

Springfield, Missouri Adopted Annual Budget FY 2016-2017



MISSION

The people of our community are the only
reason we are here.
Therefore,

We are committed to
WORKING WITH THE COMMUNITY
to provide ethical and responsible local government
so that everyone can enjoy the benefits
of living and working in Springfield.

We will achieve this through:

Integrity and Pride of Service
in everything we say and do, and with dedication to quality.

Cooperating and Communication
with one another and with citizens to ensure open government,
and open management with no surprises.

Continuous Improvement of Services
through cost-effective utilization of,
people, materials, equipment and technology

Leadership and Knowledge
through staff training and development.

Innovation
in how we meet present and future needs of our city.

CITY OF SPRINGFIELD, MISSOURI

ANNUAL OPERATING BUDGET

JULY 1, 2016—JUNE 30, 2017

PREPARED BY THE DEPARTMENT OF FINANCE

Mary Mannix Decker, Director of Finance

Teresa Allen, Financial Analyst

Brandie Fisher, Financial Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Springfield
Missouri**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

Municipal Officials

Mayor:

Robert L. Stephens

City Council:

Phyllis Ferguson
Justin Burnett
Mike Schilling
Craig Fishel
Jan Fisk
Craig Hosmer
Kristi Fulnecky
Ken McClure

Zone 1
Zone 2
Zone 3
Zone 4
General (A)
General (B)
General (C)
General (D)

City Officials:

Greg Burris
Tim Smith
Collin Quigley
Marianne Banks
Anita Cotter
Todd Thornhill
Nick Nelson
Brian Weiler
Chris Straw
Zim Schwartze
Steve Meyer
Mary Mannix Decker
David Hall
Sheila Maerz
Jeff Coiner
Bob Belote
Mary Lilly Smith
Paul Williams
Kevin Gipson
Cora Scott
Dan Smith
Doug Stone
Mary Ann Rojas

City Manager
Deputy City Manager
Assistant City Manager
Interim City Attorney
City Clerk
Chief Municipal Judge
Director of Art Museum
Director of Aviation
Director of Building Development
Director of Emergency Communications
Director of Environmental Services
Director of Finance
Fire Chief
Director of Human Resources
Director of Information Systems
Director of Parks and Recreation
Director of Planning and Development
Police Chief
Director of Public Health and Welfare
Director of Public Information and Civic Engagement
Director of Public Works
Director of Risk Management
Director of Workforce Development

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July 1, 2016

TO: Mayor Robert Stephens and Members of City Council

RE: **FY2017 Budget**

In accordance with the requirements of the City Charter, I am presenting the FY2017 budget.

The development of this budget has been a collaborative process with input from the Leadership Team, community groups and special task forces. The City is a complex and diverse organization. I believe this budget addresses the most pressing operational needs of our City departments. Our needs far exceed available funding. Given the ongoing budget commitments made in the previous year, the FY2017 budget addresses only a fraction of the City's overall needs. The budget focuses on public safety and providing resources for economic development, so that as a community, we continue to foster a positive growth environment for the expansion of existing businesses and opportunities for new businesses to locate in our community.

Over the past several months, one of my major initiatives has been a focus on critical community issues such as poverty and the vitality of neighborhoods. The Community Partnership of the Ozarks formed the Impacting Poverty Commission. In their final report, the Commission issued a call to action, recommending how poverty can be addressed within our community. First, we as a community (and as a City Council) must decide whether addressing the growing poverty in our community is a priority. I am so thankful for the support and leadership City Council has provided in this area.

Following the report from the Impacting Poverty Commission, "Community Listen" events were held in nine neighborhoods throughout the northwest quadrant of our city. The purpose of these events was to hear first-hand from City residents their concerns, challenges and a vision for their neighborhood. The Community Listen events were followed by the kickoff of the "Zone Blitz", an action plan for City Council's Zone 1. This Council district is located in the northwest quadrant of the City and has a high rate of poverty, as well as a number of other challenges that were graphically represented on a series of "heat maps" that were exhibited at the Community Listen events and elsewhere.

The Zone Blitz Action Plan, currently being finalized, will focus on chronic nuisance properties, crime and safety concerns, housing, food access, the digital divide, communication, jobs and economic development, infrastructure and transportation, civic engagement, healthcare and wellness. I am excited about the opportunities ahead for this under-resourced section of our community. Portions of our entire community are rallying around these identified needs. The Community Foundation of the Ozarks' recent announcement of a \$1.3 million grant to lift families in northwest Springfield out of poverty is one of many examples. The faith-based sector is responding to our direct request for their assistance. Other sectors are responding as well. The priorities reflected in the Zone Blitz Action Plan are also included in some of the budget priorities funded in the FY2017 budget. While it's not nearly enough to fully address these issues, it's a start, and it will likely trigger additional community resources being invested from other sources once they see the City Council is committed to "moving the needle" on these challenges.

Economic Development

Springfield's economy continues to experience stable growth. During the current fiscal year, several economic indicators are showing an upward trend, signaling a strong and stable regional economy. Sales tax is one of the key indicators that we use to monitor the strength of the local economy. At the end of April, sales tax revenue exceeded the budget by 6% (or \$2.0 million). We have seen growth in all sectors of the economy. Sales of motor vehicles and home improvement commodities have been especially strong over the last two years. Another key economic indicator, the unemployment rate, also continues to improve. In July 2015, the start of the fiscal year, the unemployment rate for Greene County was 4.4%. By February 2016, the rate had declined to 3.9%. Springfield continues to experience the interesting juxtaposition of having very low unemployment and a relatively high (25%) poverty rate. This is one of the reasons the National Resource Network targeted Springfield for study and assistance.

Growth in the manufacturing sector has been significant. In its annual report, the Springfield Business Development Corporation noted the Springfield MSA has added approximately 1,000 jobs in this sector in the last two years, and the manufacturing sector has grown 23% since the recession. Several existing businesses have announced expansion plans, signaling the strength of the regional economy. Kraft Heinz, one of the City's primary manufacturing employers, recently announced a \$33 million capital investment in their existing plant in Springfield and the addition of 100 jobs. This is an exciting addition to the community as these are higher-paying jobs that will help increase the median wage and strengthen the local economy. Another long-time Springfield manufacturing company, Digital Monitoring Products (DMP), has recently announced a \$7-million expansion and the addition of 65 new jobs. DMP is adding high-paid manufacturing jobs as well as engineering and software developer positions.

Last year was a strong year for the Springfield-Branson Regional Airport. Passenger counts for 2015 set a new record of 919,000, an increase of 70,000 passengers over 2014. Several service improvements were also announced. American Airlines started twice-daily service to Charlotte, and an additional flight was added to Chicago. Recently year-round, non-stop service to Los

Angeles was announced. Springfield is one of the few mid-sized cities in the country to see significant passenger growth.

The stainless steel industry in Springfield continues to be a major contributor to our local economy and economic growth. With over thirty stainless steel companies in the area, ***Springfield is the leading region in the country for stainless steel products.*** The Missouri Career Center has embarked with the Springfield Area Chamber of Commerce on a major “talent attraction” effort for this industry, spotlighting the growth and income potential for those in the early career phases.

Fiscal Management FY2016

For fiscal year 2016, sales tax revenue was projected to grow 3%. Actual revenue has thus far exceeded the estimate by 6% (or \$2 million). We are aware of a one-time payment received in this fiscal year. If this amount is deducted, the ongoing sales tax base is more accurately 5% (or \$1.5 million) over the budget. I am encouraged by the strong performance of our primary source of General Fund revenue. The City relies heavily on sales tax revenues. It is our primary revenue source, and it is used to fund vital services such as Police and Fire operations and development-related services.

Other sources of revenue are expected to meet budget or fall slightly *below budget*. Payments in Lieu of Taxes (PILOTS) from the City's municipally owned utility are expected to fall *below budget* in 2016 and below last year's actual revenue. This decline is primarily due to a very mild winter, coupled with the low cost of natural gas. Total PILOT revenue is expected to be 6% (or \$875,000) below budget. This shortfall negatively impacts the City's General Fund budget.

Revenue from the Municipal Court is significantly *below budget* due to several factors, including changes in State law, lack of jail space, and fewer ticket filings. Fines and Court Cost revenue is expected to be 33% (or \$500,000) below budget in FY2016. Other fee based revenue is meeting or exceeding the budget estimates. As a result of an increase in development, revenue from building permits is expected to *exceed the budget* by \$119,000. This overage, along with the anticipated sales tax revenue outlined above, is expected to cover those areas where a shortfall is anticipated, but does not leave much available to address other pressing needs within the City.

Financial results for Fiscal Year 2015 were positive. Overall, the fiscal year ended with an operating surplus of approximately 5% (or \$4.4 million) of the General Fund's FY2015 annual budget. Approximately one-half of this surplus was generated from revenues that exceeded budget, and approximately one-half was generated from expenses that came in below budget. Sales tax revenue was the primary generator of the surplus on the revenue side. Careful financial management and vacancies were the primary reason expenses were less than budgeted. Due to the lack of jail space at the Springfield-Greene County Justice Center, a short-term solution was recently developed with other counties that required an estimated allocation of \$500,000 of the FY2015 carryover funds to be appropriated for inmate housing within Miller and Taney counties. The remaining funds will be used for high-priority, one-time projects. A

budget adjustment to appropriate the remaining FY2015 carryover funds was approved by City Council on June 13.

After the FY2016 budget was approved, the City received a Community Oriented Policing (COPS) Grant. This grant funds the salary and benefits for eleven new police officers for three years. After the grant expires in three years, the City is responsible for 100% of the salary and benefit cost for the eleven officers. This commitment was made after the budget was approved and commits revenue for future years. Our practice has been to set-aside one-third of the grant amount each year, so that at the end of the three year period, the additional expense of approximately \$600,000 can be smoothly worked into the annual operating budget. The amount needed for the first of the three years is included in the budget. In addition to covering one-third of the salary and benefit cost, the City must pay for all of the necessary equipment for the officers including new vehicles. This cost is estimated to be \$511,000 and is included in the budget adjustment for FY2015 carryover funds.

Other major commitments for future budget years are the collective bargaining agreements with the Springfield Police Officers Association Lodge 22 (SPOA) and the International Association of Fire Fighters Local 152 (IAFF) employee unions. Since we are one unified organization, the budget gives both those represented by unions and the employees that are not represented by a union the same wage package increase (3.5%). I, as well as the entire City Leadership Team, consider employee pay to be a high priority; fair compensation is critical to our success. Many positions in the City are not represented by a union. The City must pay competitive salaries if we want to continue to attract and retain quality employees. A collective bargaining agreement pre-commits future revenues – this is something we must continue to be aware of when developing future budgets.

The General Fund reserves are strong at 20% of the annual General Fund budget. This is the level of reserves recommended by industry best practices, and it took many years of difficult budgetary decisions to achieve this recommended level of reserves. We have been able to maintain this reserve level due to careful management of expenses and the fiscal discipline of paying for on-going expenses from recurring revenue, while funding one-time expenses from one-time sources. Any proposal to fund ongoing expenses via one-time funds would likely systematically erode our reserves below the recommended level and is strongly discouraged. Our current fiscal discipline positions us well for future years when we may have to compensate for fluctuating sales tax revenues. Over the last few years, Special Revenue Funds, such as the Art Museum and Transportation Fund, have established and maintained cash reserves. These reserves lessen the potential burden on the General Fund, which serves as a fiscal “back stop” for these funds.

We have now completed two years of our expanded risk management program. The expansion of this program, with liability coverage and cyber insurance, has performed as expected. I am pleased that we are now taking a more proactive and long-term focus toward managing risk for our employees, citizens, and visitors. The self-insured workers' compensation program and health insurance fund continue to perform well and are financially stable. The Health Insurance

Fund maintains a reserve in excess of six months of claims experience. Additionally, we have been successful in controlling expenses. The City is entering the fourth year of no premium increases for the plan. The Workers' Compensation Fund continues to maintain the level of reserves recommended by our actuary. The strength of these funds today is the result of several years of increasing payments into the funds during the years they were under-funded.

Revenue Outlook FY2017

As I mentioned previously, sales tax revenue has exceeded the budget thus far in FY2016. Revenue has been increasing at a more stable rate, a trend that is different from past years. The last few years have been characterized by significant fluctuations in monthly revenue. These fluctuations made it difficult to project sales tax revenue. In mid-FY2015, when we were attempting to predict FY2016 sales tax revenues, an increase of 3% was projected. We anticipate ending FY2016 4% over budget. This is the second year that we have seen actual revenue exceed the budget by more than 3%. For FY2017, we expect this upward growth trend to continue, but at a more moderate pace. Sales tax revenue in FY2017 is projected to increase 3% over estimated FY2016 revenue, generating \$45.4 million, a \$3 million increase over the FY2016 budget.

This growth in sales tax revenue also benefits the 1/4-cent Capital Improvements Sales Tax, the 1/8-cent Transportation Sales Tax and the Police-Fire Pension Sales Tax. The Capital Improvements Sales Tax and the Transportation Sales Tax are the only funding source for important capital and road improvements in the City. I am grateful to voters for renewing both of these taxes once again in April of 2016 (at a record 86% approval rate), allowing us to continue our strong capital improvements program.

Another significant source of General Fund revenue is Payments in Lieu of Taxes (PILOTS). Revenue from PILOTS for FY2017 is estimated to be \$13.7 million. This is a slight improvement from expected 2016 revenue of \$13.6 million, but still below the FY2016 budget of \$14.4 million. License and Permits are expected to increase 2% or \$130,000 in FY2017. This is the result of an increase in some fees and an increase in development-related activity.

Overall, the projected increase in revenue for FY2017 in the General Fund is 2%.

Property tax provides a stable source of revenue for the Art Museum, Parks Department, and the Health Department and for voter-approved storm water, city facilities and public safety projects. Although property tax revenue does not have significant growth, the stability of this revenue source adds diversification to the City's revenue sources. In FY2017, property tax is expected to generate \$19.2 million. This is a 2% (or \$438,000) increase from estimated FY2016 revenue.

Proposed Expenditures

When we started to prepare the FY2017 budget, we looked first at the new, on-going commitments that were approved after the FY2016 budget was approved. The largest of these was the 11 new officers funded by the federal, three-year COPS grant that was approved by City Council on October 12, 2015. These officers will start the academy in July 2016 and will begin being paid immediately upon starting the academy. The amount needed to set aside one-third of the salary of this group, plus the 10 COPS grant-funded officers that were hired in 2015, is a total of \$306,000.

The other large funding pre-commitment was the collective bargaining agreements with the Police and Fire unions. If applied for all employees, the increased cost of the 3.5% wage package, excluding merit steps is \$1.2 million in the General Fund. (See more detail below under "Employee Salaries and Benefits.") The combination of these two items is \$1.5 million, the equivalent of a 3.5% increase in sales tax revenue. Thus, assuming these two budget elements – setting aside funds to cover the ongoing costs for 21 additional police officers as they roll off the COPS grants and funding the 3.5% wage package for all employee groups – are to be funded and remain as priorities, the vast majority of the projected FY2017 revenue increase has already been committed.

After these two items are funded in the budget, the focus of the budget is on priorities that address critical operating needs, positions and supplies that will improve the safety of our employees, preserving our facilities, and meeting some of the goals outlined in the Zone Blitz Action Plan.

Employee Salaries and Benefits

In accordance with our collective bargaining agreements, the budget includes the equivalent of a 3.5% wage package increase for all employee groups. We are one organization and it takes all employees, both front-line and administrative, to keep the City functioning smoothly. For this reason, I have included this wage package increase for all employees. The application for this increase will vary based on employee group. For all employee groups, this level of increase is expected to cover the cost of merit steps, with some amount remaining for an across-the-board increase. The SPOA collective bargaining agreement states that effective July 1, 2016, a wage package increase of 3.5% shall be implemented which is intended to cover the merit step increases plus an across-the-board increase. After funding merit steps, there is 2.14% available for an across-the-board increase for all employees on the Law Enforcement Pay Schedule. The agreement with IAFF states that under no circumstances will the amount in the compensation pool be reduced to a percentage level below the merit step funding plus across-the-board increases given to City employee groups. Therefore, IAFF will also receive the equivalent of a 3.5% wage package increase, the same as the SPOA. All employees on the Fire Protection Salary Schedule will receive an across-the-board increase of .5%. The remaining funds will be contributed to the Police Fire Pension fund to be applied to the Additional Funding Contribution (AFC) for Tier 1 employees.

The Craft, Trades and Labor (CTL) salary schedule and the Professional, Technical and Administrative (PAT) salary schedules will also receive the same 3.5% wage package increase. After funding merit steps, the employees on these two salary schedules will receive an across-the-board increase of 2.14%. The money remaining after the merit increase and the across-the-board increase will be used to adjust those positions most below market and those positions for which we are having difficulty retaining and recruiting employees. As you may remember, last year, the Leadership Team was removed from the grade and step salary schedule. This group now is on a pay-for-performance plan. I have included a 3.5% equivalent for this group. The allocation of this money will be based on the results of their performance reviews.

Information Technology

One of our greatest needs is in the area of information technology. It is a vital component to most of our jobs. It is also an area that requires significant investment and, unfortunately, our investment in past years has not been adequate and we are now in a critical situation. This area alone has consumed a majority of the funding available for new projects in FY2017. Currently, we are using the Office 2007 version, which will no longer be supported by the vendor after 2017. We must upgrade to Office 365. Thus, we must switch horses now. In the past, we have paid a lump sum for replacement. The business model is changing and the software is now cloud-based (e.g., hosted remotely) and we must pay annually for each email address and computer that uses Windows. Given the importance of being able to interoperate with our citizens and business partners, this move is necessary to maintain high-quality services. The cost of making this transition in FY2017 is \$269,000 for the General Fund. This is an ongoing cost that we will have to fund each year. Enterprise funds and Special Revenue funds will be responsible for the upgrade cost in their respective departments.

In addition to this City-wide investment, other departments have specific software needs. The Police Department will begin using a Lexis Nexus software package. This was a top budget priority for the Police Department. This software will expand their ability to solve crimes via the added features available for investigators and provide an online reporting system for the Records division. The first year cost for the software is \$78,000, with an annual maintenance cost of \$47,500. I recognize that purchasing the software this year will commit \$47,500 of revenue in FY2018 and beyond (in addition to the funds necessary to set aside to fund the additional 21 police officers already pre-approved).

The Human Resources applicant tracking system, used by our job applicants (and often the first impression they have of our organization) is used for all online job applications. It is cumbersome and is impacting our recruitment process. The budget includes \$20,000 to purchase new applicant input and tracking software.

Community Listen “Zone Blitz”

The community response to the Zone 1 Listening Tour was outstanding, and I appreciate all those who contributed ideas. I also thank all members of City Council who attended one or more of these sessions – I suspect we all learned something during this process.

A significant number of needs were identified in this process. Similarly, a significant number of ideas to address those needs have emerged (and continue to emerge), but we cannot implement them all or fund them in a single year. Therefore, I have selected the highest priority items for inclusion in the FY2017 budget. Nuisance properties in neighborhoods are a growing problem and are leading to the degradation of otherwise stable neighborhoods. The FY2017 budget has several items dedicated to neighborhoods. Two new residential/zoning inspectors will be added in the Building Development Services Department. These inspectors will handle the increasing number of housing inspections for tall grass, weeds and trash. This was the highest-priority problem identified consistently during the Listening Tour. The addition of these two positions is expected to help relieve the backlog of cases we are currently working to resolve.

The Mayor's Commission on Crisis Sheltering spent several months reviewing the issue of homelessness and the need for more crisis sheltering units in our community. Currently there are only 48 crisis sheltering units available to families, and these are generally full. The top recommendation from the Task Force was increased funding for a shelter diversion program. The Task Force requested funding for One Door to allow them to add three positions to expand their diversion work. The budget includes funding for only one of those recommended positions. Due to limited funding, the City is not able to fund three positions. I am hopeful that community organizations will be able to assist with funding the other two positions. City Council has the option of issuing and sponsoring a “community funding challenge” to raise funds for one or two of the other recommended positions.

Another housing-related issue in Springfield is the poor condition of some rental properties. In some cases, the properties are unsafe and do not meet the City's building code. Some landlords have not been responsive to tenants' requests for repairs of health-related issues. Due to limited funds, the tenants often cannot move because they do not have money for moving, deposits, or perhaps higher rent elsewhere. I am including \$10,000 in the budget to fund a pilot program that would provide temporary housing and other assistance to individuals displaced while repairs are made to the home they are renting when the City identifies a severe health-related problem. In such cases, the tenants would have to temporarily relocate while the landlord makes the repairs (or, in the case of a non-responsive landlord, the City arranges for the repairs and places a lien on the property).

Employment and jobs was a frequently discussed topic on the Listening Tour. A satellite office of the Missouri Career Center in the northwest quadrant of the City would provide employment-related services to the citizens living in this area. The budget includes funding for leased space for a full-service Career Center location in Zone 1 and will be funded from grant revenues.

Lastly, the General Fund budget includes \$26,700 for Zone Blitz expenses related to the purchase of security cameras, wellness initiatives, project signage, and enhanced communication with citizens – all aligned with the Zone Blitz Action Plan.

Employee Safety

During FY2016, we have increased our focus on employee safety. The Safety Committee, chaired by Deputy City Manager Tim Smith, has been active this year, involving administrators representing several departments throughout the City. The City is operationally diverse and employee safety is important for all departments. Employee safety is a high priority, and I feel it is important to dedicate resources to our safety program.

The FY2017 budget includes full-time positions dedicated to safety. Public Works and Environmental Services and the Transportation division have an employee that is dedicated to safety. A training captain focused on safety will be added to the Fire Department. This position will initially be funded from the self-insured workers' compensation fund, and then funding will gradually be transitioned to the Fire Department budget over multiple years in much the same manner as we absorb the COPS grant-funded police officer positions. Parks, Police and the Airport are currently evaluating their safety programs and may consider adding safety positions in future years.

Facilities Maintenance

Although we have made great strides in addressing some of our capital and facilities needs, we still have not identified an on-going funding source dedicated to replacing capital and preserving our investment in facilities. We have addressed these needs primarily with carryover funds or reserves from the Level Property Tax Fund. Last year, we were able to replace most of our high-mileage Police vehicles. This year, in the budget, I am recommending appropriating \$500,000 for exterior maintenance on the Busch Building. This maintenance is needed to preserve the exterior shell and reduce moisture infiltration.

The budget adjustment for the FY2015 carryover includes an appropriation to set aside \$500,000 toward the purchase of a ladder truck for the Fire Department. The remaining \$800,000 would be appropriated from the Level Property Tax Fund in FY2017. This will allow the Fire Department to order the ladder truck for delivery in 2018. Maintenance of our ISO 2 rating requires replacement of fire apparatus on a specific schedule. This purchase will replace a 15 year-old front line apparatus.

A critical issue that I feel must be addressed is the removal of underground fuel storage tanks. We are monitoring the tanks and they are not leaking at this time. However, they are old and we want to remove and replace them to protect our environment before a leak does occur. The budget includes \$86,000 from the General Fund and \$154,000 from the Clean Water Services budget to address this critical issue.

We are currently re-engineering the process we use internally to develop the capital budget. Our goal is to make this document more meaningful for all stakeholders. I anticipate providing Council with a more complete capital budget plan in conjunction with next year's budget.

Parks

The Springfield-Greene County Park Board has some exciting initiatives planned for the upcoming year. Neighborhood parks are an important component of many of our older neighborhoods. In the last few years, the Park Board has devoted funds to restoring some of our older parks. This effort will continue in FY2017 in conjunction with the Zone Blitz Action Plan. Improvements will be made to park infrastructure, including repairing playgrounds, pavilions, picnic tables and signage. The Parks Department is also continuing trail development. In FY2017, emphasis will be placed on connecting the South Creek and Wilson's Creek trails and the extension of the South Dry Sac/Fulbright Trail. The Parks staff, in conjunction with the Convention and Visitors Bureau and others in the community, continues to promote sports tourism. This not only provides opportunities for local athletes, but also is a boost to our local economy. Springfield was recently awarded the Missouri State High School Athletic Association basketball championships for 2018-2022 and the football championships for 2016. I am excited for the opportunity to showcase our City and for the positive economic impact these events bring to the community.

Closing

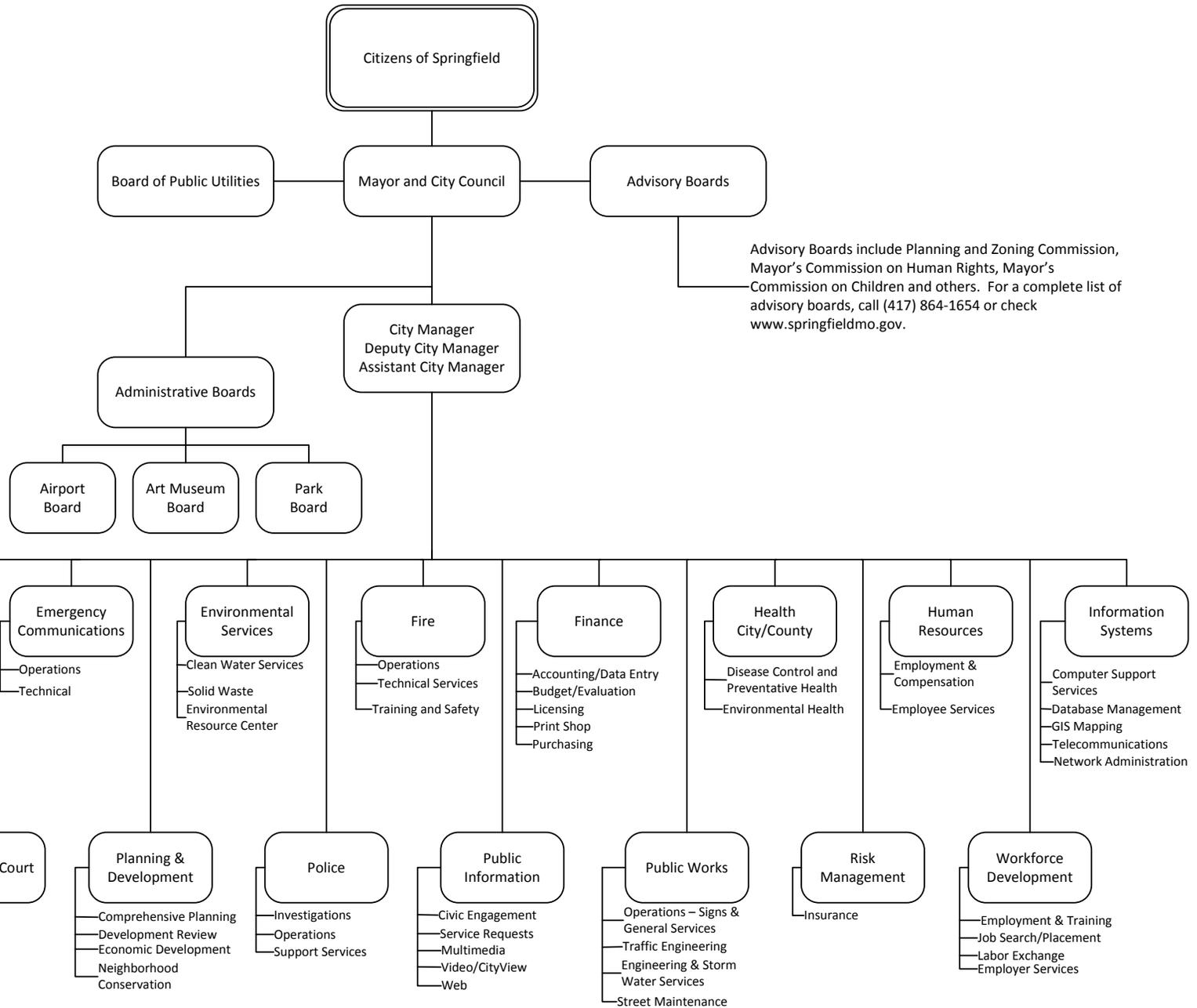
As always, the total budget requests I received from our departments far exceed our available funding. All of the requests are needed and would improve the service we are able to provide our citizens. As in past years, demand greatly exceeds supply. But we can't pound 20-pounds of sand into a 5-pound bag.

The projected increase in sales tax revenue for FY2017 is significantly more aggressive than past years, so we must carefully monitor both revenue and expenses during the upcoming year. On the expenditure side of the budget, this year, my priorities are addressing our information systems technology needs, continuing our promise to address issues in Zone 1 and funding commitments made on the current year's revenue. During the last three years we have added 21 new police officers through the COPS grant. This approximately \$1.1 million investment is a testimony to public safety.

Sincerely,



Greg Burris
City Manager



Advisory Boards include Planning and Zoning Commission, Mayor's Commission on Human Rights, Mayor's Commission on Children and others. For a complete list of advisory boards, call (417) 864-1654 or check www.springfieldmo.gov.

Note: All Departments include an administrative section

City Government's Organization Chart

City of Springfield, Missouri



COMMUNITY PROFILE



Community Profile

Source: www.springfieldregion.com

History: (Source: Greene County Historical Society)

Springfield is the largest community in Greene County, founded by John Polk Campbell, a settler from Maury County, Tennessee. He arrived with his brother in 1829 and upon finding a “natural well,” he carved his initials on an ash tree to establish his claim. Campbell returned to Tennessee for his family and returned to the Ozarks in March of 1830. Other settlers arrived almost daily and before long, a rather sizeable log cabin settlement developed.

Springfield was incorporated in 1838, but the town site was platted in 1835 when Campbell deeded 50 acres of land for the county seat. There was a post office as early as 1834 and the first permanent courthouse was constructed in 1837. Springfield grew and prospered and, since as early as 1878, has been known as the Queen City of the Ozarks.

Government and Organization:

The City of Springfield operates under a council-manager form of government. The Mayor is elected for a two-year term and eight council members are elected for four-year terms. The Council is responsible for appointing a City Manager. The City Manager is responsible for appointing department directors. All operate under the City Charter.

Population:

Springfield City Limits: 165,378

Current Springfield Metro Area: 452,297

- Springfield Metro Area includes Greene, Christian, Webster, Polk and Dallas counties in Southwest Missouri.

Annual Average Population Growth Rate: 0.8%

Workforce:

Average Employment By Sector

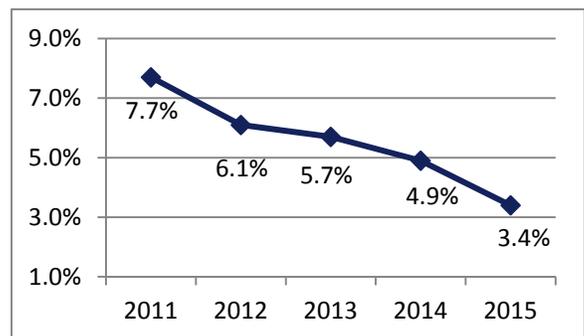
Edu. & Health Services	37,000
Government	29,300
Prof. & Bus. Services	24,900
Retail Trade	24,800
Leisure & Hospitality	19,600
Manufacturing	14,700
Financial Activities	11,800
Wholesale Trade	10,200
Transportation & Utilities	10,000
Other Services	8,600
Construction & Mining	7,800
Information	4,100



Employment:

Current Unemployment Rate: 3.9%

Unemployment Rate for Springfield Metro Area

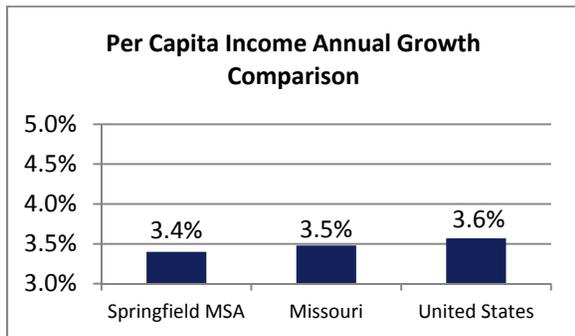


Community Profile

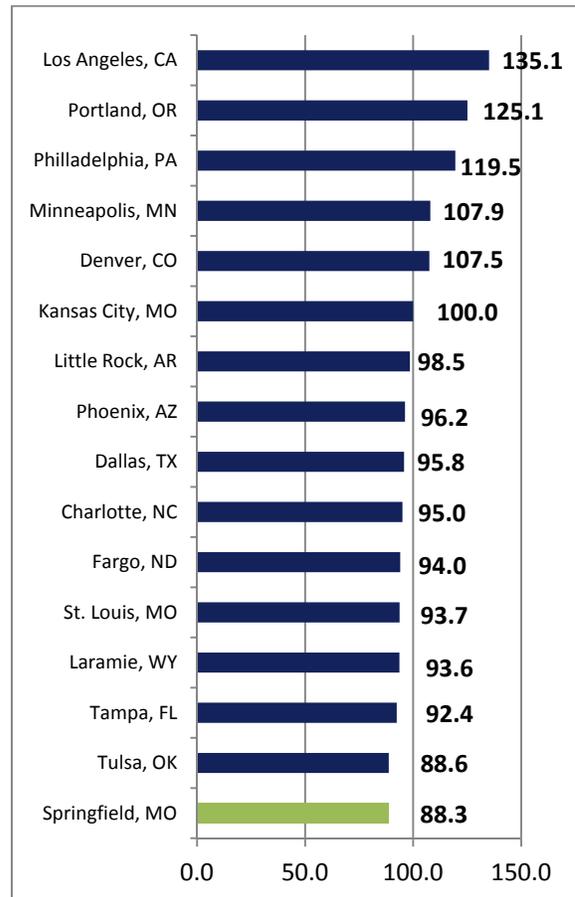
Source: www.springfieldregion.com

Income & Wages:

	Springfield Metro Area	State of Missouri
Per Capita Income	\$35,115	\$40,663
Average Wage per Job	\$37,208	\$39,720



Cost of Living Index Comparison:



Education:

- The average teacher experience in the Springfield Public Schools system is 12.5 years and more than 65% of faculty have advanced degrees.
- The average teacher/student ratio is 20 to 1.
- The average ACT Score is 22.4.

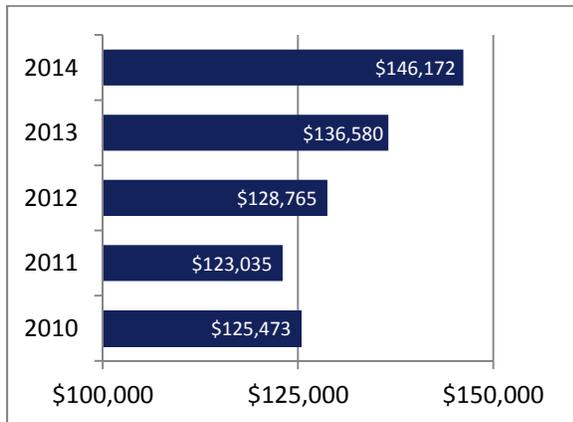
36 Public Elementary Schools
 10 Public Middle Schools
 5 Public High Schools
 12 Private Elem. /Middle Schools
 7 Private High Schools
 15 Colleges and Universities

Community Profile

Source: www.springfieldregion.com

Housing:

Average Home Sales Price Trends



Springfield Fair Market Rents

0 Bedrooms	\$462
1 Bedroom	\$516
2 Bedrooms	\$678
3 Bedrooms	\$988
4 Bedrooms	\$1,013

Source: www.springfieldregion.com



Major Employers:

Mercy Health Systems	9,030
Cox Health Systems	7,891
Wal-Mart Stores	3,917
Springfield Public Schools	3,199
Bass Pro Shops/Tracker Marine	2,862
United States Government	2,400
State of Missouri	2,317
Missouri State University	2,184
Citizens Memorial Healthcare	1,900
City of Springfield	1,596
SRC Holdings	1,500
O'Reilly Auto Parts	1,460
Chase Card Services	1,449
Prime Trucking	1,151
Ozarks Technical Community College	1,086
TeleTech	1,048
Expedia, Inc.	995
City Utilities of Springfield	959
Kraft Foods	924
American National Property & Casualty	879
Republic R-II School District	802
Greene County	783
Ozark R-VI School District	762
T-Mobile USA	760
General Council of the Assemblies of God	708

- The Springfield metro workforce has grown more than 9% in the past 10 years and in 2004 accounted for more than one-third of Missouri's total job growth.
- The area's unemployment rate of 5.1% has been steadily decreasing since 2010, which was at its highest since 1990.
- In the Springfield metro area, 95% of businesses have fewer than 50 employees.

Community Profile

Source: www.springfieldregion.com

Health Care:

- The health care industry employs nearly 32,000 people with a \$4.5 billion dollar annual economic impact.

<u>Hospital</u>	<u># of Beds</u>
Mercy Hospital	866
Cox Medical Center South/Walnut Lawn	596
Lakeland Regional Hospital	122
Meyer Ortopedic and Rehab Hospital	86
Cox Medical Center North	75
Mercy Rehab Hospital - Spfld	48



<u>Airline</u>	<u>Connections</u>	<u>Flights Daily</u>
American	Charlotte	2
American	Chicago	3
American	Dallas/Ft. Worth	7
Delta	Atlanta	5
United	Chicago	4
United	Denver	2
Allegiant	Las Vegas	4 weekly
Allegiant	Los Angeles	2 weekly
Allegiant	Orlando	4 weekly
Allegiant	Phoenix	3 weekly
Allegiant	Tampa	4 weekly
Allegiant	Ft. Myers	2 weekly
Total	11 Cities	25+ Daily Flights

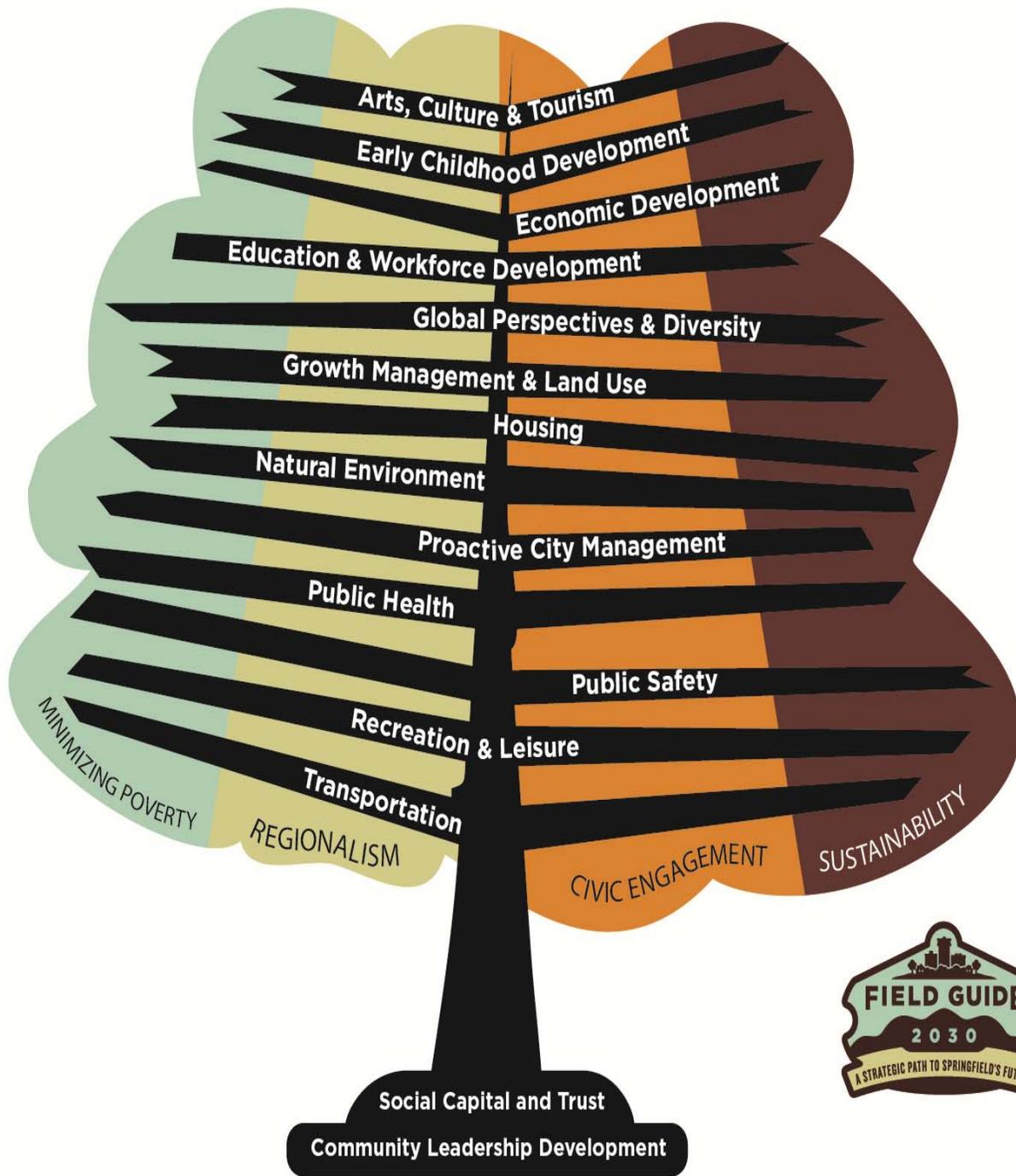
Transportation:

Airport

- The Springfield-Branson National Airport (SGF) is the gateway to the Missouri Ozarks and the tourist destination of Branson, which attracts more than 7 million visitors a year. With direct flights to 11 cities, SGF enjoys connectivity to the national air system that is unusual for a market our size.
- The airport offers general aviation and cargo services which include FedEx and UPS, as well as a U.S. Customs office and a Foreign Trade Zone.

Travel Time to Work (in minutes)







Field Guide 2030 Strategic Plan

A New Path to Springfield’s Future

Our community completed the process of forming our next Community Strategic Plan. The Field Guide 2030 was adopted by City Council on January 13, 2014. This new Strategic Plan celebrates the positives and honestly recognizes the challenges in and around Springfield.

To do this, thirteen planning committees were formed to address the needs and enhance the strengths of our community. These citizen-populated planning groups spent several months evaluating what works and what needs improvement in an effort to create a vision for the next twenty years. The result is a strategic plan with 13 chapters on topics such as transportation, housing, the natural environment, economic development, and more. In addition to this vision, each committee also drafted a specific five-year action plan complete with measurable goals and objectives. The draft also identified stakeholder groups and, if applicable, potential funding sources. The insight gained from a series of five community “report cards” and the City Manager’s months-long “Listening Tour” provided the foundation from which the individual planning committees began their work.

Four cross-chapter “themes” were identified from the series of community report cards as recurring issues in the community. These issues seemed so broad that they were likely to affect, and be affected, by all 13 of the chapter topics. These are: sustainability, minimizing poverty, regionalism, and civic engagement. Each of the planning groups was asked to consider their own vision and goals within the context of not only the goals and objectives of the other planning groups, but within the context of these four themes.

As the planning committee went about their work, a central committee was formed. This group had the challenge of blending the goals and objectives of each of the thirteen groups into a cohesive 20-year vision and 5-year action plan. The Strategic Plan Coordinating Committee sought at least two organizations to “adopt” each of the thirteen chapters and four themes within the plan. Adopting organizations are expected to do four things: (a) serve

as shepherds of these initiatives to ensure they remain on the community’s “radar screen”, (b) hold the implementing organizations accountable for making progress, (c) communicate the adopted initiative to their workforce, and (d) help the Strategic Plan Coordinating Committee bi-annually evaluate the community’s collective progress toward the goals and objectives.

The entire Field Guide 2030 plan, videos, progress reports and more can be found on-line at www.fieldguide2030.com. Reflected within the department pages (beginning on page 113) are the goals and performance measures which are specific to the City of Springfield. You will be able to identify these goals from other department goals, by the green “compass” symbol denoting a Field Guide 2030 community strategic plan initiative.





BUDGET SUMMARY





Guide to Using this Document

Budget Highlights:

- The summary by fund group for revenues, appropriations, debt service, and full-time equivalent staff are located on pages 42 to 90.
- The Budget Policies adopted by City Council are located on page 95.
- An overview of the Adopted General Fund Budget compared to the previously Adopted General Fund Budget is printed on page 96-97.
- The City's benchmarks with other communities or industry standards are included in the Benchmark section starting on page 101.

Departmental Purpose, Mission Statements, Org Chart and Performance Measures:

This section of the document, beginning on page 113, contains information for each department as follows:

- Expenditures and appropriations for the fiscal years 2015-2017 per department
- The department's organizational chart
- The department's purpose
- The department's mission statement
- Fiscal Year 2017 Budget Highlights, which highlights any major changes in staffing or expenditures
- The department's Personal Services Summary showing the number of approved, full-time equivalent staff by division
- The department's individual performance measures

In the document, you may notice the terms: Appropriation, General Fund, Reserves, Resources and Transfers. Refer to the glossary of terms on page 264 for more definitions.

- **Appropriation:**
 - Is a legal authorization to incur obligations and make expenditures for designated purposes.
- **General Fund:**
 - City's primary operating fund. Accounts for financial resources of the general government. Does not include any designated sales taxes. Revenue sources include general Sales Tax, Use Tax and Fees.
- **Reserves:**
 - Reflect the balancing of available resources with appropriations
 - Can be either positive or negative amounts
 - Can result from a number of items, which reflect:
 - Budget-to-Actual variances
 - Resources received from the issuance of debt
 - Restriction of resources for future allocations
- **Resources:**
 - Total dollars available for appropriation, including estimated revenues, transfers, and beginning fund balance.
- **Transfers** are made between funds, and can be either:
 - Operating, to cover normal operating items, such as matching requirements for grant awards; or
 - Debt service, to cover the debt requirements outlined in this document



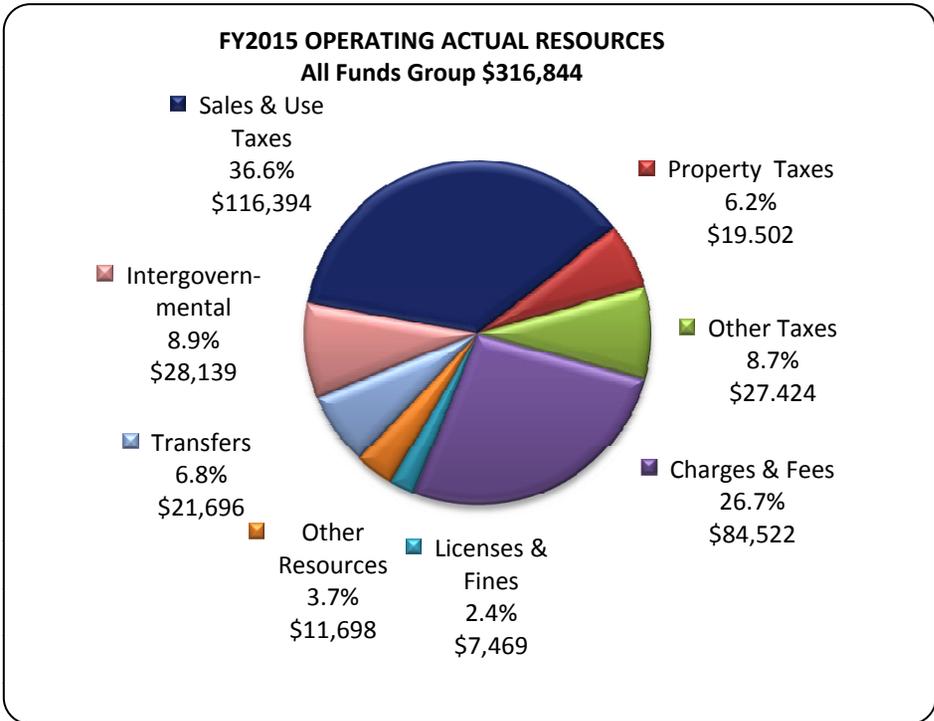
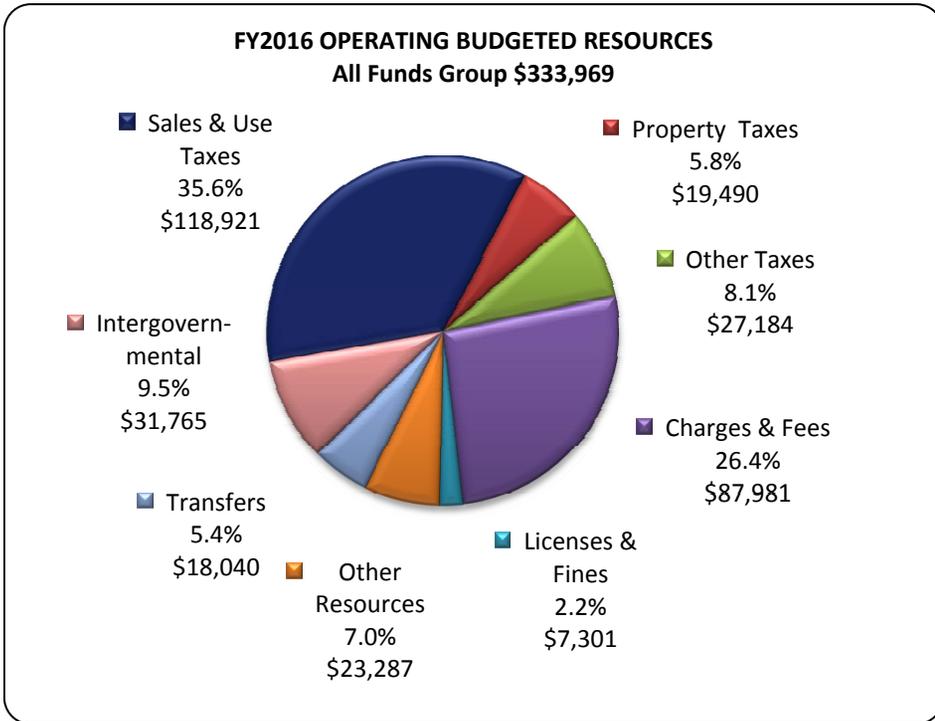
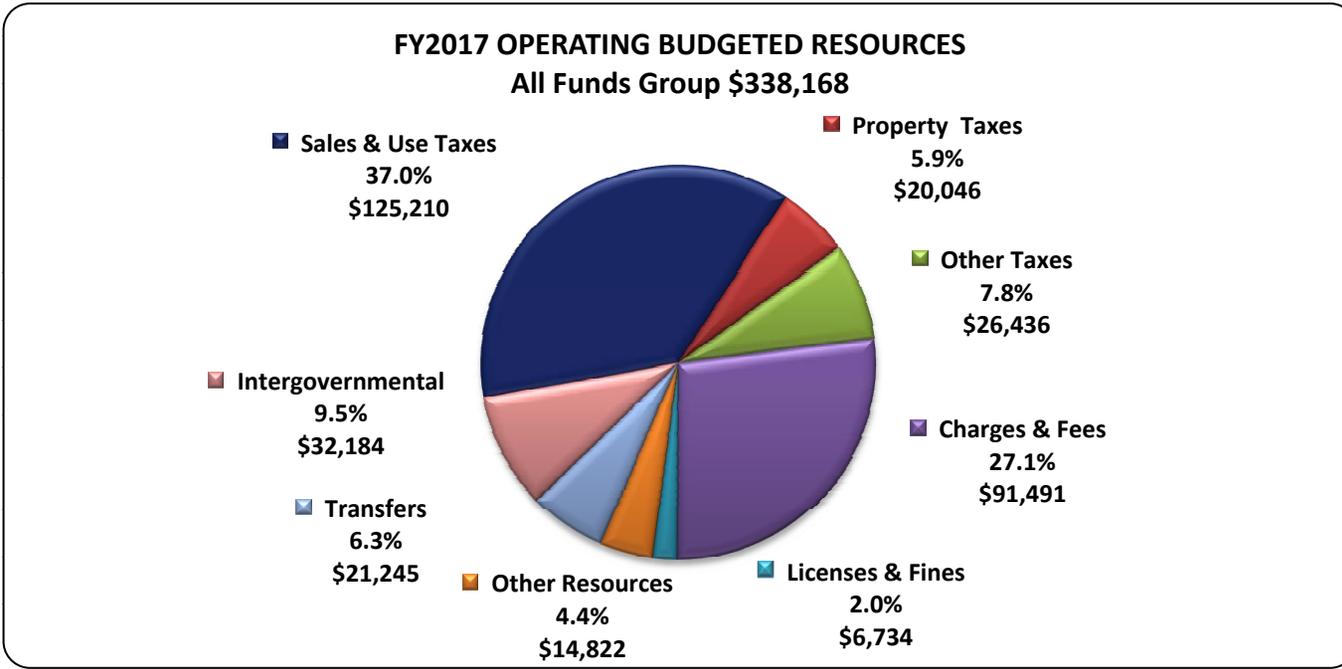
ALL FUND GROUPS



The City's operations are classified into fund groups for budget purposes. These fund groups are classified as general, special revenue, grant, capital projects, debt service, enterprise and internal service.

The modified accrual basis of accounting is used in budgeting for all fund groups. This method recognizes expenditures when the liability is incurred and revenues when they become available and measurable.

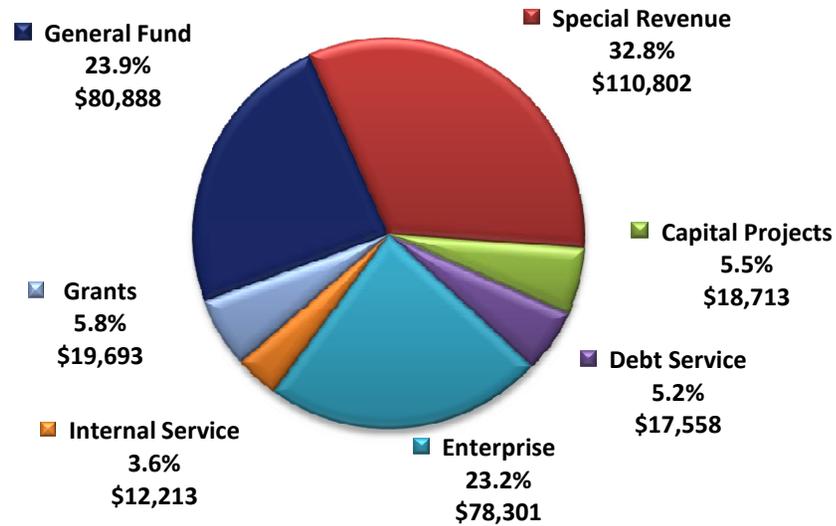
City of Springfield, Missouri - 2016-2017 Annual Operating Budget - All Funds



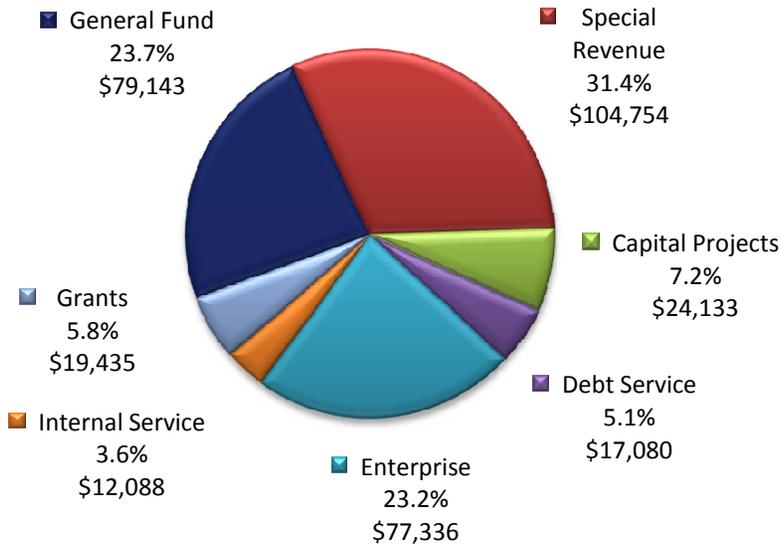
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2016-2017 Annual Operating Budget - All Funds

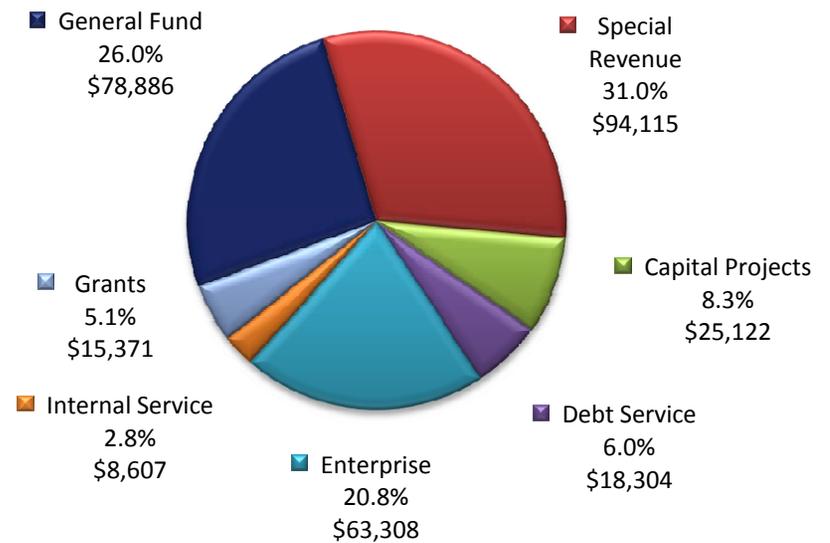
FY2017 OPERATING BUDGETED APPROPRIATIONS
All Funds Group \$338,168



FY2016 OPERATING BUDGETED APPROPRIATIONS
All Funds Group \$333,969



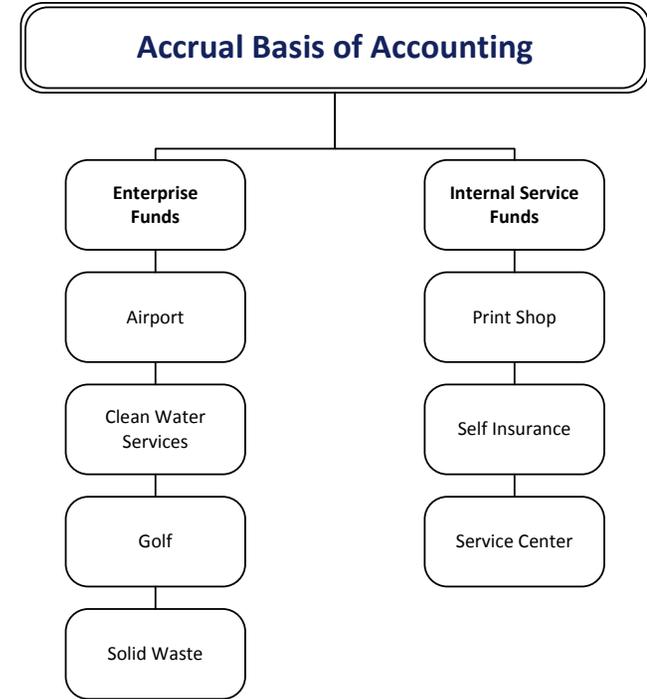
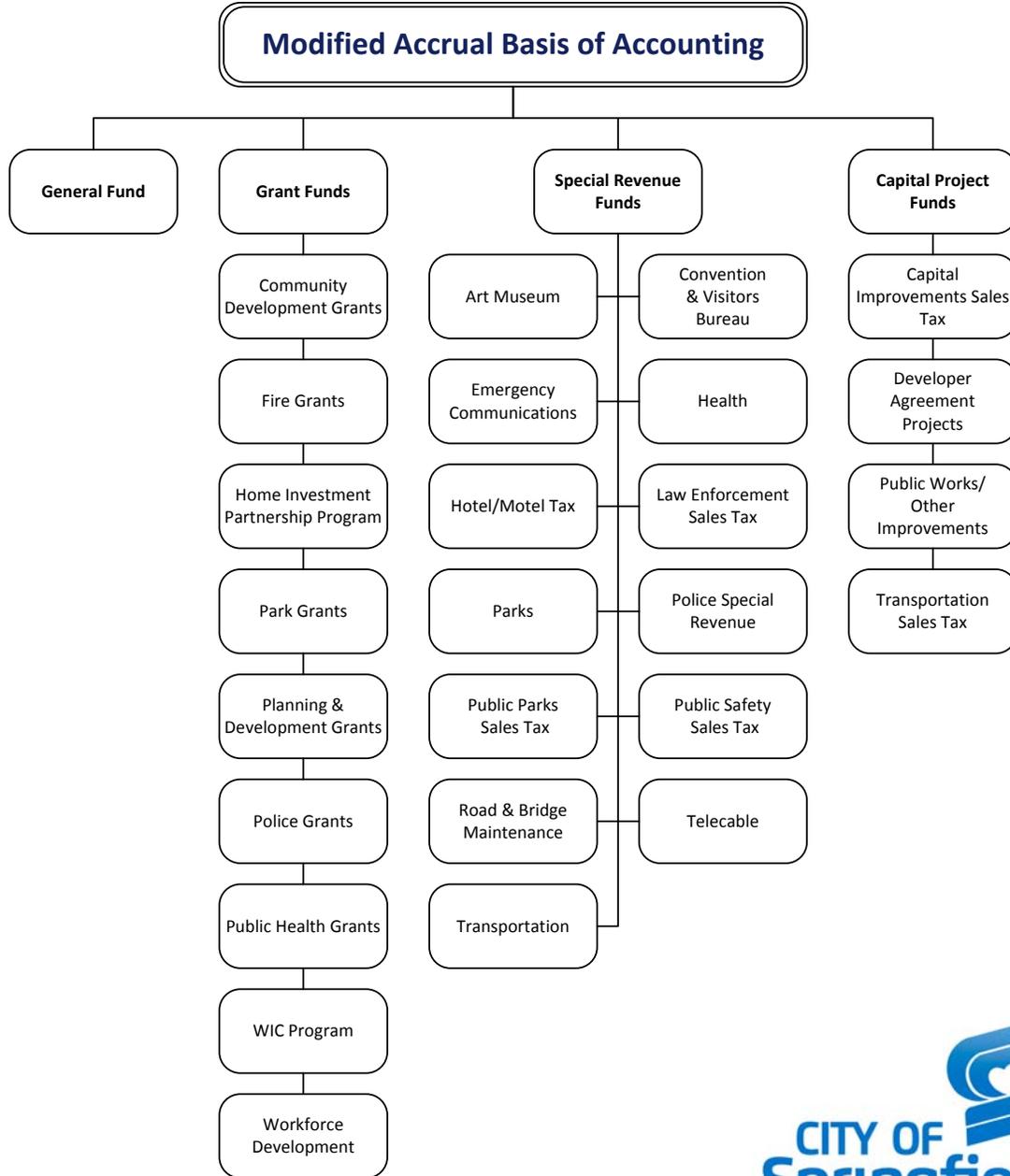
FY2015 OPERATING ACTUAL EXPENDITURES
All Funds Group \$303,713



All amounts are expressed in thousands. Intrafund transfers have been eliminated.



