

Springfield, Missouri Adopted Annual Budget FY 2013-2014



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, 2013—JUNE 30, 2014

PREPARED BY THE DEPARTMENT OF FINANCE

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Springfield
Missouri**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Moivell

President

Jeffrey R. Egan

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
Fred Marty	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
Phil Broyles	Director of Public Works
Mary Ann Rojas	Director of Workforce Development

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July 1, 2013

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

RE: Fiscal Year 2014 Operating Budget

The economic recovery we experienced in 2012 has continued in the current fiscal year. Fiscal Year (FY) 2013 (July 1, 2012 through June 30, 2013) can be characterized as a year of economic stability. The General Fund estimated revenue increase for FY 2013 is 2%. As we complete the fiscal year, we believe we are on target to meet our budget estimates based on a 3% revenue increase. Sales and Use tax is projected to recover to 2008 levels in FY 2013, and permit revenue and revenue from fees have remained stable. We are seeing job growth in several sectors of the economy. The local unemployment rate is 5.4%, which is below the State rate of 6.5% and also below the national rate of 7.7%. Most importantly, we have seen significant improvement in the local unemployment rate, which was 6.2% at this time last year. Business expansion and job growth is occurring throughout the local economy. The health care industry, a key component of the local economy, continues to expand both in the area of patient care and auxiliary services. Growth has also been experienced in the manufacturing and service sectors. Although there are many positive economic signs, as a City we continue along the path of conservative financial management. The FY 2014 budget (July 1, 2013 through June 30, 2014) reflects conservative estimates of revenue growth, a moderate increase in expenses and a balanced budget without the use of our reserves.

Economic Outlook

Springfield continues to attract new capital investment in the manufacturing and medical services sectors. Over the last two years, employment in the manufacturing sector has increased by more than 11%. Job growth in this sector has a strong economic impact since manufacturing jobs on average pay 20% more than the average wage in the Springfield Metropolitan Statistical Area (MSA). This growth is demonstrated by several recent announcements of expansion. Kraft Foods is investing \$49 million to upgrade and modernize its food production capabilities, which currently employs approximately 1,000 workers. This recent announcement demonstrates Kraft's commitment to Springfield and will help ensure the facility's long-term viability. Another large employer, Springfield ReManufacturing Corporation (SRC) Automotive, SRC Power Systems and United Poly Systems, are collectively making a

capital investment of \$7 million and will be adding 100 new jobs. Tank Components Industries, a manufacturer of components for stainless steel tanks, recently announced they will build a 75,000-square-foot, state-of-the art manufacturing facility and purchase additional land for a future expansion of up to 160,000 square feet.

The medical industry serves a population of approximately 1 million and continues to be one of the strongest sectors in our local economy. Both of the City's hospital systems, CoxHealth and Mercy, are expanding. CoxHealth recently announced plans for a 310,000 square-foot addition to their main hospital in Springfield. The new addition will include a Women's and Children's Hospital and a neuroscience unit. The project budget is \$130 million and the new addition is expected to open in the summer of 2015. Additionally, CoxHealth was recently awarded Level I Trauma Center status. Trauma services are provided to patients from Arkansas, Oklahoma, and Kansas. Mercy Hospital recently broke ground on a 63,000-square-foot rehabilitation hospital adjacent to the Mercy Orthopedic Hospital. The rehabilitation hospital will have sixty beds and provide in-patient rehabilitation for patients who are recovering from serious injuries and strokes. The estimated cost of the project is \$28 million and it is expected to open in the summer of 2014. Mercy Hospital has also recently completed phase I of its Neonatal Intensive Care Unit with the addition of 27 beds. Phase II is expected to be complete in 2014 with the capability of caring for 50 babies.

Activity at the Springfield-Branson National Airport, another key economic indicator, also increased in 2012. Enplanements increased 2.8%, demonstrating a higher growth rate than other airports in our region. Air freight shipments increased 6.5% in 2012, exceeding national and regional trends. The Airport continues to lease space in the former terminal to Expedia. This partnership provides non-aviation-related revenue; thereby diversifying the Airport's operating revenue.

