

Springfield, Missouri Adopted Annual Budget FY 2014-2015



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, 2014—JUNE 30, 2015

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, 2013

Executive Director

Municipal Officials

Mayor:

Robert L. Stephens

City Council:

Jeff Seifried	Zone 1
Cindy Rushefsky	Zone 2
Jerry Compton	Zone 3
Craig Fishel	Zone 4
Jan Fisk	General (A)
Craig Hosmer	General (B)
Doug Burlison	General (C)
Mike Carroll	General (D)

City Officials:

Greg Burris	City Manager
Vacant	Deputy City Manager
Collin Quigley	Assistant City Manager
Dan Wichmer	City Attorney
Brenda Cirtin	City Clerk
Todd Thornhill	Chief Municipal Judge
Nick Nelson	Director of Art Museum
Brian Weiler	Director of Aviation
Chris Straw	Director of Building Development
Zim Schwartze	Director of Emergency Communications
Steve Meyer	Director of Environmental Services
Mary Mannix Decker	Director of Finance
David Hall	Fire Chief
Sheila Maerz	Director of Human Resources
Jeff Coiner	Director of Information Systems
Bob Belote	Director of Parks and Recreation
Ralph Rognstad	Director of Planning and Development
Paul Williams	Police Chief
Kevin Gipson	Director of Public Health and Welfare
Cora Scott	Director of Public Information and Civic Engagement
Jonathan Gano	Co-Interim Director of Public Works
Kirk Juranas	Co-Interim Director of Public Works
Mary Ann Rojas	Director of Workforce Development

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July 1, 2014

TO: Mayor Robert L. Stephens and Members of Springfield City Council

RE: Fiscal Year 2015 Adopted Budget

The current fiscal year has returned stable results as the City continues to experience low to moderate growth in revenue. Sales tax revenue has increased over last year, and permit and license revenue, an indication of business activity, has also increased over last year at this time. The Springfield MSA has also seen an improvement in the unemployment rate. The City's unemployment rate has been 5% or lower, four of the last six months. This is a significant improvement over the rate in June 2013 of 6.10%. These signs, along with new commercial development, are welcome signs as the community continues to grow and experience post-recession recovery.

Within our City government, we have addressed some important and significant issues this year. Firstly, we have seen the results of our efforts to reduce storm-related inflows into the sewer treatment plant. Initial testing shows we have significantly decreased the rainwater that enters the sewer since we started the pilot program. This is an important component of the Early Action Program, a requirement of the Amended Consent Judgment reached with the Missouri Department of Natural Resources and the Missouri Clean Water Commission in 2012. We also received the approval of the Environmental Protection Agency of the City's draft Integrated Plan to prioritize future investment in environmental programs encompassing sanitary sewers, drinking water, solid waste and stormwater. We believe this plan will allow us to develop some guiding principles that will ensure that dollars spent on environmental mandates are spent efficiently and at a level that is affordable to citizens.

Another major accomplishment this year was the renewal of the Police Fire Pension Sales Tax. This tax was initially passed by voters in 2009, and by state statute was set to expire in 2015. On April 8, 2014, voters approved a five-year extension of the tax. The financial stability of the Pension Plan improved significantly in the first four years of the tax. Based on information provided by the Plan's actuary, we have every reason to believe the Plan will be fully funded by 2020, when the tax sunsets. The renewal of Pension Sales Tax, implementation of the Early Action Program, and approval of the Integrated Plan will all have a positive impact on the City's financial strength and vitality for many years to come.

Economic Outlook

Springfield continues to receive national recognition as a business-friendly community. In August 2013, Forbes ranked Springfield the 8th best city for the cost of doing business and in the top 100 list of the Best Places for Business and Careers. The ranking is based on several factors, including the cost of doing business, education attainment, and projected economic growth in 2014. Springfield was also ranked 13th by NewGeography.com in the Best Cities for Job Growth among mid-size cities. Currently, there is approximately \$400 million in private and public sector construction projects planned for 2014. These projects, along with an industrial vacancy rate of 5%, are all signs of a strong economy.

Several businesses have announced expansions in the past year. Most significantly, CoxHealth recently broke ground on a new 310,000-square-foot patient tower, a \$130 million investment expected to open in 2015. The new tower will house a Women's and Children's Hospital, a Neuroscience Center and provide room for expansion. Mercy opened a Rehabilitation Hospital. This \$28 million, 63,000-square-foot facility will have 60 beds and provide inpatient rehabilitation for patients who are recovering from traumatic injuries and strokes. The hospital is located adjacent to the Mercy Orthopedic Hospital that opened in 2013. In July 2013, Expedia, Inc., expanded their Springfield office and added 100 new jobs. Stainless Technology, a manufacturer of high-quality, stainless-steel biopharmaceutical tanks, is expanding its Springfield operation, adding 75,000 square feet to an existing facility in the Partnership Industrial Center. This multi-million expansion will add 88 high-quality jobs to the community.

The Springfield-Branson National Airport broke ground in March on a project to redevelop and expand the general aviation complex and prepare a site for eight new hangers for private aircraft. The total cost is \$5.7 million; of this amount the City received a \$5.1 million grant from the State Aviation Trust Fund. The remaining cost will be financed from airport funds. Enplanements held steady in 2013, and have increased 10% on a year-to-date basis for 2014.

Fiscal Management – FY 2014

In FY 2014, sales tax revenue was projected to increase 2% over FY 2013 budgeted revenue. For the first half of the fiscal year, we were on target to meet our budget projections. However, sales tax revenue has declined in the last half of the fiscal year. We expect to end the year with revenue from sales tax approximately 1% (\$397,000) under budget. Payments in lieu of taxes (PILOTS) from the City's municipally-owned utility are a significant revenue source for the General Fund. PILOTS are expected to exceed budget estimates, due to an extremely cold winter. Revenue from PILOTS is expected to be 10% (\$1.2 million) over budget. Use tax is expected to be 6% (\$225,000) under budget. Overall, we are expected to meet our revenue estimate for the year.

Salaries and benefits comprise 81% of the General Fund budget. This presents a two-fold challenge in managing the budget. First, we are funding a semi-fixed cost with sales tax, a very volatile revenue source. Second, with 81% of the budget devoted to salaries and benefits, it is very difficult to fund new priorities or programs. We continue to monitor salary expense and give careful consideration of any future commitments when filling vacancies. There are 26.4 frozen positions in the General Fund, and these positions are anticipated to remain frozen through 2015.

I am pleased to report the City's self-insured health insurance program has maintained a stable level of reserves. There were no employee premium increases in FY 2014. The Plan was able to reach the target reserve level without an increase in either the employee rate or the rate for family coverage. The Workers' Compensation program has also improved its reserve position. For the last five years, we have increased contributions to this Plan annually, even during the recession. The increased payments and careful expense management have contributed to improved cash and reserve balances. We have improved the cash balance from a negative \$5.6 million in 2008 to a positive \$4.4 million at the end of FY 2013.

We continue to make great strides in achieving full funding of the Police-Fire Pension Fund. At the end of FY 2013, the Plan was 67% funded. This has improved to 77% funded during the 2014 fiscal year. The fund has benefited from strong market returns and the infusion of the Pension Sales Tax. In FY 2013, the 3/4-cent Pension Sales Tax generated \$28 million. Since the inception of the tax in 2010, a total of \$83.5 million has been raised from the sales tax for the benefit of Plan. I am grateful to the citizens for passing the tax and renewal by such a significant margin (76%) and to the Board of Trustees of the Plan for their diligence in overseeing the Plan's investments.

At the end of FY 2013, the General Fund had a surplus of \$2.7 million for the year, due to revenue exceeding the budget by \$887,000 and expenses coming in under budget by \$1.8 million. We were able to utilize \$1.4 million to address important capital needs, such as purchasing additional patrol vehicles, providing funding for self-contained breathing apparatus for the Fire Department, and addressing facility needs. Surplus funds were also used to increase the General Fund's "rainy day" fund, which at \$14.8 million, is now a solid 20% of expenditures. Due to the volatility of sales tax revenue, I felt it was necessary to retain \$1 million of the FY 2013 surplus in the event we experience a revenue shortfall in FY 2014. If we do not need this by the end of FY 2014, I expect to ask for your approval to appropriate these one-time funds toward vital needs.

Lifecycle capital replacement and funding for facilities are a continuing concern. As we start the fiscal year (FY 2015), there are \$7.7 million of unfunded capital needs. While we have been

able to use surplus funds over the past few years to address some of these needs, this is not a long-term solution. Without a designated funding source, this number is sure to increase annually. This is not a sustainable solution. We also have major maintenance needs at many of our City facilities. Many of these facilities are aging and have significant maintenance issues. I am continuing to explore a solution to this problem before it begins to impact the level of service we can provide to citizens. During FY2015, Leadership Team will undertake a focused, year-long effort to evaluate all existing budget allocations to determine whether revenues can/should be increased, and/or whether expenses/services can/should be reduced.

Revenue Outlook FY 2015

Overall, revenue in the General Fund is projected to increase 3.1 % over the FY 2014 budget. Sales tax is projected to increase 3% over FY 2014 estimated revenue. Sales tax and use tax comprise 58% of the total revenue for the General Fund, so the increase in sales tax is a key driver in the overall revenue increase for the fund. A projected increase of 3.1% is aggressive and higher than in past years.

Although sales tax revenue declined in the first quarter of calendar year 2014, we feel a major reason for the decline was the harsh winter we experienced throughout our region. I believe the Springfield economy is strong, as evidenced by the recent spur in development and the improvement in the unemployment rate. For six months of the year, the unemployment rate was approximately 5%. Although this increased slightly in February, we expect to continue to see improvement, as local hiring has picked up, especially in the manufacturing and medical sectors. The Building Development Services Department has seen an increase in the number of plan reviews and permits issued. We are anticipating an increase in commercial development in FY 2015.

Based on this information and actual revenue, we are projecting a 3% growth in sales tax revenue over estimated 2014 revenue. This is a higher growth rate than we have assumed in past years, but we feel the local economy has reached a stable point. The total estimated sales tax revenue for FY 2015 is \$40.5 million. If this is achieved, it this will be the first time sales tax revenue has exceeded \$40 million since 2008.

Payments in lieu of taxes (PILOTS) are projected to increase 2.5% (\$335,000) over actual FY 2013. PILOTS are based on gross receipts of the City's municipal utility and are directly related to the Utility's revenue. Although PILOTS are projected to be significantly over budget in FY 2014, I believe this increase is due to an extremely cold winter in 2014. The Springfield area had many days this winter when we experienced near record low temperatures. The 2014 revenue should be considered an anomaly and not be used as a base budget upon which to project our FY 2015 PILOTS revenue.

Permits, fees, and charges are expected to increase 1.5% in FY 2015 (\$110,000). Annually, the Finance Department conducts a review of fees. Fees are set at a level to try to achieve full cost recovery. Fees are adjusted upward or downward based upon the cost of providing the service. The fee study was approved by City Council in January, and these fees are incorporated in the FY 2015 budget. Gross receipts revenue is projected to decline 2% in FY 2015. In the last year, we have seen a decline in the revenue generated from telecommunications companies and other businesses required to pay gross receipts taxes.

Clean Water Services will implement the fourth of six pre-approved rate increases for sewer use charges on July 1, 2014. The increased revenue is required to pay for the additional cost of projects in the EPA mandated Early Action Program.

Expenditures for FY 2015

Over the last few years, revenue has stabilized, and we are just now returning to levels from 2008. During this time, we have been able to address some critical needs, but there are many other needs that we have not been able to fund. In FY 2015, we are able to address only the most critical needs. This leaves many needs unaddressed. I asked department directors to closely review their budgets to see if some of these needs could be addressed by reallocating funds within their own budgets. Some were able to do this, but there is still over \$12 million of legitimate needs that have not been addressed in the FY 2015 budget.

I do not want to overlook the progress that we have made in the last few years. The City of Springfield was fortunate to receive a Community Oriented Policing Services (COPS) Hiring Program Grant in 2011 which allowed us to add five new positions to the Police Department, increasing their sworn strength to 331. These positions were funded by the grant for three years. During this time, we have incrementally phased in the cost of the positions into the General Fund, so that we would not have to absorb the full cost of these positions all at once when the grant funding ends. In January 2015, the grant will end, and the full cost of the positions will be paid for from the General Fund. We also hired nine additional firefighters that were funded for two years by the Staffing for Adequate Fire and Emergency Response (SAFER) grant. These nine positions will eventually be used to staff Fire Station #13. Until Fire Station #13 is constructed, these positions are working in the stations with the highest call volumes. The cost of these positions has also been phased into the General Fund. Beginning in September 2014, the City will pay the full cost of these new positions.

Competitive pay has been an important priority for the last several years. We have dedicated additional money to pay increases, but I admit it is not as much as I'd like to incorporate into the budget. Our annual salary survey continues to place many positions in the lower third of our benchmark cities and, in some cases, the lower third of local employers. There simply has

not been sufficient revenue to address pay in a comprehensive manner. Although we try to carefully control salary expense, this is becoming an increasingly larger percentage of our budget, which makes it that much more expensive to address.

In November of 2012, the Missouri Supreme Court handed down two opinions giving municipal employees the right to organize and bargain collectively through their representatives. This has forced us to change our approach to budgeting for pay plan improvements in the FY2015 budget. Money has been set aside for pay increases, but these pay increases must be negotiated with the bargaining representatives. Thus, I am unable to provide you with the details of salary increases at this time. There is \$1,587,244 in the General Fund set aside for salary increases. This amount appears in the City Manager's department in a line titled "Reserve for Wage Increase". Staff and attorneys are in the process of meeting with the organizations representing employee groups. How these funds will be allocated is based on the outcome of these discussions and the agreement approved by City Council.

Approximately 50% of the employees in the General Fund are at the top step of their pay scale. Therefore, these employees will not receive a pay increase unless an across-the-board increase is given to all employees. When an agreement is reached on the allocation on funds set aside for pay increases, the money will be moved from the City Manager's budget to the General Fund departments. Each department will receive the funds needed to pay for the agreed upon salary increases.

The FY 2015 budget addresses needs in four categories:

- a. Additional funding required by changes in law or contract requirements
- b. Needs that are unique to a specific industry and can be fully offset by an increase in fees
- c. Needs that protect the City's financial stability
- d. Needs that departments are able to fund by reallocating money within their budgets

Changes in Law and Contractual Obligations

- The FY 2015 budget includes the set aside of \$70,000, the final amount needed to purchase the self-contained breathing apparatus (SCBA) for the Fire Department. In the FY 2014 budget, \$400,000 was set aside for the SCBAs. An additional \$327,121 was appropriated from FY 2013 surplus funds. Federal law will not permit the SCBA bottles to be used after April 2015. Funding this priority ensures money will be available to replace all SCBAs before the expiration date.
- The final payment for prior service credit is included in the FY2015 budget. As you may recall, we have been setting aside \$300,000 per year since 2010 to purchase prior service credit for Police and Fire employees who transitioned from the Police-Fire

Pension Plan to LAGERS. FY 2015 is the fifth and final installment toward this commitment. At the end of of FY 2015, we will have set aside \$1.5 million, the full amount of the City's share of the estimated cost to purchase prior service credit for these employees. This action helped the City get out of the self-funded pension plan business.

- Municipal Court must hire substitute judges and bailiffs when the full-time staff is unavailable due to vacation, training, or on medical leave. In the past, the actual cost of the substitute staff has exceeded the budget. In some years, the Court has been able to fund the cost overrun, and in other years the overage was covered by the contingency account. In the FY 2015 budget, an additional \$26,350 is budgeted for substitute staff in Municipal Court.
- The City pays the cost of public defender services for cases in Municipal Court. The number of cases referred to the Public Defender has increased, so an increase in the budget is needed. The FY 2015 budget includes an additional \$12,000 for public defender services.
- There is an additional \$40,500 appropriated for increased cost in other contractual obligations. This majority of this cost is \$25,000 to cover the increased cost of the City Council election in April 2015. The remaining includes increases in contracts, such as drug testing and other pre-employment testing, and medical supplies for Fire Department apparatus.

Budget Increases offset by increases in fees

In 2012, the City implemented ePlans, an electronic Plan submission and review program. This has received support from the development community. Electronic plan submission was first implemented in the Building Development Services Department. The program has expanded in the last year to include the Public Works and the Planning and Development Departments. During the last several months, it has become evident that we need to increase the resources devoted to supporting ePlans. The FY 2015 budget includes \$62,073 to fund a new systems analyst position devoted strictly to electronic plan submission. The budget also includes \$10,000 to upgrade the ePlans system. The cost of both of these priorities is anticipated to be paid for by the users of the ePlans in the form of fee increases.

Needs that Protect the City's Financial Stability

In FY 2014, the City initiated a comprehensive review of our risk management program and the degree of liability protection in our increasingly litigious society. Historically, we

have not had a coordinated approach to risk management. Many departments purchased insurance covering only their department, and some of our most critical functions had no insurance at all. The review showed serious gaps in coverage and areas where insurance was not being purchased in a cost effective manner. More importantly, with our current approach, we are exposing the City to a high level of risk.

Like many other issues we have faced, this problem was not created overnight, and it cannot be solved overnight. However, we can begin to address this challenge with the limited funding we have available. In FY 2015, I am proposing that we expand our existing self-insured workers' compensation fund to account for all insurance except medical. This would include general liability, public officials' liability, law enforcement legal liability, cyber insurance, and property insurance, and others. This fund would become the City's Self-Insurance Fund. The allocation of cost for the program will be very similar to the program currently in place for workers' compensation. All City departments are expected to participate. Each department will contribute to the self-insured fund just as they do for workers' compensation. Funding for each department would be used to purchase insurance, fund deductibles, pay claims, and administrative expenses. The actuary recommended that we fund the self-insurance fund at a 90% level, meaning that in 90 of 100 years, we are likely to have enough funds to pay claims. The cost of funding the program at this level was just not affordable. It would require an initial investment of \$3.7 million city wide. Instead, I am proposing we fund the Plan at a 60% level and increase this each year, as funds are available.

At the end of the year, funds not spent would remain in the self-insurance fund and will go toward building a reserve balance in this account. Of course, the amount of the reserves would be dependent on claims and actual experience. My intent is to fund the self-insurance fund with an initial deposit of \$1 million. This will be used for claims incurred, but not paid prior to July 1, 2014. I recognize funding a comprehensive risk management program consumes the majority of the anticipated revenue increase in the General Fund. This limits funding available for new priorities. However, I think this is too big of a potential problem to ignore. I have heard that the City has not had sufficient liability insurance for decades, instead relying on sovereign immunity. Failing to fund this program puts the City at financial risk of losing our "rainy day" and much more. In the best case, we would use our cash reserves to pay a claim and our bond rating would drop. In the worst case, we would have to significantly cut services, or file for bankruptcy to come up with the cash to pay a claim.

Funded by Reallocation of Funds

- One new staff assistant will be added to the Prosecutor division of the City Attorney's budget. The division is staffed with only two administrative staff. The addition of a third person will help handle the heavy workload. This position is funded from a reallocation of funds within the department.
- The Police Department will fund program supplies for the Volunteers in Police Services Program from within their budget without a budget increase.
- The Public Information Department will fund additional salary expense to increase the hours of staff assigned to the Citizen Resource Center without a budget increase.

I wish the projected revenue increase in FY 2015 was sufficient to fund the critical needs the City is facing, but it is not. While we are not able to address many of our needs, I feel we have prioritized our needs and funded key priorities. Over the next year, it is my intention to review the budget in detail and carefully examine our expenses and the services we provide. If we do not do this, we will be faced with many years of minimal increases in revenue and pressing needs for services.

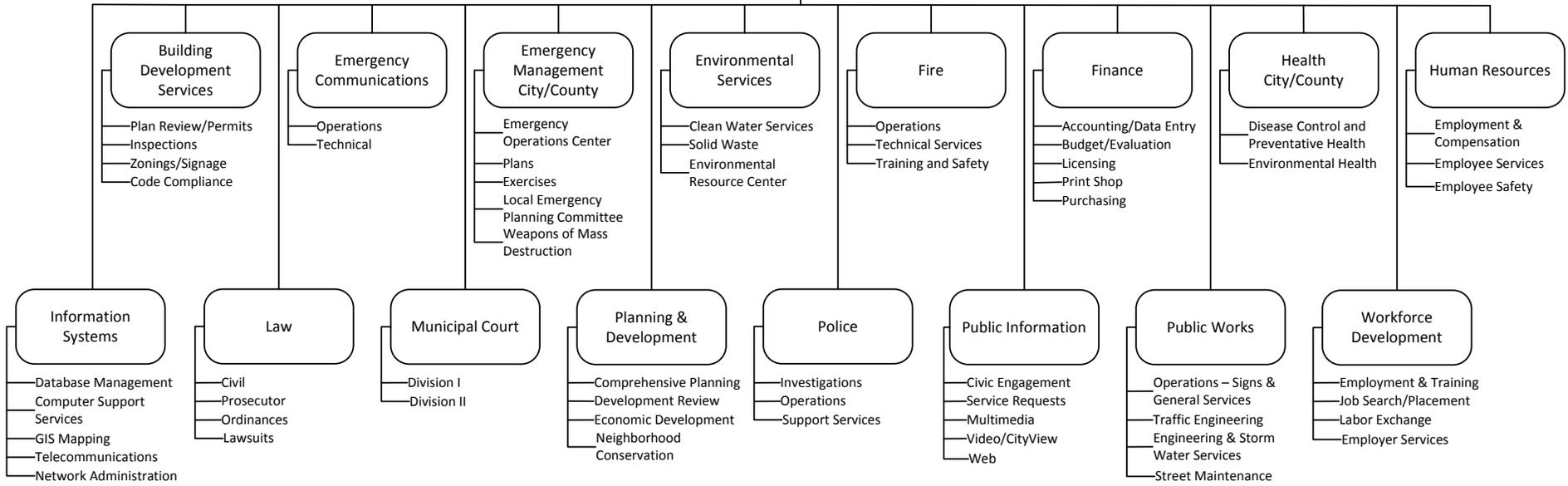
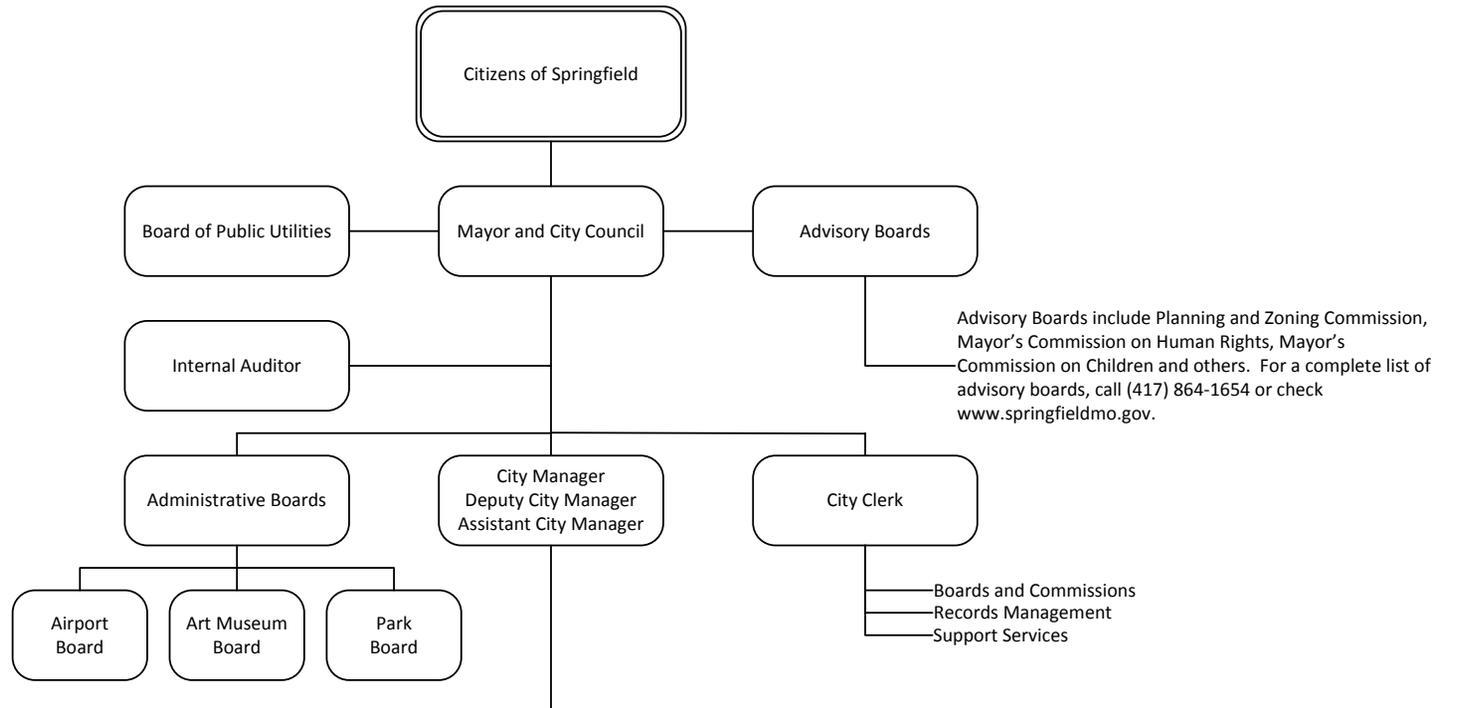
This year we have added more graphs and photographs to the budget. I hope that you find this new format both informative and visually appealing.

Sincerely,



Greg Burris
City Manager





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: 162,191

Current Springfield Metro Area: 444,617

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

Annual Average Population Growth Rate: 1.5%

Workforce:

Average Employment By Sector

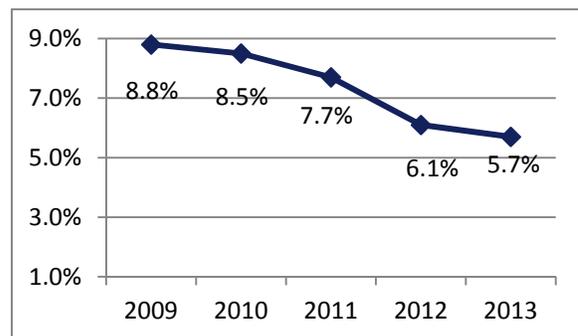
Edu. & Health Services	36,000
Government	28,600
Retail Trade	24,500
Prof. & Bus. Services	22,500
Leisure & Hospitality	18,400
Manufacturing	14,000
Financial Activities	12,400
Transportation & Utilities	9,700
Wholesale Trade	9,900
Other Services	8,800
Construction & Mining	7,500
Information	3,900



Employment:

Current Unemployment Rate: 4.7%

Unemployment Rate for Springfield Metro Area

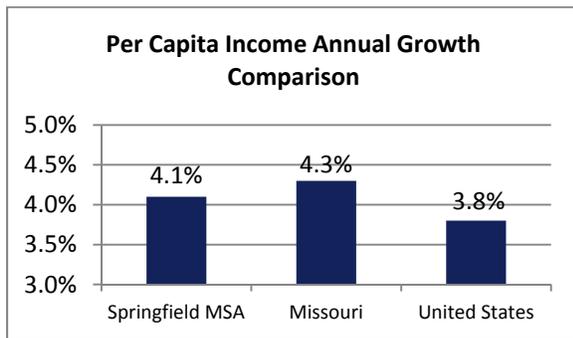


Community Profile

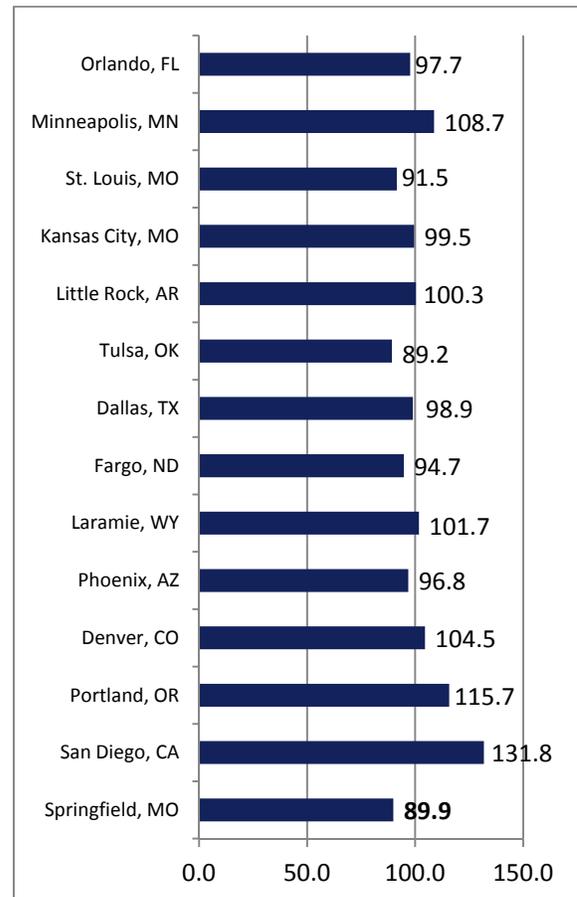
Source: www.springfieldregion.com

Income & Wages:

Springfield Metro Area per Capita Income: \$33,302
 Springfield Metro Area Avg Wage per Job: \$35,858
 Springfield Metro Mean Household Inc.: \$54,041



Cost of Living Index Comparison:



Education:

- The average teacher experience in the SPS system is 13 years and 67% of faculty have a Masters Degree.
- The average teacher student ratio is 20 to 1.
- The average ACT Score is 22.2.

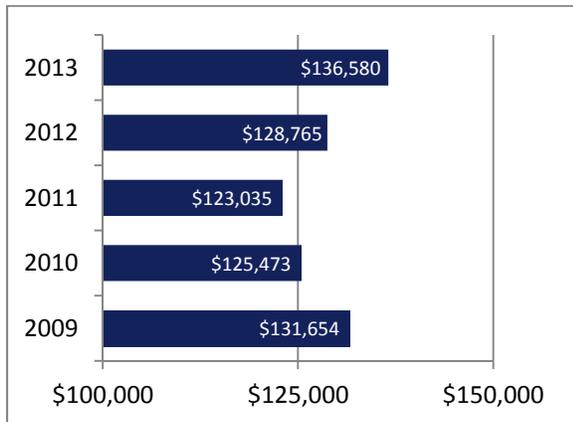
36 Public Elementary Schools
 11 Public Middle Schools
 5 Public High Schools
 12 Private Elem. /Middle Schools
 5 Private High Schools
 16 Colleges

Community Profile

Source: www.springfieldregion.com

Housing:

Average Home Sales Price Trends



Fair Market Rents Comparison

0 Bedrooms	\$438
1 Bedroom	\$487
2 Bedrooms	\$650
3 Bedrooms	\$957
4 Bedrooms	\$961

Source: www.springfield4business.com



Major Employers:

Mercy Health Systems	8,797
Cox Health Systems	8,070
Wal-Mart Stores	3,336
Springfield Public Schools	3,137
Missouri State University	2,689
United States Government	2,500
Bass Pro Shops/Tracker Marine	2,342
State of Missouri	2,315
Citizens Memorial Healthcare	1,900
City of Springfield	1,579
O'Reilly Auto Parts	1,458
Chase Card Services	1,427
TeleTech	1,131
SRC Holdings	1,100
Ozarks Technical Community College	1,082
City Utilities of Springfield	961
Burrell Behavioral Health	889
Kraft Foods	869
Prime Trucking	852
Expedia, Inc.	850
American National Property & Casualty	822
Republic R-II School District	763
Ozark R-VI School District	762
Greene County	752
General Council of the Assemblies of God	736

- The top 25 largest employers account for one-quarter of the total workforce in the Springfield metro area.
- In the Springfield metro area, 95% of businesses have fewer than 50 employees.

Community Profile

Source: www.springfieldregion.com

Health Care:

- The health care sector employs nearly 30,000 people and provides an annual economic impact of \$4.5 billion.

<u>Hospital</u>	<u># of Beds</u>
Mercy Hospital	1,016
Cox Medical Center South/Walnut Lawn	759
Cox Medical Center North	274
Lakeland Regional Hospital	138
Ozarks Community Hospital	45
Select Specialty Hospital	44



<u>Airline</u>	<u>Connections</u>	<u>Flights Daily</u>
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

Distances to Springfield

<u>City</u>	<u>Miles</u>	<u>Days by Rail</u>
Kansas City	174	1
St. Louis	220	1
Memphis	285	1
Dallas	430	2
Chicago	515	3
Detroit	754	4
Denver	780	4
Atlanta	845	3
New York	1,196	5
Boston	1,407	4
Los Angeles	1,651	5
Seattle	2,032	6

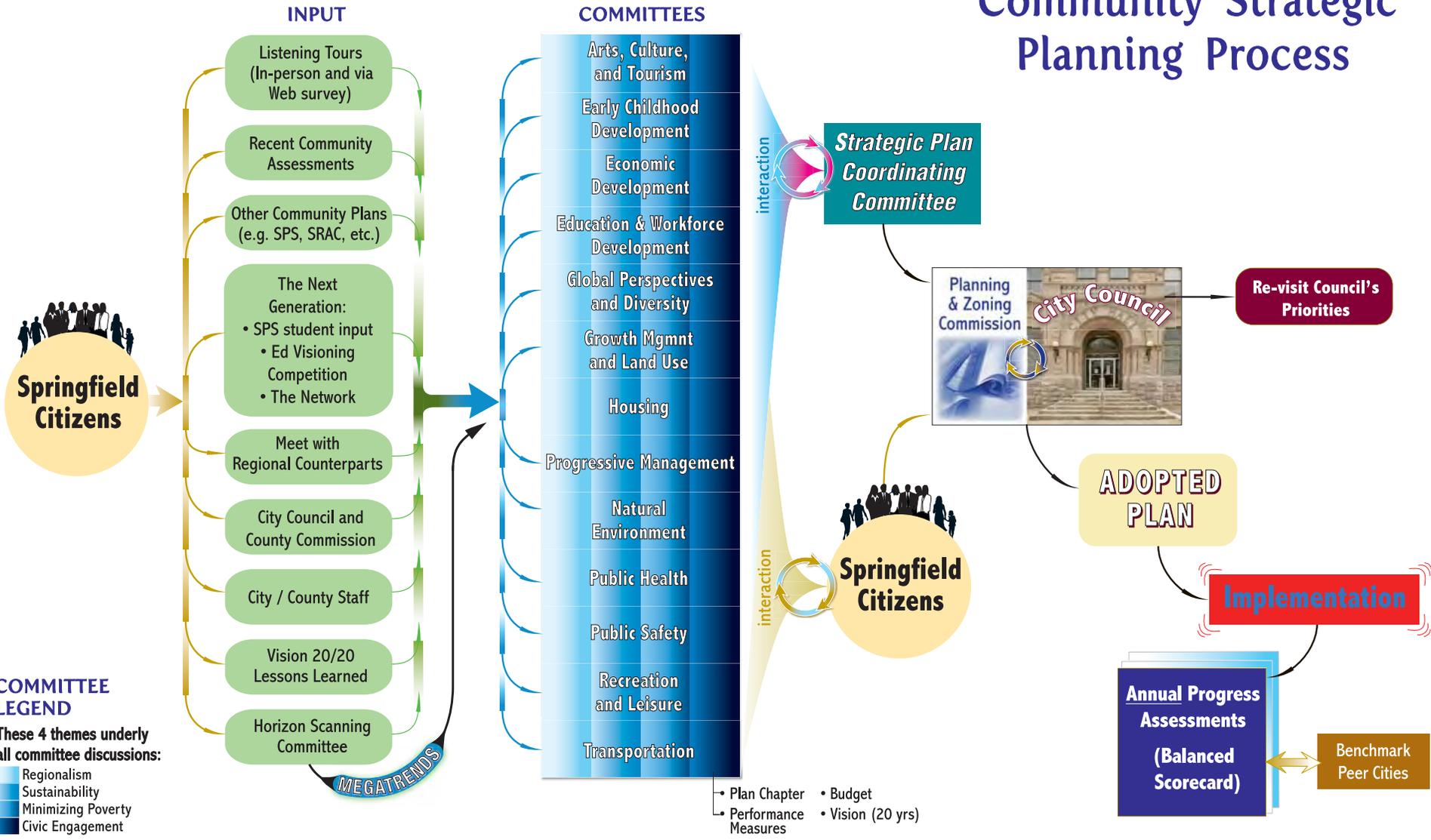
Transportation:

Airport

- The Springfield-Branson National Airport (SGF) is the gateway to the Missouri Ozarks and the tourist Mecca of Branson, which attracts more than 7 million visitors a year. With direct flights to 10 cities, SGF enjoys connectivity to the national air system that is unusual for a market its size.
- Runways are 7,003 ft. and 8,000 ft. in length. The airport offers general aviation and cargo services which include FedEx, UPS and Airborne Express as well as a U.S. Customs office and a Foreign Trade Zone.



Community Strategic Planning Process



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 will celebrate the positives and honestly recognize the challenges in and around Springfield.

In an effort to do this, thirteen planning committees have been formed to address the needs and enhance the strengths of our community. These citizen-populated planning groups have 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 have begun 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 has been 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 has 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 is also seeking 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 your workforce, and (d) help the Strategic Plan Coordinating Committee annually evaluate the community's collective progress toward the goals and objectives.

The entire Field Guide 2030, videos and more can be found on-line www.fieldguide2030.com. Reflected in the following pages are all of the Goals within the plan but only the Performance Measures which are specific to the City of Springfield.

Field Guide 2030 Strategic Plan

Arts, Culture & Tourism:

Goals:

- Demonstrate and increase the awareness of the economic impact of the arts and culture as one of the foundations/building blocks of overall economic and community development.
- Strengthen relationships between Springfield arts and culture organizations and regional arts and culture organizations.
- Develop and sustain arts and culture educational opportunities at the local and regional level.
- Financially sustain the operating and infrastructure needs of arts and culture organizations.
- Increase opportunities and support for public art and individual artists.
- Use product development and promotion generated through the travel and tourism industry to increase sales tax revenue and other economic benefits.
- Use new and innovative communication to attract and retain engagement in arts and culture.

Performance Measures:

- By 2014, the Springfield Regional Arts Council (SRAC) Director’s position will be incorporated into the Park Board System.
 - Complete: 100%
- Upon sunset of the Police-Fire Pension Tax, Springfield citizens will be given an opportunity to vote on a local “arts and culture” tax.
 - Progress: Deferred to Future Date



Field Guide 2030 Strategic Plan

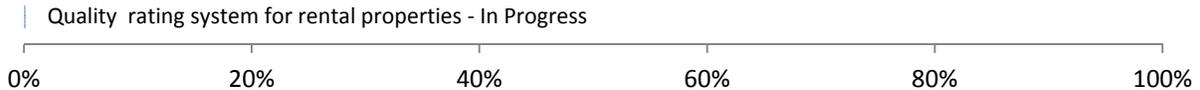
Early Childhood Development:

Goals:

- Ensure that children, pregnant women, and nursing mothers have easy access to nutritious foods at an affordable cost.
- Support resources for early health screenings and early intervention.
- Springfield and Greene County leaders will work to assist in making health care (medical, dental and mental) accessible, easy and affordable to all children, pregnant/postpartum women and families.
- Create a community that provides the opportunity to work for all who have the desire to improve their economic status.
- Establish a community priority for quality, affordable housing for families.
- Reduce child abuse and neglect in Greene County.
- The City of Springfield and Greene County will establish policy and priorities that include issues affecting children’s health and welfare.
- Make affordable, high-quality pre-school/pre-kindergarten available for all children.
- Provide opportunities for all pre-school/pre-kindergarten programs in the community to become/remain high-quality programs.
- Advocate for continued support for ongoing proven early childhood programs such as Parents as Teachers.
- Educate the community on the importance of affordable high-quality preschool/pre-kindergarten programs.

Performance Measures:

- By 2015, a quality rating system for rental properties will be established and approved by City Council and the County Commission.
 - In Progress



Field Guide 2030 Strategic Plan

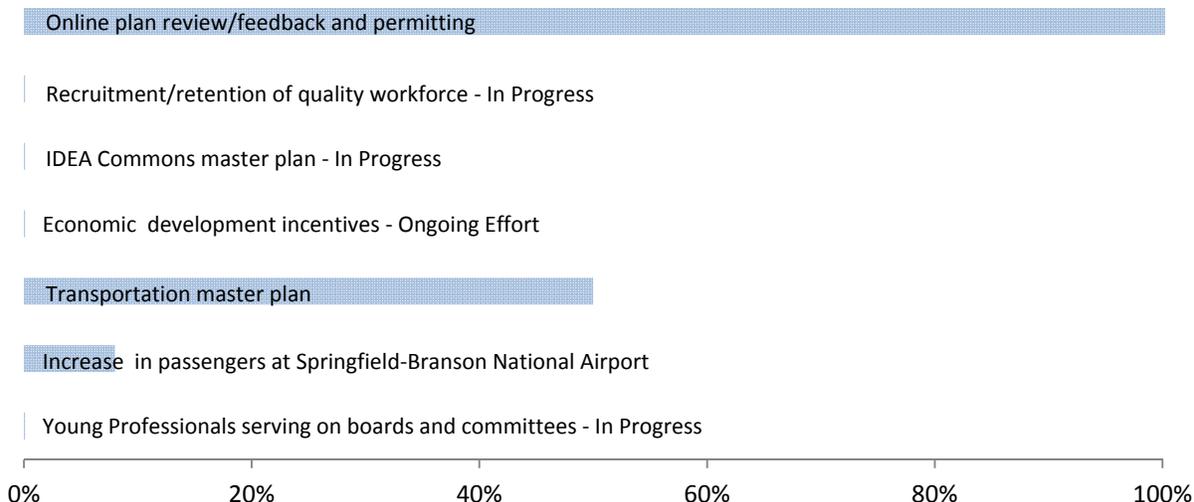
Economic Development:

Goals:

- Create a competitive business climate.
- Aggressively use economic development incentives to encourage investment in the community and to encourage job creation and retention.
- Plan for and develop the infrastructure needed for sustainable, quality growth.
- Create and nurture a diversified workforce.
- Promote a strong private-sector led entrepreneurial environment.
- Ensure that sufficient, suitable, infrastructure served land and buildings are available for industrial warehouse and distribution facilities.
- Continue the development and revitalization of center city Springfield.
- Broaden the community’s voter and leadership base.

Performance Measures:

- By 2014, the City of Springfield will implement online plan review/feedback and online permitting in order to improve the development process.
 - Complete: 100%
- By 2014, the City, SBDC, and partner institutions will develop and implement a plan to promote the recruitment and retention of a quality workforce.
 - In Progress
- By 2014, the City, MSU, and CU will have developed a master plan for IDEA Commons.
 - In Progress
- The City and County will aggressively use economic development incentives to promote development.
 - Ongoing Effort
- By 2015, develop a master plan to address an “outer beltway road system” and other future transportation needs, including vehicle/rail grade separations.
 - Progress: 50% Complete
- By 2015, the number of passengers using the Springfield-Branson National Airport will increase by 12% over 2010 counts.
 - Progress: 8% Complete
- By 2016, the number of young professionals serving on civic committees, boards, and commissions will increase by 15% over 2012 levels.
 - In Progress



Field Guide 2030 Strategic Plan

Education & Workforce Development:

Goals:

- Ensure early childhood services and programs are connected to the K-12 educational system to better prepare children for school by reducing the at-risk pool within the community, and creating an environment that fosters better preparation for entry into the workforce.
- 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.
- Ensure access for business and workers to the full array of workforce and education services and support.
- Strengthen partnerships within community, county, regional, state and federal agencies to meet the workforce and lifelong training needs of our service area.

Performance Measures:

- 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.
 - In Progress



Global Perspectives & Diversity:

Goals:

- To have a mission statement that emphasizes and promotes diversity for the City of Springfield.
- Move towards inclusiveness and create an environment that retains college graduates and young professionals.
- Conduct a community assessment through the City of Springfield to identify existing diverse activities, coordinate, and bring awareness to diverse activities in the community.
- Bring cohesiveness and some additional resources to the many ongoing, but fragmented, efforts aiming to promote the attractiveness and hospitality of Springfield to present and potential residents of diverse backgrounds.
- Have a major event that promotes diversity in Springfield that attracts Springfieldians and people outside of the community to Springfield.

Performance Measures:

- By 2016, City Council will adopt a resolution stating the City of Springfield’s commitment to inclusiveness and becoming a more welcoming community.
 - In Progress



Field Guide 2030 Strategic Plan

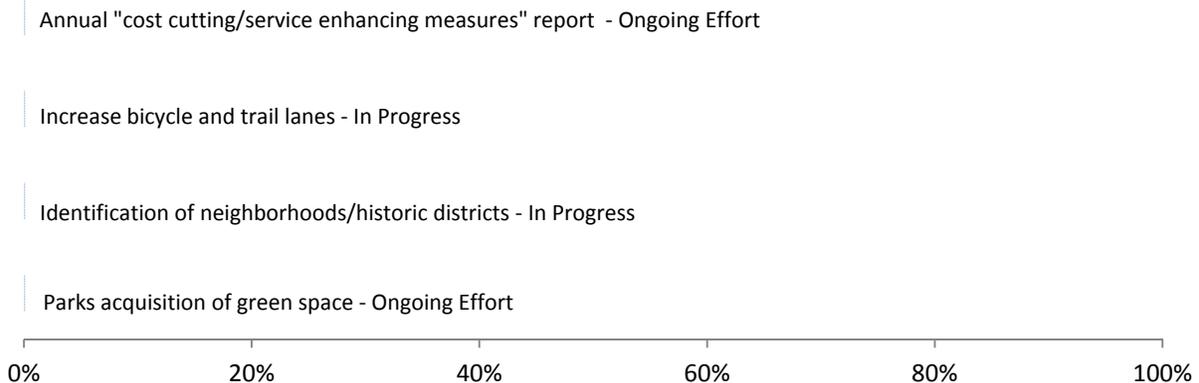
Growth Management & Land Use:

Goals:

- Develop the community in a sustainable manner.
- Create innovative strategies for revitalization.
- Protect and preserve our natural resources for future generations.
- Promote better collaboration between regional and local governing bodies.
- Increase connectivity and accessibility between & within the City of Springfield, Greene County and surrounding area.

Performance Measures:

- Annually, the City of Springfield and Greene County shall report all successful collaborations which have yielded cost-cutting or service enhancing measures.
 - Ongoing Effort
- By 2015, the City of Springfield will have increased the number of miles of bicycle/trail lanes by 25% over 2010 levels.
 - In Progress
- 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.
 - In Progress
- 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.
 - Ongoing Effort



Field Guide 2030 Strategic Plan

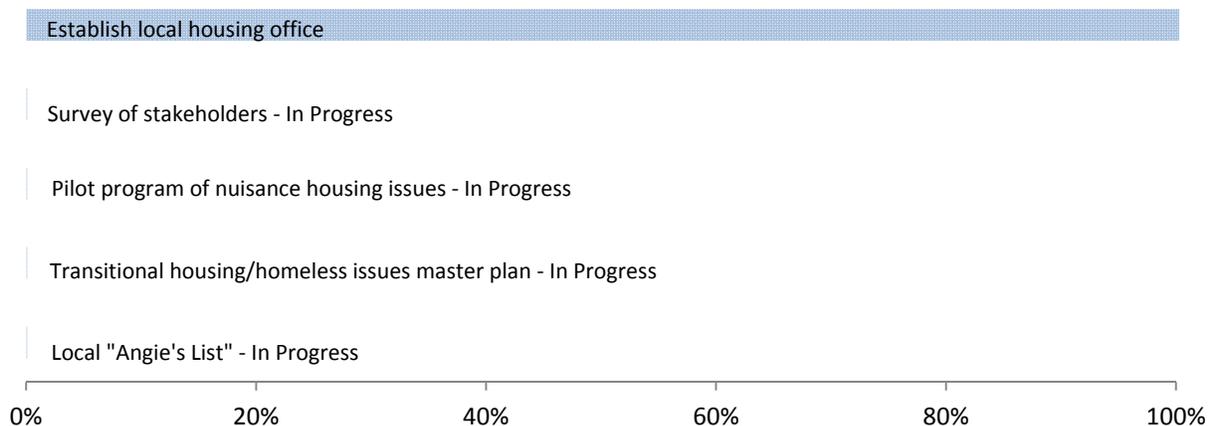
Housing:

Goals:

- Establishment of a Housing and Neighborhoods Office. This office would be comprised of local government, non-profits, public and private entities acting as a coordinating body for the purpose of identifying unmet housing and neighborhood needs and implementing solutions.
- Promote diversity of housing types in development and re-development patterns.
- Initiate and implement meaningful regulation and certification reform.
- Develop and establish a local “Angie’s List” format for voluntary scoring of rental housing, allowing prospective tenants to “review” landlords and landlords to respond to scoring.
- Expand incentives and means for funding efficiency improvements of the area’s existing housing stock.
- Identify a two-year pilot program to evaluate advantages and disadvantages of rental registration and inspection program.
- Pursue and expand assistance programs for residents to obtain and maintain housing that is affordable.
- Encourage consortium and other private models to expand availability of affordable housing.