City of Springfield Fund Structure



The basis of budgeting for all fund groups is the **modified accrual basis of accounting**.

The audited governmental fund financial statements use the methods shown here which are the **modified accrual basis of accounting**, except for the proprietary funds, which use the **accrual basis of accounting**. (Please see the glossary for definitions of each method.)



Summary of Relationship

Between Fund Types, Revenue Sources, Expenditures and Department/Boards

Fund Type:	General Fund	Special Revenue Funds	Grant Revenue Funds
	General Fund	Art Museum Community Improvement Districts Convention and Visitors Bureau Emergency Communications Law Enforcement Sales Tax Parks Sales Tax Police Special Revenue Public Health Services Public Parks Public Safety Pension Sales Tax Public Works - Transportation Road & Bridge Maintenance Fund	Community Development Home Investment Partnership Planning & Development Grants Public Health Grants WIC Workforce Development
Major Revenue Sources:	1-Cent General Sales Tax Payments in Lieu of Taxes Licenses and Permits Fines and Penalties	Sales Tax Property Taxes User Fees Charges for Services	Federal and State Grants Government Aid
Expenditure Types:	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Vehicles	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Museum Acquisitions, Machinery and Equipment, Capital Projects and Debt Service requirements related to these business activities	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Capital Projects related to these business activities
Major Departments:	Police, Fire, Public Works, Planning, and others	Public Works Transportation, Police, Public Health, Parks, Art Museum, and Emergency Communications	Planning, Public Health, and Workforce Development

Summary of Relationship

Fund Type:	Capital Project Funds	Enterprise Funds	Internal Service Funds
	Capital Improvements Sales Tax	Airport	Print Shop
	Transportation Sales Tax	Golf	Self-Insurance
	Public Works Improvements	Clean Water Services	Service Center
	Developer Agreements	Solid Waste	
Major Revenue Sources:	1/4-Cent Sales Tax 1/8-Cent Sales Tax Federal Hwy Admin Grants 1/2 of incremental increase in one-cent general sales tax revenue from developer agreements	Utility Charges Airport Passenger Charges Rentals	Charges for Services
Expenditure Types:	Capital Assets including land, buildings, improvements, equipment, and infrastructure assets (e.g. roads, bridges, storm sewers, and similar items)	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Capital Projects and Debt Service requirements related to these business activities	Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Liability and Workers Compensation Claims
Major Departments:	Public Works	Clean Water Services, Solid Waste, Airport and Parks	Public Works, Human Resources, Risk Management, and Finance



REVENUES

SCHEDULE OF PROJECTED FY 2017 REVENUES COMPARED TO ADOPTED FY 2016 BUDGET AND ACTUAL FY 2015 TOTALS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (1)

The budget shall provide:

An itemized statement of estimated revenues from all sources for the year which the budget is to cover, together with a comparative statement of revenues for the last completed fiscal year and the year in progress.

Revenues

Schedule of Actual and Projected Revenues (All Fund Types):

	General Fund	Special Revenue Funds	Grant Funds	Capital Projects Funds	Debt Service Funds
TAXES					
Sales (General)	\$ 45,400,000	\$ -	\$ -	\$ -	\$ -
Sales (Capital Improvement)	-	-	-	9,775,000	-
Sales (Law Enforcement)	-	7,800,000	-	-	-
Sales (Transportation)	-	-	-	4,887,500	-
Sales (Parks)	-	10,130,000	-	-	-
Sales (911)	-	5,597,150	-	-	-
Sales (Public Safety Pension)	-	35,320,000	-	-	-
Use	3,000,000	3,300,000	-	-	-
Property	-	11,758,777	-	-	8,287,027
Payment In Lieu of Taxes	13,670,000	-	-	-	-
Gross Receipts	6,110,000	639,540	-	-	-
Cigarette	780,000	-	-	-	-
Room	106,500	2,779,500	-	-	-
Tourism	-	2,351,000	-	-	-
	69,066,500	79,675,967	-	14,662,500	8,287,027
LICENSES AND FINES					
Occupational Licenses	3,720,000	-	-	-	-
Permits	1,599,000	375,000	-	-	-
Fines and Forfeitures	768,000	-	-	-	-
Court Costs	170,000	-	-	-	-
	6,257,000	375,000	-	-	-
CHARGES AND FEES					
Charges for Services	525,000	3,131,591	-	775,000	-
User Fees	-	9,282,888	-	-	152,000
Aviation Fuel Sales	-	-	-	-	-
Sale of Goods	75,000	550,000	-	-	-
Rentals	-	147,600	-	-	-
	600,000	13,112,079	-	775,000	152,000
INTERGOVERNMENTAL					
Gasoline Taxes	-	4,400,000	-	-	-
State of Missouri	-	2,120,797	-	-	-
Greene County	-	3,041,352	-	-	-
Grants -	-	-	-	-	-
Airport	-	-	-	-	-
Community Development	-	-	3,272,233	-	-
Workforce Development	-	-	6,109,222	-	-
WIC Program	-	-	1,521,862	-	-
Police	-	-	1,336,923	-	-
Other	-	276,952	7,104,997	-	-
	-	9,839,101	19,345,237	-	-
Interest on Investments	180,000	58,050	-	5,000	-
Special Assessment Tax Bills	-	-	-	-	1,768,744
Interest on Tax Bills	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-
Reserve	130,179	1,387,492	17,345	305,883	60,500
Other Miscellaneous Revenues	608,125	4,774,866	-	1,625,000	1,474,800
	918,304	6,220,408	17,345	1,935,883	3,304,044
REVENUES BEFORE TRANSFERS	76,841,804	109,222,556	19,362,583	17,373,383	11,743,072
TRANSFERS	4,045,889	1,735,963	330,681	1,340,000	11,525,400
LESS ELIMINATIONS	-	(157,000)	-	-	(5,710,600)
TRANSFERS FROM OTHER FUNDS	4,045,889	1,578,963	330,681	1,340,000	5,814,800
TOTAL REVENUES	\$ 80,887,693	\$ 110,801,519	\$ 19,693,263	\$ 18,713,383	\$ 17,557,872

Revenues

Schedule of Actual and Projected Revenues (All Fund Types):

	Enterprise Funds	Internal Service Funds	Adopted 2016-17 Total	Adopted 2015-16 Total	Actual 2014-15 Total
TAXES					
Sales (General)	\$ -	\$ -	\$ 45,400,000	\$ 42,500,000	\$ 42,577,894
Sales (Capital Improvement)	-	-	9,775,000	9,775,000	10,305,368
Sales (Law Enforcement)	-	-	7,800,000	7,300,000	7,307,607
Sales (Transportation)	-	-	4,887,500	4,887,500	5,152,662
Sales (Parks)	-	-	10,130,000	9,725,000	10,127,574
Sales (911)	-	-	5,597,150	5,107,978	4,284,232
Sales (Public Safety Pension)	-	-	35,320,000	33,075,000	30,772,390
Use	-	-	6,300,000	6,550,000	5,866,657
Property	-	-	20,045,805	19,489,489	19,501,994
Payment In Lieu of Taxes	-	-	13,670,000	14,467,000	14,614,850
Gross Receipts	-	-	6,749,540	6,912,000	6,851,768
Cigarette	-	-	780,000	800,000	788,564
Room	-	-	2,886,000	2,779,022	2,882,247
Tourism	-	-	2,351,000	2,226,000	2,286,999
	-	-	171,691,995	165,593,989	163,320,808
LICENSES AND FINES					
Occupational Licenses	-	2,000	3,722,000	3,742,000	3,716,614
Permits	100,000	-	2,074,000	1,925,500	1,977,129
Fines and Forfeitures	-	-	768,000	1,243,000	1,192,139
Court Costs	-	-	170,000	390,717	582,779
	100,000	2,000	6,734,000	7,301,217	7,468,661
CHARGES AND FEES					
Charges for Services	51,006,000	4,313,824	59,751,415	58,271,211	54,205,275
User Fees	11,281,500	-	20,716,388	20,016,789	20,338,776
Aviation Fuel Sales	4,655,000	-	4,655,000	5,012,000	3,961,771
Sale of Goods	263,500	65,000	953,500	740,500	1,134,930
Rentals	5,267,000	-	5,414,600	3,940,600	4,881,540
	72,473,000	4,378,824	91,490,903	87,981,100	84,522,291
INTERGOVERNMENTAL					
Gasoline Taxes	-	-	4,400,000	4,300,000	4,219,813
State of Missouri	-	-	2,120,797	2,235,320	1,978,344
Greene County	-	-	3,041,352	2,690,787	2,301,894
Grants -					
Airport	3,000,000	-	3,000,000	3,000,000	2,868,055
Community Development	-	-	3,272,233	3,218,217	3,049,121
Workforce Development	-	-	6,109,222	5,795,945	6,864,663
WIC Program	-	-	1,521,862	1,534,697	1,528,591
Police	-	-	1,336,923	992,119	1,459,156
Other	-	-	7,381,949	7,997,999	3,868,977
	3,000,000	-	32,184,338	31,765,084	28,138,614
Interest on Investments	2,080,000	-	2,323,050	2,346,154	1,846,505
Special Assessment Tax Bills	-	-	1,768,744	1,605,811	584,950
Interest on Tax Bills	-	-	-	-	100,335
Bond and Loan Proceeds	-	-	-	-	4,487,334
Reserve	-	87,601	1,989,001	11,888,202	-
Other Miscellaneous Revenues	250,225	8,000	8,741,016	7,447,118	4,678,457
	2,330,225	95,601	14,821,811	23,287,286	11,697,582
REVENUES BEFORE TRANSFERS	77,903,225	4,476,425	316,923,047	315,928,676	295,147,956
TRANSFERS	23,689,305	7,736,633	50,403,871	49,165,191	59,196,491
LESS ELIMINATIONS	(23,291,030)	-	(29,158,630)	(31,124,405)	(37,500,472)
TRANSFERS FROM OTHER FUNDS	398,275	7,736,633	21,245,241	18,040,786	21,696,019
TOTAL REVENUES	\$ 78,301,500	\$ 12,213,058	\$ 338,168,288	\$ 333,969,462	\$ 316,843,975



APPROPRIATIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS FOR FY 2017 ALL FUND TYPES

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (2)

The budget shall provide:

An itemized statement of expenditures recommended by the City Manager for each office, department or agency for the year which the budget is to cover, together with a comparative statement of expenditures for the last completed fiscal year and the year in progress.

Appropriations

Summary of Expenditures and Appropriations (All Fund Types):

	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Adopted</u>	<u>2016-17</u> <u>Adopted</u>
<u>GENERAL FUND</u>			
Building Development Services	\$ 2,421,591	\$ 2,640,453	\$ 2,787,479
City Attorney	3,193,335	2,290,383	2,237,652
City Clerk	434,306	495,469	478,249
City Manager	2,277,486	2,846,752	2,041,845
Finance	6,049,482	6,534,065	6,761,569
Fire	19,428,945	19,719,115	20,368,806
Human Resources	1,468,209	1,686,673	1,775,152
Information Systems	4,502,918	3,629,982	3,808,916
Mayor and City Council	234,351	283,865	278,500
Municipal Court	1,702,776	1,843,795	1,891,660
Planning and Development	1,655,499	1,814,242	1,873,986
Police	27,686,700	27,151,620	28,060,414
Public Information Department	538,353	594,957	630,147
Public Works	7,292,137	7,612,034	7,893,317
TOTAL GENERAL FUND	78,886,086	79,143,405	80,887,693
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	1,610,406	1,991,159	1,919,144
Community Improvement Districts	1,398,810	1,584,022	1,585,750
Convention and Visitors Bureau	3,151,438	3,284,200	3,457,375
Emergency Communications	4,380,214	5,107,978	5,597,150
Hotel/Motel Tax	2,116,739	2,226,000	2,351,000
Law Enforcement Sales Tax	7,762,362	7,842,084	8,271,650
Miscellaneous Special Revenue	723,446	1,796,750	2,156,000
Police Special Revenue	934,303	1,745,749	2,075,591
Public Health Services	6,237,148	7,062,497	7,383,801
Public Parks	10,718,219	10,800,607	11,127,458
Public Parks City/County Wide Sales Tax	13,426,742	14,265,885	15,241,929
Public Safety Pension Sales Tax	30,772,390	33,075,000	35,320,000
Public Works - Transportation	11,215,591	11,550,000	11,750,000
Road and Bridge Maintenance Fund	613,092	1,760,000	1,875,000
Teleable Special Revenue	629,565	662,130	689,670
TOTAL SPECIAL REVENUE FUNDS	95,690,464	104,754,062	110,801,519

Appropriations

	<u>2014-15</u> <u>Actual</u>	<u>2015-16</u> <u>Adopted</u>	<u>2016-17</u> <u>Adopted</u>
<u>GRANT REVENUE FUNDS</u>			
Community Development	2,854,372	8,672,464	9,797,778
Fire Grants	1,164,707	-	-
Park Grants	353,634	262,978	-
Police Grants	531,866	1,059,841	1,599,604
Public Health Grants	2,171,629	2,096,171	651,797
WIC Program	1,394,654	1,547,696	1,534,862
Workforce Development	6,886,622	5,795,945	6,109,222
TOTAL GRANT REVENUE FUNDS	<u>15,357,485</u>	<u>19,435,096</u>	<u>19,693,263</u>
<u>CAPITAL PROJECTS FUNDS</u>			
Capital Improvements Sales Tax	20,539,772	14,662,500	14,662,500
Developer Agreement Projects	143,641	40,000	40,000
Public Works/Other Improvements	2,876,098	9,430,000	4,010,883
TOTAL CAPITAL PROJECTS FUNDS	<u>23,559,511</u>	<u>24,132,500</u>	<u>18,713,383</u>
<u>DEBT SERVICE FUNDS</u>			
General Obligation Bonds	2,023,475	1,605,811	1,768,744
Leasehold Revenue Bonds	7,991,159	7,613,338	9,142,327
Special Obligation Bonds	8,289,245	7,861,500	6,646,800
TOTAL DEBT SERVICE FUNDS	<u>18,303,879</u>	<u>17,080,649</u>	<u>17,557,872</u>
<u>ENTERPRISE FUNDS</u>			
Airport	20,597,904	23,011,000	23,956,500
Clean Water Services	34,430,017	41,725,000	43,385,000
Golf	2,697,253	3,000,000	3,035,000
Solid Waste	5,582,815	9,600,000	7,925,000
TOTAL ENTERPRISE FUNDS	<u>63,307,988</u>	<u>77,336,000</u>	<u>78,301,500</u>
<u>INTERNAL SERVICE FUNDS</u>			
Print Shop	210,720	237,712	238,824
Self-Insurance	5,040,839	7,150,039	7,793,234
Service Center	3,355,815	4,700,000	4,181,000
TOTAL INTERNAL SERVICE FUNDS	<u>8,607,374</u>	<u>12,087,751</u>	<u>12,213,058</u>
TOTAL ALL FUND TYPES	<u><u>\$ 303,712,788</u></u>	<u><u>\$ 333,969,462</u></u>	<u><u>\$ 338,168,288</u></u>

Schedule of Projected Changes in Fund Balance for Fiscal Year 2016-17

Fund	Estimated Beginning Balance*	Revenues	Expenditures	Projected Ending Balance**	Percent Change in Fund Balance
General Fund:					
General Fund	\$ 25,776,369	\$ 80,757,514	\$ 80,887,693	\$ 25,646,190	-0.51%
Total General Fund	<u>\$ 25,776,369</u>	<u>\$ 80,757,514</u>	<u>\$ 80,887,693</u>	<u>\$ 25,646,190</u>	
Special Revenue Funds:					
Art Museum	\$ 1,304,249	\$ 1,544,446	\$ 1,919,144	\$ 929,551	-28.73%
Community Improvement Districts	9,494	1,585,750	1,585,750	9,494	0.00%
Convention and Visitors Bureau	686,152	3,457,375	3,457,375	686,152	0.00%
Emergency Communications	(139,374)	5,597,150	5,597,150	(139,374)	0.00%
Hotel/Motel Tax	889,143	2,351,000	2,351,000	889,143	0.00%
Law Enforcement Sales Tax	586,547	8,271,650	8,271,650	586,547	0.00%
Police Special Revenue	188,112	2,075,591	2,075,591	188,112	0.00%
Public Health Services	4,759,286	7,383,137	7,383,801	4,758,622	-0.01%
Public Parks	768,840	11,127,458	11,127,458	768,840	0.00%
Public Parks City/County Sales Tax	771,952	15,241,929	15,241,929	771,952	0.00%
Public Works - Transportation	6,308,783	10,850,000	11,750,000	5,408,783	-14.27%
Road and Bridge Maintenance Fund	3,524,042	1,875,000	1,875,000	3,524,042	0.00%
Telecable Special Revenue	1,713,343	639,540	689,670	1,663,213	-2.93%
Total Special Revenue Funds	<u>\$ 21,370,568</u>	<u>\$ 72,000,026</u>	<u>\$ 73,325,518</u>	<u>\$ 20,045,076</u>	
Grant Funds:					
Community Development Grants	\$ 33,828,219	\$ 9,793,433	\$ 9,797,778	\$ 33,823,873	-0.01%
Other Grants	19,970	2,251,401	2,251,401	19,970	0.00%
WIC Program	34,895	1,521,862	1,534,862	21,895	-37.25%
Workforce Development	-	6,109,222	6,109,222	-	0.00%
Total Grant Funds	<u>\$ 33,883,084</u>	<u>\$ 19,675,918</u>	<u>\$ 19,693,263</u>	<u>\$ 33,865,738</u>	
Capital Project Funds:					
Capital Improvement Sales Tax	\$ 19,289,353	\$ 14,662,500	\$ 14,662,500	\$ 19,289,353	0.00%
Developer Agreement Projects	(143,437)	40,000	40,000	(143,437)	0.00%
Public Works/Other Improvements	2,437,921	3,705,000	4,010,883	2,132,038	-12.55%
Total Capital Project Funds	<u>\$ 21,583,837</u>	<u>\$ 18,407,500</u>	<u>\$ 18,713,383</u>	<u>\$ 21,277,954</u>	
Debt Service Funds:					
General Obligation Bonds	4,688,395	1,768,744	1,768,744	4,688,395	0.00%
Leasehold Revenue Bonds	7,251,236	9,081,827	9,142,327	7,190,736	-0.83%
Special Obligation Bonds	3,415,004	6,646,800	6,646,800	3,415,004	0.00%
Total Debt Service Funds	<u>\$ 15,354,635</u>	<u>\$ 17,497,372</u>	<u>\$ 17,557,872</u>	<u>\$ 15,294,135</u>	
Enterprise Funds:					
Airport	\$ 119,571,841	\$ 23,956,500	\$ 23,655,770	\$ 119,872,571	0.25%
Golf	3,929,728	3,035,000	2,951,846	4,012,882	2.12%
Clean Water Services	244,533,492	43,385,000	42,142,521	245,775,971	0.51%
Solid Waste	14,836,872	7,925,000	7,925,000	14,836,872	0.00%
Total Enterprise Funds	<u>\$ 382,871,933</u>	<u>\$ 78,301,500</u>	<u>\$ 76,675,137</u>	<u>\$ 384,498,297</u>	
Internal Service Funds:					
Print Shop	\$ 17,941	\$ 238,824	\$ 238,824	\$ 17,941	0.00%
Self-Insurance	20,081,457	7,705,633	7,793,234	19,993,856	-0.44%
Service Center	42,434	4,181,000	4,181,000	42,434	0.00%
Total Internal Service Funds	<u>\$ 20,141,832</u>	<u>\$ 12,125,457</u>	<u>\$ 12,213,058</u>	<u>\$ 20,054,231</u>	

*Estimated Beginning Fund Balance is the ending fund balance per the Comprehensive Annual Financial Report for the Year Ended June 30, 2015 adjusted by the budgeted revenues and expenditures for the 2015-2016 fiscal year to arrive at an estimated beginning fund balance as of July 1, 2016.

**Projected Ending Fund Balance as of June 30, 2017.

Schedule of Projected Changes in Fund Balance for Fiscal Year 2016-17

Fund Balance is the difference between a fund's assets and liabilities. These savings roll forward from one fiscal year to the next. As part of the City's budget policy, fund balance is to be maintained at a level of 8-10% of our operating funds budget. Fund balances can be classified into three categories: (1) designated, (2) contingency, or (3) undesignated. Designated fund balance is money that is "earmarked" or "designated" for a specific purpose. Examples may include employee merit increases, debt service obligations, or approved capital improvement projects. These amounts are not available for appropriation and in some cases may be legally restricted by outside parties for use for specific purposes. Contingency fund balance is money that is reserved or set aside for "rainy day" scenarios such as cash flow problems, unanticipated expenses, economic downturns or natural disasters. Undesignated fund balance is the amount available for appropriation throughout the year.

Explanation of Changes in Fund Balance Greater than 10%:

Art Museum Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$374,689, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2016-17 fiscal year to pay for conservation work on the Sun Target and other outdoor sculpture, a monument sign for National Ave, lighting improvements in the Weisel and Kelly Galleries, renovations to the lobby, and the acquisition of a Dale Chihuly sculpture.

Transportation Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$900,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2016-17 fiscal year to pay for much-needed capital equipment.

WIC Program:

Expenditures in this fund are projected to exceed revenues by approximately \$13,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2016-17 fiscal year for additional program offerings which will end when the funding is depleted. The beginning fund balance reflects expenditures not billed at the close of the 2014-15 fiscal year.

Public Works/Other Improvements:

Expenditures in this fund are projected to exceed revenues by approximately \$305,883. The fund balance reserve of the 2005 storm water project fund is being used in the 2016-17 fiscal year for storm water projects. This funding will be paired with other storm water funding for various projects.

Revenue Projections

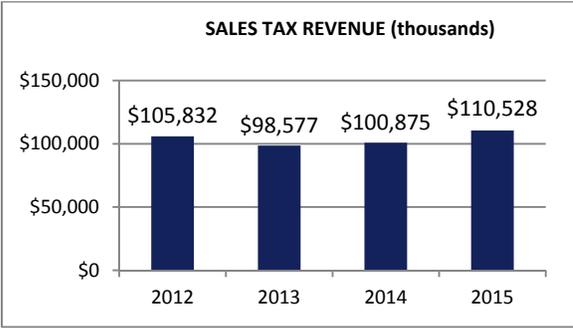
Overview

Revenue projections are prepared early in the budget process. The first step in the process is to revise the estimates for the current fiscal year in order to develop an accurate base for the projections for the upcoming year. The revenue estimates are finalized during the completion of the budget. This section provides a description of the major revenue sources, and the assumptions used to develop estimates for the budget. A complete listing of all revenue sources is provided on pages 42 & 43 of this document.

Sales Tax

The total sales tax in Springfield is 7.60%. Within the 7.60% tax rate, the City receives 2.125%, the State receives 4.225%, and the County receives 1.25%. The City's rate of 2.125% includes 1% for general operations, .75% for public safety pension, .25% for capital improvements, and .125% for transportation. Springfield also shares in countywide sales taxes for law enforcement and parks. Sales tax revenue is a significant source of revenue for Springfield, generating 35.2% of total revenue and 56.1% of General Fund revenue. The City is a regional economic center and has a large student population, resulting in a high level of sales tax revenue per capita.

Sales tax revenue is estimated based on a combination of several factors, including the most recent six months of actual revenue, local economic trends and projected new retail activity. The FY 2017 budget for the 1% sales tax in the General Fund is \$45.4 million. This compares to FY 2015 actual of \$42.6 million and FY 2016 budget of \$42.5 million. Estimated sales tax revenue for FY 2017 is based on national and local economic forecasts and prior year average revenue.

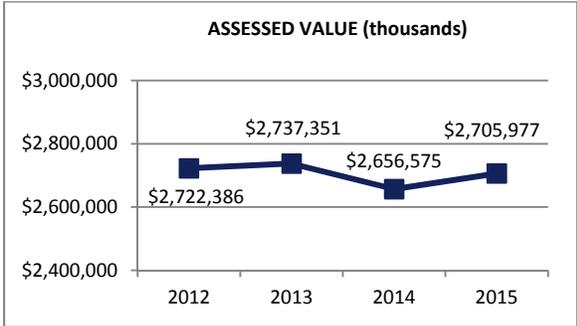


Property Tax

Property tax is levied on real estate and personal property, such as automobiles, boats and equipment. Property tax revenue supports parks, public health, the Art Museum and major capital projects. The Greene County Assessor assesses property values and the Greene County Collector collects the tax. Major reassessment is done in odd numbered years. Local and state property tax levies in Missouri are regulated by a constitutional amendment known as the Hancock Amendment. This amendment limits the growth in property tax revenue to the increase in the consumer price index (CPI). Therefore if property values increase more than the CPI, the levy is reduced to generate an increase in income equal to the CPI. Growth is allowed on a phased-in basis for annexations and new construction.

Property values in Springfield increase, on average, 2% per year. Property tax revenue has historically provided a stable source of revenue to the City of Springfield. This helps, in part, to balance out the volatility of sales tax revenue. The budget for property tax revenue is based on trends in the local real estate market. The actual tax levies are set in September, when the final assessed value information is received from Greene County. If the revenue estimates are significantly different, the budget is adjusted by City Council to reflect the difference in revenue.

Revenue Projections



Charges for Service

Charges for service originate primarily from the City’s enterprise funds and internal service funds. This revenue source represents charges to users of City services. In the enterprise funds, the charges are for sanitary sewer services, solid waste disposal, airport and golf course usage. The charges reflected in the internal service funds are for insurance, fuel and vehicle maintenance and the City’s Printshop. The fees are set at a level to recover the cost of providing the service and to establish and maintain a reasonable reserve.

As part of the budget development process, the Environmental Services Department provides revenue estimates based on volume, anticipated program changes and rate structure. The FY 2017 budget includes the final of six annual rate increases necessary to fund the additional debt service cost of complying with initial Environmental Protection Agency and Missouri Department of Natural Resources wastewater mandates.

The General Fund receives fees for services such as building permits, zoning applications and engineering reviews. An annual fee study is conducted as part of the budget development process. Generally, the City tries to recover 100% of the cost of providing the service when setting the fee. Increases are limited to the increase in the consumer price index plus 10%. In cases where the City is recovering less than 75% of the cost of service, the annual increase is limited to 20% above the consumer price index.

Revenue estimates for charges for service are based on units of service from various City departments and cost per unit, including information from the fee study.

User Fees

User fees are assessed to citizens using city services and/or facilities, such as parks and health services. The Park Board establishes the fees for parks activities. The fee is set at a level to recover as much of the cost as possible, while still making the activity financially accessible to members of the community.

The Park Board establishes fees early in the budget development process. Revenue is based on programs and anticipated usage.

Grants

The City administers several million dollars in grants each year, including Workforce Development; Community Oriented Police Services (COPS); Women, Infants and Children (WIC); Community Development Block Grants and the HOME program. Generally, the grants appropriated in the budget are the grants that are renewed annually.

The fiscal year for grants received by the City varies based on the agency providing grant funds. Grant revenue for the year is estimated based on information received from each grant administrator. If the actual grant award varies from the budget, the budget is amended by City Council.

Payments in Lieu of Taxes (PILOTS)

Payments in lieu of taxes (PILOTS) are received from the City’s municipal-owned utility, City Utilities of Springfield. The City receives 4% of all gas revenue, 4% of water revenue and 3% of electric revenue. This is an important source of revenue for the City. The receipts can fluctuate significantly based on weather and the price of natural gas and electricity.

In FY2017, these PILOTS are projected to generate \$13.7 million. This is a decrease from the prior fiscal year. The changing price of natural gas and weather make it challenging to estimate this source of revenue.

Revenue Projections

Intergovernmental – Greene County

Springfield has several cooperative programs with Greene County. Collaboration between two local governments allows citizens to receive a higher level of service at a reduced cost and avoids duplication of services. Emergency Communications services are funded by a countywide sales tax. The City operates and manages a call-taking and dispatch center. The City is reimbursed by Greene County from the sales tax.

The Springfield-Greene County Health Department is primarily funded by a property tax paid by city residents. The County contributes funding for some public health programs. Springfield and Greene County also jointly fund emergency management and the Emergency Management Operations Center. Both entities fund this service from general fund revenues.

A major funding source for the Springfield-Greene County Park Board is a countywide sales tax. The City receives the entire sales tax to provide all Park Board services, programs and maintenance. Another funding source is a property tax paid by city residents.

The City of Springfield also shares a Law Enforcement Sales Tax with Greene County and other incorporated municipalities in the county. The City's share of this tax in FY2017 is projected to be \$7.8 million.

The funding provided by Greene County is outlined in an intergovernmental agreement pertaining to each service. These formulas are applied to the City's estimated cost for the upcoming year.

Intergovernmental – State of Missouri

The State of Missouri provides funding for transportation, health and road improvements and the Workforce Development Office. Numerous grant funds also are channeled through the State. In addition to sharing in funding for roads, Springfield and the State of Missouri have some cooperative road projects that were pre-funded by the City. The State is repaying the City for these projects. The revenue estimates are based on contracts with the State of Missouri.

FINANCIAL POLICIES



Financial Policies

Background

The following general principles have been followed in the financial management of the City of Springfield and in the development of the annual budget. These policies have been developed to guide the City in delivering a consistent level of service, while maintaining a stable financial position and an equitable tax structure.

The discussion of these policies will provide more information to citizens, Council members, and city employees – all interested stakeholders in the budget. Communications with these groups will improve understanding of the resource allocation decisions and will promote accountability.

FINANCIAL PLANNING POLICIES

Balanced Budget

To provide for a continuing level of government services and financial stability, the City of Springfield operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, charges and fees, intergovernmental revenue, interest, and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services and general operating equipment. The operating budget does not include major capital equipment and capital improvement projects. These projects and costs are included in the 2013-2018 Capital Improvement Program (CIP). Several projects are highlighted in the CIP section of the budget beginning on page 253.

The City is committed to meeting this policy under normal circumstances. It is recognized there may be times when it is advisable and necessary to use the cash reserves to balance the operating budget. If the annual budget requires the use of fund balance to match operating revenue and expenses, the amount of the fund balance used and the purpose for which it is appropriated shall be identified in the annual budget message.

Asset Inventory

The City Council and management of the City of Springfield recognize an accurate inventory of major capital assets and regular maintenance are important elements of the capital improvement plan. The Public Works Department maintains a database of all major capital assets within the City of Springfield. The database includes a complete inventory and condition assessment of major capital assets. The condition assessment is performed and recorded on a regular basis. This assessment is used to determine the replacement and maintenance schedule for the assets. This information is used to develop a Capital Lifecycle Replacement program. This schedule is coordinated with available funding as part of the development of the annual budget and the Capital Improvements Program.

REVENUE POLICIES

Diversification of Revenue

Sales tax is the primary source of revenue for the City of Springfield. Sales tax comprises 56.1% of the revenue for the General Fund and is a major source of revenue for capital improvements and law enforcement. A more diversified revenue base is desirable.

When a new revenue source or a change in fees is considered, the effect this change will have on the balance of the revenue structure shall be considered. The City will continue to look for sources of revenue to improve the diversification in the revenue structure.

Charges for Municipal Services

The City of Springfield charges fees for municipal services that are voluntary in nature and benefit specific individuals. The most efficient use of City resources is achieved when the fee for these services pays for the cost of providing the service. When determining the charges for municipal services, the goal is to maximize cost recovery consistent with City Council direction. The following guidelines shall be used in evaluation of fees:

Financial Policies

- The Finance Department shall review charges for municipal services annually.
- Any efficiencies achieved in the delivery of services shall be accompanied by a reduction in the fee for providing the service. The review process shall not provide an automatic mechanism for passing along inefficiencies that may exist in the system.
- Recommended fee increases shall be subject to an annual cap equal to the percentage change in the CPI. In a situation of “under-recovery”, the maximum increase shall be 10% plus the percentage increase in the CPI. In cases where cost recovery is 50% or less, a maximum of 20% plus the percentage increase in the CPI may be phased in until cost recovery percentages reach 75%. In instances where “under-recovery” of cost is occurring and the fee in question is \$30 or less, an increase to reach 100% cost recovery is acceptable, regardless of the percentage change in the fee from the prior year.
- Changes related to ordinance violations may be adjusted annually as necessary to maintain full cost recovery.
- Proposed changes to fees will be available for public review, and when appropriate, staff will work with community/citizen groups, such as the Development Issues Input Group (DIIG).

Non-Recurring Revenue

Generally, annual revenue of the City can be classified as either recurring or non-recurring. Examples of recurring revenue are sales tax, property tax and fees for services. Although the level of revenue may be subject to economic conditions, it is relatively certain to be available at some level from year to year. One-time revenue (or non-recurring revenue) may be generated from grants, refunding of debt, the sale of fixed assets, carryover funds or other sources. This revenue may be available for more than one year, but is not considered a permanent source of funding.

In order to insure the City of Springfield is able to provide a consistent level of services, and to avoid disruptive effects on the community, the use of non-recurring or one-time revenue should generally be limited to non-recurring expenses. Examples of proper use of this revenue are land acquisitions, major capital purchases, start up costs for new programs, and stabilization funds for short periods of time when expenditures exceed revenue. Major capital expenditures that will significantly increase operating expenses should have a long-term sustainable revenue source. Grant applications should be based on meeting the City’s needs, not just the availability of grant funds. Many capital expenditures are funded by a dedicated tax, such as the ¼-cent capital improvement tax and the 1/8 cent Transportation sales tax. In these cases, the proposed expenditure is reviewed to confirm it is on the list of voter-approved projects and meets the intent of the tax.

Use of Unpredictable Revenues

Sales tax is a major revenue source for the City’s general fund, generating approximately 56% of total revenue. Sale tax revenue is dependent on such factors as the local and national economy, energy prices, the availability of local retail opportunities, and Springfield’s role as a regional economic center. Because of this volatility, the Finance Department monitors sales tax revenue very closely. Each month, the revenue is compared to the budget estimate and reported to City Manager’s office, City Council and the public. Variances over 5% are researched to determine if the differences are related to the timing of the collections or a decrease in retail activity. If sales tax revenue exhibits a consistent downward or flat trend, the Finance Department will analyze the total General Fund revenue and expense and consult with the City Manager’s Office. Departments may be asked to limit expenses for the remainder of the fiscal year and/or other actions may be initiated. The General Fund operating reserve may also be utilized to cover a revenue shortfall.

Financial Policies

EXPENDITURE POLICIES

Reserve for Operations-“Rainy Day” Fund

The City recognizes the need to maintain adequate cash reserves and to provide an appropriate level of service funded from annual revenues. In order to balance these needs, and to maintain the City’s credit rating, a reserved fund balance of 20% of operating revenues will be maintained in the General Fund. In addition to providing financial stability, the reserved fund balance provides the City with resources to achieve its objectives and the flexibility to respond to unexpected opportunities or expenses.

Undesignated Reserves

In addition, the City may commit additional fund balance over 20% for capital projects and other one-time expenditures. This additional fund balance is intended for;

- One-time expenditures that do not increase the City’s operating budget
- Implementation of new programs or other projects that will be self-funding or can be fully supported by the operating budget within three years

If the unreserved fund balance falls below 20% of operating revenues, a recommendation shall be developed to restore the fund balance to the appropriate level within two years.

Enterprise Funds and Special Revenue Funds

Enterprise Funds and Special Revenue Funds of the City of Springfield will maintain a positive retained earnings position and shall provide sufficient reserves for emergencies and reserve shortfalls.

Internal Service Funds

The City of Springfield shall not regularly maintain a positive retained earnings position in internal service funds. If an internal service fund begins to accumulate a significant amount of retained earnings, the City would perform a comprehensive analysis of the associated fee structure.

Debt Service Funds

The City shall maintain sufficient reserves in debt service funds, which equal or exceed the reserves required by bond ordinances.

Compensation

The City of Springfield recognizes the ability to provide quality services to the community is directly related to the quality of the City’s employees. And the quality of the employees is directly related to the City’s ability to recruit and retain high-quality personnel. Competitive pay and benefits are a major factor in attracting and retaining qualified employees.

The City of Springfield surveys employee pay and benefits of local organizations and several other cities having characteristics similar to Springfield (“Benchmark Cities”). The goal is to be competitive with the benchmarked cities and the local market. Generally, the City tries to keep salaries in the middle third of the benchmark cities range.

The City has entered into collective bargaining agreements with two employee unions; Springfield Police Officers Association and International Association of Fire Fighters, Local 152. The FY2017 budget reflects the wage package agreed upon in these agreements.

Financial Policies

Cost Effective Services

The City will seek the best service level at the least cost through City forces, private sector contracts or Not-for-Profit (NFP) contracts. Contracts for significant private sector services will include a formal process that insures a level playing field for the private sector to submit competitive bids. Evaluating the need for NFP contracts will include how well they complement or extend current City services and how well they fill an under-met City priority or community need that is not otherwise being met. Any contracts with NFP will include: specific services to be provided; number of volunteer hours; community financial support; and the requirement of annual financial services and accomplishments report. The City has implemented an application process for non-profits seeking funding. During years when funds are available, funds will be awarded based on established criteria and will be subject to appropriation in the annual budget.

Budgetary Compliance

The City of Springfield is required by the City Charter to have an existing appropriation before expenditures can be made. The Finance Department maintains controls to prohibit a department from spending in excess of their annual budget. Departments may transfer appropriations between expenditure categories with the exception of salary and benefits.

The Budget and Evaluation division of the Finance Department is responsible for analyzing actual revenue and expenses, and monitoring compliance with the operating budget. Each department is assigned a budget analyst. The analyst reviews the department’s monthly budget, communicates budget concerns to the department and processes administrative budget adjustments, if needed. Monthly, a revenue and expense analysis is prepared for the City Manager’s Office and is available for City Council. This report compares actual revenue and expenses to budget and highlights any issues for concern.

Major Capital Assets

The Public Works Department maintains a database of all major capital assets within the City of Springfield. The database includes a complete inventory and condition assessment of major capital assets. A condition assessment is performed and recorded on a regular basis. This assessment is used to determine the replacement and maintenance schedule for the assets. This schedule is coordinated with available funding as part of the development of the annual budget.

A lifecycle budgeting plan has been developed. This plan identifies major capital equipment that should be replaced each year. The plan will be implemented as funding is available.



DEBT SERVICE

SUMMARY OF DEBT SERVICE REQUIREMENTS FOR ALL OUTSTANDING INDEBTEDNESS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (3)

The budget shall provide:

A statement of the amount required for the payment of interest, amortization and redemption charges on the debt of the City.

Financial Policies

DEBT POLICY

Purpose

The City recognizes the foundation of a well-managed debt program is a comprehensive debt policy. A debt policy is an important tool to insure the appropriate use of the City’s resources to meet the commitment to provide services to a community and to maintain sound financial management practices. These policies are guidelines for general use and allow for extraordinary circumstances. The primary objectives of this policy are to:

- Demonstrate a commitment to long-term financial planning objectives
- Promote continuity and consistency in the decision-making process
- Provide guidance to decision makers regarding the timing and purpose for which debt may be issued
- Minimize interest expense and cost of issuance
- Maintain the highest credit rating possible

Debt Affordability Analysis

The following factors shall be considered when evaluating debt capacity:

- Statutory and constitutional limitations on the amount of debt that can be issued
- Requirements of bond covenants
- Revenue projections and reliability of revenue sources to repay debt
- Projections of the City’s financial performance, such as revenues and expenditures, net revenue available for debt service, and unreserved fund balance levels
- Measures of debt burden, such as net bonded debt per capita, net bonded debt as a percent of assessed value, and ratio of debt service to expenditures

Types of Debt

Debt financing shall be used by the City of Springfield to fund infrastructure improvements and acquire capital assets that cannot be acquired from either current revenues or fund balance. Debt financing shall include general obligation bonds, revenue bonds and other obligations permitted under Missouri law. The City will select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and the principles of equity, effectiveness and efficiency.

The City intends to include in the annual operating budget a sufficient amount to fund ongoing maintenance needs and to provide for periodic replacement consistent with the philosophy of maintaining capital facilities and infrastructure to maximize the useful life. The repayment terms should not exceed the useful life of the improvement.

Capital Improvements Program (CIP)

The City’s Capital Improvements Program is a multi-year plan that prioritizes the City’s capital needs over a rolling six-year period. The process encourages citizen input to identify projects that are consistent with the community’s goals and needs. The identified needs are balanced with available funding. The major funding sources for capital projects are the capital improvements sales tax, transportation sales tax and property tax. Other essential funding sources are cost sharing agreements with other governmental agencies, public-private partnerships and grants. The City’s Capital Improvements Program balances pay-as-you-go funding with debt financing. The City Managers are currently working with the Leadership Team to re-engineer the data collection and report generating process in an attempt to develop a more valuable CIP report for all stakeholders, both internal and external.

Financial Policies

Short-Term Borrowing

Short-term obligations, such as bond anticipation notes (BANS), may be used to finance projects for which the City ultimately plans to issue long-term debt. The BANS will provide interim financing, which will eventually be refunded with the proceeds of the long-term obligations. Interim financing may also be appropriate when long-term interest rates are expected to decline in the future.

General Obligation Bonds

Long-term general obligation bonds shall be issued to finance capital improvements for purposes set forth by the voters in bond elections. The City is committed to completing the specific projects approved in a referendum election. In accordance with the City Charter, all general obligation bonds will be sold competitively. The City's full faith and taxing authority are irrevocably pledged to the timely payment of principal and interest of general obligation bonds.

Revenue Bonds

Revenue bonds are limited liability obligations. The security for the bond is a pledge of a specific revenue stream. While these obligations are not backed by the City's full faith and credit, the City of Springfield recognizes the moral commitment made to bond holders and the importance of timely principal and interest payments on the City's credit rating.

Public Benefit Corporation

The City has two non-profit public benefit corporations; the Public Building Corporation and the Center City Development Corporation. The corporations issue bonds for City facilities and infrastructure. The bonds are paid solely from lease payments made by the City to the corporations and are not obligations of the City; however, the City recognizes its moral commitment to make timely principal and interest payments.

Financing improvements through the public benefit corporations provides the City greater flexibility in implementing the projects within the Capital Improvement Program and provides an orderly matching of cash collections with expenditures.

Capital Interest

Capitalization of interest (using borrowed funds to pay interest on a debt obligation) provides a means of mitigating the immediate impact of new debt until the financed facilities are in full operation. This practice will be limited to interest on debt during construction and the start-up period for revenue generating facilities. Capitalized interest will generally be limited to four years or less. However, if there is a large-scale project, this period may be adjusted to reflect the needs of the project.

Credit Enhancement

Credit enhancements such as bond insurance, letters of credit, and surety bonds guarantee timely payment of principal and interest. The use of credit enhancement results in a higher rating, thereby lowering the cost of the debt. Credit enhancement will be used when more than the cost of the credit enhancement reduces the net debt service on the bonds.

Premiums

The City's bonds may be sold at a discount or premium in order to market bonds more effectively, achieve interest savings, or meet other financing objectives.

Refunding of Existing Debt

Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered when the analysis indicates the potential for present value savings of approximately 5% of the principal being refunded. Refunding will also be considered when there is a need to modify covenants essential to operations and management.

Financial Policies

The City may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial management. Savings requirements for current or advance refunding may be waived by the City Manger upon finding that such a restructuring is in the City’s overall best financial interest.

Conduit Financings

Conduit financings are securities issued by a government agency to finance a project of a third party such as a non-profit organization or other private entity. The City may sponsor conduit financings for activities such as economic development that have a general public purpose and are consistent with the City’s overall policy objectives. Unless a compelling public policy rationally exists, such conduit financings will not in any way pledge the City’s faith and credit.

MANAGEMENT PRACTICES

Bond Counsel

The City will retain outside bond counsel for all debt issues. All obligations issued by the City will include a written opinion as to the legality and tax-exempt status of the obligation. The City will seek the advice of bond counsel on all other types of financing and any questions involving federal tax issues or arbitrage law.

Financial Advisor

The City may retain the services of a financial advisor. The financial advisor may assist on the structuring of the obligations to be issued, inform the City of available options and advise the City on the timing and marketability of the obligations.

Investment of Bond Proceeds

Investment of bond proceeds shall be consistent with those authorized by state law and City investment policy. Interest earned on bond proceeds may be used for the financed project.

Rating Agency Relations

The City seeks to maintain the highest credit rating possible for all categories of debt that can be obtained without compromising the delivery of basic city services and achievement of City policy objectives. Full disclosure of operations will be made to bond rating agencies. The City staff, with the assistance of a financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. City staff will maintain open communications with the rating agencies, informing them of major financial events in the City. The Comprehensive Annual Financial Report shall be distributed to the rating agencies after it has been accepted by City Council.

Continuing Disclosure

The City is committed to meeting secondary disclosure requirements on a timely and comprehensive basis. Official statements and Comprehensive Annual Financial Reports will meet the continuing disclosure standards set by Municipal Standards Rule Making Board (MSRB), the Government Accounting Standards Board (GASB), the Securities and Exchange Commission (SEC) and Generally Accepted Accounting Practices (GAAP). The Department of Finance shall be responsible for providing ongoing disclosure information to established national repositories and for compliance with disclosure standards set by state and national regulatory bodies.

Arbitrage

Federal arbitrage legislation is intended to discourage entities from issuing tax-exempt obligations unnecessarily. In compliance with the spirit of the legislation, the City will issue obligations as close to the time the contracts are expected to be awarded as possible. Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, the Finance Department shall contract for arbitrage rebate services. The City’s bond counsel shall review in advance any arbitrage rebate payments and forms sent to the Internal Revenue Service.

Financial Policies

Legal Debt Margin

The constitution of the State of Missouri limits the amount of general obligation and special assessment debt a municipality may issue to 30% of the assessed value of property. In 2015, assessed value in the City of Springfield was \$2,705,977,000. Springfield’s outstanding debt may not exceed \$811,792,000. The outstanding debt subject to limitations, are general obligation bonds which were voter approved and are backed by the City’s full faith and credit. The City is not in danger of exceeding the legal debt margin.

Assessed Value - 2015	\$ 2,705,977,000
Debt Limit 30% of Assessed Value	\$ 811,792,000
Less Outstanding Debt Subject to Limitation	<u>\$ 830,000</u>
General Obligation Debt Margin	\$ 810,962,000

Debt Service

2016-2017 Requirements:

	<u>Primary Funding Source</u>	<u>Principal Outstanding July 1, 2016</u>	<u>Principal and Interest 2016-17</u>
<u>GENERAL OBLIGATION BONDS</u>			
General Obligation Sewer Improvement Bonds, Series 2005B	Sewer Revenue	\$ 1,340,000	\$ 369,500
General Obligation Sewer Improvement Bonds, Series 2010	Sewer Revenue	2,140,000	278,050
General Obligation Sewer Improvement Bonds, Series 2014B	Sewer Revenue	6,190,000	1,022,750
Lone Pine Neighborhood Improvement District	Sewer Revenue	320,000	47,000
TOTAL GENERAL OBLIGATION BONDS		<u>\$ 9,990,000</u>	<u>\$ 1,717,300</u>
<u>LEASE HOLD REVENUE BONDS</u>			
Public Building Corporation Leasehold Revenue Bonds Series 2002A (JVP Exposition Center)	CID Tax	\$ 15,575,000	\$ 1,592,000
Public Building Corporation Leasehold Revenue Bonds Series 2002B (Baseball Stadium)	JQH Hotels & Resorts	4,320,000	561,800
Public Building Corporation Leasehold Revenue Bonds Series 2002C (Jordan Valley Park)	Hotel/Motel Tax	3,795,000	492,100
LCRA, Series 2003 University Plaza	JQH Hotels & Resorts	2,940,000	700,000
Public Building Corporation Leasehold Revenue Bonds Series 2003 Recreation Ice Taxable	Hotel/Motel Tax	6,690,000	615,000
LCRA, Series 2004 SBDL Variable Rate Taxable Revenue Bonds		920,000	220,000
Public Building Corporation Leasehold Revenue Bonds Series 2005A Capital Improvement Projects	Loan Payments	1,870,000	524,500
Public Building Corporation Leasehold Revenue Bonds Series 2005B Cooper Tennis	Parks Revenue	1,550,000	213,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Storm Water Improvements	Level Property Tax	4,555,000	576,500
Public Building Corporation Leasehold Revenue Bonds Series 2007 Storm Water Improvements	Level Property Tax	5,790,000	697,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Storm Water Improvements	Level Property Tax	3,620,000	374,000
TOTAL LEASE HOLD REVENUE BONDS		<u>\$ 51,625,000</u>	<u>\$ 6,565,900</u>
<u>SPECIAL OBLIGATION BONDS</u>			
City of Springfield Special Obligation Bonds Series 2007 - Heers Parking Garage	General Fund	\$ 5,350,000	\$ 545,800
City of Springfield Special Obligation Bonds Series 2007 - College Station Parking Garage	General Fund and CID Revenue	8,555,000	860,900
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 1999 (Storm Water/Warning System/Fire stations)	Level Property Tax	5,165,000	1,395,600
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001B (South Side Police Station)	Law Enforcement Tax	1,570,000	294,900
City of Springfield Special Obligation Bonds Series 2011A - Storm Water Improvements	Level Property Tax	2,035,000	186,200
City of Springfield Special Obligation Refunding Bonds Series 2011B - Refunded 1998 and 2000A (Jordan Valley Park)	Hotel/Motel Tax	3,185,000	1,202,400

Debt Service

2016-2017 Requirements:

	<u>Primary Funding Source</u>	<u>Principal Outstanding July 1, 2016</u>	<u>Principal and Interest 2016-17</u>
<u>SPECIAL OBLIGATION BONDS (Cont.)</u>			
City of Springfield Special Obligation Bonds			
Series 2013 - Ozark Empire Fairgrounds Project	Ozark Empire Fair	409,000	63,000
City of Springfield Special Obligation Refunding Bonds			
Series 2014A - Refunded 2002 (Capital Imp Projects)	Level Property Tax	570,000	578,600
City of Springfield Special Obligation Refunding Bonds			
Series 2014A - Refunded 2004 (Capital Imp Projects)	Level Property Tax	9,673,155	1,378,200
City of Springfield Special Obligation Refunding Bonds			
Series 2014A - Refunded 2004 Police Headquarters	Law Enforcement Tax	886,290	141,200
TOTAL SPECIAL OBLIGATION BONDS		<u>\$ 37,398,445</u>	<u>\$ 6,646,800</u>
<u>ENTERPRISE FUND REVENUE BONDS</u>			
State of Missouri State Revolving Fund Program			
Water Pollution Control, EIERA Series 1994, and 1998 (Sewerage System)	Sewer Revenue	\$ 280,000	\$ 106,000
State of Missouri State Revolving Fund Program			
Sewer Control, EIERA Series 2002B	Sewer Revenue	25,480,000	4,825,000
Sewer Control, EIERA Series 2005A	Sewer Revenue	5,310,000	720,000
Public Building Corporation Leasehold Revenue Bonds			
Series 2006 Airport-Mid Field Terminal Project	Airport Revenue	78,055,000	6,346,735
State of Missouri State Revolving Fund Program			
Sewer Control, EIERA Series 2007A	Sewer Revenue	5,455,000	650,000
Public Building Corporation Leasehold Revenue Bonds			
Series 2009 Airport Rental Car Facility	Airport Revenue	5,305,000	616,835
Special Obligation Bonds - State of Missouri -			
Direct Loan Program, Series 2010	Sewer Revenue	10,122,600	810,000
Special Obligation Bonds - Sewer System Improvements			
Series 2012	Sewer Revenue	22,865,000	2,050,000
Special Obligation Bonds - Sewer System Improvements			
Series 2015	Sewer Revenue	41,920,000	3,350,000
TOTAL ENTERPRISE FUND REVENUE BONDS		<u>\$ 194,792,600</u>	<u>\$ 19,474,570</u>
<u>CAPITAL LEASES</u>			
Capital Lease Purchase, 2007 - Service Center Fuel Tanks	Service Center	\$ 36,669	\$ 36,669
Capital Lease Purchase, 2012 - Parks Equipment	Parks Revenue	161,374	130,367
Capital Lease Purchase, 2013 - Parks Equipment	Parks Revenue	186,188	58,999
Capital Lease Purchase, 2013 - Information Systems Equip.	General Fund	143,646	45,519
Capital Lease Purchase, 2014 - Parks Equipment	Parks Revenue	342,133	100,435
Capital Lease Purchase, 2014 - Police Equipment	General Fund	98,127	28,805
Capital Lease Purchase, 2015 - Information Systems Equip.	General Fund	311,168	80,332
Capital Lease Purchase, 2016 - Parks Equipment	Parks Revenue	485,000	102,988
TOTAL CAPITAL LEASES		<u>\$ 1,764,304</u>	<u>\$ 584,114</u>



BUDGETED POSITIONS FULL-TIME EQUIVALENTS





Budgeted Positions

Full-Time Equivalents Summary:

<u>By Department</u>	2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Airport	93.00	93.00	97.00
Art Museum	13.50	13.50	15.50
Building Development Services	32.70	34.70	36.70
City Attorney	22.00	22.00	21.00
City Clerk	5.50	5.50	5.50
City Manager	9.50	8.50	8.50
Emergency Communications	77.00	77.00	77.00
Environmental Services	147.20	158.70	169.70
Finance	37.75	37.75	37.90
Fire Department			
Sworn	220.00	220.00	220.00
Non-Sworn	7.00	8.00	8.00
Health	99.00	106.00	107.00
Human Resources	16.50	17.50	17.50
Information System	28.20	29.20	29.20
Mayor and Council	1.00	1.00	1.00
Municipal Court	25.00	26.00	26.00
Parks	225.50	226.50	227.50
Planning and Development	34.20	34.20	35.20
Police			
Sworn	331.00	341.00	352.00
Non-Sworn	81.00	81.00	81.00
Public Information Office	16.50	16.50	16.50
Public Works	220.20	220.70	220.70
Risk Management	3.00	4.00	5.00
Workforce Development	57.25	58.25	58.10
TOTAL FULL-TIME EQUIVALENTS	1,803.50	1,840.50	1,873.50



Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
GENERAL FUND				
Building Development Services				
Director of Building Development Services	D14	1.00	1.00	1.00
Professional Engineer	P12	2.00	2.00	2.00
Plan Review Specialist	P10	3.00	3.00	3.00
Administrative Systems Analyst	P09	0.20	0.20	0.20
Development Coordinator	P09	2.00	2.00	2.00
Building Inspector	P09	3.00	3.00	3.00
Electrical Inspector*	P09	3.00	3.00	3.00
Mechanical and Plumbing Inspector	P09	1.00	1.00	1.00
Senior Inspector	P09	2.00	2.00	2.00
Public Health Investigator	P08	5.00	3.00	2.00
Residential Construction and Zoning Inspector	P08	0.00	1.00	3.00
Housing Inspector*	P07	1.00	1.00	1.00
Land Use Inspector	P07	0.00	2.00	3.00
Permitting Services Representative*	P06	5.00	5.00	5.00
Sign Enforcement Officer	P06	0.00	1.00	1.00
Executive Secretary	P05	1.00	1.00	1.00
Legal Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Office Specialist	P04	1.00	1.00	1.00
Clerical Assistant	P02	0.50	0.50	0.50
Total		32.70	34.70	36.70

*One Electrical Inspector, the Housing Inspector and one Permitting Services Representative position will be unfunded and remain vacant in fiscal year 2016-17.