Fiscal Management – FY 2013

The recovery which started in FY 2011 continued slowly and consistently in FY 2012. The City ended FY 2012 with strong financial results. As a result of revenues that exceeded the budget estimate and lower than expected expenses, the General Fund fund balance increased \$3.2 million. In an effort to address our growing need for replacement of critical capital equipment, \$2.3 million was set aside for capital expenditures that have been delayed over the last several years. These projects include an upgrade to the City's Enterprise Resource Planning (ERP) software. The version currently being used by the City will no longer be supported in 2014. Money was also used for needed physical improvements to Historic City Hall, the result of many years of deferred maintenance. Finally, the City's rainy day fund was increased by \$600,000 to reach a balance of \$14.6 million, which is our goal – 20% of General Fund expenditures.

Moving into FY 2013, we have experienced stable revenue, and total expenses are expected to be slightly below budget. A recent Missouri Supreme Court ruling has shifted sales tax paid on vehicles purchased out-of-state and person-to-person sales from sales tax revenue to Use tax

revenue. Since tax on motor vehicles is significant, when analyzing growth in taxes each month, we are now analyzing both sales and Use tax together rather than each individually. Sales tax and Use tax are expected to generate \$42.2 million in FY 2013. This is down approximately \$800,000 from FY 2012. We did, however, proactively anticipate this decline since a portion of the sales and Use tax revenue in 2012 was due to one-time tax payments and timelier processing of payments by the Missouri Department of Revenue. Payments in Lieu of Taxes, (PILOTS) are received from the City's municipality-owned utility, City Utilities of Springfield. The City receives 4% of gas revenue and 3% of electric revenue. Revenue from PILOTS is expected to be within budget in FY 2013. PILOTS are expected to remain at FY 2012 levels. The winter of 2013 was colder than 2012, however, the price of natural gas continues to remain low. Revenue from permits and fees is expected to be within budget, and there is no significant increase from the prior fiscal year.

Recognizing that salary and benefit expenses comprise 81% of the General Fund budget, we continue to carefully monitor personnel-related expenses. At the end of FY 2013, 29 positions in the General Fund are still frozen, and there are a total of 67 positions frozen City-wide. We do not expect to fill these positions in the upcoming fiscal year. When a position becomes vacant, department directors are asked to carefully consider the impact on operations if the position is not filled. Aside from the General Fund, the Airport, Transportation Fund, Health Department, Parks, Emergency Communications and the Vehicle Service Center all have frozen positions. We recognize the impact personnel expenses have on all of our funds, and we continue to carefully and critically evaluate each vacancy as it occurs.

In other personnel-related costs, I am pleased to report that the premium increase budgeted for the City's Self-Insured Health Plan budgeted for FY 2013 was not needed, resulting in a savings of \$233,000 City-wide. The premium increase was earmarked to build reserves in the Self-Insured Health Insurance Fund. The fund was able to meet the targeted reserve level of six months of claims without the premium increase. There was also no increase for family coverage, which is paid 100% by employees. I am grateful to all City employees that contributed to this positive result. I am especially proud of our inBalance Committee that has designed, marketed, and implemented the City's new employee wellness program, as well as all employees who have taken advantage of this new benefit. Research indicates that an effective employee wellness program may increase short-term costs as health conditions are uncovered and addressed earlier than they might otherwise be identified, but that long-term benefits will likely reduce the rate of increase of the City's healthcare costs.

As a result of the Pension Sales Tax passed by voters in 2009 and improved investment returns, the funded ratio of the City's Police Fire Pension Plan increased 12.8% since 2009 and has reached the highest funding level since 2003. The Pension Sales Tax passed by voters in 2009 has been the most important component of the improvement in the funded status. It is our desire to fully fund the Plan, and thus we, in conjunction with the Police-Fire Pension Board, have already begun analyzing the need for a renewal of this tax and, based upon the assumed

need, will soon begin working on educating the public about the need for renewal of this tax, targeting the April 2014 election.

Some major capital items, that had been deferred, were replaced in FY 2013. Approximately \$1 million from surplus fund balance in the Level Property Tax fund was appropriated and used to replace aging Police patrol vehicles. In FY 2012, \$2 million was appropriated from Level Property Tax to replace fire engines and trucks which had reached the end of their useful life. Although we have made progress on replacement of capital this year, we do not have a dedicated funding source for these items. We have identified our major capital needs, determined the anticipated lifespan of each, and used this information to develop a Capital Lifecycle Replacement spreadsheet. This is a need we continue to explore, and it is apparent we need to identify an on-going revenue source for major capital purchases based on the item's lifecycle replacement requirements. The City's backlog of unfunded capital needs stands at \$6.2 million in FY 2014. While the FY 2014 budget addresses \$1.6 million of capital needs, approximately \$5.4 million of FY 2014 capital needs are unable to be addressed via this budget. The unfunded amount will be carried over to the next year's capital needs total.