Performance Measures:

- By 2013, the City of Springfield will establish a local Housing Office to provide a centralized access and coordination point for housing-related issues.
 - Complete: 100%
- By 2015, the City and County will survey the development community’s stakeholders to determine their impressions of housing-related processes.
 - In Progress
- By 2015, Springfield City Council will adopt a pilot project to more aggressively address chronic nuisance housing issues.
 - In Progress
- By 2015, a master plan will be developed to address homeless and transitional housing needs.
 - In Progress
- By 2016, a local “Angie’s List” will be created and made available to allow voluntary ratings of rental properties by both tenants and landlords.
 - In Progress



Field Guide 2030 Strategic Plan

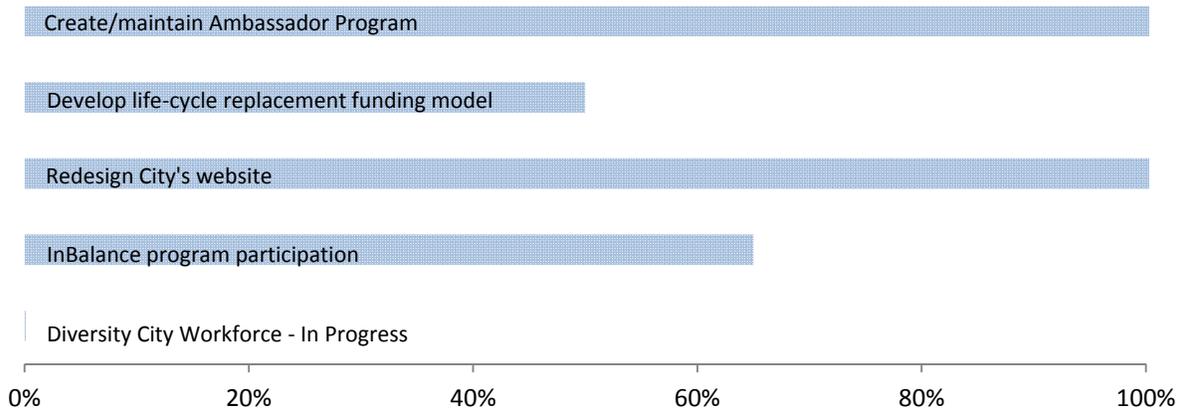
Progressive City Management:

Goals:

- To attract and retain City employees by providing a competitive, effective, and comprehensive compensation program, which will reduce overall costs to the citizens.
- To improve communication between co-workers and departments through sharing of knowledge and information.
- Create an environment that promotes employee development and growth by providing opportunities for learning and self-development integrated with career planning and mentoring.
- Encourage the health, wellness, and well-being of all City employees through a comprehensive workplace wellness program that prioritizes the City's investment in its employees.
- Create a culture of employee and community involvement and connectedness by embracing diversity within the community and the workforce.
- Improve the City's operations through better utilization of technology and process/operations review.
- Improve employee working environment through better management of facilities and vehicles.

Performance Measures:

- By 2013, create and maintain an ambassador program for City employees.
 - Complete: 100%
- By 2013, the City of Springfield will develop a life-cycle replacement funding model for all capital assets, including identification of optional funding sources.
 - Progress: 50% Complete
- By 2014, redesign the City's web site to improve communication internally and with external constituencies.
 - Complete: 100%
- By 2016, 70% of City employees will voluntarily participate in inBalance wellness program.
 - Progress: 65% Complete
- By 2016, the City's workforce will match the level of diversity found within the community.
 - In Progress



Field Guide 2030 Strategic Plan

Natural Environment:

Goals:

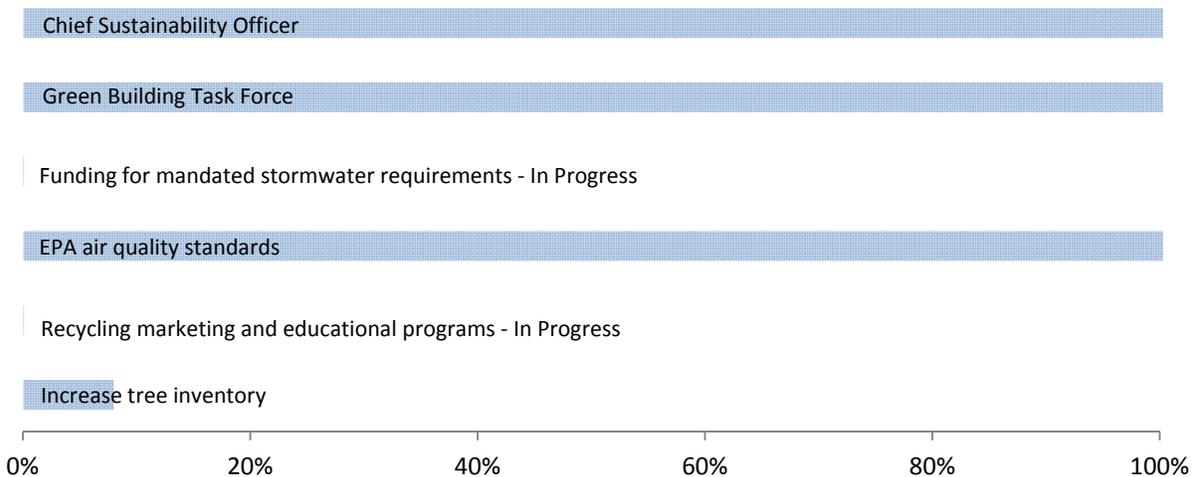
- Establish an administration position which can guide and coordinate many of the measures mentioned within this Natural Environment Chapter.
- Support local environmental/conservation non-profit organizations.
- Maintain air quality in Springfield and surrounding area in attainment with Environmental Protection Agency (EPA) National Ambient Air Quality Standards (NAAQS).
- Foster local food production so within the next five years 20 percent of all food consumed in Springfield and Greene County will be produced in this region.
- Increase the amount of renewal energy used in Springfield.
- Reduce solid waste and improve recycling within our community.
- Integrate the natural and man-made environments through the use of green infrastructure and a green space system that links the region.
- To significantly increase conservation, energy efficiency, and renewable energy within Springfield-Greene County.
- Facilitate local environmental sustainability by transforming Springfield's built environment into one that embraces Green Building, Low Impact Development, and similar development strategies.
- Support environmental/conservation education.
- Foster the utilization of native plants within our community.
- Ensure sustainable use of local groundwater resources.
- Use our public water supplies more efficiently, reduce waste, reduce the use of public drinking water for non-potable uses and encourage water conservation practices in the community.
- Ensure sustainable, adequate City and County storm water funding for water quality protection and infrastructure management.
- Renew and replace aging wastewater infrastructure, prepare for community growth, provide higher levels of service, and maintain regulatory compliance.
- Maintain or restore the pre-development hydrology of our watersheds and protect our waterways from pollution.
- Foster protection, replacement, and enhancement of Springfield's trees.

Field Guide 2030 Strategic Plan

Natural Environment (cont):

Performance Measures:

- By 2013, the City of Springfield will create and fill a new Chief Sustainability Officer position.
 - Complete: 100%
- By 2013, a Green Building Task Force will be established.
 - Complete: 100%
- By 2013, the City of Springfield and Greene County leaders will propose a new funding source for mandated stormwater requirements and other needed stormwater improvements in the region.
 - In Progress
- The City of Springfield and Greene County will remain within EPA's air quality standards.
 - Complete: 100%
- By 2015, recycling marketing and educational programs will be increased by 30% over 2012 levels.
 - In Progress
- By 2016, increase the City of Springfield's tree inventory by 20% over 2012 levels.
 - Progress: 8% Complete



Field Guide 2030 Strategic Plan

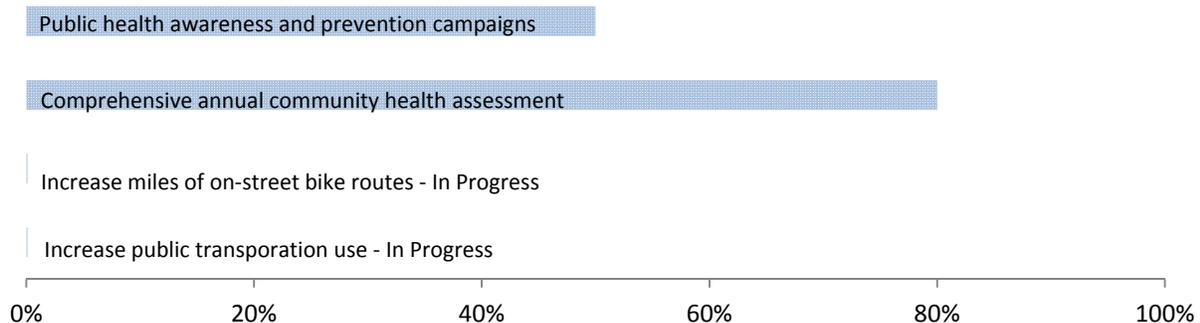
Public Health:

Goals:

- Prevent obesity and related chronic disease, particularly among person of low socioeconomic status by increasing access to healthy foods and supports for physical activity.
- Prevent and reduce the burden of obesity and related chronic diseases through increase physical activity.
- Prevent and reduce the burden of obesity and related chronic diseases through healthy weight management.
- Foster an environment that encourages the process and distribution of locally grown food and support sustainable agricultural development initiatives and practices.
- Develop and ensure safe and healthy environments both indoors and outdoors.
- Public health promotion and detection, disease prevention and emergency preparedness: prevent and control disease and illness access the lifespan, and protect the public from infectious, environmental and bioterrorist hazards.
- Improve the community’s health by increasing access to health care services for all populations.
- 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.
- Improve the community’s health through the prevention, early detection and management of chronic diseases.
- Establishment of the Public Health and Wellness Advisory Council [or “Prevention, Health Promotion, and Public Health Council” – modeled after the national council] in order to bring prevention and wellness to the forefront of greater Springfield’s efforts to improve health.

Performance Measures:

- Implementation of a public health awareness and prevention campaign.
 - Progress: 50% Complete
- Completion of a comprehensive annual community health assessment, online access to completed assessment, and end-of-year, health-impact assessment report card.
 - Progress: 80% Complete
- Increase miles of on-street bicycle routes created.
 - In Progress
- Increase the percent in the number of people using public transportation.
 - In Progress



Field Guide 2030 Strategic Plan

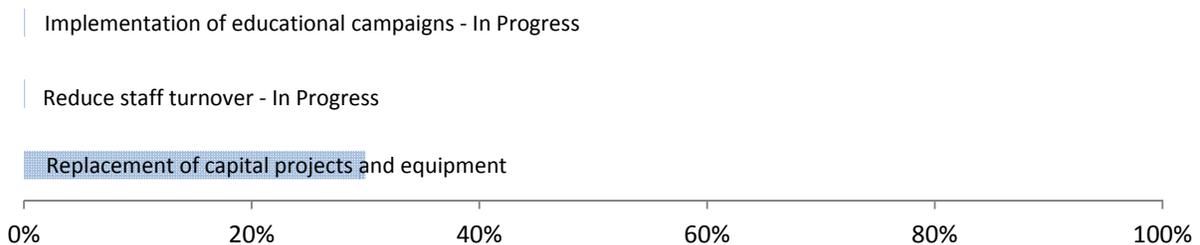
Public Safety:

Goals:

- Identify and maintain awareness of major threats to local public safety, including technology-based threats and large scale disasters.
- Strengthen interagency collaboration between local and regional response agencies.
- Educate citizens and promote public awareness on public safety measures and practices.
- Enhance proactive policies and practices that mitigate against crime and adverse effects of public safety threats.
- Strengthen recruitment and retention of well-trained public safety staff to maintain safe and adequate staffing levels.
- Provide optimal facilities and equipment (including technology), and promote effective/efficient use of resources.
- Identify appropriate local, state, federal, and private revenue sources to support mission of local public safety agencies.

Performance Measures:

- By 2016, implementation of educational campaigns and increased community preparedness demonstrated through citizen surveys and community report cards.
 - In Progress
- By 2016, reduced staff turnover within public safety agencies, adequate staffing levels for all public safety agencies, and completed training records and exercise plan fulfilled as written.
 - In Progress
- By 2016, 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.
 - Progress: 30% Complete



Field Guide 2030 Strategic Plan

Recreation & Leisure:

Goals:

- Pursue the acquisition of park land in areas where it is inadequate or non-existent, and ensure that designated park sites are secured for future use prior to being developed.
- Promote the unique nature of our historic parks to understand and appreciate their role in our history and cultural development.
- Preserve and enhance the character of the historic parks so they retain or regain their original appearance and feel. All planning, design, construction, and maintenance should respect the historic character of these sites.
- Encourage the development of parks and facilities that directly adjoin streets and public rights-of-way.
- Integrate stormwater management into parks and design facilities and resources.
- Connect parks with neighborhoods, subdivisions and activity centers and development occurs using linear park trails and greenway corridors.
- Use recycled products and other environmentally friendly techniques when designing and developing parks, facilities and equipment.
- Develop and promote an Adopt-A-Park program to encourage the community to participate in the maintenance and “ownership” of the park system.
- Establish a land trust to help acquire and manage land prior to becoming part of the parks, open space and greenway system.

Performance Measures:

- By 2014, in response to the input and data collected, the Park Board will further incorporate patron feedback, thoughts, and ideas into both its strategic and long-range planning initiatives.
 - In Progress
- The Springfield-Greene County Park Board (“Park Board”) will provide increased user feedback opportunities to its park constituents during the Park Board’s 100-year anniversary celebration in 2013.
 - Complete: 100%
- Continue communication with elected officials and community leaders regarding the timing of approaching countywide voters with additional park system improvements, programs, amenities, and land acquisition opportunities.
 - In Progress
- Annually report the “State of the Parks” to emphasize progress toward supporting various initiatives within the community strategic plan.
 - In Progress
- Continue collaboration with like-minded groups and organizations for protection of stream corridors and natural resources.
 - In Progress
- Continue increasing the linear miles of trails within Greene County consistent with park and trail planning recommendations and the community benchmarking data.
 - In Progress
- Continue increasing park property acreage consistent with park planning recommendations and the community benchmarking data.
 - In Progress
- Continue updating, improving and broadening the “comprehensive economic impact of parks” report that is currently provided on an annual basis. Consider commissioning a full economic impact study to better depict both active and passive park user totals.
 - In Progress

Field Guide 2030 Strategic Plan

Recreation & Leisure (cont):

- By a date to be determined, Park Board will research possible funding sources for future park development and, in conjunction with the County, will determine whether to seek voter approval to increase the Countywide Parks Sales Tax in order to fund additional improvements to the Springfield-Greene County Parks System.
 - In Progress

Incorporate patron feedback into strategic and long range plans - Ongoing Effort

Provide increased user feedback opportunities during 2013

Communicate with elected officials and community leaders - Ongoing Effort

Annual State of the Parks- Ongoing Effort

Collaboration with like minded groups/organizations - Ongoing Effort

Increase linear miles of trails - Ongoing Effort

Increase parks property acreage- Ongoing Effort

Update "comprehensive economic impact of parks" report - Ongoing Effort

Funding for future park development - Deferred to Future Date



Field Guide 2030 Strategic Plan

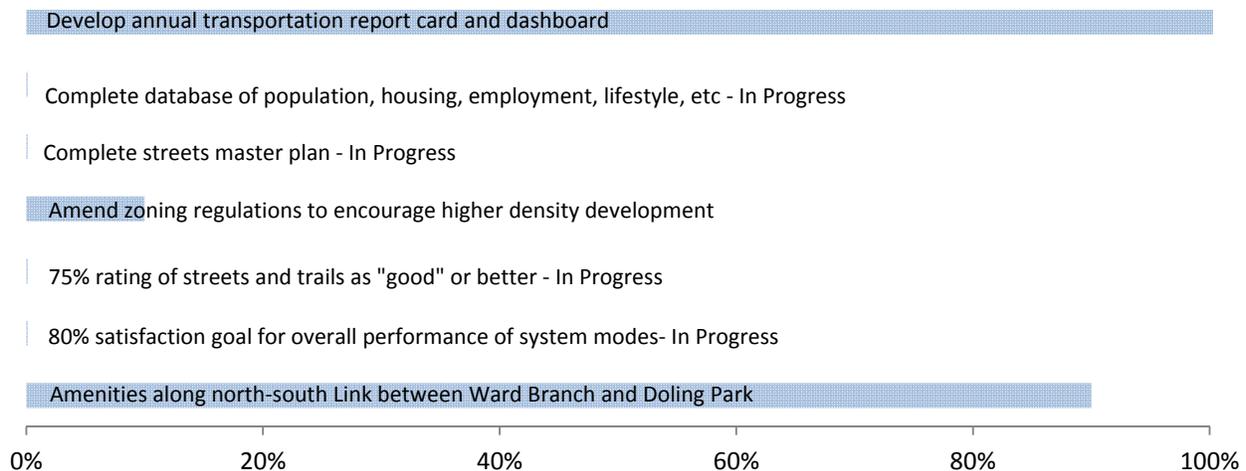
Transportation:

Goals:

- Improve transportation advocacy and properly assess needs through better education and engagement of the citizens of the region.
- Maintain transportation assets.
- Provide a transportation system that encourages economic growth and vitality.
- Implement a multi-modal transportation system.
- Provide a transportation system that improves the quality of life and livability for all citizens of the region.

Performance Measures:

- By 2014, develop an annual transportation report card and dashboard.
 - Compete: 100%
- By 2014, complete a database of area population, housing, employment trends, lifestyle, consumer habits/movements, business commerce, and tourism patterns.
 - In Progress
- By 2015, the City of Springfield will have created a Complete Streets master plan, including design guidelines and pedestrian districts.
 - In Progress
- By 2015, the City of Springfield will amend zoning regulations to encourage the higher density, human scale development along transportation corridors.
 - Progress: 10% Complete
- By 2016, citizens will rate at least 75 percent of the City of Springfield’s streets and trails as “good” or better.
 - In Progress
- By 2016, citizens/advocacy groups will rate (80 percent satisfaction goal) seamless connections, airport experience, accommodation of all users, and overall performance of systems modes.
 - In Progress
- By 2016, the City of Springfield will have completed the basic amenities along the north-south Link between Ward Branch and Doling Park.
 - Progress: 90% Complete





BUDGET SUMMARY





A Guide to Using this Document

Budget Highlights:

- The summary by fund group for revenues, appropriations, debt service, and full-time equivalents are located on pages 56 to 107.
- The Budget Policies adopted by City Council are located on page 113.
- An overview of the Adopted General Fund Budget compared to the previously Adopted General Fund Budget is printed on page 114.
- The City's benchmarks with other communities or industry standards are included in the Benchmark section starting on page 117.

Departmental Purpose, Mission Statements, and Performance Measures:

This section of the document, beginning on page 139, contains information for each department as follows:

- Expenditures and appropriations for the fiscal years 2013-2015 per department
- The department's purpose
- The department's mission statement
- Fiscal Year 2015 Budget Highlights, which bullets any major changes in staffing or expenditures
- The department's Personal Services Summary showing the number of approved, full-time equivalents 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 267 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 all 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



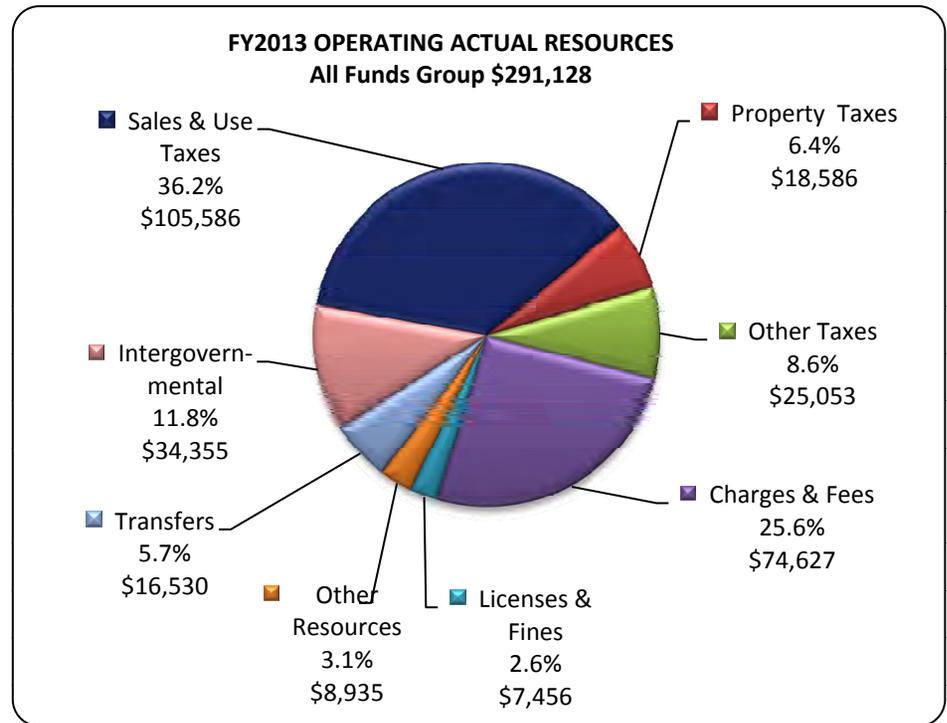
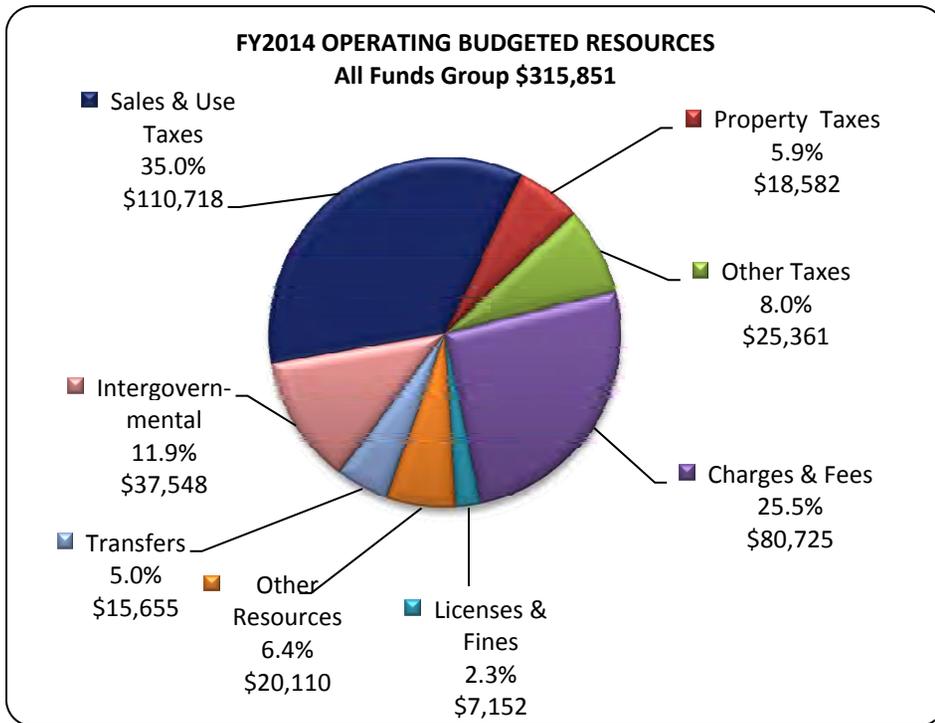
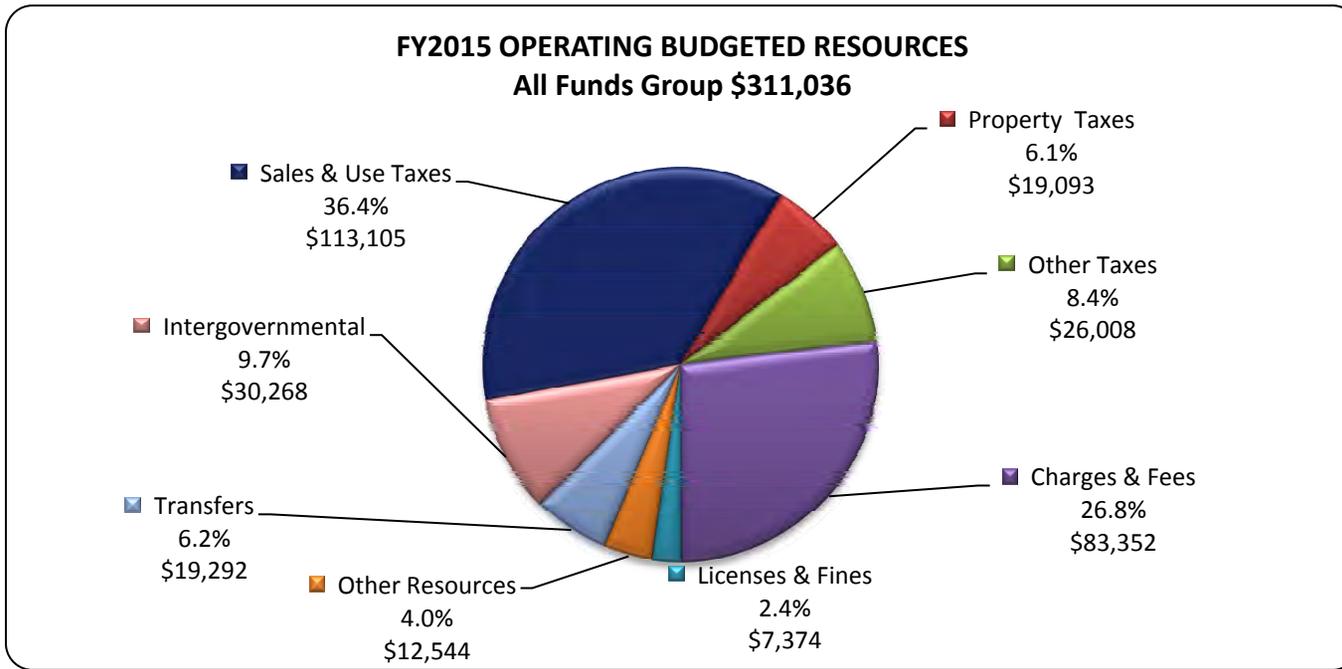
ALL FUND GROUPS



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 measureable.

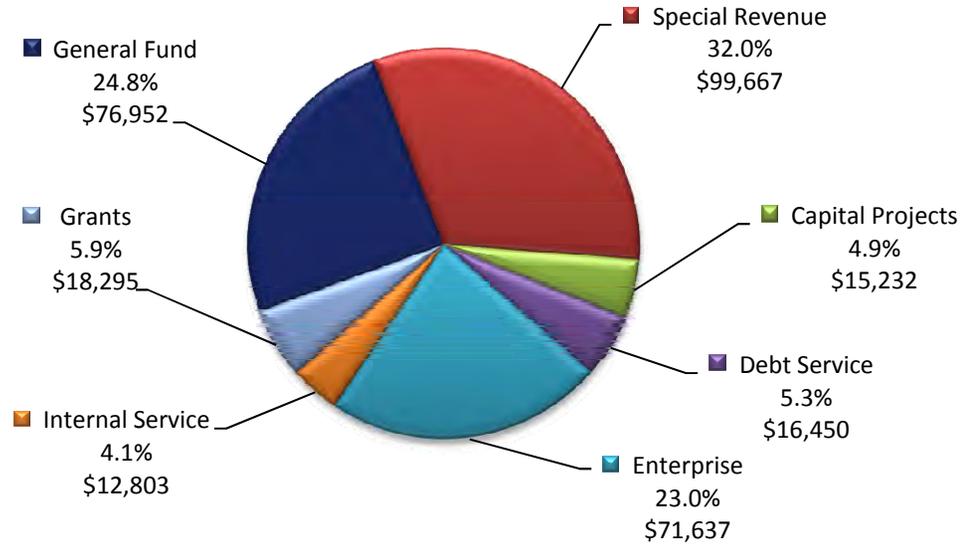
City of Springfield, Missouri - 2014-2015 Annual Operating Budget



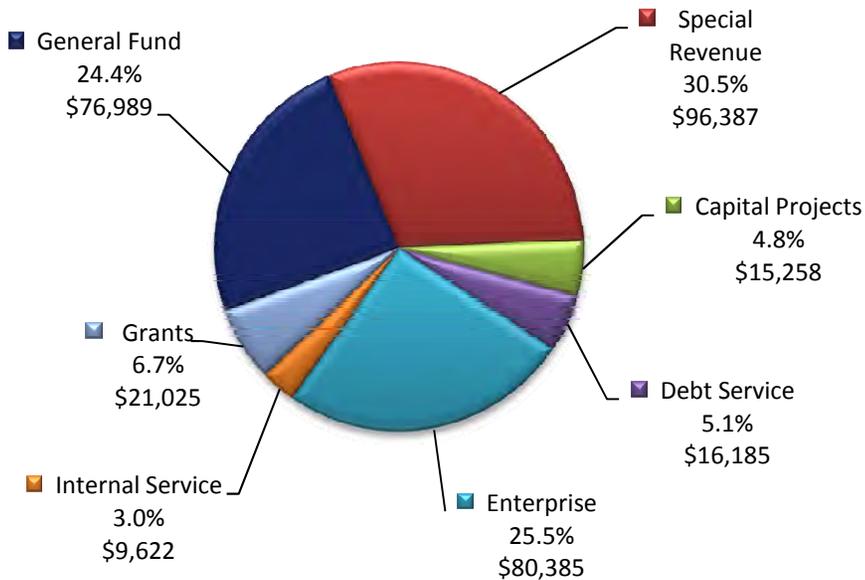
All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2014-2015 Annual Operating Budget

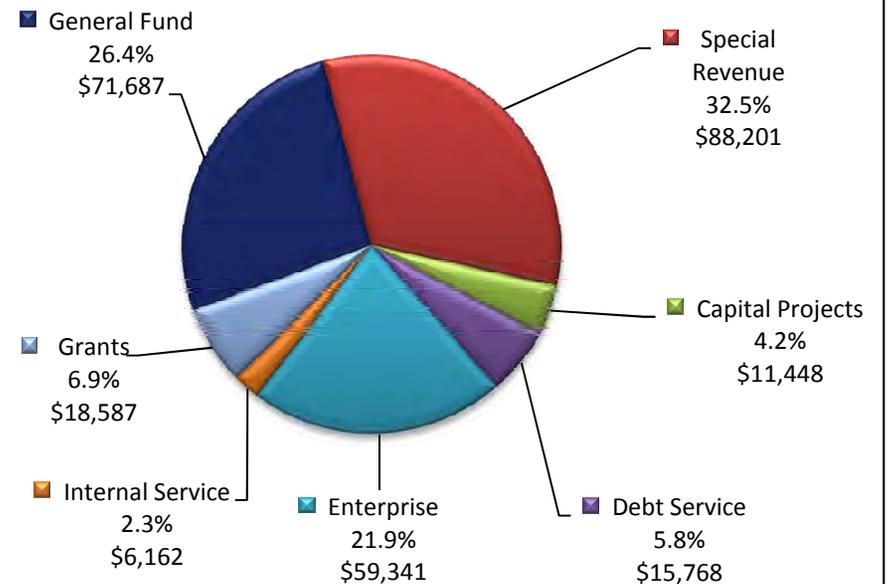
FY2015 OPERATING BUDGETED APPROPRIATIONS All Funds Group \$311,036



FY2014 OPERATING BUDGETED APPROPRIATIONS All Funds Group \$315,851



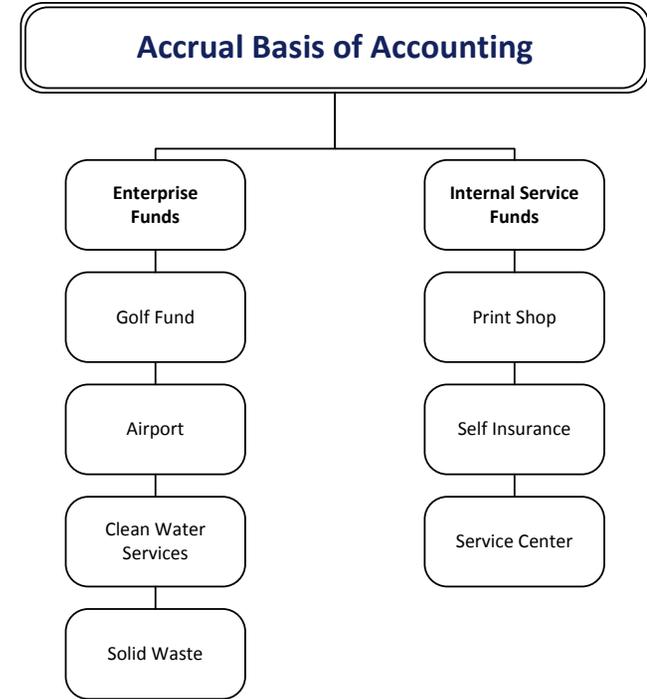
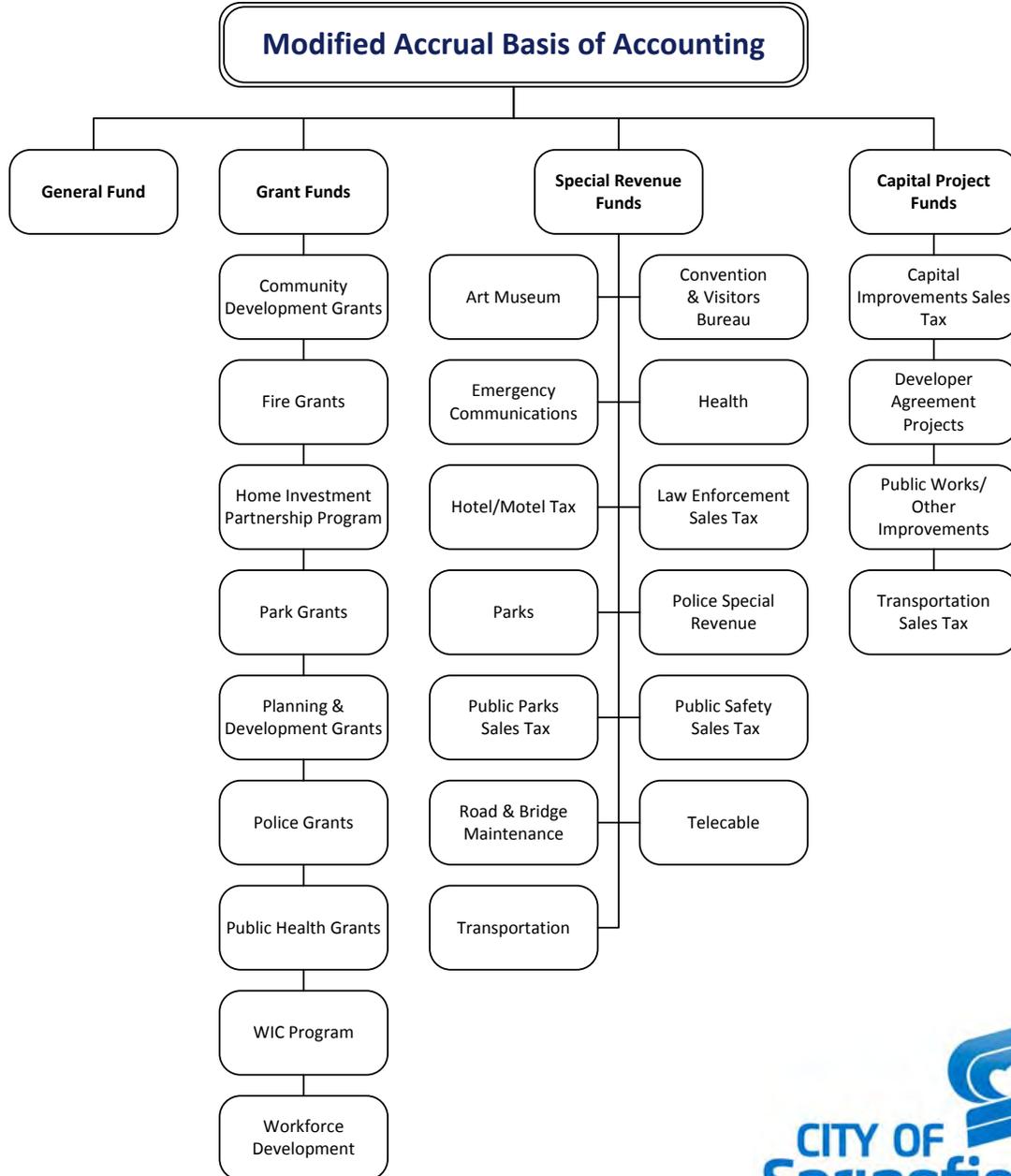
FY2013 OPERATING ACTUAL EXPENDITURES All Funds Group \$271,194



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, Public 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 (Service Center), Human Resources (Self-Insurance Fund), and Finance (Print Shop)



REVENUES

SCHEDULE OF PROJECTED FY 2015 REVENUES COMPARED TO ADOPTED FY 2014 AND ACTUAL FY 2013 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	Public Parks	Public Health Services	Transportation Fund	Special Revenue Funds
TAXES					
Sales (General)	\$ 40,482,090	\$ -	\$ -	\$ -	\$ -
Sales (Capital Improvement)	-	-	-	-	-
Sales (Law Enforcement)	-	-	-	-	7,048,447
Sales (Transportation)	-	-	-	-	-
Sales (Parks)	-	-	-	-	9,276,000
Sales (911)	-	-	-	-	4,531,472
Sales (Public Safety Pension)	-	-	-	-	30,204,750
Use	3,500,000	-	-	3,400,000	-
Property	-	5,576,724	3,800,318	-	1,737,161
Payment In Lieu of Taxes	13,457,000	-	-	-	-
Gross Receipts	6,465,000	-	-	-	571,000
Cigarette	801,148	-	-	-	-
Room	107,000	-	-	-	2,648,082
Tourism	-	-	-	-	1,958,400
	<u>64,812,238</u>	<u>5,576,724</u>	<u>3,800,318</u>	<u>3,400,000</u>	<u>57,975,312</u>
LICENSES AND FINES					
Occupational Licenses	3,691,000	-	-	-	-
Permits	1,168,400	-	373,000	10,000	-
Fines and Forfeitures	1,525,000	-	-	-	-
Court Costs	554,000	-	-	-	-
	<u>6,938,400</u>	<u>-</u>	<u>373,000</u>	<u>10,000</u>	<u>-</u>
CHARGES AND FEES					
Charges for Services	255,500	-	688,000	-	2,147,375
User Fees	-	3,826,114	252,000	685,000	3,695,368
Aviation Fuel Sales	-	-	-	-	-
Sale of Goods	-	377,600	-	-	2,000
Rentals	-	69,600	-	-	77,000
	<u>255,500</u>	<u>4,273,314</u>	<u>940,000</u>	<u>685,000</u>	<u>5,921,743</u>
INTERGOVERNMENTAL					
Gasoline Taxes	-	-	-	4,200,000	-
State of Missouri	-	-	324,548	1,770,000	-
Greene County	-	-	690,222	-	1,750,000
Grants -					
Airport	-	-	-	-	-
Community Development	-	-	-	-	-
Workforce Development	-	-	-	-	-
Public Works Improvements	-	-	-	-	-
WIC Program	-	-	-	-	-
Police	-	-	-	-	-
Other	-	-	206,970	-	12,700
	<u>-</u>	<u>-</u>	<u>1,221,740</u>	<u>5,970,000</u>	<u>1,762,700</u>
Interest on Investments	117,000	-	-	30,000	17,823
Special Assessment Tax Bills	-	-	-	-	-
Interest on Tax Bills	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-
Other Sources	370,000	-	-	1,350,000	749,200
Other Miscellaneous Revenues	558,463	283,276	100	5,000	3,352,384
	<u>1,045,463</u>	<u>283,276</u>	<u>100</u>	<u>1,385,000</u>	<u>4,119,407</u>
REVENUES BEFORE TRANSFERS	73,051,601	10,133,314	6,335,158	11,450,000	69,779,161
TRANSFERS	3,900,876	250,000	593,113	-	1,283,049
LESS ELIMINATIONS	-	-	-	-	(157,000)
TRANSFERS FROM OTHER FUNDS	3,900,876	250,000	593,113	-	1,126,049
TOTAL REVENUES	\$ 76,952,478	\$ 10,383,314	\$ 6,928,271	\$ 11,450,000	\$ 70,905,210

Revenues

Grant Funds	Capital Projects Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Adopted 2014-15 Total	Adopted 2013-14 Total	Actual 2012-13 Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,482,090	\$ 39,686,500	\$ 38,611,919
-	9,775,000	-	-	-	9,775,000	9,775,000	9,319,359
-	-	-	-	-	7,048,447	6,947,378	6,505,132
-	4,887,500	-	-	-	4,887,500	4,887,500	3,200,679
-	-	-	-	-	9,276,000	9,031,161	9,070,918
-	-	-	-	-	4,531,472	4,165,880	3,912,147
-	-	-	-	-	30,204,750	29,325,000	27,957,471
-	-	-	-	-	6,900,000	6,900,000	7,008,707
-	-	7,979,040	-	-	19,093,242	18,581,576	18,585,572
-	-	-	-	-	13,457,000	12,705,000	13,263,228
-	-	-	-	-	7,036,000	7,153,204	7,046,717
-	-	-	-	-	801,148	830,000	807,131
-	-	-	-	-	2,755,082	2,714,210	1,983,326
-	-	-	-	-	1,958,400	1,958,400	1,952,115
-	14,662,500	7,979,040	-	-	158,206,132	154,660,809	149,224,421
-	-	-	-	2,000	3,693,000	3,592,000	3,484,563
-	-	-	51,000	-	1,602,400	1,529,500	1,665,145
-	-	-	-	-	1,525,000	1,555,000	1,540,323
-	-	-	-	-	554,000	475,000	766,309
-	-	-	51,000	2,000	7,374,400	7,151,500	7,456,340
-	525,000	-	46,445,242	4,889,275	54,950,392	52,513,030	48,441,073
-	-	28,755	9,625,500	10,000	18,122,737	17,730,377	16,832,522
-	-	-	4,731,000	-	4,731,000	4,689,000	4,129,639
-	-	-	374,000	25,000	778,600	513,000	836,616
-	-	-	4,623,000	-	4,769,600	5,279,800	4,387,524
-	525,000	28,755	65,798,742	4,924,275	83,352,329	80,725,207	74,627,374
-	-	-	-	-	4,200,000	4,150,000	4,022,729
-	-	-	-	-	2,094,548	1,930,468	1,925,779
-	-	-	-	-	2,440,222	2,175,162	1,673,426
-	-	-	3,100,000	-	3,100,000	8,715,000	2,753,031
3,693,018	-	-	-	-	3,693,018	3,453,790	1,011,013
5,579,895	-	-	-	-	5,579,895	7,554,159	6,926,875
-	-	-	-	-	-	-	4,165,931
1,645,000	-	-	-	-	1,645,000	1,645,000	1,316,739
706,201	-	-	-	-	706,201	1,487,349	1,530,995
6,589,159	-	-	-	-	6,808,829	6,436,765	9,028,385
18,213,273	-	-	3,100,000	-	30,267,713	37,547,693	34,354,903
-	5,000	-	2,196,000	-	2,365,823	2,717,050	1,622,437
-	-	1,557,500	-	-	1,557,500	1,601,028	743,902
-	-	-	-	-	-	-	20,669
-	-	-	-	-	-	-	497,000
17,256	-	27,500	200,000	-	2,713,956	10,271,058	-
-	-	1,562,500	136,951	7,450	5,906,124	5,520,821	6,051,116
17,256	5,000	3,147,500	2,532,951	7,450	12,543,403	20,109,957	8,935,124
18,230,529	15,192,500	11,155,295	71,482,693	4,933,725	291,743,977	300,195,167	274,598,162
64,045	40,000	10,735,445	24,180,430	7,869,198	48,916,156	43,841,214	-
-	-	(5,441,000)	(24,026,123)	-	(29,624,123)	(28,185,801)	-
64,045	40,000	5,294,445	154,307	7,869,198	19,292,033	15,655,413	16,529,451
\$ 18,294,574	\$ 15,232,500	\$ 16,449,740	\$ 71,637,000	\$ 12,802,923	\$ 311,036,010	\$ 315,850,580	\$ 291,127,613

Revenue Projections

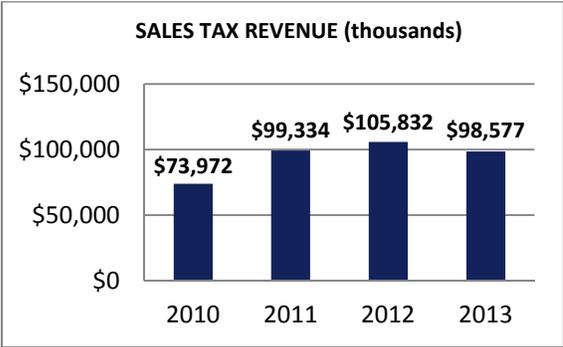
Overview

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 56 & 57 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 34.1% of total revenue and 52.6% 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 2015 budget for the 1% sales tax in the General Fund is \$40.5 million. This compares to FY 2013 actual of \$38.6 million and FY 2014 budget of \$39.7 million.

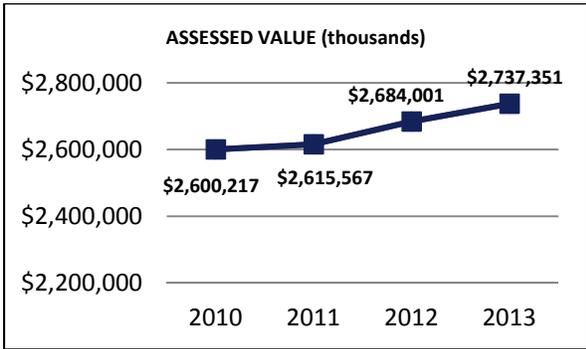


Property Tax

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 the projected increase in the consumer price index. 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 2015 budget includes the fourth 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; 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 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 FY2015, these PILOTS are projected to generate \$13.5 million. This is a slight increase 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; although the amount has decreased over the last few years due to declining county revenues. Currently, the City is subsidizing the cost of health services for County residents. The City and Greene County are working to develop a funding agreement to insure the City property tax designated for Health Services is not being used to fund public health services outside the city limits.

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.