City Attorney

City Attorney	D15	1.00	1.00	1.00
Assistant City Attorney V*	P13	11.00	11.00	11.00
Legal Investigator	P07	1.00	1.00	0.00
Litigation Paralegal	P06	5.00	5.00	5.00
Executive Secretary	P05	1.00	1.00	1.00
Staff Assistant	P03	3.00	3.00	3.00
Total		22.00	22.00	21.00

*One Assistant City Attorney V position will be unfunded and remain vacant in fiscal year 2016-17.

City Clerk

City Clerk	D13	1.00	1.00	1.00
Assistant City Clerk	P08	1.00	1.00	1.00
Administrative Assistant	P04	3.00	3.00	3.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
City Clerk (cont.)				
Clerical Assistant	P02	0.50	0.50	0.50
Total		5.50	5.50	5.50
City Manager				
City Manager	D00	1.00	1.00	1.00
Deputy City Manager	D17	1.00	1.00	1.00
Assistant City Manager	D16	1.00	1.00	1.00
Risk Management Administrator	P11	1.00	0.00	0.00
Executive Assistant	P08	1.00	1.00	1.00
Administrative Asst. to Deputy City Manger	P07	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Executive Secretary*	P05	0.50	0.50	0.50
Administrative Assistant*	P04	1.00	1.00	1.00
Word Processing Operator*	P04	1.00	1.00	1.00
Total		9.50	8.50	8.50

*0.5 Executive Secretary, the Administrative Assistant, and the Word Processing Operator positions will be unfunded and remain vacant in fiscal year 2016-17.

Finance				
Director of Finance	D15	1.00	1.00	1.00
Accounting Manager	P13	1.00	1.00	1.00
Purchasing Agent	P11	1.00	1.00	1.00
Contract Administrator	P10	1.00	1.00	1.00
Financial Analyst	P09	5.75	5.75	5.90
Licensing Supervisor	P09	1.00	1.00	1.00
Senior Buyer	P09	1.00	1.00	1.00
Accounting Technician	P07	2.00	3.00	3.00
Buyer	P07	4.00	4.00	4.00
License Inspector	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	5.00	4.00	4.00
License Technician	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Licensing Representative	P05	3.00	3.00	3.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	1.00	1.00	1.00
Print Shop Assistant Operator	P04	0.00	0.00	0.20
Purchasing Assistant	P04	1.00	1.00	1.00
Total		35.75	35.75	36.10

*One Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2016-17.

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Fire				
Fire Chief	D15	1.00	1.00	1.00
Assistant Fire Chief	F13	3.00	3.00	2.00
Division Chief	F12	0.00	0.00	1.00
Battalion Chief	F10	0.00	7.00	7.00
Battalion Chief	F09	7.00	0.00	0.00
Fire Marshal	F07	5.00	5.00	5.00
Fire Captain	F05	36.00	36.00	36.00
Fire Training Captain	F05	3.00	3.00	3.00
Fire Lieutenant	F05	9.00	9.00	9.00
Fire Equipment Operator	F03	45.00	45.00	45.00
Rescue and Salvage Specialist	F03	18.00	18.00	18.00
Firefighter*	F01	93.00	93.00	93.00
Heavy Equipment Technician	C11	1.00	2.00	2.00
Fire and Life Safety Educator	P09	1.00	1.00	1.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Total		227.00	228.00	228.00

*One Firefighter position will be unfunded and remain vacant in fiscal year 2016-17.

Human Resources

Director of Human Resources	D14	1.00	1.00	1.00
Senior Human Resources Coordinator	P11	1.00	1.00	1.00
HRIS & Payroll Coordinator	P09	1.00	1.00	1.00
Human Resources Coordinator	P09	1.00	1.00	1.00
Senior Human Resources Specialist	P08	3.00	3.00	3.00
Payroll Specialist	P07	1.00	1.00	1.00
Human Resources Specialist	P07	4.00	5.00	5.00
Office Administrator	P05	0.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Payroll & Benefits Assistant	P05	1.00	1.00	1.00
Human Resources Assistant	P04	2.50	1.50	1.50
Total		16.50	17.50	17.50

Information Systems

Director of Information Systems	D15	1.00	1.00	1.00
GIS Manager	P11	1.00	1.00	1.00
Help Desk Manager	P11	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Information Systems (cont.)				
Network Manager	P11	1.00	1.00	1.00
Sr. Administrative Systems Analyst	P10	1.00	1.00	1.00
Administrative Systems Analyst	P09	5.00	5.20	5.20
Senior Database Administrator	P09	1.00	1.00	1.00
Senior System Administrator	P09	4.00	4.00	4.00
Telecom Coordinator	P09	1.00	1.00	1.00
GIS Analyst	P08	5.00	6.00	6.00
Sr. Computer Programmer/Analyst	P08	1.00	1.00	1.00
Sr. Computer Technician	P07	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Security Administrator	TBD	1.00	1.00	1.00
ProjectDox Systems Administrator	TBD	0.20	0.00	0.00
Total		28.20	29.20	29.20

Mayor and Council

Internal Auditor*	D13	1.00	1.00	1.00
Total		1.00	1.00	1.00

*Internal Auditor position will be unfunded and remain vacant in fiscal year 2016-17.

Municipal Court

Chief Judge of the Municipal Court	D14	1.00	1.00	1.00
Municipal Court Judge	P14	1.00	1.00	1.00
Municipal Court Administrator	P12	1.00	1.00	1.00
Computer System Administrator	P09	1.00	1.00	1.00
Probation Officer	P07	1.00	2.00	2.00
Accounting Services Representative	P06	1.00	1.00	1.00
Court Specialist	P06	2.00	2.00	2.00
Deputy Clerk of the Court	P05	11.00	11.00	11.00
Municipal Court Bailiff	P05	4.00	4.00	4.00
Probation Collections Officer	P05	1.00	1.00	1.00
Clerical Assistant	P02	1.00	1.00	1.00
Total		25.00	26.00	26.00

Planning and Development

Director of Planning and Development	D15	1.00	1.00	1.00
Economic Development Director	P14	0.90	0.90	0.90
Planning & Development Manager	P13	0.70	0.70	0.70
Development Economist	P11	0.57	0.57	0.57
Principal City Planner	P11	1.78	1.78	1.78

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Planning and Development (cont.)				
Community Development Loan Officer	P10	0.10	0.10	0.10
Senior City Planner	P10	5.32	5.32	6.32
Administrative Systems Analyst	P09	0.20	0.20	0.20
Financial Analyst	P09	0.15	0.15	0.15
Associate City Planner*	P08	2.37	2.37	3.37
Assistant City Planner*	P06	2.00	2.00	2.00
Executive Secretary	P05	1.00	1.00	1.00
Graphic Production Assistant	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.40	1.40	1.40
Assistant Economic Development Director	TBD	1.00	1.00	0.00
Total		19.49	19.49	20.49

*One Associate City Planner and one Assistant City Planner positions will be unfunded and remain vacant in fiscal year 2016-17.

Police

Police Chief	D15	1.00	1.00	1.00
Senior Computer Forensic Analyst	P10	1.00	1.00	1.00
Police Planning Technician*	P09	1.00	1.00	1.00
Police Services Administrator	P09	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Computer Forensic Analyst	P09	1.00	1.00	1.00
Senior GIS Specialist	P07	0.00	0.00	1.00
Crime Research Analyst	P06	3.00	3.00	3.00
Fleet and Equipment Supervisor	P06	1.00	1.00	1.00
Forensic Evidence Technician	P06	1.00	1.00	1.00
Police Services Shift Leader	P06	4.00	4.00	4.00
Records Mgt. System Coordinator	P06	0.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
GIS Technician	P05	1.00	1.00	0.00
Investigative Services Specialist	P05	1.00	1.00	1.00
Office Administrator	P05	3.00	4.00	4.00
Police Services Representative	P05	36.00	35.00	35.00
Traffic Services Officer	P05	3.00	3.00	3.00
Administrative Assistant	P04	6.00	6.00	6.00
Office Specialist	P04	1.00	0.00	0.00
Quartermaster	P04	1.00	1.00	1.00
Data Entry Clerk*	P03	1.00	1.00	1.00
Police Major	L15	2.00	2.00	2.00
Police Captain	L14	4.00	4.00	4.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Police (cont.)				
Police Lieutenant	L12	11.00	11.00	11.00
Police Sergeant	L10	26.20	26.20	26.20
Police Corporal	L05	30.20	30.20	30.20
Police Officer	L02	179.60	184.60	184.60
Total		322.00	327.00	327.00

*The Police Planning Technician, and 0.5 of the Data Entry Clerk positions will be unfunded and remain vacant in fiscal year 2016-17.

Public Information Department

Director of Public Information & Civic Engagement	D13	1.00	1.00	1.00
Public Affairs Officer	P10	1.00	1.00	1.00
Citizen Service Coordinator	P07	1.00	0.00	0.00
Communication Coordinator	P07	0.00	0.00	1.00
Multimedia Coordinator	P07	1.00	1.00	0.00
Resource Coordinator	P07	0.00	1.00	1.00
Special Projects Coordinator*	P07	0.50	0.50	0.50
Senior Executive Secretary	P06	0.00	0.00	1.00
Executive Secretary	P05	0.00	1.00	0.00
Administrative Assistant	P04	2.00	1.00	2.00
Receptionist*	P03	2.00	2.00	1.00
Total		8.50	8.50	8.50

*One Receptionist and 0.5 Special Projects Coordinator positions will be unfunded and remain vacant in fiscal year 2016-17.

Public Works

Director of Public Works	D15	0.50	0.50	0.50
Assistant Director of Public Works	P14	1.25	1.25	1.25
Principal Engineer	P13	2.15	2.15	2.15
Traffic Engineer	P13	0.50	0.50	0.50
Professional Engineer*	P12	7.00	7.00	7.00
Registered Architect	P12	1.00	1.00	1.00
Financial Officer	P11	1.00	1.00	1.00
Operations Supervisor-Grnds	P11	0.75	0.75	0.75
Right-of-Way Supervisor	P11	1.00	1.00	1.00
Operations Supervisor-Eng.	P11	1.00	1.00	1.00
Facilities Specialist	P10	2.00	2.00	2.00
Senior Designer	P10	1.00	1.00	1.00
Administrative Systems Analyst	P09	0.20	0.20	0.20
Financial Analyst	P09	0.50	0.50	0.50

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Public Works (cont.)				
Right-of-Way Agent	P09	2.00	2.00	1.00
Senior Street & Sewer Construction Inspector*	P09	4.00	4.00	4.00
Survey Chief	P08	2.00	2.00	2.00
Urban Forester	P08	1.00	1.00	1.00
Accounting Technician	P07	0.50	0.50	0.50
Senior Engineering Technician	P07	2.00	2.00	3.00
Street & Sewer Construction Inspector*	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	0.50	0.50	0.50
Senior Executive Secretary	P06	1.00	1.00	1.00
Engineering Technician II*	P05	3.00	3.00	3.00
Mapping & Reprographics Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.75	2.75	2.75
Municipal Facilities Supervisor	C16	1.00	1.00	1.00
Public Grounds Maintenance Supervisor	C14	1.00	1.00	1.00
Building Maintenance Crew Leader	C12	1.00	1.00	1.00
Grounds Maintenance Team Leader	C11	0.00	0.00	3.00
Team Leader	C11	3.00	3.00	0.00
Building Maintenance Craftsworker*	C10	13.00	13.00	13.00
Custodial Team Leader	C10	1.00	1.00	1.00
Arborist Crew Leader	C08	4.00	4.00	4.00
General Services Working Leader	C08	2.00	2.00	2.00
Grounds Maintenance Crew Leader	C08	2.00	2.00	2.00
Arborist	C07	4.00	4.00	4.00
Equipment Operator II*	C07	6.50	6.50	6.50
Lead Maintenance Worker*	C06	1.00	1.00	1.00
Building Maintenance Worker	C05	5.00	5.00	5.00
Maintenance Worker	C05	5.00	5.00	5.00
Laborer*	C03	2.00	2.00	2.00
Safety and Training Manager	TBD	0.00	0.25	0.25
Total		95.10	95.35	95.35

*One Professional Engineer, one Senior Street & Sewer Construction Inspector, two Street & Sewer Construction Inspectors, the Accounting Service Representative, two Engineering Technician II, one Building Maintenance Craftsworker, one Equipment Operator II, one Lead Maintenance Worker, and one Laborer position will be unfunded and remain vacant in fiscal year 2016-17.

TOTAL GENERAL FUND **848.24** **858.49** **860.84**

Average Annual Increase (Decrease) 2014-2016 0.60%

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
<u>SPECIAL REVENUE FUNDS</u>				
Art Museum				
Director of Art Museum	D14	1.00	1.00	1.00
Assistant Director of Art Museum*	P11	1.00	1.00	1.00
Curator of Art	P10	1.00	1.00	1.00
Museum Educator	P08	1.00	1.00	1.00
Exhibitions Coordinator	P07	1.00	1.00	1.00
Registrar	P07	1.00	1.00	1.00
Preparator*	P06	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Librarian*	P04	1.00	1.00	1.00
Art Museum Security Officer	P03	2.00	2.00	2.00
Clerical Assistant*	P02	0.50	0.50	0.50
Custodian	C01	2.00	2.00	2.00
Museum Assistant	TBD	0.00	0.00	2.00
Total		13.50	13.50	15.50

*One Assistant Director of Art Museum, one Preparator, one Librarian, and one-half Clerical Assistant position will be unfunded and remain vacant in fiscal year 2016-17.

Emergency Communications

Director of Emergency Communications	D14	1.00	1.00	1.00
Asst Director of Emergency Communications	P11	1.00	1.00	1.00
CAD Operations Coordinator	P09	1.00	0.00	0.00
Computer System Administrator	P09	1.00	0.00	0.00
Senior Systems Administrator	P09	0.00	2.00	2.00
911 Operations Manager	P09	0.00	1.00	1.00
911 Training and Education Manager	P09	0.00	1.00	1.00
Telecommunications Supervisor	P08	3.00	1.00	1.00
911 Shift Supervisor	P07	9.00	9.00	9.00
911 Telecommunicator	P06	60.00	60.00	60.00
Executive Secretary	P05	1.00	1.00	1.00
Total		77.00	77.00	77.00

Law Enforcement Sales Tax

Assistant City Attorney V	P13	1.00	1.00	1.00
Crime Research Analyst	P06	2.00	2.00	2.00
Police Services Shift Leader	P06	1.00	1.00	1.00
Investigative Services Supervisor	P06	1.00	1.00	1.00
Police Services Representative	P05	5.00	5.00	5.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Law Enforcement Sales Tax (cont.)				
Investigative Services Specialist	P05	3.00	3.00	3.00
Police Lieutenant	L12	2.00	2.00	2.00
Police Sergeant	L10	5.00	5.00	5.00
Police Corporal	L05	12.00	12.00	12.00
Police Officer	L02	41.00	41.00	41.00
Total		73.00	73.00	73.00
MSU/Drury Substation				
Police Sergeant	L10	0.80	0.80	0.80
Police Corporal	L05	0.80	0.80	0.80
Police Officer	L02	8.40	8.40	8.40
Total		10.00	10.00	10.00
Public Health Services				
Director of Public Health and Welfare	D15	1.00	1.00	1.00
Chief Medical Officer	P16	1.00	1.00	1.00
Assistant Director of Health	P14	1.00	2.00	2.00
Environmental Health Administrator	P12	1.00	1.00	0.00
Health Program Administrator	P12	3.00	3.00	4.00
Public Health Resource Manager	P11	1.00	1.00	1.00
Nurse Coordinator	P10	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Educator & Volunteer Coordinator	P09	1.00	1.00	1.00
Health Data Analyst	P09	1.00	1.00	1.00
Health Educator	P09	1.00	1.00	1.00
Public Health Nurse	P09	6.00	6.00	6.00
Sr Public Health Investigator	P09	2.00	2.00	2.00
Senior Lab Scientist	P09	1.00	1.00	1.00
Community Health Nurse	P08	8.00	12.00	12.00
Milk Inspector	P08	2.00	2.00	2.00
Public Health Program Representative	P08	4.00	5.00	5.00
Public Health Investigator	P08	12.00	11.00	10.00
Supervisor of Animal Control	P08	1.00	1.00	1.00
Lab Scientist	P07	4.00	4.00	4.00
Health Educator Assistant	P06	1.00	1.00	1.00
Senior Animal Control Officer	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.00	0.00	1.00
Accounting Clerk II	P05	2.00	2.00	2.00
Animal Control Officer	P05	6.00	6.00	6.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Public Health Services (cont.)				
Animal Shelter Coordinator	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	4.00	4.00	4.00
Animal Shelter Assistant	P03	2.00	2.00	2.00
Staff Assistant	P03	6.00	6.00	6.00
Custodian	C01	0.00	0.00	0.00
Total		78.00	83.00	83.00
Public Parks				
Director of Parks and Recreation	D15	0.34	0.34	0.34
Assistant Director of Parks and Recreation	P14	1.36	1.36	1.36
Superintendent of General Services	P13	1.00	1.00	1.00
Superintendent of Recreation	P13	1.00	1.00	1.00
Superintendent of Zoo	P12	1.00	1.00	1.00
Superintendent of JVP and CODP Programs	P12	0.00	0.00	1.00
Veterinarian	P12	1.00	1.00	1.00
Jordan Valley Park Manager	P11	1.00	1.00	0.00
Superintendent of Parks Business Operations	P11	0.30	0.30	0.30
Community Recreation Serv Administrator*	P10	5.30	5.30	5.30
General Curator	P10	1.00	1.00	1.00
Park Ranger Administrator	P10	0.00	0.00	0.34
Parks Health & Wellness Coordinator	P09	1.00	1.00	1.00
Accounting Services Coordinator	P08	1.00	1.00	1.00
Community Recreation Coordinator*	P08	7.30	7.30	7.00
Business Systems Analyst	P08	0.00	0.00	0.30
Park Ranger Supervisor	P08	0.34	0.34	0.00
Park Ranger Shift Supervisor	P08	0.33	0.33	0.33
Community Sports Coordinator	P07	1.00	1.00	1.00
Concession Supervisor	P07	1.00	1.00	1.00
Ice Hockey Coordinator	P07	1.00	1.00	1.00
Park Ranger*	P07	1.00	1.00	1.00
Senior Keeper	P07	2.00	2.00	2.00
Accounting Services Representative	P06	0.40	0.40	0.40
Animal Health Technician	P06	1.00	1.00	1.00
Community Recreation Supervisor	P06	8.90	8.90	8.90
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.30	0.30	0.30
Accounting Clerk II	P05	2.00	2.00	2.00
Zoo Keeper*	P05	10.00	10.00	10.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Public Parks (cont.)				
Administrative Assistant*	P04	3.00	3.00	3.00
Community Recreation Specialist	P04	2.00	2.00	2.00
Clerical Assistant	P02	1.00	1.00	1.00
Parks Maintenance Equip Crew Leader	C12	1.00	1.00	1.00
Craftsworker	C10	2.00	2.00	2.00
Parks Maintenance Working Leader	C09	2.00	2.00	2.00
Arborist Crew Leader	C08	1.00	1.00	1.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Ice Park Operations Coordinator	C08	1.00	1.00	1.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00
Utility Worker*	C08	5.00	5.00	5.00
Gardener	C07	2.00	2.00	2.00
Park Shop Attendant	C07	1.00	1.00	1.00
Parks Caretaker	C06	4.00	4.00	4.00
Building Maintenance Worker*	C05	2.00	2.00	2.00
Maintenance Worker	C05	3.00	3.00	3.00
Custodian	C01	1.00	1.00	1.00
Livestock Herdsman	TBD	0.00	0.00	1.00
		<u>85.87</u>	<u>85.87</u>	<u>86.87</u>

*One Community Recreation Serv. Administrator, one Community Rec Coordinator, one Park Ranger, one Zoo Keeper, one Administrative Assistant, one Utility Worker and one Building Maintenance Worker position will be unfunded and remain vacant in fiscal year 2016-17.

Public Parks City/County Wide Sales Tax

Director of Parks and Recreation	D15	0.66	0.66	0.66
Assistant Director of Parks and Recreation	P14	2.64	2.64	2.64
Asst City Attorney V	P13	1.00	1.00	1.00
Superintendent of Special Facilities	P12	1.00	1.00	1.00
Parks Operations Supervisor*	P11	1.00	1.00	1.00
Superintendent of Parks Business Operations	P11	0.70	0.70	0.70
Community Recreation Serv Administrator*	P10	4.70	4.70	4.70
Senior Parks Planner	P10	1.00	1.00	1.00
Park Ranger Administrator	P10	0.00	0.00	0.66
Financial Analyst	P09	1.00	1.00	1.00
Parks Supervisor	P09	1.00	1.00	1.00
Public Information Administrator	P09	1.00	1.00	1.00
Associate Parks Planner*	P08	1.00	1.00	1.00
Botanical Center Coordinator	P08	1.00	1.00	1.00
Business Systems Analyst	P08	0.00	0.00	0.70
Community Recreation Coordinator	P08	6.70	6.70	6.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Public Parks City/County Wide Sales Tax (cont.)				
Livestock Coordinator	P08	1.00	1.00	1.00
Park Ranger Supervisor	P08	0.66	0.66	0.00
Park Ranger Shift Supervisor	P08	0.67	0.67	0.67
Accounting Technician	P07	1.00	1.00	1.00
Park Ranger	P07	5.00	5.00	5.00
Senior Keeper	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	0.50	0.50	0.50
Accounting Services Representative	P06	1.60	1.60	1.60
Community Recreation Supervisor	P06	6.10	6.10	6.10
Farm Park Supervisor	P06	1.00	1.00	1.00
Fitness & Wellness Supervisor	P06	3.00	3.00	3.00
Horticultural Interpreter	P06	1.00	1.00	1.00
Web Designer	P06	0.70	0.70	0.70
Zoo Keeper	P05	4.00	4.00	4.00
Accounting Clerk I	P04	2.00	2.00	2.00
Administrative Assistant	P04	1.00	1.00	1.00
Community Recreation Specialist*	P04	9.00	9.00	9.00
Office Assistant	P03	1.00	1.00	1.00
Parks Maintenance Supervisor	C14	3.00	3.00	3.00
Instrument Technician*	C12	1.00	1.00	1.00
Building Maintenance Team Leader	C11	1.00	1.00	1.00
Parks Forestry Team Leader	C11	1.00	1.00	1.00
Craftsworker	C10	4.00	4.00	4.00
Equipment Technician	C10	1.00	1.00	1.00
Parks Maintenance Working Leader	C09	1.00	1.00	1.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Utility Worker	C08	9.00	9.00	9.00
Arborist	C07	2.00	2.00	2.00
Equipment Operator II	C07	1.00	1.00	1.00
Gardener	C07	2.00	3.00	3.00
Parks Caretaker	C06	19.00	19.00	19.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Maintenance Worker	C05	7.00	7.00	7.00
Custodian	C01	3.00	3.00	3.00
Total		121.63	122.63	122.63

*One Park Operations Supervisor, one Community Rec Svcs Admin, one Associate Parks Planner, one Community Recreation Specialist, and the Instrument Technician positions will be unfunded and remain vacant in fiscal year 2016-17.

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Public Works Transportation				
Director of Public Works	D15	0.50	0.50	0.50
Assistant Director of Public Works	P14	0.75	0.75	0.75
Principal Engineer	P13	0.85	0.85	0.85
Superintendent of Streets	P13	1.00	1.00	1.00
Traffic Engineer	P13	1.50	1.50	1.50
Professional Engineer	P12	4.00	4.00	4.00
Operations Supervisor	P11	1.00	1.00	1.00
Operations Supervisor - Grnds	P11	0.25	0.25	0.25
Chief Inspector	P10	1.00	1.00	1.00
Project Engineer	P10	1.00	0.00	0.00
Senior Designer	P10	1.00	1.00	1.00
Supervisor of Signal Operations	P10	1.00	1.00	1.00
Transportation Planner	P10	1.00	1.00	1.00
Engineer In Training	P09	1.00	1.00	1.00
Financial Analyst	P09	0.50	0.50	0.50
Signal Operations Coordinator	P09	1.00	1.00	1.00
Senior Signal Technician	P08	7.00	7.00	7.00
Accounting Technician	P07	0.50	0.50	0.50
Senior Engineering Technician	P07	1.00	1.00	1.00
Signal Project Coordinator	P07	1.00	1.00	1.00
Street & Sewer Construction Inspector	P07	2.00	2.00	2.00
Accounting Services Representative	P06	0.50	0.50	0.50
Asset Management Technician	P06	1.00	1.00	1.00
Traffic Technician II	P06	2.00	2.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.25	1.25	1.25
Traffic Data Collector	P04	1.00	1.00	1.00
Maintenance Supervisor	C14	3.00	3.00	3.00
Public Grounds Maintenance Supervisor	C14	1.00	1.00	1.00
Traffic Operations Supervisor	C14	0.00	1.00	1.00
Grounds Maintenance Team Leader	C11	0.00	0.00	1.00
Team Leader	C11	8.00	8.00	7.00
Craftsworker	C10	8.00	8.00	8.00
Equipment Operator III	C09	3.00	3.00	3.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Sign Fabricator	C08	1.00	1.00	1.00
Equipment Operator II	C07	16.50	15.50	15.50
Traffic Controls Worker II	C07	6.00	7.00	7.00
Maintenance Worker	C05	18.00	18.00	18.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15	2015-16	2016-17
		Adopted	Adopted	Adopted
Public Works Transportation (cont.)				
Laborer	C03	1.00	1.00	1.00
Safety and Training Manager	TBD	0.00	0.25	0.25
Total		<u>102.10</u>	<u>102.35</u>	<u>102.35</u>
Telecable				
Assistant Director of Public Information	P11	1.00	1.00	1.00
Production Manager	P09	1.00	1.00	1.00
Senior Video Producer	P08	2.00	2.00	2.00
Multimedia Coordinator	P07	1.00	1.00	1.00
Video Producer	P07	1.00	1.00	1.00
Web Coordinator	P07	1.00	1.00	1.00
Graphic Production Assistant*	P05	1.00	1.00	1.00
Total		<u>8.00</u>	<u>8.00</u>	<u>8.00</u>

*One-half Graphic Production Assistant position will be unfunded and remain vacant in fiscal year 2016-17.

TOTAL SPECIAL REVENUE FUNDS	569.10	575.35	578.35
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Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
GRANT FUNDS				
Grant Fund - Community Development				
Economic Development Director	P14	0.10	0.10	0.10
Planning & Development Manager	P13	0.30	0.30	0.30
Development Economist	P11	0.43	0.43	0.43
Grants Administrator	P11	1.00	1.00	1.00
Principal City Planner	P11	0.11	0.11	0.11
Community Development Loan Officer	P10	0.90	0.90	0.90
Senior City Planner	P10	0.63	0.63	0.63
Project Specialist II	P10	1.00	1.00	1.00
Financial Analyst	P09	1.45	1.45	1.45
Project Specialist	P09	2.00	2.00	2.00
Associate City Planner	P08	0.63	0.63	0.63
Loan Technician	P06	0.50	0.50	0.50
Accounting Clerk I	P04	1.00	1.00	1.00
Administrative Assistant*	P04	1.60	1.60	1.60
Total		11.65	11.65	11.65
*One Administrative Assistant will be unfunded and remain vacant in fiscal year 2016-17.				
Grant Fund - Home Investment				
Principal City Planner	P11	0.11	0.11	0.11
Community Development Loan Officer	P10	1.00	1.00	1.00
Financial Analyst	P09	0.40	0.40	0.40
Housing Assistance Technician	P06	1.00	1.00	1.00
Loan Technician	P06	0.50	0.50	0.50
Total		3.01	3.01	3.01
Grant Fund - Planning				
Senior City Planner	P10	0.05	0.05	0.05
Total		0.05	0.05	0.05
Grant Fund - Police				
Police Officer	L02	7.00	12.00	23.00
Total		7.00	12.00	23.00
Grant Fund - Public Health				
Coordinator of Epidemiological Services	P09	2.00	2.00	2.00
Public Health Information Administrator	P09	1.00	1.00	1.00
Public Health Planner	P09	1.00	1.00	1.00
Public Health Program Representative	P08	1.00	0.00	0.00
Total		5.00	4.00	4.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Grant Fund - WIC Program				
WIC Coordinator	P10	1.00	1.00	1.00
WIC Supervisor	P09	1.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Nutritionist	P07	4.00	7.00	8.00
Office Administrator	P05	1.00	1.00	1.00
Health Program Assistant	P03	8.00	8.00	8.00
Total		16.00	19.00	20.00
Grant Fund - Workforce Development				
Director of Workforce Development	D14	1.00	1.00	1.00
Assistant Director of Workforce Development	P11	0.00	1.00	1.00
Fiscal Administrator	P10	0.00	1.00	0.00
Accounting Supervisor	P09	1.00	0.00	0.00
Financial Analyst	P09	0.25	0.25	0.10
Workforce Development Supervisor	P09	4.00	5.00	5.00
Accounting Services Coordinator	P08	0.00	0.00	1.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Program Compliance Coordinator	P08	1.00	1.00	0.00
System Administrator	P08	1.00	0.00	0.00
Workforce Development Coordinator	P08	0.00	1.00	2.00
Accounting Technician	P07	2.00	2.00	2.00
Business Services Specialist	P07	2.00	3.00	5.00
Sr Workforce Development Specialist	P07	4.00	3.00	2.00
Accounting Services Representative	P06	2.00	2.00	3.00
Employ/Training Instructor	P06	2.00	2.00	2.00
Workforce Development Specialist	P06	27.00	26.00	24.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	0.00	0.00
Computer Support Assistant	P05	0.00	1.00	1.00
Administrative Assistant	P04	3.00	3.00	3.00
Office Assistant	P03	1.00	1.00	1.00
Receptionist	P03	2.00	2.00	2.00
Grant Fund - Workforce Development (cont.)				
Staff Assistant	P03	1.00	1.00	1.00
Total		57.25	58.25	58.10
TOTAL GRANT FUNDS		99.96	107.96	119.81

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
ENTERPRISE FUNDS				
Airport				
Director of Aviation	D15	1.00	1.00	1.00
Assistant Director of Aviation, Operations	P14	1.00	1.00	1.00
Assistant Director of Aviation, Admin	P12	1.00	1.00	1.00
Assistant City Attorney V	P13	1.00	1.00	1.00
Airport Operations Supervisor	P10	1.00	1.00	1.00
Airport Network Coordinator	P09	1.00	1.00	1.00
Marketing & Communications Coordinator	P09	1.00	1.00	1.00
Airport Police Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Airport Police Officer	P07	9.00	9.00	9.00
Ground Services Supervisor	P07	1.00	1.00	1.00
Systems Coordinator	P07	1.00	1.00	1.00
Gen Aviation Customer Service Coord.	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Graphic Production Assistant	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	1.00	1.00	1.00
Airport Customer Service Representative*	P03	5.00	5.00	5.00
Terminal Services Assistant	P03	1.00	1.00	1.00
Clerical Assistant	P02	1.00	1.00	1.00
Aircraft Services Coordinator	C14	1.00	1.00	1.00
Airport Maintenance Supervisor	C14	2.00	2.00	2.00
Aircraft Services Trainer	C12	2.00	2.00	2.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
Aircraft Services Specialist	C10	14.00	14.00	14.00
Craftsworker	C10	2.00	2.00	2.00
Equipment Technician	C10	1.00	1.00	1.00
Lead Aircraft Line Services Technician	C10	1.00	1.00	1.00
Asst. Equipment Technician	C08	1.00	1.00	1.00
Utility Worker	C08	3.00	3.00	4.00
Aircraft Line Services Technician	C07	9.00	9.00	9.00
Airline Service Lead Agent	C06	4.00	4.00	4.00
Airfield Maintenance Worker	C06	7.00	7.00	9.00
Building Maintenance Worker	C05	3.00	3.00	4.00
Custodian	C01	9.00	9.00	9.00
Total		93.00	93.00	97.00

*One Airport Customer Service Rep will be unfunded and remain vacant in fiscal year 2016-17.

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Clean Water Services				
Director of Environmental Services	D15	0.80	0.80	0.80
Assistant Director of Environmental Services	P14	1.00	1.00	1.00
Superintendent of Clean Water Services	P13	0.00	2.00	2.00
Plant Superintendent	P12	1.00	0.00	0.00
Professional Engineer	P12	1.00	2.00	4.00
Collection System Supervisor	P11	1.00	0.00	0.00
Environmental Compliance Officer	P11	1.00	1.00	1.00
Laboratory Supervisor	P11	1.00	1.00	1.00
Plant Maintenance Engineer	P11	1.00	1.00	1.00
Plant Operations Supervisor	P11	1.00	1.00	1.00
Operations Supervisor - Eng	P11	1.00	1.00	1.00
Control Systems Specialist	P10	1.00	1.00	1.00
NW Treatment Plant Supervisor	P10	1.00	1.00	1.00
Project Engineer	P10	1.00	1.00	0.00
Senior Designer	P10	2.00	2.00	2.00
Sustainability Officer	P10	0.50	0.50	0.50
Water Quality Coordinator	P10	1.00	1.00	1.00
Administrative Systems Analyst	P09	0.20	0.20	0.20
Biosolids Coordinator	P09	1.00	1.00	1.00
Chemist	P09	3.00	3.00	3.00
Plant Biologist	P09	1.00	1.00	1.00
Plant Shift Supervisor	P09	4.00	4.00	4.00
Pretreatment Inspector	P09	4.00	4.00	4.00
Right of Way Agent	P09	0.00	0.00	1.00
Senior Street & Sewer Construction Inspector	P09	4.00	4.00	4.00
Collection System Analyst	P08	0.00	1.00	1.00
Waste Water Video Technician	P08	2.00	3.00	4.00
Laboratory Analyst	P07	2.00	2.00	2.00
Maintenance Engineer Technician	P07	2.00	2.00	3.00
Plant Operator III	P07	6.00	6.00	6.00
Senior Engineering Technician	P07	1.00	1.00	0.00
Storm Water Technician	P07	2.00	2.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Asst Wastewater Video Tech	P06	0.00	0.00	4.00
Education Outreach Specialist	P06	0.50	0.50	0.50
GIS Specialist	P06	0.00	1.00	1.00
Plant Operator II	P06	6.00	6.00	6.00
Revenue Technician	P06	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Clean Water Services (cont.)				
Safety Technician	P06	1.00	1.00	1.00
Senior Inflow & Infiltration Technician	P06	3.00	4.00	3.00
Accounting Clerk II	P05	0.75	0.75	0.75
Education Outreach Assistant	P05	0.00	1.00	1.00
Inflow & Infiltration Technician	P05	2.00	2.00	2.00
Plant Operations Trainee	P05	0.00	0.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
Wastewater Plant Maintenance Supervisor	C15	1.00	1.00	2.00
Maintenance Supervisor	C14	2.00	2.00	2.00
Senior Plant Electrician	C13	1.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	2.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Team Leader	C11	3.00	4.00	4.00
Plant Maintenance Mechanic I	C10	6.00	6.00	6.00
Sewer Cleaning Team Leader	C10	3.00	3.00	5.00
Parts & Inventory Control Clerk	C08	2.00	2.00	2.00
Equipment Operator II	C07	3.00	3.00	4.00
Lead Maintenance Worker	C06	0.00	1.00	1.00
Building Maintenance Worker	C05	1.00	0.00	0.00
Maintenance Worker	C05	11.00	12.00	12.00
Wastewater Sludge Truck Operator	C05	4.00	4.00	4.00
Laborer	C03	1.00	1.00	0.00
Private I/I Coordinator	TBD	0.00	1.00	1.00
Private I/I Building Evaluator	TBD	0.00	2.00	2.00
Safety and Training Manager	TBD	0.00	0.40	0.40
Total		108.75	120.15	131.15

Golf

Golf Facilities Supervisor*	P09	1.00	1.00	1.00
Golf Course Supervisor	P07	0.00	0.00	1.00
Golf Course Superintendent	P06	3.00	3.00	2.00
Equipment Technician	C10	1.00	1.00	1.00
Golf Course Working Leader*	C06	1.00	1.00	1.00
Golf Course Worker	C05	12.00	12.00	12.00
Total		18.00	18.00	18.00

*The Golf Facilities Supervisor and Golf Course Working Leader position will be unfunded and remain vacant in fiscal year 2016-17.

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
Solid Waste				
Director of Environmental Services	D15	0.20	0.20	0.20
Superintendent of Solid Waste	P13	1.00	1.00	1.00
Environmental Engineer	P11	1.00	1.00	1.00
Air Quality Control Coordinator	P10	1.00	1.00	1.00
Sustainability Officer	P10	0.50	0.50	0.50
Environmental Technician	P08	2.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Market Development Specialist	P07	1.00	1.00	1.00
Collection Center Technician	P06	1.00	1.00	1.00
Education Outreach Specialist	P06	2.50	2.50	2.50
Accounting Clerk II	P05	0.25	0.25	0.25
Education Outreach Assistant	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Landfill Supervisor	C17	1.00	1.00	1.00
Heavy Equipment Technician	C11	2.00	2.00	2.00
Equipment Operator III	C09	6.00	6.00	6.00
Assistant Equipment Technician	C08	1.00	1.00	1.00
YRC Working Leader	C08	1.00	1.00	1.00
YRC Equipment Operator	C06	1.00	1.00	1.00
Maintenance Worker	C05	4.00	5.00	5.00
Weighmaster	C05	2.00	2.00	2.00
Laborer	C03	1.00	0.00	0.00
Recycling Center Attendant	C03	5.00	5.00	5.00
Safety and Training Manager	TBD	0.00	0.10	0.10
Total		38.45	38.55	38.55
TOTAL ENTERPRISE FUNDS		258.20	269.70	284.70

Budgeted Positions

Full-Time Equivalents By Fund Type:

		2014-15 Adopted	2015-16 Adopted	2016-17 Adopted
<u>INTERNAL SERVICE FUND</u>				
Print Shop				
Print Shop Supervisor	P07	1.00	1.00	1.00
Print Shop Assistant Operator	P04	1.00	1.00	0.80
Total		2.00	2.00	1.80
Self-Insurance Fund				
Director of Risk Management	D14	0.00	1.00	1.00
Safety Coordinator	P09	1.00	1.00	1.00
Senior Human Resources Specialist	P08	1.00	1.00	1.00
Legal Investigator	P07	0.00	0.00	1.00
Human Resources Specialist	P07	1.00	1.00	1.00
Total		3.00	4.00	5.00
Service Center				
Fleet Administrator	P11	1.00	1.00	1.00
Fleet Systems Coordinator*	P09	1.00	1.00	1.00
Fleet Systems Technician	P07	0.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Equipment Maintenance Supervisor	C14	2.00	2.00	2.00
Heavy Equipment Technician*	C11	4.00	4.00	4.00
Parts and Inventory Supervisor	C11	1.00	0.00	0.00
Collision Repair/Refinishing Technician*	C10	1.00	1.00	1.00
Equipment Technician	C10	5.00	5.00	5.00
Parts and Inventory Technician	C06	2.00	2.00	2.00
Service Technician*	C05	4.00	4.00	4.00
Parts and Inventory Clerk*	C04	1.00	1.00	1.00
Total		23.00	23.00	23.00
TOTAL INTERNAL SERVICE FUNDS		28.00	29.00	29.80
TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS		1,803.50	1,840.50	1,873.50
Average Annual Increase (Decrease) 2014-2016			1.03%	

*The Fleet Systems Coordinator, one Heavy Equipment Technician, the Collision Repair/Refinishing Technician, two Service Technicians, and the Parts and Inventory Clerk positions will be unfunded and remain vacant in fiscal year 2016-17.

GENERAL FUND BUDGET OVERVIEW



Budget Process

Four Stages of the Budget Process:

- A. Budget Preparation – Departments are required to prepare their program budget requests for the upcoming fiscal year on forms supplied by the Director of Finance. The amounts requested must be justified in terms of the results to be achieved.
- B. Budget and Program Review – The Director of Finance reviews all departments’ program budget requests and makes recommendations to the City Manager. The City Manager and the Director of Finance confer with department officials to determine appropriate budget levels, after which the City Manager makes the final budget decisions and submits his recommendation to the Mayor and the City Council by April 30.
- C. Consideration and Adoption – Sixty days prior to the City’s fiscal year end, the City Manager’s recommended budget is given to the Mayor and City Council for their review. They may make changes during this 60-day period and adopt the budget in accordance with provisions of the Charter.
- D. Execution of the Budget Plan – The actual implementation of the budget, as adopted by the Mayor and City Council, is effective July 1 of the fiscal year.

Budget Transfers:

The City Manager, with the approval of the Council and upon the recommendation of the department or agency head, may transfer any unencumbered appropriation balance or portion thereof from one classification of expenditure to another within an office, department or agency. At the request of the City Manager, and within the last three months of the fiscal year, the Council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another unless otherwise provided in the Charter. No transfer shall be made of specified fixed appropriations.

Budget Amendments:

After the budget is adopted, Council must approve any increase due to unanticipated expenses, grant revenue, or other revenue sources. An increase in the number of full-time or part-time positions allocated to a department after the budget is adopted must also be presented to Council for approval.

Balanced Budget:

To provide for a continuing level of government services and financial stability, the City of Springfield operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, charges and fees, intergovernmental revenue, interest and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services, and general operating equipment. The operating budget does not include major capital equipment and capital improvement projects. These projects and costs are included in the six-year Capital Improvement Program (CIP).

The City is committed to meeting this policy under normal circumstances. It is recognized there may be times when it is advisable and necessary to use the cash reserves to balance the operating budget. If the annual budget requires the use of fund balance to match operating revenues and expenses, the amount of the fund balance used and the purpose for which it is appropriated shall be identified in the annual budget message.

Budget Preparation Schedule

Action Steps:	Responsibility:	Date:
Distribute FTE Sheets, Org Charts & Performance Measures	Finance Department	December 15, 2015
Distribute Instructions for Budget Preparation and Line Item Budgets.	Finance Department	January 11, 2016
Begin Revenue Projections, Debt Service & Salary Projection	Finance Department	January 2016
Salary Information due back to Finance	All Departments	January 11, 2016
Line items, Org Charts & Performance Measures due back to Finance.	All Departments	February 12, 2016
Review Estimated Revenue & Projected Expenses	City Manager & Finance Department	March 2016
Proposed Funding Priorities from City Manager	City Manager	April 1, 2016
Proposed Budget Draft to City Manager's Office	Finance Department	April 11, 2016
Proposed Budget to Mayor and City Council	City Manager & Finance Department	April 28, 2016
Council Review of Budget	Mayor & City Council	May 3-May 24, 2016
Submit Budget Ordinance for Public Hearing and First Reading	City Manager & Finance Department	May 31, 2016
Submit Budget Ordinance for Second Reading and Passage	City Manager & Finance Department	June 13, 2016

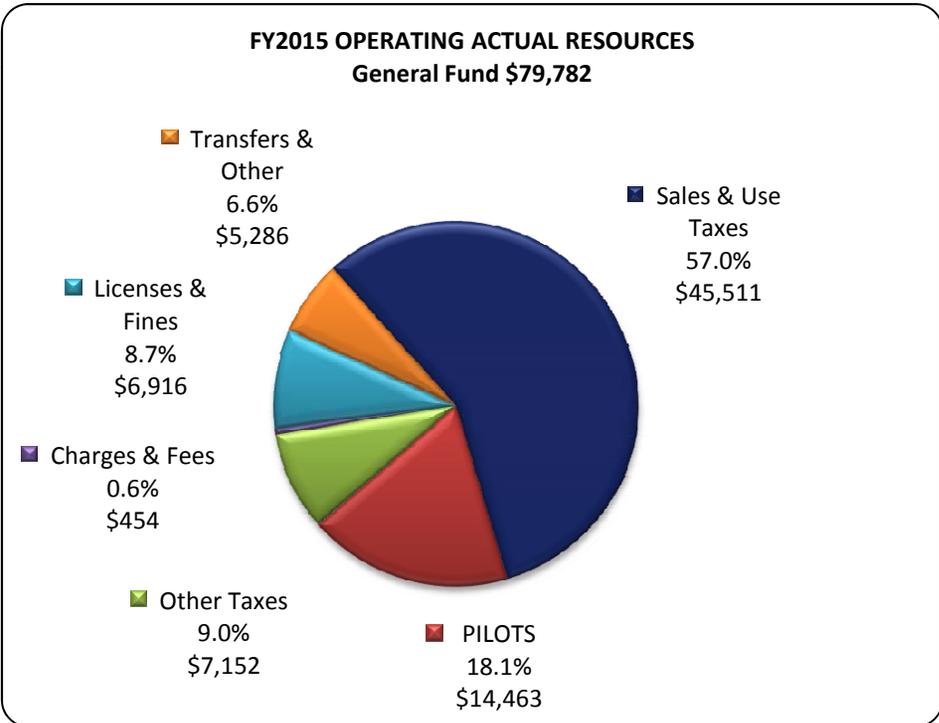
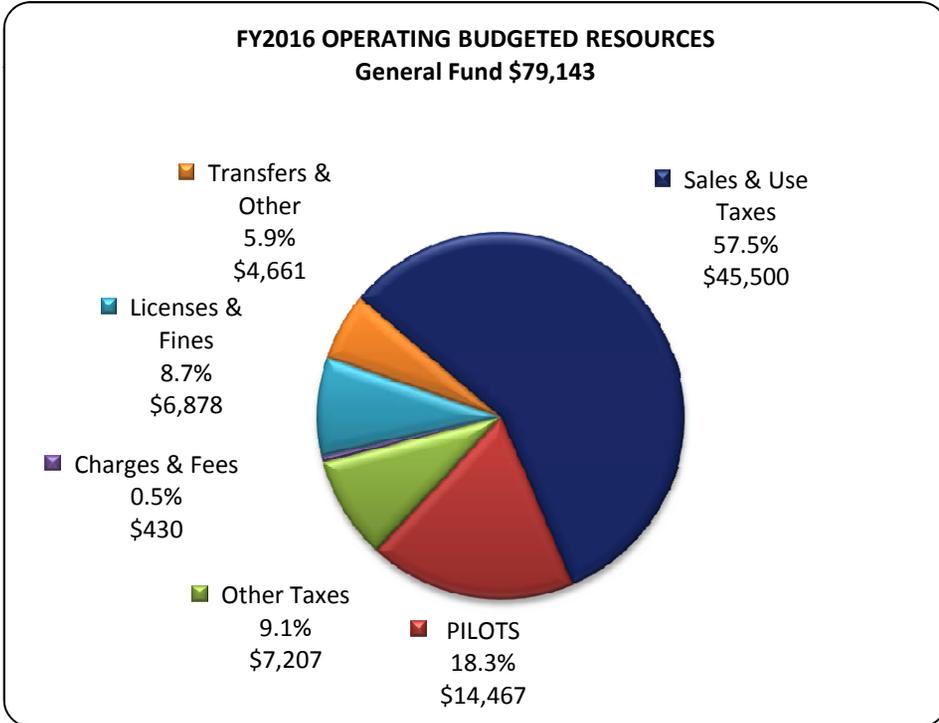
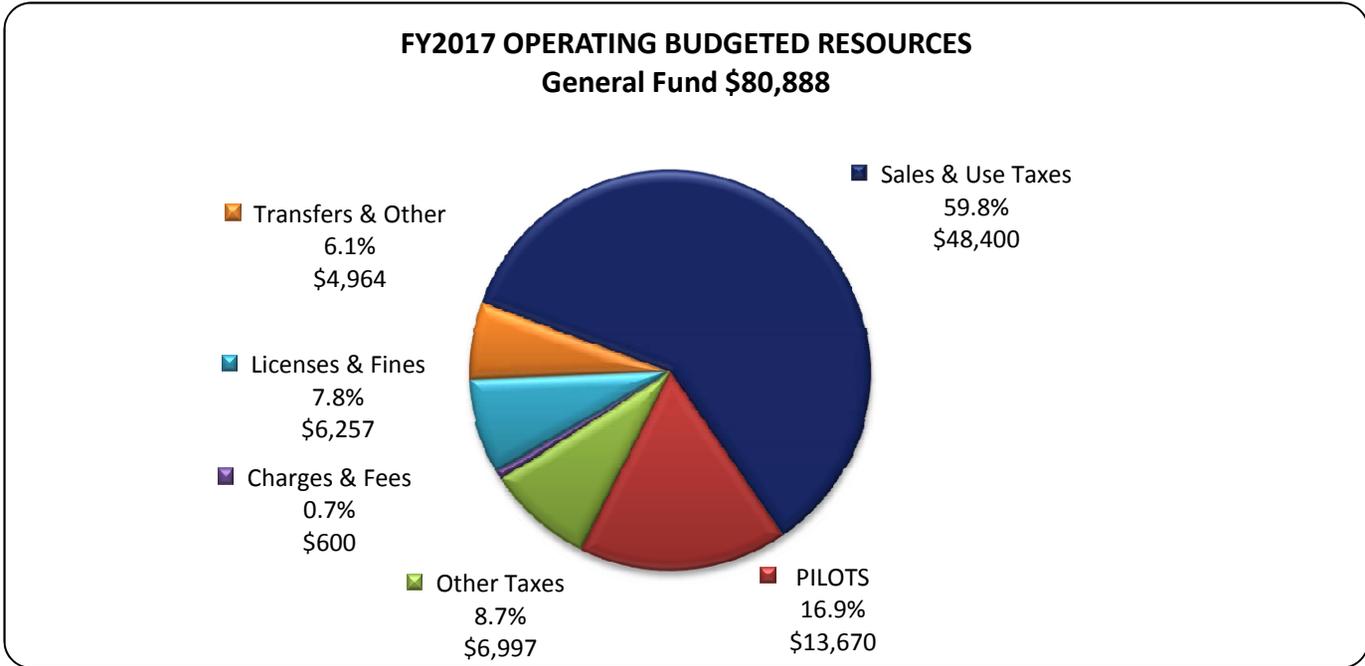
Budget Preparation Schedule

	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.
Budget Preparation								
Distribute FTE Sheets, Org Charts & Performance Measures to departments for changes/corrections	→							
Distribute Instructions for Budget Preparation and Line Item Budgets		→						
Begin Revenue Projections, Debt Service & Salary Projections		→						
Budget Development								
Salary Information due back to Finance		→						
Line Items, Org Charts & Performance Measures due back to Finance			→					
Review Estimated Revenue & Projected Expenses				→				
City Manager Meetings with City Departments				→				
Proposed Funding Priorities from City Manager					→			
Finalize and Adopt Budget								
Proposed Budget Draft to City Manager's Office					→			
Proposed Budget to Mayor and City Council					→			
Council Review of Budget						→		
Submit Budget Ordinance for Public Hearing and First Reading							→	
Submit Budget Ordinance for Second Reading and Passage							→	

Budget Policies

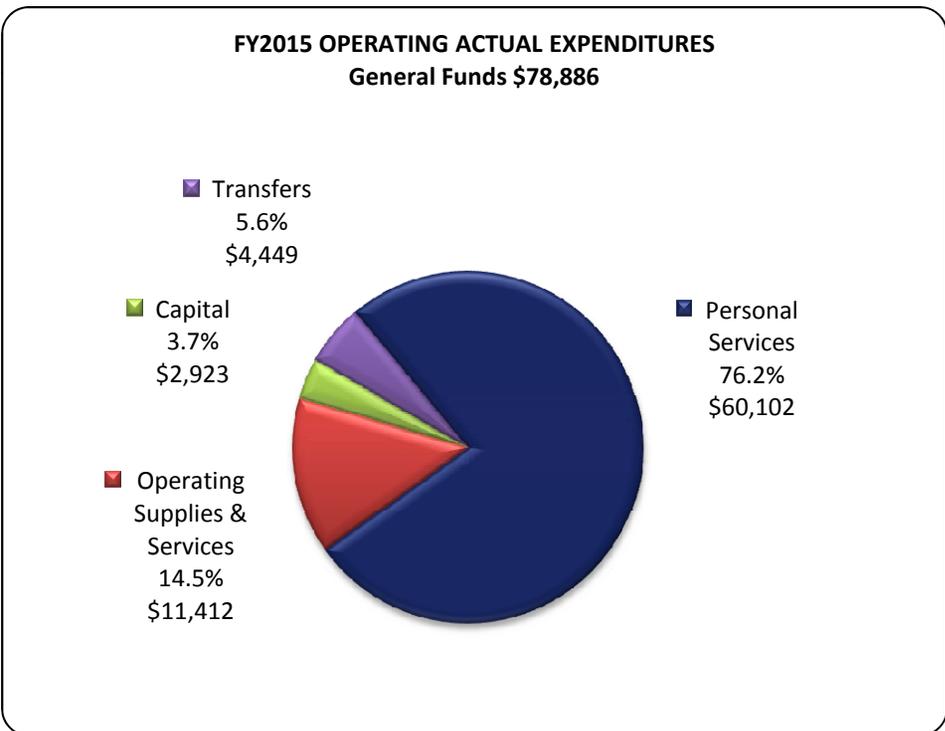
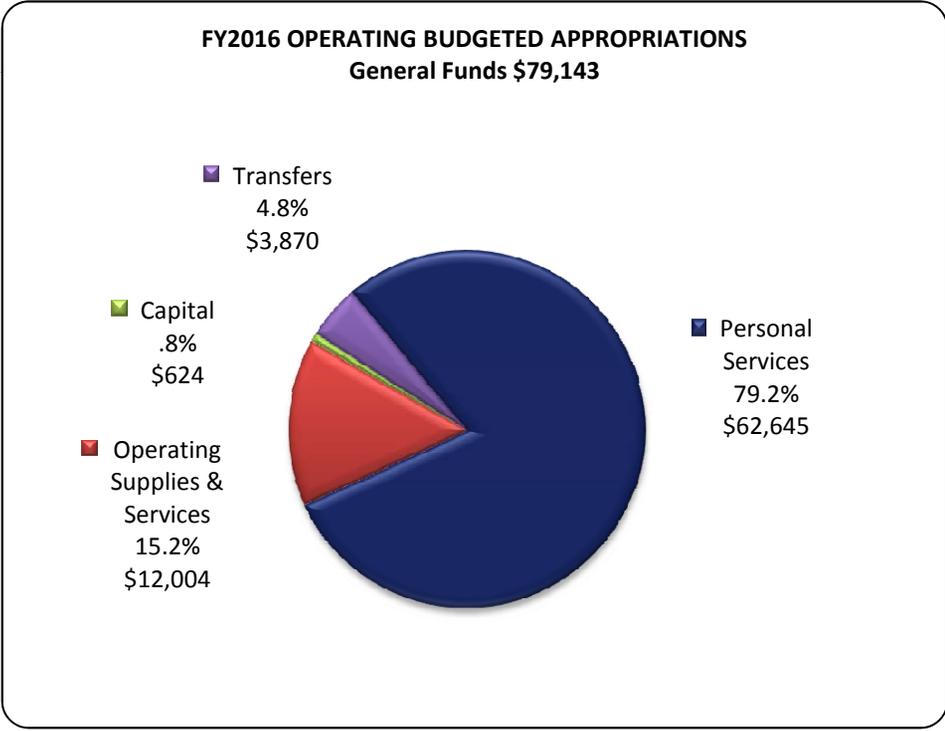
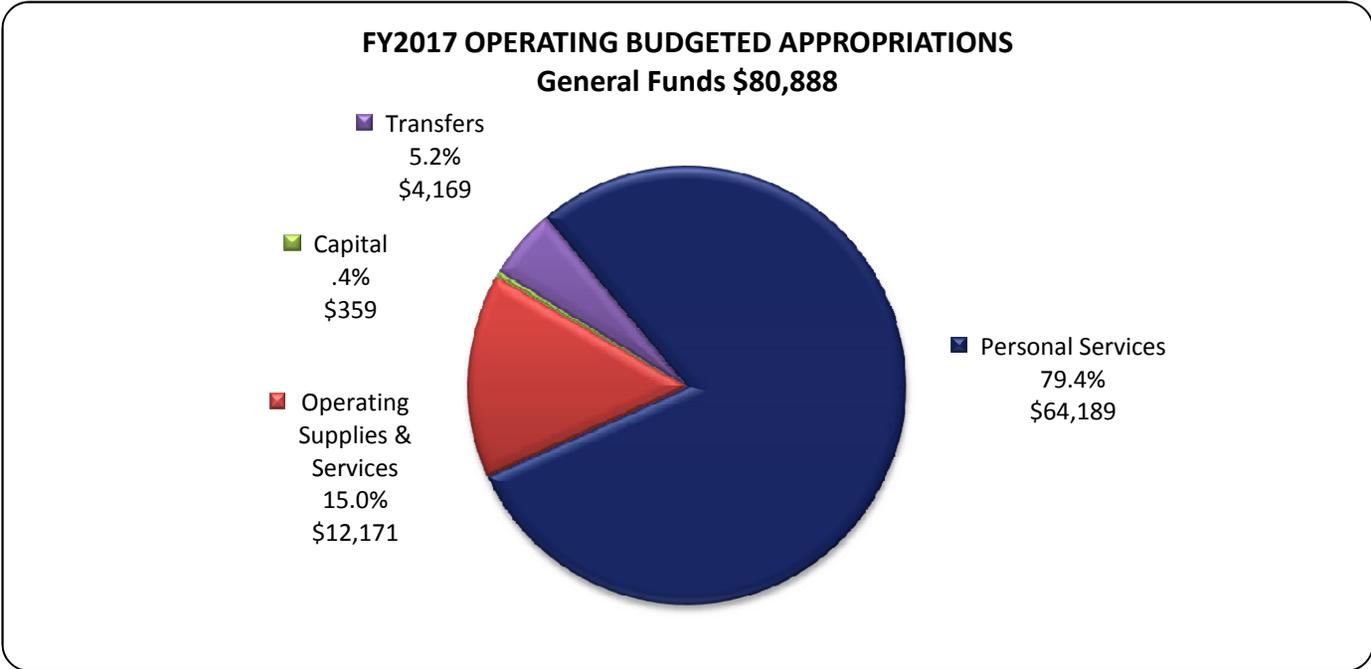
- Maintain an appropriate level of general government services funded from current resources.
- Maintain fund balance at a level of 20% of our operating funds budget.
- Provide competitive pay and benefits to our employees for our market and region.
 - Compare employee pay with those of the 15 “benchmark” cities and local salary information. The goal is to be competitive with the benchmarked cities and the local market.
 - The budget will reflect the agreed-upon wage package for all bargaining groups.
- Provide a consistent level of service through appropriate use of non-recurring revenue.
 - Use of one-time revenue should be limited to non-recurring expenses, such as land acquisitions or major capital purchases, with the recognition that even major capital assets eventually need to be replaced. One-time, non-recurring funds will not be used for ongoing expenses, such as full time personnel.
- Continue to look for new sources of revenue to improve the balance in the revenue structure via less reliance on sales tax.
- Maximize cost recovery through fees for municipal services, consistent with City Council direction.
 - Finance Department shall review charges for municipal services annually.
 - Efficiencies achieved in delivery of services shall be accompanied by a reduction in the fee.
 - Recommended fee increases shall be subject to an annual cap.
- Seek the best level of service at the least cost through City forces, private sector contracts and not-for-profit contracts.
 - Contracts for private sector services will include a formal bid process to insure an equal opportunity for the private sector to submit competitive bids.
 - Contracts with not-for-profit organizations will be evaluated based on how well the services meet a City priority or community need that is not otherwise being met and matches a service requirement.
 - All contracts will include specific services to be provided and will require a financial and services accomplishment report.

