employees who attend training should bring the information and material back to the other employees in the department.

Furthermore, the City doesn't currently have any citywide policy regarding allowable publications and subscriptions, dues and memberships or uniforms.

Proposal: Develop policies for publications and subscriptions and dues and memberships, as well as uniforms. Revise the travel policy to remove the provisions that allow overrides to the above language.

Key Components of Proposed Policies:

The publication and membership policies should address the following:

- Items are related to a position
- Required for positions or specified purposes

The uniform policy should address the following:

- Applicable departments
- Type of Uniform
- Number of Uniforms
- Replacement of Uniforms
- Cost of Uniforms

Explanation of Projected Cost Savings:

This represents immediate savings at the point in time the policies are developed and changed.

OPTION #15 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$50,000**

After year one, estimated annual savings would be similar to year one savings.

Estimated Timeline and Next Steps:

- Revise travel policy and adopt through City Manager approval
- Develop publications and subscriptions policy and adopt through City Manager approval
- Develop dues and memberships policy and adopt through City Manager approval
- Develop citywide uniform policy and adopt through City Manager approval
- Complete by November 1, 2018

OPTION #16: INCLUDE ATHLETIC COMPLEX OPERATIONS IN PARKS/STORMWATER SALES TAX RENEWAL

Explanation: The City built the $7 million Athletic Complex with proceeds from the first ¼% parks/stormwater sales tax. The fiscal year 2018 budget is $611,000 for the operations of the Athletic Complex. Over the last three fiscal years, the operations of the facility have averaged approximately $760,000. Prior to building the Complex, the parks fund was already subsidized by the general fund for the operations and maintenance of the existing parks facilities. While some revenue is generated by having this facility, the revenue doesn't cover its operational costs. Therefore, the general fund subsidy has increased to help cover the operations of this facility.

The parks/stormwater sales tax was renewed by the voters once. The current sunset date of this tax is March 31, 2022. This tax restricts using the proceeds for operations, except the tax can be used to cover the operating costs of a facility that was built with the tax.

Proposal: Include the operations of the Athletic Complex in the parks/stormwater renewal request.

Explanation of Projected Cost Savings:
The projected savings is dependent on voter approval and won't occur until the renewal in April of 2022. Additionally, if the tax is not renewed in future 10-year periods, the City would have to absorb the operational costs or evaluate other options.

OPTION #16 ESTIMATED ANNUAL SAVINGS **$650,000**

If approved by the voters, this would save between $600,000 and $700,000 annually beginning in fiscal year 2022.

Estimated Timeline and Next Steps:

- Include in parks/stormwater sales tax renewal in 2022

OPTION #17: PAY OFF JOE BECKER STADIUM DEBT

Explanation: The City issued $2.1 million in debt in the form of certificates of participation (COPS) to fund half of the Joe Becker Stadium renovation costs. The debt was set up with the first callable option in October of 2019. The annual debt expense is approximately $150,000. As of October 31, 2017, the outstanding balance of the COPS was $1,775,000. The annual debt expense is an additional expense to the City. At the time of debt issuance, it was the City's intention to pay this debt off at the first callable option as long as there is sufficient fund balance to repay the debt. The payoff will use one-time savings in fund balance in order to reduce annual expenditures.

Proposal: If there is sufficient fund balance, pay off the COPS issued for Joe Becker Stadium renovation on the first callable date in October of 2019.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the debt is repaid.

OPTION #17 ESTIMATED ANNUAL SAVINGS-YEAR ONE **$150,000**

After year one, estimated annual savings would be similar to year one savings. The debt was originally issued for twenty years.

Estimated Timeline and Next Steps:

- In the spring of 2019, evaluate the level of fund balance
- If fund balance levels are sufficient, present ordinance to Council to pay off COPS at the first callable option in October of 2019

OPTION #18: RESEARCH FIRE DEPARTMENT EQUIPMENT

Explanation: There are different types of fire trucks as follows:

- Aerial fire apparatus-ladder truck used to help fight fires at certain heights
- Fire Engine-vehicle designed for firefighting operations, including emergency medical services
- Quint-vehicle that serves the dual purpose of an engine and ladder truck

Different types of fire apparatus vary in price and expected life, as well as the annual cost of operations and maintenance. Over the years, the fire department has taken different approaches to the type of fire apparatus' the Joplin Fire Department should utilize. Currently, the fire department has two ladder trucks, one tanker truck, 4 front line fire engines, 2 reserve engines, 2 reserve quints, 2 rescue trucks and 4 brush trucks.

Additionally, the City purchased a tanker truck in March of 2014 at a cost of $215,000. As mentioned in Option #2, this was a new piece of equipment added to the fleet, as the City did not previously have a tanker truck. By and large, the City of Joplin has fire hydrants throughout the community, which negates the need for tanker trucks in town. The tanker truck has been used approximately 30 times a year since its purchase, but only one time inside the City limits of Joplin. This truck has almost solely been used for mutual aid calls outside of Joplin.

Proposal: Evaluate the total cost of each type of fire apparatus, along with the usage of the vehicles to establish a long-range plan for the proper type of fire department equipment for the City of Joplin. Sell the tanker truck as proposed in Option #2 and #18.

Explanation of Projected Cost Savings:

There will be one-time funds from the sale of the tanker truck. Once the evaluation of the fire department equipment is complete, there could be some long-term savings in capital and operations. However, the estimated savings is unknown until the evaluation is complete.

OPTION #18 ESTIMATED ANNUAL SAVINGS-YEAR ONE **TBD**

There will be one-time revenue from the sale of the tanker truck. Given its age and condition, the sale should generate upwards of $150,000.

Estimated Timeline and Next Steps:

- Decide method of evaluation
- Establish timeframe for evaluation
- Advertise to sell tanker truck

OPTION #19: REDUCE THE NUMBER OF K-9'S

Explanation: The Joplin Police Department currently has 5 K-9's on the force. For many years, there were 3 K-9's in the police department. Police K-9's are an important part of a police department the size of Joplin. K-9's can specialize in narcotics, apprehension, or explosives, while some are dual purpose for narcotics and apprehension. The City currently has 4 dual purpose narcotics/apprehension dogs ranging in age from 1.5 years to 6 years old, as well as a 3 year old dual purpose bomb/apprehension dog.

There are additional costs related to each K-9 on a force. Therefore, it is important for the city to identify the "right" number and type of K-9's for Joplin in order to maximize taxpayer resources, while providing the needed services to the community. The annual total cost of 5 dogs is approximately $70,000.

Proposal: Reduce the K-9 force by two upon their retirement. The City would have 3 K-9's, which is one per shift. The K-9's should be dual purpose dogs.

Explanation of Projected Cost Savings:
This represents savings at the point in time the K-9's retire and aren't replaced. The oldest K-9 is 6 years old and the next one is 4 years old. The estimated savings won't occur until retirement, which is approximately 2-3 years from now. Also, K-9 officers can be redeployed to regular functions rather than specialized K-9 functions.

OPTION #19 ESTIMATED ANNUAL SAVINGS **$22,500**

This represents the annual operational savings. There is also capital savings of $21,500 for each new dog not replaced, which is $43,000 for two police dogs. Dogs have an average asset life of 8 years. The estimated operational savings will be similar each following year.