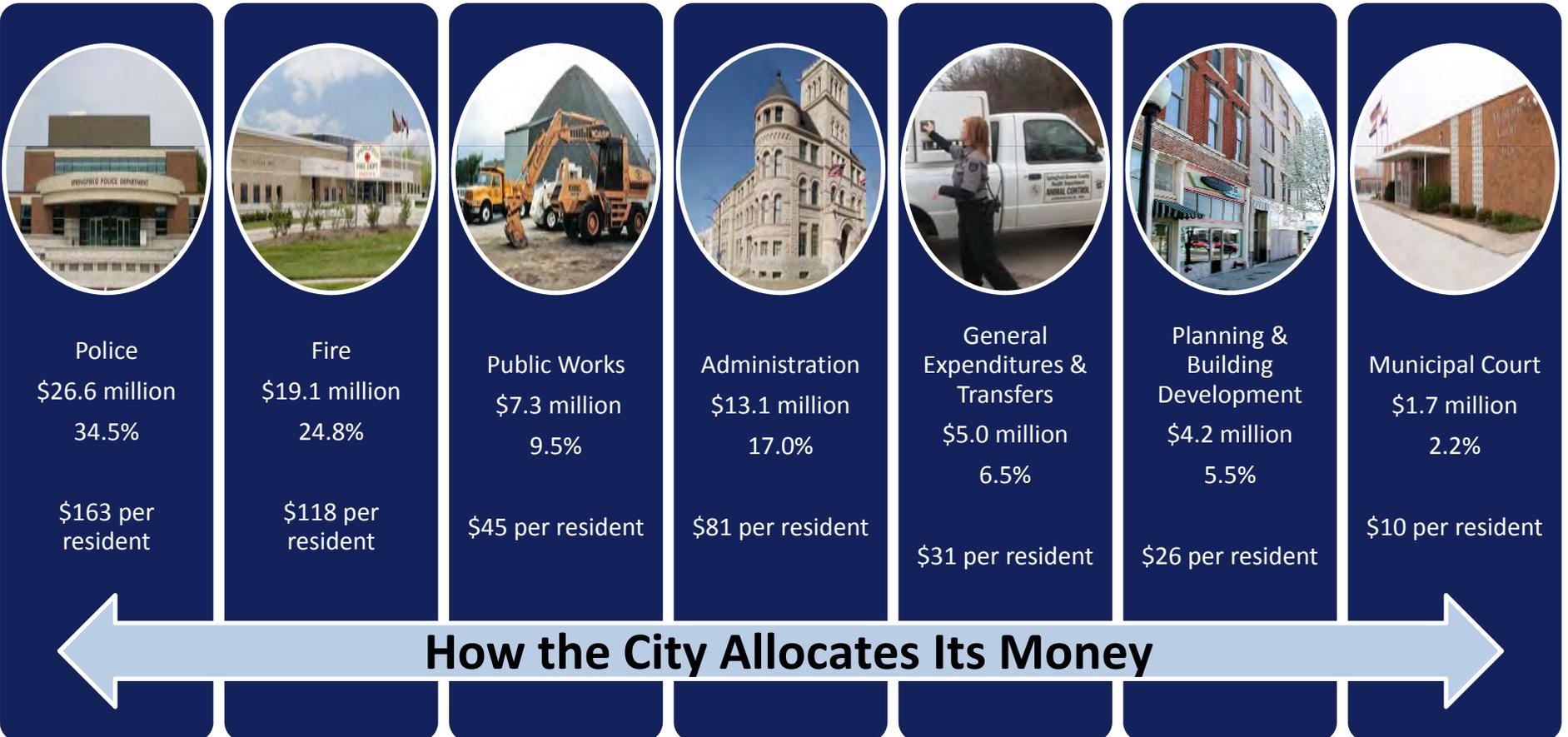
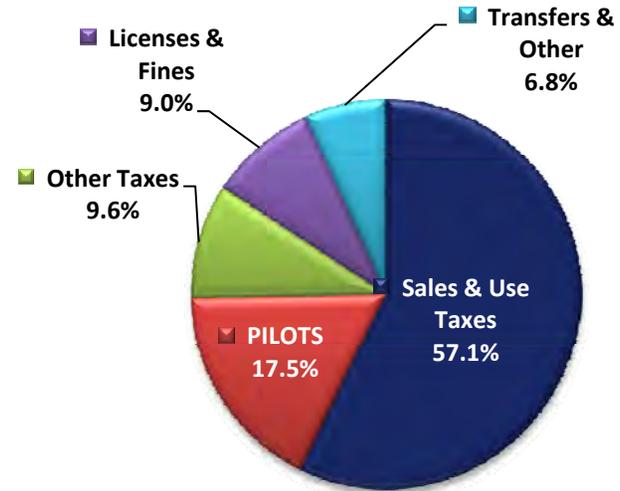
Funding from the State has been relatively stable despite an economic downturn at the State level.

The revenue estimates are based on contracts with the State of Missouri.

We are, however, concerned about the State's budget over the next few years and are hopeful that State funding is not reduced. If State funding is reduced, we have a strategy in place that will re-focus local funds previously used to match state funds toward local projects.

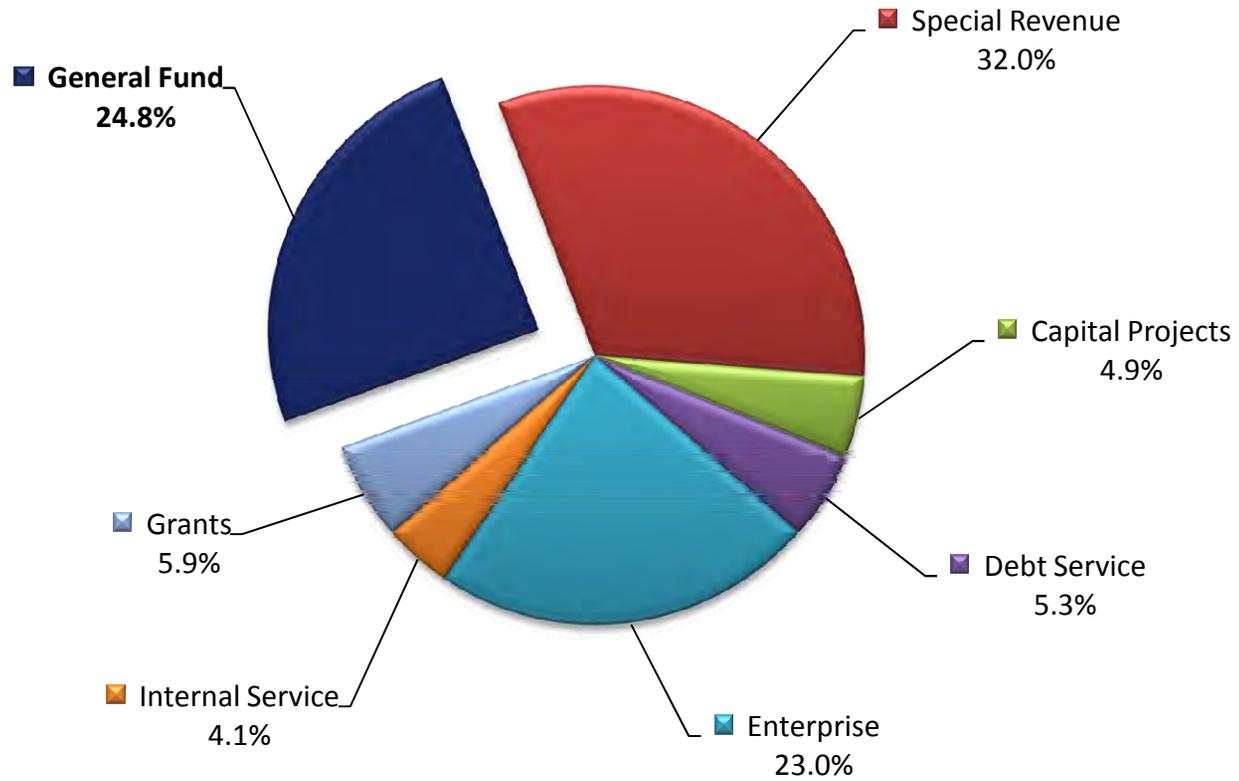
Where the City Gets Its Revenue

FY2015 General Fund \$77.0 million
\$474 per resident



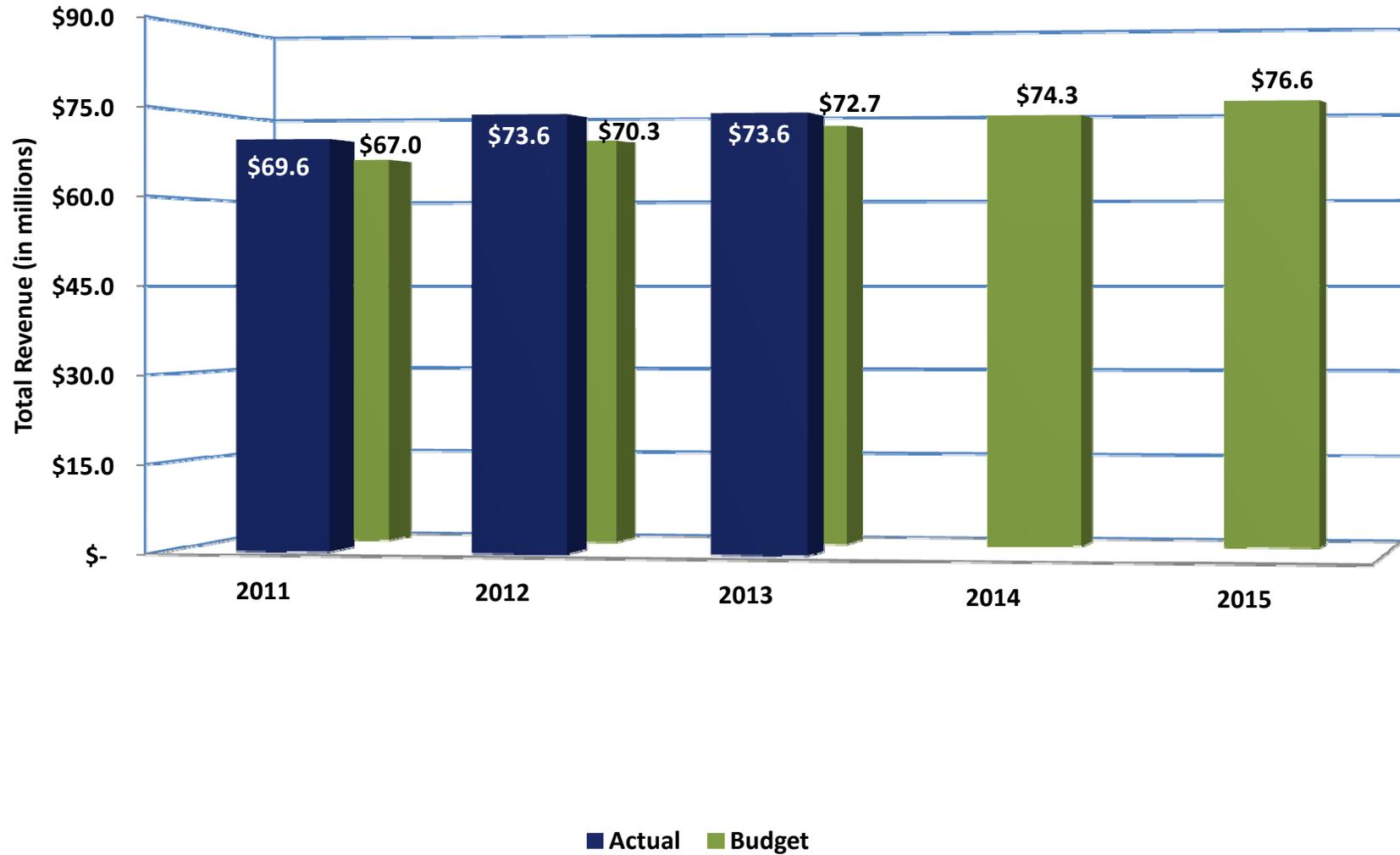
How the City Allocates Its Money

**FY2015 OPERATING BUDGET
GENERAL FUND RELATIONSHIP TO TOTAL BUDGET**



City of Springfield, Missouri - 2014-2015 Annual Operating Budget

GENERAL FUND TOTAL REVENUE
Fiscal Years 2011-2015



Total revenue does not include fund balance appropriations.



APPROPRIATIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS FOR FY 2015 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):

	2012-13 Actual	2013-14 Adopted	2014-15 Adopted
<u>GENERAL FUND</u>			
Building Development Services	\$ 2,286,186	\$ 2,393,514	\$ 2,447,120
City Attorney	2,036,861	2,252,561	2,194,885
City Clerk	537,775	457,391	494,812
City Manager	1,455,069	2,856,053	3,455,055
Finance	6,666,983	7,118,241	6,391,898
Fire	18,430,120	19,068,716	19,072,006
Human Resources	1,858,346	1,515,113	1,607,715
Information Systems	3,777,647	4,593,384	3,067,012
Mayor and City Council	98,226	209,461	279,777
Municipal Court	1,655,803	1,742,051	1,659,833
Planning and Development	1,655,740	1,724,940	1,793,534
Police	24,117,678	25,385,728	26,573,898
Public Information Department	372,078	511,762	590,088
Public Works	6,738,334	7,160,456	7,324,843
TOTAL GENERAL FUND	71,686,847	76,989,371	76,952,478
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	953,079	1,441,472	1,943,331
Community Improvement Districts	1,314,329	1,619,150	1,565,637
Convention and Visitors Bureau	2,716,663	2,886,100	3,053,955
Emergency Communications	3,825,720	4,165,880	4,531,472
Hotel/Motel Tax	1,588,540	1,958,400	1,958,400
Law Enforcement Sales Tax	7,438,680	7,839,456	8,013,575
Miscellaneous Special Revenue	519,868	1,228,000	1,847,000
Police Special Revenue	1,162,105	1,890,110	1,759,165
Public Health Services	5,358,718	6,361,661	6,928,271
Public Parks	10,050,627	10,167,736	10,383,315
Public Parks City/County Wide Sales Tax	12,155,219	13,683,132	13,596,726
Public Safety Pension Sales Tax 2010	29,371,800	29,325,000	30,204,750
Public Works - Transportation	9,858,838	11,300,000	11,450,000
Road and Bridge Maintenance Fund	1,213,995	1,750,000	1,760,000
Teleable Special Revenue	673,050	771,204	671,200
TOTAL SPECIAL REVENUE FUNDS	88,201,231	96,387,302	99,666,796

Appropriations

	2012-13 <u>Actual</u>	2013-14 <u>Adopted</u>	2014-15 <u>Adopted</u>
<u>GRANT REVENUE FUNDS</u>			
Community Development	3,839,663	6,214,000	7,683,318
Fire Grants	1,912,179	453,932	88,559
Park Grants	939,526	860,296	350,638
Police Grants	1,496,591	1,842,188	706,201
Public Health Grants	2,298,505	2,430,537	2,227,962
WIC Program	1,420,084	1,670,000	1,658,000
Workforce Development	6,680,232	7,554,159	5,579,895
TOTAL GRANT REVENUE FUNDS	<u>18,586,780</u>	<u>21,025,112</u>	<u>18,294,574</u>
<u>CAPITAL PROJECTS FUNDS</u>			
Capital Improvements Sales Tax	7,109,501	14,662,500	14,662,500
Developer Agreement Projects	9,566	40,000	40,000
Public Works/Other Improvements	4,329,370	555,000	530,000
TOTAL CAPITAL PROJECTS FUNDS	<u>11,448,437</u>	<u>15,257,500</u>	<u>15,232,500</u>
<u>DEBT SERVICE FUNDS</u>			
General Obligation Bonds	1,597,025	1,601,028	1,557,500
Leasehold Revenue Bonds	9,147,061	10,026,464	9,054,240
Special Obligation Bonds	5,023,473	4,556,971	5,838,000
TOTAL DEBT SERVICE FUNDS	<u>15,767,559</u>	<u>16,184,463</u>	<u>16,449,740</u>
<u>ENTERPRISE FUNDS</u>			
Airport	18,553,326	32,635,000	22,471,000
Clean Water Services	32,974,941	38,100,000	39,266,000
Golf	2,473,835	2,900,000	3,000,000
Solid Waste	5,339,106	6,750,000	6,900,000
TOTAL ENTERPRISE FUNDS	<u>59,341,208</u>	<u>80,385,000</u>	<u>71,637,000</u>
<u>INTERNAL SERVICE FUNDS</u>			
Print Shop	186,475	233,230	233,725
Self-Insurance	2,142,864	4,718,601	7,869,198
Service Center	3,832,505	4,670,000	4,700,000
TOTAL INTERNAL SERVICE FUNDS	<u>6,161,844</u>	<u>9,621,831</u>	<u>12,802,923</u>
TOTAL ALL FUND TYPES	<u>\$ 271,193,905</u>	<u>\$ 315,850,580</u>	<u>\$ 311,036,010</u>

Schedule of Projected Changes in Fund Balance for Fiscal Year 2014-15

Fund	Estimated Beginning Balance*	Revenues	Expenditures	Projected Ending Balance**	Percent Change in Fund Balance
General Fund:					
General Fund	\$ 19,534,491	\$ 76,582,478	\$ 76,952,478	\$ 19,164,491	-1.89%
Total General Fund	<u>\$ 19,534,491</u>	<u>\$ 76,582,478</u>	<u>\$ 76,952,478</u>	<u>\$ 19,164,491</u>	
Special Revenue Funds:					
Art Museum	\$ 1,672,952	\$ 1,371,331	\$ 1,943,331	\$ 1,100,952	-34.19%
Community Improvement Districts	4,963	1,565,637	1,565,637	4,963	0.00%
Convention and Visitors Bureau	506,992	3,053,955	3,053,955	506,992	0.00%
Emergency Communications	(11,707)	4,531,472	4,531,472	(11,707)	0.00%
Hotel/Motel Tax	860,425	1,958,400	1,958,400	860,425	0.00%
Miscellaneous Special Revenue	5,381,435	1,770,000	1,847,000	5,304,435	-1.43%
Parks Sales Tax	155,953	13,596,726	13,596,726	155,953	0.00%
Police Special Revenue	418,680	1,759,165	1,759,165	418,680	0.00%
Public Health Services	3,221,501	6,928,271	6,928,271	3,221,501	0.00%
Public Parks	(40,284)	10,383,314	10,383,315	(40,285)	0.00%
Public Works - Transportation	7,436,867	10,100,000	11,450,000	6,086,868	-18.15%
Road and Bridge Maintenance Fund	3,716,751	1,760,000	1,760,000	3,716,751	0.00%
Teleable Special Revenue	1,727,268	571,000	671,200	1,627,068	-5.80%
Total Special Revenue Funds	<u>\$ 25,051,796</u>	<u>\$ 59,349,270</u>	<u>\$ 61,448,470</u>	<u>\$ 22,952,596</u>	
Grant Funds:					
Community Development Grants	\$ 39,768,094	\$ 7,679,063	\$ 7,683,318	\$ 39,763,839	-0.01%
Fire Grants	(31,320)	88,559	88,559	(31,320)	0.00%
Other Grants	54,548	2,934,163	2,934,163	54,548	0.00%
Parks Grants	171,430	350,638	350,638	171,430	0.00%
WIC Program	(130,309)	1,645,000	1,658,000	(143,309)	9.98%
Workforce Development	-	5,579,895	5,579,895	-	0.00%
Total Grant Funds	<u>\$ 39,832,443</u>	<u>\$ 18,277,318</u>	<u>\$ 18,294,574</u>	<u>\$ 39,815,188</u>	
Capital Project Funds:					
Capital Improvement Sales Tax	\$ 35,639,081	\$ 14,662,500	\$ 14,662,500	\$ 35,639,081	0.00%
Developer Agreement Projects	367	40,000	40,000	367	0.00%
Public Works/Other Improvements	5,271,337	530,000	530,000	5,271,337	0.00%
Total Capital Project Funds	<u>\$ 40,910,785</u>	<u>\$ 15,232,500</u>	<u>\$ 15,232,500</u>	<u>\$ 40,910,785</u>	
Debt Service Funds:					
General Obligation Bonds	6,086,826	1,557,500	1,557,500	6,086,826	0.00%
Leasehold Revenue Bonds	7,672,507	9,026,740	9,054,240	7,645,007	-0.36%
Special Obligation Bonds	3,370,248	5,838,000	5,838,000	3,370,248	0.00%
Total Debt Service Funds	<u>\$ 17,129,580</u>	<u>\$ 16,422,240</u>	<u>\$ 16,449,740</u>	<u>\$ 17,102,080</u>	
Enterprise Funds:					
Airport	\$ 118,075,168	\$ 22,071,000	\$ 20,281,500	\$ 119,864,668	1.52%
Golf	2,236,297	3,000,000	2,987,574	2,248,723	0.56%
Clean Water Services	224,734,269	39,266,000	36,420,310	227,579,959	1.27%
Solid Waste	14,511,189	6,900,000	6,900,000	14,511,189	0.00%
Total Enterprise Funds	<u>\$ 359,556,923</u>	<u>\$ 71,237,000</u>	<u>\$ 66,589,384</u>	<u>\$ 364,204,539</u>	
Internal Service Funds:					
Print Shop	\$ 16,176	\$ 233,725	\$ 233,725	\$ 16,176	0.00%
Self-Insurance	8,969,156	7,869,198	7,869,198	8,969,156	0.00%
Service Center	222,413	4,700,000	4,700,000	222,413	0.00%
Total Internal Service Funds	<u>\$ 9,207,745</u>	<u>\$ 12,802,923</u>	<u>\$ 12,802,923</u>	<u>\$ 9,207,745</u>	

Schedule of Projected Changes in Fund Balance for Fiscal Year 2014-15

*Estimated Beginning Fund Balance is the ending fund balance per the Comprehensive Annual Financial Report for the Year Ended June 30, 2013 adjusted by the budgeted revenues and expenditures for the 2013-2014 fiscal year to arrive at an estimated beginning fund balance as of July 1, 2014.

**Projected Ending Fund Balance as of June 30, 2015.

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 \$572,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2014-15 fiscal year to pay for HVAC upgrades and roof replacement for the Art Museum.

Transportation Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$1,350,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2014-15 fiscal year to pay for much-needed capital equipment. The Transportation Fund has adequate reserves to handle any shortfalls that may occur in the 2014-15 fiscal year.

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 2014-15 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 2012-13 fiscal year.



FINANCIAL POLICIES



Financial Policies

Background

The following general principles should be 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 six-year Capital Improvement Program (CIP), approved by City Council and listed on page 217.

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 52.6% 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 of 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, surplus 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 acquisition, 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. 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 to the revenue collected the prior year. 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 15% to 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 15% 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 15% 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’s performance auditor shall undertake 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 of Springfield shall maintain salaries and benefits in the range of 73% to 77% of the operating budget.

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:

Financial Policies

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 recently 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.

We have developed a lifecycle budgeting plan. 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.

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.

Financial Policies

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.

STRUCTURAL FEATURES

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.

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.

Financial Policies

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 will retain the services of a financial advisor. The financial advisor will 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 and financial advisor 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 2013, assessed value in the City of Springfield was \$2,737,351,000. Springfield’s outstanding debt may not exceed \$816,968,000. The City is not in danger of exceeding the legal debt margin.

Assessed Value - 2013	\$ 2,737,351,000
Debt Limit 30% of Assessed Value	\$ 821,205,000
Less Outstanding Debt Subject to Limitation	<u>\$ 4,237,000</u>
Debt Margin	\$ 816,968,000

Debt Service

2014-2015 Requirements:

	Original Issue	Principal Outstanding July 1, 2014	Principal	Interest and Fees
<u>GENERAL OBLIGATION BONDS</u>				
General Obligation Sewer Improvement Bonds, Series 2001B	3,000,000	1,400,000	170,000	68,700
General Obligation Sewer Improvement Bonds, Series 2003	3,050,000	1,200,000	220,000	47,800
General Obligation Sewer Improvement Bonds, Series 2005A	3,950,000	1,850,000	280,000	71,200
General Obligation Sewer Improvement Bonds, Series 2005B	4,000,000	1,935,000	290,000	77,800
General Obligation Sewer Improvement Bonds, Series 2010	3,335,000	2,550,000	205,000	77,000
Lone Pine Neighborhood Improvement District	675,000	390,000	35,000	15,000
TOTAL GENERAL OBLIGATION BONDS	18,010,000	9,325,000	1,200,000	357,500
<u>LEASE HOLD REVENUE BONDS</u>				
Public Building Corporation Leasehold Revenue Bonds Series 2002A (JVP Exposition Center)	19,375,000	170,000	670,000	803,500
Public Building Corporation Leasehold Revenue Bonds Series 2002B (Baseball Stadium)	6,130,000	4,740,000	200,000	358,500
Public Building Corporation Leasehold Revenue Bonds Series 2002C (Jordan Valley Park)	5,470,000	4,165,000	180,000	315,000
LCRA, Series 2003 University Plaza	7,955,000	4,050,000	550,000	200,000
Public Building Corporation Leasehold Revenue Bonds Series 2003 Recreation Ice Taxable	10,440,000	7,545,000	455,000	78,000
Public Building Corporation Leasehold Improvement Series 2004 Refunded 1995 (Parks Improvement)	3,360,000	42,059	42,059	2,141
LCRA, Series 2004 SBDL Variable Rate Taxable Revenue Bonds	3,490,000	1,270,000	180,000	90,000
Public Building Corporation Leasehold Revenue Bonds Series 2005A Capital Improvement Projects	5,705,000	2,710,000	415,000	111,500
Public Building Corporation Leasehold Revenue Bonds Series 2005B Cooper Tennis	2,800,000	1,825,000	135,000	80,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Storm Water Improvements	6,520,000	5,265,000	350,000	230,000
Public Building Corporation Leasehold Revenue Bonds Series 2007 Storm Water Improvements	8,730,000	6,565,000	380,000	314,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Storm Water Improvements	5,005,000	4,045,000	210,000	166,500
TOTAL LEASE HOLD REVENUE BONDS	84,980,000	42,392,059	3,767,059	2,749,141
<u>SPECIAL OBLIGATION BONDS</u>				
City of Springfield Special Obligation Bonds Series 2007 - Heers Parking Garage	5,745,000	5,680,000	35,000	258,000
City of Springfield Special Obligation Bonds Series 2007 - College Station Parking Garage	10,930,000	9,370,000	385,000	421,000
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 1999 (Storm Water/Warning System/Fire stations)	16,000,000	7,440,000	1,115,000	247,500
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001A (Capital Imp Projects)	7,885,000	1,735,000	635,000	45,000

Debt Service

2014-2015 Requirements:

	<u>Original Issue</u>	<u>Principal Outstanding July 1, 2014</u>	<u>Principal</u>	<u>Interest and Fees</u>
<u>SPECIAL OBLIGATION BONDS (Cont.)</u>				
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001B (South Side Police Station)	4,005,000	2,025,000	225,000	66,500
City of Springfield Special Obligation Bonds Series 2011A - Storm Water Improvements	2,480,000	2,235,000	100,000	86,500
City of Springfield Special Obligation Refunding Bonds Series 2011B - Refunded 1998 and 2000A (Jordan Valley Park)	7,260,000	5,025,000	865,000	214,500
City of Springfield Special Obligation Bonds Series 2013 - Ozark Empire Fairgrounds Project	497,000	497,000	42,000	62,000
City of Springfield Special Obligation Refunding Bonds Series 2014A - Refunded 2002 and 2004 (Capital Improvement Projects)	13,645,000	13,645,000	605,000	430,000
TOTAL SPECIAL OBLIGATION BONDS	68,447,000	47,652,000	4,007,000	1,831,000
<u>ENTERPRISE FUND REVENUE BONDS</u>				
State of Missouri State Revolving Fund Program Water Pollution Control, EIERA Series 1992, 1994, and 1998 (Sewerage System)	40,355,000	1,436,000	964,000	92,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2002B	43,625,000	31,890,000	3,160,000	1,840,000
Public Building Corporation Leasehold Improvement Revenue Series 2004 Refunded 1995 (Trunk Sewer)	1,975,000	24,725	24,725	2,275
Public Building Corporation Leasehold Improvement Revenue Series 2004 Refunded 1995 (Golf)	4,650,000	58,209	58,209	2,914
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2005A	7,110,000	6,125,000	400,000	324,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Airport-Mid Field Terminal Project	96,885,000	82,860,000	2,325,000	3,880,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2007A	7,855,000	6,130,000	330,000	320,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Airport Rental Car Facility	6,955,000	5,835,000	260,000	357,000
Special Obligation Bonds - State of Missouri - Direct Loan Program, Series 2010	13,000,000	11,307,300	586,600	213,400
Special Obligation Bonds - Sewer System Improvements Series 2012	26,385,000	24,790,000	945,000	1,155,000
TOTAL ENTERPRISE FUND REVENUE BONDS	248,795,000	170,456,234	9,053,534	8,186,589
<u>CAPITAL LEASES</u>				
Capital Lease Purchase, 2007 - Service Center Fuel Tanks	306,000	105,565	33,728	5,489
Capital Lease Purchase, 2011 - Parks Mowers	123,585	37,918	25,830	650
Capital Lease Purchase, 2012 - Parks Equipment	630,000	414,160	125,568	4,800
Capital Lease Purchase, 2013 - Parks Equipment	337,000	295,788	54,337	4,662
Capital Lease Purchase, 2013 - Information Systems Equip.	260,000	228,204	41,922	3,597
TOTAL CAPITAL LEASES	1,656,585	1,081,635	281,385	19,198



HUMAN RESOURCES FULL-TIME EQUIVALENTS





Budgeted Positions

Full-Time Equivalents Summary:

	2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
<u>GENERAL FUND</u>			
Building Development Services	32.50	32.50	32.70
City Attorney	20.00	21.00	22.00
City Clerk	5.50	5.50	5.50
City Manager	8.50	9.50	9.50
Finance	35.00	35.75	35.75
Fire Non-Sworn	7.00	7.00	7.00
Sworn	211.00	211.00	220.00
Human Resources	15.50	16.50	16.50
Information Systmes	27.00	28.00	28.20
Mayor and Council	1.00	1.00	1.00
Municipal Court	25.00	25.00	25.00
Planning and Development	18.29	19.29	19.49
Police Non-Sworn	68.50	67.50	68.00
Sworn	239.00	239.00	254.00
Public Information Department	6.50	7.50	8.50
Public Works	98.90	95.90	95.10
	819.19	821.94	848.24
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	13.50	13.50	13.50
Emergency Communications	73.00	73.00	77.00
Law Enforcement Sales Tax Non-Sworn	13.00	13.00	13.00
Sworn	60.00	60.00	60.00
MSU/Drury Substation (Sworn)	10.00	10.00	10.00
Public Health Services	78.00	78.00	78.00
Public Parks	79.54	83.97	85.87
Public Parks City/County Wide Sales Tax	116.96	119.53	121.63
Public Works Transportation	98.10	102.10	102.10
Telecable	8.00	8.00	8.00
	550.10	561.10	569.10
<u>GRANT FUNDS</u>			
Community Development	11.65	11.65	11.65
Fire Department (Sworn)	-	9.00	-
Home Investment	3.01	3.01	3.01
Planning and Development	0.05	0.05	0.05
Police (Sworn)	22.00	22.00	7.00
Public Health Services	6.00	6.00	5.00
WIC Program	16.00	16.00	16.00
Workforce Development	57.00	57.25	57.25
	115.71	124.96	99.96
<u>ENTERPRISE FUNDS</u>			
Airport	93.00	93.00	93.00
Clean Water Services	105.05	108.55	108.75
Golf	18.00	18.00	18.00
Solid Waste	32.95	38.45	38.45
	249.00	258.00	258.20
<u>INTERNAL SERVICE FUNDS</u>			
Print Shop	2.00	2.00	2.00
Self-Insurance Fund	4.00	3.00	3.00
Service Center	23.00	23.00	23.00
	29.00	28.00	28.00
TOTAL FULL-TIME EQUIVALENTS-ALL FUNDS	1,763.00	1,794.00	1,803.50

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 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
Code Compliance Investigator	P10	1.00	0.00	0.00
Development Coordinator	P09	0.00	2.00	2.00
Electrical Inspector*	P09	3.00	3.00	3.00
Mechanical and Plumbing Inspector	P09	1.00	1.00	1.00
Building Inspector	P09	3.00	3.00	3.00
Senior Inspector	P09	2.00	2.00	2.00
Public Health Investigator	P08	5.00	5.00	5.00
Housing Inspector*	P07	1.00	1.00	1.00
Land Use Inspector	P07	1.00	0.00	0.00
Permitting Services Representative*	P06	5.00	5.00	5.00
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	0.00	0.00	1.00
Clerical Assistant	P02	1.50	1.50	0.50
ProjectDox Systems Administrator	TBD	0.00	0.00	0.20
Total		32.50	32.50	32.70

*One Electrical Inspector, the Housing Inspector and one Permitting Services Representative position will be unfunded and remain vacant in fiscal year 2014-15.

City Attorney				
City Attorney	D15	1.00	1.00	1.00
Assistant City Attorney V	P13	10.00	11.00	11.00
Legal Investigator	P07	1.00	1.00	1.00
Litigation Paralegal	P06	5.00	5.00	5.00
Executive Secretary	P05	1.00	1.00	1.00
Staff Assistant	P03	2.00	2.00	3.00
Total		20.00	21.00	22.00

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
Clerical Assistant	P02	0.50	0.50	0.50
Total		5.50	5.50	5.50

*0.4 of the Administrative Assistant position will be unfunded and remain vacant in fiscal year 2014-15.

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
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	0.00	1.00	1.00
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		8.50	9.50	9.50

*0.5 Executive Secretary, the Administrative Assistant, and the Word Processing Operator positions will be unfunded and remain vacant in fiscal year 2014-15.

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
Administrative Systems Analyst	P09	1.00	0.00	0.00
Financial Analyst	P09	4.00	5.75	5.75
Licensing Supervisor	P09	1.00	1.00	1.00
Senior Buyer	P09	1.00	1.00	1.00
Accounting Technician	P07	2.00	2.00	2.00
Buyer	P07	3.00	4.00	4.00
License Inspector	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	5.00	5.00	5.00
License Technician	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	2.00	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
Purchasing Assistant	P04	1.00	1.00	1.00
Total		35.00	35.75	35.75

*One Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2014-15.

Fire

Fire Chief	D15	1.00	1.00	1.00
Assistant Fire Chief	F13	3.00	3.00	3.00

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Fire (cont.)				
Battalion Chief	F09	7.00	7.00	7.00
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
Truck Company Captain	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	84.00	84.00	93.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
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		218.00	218.00	227.00

*One Fire Training Captain position and one Firefighter position will be unfunded and remain vacant in fiscal year 2014-15.

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	2.00	2.00	3.00
Payroll Coordinator	P07	0.00	0.00	1.00
Human Resources Specialist	P07	4.00	5.00	4.00
Lead Payroll & Benefits Assistant	P06	1.00	1.00	0.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Payroll & Benefits Assistant	P05	1.00	1.00	1.00
Human Resources Assistant	P04	1.50	2.50	2.50
Office Assistant	P03	1.00	0.00	0.00
Total		15.50	16.50	16.50

Information Systems

Director of Information Systems	D15	1.00	1.00	1.00
GIS Manager	P11	1.00	1.00	1.00
Network Manager	P11	1.00	1.00	1.00
Sr. Administrative Systems Analyst	P10	1.00	1.00	1.00
Administrative Systems Analyst	P09	4.00	5.00	5.00
Help Desk Manager	P09	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Information Systems (cont.)				
Senior Database Administrator	P09	1.00	1.00	1.00
Senior System Administrator	P09	3.00	3.00	4.00
Telecom Coordinator	P09	1.00	1.00	1.00
GIS Analyst	P08	5.00	5.00	5.00
Sr. Computer Programmer/Analyst	P08	1.00	1.00	1.00
Computer Programmer/Analyst	P07	1.00	0.00	0.00
Network Technician	P07	1.00	1.00	0.00
Sr. Computer Technician	P07	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Security Administrator	TBD	0.00	1.00	1.00
ProjectDox Systems Administrator	TBD	0.00	0.00	0.20
Total		27.00	28.00	28.20
Mayor and Council				
Internal Auditor	D13	1.00	1.00	1.00
Total		1.00	1.00	1.00
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	1.00	1.00
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	25.00	25.00
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
Community Development Loan Officer	P10	0.10	0.10	0.10
Senior City Planner	P10	6.32	6.32	5.32
Graphic Production Assistant	P05	0.00	0.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Planning and Development (cont.)				
Financial Analyst	P09	0.15	0.15	0.15
Associate City Planner*	P08	2.37	2.37	2.37
Assistant City Planner*	P06	2.00	2.00	2.00
Executive Secretary	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.40	1.40	1.40
Assistant Economic Development Director	TBD	0.00	1.00	1.00
ProjectDox Systems Administrator	TBD	0.00	0.00	0.20
Total		18.29	19.29	19.49

*One Associate City Planner and one Assistant City Planner positions will be unfunded and remain vacant in fiscal year 2014-15.

Police

Police Chief	D15	1.00	1.00	1.00
Senior Computer Forensic Analyst	P10	0.00	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	0.00	1.00
Latent Print Examiner	P07	1.00	1.00	0.00
Crime Research Analyst	P06	3.00	3.00	3.00
Fleet and Equipment Supervisor	P06	0.00	0.00	1.00
Forensic Evidence Technician	P06	1.00	1.00	1.00
Police Services Shift Leader	P06	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.50	0.50	0.00
GIS Technician	P05	1.00	1.00	1.00
Investigative Services Specialist	P05	1.00	1.00	1.00
Office Administrator	P05	3.00	3.00	3.00
Police Services Representative*	P05	38.00	37.00	36.00
Traffic Services Officer	P05	3.00	3.00	3.00
Administrative Assistant	P04	6.00	6.00	6.00
Office Specialist	P04	1.00	1.00	1.00
Quartermaster	P04	0.00	0.00	1.00
Data Entry Clerk*	P03	1.00	1.00	1.00
Police Major	L15	2.00	2.00	2.00
Police Captain	L14	2.00	4.00	4.00
Police Lieutenant	L12	10.00	11.00	11.00
Police Sergeant	L10	25.00	26.00	26.20
Police Corporal	L05	42.00	33.00	30.20

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Police (cont.)				
Police Officer	L02	157.00	162.00	179.60
Total		307.50	306.50	322.00

*The Police Planning Technician, two Police Services Representatives, and 0.5 of the Data Entry Clerk positions will be unfunded and remain vacant in fiscal year 2014-15.

Public Information Department

Director of Public Information & Civic Engagement	D13	1.00	1.00	1.00
Public Affairs Officer	P10	0.00	1.00	1.00
Citizen Service Coordinator	P07	1.00	1.00	1.00
Special Projects Coordinator*	P07	0.50	0.50	0.50
Administrative Assistant	P04	2.00	2.00	2.00
Receptionist*	P03	2.00	2.00	2.00
Public Affairs Officer	TBD	0.00	0.00	1.00
Total		6.50	7.50	8.50

*One Receptionist and 0.5 Special Projects Coordinator positions will be unfunded and remain vacant in fiscal year 2014-15.

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	6.00	6.00	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	0.00	1.00	1.00
Facilities Specialist	P10	2.00	2.00	2.00
Senior Designer	P10	2.00	2.00	1.00
Supervisor Survey Operations	P10	1.00	0.00	0.00
Water Quality Coordinator	P10	1.00	0.00	0.00
Financial Analyst	P09	0.50	0.50	0.50
Right-of-Way Agent	P09	2.00	2.00	2.00
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	1.00	1.00	2.00
Storm Water Technician	P07	2.00	0.00	0.00
Street & Sewer Construction Inspector*	P07	4.00	4.00	4.00

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Public Works (cont.)				
Accounting Services Representative*	P06	0.50	0.50	0.50
Senior Executive Secretary	P06	1.00	1.00	1.00
Engineering Technician II*	P05	5.00	4.00	3.00
Mapping & Reprographics Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.75	2.75	2.75
Engineering Technician I	P04	2.00	1.00	0.00
Municipal Facilities Supervisor	C16	1.00	1.00	1.00
Public Grounds Maintenance Supervisor	C14	1.50	1.50	1.00
Building Maintenance Crew Leader	C12	1.00	1.00	1.00
Team Leader	C11	2.00	3.00	3.00
Building Maintenance Craftsworker*	C10	13.00	13.00	13.00
Custodial Team Leader	C10	1.00	1.00	1.00
Arborist Crew Leader	C08	3.00	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	5.00	5.00	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	6.00	6.00	5.00
Laborer*	C03	2.00	2.00	2.00
ProjectDox Systems Administrator	TBD	0.00	0.00	0.20
Total		98.90	95.90	95.10

*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 2014-15.

TOTAL GENERAL FUND **819.19** **821.94** **848.24**

Average Annual Increase (Decrease) 2013-2015 1.77%

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 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	0.00	1.00	1.00
Curator of Collections	P09	1.00	0.00	0.00
Curator of Exhibitions	P09	1.00	0.00	0.00
Museum Educator	P08	1.00	1.00	1.00
Exhibitions Coordinator	P07	0.00	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
Total		13.50	13.50	13.50

*One Art Museum Security Officer, one-half Clerical Assistant, one Librarian, and one Preparator position will be unfunded and remain vacant in fiscal year 2014-15.

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	1.00	1.00
Computer System Administrator	P09	1.00	1.00	1.00
Telecommunications Supervisor*	P08	3.00	3.00	3.00
911 Shift Supervisor	P07	0.00	9.00	9.00
Senior 911 Telecommunicator	P07	9.00	0.00	0.00
911 Telecommunicator*	P06	56.00	56.00	60.00
Executive Secretary	P05	1.00	1.00	1.00
Total		73.00	73.00	77.00

*One Telecommunications Supervisor and ten 911 Telecommunicator positions will be unfunded and remain vacant in fiscal year 2014-15.

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
Investigative Services Specialist	P05	3.00	3.00	3.00

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Law Enforcement Sales Tax (cont.)				
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	1.00	1.00	0.80
Police Corporal	L05	0.00	0.00	0.80
Police Officer	L02	9.00	9.00	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	1.00	1.00
Environmental Health Administrator	P12	1.00	1.00	1.00
Health Program Administrator	P12	2.00	3.00	3.00
Public Health Resource Manager	P11	0.00	0.00	1.00
Environmental Community Health Planner	P10	1.00	1.00	0.00
Fiscal Administrator	P10	1.00	0.00	0.00
Nurse Coordinator	P10	1.00	1.00	1.00
Financial Analyst	P09	0.00	1.00	1.00
Coordinator of Epidemiological Services	P09	1.00	1.00	0.00
Educator & Volunteer Coordinator	P09	0.00	0.00	1.00
Health Data Analyst	P09	1.00	1.00	1.00
Public Health Nurse	P09	6.00	6.00	6.00
Public Health Information Administrator	P09	2.00	1.00	0.00
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	7.00	7.00	8.00
Milk Inspector	P08	2.00	2.00	2.00
Public Health Program Representative	P08	4.00	4.00	4.00
Public Health Investigator	P08	12.00	12.00	12.00
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
Health Educator	P09	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
Accounting Clerk II	P05	2.00	2.00	2.00

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Public Health Services (cont.)				
Animal Control Officer	P05	7.00	6.00	6.00
Office Administrator	P05	1.00	1.00	1.00
Animal Shelter Manager	P04	0.00	1.00	0.00
Animal Shelter Coordinator	P05	0.00	0.00	1.00
Accounting Clerk I	P04	3.00	4.00	4.00
Administrative Assistant	P04	1.00	0.00	0.00
Staff Assistant	P03	7.00	7.00	6.00
Custodian	C01	1.00	1.00	0.00
Animal Shelter Assistant	P03	0.00	0.00	2.00
Total		78.00	78.00	78.00
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 the Zoo	P12	1.00	1.00	1.00
Veterinarian	P12	1.00	1.00	1.00
Jordan Valley Park Manager	P11	1.00	1.00	1.00
Superintendent of Parks Business Operations	P11	0.30	0.30	0.30
Community Recreation Serv Administrator*	P10	4.70	5.30	5.30
General Curator	P10	1.00	1.00	1.00
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	5.50	7.30	7.30
Park Ranger Supervisor	P08	0.34	0.34	0.34
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 Rep	P06	0.00	0.00	0.40
Animal Health Technician	P06	1.00	1.00	1.00
Community Recreation Supervisor	P06	6.00	7.90	8.90
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.00	0.30	0.30
Accounting Clerk II	P05	2.00	2.00	2.00
Zoo Keeper*	P05	10.00	10.00	10.00
Administrative Assistant*	P04	3.00	3.00	3.00

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Public Parks (cont.)				
Community Recreation Specialist	P04	2.00	1.50	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	4.00	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	3.00	4.00	4.00
Building Maintenance Worker*	C05	2.00	2.00	2.00
Maintenance Worker	C05	5.00	3.00	3.00
Custodian	C01	1.00	1.00	1.00
Assistant Park Ranger Supervisor	TBD	0.00	0.33	0.33
		79.54	83.97	85.87

*One Community Recreation Serv. Administrator, the Park Ranger, one Zoo Keeper, one Administrative Assistant, the Clerical Assistant, one Utility Worker and one Building Maintenance Worker positions will be unfunded and remain vacant in fiscal year 2014-15.

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 Business Operations	P11	0.70	0.70	0.70
Community Recreation Serv Administrator	P10	4.30	4.70	4.70
Senior Parks Planner	P10	1.00	1.00	1.00
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
Community Recreation Coordinator	P08	5.50	6.70	6.70
Livestock Coordinator	P08	1.00	1.00	1.00
Park Ranger Supervisor	P08	0.66	0.66	0.66
Accounting Technician	P07	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Public Parks City/County Wide Sales Tax (cont.)				
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 Rep	P06	1.00	1.00	1.60
Community Recreation Supervisor	P06	6.00	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	0.00	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	8.00	7.50	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	2.00	2.00
Parks Caretaker	C06	20.00	19.00	19.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Maintenance Worker	C05	6.00	7.00	7.00
Custodian	C01	3.00	3.00	3.00
Assistant Park Ranger Supervisor	TBD	0.00	0.67	0.67
Total		116.96	119.53	121.63

*The Park Operations Supervisor, the Associate Parks Planner, one Community Recreation Specialist, and the Instrument Technician positions will be unfunded and remain vacant in fiscal year 2014-15.

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

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Public Works Transportation (cont.)				
Traffic Engineer	P13	1.50	1.50	1.50
Professional Engineer	P12	5.00	5.00	4.00
Operations Supervisor	P11	0.00	0.00	1.00
Operations Supervisor - Grnds	P11	0.25	0.25	0.25
Chief Inspector	P10	0.00	0.00	1.00
Project Engineer	P10	1.00	1.00	1.00
Senior Designer	P10	1.00	1.00	1.00
Supervisor of Signal Operations	P10	1.00	1.00	1.00
Transportation Planner	P10	0.00	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	5.00	7.00	7.00
Accounting Technician	P07	0.50	0.50	0.50
Senior Engineering Technician	P07	0.00	1.00	1.00
Signal Project Coordinator	P07	1.00	1.00	1.00
Street & Sewer Construction Inspector	P07	3.00	3.00	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	1.00	1.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.25	1.25	1.25
Traffic Data Collector	P04	2.00	2.00	1.00
Maintenance Supervisor	C14	3.00	3.00	3.00
Public Grounds Maintenance Supervisor	C14	0.50	0.50	1.00
Team Leader	C11	8.00	8.00	8.00
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	18.00	18.00	16.50
Traffic Controls Worker II	C07	6.00	6.00	6.00
Maintenance Worker	C05	17.00	17.00	18.00
Laborer	C03	1.00	1.00	1.00
Total		98.10	102.10	102.10
Telecable				
Assistant Director of Public Information	P11	0.00	1.00	1.00
Production Manager	P09	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Telecable (cont.)				
Multimedia Coordinator	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	1.00	0.00	0.00
Web Coordinator	P07	1.00	1.00	1.00
Video Specialist	P06	3.00	3.00	0.00
Senior Video Producer	P08	0.00	0.00	2.00
Video Producer	P07	0.00	0.00	1.00
Graphic Production Assistant*	P05	1.00	1.00	1.00
Total		8.00	8.00	8.00

*One-half Graphic Production Assistant position will be unfunded and remain vacant in fiscal year 2014-15.

TOTAL SPECIAL REVENUE FUNDS **550.10** **561.10** **569.10**

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	0.00	0.00	1.00
Administrative Assistant*	P04	2.60	2.60	1.60
Total		11.65	11.65	11.65

*One Administrative Assistant will be unfunded and remain vacant in fiscal year 2014-15.