City of Springfield, Missouri - 2016-2017 Annual Operating Budget - General Fund



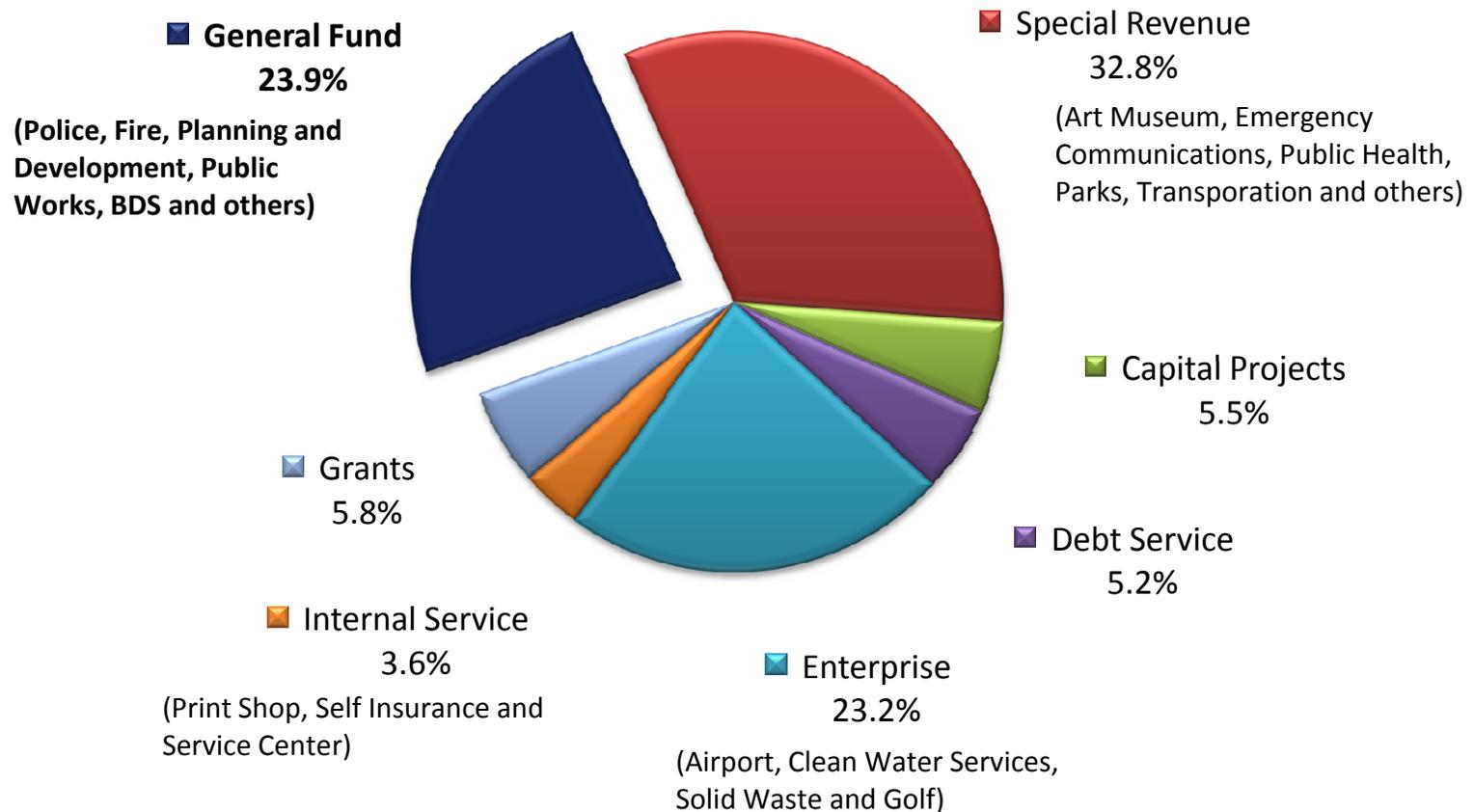
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2016-2017 Annual Operating Budget - General Fund



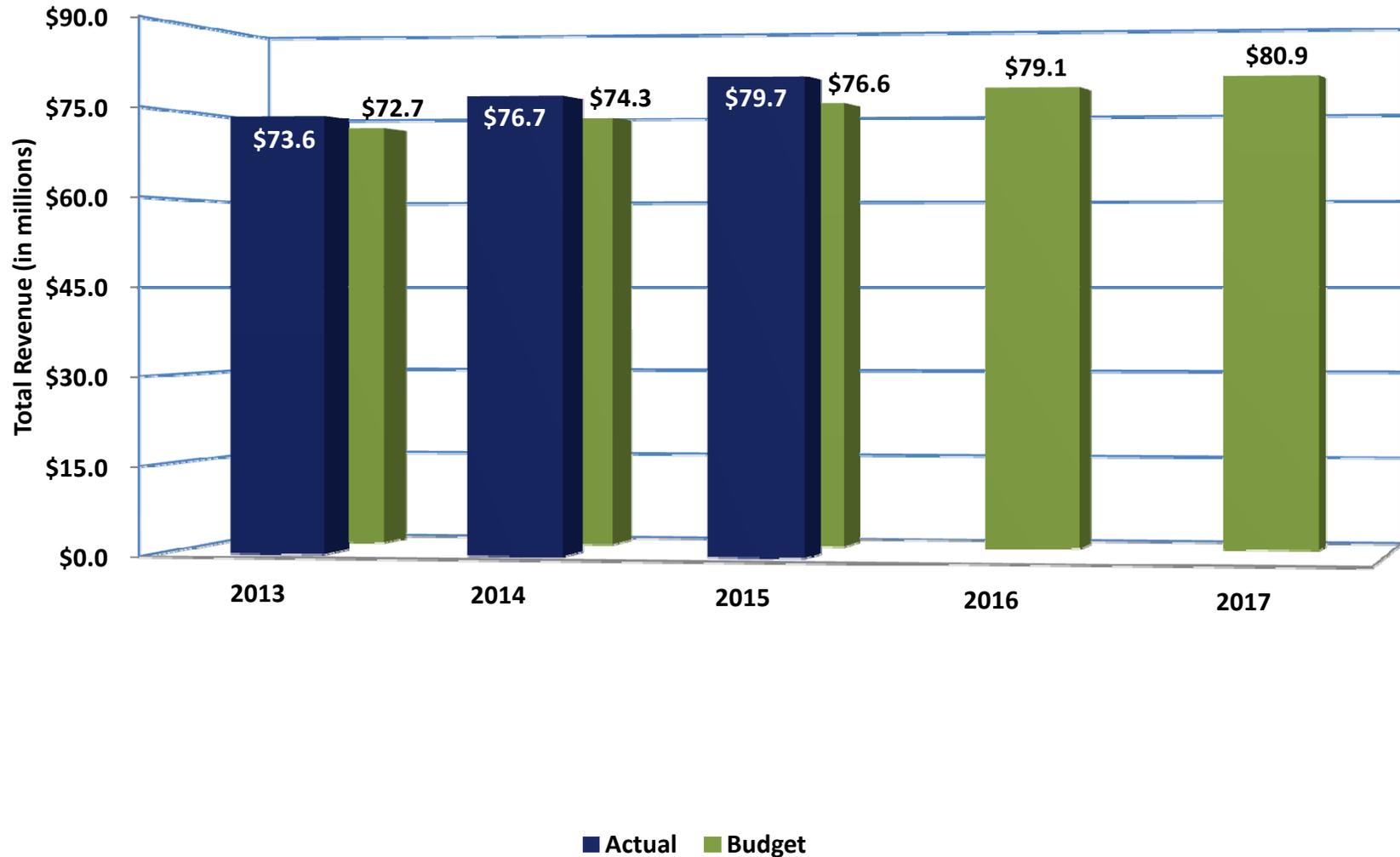
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

**FY2017 OPERATING BUDGETED
GENERAL FUND'S RELATIONSHIP TO TOTAL BUDGET**



City of Springfield, Missouri - 2016-2017 Annual Operating Budget

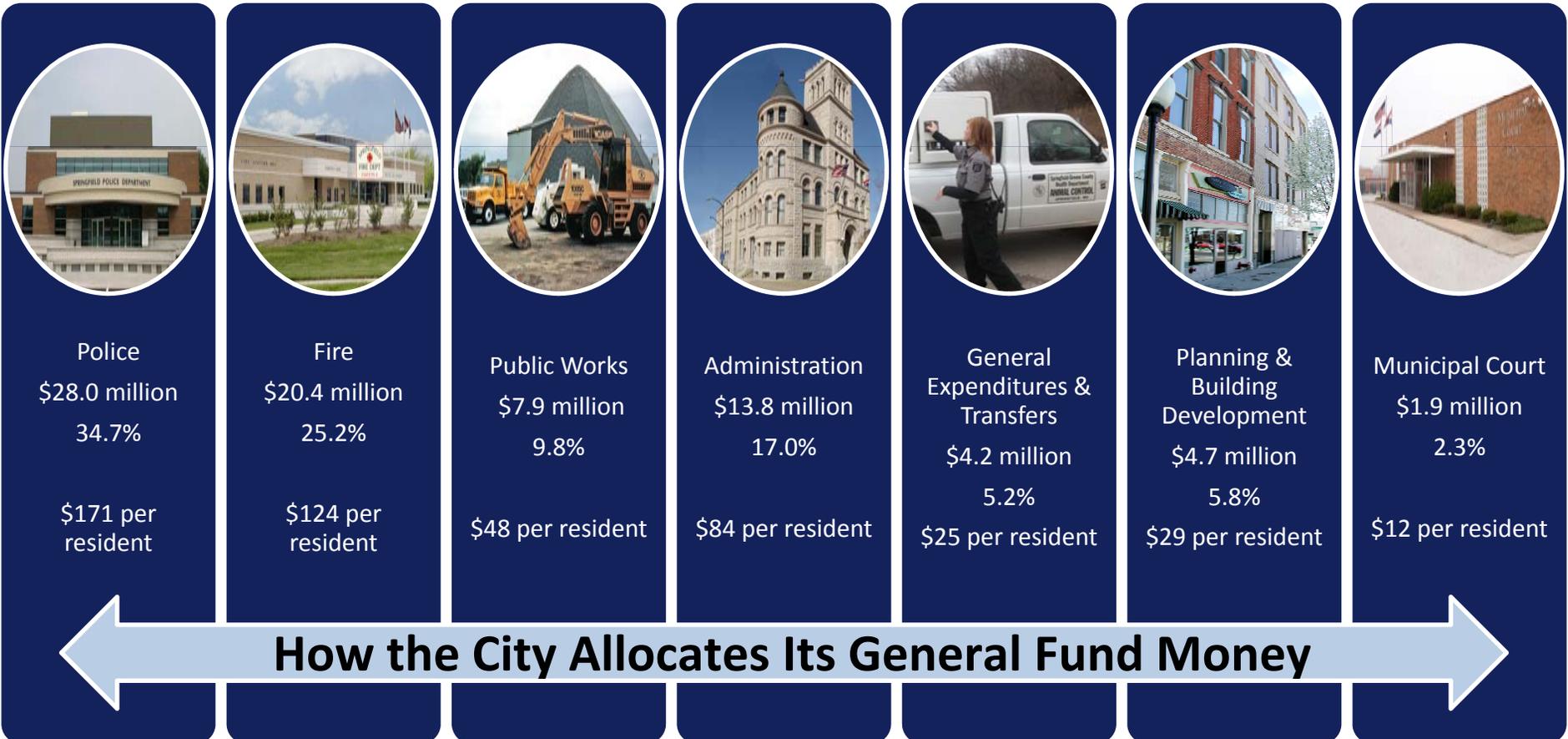
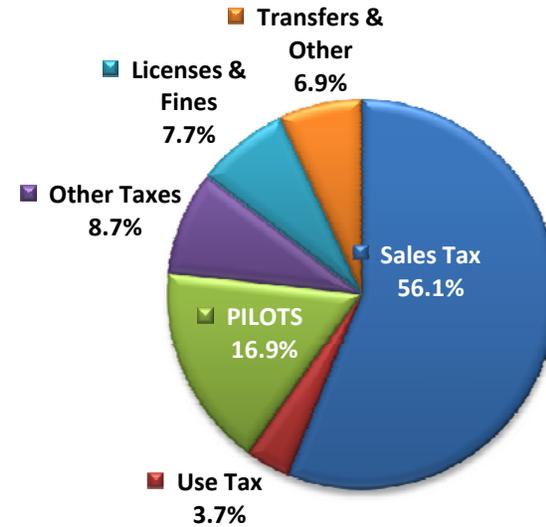
GENERAL FUND TOTAL REVENUE
Fiscal Years 2013-2017



Total revenue does not include fund balance appropriations.

Where the City Gets General Fund Revenue

FY2017 General Fund \$80.9 million
\$493 per resident



How the City Allocates Its General Fund Money

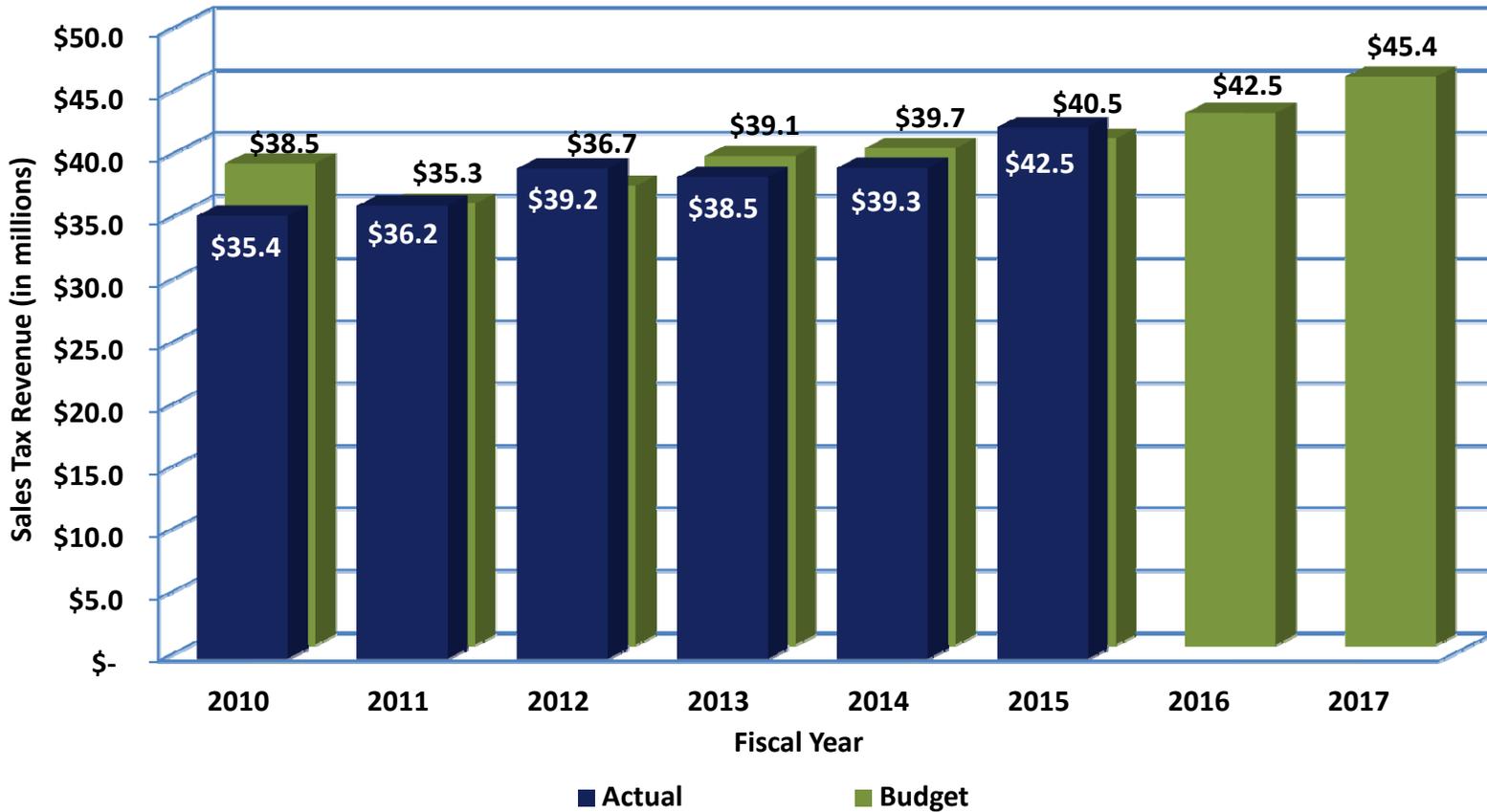
BENCHMARKS



- TAX RATE COMPARISONS
 - PUBLIC SAFETY
- WORKER'S COMPENSATION

City of Springfield, Missouri - 2016-2017 Annual Operating Budget

GENERAL FUND SALES TAX RECEIPTS*
Fiscal Years 2010-2017

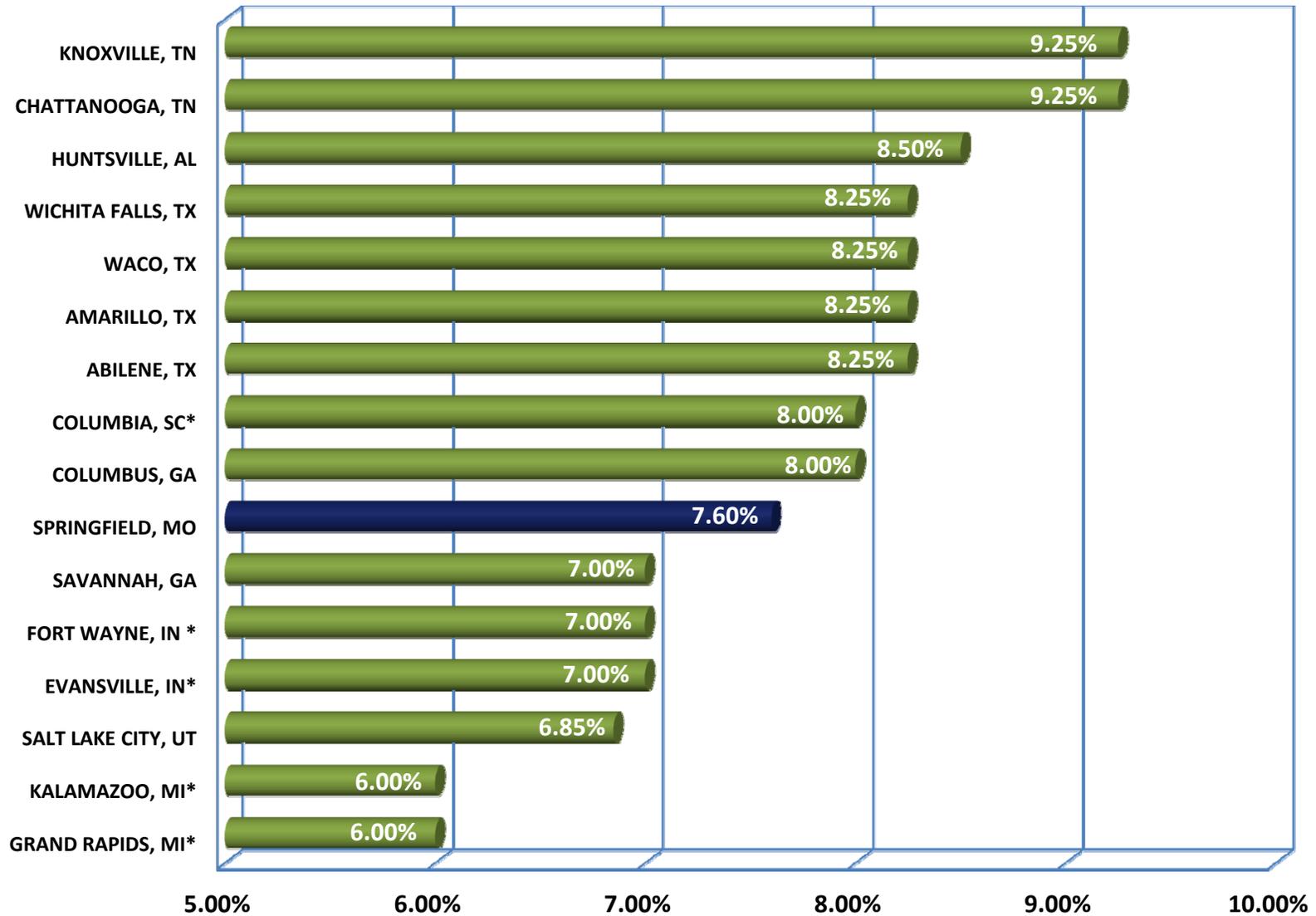


* Excludes Use Tax and is reported on a cash basis, not accrual.

City of Springfield, Missouri - 2016-2017 Annual Operating Budget

TOTAL SALES TAX RATE

Springfield vs. Benchmark Cities

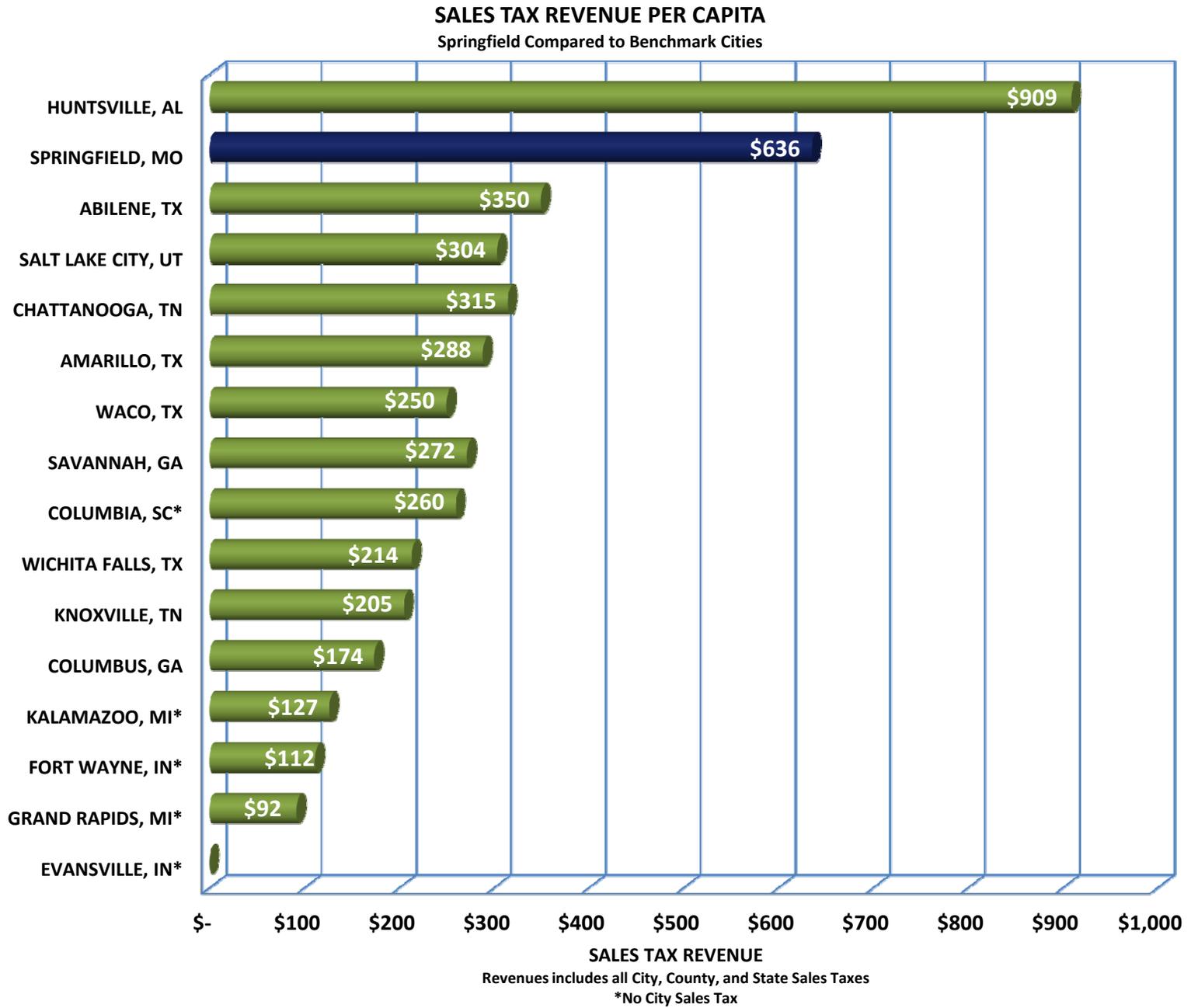


SALES TAX RATE

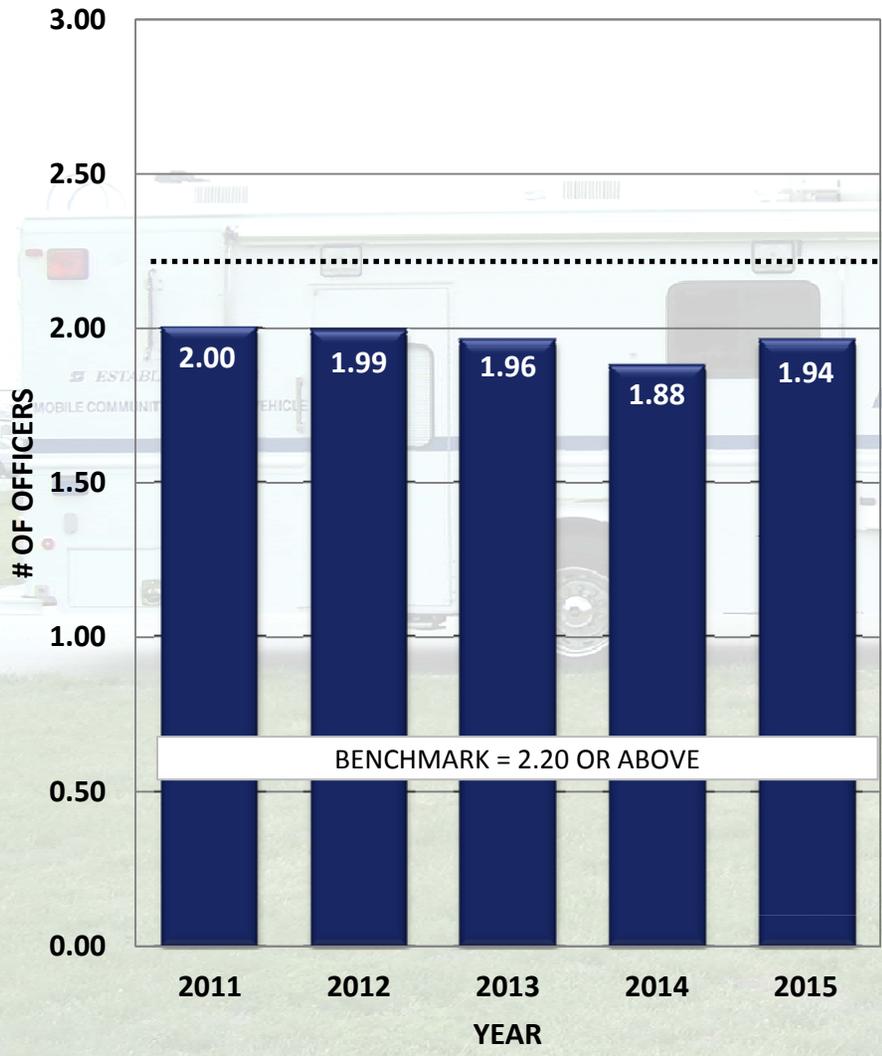
Rates include all City, County, and State Sales Taxes

*No City Sales Tax

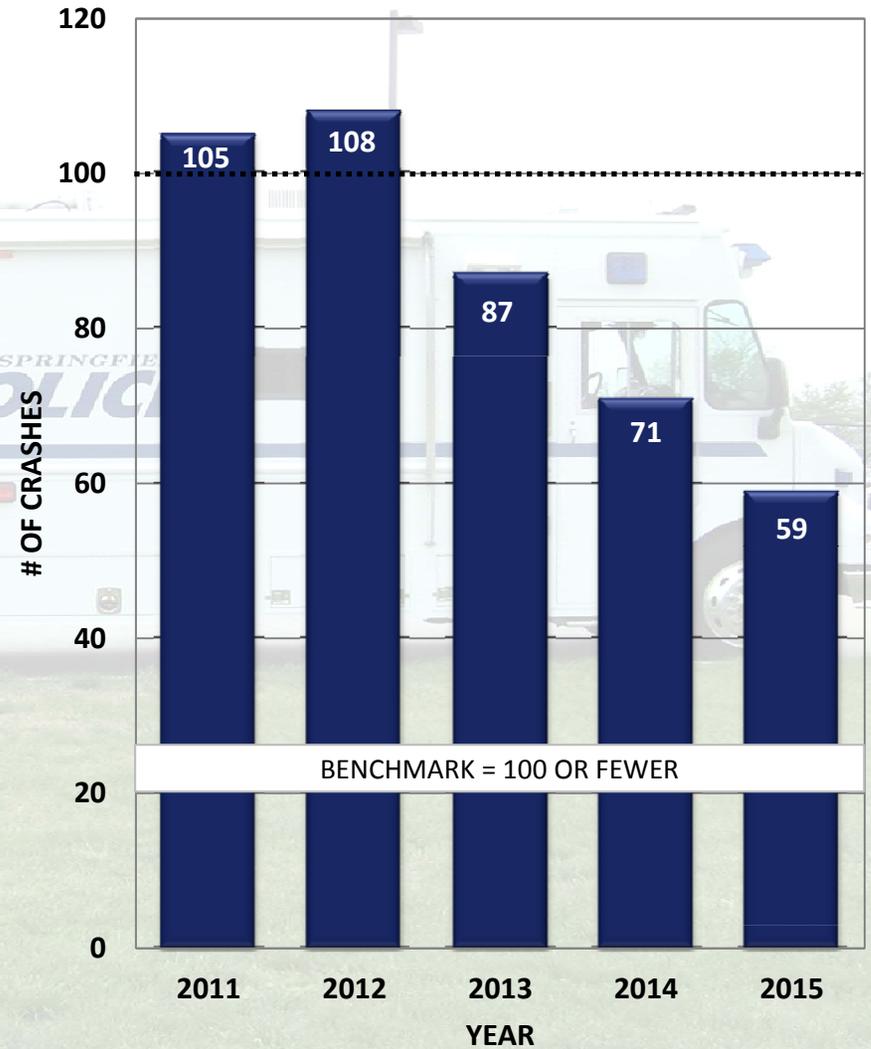
City of Springfield, Missouri - 2016-2017 Annual Operating Budget



SWORN OFFICERS PER 1,000 POPULATION Police Department Benchmark

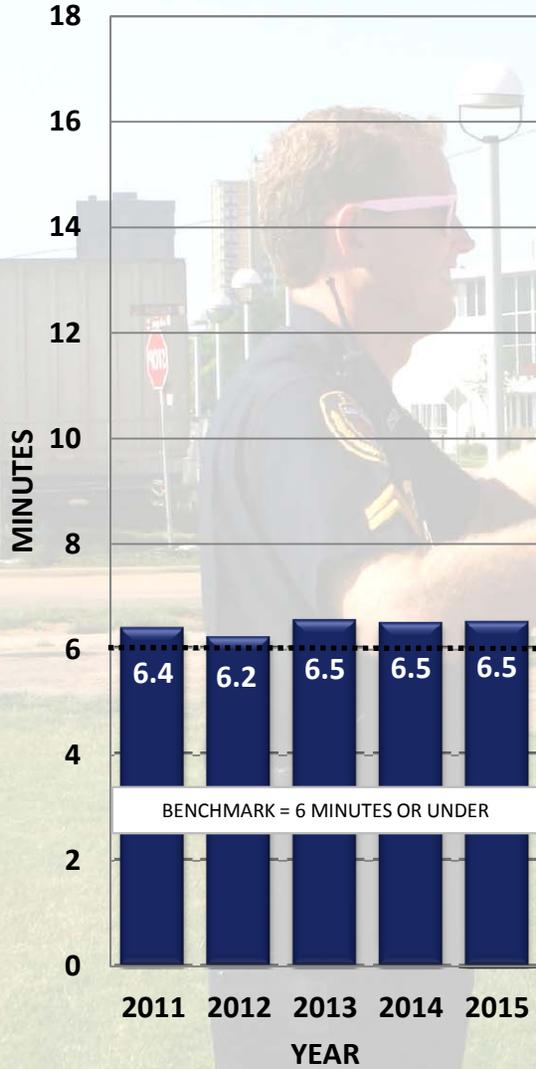


TOTAL INJURY CRASHES AT TOP TEN INTERSECTIONS Police Department Benchmark

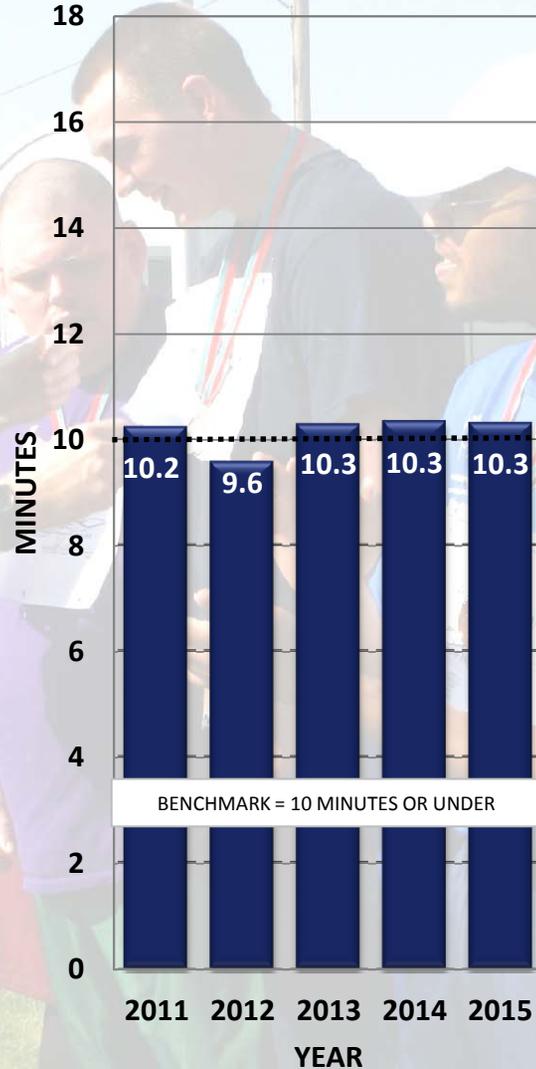


City of Springfield, Missouri - 2016-2017 Annual Operating Budget

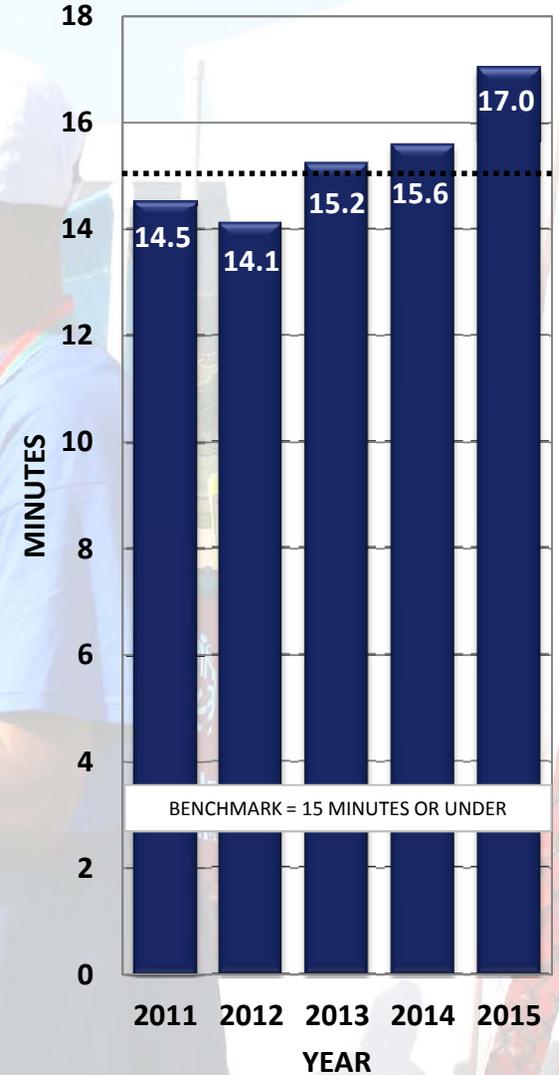
**PRIORITY-1 CFS MEDIAN
RESPONSE TIME
Police Department
Benchmarks**



**PRIORITY-2 CFS MEDIAN
RESPONSE TIME
Police Department
Benchmarks**

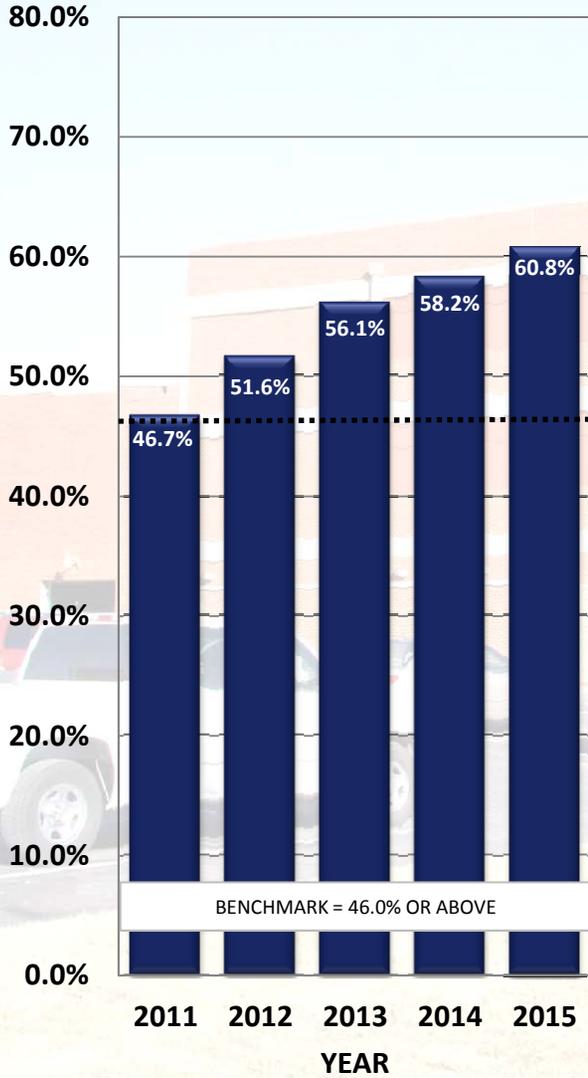


**PRIORITY-3 CFS MEDIAN
RESPONSE TIME
Police Department
Benchmarks**

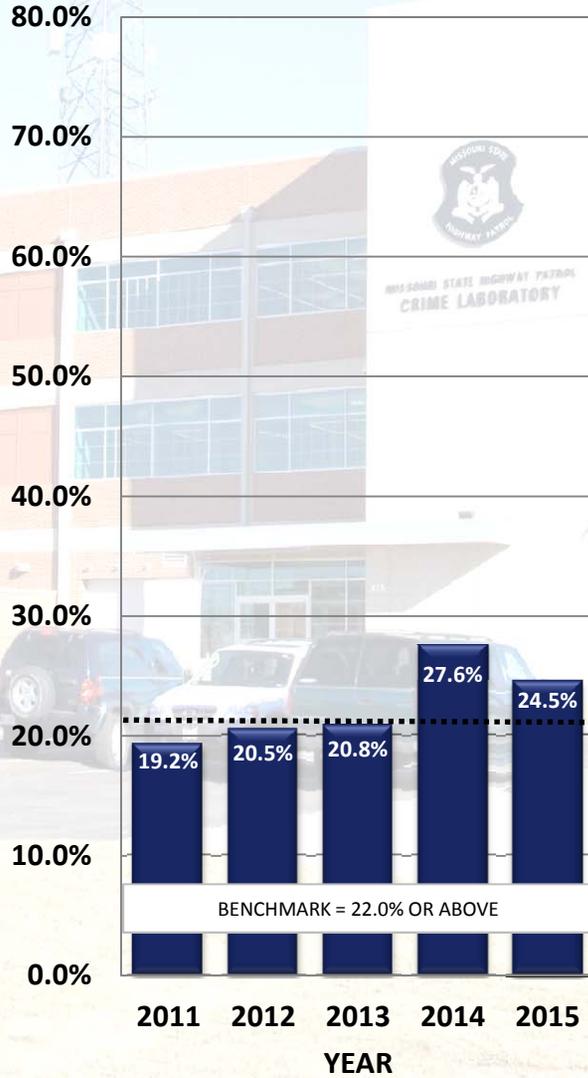


City of Springfield, Missouri - 2016-2017 Annual Operating Budget

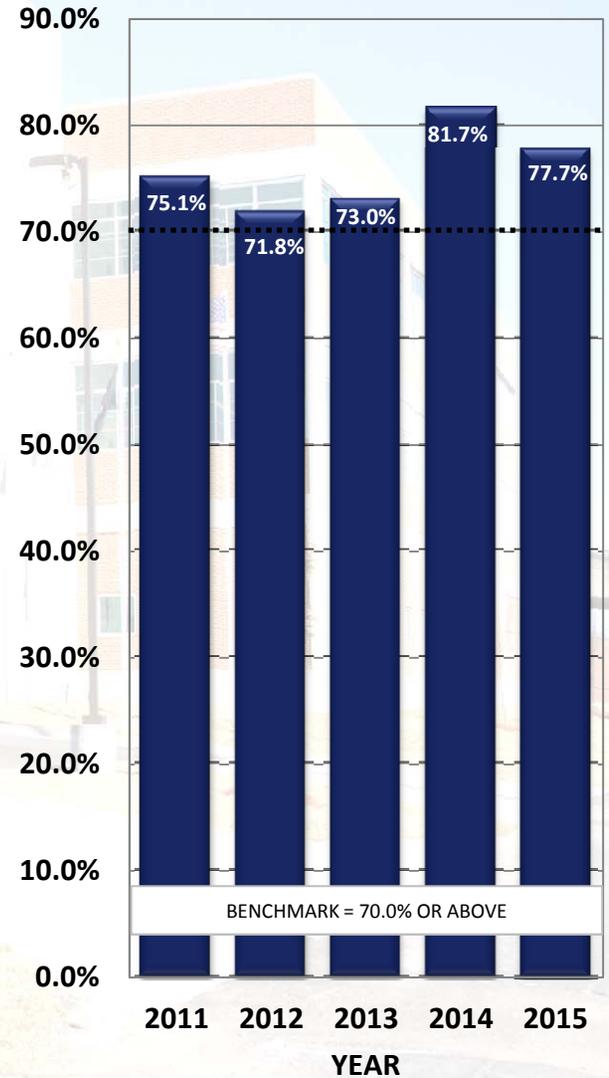
**VIOLENT CRIME
CLEARANCE RATE
Police Department
Benchmarks**



**PROPERTY CRIME
CLEARANCE RATE
Police Department
Benchmarks**

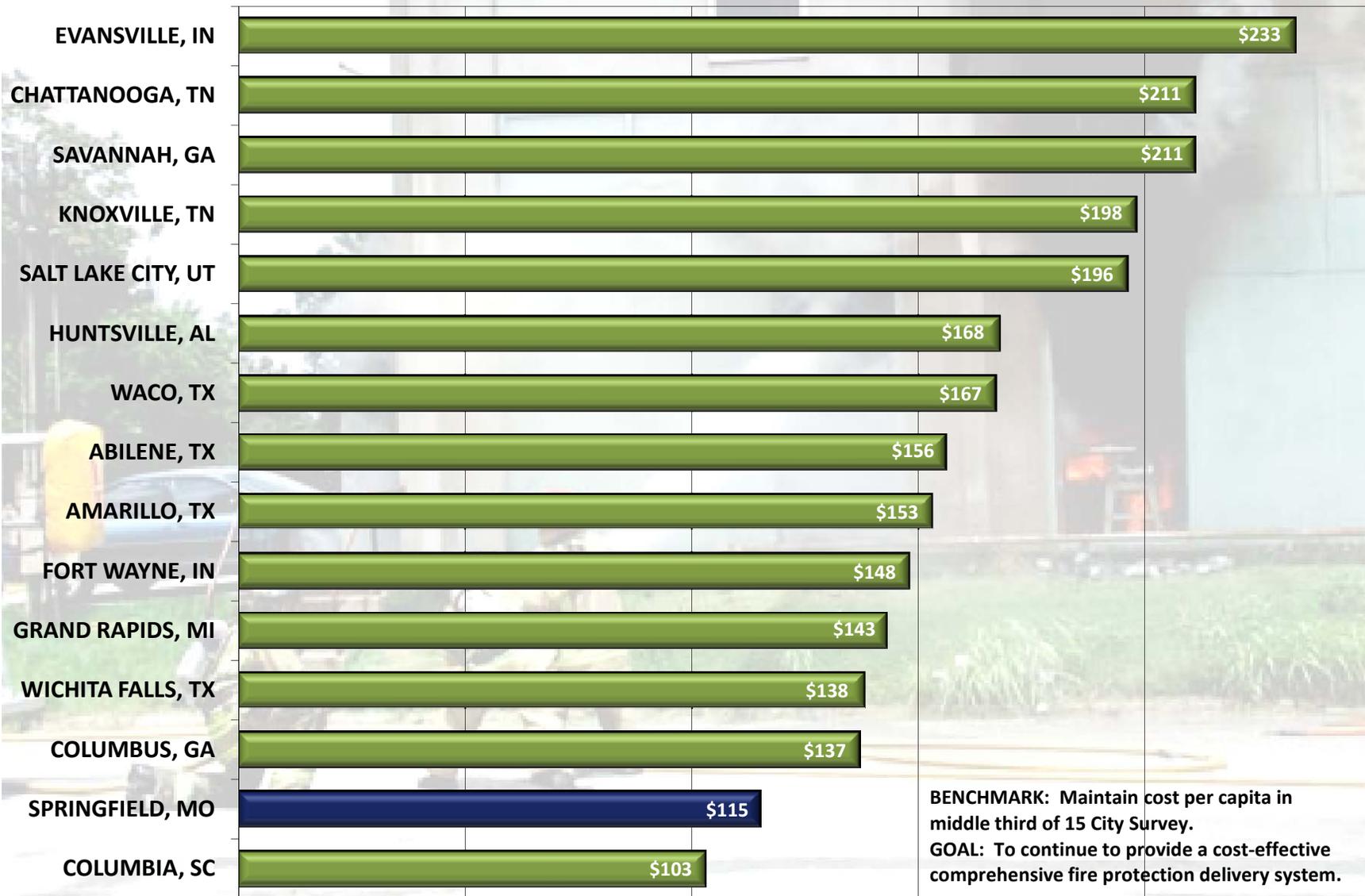


**PERCENTAGE CLEARED OF
CASES ASSIGNED TO
INVESTIGATORS
Police Department Benchmarks**



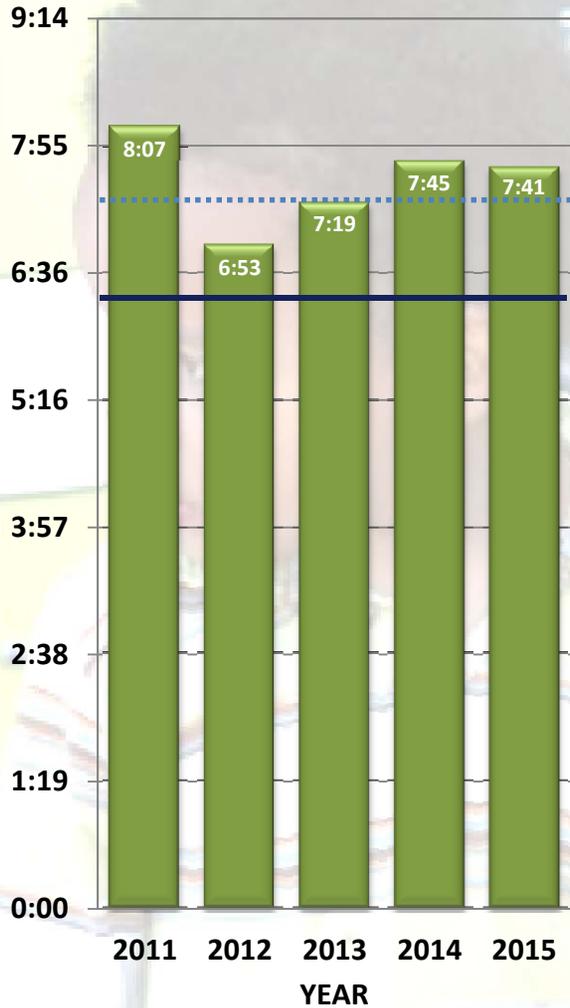
City of Springfield, Missouri - 2016-2017 Annual Operating Budget

Fire Protection Costs per Capita



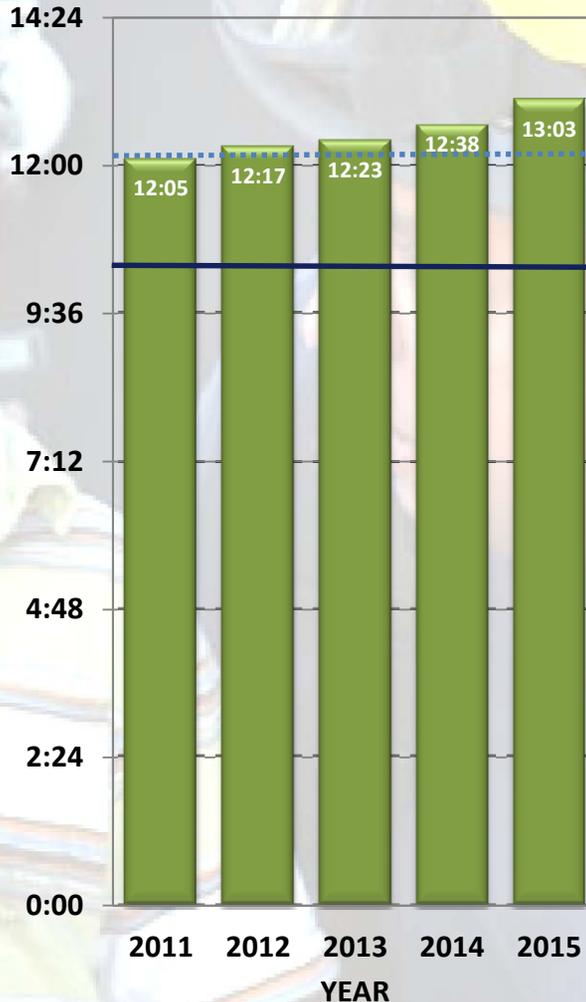
City of Springfield, Missouri - 2016-2017 Annual Operating Budget

STRUCTURE FIRE 90TH PERCENTILE INITIAL UNIT (CALL TO ARRIVAL) RESPONSE TIMES
Fire Department Benchmarks



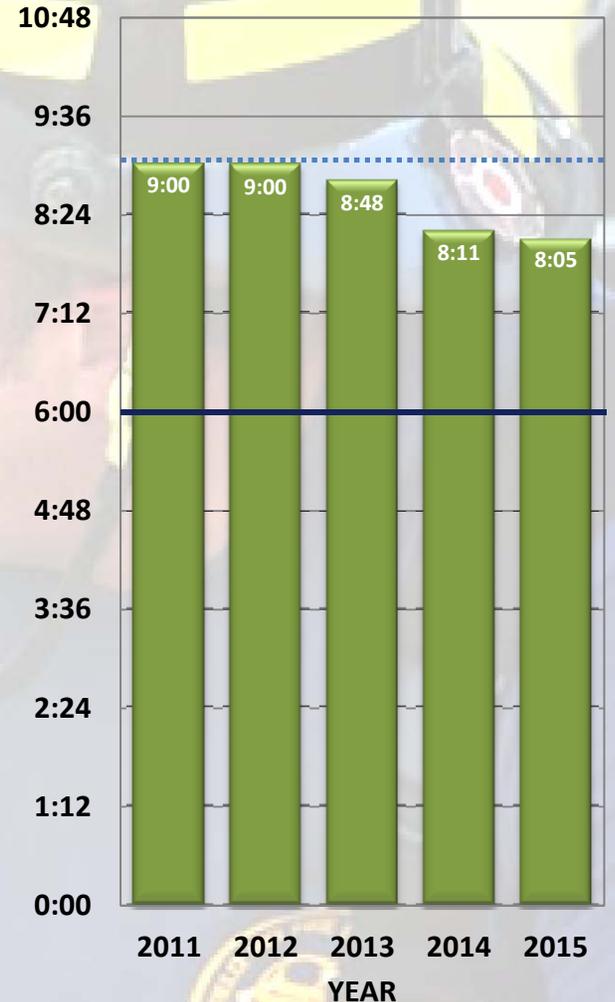
■ Benchmark, National Standard - 6:20
■ Baseline, Minimum Standard - 7:21

STRUCTURE FIRE 90TH PERCENTILE EFFECTIVE RESPONSE FORCE (CALL TO ARRIVAL) RESPONSE TIMES
Fire Department Benchmarks



■ Benchmark, National Standard - 10:20
■ Baseline, Minimum Standard - 12:08

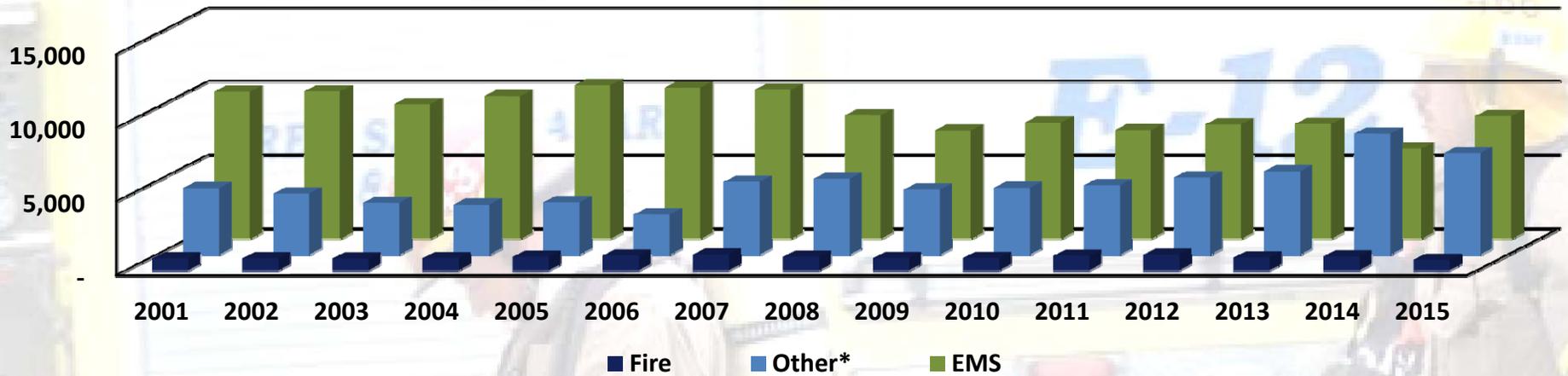
EMS 90TH PERCENTILE INITIAL UNIT (CALL TO ARRIVAL) RESPONSE TIMES
Fire Department Benchmarks



