

Joint City-Greene County Planning Task Force

Meeting Notes

May 14, 2014 – 10:00 a.m.

Greene County Archives & Election Center

1126 Boonville Avenue

Meeting #17

Task Force Members Present:

Greg Burris, Springfield City Manager
Tim Smith, Greene County Administrator
Cindy Stein, Greene County Auditor
Mary Mannix Decker, Springfield Finance Director
Kevin Spaulding, Greene County Sheriff's Office
Dan Patterson, Greene County Prosecutor
Jerry Moyer, Greene County Court Administrator
Martha Mundt, Greene County Budget Director
Collin Quigley, Springfield Assistant City Manager

The meeting began at approximately 10:02 a.m. with a welcome from Tim Smith, Greene County Administrator, and Greg Burris, City Manager, followed by a review of today's agenda.

Collin Quigley, Springfield Assistant City Manager, arrived at approximately 10:04 a.m.

Martha Mundt, Greene County Budget Director, arrived at approximately 10:05 a.m.

City Manager Burris introduced Sheila Maerz, Springfield Human Resources Director, who reviewed the topics of the City's employee recruitment, retention, and compensation.

During the discussion, the following handouts were reviewed by Springfield Human Resources Director Maerz: City of Springfield – Average # of Years of Service; Benchmark Cities Task Force's Final Recommendation to City Manager dated December 4, 2008; and City of Springfield's Summary of Salary Survey Results for All Employee Groups. *(Please refer to Exhibits A, B, & C located within the City Clerk's Office for additional information.)*

The average number for years of Service for City employees is as follows: Police 10.12; LAGERS 10.54; and Fire 11.89.

Springfield Human Resources Director Maerz explained that since Springfield is governed by a Charter, the City follows the terms outlined within the Charter, which includes Human Resources.

Springfield Human Resources Director Maerz discussed that the City has been involved in upgrading the City's financial and human resources system the past couple of years, such as the recent iRecruitment system, where employees and applicants can electronically create an individual profile for applying to vacancies within the various City departments, such as Parks and Public Works.

Springfield Human Resources Director Maerz addressed that the City has been focusing on using electronic and social media, such as the City's website, Twitter, and Facebook, to publicize various vacancies as opposed to only using print media, such as newspapers, to post job vacancies and applicant recruitment.

Springfield Human Resources Director Maerz noted that the City is dedicated in focusing on diversity during the recruitment, orientation, and retention process. She discussed that last year the City implemented a paid diversity internship program for local college students, who are interested in gaining experience in government.

The Task Force and Springfield Human Resources Director Maerz discussed the City's employee recruitment, retention, and compensation.

In response to a question posed by Cindy Stein, County Auditor, Springfield Human Resources Director Maerz explained that when the economy rebounded from the recession she feels the private sector rebounded faster than the public sector regarding the issue of employment. She explained that people are looking for employment or a job change, and the private sector has been more successful in recruiting, retention, and compensation for applicants than the public sector has.

City Manager Burris noted that with "baby boomers" entering the age of retirement, it may become more difficult to recruit and retain new hires that will have the experience as those who are retiring.

Springfield Human Resources Director Maerz explained that approximately a year ago the City revamped the "Welcome to the City" orientation program, which introduces and engages new employees to the various components within the City (i.e. City Manager, Human Resources, Finance, Fire, Health, Police, and Public Works) via a two-day seminar.

In response to a question posed by Camille Knowles, Greene County Human Resources Director, City Manager Burris and Springfield Human Resources Director Maerz discussed that the City's Leadership Team is an important component regarding the "Welcome to the City" orientation program. They reported that the Leadership Team helps socially engage the new employees at a morning meet and greet on the first day of the program, and he/she gains valuable experience within the two-day period about the various departments within the City. Springfield Human Resources Director Maerz addressed that although an employee works within a specific department (i.e. Fire or Public Works) the employee is still a part of the overall organization within the City.

Mary Mannix Decker, Springfield Finance Director, noted that she enjoys the "Welcome to the City" orientation program, because she meets and interacts with new employees that otherwise she probably would never meet. She added that this program does not take a lot of time to participate in, and feels it is well worth her time.