Grant Fund - Fire Department				
Firefighter	F01	0.00	9.00	0.00
Total		0.00	9.00	0.00

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

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
Grant Fund - Home Investment (cont.)				
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	22.00	22.00	7.00
Total		22.00	22.00	7.00
Grant Fund - Public Health				
Coordinator of Epidemiological Services	P09	1.00	1.00	2.00
Educator & Volunteer Coordinator	P09	1.00	1.00	0.00
Health Educator	P09	1.00	1.00	0.00
Public Health Information Administrator	P09	0.00	0.00	1.00
Public Health Planner	P09	1.00	1.00	1.00
Community Health Nurse	P08	1.00	1.00	0.00
Public Health Program Representative	P08	1.00	1.00	1.00
Total		6.00	6.00	5.00
Grant Fund - WIC Program				
WIC Coordinator	P10	1.00	1.00	1.00
WIC Supervisor	P09	0.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Nutritionist	P07	4.00	4.00	4.00
Senior Nutritionist	P07	1.00	0.00	0.00
Office Administrator	P05	1.00	1.00	1.00
Health Program Assistant	P03	8.00	8.00	8.00
Total		16.00	16.00	16.00
Grant Fund - Workforce Development				
Director of Workforce Development	D14	1.00	1.00	1.00
Accounting Supervisor	P09	1.00	1.00	1.00
Financial Analyst	P09	0.00	0.25	0.25
Workforce Development Supervisor	P09	4.00	4.00	4.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Grant Fund - Workforce Development (cont.)				
Program Compliance Coordinator	P08	1.00	1.00	1.00
System Administrator	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	2.00
Business Services Specialist	P07	2.00	2.00	2.00
Sr Workforce Development Specialist	P07	3.00	4.00	4.00
Accounting Services Representative	P06	3.00	3.00	2.00
Employ/Training Instructor	P06	2.00	2.00	2.00
Workforce Development Specialist	P06	28.00	27.00	27.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	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
Staff Assistant	P03	1.00	1.00	1.00
Total		57.00	57.25	57.25

TOTAL GRANT FUNDS

115.71

124.96

99.96

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	0.00	0.00	1.00
Assistant City Attorney IV	P12	0.00	1.00	0.00
Assistant City Attorney III	P11	1.00	0.00	0.00
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

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Airport (cont.)				
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	1.00	1.00	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	4.00	4.00	3.00
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	7.00
Building Maintenance Worker	C05	3.00	3.00	3.00
Custodian	C01	9.00	9.00	9.00
Total		93.00	93.00	93.00

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
Control System Engineer	P12	1.00	0.00	0.00
Plant Superintendent	P12	1.00	1.00	1.00
Professional Engineer	P12	1.00	1.00	1.00
Collection System Supervisor	P11	1.00	1.00	1.00
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	P11	1.00	1.00	1.00
Control Systems Specialist	P10	0.00	1.00	1.00
NW Treatment Plant Supervisor	P10	1.00	1.00	1.00
Project Engineer	P10	1.00	1.00	1.00
Senior Designer	P10	2.00	2.00	2.00
Sustainability Officer	P10	0.00	0.50	0.50
Water Quality Coordinator	P10	0.00	1.00	1.00
Biosolids Coordinator	P09	1.00	1.00	1.00
Chemist	P09	3.00	3.00	3.00

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Clean Water Services (cont.)				
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
Senior Street & Sewer Construction Inspector	P09	4.00	4.00	4.00
Waste Water Video Technician	P08	2.00	2.00	2.00
Laboratory Analyst	P07	2.00	2.00	2.00
Maintenance Engineer Technician	P07	2.00	2.00	2.00
Plant Operator III	P07	6.00	6.00	6.00
Senior Engineering Technician	P07	1.00	1.00	1.00
Storm Water Technician	P07	0.00	2.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Education Outreach Specialist	P06	0.50	0.50	0.50
Plant Operator II	P06	6.00	6.00	6.00
Revenue Technician	P06	1.00	1.00	1.00
Safety Technician	P06	1.00	1.00	1.00
Senior Inflow & Infiltration Technician	P06	3.00	3.00	3.00
Accounting Clerk II	P05	0.75	0.75	0.75
Inflow & Infiltration Technician	P05	2.00	2.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	3.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
Wastewater Plant Maintenance Supervisor	C15	1.00	1.00	1.00
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	1.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Team Leader	C11	3.00	3.00	3.00
Plant Maintenance Mechanic I	C10	6.00	6.00	6.00
Sewer Cleaning Team Leader	C10	3.00	3.00	3.00
Parts & Inventory Control Clerk	C08	1.00	2.00	2.00
Equipment Operator II	C07	3.00	3.00	3.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Maintenance Worker	C05	11.00	11.00	11.00
Wastewater Sludge Truck Operator	C05	4.00	4.00	4.00
Laborer	C03	1.00	1.00	1.00
ProjectDox Systems Administrator	TBD	0.00	0.00	0.20
Total		105.05	108.55	108.75

Budgeted Positions

Full-Time Equivalents:

		2012-13	2013-14	2014-15
		Adopted	Adopted	Adopted
Golf				
Golf Facilities Supervisor*	P09	1.00	1.00	1.00
Golf Course Superintendent	P06	3.00	3.00	3.00
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 2014-15.				
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	0.00	0.50	0.50
Materials Recovery Education Coordinator	P09	1.00	0.00	0.00
Environmental Technician	P08	1.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Market Development Specialist	P07	0.00	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	2.00	4.00	4.00
Weighmaster	C05	2.00	2.00	2.00
Laborer	C03	2.00	1.00	1.00
Recycling Center Attendant	C03	2.00	5.00	5.00
Total		32.95	38.45	38.45
TOTAL ENTERPRISE FUNDS		249.00	258.00	258.20

Budgeted Positions

Full-Time Equivalents:

		2012-13 Adopted	2013-14 Adopted	2014-15 Adopted
INTERNAL SERVICE FUND				
Print Shop				
Print Shop Supervisor	P07	1.00	1.00	1.00
Print Shop Assistant Operator	P04	1.00	1.00	1.00
Total		2.00	2.00	2.00
Self-Insurance Fund				
Risk Management Administrator	P11	1.00	0.00	0.00
Safety Coordinator	P09	1.00	1.00	1.00
Senior Human Resources Specialist	P08	1.00	1.00	1.00
Human Resource Specialist	P07	1.00	1.00	1.00
Total		4.00	3.00	3.00
Service Center				
Fleet Administrator	P11	1.00	1.00	1.00
Fleet Systems Coordinator*	P09	1.00	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	1.00	1.00
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		29.00	28.00	28.00
TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS		1,763.00	1,794.00	1,803.50
Average Annual Increase (Decrease) 2013-2015			1.15%	

*The Fleet Systems Coordinator, one Heavy Equipment Technician, the Collision Repair/Refinishing Technician, one Service Technician, and the Parts and Inventory Clerk positions will be unfunded and remain vacant in fiscal year 2014-15.



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.
- 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, 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.

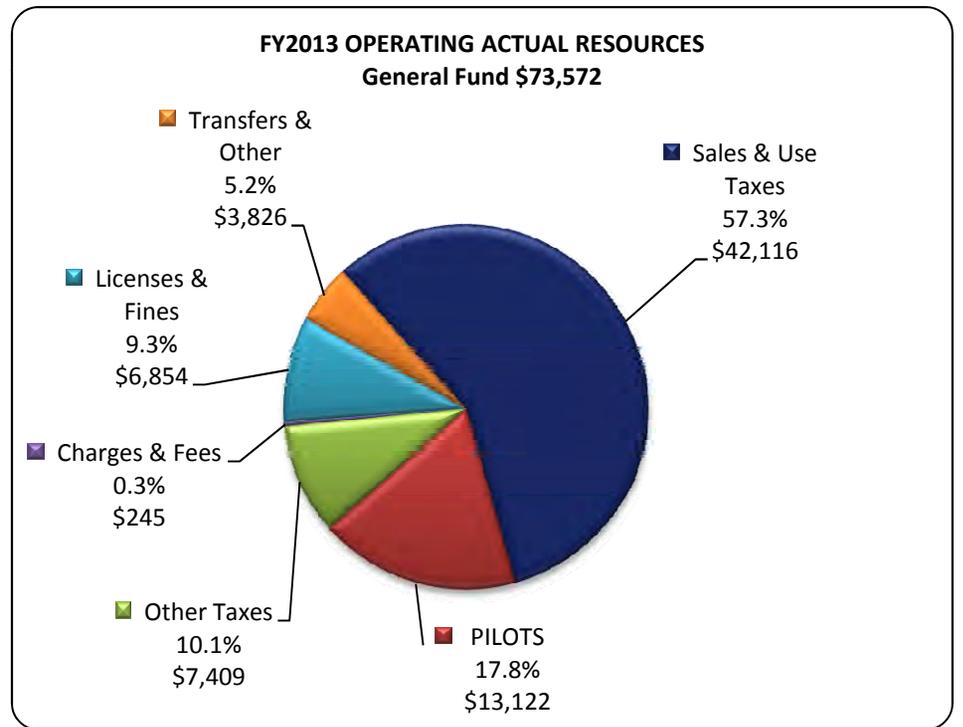
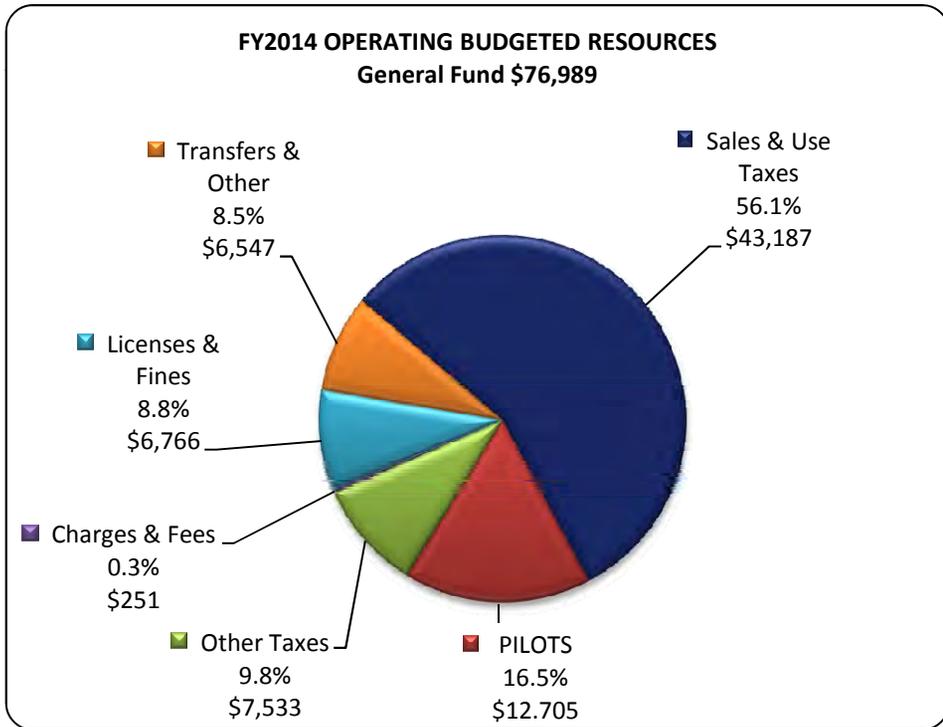
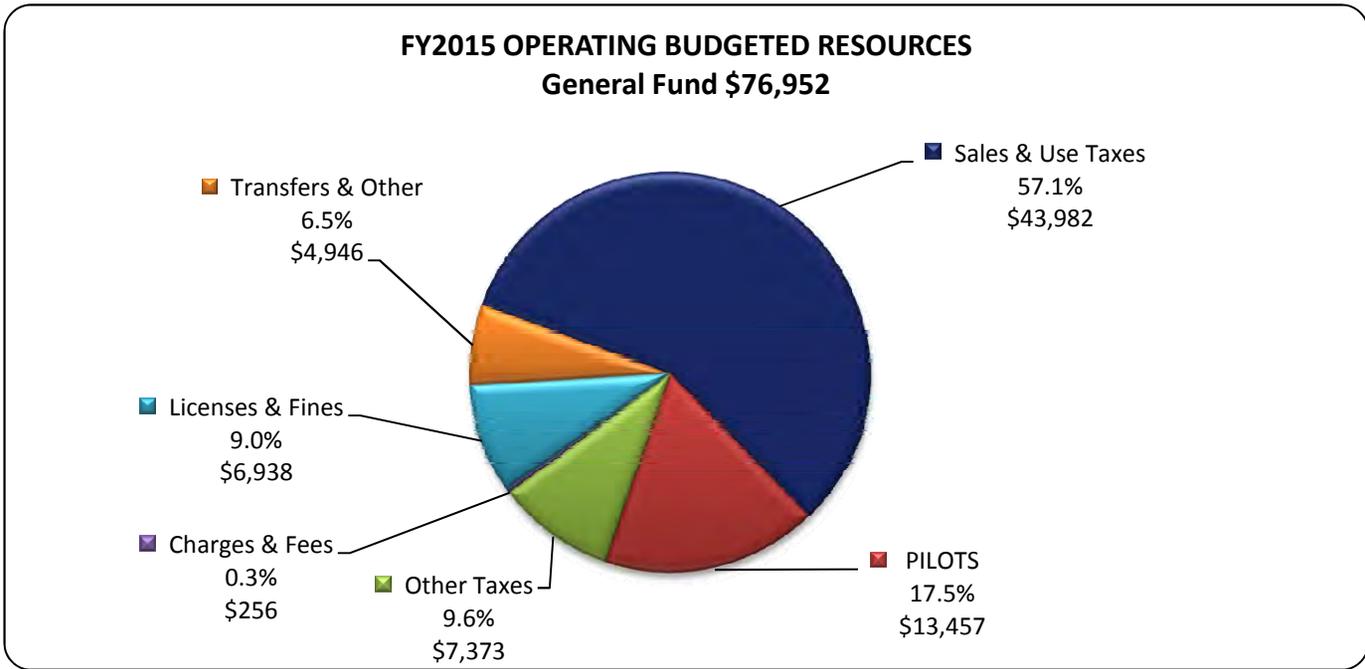
Budget Preparation Schedule

Action Steps:	Responsibility:	Date:
Distribute FTE Sheets, Org Charts & Performance Measures	Finance Department	December 9, 2013
Distribute Instructions for Budget Preparation and Line Item Budgets.	Finance Department	January 10, 2014
Begin Revenue Projections, Debt Service & Salary Projection	Finance Department	January 2014
Salary Information due back to Finance	All Departments	January 10, 2014
Line items, Org Charts & Performance Measures due back to Finance.	All Departments	February 10, 2014
Review Estimated Revenue & Projected Expenses	City Manager & Finance Department	March 2014
Proposed Funding Priorities from City Manager	City Manager	April 1, 2014
Proposed Budget Draft to City Manager's Office	Finance Department	April 11, 2014
Proposed Budget to Mayor and City Council	City Manager & Finance Department	April 29, 2014
Council Review of Budget	Mayor & City Council	April 29-May 21, 2014
Submit Budget Ordinance for Public Hearing and First Reading	City Manager & Finance Department	May 27, 2014
Submit Budget Ordinance for Second Reading and Passage	City Manager & Finance Department	June 9, 2014

Budget Policies

- Maintain an appropriate level of general government services funded from current resources.
- Maintain fund balance at a level of 15-20% 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.
- 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.
- 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 listed in the City Charter.
 - All contracts will include specific services to be provided and will require a financial and services accomplishment report.

City of Springfield, Missouri - 2014-2015 Annual Operating Budget

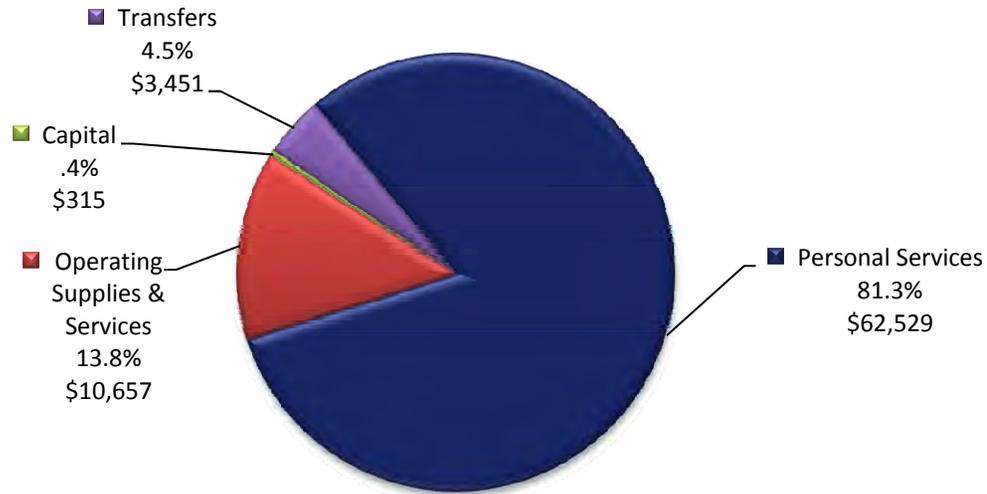


All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2014-2015 Annual Operating Budget

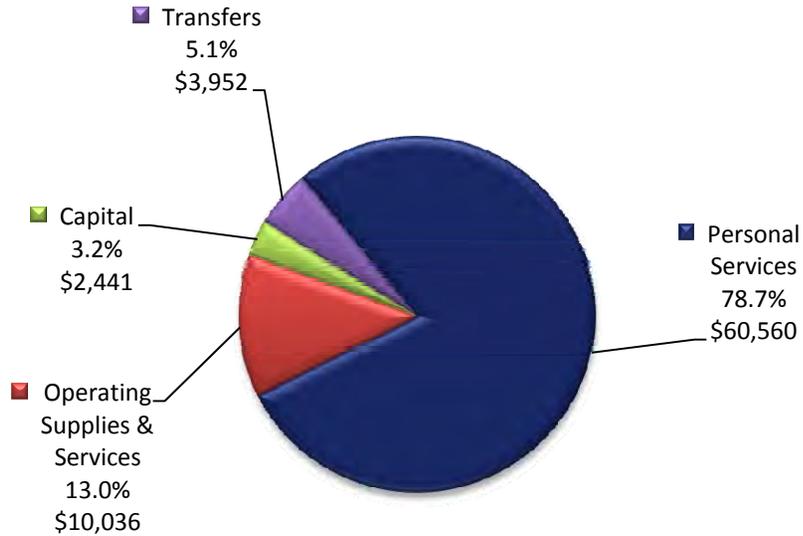
FY2015 OPERATING BUDGETED APPROPRIATIONS

General Funds \$76,952



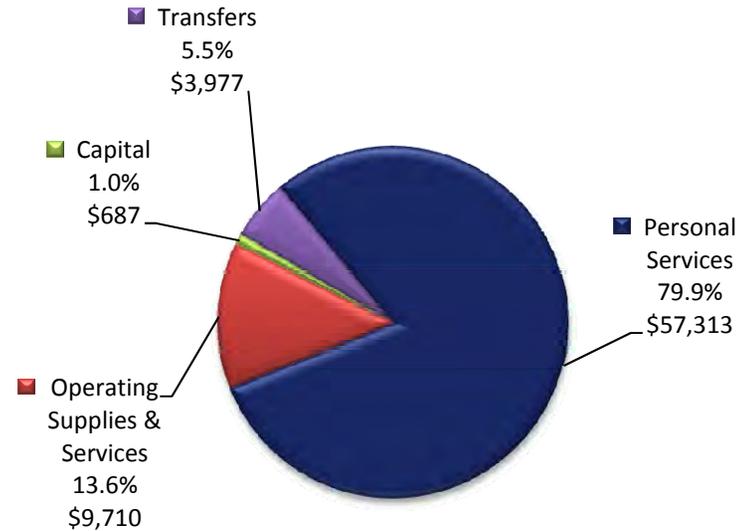
FY2014 OPERATING BUDGETED APPROPRIATIONS

General Funds \$76,989



FY2013 OPERATING ACTUAL EXPENDITURES

General Funds \$71,687



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



BENCHMARKS



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



TAX RATE COMPARISONS



Benchmarks

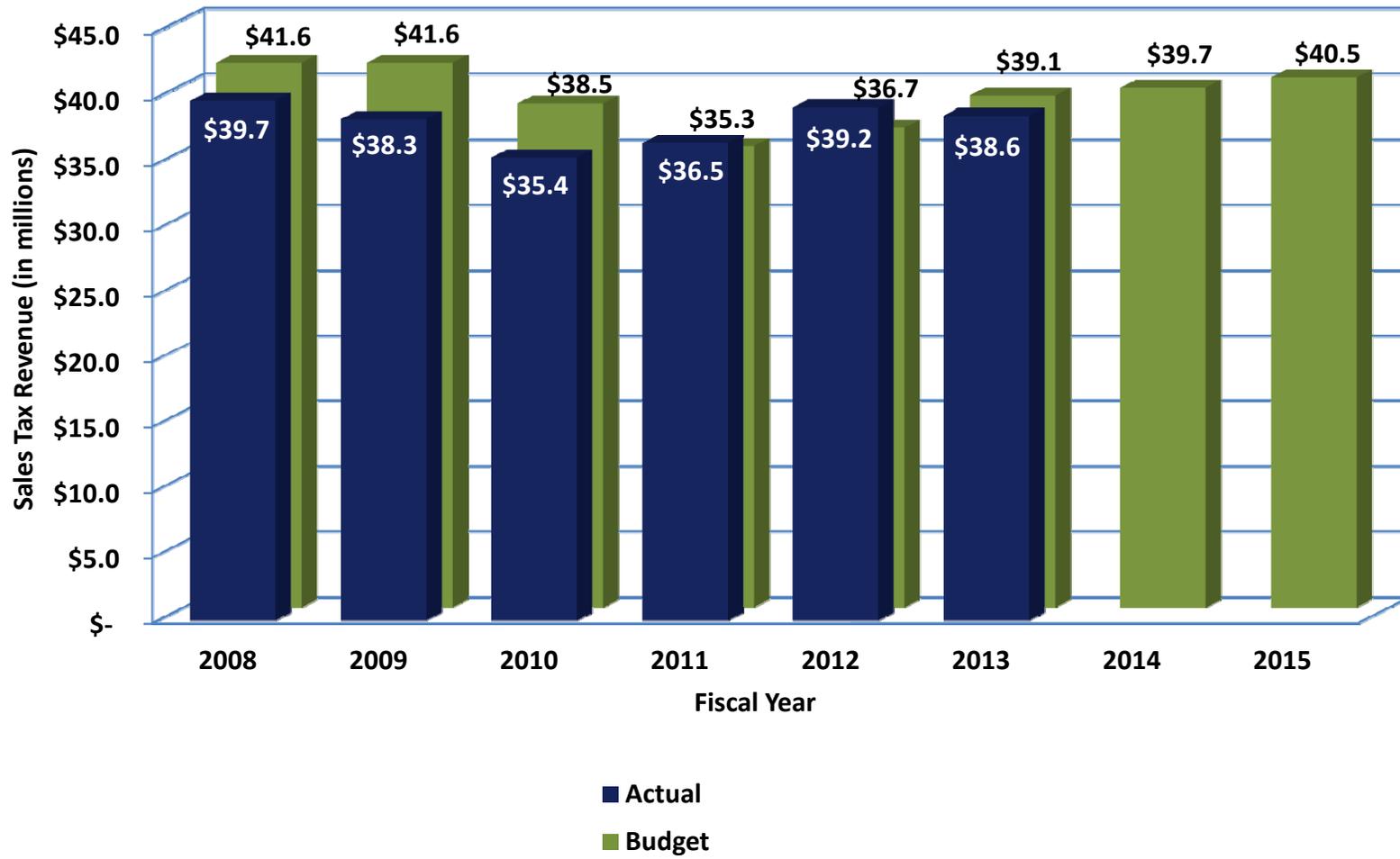


General Fund Sales Tax Receipts

The data for this measurement shows the budgeted amount (in green) and the actual amount (in blue) received in the General Fund for sales tax.

City of Springfield, Missouri - 2014-2015 Annual Operating Budget

GENERAL FUND SALES TAX RECEIPTS*
Fiscal Years 2008-2015



* Excludes Use Tax

Benchmarks



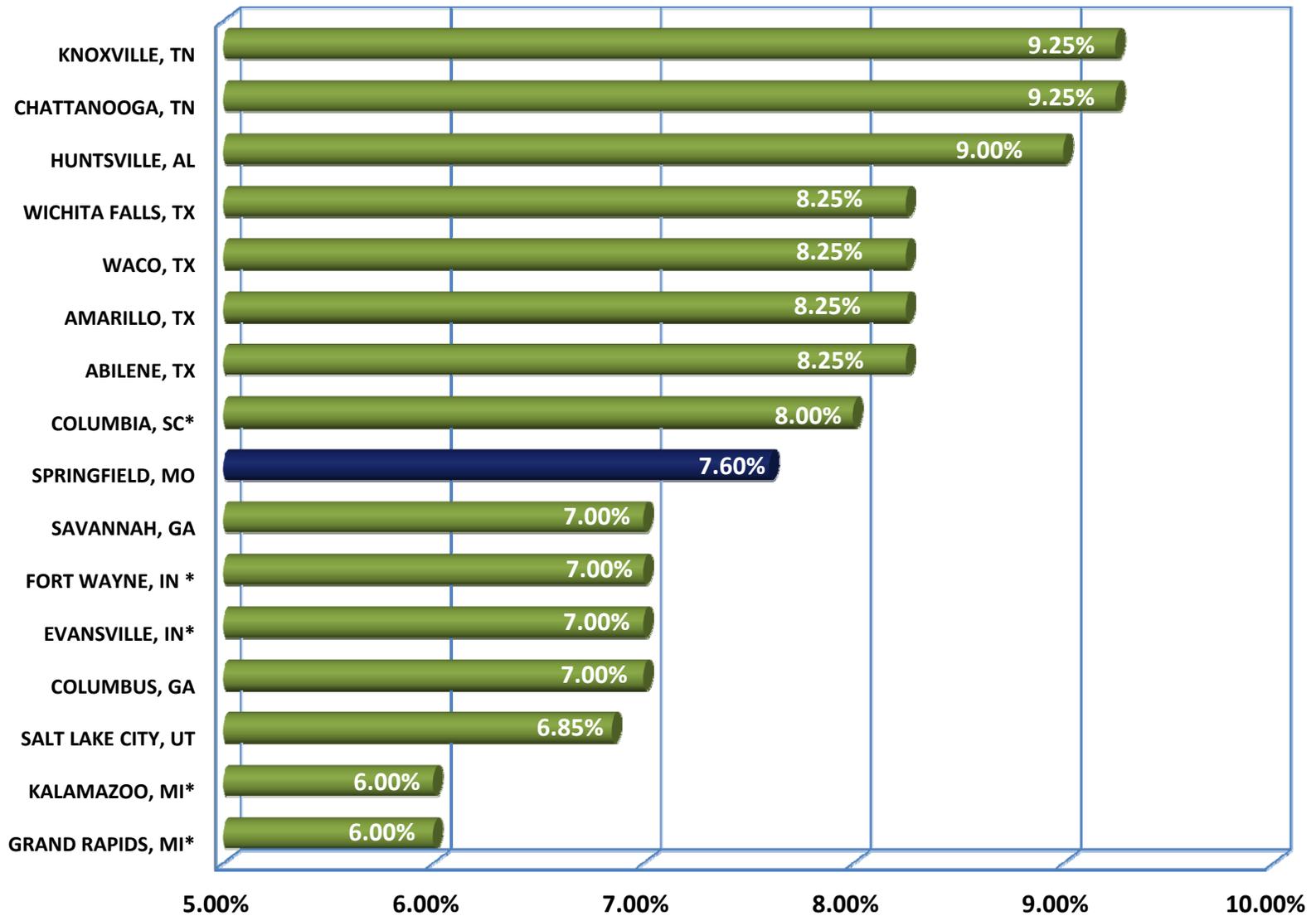
Total Sales Tax Rate

The data for this measurement shows the sum of each city's City, County, and State sales tax in comparison to the City's 15 benchmark cities.

City of Springfield, Missouri - 2014-2015 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

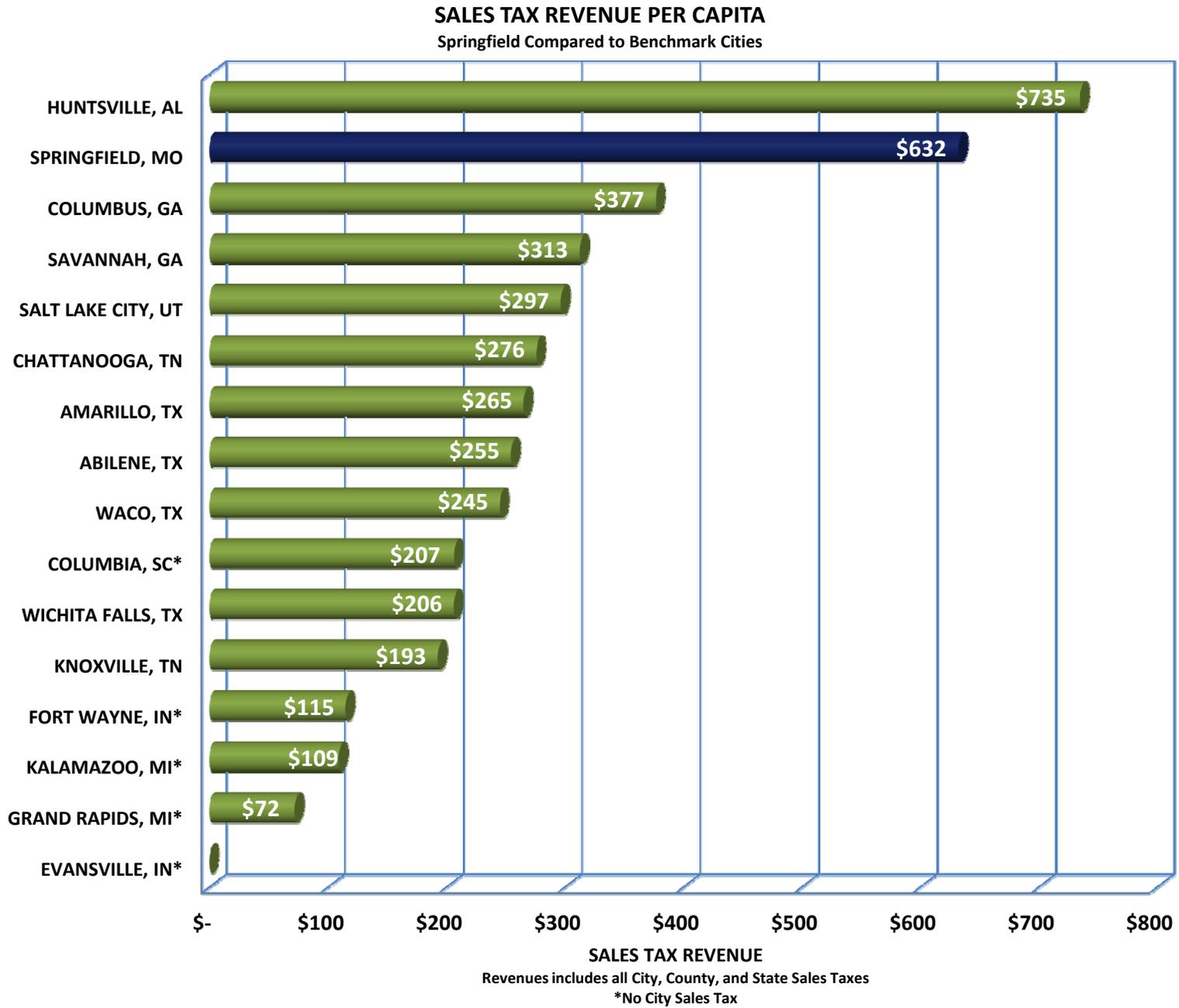
Benchmarks



Sales Tax Revenue per Capita

This measurement shows the total sales tax revenue collected by each city divided by that City's population. Springfield's Law Enforcement, Park Improvements, Use, Cigarette and Franchise taxes are excluded. This indicates that Springfield collects a significant amount of sales tax from non-residents.

City of Springfield, Missouri - 2014-2015 Annual Operating Budget



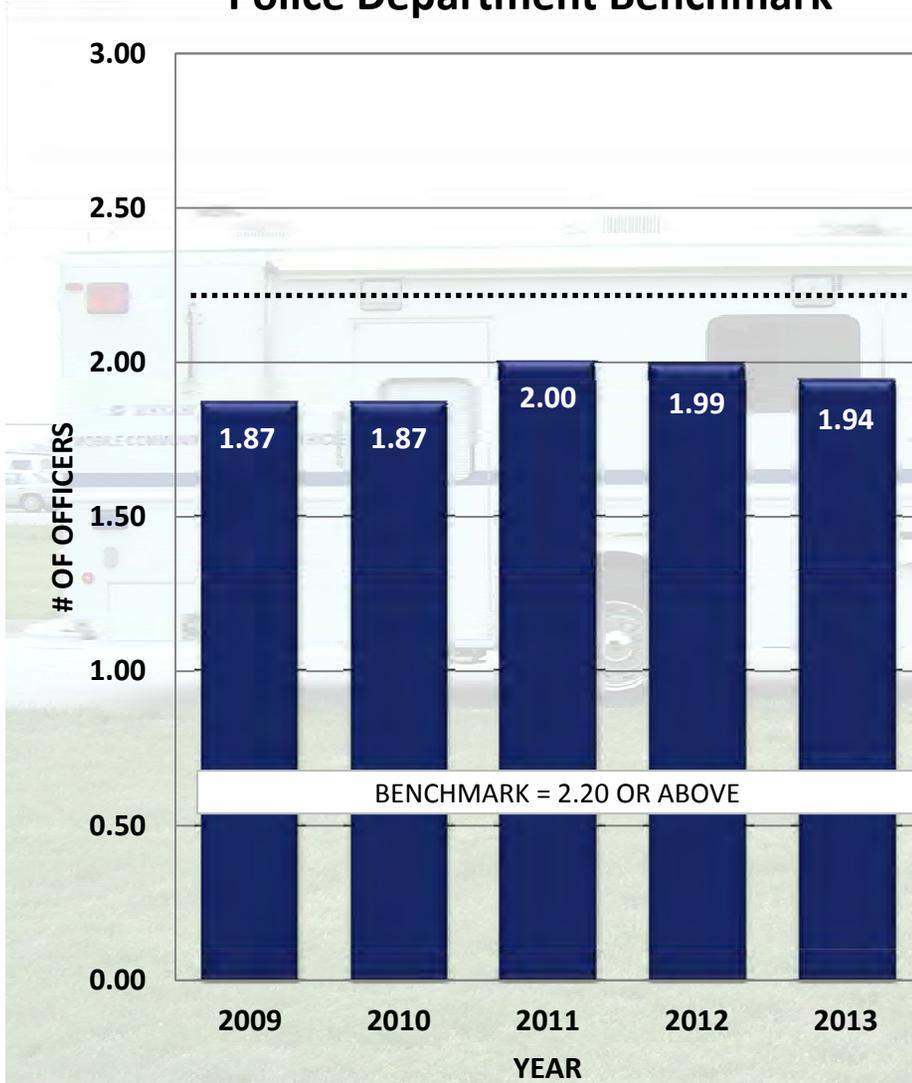


PUBLIC SAFETY

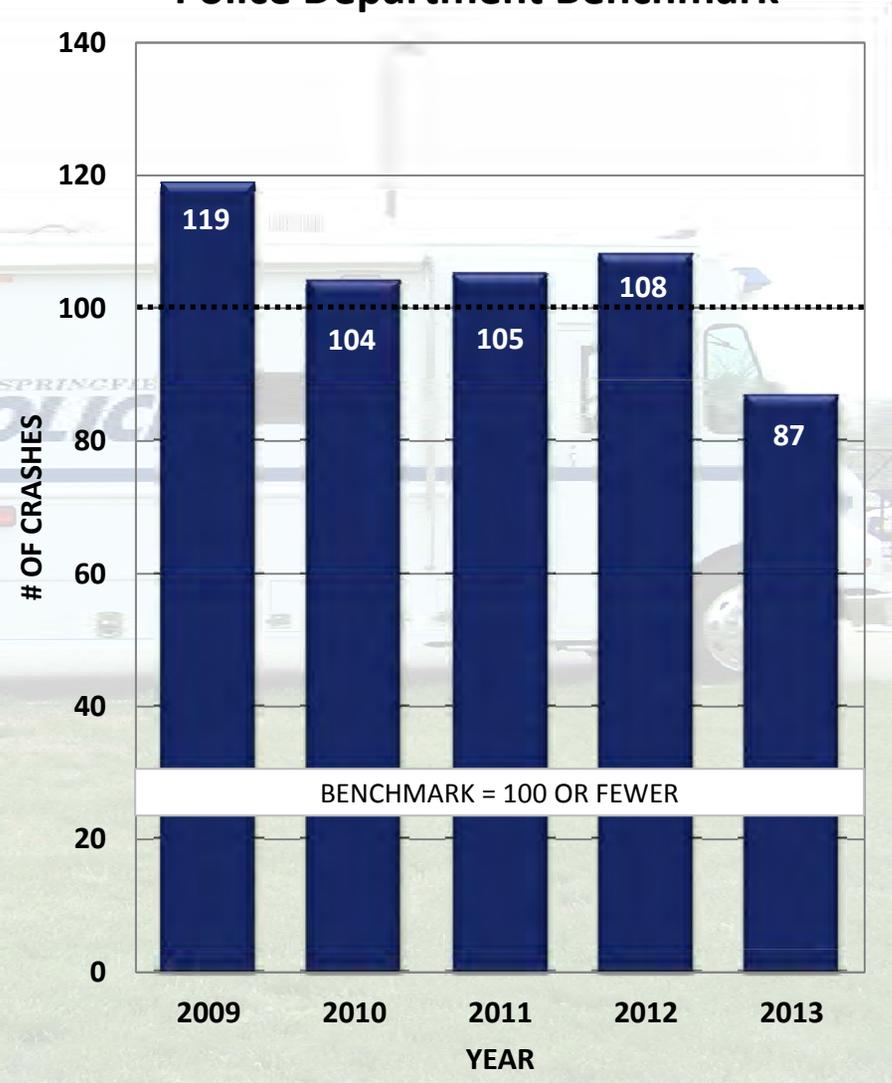




SWORN OFFICERS PER 1,000 POPULATION Police Department Benchmark

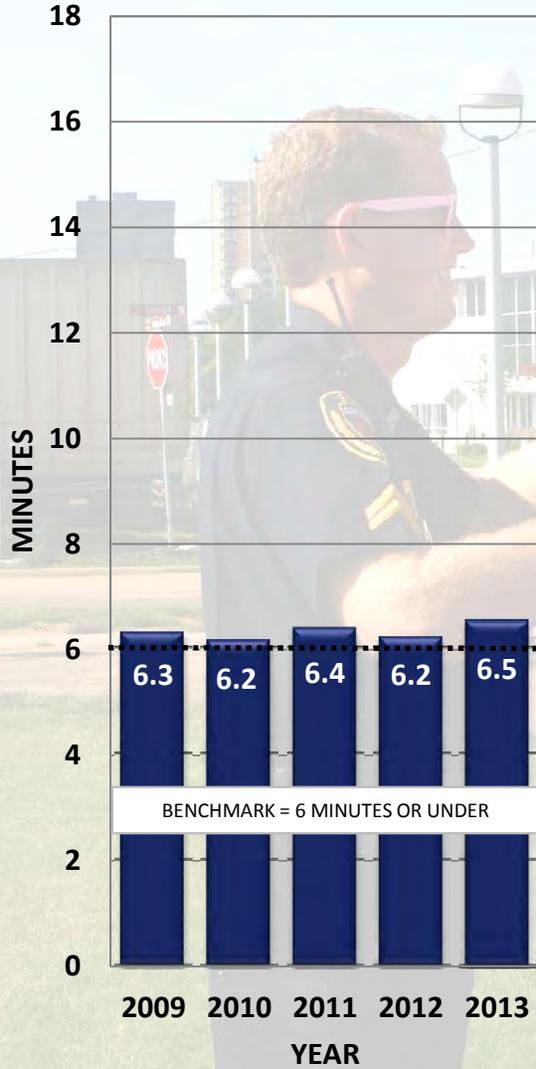


TOTAL INJURY CRASHES AT TOP TEN INTERSECTIONS Police Department Benchmark

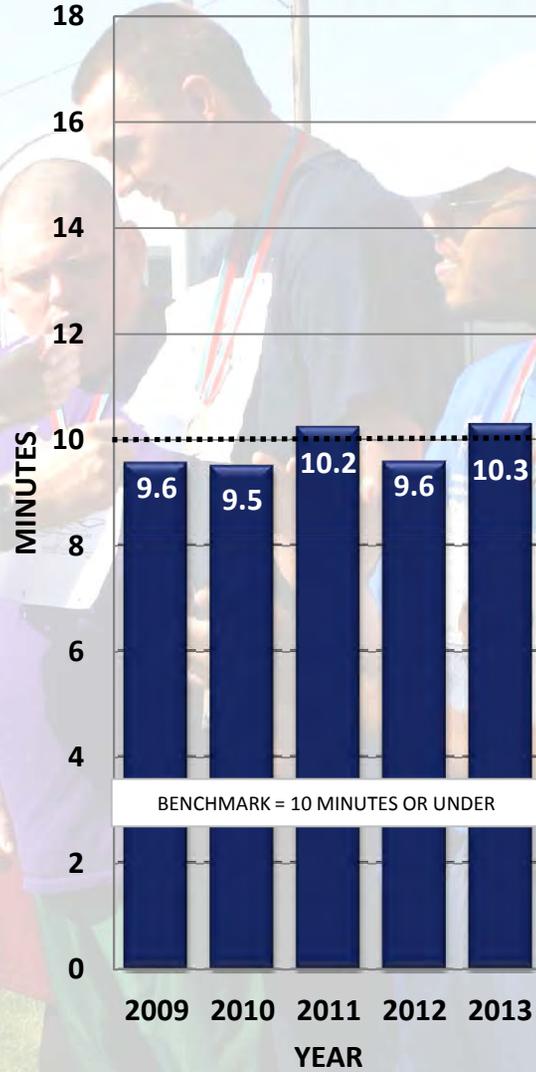


City of Springfield, Missouri - 2014-2015 Annual Operating Budget

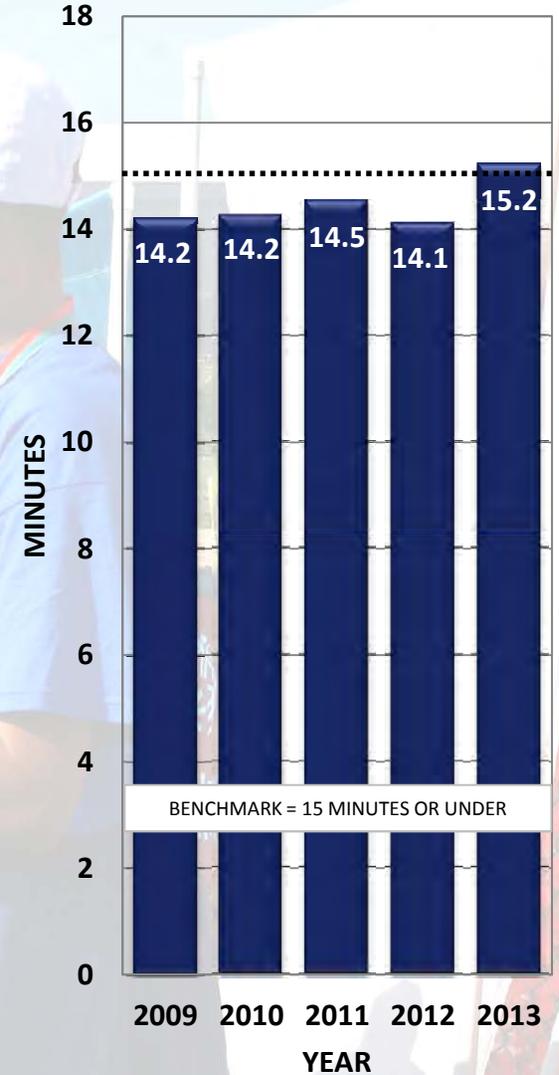
**PRIORITY-1 CFS MEDIAN
RESPONSE TIME
Police Department
Benchmarks**



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

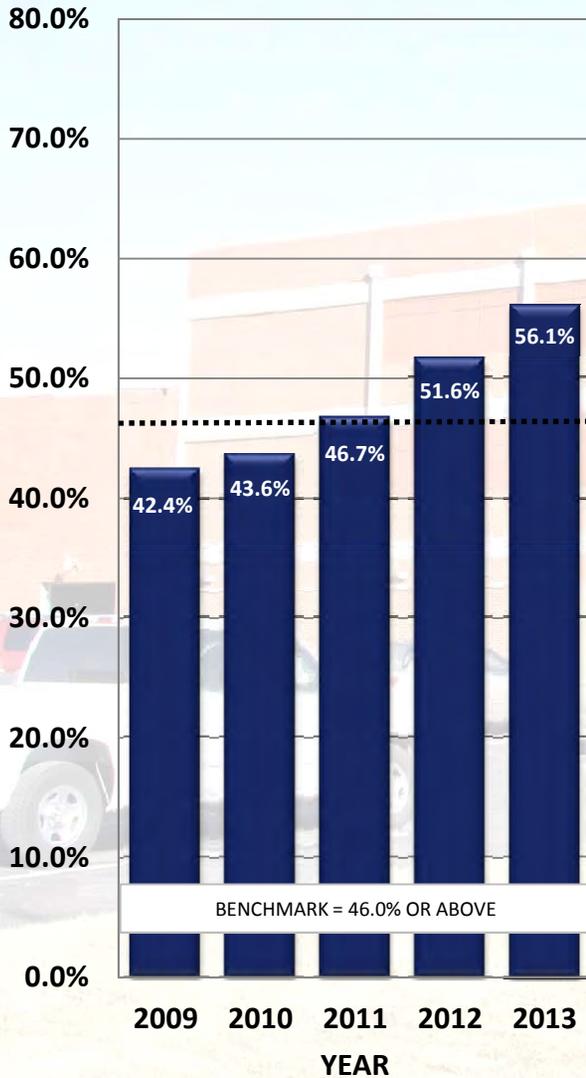


**PRIORITY-3 CFS MEDIAN
RESPONSE TIME
Police Department
Benchmarks**

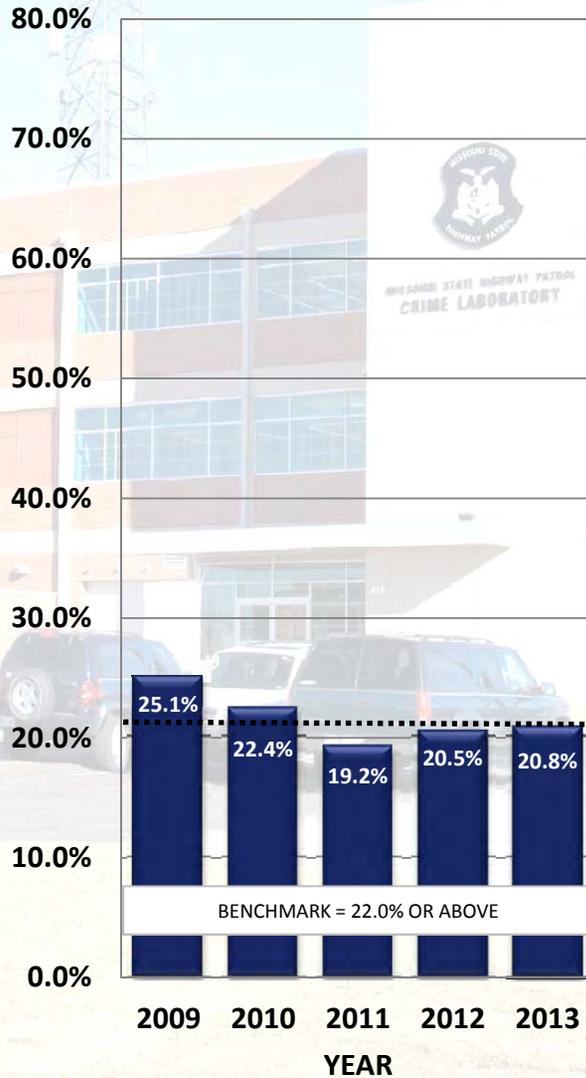


City of Springfield, Missouri - 2014-2015 Annual Operating Budget

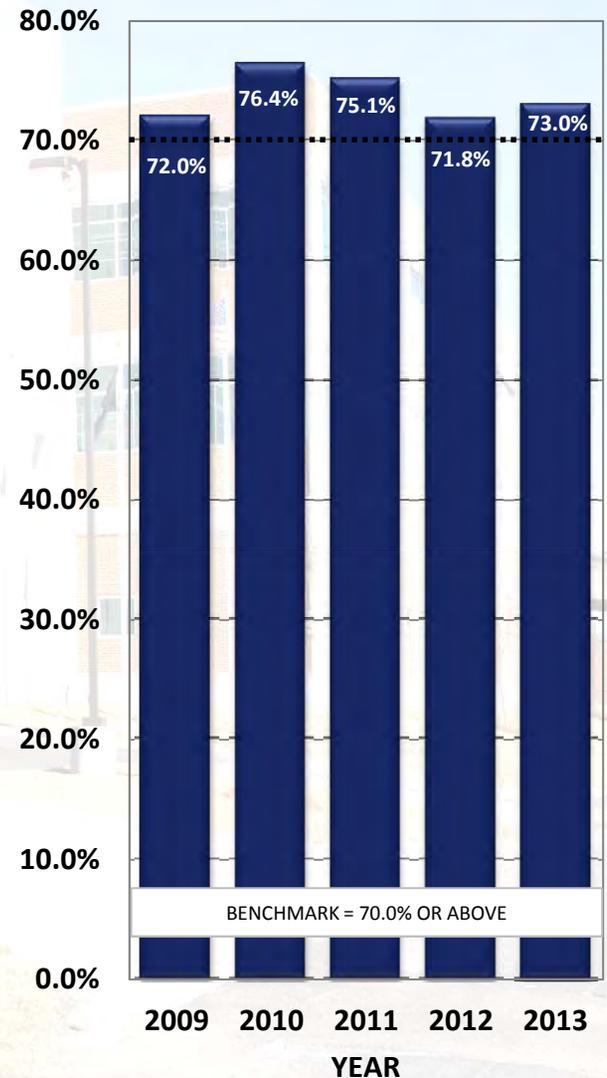
**VIOLENT CRIME
CLEARANCE RATE
Police Department
Benchmarks**