■ Benchmark, National Standard - 6:00
■ Baseline, Minimum Standard - 9:01

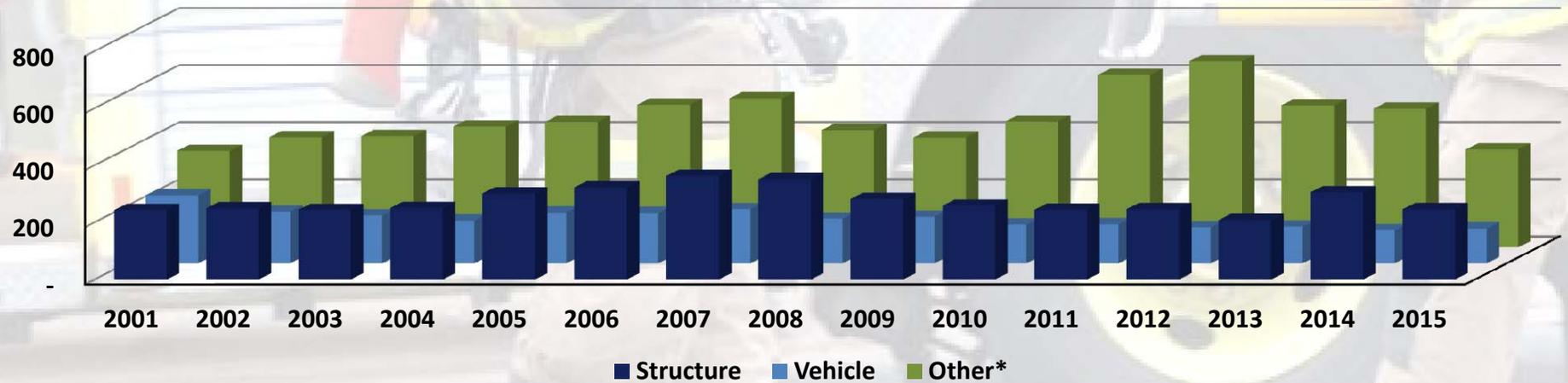
NFPA 1710: Standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments

Total Fire Calls for Service by Type



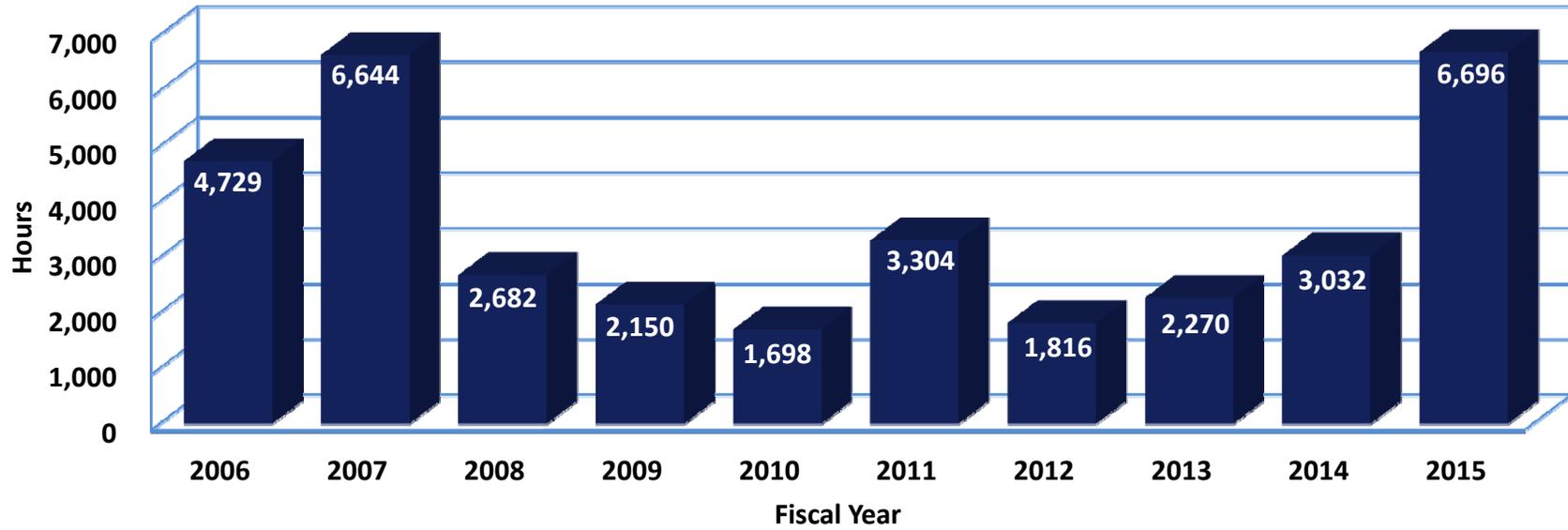
* False alarms, hazardous conditons, and mutal aid calls

Fire Calls for Service by Type

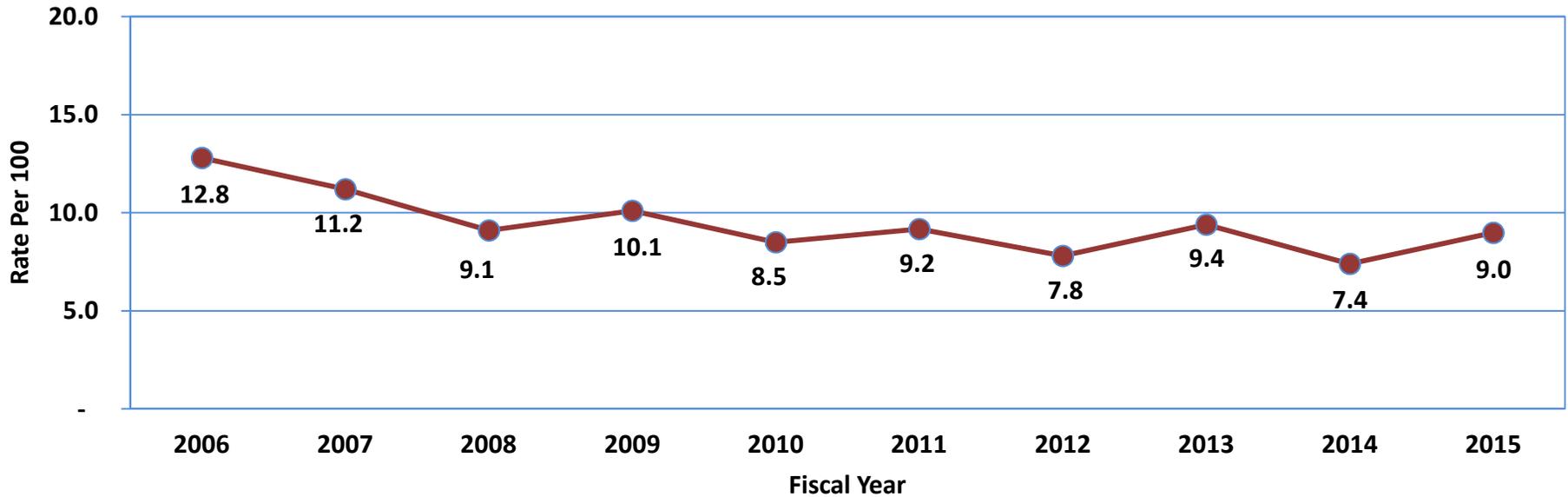


* Brush fires, rubbish and dumpster fires, and other misc

Workers' Compensation Hours of Loss Time



Workers' Compensation Incidence Rate Per 100 Employees





DEPARTMENTAL PURPOSE, MISSION STATEMENTS, HIGHLIGHTS, ORG CHARTS AND PERFORMANCE MEASURES



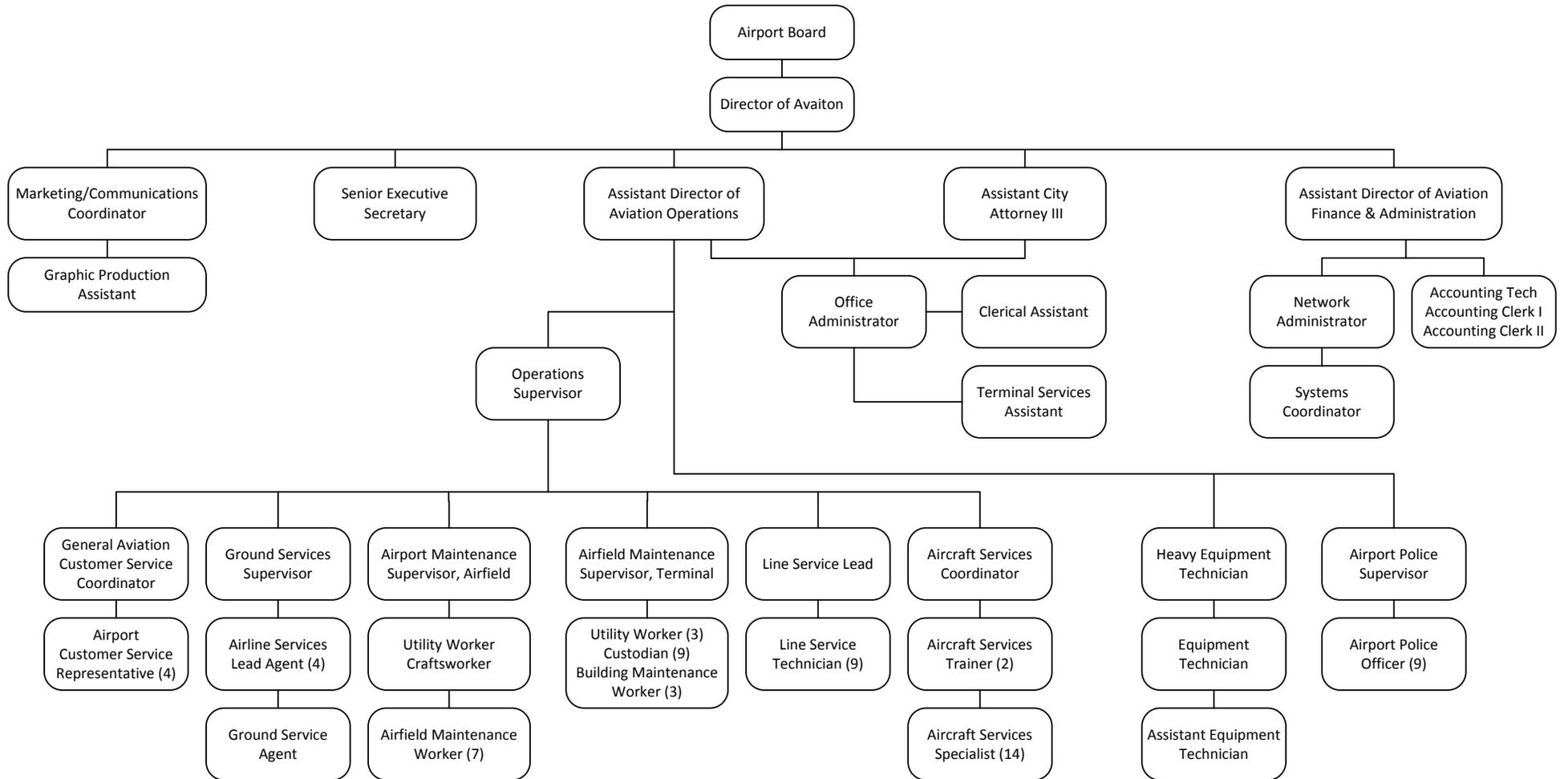


AIRPORT

SPRINGFIELD-BRANSON NATIONAL AIRPORT







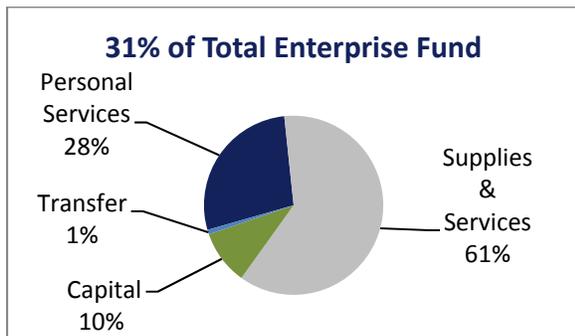
Springfield-Branson National Airport

City of Springfield, Missouri

Airport (Enterprise Fund)

Department Purpose:

The Springfield-Branson National Airport is owned by the City of Springfield and managed through an eleven-member administrative board. The Board operates the airport as a self-supporting “enterprise function”, operating without tax revenue or general City funds.



Department Mission:

To be the premier Midwest airport through safe and efficient operations.

FY 2016-17 Budget Highlights:

- Operating portion of budget totals \$14 million, an increase of 6.4% from 2016.
- In the fiscal year 2016-17 budget, the Airport’s authorized FTE’s will increase by (4); (2) Airfield Maintenance Workers, (1) Building Maintenance Worker and (1) Utility Worker.
- Of the 97 approved FTEs, one Airport Customer Service Rep will be unfunded and remain frozen in fiscal year 2016-17.
- Routine capital replacements and additional improvement projects total approximately \$2,650,000 - anticipated to be funded through operating funds.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 5,679,786	\$ 6,335,031	\$ 6,335,031	\$ 6,654,800
Operating Supplies & Services	10,195,961	15,938,969	15,938,969	14,751,700
Capital Outlay/Improvements	4,522,156	537,000	537,000	2,350,000
Transfers	200,000	200,000	200,000	200,000
	<u>\$ 20,597,904</u>	<u>\$ 23,011,000</u>	<u>\$ 23,011,000</u>	<u>\$ 23,956,500</u>
Per Capita	\$ 125.50	\$ 140.21	\$ 140.21	\$ 145.97

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	14	14	14
Operations	52	52	56
Rescue	17	17	17
Security	10	10	10
	<u>93</u>	<u>93</u>	<u>97</u>

Airport (Enterprise Fund)

Performance Measures:

Goal: Controlling costs to our air carriers is an important factor in attracting new service.

Objective: When the Midfield Terminal project was implemented, the Airport committed to limiting any annual airline rate increases to a modest 3%. Our philosophy was simple – the project would not be completed through large cost increases to our air carriers. We opted to forego any increase in rates in 2013, but will resume this 3% adjustment beginning January 2014, which increases the available revenue by approximately \$25,000.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Average airline cost per enplaned passenger	6.04	6.09	6.13

Goal: Continuing to develop new revenue sources and controlling costs are critical to the Airport's operations.

Objective: The ratio of operating revenue to expenses per enplanement indicates the Airport's operating efficiency. A higher ratio is better.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Ratio of Operating Revenue vs. Expenses per Enplanement	1.49	1.39	1.37

Goal: An internal goal, though not required by bond covenants, is to maintain debt service coverage at or greater than 1.25 times the amount of principal and interest due. A higher coverage ratio is better, with 1.00 times (100%) being the minimum threshold.

Objective: Coverage above 100% provides an annual cushion in case of unforeseen events and is transferred into a reserve account. It is then available to fund future capital improvement projects, debt retirement, or operating costs if needed.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Debt service coverage-Midfield Terminal Bonds	1.36	1.30	1.29
Debt service coverage-Rental Car Facility Bonds	1.70	1.45	1.60

Airport (Enterprise Fund)

Performance Measures (cont):



Goal: Plan for and develop the infrastructure needed for sustainable, quality growth.

Objective: By 2017, the number of passengers using the Springfield-Branson National Airport will increase by 12% over 2010 counts.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Increase in passengers at Springfield-Branson National Airport	9%	16%	20%



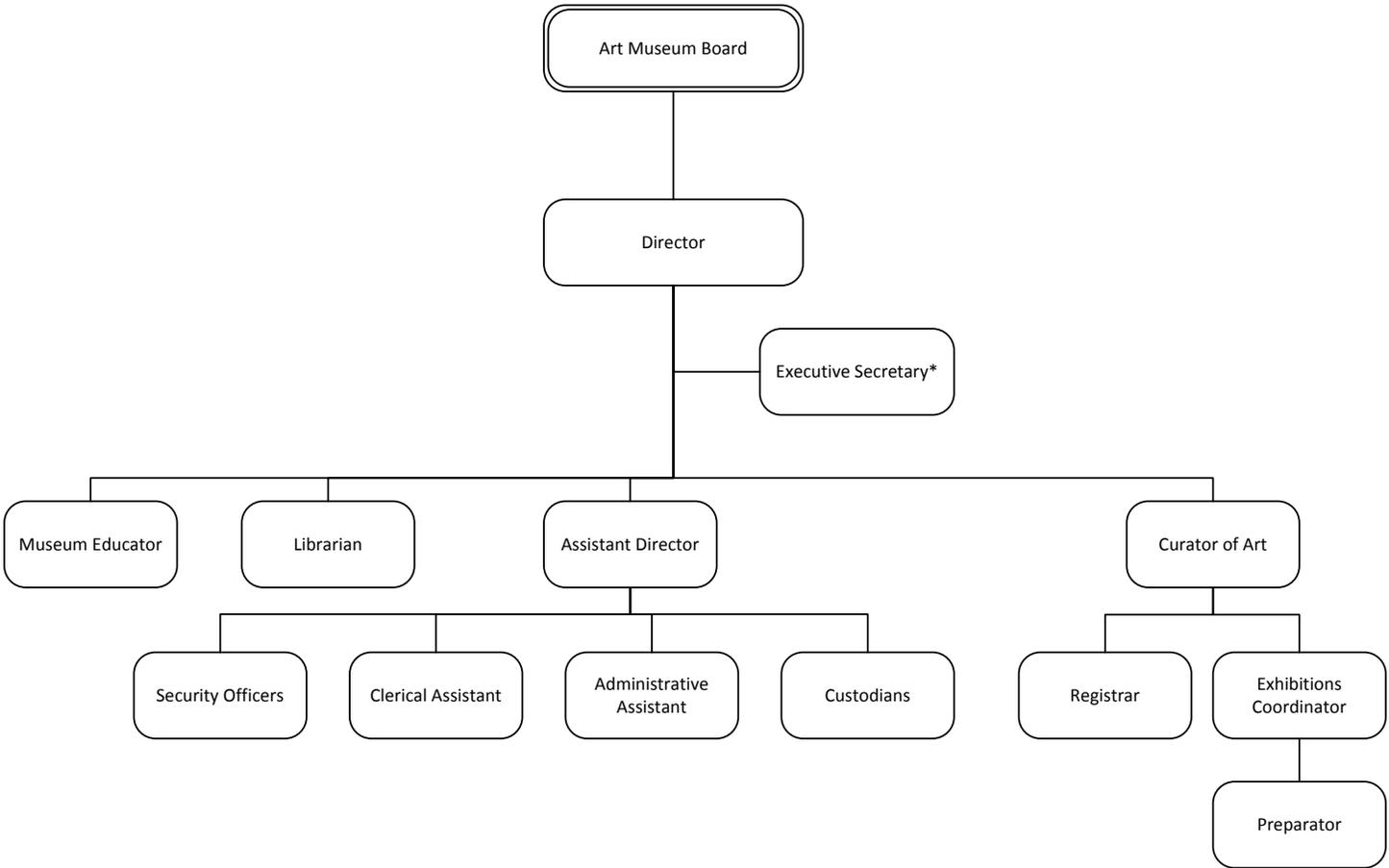
Goal: Improve transportation advocacy and properly assess needs through better education and engagement of the citizens of the region.

Objective: By 2016, citizens and advocacy groups will rate seamless connections, airport experience, accommodation of all users, and overall performance of systems modes – with an 80% satisfaction goal.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Citizens and advocacy groups rate overall performance at 80%	N/A	90%	90%

ART MUSEUM





*filled with part-time contract employee

Art Museum

City of Springfield, Missouri

Art Museum (Special Revenue Fund)

Department Purpose:

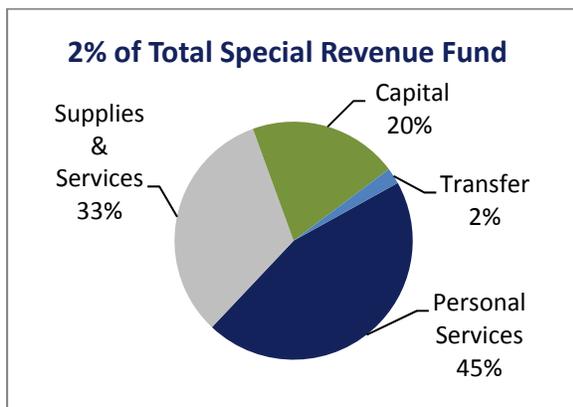
The Springfield Art Museum is a City agency with a rich heritage of supporting the arts in the Ozarks. It operates under authority of a nine-member board. Incorporated in 1928, the Museum was first operated entirely by volunteers and still relies heavily on community support in a variety of ways.

Department Mission:

The Springfield Art Museum is dedicated to enhancing the education and documenting the cultural heritage of the people of southwest Missouri through the collection, preservation and exhibition of art objects.

FY 2016-17 Budget Highlights:

- Converting two positions from contract and temporary to full time for Education and Exhibits.
- An appropriation from the Museum's fund balance for \$374,689 will cover one-time expenditures and capital improvements, including conservation work on the Sun Target and other outdoor sculpture, a monument sign for National Ave., lighting upgrades in the Weisel and Kelly Galleries, renovations to the lobby, and the acquisition of a Dale Chihuly sculpture.
- Plan to increase fundraising efforts to cover the cost of new acquisitions, collection conservation, and educational programs.
- 3.5 positions of the 15.5 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17.



Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 833,657	\$ 833,791	\$ 833,791	\$ 865,177
Operating Supplies & Services	431,798	441,081	441,081	622,105
Capital Outlay/Improvements	297,625	673,825	673,825	389,400
Transfer	47,326	42,462	42,462	42,462
	<u>\$ 1,610,406</u>	<u>\$ 1,991,159</u>	<u>\$ 1,991,159</u>	<u>\$ 1,919,144</u>
Per Capita	\$ 9.81	\$ 12.13	\$ 12.13	\$ 11.69

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Art Education	2	2	3
Art Exhibits & Collections	6	6	7
Art Museum Administration	5.5	5.5	5.5
	<u>13.5</u>	<u>13.5</u>	<u>15.5</u>

Art Museum (Special Revenue Fund)

Performance Measures:

Goal: Provide more educational opportunities and increase attendance of art related events.

Objective: To increase services to the community through additional exhibition, activities and other arts related events.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Exhibitions	14	14	12
Annual Participants	45,410	55,000	50,000
School Tours	105	75	110
School Children	4,349	6,500	5,000
Art Classes	55	55	55
Art Class Students	350	350	350
Volunteer Hours	1,250	1,250	1,250



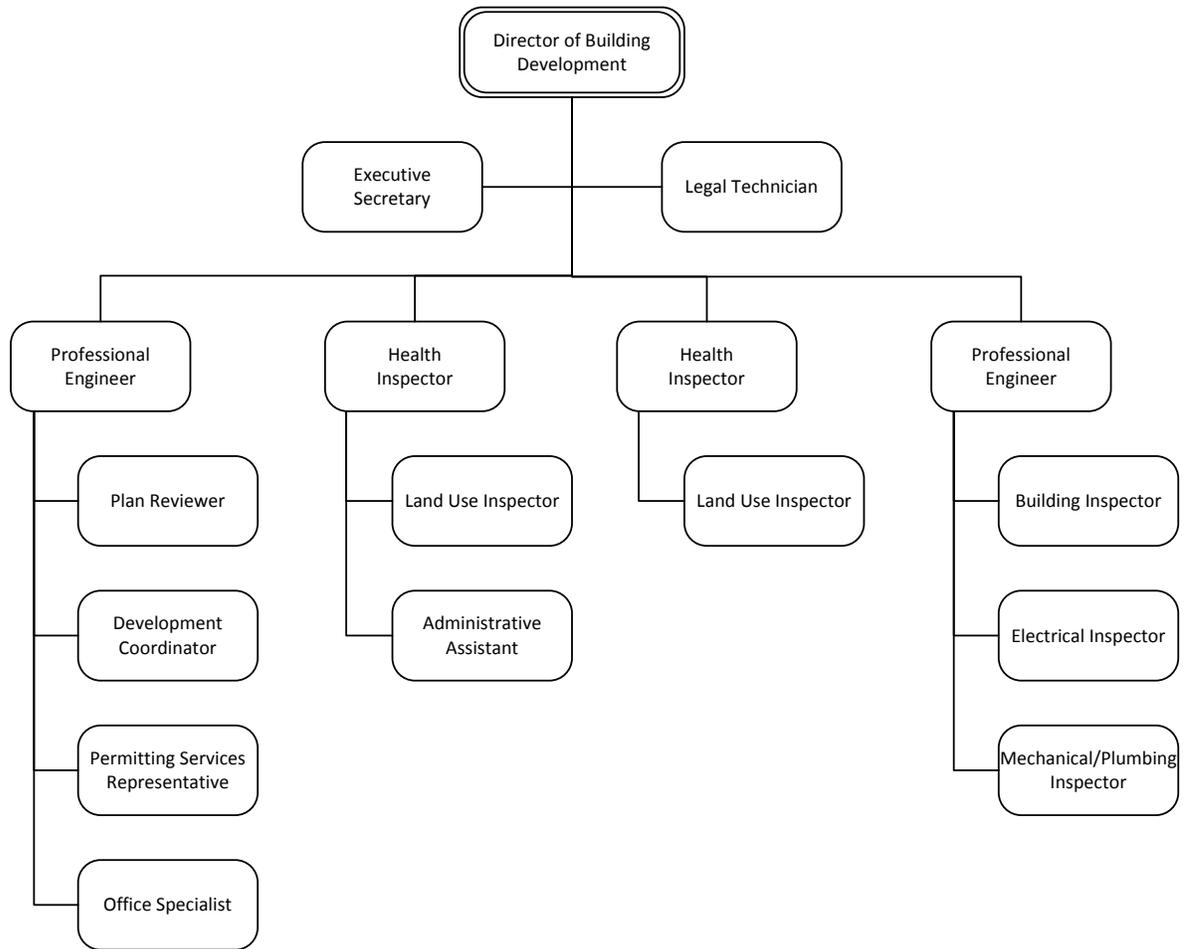
Goal: To financially sustain the operating and infrastructure needs of arts and culture organizations and to use product development and promotion generated through the travel and tourism industry to increase sales tax revenue and other economic benefits.

Objective: Upon sunset of the Police-Fire Pension Tax, Springfield citizens will be given an opportunity to vote on a local “arts and culture” tax.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
"Arts and Culture" Tax on ballot	0.0%	0.0%	0.0%

BUILDING DEVELOPMENT SERVICES





Building Development Services

City of Springfield, Missouri

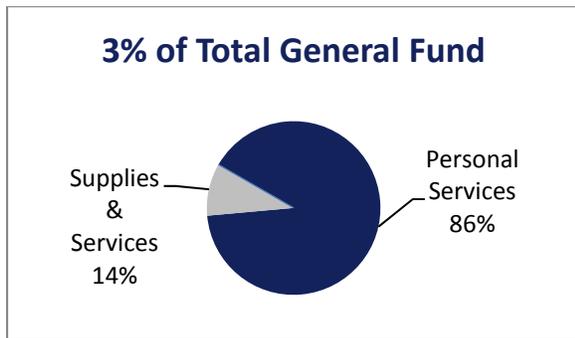
Building Development Services (General Fund)

Department Purpose:

The Department of Building Development Services implements and monitors a variety of city, state, and federal codes, and four trades (electrical, plumbing, gas and mechanical). It also offers essential information for businesses, homeowners, landlords, tenants, contractors, and developers.

Department Mission:

To assure the Health, Safety, and Welfare of the Springfield Community through a commitment to: Cooperative Quality Code Enforcement, Quality and Timely Dissemination of Information, Courtesy and Customer Service, Integrity and Diplomacy, Improvement of Knowledge and Services, and Open-Mindedness.



FY 2016-17 Budget Highlights:

- Funded two Residential Construction and Zoning Inspectors.
- Added \$10,000 to Operating Supplies and Services for bank card fees.
- Three positions of the 35.7 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17. The impact of not funding these positions; Building Development Services will not be able to maintain the volume of responsibilities and response time as the economy recovers.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 2,051,343	\$ 2,281,784	\$ 2,354,208
Operating Supplies & Services	370,248	358,669	373,991
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,421,591</u>	<u>\$ 2,640,453</u>	<u>\$ 2,728,199</u>
Per Capita	\$ 14.75	\$ 16.09	\$ 16.62

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	3.2	3.2	3.2
Compliance & Inspection	17	18	20
Permit Issuance	12.5	13.5	13.5
	<u>32.7</u>	<u>34.7</u>	<u>36.7</u>

Building Development Services (General Fund)

Performance Measures:

Goal: Provide a developer-friendly environment with an emphasis on prompt and consistent plan review and inspection procedures.

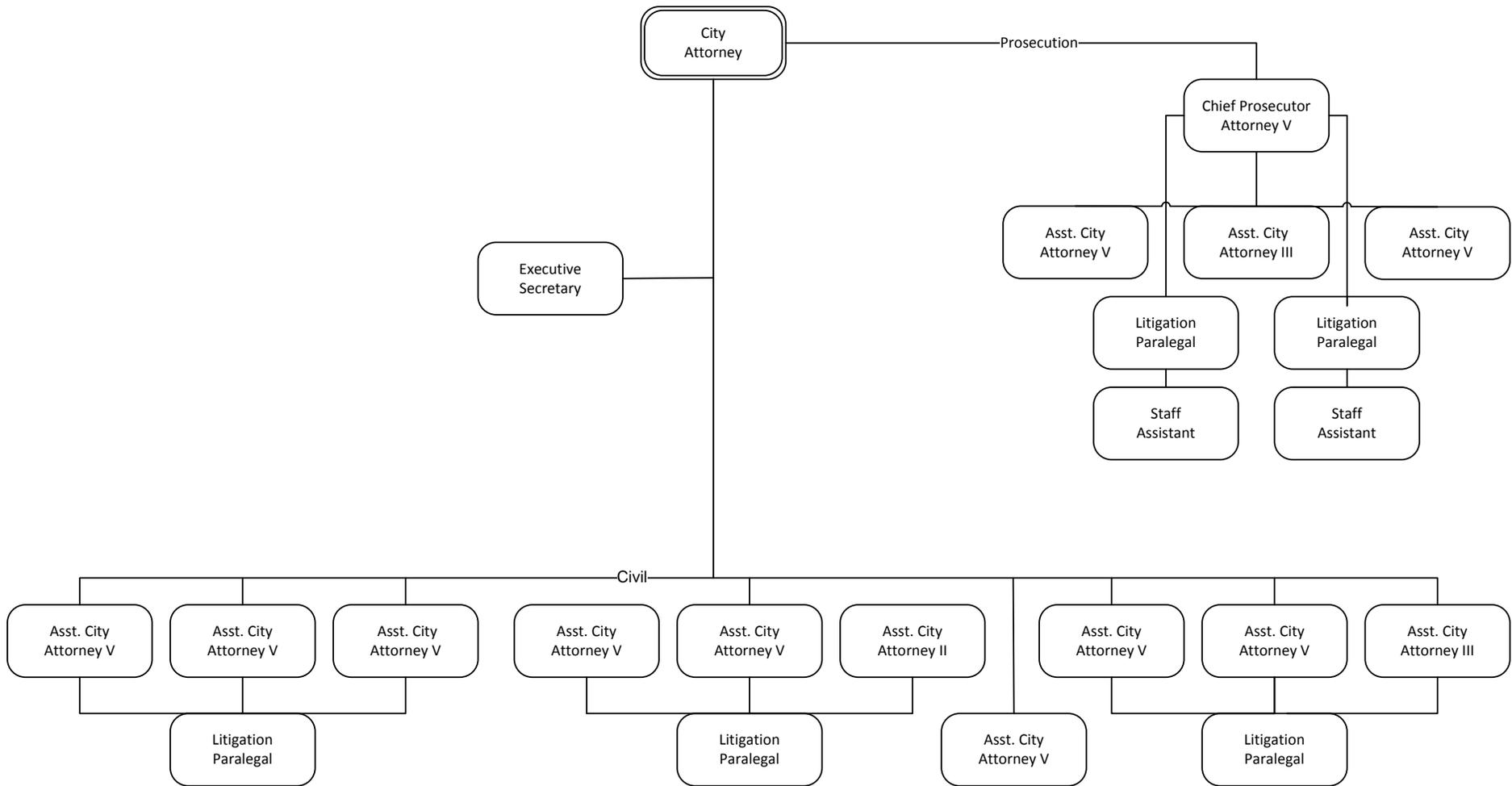
Objective: Raise current response times on requests and plan reviews by five (5) percent.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Complete initial plan reviews within 10 days	91%	95%	95%
Complete additional reviews within 5 days	92%	95%	95%
Provide inspections within 24 hours of request	95%	95%	95%

CITY ATTORNEY







City Attorney/Prosecution

City of Springfield, Missouri

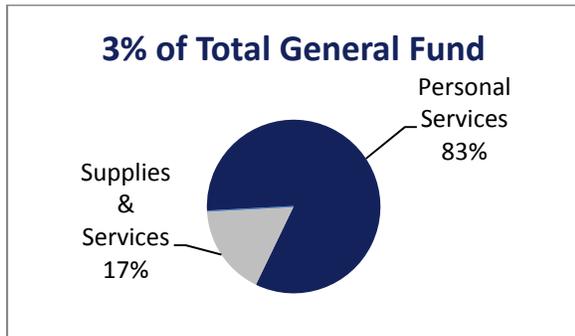
City Attorney/Prosecution (General Fund)

Department Purpose:

The City Attorney assists the City Council, City Management and all City Departments with matters of municipal law and seeks creative solutions to issues within the confines of the law. The Prosecutor's Office represents the City in prosecuting violations of City Ordinances.

Department Mission:

Provide quality professional legal services to the government of the City of Springfield. Provide leadership in areas requiring legal expertise.



FY 2016-17 Budget Highlights:

- Of the 21 approved FTEs, one Assistant City Attorney position will continue to be frozen in fiscal year 2016-17. These services continue to be provided by outside council; funding has been moved to operating supplies and services.
- Added \$44,000 to Operating Supplies and Services for Professional Publications in fiscal year 2016-17.

Summary of Expenditures:

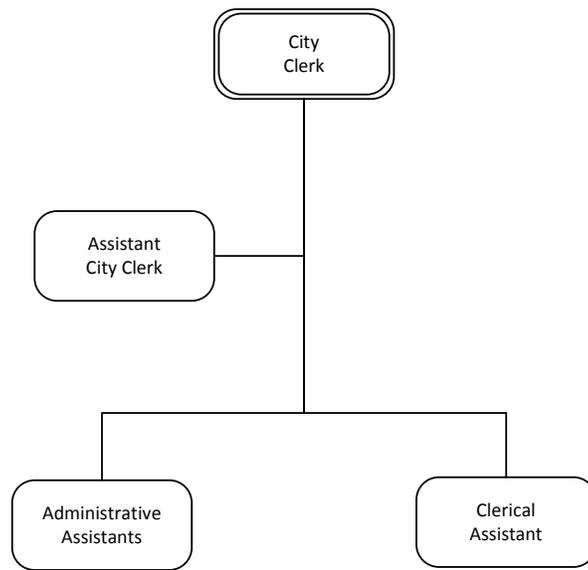
Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 1,804,044	\$ 1,955,161	\$ 1,857,159
Operating Supplies & Services	389,291	335,222	380,493
Capital Outlay/Improvements	-	-	-
Transfers	1,000,000	-	-
	<u>\$ 3,193,335</u>	<u>\$ 2,290,383</u>	<u>\$ 2,237,652</u>
Per Capita	\$ 19.46	\$ 13.96	\$ 13.63

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
City Attorney	14	14	13
Prosecution	8	8	8
	<u>22</u>	<u>22</u>	<u>21</u>

CITY CLERK





City Clerk

City of Springfield, Missouri

City Clerk (General Fund)

Department Purpose:

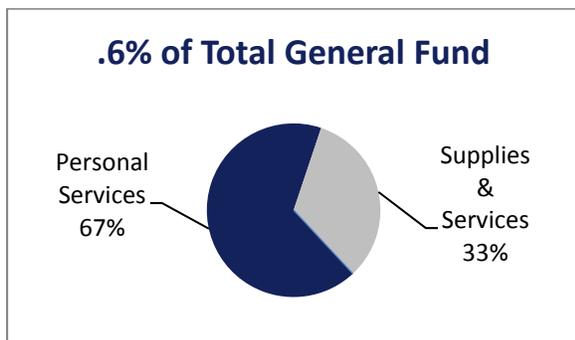
The City Clerk's Office is responsible for and designated as the Custodian of Records for the City of Springfield. In addition, the City Clerk's Office provides clerical support for the Mayor and City Council, the Council meetings, Council lunches, and the standing Council committees. The City Clerk's Office is also the clerical support for several boards, commissions, committees, and task forces.

Department Mission:

The mission of the City Clerk's Office is to provide opportunities for citizens to interact with their elected officials and to keep an accurate record of local government proceedings. We are dedicated to provide accurate information to the elected officials, fellow departments, and the citizens of Springfield.

FY 2016-17 Budget Highlights:

- Funded 0.4 of a frozen and unfunded Administrative Assistant.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 348,454	\$ 345,355	\$ 305,947
Operating Supplies & Services	85,852	150,114	150,053
Capital Outlay/Improvements	-	-	-
	<u>\$ 434,306</u>	<u>\$ 495,469</u>	<u>\$ 456,000</u>
Per Capita	\$ 2.65	\$ 3.02	\$ 2.78

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
City Clerk	5.5	5.5	5.5
	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>

City Clerk (General Fund)

Performance Measures:

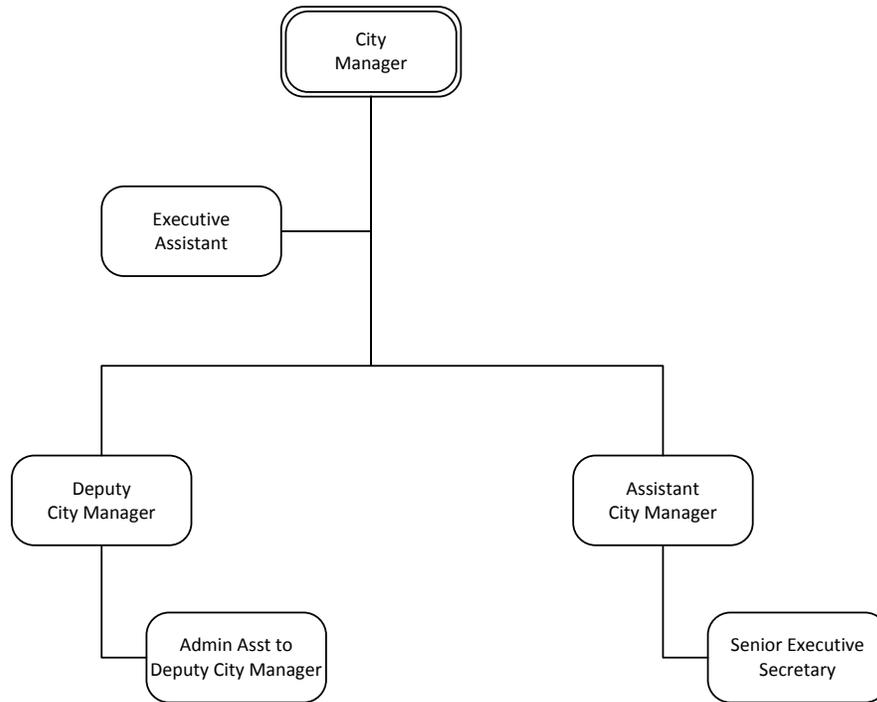
Goal: The Sunshine Law provides that we must respond within three days to requests for information – by either providing the requested information or by responding to the requestor with an estimate of the cost and the time needed to fill the request. The number of requests received has continued to increase over the last several years.

Objective: Work with other departments to provide the requested information within the three day timeframe when possible. If extensive research is required, work with the departments to ensure that the information is provided in a timely manner.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Sunshine requests received	294	346	390
% of requests processed same day as received	100%	100%	100%

CITY MANAGER





City Manager

City of Springfield, Missouri

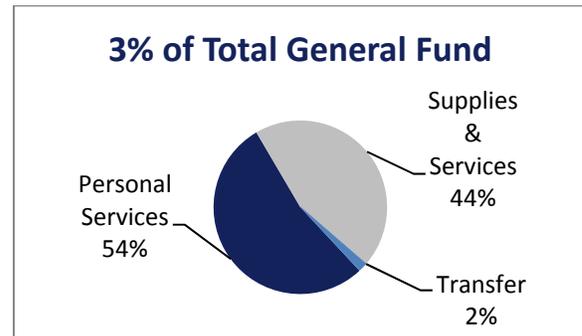
City Manager (General Fund)

Department Purpose:

The City Manager’s Office leads and coordinates the work of various departments and all City staff. The City Manager’s Office serves as the primary conduit between City Council and City staff.

Department Mission:

The mission of the City Manager’s Office is to responsibly administer the policies and ordinances of the City Council, acting as a conduit between citizens, groups, departments, and public officials. The City Manager provides leadership and vision to City Staff and the Leadership Team to encourage efficient, open, and effective municipal government that best addresses the concerns and goals of the citizens and visitors of Springfield within the City governments resources.



FY 2016-17 Budget Highlights:

- Added \$70,204 to Operating Supplies and Services for Zone Blitz implementation, crisis sheltering and home repair/displacement program.
- 2.5 positions of the 8.5 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17. Operations will not be immediately impacted if these positions are not filled at this time.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 1,057,935	\$ 1,469,163	\$ 1,469,163	\$ 1,092,336
Operating Supplies & Services	1,173,180	1,342,589	1,342,589	914,509
Capital Outlay/Improvements	-	-	-	-
Transfers	46,371	35,000	35,000	35,000
	<u>\$ 2,277,486</u>	<u>\$ 2,846,752</u>	<u>\$ 2,846,752</u>	<u>\$ 2,041,845</u>
Per Capita	\$ 12.15	\$ 17.35	\$ 17.35	\$ 12.44

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
City Manager	8	7	7
Word Processing	1.5	1.5	1.5
	<u>9.5</u>	<u>8.5</u>	<u>8.5</u>

City Manager (General Fund)

Performance Measures:



Goal: Promote better collaboration between regional and local governing bodies.

Objective: The City of Springfield and Greene County shall report annually, updates regarding the Joint City-County Planning Task Force recommendations.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Annual reports completed	3	2	1



Goal: Improve employee working environment through better management of facilities and vehicles.

Objective: The City of Springfield will develop and maintain a life-cycle replacement funding model for all capital assets, including identification of optional funding sources.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of funding indentified	25%	50%	50%

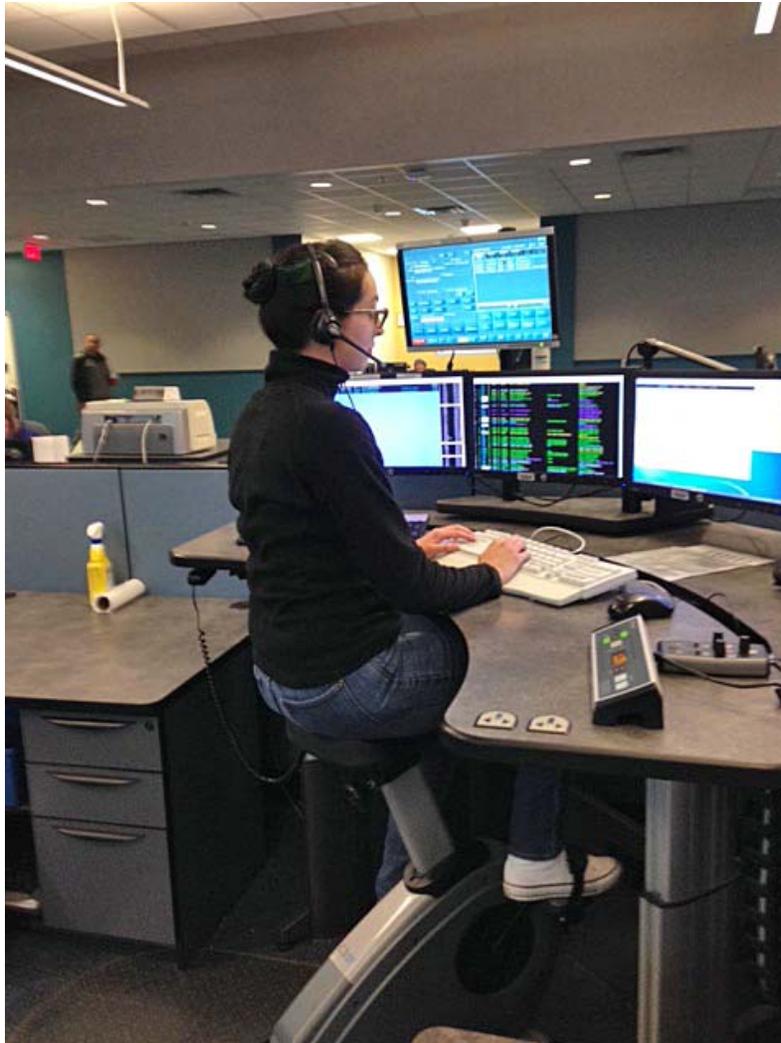


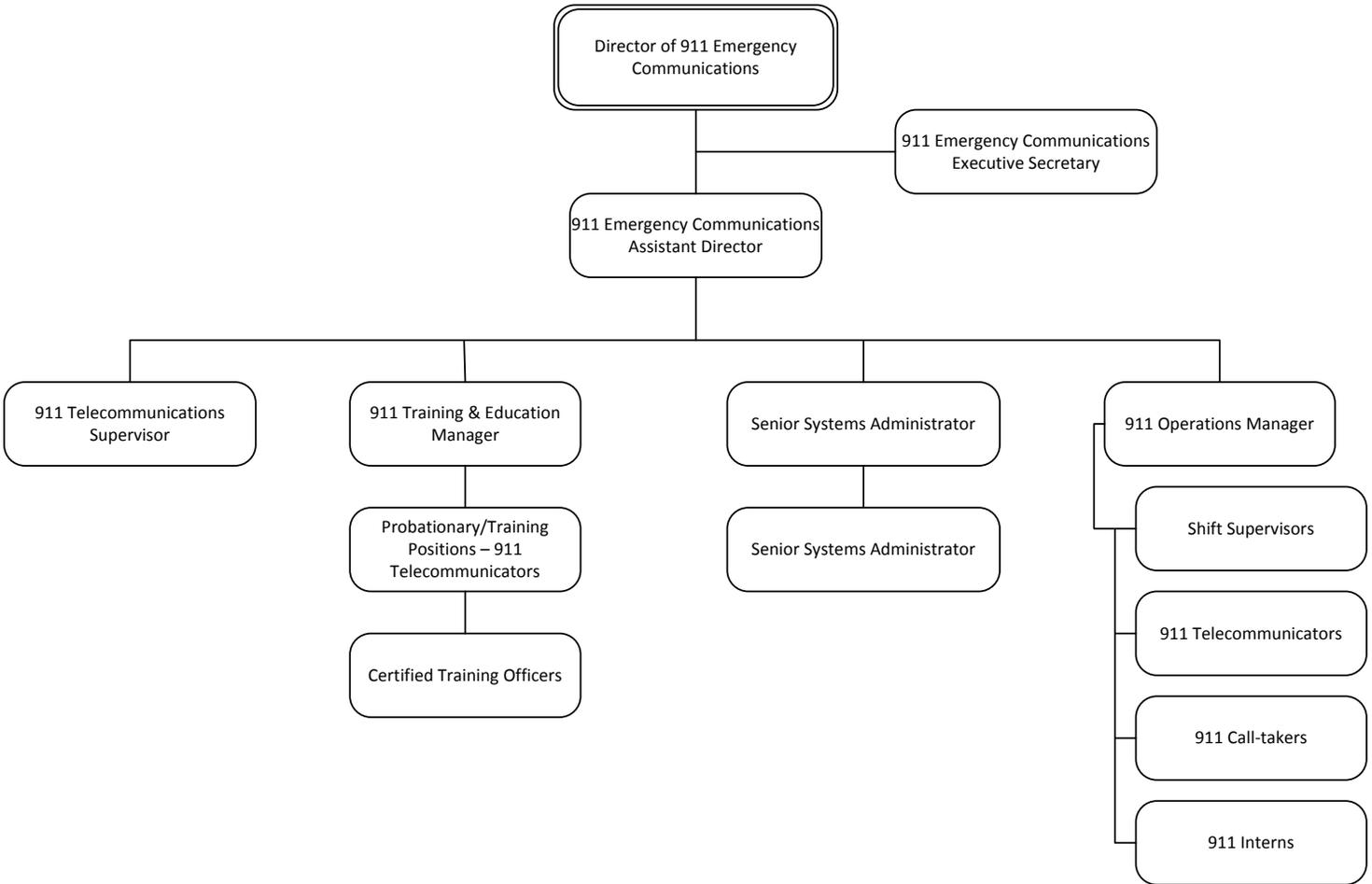
Goal: Encourage the health, wellness, and well-being of all City employees through a comprehensive workplace wellness program that prioritizes the City's investment in it's employees.

Objective: By 2016, 70% City employees will voluntarily participate in inBalance wellness program.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of employees participating in the City's wellness program	62%	70%	70%

EMERGENCY COMMUNICATIONS





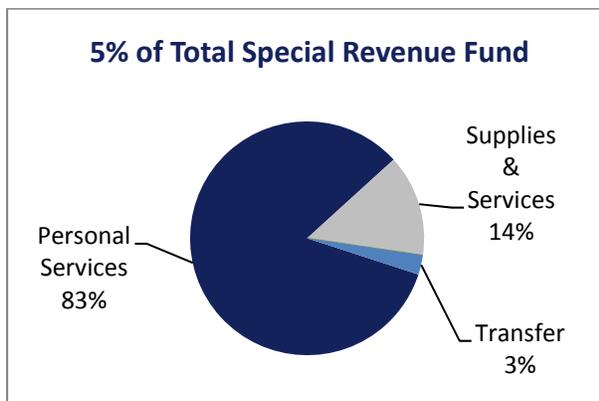
911 Emergency Communications

City of Springfield, Missouri

911 Emergency Communications (Special Revenue Fund)

Department Purpose:

The Springfield-Greene County 911 Emergency Communications Department serves as the access point for the 911 callers needing public safety services. Departmental personnel have the direct responsibility for quick relay and dispatch for fire, police, and emergency medical services. We receive calls from our citizens of Greene County that are processed through the 911 Operations Room at the communications facility.



Department Mission:

The people of our community and our public safety user agencies are the reason we are here. The 911 Emergency Communications Department is committed to efficiently and compassionately answering the public's call for emergency service response and providing the assistance they need through our public safety user agencies. Our commitment is demonstrated by staff that is exceptionally trained and focused on customer service. We are proud to serve and dispatch for nine (9) law enforcement agencies and fourteen (14) fire agencies throughout our County. In addition, medical calls are transferred to one of the local hospital based Emergency Medical Service (EMS) providers for pre-arrival instructions and ambulance dispatch. Our staff provides professional service to our public safety agencies and the community at large.

FY 2016-17 Budget Highlights:

- Of the 77 approved FTEs, six 911 Telecommunicator positions that were previously frozen will be funded in fiscal year 2016-17.
- Of the 77 approved FTEs, one 911 Telecommunications Supervisor position that was previously frozen will be funded in fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 3,777,101	\$ 4,191,819	\$ 4,659,709
Operating Supplies & Services	444,100	796,897	787,729
Capital Outlay/Improvements	-	-	-
Transfers	159,012	119,262	149,712
	<u>\$ 4,380,214</u>	<u>\$ 5,107,978</u>	<u>\$ 5,597,150</u>
Per Capita	\$ 26.69	\$ 31.12	\$ 34.10

911 Emergency Communications (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Emergency Communications	77	77	77
	77	77	77

Performance Measures:

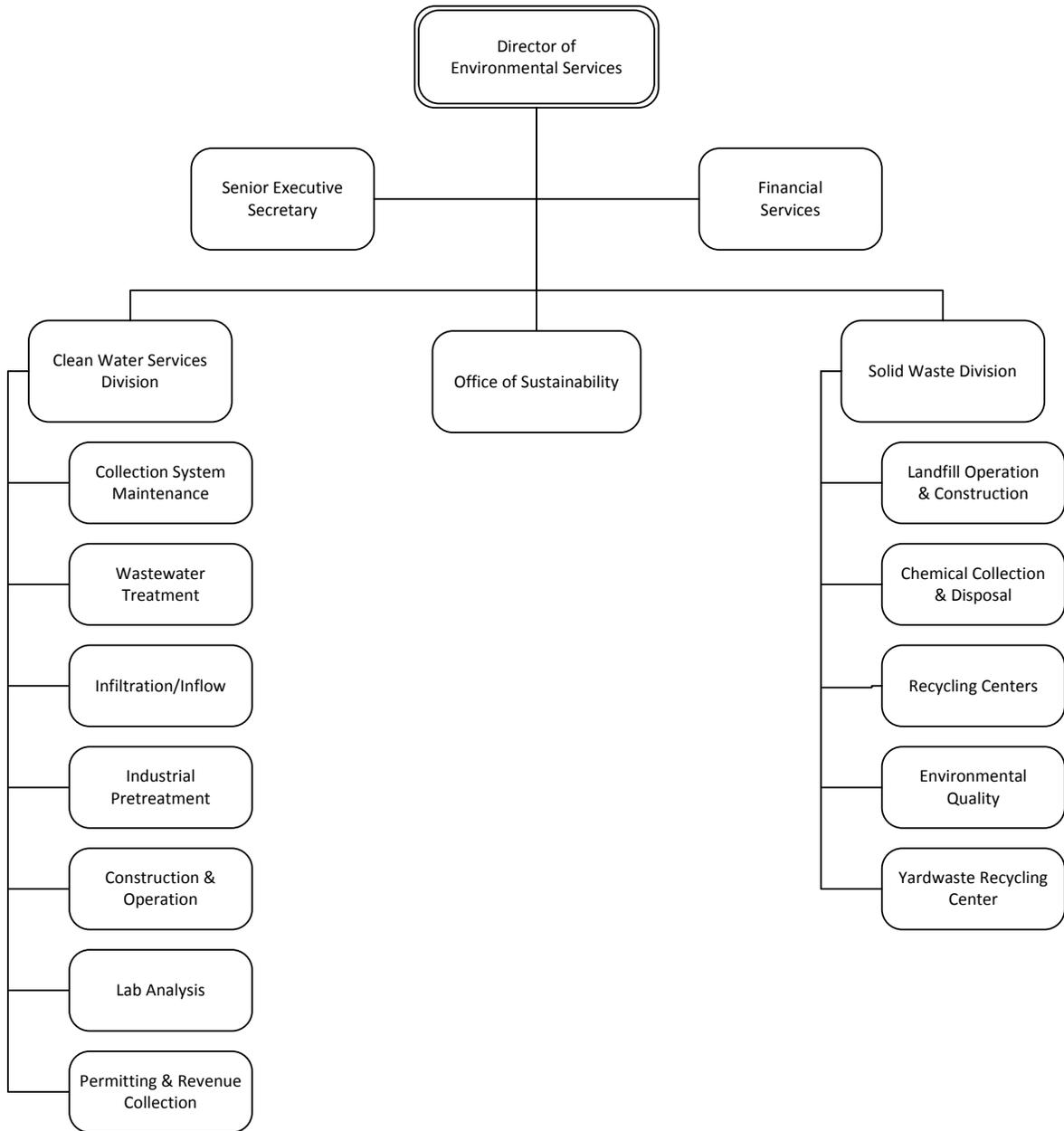
Goal: To respond in a timely manner to emergency calls for assistance.

Objective: Answer 90% of 911 calls in 10 seconds or less to achieve the Association of Public Safety Communications Officials (APCO) standards.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Calls answered in 10 seconds or less	83.7%	79.6%	90.0%

ENVIRONMENTAL SERVICES





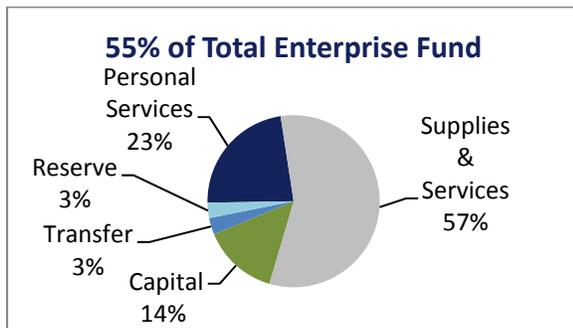
Environmental Services

City of Springfield, Missouri

Clean Water Services (Enterprise Fund)

Department Purpose:

The Clean Water Services Division consists of the Southwest Treatment Plant, Northwest Treatment Plant, lift stations and phosphorous facilities, the collection system, laboratory analysis, storm water quality, industrial pre-treatment monitoring, and billing.



Department Mission:

We are committed to maintaining an efficient sanitary sewer system to assure the most effective level of waste water collection and treatment for the protection of our community's health and environment. We will achieve this through; quality customer service by offering a courteous, professional and superior level of service that anticipates the needs and exceeds our customers satisfaction; cooperation and communication by working with our customers, our neighbors, City and County officials and each other to assure customer satisfaction; professionalism by using proper equipment and well-trained, highly motivated employees to provide outstanding and efficient administration and operation of Springfield's sewerage system; ethical and responsible behavior by having a strong commitment to pride of service and by being open, accountable and courteous in contacts with our customers and each other; efficiency and innovation by promptly and effectively handling requests for service and information; providing long-range plans for system growth; offering quality, cost-effective services to our customers; and utilizing new ideas and technologies.

FY 2016-17 Budget Highlights:

- 11 new FTE's are required for proper and timely implementation of the Overflow Control Plan (OCP) and Early Action Plan (EAP), previously approved by City Council, to address federal and state environmental mandates.

Summary of Revenue and Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 6,727,705	\$ 8,800,277	\$ 8,800,277	\$ 9,910,767
Operating Supplies & Services	22,401,738	24,745,345	24,745,345	24,725,070
Capital Outlay/Improvements	3,587,866	3,538,000	3,538,000	6,164,500
Transfers	1,712,708	1,439,778	1,439,778	1,342,184
Reserve Appropriation	-	3,201,600	3,201,600	1,242,479
	<u>\$ 34,430,017</u>	<u>\$ 41,725,000</u>	<u>\$ 41,725,000</u>	<u>\$ 43,385,000</u>
Per Capita	\$ 209.78	\$ 254.23	\$ 254.23	\$ 264.35

Clean Water Services (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	8.75	9.15	11.15
Water Quality	3	3	3
CSM	37.8	48.8	55.8
North Plant	5	5	5
South Plant	39	39	41
Lab	7	7	7
Industrial Pre-Treatment	8.2	8.2	8.2
	108.75	120.15	131.15

Performance Measures:



Goal: Plan, operate and maintain an effective sanitary sewer system with competitive rates both regionally and nationally.

Objective: Maintain treatment plants, lift stations and the collection system in a cost-effective manner even with rising material and utility costs.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Residential Rate Based on 10 CCF/Month			
Springfield Residential Rate	\$34.01	\$35.03	\$36.06
Commercial Rate Based on 500 CCF/Month			
Springfield Commercial Rate	\$857.21	\$882.73	\$908.26



Goal: To complete the sanitary sewer system within Springfield City Limits.