Revenue Outlook for FY 2014

Over the last several months, we have seen signs of expansion in the local economy. Walmart has opened four Neighborhood Markets in the last fifteen months. A large Midwest grocery chain has entered the Springfield market, opening two large stores. There have also been several announcements of new hotels and restaurants opening in Springfield. Based on the growth in retail opportunities and the improvement in the unemployment rate, sales tax is projected to increase 1.5% in FY 2014 compared to the FY 2013 budget. This is a moderate increase that is below some projections for the national economy, but one we feel is achievable and appropriately conservative. Use tax revenue is expected to remain stable. Since sales and Use tax revenue are 58% of our General Fund budget, we are keeping our expected growth rate conservative. If sales tax and/or Use tax projections fail to meet the budget estimate, it is difficult to adjust the budget in mid-year without impacting services to our customers.

Payments in Lieu of Taxes (PILOTs) are projected to increase 1% above the FY 2013 budget. Other revenue, primarily the City's various permits and fees, is expected to increase 3% in FY 2014 compared to the FY 2013 budget. Approximately 1% of this growth is related to an increase in permit fees to recover the cost of the annual maintenance on the electronic plan submission software (ePlans). Overall, revenue in the General Fund is projected to increase 2%.

Property values in Springfield continue to remain very stable. The foreclosure rate was 0.86% in December 2012, compared to 1.25% in December 2011. The assessed value in the City has increased 2% over the last two years.

Expenditures for FY 2014

Over the last two years, we have carefully managed expenses and have operated within our means, not drawing on our reserves even during periods of declining revenues. Fortunately, the City has experienced two years of stable revenues. We have been able to fund some of the most pressing needs, but there are still many needs that we have not been able to address due to lack of available revenue. Since the needs far exceed our available revenue, I have prioritized budget requests into four major categories – salaries and benefits; public safety; critical equipment, software, and facilities needs; and economic growth and fiscal compliance. You will find these priorities reflected in the enclosed FY 2014 budget.

First, staffing and compensation must be a priority. The City of Springfield is, for the most part, a service industry. Without qualified and dedicated staff, our ability to serve the community is comprised. Our annual salary surveys continue to place us in the lower third of our benchmark cities for most of our positions and, in many cases, the lower third of local employers. Although available funding is limited, I feel it is important to dedicate what we can to adequate compensation in an effort to be competitive in the market.

Second, public safety has been an important focus of the City Council and community for several years. Staffing and equipment are necessary to maintain the high quality of the public safety services that we provide.

Third, the City has some critical equipment, software, and facilities needs. The proper equipment is needed for our employees to be productive and effective. In some cases, such as the Fire Department, Police Department and Public Works, having the right equipment is also a safety issue for our citizens and employees. Additionally, we need to plan today for future expenses. We have some major infrastructure that we know will reach the end of its useful life over the next several years. Since we do not have a dedicated revenue source for this major capital, it is prudent to begin to set aside funds for these future expenses.

Fourth, economic growth and fiscal compliance are necessary to maintain a solid foundation for the City. Quality jobs and a sustainable economy are important to the long-term viability of our City. Likewise, we must devote necessary resources to fiscal compliance to maintain transparency to our citizens and accountability to agencies that provide grant funding to multiple City departments.

Salaries and Benefits

The City of Springfield is a service organization that relies on attracting, training, and retaining high-quality employees to provide services to our citizens. The City of Springfield, however, continues to lag behind our benchmark cities and many local employers when comparing salaries for comparable positions. I consider achieving and maintaining competitive compensation for our staff to a critical need. As the economy recovers, we are finding it more

difficult to fill some positions and we are also experiencing higher than usual turnover in some areas. Our service is only as good as our employees. It is important to address compensation issues as funding allows, realizing we cannot eat this elephant in one bite – we are considerably behind the curve at this point, and it will take multiple years to catch up. We didn't get this way overnight, and we won't fix it overnight. So we will eat this elephant as we must – one bite at a time.