Estimated Timeline and Next Steps:

- Upon the next two K-9 retirements, don't replace the K-9's, thereby reducing the K-9 force by two
- Evaluate the type of K-9's for the Joplin Police Department to best serve the citizens of Joplin

CITY OF JOPLIN
SUMMARY OF K-9 COSTS
AS OF MAY 18, 2018

DESCRIPTION	FY 2013 AMOUNT	FY 2014 AMOUNT	FY 2015 AMOUNT	FY 2016 AMOUNT	FY 2017 AMOUNT	5-YR AVG AMOUNT	AVG COST PER DOG
K-9 SUPPLIES	11,803	10,612	10,144	17,438	8,812	11,762	2,352
K-9 TRAVEL	5,800	6,053	758	4,587	4,424	4,324	865
K-9 CONFERENCES	1,280	1,285	1,000	780	2,125	1,294	259
K-9 AVG OVERTIME*	36,718	38,050	39,430	39,430	40,650	38,856	7,771
K-9 WITH TRAINING**	12,500	12,500	12,500	12,500	12,500	12,500	20,000
K-9 KENNEL***	938	938	938	938	938	938	1,500
TOTAL	**69,038**	**69,438**	**64,770**	**75,672**	**69,449**	**69,673**	**32,747**

Notes:
1. By law, K-9 officers must receive an extra hour of pay when they work for taking care of the K-9 at home. This is calculated on the average of the 5 K-9 Officers.
2. K-9's with training currently cost $20,000. We have 5 dogs and the average asset life of a dog is 8 years. This is an annualized cost for all of the dogs.
3. K-9 kennels are built at the employees home for new K-9 officers or as needed. This is annualized in the same manner as the K-9 purchase.

OPTION #20: REDUCE THE NUMBER OF MOTORCYCLES

Explanation: The Joplin Police Department currently has 4 motorcycles. Originally, the police department received one motorcycle to be used for parades and escorts under the police lease by Harley Davidson. Under this program, the City paid $1 a year, plus gas and insurance, while Harley provided the motorcycle, as well as maintenance of the motorcycle. As the police department began to use motorcycles for traffic enforcement, the number of motorcycles was increased to 4 under the program.

The lease program has changed over time and now the annual cost is $3,300 per motorcycle per year, plus maintenance. The City was spending $13,200 to lease 4 motorcycles per year. This year, the City has purchased two motorcycles at $21,900 each. Additionally, the specialized equipment and supplies for motorcycles costs approximately $5,000 per year. Under the lease program, the annual cost of 4 motorcycles is $18,200. Under the purchase program, the annualized cost is approximately $13,760 (assuming a 10-year life).

Furthermore, while motorcycles can be used for traffic enforcement, another patrol car must be called for transport if a person is arrested. Motorcycles can't be used during inclement weather, so the City must also have a patrol car available for these officers in addition to the motorcycle. Thus, motorcycles aren't a very effective and efficient transportation method for police purposes.

Proposal: End the Harley Lease on October 31, which will decrease the motorcycle fleet by two. Use the remaining two motorcycles for parades and escorts.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the lease ends and the motorcycle fleet is reduced to two. Determine if the City should have one motorcycle or two on the police force and make any needed adjustments at the end of the life of one motorcycle.

OPTION #20 ESTIMATED ANNUAL SAVINGS **$11,600**

This represents the annual operational savings. There is also capital savings of $21,900 for each new motorcycle not replaced. The estimated savings will be similar each following year.

Estimated Timeline and Next Steps:

- End Harley Lease on October 31
- Evaluate the long-term motorcycle needs and usage for the police department
- Make any needed adjustments at the end of the life of the motorcycles

OPTION #21: REDUCE TELEPHONE COSTS

Explanation: The City spent approximately $210,000 on telephone costs in fiscal year 2017. The IT Director is already working on a major project to reduce the City's telephone costs, while continuing the same level of customer service. At this point in time, it is difficult to estimate an annual cost savings. Additionally, the savings will require some investment in capital that will have a return on investment of less than a year. Here is a summary of the overall project:

- Analog lines cost more as AT&T continues to increase the fees for these lines
- Move from analog to digital which is voice over internet phone (VOIP) when possible
- Annually evaluate any unused lines to ensure no unnecessary costs
- Establish one authorized person to add telephone lines as people that aren't "telephone" experts can unknowingly increase costs by making wrong line choices

Analog Lines-The City spends approximately $9,000 per year for fax technology that is nearly obsolete. There is a single circuit in a department that costs $16,000 annually. The total estimated savings is approximately $25,000.

Move from analog to digital-A single outside line costs $300 per year. For VOIP, there is a replacement phone cost of $150, plus a 3-year VOIP license of $100. Therefore, over three years, there is a savings of $650 per line. This is the strategy for the outlying facilities. The challenge is transitioning City Hall, the Justice Center, Health and PWC from the Nortel PBX to VOIP. In order to switch these buildings, there will be a one-time cost of $87,500, plus an annual cost of $11,700 for VOIP. VOIP eliminates long-distance charges. The city spent approximately $9,000 on long distance charges last year. This transition would also eliminate the channel connection, which costs $11,700 a year. The total estimated savings is approximately $50,000.

Annual evaluation of lines-From time to time, the City adds phone lines for specific purposes or projects. As the specific purpose ends, the lines aren't always terminated. An annual evaluation will help to ensure the City is not incurring any unnecessary costs. The total estimated savings is approximately $2,500.

One authorized person-Establish one authorized person to set up new telephone lines to ensure correct setup so the city does not incur any unnecessary costs. The total estimated savings is approximately $2,500.

Proposal: Develop a plan and timeline to meet these four goals, including when to budget the capital costs. Make this project a priority.

Explanation of Projected Cost Savings:
The estimated savings will occur with the timing of the project. There will be required one-time capital costs that will be recouped in less than one-year.

OPTION #21 ESTIMATED ANNUAL SAVINGS **$50,000 to $100,000**

This represents the estimated annual savings upon completion of the entire plan. The actual savings will occur over time as the project progresses. There will be a one-time capital investment to achieve these annual savings.

Estimated Timeline and Next Steps:

- Develop a plan and timeline for the reduction in telephone costs
- Budget one-time capital costs according to the plan timeline
- Make this project a priority

OPTION #22: REDUCE MUSEUM SUBSIDY

Explanation: The City provides a subsidy to the museum for their operations, as well as provides the facility and maintenance of the facility. Additionally, the City pays the utilities for the museum.

The museum has received increases in the annual subsidy from the City over the last several years.

FISCAL YEAR	CITY SUBSIDY	OTHER CITY MUSEUM COSTS	TOTAL MUSEUM COSTS	% CHANGE
2008	$148,732	$31,068	$179,800	
2009	$153,193	$50,245	$203,438	13.1%
2010	$178,193	$31,900	$210,093	3.3%
2011	$178,193	$56,631	$234,824	11.8%
2012	$178,193	$32,047	$210,240	-10.5%
2013	$196,012	$34,611	$230,623	9.7%
2014	$196,012	$32,030	$228,042	-1.1%
2015	$196,012	$51,245	$247,257	8.4%
2016	$196,012	$32,150	$228,162	-7.7%
2017	$190,131	$40,244	$230,375	1%

The subsidy has increased from 2008 to 2017 by over $41,000 and the total cost has increased 28.1% over the ten-year period. This does not account for the labor provided by the city for the maintenance of the facility. The cost of utilities and maintenance will increase over time with rate and cost increases.

Proposal: On November 1, the City should cap the subsidy at a flat rate of $150,000 and any increases in museum operations should be covered by the museum.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the subsidy is decreased and capped.

OPTION #22 ESTIMATED ANNUAL SAVINGS **$40,000**

This represents the annual savings. The estimated savings will be similar each following year.