**PROPERTY CRIME
CLEARANCE RATE
Police Department
Benchmarks**

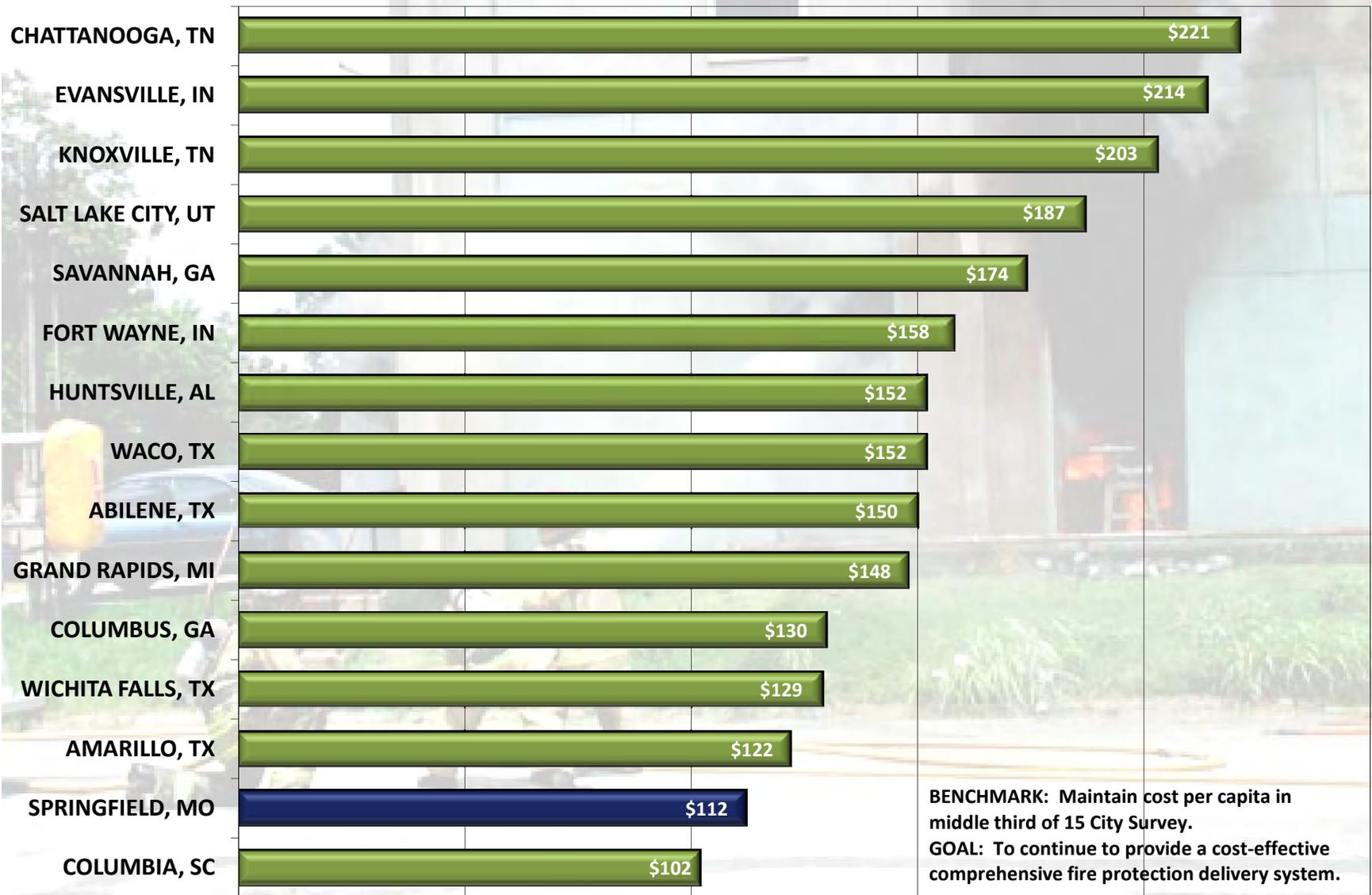


**PERCENTAGE CLEARED OF
CASES ASSIGNED TO
INVESTIGATORS
Police Department Benchmarks**



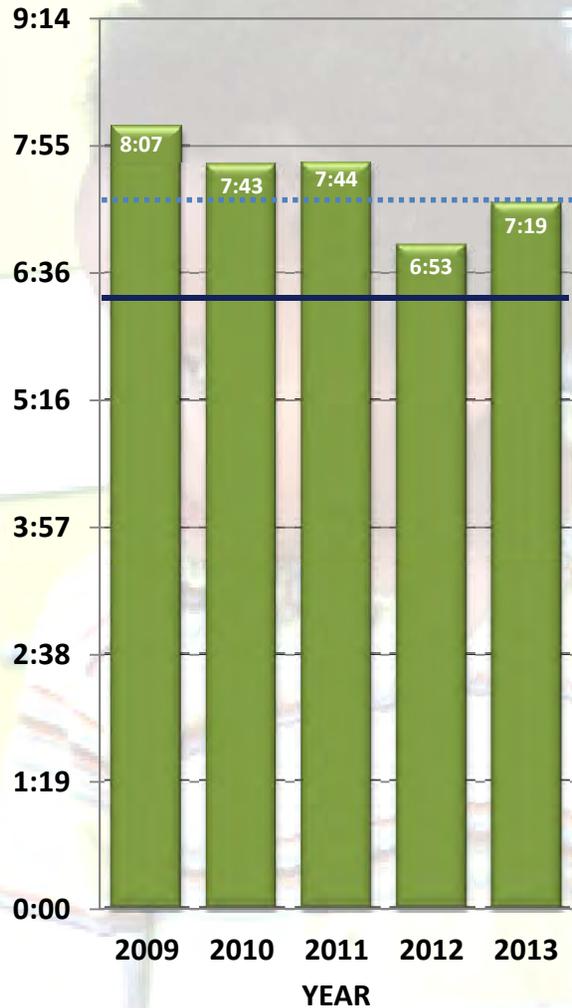
City of Springfield, Missouri - 2014-2015 Annual Operating Budget

Fire Protection Costs per Capita



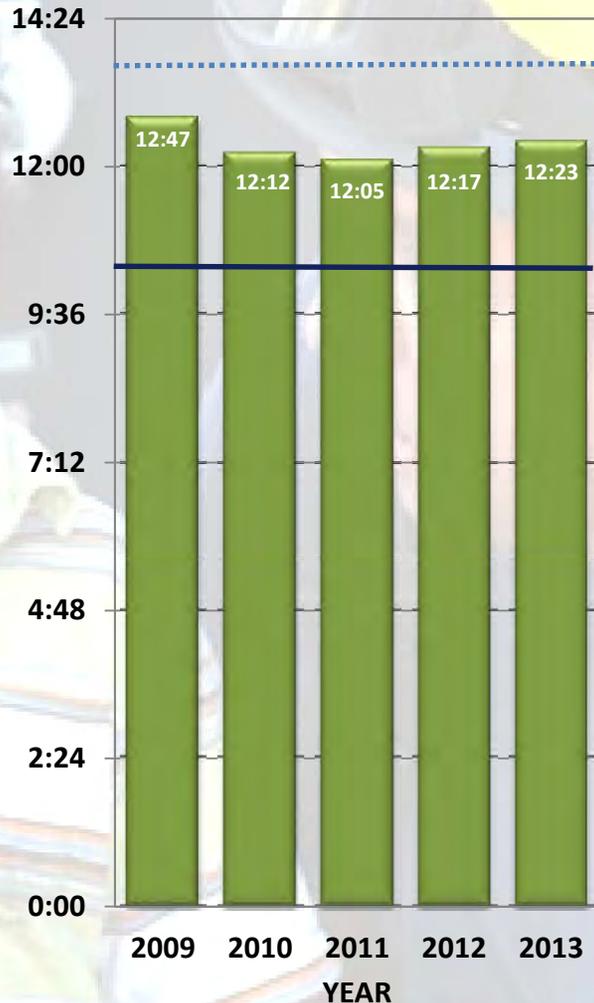
City of Springfield, Missouri - 2014-2015 Annual Operating Budget

STRUCTURE FIRE 90TH PERCENTILE INITIAL UNIT RESPONSE TIMES
Fire Department Benchmarks



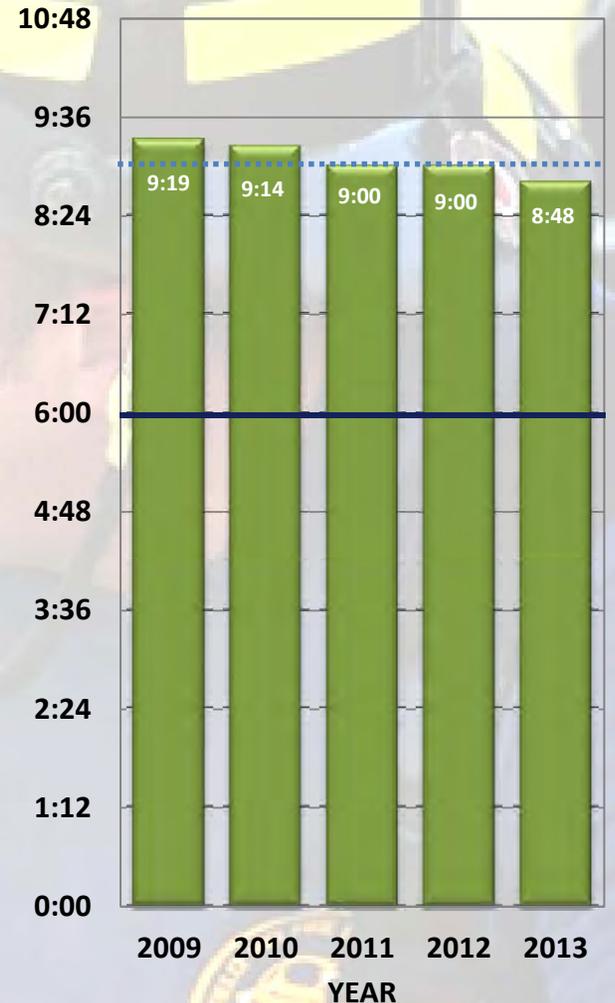
■ Benchmark, National Standard - 6:20
■ Baseline, Minimum Standard - 7:21

STRUCTURE FIRE 90TH PERCENTILE EFFECTIVE RESPONSE FORCE RESPONSE TIMES
Fire Department Benchmarks



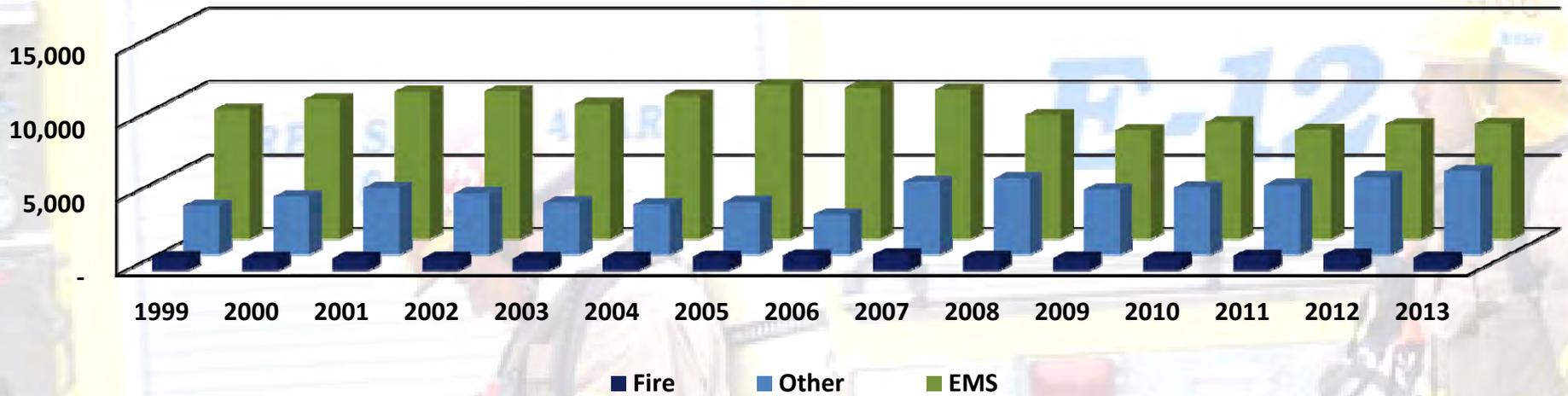
■ Benchmark, National Standard - 10:20
■ Baseline, Minimum Standard - 13:38

EMS 90TH PERCENTILE INITIAL UNIT RESPONSE TIMES
Fire Department Benchmarks

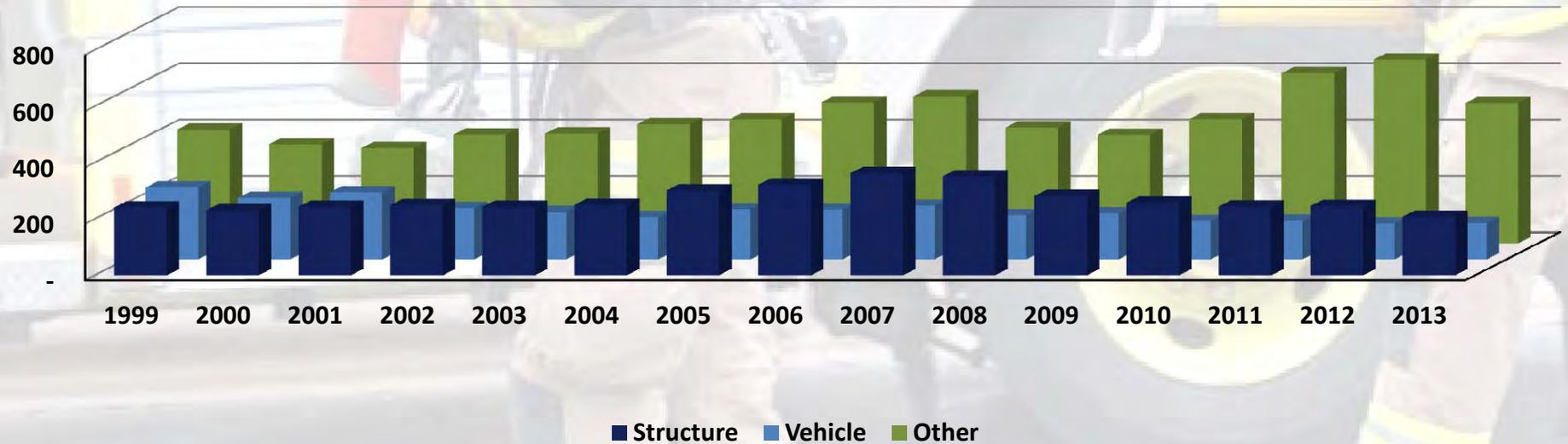


■ Benchmark, National Standard - 6:00
■ Baseline, Minimum Standard - 9:01

Total Fire Calls for Service by Type



Fire Calls for Service by Type

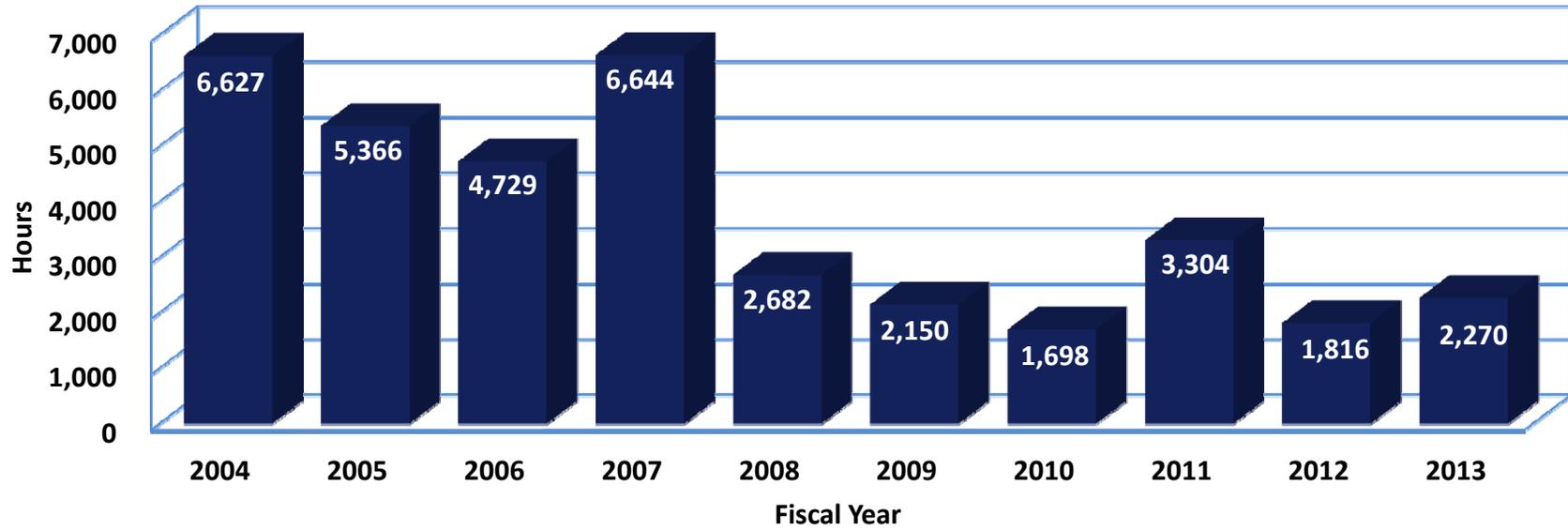


WORKER'S COMPENSATION

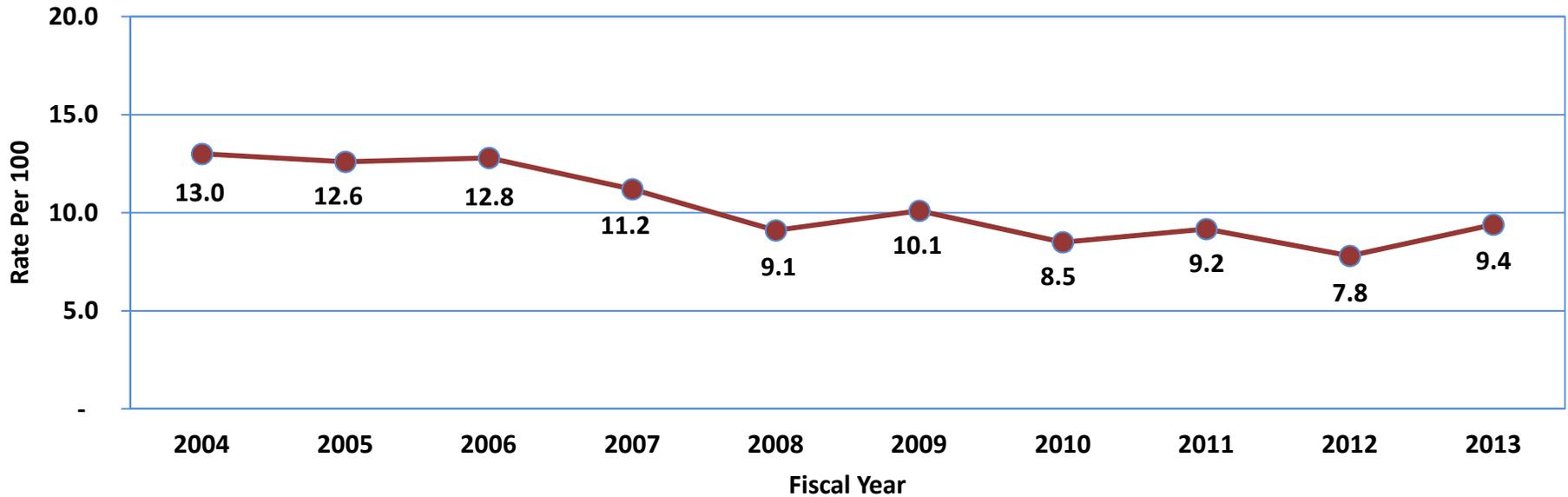




Workers' Compensation Hours of Loss Time



Workers' Compensation Incidence Rate Per 100 Employees





DEPARTMENTAL PURPOSE, MISSION STATEMENTS, HIGHLIGHTS, AND PERFORMANCE MEASURES





GENERAL FUND



Greg Burris and Fred Marty, Partners in Education Event

***Fred Marty, Deputy City Manager
January 12, 1942—November 20, 2013***

“Fred’s work here will leave an indelible mark on our community for decades to come. He will be greatly missed by all of us who have come to know him as a colleague, mentor and friend.” Greg Burris, City Manager

“Fred was a leader and one we cannot forget.” Mayor Bob Stephens

The General Fund accounts for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not account for in some other fund are accounted for in this fund.

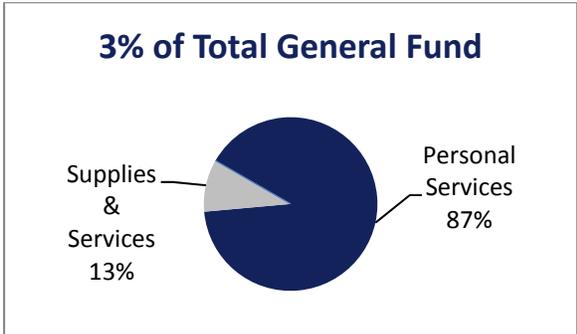
Building Development Services (General Fund)

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 2014-15 Budget Highlights:

- Three positions will be unfunded and remain vacant in fiscal year 2014-15. 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.
- Funded 20% of Systems Administrator for the ProjectDox, electronic plan submission system.
- Added \$29,254 to Operating Supplies and Services for insurance contribution and \$10,000 for ProjectDox software upgrades.

Summary of Expenditures:

Expenditure	Actual 2012-13	Adopted 2013-14	Adopted 2014-15
Personal Services	\$ 2,032,202	\$ 2,100,749	\$ 2,122,601
Operating Supplies & Services	253,985	292,765	324,519
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,286,186</u>	<u>\$ 2,393,514</u>	<u>\$ 2,447,120</u>
Per Capita	\$ 14.10	\$ 14.76	\$ 15.09

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	3	3	3.2
Compliance & Inspection	17	17	17
Permit Issuance	12.5	12.5	12.5
	<u>32.5</u>	<u>32.5</u>	<u>32.7</u>

City Attorney/Prosecution (General Fund)

Department Purpose:

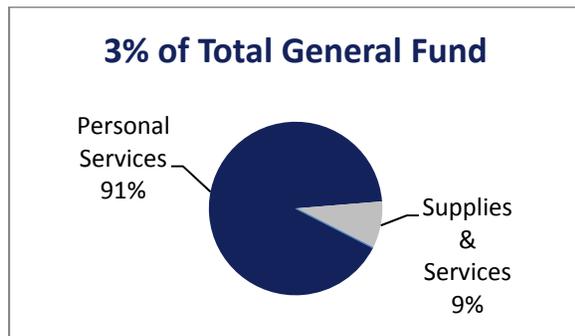
The City Attorney assists the City Council, City Management and all City Departments with matters of municipal law and seeks creative solutions to issues within the confines of the law. The Prosecutor's Office represents the City in prosecuting violations of City Ordinances.

Department Mission:

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

FY 2014-15 Budget Highlights:

- Added Staff Assistant to Prosecutor's Office.
- Added \$17,180 to Operating Supplies and Services for insurance contribution.
- Added \$6,500 for codification costs due to Land Development Code Law.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 1,714,211	\$ 1,868,265	\$ 2,001,909
Operating Supplies & Services	282,926	384,296	192,976
Capital Outlay/Improvements	-	-	-
Transfers	39,723	-	-
	<u>\$ 2,036,860</u>	<u>\$ 2,252,561</u>	<u>\$ 2,194,885</u>
Per Capita	\$ 12.56	\$ 13.89	\$ 13.53

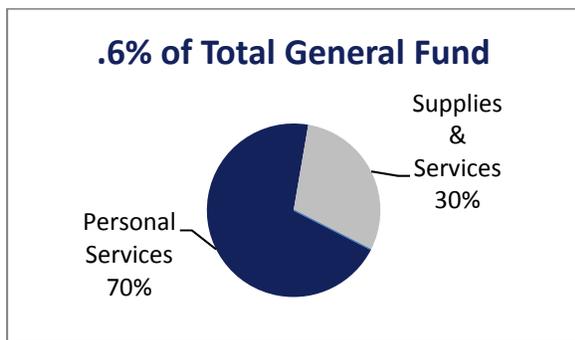
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
City Attorney	13	14	14
Prosecution	7	7	8
	<u>20</u>	<u>21</u>	<u>22</u>

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 2014-15 Budget Highlights:

- 0.4 of a position will be unfunded and remain vacant in fiscal year 2014-15. The impact of not funding this position; departments will continue to staff Boards, Commission, and Task Forces meetings. Also, special projects will be delayed until fully staffed.
- Added \$3,879 to Operating Supplies & Services for insurance contribution.
- Funded an increase for election costs in the amount of \$25,000.

Summary of Expenditures:

Expenditure	Actual	Adopted	
	2012-13	2013-14	2014-15
Personal Services	\$ 344,020	\$ 338,751	\$ 347,293
Operating Supplies & Services	193,755	118,640	147,519
Capital Outlay/Improvements	-	-	-
	<u>\$ 537,775</u>	<u>\$ 457,391</u>	<u>\$ 494,812</u>
Per Capita	\$ 3.32	\$ 2.82	\$ 3.05

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
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 an estimate of the cost and the time needed to fill the request.

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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
% of requests processed same day as received	98%	98%	100%

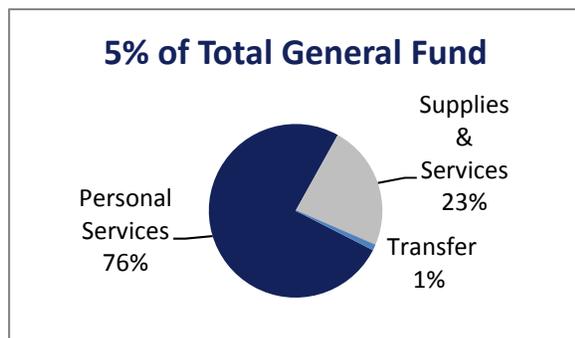
City Manager (General Fund)

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 Manger provides leadership and innovative vision to City Staff and the Leadership Team to ensure efficient, open, and effective municipal government that addresses the concerns and goals of the citizens and visitors of Springfield.



FY 2014-15 Budget Highlights:

- Two and a half positions will be unfunded and remain vacant in fiscal year 2014-15. Operations will not be immediately impacted if these positions are not filled.
- Added \$9,065 to Operating Supplies & Services for insurance contribution.
- Provide funding for salary adjustment; merit steps, cost of living adjustment and/or other employee compensation.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 1,040,989	\$ 925,255	\$ 1,024,360
Reserve for Wage Increase	-	809,343	1,587,244
Operating Supplies & Services	374,056	1,086,455	808,452
Capital Outlay/Improvements	-	-	-
Transfers	40,024	35,000	35,000
	<u>\$ 1,455,069</u>	<u>\$ 2,856,053</u>	<u>\$ 3,455,055</u>
Per Capita	\$ 8.97	\$ 17.61	\$ 21.30

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
City Manager	7	8	8
Word Processing	1.5	1.5	1.5
	<u>8.5</u>	<u>9.5</u>	<u>9.5</u>

City Manager (General Fund)

Performance Measures:

Goal: Measure overall status and progress of city services and functions

Objective: Contact benchmark cities to establish communication and develop initial benchmark cities survey.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Survey Developed	In Progress	In Progress	In Progress

Goal: Promote accountability and transparency.

Objective: Develop and initiate a capital projects plan matching projects to appropriate sources.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Plan Developed	In Progress	In Progress	In Progress

Objective: Deliver a balanced budget to City Council by May 1 of each year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Budget delivered by May 1	Completed	Completed	Completed

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.

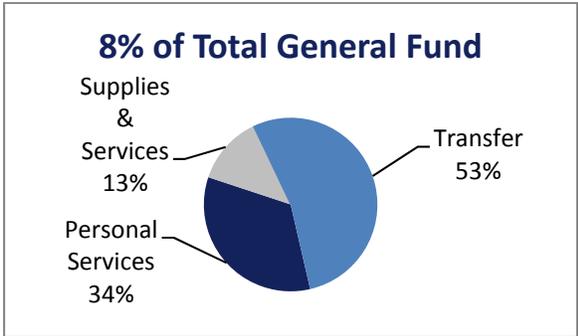
Department Mission:

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 2014-15 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2014-15. Operations will not be impacted by not funding this position.
- Final year of prior service credit expenditure of \$300,000.
- Added \$24,232 to Operating Supplies and Services for insurance contribution.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 2,112,253	\$ 2,113,963	\$ 2,155,253
Operating Supplies & Services	649,659	867,092	820,875
Capital Outlay/Improvements	-	575,000	-
Transfers	3,905,071	3,560,186	3,415,770
	<u>\$ 6,666,983</u>	<u>\$ 7,116,241</u>	<u>\$ 6,391,898</u>
Per Capita	\$ 41.11	\$ 43.89	\$ 39.41

Finance (General Fund)

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	3	3	3
Accounting	14	13.75	13.75
Budget/Evaluation	2	2	2
Licensing	9	9	9
Purchasing	7	8	8
	<u>35</u>	<u>35.75</u>	<u>35.75</u>

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	Fiscal Year
	2012-13	2013-14	2014-15
Receive the GFOA CAFR Award	Yes	Yes	Yes
Receive the GFOA Budget Award	Yes	Yes	Yes

Objective: Meet or exceed the U.S. Treasuries 2 year yield (0.36% for FY 13) benchmark return on the City's investment portfolio.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
City's Yield	0.44%	N/A	N/A
Met or Exceeded	Yes	Yes	Yes

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	Fiscal Year
	2012-13	2013-14	2014-15
% of contracts delayed due to incomplete information	5.2%	5.0%	5.0%
# of days delayed due to incomplete information	13	10	9

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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Processing Time for New Business License	18 Days	18 Days	18 Days

Goal: Deliver a high level of customer service, which exceeds the expectation of our customers.

Objective: All Finance Department employees will attend at least two customer service training sessions per year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
% of Finance Employees participating in Customer Service Training*	0%	0%	100%

*Due to the Oracle implementation, training was suspended in FY2013 and FY2014.

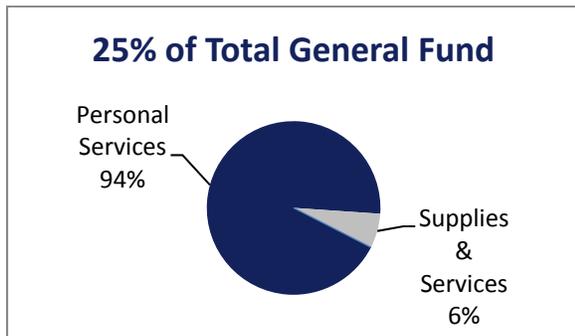
Fire (General Fund)

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 2014-15 Budget Highlights:

- Two positions will be unfunded and remain vacant in fiscal year 2014-15.
- Funded remaining SCBA replacement needed in the amount of \$70,000.
- Added \$171,089 to Operating Supplies and Services for insurance contribution.
- Funded \$5,000 in EMS supplies and foam.
- Nine Firefighter positions will be absorbed by the General Fund as the SAFER Grant expires.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 17,371,020	\$ 17,490,359	\$ 17,777,560
Operating Supplies & Services	1,032,039	1,048,357	1,224,446
Capital Outlay/Improvements	8,111	530,000	70,000
Transfers	18,950	-	-
	<u>\$ 18,430,120</u>	<u>\$ 19,068,716</u>	<u>\$ 19,072,006</u>
Per Capita	\$ 113.63	\$ 117.57	\$ 117.59

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	3	3	3
Operations	200	200	209
Fire Prevention	11	11	11
Training	4	4	4
	<u>218</u>	<u>218</u>	<u>227</u>

Fire (General Fund)

Performance Measures:

Goal: Develop departmental services to promote excellence.

Objective: Meet national deployment standards.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
First unit arrive on fire scenes within 6:20 minutes of dispatch 90% of the time	85.5%	86.0%	86.0%
First unit arrive on EMS scenes within 6:00 minutes of dispatch 90% of the time	65.1%	65.0%	65.0%
Full effective response force arrive on fire scenes within 10:20 minutes of dispatch 90% of the time	85.5%	86.0%	86.0%

Objective: Provide above average staffing compared to benchmark cities.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Average on-duty staffing level - 56 benchmark	53.04	55.00	56.00
Firefighters per 1,000 population - 1.57 benchmark	1.37	1.45	1.50
Firefighter FTE's per fire incident - 3.19 benchmark	3.93	4.80	4.90

Objective: Provide above average service to the community compared to benchmark cities.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Civilian injury rate per 1,000,000 population	87.1	100.0	100.0
Civilian death rate per 1,000,000 population	12.5	20.0	18.0
CPR saves per 1,000,000 population	n/a	150.0	175.0
Fire loss per capita - \$26.85 benchmark	\$37.40	\$24.00	\$24.00
Percent of fires extinguished prior to FD arrival	7%	5%	5%

Fire (General Fund)

Performance Measures (cont.):

Objective: Provide above average fire prevention services to the community compared to benchmark cities.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Percent of total businesses inspected annually, based on a goal of 7,000	21%	20%	20%
Percent of target hazard businesses inspected annually, based on actual businesses inspected	25%	20%	22%
Percent of inspections requiring one or more follow-up inspections	7%	7%	7%
Number of plan reviews completed	425	150	150
Number of target group individuals that attended a public education presentation	13,682	10,000	10,000
Arson clearance rate	36%	50%	50%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Fire calls/1,000 population - 4.52 benchmark	5.38	6.00	6.00
EMS calls/1,000 population - 53.97 benchmark	48.62	50.00	50.00
Hazardous materials calls/1,000 population	0.93	1.00	1.00
Total calls/1,000 population - 80.90 benchmark	89.25	84.00	84.00
Arson fires/1,000 population	0.50	0.40	0.40
Accidental fires/1,000 population	0.67	0.50	0.50

Goal: Promote Employee Safety and Health.

Objective: Provide a work environment where the department experiences fewer firefighter injuries than the benchmark city average.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Firefighter lost time injuries/100 incidents	1.85	5.00	5.00
Firefighter injuries/1,000 population	0.34	0.39	0.39
Number of lost work days	6	30	30

Fire (General Fund)

Performance Measures (cont.):

Goal: Provide comprehensive training and professional development programs to encourage leadership and knowledge.

Objective: To increase the personnel certified to national standards.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Personnel hold the certifications appropriate for their position - 100% benchmark:			
Firefighter	98%	100%	100%
Driver/Operator	38%	60%	85%
Fire Officer	84%	100%	100%
Instructor	96%	100%	100%
Inspector	100%	100%	100%
Investigator	100%	100%	100%
EMT-B or higher	87%	94%	98%

Objective: To increase the personnel certified to national standards, continued.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Continuously increase percent of uniformed personnel with training to each of the following competency levels - 100% benchmark:			
Bomb Technician (5-member team)	100%	100%	100%
Building Collapse Rescue Technician (21-member team)	86%	100%	100%
Confined Rescue Technician (21-member team)	100%	100%	100%
Haz Mat Technician (42-member team)	100%	100%	100%
Rope Rescue Technician (21-member team)	100%	100%	100%
Trench Rescue Technician (21-member team)	100%	100%	100%
Vehicle Rescue Technician (21-member team)	78%	100%	100%
Water Rescue Technician (30-member team)	77%	100%	100%

Objective: To increase the personnel certified to national standards, continued.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Continuously increase the percentage of uniformed personnel with degrees:			
Associate - 30% benchmark	42%	35%	40%
Bachelor - 40% benchmark	52%	60%	65%
Masters or higher - 5% benchmark	6%	7%	8%

Fire (General Fund)

Performance Measures (cont.):

Objective: Provide high training levels that meet ISO recommendations for full credit.

MEASURES	Actual	Fiscal Year	
	2012-13	2013-14	2014-15
Total company training hours per firefighter - 240.0 benchmark	240.00	240.00	240.00
Total company drill hours per firefighter - 16.0 benchmark	20.02	16.00	16.00
Total multi-company drill hours per firefighter - 12.0 benchmark	5.92	12.00	12.00
Total driver training hours per driver - 16.0 benchmark	64.17	30.00	30.00
Total officer training hours per officer - 16.0 benchmark	127.34	28.00	28.00

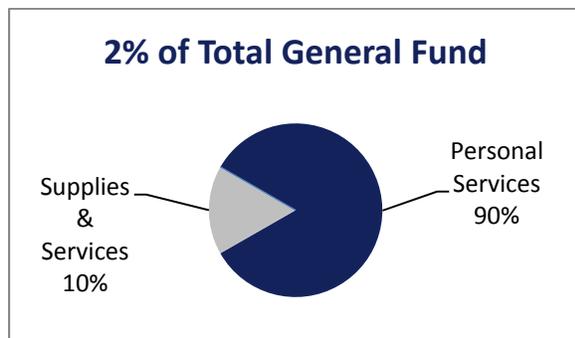
Human Resources (General Fund)

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 2014-15 Budget Highlights:

- Added \$11,567 to Operating Supplies and Services for insurance contribution.
- Added \$50,000 to Operating Supplies and Services for unemployment insurance.
- Added \$4,000 to Operating Supplies and Services for new CDL license requirements and additional drug testing costs.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 1,092,631	\$ 1,142,821	\$ 1,182,356
Operating Supplies & Services	709,267	372,292	425,359
Capital Outlay/Improvements	56,447	-	-
	<u>\$ 1,858,346</u>	<u>\$ 1,515,113</u>	<u>\$ 1,607,715</u>
Per Capita	\$ 11.46	\$ 9.34	\$ 9.91

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	15.5	16.5	16.5
	<u>15.5</u>	<u>16.5</u>	<u>16.5</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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Number of full-time positions filled	253	225	250

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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Number of temp/seasonal/contract positions filled	636	625	650

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Number of retirements processed	52	45	50

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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
% of regular positions filled w/internal employees	55%	55%	55%

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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
% of new hires completeing sexual harassment training within the first 30 days of employment	83%	85%	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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
% of new regular employee who complete the "Welcome to the City" during probation period	81%	100%	95%



Information Systems (General Fund)

Department Purpose:

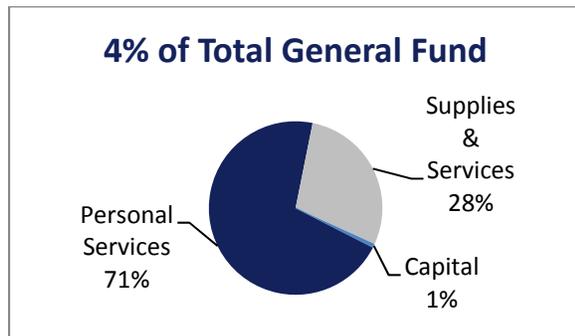
The Department of Information Systems is charged with the task of effectively and efficiently utilizing and maintaining the City Information Technology resources and investments; assisting City departments with project management during the implementation of new computer systems; constructing and maintaining 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 2014-15 Budget Highlights:

- Funded 20% of Systems Administrator position for the ProjectDox, electronic plan submission system.
- Added \$23,586 to Operating Supplies and Services for insurance contribution.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 2,100,570	\$ 2,166,662	\$ 2,174,721
Operating Supplies & Services	1,559,454	1,312,928	870,241
Capital Outlay/Improvements	117,623	1,113,794	22,050
	<u>\$ 3,777,647</u>	<u>\$ 4,593,384</u>	<u>\$ 3,067,012</u>
Per Capita	\$ 23.29	\$ 28.32	\$ 18.91

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	27	28	28.2
	<u>27</u>	<u>28</u>	<u>28.2</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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Total Support Calls (Per Week)	283	285	300

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.

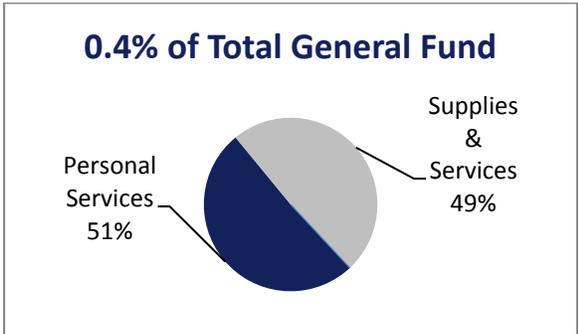
	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Employees attending software training classes	240	557	750



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 2014-15 Budget Highlights:

- Added \$91,646 to Operating Supplies and Services for insurance contribution.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 63,172	\$ 164,043	\$ 142,713
Operating Supplies & Services	35,054	45,418	137,064
Capital Outlay/Improvements	-	-	-
	<u>\$ 98,226</u>	<u>\$ 209,461</u>	<u>\$ 279,777</u>
Per Capita	\$ 0.61	\$ 1.30	\$ 1.72

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Internal Auditor	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>

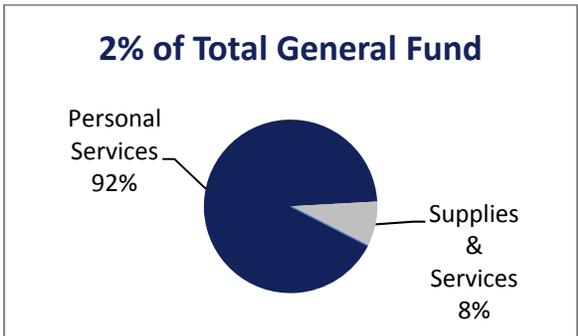
Municipal Court (General Fund)

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 2014-15 Budget Highlights:

- Added \$15,323 to Operating Supplies and Services for insurance contribution.
- Increased funding for Public Defender Services, Temporary Bailiffs and Temporary Judges \$38,350.

Summary of Expenditures:

Expenditure	Actual 2012-13	Adopted 2013-14	Adopted 2014-15
Personal Services	\$ 1,560,891	\$ 1,629,910	\$ 1,520,369
Operating Supplies & Services	94,912	112,141	139,464
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,655,803</u>	<u>\$ 1,742,051</u>	<u>\$ 1,659,833</u>
Per Capita	\$ 10.21	\$ 10.74	\$ 10.23

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Court Operations	23	23	23
Municipal Probation Office	2	2	2
	<u>25</u>	<u>25</u>	<u>25</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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Cases disposed within 270 days of filing with the court	66%	100%	100%

Objective: All other cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Cases disposed within 120 days of filing with the court	74%	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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Records sent to Department of Revenue within 7 days	98%	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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Clerks of the court having achieved certification	100%	100%	100%

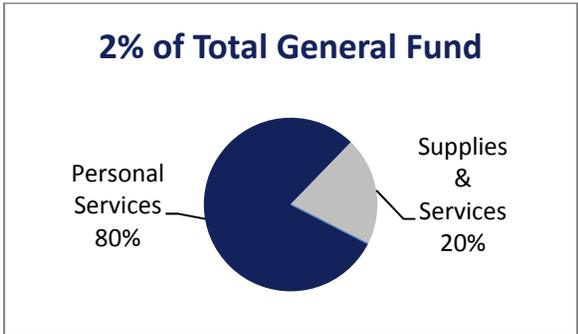
Planning and Development (General Fund)

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 2014-15 Budget Highlights:

- Two positions will be unfunded and vacant for fiscal year 2014-15.
- Added \$72,022 to Operating Supplies and Services for insurance contribution.
- Funded 20% of Systems Administrator position for the ProjectDox, electronic plan submission system.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 1,302,842	\$ 1,433,752	\$ 1,430,324
Operating Supplies & Services	352,898	291,188	363,210
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,655,740</u>	<u>\$ 1,724,940</u>	<u>\$ 1,793,534</u>
Per Capita	\$ 10.21	\$ 10.64	\$ 11.24

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	3.37	3.37	4.37
Economic Development	4.42	5.42	5.42
Grant/Program Implementation	0.25	0.25	0.25
Neighborhood Conservation	3.25	3.25	3.25
Zoning & Subdivision	7	7	6.2
	<u>18.29</u>	<u>19.29</u>	<u>19.49</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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Average number of days for final application approval	72 days	72 days	72 days

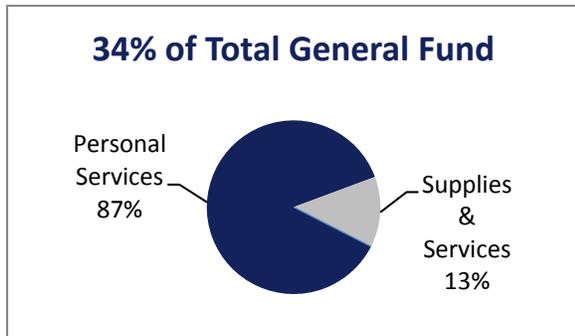
- Objective:** 98% of staff reports are provided to boards on the scheduled date for delivering the agenda. This includes Planning and Zoning Commission, Landmarks and Board of Adjustment.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Staff reports provided by agenda deadline	98%	98%	98%

Police (General Fund)

Department Purpose:

The Springfield Police Department is an accredited law enforcement agency comprised of 331 sworn officers and 79.5 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 2014-15 Budget Highlights:

- Three and a half positions will be unfunded and remain vacant in fiscal year 2014-15. The impact of not funding these positions; access will be limited to records and increased workload on current staff.
- Added \$536,550 to Operating Supplies & Services for insurance contribution.
- Fifteen Police Officer positions were absorbed by the General Fund due to the COPS Grant expiring.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2012-13	2013-14	2013-14	2014-15
Personal Services	\$ 21,148,079	\$ 22,419,021	\$ 22,419,021	\$ 23,070,641
Operating Supplies & Services	2,815,893	2,955,379	2,955,379	3,503,257
Capital Outlay/Improvements	140,684	-	-	-
Transfers	13,022	11,328	11,328	-
	<u>\$ 24,117,678</u>	<u>\$ 25,385,728</u>	<u>\$ 25,385,728</u>	<u>\$ 26,573,898</u>
Per Capita	\$ 148.70	\$ 156.52	\$ 156.52	\$ 163.84

Personal Services Summary:

BY BUREAU	2012-13		2013-14		2014-15	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Administration	4	3	4	3	4	3
Investigations and Support Services	64	60.5	64	59.5	69	60
Uniform Operations	171	5	171	5	181	5
	<u>239</u>	<u>68.5</u>	<u>239</u>	<u>67.5</u>	<u>254</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.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Median response time to Priority 1 calls	6:28	6.00	6:00
Median response time to Priority 2 calls	10:03	10.00	10:00
Median response time to Priority 3 calls	14:52	15.00	15:00

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Clearance Rate Violent Crime	54.1%	50.0%	50.0%

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Clearance Rate Property Crime	19.9%	22.0%	22.0%

Public Information (General Fund)

Department Purpose:

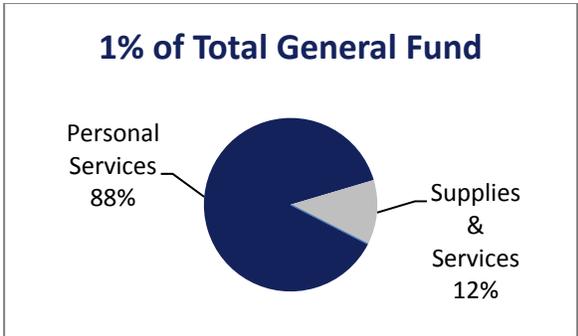
The Public Information Department provides information to the general public and media, and serves as a resource to the community. The Public Information Department also works with City departments regarding news releases, special events, website content and development, professional graphic design services, 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 2014-15 Budget Highlights:

- One and one-half position will be unfunded and remain vacant in fiscal year 2014-15.
- Added \$11,608 to Operating Supplies and Services for insurance contribution.
- Added Public Affairs Officer position for Environmental Services and Public Works during FY 2014.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 322,482	\$ 451,920	\$ 518,648
Operating Supplies & Services	49,596	59,832	71,440
Capital Outlay/Improvements	-	-	-
	<u>\$ 372,078</u>	<u>\$ 511,752</u>	<u>\$ 590,088</u>
Per Capita	\$ 2.29	\$ 3.16	\$ 3.64

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
PIO Administration	4.5	5.5	5.5
PIO Service Request	2	2	3
	<u>6.5</u>	<u>7.5</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	Fiscal Year
	2012-13	2013-14	2014-15
Service requests entered	7,088	7,500	8,000
Service requests closed	6,861	7,350	7,750
No. of days to close out a request	28.0	25.0	22.0
Percentage of requests closed	98.0%	98.0%	98.0%
Online service requests entered	650	700	950
Percentage of online requests to total requests	9.1%	9.4%	11.9%

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	Fiscal Year
	2012-13	2013-14	2014-15
No. of PIO news releases	274	300	400
Facebook "likes"	2,500	5,000	7,000
Twitter "followers"	2,500	5,000	7,000

* 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.