Objective: Protect the environment and surface/ground water in and around Springfield by eliminating individual treatment systems.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Tracts sewerred	41	45	36
Tracts left to sewer (within City Limits)	512	467	431
% of City Sewered	98.8%	99.0%	99.0%

Clean Water Services (Enterprise Fund)

Performance Measures (cont.):



Goal: Maintain an efficient Sanitary Sewer System to assure the most effective level of wastewater collection and treatment for the protection of our community's health and environment.

Objective: Remain in compliance with Federal (EPA) and State (DNR) mandates and regulations to protect the environment for all residents and visitors.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Hundreds of Cubic Feet Billed	9,900,000	9,900,000	9,900,000
Miles of Gravity Sewer	1,219	1,221	1,225
Miles of Sewer Cleaned	148	170	200
Million Gallons/Day (MGD Avg) Treated	34	38	38
Tons of Pollutants Removed	17,840	20,457	20,000
Number of Analysis Performed	73,341	80,000	80,000

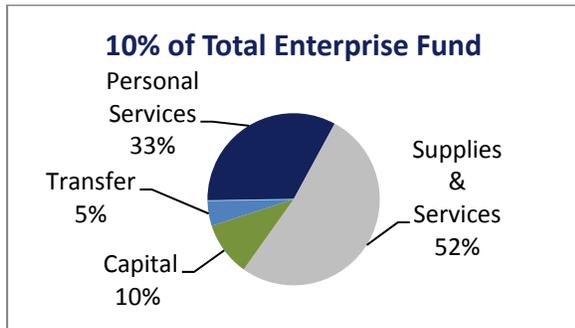
Solid Waste (Enterprise Fund)

Department Purpose:

The Solid Waste Division of the Environmental Services Department includes operating a Sanitary Landfill, Recycling Centers, a Household Chemical Collection Center, Yardwaste Recycling Centers, and Environmental Quality. This Fund also includes the Office of Sustainability Division.

Department Mission:

To provide an integrated solid waste management system for Springfield and Greene County that is environmentally sound and economically feasible which represents a long-term solution to preserve the natural resources of the region for present and future generations.



FY 2016-17 Budget Highlights:

- Utilized \$2,135,000 in fund balance for one-time purchase of capital equipment needs for the landfill in FY2015-16; no significant change in staffing or expenditures for FY2016-17.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 2,172,612	\$ 2,557,823	\$ 2,557,823	\$ 2,631,636
Operating Supplies & Services	2,594,188	2,908,070	2,908,070	4,114,467
Capital Outlay/Improvements	243,647	3,762,000	3,762,000	805,000
Transfers	572,368	372,107	372,107	373,897
	<u>\$ 5,582,815</u>	<u>\$ 9,600,000</u>	<u>\$ 9,600,000</u>	<u>\$ 7,925,000</u>
Per Capita	\$ 34.02	\$ 58.49	\$ 58.49	\$ 48.29

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	4.45	4.55	4.55
Refuse Disposal	15.95	15.95	15.95
Recycling	18.05	18.05	18.05
	<u>38.45</u>	<u>38.55</u>	<u>38.55</u>

Solid Waste (Enterprise Fund)

Performance Measures:

Goal: Provide an Integrated Solid Waste Management System for Springfield and Greene County that is environmentally sound and economically feasible which represents a long-term solution to preserve the natural resources of the region for present and future.

Objective: Maintain a sustainable Integrated Solid Waste Management System that consists of the Sanitary Landfill, a Household Chemical Collection Center, Recycling Drop Off Sites, a Yardwaste Recycling Center, an Education and Information Program and a Market Development Program within the Office of Sustainability. Remain in compliance with Federal (EPA) and State (DNR) mandates and regulations.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Customer Visits to the Recycling Centers	273,815	227,128	229,399
Customer Visits to the HCCC	703	645	651
HCCC Customer Support Calls	1,126	1,137	1,148
Customer Visits to the YRC	24,426	26,424	26,688
Materials Received at the Recycling Sites (tons)	3,126	2,626	2,652
Materials Received at the YRC (cubic yards)	58,100	58,681	59,268
Materials Received at the HCCC (pounds)	3,356	26,692	37,058
Waste Received at the Landfill (average daily tons)	662	675	689
Hot Line Calls	26,000	26,000	N/A
Web Site Hits	82,500	85,000	70,000
Tours, Presentations & Events	175	200	180
Business Assistance Interactions	40	50	30
Special Event Recycling	50	50	30
Printed Materials Distributed	72,500	70,000	75,000

Goal: Plan, operate and maintain an effective Integrated Solid Waste Management System with competitive landfill tipping fees.

Objective: Maintain the ISWMS, consisting of Sanitary Landfill, Recycling Centers, a Household Chemical Collection Center, a Yardwaste Recycling Center, including an Information & Education Program and a Market Development Program within the Office of Sustainability.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Springfield Landfill Tipping Fees	\$30.94	\$30.94	\$30.94
Avg Tipping Fee (Publicly owned landfills in MO.)	\$39.00	\$39.00	N/A
Avg Tipping Fee (Privately owned landfills in MO.)	\$56.06	\$68.00	N/A

Solid Waste (Enterprise Fund)

Performance Measures (cont):



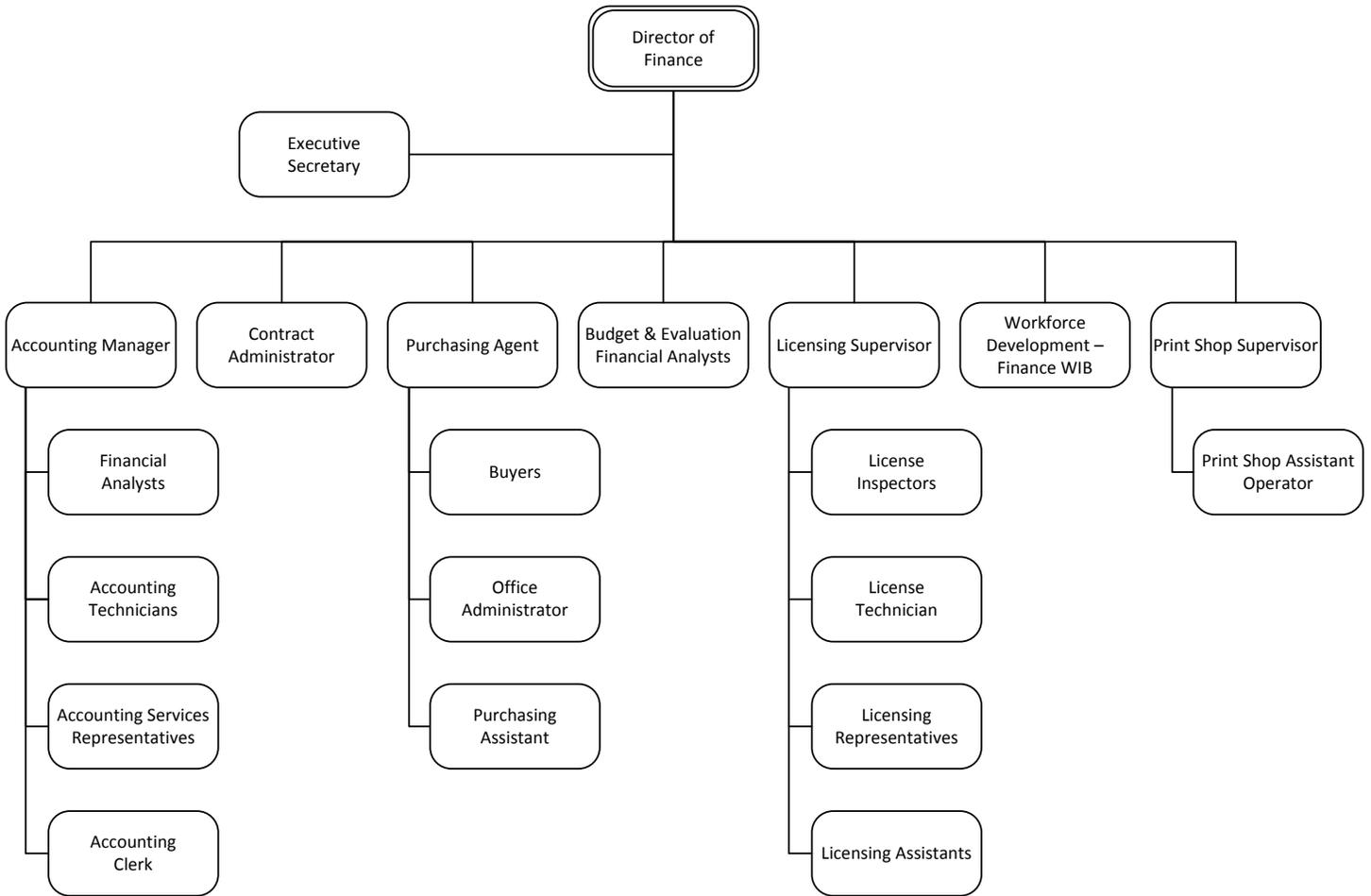
Goal: Maintain air quality in Springfield and surrounding area in attainment with Environmental Protection Agency (EPA) National Ambient Air Quality Standards (NAAQS).

Objective: The City of Springfield and Greene County will remain within EPA's air quality standards.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Compliance with EPA air quality standards	100%	100%	100%

FINANCE





Finance Department

City of Springfield, Missouri

Finance (General Fund)

Department Purpose:

The Finance Department includes six divisions. The Administration, Budget and Evaluation, and Accounting divisions prepare the City budget, financial audit, and a variety of other reports. The Accounting division is also responsible for payroll and accounts payable. The Print Shop does all in-house printing and mailing. The Licensing division issues a variety of licenses and permits that are required to do business, sell to the public, or solicit funds in the City of Springfield. The Purchasing division contracts for goods and services for all departments, boards and agencies in the City of Springfield. Many of these divisions serve as a resource to other departments.

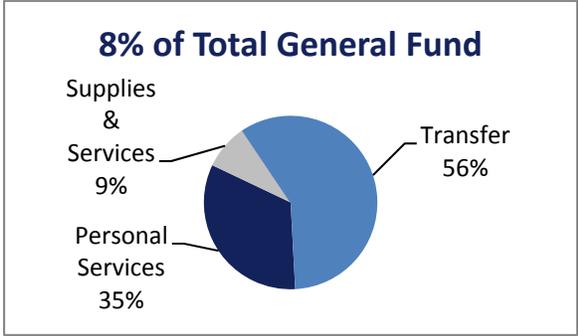
Department Mission:

The mission of the Finance Department is to effectively and efficiently provide the highest quality of fiscal services to the citizens of Springfield, elected officials and all City employees.

We are committed to integrity, accountability and customer service to accomplish our mission and to serve our customers.

FY 2016-17 Budget Highlights:

- Added \$3,300 Operating Supplies and Services for taxicab permit processing, equipment and supplies.
- One position of the 36.1 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17. Operations will not be impacted by not funding this position.



Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 2,171,808	\$ 2,209,543	\$ 2,209,543	\$ 2,338,738
Operating Supplies & Services	579,624	550,023	550,023	611,463
Capital Outlay/Improvements	-	-	-	-
Transfers	3,298,050	3,774,499	3,774,499	3,811,368
	<u>\$ 6,049,482</u>	<u>\$ 6,534,065</u>	<u>\$ 6,534,065</u>	<u>\$ 6,761,569</u>
Per Capita	\$ 36.86	\$ 39.81	\$ 39.81	\$ 41.20

Finance (General Fund)

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	3	3	3.2
Accounting	13.75	13.75	13.9
Budget/Evaluation	2	2	2
Licensing	9	9	9
Purchasing	8	8	8
	35.75	35.75	36.1

Performance Measures:

- Goal:** Promote sound financial management of the City of Springfield and provide complete and informative financial information to the citizens of Springfield and elected officials.
- Objective:** Develop an annual operating budget and annual financial report that meets the standards established by the GFOA for the award program for Financial Reporting and the Budget Award Program.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
GFOA CAFR Award rating of proficient or above	100%	98%	98%
GFOA Budget Award rating of proficient or above	100%	98%	98%

- Goal:** Partner with City Departments to achieve the efficient use of City resources.
- Objective:** Improve processing time for contracts by implementing a standard contract review template. Also provide training on the attachment elements and requirements for all contracts.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
% of contracts delayed due to incomplete information	5.7%	5.0%	5.0%
# of days delayed due to incomplete information	21	17	13

Finance (General Fund)

Performance Measures (cont.):

Objective: Decrease the processing time for the issuance of a new business license by providing more information on the City's website, and improving communication with all City departments that must sign off on various aspects of business license.

	Actual	Fiscal Year	Target
<u>MEASURES</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
Processing Time for New Business License	17 Days	17 Days	17 Days

Print Shop (Internal Service Fund)

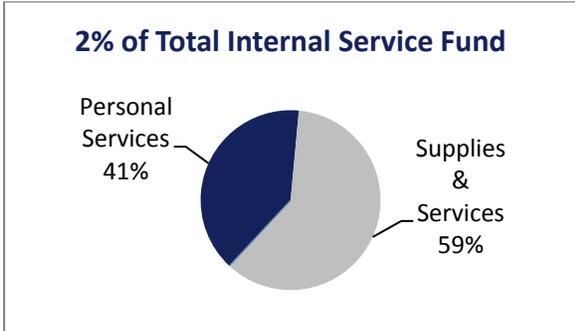
Department Purpose:

This fund accounts for the operations of the City's Print Shop. Revenues are generated almost exclusively from billings to other City departments. The Print Shop does all in-house printing and mailing.

Department Mission:

The mission of the Finance Department is to effectively and efficiently provide the highest quality of fiscal services to the citizens of Springfield, elected officials and all City employees.

We are committed to integrity, accountability and customer service to accomplish our mission and to serve our customers.



FY 2016-17 Budget Highlights:

- Split funding .20 of Print Shop Assistant Operator for time spent on processing all City mail.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 98,507	\$ 96,671	\$ 97,783
Operating Supplies & Services	112,213	141,041	141,041
Capital Outlay/Improvements	-	-	-
	<u>\$ 210,720</u>	<u>\$ 237,712</u>	<u>\$ 238,824</u>
Per Capita	\$ 1.28	\$ 1.45	\$ 1.46

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Print Shop	2	2	1.8
	<u>2</u>	<u>2</u>	<u>1.8</u>

Print Shop (Internal Service Fund)

Performance Measures:

Goal: Maintain efficient services and/or customer service.

Objective: Complete print-ready requests in 3 working days or less.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of requests completed in 3 working days or less	90%	87%	88%

Goal: Produce printed documents of quality and reduce processing time.

Objective: Promote submission of electronic print requests and printing from various electronic files.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of print requests submitted/fulfilled by electronic file	89%	70%	73%

Goal: Provide information to departments in an effort to maximize postage cost savings and alert them to Print Shop resources and services.

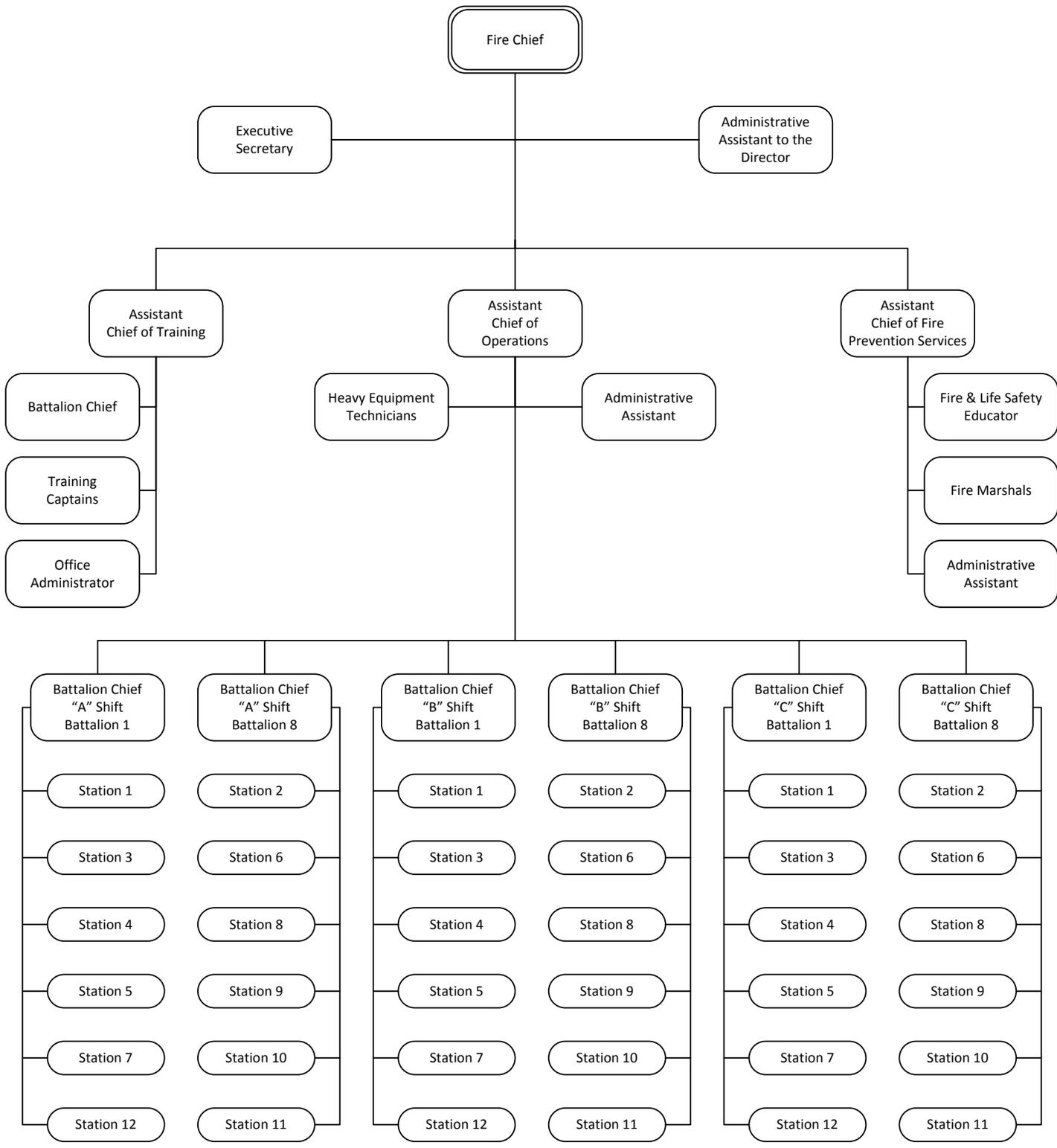
Objective: Create and update online resources that publicize information regarding postage cost savings and Print Shop services.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Online resources created and/or updated annually	2X	2X	2X



FIRE





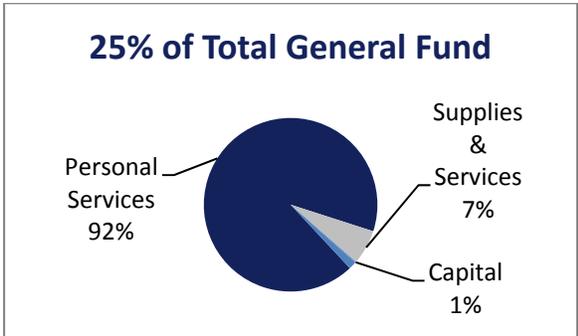
Fire Department

City of Springfield, Missouri

Fire (General Fund)

Department Purpose:

The Springfield Fire Department provides emergency services in a 75.5-square-mile area from 12 fire stations with a full-time staff of more than 200 dedicated professionals.



Department Mission:

We are committed to working with the people of the community to provide and maintain a safe environment for the community, its visitors, and our employees through quality fire protection, emergency medical services, and hazard mitigation.

FY 2016-17 Budget Highlights:

- Funded a previously frozen Fire Training Captain position.
- Added \$32,000 to Operating Supplies and Services for water rescue equipment and portable radios.
- One position of the 228 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 17,961,271	\$ 18,351,455	\$ 18,351,455	\$ 18,715,910
Operating Supplies & Services	1,241,478	1,327,660	1,327,660	1,320,978
Capital Outlay/Improvements	137,577	40,000	40,000	40,000
Transfers	88,619	-	-	291,918
	<u>\$ 19,428,945</u>	<u>\$ 19,719,115</u>	<u>\$ 19,719,115</u>	<u>\$ 20,368,806</u>
Per Capita	\$ 118.38	\$ 120.15	\$ 120.15	\$ 124.30

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	3	3	3
Operations	209	210	210
Fire Prevention	11	11	11
Training	4	4	4
	<u>227</u>	<u>228</u>	<u>228</u>

Fire (General Fund)

Performance Measures:

- Goal:** Develop departmental services to promote excellence.
- Objective:** Meet national deployment standards set forth by the NFPA 1710: Standard for the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by career fire departments.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Initial unit response time to structure fires at the 90th percentile (6:20)	7:41	6:20	6:20
Initial unit response time to EMS scenes at the 90th percentile (6:00)	8:05	6:00	6:00
Full effective response force to structure fires at the 90th percentile (10:20)	13:03	10:20	10:20

- Objective:** Provide above average staffing compared to benchmark cities.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Average on-duty staffing level - 56 benchmark	53.45	53.50	53.50
Firefighters per 1,000 population - 1.57 benchmark	1.33	1.37	1.37
Firefighter FTE's per fire incident - 3.19 benchmark	4.30	4.30	4.30

- Objective:** Provide above average service to the community.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Civilian death rate per 1,000,000 population	18.10	18.0	18.0
Fire loss per capita - \$26.85 benchmark	\$22.12	\$24.00	\$24.00

Fire (General Fund)

Performance Measures (cont.):

Objective: Provide increased fire prevention services to the community.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Percent of total building inspected annually, based on a goal of 9,167	17%	20%	20%
Percent of target hazard businesses inspected annually, based on actual businesses inspected	21%	22%	22%
Percent of inspections requiring one or more follow-up inspections	5%	5%	5%
Number of plan reviews completed	515	500	500
Number of target group individuals that attended a public education presentation	14,955	15,000	15,000
Intentional clearance rate	41%	35%	35%

Objective: Compare response data to the benchmark to evaluate utilization levels.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Fire calls/1,000 population - 4.52 benchmark	4.30	4.52	4.52
EMS calls/1,000 population - 53.97 benchmark	50.46	51.00	51.00
Total calls/1,000 population - 80.90 benchmark	96.51	85.00	97.00
Intentional fires/1,000 population	0.38	0.40	0.40
Accidental fires/1,000 population	2.32	2.50	2.50

Goal: Promote Employee Safety and Health.

Objective: Provide a work environment where the department experiences fewer firefighter injuries.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Firefighter lost time injuries/100 incidents	2.56	1.75	1.75
Firefighter injuries/1,000 population	0.24	0.39	0.39
Number of lost work days	68	5	5

Fire (General Fund)

Performance Measures (cont.):



Goal: To educate citizens and promote public awareness on public safety measures and practices.

Objective: By 2016, implementation of educational campaigns and increased community preparedness demonstrated through citizen surveys and community report cards.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Expand free smoke alarm program to double the number of working alarms in 500 homes.		500	500
Make face to fact contact with 5% of tenants in Zone 1 multi-family housing units		5.0%	5.0%
Visit health classrooms in Springfield to increase the knowledge of how and when to use fire extinguishers by 100%		15.0%	25.0%

Fire Department (Grant Fund)

Department Purpose:

The Staffing for Adequate Fire and Emergency Response (SAFER) Program Grant from the United States Department of Homeland Security typically provides funding only for new positions. This grant allows for 100% cost recovery of the eligible personnel for a two year period.

FY 2016-17 Budget Highlights:

- The two-year SAFER Grant that funded nine firefighters ended during fiscal year 2014-15. The City budgeted over multiple preceding years to allow the General Fund to accommodate these positions in the 2015-16 budget.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 505,882	\$ -	\$ -
Operating Supplies & Services	131,543	-	-
Capital Outlay/Improvements	527,282	-	-
	<u>\$ 1,164,707</u>	<u>\$ -</u>	<u>\$ -</u>
Per Capita	\$ 7.10	\$ -	\$ -

Personal Services Summary:

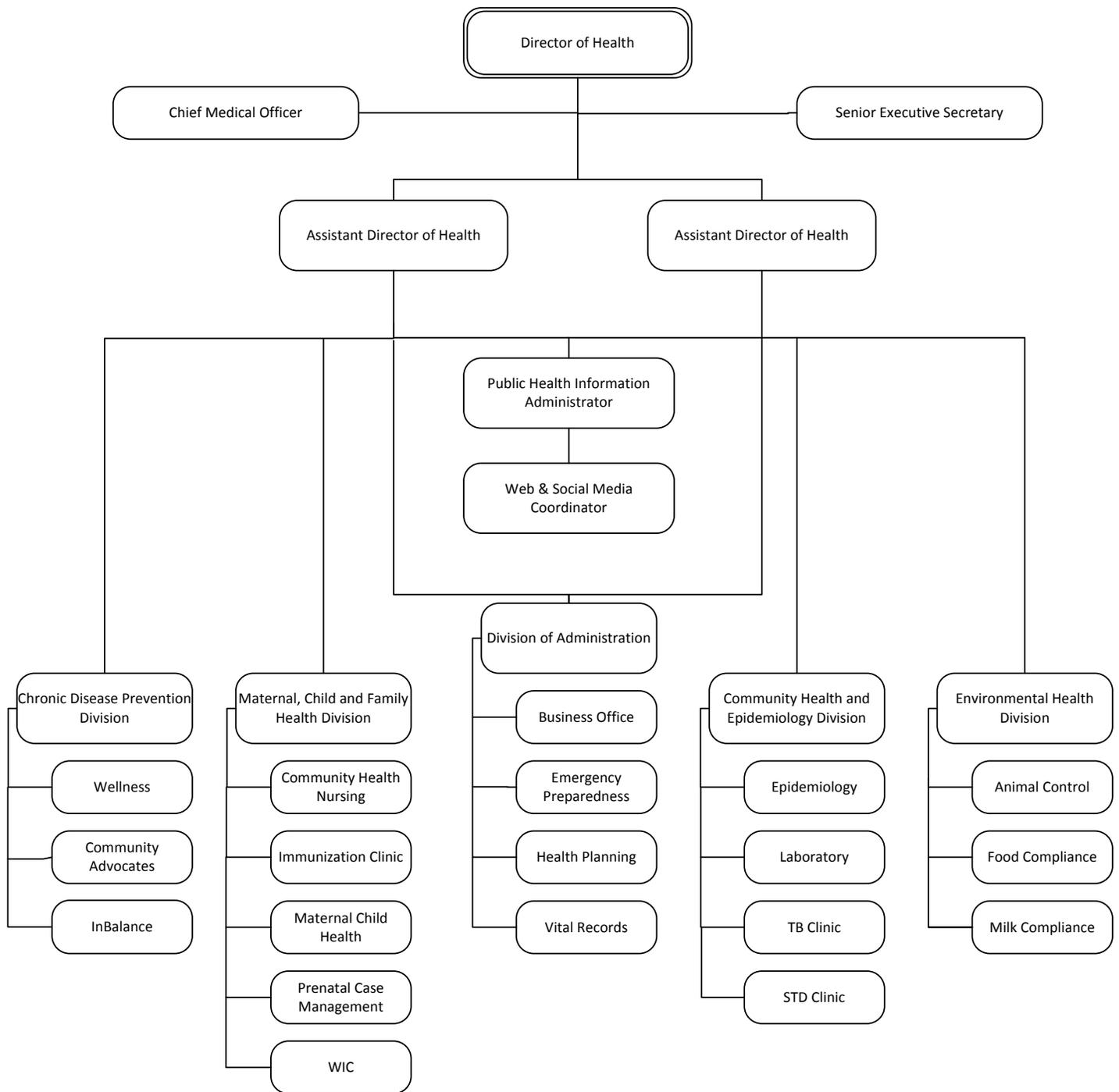
BY DIVISION	2014-15	2015-16	2016-17
Operations	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>



HEALTH

SPRINGFIELD-GREENE COUNTY HEALTH DEPARTMENT





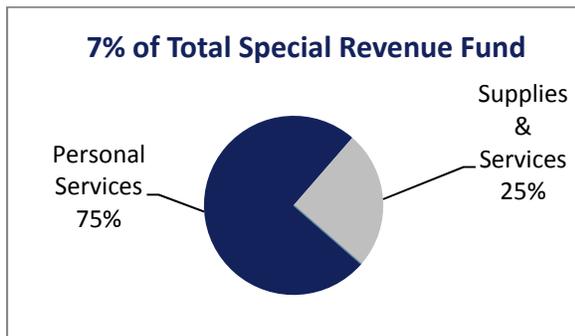
Health Department

City of Springfield, Missouri

Public Health Services (Special Revenue Fund)

Department Purpose:

The Springfield-Greene County Health Department protects the public’s health and encourages citizens to build and maintain healthy lifestyles. The Health Department promotes good health practices and makes every effort to engage the community and focus public attention on issues for education purposes.



Department Mission:

Protect and improve community health through education, collaboration and prevention. Helping people live longer, healthier, happier lives. We foster an environment of empathy and acceptance for the abilities, qualities and achievements in our community. We are honest and fair in our daily practices. We are meeting or exceeding customer expectations and standards in operational processes. We work diligently to ensure a healthy community. We work with our partners, community and each other to achieve common goals.

FY 2016-17 Budget Highlights:

- No changes in staffing or expenditures for fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 4,557,038	\$ 5,168,956	\$ 5,168,956	\$ 5,536,893
Operating Supplies & Services	1,576,619	1,893,541	1,893,541	1,820,793
Capital	103,491	-	-	-
Transfers	-	-	-	26,115
	<u>\$ 6,237,148</u>	<u>\$ 7,062,497</u>	<u>\$ 7,062,497</u>	<u>\$ 7,383,801</u>
Per Capita	\$ 38.00	\$ 43.03	\$ 43.03	\$ 44.99

Public Health Services (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Executive Administration	3	3	5
Community Health	12	16	12
Environmental Health	24	24	23
Maternal/Child & Family Health	16	16	18
Chronic Disease & Wellness	5	5	6
Office of Administration	18	19	19
	<u>78</u>	<u>83</u>	<u>83</u>

Performance Measures:

Goal: Maintain a yearly immunization percentage rate higher than 80% for children age 2 and under served at Westside Public Health Center (WSPHC).

Objective: Exceed an annual 80% immunization percentage rate.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
% of total WSPHC children immunized by age 2	89%	85%	83%

Goal: To reunite animals with owners and/or place adoptable animals with animal rescue organizations at an annual percentage rate greater than 75%.

Objective: Reunite impounded animals with owners or rescue organizations at least 75% of the time.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
% of animals saved	77%	78%	88%

Goal: Provide clients with testing and treatment of sexually transmitted infections (STI) at the Springfield-Greene County Health Department express lab or clinic.

Objective: Treat at least 70% of the diagnosed STI positive clients seen at the SGCHD.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
% of total clients treated for STI	96%	78%	73%

Public Health Services (Special Revenue Fund)

Performance Measures (cont):



Goal: Prevent and reduce the burden of obesity and related chronic diseases through increased physical activity and develop and ensure safe and healthy environments both indoors and outdoors.

Objective: Increase miles of on-street bicycle routes created and increase the percent in the number of people using public transportation.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Increase miles of on-street bicycle routes	In Progress	In Progress	In Progress
Increase the number of people using public transportation	In Progress	In Progress	In Progress



Goal: Establish a Public Health and Wellness Advisory Council [or “Prevention, Health Promotion, and Public Health Council” – modeled after then national council] in order to bring prevention and wellness to the forefront of greater Springfield’s efforts to improve health and to strengthen the Springfield-Greene County Health Department’s capacity to conduct ongoing assess, expand core public health services and programs, and serve as a model for prevention.

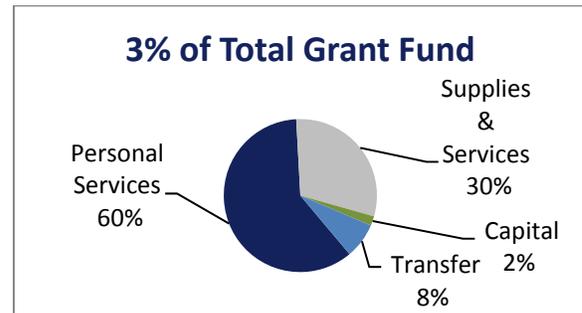
Objective: Implement a public health awareness and prevention campaign and complete a comprehensive annual community health assessment, provide online access to the assessment and provide an end-of-year health impact assessment report card.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Implement a public health awareness and prevention campaign	100%	100%	100%
Complete an annual community health assessment	90%	100%	100%
Allow online access to the annual community health assessmen	90%	100%	100%
Complete an end-of-year health impact assessment report card	0%	0%	50%

Public Health Grants (Grant Fund)

Department Purpose:

Public health grants are funded through the U.S. Department of Health and Human Services in support of the HIV Case Management, Public Health Emergency Preparedness, and Maternal/Child Health and Safety Programs.



Summary of Unallocated Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 542,274	\$ 317,104	\$ 392,763
Operating Supplies & Services	1,629,355	1,766,026	197,136
Capital	-	13,041	13,041
Transfers	-	-	48,858
	<u>\$ 2,171,629</u>	<u>\$ 2,096,171</u>	<u>\$ 651,797</u>
Per Capita	\$ 13.23	\$ 12.92	\$ 3.97

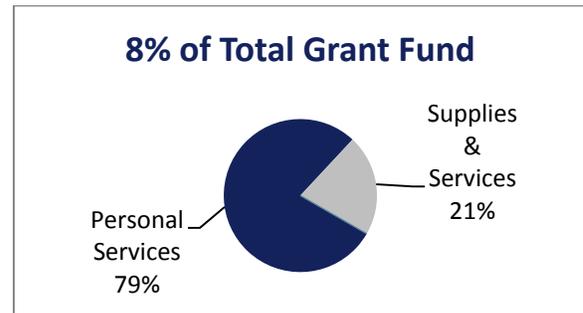
Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
HIV Case Management	1	-	-
Public Health Emergency Preparedness (PHEP)	4	4	4
	<u>5</u>	<u>4</u>	<u>4</u>

WIC Program (Grant Fund)

Department Purpose:

The WIC program fund accounts for federal grants from the U.S. Department of Agriculture for the Women, Infant's, and Children's Supplemental Food Program within the Health Department.



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 1,138,821	\$ 1,201,304	\$ 1,201,304	\$ 1,206,402
Operating Supplies & Services	255,833	346,392	346,392	328,460
Transfers	-	-	-	-
	<u>\$ 1,394,654</u>	<u>\$ 1,547,696</u>	<u>\$ 1,547,696</u>	<u>\$ 1,534,862</u>
Per Capita	\$ 8.50	\$ 9.43	\$ 9.43	\$ 9.35

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
WIC	16	19	20
	<u>16</u>	<u>19</u>	<u>20</u>

Performance Measures:

Goal: To provide education and encouragement to Greene County mothers to promote breastfeeding at a rate higher than the 5-year mean.

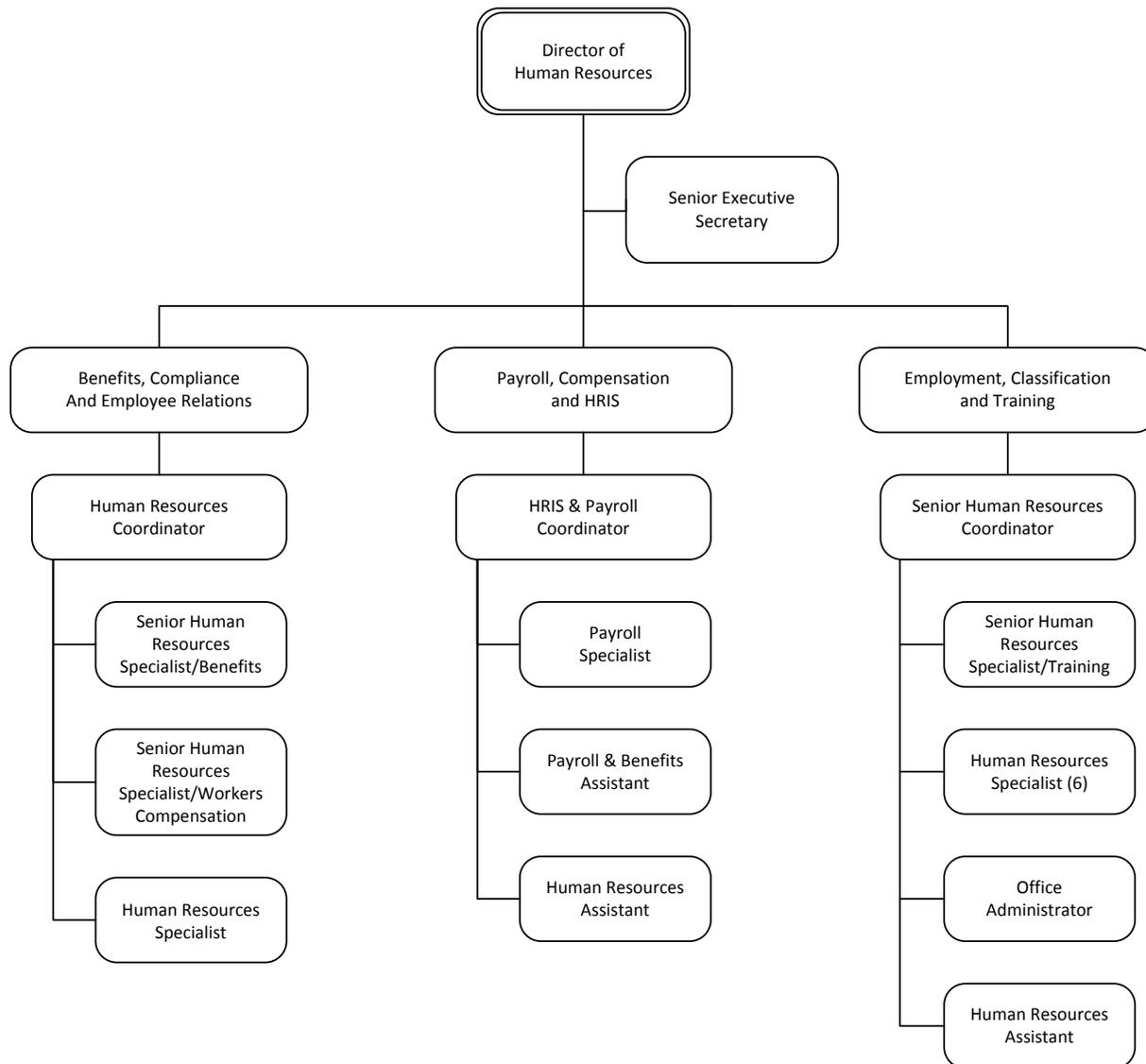
Objective: Maintain a yearly percentage rate greater than 69% for Greene County WIC mother's breastfeeding.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
% of WIC mother's breastfeeding	79%	80%	82%



HUMAN RESOURCES





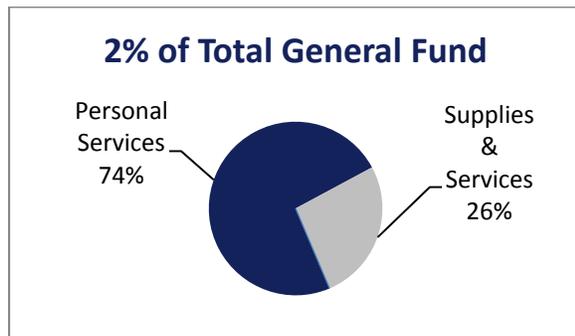
Human Resources

City of Springfield, Missouri

Human Resources (General Fund)

Department Purpose:

The Department of Human Resources of the City of Springfield provides a variety of support services to other departments in the areas of Administration, Employee Relations, Employment and Compensation, Payroll and Benefits, and Training and Development.



Department Mission:

The Human Resources Department is committed to hiring, compensating and developing the City's workforce to ensure its ability to serve the citizens by strategically partnering with other City departments. We are dedicated to the fair and equitable treatment of all individuals, whether citizen, applicant or employee, by providing support, advice or guidance in an ethical, courteous and timely manner.

FY 2016-17 Budget Highlights:

- Added \$20,000 to Operating Supplies and Services for new Applicant Tracking System to improve the on-line job application process for potential employees and staff.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 1,189,229	\$ 1,252,444	\$ 1,252,444	\$ 1,315,900
Operating Supplies & Services	278,980	434,229	434,229	459,252
Capital Outlay/Improvements	-	-	-	-
	<u>\$ 1,468,209</u>	<u>\$ 1,686,673</u>	<u>\$ 1,686,673</u>	<u>\$ 1,775,152</u>
Per Capita	\$ 8.95	\$ 10.28	\$ 10.28	\$ 10.82

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	16.5	17.5	17.5
	<u>16.5</u>	<u>17.5</u>	<u>17.5</u>

Human Resources (General Fund)

Performance Measures:

Goal: Partner with City Departments to facilitate the employment, training and benefit needs to ensure each department has appropriate personnel to operate and provide services to the citizens and visitors of the City of Springfield.

Objective: Respond to the increase and decrease in staffing needs for each individual department to ensure full-time positions are filled as funds are available.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Number of full-time positions filled	274	290	290

Objective: Respond to the hiring needs of City departments to ensure temporary/seasonal and contractual employees are hired and corresponding paperwork processed appropriately to ensure payment in a timely manner.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Number of temp/seasonal/contract positions filled	642	775	775

Objective: Meet and ensure the transition of long-term employees as they conclude their careers with the City of Springfield.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Number of retirements processed	60	65	68

Goal: Facilitate the employment process to ensure an appropriate balance of positions being filled are the result of promotional opportunities for current employees.

Objective: Fill at least 40-50% of all regular full-time positions with internal employees versus external candidates to ensure an appropriate level of growth and career opportunity for current employees.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of regular positions filled w/internal employees	53%	50%	50%

Human Resources (General Fund)

Performance Measures (cont.):

Goal: Partner with all City departments to ensure new employees receive necessary paperwork and information at the beginning of their employment with the City.

Objective: Ensure that at least 75% of all new hires complete the City's Sexual Harassment training program within the first 30 days of their employment.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of new hires completeing sexual harassment training within the first 30 days of employment	88%	75%	85%

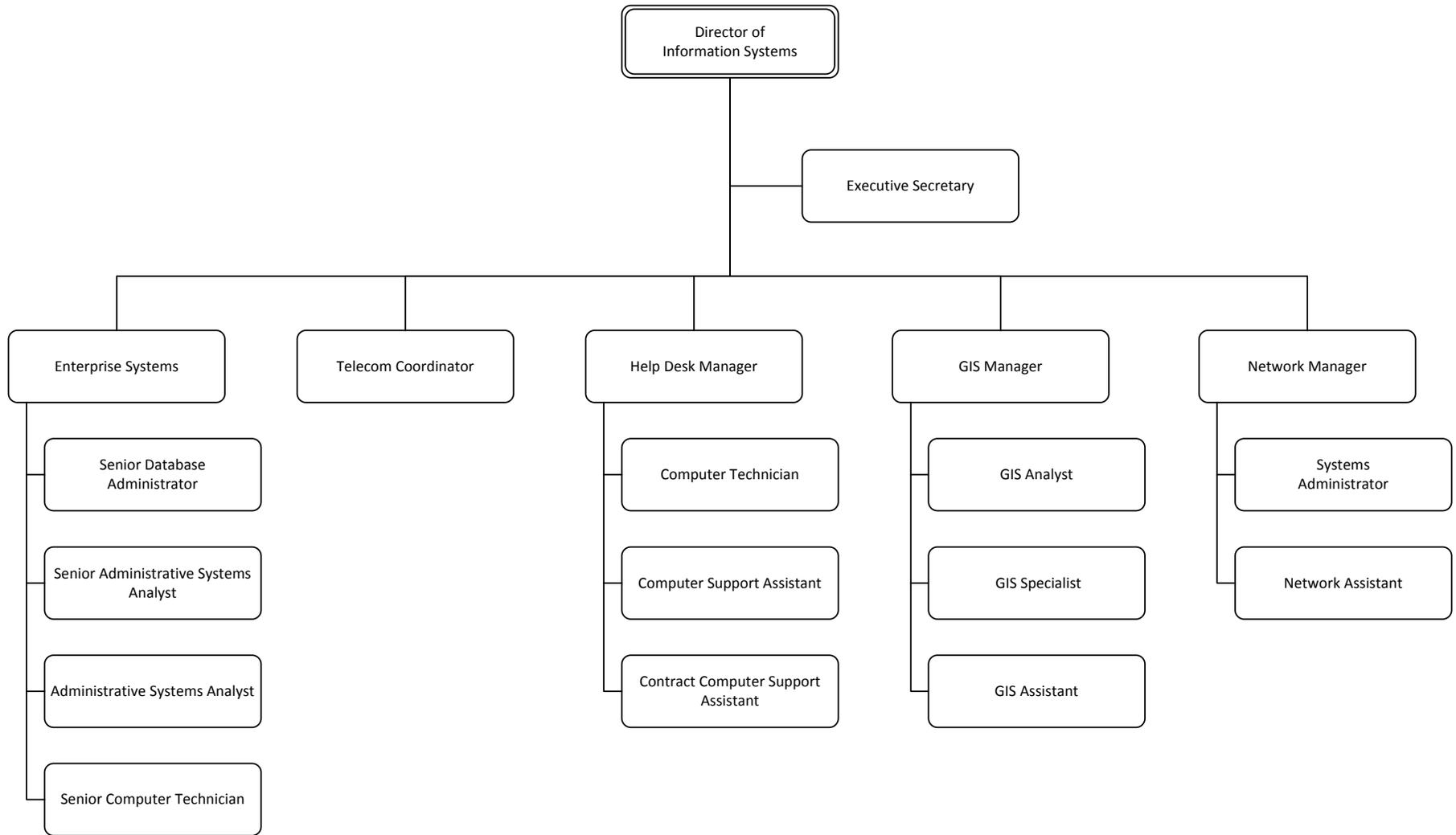
Objective: Ensure that 90% of all newly-hired regular and contract employees complete the "Welcome to the City" training program during their probationary period or first six months of employment.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of new regular employee who complete the "Welcome to the City" during probation period	76%	80%	85%



INFORMATION SYSTEMS





Information Systems

City of Springfield, Missouri

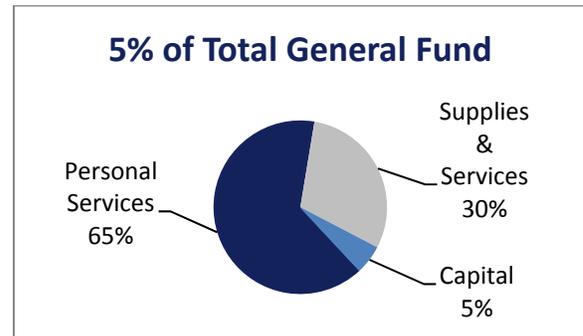
Information Systems (General Fund)

Department Purpose:

The Department of Information Systems is charged with the task of effectively and efficiently utilizing and maintaining the City Information Technology resources and investments; assisting City departments with project management during the implementation of new computer systems; constructing and maintaining an effective communications network capable of supporting our mission; securing the City's network, computer systems and information; and supporting new acquisitions of hardware and software by City departments through research assistance and team participation.

Department Mission:

The Mission of the Information Systems Department is to provide excellence in information technology solutions and services that will facilitate the vision, objectives and goals of the City of Springfield.



FY 2016-17 Budget Highlights:

- Added \$20,000 to Operating Supplies and Services for Badge System Upgrade.
- Added \$268,792 to Operating Supplies and Services for Microsoft Office 365/Exchange upgrade.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 2,359,401	\$ 2,343,710	\$ 2,404,654
Operating Supplies & Services	929,564	1,089,637	1,209,627
Capital Outlay/Improvements	1,213,953	196,635	194,635
	<u>\$ 4,502,918</u>	<u>\$ 3,629,982</u>	<u>\$ 3,808,916</u>
Per Capita	\$ 27.44	\$ 22.12	\$ 23.21

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	28.2	29.2	29.2
	<u>28.2</u>	<u>29.2</u>	<u>29.2</u>

Information Systems (General Fund)

Performance Measures:

Goal: To provide reliable technology solutions in support of City operational requirements.

Objective: Maintain system availability for mission critical IS services at least 99.9% of the time.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
System Availability (Per Week)	99.9%	99.9%	99.9%

Objective: Maintain Help Desk support and provide technical assistance to City departments.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Total Support Calls (Per Week)	300	300	702

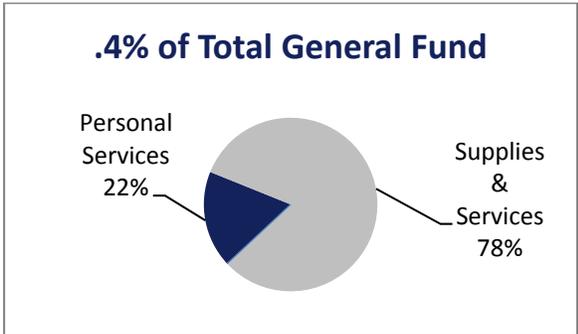
Objective: Provide training classes to City personnel as a cost-savings measure to City departments and to increase employee working knowledge of software application for increased efficiencies.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Employees attending software training classes	750	400	450

Mayor and Council (General Fund)

Department Purpose:

Springfield City government is based on the Council/Manager system. By Charter, the City has eight Council members who are each elected for a four-year term on a non-partisan basis, and a Mayor who is elected for a two-year term. The presiding officer at Council meetings is the Mayor.



Department Mission:

The people of our community are the only reason we are here. Therefore, we are committed to working with the community to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Springfield. We will achieve this through: Integrity and Pride of Service in everything we say and do; dedication to quality; Cooperation and Communication with one another and with citizens to ensure open government, and open management with no surprises; Continuous Improvement of Services through cost-effective utilization of people, materials, equipment and technology; Leadership and Knowledge through staff training and development; and Innovation in how we meet present and future needs of our city.

FY 2016-17 Budget Highlights:

- Funding for the one approved FTE, for an Internal Auditor, has been moved to Operating Supplies and Services to fund audit services performed by an outside agency.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 3,886	\$ 62,572	\$ 62,572	\$ 62,572
Operating Supplies & Services	230,465	221,293	215,928	215,928
Capital Outlay/Improvements	-	-	-	-
	<u>\$ 234,351</u>	<u>\$ 283,865</u>	<u>\$ 278,500</u>	<u>\$ 278,500</u>
Per Capita	\$ 1.43	\$ 1.73	\$ 1.73	\$ 1.70

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Internal Auditor	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>

Convention and Visitors Bureau (Special Revenue Fund)

Fund Purpose:

The Tourism/Convention Fund accounts for half of the proceeds of the City's 5% hotel/motel tax. These funds are used exclusively by the Tourism/Convention Board to promote the Springfield area.

FY 2016-17 Budget Highlights:

- The personal services costs shown in this fund are for employees who are not considered "City Employees" and are outside the City's merit system.

Fund Notes:

Funding for the positions of Executive Director, Director of Communications, Director of Sales, Sales Manager, Sales Manager (Group Tours), Convention Services/Special Projects Coordinator, Office Manager, Sales Administrative Assistant, Administrative Assistant, Communication Assistant and Receptionist/Tourist Information Center Supervisor, as well as temporary/part-time wages for staffing the Tourist Information Center, are included in this total.

The amounts shown for the 2016-17 budget have been reviewed and approved by the Bureau's Board of Directors. Any changes will be incorporated as part of a subsequent Council Bill to approve the annual agreement between the City and the Bureau.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 1,148,339	\$ 1,240,257	\$ 1,284,750
Operating Supplies & Services	1,897,659	2,003,793	2,154,475
Capital Outlay/Improvements	105,440	40,150	18,150
	<u>\$ 3,151,438</u>	<u>\$ 3,284,200</u>	<u>\$ 3,457,375</u>
Per Capita	\$ 19.20	\$ 20.01	\$ 21.07

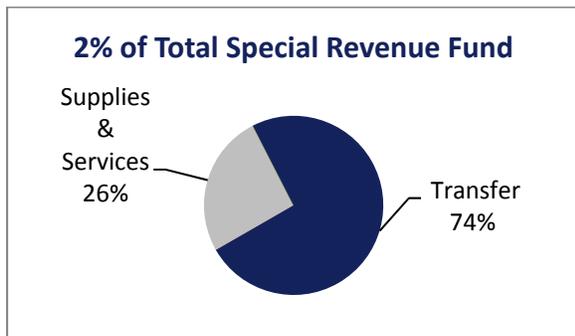
Hotel/Motel Tax (Special Revenue Fund)

Department Purpose:

The tourism/convention fund accounts for half of the proceeds of the City's 5% hotel/motel tax. These funds are used exclusively to repay debt and maintain Jordan Valley Park.

FY 2016-17 Budget Highlights:

- \$166,125 payment to Gillioz, Landers, & the Zoo.
- \$68,000 payment to Sports Commission.
- \$44,880 payment to Arts Council.
- \$55,375 payment to Discovery Center.
- \$265,800 previously paid to Wonders of Wildlife, to be determined by the Hotel/Motel Tax Reallocation Committee.
- \$1,727,700 payment for Jordan Valley Park debt service.



Summary of Expenditures:

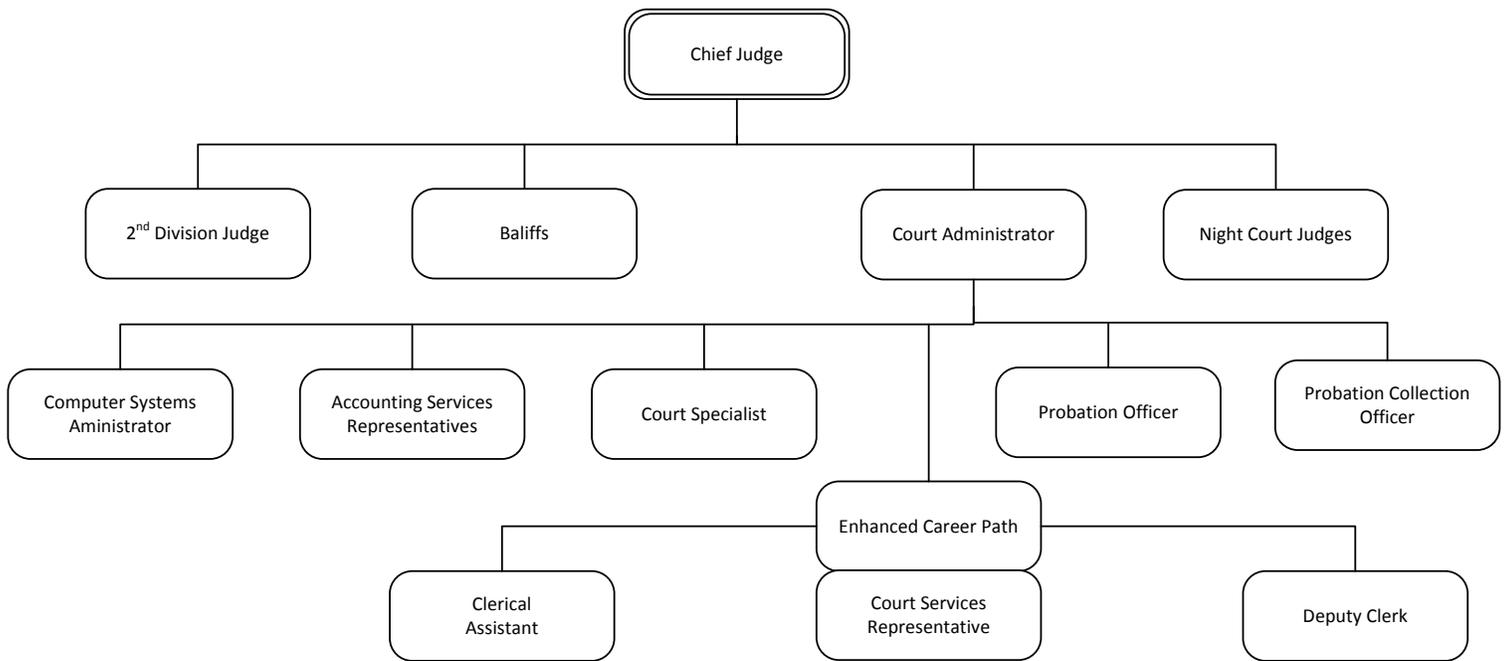
Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Supplies & Services	181,675	588,000	588,000	623,300
Capital	14,936	-	-	-
Transfers	1,920,128	1,638,000	1,638,000	1,727,700
	<u>\$ 2,116,739</u>	<u>\$ 2,226,000</u>	<u>\$ 2,226,000</u>	<u>\$ 2,351,000</u>
Per Capita	\$ 12.90	\$ 13.56	\$ 13.56	\$ 14.32

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
No full-time personnel are allocated.	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>

MUNICIPAL COURT





Municipal Court

City of Springfield, Missouri

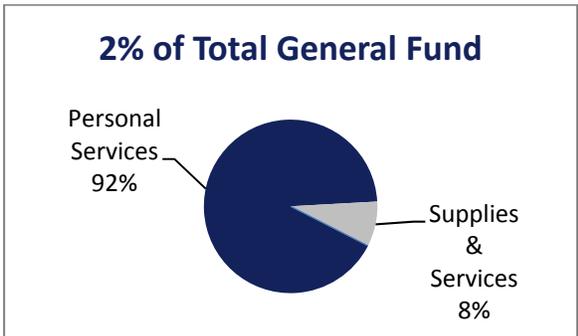
Municipal Court (General Fund)

Department Purpose:

The Springfield Municipal Court is a division of the 31st Judicial Circuit Court of Greene County. The Municipal Court is committed to providing a forum for the fair and impartial resolution of cases filed by the Prosecuting Attorney pursuant to the Springfield City Code and City Charter.

Department Mission:

The Springfield Municipal Court strives for the just, fair and expeditious resolution of cases alleging a violation of Springfield City Ordinances and City Charter. To accomplish our mission, we will: treat court users fairly and respectfully, insure the effective and efficient use of judicial resources, and enhance the public’s understanding of the court system. If we accomplish our goals, the results will be; prompt, fair and courteous treatment by court personnel, cases that are resolved within time standards without sacrificing the quality of justice, and a better understanding of court processes by the public.