Estimated Timeline and Next Steps:

- Implement reduction with adoption of fiscal year 2019 budget

OPTION #23: ELIMINATE HOLIDAY PAY AND ACCRUALS FOR SEASONALS AND PART-TIME SEASONALS

Explanation: The City currently employs seasonal and part-time seasonal workers in police, health, parks, solid waste management, stormwater, streets, golf, and sewer. Most seasonal employees work the holidays and receive pay for actual time worked. Under the personnel rules and regulations, these workers are eligible to earn holiday pay, as well as vacation and sick accruals. Most organizations don't pay seasonal and part-time seasonal workers these benefits. The City spent approximately $20,000 paying these benefits to seasonal workers.

Proposal: Cease paying seasonal and part-time seasonal workers for holiday pay and accruals on November 1, 2018.

Explanation of Projected Cost Savings:
This represents immediate savings at the point in time the rules and regulations are changed to remove this benefit.

OPTION #23 ESTIMATED ANNUAL SAVINGS **$20,000**

This represents the annual operational savings. The estimated savings will be similar each following year.

Estimated Timeline and Next Steps:

- Revise the personnel rules and regulations
- Obtain personnel board and city council approval
- Effective November 1, 2018

OPTION #24: ELIMINATE STEPS FOR SEASONALS AND PART-TIME SEASONALS

Explanation: The City currently employs seasonal and part-time seasonal workers in police, health, parks, solid waste management, stormwater, streets, golf, and sewer. The pay plan for these employees is a 3-step pay plan, where the employee will increase their hourly rate each season they return to the City for employment. The pay plan for these positions needs to be revised and simplified. It should be a stand-alone pay plan, separate from the salary administration plan for full-time employees. Any increases to the hourly rate of pay should occur when the entire pay plan is adjusted.

Proposal: Revise and simplify the seasonal and part-time seasonal pay plan to include one hourly rate for each position. The hourly rates will be adjusted by any adjustment to the entire pay plan.

Explanation of Projected Cost Savings:
This represents savings over time as the revised pay plan is implemented.

OPTION #24 ESTIMATED ANNUAL SAVINGS **$15,000**

This represents the annual operational savings. The estimated savings will be similar each following year.

Estimated Timeline and Next Steps:

- Revise the seasonal and part-time seasonal pay plan
- Obtain personnel board and city council approval
- Effective November 1, 2018

OPTION #25: EXPLORE OPTIONS FOR OLD IRON GATES CITY HALL

Explanation: The City annexed the Village of Iron Gates in November of 1995. As a part of the annexation, the City received the former Iron Gates City Hall. For many years, the building was used by the police department as their exercise facility. However, the new Public Safety Training Center now serves as the exercise and training facility for the police and fire departments. Therefore, currently there is no apparent need or purpose for the Iron Gates facility. The utilities for this facility cost approximately $2,200 last year, plus liability insurance and future maintenance costs.

Proposal: Explore options for the old Iron Gates City Hall.

Explanation of Projected Cost Savings:
If the City has no use for this facility, there would be savings in disposing of the facility.

OPTION #25 ESTIMATED ANNUAL SAVINGS **$2,500**

This represents the annual operational savings. There will be future savings by avoiding maintenance of the facility.

Estimated Timeline and Next Steps:

- Research any restrictions on the facility
- Explore options for the facility
- Present to the council as time allows

OPTION #26: EXPLORE ELIMINATION OR REDUCTION OF LOBBYIST SERVICES

Explanation: The City currently contracts for lobbyist services to assist with needed state legislative changes, as well as the voice with the state legislators on items that need changed to protect the interests of our community and citizens.

Proposal: Explore the reduction or elimination of the contracted lobbyist services.

Explanation of Projected Cost Savings:
This represents immediate savings upon a reduction or elimination of the contracted services.

OPTION #26 ESTIMATED ANNUAL SAVINGS **$18,000**

This represents the annual savings. The estimated savings will be similar each following year.

Estimated Timeline and Next Steps:

- Explore eliminating or reducing the lobbyist contracted services
- Present a plan to city council, including the next steps and timeline

OPTION #27: ESTABLISH POOL VEHICLE POLICY

Explanation: The City currently has several vehicles for specific purposes. The City has the CVB van, the IT van, the Council van, the PW Traverse, Explorer, Crown Victoria and a Ford Ranger. With the development of a policy, these vehicles can be designated as pool vehicles for more efficient and effective usage.

Some of these vehicles are nearly 20 years old, but have extremely low mileage. They are not in good shape. It is more cost beneficial to pool fewer vehicles and increase the usage, so the vehicles don't deteriorate from lack of use. Additionally, the vehicles can be pooled for usage by city employees for travel purposes. Using city vehicles for travel purposes reduces costs to the City by avoiding the cost of mileage.

Proposal: Develop a pool vehicle policy. Dispose of the IT van and Council van to reduce maintenance costs.

Explanation of Projected Cost Savings:
This represents savings by having fewer vehicles and increasing the usage.

OPTION #27 ESTIMATED ANNUAL SAVINGS **$2,500**

This represents the annual operational savings. Additionally, there may be more savings as city employees are able to use pool vehicles for travel purposes. There will also be capital savings of approximately $50,000 by decreasing the fleet size by two. There will be one-time revenue from the sale of the two vehicles of approximately $10,000.

Estimated Timeline and Next Steps:

- Develop and adopt a pool vehicle policy
- Effective November 1, 2018

IMPROVE OPERATIONS, POLICIES AND EMPLOYEE MATTERS:

OPTION #1: PERFORM OUTSIDE INDEPENDENT REVIEW OF DEPARTMENT OPERATIONS

Explanation: Prior to the charter revision in 2008, there was a section in the charter that stated:

"There shall be a study and evaluation of the operations of each department of the city government at least once every ten years. Such study and evaluation is to be performed by a person or persons independent of the city government who are appointed by the city council and who shall receive such compensation for their services as may be determined by the council. The nature, scope and objectives of each study and evaluation shall be determined by the council. Upon completion of each such study and evaluation, a written report to the council shall be prepared setting forth the observation and recommendations of those conducting the study and evaluation. Such report shall be a matter of public record."

While the charter revision removed the requirement, an independent study of operations can still be beneficial to the overall effectiveness and efficiency of the organization. Over the last twenty years, there have been two of these types of studies. There was a fire department management study in December of 1999 for the cost of $14,590. A golf course management study was performed in May of 2008 for the cost of $13,140.

Proposal: Reinstate this requirement and perform an outside independent study and evaluation of two departments at council's direction.

Explanation of Projected Cost Savings:
While there is a cost to these studies, the goal is for the studies to evaluate and recommend changes to help address operating efficiencies and improvements.

OPTION #1 ESTIMATED ONE-TIME COST **$40,000**
This amount is a one-time cost for two studies.

Estimated Timeline and Next Steps:

- Develop scope and objectives of studies
- Formulate RFP from scope and objectives and let bid
- Award contract for studies by November 1, 2018

OPTION #2: COMBINE FULL-TIME CLERK TITLE WITH SENIOR CLERK TITLE

Explanation: Currently, across the city there are full-time clerk positions and senior clerk positions. Here are the authorized full-time clerk positions:

- Community Planning
- Health WIC
- Health Medical Services
- Police Professional Standards (2 positions)
- Neighborhood Improvement

When the positions were established, each position was responsible for different functions and tasks. However, over time these responsibilities have blurred. Now, clerks work side by side with senior clerks performing the same tasks. Clerks are in Range 100, while senior clerks are in Range 130. Since the distinction in job duties no longer exists, combine the full-time clerk title with the senior clerk title.