In response to another question posed by County Auditor Stein, Springfield Human Resources Director Maerz reported that she would compile some information for the County regarding the City's "Welcome to the City" orientation program structure.

Springfield Human Resources Director Maerz discussed the issue of compensation at the City and referred to Exhibits B and C. She explained that the Benchmark Cities Task Force was convened in October 2008, and their charge was to recommend a list of 12-15 cities for the City to use during the next 5-10 years for the purpose of City-wide benchmarking, such as for salary comparison. She added that the City conducts a salary survey from the list of the various benchmark cities.

Springfield Human Resources Director Maerz reported that due to collective bargaining, things could change in terms of salary compensation for employees in the future. She noted that the City is struggling in some areas for employee compensation, which is one of the reasons the City also struggles with employee retention.

In response to questions posed by County Administrator Smith and County Human Resources Director Knowles, Springfield Human Resources Director Maerz explained that the City's goal regarding compensation is the middle third of the salary schedule. She noted that the middle third indexing measurement was made several years ago by City officials when employee tenure was the norm.

Springfield Human Resources Director Maerz noted that the City has five different pay schedules and Human Resources conducts job study analysis internally. She added that the issues of affordable health care and collective bargaining are time extensive topics for City staff.

The Task Force and Springfield Human Resources Director Maerz continued to discuss the City's employee recruitment, retention, and compensation.

Following further discussion, County Administrator Smith gave a PowerPoint presentation entitled "Greene County, Employee Recruitment, Retention, & Compensation." (*Please refer to Exhibit D located within the City Clerk's Office for additional information.*)

The following is a brief outline of the presentation:

- A. Employee Compensation (couple slides)
- B. Employee Compensation – Summary of Benefits
- C. Employee Retention
- D. Employee Recruitment Practices & Strategies
- E. Compensation & Payment Study 2011
- F. Employee Compensation
- G. 2011 Salary Study: A 15-Factor Job Rating System Utilized
- H. Greene County DB Squared Compensation Study Exhibit 2: Scatter Graph of Actual Pay – June 2011
- I. Employee Compensation (couple slides)
- J. Greene County – June 2011 DB Squared Compensation Study Exhibit 4: Salary Survey Paylines June 2011
- K. Greene County – June 2011 DB Squared Compensation Study Exhibit 4A: Statistical Details for Salary Survey Paylines June 2011
- L. Employee Compensation
- M. Questions??

County Administrator Smith and County Human Resources Director Knowles made comments about the County's employee recruitment, retention, and compensation, particularly for the Sheriff's Department.

County Administrator Smith, County Human Resources Director Knowles, City Manager Burris, and Springfield Human Resources Director Maerz discussed the differences in benefits (i.e. sick time accrual, holidays, and retirement) for County and City employees.

In response to a question posed by City Manager Burris, County Administrator Smith and County Human Resources Director Knowles reported that employees hired at the County since approximately 2008 begin at the 1st step whether he/she has any experience at this time. County Administrator Smith noted that the County use to hire employees beginning at a higher step, such as 2 or 3, to stay competitive until economic budget issues emerged. He added that no employees have been hired using general fund revenues in quite some time due to the County's budget circumstances.

County Administrator Smith noted that County employees can only accrue approximately three months of sick leave. He discussed that there is a cap for County employees regarding a "payout" for sick leave, and for vacation time accumulated.

Springfield Human Resources Director Maerz reported that City employees can accrue a significantly higher amount for sick leave; however, many City employees cannot “sell back” their sick leave time for “payouts” unless he/she has been grandfathered in before changes to the sick leave policy were made. She added that she would provide additional information to the Task Force. Springfield Human Resources Director Maerz noted that there is a cap for City employees to accrue vacation time that he/she can receive for “payout.” She added that the City does not provide life insurance for employees, but it is optional for employees to purchase.

In response to a question posed by Assistant City Manager Quigley, County Administrator Smith explained that some County employees have two retirements, LAGERS (Missouri Local Government Employees Retirement System) and CERF (Missouri County Employees’ Retirement Fund), as well as an optional savings plan. He added that LAGERS and CERF are not optional for contribution for County employees.