FY 2016-17 Budget Highlights:

- No changes in staffing or expenditures for fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 1,597,107	\$ 1,694,144	\$ 1,739,329
Operating Supplies & Services	105,668	149,651	152,331
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,702,776</u>	<u>\$ 1,843,795</u>	<u>\$ 1,891,660</u>
Per Capita	\$ 10.38	\$ 11.23	\$ 11.53

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Court Operations	23	23	23
Municipal Probation Office	2	3	3
	<u>25</u>	<u>26</u>	<u>26</u>

Municipal Court (General Fund)

Performance Measures:

Goal: The court has developed case flow goals for the management of its docket. The court and local bar, working within established policies and procedures of this court, are committed to fair and speedy disposition of cases. It is the goal of the court to dispose of cases as follows.

Objective: DWI/BAC cases

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Cases disposed within 270 days of filing with the court	63%	100%	100%

Objective: All other cases

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Cases disposed within 120 days of filing with the court	75%	100%	100%

Objective: Under section 302.225. RSMo, a record of any plea or finding of guilty to any moving traffic violation shall be forwarded to the Department of Revenue within 7 days. Our goal is to forward all such records to the Department of Revenue within 7 days of the plea or finding of guilty.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Records sent to Department of Revenue within 7 days	97%	100%	100%

Goal: Professional development of all clerks of the court.

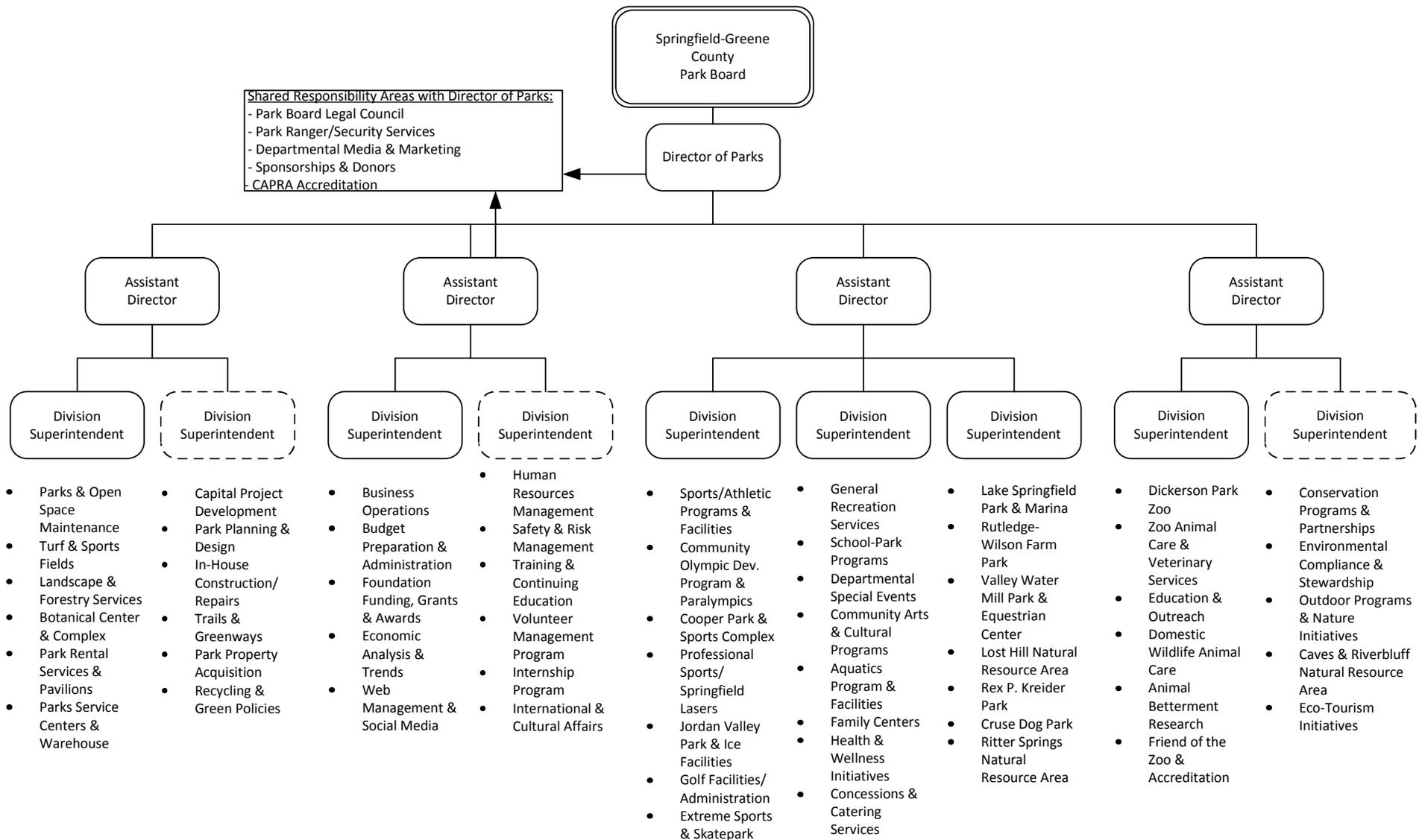
Objective: All clerks of the court are to become Certified Court Administrators through the University of Missouri – Columbia Management Training Institute within 5 years of their employment with the city and continue to keep up their certification yearly with at least 10 hours of education.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Clerks of the court having achieved certification	100%	100%	100%

PARKS

SPRINGFIELD-GREENE COUNTY PARK BOARD





LEGEND
 _____ Current Positions
 - - - - - Future Growth

Public Parks-Springfield Greene County Park Board

City of Springfield, Missouri

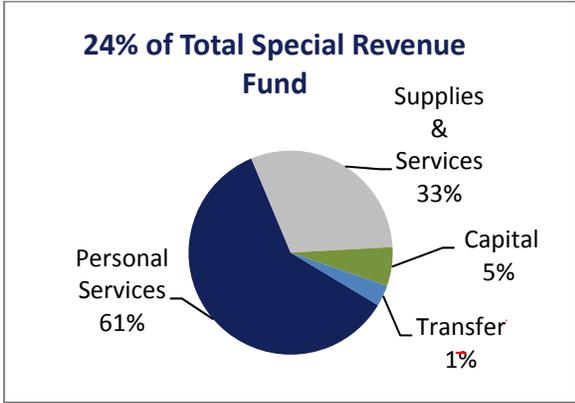
Public Parks (Special Revenue Fund)

Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, Jordan Valley Park, Dickerson Park Zoo, General Operations and Maintenance and Administration.

Department Mission:

The Springfield-Greene County Park Board strives to provide the very best in parks and recreation facilities, programs, events, and services to our community. In doing so, we will make a positive impact on the overall quality of life, health, environmental, social, and economic aspects for our residential families and visitors alike.



FY 2016-17 Budget Highlights:

- The Springfield-Greene County Park Board is nearing the completion of the Park Board’s formal application for national accreditation status through the Commission for Accreditation of Park and Recreation Agencies (CAPRA). To date, less than 1.5% of parks and recreation departments operating in the United States have achieved CAPRA status.
- In order to successfully address the community’s needs and expectations for the park system as identified through both the Vision 20/20 and Field Guide 2030 initiatives, it is imperative that the Park Board identify and secure a long-term capital funding source.
- As the Park Board celebrated its 100th Anniversary in 2013, a renewed commitment towards the restoration of some of the older parks within the park system was introduced. Over the past year, additional progress has been made towards this goal in conjunction with the City’s “Zone Blitz” initiative. Available funding for park restoration purposes and neighborhood park programs and events remains extremely limited, so it is imperative that Parks’ staff continue partnering with similarly-minded groups in an effort to keep our neighborhoods active and healthy.
- Funding in the amount of \$50,000 included to support improvements associated with the South Dry Sac Greenway Trail.
- Of the 209.5 approved FTEs, two Community Recreation Services Admin, one Community Recreation Coordinator, one Park Ranger, one Zoo Keeper, one Admin Assistant, one Utility Worker, one Park Operations Supervisor, one Associate Parks Planner, one Community Recreation Specialist, one Instrument Tech and one Building Maintenance Worker position will be unfunded and remain vacant in fiscal year 2016-17.

Public Parks (Special Revenue Fund)

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 14,880,122	\$ 15,668,246	\$ 15,668,246	\$ 15,848,938
Operating Supplies & Services	7,635,732	7,359,872	7,359,872	8,019,218
Capital Outlay/Improvements	759,703	1,136,914	1,136,914	1,625,931
Transfers	869,404	901,460	901,460	875,300
	<u>\$ 24,144,961</u>	<u>\$ 25,066,492</u>	<u>\$ 25,066,492</u>	<u>\$ 26,369,387</u>
Per Capita	\$ 85.07	\$ 88.13	\$ 88.13	\$ 92.89

Note: Per Capita numbers include Greene County residents.

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	30.16	30.16	30.16
Dickerson Park Zoo	29	29	29
General Operations and Maintenance	63.84	64.84	64.84
Jordan Valley Park/Mediacom Ice Park	9	9	9
Recreation	59.5	59.5	59.5
Special Facilities	16	16	17
	<u>207.5</u>	<u>208.5</u>	<u>209.5</u>

Performance Measures:

Goal: To provide the highest quality of parks and recreation, facilities, programs, events, and educational opportunities to the citizens of Springfield and Greene County.

Objective: To maintain or exceed resident satisfaction with City parks and programs as measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in a recent, annual City Survey. The Park Board operates as an intergovernmental entity for both Springfield and Greene County. Note: Survey limited to Springfield residents only.

MEASURES	Actual		Target
	2014-15	2015-16	2016-17
Resident satisfaction with the maintenance of City Parks	82%	85%	85%
Resident satisfaction with the cleanliness of City Parks	80%	85%	85%
Resident satisfaction with the location of City Parks	81%	85%	85%
Resident satisfaction with the walking and biking trails in the City	75%	75%	75%

Public Parks (Special Revenue Fund)

Performance Measures (cont):

Objective: To operate and maintain the facilities funded and developed by the 2001 and 2006 Parks Countywide Sales Tax projects consisting of new or renovated trails, recreation facilities, school-parks, Dickerson Park Zoo, historic and natural resource preservation and lakes, waterways and watershed in accordance with the 2001 and 2006 Greene County Parks sales tax plans.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Zoo Attendance	208,061	198,000	198,000
School-Park sites	34	34	34
Number of playground inspections	1,101	1,110	1,110
Number of City -County Park pavilions reservations	1,294	1,300	1,300
Number of miles of trails	102	104	106
Visitation by resident to a City park within the last year	85%	85%	85%
Total Outdoor Aquatics Attendance	75,713	71,000	75,000
Total Family Centers Attendance	419,636	438,000	458,000



Goal: Protect and preserve our natural resources for future generations.

Objective: Parks will continue to aggressively pursue the acquisition of additional green space in order to address deficiencies as noted through its study of peer benchmark communities.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Additional green space acquired (in acres)	16	0	0

Parks Grants (Grant Fund)

Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, the Dickerson Park Zoo, General Operations and Maintenance, Special Facilities and Administration.

Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County.

FY 2016-17 Budget Highlights:

- The five-year 21st Century Learning Center Grant ended June 2016.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 296,283	\$ 231,289	\$ -
Operating Supplies & Services	57,351	31,689	-
Capital Outlay/Improvements	-	-	-
Transfers	-	-	-
	<u>\$ 353,634</u>	<u>\$ 262,978</u>	<u>\$ -</u>
Per Capita	\$ 1.25	\$ 0.93	\$ -

Note: Per Capita numbers include Greene County residents.

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Recreation	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>

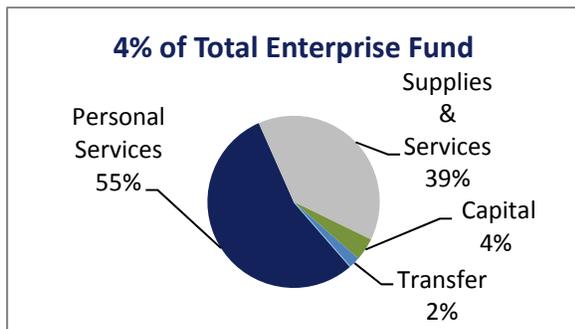
Golf (Enterprise Fund)

Department Purpose:

The Springfield-Greene County Park Board offers four golf courses: Horton Smith Golf Course (18 holes), the Bill and Payne Stewart Golf Course (18 holes), Betty Allison Junior Golf Course at Oscar Blom (9 holes) and Rivercut Golf Course (18 holes). Also offered are the Connie Morris Learning Center and the Betty Allison Junior Course at Rivercut (4 holes). The golf courses offer the opportunity to participate in the game of golf at a variety of levels at a reasonable cost.

Department Mission:

The Springfield-Greene County Park Board strives to provide the very best in parks and recreation facilities, programs, events and services to our community. In doing so, we will make a positive impact on the overall quality of life, health, environmental, social, and economic aspects for our residential families and visitors alike.



FY 2016-17 Budget Highlights:

- Funding in the amount of \$50,000 for overlay of the Horton Smith parking lot and restoration of the pro shop facility.
- Funding in the amount of \$18,660 to continue addressing critical golf fleet equipment needs.
- Of the 18 approved FTEs, one Golf Facilities Supervisor and one Golf Course Working Leader position will be unfunded and remain vacant in fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual	Adopted	
	2014-15	2015-16	2016-17
Personal Services	\$ 1,541,191	\$ 1,640,020	\$ 1,661,860
Operating Supplies & Services	1,072,222	1,187,108	1,178,798
Capital Outlay/Improvements	83,840	72,872	129,342
Transfers	-	100,000	65,000
	<u>\$ 2,697,253</u>	<u>\$ 3,000,000</u>	<u>\$ 3,035,000</u>
Per Capita	\$ 9.50	\$ 10.57	\$ 10.69

Note: Per Capita numbers reflect Greene County residents.

Golf (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Horton Smith	4.6	4.6	4.6
Payne Stewart	5.7	5.7	5.7
Rivercut	7.7	7.7	7.7
	18	18	18

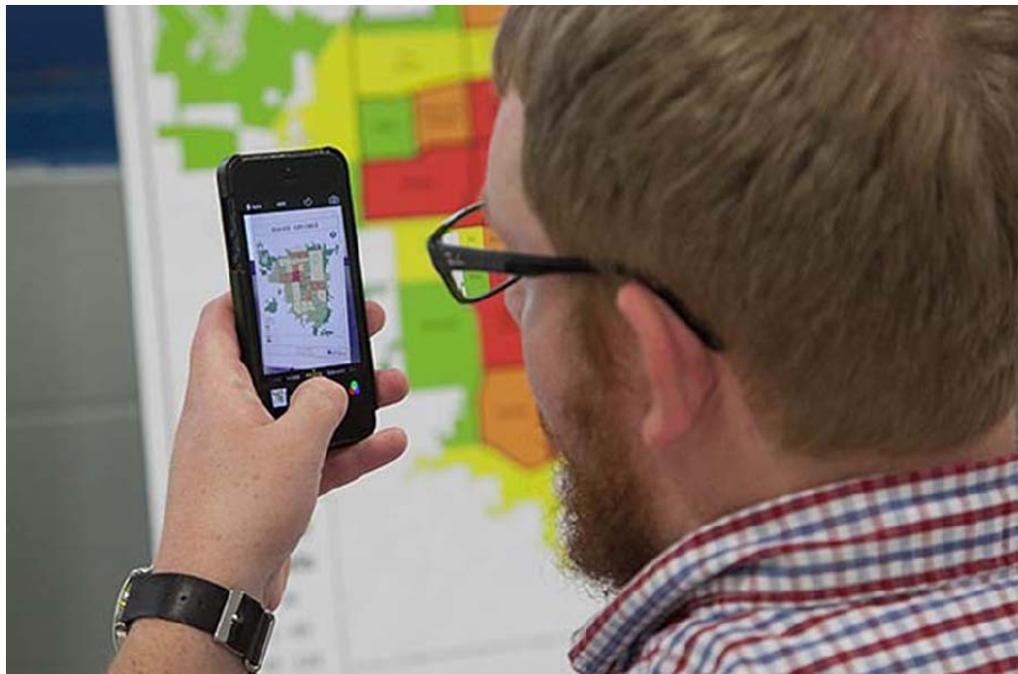
Performance Measures:

Goal: To provide a comprehensive array of golf programs and services, as well as a quality golf experience, at a reasonable cost.

Objective: Maintain the highest quality turf grass available through proper turf management practices. Provide a complete clubhouse operation of concessions, pro-shop, driving range and cart rentals. Enhance the development of junior golf play. Offer a variety of golf-related programs, events and tournaments.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Number of golf courses maintained	4	4	4
Number of golf holes maintained	67	67	67
Number of adult/senior 9-hole rounds played	29,000	29,100	32,000
Number of adult/senior 18-hole rounds played	60,000	60,000	55,000
Number of junior rounds played	9,500	9,500	9,500

PLANNING AND DEVELOPMENT



ADMINISTRATION
Director
Executive Secretary
Graphic Production Assistant

FINANCIAL SERVICES
Financial Analyst
Accounting Technician
Accounting Clerk I

DEVELOPMENT REVIEW OFFICE
Principal Planner
Administrative Assistant
Senior Planners
Associate Planner
Assistant Planner

BOARDS AND COMMISSIONS
- Board of Adjustment
- Landmarks Board
- Planning & Zoning Commission

DUTIES
-Administrative Review Committee
-Annexation and Urban Service Area
-Development Application Review
- e-plans Electronic Plan Review
- Land Development Inquiry Committee
- Pre-Subdivision Review Committee

ECONOMIC DEVELOPMENT OFFICE
Economic Development Director
Assistant Economic Development Director
Development Economist
Senior Planners
Loan Officer
Project Specialist

DUTIES
- Economic Development
- Development Incentives
- Center City Redevelopment
- Brownfields
-Commercial Loans
-Jordan Valley
-Community Improvement Districts
- Land Clearance for Redevelopment Authority

NEIGHBORHOODS & PLANNING OFFICE
Planning and Development Manager
Administrative Assistant

NEIGHBORHOOD PLANNING & REVITALIZATION
Senior Planner

GRANTS COMPLIANCE
Senior Planner
Associate Planner

HOUSING
Loan Officer
Project Specialists
Loan Technician
Housing Assistance Technician

DUTIES
-Grants Administration
-Neighborhood Planning
-Neighborhood Revitalization
- Neighborhood Improvement Districts
-Coordination of City-Wide Neighborhood Teams
- Homeowner Rehab
- Rental Rehab
- Infill Housing
-Sanitary Sewer Assistance
- Capital Improvements Program
-Comprehensive Planning
-Demographics
-Special Studies
-Mayor's Commission on Human Rights & Community Relations
-Citizen Advisory Council for Community Development

Planning & Development

City of Springfield, Missouri

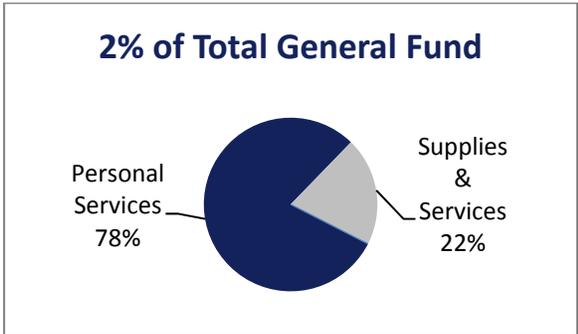
Planning and Development (General Fund)

Department Purpose:

The Planning and Development Department primarily provides services related to the physical development of the community. The department works with citizens and other departments to plan for the orderly growth of Springfield in a variety of ways.

Department Mission:

Improve the quality of life for current and future generations through implementation of creative planning and development strategies and effective citizen involvement.



FY 2016-17 Budget Highlights:

- Added \$15,000 to Operating Supplies and Services for Springfield Business Development Corporation.
- Approved to reclassify the Assistant Economic Director position to a Senior Planner in conjunction with the Comprehensive Plan Update – Phase 1 and added one new Associate City Planner.
- Of the 20.49 approved FTEs, one Associate City Planner and one Assistant City Planner will be unfunded and vacant for fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 1,279,609	\$ 1,437,114	\$ 1,471,825
Operating Supplies & Services	361,891	377,128	402,161
Capital Outlay/Improvements	-	-	-
Transfers	14,000	-	-
	<u>\$ 1,655,499</u>	<u>\$ 1,814,242</u>	<u>\$ 1,873,986</u>
Per Capita	\$ 10.09	\$ 11.05	\$ 11.42

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	4.37	4.37	4.37
Economic Development	5.42	5.42	5.42
Grant/Program Implementation	0.25	0.25	0.25
Neighborhood Conservation	3.25	3.25	4.25
Zoning & Subdivision	6.2	6.2	6.2
	<u>19.49</u>	<u>19.49</u>	<u>20.49</u>

Planning and Development (General Fund)

Performance Measures:

Goal: Zoning applications approved will be consistent with the adopted plan.

Objective: 98% of zoning applications approved are consistent with the adopted plan and/or staff recommendation.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Applications consistent with adopted plan	98%	98%	98%

Goal: Timely processing and delivery of required reports and documents.

Objective: Median number of days for final approval of zoning applications equals minimum number of days for approval by ordinance (from application deadline to final approval of the application). Average number of days for final approval of zoning applications does not exceed minimum number of days for approval by more than 5%.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Average number of days for final application approval	72 days	72 days	72 days

Objective: 98% of staff reports are provided to boards on the scheduled date for delivering the agenda. This includes Planning and Zoning Commission, Landmarks and Board of Adjustment.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Staff reports provided by agenda deadline	98%	98%	99%



Goal: To promote a strong private-sector led entrepreneurial environment, continue the development and revitalization of center city Springfield and plan for and develop the infrastructure needed for sustainable, quality growth.

Objective: With MSU and CU, develop a master plan for IDEA Commons

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
Develop a master plan for IDEA Commons - Complete	100.0%	100.0%	100.0%

Planning and Development (General Fund)

Performance Measures (cont):



Goal: To aggressively use economic development incentives to encourage investment in the community and to encourage job creation and retention.

Objective: With the County, aggressively use economic development incentives to promote development.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Use economic development incentives to promote development	100.0%	100.0%	100.0%



Goal: To develop the community in a sustainable manner.

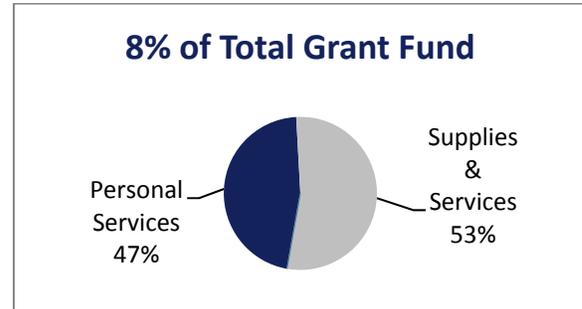
Objective: Beginning in 2015, the City of Springfield will designate and help market/sign one city district every 2 years in order to help promote the identification of existing neighborhoods and historic districts.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Market/sign one city district every 2 years	100.0%	100.0%	100.0%

Community Development Block Grant (Grant Fund)

Fund Purpose:

The purpose of this fund is to improve low-to-moderate income areas with housing, community development and economic development programs and initiatives. This fund accounts for grants received from the Department of Housing and Urban Development (HUD) along with various revolving loans.



FY 2016-17 Budget Highlights:

- Of the 11.65 approved FTEs, one Administrative Assistant will be unfunded and remain vacant in fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 592,226	\$ 728,197	\$ 728,197	\$ 739,052
Operating Supplies & Services	463,684	842,247	842,247	845,539
Capital Outlay/Improvements	-	-	-	-
Transfers	76,137	-	-	-
	<u>\$ 1,132,047</u>	<u>\$ 1,570,444</u>	<u>\$ 1,570,444</u>	<u>\$ 1,584,591</u>
Per Capita	\$ 6.90	\$ 9.57	\$ 9.57	\$ 9.65

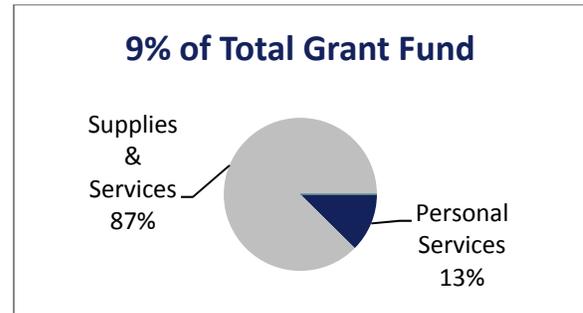
Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	5.19	5.19	5.19
Small Business	1.55	1.55	1.55
Comp Housing	2.85	2.85	3.48
Neighborhoods	1.53	1.53	0.9
Economic Development	0.53	0.53	0.53
	<u>11.65</u>	<u>11.65</u>	<u>11.65</u>

Home Investment Partnership Program (Grant Fund)

Department Purpose:

The HOME Investment Partnerships Program, through the U.S. Department of Housing and Urban Development (HUD), provides funding for decent, safe, and affordable housing to qualified applicants. This fund accounts for grants received from HUD along with program income.



Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 229,794	\$ 204,477	\$ 204,477	\$ 212,184
Operating Supplies & Services	214,131	1,443,296	1,443,296	1,475,458
Capital Outlay/Improvements	(329)	-	-	-
Transfer	-	-	-	-
	<u>\$ 443,596</u>	<u>\$ 1,647,773</u>	<u>\$ 1,647,773</u>	<u>\$ 1,687,642</u>
Per Capita	\$ 2.70	\$ 10.04	\$ 10.04	\$ 10.28

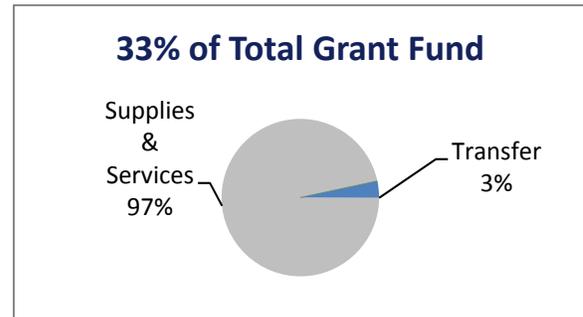
Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Home Administration	3.01	3.01	3.01
	<u>3.01</u>	<u>3.01</u>	<u>3.01</u>

Planning and Development Grants (Grant Fund)

Department Purpose:

This grant category includes funding for Planning and Development Grants including: Emergency Solutions Grant, Brownfields Grants, Neighborhood Stabilization Program, Continuum of Care and Revolving Loan Accounts.



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 8,248	\$ 4,108	\$ 4,108	\$ 4,206
Operating Supplies & Services	458,742	5,210,139	5,210,139	6,301,339
Capital	521,512	-	-	-
Transfers	290,225	240,000	240,000	220,000
	<u>\$ 1,278,727</u>	<u>\$ 5,454,247</u>	<u>\$ 5,454,247</u>	<u>\$ 6,525,545</u>
Per Capita	\$ 7.79	\$ 33.23	\$ 33.23	\$ 39.76

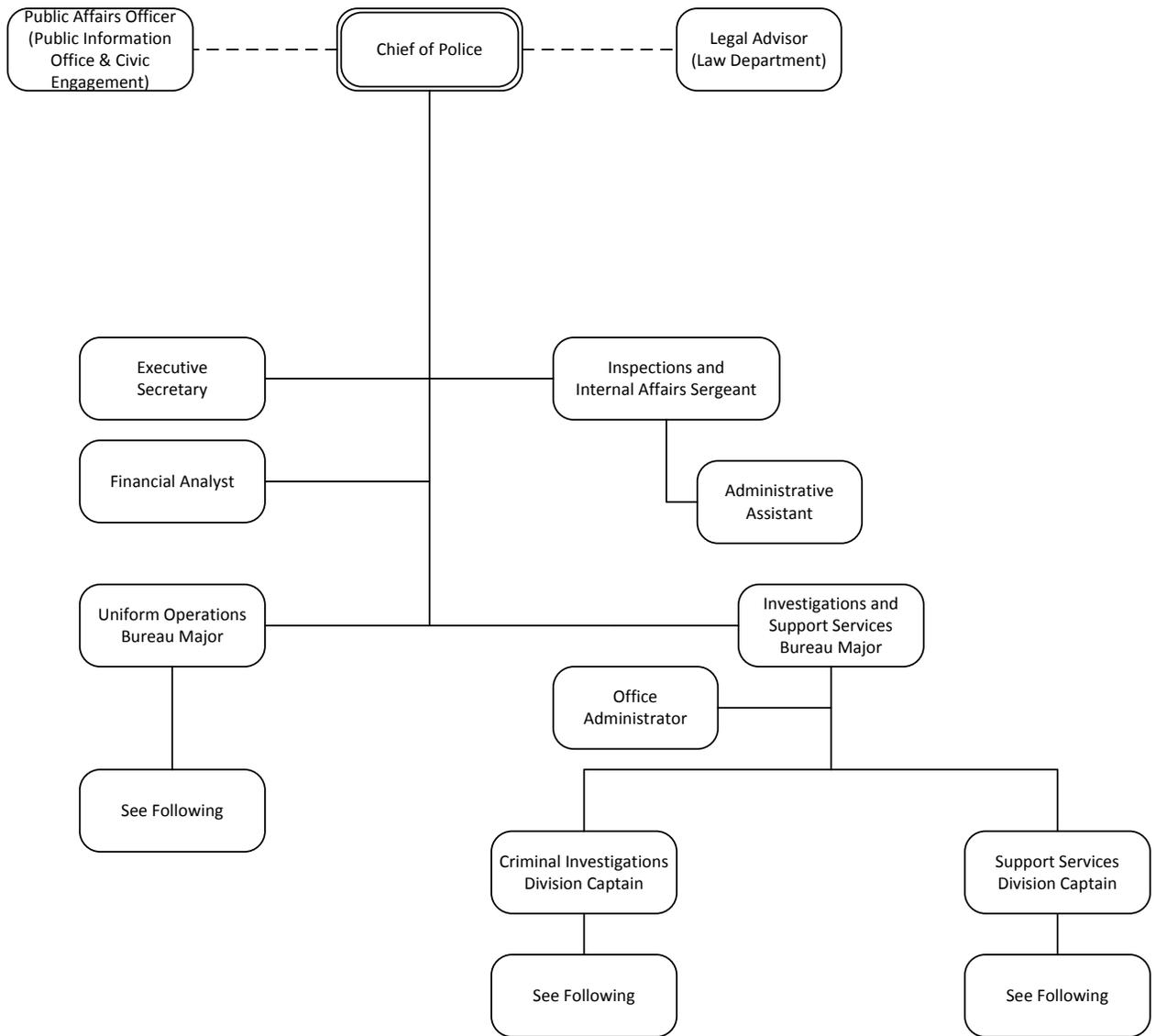
Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	0.05	0.05	0.05
	<u>0.05</u>	<u>0.05</u>	<u>0.05</u>

POLICE

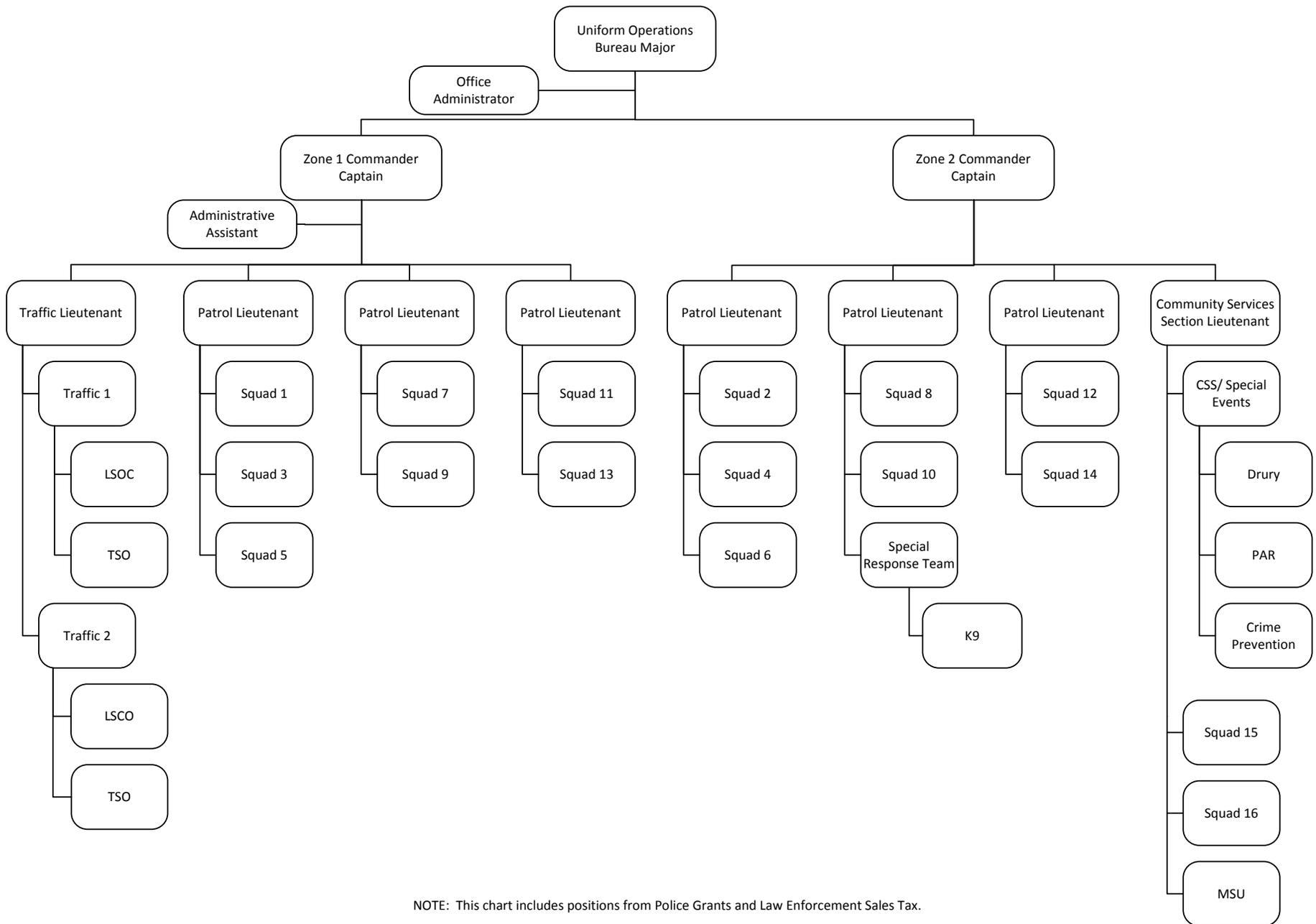






Police

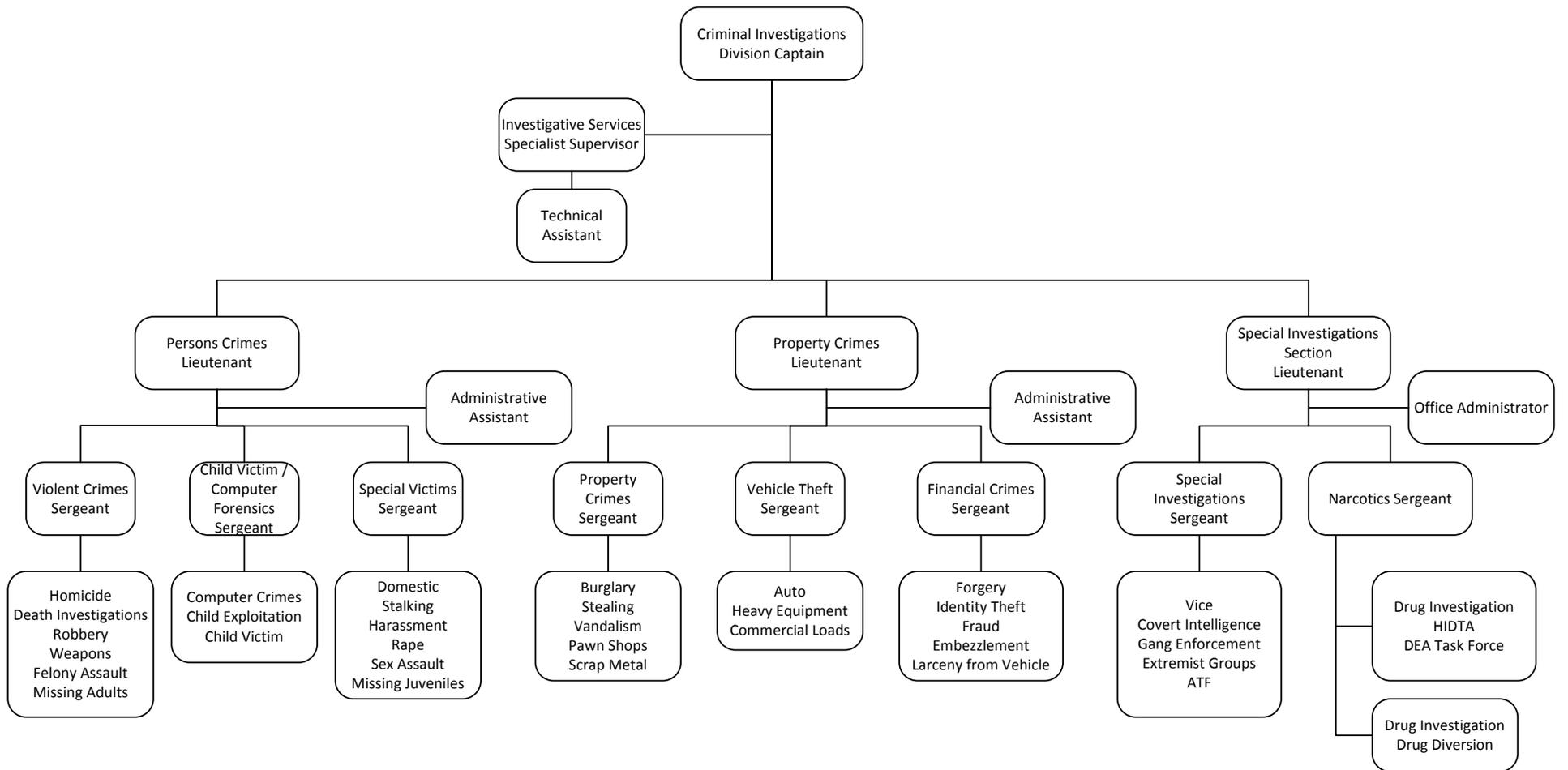
City of Springfield, Missouri



NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

Police

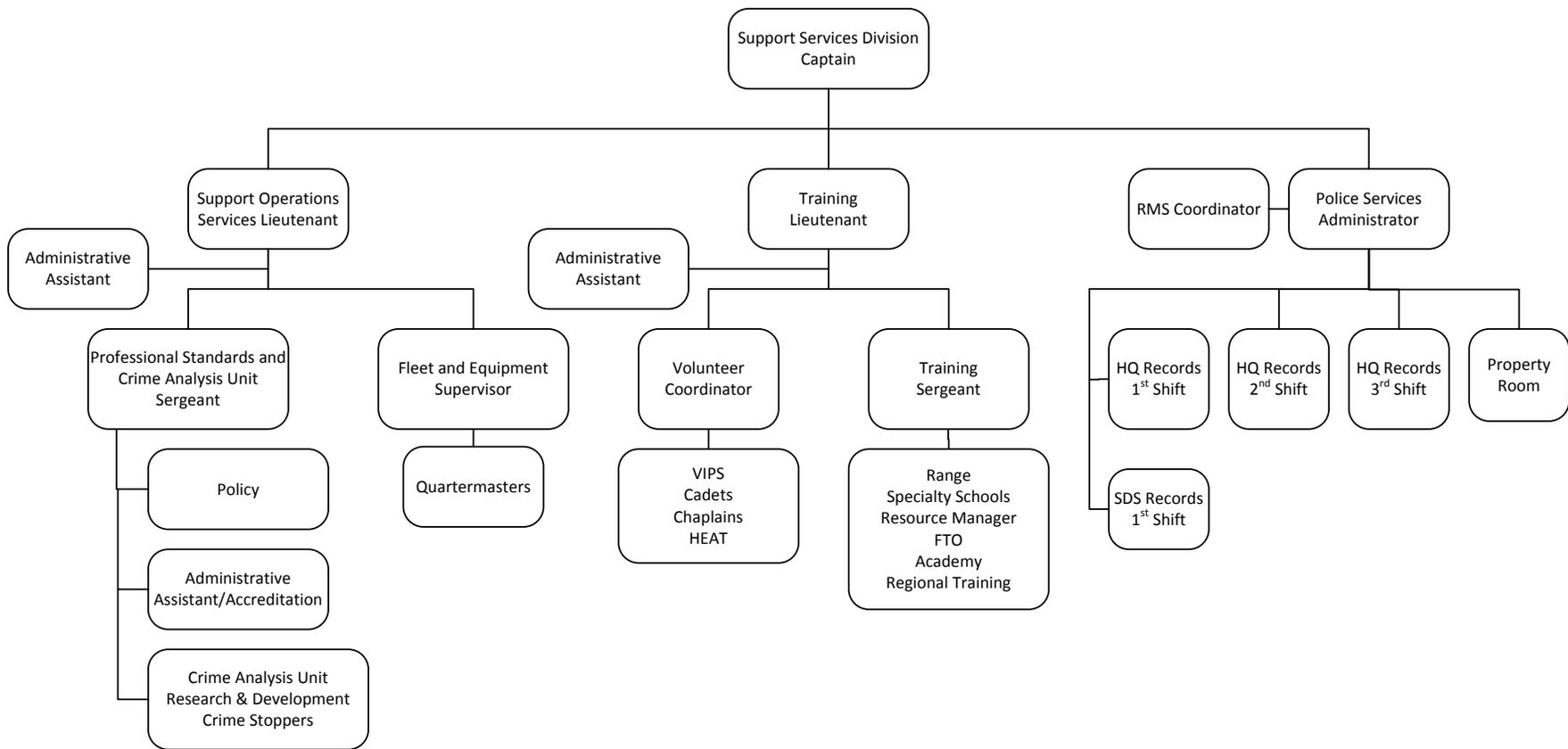
City of Springfield, Missouri



NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

Police

City of Springfield, Missouri



NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

Police

City of Springfield, Missouri

Police (General Fund)

Department Purpose:

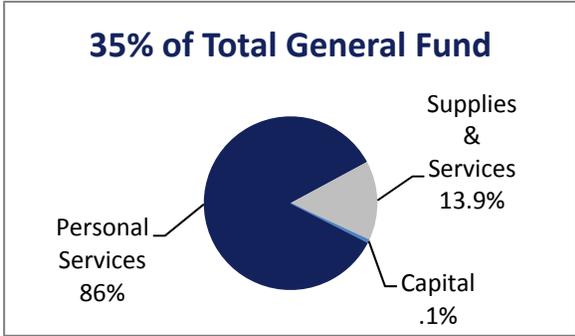
The Springfield Police Department is an accredited law enforcement agency comprised of 352 sworn officers and 80 civilian employees. The department is organized into two bureaus: Uniform Operations, and Investigations and Support Services.

Department Mission:

Partnering with the Community for Quality Police Service and Protection.

FY 2016-17 Budget Highlights:

- Added \$109,945 to Operating Supplies & Services for software purchases, repairs and equipment for the Special Response Team.
- Of the 327 approved FTEs, one Police Planning Technician and .5 of the Data Entry Clerk positions will be unfunded and remain vacant in fiscal year 2016-17. The impact of not funding these positions; access will be limited to records and increased workload on current staff.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 22,504,300	\$ 23,217,555	\$ 24,176,533
Operating Supplies & Services	4,032,576	3,769,910	3,856,681
Capital Outlay/Improvements	1,147,824	164,155	27,200
Transfers	2,000	-	-
	<u>\$ 27,686,700</u>	<u>\$ 27,151,620</u>	<u>\$ 28,060,414</u>
Per Capita	\$ 168.70	\$ 165.44	\$ 170.97

Personal Services Summary:

BY BUREAU	2014-15		2015-16		2016-17	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Administration	4	3	4	3	4	3
Investigations and Support Services	69	60	75	60	78	60
Uniform Operations	181	5	180	5	177	5
	<u>254</u>	<u>68</u>	<u>259</u>	<u>68</u>	<u>259</u>	<u>68</u>

Police (General Fund)

Performance Measures:

Goal: Maximize effective use of police resources and equipment to meet citizen service demands, safety and security.

Objective: Meet or exceed established benchmark in response to calls for service.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Median response time to Priority 1 calls	6:48	6:50	6:00
Median response time to Priority 2 calls	10:33	10:30	10:00
Median response time to Priority 3 calls	15:56	17:02	15:00

Objective: Maintain a 50% clearance rate or above on all violent crimes (47% UCR national clearance rate).

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Clearance Rate Violent Crime	58.0%	61.0%	50.0%

Objective: Maintain a 22% clearance rate or above on all property crimes (18.6% UCR national clearance rate).

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Clearance Rate Property Crime	27.6%	24.5%	22.0%



Objective: Complete construction of identified capital projects, replacement of older public safety equipment – including fleet vehicles, and enhancement of public safety equipment with proven technological improvements for the safety of responder and citizen.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Complete capital replacement plan	21.0%	33.0%	50.0%



Goal: Strengthen recruitment and retention of well-trained public safety staff and maintain safe and adequate staffing levels.

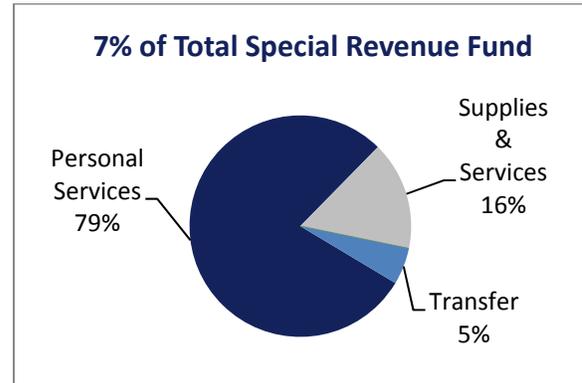
Objective: Reduce staff turnover within public safety agencies, adequate staffing levels for all public safety agencies, and completed training records and exercise plan fulfilled as written.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Attrition Rate - Sworn	9.0%	8.0%	5.0%
Attrition Rate - Non Sworn	14.0%	12.0%	7.0%

Law Enforcement Sales Tax (Special Revenue Fund)

Department Purpose:

The Law Enforcement Sales Tax is a county-wide tax shared with Greene County and other municipalities located in Greene County. The tax funds salaries and supplies for police officers and support staff and debt payments on the county-wide radio system and Police Department buildings.



Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 6,406,003	\$ 6,082,964	\$ 6,082,964	\$ 6,512,530
Operating Supplies & Services	1,027,359	1,314,120	1,314,120	1,314,120
Capital Outlay/Improvements	-	-	-	-
Transfers	329,000	445,000	445,000	445,000
	<u>\$ 7,762,362</u>	<u>\$ 7,842,084</u>	<u>\$ 7,842,084</u>	<u>\$ 8,271,650</u>
Per Capita	\$ 47.30	\$ 47.78	\$ 47.78	\$ 50.40

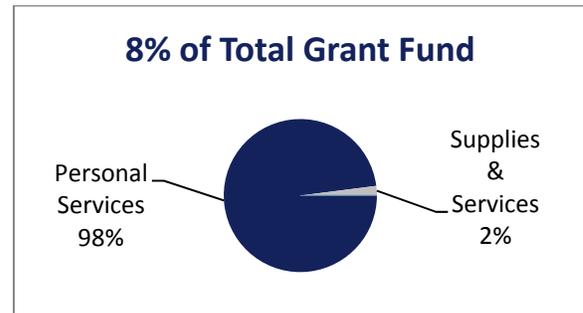
Personal Services Summary:

BY BUREAU	2014-15		2015-16		2016-17	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Investigations and Support Services	15	13	15	13	15	13
Uniform Operations	45	-	45	-	45	-
	<u>60</u>	<u>13</u>	<u>60</u>	<u>13</u>	<u>60</u>	<u>13</u>

Police Grants (Grant Fund)

Department Purpose:

This budget includes grants awarded to the Springfield Police Department. The Police grants budgeted here are HIDTA and COPS Hiring Program.



FY 2016-17 Budget Highlights:

- The fiscal year 2016-17 budget reflects the 1/3 set aside for both the FY14 and FY15 COPS Grants.

Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 484,246	\$ 1,027,303	\$ 1,027,303	\$ 1,567,066
Operating Supplies & Services	22,909	32,538	32,538	32,538
Capital Outlay/Improvements	11,328	-	-	-
Transfer	13,383	-	-	-
	<u>\$ 531,866</u>	<u>\$ 1,059,841</u>	<u>\$ 1,059,841</u>	<u>\$ 1,599,604</u>
Per Capita	\$ 3.24	\$ 6.46	\$ 6.46	\$ 9.75

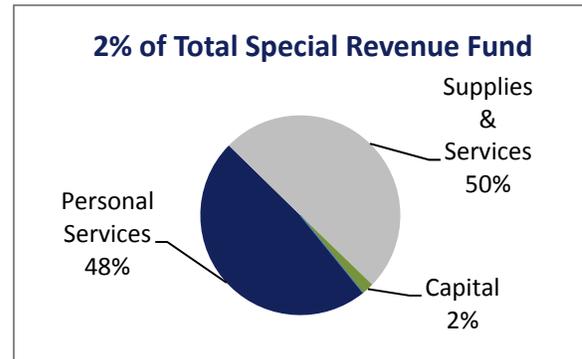
Personal Services Summary:

BY DIVISION	2014-15		2015-16		2016-17	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	5	-	10	-	21	-
Investigations and Support Services	2	-	2	-	2	-
	<u>7</u>	<u>-</u>	<u>12</u>	<u>-</u>	<u>23</u>	<u>-</u>

Police Special Revenue (Special Revenue Fund)

Department Purpose:

This special revenue category includes Police Training, MSU Substation, Drury Substation, and Confiscated Property.



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 814,442	\$ 982,425	\$ 982,425	\$ 999,267
Operating Supplies & Services	119,861	722,800	722,800	1,035,800
Capital Outlay/Improvements	-	40,524	40,524	40,524
Transfers	-	-	-	-
	<u>\$ 934,303</u>	<u>\$ 1,745,749</u>	<u>\$ 1,745,749</u>	<u>\$ 2,075,591</u>
Per Capita	\$ 5.69	\$ 10.64	\$ 10.64	\$ 12.65

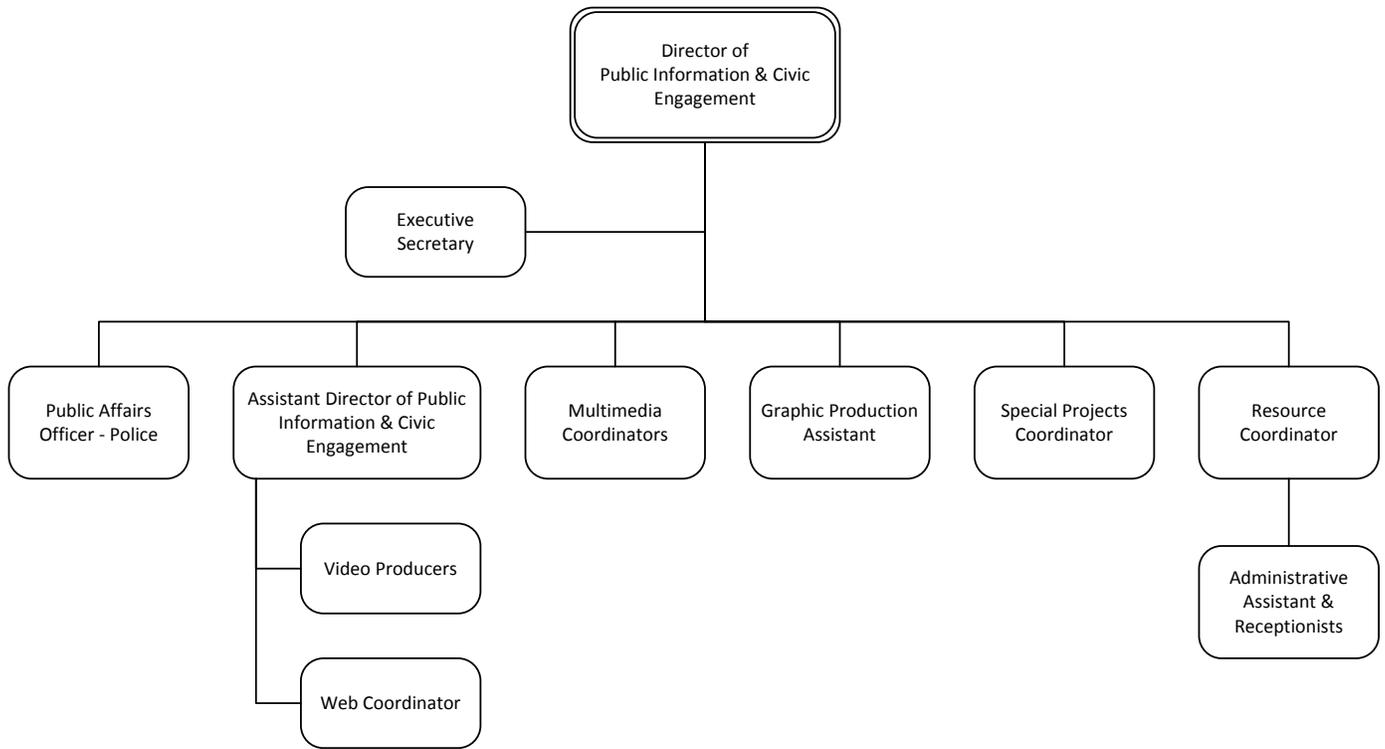
Personal Services Summary:

BY BUREAU	2014-15		2015-16		2016-17	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	10	-	10	-	10	-
	10	-	10	-	10	-



PUBLIC INFORMATION OFFICE





Department of Public Information

City of Springfield, Missouri

Public Information (General Fund)

Department Purpose:

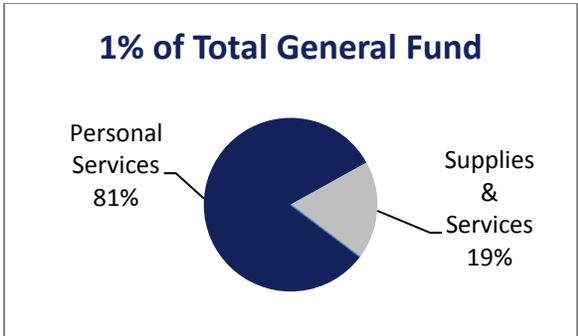
The Public Information Department provides information to the general public and media, and serves as a resource to the community. The Public Information Department also works with City departments regarding news releases, special events, website content and development, professional graphic design services, videos and other informational materials about City government.

Department Mission:

We are committed to working with the Community by providing timely and accessible City information using all relevant communication technologies to empower citizens and staff to participate in open and transparent government.

FY 2016-17 Budget Highlights:

- 1.5 positions of the 8.5 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17.
- Added \$12,000 to Operating Supplies and Services for DSA (Downtown Springfield Association) community event management.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 439,631	\$ 489,355	\$ 507,757
Operating Supplies & Services	98,722	105,602	122,390
Capital Outlay/Improvements	-	-	-
	<u>\$ 538,353</u>	<u>\$ 594,957</u>	<u>\$ 630,147</u>
Per Capita	\$ 3.28	\$ 3.63	\$ 3.84

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
PIO Administration	6.5	6.5	6.5
PIO Service Request	2	2	2
	<u>8.5</u>	<u>8.5</u>	<u>8.5</u>

Public Information (General Fund)

Performance Measures:

Goal: Work with city departments to close out service requests in a reasonable time period. We currently have a goal of 30 days to close a request.

Objective: The Service Request division is a liaison between the city and its citizens. Improve the length of time it takes to complete a request for service and contact the citizen with the results and encourage citizens to use online service requests.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Service requests entered	10,762	14,024	17,462
Service requests closed	10,484	13,659	16,938
No. of days to close out a request	17.4	17.4	14.5
Percentage of requests closed	97.4%	97.4%	97.0%

Goal: To inform citizens about news related to the City of Springfield on a consistent and timely basis.

Objective: Work directly with departments that do not have their own PIOs and coordinate with departments that do have their own PIOs to gather accurate information and prepare news releases for distribution on an appropriate timetable. Increase the use of social media such as Facebook and Twitter to reach citizens on the web and gather immediate feedback.*

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
No. of PIO news releases	400	450	600
Facebook likes	5,000	5,500	6,500
Twitter followers	7,000	10,000	11,500

* The above data does not include numbers for social media page for the following entities: Fire, WIC, Health, Parks, Zoo, Office of Emergency Management, Police and Police recruiting.

Public Information (General Fund)

Performance Measures (cont):



Goal: To have a mission statement that emphasizes and promotes diversity for the City of Springfield. Also, to move towards inclusiveness and create an environment that retains college graduates and young professionals, bring cohesiveness and additional resources to the many efforts aiming to promote the attractiveness and hospitality of Springfield to present and potential residents of diverse backgrounds, and have a major event that promotes diversity in Springfield that attracts Springfieldians and people outside of the community.

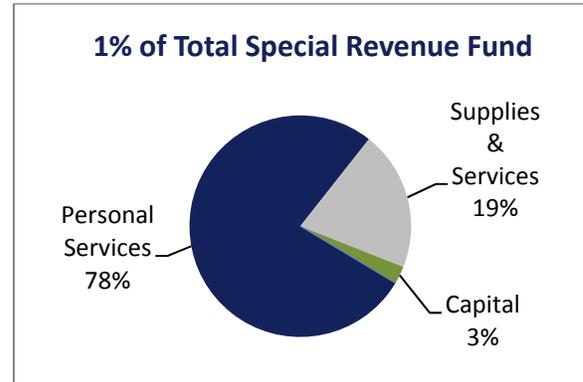
Objective: By 2016, City Council will adopt a resolution stating the City of Springfield’s commitment to inclusiveness and becoming a more welcoming city.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Council Resolution on inclusiveness	0.0%	0.0%	100.0%

Telecable (Special Revenue Fund)

Fund Purpose:

The Public Information Department provides information to the general public and media, and serves as a resource to the community. The Public Information Department also works with City departments regarding news releases, special events, website content and development, professional graphic design services, videos and other informational materials about City government.