For those full-time clerks that are above the starting pay for senior clerks, there is no immediate impact to the budget. The future impact is that the ending range for senior clerks is higher than for clerks by approximately $6,300 without benefits. The immediate impact to the budget is to bring the newer full-time clerks to the beginning of the range for senior clerks. This cost is approximately $6,500.

While this change does impact the budget minimally, it will help the operations of the overall organization.

Proposal: Combine full-time clerks to senior clerks with the adoption of the next pay plan.

Explanation of Projected Cost:
This item will have an immediate cost to the budget and could have a future impact as well, depending on how long employees remain with the City.

OPTION #2 ESTIMATED ANNUAL COST **$6,500**

This represents the estimated immediate cost to the city of changing this title. There could also be a financial impact into the future.

Estimated Timeline and Next Steps:

- Combine full-time clerks and senior clerks in the salary administration plan
- Obtain city council approval
- Effective with the adoption of the next pay plan

OPTION #3: CORRECT PROMOTIONAL PAY

Explanation: Prior to 2001 when the City utilized a range-type pay plan, the adopted promotional pay provision was that when an employee promoted they received the bottom of the new position pay range or mid-range of the new position pay range whichever was lesser, but a minimum of a 10% pay increase. This promotional pay policy accomplished two important goals. It incentivized employees to promote. It also helped to ensure people working for the supervisor didn't make more per hour than the supervisor.

Then, when the city adopted a 4% step-type pay plan, the promotional pay provision was changed to the bottom of the new step or a minimum of 4%. This has created an unintended consequence. While the pay plans have strived to ensure adequate separation between the ranges of workers and their supervisors, the ranges are wide to properly compensate employees that remain in the same position for twenty years. This means that employees who promote quickly in their career can make less per hour than their employees working for them. Additionally, 4% doesn't properly incentivize employees to promote, many times going from a non-exempt employee eligible for overtime to an exempt employee not eligible for overtime.

While there will be a cost to this change, the benefit to the overall organization far outweighs the cost. During 2017, there were 53 eligible promotions across the city. This policy would have increased the payroll and benefits by approximately $42,000, because some promotions received at least a 10% increase due to the minimum hourly rate in the new pay range. The 10% increase will not apply to those positions that already have built in increases through attaining certain job requirements, such as police officer trainee, police officer I, fire trainee, and wastewater trainee. This policy also will not apply when an employee promotes from a seasonal or part-time seasonal position to a full-time position.

Proposal: Revise personnel rules and regulations to change the promotional pay policy to a minimum of at least a 10% pay increase.

Explanation of Projected Cost:
In fiscal year 2017, this policy change would have cost approximately $42,000. The actual annual cost will vary depending on the promotions.

OPTION #3 ESTIMATED ANNUAL COST **$40,000**
This is the estimated annual cost. The future cost will depend on actual promotions.

Estimated Timeline and Next Steps:
- Revise the promotional pay policy in the personnel rules & regulations
- Obtain personnel board and city council approval
- Effective November 1, 2018

OPTION #4: CHANGE POLICY TO CORRECT TIMING OF RAISES, LONGEVITY AND ANY OTHER PAY RELATED ITEMS

Explanation: The current personnel rules and regulations sets forth that pay raises and longevity increases occur on the first full payroll after the anniversary date rather than on the actual date of occurrence. These policies are a reflection of the limitations of the previous computer system, which could not accommodate any type of pay changes in the middle of a payroll period.

Since there is a built in time lag in receiving paychecks, the additional time in the policies for pay changes creates confusion with employees. The current computer system has the ability to grant pay changes on the actual effective date. This change has little to no impact to the budget.

Proposal: Revise the personnel rules and regulations to reflect pay changes occur on the effective date.

Explanation of Projected Cost:
This item represents little to no cost to the City. This is an item that will help improve employee morale and understanding.

OPTION #4 ESTIMATED ANNUAL COST **N/A**

Estimated Timeline and Next Steps:

- Revise the personnel rules and regulations
- Obtain personnel board and city council approval
- Effective November 1, 2018

OPTION #5: REVIEW HEALTH INSURANCE CONTRIBUTION COST SHARE RATIO

Explanation: The largest benefit provided by the City is retirement, which cost approximately $4.9 million in fiscal year 2017. The next largest benefit provided by the City is health insurance coverage. This coverage cost approximately $4.2 million in fiscal year 2017. During 2010, the City undertook many steps to help contain health insurance increases. On January 1, 2011, the City changed to self-insured rather than fully insured coverage as a means to remove the profit component in these types of plans, as well as control our own plan design in order to help control and contain costs.

During this process, the City also adopted a contribution cost share ratio policy. The City pays 100% of the monthly premium for single employees and 75% of the monthly premium for family coverage, which was a reduction from 82.5%. The cost to the employee is 25% of the monthly premium for family coverage, as well as the cost of using the plan through the plan design components. The City also formed the Joplin Health Nuts, which is an employee-based committee working to help contain costs. To date, the efforts to contain and control costs have been successful as evidenced by the City's eight-year average trend increase of 6.3%. During the same eight-year period, the national trend increase for health insurance costs was 7.4%.

Additionally, the reserves have grown during this time period. Recently, Segal presented a reserve study to the Council. It is now time to develop an actual reserve policy. Our group has, on average, about 515 employees and 1,200 members. This is considered to be a small group for self-insured plans. This means that the claims fluctuations from year-to-year will be higher than a much larger group when the claims remain much more constant over time. In order to offset the claims fluctuations of a small group, the stop loss level must be evaluated each year. Additionally, a reserve policy and proper reserves are crucial to help smooth the year-to-year fluctuations.

With proper reserves and a reserve policy, in the years with a proposed higher percentage increase, the plan can purposefully dip into reserves to help reduce the increase. Conversely, in those years where the proposed change is zero or minimal, the premium change can purposefully be increased to build reserves to reduce future large premium increases. This process effectively helps to smooth the claims fluctuations for a small group. This makes budgeting easier and more predictable for cities, as well as helps employees absorb fluctuating cost changes.

While it may seem that reducing the city's share of the family coverage or changing plan design components will save the City money, this likely won't be the case. Some employees have other health insurance choices available. Increasing the cost to employees, whether through increasing the family premium or changing plan design elements, means that those employees may leave our health plan. Typically, employees that will leave the City plan are the "healthy" employees, thereby leaving the "sick" employees in the plan. Employee group plans need "healthy" employees to help offset the claims of the "sick" members. Due to the member size of our plan, if too many "healthy" employees exit the plan, this will actually increase the cost to the city through higher claims rather than reduce the cost.

Therefore, the plan needs to develop a proper reserve policy to help contain and control costs. Additionally, the Health Nuts need to continue to try to change behavior to keep our members as healthy as possible, in turn keeping the costs manageable for the city and the employees. At the same time the cost share ratio and stop loss levels must be evaluated annually.

> ***Proposal:*** Develop a proper reserve policy. Health Nuts expand wellness initiative and continue to explore methods to change behavior.

Explanation of Projected Cost Savings:
Any savings in health insurance costs will come through our group being as healthy as possible. The policy will further benefit the budget by smoothing the annual premium changes to help avoid the "bad" years when the proposed increase is greater than national trends.

OPTION #5 ESTIMATED ANNUAL SAVINGS **N/A**

Since 2011, the City has realized savings by staying below the national trend increase for health insurance costs on average. By continuing this effort, the City will realize further savings. Additionally, the reserve policy will smooth the claim fluctuations experienced by a group our size.