County Administrator Smith stated that the Greene County Sheriff’s Office is struggling for recruitment due to being unable to stay competitive with local community law enforcements.

Kevin Spaulding, Major-Greene County Sheriff’s Office, distributed two brochures regarding the County’s Sheriff’s Office, one of which specifically notes the essential duties and minimum experience, training qualifications and available opportunities for job seekers. *(Please refer to Exhibits E & F located within the City Clerk’s Office for additional information.)* He noted that the Sheriff’s Office has experienced the following:

Within the correction division, approximately 50 employees have left within the past 16 months; approximately 5 employees have left since the beginning of the year from the Detective division; and approximately 15 employees have left the Patrol division.

Major Spaulding reported that the average year of employee service for the Sheriff’s Office is approximately 2 years due to the high turnover rate. He explained that many employees who are leaving note he/she will make better pay elsewhere.

In response to a question posed by Springfield Human Resources Director Maerz, County Human Resources Director Knowles explained she feels that due to the County’s current budget situation, many individuals choose not to pursue a job with the County, such as the Sheriff’s Office, due to uncertainty, and he/she can find other employment opportunities with better compensation elsewhere.

Dan Patterson, Greene County Prosecutor, addressed that he has also been experiencing approximately a 72% employee turnover within his office due to employees going elsewhere for other employment opportunities.

In response to a question posed by Springfield Finance Director Mannix Decker, County Prosecutor Patterson discussed that the average year of employee service within his office is approximately 3-5 years.

County Human Resources Director Knowles noted that the information regarding the County’s Salary Study was conducted by DB Squared in 2011, which is the last salary study conducted for the County.

City Manager Burris noted that City staff would be taking a “fresh look” at the City, which would include budgeting, services, and compensation, next year due to the City’s tight budget for Fiscal Year (FY) 2014-2015. He added that the City’s current general fund budget is not “sustainable,” because the City’s expenses are going up faster than revenue.

The Task Force and County Human Resources Director Knowles discussed the County's employee recruitment, retention, and compensation.

County Administrator Smith explained that the County has very little services that could be "cut" due to mandates.

Springfield Finance Director Mannix Decker suggested that the issue of defined benefit retirement plans could be reviewed for savings, such as possibly utilizing "hybrid plans," or possibly decreasing the amount of employer retirement contributions. She noted that some communities outside Missouri are utilizing "hybrid plans" as opposed to defined benefit retirement plans.

County Administrator Smith expressed he feels the Community needs to become more aware of the topics of employee recruitment, retention, and compensation for public employees, such as the County and City.

Following further discussion, the Task Force thanked County Administrator Smith, County Human Resources Director Knowles, and Springfield Human Resources Director Maerz for today's discussion.

County Administrator Smith asked for a motion to approve the notes from the April 30, 2014 meeting. Jerry Moyer, Greene County Court Administrator, moved to approve the notes as presented. Assistant City Manager Quigley seconded the motion and the notes were approved.

City Manager Burris introduced Kirk Juranas, Springfield Co-Interim Public Works Director, who distributed and discussed a handout regarding the City's Unfunded and Funded Transportation Capital Improvement Projects. *(Please refer to Exhibit G located within the City Clerk's Office for additional information.)*

Co-Interim Public Works Director Juranas noted that he feels the County and City have a good working relationship regarding transportation needs within the Community.

Co-Interim Public Works Director Juranas reported that there is approximately \$14.6 million regarding unfunded projects and approximately \$70.83 million in funded projects. Thus, there is a total cost of approximately \$216.68 million for Unfunded and Funded Transportation Capital Improvement Projects at this time.

City Manager Burris and Co-Interim Public Works Director Juranas explained that they feel the outlook is uncertain regarding federal and state funding for local transportation projects within the Community in the future. Co-Interim Public Works Director Juranas noted that the Missouri Department of Transportation (MoDOT) has cancelled their cost share program at this time.

The Task Force thanked Co-Interim Public Works Director Juranas for today's discussion.

The next Task Force meeting is scheduled for Wednesday, May 28, 2014 from 9:30 to 11:00 a.m. in the L-45 Conference Room at the Busch Municipal Building, and the topics will be animal control and economic development.