FY 2016-17 Budget Highlights:

- Budgeted \$21,000 to purchase portable indoor and outdoor lighting for events and replace six wireless mics.
- .5 Graphic Production Assistant of the 8 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 445,664	\$ 509,891	\$ 538,043
Operating Supplies & Services	142,681	134,939	134,327
Capital Outlay/Improvements	41,220	17,300	17,300
	<u>\$ 629,565</u>	<u>\$ 662,130</u>	<u>\$ 689,670</u>
Per Capita	\$ 3.84	\$ 4.03	\$ 4.20

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Graphic Production	2	2	2
Web Coordination	1	1	1
Cable Programming	5	5	5
	<u>8</u>	<u>8</u>	<u>8</u>

Telecable (Special Revenue Fund)

Performance Measures:

Goal: To use existing and new media to communicate with citizens and make available a broad spectrum of information about City of Springfield government and its operation.

Objective: CityView records major Board and Commission meetings gavel-to-gavel, as well as special meetings and events.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Board & Commission Meetings	130	140	150
Special Meetings and Events	10	12	15

Goal: Improve the overall user experience across the City website and continue to increase the use of the website by citizens.

Objective: Improve the design of interactive forms/applications; ensure written content is consistent with best practices for the web and gain feedback from user testing.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Total number of visits to the City website	2,231,315	2,250,000	2,255,000

Objective: CityView produces and/or assists other departments/entities in production of video/media projects. Clients include: Health, Police, Fire, MoDOT, CVB, Mo Career Center and others.

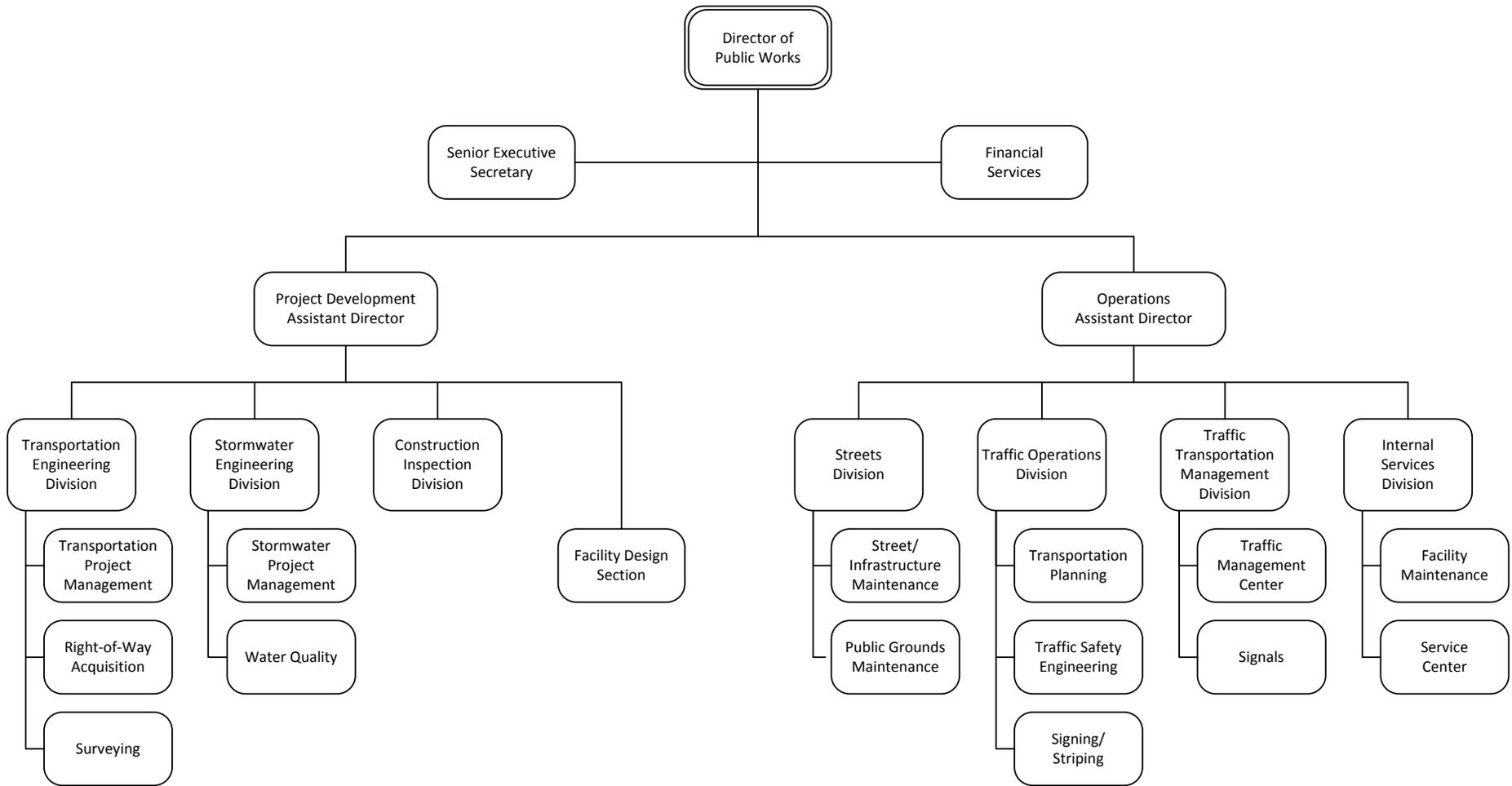
MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Video/media projects	60	80	100



PUBLIC WORKS







Public Works

City of Springfield, Missouri

Public Works (General Fund)

Department Purpose:

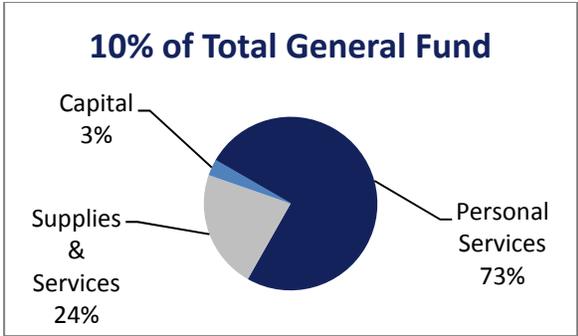
The Public Works Department is the largest department in Springfield’s City government, encompassing eight divisions. These divisions are: Administration, Street Maintenance, Traffic Operations, Traffic Transportation Management, Transportation Engineering, Storm Water Services, Construction Inspection and Internal Services. Each division is responsible for several different services.

Department Mission:

Public Works is committed to working with the community to advance and continuously improve the citizens of Springfield quality of life by being a leader in the development of solutions that both meets the needs of the community and places the welfare and safety of the public above all other considerations.

FY 2016-17 Budget Highlights:

- Added \$86,000 to Operating Supplies and Services for removal of fuel storage tank at Fire Station # 2 an upgrade of the Monitoring and Fuel Management System for this location.
- 10.5 positions of the 95.35 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17. Operations will not be immediately impacted if these positions are not funded.



Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 5,334,339	\$ 5,586,104	\$ 5,586,104	\$ 5,764,664
Operating Supplies & Services	1,534,160	1,803,083	1,803,083	1,874,606
Capital Outlay/Improvements	423,638	222,847	222,847	223,047
Transfers	-	-	-	31,000
	<u>\$ 7,292,137</u>	<u>\$ 7,612,034</u>	<u>\$ 7,612,034</u>	<u>\$ 7,893,317</u>
Per Capita	\$ 44.43	\$ 46.38	\$ 46.38	\$ 4,809.00

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	4.1	4.35	4.35
Engineering & Stormwater	34	34	34
Operations	57	57	57
	<u>95.1</u>	<u>95.35</u>	<u>95.35</u>

Public Works (General Fund)

Performance Measures:

Goal: Maintain Municipal Facilities at a high level of quality, safety, and cleanliness.

Objective: Safe, clean, and functional public buildings.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of Facilities Service Requests completed within 48 hours.	92.0%	95.0%	81.0%

Goal: Plan and operate Municipal Facilities in a manner that uses resources wisely.

Objective: Perform preventive maintenance to reduce overall repair costs.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% of preventive maintenance completed within two weeks of schedule.	50.0%	40.0%	40.0%



Goal: Foster protection, replacement, and enhancement of Springfield's trees.

Objective: By 2016, increase the City of Springfield's tree inventory by 20% over 2012 levels.

	Actual	Fiscal Year	Target
MEASURES	2014-15	2015-16	2016-17
% increase in tree inventory over 2012 levels.	9.0%	11.5%	15.4%

Public Works Transportation (Special Revenue Fund)

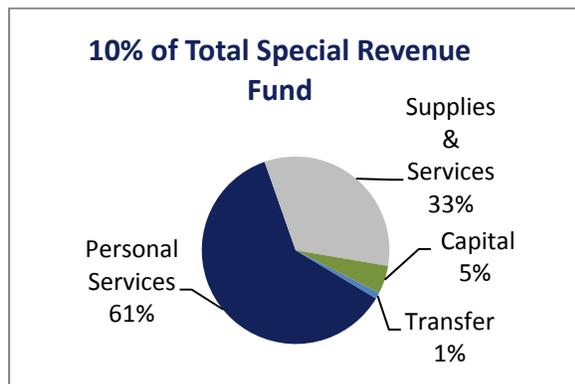
Department Purpose:

The Public Works Transportation Fund was established to account for the City's street maintenance and traffic signalization activities. Operating revenues in this fund come primarily from state gasoline taxes, the city's catalog use tax, state vehicle sales & licensing taxes, and utility cut charges.

Department Mission:

The Traffic Operations Division is committed to providing support programs for the convenient, efficient and safe movement of vehicles and pedestrians within the City of Springfield, and to provide area-wide mobility planning for all transportation modes and systems.

The Street Division is committed to working with all residents and visitors of our City to provide safe, clean and attractive streets and public ways so that everyone can enjoy traveling in Springfield. We will achieve this through: Integrity and pride of service by recruiting team members who have pride in their work and community; providing the equipment and materials to enable the teams to do the job right the first time; cooperation and communication with one another and other departments, agencies and contractors to ensure assistance to all citizens with a helpful and cheerful attitude whatever the request or problem may be; continuous Improvement of services through an effective management system including personnel, equipment, materials and contracts; leadership and knowledge through employee development, training and use of available technology by all employees; and flexibility and innovation in how we meet present and future needs of our community.



FY 2016-17 Budget Highlights:

- Appropriating \$900,000 in fund balance for supplies and capital needs.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 6,077,861	\$ 7,046,866	\$ 7,250,713
Operating Supplies & Services	3,496,520	3,818,434	3,804,587
Capital Outlay/Improvements	1,496,769	559,700	554,700
Transfers	144,441	125,000	140,000
	<u>\$ 11,215,591</u>	<u>\$ 11,550,000</u>	<u>\$ 11,750,000</u>
Per Capita	\$ 68.34	\$ 70.37	\$ 71.59

Public Works Transportation (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	2.75	3	3
Streets	66.6	66.6	66.6
Traffic Engineering	32.75	32.75	32.75
	102.10	102.35	102.35

Performance Measures:

Goal: Plan, operate and maintain an effective and safe multi-modal transportation system.

Objective: Responsively and proactively maintain city streets in a cost-effective manner, despite the rising cost of construction materials.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Paving Cost per Lane Mile	\$ 42,300	\$ 42,600	\$ 43,300
% of streets in "good" condition	80%	80%	81%

Objective: Maintain and expand pedestrian facilities to enhance multi-modal transportation options.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
% of sidewalks in "good" or better condition	52.0%	55.0%	57.0%



Goal: Increase connectivity and accessibility between & within the City of Springfield, Greene County and surrounding area.

Objective: By 2015, the City of Springfield will have increased the number of miles of bicycle/trail lanes by 25% over 2010 levels.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
% of objective complete	85%	136%	157%

Goal: Provide clean streets to enhance water quality for the City.

Objective: Public environment that is aesthetically pleasing and free of environmental and health hazards.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Street Sweeping Lane Miles	4,603	8,023	8,000

Public Works Transportation (Special Revenue Fund)

Performance Measures (cont.):

Goal: Traffic signal equipment operates normally and is maintained as scheduled.

Objective: To keep traffic signal equipment functioning properly and safely at all times with minimum malfunctions.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
# of Reported Malfunctions	336	200	200
Hours of Overtime	305	170	150

Goal: To inform motorists and emergency responders of traffic incidents in a timely manner.

Objective: Publish real-time traffic incidents through various means to reduce congestion and delay and ensure timely response by emergency responders.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Traffic Incidents Published to Web	32,488	33,000	32,500
Traffic Incidents Confirmed by TMC/Camera Views	2,062	2,500	2,600

Goal: To keep signs and pavement markings maintained as required.

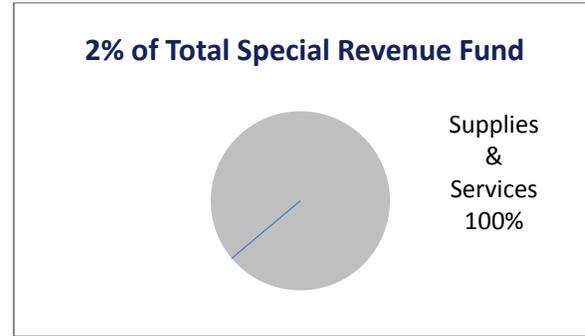
Objective: To provide motorists with guidance and regulations for safety and efficiency.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
# of Signs to Maintain	38,107	39,304	39,600
# of Signs Repaired/Replaced	3,294	3,636	3,980
Lane Miles of Pavement Markings Maintained-Thermo	34.7	33.0	40.0
Lane Miles of Pavement Markings Maintained-Paint	127	140	140

Road and Bridge Maintenance (Special Revenue Fund)

Fund Purpose:

The road and bridge maintenance fund accounts for the City's portion of the Greene County road and bridge tax. The funds are expended for local street and bridge repair and resurfacing.



Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Supplies & Services	78,497	1,760,000	1,760,000	1,875,000
Capital Outlay/Improvements	534,595	-	-	-
	<u>\$ 613,092</u>	<u>\$ 1,760,000</u>	<u>\$ 1,760,000</u>	<u>\$ 1,875,000</u>
Per Capita	\$ 3.74	\$ 10.72	\$ 10.72	\$ 11.42

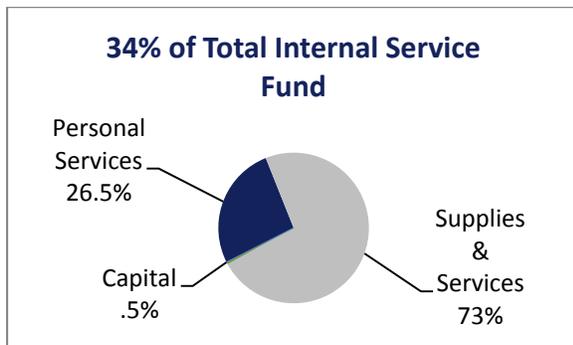
Service Center (Internal Service Fund)

Department Purpose:

This fund accounts for the operations of the City's central garage. Revenues are generated almost exclusively from billings to other City departments.

FY 2016-17 Budget Highlights:

- 6 positions of the 23 approved FTEs will be unfunded and remain vacant in fiscal year 2016-17.



Department Mission:

The Service Center provides fleet maintenance for the City of Springfield. Therefore, we are committed to working with our customers by providing a safe, properly maintained fleet, thereby improving the municipal service provided to the citizens of Springfield. We will achieve our commitment through: integrity and pride of service by maintaining reasonable cost, minimum downtime and quick response for all maintenance and repairs; cooperation and communications with one another and our customers to ensure a cooperative spirit, helpful attitude, and assistance in all phases of the fleet maintenance operations; continuous improvements of service through cost-effective use of professional staff, the municipal fleet, equipment, parts, fuel and physical plant; leadership and knowledge through employee training, development, shared responsibility and striving for excellence; and innovation in how we meet both present and future needs of our municipal fleet.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 948,323	\$ 1,091,700	\$ 1,098,000
Operating Supplies & Services	2,391,109	3,583,300	3,032,000
Capital Outlay/Improvements	16,383	25,000	51,000
Transfers	-	-	-
	<u>\$ 3,355,815</u>	<u>\$ 4,700,000</u>	<u>\$ 4,181,000</u>
Per Capita	\$ 20.45	\$ 28.64	\$ 25.29

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Service Center	23	23	23
	<u>23</u>	<u>23</u>	<u>23</u>

Service Center (Internal Service Fund)

Performance Measures:

Goal: To maintain Service Center labor rates within a range of 77.5% to 82.5% of average private sector market rates as determine by annual surveys. Goal as Internal Service Fund is to establish service charges to fully recover operating and capital expenses while providing small contingency for unforeseen costs.

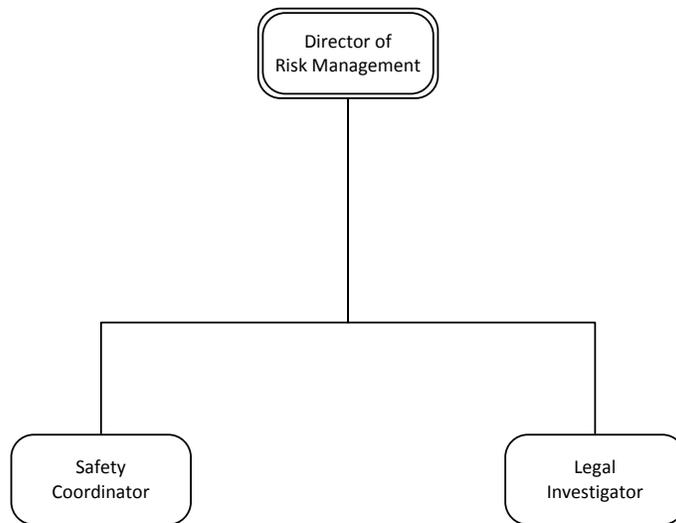
Objective: To maintain competitive rates as compared to private sector fleet maintenance providers in order to provide high quality, cost competitive services in an effective and efficient manner to city departments. The Service Center utilizes an industry standard “flat rate” by job when applicable to bill technician hours for repair work.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Light & Regular Duty Equipment:			
Service Center Hourly Labor Rate	\$68	\$78	\$78
Service Center Hourly Labor Rate as % of Private Rates	72%	79%	79%
Heavy Duty Equipment:			
Service Center Hourly Labor Rate	\$78	\$88	\$88
Service Center Hourly Labor Rate as % of Private Rates	68%	75%	75%



RISK MANAGEMENT





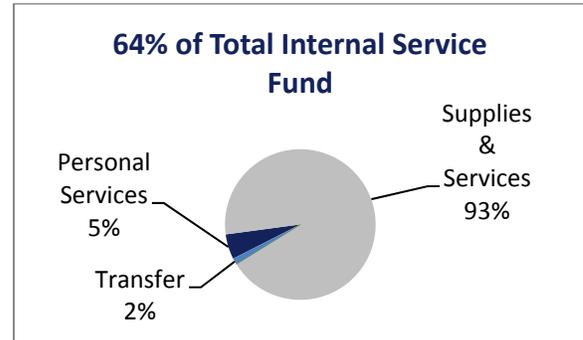
Risk Management

City of Springfield, Missouri

Self-Insurance Fund (Internal Service Fund)

Department Purpose:

The Self-Insurance Fund is comprised of two funds, medical insurance and all other insurance. This second category includes workers' compensation insurance, general liability insurance, public officials' liability, law enforcement liability, cyber insurance, property insurance and other policies. All City departments participate in the self-insurance fund. The allocation of cost to each department is based on the risk exposure and claims experience the department adds to the pool. Funding from departments is used to purchase insurance, pay deductibles, claims and administrative expenses. At the end of the fiscal year, funds not spent remain in the self-insurance fund.



FY 2016-17 Budget Highlights:

- Moved Legal Investigator from the Law Department to Risk Management.
- Funded a previously frozen Fire Training Captain to serve as the Fire Department's employee health safety officer.
- Created a city-wide Executive Safety Committee to address liability and safety concerns.
- The workers' compensation and liability deductible funds are funded to current goals.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2014-15	2015-16	2015-16	2016-17
Personal Services	\$ 348,621	\$ 331,973	\$ 331,973	\$ 419,285
Operating Supplies & Services	4,692,218	6,818,066	6,818,066	7,271,189
Transfers	-	-	-	102,760
	<u>\$ 5,040,839</u>	<u>\$ 7,150,039</u>	<u>\$ 7,150,039</u>	<u>\$ 7,793,234</u>
Per Capita	\$ 30.71	\$ 43.57	\$ 43.57	\$ 47.48

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Self-Insurance	3	4	5
	<u>3</u>	<u>4</u>	<u>5</u>

Self-Insurance Fund (Internal Service Fund)

Performance Measures:

Goal: Sufficiently reserve for current and incurred by not reported (IBNR) liabilities, and budget for expected self-insured losses in the fiscal year based on actuarial studies.

Objective: Fund at an 85% confidence level or greater for expected liability and workers' compensation losses.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Confidence level for liability claims	75%	85%	85%
Confidence level for workers' compensation claims	75%	85%	85%

Objective: Fund at actuarial central level (60%) or greater for current liabilities and incurred but not reported (IBNR) liabilities for workers' compensation, general liability, auto, property, and other liability.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Funding percentage to actuarial central	60%	60%	60%

Goal: Partner with all City departments to communicate and address safety and liability concerns throughout the City.

Objective: Monitor and reduce the number of claims that are filed on an annual basis (frequency).

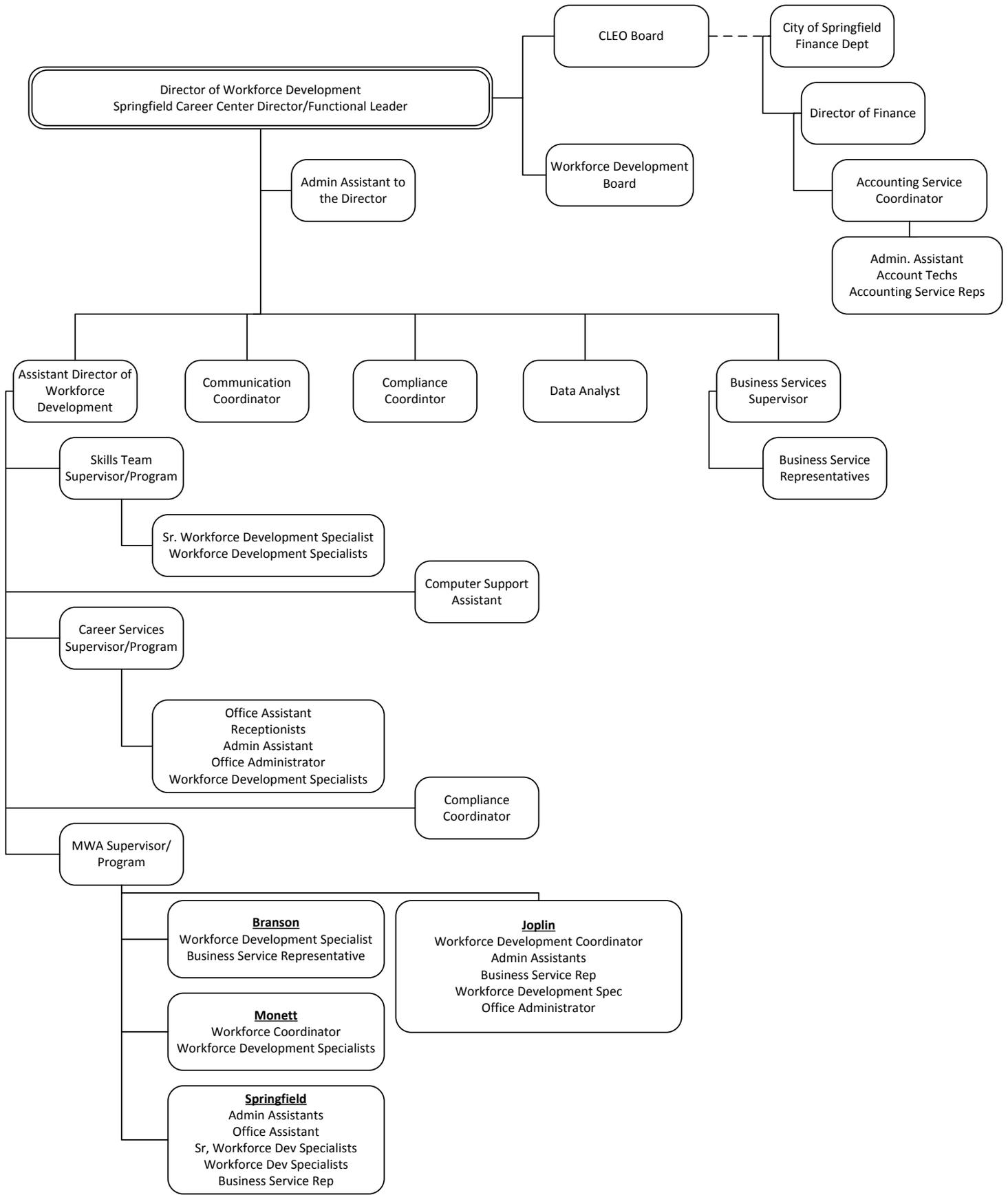
MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Number of workers' compensation claims per 100 employees	8.78	7.26	8.39
Total number of liability claims filed	N/A	N/A	216

Objective: Monitor and reduce the average cost per claim (severity).

MEASURES	Actual	Actual	Actual
	2013	2014	2015
Cost per workers' compensation claim	\$ 8,100	\$ 9,157	\$ 8,821
Cost per liability claim	N/A	N/A	\$ 8,360

WORKFORCE DEVELOPMENT





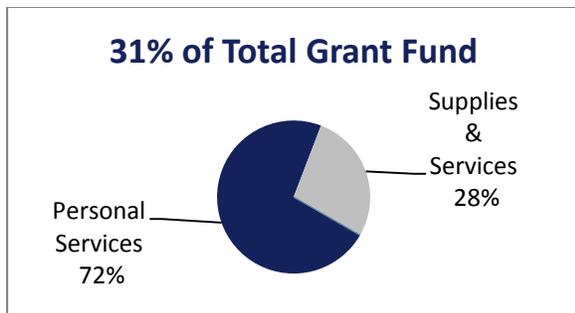
Workforce Development

City of Springfield, Missouri

Workforce Development (Grant Fund)

Department Purpose:

Funding for the Department of Workforce Development’s activities is provided by the U.S. Department of Labor in support of various job training programs. Funding for the Missouri Work Assistance Program is provided by the U.S. Department of Health and Human Services. The Missouri Career Center, Ozark Region, coordinates resources to prepare today’s workers for tomorrow’s workplace.



Department Mission:

To create a well-prepared workforce that meets the needs of a responsible business community.

FY 2016-17 Budget Highlights:

- Implement the Workforce Innovation and Opportunity Act in accordance with the legislation, as well as the guidelines and goals of the Workforce Investment Board Strategic Plan that guides our current Board, to ensure services are provided to address the region’s workforce needs.
- Create customized training opportunities and on-the-job training opportunities for employers as well as customers to include manufacturing, stainless steel, and I.T.
- Continue to improve partner and employer partnerships according to the strategic plan and WIOA legislation. Continue to have open dialogue with Employers through industry roundtables, forums and summits.
- Representation at community events, conferences, learning capacity building events and have Board representation at State and National forums.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2014-15	2015-16	2016-17
Personal Services	\$ 3,358,827	\$ 3,992,512	\$ 4,427,757
Operating Supplies & Services	3,527,795	1,802,283	1,680,315
Capital Outlay/Improvements	-	1,150	1,150
	<u>\$ 6,886,622</u>	<u>\$ 5,795,945</u>	<u>\$ 6,109,222</u>
Per Capita	\$ 41.96	\$ 35.31	\$ 37.22

Workforce Development (Grant Fund)

Personal Services Summary:

BY DIVISION	2014-15	2015-16	2016-17
Administration	7.25	7.25	7.50
Pooled Costs	10	11	5
Program	39	40	45.6
Rapid Response	1	-	-
	<u>57.25</u>	<u>58.25</u>	<u>58.10</u>

Performance Measures:

Fiscal:

- Spend at least 80% of funding level while keeping administration to 10% or less.
- Keep Region 16 and Region 7 MWA contracts administrative costs to 8% of expenditures.
- Keep our cash-on-hand to no more or less than 3 days.
- Produce monthly financial reports for the purpose of internal, extensive review for sound program management.
- Provide monthly projections of expenditures and costs for efficient program management.
- Monitoring of all subcontractors and sub grant recipients, specifically our Youth subcontractor.

WIA Programs:

Common Measures for Ozark Region (Christian, Dallas, Greene, Polk, Stone, Taney and Webster County)

For WIA Adult and Dislocated Workers, Labor Exchange (Wagner Peyser), the following goals have been assigned and/or negotiated for the Department:

	Adult	Dislocated Workers	Wagner Peyser	WIA Youth
1. Entered Employment	65%	65%	65%	N/A
2. Employment Retention	85%	90%	80%	N/A
3. Average Earnings	\$10,900	\$11,500	\$10,200	N/A
4. Placement in Employment or Education	N/A	N/A	N/A	62%
5. Attainment of a Degree or Certificate	N/A	N/A	N/A	50%
6. Literacy and Numeracy Gains	N/A	N/A	N/A	55%

Workforce Development (Grant Fund)

Performance Measures (cont):

Missouri Work Assistance Program:

The Missouri Work Assistance Program performance requirements are included in the MWA Scope of Work which states that each region must achieve one or more of the following performance measures:

- The expected Temporary Assistance work participation rate for each region is 50% for non-exempt, work eligible, single parent participants who participate in 100% of the minimum hours identified.
- The contractor shall make continuous improvements in the work participation rate of the region.
- The contractor’s performance shall be measured against the baseline participation rates specified for the first incentive measuring period (October 1, 2010 through June 30, 2011). Subsequent incentive measuring periods shall be compared to the immediately previous incentive measuring period.



Goal: To champion a comprehensive educational system for all students P-20 plus that assures student readiness for work and future learning and provides access to all adults for lifelong learning opportunities and growth and to strengthen partnerships within community, county, regional, state and federal agencies to meet the workforce and lifelong training needs of our service area.

Objective: By 2015, all local high schools will partner with the Missouri Career Center staff to take part in all college and career fairs to provide information about Career Center services, allow on-site registration for missouricareersource.com, provide labor market information, and other work readiness information.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Missouri Career Center participate in all college and career fairs	87.0%	100.0%	100.0%



Goal: To create and nurture a diversified workforce.

Objective: The City, SBDC and partner institutions will develop and implement a plan to promote the recruitment and retention of a quality workforce.

MEASURES	Actual	Fiscal Year	Target
	2014-15	2015-16	2016-17
Implement a plan to promote the recruitment and retention of a quality workforce	100.0%	100.0%	100.0%



CAPITAL PROJECT FUNDS



Capital Projects

The following information is provided from the 2013-2018 Capital Improvement Program Report prepared by the City's Planning & Development Department. The City Managers are currently working with the Leadership Team to re-engineer the data collection and reporting generating process in an attempt to develop a more valuable CIP report for all stakeholders, both internal and external:

The City of Springfield faces many tough challenges. As the City ages, so does its infrastructure. Streets and sidewalks deteriorate; once-new parks and community centers need refurbishing; old equipment needs replacing. As the City grows, so does its needs. New streets must be built to accommodate increased traffic; sanitary sewers must be extended to developing areas; storm sewers must be extended to developing areas; storm sewers are needed to handle increased runoff. Needs that weren't evident 5, 10, or 20 years ago become pressing. The citizens of Springfield have been willing in the past, and continue to be willing today, to meet these needs. They have addressed these problems in a variety of ways. The Capital Improvements Program shows how these needs are being met through various public and private funding mechanisms. By employing a variety of taxes targeted to the needs identified in the CIP document, using available federal and state grants, and leveraging private donations, the citizens of Springfield continue to meet the capital needs of the City, now and for the future.

The Capital Improvements Program (CIP) provides a mechanism for scheduling public physical improvements over a number of years. It establishes the City's priorities for public projects based on available financial resources and project criteria. Going beyond just a listing of priority projects, the CIP can:

- Inform the public of projected capital improvements,
- Provide a mechanism for estimating all of the City's capital needs,
- Allow public improvement proposals to be tested against a set of criteria,
- Better schedule improvements that take more than a year to construct,
- Provide an opportunity for long-range financial planning and management,

- Coordinate the activities of various departments in meeting project schedules.

The City's capital improvement needs are continually evolving. Long-range studies are in process to better understand some of these needs. There are also areas of uncertainty which could result in capital improvement needs. One example is future federal or state mandates such as facilities for homeland security. As these needs and cost estimates are identified, necessary projects could be recommended for inclusion in future Capital Improvement Programs. These studies and areas of concern include, but are not limited to, the following:

- EPA Stormwater Pollution Control Program
- Public Works Facilities Decentralization
- Field Guide 2030 Strategic Plan
- Major Annexation Facility Needs
- Major Freeway Corridor Additions
- Wastewater System
- Inflow and Infiltration
- New or Expanded Treatment Facilities
- Sanitary Sewer Truck Expansion

What is a Capital Improvement?

A capital improvement is a major expenditure for either new or expanded physical facilities that is relatively large in size, expensive, and permanent. At a minimum, the project should cost \$50,000, have a useful life of 6 years and/or should be financed by long-term debt. Capital improvements should include only those expenditures for facilities with relatively long-term usefulness and permanence. It should not include expenditures for equipment or service that prudent management principles would define as operating budget items and which ought to be financed out of current revenue.

Rolling stock (fire trucks, road graders, etc.) and the purchase of similar pieces of equipment should be included in the Capital Improvements Program only when they are part of the initial start-up of a project that involves a new service. Replacing fire trucks at existing stations is a capital expenditures included on the following graphs, but is not included in the Capital Improvements Program.

Capital Projects

Listed below are examples of capital improvements:

- Land purchases
- Storm Sewers
- Sewer mains
- Sewage Treatment Plants
- Street construction projects
- Parking lots and garages
- Traffic signals
- Park land and development
- Tennis Courts
- Swimming Pools
- Major building additions and remodeling
- New buildings
- Computer systems

Adopted Capital Improvement Program (CIP) Strategies

The City's primary responsibility is protection of life, health, and public safety. Projects which address serious health and safety needs should receive the highest rating.

Improving existing infrastructure also rates high. Projects which improve existing streets, parks, etc. to adopted standards; projects which improve the efficiency and effectiveness of the City's basic services; and projects which enhance City government's ability to provide basic services should receive the second highest rating. The City Council states as a matter of policy that, all other considerations being equal, improvement of existing infrastructure should rate higher than construction of new infrastructure improvements.

The City must also keep up with the community's growth through the construction of new infrastructure improvements such as new streets, new parks, and greenways as needed.

In addition to these strategies, preserving and enhancing the quality of life for Springfield citizens is also important. Many things make up "quality of life", including a clean environment, pleasant neighborhoods, diverse housing and job opportunities, and recreational and cultural opportunities. Where possible, the capital improvement projects which are preferred are those which have a long useful life, benefit the City as a whole, benefit the City's low-and moderate-income citizens, and

either protect or have no adverse impact on the environment.

Quality of life issues do not stop at the city boundaries. Development outside the city is also occurring at urban densities. People living in these areas expect services and public facilities at urban levels, and the density of development in these areas requires facilities, such as streets, built to urban standards. Services and facilities provided by Greene County and by special districts are generally not provided to urban standards because they were built for the primarily rural population of the county. The City is in the best position to provide services and facilities appropriate for the urban population, but provision of these facilities must be coordinated between the City and the County. Specifically, street projects that occur near the city limits should be coordinated between the City and the County.

Public Involvement Process

Public involvement in the development of the CIP is a Council priority. The public is involved through citizen requests to the Public Information Office and individual departments, input solicited from the Neighborhood Organizations, and Planning & Zoning Commission review & recommendations. Public hearings are then held when presented to City Council.

Operating Cost Associated with CIP

The cost of operating new or expanded facilities or infrastructure can be significant. In the CIP, the cost of the construction is budgeted. A majority of the planned improvements for 2016-17 involve road and bridge improvements. Because of that, those improvements will not have an additional impact on the operating budget for the current fiscal year. Historically, if operating and maintenance costs are identified in a project the department responsible for the improvement is required to absorb the additional costs or submit a budget request to receive the funding necessary. Budget requests for CIP operating and maintenance costs are balanced against other requests for additional funding. The projects that will impact the operating budget in FY 2016-17 are as follows:

Capital Projects

- Clean Water Services has started on a long-term program to improve the sanitary sewer collection and treatment facilities with a goal of eliminating sanitary sewer overflows. This project began in FY 2014. The two year phase in includes funding of 11 new positions in FY2016 that were budgeted at an estimated cost of \$579,900 and the funding of 11 new positions in FY2017 that are budgeted at an estimated cost of \$560,000. These new positions will enhance operations.
- Public Works added 5 new operating positions in FY2014 directly related to Capital Improvements. A Transportation Planner, a senior engineering technician, and two senior signal technicians were added to the transportation division. These positions are necessary to maintain the additional signals, intersections and road improvements listed in the next section. The budgeted cost of these positions is \$252,820. An arborist crew leader position was added as well to the Landscape Division at the cost of \$71,000 to maintain the growth in reforestation and landscape maintenance.

Capital Improvements Sales Tax

This fund accounts for the proceeds of the City's one-quarter cent capital improvements sales tax, which was initially approved by voters in August 1989, and first went into effect October 1, 1989. Voters have subsequently extended this until September 30, 2019 by an 86% voter approval for renewal. The proceeds from the capital improvements sales tax have been earmarked for specific projects.

Transportation Sales Tax

This fund accounts for the proceeds of the City's one-eighth cent transportation sales tax, which was first approved by voters in November 1996 and took effect April 1, 1997. Proceeds are dedicated to construction of improvements to state highways located within the City of Springfield under the authority of the State Highway Improvement Corporation. Through voter approval, this

four-year tax was renewed in April 2016, and the proceeds for highway improvements are disbursed at the discretion of the City and are not under the authority of the Corporation.

The City and MoDOT have established an outstanding record of completing projects on-time and on-budget. The four-year sunset provision has required and ensured accountability to the public, which has resulted in an 86% voter approval rate in 2016 to renew this important funding source. The City has provided frequent updates as to progress on the program within each four-year time period.

The approved transportation projects will support the economic vitality of the metropolitan area by enhancing regional competitiveness, productivity, and efficiency; by increasing the accessibility and mobility options available to people and for freight; by promoting energy conservation; by promoting efficient system management and operation, and by emphasizing the preservation of the existing transportation system.

Prior to enactment of the quarter and eighth cent sales taxes for capital improvements, the City financed capital improvements primarily through general obligation bonds. These bonds were retired through property tax increases.

Community Development Block Grants

The City has received a considerable amount of money each year from the state and federal governments to operate specific services and to make capital improvements within our community. One source that has been used in the past for capital improvements is the Community Development Block Grant (CDBG) funds. The City will receive \$1.58 million in CDBG funds for program year 2016-2017. This compares to the \$1.57 million for the 2015-2016 CDBG program year and \$1.98million from the 2014-2015 program year. Community Development Block Grant funds must be used to benefit low and moderate-income citizens, eliminate slum and blight, or address emergency situations. In addition to yearly CDBG allocations, the City has also received one-time grants for specific zoo, storm water, sanitary sewer, and street projects.

Capital Projects

Public Works Improvements

This fund accounts for various public works improvement projects constructed from various federal and state grants and other revenues. This fund also accounts for the City's joint venture expenditures related to the development of an industrial park.

Community Improvement Projects

This fund accounts for the City's developer agreements and other improvements. Under terms of these developer agreements, up to 50% of the incremental increases, if any, in one-cent general sales tax revenues generated by businesses developed in specific areas are utilized to reimburse the cost of necessary public improvements made and paid for by developers.

Funding Policy

City Council has adopted policies for the application of Neighborhood Improvement Districts (NID) and Tax Increment Financing Districts (TIF) when appropriate. Subdivision regulations require developers to construct public infrastructure as part of the planning process.

Property Tax Projects

This fund accounts for the City's capital improvements projects funded by property tax revenues. The level property tax, limited to 27-cents, is used for projects that primarily benefit residents of the city, such as fire stations or other community facilities.

Since 1995, Springfield voters have approved using the current level property tax money to fund several major Capital Improvement Projects with no increase in the property tax rate. Some of the approved projects have included:

- New fire stations
- A number of storm water problems
- Storm siren replacements
- Improvements to City-owned facilities; such as roof replacement of Historic City Hall
- Land acquisitions from willing sellers to implement recommendations for Jordan Valley Park

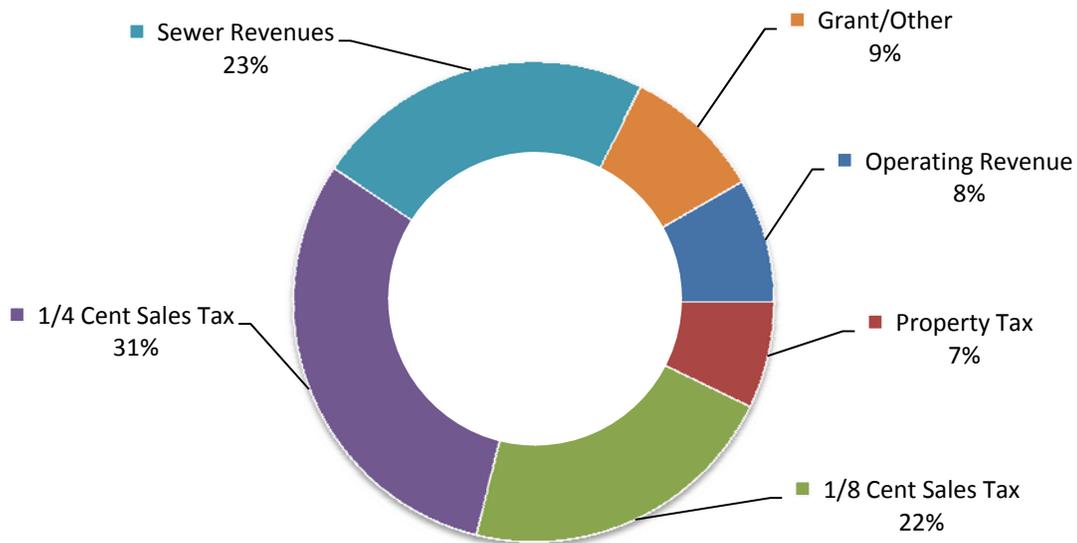
Capital Expenditures

Summary of the Sources of Funds:

Each budget year, the City focuses on finding ways to provide additional funding for capital projects and other one-time priorities. This is often accomplished by allocating previous year surplus – which is not reflected in the graph below. The total budgeted expenditures for capital in FY2017 is \$30,368,070. These expenditures are funded by the following funding sources:

Revenue Source	2016-17 Adopted
Operating Revenue	\$2,530,342
Property Tax	\$2,186,526
1/8 Cent Sales Tax	\$6,570,244
1/4 Cent Sales Tax	\$9,275,412
Sewer Revenues	\$6,969,500
Grant/Other	\$2,836,046
Total Capital Funding	\$30,368,070

**FY 2017 Capital Funding
By Source**



Capital projects that are still in progress at the end of each fiscal year will have the available unspent balance re-appropriated in the next fiscal year. Since the exact amount of unspent project funds are not known at the time the budget is being developed, these ongoing projects are not budgeted as part of the adopted budget.

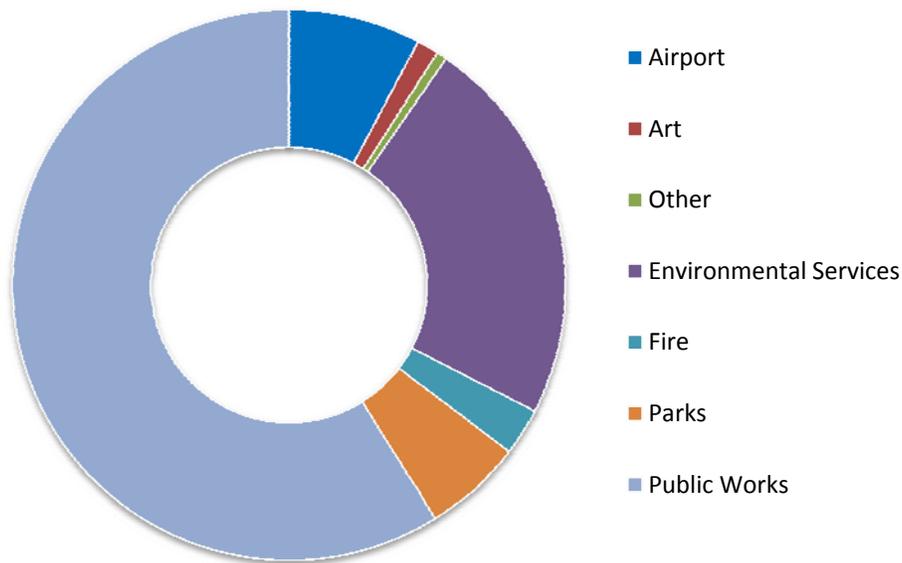
Capital Expenditures

Summary of the Use of Funds:

The \$30,368,070 in budgeted capital expenditures is appropriated by the following departments:

Department	2016-17 Adopted	Percent of Total
Airport	\$2,350,000	8%
Art	\$389,400	1%
Environmental Services	\$6,969,500	23%
Fire	\$840,000	3%
Parks	\$1,755,273	6%
Public Works	\$17,877,748	58%
Other*	\$186,149	1%
Total Appropriations	\$30,368,070	100%

FY 2017 Capital Funding By Department



*Includes the following departments: Council, Finance, Health, Information Systems, Public Information, Police & Workforce Development.

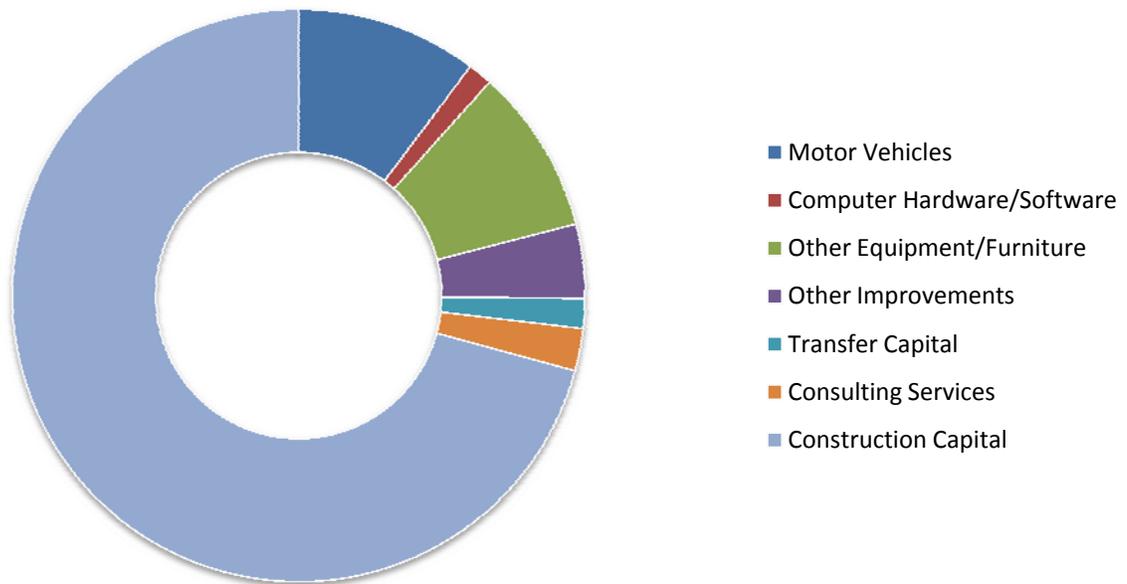
Capital Expenditures

Summary of the Use of Funds:

The \$30,368,070 in budgeted capital expenditures is appropriated by the following categories:

Capital Category	2016-17 Adopted	Percent of Total
Computer Hardware/Software	\$418,284	1%
Consulting Services	\$727,500	2%
Construction Capital	\$21,487,001	72%
Motor Vehicles	\$3,104,065	10%
Other Equipment/Furniture	\$2,849,547	9%
Other Improvements	\$1,271,400	4%
Transfer Capital	\$510,273	2%
Total Appropriations	\$30,368,070	100%

FY 2017 Capital Funding By Category



Capital Expenditures

Significant Non-routine Capital Expenditures:

Airport Parking and Entrance Road Projects

Start Date: FY2017
Project Amount: \$12,000,000
Operational Costs: Minimal
Funding Sources: User Fees



Project Description:

During calendar year 2016, the Springfield-Branson National Airport saw a record number of passengers pass through the passenger terminal - over 913,000. In the FY17 budget, Council included \$1.2 million dollars to expand long-term parking and overlay to the airport entrance road in order to keep up with growth in passengers and increased usage of key airport infrastructure. The additional parking is expected to add approximately 320 parking spots. The overlay is a joint project with Missouri Department of Transportation and the City of Springfield Public Works, that will coincide with the work being performed by on Highway EE and the round-a-bout. Both projects will be paid for with airport user fees.

Miscellaneous Airport Improvement Projects

Start Date: FY 2017
Project Amount: \$600,000
Operational Costs: Minimal
Funding Sources: User Fees



Project Description:

In the FY17 budget, Council included \$600,000 to upgrade airport facilities, including \$300,000 for a new roof at the West Kearney facility and \$300,000 for various improvements to the Midfield Terminal and West Kearney buildings. These projects will be paid by airport and user fees charged for these facilities.

Capital Expenditures

Significant Non-routine Capital Expenditures:

Primrose Street (South Ave to Kimbrough Ave)

Start Date: FY2017
Project Amount: \$2,600,000
Operational Costs: Minimal
Funding Sources: 1/4 Cent Capital Improvement
Sales Tax



Project Description:

This project will widen Primrose Street to five (5) lanes and provide sidewalks. This is a continuation of the earlier Campbell and Primrose Intersection Improvements project which was the design, right of way and road improvements at the intersection of Campbell Avenue and Primrose Street.

Jordan Creek Bridge at Grand Street (Kansas Avenue to Park Avenue)

Start Date: FY 2017
Project Amount: \$3,000,000
Operational Costs: Minimal
Funding Sources: 1/8 Cent Transportation
Sales Tax



Project Description:

This project will replace the Grand Street Bridge over Jordan Creek, improve the railroad crossing and widen Grand Street with sidewalks and bike lanes.

Sanitary Sewer Overflow Control Program Group 4 Sewer Rehabilitation Project

Start Date: FY 2017
Project Amount: \$10,000,000
Operational Costs: Minimal
Funding Sources: 2015 Sewer
Special Obligation Bonds



Project Description:

Rehabilitation of main sanitary sewer lines, sewer laterals and lateral connections, and manhole rehabilitation in older collection basins that have had a history of large inflow and infiltration of surface and ground water due to the condition of older sewer lines. This project supports the City's Early Action Program to reduce inflow and infiltration into the sanitary sewer system.

Capital Expenditures

Significant Non-routine Capital Expenditures:

Level Property Tax - Improvement/Replacements

Start Date: FY2017
Project Amount: \$1,300,000
Operational Costs: Minimal
Funding Sources: Level Property Tax



Project Description:

In the FY17 budget, Council included \$1,300,000 to upgrade equipment for the Fire Department and to make improvements to the Busch Building. In the Fire Department, this funding will go towards (1) Ladder Truck that is due for replacement at the end of FY2017. The current aerial ladder is inoperable and it is not cost effective to repair it. This purchase will replace a 15 year old front line apparatus. This funding will also be used to fund repairs needed for the Busch Building such as exterior tuck pointing, window frame caulk joint seals replacement and expansion joints replaced. This work is needed on the exterior of the building to prevent moisture from damaging the window frames and leaking into the interior of the building.

Information Technology Upgrades

Start Date: FY 2017
Project Amount: \$1,018,792
Operational Costs: \$553,792
Funding Sources: General Fund



Project Description:

In the FY16 and FY17, Council included over \$1,000,000 to upgrade software in the Information Systems area. This funding will go to replace an older software, Tidemark, used for permit applications, business licensing processing, construction inspection and project tracking. The current Tidemark Software is over 20 years old and has significant limitations and financial controls. The funding will also go upgrade the City's existing email system, MS Exchange 2007, and Microsoft Office 2007. All support for MS Exchange 2007 and MS Office 2007 will end in 2017. The operational costs include the annual subscription cost or cost of maintenance on an annual basis.



APPENDIX

GLOSSARY AND ACRONYMS



Glossary of Terms

A:

Accrual Accounting – A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Appropriation – A legal authorization granted by City Council to incur obligations and make expenditures for designated purposes.

Arbitrage – The practice of taking advantage of a price difference between two or more markets.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

B:

Balanced Budget – A budget is balanced when current expenditures are equal to current receipts.

Basis of Budgeting – All fund groups are budgeted using the modified accrual basis of accounting. Meaning, expenditures are recognized when the liability is incurred and revenues are recognized when they become available and measureable.

Bond – A written promise to pay a sum of money on a specific date(s) at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

Budget – An estimate of expected revenues and expenditures for a given period in the future.

Budget Calendar – The schedule of key dates which the City follows in the preparation of adoption of the annual budget.

Budget Document – The compilation of the individual departmental spending plans for the various funds, along with supporting schedules,

tables and graphs which, in total, comprises the annual revenue and expenditure plan.

Budget Message – The opening section of the budget from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

Budget Priorities – Requests made by departments during the budget process for items in addition to the department's base budget. Priorities may be projects or programs that the department would like to implement or provide to the community, as well as purchases of equipment or services that the department feels would be beneficial in providing quality services to the citizens of the community. Additional personnel positions and contract employees are also requested as budget priorities. If a departmental budget priority is approved then funding is added to the department's budget for that fiscal year and upcoming fiscal years, if needed (in the case of ongoing projects or personnel additions).

Budgetary Control – The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

C:

Capital Assets – Assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. Capital assets include land, buildings, improvements, equipment, and infrastructure assets such as roads, bridges, storm sewers and similar items.

Capital Project Funds – Funds set up to account for resources used for the acquisition or construction of major capital assets by a governmental unit, except those projects financed by an enterprise fund or by a special assessment.

Glossary of Terms

City Council – The Mayor and eight Council members that collectively act as the legislative and policy making body of the City.

Community Development Block Grant (CDBG) – A type of federal grant to improve the infrastructure in low to middle income areas of the community. This includes loans to low and middle income families for housing rehabilitation. The management of this grant falls under the responsibility of the Planning Department.

Contingency Fund – A budgetary reserve set aside for emergencies and/or unforeseen expenditures not otherwise budgeted.

D:

Debt Service Funds – Funds set up to account for the accumulation of resources and the payment of interest and principal on all “general obligation debt” other than that serviced by enterprise funds or by special assessments in another fund.

Department – An individual section within the City government having a specialized function or activity and a separate spending plan.

E:

Encumbrances – Obligations in the form of requisitions, purchase orders, and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is eliminated, and an actual expense is recorded.

Enterprise Fund – Funds set up to account for the acquisition and operation of governmental facilities and services that are intended to be primarily (over 50%) self-supported by user charges.

Expenditures – Decreases in net financial resources that include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

F:

Fiscal Policy – A government’s policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of governmental budgets and their funding.

Fiscal Year – A 12-month period to which the annual budget applies. The City of Springfield has specified July 1 to June 30 as its fiscal year.

Fixed Asset – Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full-Time Equivalents (FTEs) – Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

Fund – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance – The excess of a fund’s current assets over its current liabilities. A negative fund balance is often referred to as a deficit.

Glossary of Terms

G:

General Fund – A fund set up to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not accounted for in some other fund are accounted for in this fund.

Governmental Funds – All fund are classified into one of five fund types: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

Grant – A contribution by a governmental or other organization to support a particular function. Typically, these contributions are made to local governments from state or federal governments.

I:

Internal Service Funds – Funds set up to account for goods and services provided by designated departments on a (cost reimbursement) fee basis to other governmental units.

M:

Mission – A broad statement of the goals, in terms of meeting public service needs, that a department or organization is formed to meet.

Modified Accrual Accounting – A basis of accounting which is a mixture of accrual accounting and cash basis accounting. Expenditures are recognized when the liability is incurred and revenues are recognized when they become available and measureable.

O:

Operating Budget – The financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the City Council for approval. The “adopted budget” is the

plan as modified and finally approved by the City Council. The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

Organization Chart – A flowchart or picture representation of the employee positions within a department and the hierarchy related to those positions.

Ozark Greenways – A citizen’s group dedicated to the preservation of greenspace through the creation of linear parks.

P:

Performance Measures – Specific quantitative measures for work performed within an activity or program.

Projected Revenues – The amount of estimated revenues to be collected during the fiscal year.

Proprietary Funds – Accounts for services for which the city charges a fee, internally and externally. There are two types of proprietary funds, enterprise and internal service.

R:

Resources – Total dollars available for appropriation including estimated revenues, transfers, and beginning fund balance.

Revenues – All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

S:

Special Revenue Funds – Funds set up to account for revenues from specific taxes or other earmarked sources that (by law) are designated to finance particular activities of government.

Glossary of Terms

T:

Tax Increment Financing District (TIF) – A geographical area or district created under Missouri law to encourage development of the area within its boundaries by the reinvestment of half of the incremental tax growth generated by property value increases and new development within the district.

Tax Levy – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TV23 – The City of Springfield’s Government Cable Channel.

W:

Watershed Committee of the Ozarks – A non-profit corporation whose focus is to preserve and improve the water supplies of Springfield and Greene County through education and effective management of the region’s watersheds.

Acronyms

ADA:	Americans with Disabilities Act
CDBG:	Community Development Block Grant
CFS:	Calls for Service
CIP:	Capital Improvement Program
CTL:	Crafts, Trades and Labor
COPS:	Community Oriented Policing Services
DNR:	Department of Natural Resources
EMS:	Emergency Medical Services
EPA:	Environmental Protection Agency
FPS:	Fire Protection
FTE:	Full-Time Equivalents
HIDTA:	High Intensity Drug Trafficking Areas
IAFF:	International Association of Fire Fighters
LAGERS:	Local Government Employees Retirement System
LES:	Law Enforcement
LPT:	Level Property Tax
MS4:	Municipal Separate Storm Sewer System
MSA:	Metropolitan Statistical Area
MSU:	Missouri State University
PAT:	Professional, Administrative and Technical
PILOT:	Payment In Lieu Of Taxes
SAFER:	Staffing for Adequate Fire & Emergency Response
SCBA:	Self-Contained Breathing Apparatus
SPOA:	Springfield Police Officers Association
TIF:	Tax Increment Financing
WIC	Women, Infants and Children