Estimated Timeline and Next Steps:

- Develop a proper reserve policy by October 2018 to be in place prior to the 2019 rate establishment
- Continuously expand and/or improve wellness initiative and behavioral changes of group members

CITY OF JOPLIN
OTHER CITY SURVEY OF HEALTH INSURANCE COST SHARE RATIO
AS OF MAY 30, 2018

CITY	POPULATION	CITY PROVIDED EMPLOYEE %	CITY PROVIDED FAMILY %
Shrewsbury	6,197	100%	100%
Marshfield	6,958	100%	80%
Carthage	14,247	100%	75%
Des Peres	8,507	90%	75%
Joplin	49,526	100%	75%
Moberly	13,867	100%	75%
Riverside	3,103	100%	75%
Carl Junction	7,634	100%	70%
Maryville	11,957	100%	70%
Harrisonville	10,002	87%	69%
Nixa	20,520	100%	65%
Webster Groves	23,111	100%	50%
Cameron	10,150	90%	33%
Clinton	8,989	100%	0%
East Prairie	3,151	100%	0%
Willard	5,447	100%	0%

OPTION #6: REVISE FLOATING HOLIDAYS/HOLIDAYS FOR CERTAIN POSITIONS

Explanation: Regular city employees work 2,080 hours per year (52 weeks times 40 hours per week), while fire employees work 2,912 hours per year (52 weeks times 56 hours per week). Regular city employees currently receive 8 set holidays and 2 floating holidays. The fire department receives an equivalent number of floating holidays and no set holidays due to the nature of their shifts. In order to avoid pay-related issues, for those departments that work year-round and have work schedules other than five 8-hour days, floating holidays work better than set holidays.

As a result, the personnel rules and regulations should be revised to change those regular departments that operate year-round and have work schedules other than five 8-hour days from set holidays to an equivalent amount of floating holidays. The floating holiday time granted per fiscal year would be 80 hours, which is equivalent to the number of set hours received currently. This is an item that doesn't impact the overall budget, but will help improve operations and time management for our employees.

Proposal: Revise the personnel rules and regulations to change some operations to an equivalent number of floating holidays, rather than set holidays.

Explanation of Projected Cost Savings:
This item neither costs money nor saves money. This improves operations and morale for employees.

OPTION #6 ESTIMATED ANNUAL SAVINGS **N/A**

Estimated Timeline and Next Steps:

- Revise the personnel rules and regulations to change some operations to floating holidays
- Obtain personnel board and city council approval
- Effective November 1, 2018

CITY OF JOPLIN
FINANCIAL SUSTAINABILITY SUMMARY
AS OF MAY 21, 2018

ITEM NUMBER	DESCRIPTION	ANNUAL REVENUE	ONE-TIME REVENUE	ANNUAL SAVINGS	CAPITAL SAVINGS	ONE-TIME COST	ANNUAL COST
REVENUE #1	USE TAX	1,200,000					
REVENUE #6	POOL ADMISSION FEES	42,000					
EXPENDITURE #1	CLOSE P&F PENSION FUND			1,090,000			
EXPENDITURE #2	REDUCE FIRE MINIMUM STAFFING			1,053,000			
EXPENDITURE #3	JUSTIFY OVERTIME			50,000			
EXPENDITURE #4	TAKE HOME VEHICLE POLICY		33,000	177,000			
EXPENDITURE #5	CALL BACK POLICY			100,000			
EXPENDITURE #6	WORK PERIOD			50,000			
EXPENDITURE #7	POLICE SOUTH STATION		235,000	15,000			
EXPENDITURE #8	POLICE CAPTAINS			20,000			
EXPENDITURE #9	CIVILIAN POSITIONS			51,600			
EXPENDITURE #10	PAY FOR EXTRA SHIFTS			32,000			
EXPENDITURE #11	CALEA CERTIFICATION			4,745			
EXPENDITURE #12	COURT STAFFING			47,300			
EXPENDITURE #13	CHAMBER SUPPORT			50,000			
EXPENDITURE #14	STIPENDS			18,360			
EXPENDITURE #15	TRAVEL, PUBLICATIONS, MEMBERSHIPS, UNIFORMS			50,000			
EXPENDITURE #16	ATHLETIC COMPLEX			650,000			
EXPENDITURE #17	JBS DEBT			150,000			
EXPENDITURE #18	FIRE DEPT EQUIPMENT		TBD	TBD			
EXPENDITURE #19	K-9'S			22,500			
EXPENDITURE #20	MOTORCYCLES			11,600			
EXPENDITURE #21	TELEPHONE COSTS			50,000			
EXPENDITURE #22	MUSEUM SUBSIDY			40,000			
EXPENDITURE #23	SEASONAL HOLIDAY AND ACCRUALS			20,000			
EXPENDITURE #24	SEASONAL STEPS			15,000			
EXPENDITURE #25	IRON GATES CITY HALL			2,500			
EXPENDITURE #26	LOBBYIST			18,000			
EXPENDITURE #27	POOL VEHICLES		10,000	2,500	50,000		

IMPROVE #1	INDEPENDENT REVIEW POLICE & FIRE DEPTS					40,000	
IMPROVE #2	COMBINE CLERK AND SENIOR CLERK						6,500
IMPROVE #3	PROMOTIONAL PAY						40,000
IMPROVE #4	TIMING OF RAISES AND OTHER PAY						N/A
IMPROVE #5	HEALTH INSURANCE COST SHARE			N/A			N/A
IMPROVE #6	CHANGE IN HOLIDAYS						N/A
TOTAL		**1,242,000**	**278,000**	**3,791,105**	**50,000**	**40,000**	**46,500**

TOTAL REVENUE AND ANNUAL SAVINGS LESS THAN ONE YEAR OUT LESS ANNUAL COSTS **1,953,805**

TOTAL REVENUE AND ANNUAL SAVINGS LESS ANNUAL COSTS **4,986,605**

Note: Highlighted items will take more than one year to implement.

SUMMARY

Governments are funded through taxpayer resources. It is imperative to utilize taxpayer resources in the most effective and efficient manner possible in order to be good stewards of those resources. Revenues are flat and expenditures continue to grow. The future does not see this changing, which means municipalities are being required to take a fresh look at operations and evaluate possible changes. I present this list of options to you as items worthy of discussion and decisions on how best to position the City's long-term finances.

In doing this project, the focus is on the long-term financial stability of the City to be able to implement a sustainable pay plan for ***all*** employees that allows us to attract and retain quality employees for the foreseeable future from ongoing revenues. However, there are many variables to take into account when developing a sustainable pay plan for all employees, such as:

- Wages and benefits at surrounding agencies
- Turnover at the city and surrounding agencies
- Real gross wages, which includes overtime and other special pay
- Recruitment and retention efforts and initiatives
- Environmental-related items

It is safe to say that people don't work in government for pay. Governments use benefits to attract employees. While this report provides some information related to pay and benefits, it is not an evaluation on a sustainable pay plan and other options to attract and retain employees. It is my hope that while the City is working on the operational change options included in this report, the City completes a detailed review of pay and environmental issues.

This report solely addresses options to improve the financial outlook of the City. With that said, I must caution strongly against using all savings from any operational changes in a revised pay plan. For instance, if decisions are made that result in $1 million in savings, we can't add $1 million in wages and benefits, because the city's financial picture would not change. I also urge against the adoption of any pay plan, unless operational changes are implemented *first* that results in savings above and beyond the cost of any proposed pay plan. Again, this is in order to reach the goal of a long-term sustainable operating budget for the City of Joplin.