With no additional discussion, the meeting was dismissed at approximately 11:23 a.m.

City of Springfield - Transportation Capital Improvement Projects
 (Based on safety, congestion, and infrastructure condition)

City of Springfield - Unfunded Project Needs For 2014-2024

Project Location:	Project Description:	Estimated Project Cost (\$):
E Battlefield Road from National Avenue to Kansas Expy	Access Control, median and driveway closures	\$11,450,000.00
S Campbell Ave from Battlefield Road to Walnut Lawn St	Six Laning and Access Control as needed	\$1,750,000.00
S Campbell Ave from Walnutlawn Street to Powell St	Walnut Lawn addition lanes, Six Laning Campbell and Access Control as needed	\$3,500,000.00
S Campbell Ave from Powell St to Primrose St	Six Laning and Access Control as needed	\$1,000,000.00
S Campbell Ave and Broadmoor Intersection	Upgrade signal and improve geometrics	\$750,000.00
S Campbell Ave from Sunset St to Woodland St	Six Laning and Access Control as needed	\$1,000,000.00
S Campbell Ave from Woodland St to Battlefield Rd	Six Laning and Access Control as needed	\$1,600,000.00
E Catalpa St and Oak Grove Ave Intersection	Improve sight distance and add left turn lanes	\$1,250,000.00
Central St from Sherman to Campbell	Convert Central to a complete street	\$2,350,000.00
Central St from Campbell Ave to Grant	Convert Central to a complete street	\$2,250,000.00
E Cherry St and Kimbrough Intersection	Signal Upgrade	\$1,500,000.00
W Cox Ave from Battlefield Rd to Walnut Lawn	Reconstruct Cox as a collector street with curb and gutter, sidewalks and storm sewers	\$2,000,000.00
E Division St from Glenstone Ave to National Ave	Reconstruct Division as a two lane road with center turn lane	\$2,750,000.00
W Division St and Grant Ave Intersection	Upgrade signal and improve geometrics	\$1,250,000.00
E/W Arterial from Campbell Ave to National Ave	Connect Campbell to National and widen National to PT north	\$5,500,000.00
E/W Arterial from Southwood to Kissick Ave	Extend arterial street	\$10,310,000.00
S Fremont Ave from County Line Rd to E/W Arterial	Extend arterial street to new arterial	\$8,300,000.00
S Fremont Ave from Lark St to Briar St	Widen Fremont to five lanes with curb and gutters and sidewalks	\$1,750,000.00
S Fremont Ave from Sunset St to Montclair St	Widen Fremont to five lanes and improve the Fremont Battlefield intersection	\$6,500,000.00
Galloway from Luster to Lone Pine Ave	Widen Galloway to three lanes with curb and gutter, bike lanes, and sidewalks	\$3,500,000.00
N LeCompte Rd from Division St to Rail Road	Widen LeCompte to three lanes	\$1,000,000.00
E Lone Pine Ave from Sunshine St to Seminole St	Widen Lone Pine to three lanes with curb and gutter, sidewalks bike lanes and storm sewers	\$4,250,000.00
S National Ave from Walnutlawn St to Primrose St	Add an additional south bound lane and improve the Walnut Lawn intersection	\$1,200,000.00
S National Ave from Montclair St to Walnut Lawn	Six lane National to provide additional capacity	\$2,750,000.00
S National Ave and Bennett Intersection	Upgrade Signals and improve geometrics	\$750,000.00
Packer Rd from RR to Kearney St	Reconstruct Packer as a industrial collector street with curb and gutters and sidewalks	\$3,500,000.00
E Primrose St from South Ave to Kimbrough	Widen Primrose to five lanes and provide dual lefts at Jefferson along with bike lanes and sidewalks	\$2,750,000.00
E Pythian St from Central St to National Ave	Connect Pythian to Central at Sherman	\$2,000,000.00
E Pythian St from National Ave to Glenstone	Convert Pythian to a complete street	\$3,400,000.00
Sunshine and Fire Station # 7 Signal Upgrade	Upgrade signal at Fire Station for safer access	\$250,000.00
N Weller Ave from Dale St to Kearney St	Widen existing street to collector standards	\$750,000.00
Additional sidewalks and Multi Modal connections	Fill in gaps of missing sidewalks and make connections to Multi Modal facilities	\$15,000,000.00
Economic Development Partnerships	Partner with economic developments as needed to encourage development	\$15,000,000.00
	TOTAL Unfunded=	\$122,860,000.00