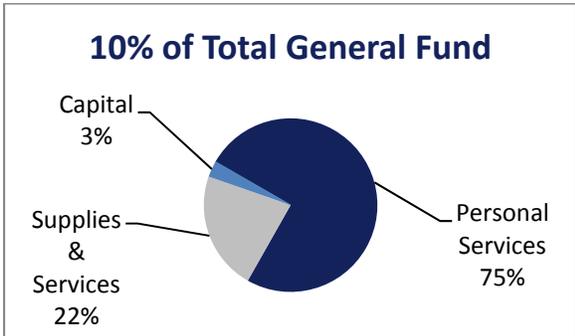
Public Works (General Fund)

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 2014-15 Budget Highlights:

- 10.5 positions will be unfunded and remain vacant in fiscal year 2014-15. Operations will not be immediately impacted if these positions are not funded.
- Funded 20% of Systems Administrator for the ProjectDox, electronic plan submission system.
- Added \$195,554 to Operating Supplies and Services for insurance contribution.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 5,094,714	\$ 5,504,635	\$ 5,473,468
Operating Supplies & Services	1,268,221	1,432,974	1,628,528
Capital Outlay/Improvements	375,399	222,847	222,847
	<u>\$ 6,738,334</u>	<u>\$ 7,160,456</u>	<u>\$ 7,324,843</u>
Per Capita	\$ 41.55	\$ 44.15	\$ 45.16

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	3.9	3.9	4.1
Engineering & Stormwater	38	35	34
Operations	57	57	57
	<u>98.9</u>	<u>95.9</u>	<u>95.1</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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
% of Facilities Service Requests completed within 48 hours.	95.0%	70.0%	95.0%

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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
% of preventive maintenance completed within two weeks of schedule.	65.0%	48.0%	65.0%



SPECIAL REVENUE FUNDS



Special revenue funds account for the proceeds of special revenue sources that are restricted by law or administrative action and are to be expended for specific purposes.

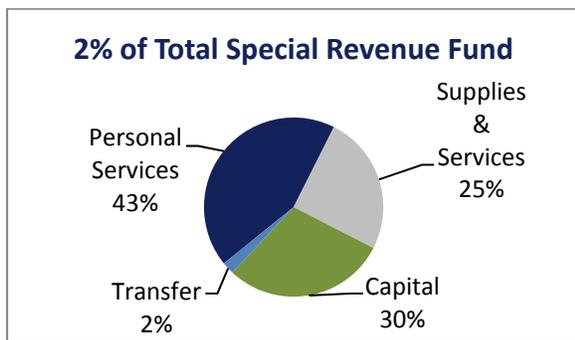
Art Museum (Special Revenue Fund)

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 diverse cultural heritage of the people of southwest Missouri through the collection, preservation and exhibition of art objects.



FY 2014-15 Budget Highlights:

- Budgeted \$12,700 for anticipated grants in fiscal year 2014-15.
- Allocating \$572,000 in fund balance to cover capital improvements such as a new HVAC in Weisel and Kelly Galleries, roof replacement over classrooms and admin offices and repairs to exterior walls.
- Plan to increase fundraising efforts to cover the cost of new acquisitions, collection conservation, and educational programs.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 599,518	\$ 827,292	\$ 840,695
Operating Supplies & Services	301,367	335,878	488,174
Capital Outlay/Improvements	38,034	250,000	572,000
Transfer	14,160	28,302	42,462
	<u>\$ 953,079</u>	<u>\$ 1,441,472</u>	<u>\$ 1,943,331</u>
Per Capita	\$ 5.88	\$ 8.89	\$ 11.98

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Art Education	2	2	2
Art Exhibits & Collections	6	6	6
Art Museum Administration	5.5	5.5	5.5
	<u>13.5</u>	<u>13.5</u>	<u>13.5</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	
	2012-13	2013-14	2014-15
Exhibitions	24	10	20
Annual Participants	43,858	40,000	50,000
School Tours	61	60	65
School Children	3,154	3,000	3,500
Art Classes	30	151	78
Art Class Students	198	755	400
Volunteer Hours	1,250	1,250	1,250



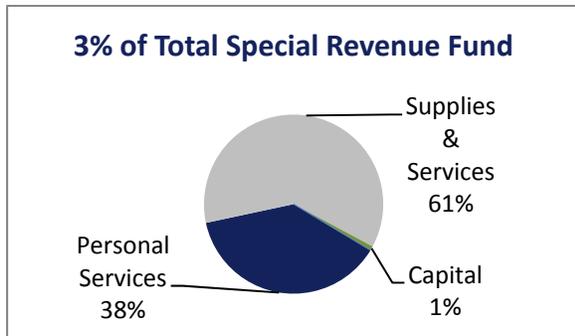
Convention and Visitors Bureau (Special Revenue Fund)

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.

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 2014-15 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.

FY 2014-15 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.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2012-13		2013-14	2014-15
Personal Services	\$ 1,017,898	\$	1,072,274	\$ 1,161,404
Operating Supplies & Services	1,674,052		1,802,216	1,868,371
Capital Outlay/Improvements	24,713		11,610	24,180
	<u>\$ 2,716,663</u>	<u>\$</u>	<u>2,886,100</u>	<u>\$ 3,053,955</u>
Per Capita	\$ 16.75	\$	17.79	\$ 18.83

Emergency Communications (Special Revenue Fund)

Department Purpose:

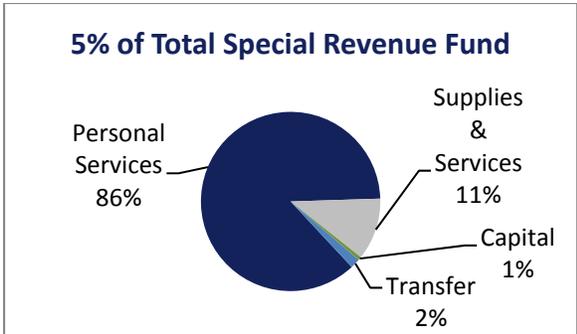
The Emergency Communications Department is committed to efficiently and compassionately answering the public’s 9-1-1 call for emergency service response. The Springfield/Greene County 911 Emergency Communications Department serves as the access point for the 9-1-1 caller needing public safety services. Departmental personnel have the direct responsibility for quick relay and dispatch for fire, police, and emergency medical services. Calls from the entire county are processed through the 911 Operations Room at the Public Safety Center. The Department currently serves fourteen (14) fire agencies, nine (9) law enforcement agencies, and transfer to local emergency medical services.

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 answering the public’s call for emergency service response and providing the assistance they need. Our commitment is demonstrated by staff that is exceptionally trained and focused on customer service. Our staff is effectively equipped to provide efficient and professional service to both public safety agencies and the community at large.

FY 2014-15 Budget Highlights:

- The Springfield–Greene County 911 Emergency Communications Department consolidated with the Republic Dispatch Center in October of 2013. This will be the first City budget that includes the consolidated budget.
- Eleven 911 Telecommunicator positions will be unfunded and remain vacant in fiscal year 2014-15.
- One 911 Telecommunications Supervisor position will be unfunded and remain vacant in fiscal year 2014-15.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 3,399,334	\$ 3,681,630	\$ 3,916,851
Operating Supplies & Services	386,632	444,500	507,121
Capital Outlay/Improvements		-	28,000
Transfers	39,754	39,750	79,500
	<u>\$ 3,825,720</u>	<u>\$ 4,165,880</u>	<u>\$ 4,531,472</u>
Per Capita	\$ 23.59	\$ 25.69	\$ 27.94

Emergency Communications (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Emergency Communications	73	73	77
	73	73	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.

MEASURES	Actual	Fiscal Year	
	2012-13	2013-14	2014-15
Calls answered in 10 seconds or less	84.8%	84.7%	90.0%

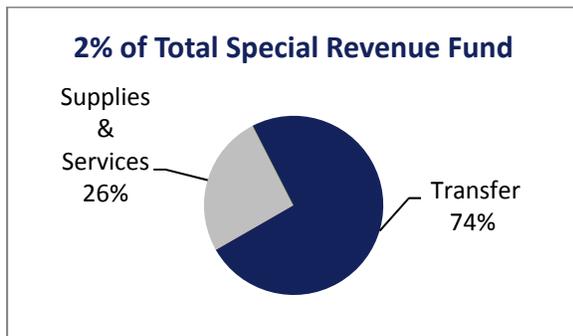
Hotel/Motel Tax (Special Revenue Fund)

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 2014-15 Budget Highlights:

- \$137,700 payment to Gillioz, Landers, & the Zoo.
- \$61,200 payment to Sports Commission.
- \$40,392 payment to Arts Council.
- \$45,900 payment to Discovery Center.
- \$220,320 previously paid to Wonders of Wildlife, to be determined by the Hotel/Motel Tax Reallocation Committee.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	154,501	505,512	505,512
Capital	12,084	-	-
Transfers	1,421,955	1,452,888	1,452,888
	<u>\$ 1,588,540</u>	<u>\$ 1,958,400</u>	<u>\$ 1,958,400</u>
Per Capita	\$ 9.79	\$ 12.07	\$ 12.07

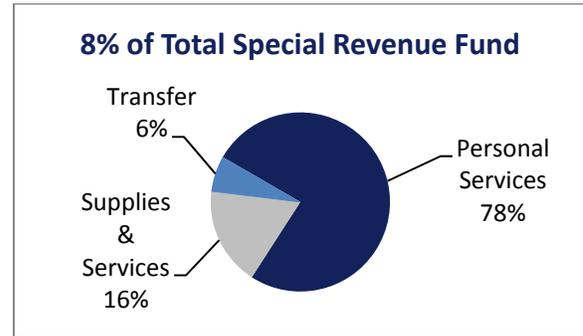
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
No full-time personnel are allocated.	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>

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	
	2012-13	2013-14	2013-14	2014-15
Personal Services	\$ 5,912,018	\$ 6,050,536	\$ 6,050,536	\$ 6,226,155
Operating Supplies & Services	980,562	1,315,920	1,315,920	1,315,920
Capital Outlay/Improvements	-	-	-	-
Transfers	546,100	473,000	473,000	471,500
	<u>\$ 7,438,680</u>	<u>\$ 7,839,456</u>	<u>\$ 7,839,456</u>	<u>\$ 8,013,575</u>
Per Capita	\$ 45.86	\$ 48.33	\$ 48.33	\$ 49.41

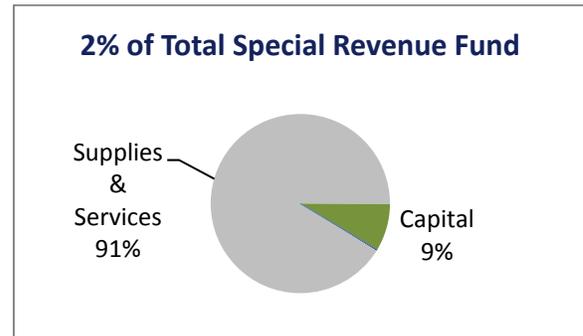
Personal Services Summary:

BY BUREAU	2012-13		2013-14		2014-15	
	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>

Miscellaneous Special Revenue (Special Revenue Fund)

Department Purpose:

This special revenue category includes Fire Department Training, Car Park, and Special Assessments such as Floodway Mowing, and Weed Abatement.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ -	\$ 4,000	\$ 4,000
Operating Supplies & Services	477,155	1,224,000	1,686,000
Capital	37,494	-	157,000
Transfers	5,219	-	-
	<u>\$ 519,868</u>	<u>\$ 1,228,000</u>	<u>\$ 1,847,000</u>
Per Capita	\$ 3.21	\$ 7.57	\$ 11.39

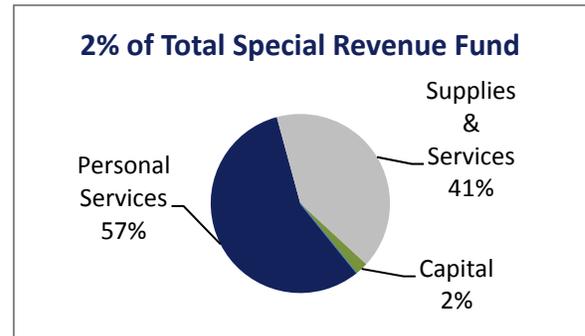
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
No full-time personnel are allocated.	-	-	-
	<u>-</u>	<u>-</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	
	2012-13	2013-14	2013-14	2014-15
Personal Services	\$ 840,008	\$ 927,438	\$ 927,438	\$ 995,841
Operating Supplies & Services	251,576	923,190	923,190	722,800
Capital Outlay/Improvements	64,514	39,482	39,482	40,524
Transfers	6,007	-	-	-
	<u>\$ 1,162,105</u>	<u>\$ 1,890,110</u>	<u>\$ 1,890,110</u>	<u>\$ 1,759,165</u>
Per Capita	\$ 7.17	\$ 11.65	\$ 11.65	\$ 10.85

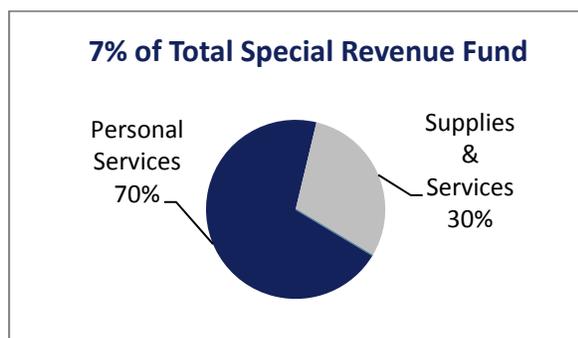
Personal Services Summary:

BY BUREAU	2012-13		2013-14		2014-15	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	10	-	10	-	10	-
	<u>10</u>	<u>-</u>	<u>10</u>	<u>-</u>	<u>10</u>	<u>-</u>

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:

Helping people live longer, healthier, happier lives. Supporting family and community health through quality care, education and collaboration. Ensuring environmental quality through monitoring, enforcement and education. Protecting the public through planning, public information and disease control. Measuring success through collection and dissemination of health-related data. Conserving resources through efficient utilization.

FY 2014-15 Budget Highlights:

- All approved FTE's will be funded in fiscal year 2014-15.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2012-13		2013-14	2014-15
Personal Services	\$ 4,018,622	\$	4,766,317	\$ 4,859,548
Operating Supplies & Services	1,275,067		1,595,344	2,068,723
Capital	-		-	-
Transfers	65,029		-	-
	<u>\$ 5,358,718</u>	<u>\$</u>	<u>6,361,661</u>	<u>\$ 6,928,271</u>
Per Capita	\$ 33.04	\$	39.22	\$ 42.72

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Executive Administration	13	13	3
Community Health	14	14	12
Environmental Health	28	28	24
Maternal/Child & Family Health	17	17	16
Chronic Disease & Wellness	3	3	5
Office of Administration	3	3	18
	<u>78</u>	<u>78</u>	<u>78</u>

Public Health Services (Special Revenue Fund)

Performance Measures:

Goal: Maintain a yearly immunization percentage rate higher than the 5-year mean for children age 2 and under served at Westside Public Health Center (WSPHC).

Objective: Exceed the 5-year mean of 77.4%.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
% of total WSPHC children immunized by age 2	81%	81%	78%

Goal: To reunite animals with owners and/or place adoptable animals with animal rescue organizations at an annual percentage rate greater than the 5-year mean.

Objective: Reunite impounded animals with owners or rescue organizations at least 72.0% of the time.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
% of animals saved	97%	95%	90%

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 diagnosed STI clients out of total clients served greater than the 5-year mean of 31.4%.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
% of total clients treated for STI	30%	40%	32%

Public Parks (Special Revenue Fund)

Department Purpose:

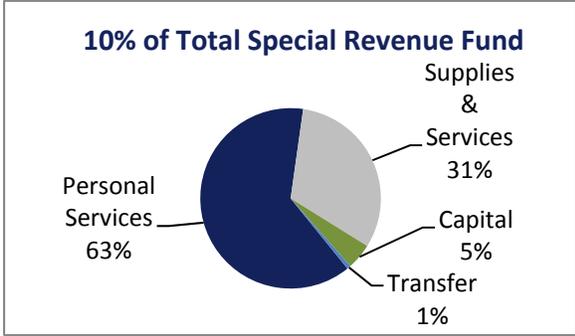
Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, Jordan Valley Park, Dickerson Park Zoo, General Operations and Maintenance and Administration.

Department Mission:

The Springfield-Greene County Park Board 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 2014-15 Budget Highlights:

- Continued emphasis on increasing aquatic opportunities at Park facilities and providing patrons with more comprehensive access to pools for all seven days of the week.
- New Website and online registration opportunities for Parks patrons. For FY 15, Parks will be implementing the online registration feature of its current point of sale program, as well as redeveloping the Park Board’s website with support from the City of Springfield. Both developments should greatly benefit our online customers.
- Increased recreational and training opportunities through enhanced site improvements supporting Community Olympic Development Programming.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 5,813,387	\$ 6,424,204	\$ 6,547,457
Operating Supplies & Services	3,677,724	3,384,289	3,284,623
Capital Outlay/Improvements	125,582	26,074	481,161
Transfers	433,934	333,169	70,074
	<u>\$ 10,050,627</u>	<u>\$ 10,167,736</u>	<u>\$ 10,383,315</u>
Per Capita	\$ 35.82	\$ 36.23	\$ 37.00

Note: Per Capita numbers include Greene County residents.

Public Parks (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	7	7.93	7.93
Dickerson Park Zoo	20	20	20
General Operations and Maintenance	20.34	20.34	20.34
Jordan Valley Park/Mediacom Ice Park	9	9	9
Recreation	23.2	26.7	28.6
	79.54	83.97	85.87

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	2012-13	2013-14	2014-15
Resident satisfaction with the maintenance of City Parks	83%	83%	85%
Resident satisfaction with the cleanliness of City Parks	82%	82%	85%
Resident satisfaction with the location of City Parks	80%	80%	85%
Resident satisfaction with the walking and biking trails in the City	72%	72%	75%
Visitation by resident to a City park within the last year	85%	85%	85%
Total Outdoor Aquatics Attendance	93,500	81,500	89,000
Total Family Centers Attendance	284,000	335,000	345,000

Public Parks City/County Wide Sales Tax (Special Revenue Fund)

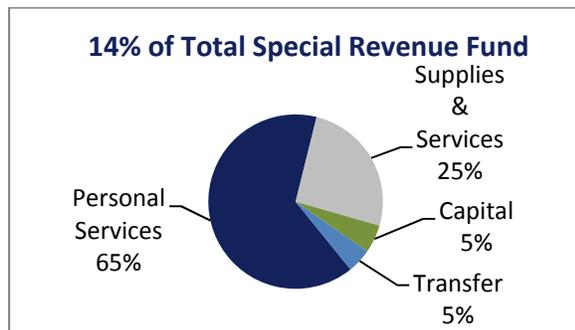
Department Purpose:

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

In accordance with the 2001 and 2006 Greene County Parks sales tax plans, proceeds will be utilized for the funding of the operations and maintenance of projects approved by Greene County voters.

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 2014-15 Budget Highlights:

- Ongoing funding provided for the positions and equipment necessary to support the operations, maintenance and safety of new facilities and development funded by the 2006 Parks County-wide Sales Tax, included as part of the ballot initiative and Five Year Action Plan.
- Neighborhood Parks restoration and matching grant opportunities will be a focus for FY15 and beyond. It will be critical to prioritize funding for the necessary repair and restoration of some of our older neighborhood parks throughout the system as funding becomes available. Park staff will focus efforts on seeking out new partnerships, collaborations and matching grants to help augment funding these improvements.
- For FY 15, funding includes conversion of current contracted positions to full-time equivalent positions from within our Park operating funds. These positions are part of our School-Park section and currently are funded through our 21st Century Grant program.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 7,656,870	\$ 8,757,567	\$ 8,797,127
Operating Supplies & Services	3,669,085	3,852,284	3,476,785
Capital Outlay/Improvements	661,487	924,294	708,814
Transfers	167,777	148,987	614,000
	<u>\$ 12,155,219</u>	<u>\$ 13,683,132</u>	<u>\$ 13,596,726</u>
Per Capita	\$ 43.31	\$ 48.76	\$ 48.75

Note: Per Capita numbers include Greene County residents.

Public Parks City/County Wide Sales Tax (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	20.16	22.23	22.23
Dickerson Park Zoo	9	9	9
General Operations and Maintenance	43.5	43.5	43.5
Recreation	29.3	28.8	30.9
Special Facilities	15	16	16
	<u>116.96</u>	<u>119.53</u>	<u>121.63</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 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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Zoo Attendance	221,320	224,500	213,000
School-Park sites	30	34	34
Number of playground inspections	606	610	610
Number of City -County Park pavilions reservations	1,105	1,125	1,150
Number of miles of trails	101	102	102

Public Works Transportation (Special Revenue Fund)

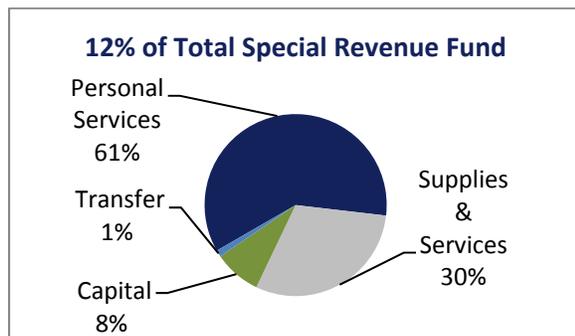
Department Purpose:

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 2014-15 Budget Highlights:

- Appropriating \$1,350,000 in fund balance for much needed one-time supplies and capital needs.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 6,174,887	\$ 6,798,986	\$ 6,963,733
Operating Supplies & Services	2,783,400	3,419,814	3,390,067
Capital Outlay/Improvements	785,551	946,200	961,200
Transfers	115,000	135,000	135,000
	<u>\$ 9,858,838</u>	<u>\$ 11,300,000</u>	<u>\$ 11,450,000</u>
Per Capita	\$ 60.79	\$ 69.67	\$ 70.60

Public Works Transportation (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	3.6	2.75	2.75
Streets	67.75	66.6	66.6
Traffic Engineering	26.75	32.75	32.75
	98.1	102.10	102.10

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	Fiscal Year
	2012-13	2013-14	2014-15
Paving Cost per Lane Mile	\$ 39,600	\$ 38,300	\$ 40,000
% of streets in "good" condition	84%	86%	88%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
% of sidewalks in "good" or better condition	46.0%	49.0%	52.0%

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	Fiscal Year
	2012-13	2013-14	2014-15
Street Sweeping Lane Miles	4,264	4,000	4,000

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	Fiscal Year
	2012-13	2013-14	2014-15
# of Reported Malfunctions	446	400	450
Hours of Overtime	255.5	350	350

Public Works Transportation (Special Revenue Fund)

Performance Measures (cont.):

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	Fiscal Year
	2012-13	2013-14	2014-15
Traffic Incidents Published to Web	18,999	18,500	20,000
Traffic Incidents Confirmed by TMC/Camera Views	2,194	1,600	2,150

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

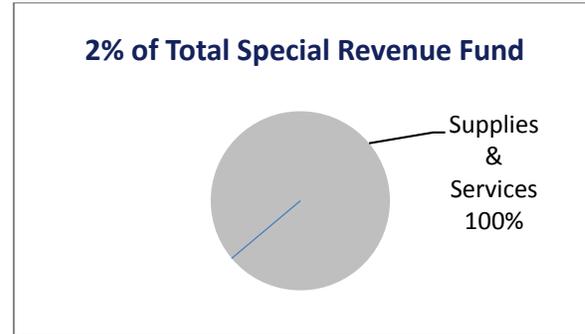
Objective: To provide motorists with guidance and regulations for safety and efficiency.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
# of Signs to Maintain	35,500	35,500	36,500
# of Signs Repaired/Replaced	3,450	2,900	3,550
Lane Miles of Pavement Markings Maintained-Thermo	45.0	65.0	65.0
Lane Miles of Pavement Markings Maintained-Paint	80	100	100

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	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 6,380	\$ -	\$ -
Operating Supplies & Services	-	1,750,000	1,760,000
Capital Outlay/Improvements	1,207,615	-	-
	<u>\$ 1,213,995</u>	<u>\$ 1,750,000</u>	<u>\$ 1,760,000</u>
Per Capita	\$ 7.48	\$ 10.79	\$ 10.85

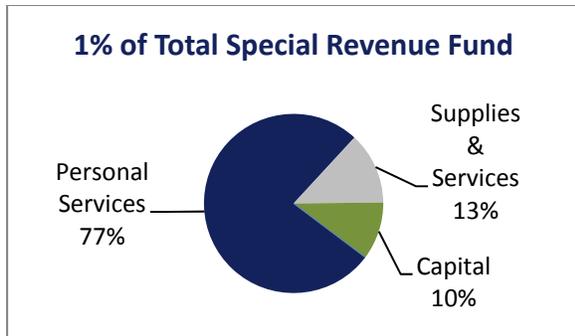
Telecable (Special Revenue Fund)

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 2014-15 Budget Highlights:

- Plan to upgrade audiovisual equipment in Council Chambers, including new video screens for citizen viewing, and interactive capability.
- Plan to install a new electronic voting system for Council.
- Plan to participate in cost-sharing for implementation of a new website technology which includes a smart phone app.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 433,534	\$ 486,569	\$ 514,067
Operating Supplies & Services	140,341	66,635	86,933
Capital Outlay/Improvements	99,175	218,000	70,200
	<u>\$ 673,050</u>	<u>\$ 771,204</u>	<u>\$ 671,200</u>
Per Capita	\$ 4.15	\$ 4.75	\$ 4.14

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Graphic Production	3	2	2
Web Coordination	1	1	1
Cable Programming	4	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.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Board & Commission Meetings	113	130	130
Special Meetings and Events	7	10	10

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.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Total number of visits to the City website	1,148,249	1,175,000	1,225,000

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.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Video/media projects	55	50	60



GRANT FUNDS

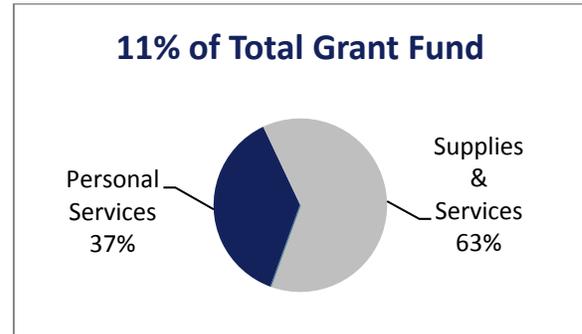


Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies.

Community Development Block Grant (Grant Fund)

Fund Purpose:

The purpose of this fund is to improve neighborhoods in low-to-moderate income areas. This fund accounts for grants received from the Department of Housing and Urban Development (HUD) along with various revolving loans.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 563,492	\$ 817,206	\$ 741,095
Operating Supplies & Services	495,038	966,584	1,239,733
Capital Outlay/Improvements	96,817	-	-
Transfers	101,611	-	-
	<u>\$ 1,256,958</u>	<u>\$ 1,783,790</u>	<u>\$ 1,980,828</u>
Per Capita	\$ 7.75	\$ 11.00	\$ 12.21

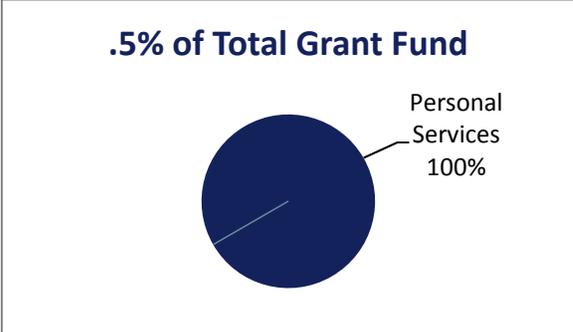
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
14-15 CDBG Administration	5.19	5.19	5.19
14-15 CDBG Small Business	1.55	1.55	1.55
14-15 CDBG Comp Housing	2.85	2.85	2.85
14-15 CDBG Neighborhoods	1.53	1.53	1.53
14-15 CDBG Economic Development	0.53	0.53	0.53
	<u>11.65</u>	<u>11.65</u>	<u>11.65</u>

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 2014-15 Budget Highlights:

- The two-year SAFER Grant that funds nine firefighters will end during fiscal year 2014-15.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 345,277	\$ 453,932	\$ 88,559
Operating Supplies & Services	990,781	-	-
Capital Outlay/Improvements	576,121	-	-
	<u>\$ 1,912,179</u>	<u>\$ 453,932</u>	<u>\$ 88,559</u>
Per Capita	\$ 11.79	\$ 2.80	\$ 0.55

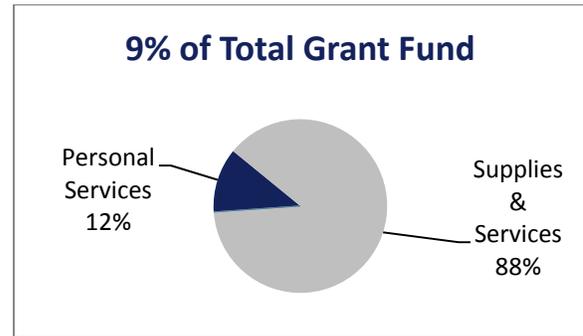
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Operations	-	9	-
	<u>-</u>	<u>9</u>	<u>-</u>

Home Investment Partnership Program (Grant Fund)

Department Purpose:

The Community Housing Development Program, through the U.S. Department of Housing and Urban Development, provides funding for decent, safe, and affordable housing to qualified applicants.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 348,942	\$ 198,876	\$ 205,751
Operating Supplies & Services	54,535	1,471,124	1,506,439
Capital Outlay/Improvements	-	-	-
Transfer	-	-	-
	<u>\$ 403,477</u>	<u>\$ 1,670,000</u>	<u>\$ 1,712,190</u>
Per Capita	\$ 2.49	\$ 10.30	\$ 10.56

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Home Payment	-	-	-
Home Administration	3.01	3.01	3.01
	<u>3.01</u>	<u>3.01</u>	<u>3.01</u>

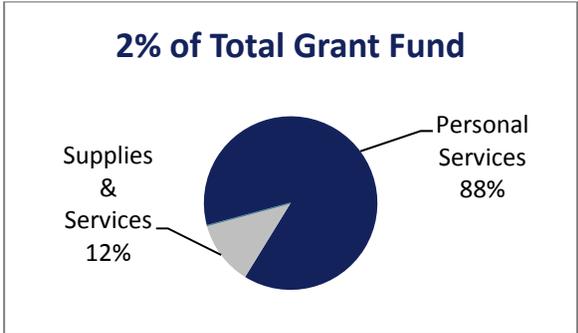
Parks Grants (Grant Fund)

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 2014-15 Budget Highlights:

- The five-year 21st Century Learning Center Grant ends June 2014.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 706,369	\$ 650,466	\$ 308,385
Operating Supplies & Services	233,157	209,830	42,253
Capital Outlay/Improvements	-	-	-
Transfers	-	-	-
	<u>\$ 939,526</u>	<u>\$ 860,296</u>	<u>\$ 350,638</u>
Per Capita	\$ 3.35	\$ 3.07	\$ 1.25

Note: Per Capita numbers include Greene County residents.

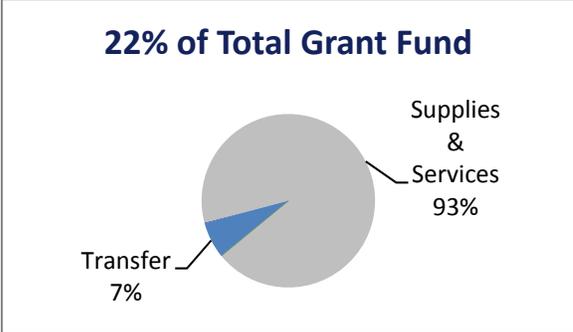
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Recreation	-	-	-
	-	-	-

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, and Revolving Loan Accounts.



Summary of Unallocated Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 52,396	\$ 4,165	\$ 4,256
Operating Supplies & Services	1,790,394	2,431,045	3,716,045
Capital	-	-	-
Transfers	336,438	325,000	270,000
	<u>\$ 2,179,228</u>	<u>\$ 2,760,210</u>	<u>\$ 3,990,301</u>
Per Capita	\$ 13.44	\$ 17.02	\$ 24.60

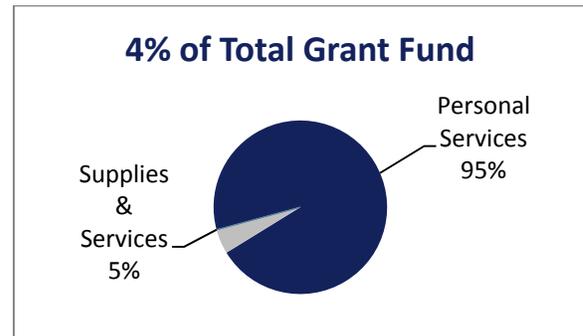
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	0.05	0.05	0.05
	<u>0.05</u>	<u>0.05</u>	<u>0.05</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.



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted			
	2012-13		2013-14			
Personal Services	\$	1,346,021	\$	1,632,494	\$	673,663
Operating Supplies & Services		115,623		209,694		32,538
Capital Outlay/Improvements		16,290		-		-
Transfer		18,657		-		-
	\$	1,496,591	\$	1,842,188	\$	706,201
Per Capita	\$	9.23	\$	11.36	\$	4.35

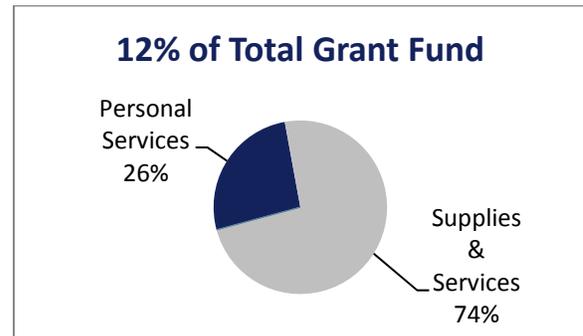
Personal Services Summary:

BY DIVISION	2012-13		2013-14		2014-15	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	22	-	22	-	7	-
	22	-	22	-	7	-

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
	2012-13	2013-14	2014-15
Personal Services	\$ 684,839	\$ 384,556	\$ 589,609
Operating Supplies & Services	1,613,666	2,045,981	1,638,353
Transfers	-	-	-
	<u>\$ 2,298,505</u>	<u>\$ 2,430,537</u>	<u>\$ 2,227,962</u>
Per Capita	\$ 14.17	\$ 14.99	\$ 13.74

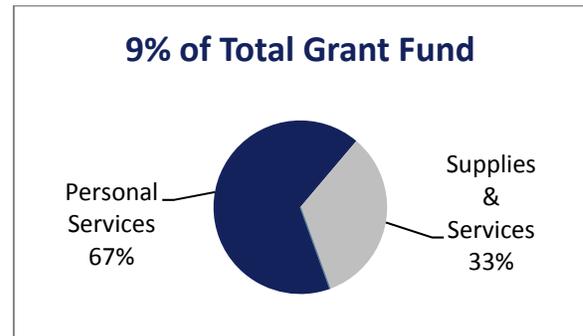
Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
HIV Case Management	2	2	1
Public Health Emergency Preparedness (PHEP)	4	4	4
	<u>6</u>	<u>6</u>	<u>5</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	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 1,070,660	\$ 1,107,650	\$ 1,114,215
Operating Supplies & Services	349,424	562,350	543,785
Transfers	-	-	-
	<u>\$ 1,420,084</u>	<u>\$ 1,670,000</u>	<u>\$ 1,658,000</u>
Per Capita	\$ 8.76	\$ 10.30	\$ 10.22

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
WIC	16	16	16
	<u>16</u>	<u>16</u>	<u>16</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.

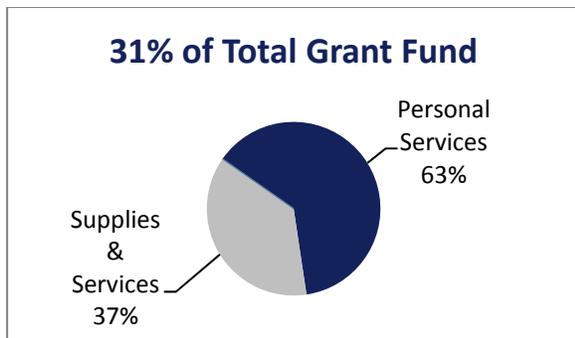
Objective: Maintain a yearly percentage rate greater than 69% for Greene County WIC mother's breastfeeding.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
% of WIC mother's breastfeeding	76%	72%	76%

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 2014-15 Budget Highlights:

- Develop a Workforce Investment Board Strategic Plan to guide our current Board to ensure services are provided as indicated in the Workforce Investment Act of 1998 and to address the region's workforce needs.
- Continue to maintain the cost of operating the Mobile Career Center. Potentially expand the counties of service.
- Continue to improve the retention and morale of current employees through the use of education and training.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 3,334,061	\$ 3,306,846	\$ 3,509,262
Operating Supplies & Services	3,346,171	4,247,313	2,070,633
Capital Outlay/Improvements	-	-	-
	<u>\$ 6,680,232</u>	<u>\$ 7,554,159</u>	<u>\$ 5,579,895</u>
Per Capita	\$ 41.19	\$ 46.58	\$ 34.40

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	6	7.25	7.25
Pooled Costs	10	10	10
Program	40	39	39
Rapid Response	1	1	1
	<u>57</u>	<u>57.25</u>	<u>57.25</u>

Workforce Development (Grant Fund)

Performance Measures:

Fiscal:

- Spend at least 80% of funding level while keeping administration to 10% or less.
- 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%

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.



CAPITAL PROJECT FUNDS



***Phil Broyles, Director of Public Works
December 19, 1948—March 29, 2014***

“Phil stood for honesty, transparency and excellence. He was a champion of transportation, neighborhoods and doing things right.” Greg Burris, City Manager

Capital project funds are used to account for the financial resources designated for the acquisition or construction of capital assets. Capital assets include land, buildings, improvements, equipment and infrastructure (e.g., roads, bridges, storm sewers, and similar items). Capital assets, excluding land, are defined by the City as assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. All land purchases are capitalized regardless of cost. Major outlays for capital improvements are capitalized as projects are constructed.

Capital Projects Fund

The following information is provided by the 2013-2018 Capital Improvement Program Report prepared by the City's Planning & Development Department:

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. For example, if a new fire station is proposed for funding, the fire trucks (and other equipment meeting the criteria listed above) should be included. Replacing fire trucks at existing stations should not be included in the CIP.

Capital Projects Fund

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 2014-15 involve road and bridge improvements, because of that, those improvements will not have an 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 2014-15 are as follows:

Capital Projects Fund

- The Springfield-Greene County Park Board opened its 3rd family center for the community in FY 2013. The 38,603 square-foot facility includes a gymnasium, cardio/weight training facility, walking track, aerobics area, and childcare facility. This completed Phase I and II of this project. There are four FTE's and numerous part-time employees required to operate the facility. The total cost operating for FY 2015 is \$543,030.
- 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 19 new positions have been budgeted at an estimated cost of \$992,526 to 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, 2016. 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 August 2012, 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 80% voter approval rate in 2012 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 received \$1.98 million in CDBG funds for program year 2014-2015. This compares to the \$1.28 million for the 2013-2014 CDBG program year and \$1.18 million from the 2012-2013 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 Fund

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 Projects Fund

Summary of Expenditures and Appropriations:

	2012-2013 Actual	2013-2014 Adopted	2014-15 Adopted
Capital Improvement Sales Tax	\$ 5,216,492	\$ 9,775,000	\$ 9,775,000
Funding Source: 3-year, 1/4 cent capital improvements sales tax, initially approved by voters effective October 1, 1989, subsequently extended by voters until September 30, 2016.			
Transportation Sales Tax	\$ 1,893,009	\$ 4,887,500	\$ 4,887,500
Funding Source: 4-year, 1/8 cent transportation sales tax, initially approved by voters in 1996, subsequently extended by voters until March 31, 2017.			
Public Works/Other Improvements	\$ 4,329,370	\$ 555,000	\$ 530,000
Funding Source: Federal Highway Administration grants and other contributions designated for construction projects.			
Developer Agreement Projects	\$ 9,566	\$ 40,000	\$ 40,000
Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.			
TOTAL CAPITAL PROJECTS	\$ 11,448,437	\$ 15,257,500	\$ 15,232,500

Capital Improvement Budgeting

The City of Springfield utilizes a six-year capital improvement program to prioritize public projects, which will be scheduled over a number of years, as financial resources are available. When possible, the City looks for creative funding solutions such as cost sharing with other governmental agencies, public-private cooperative efforts, special purpose taxes, and modifications to development regulations methods of providing needed capital items. The underlying philosophy of the capital improvements program prioritizes needs into three categories: (1) the protection of life, health, and public safety; (2) improvements to the City's existing infrastructure; (3) construction of the new infrastructure to keep up with the community growth. The City is currently in the beginning stages of developing a policy and plan for lifecycle replacement on all major asset classes.

For a complete look at the City's formal CIP Report see our website at:
<http://www.springfieldmo.gov/planning/documents.html>

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements Sales Tax Project Summary

<u>Project Name</u>	<u>Project Amount</u>	<u>Paid to Date</u>	<u>Percent Complete</u>
2010-2013 Reforestation and Landscaping	\$ 865,800	\$ 475,000	55%
2010-2013 Sidewalk Construction	2,000,000	1,700,000	85%
2010-2013 Street Stabilization and Major Repaving	5,000,000	5,000,000	100%
2010-2013 Center City Development	335,000	45,000	13%
Phelps Streetscape**	1,850,000	11,500	1%
Road Concept Design	225,000	180,000	80%
Primrose/Kings to Campbell Phase 1	450,000	300,000	67%
Dan Kinney Park and Family Center Phase I, II & III	11,425,000	5,200,000	46%
Grand Street/National to Kimbrough**	3,600,000	800,000	22%
2010-2013 Minor Neighborhood Improvements	600,000	335,774	56%
Shared Cost Agreement Projects***	2,880,000	279,500	26%

**Reflects City's cost only; Shared project with other non-city funding sources

***Also listed under Transportation Sales Tax and Public Works/Other Improvement

Total	\$ 29,230,800	\$ 14,326,774
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<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
2010-2013 Reforestation and Landscaping – Install and establish tree plantings and landscapes along City streets to continue reforestation and tree canopy replacement in the community following the 2007 ice storm. Project also includes tree inventory, nursery, and the Neighborhoods Program	2010-2013	Total Project Amount: \$865,800
	Quarter Cent	Amount Paid to Date: \$475,000
	Capital	Percentage Completed: 55%
	Improvement	
	Sales Tax	Estimated Completion Date: 2014
		Estimated Operating Cost: \$71,000
2010-2013 Sidewalk Construction – Construct or replace sidewalks, curbs and ramps as needed in compliance with ADA.	2010-2013	Total Project Amount: \$2,000,000
	Quarter Cent	Amount Paid to Date: \$1,700,000
	Capital	Percentage Completed: 85%
	Improvement	
	Sales Tax	Estimated Completion Date: 2014
		Estimated Operating Cost: TBD
2010-2013 Street Stabilization and Major Repaving – This is a continuing annual program to stabilize or upgrade local streets, resurface the major thoroughfare system or upgrade residential streets to collector standards with stormwater control, lighting and sidewalks as necessary.	2010-2013	Total Project Amount: \$5,000,000
	Quarter Cent	Amount Paid to Date: \$5,000,000
	Capital	Percentage Completed: 100%
	Improvement	
	Sales Tax	Estimated Completion Date: 2013
		Estimated Operating Cost: TBD

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
2010-2013 Center City Development – Design and construct streetscapes, sidewalk improvements and signage improvements for Center City to include the Downtown City Center, Commercial Street area and Walnut Street area.	2010-2013 Quarter Cent Capital Improvement Sales Tax	Total Project Amount:	\$335,000
		Amount Paid to Date:	\$45,000
		Percentage Completed:	13%
		Estimated Completion Date:	2014
		Estimated Operating Cost:	TBD
Phelps Streetscape** – Design and construct streetscape improvements on both sides of Phelps Street between Sherman Avenue and Main Avenue. Improvements could include decorative sidewalks, landscaping, irrigation, lighting, crosswalks and ADA curb ramps.	Quarter Cent Sales Tax	Total Project Amount:	\$1,850,000
		Amount Paid to Date:	\$11,500
		Percentage Completed:	1%
		Estimated Completion Date:	Ongoing
		Estimated Operating Cost:	TBD
Road Concept Design – Develop various conceptual design plans for major improvements as locations are determined.	2010-2013 Quarter Cent Capital Improvement Sales Tax	Total Project Amount:	\$225,000
		Amount Paid to Date:	\$180,000
		Percentage Completed:	80%
		Estimated Completion Date:	2014
		Estimated Operating Cost:	TBD
Primrose Street – Kings to Campbell Phase 1- Design and acquire partial right-of-way for a project to upgrade Primrose Street to secondary arterial standards.	2010-2013 Quarter Cent Capital Improvement Sales Tax	Total Project Amount:	\$450,000
		Amount Paid to Date:	\$300,000
		Percentage Completed:	67%
		Estimated Completion Date:	2014
		Estimated Operating Cost:	TBD
Dan Kinney Park and Family Center Phase I, II, and III – New family center in east Springfield, as well as other park amenities. Phase III will include an aquatics facility addition.	County-Wide Parks Quarter Cent Sales Tax	Total Project Amount:	\$11,425,000
		Amount Paid to Date:	\$5,200,000
		Percentage Completed:	46%
		Estimated Completion Date:	Phase I Complete Phase II Complete Phase III - 2015
		Estimated Operating Cost:	\$543,030

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
Grand Street/National to Kimbrough** – Construct improvements on Grand Street between National Avenue and Kimbrough Avenue. Improvements will widen Grand to four lanes with landscaped median and left turn lanes at Kings Avenue and John Q Hammons Parkway. Project will also make improvement to the existing pedestrian under pass, and includes sidewalks, ADA ramps, signals and lighting.	2010-2013	Total Project Amount:	\$3,600,000
	Quarter Cent	Amount Paid to Date:	\$800,000
	Capital	Percentage Completed:	22%
	Improvement	Estimated Completion Date:	2018
	Sales Tax	Estimated Operating Cost:	TBD
2010-2013 Minor Neighborhood Improvements – Construct minor infrastructure, repairs and improvements in each Council Zone. Examples include additional turn lanes, sidewalks, railroad crossing improvements, storm water controls, short extensions of streets for connectivity, etc., that will involve a variety of divisions of Public Works. Potential project activities will be identified through neighborhood input during the review and approval process for rezoning and subdivision applications.	2010-2013	Total Project Amount:	\$600,000
	Quarter Cent	Amount Paid to Date:	\$335,774
	Capital	Percentage Completed:	56%
	Improvement	Estimated Completion Date:	On-going
	Sales Tax	Estimated Operating Cost:	TBD
Shared Cost Agreement Projects*** – Construct or expand the scope of existing infrastructure improvements in cooperation with intergovernmental or private sector entities to encourage economic development, provide additional parking to serve major activity centers in City center, including Jordan Valley Park with interface to transit system.	2010-2013	Total Project Amount:	\$2,880,000
	Quarter Cent	Amount Paid to Date:	\$279,500
	Capital	Percentage Completed:	26%
	Improvement	Estimated Completion Date:	Ongoing
	Sales Tax.	Estimated Operating Cost:	TBD

* Maintaining these projects fall under new positions within Transportation, estimated total cost of positions \$252,820.