With this in mind, I offer these options to the Manager and Council to contemplate and give any direction as you see fit.

cc: Department Heads w/attachments:

Attachments:
2000-2018 Raise History
2008-2017 Benefits History
2012-2017 Turnover Rates
Finance Committee Study

CITY OF JOPLIN
RAISE HISTORY
2000-2018

FISCAL YEAR	DESCRIPTION	COMMENTS	EFFECTIVE DATE
FY 2000	3% INCREASE	ACROSS-THE-BOARD	NOVEMBER 1999
FY 2001	RAISES VARIED	PLACEMENT IN NEW PAY PLAN	NOVEMBER 2000
FY 2002	5% STEP INCREASE	STEP INCREASE	NOVEMBER 2001
	1% INFLATION ADJUSTMENT	ACROSS-THE-BOARD	MAY 2002
FY 2003	5% STEP INCREASE	STEP INCREASE	NOVEMBER 2002
	1.5% INFLATION ADJUSTMENT	ACROSS-THE-BOARD	MAY 2003
FY 2004	5% STEP INCREASE	STEP INCREASE	NOVEMBER 2003
	1.25% INFLATION ADJUSTMENT	ACROSS-THE-BOARD	MAY 2004
FY 2005	2% INFLATION ADJUSTMENT	ACROSS-THE-BOARD	MAY 2005
FY 2006	3% STEP INCREASE	STEP INCREASE	ANNIVERSARY DATE
	3% INFLATION ADJUSTMENT	ACROSS-THE-BOARD	MAY 2006
FY 2007	RAISES VARIED	PLACEMENT IN NEW PAY PLAN	NOVEMBER 2006
	4% STEP INCREASE	STEP INCREASE	ANNIVERSARY DATE
	1% INFLATION ADJUSTMENT	ACROSS-THE-BOARD	MAY 2007
FY 2008	4% STEP INCREASE	STEP INCREASE	ANNIVERSARY DATE
	2% INFLATION ADJUSTMENT	ACROSS-THE-BOARD	MAY 2008
FY 2009	4% STEP INCREASE	STEP INCREASE	ANNIVERSARY DATE
FY 2010	3% RAISE	ACROSS-THE-BOARD	MARCH 2010
FY 2011	2.5% RAISE	ACROSS-THE-BOARD	NOVEMBER 2010
FY 2012	3% RAISE	ACROSS-THE-BOARD	MAY 2012
FY 2013	3.5% AVERAGE RAISE (PFP)	NEW PFP PAY PLAN-RAISES VARIED	MAY 2013
FY 2014	3.5% AVERAGE RAISE (PFP)	PFP PAY PLAN-RAISES VARIED	ANNIVERSARY DATE
FY 2015	NO RAISE		
FY 2016	NO RAISE		

FY 2017	3% RAISE	ACROSS-THE-BOARD	ANNIVERSARY DATE
FY 2018	2% RAISE	ACROSS-THE-BOARD	NOVEMBER 2017

CITY OF JOPLIN
BENEFIT HISTORY
FY2008-FY2017

FISCAL YEAR	LAGERS %	LAGERS % INC/(DEC)	P&F PENSION %	PENSION % INC/(DEC)	HEALTH % INC/(DEC)
2008	6.60%		17.00%		-11.20%
2009	6.60%	0.00%	20.00%	3.00%	10.20%
2010	9.10%	2.50%	23.00%	3.00%	11.20%
2011	10.10%	1.00%	26.00%	3.00%	3.80%
2012	11.10%	1.00%	27.86%	1.86%	6.80%
2013	12.10%	1.00%	31.46%	3.60%	3.40%
2014	13.10%	1.00%	30.87%	-0.59%	0.00%
2015	15.50%	2.40%	29.25%	-1.62%	11.70%
2016	14.90%	-0.60%	29.07%	-0.18%	4.30%
2017	13.40%	-1.50%	28.53%	-0.54%	11.80%

CITY OF JOPLIN
HISTORICAL TURNOVER RATES
As of December 31, 2017

Description	2017	2016	2015	2014	2013	2012
CITY OF JOPLIN:						
Authorized Employees	523	533	527	521	510	500
Terminated Employees	66	72	56	59	62	49
Turnover Rate	12.6%	13.5%	10.6%	11.3%	12.2%	9.8%
FIRE DEPARTMENT:						
Authorized Employees	95	95	95	92	92	92
Terminated Employees	9	10	8	6	5	8
Turnover Rate	9.5%	10.5%	8.4%	6.5%	5.4%	8.7%
POLICE DEPARTMENT:						
Authorized Employees	111	111	110	110	110	111
Terminated Employees	17	12	13	10	9	6
Turnover Rate	15.3%	10.8%	11.8%	9.1%	8.2%	5.4%

Notes:
1. Excludes retirees, part-time, temporary and seasonal employees.
2. Based on the calendar year.
3. Police Department based on sworn positions (excludes Jail Administrator position).

2016-17 CITY FINANCE COMMITTEE STUDY

The committee reviewed revenue and expense options in the general fund only. We approached this project with a benchmarking study to find cities similar to Joplin and compare certain metrics. This study mainly looked at the police, fire and parks departments due to the size, cost and significance to the city. We attempted to include public works but found comparisons to be difficult.

The criteria to find cities similar to Joplin are as follows:

- Cities in the middle section of the U.S.
- Hub city defined as a non-suburb city with a metropolitan population of 125,000-225,000 minimum.
- City population of approximately 40,000-70,000.
- Healthcare hub defined as a city with at least 1 major hospital in the 5 top employers of the community.
- Retail center/hub defined as a city with total retail sales between $1 billion and $1.7 billion.
- Major highway access defined as a city with at least 1 interstate or 4 lane state highway connection.
- City with airport providing at least one commercial airline.
- University or college in the city.
- Median household income defined as a city with a median household income within 20% of Joplin (higher or lower)

We looked at 100+ cities and narrowed it down to 9 cities as follows:

St. Joseph, MO
Janesville, WI
Lafayette, IN
Waterloo, IA
Grand Island, NE
Salina, KS
Grand Forks, ND
Oshkosh, WI
Manhattan, KS

None were a perfect match and the comparisons were often difficult due to different ways of organizing, contracting out of services, accounting, etc.

Thus, the following comments are more observations than conclusions or recommendations. Moreover, since we are not city government experienced consultants, we ask that the city manager and council take our observations and review and study them further to determine their usefulness.

*This was not a study comparing wages and benefits.

1.) POLICE DEPARTMENT

- Our police officers experienced an above average number of incident calls per officer compared to the study group. (3rd out of 9 cities)
- Comparing metro population per officer we had the highest number per officer of the 9 cities studied. For Joplin, we used 177,211 metro population. Some believe it to be a higher number, which just means our police officers are covering even more population. Moreover, of the 9 cities studied, Joplin had the 3rd largest square miles for our police officers to cover and 3rd highest miles of streets.
- It appears to be a difficult environment for police recruitment and retention nationwide and in Joplin. We recommend evaluating retention options to reduce turnover.
- Vehicles per officer were .96 or almost one vehicle per officer. The average for the group was .75 and the median was .73. This equates to approximately 25 more vehicles or rolling stock than average. Again, assuming the submitted numbers are correct and this includes all types of rolling stock, we are submitting this as an observation for further study. The police chief cited several reasons and examples of why we have more.

In summary, our police officers are making more incident calls than average, protecting and covering more metropolitan area people than the average city and covering a larger area than most cities in the study.