City of Springfield - Unfunded Partnernship Projects

Project Location:	Project Description:	Estimated Project Cost (\$):
E Chestnut Expy from Barnes Ave to RT 65	Improve left Turn Lanes	\$750,000.00
E Division St from US 65 to LeCompte Rd	Add a center turn lane for left turn movements	\$1,750,000.00
S Glenstone and Bennett St Intersection	Add additional turn lanes	\$2,500,000.00
S Kansas Expy and Sunset Ave Intersection	Upgrade signal and improve geometrics	\$1,750,000.00
W Walnut Lawn St from Kansas Expy to Cox Rd	Add turn lanes at Kansas Expressway and improve the Walnut Lawn and Cox intersection	\$2,250,000.00
N West Bypass and Kearney Intersection	Upgrade signal and improve geometrics	\$3,500,000.00
S Kansas Expy from Republic Rd to Weaver	Construct new Road to Arterial Standards	\$13,500,000.00
	TOTAL Unfunded =	\$10,250,000.00
* Amount included in Greene County list		

Projects Currently Funded

Project Location:	Project Description:	Estimated Project Cost (\$):
E Battlefield Rd and US 65 Interchange	Widen Battlefield bridge over 65 and add ramp additional ramp lanes	\$14,825,000.00
E Battlefield Rd and Glenstone Ave Intersection	Add right turn lanes	\$750,000.00
S Campbell Ave from Primrose St to South Ave	Additional intersection capacity and complete sixing Campbell to South and Primrose to the east	\$3,000,000.00
S Campbell Ave and Republic Intersection	Improve Intersection Capacity by Adding Dual left turn lanes	\$4,500,000.00
E Chestnut Expy and US 65 - Bridge over RR	Railroad Grade Separation on Chestnut Expressway at US 65	\$12,000,000.00
Galloway Creek 2900 E Barton St - Bridge rated 10 tons	Replace existing bridge over Galloway Creek	\$300,000.00
S Glenstone from RT60 to Battlefield Rd	Six Laning and Access Control as needed	\$5,200,000.00
S Kansas Expy and Rt 60 JRF Interchange	Convert interchange to a DDI and extend the ramps	\$4,500,000.00
E Kearney St and Packer Rd Intersection	Reconstruct the intersection with turn lanes and signals	\$3,250,000.00
W Mount Vernon St and Orchard Crest Ave Intersection	Improve the sight distance and intersection capacity	\$750,000.00
W Mount Vernon St from Suburban to Orchard Crest Ave	Widen street to three lanes with curb & Gutters, bike lanes and sidewalks.	\$4,500,000.00
W Republic St from Campbell Ave to Kansas Ave	Reconstruct Republic as a five lane curb and gutter street with sidewalks	\$4,000,000.00
W Republic St from Scenic Ave to FR 141 (Golden)	Reconstruct Republic as a five lane curb and gutter street with sidewalks	\$2,500,000.00
W Republic St and Kansas Ave - Bridge over JRF	Widen existing bridge to five lanes to provide capacity and turn lane for Kansas Ave	\$1,000,000.00
E Republic St and Monastery St - Bridge over JRF	Widen existing bridge to five lanes to provide capacity and turn lane for Monastery Drive	\$1,000,000.00
E Republic St from Campbell Ave to Monastery St	Widen to five lane with curb and gutter and sidewalks and access control as needed	\$2,500,000.00
Weaver Rd from City Limit to PT West	Reconstruct Weaver Road from City Limits to Campbell	\$2,000,000.00
	TOTAL Funded =	\$66,575,000.00

City of Springfield - Project Deficit

Total Project Needs (Unfunded, including Partnerships) =	\$133,110,000.00
Total Funded =	\$66,575,000.00