Additionally, I am recommending we continue our commitment to the Police and Fire employees that transitioned from our self-funded retirement system to the LAGERS retirement system, make the final payment to restore fiscal health to our Worker's Compensation Fund, and fund a projected increase for our self-funded Health Insurance Fund.

- As I have mentioned before, the funding of merit steps will be reviewed on an annual basis. I feel this is an important part of our compensation plan, and I am proud that merit steps are once again fully funded in the FY 2014 budget.
- The budget includes a recommended 1.5% across-the-board increase for employees.
- Since FY 2011, we have been setting aside \$300,000 per year to fund the cost of prior service credit for Police and Fire employees that transitioned from our self-funded retirement system to LAGERS. As of the end of FY 2013, we will have \$900,000 set aside toward this \$1.5 million commitment. I recommend we maintain our commitment and set aside \$300,000 per year until 2015, at which time we expect that payment to be due. This payment is included in the FY 2014 budget.
- In November 2012, the Missouri Supreme Court handed down two opinions that have impacted the City's process of meeting and conferring with bargaining representatives elected by employees' representatives of employee groups. The Supreme Court rulings give all employees the right to organize and bargain collectively through their representative. Cities have a duty to meet and confer with the representative with the intention of reaching an agreement. With four employee groups, I anticipate this process will become much more time consuming and will require considerably more legal attention. The FY 2014 budget includes funding for an additional assistant city attorney to assist the City in the area of employment law to allow us to comply with these new requirements.
- Several years ago, we made a commitment to improve the financial condition of the City's self-insured Workers Compensation Fund. In 2008, the fund was \$6 million short and the problem had been only getting worse each year it went unattended. In 2008, we began increasing our annual contributions to that fund. Again in FY 2014, we will increase the amount contributed to this fund. The impact on the FY2014 General Fund

budget is \$300,000. I anticipate FY 2014 will be the last year that we will need to increase the contribution at this level for the near future.

- The FY 2014 budget includes an increase of 5% for Health Insurance. As I mentioned earlier, an increase was not required in FY 2013. However, there are no assurances for the coming year, and the risk of healthcare costs increasing is likely if the State legislature rejects Medicaid expansion/reform. Additionally, we have no way of accurately predicting the medical claims cost and utilization rates for the next year. If the reserve level in the fund is equal to at least six months of claims expense, a premium increase will not be required of employees or the General Fund.

Public Safety

- The Fire Department has identified the need for a new station in West Springfield. A new station in this area will improve response time and will make a significant improvement in the City's Insurance Service Office (ISO) points. The ISO rating can impact the cost of property insurance for Springfield residents and businesses. Land has already been purchased for the station. Funding for construction and equipping of the station and the required sixteen positions to staff the new facility is still in the process of being identified. In September 2012, the City received funding for our second SAFER grant to hire an additional nine firefighters. The grant will pay the full cost of salary and benefits for two years, and the FY 2014 budget includes funding for uniforms and turnout gear for these additional firefighters. Eventually, these nine positions will staff the new station in West Springfield when funding is identified for station construction, equipment and the remaining seven positions that are needed to open the station. In the meantime, these additional positions will have an immediate impact on response time via our existing stations.
- The City received a COPS grant to fund 15 police officers in January, 2011, and we also received a second grant to hire 5 more officers in January, 2012. The COPS grants fund 100% of the salary and benefits for these positions at their current level for three years. These officers will be transitioning to being fully paid from the General Fund over the next two years.
- We have set aside \$800,000 in FY 2014 to fully fund both the SAFER and COPS grant-funded positions as they transition to the General Fund. This will avoid putting undue stress on the General Fund budget in future years and will position the City to more easily absorb the cost of these positions as the grants expire.
- The Cyber Crimes Unit of the Police Department handles forensic analysis of all types of media devices. Training, overtime and software licenses were funded by a State grant, but the grant was not renewed and we do not expect grant funding to be available in

the future. I anticipate a continued increase in these types of crimes in the future. Funding of \$39,000 is included in FY 2014 to keep this unit operational.

- I am recommending the Health Department receive the second of a three-year funding commitment to fully fund the animal control program for the citizens of Springfield. This program continues to be a high-priority need in the community and with City Council. The transfer from the General Fund to the Health Department will be increased by \$60,000 in FY 2014. This is the second year this transfer has been increased, and I am hopeful we will be in a position to do a third and final increase in FY 2015. It is my intention for the General Fund to pay the full cost of animal control, so the Health Department's funding can be used to address the growing core health needs in the community.