In our analysis and talking with the police chief, we believe the city manager and council should thoroughly analyze and look at police officer recruitment, wages and benefits, turnover and the local competitive environment for officers, before taking any action on these observations. As we all know, a strong police force is certainly important to our city.

2.) FIRE DEPARTMENT

- Our fire department compared very favorably in the number of calls per employee, coming in at almost exactly at the average and median of our nine cities studied.
- Vehicles per station were also very close to the average and median at approximately 5.
- The number of stations was exactly at the average and median of 6.
- The number of total fire department calls per citizen was also on average with the group.
- The minimum staffing per fire truck/station is 4 in Joplin and all nine cities in the study said their minimum was 3. This was discussed with our fire chief and we understand it is a safety issue and trade off to quicker response to save lives and reduce property damage. This should be scrutinized before any action is considered.
- The city has a very good insurance rating due to our fire department facilities and management. This results in lower premiums for our citizens and a safer environment.

3.) PARKS DEPARTMENT

This was a difficult area to compare due to most cities having 0 to 1 cemeteries to our 4, we have 3 swimming pools and many cities had 2, some cities do not have a museum and 4 did not have a civic center.

- Only 2 of the nine cities had more park acreage and acres per citizen than Joplin, thus we were above average. Discussions were held with our parks director regarding the possibilities of mowing less of some parks and/or contracting out some mowing. Thus, trying to reduce the work load of the department.
- Observations were made and discussed about the utilization of some of our sports and activity programs that compete with other Joplin organizations. It should be analyzed to determine if we should be in competition with other, mainly not for profit Joplin organizations. Moreover, do we have a good enough cost accounting of these programs to determine if we are cash flow positive on them or not? Maybe more partnerships should be considered with these organizations.
- Contracting or outsourcing should be evaluated on mowing, pools, golf course, cemeteries, etc. There are pros and cons to this approach and good contractors may not be available.
- The committee believes the council should be very careful in the future approving new major projects and facilities without a thorough cost analysis of the ongoing operating expense and new personnel required to support the project. The city has added several new park facilities and acreage over the last 10 years and even though they are sometimes done with grants or funding assistance, they require ongoing expense. This could be a purpose and use of our committee in the future.
- We are encouraged that the parks department is trying to get sponsors of park facilities, golf course hole sponsors, banners at softball parks, etc. to create more revenue. Hopefully this can continue and increase.
- The golf course appears to be making progress with the hiring of the course professional a few years ago. It may be time to evaluate the fee structure again.

4.) USE TAX

The committee recommends that the council and city management strongly evaluate and consider a use tax. We all know that cities, like Joplin, that rely heavily on sales tax from retail sales are losing tax revenue to online sales. This trend of more online sales is only predicted to increase, thus causing Joplin to lose more tax revenue.

CONCLUDING COMMENTS OF OUR STUDY

Again, most of our comments and observations should be further analyzed and discussed to determine if we were valid in what we observed.

Budget Questionnaire Data	Joplin, MO	Salina, KS	% Diff.	Grand Island, NE	% Diff.	Grand Forks, ND	% Diff.	Manhattan, KS	% Diff.	Janesville, WI	% Diff.	Oshkosh, WI
Police Department:												
Total Number of Police Employees	120.5	97	-20%	108	-10%	98	-19%	N/A		120.69	0%	127.49
Total Wages and Benefits	$7,876,049	$7,744,617	-2%	$ 9,861,873	25%	$ 8,835,356	12%			$12,269,392	56%	$10,086,058
Number of Sworn Police Officers	111	84	-24%	87	-22%	84	-24%			102	-8%	100
Number of Total Calls for Service	85,211	45,564	-47%	37,262	-56%	40,906	-52%			64,473	-24%	43,149
Number of Incident Calls for Service	54,907	18,681	-66%	N/A		25,618	-53%			N/A		N/A
Number of Self-Initiated Calls	30,304	26,883	-11%	N/A		15,288	-50%			N/A		N/A
Total Department Vehicles	107	40	-63%	65	-39%	56	-48%			48	-55%	72
Wages and Benefits per Employee	$ 65,361	$ 79,841	22%	$ 91,314	40%	$ 90,157	38%			$ 101,660	56%	$ 79,113
Vehicles per Police Officer	0.96	0.48	-51%	0.75	-22%	0.67	-31%			0.47	-51%	0.72
Number of Citizens per Officer	462.31	569.85	23%	588.92	27%	667.35	44%			628.66	36%	665.55
Number of Metro Pop. Per Officer	1,596.50	734.57	-54%	977.77	-39%	1,219.63	-24%			1,571.45		1,600.00
Number of Incident Calls per Citizen	1.07	0.39	-64%	0.73	-32%	0.46	-57%			1.01	-6%	0.65
Number of Incident Calls per Officer	494.66	222.39	-55%	428.30	-13%	304.98	-38%			632.09	28%	431.49
Fire Department:												
Number of Fire Employees	96	91	-5%	70	-27%	78	-19%	79	-18%	92.87	-3%	108
Total Wages and Benefits	$6,891,471	$8,653,439	26%	$ 7,390,467	7%	$ 7,383,274	7%	$ 4,981,940	-28%	$10,803,667	57%	$11,612,800
Number of Total Calls per Year	8,296	9,900	19%	5,010	-40%	4,460	-46%	2,563	-69%	10,125	22%	8,992
Number of EMS Calls	6,038	6,907	14%	N/A		4,363	-28%	1,044	-83%	2,315		8,862
Number of Fire Calls	2,231	2,993	34%	N/A		97	-96%	1,519	-32%	7,810		130
Total Department Vehicles	30	20	-33%	25	-17%	13	-57%	19	-37%	34	13%	28
Minimum Staffing per Fire Truck	4	3	-25%	3	-25%	3	-25%	3	-25%	3	-25%	3
Number of Stations	6	4	-33%	4	-33%	5	-17%	5	-17%	5	-17%	6
Wages and Benefits per Employee	$ 71,786	$ 95,093	32%	$ 105,578	47%	$ 94,657	32%	$ 63,063	-12%	$ 116,331	62%	$ 107,526
Vehicles per Station	5.00	5.00	0%	6.25	25%	2.60	-48%	3.80	-24%	6.80	36%	4.67
Number of Citizens per employee	534.54	526.01	-2%	731.94	37%	718.68	34%	709.85	33%	690.46	29%	616.25
Number of Total Calls per Citizen	0.16	0.21	28%	0.10	-40%	0.08	-51%	0.05	-72%	0.16	-2%	0.14
Number of Total Calls per Emp.	86.42	108.79	26%	71.57	-17%	57.18	-34%	32.44	-62%	109.02	26%	83.26
Parks & Recreation:												
Number of Parks & Rec. Employees	52.55	35.00	-33%	55.40	5%	111.00	111%	85.90	63%	37.92	-28%	23.35
Total Wages and Benefits	$2,086,908	$3,311,110	59%	$ 2,681,068	28%	$ 5,106,000	145%	$ 3,736,760	79%	$ 939,972	-55%	$ 1,701,100
Total Park Acreage	1,070	768	-28%	437	-59%	500	-53%	550	-49%	2,595	143%	440
Total Department Rolling Stock	72	78	8%	91	26%	86	19%	54	-25%	59		80
Number of Cemetaries	4	1	-75%	1	-75%	0	-100%	2	-50%	1	-75%	1
Number of Swimming Pools	3	1	-67%	2	-33%	3	0%	3	0%	3	0%	1
Number of Museums	1	1	0%	0	-100%	0	-100%	1	0%	0	-100%	1
Civic Center	1	1	0%	1	0%	0	-100%	1	0%	0	-100%	0
Wages and Benefits per Employee	$ 39,713	$ 94,603	138%	$ 48,395	22%	$ 46,000	16%	$ 43,501	10%	$ 24,788	-38%	$ 72,852
Vehicles per Employee	1.37	2.23	63%	1.64	20%	0.77	-43%	0.63	-54%	1.56	14%	3.43
Park Acreage per Employee	20.36	21.94	8%	7.89	-61%	4.50	-78%	6.40	-69%	68.43	236%	18.84
Number of citizens per Employee	976.52	1,367.63	40%	924.84	-5%	505.02	-48%	652.83	-33%	1,691.01	73%	2,850.32
Number of citizens per Park Acre	47.96	62.33	30%	117.24	144%	112.11	134%	101.96	113%	24.71	-48%	151.26
OTHER DATA:												
City Population	51,316	47,867	-7%	51,236	0%	56,057	9%	56,078	9%	64,123	25%	66,555
Metro Population	177,211	61,704	-65%	85,066	-52%	102,449	-42%	98,545	-44%	160,288	-10%	160,000
City size in square miles	35	25	-29%	28	-20%	27	-23%	19	-46%	34.15	-2%	26
Miles of Street	376.00	273.00	-27%	921.72	145%	246.83	-34%	210.00	-44%	332.30	-12%	243.70
Cost of Living Index	83.9	78.6		79.3		99.8		83.0		93.5		91.9
Union		No				No		Yes		Yes		