** Reflects City's Cost only; Shared project with other non-city funding sources.

*** Also listed under Transportation Sales Tax and Public Works/Other Improvement.

Capital Projects Fund

Non-routine Capital Expenditures:

Transportation Sales Tax and Public Works/Other Improvements Project Summary

<u>Project Name</u>	<u>Project Amount</u>	<u>Paid to Date</u>	<u>Percent Complete</u>
Turn Lane Improvements**	400,000	44,000	44%
National & Kearney Intersection**	850,000	1,500	3%
"The Link"	738,495	618,995	84%
Shared Cost Agreement Projects***	2,606,500	247,250	23%
2013-2017 Bridge Replacement Program	1,000,000	-	0%
Intelligent Transportation System and Signal Improve	500,000	-	0%
Major Street Resurfacing and Rehabilitation Program	1,500,000	-	0%

**Reflects City's Cost only; Shared project with other non-city funding sources

***Also listed under Capital Improvement Sales Tax

Total	\$ 7,594,995	\$ 911,745
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<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
Turn Lane Improvements** – Design, acquire right-of-way and construct turn lane improvements at various intersections within the City. Improvements could include adding turn lanes.	2009-2013 Eighth Cent Transportation Sales	Total Project Amount: \$400,000
		Amount Paid to Date: \$44,000
		Percentage Completed: 44%
		Estimated Completion Date: 2014
		Estimated Operating Cost: TBD
National & Kearney Intersection** - Design, acquire right-of-way and construct improvements at National Avenue and Kearney Street intersection and on National north of the intersection to Jean Street. Project could include additional north and southbound lanes on National, separate left turn lanes, enhanced intersection geometrics, storm water drainage and signal modifications.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount: \$850,000
		Amount Paid to Date: \$1,500
		Percentage Completed: 3%
		Estimated Completion Date: 2014
		Estimated Operating Cost: TBD
"The Link" – Multi-modal and sustainable transportation improvements to connect business, educational and medical institutions and governmental agencies with neighborhoods.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount: \$895,861
		Amount Paid to Date: \$618,995
		Percentage Completed: 23%
		Estimated Completion Date: 2014
		Estimated Operating Cost: TBD

Capital Projects Fund

Non-routine Capital Expenditures:

Transportation Sales Tax and Public Works/Other Improvements Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
Shared Cost Agreement Projects* – Construct or expand the scope of existing infrastructure improvements in cooperation with intergovernmental or private sector entities to encourage economic development, provide additional parking to serve major activity centers in City center, including Jordan Valley Park with interface to transit system.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$2,606,500
		Amount Paid to Date:	\$247,250
		Percentage Completed:	23%
		Estimated Completion Date:	Ongoing
		Estimated Operating Cost:	TBD
2013-2017 Bridge Replacement Program – Design and construct improvements to repair or replace bridges in the City. Locations that have been identified include the Main Avenue bridge over Jordan Creek and the Barton Street bridge over Galloway Creek.	Eighth Cent Transportation Sales Tax	Total Project Amount:	\$1,000,000
		Amount Paid to Date:	\$0
		Percentage Completed:	0%
		Estimated Completion Date:	2014
		Estimated Operating Cost:	TBD
Intelligent Transportation System and Signal System Improvements – Design and construct additional Intelligent Transportation System improvements at various locations throughout the City.	Eighth Cent Transportation Sales Tax	Total Project Amount:	\$500,000
		Amount Paid to Date:	\$0
		Percentage Completed:	0%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD
Major Street Resurfacing and Rehabilitation Program – This is a continuing annual program to stabilize or upgrade local streets, resurface the major thoroughfare system or upgrade residential streets to collector standards with storm water control, lighting and sidewalk improvements as necessary.	Eighth Cent Transportation Sales Tax	Total Project Amount:	\$1,500,000
		Amount Paid to Date:	\$0
		Percentage Completed:	0%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD

* Maintaining these projects fall under new positions within Transportation, estimated total cost of positions \$252,820.

** Reflects City's Cost only; Shared project with other non-city funding sources.

*** Also listed under Capital Improvement Sales Tax.



ENTERPRISE FUNDS



Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs, including depreciation, of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Services accounted for in the Enterprise Funds are tangible and it is possible to determine the extent to which they benefit individual service customers.

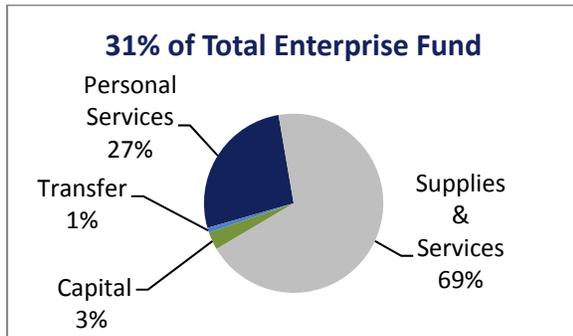
Airport (Enterprise Fund)

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 2014-15 Budget Highlights:

- Operating portion of budget totals \$12.65 million, an increase of 2% from 2014.
- Routine capital replacements and capital improvement projects total just over \$875,000 anticipated to be funded through operating funds and grant awards.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 5,540,664	\$ 5,516,000	\$ 6,012,000
Operating Supplies & Services	11,226,908	20,110,000	15,547,500
Capital Outlay/Improvements	1,585,754	6,809,000	711,500
Transfers	200,000	200,000	200,000
	<u>\$ 18,553,326</u>	<u>\$ 32,635,000</u>	<u>\$ 22,471,000</u>
Per Capita	\$ 114.39	\$ 201.21	\$ 140.89

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	14	14	14
Operations	52	52	52
Rescue	17	17	17
Security	10	10	10
	<u>93</u>	<u>93</u>	<u>93</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	Fiscal Year
	2012-13	2013-14	2014-15
Average airline cost per enplaned passenger	6.77	7.07	7.12

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	Fiscal Year
	2012-13	2013-14	2014-15
Ratio of Operating Revenue vs. Expenses per Enplanement	1.45	1.47	1.41

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.

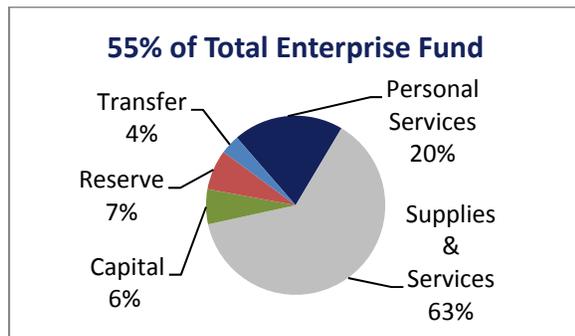
Objective: Coverage above 100% provides an annual cushion in case of unforeseen events and is transferred into a reserve account. It is then available to fund future capital improvement projects, debt retirement, or operating costs if needed.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2012-13	2013-14	2014-15
Debt service coverage-Midfield Terminal Bonds	1.18	1.33	1.27
Debt service coverage-Rental Car Facility Bonds	1.60	1.70	1.70

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 2014-15 Budget Highlights:

- Funded 20% of Systems Administrator for the ProjectDox, electronic submission system.

Summary of Revenue and Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 6,520,189	\$ 8,001,406	\$ 7,826,349
Operating Supplies & Services	12,970,830	21,596,280	24,748,498
Capital Outlay/Improvements	12,332,642	2,024,500	2,481,500
Transfers	1,151,280	1,227,814	1,363,963
Reserve Appropriation	-	5,250,000	2,845,690
	<u>\$ 32,974,941</u>	<u>\$ 38,100,000</u>	<u>\$ 39,266,000</u>
Per Capita	\$ 203.31	\$ 234.91	\$ 242.10

Clean Water Services (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	8.05	8.55	8.75
Water Quality	3	3	3
CSM	33.8	37.8	37.8
North Plant	5	5	5
South Plant	40	39	39
Lab	7	7	7
Industrial Pre-Treatment	8.2	8.2	8.2
	105.05	108.55	108.75

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 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15
Residential Rate Based on 10 CCF/Month			
Springfield Residential Rate	\$31.51	\$32.75	\$34.01
Avg Residential Rate per Study by Memphis Light, Gas, & Water	\$42.87	N/A	N/A
Commercial Rate Based on 500 CCF/Month			
Springfield Commercial Rate	\$795.91	\$826.55	\$857.21
Avg Commercial Rate per Study by Memphis Light, Gas, & Water	\$1,806.88	N/A	N/A

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 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15
Tracts sewered	30	0	53
Tracts left to sewer (within City Limits)	553	553	500
% of City Sewered	98.7%	98.7%	98.8%

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	Fiscal Year
	2012-13	2013-14	2014-15
Hundreds of Cubic Feet Billed	10,264,978	10,443,630	10,500,000
Miles of Gravity Sewer	1,200	1,210	1,220
Miles of Sewer Cleaned	109	89	95
Million Gallons/Day (MGD Avg) Treated	29	36	32
Tons of Pollutants Removed	93	102	95
Number of Analysis Performed	70,000	70,000	70,000



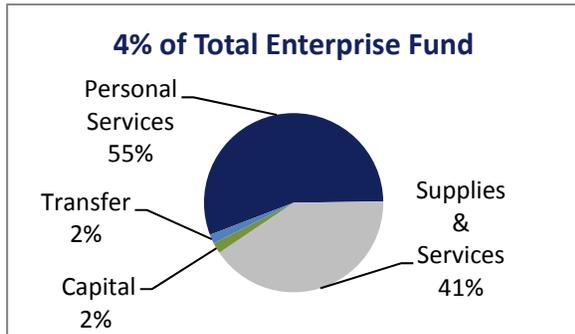
Golf (Enterprise Fund)

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 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 2014-15 Budget Highlights:

- Payoff the remaining debt service on the Rivercut Golf Course loan owed the City of Springfield and the final payment on the 1995 Rivercut Golf Course construction loan.
- Continued emphasis on the expansion of golfing programs and opportunities for area youth and their families.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 1,458,349	\$ 1,568,216	\$ 1,668,443
Operating Supplies & Services	1,015,486	1,211,304	1,224,097
Capital Outlay/Improvements	-	40,480	57,460
Transfers	-	80,000	50,000
	<u>\$ 2,473,835</u>	<u>\$ 2,900,000</u>	<u>\$ 3,000,000</u>
Per Capita	\$ 8.82	\$ 10.33	\$ 10.69

Note: Per Capita numbers reflect Greene County residents.

Golf (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Horton Smith	4.6	4.6	4.6
Payne Stewart	5.6	5.7	5.7
Rivercut	7.8	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	Fiscal Year
	2012-13	2013-14	2014-15
Number of golf courses maintained	4	4	4
Number of golf holes maintained	67	67	67
Number of adult/senior 9-hole rounds played	27,736	27,775	28,000
Number of adult/senior 18-hole rounds played	54,138	62,000	62,000
Number of junior rounds played	8,950	9,000	9,300

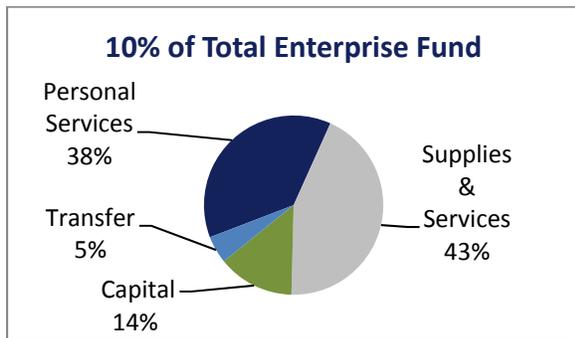
Solid Waste (Enterprise Fund)

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 2014-15 Budget Highlights:

- No significant change in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 2,191,996	\$ 2,534,712	\$ 2,582,824
Operating Supplies & Services	2,388,930	2,948,391	2,961,279
Capital Outlay/Improvements	423,283	932,000	995,000
Transfers	334,897	334,897	360,897
	<u>\$ 5,339,106</u>	<u>\$ 6,750,000</u>	<u>\$ 6,900,000</u>
Per Capita	\$ 32.92	\$ 41.62	\$ 42.54

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Administration	4.75	4.45	4.45
Refuse Disposal	15.15	15.95	15.95
Recycling	13.05	18.05	18.05
	<u>32.95</u>	<u>38.45</u>	<u>38.45</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.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Customer Visits to the Recycling Centers	236,433	241,162	245,985
Customer Visits to the HCCC	586	598	610
HCCC Customer Support Calls	1,278	1,304	1,330
Customer Visits to the YRC	72,103	73,545	75,016
Materials Received at the Recycling Sites (tons)	3,624	3,696	3,770
Materials Received at the YRC (cubic yards)	160,566	163,777	167,053
Materials Received at the HCCC (pounds)	34,125	8	35,504
Waste Received at the Landfill (average daily tons)	697	650	662
Hot Line Calls	25,586	26,000	26,250
Web Site Hits	66,412	67,000	67,500
Tours, Presentations & Events	209	210	210
Business Assistance Interactions	60	75	80
Special Event Recycling	63	65	65

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.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Springfield Landfill Tipping Fees	\$30.94	\$30.94	\$30.94
Avg Tipping Fee (Publicly owned landfills in MO.)	\$39.90	N/A	N/A
Avg Tipping Fee (Privately owned landfills in MO.)	\$56.06	N/A	N/A



INTERNAL SERVICE FUNDS



Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Services accounted for in Internal Service Funds are tangible, and it is possible to determine the extent to which they benefit individual departments or agencies.

Print Shop (Internal Service Fund)

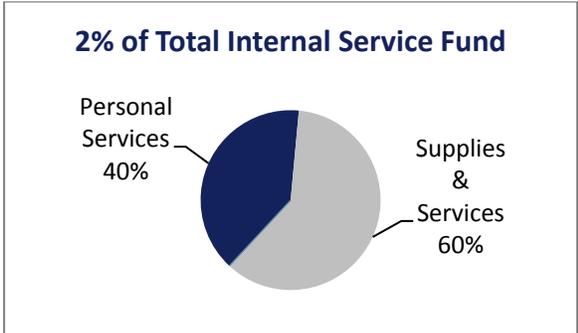
Department Purpose:

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 2014-15 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 57,459	\$ 92,189	\$ 92,684
Operating Supplies & Services	129,016	141,041	141,041
Capital Outlay/Improvements	-	-	-
	<u>\$ 186,475</u>	<u>\$ 233,230</u>	<u>\$ 233,725</u>
Per Capita	\$ 1.15	\$ 1.44	\$ 1.44

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Print Shop	2	2	2
	<u>2</u>	<u>2</u>	<u>2</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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
% of requests completed in 3 working days or less	92%	85%	86%

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	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
% of print requests submitted/fulfilled by electronic file	77%	63%	67%

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

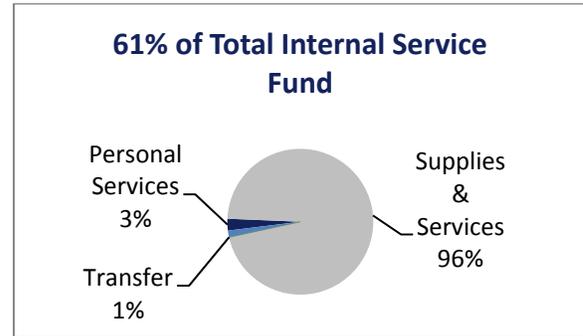
Objective: Create and update online resources that publicize information regarding postage cost savings and Print Shop services.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Online resources created and/or updated annually	2X	2X	2X

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 the department adds to the insurance 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 2014-15 Budget Highlights:

- Establish self-insured, liability insurance for all City departments.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2012-13	2013-14	2014-15
Personal Services	\$ 199,549	\$ 291,639	\$ 205,195
Operating Supplies & Services	1,943,315	4,426,963	7,549,884
Transfers	-	-	114,119
	<u>\$ 2,142,864</u>	<u>\$ 4,718,602</u>	<u>\$ 7,869,198</u>
Per Capita	\$ 13.21	\$ 29.09	\$ 48.52

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
Self-Insurance	4	3	3
	<u>4</u>	<u>3</u>	<u>3</u>

Self-Insurance Fund (Internal Service Fund)

Performance Measures:

Goal: Partner with all City departments to communicate and address safety concerns throughout the City and ensure compliance with mandatory federal, state and local statutes.

Objective: Complete a minimum of twenty-four (24) Fire and Life Safety Inspections during the year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
# of Fire & Life Safety Inspections conducted	17	15	15

Objective: Ensure the City files all Reports of Injury due to an alleged Workers' Compensation illness or injury to the Third Party Administrator (TPA) within three (3) days of receiving notice of the injury or illness.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Avg # of days from date of notice until Report of Injury filed with TPA	0	1	1

Objective: Monitor and reduce the number of workers' compensation claims that are filed on an annual basis.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2012-13	2013-14	2014-15
Total number of workers' compensation claims filed	227	160	175

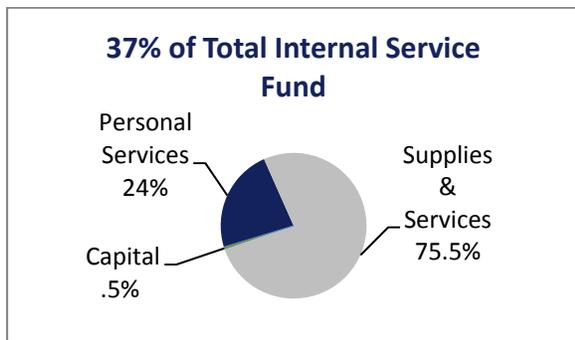
Service Center (Internal Service Fund)

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 2014-15 Budget Highlights:

- Five positions will be unfunded and remain vacant in fiscal year 2014-15.



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, striving to make the repairs right the first time; 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
	2012-13	2013-14	2014-15
Personal Services	\$ 1,031,043	\$ 1,077,999	\$ 1,115,000
Operating Supplies & Services	2,755,503	3,567,001	3,560,000
Capital Outlay/Improvements	45,959	25,000	25,000
Transfers	-	-	-
	<u>\$ 3,832,505</u>	<u>\$ 4,670,000</u>	<u>\$ 4,700,000</u>
Per Capita	\$ 23.63	\$ 28.79	\$ 28.98

Personal Services Summary:

BY DIVISION	2012-13	2013-14	2014-15
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.

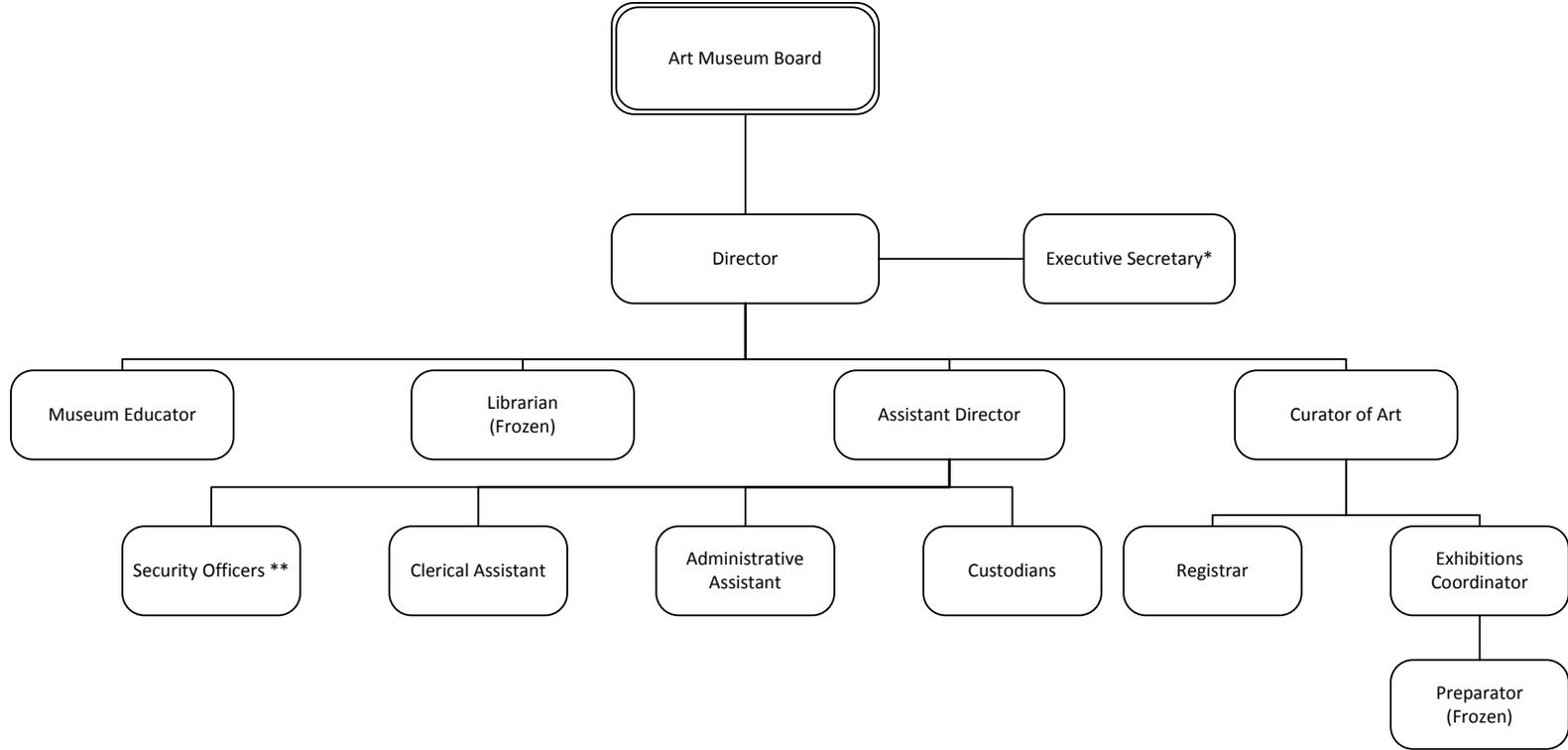
Objective: To maintain competitive rates as compared to private sector fleet maintenance providers in order to provide high quality, cost competitive services in an effective and efficient manner to city departments. The Service Center utilizes an industry standard “flat rate” by job when applicable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

MEASURES	Actual 2012-13	Fiscal Year 2013-14	Fiscal Year 2014-15
Light & Regular Duty Equipment:			
Service Center Hourly Labor Rate	\$58	\$68	\$68
Service Center Hourly Labor Rate as % of Private Rates	67%	79%	72%
Heavy Duty Equipment:			
Service Center Hourly Labor Rate	\$68	\$78	\$78
Service Center Hourly Labor Rate as % of Private Rates	68%	78%	74%



APPENDIX
DEPARTMENT ORG CHARTS AND
GLOSSARY

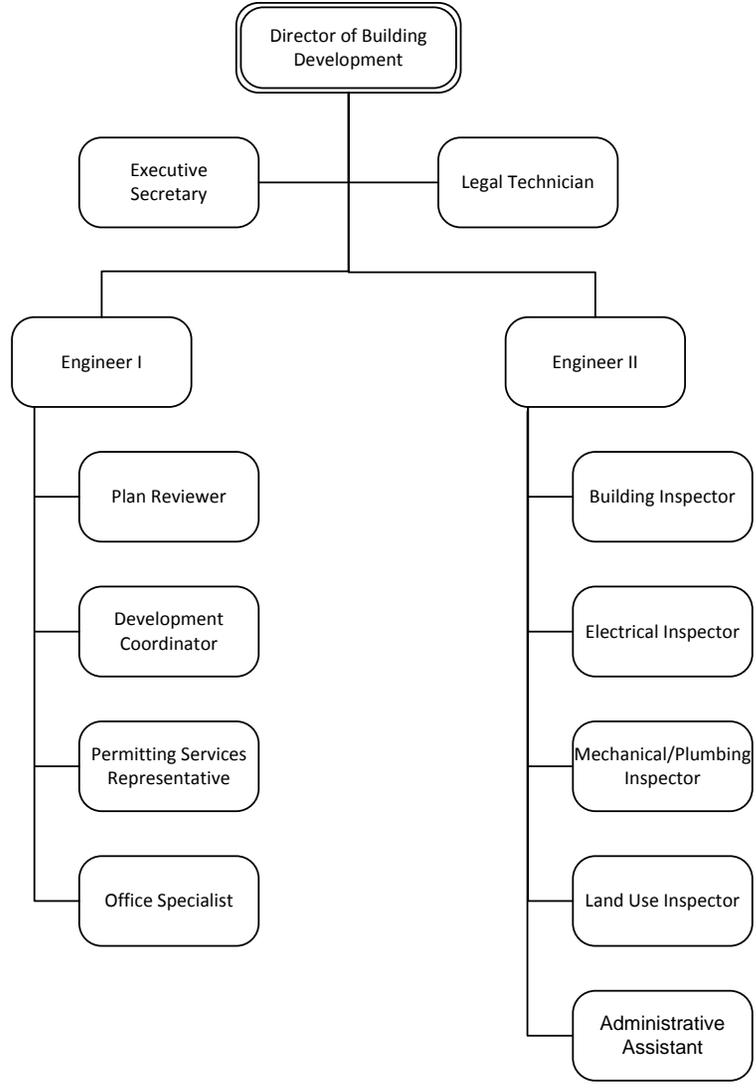




*filled with part-time contract employee
 **one of two positions filled with contract employee

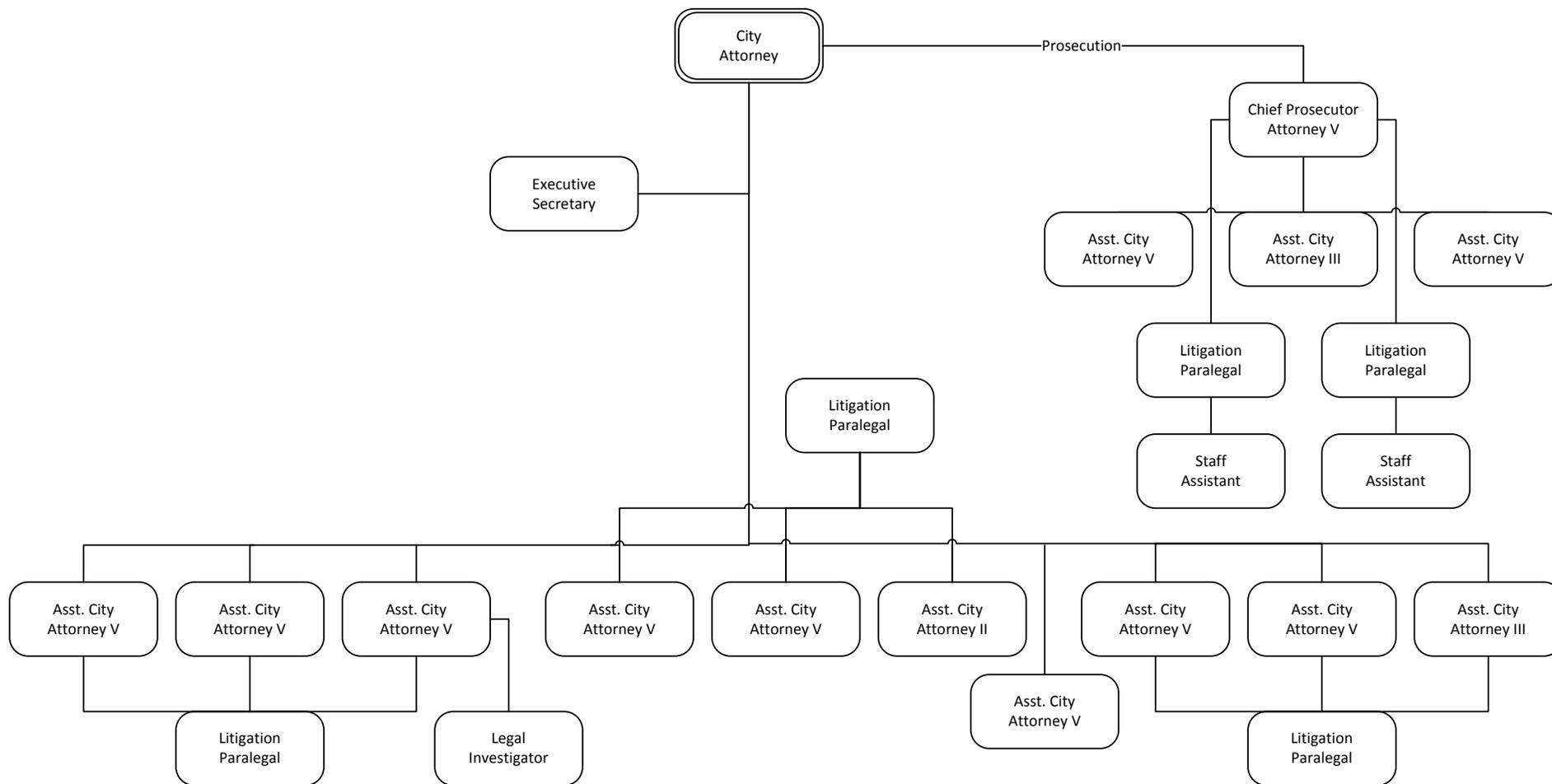
Art Museum

City of Springfield, Missouri



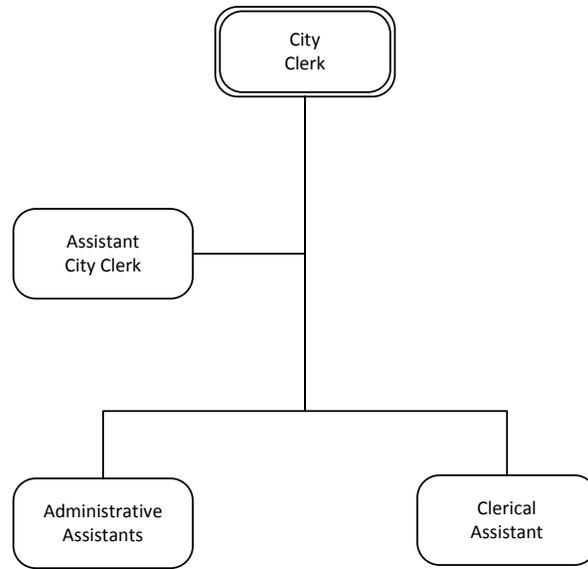
Building Development Services

City of Springfield, Missouri



City Attorney/Prosecution

City of Springfield, Missouri



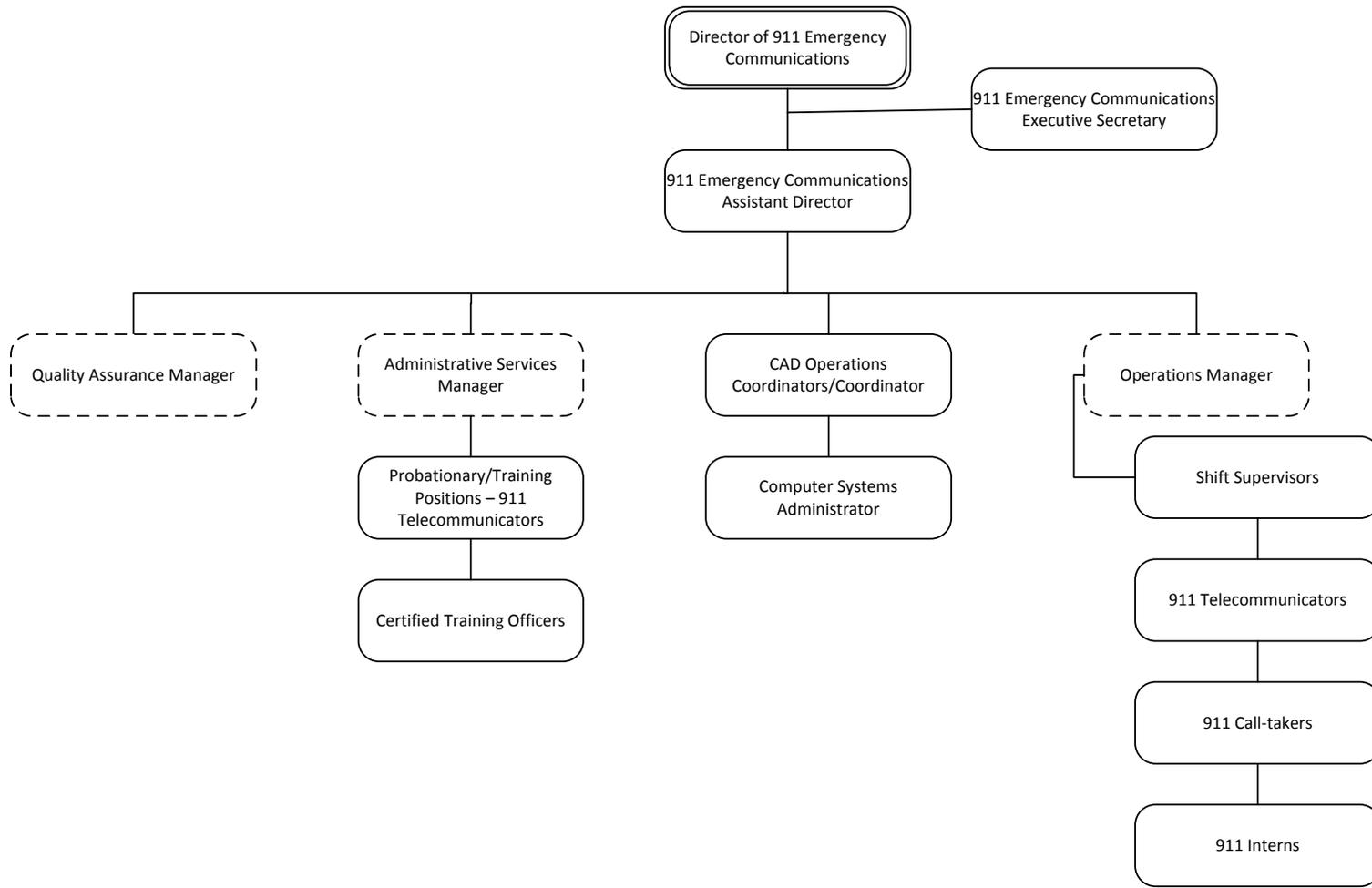
City Clerk

City of Springfield, Missouri



City Manager

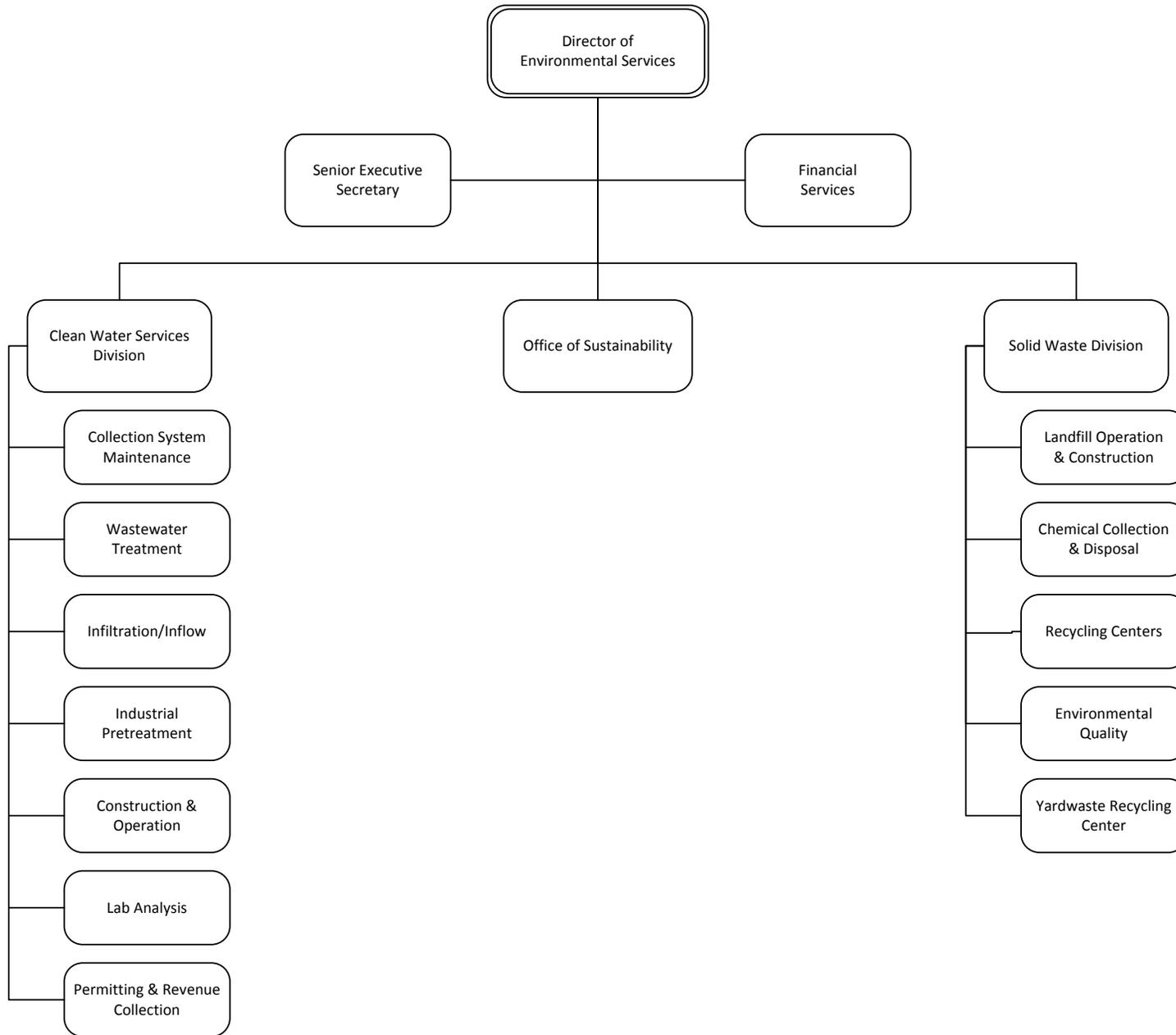
City of Springfield, Missouri



----- Denotes Future Growth

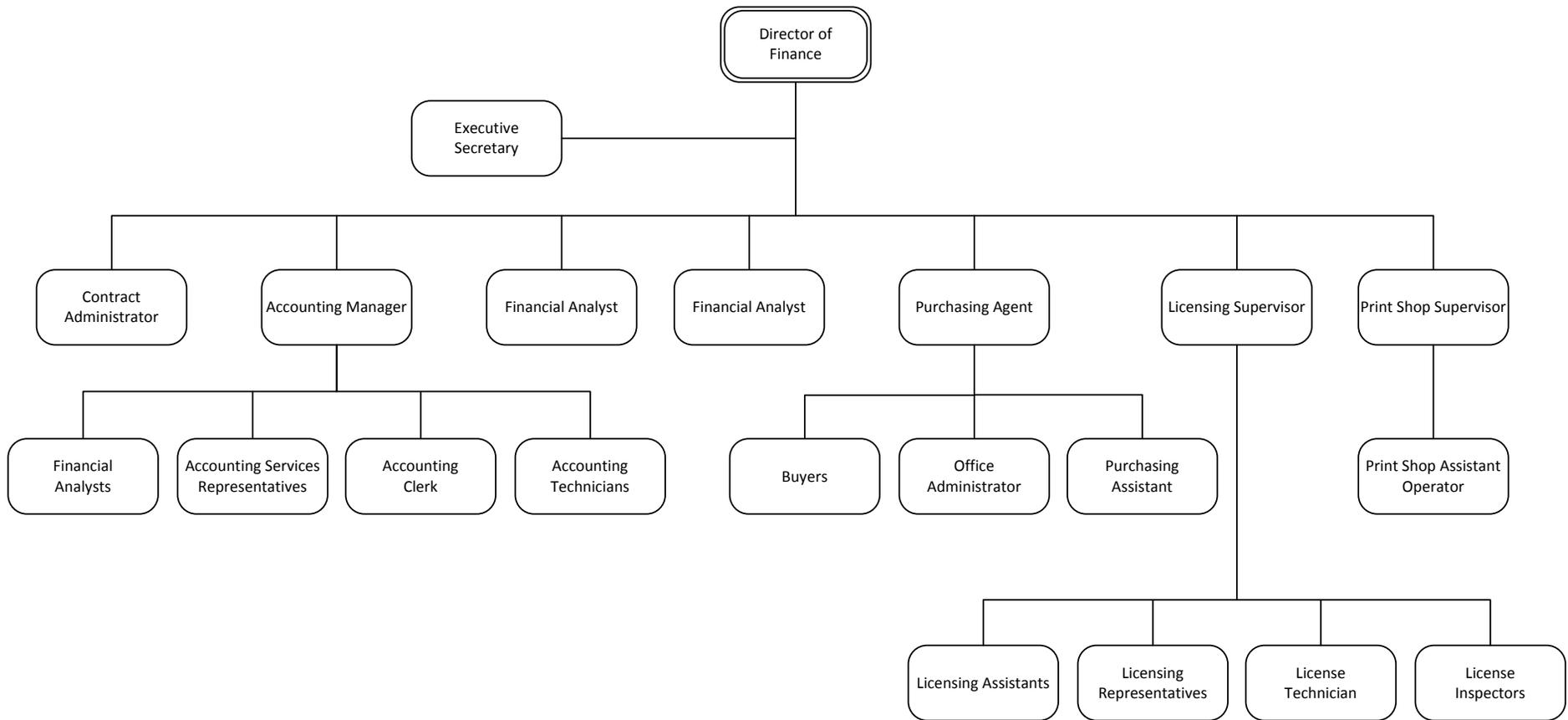
911 Emergency Communications

City of Springfield, Missouri



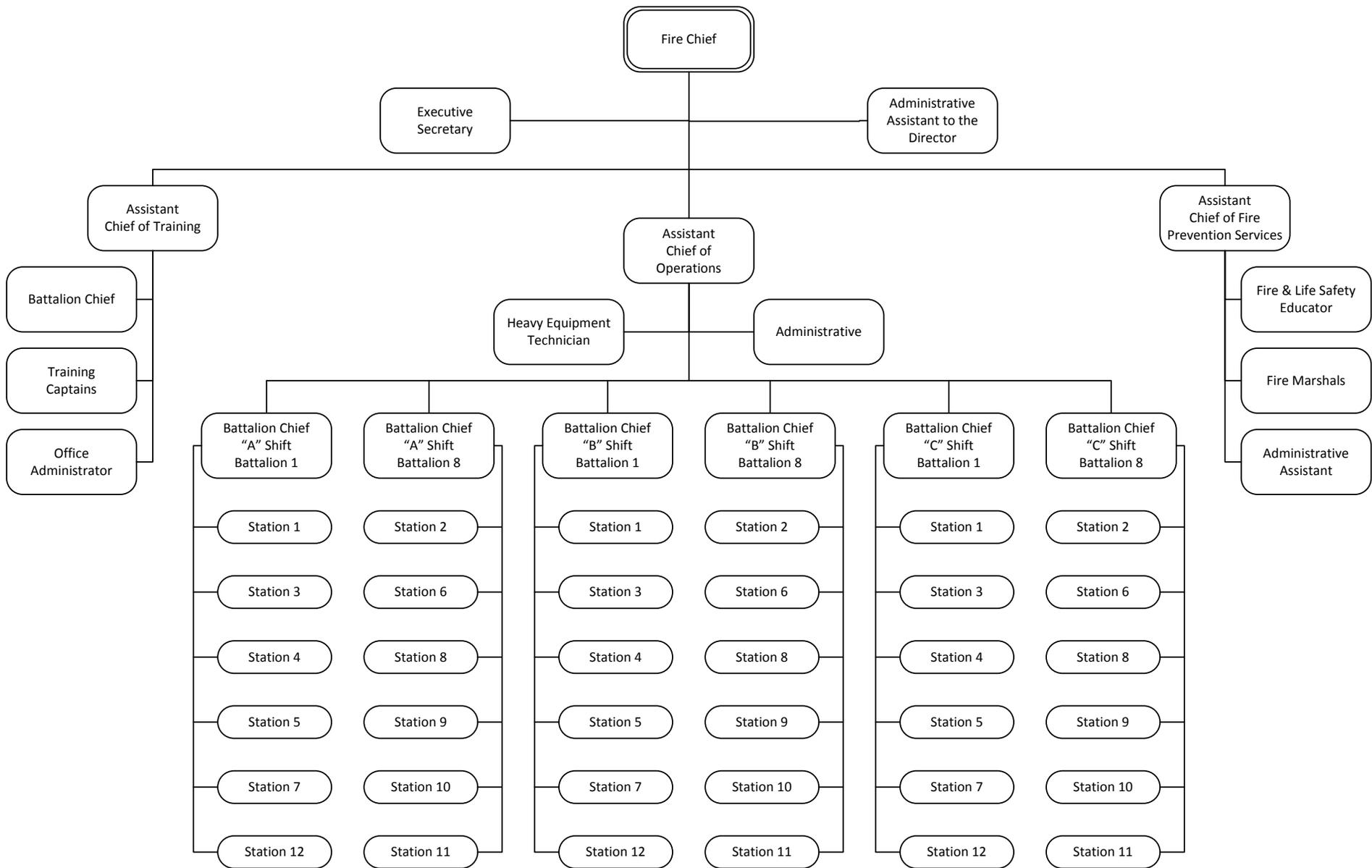
Environmental Services

City of Springfield, Missouri



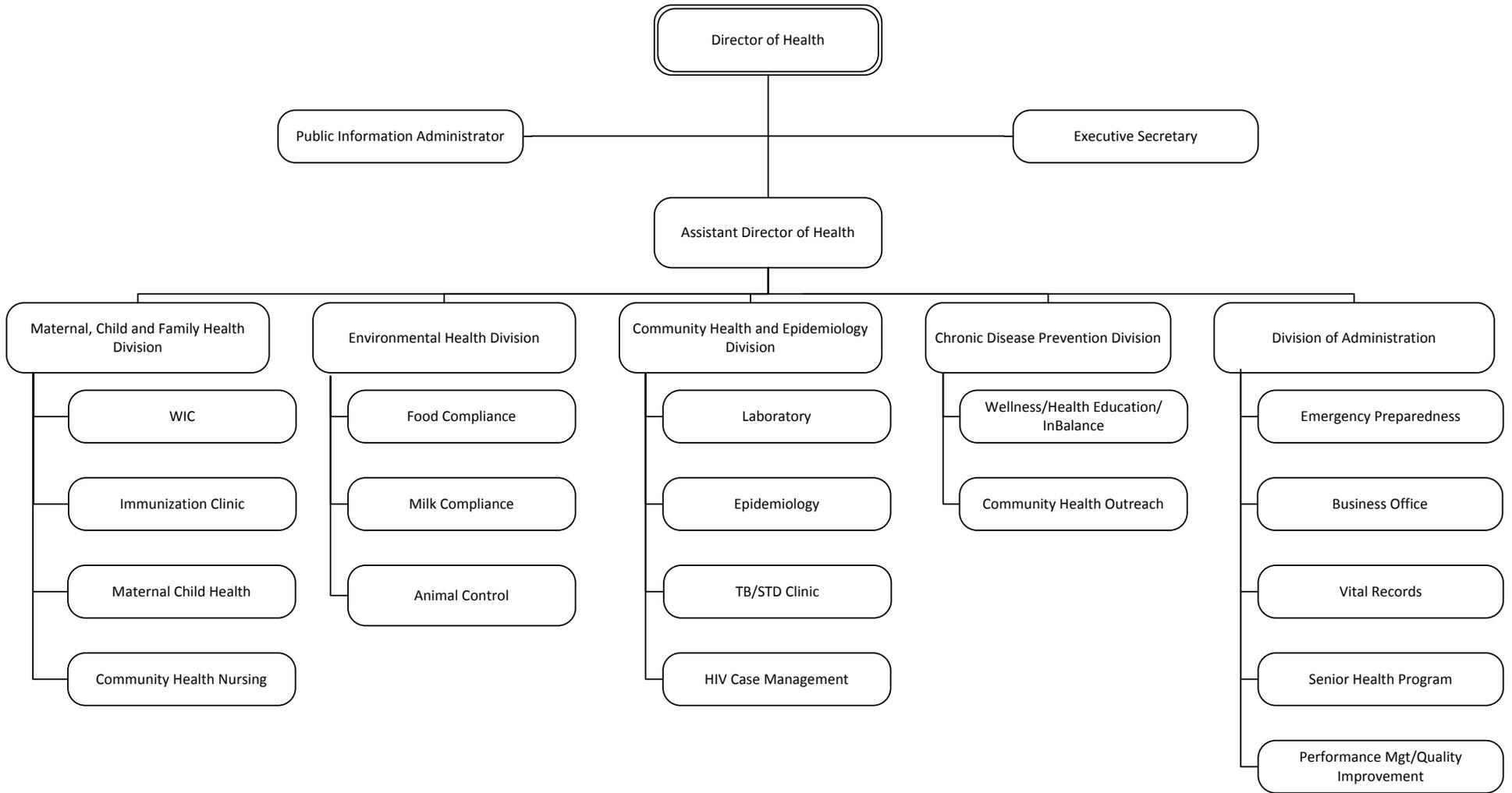
Finance Department

City of Springfield, Missouri



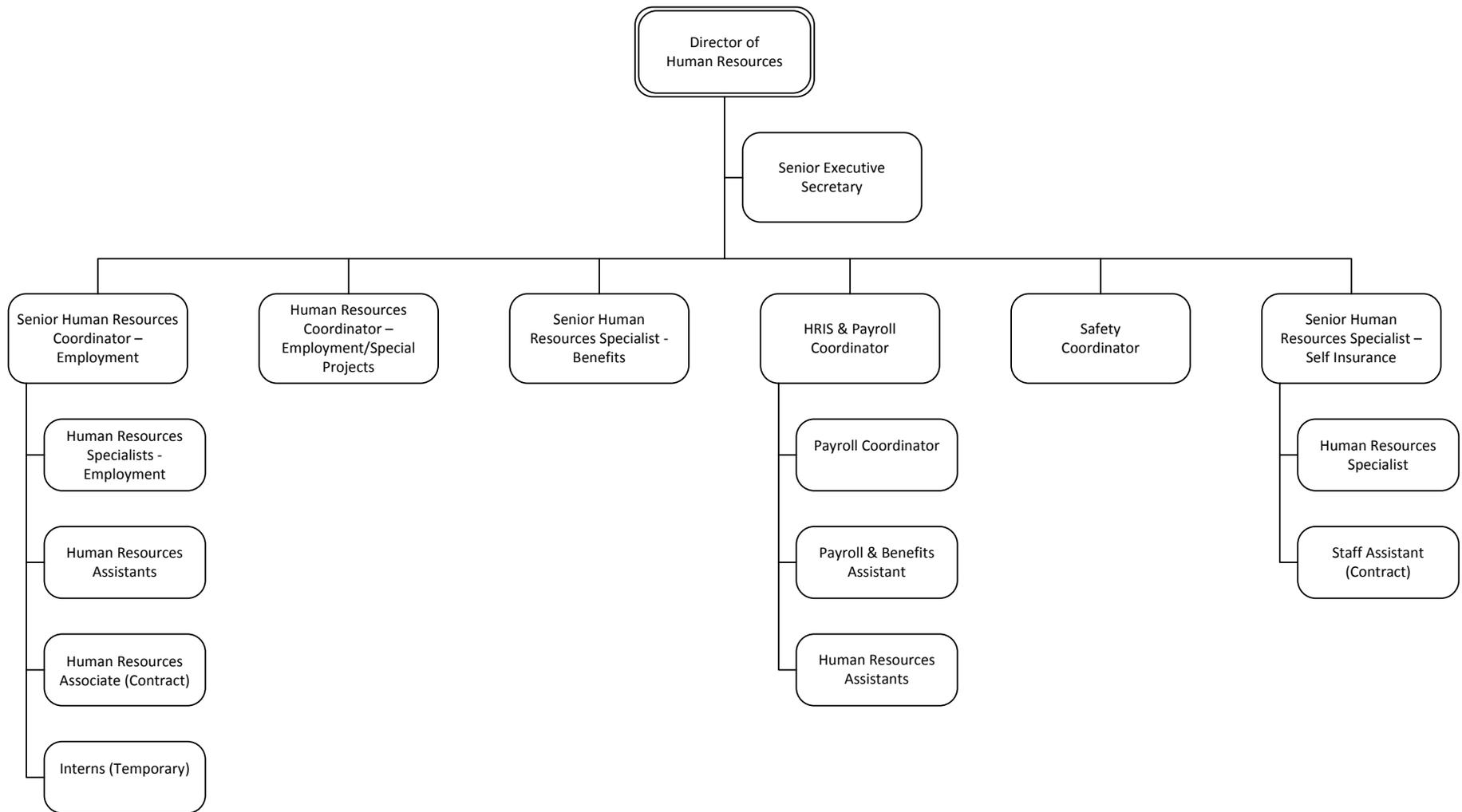
Fire Department

City of Springfield, Missouri



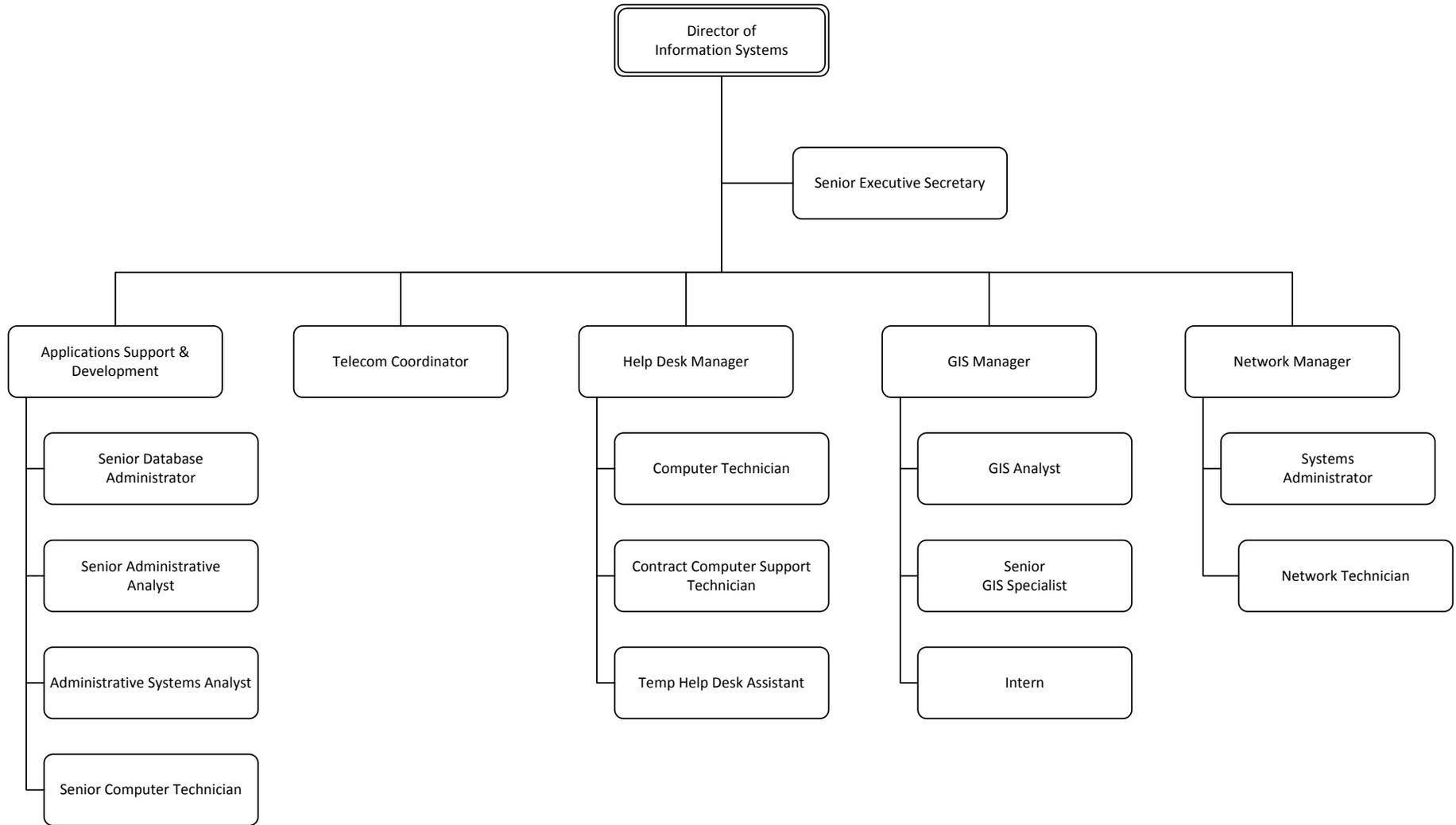
Health Department

City of Springfield, Missouri



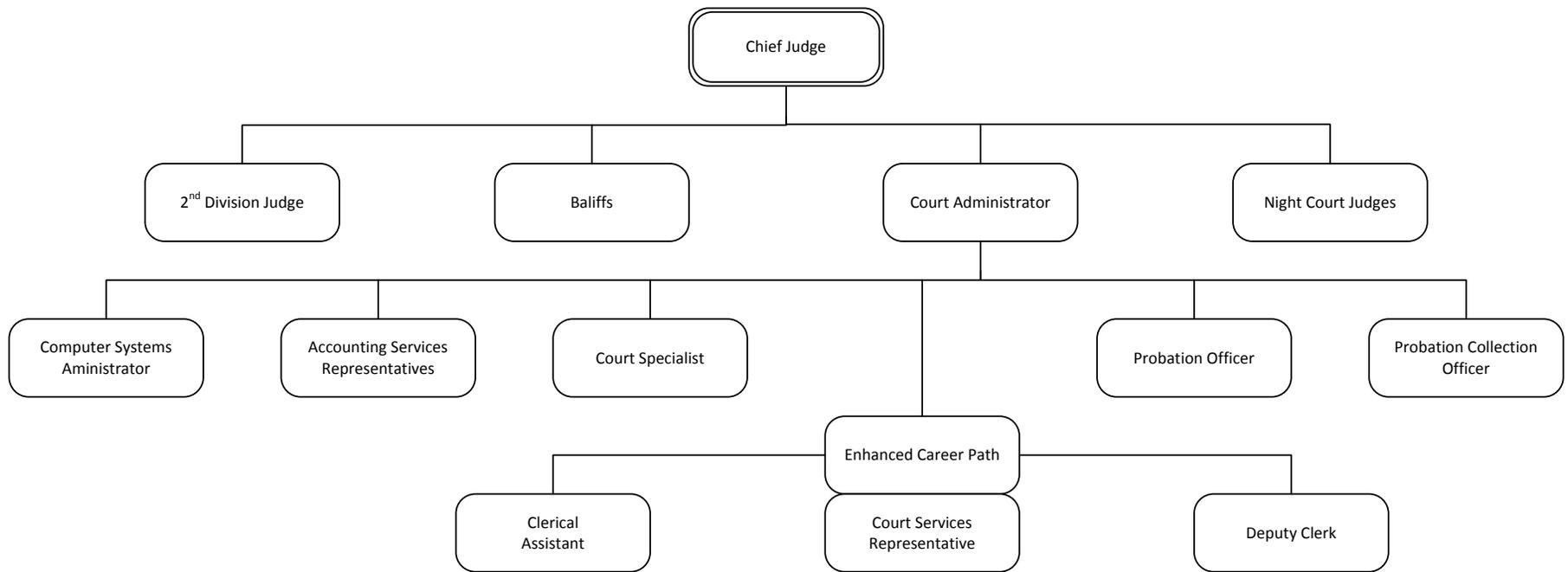
Human Resources

City of Springfield, Missouri



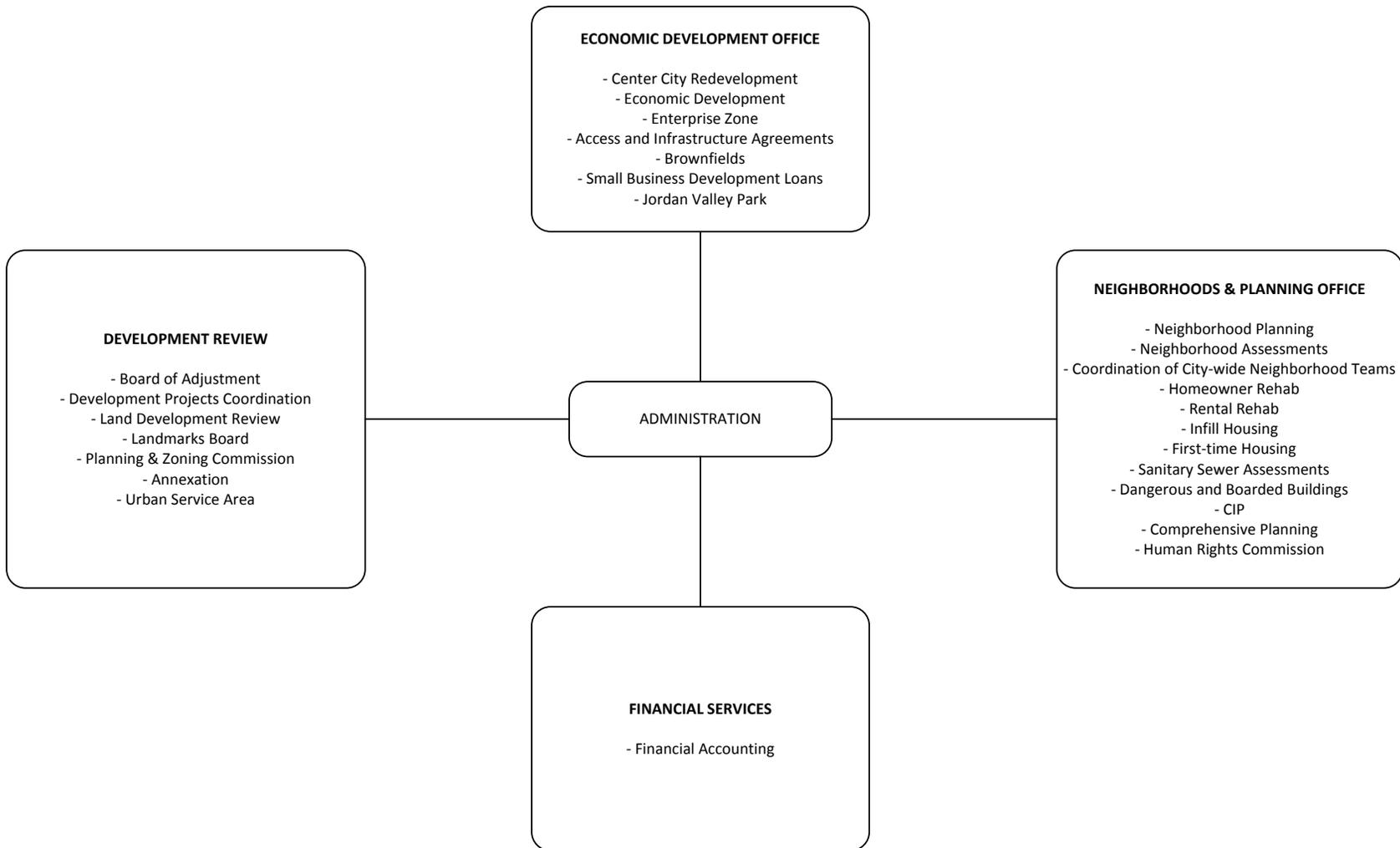
Information Systems

City of Springfield, Missouri



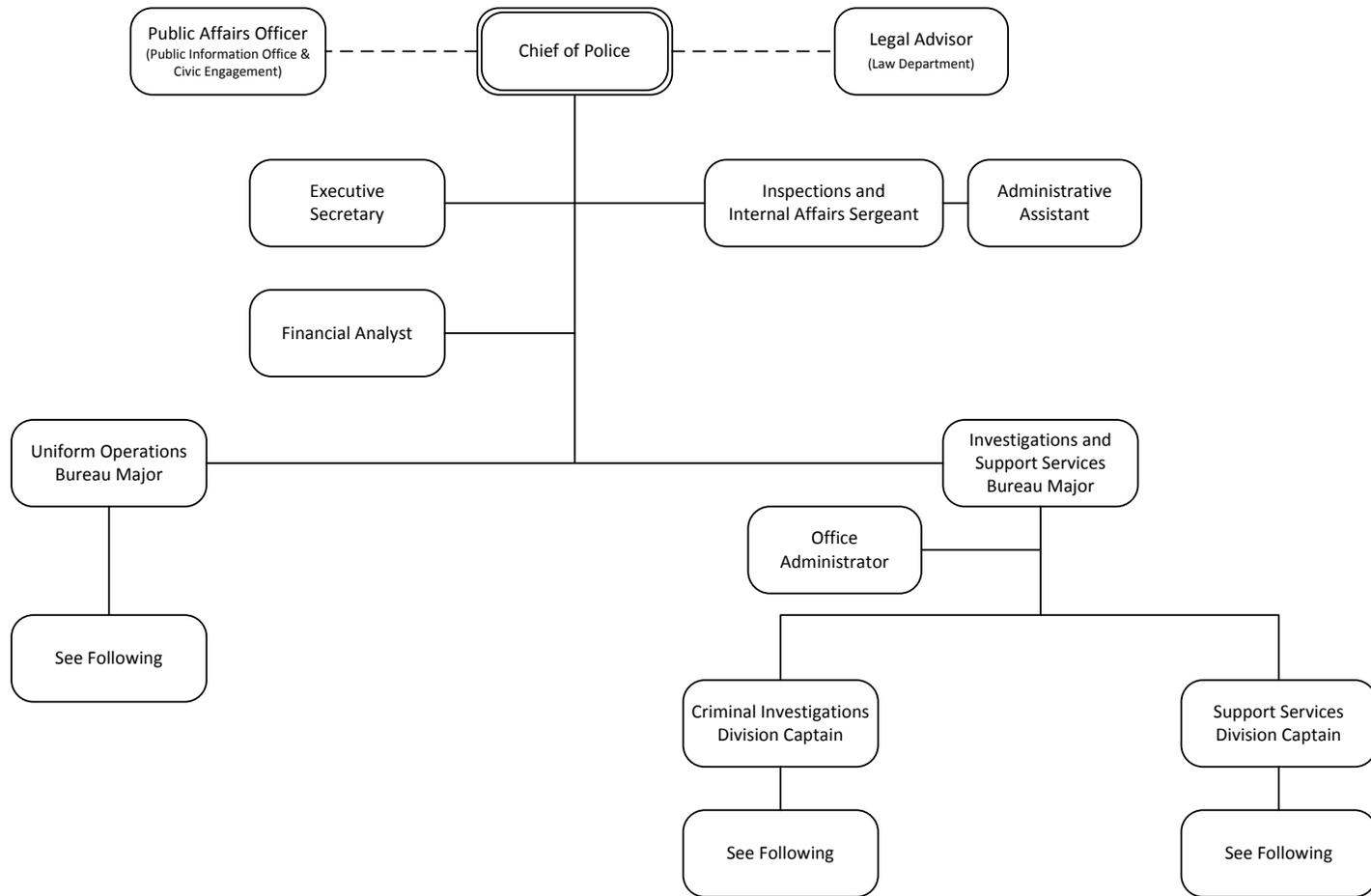
Municipal Court

City of Springfield, Missouri



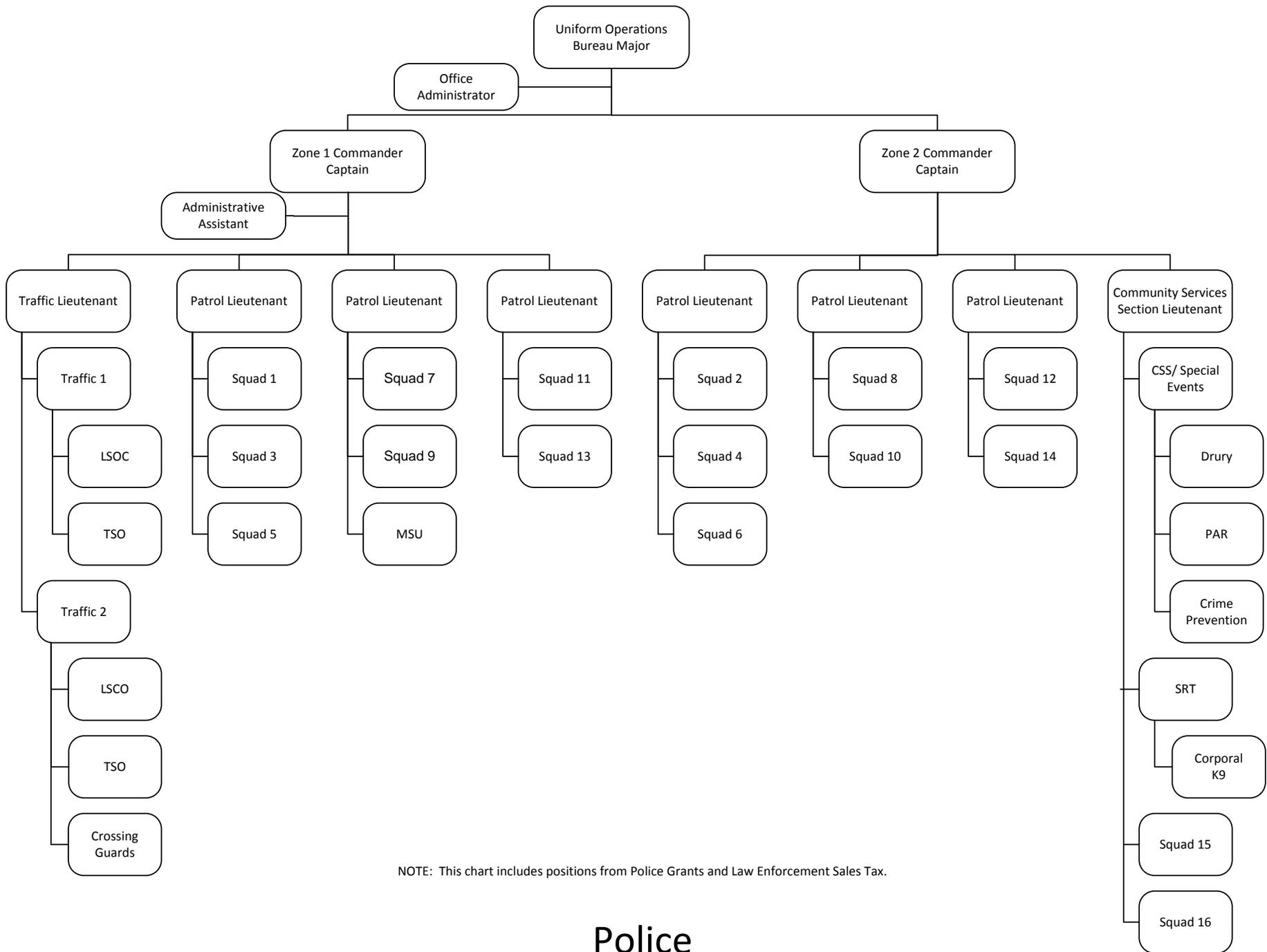
Planning & Development

City of Springfield, Missouri



Police

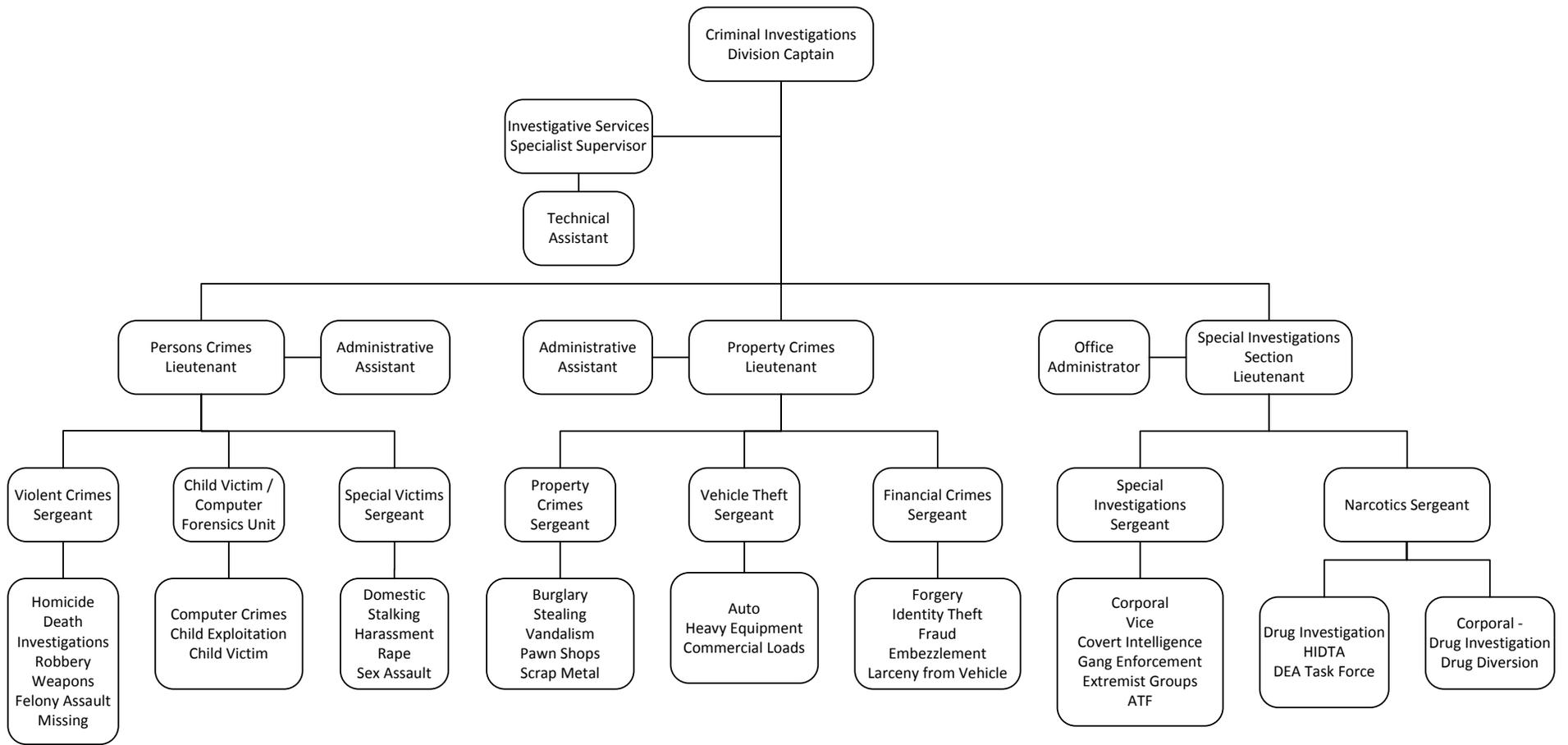
City of Springfield, Missouri



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

Police

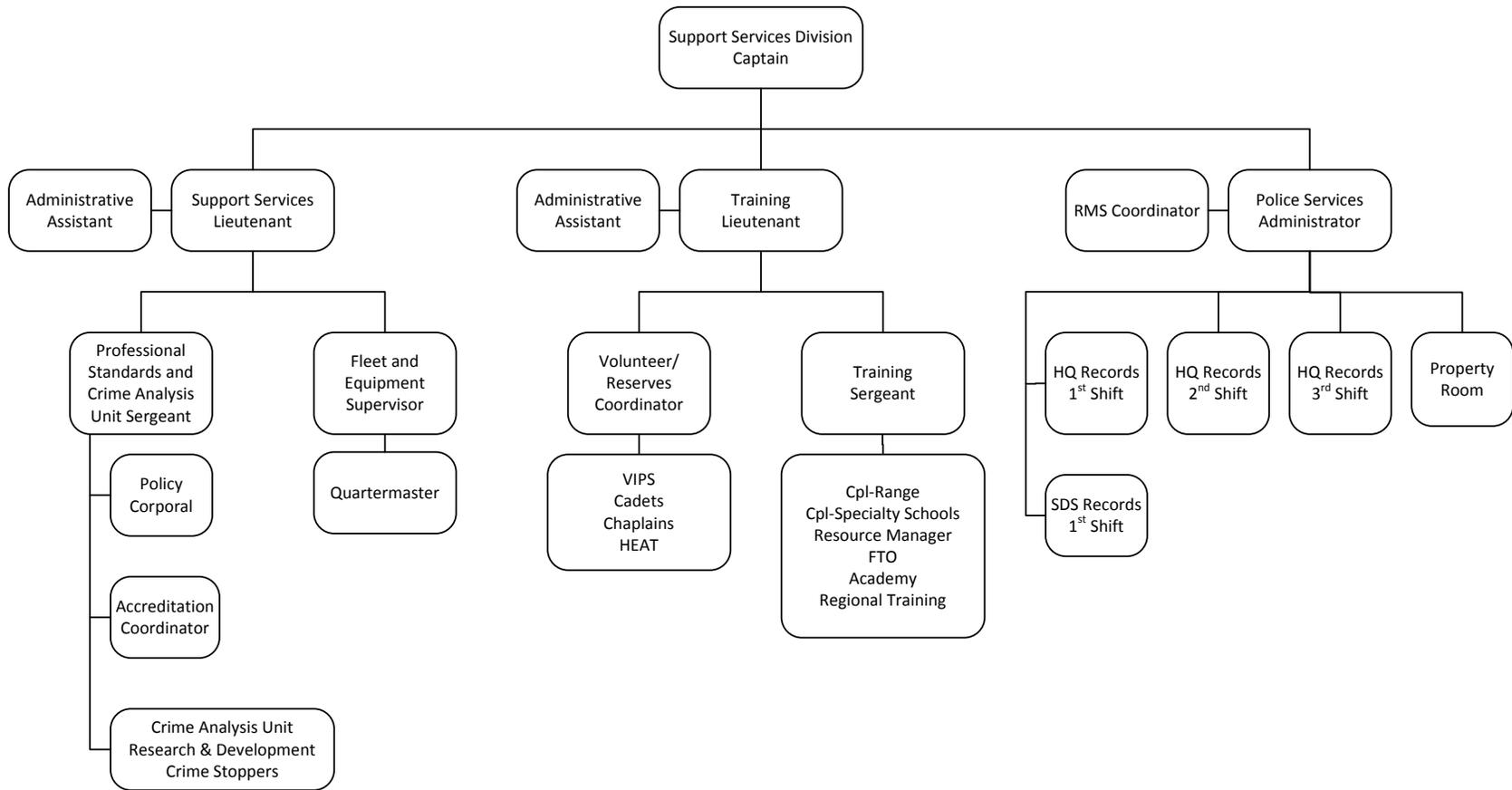
City of Springfield, Missouri



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

Police

City of Springfield, Missouri

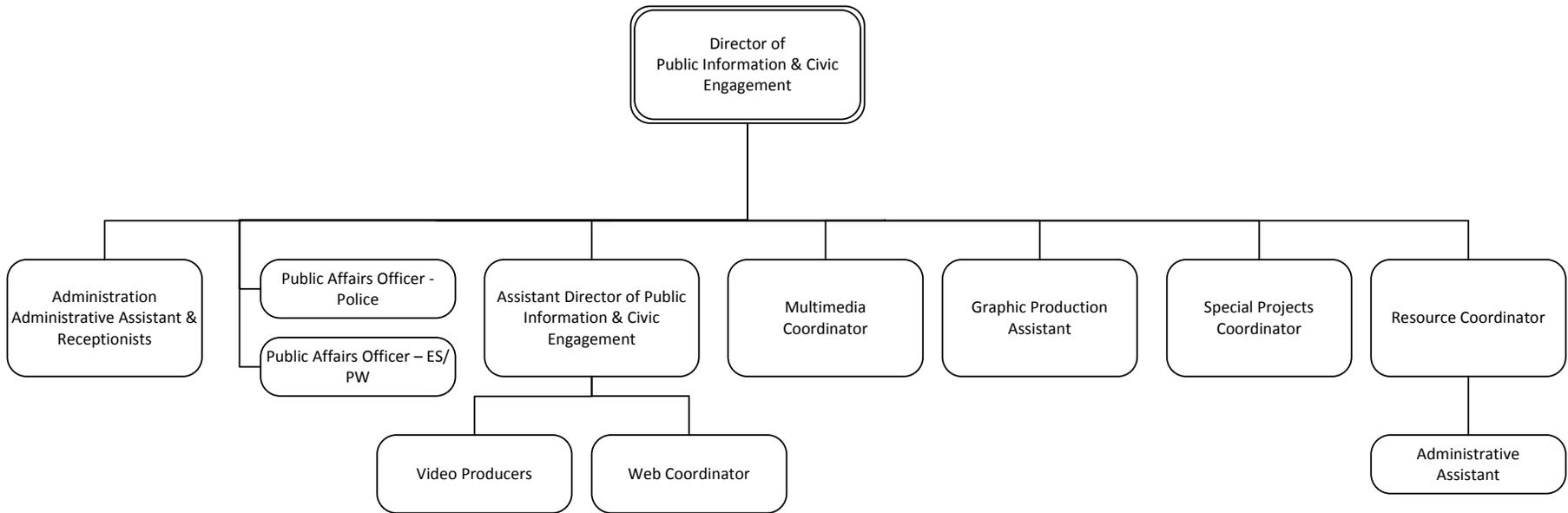


Legend
 ///// - Phase In as funding allows

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

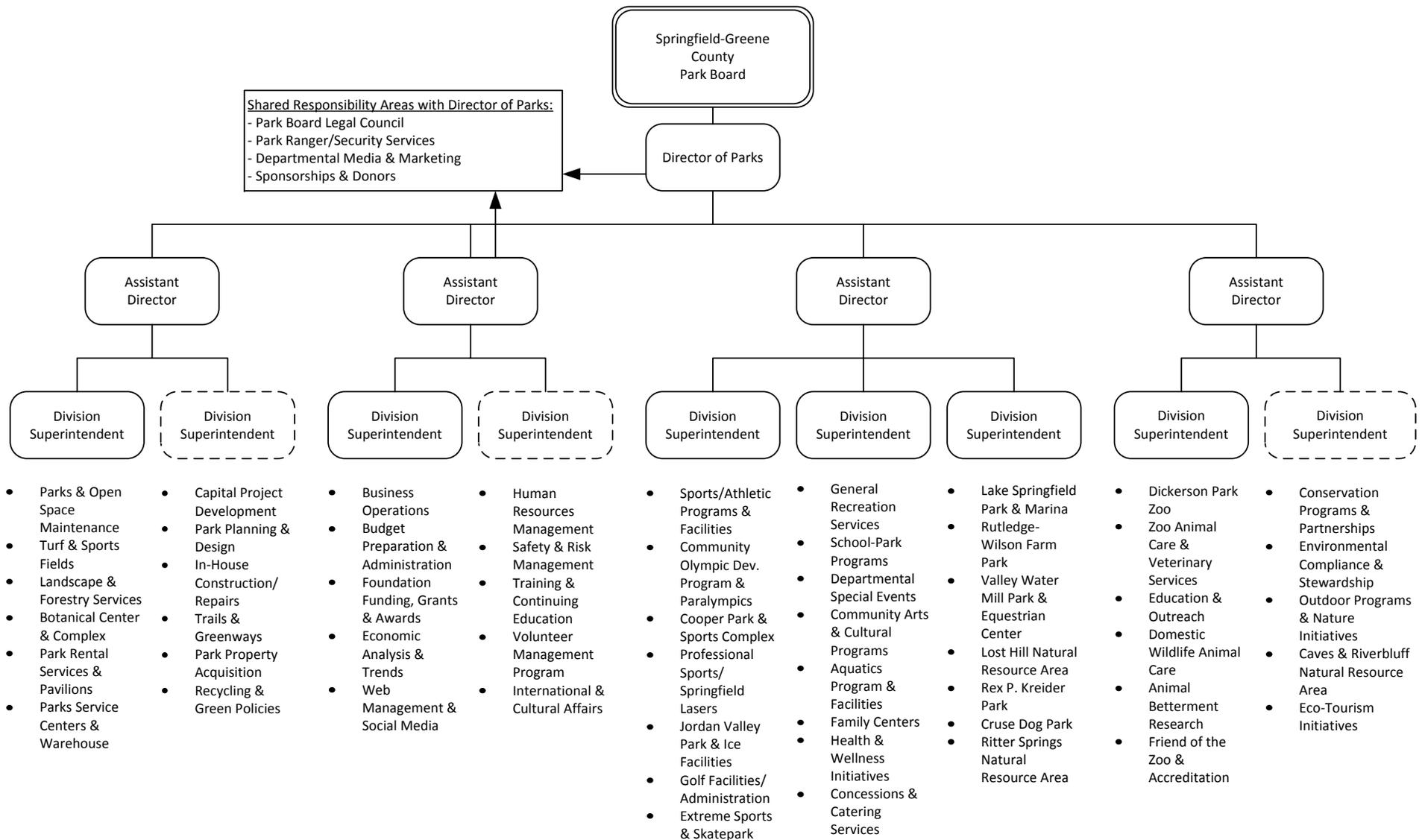
Police

City of Springfield, Missouri



Department of Public Information

City of Springfield, Missouri

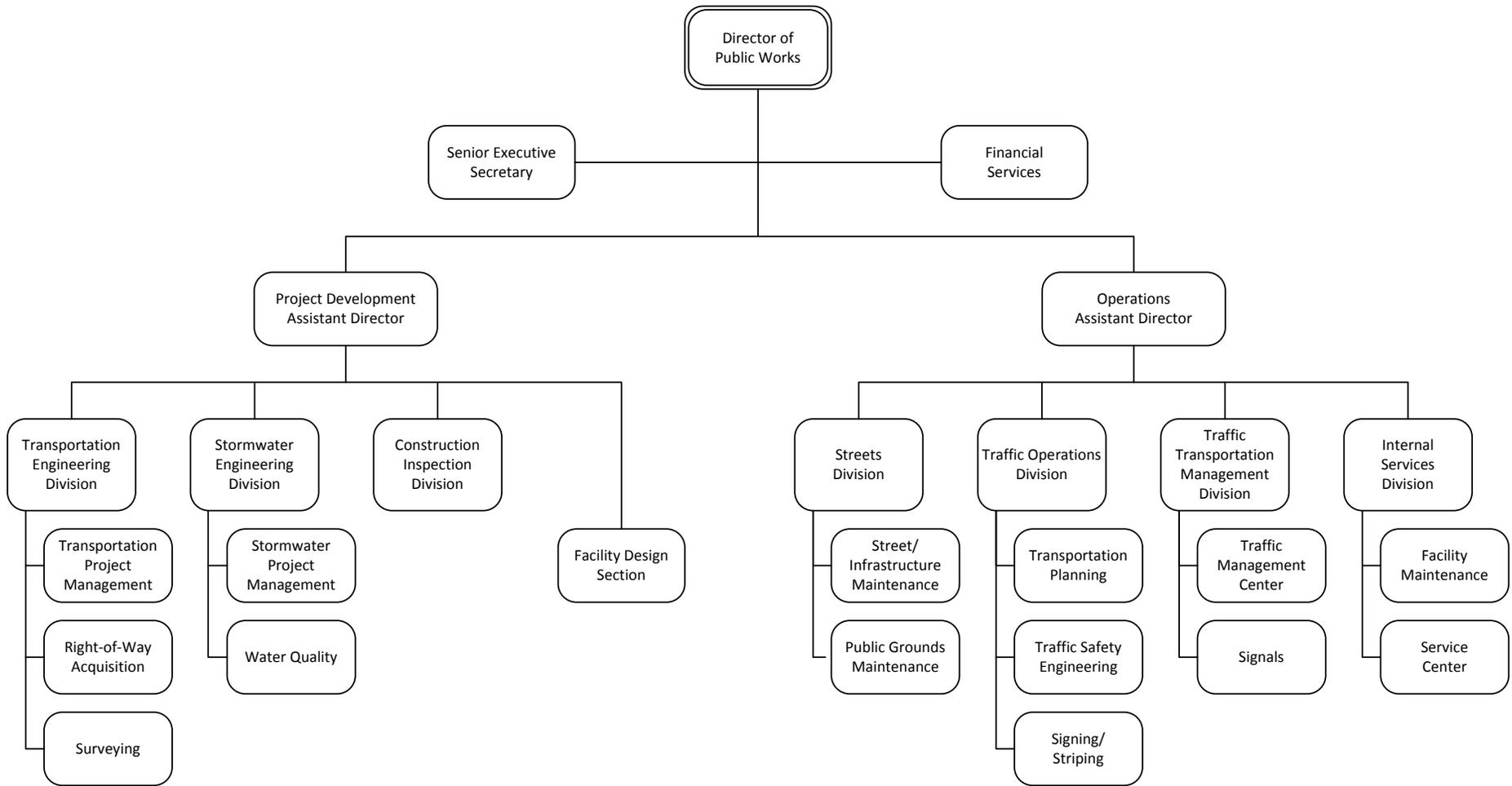


LEGEND
 _____ Current Positions
 - - - - - Future Growth

NOTE: This chart includes positions from County-Wide Parks Sales Tax

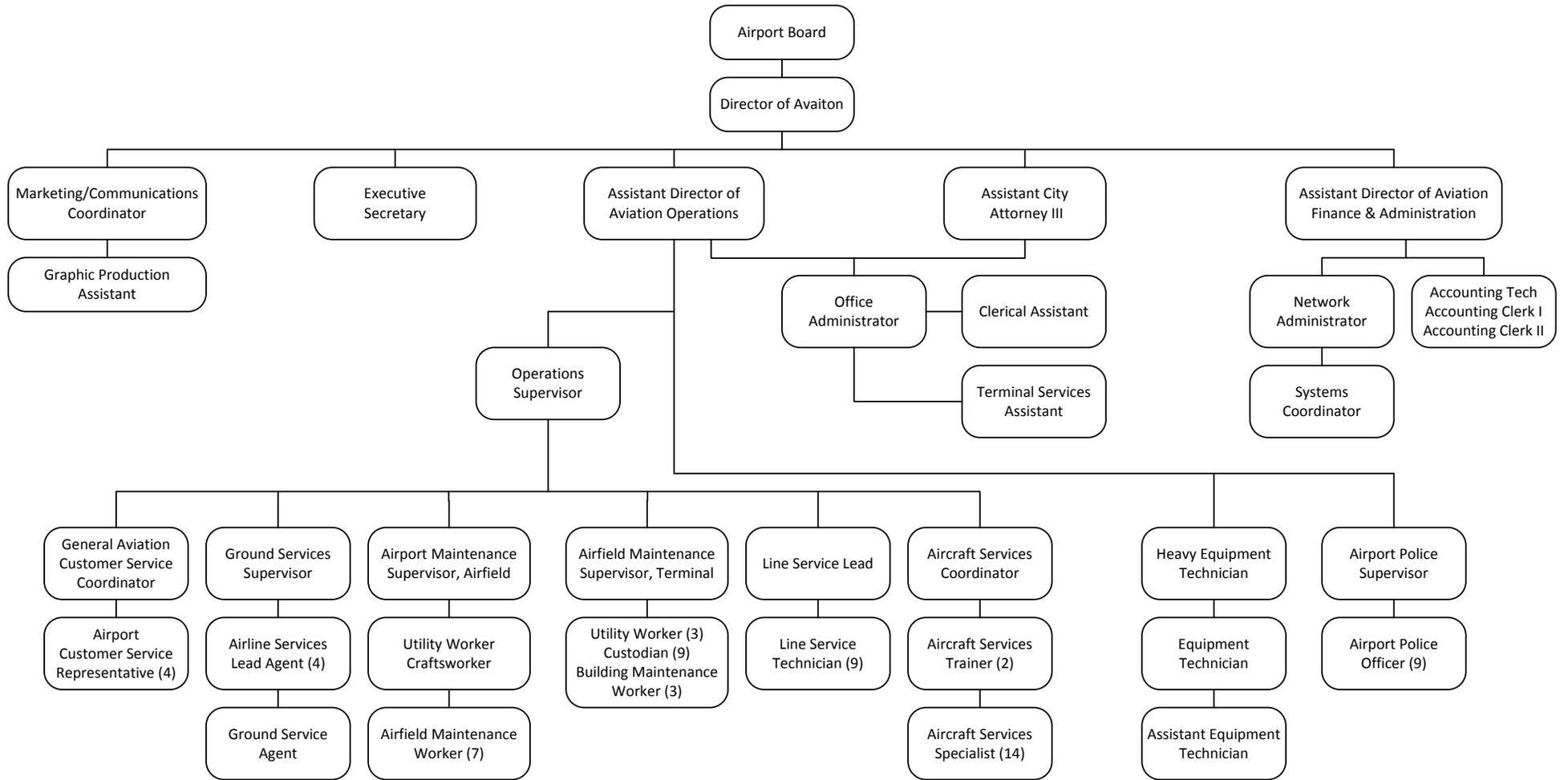
Public Parks-Springfield Greene County Park Board

City of Springfield, Missouri



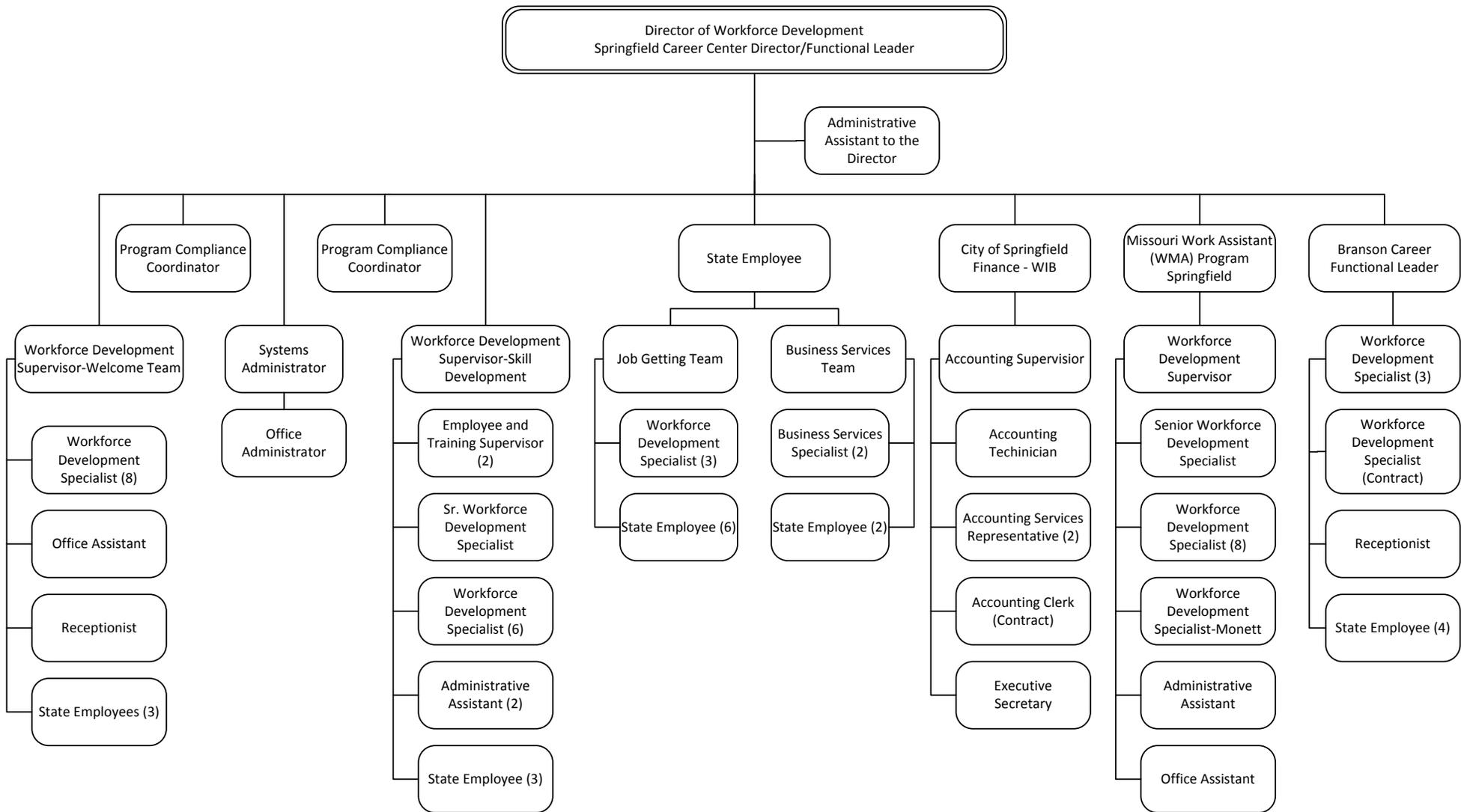
Public Works

City of Springfield, Missouri



Springfield-Branson National Airport

City of Springfield, Missouri



Workforce Development

City of Springfield, Missouri

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.

ADA – Americans with Disabilities Act.

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.

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.

CFS – Calls for Service

CIP – Capital Improvement Program

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.

COPS – Community Oriented Policing Services.

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.

DNR – Department of Natural Resources.

E:

EMS – Emergency Medical Services.

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.

EPA – Environmental Protection Agency.

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.

H:

HIDTA – High Intensity Drug Trafficking Areas.

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.

L:

LAGERS – Local Government Employees Retirement System.

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.

MSA – Metropolitan Statistical Area.

MSU – Missouri State University.

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

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.

PILOT – Payment In Lieu Of Taxes.

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.

Glossary of Terms

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:

SAFER – Staffing for Adequate Fire & Emergency Response.

SCBA – Self-Contained Breathing Apparatus.

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.

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.

WIC – Women, Infants and Children.