Budget Questionnaire Data	Joplin, MO	% Diff.	Waterloo, IA	% Diff.	Lafayette, IN	% Diff.	St. Joseph, MO	% Diff.	Mean	Median	Mean w/o high & low
Police Department:											
Total Number of Police Employees	120.5	6%	125.12	4%	155	29%	176	46%	125	121	122
Total Wages and Benefits	$7,876,049	28%	$11,942,204	52%	$13,701,060	74%	$ 11,150,931	42%	$ 10,385,282	$ 10,086,058	$ 10,288,837.57
Number of Sworn Police Officers	111	-10%	116.12	5%	139	25%	132	19%	106	102	105
Number of Total Calls for Service	85,211	-49%	63,760	-25%	106,952	26%	96,821	14%	64,900	63,760	62,841
Number of Incident Calls for Service	54,907		53,088	-3%	71,217	30%	50,612	-8%	45,687	51,850	46,056
Number of Self-Initiated Calls	30,304		10,672	-65%	35,735	18%	46,209	52%	27,515	28,594	27,053
Total Department Vehicles	107	-33%	65	-39%	110	3%	125	17%	76	65	75
Wages and Benefits per Employee	$ 65,361	21%	$ 95,446	46%	$ 88,394	35%	$ 63,358	-3%	$ 83,849	$ 88,394	$ 84,232.23
Vehicles per Police Officer	0.96	-25%	0.56	-42%	0.79	-18%	0.95	-2%	0.70	0.72	0.70
Number of Citizens per Officer	462.31	44%	589.56	28%	511.59	11%	583.08	26%	585.21	588.92	591.03
Number of Metro Pop. Per Officer	1,596.50	0%	1,463.10		1,451.72	-9%	964.98	-40%	1,286.63	1,451.72	1,320.73
Number of Incident Calls per Citizen	1.07	-39%	0.78	-28%	1.00	-6%	0.66	-39%	0.75	0.73	0.75
Number of Incident Calls per Officer	494.66	-13%	457.18	-8%	512.35	4%	383.42	-22%	429.65	431.49	430.34
Fire Department:											
Number of Fire Employees	96	13%	105.75	10%	143	49%	130	35%	102	96	98
Total Wages and Benefits	$6,891,471	69%	$ 9,108,887	32%	$14,530,100	111%	$ 11,051,954	60%	$ 9,714,007	$ 9,108,887	$ 9,111,995
Number of Total Calls per Year	8,296	8%	11,959	44%	8,049	-3%	9,425	14%	8,468	8,992	8,032
Number of EMS Calls	6,038	47%	6,830	13%	N/A		N/A		5,886	6,434	5,291
Number of Fire Calls	2,231	-94%	5,129	130%	N/A		N/A		3,065	2,612	2,400
Total Department Vehicles	30	-7%	29	-3%	25	-17%	24	-20%	25	25	25
Minimum Staffing per Fire Truck	4	-25%	3	-25%	3	-25%	3	-25%	3	3	3
Number of Stations	6	0%	6	0%	8	33%	9	50%	6	6	6
Wages and Benefits per Employee	$ 71,786	50%	$ 86,136	20%	$ 101,609	42%	$ 85,015	18%	$ 95,970	$ 95,093	$ 93,425
Vehicles per Station	5.00	-7%	4.83	-3%	3.13	-38%	2.67	-47%	4.55	4.83	4.42
Number of Citizens per employee	534.54	15%	647.38	21%	497.28	-7%	592.05	11%	617.18	616.25	629.40
Number of Total Calls per Citizen	0.16	-16%	0.17	8%	0.11	-30%	0.12	-24%	0.14	0.14	0.13
Number of Total Calls per Emp.	86.42	-4%	113.09	31%	56.29	-35%	72.50	-16%	84.24	83.26	80.63
Parks & Recreation:											
Number of Parks & Rec. Employees	52.55	-56%	22.50	-57%	36.00	-31%	45.00	-14%	47	38	46
Total Wages and Benefits	$2,086,908	-18%	$ 2,619,853	26%	$ 1,955,525	-6%	$ 2,693,441	29%	$ 2,566,109	$ 2,619,853	$ 2,598,221
Total Park Acreage	1,070	-59%	2,500	134%	400	-63%	1,500	40%	1,134	768	971
Total Department Rolling Stock	72	11%	197	174%	41	-43%	62	-14%	85.11	78.00	72.75
Number of Cemetaries	4	-75%	0	-100%	0	-100%	0	-100%	1	1	1
Number of Swimming Pools	3	-67%	2	-33%	3	0%	2	-33%	2.22	2.00	2.38
Number of Museums	1	0%	1	0%	0	-100%	0	-100%	0.44	0.00	0.50
Civic Center	1	-100%	1	0%	0	-100%	1	0%	0.56	1.00	0.63
Wages and Benefits per Employee	$ 39,713	83%	$ 116,438	193%	$ 54,320	37%	$ 59,854	51%	$ 61,885	$ 54,320	$ 57,405
Vehicles per Employee	1.37	150%	8.76	539%	1.14	-17%	1.38	1%	2.47	1.56	1.69
Park Acreage per Employee	20.36	-7%	111.11	446%	11.11	-45%	33.33	64%	33.06	20.36	23.54
Number of citizens per Employee	976.52	192%	3,042.67	212%	1,975.31	102%	1,710.38	75%	1,671.52	1,691.01	1,518.60
Number of citizens per Park Acre	47.96	215%	27.38	-43%	177.78	271%	51.31	7%	85.79	62.33	83.95
OTHER DATA:											
City Population	51,316	30%	68,460	33%	71,111	39%	76,967	50%	61,521	64,123	60,617
Metro Population	177,211	-10%	169,895	-4%	201,789	14%	127,377	-28%	138,420	160,000	135,104
City size in square miles	35	-26%	63	80%	20	-43%	44	26%	33.57	28.00	29.89
Miles of Street	376.00	-35%	436.00	16%	260.00	-31%	433.10	15%	391.41	332.30	325.12
Cost of Living Index	83.9		85.6		88.4		80.8		86.9	85.6	85.8
Union			Yes		Yes						