Critical Equipment, Software, and Facilities Needs

- The Fire Department's self-contained breathing apparatus (SCBA) are nearing the end of their useful life. Federal law will not allow the bottles to be used after 2015. The estimated cost of replacing 100 units and 200 air bottles is \$800,000. In FY 2014, \$400,000 will be set aside from one-time money for this equipment. These funds will come from the portion (40%) of the Hotel-Motel Tax reallocation previously directed toward the Wonders of Wildlife that are being applied to reduce the General Fund's subsidy of past debt obligations. In FY 2015, the remaining \$400,000 will be budgeted and the units will be replaced in 2015 in accordance with federal law.
- The adopted budget includes major investments in two important communications systems that will result in cost savings in future years. First, the station alerting system for the Fire Department currently runs on a dedicated telecommunications line to each of the twelve fire stations, which the City funds. Technology is now available to move this function to an Internet-based system, eliminating the lease fee for the dedicated lines. The cost of the new system is \$130,000 and the payback period is 2.5 years. This will be funded from one-time funds set aside for capital projects. The capital project reserve fund will be repaid from the money previously budgeted for the lease of the dedicated lines, until the cost of the new system is paid in full. Second, the City's phone system has limited capabilities and is nearing the end of its support. We believe we could replace the existing phone service with a new Voice Over Internet Protocol (VOIP) system that will provide both advanced capabilities and cost savings. The cost of a new system is \$950,000 and the expected payback period is seven years. This capital expenditure will be funded from money set aside for capital projects. The fund will be repaid over the next seven years using the funds the City is currently budgeting annually to pay City Utilities to maintain the existing system. Although these projects will consume a significant amount of the limited funds set aside for capital improvement, I feel it is important to fund both of them since the repayment time is relatively short and our existing equipment is nearing the end of its useful life.

- The implementation of the City’s Enterprise Resource Management System has been a major focus for the Information Systems, Finance and Human Resources Departments during the past year and will continue into FY 2014. The Financial modules were implemented in May 2013, and the Human Resources modules in early 2014. Additional funding of \$600,000 is included in the FY 2014 budget to complete the implementation and for other opportunities to improve business practices as funding is available. Software maintenance costs for the Oracle System and other systems, such as ePlans, will increase. An additional \$130,000 is funded to pay for software maintenance on existing systems.
- The City of Springfield, Greene County, and City Utilities are partners in the county-wide 800-MHz Trunked Radio System. The system and its components are aging and nearing the end of manufacturer support (expected in 2020). An upgrade of the system will include replacement of system infrastructure electronics and subscriber radios. The new system will be all-digital and IP-based, and will be compliant with new federal standards. The City’s share of the cost of the upgrade, including new radios, is estimated to be approximately \$4 million. Beginning in FY 2014, we propose budgeting \$575,000 each year for seven years so that we will be able to pay for our share of the system upgrade at the start of the project in 2020.
- Despite limited funding, I feel it is important to keep up with the required maintenance of City facilities and grounds. This is important, from an appearance aspect, to protect the public’s investment, and to maintain and expand civic pride. Delayed maintenance only leads to higher expense in the future. The Public Works department will receive funding for an arborist to assist with maintenance of our public grounds. Funding is also provided in the budget for an anticipated increase in the cost of custodial service (at existing service levels) and for the care and maintenance of the City’s LEED-certified facilities, which incur additional ongoing maintenance costs.

Economic Growth and Fiscal Compliance

- The Finance Department will receive additional funding for a financial analyst to assist with grant reporting. Annually, the City receives approximately \$30-40 million in grants, allowing us to leverage local tax dollars and give our citizens more “bang for their buck.” Grant funding requires a high level of accountability and accuracy in reporting. This position will work with all City departments to help ensure all grants are accounted for accurately, and that we are in compliance with all of the terms of our grant contracts. The Workforce Development Department will fund 25% of the cost of this position based on the large number of grants received by that department.
- Providing quality job opportunities for citizens is a priority. For the last several years, the City has been working to become more “developer friendly.” With relatively low

property taxes, the City of Springfield is very reliant on sales tax revenue to fund the core services our citizens expect and deserve. Over the past few years, Springfield has seen an increase in economic development interest and activity. An assistant economic development coordinator has been added to the Planning and Development Department to provide timely assistance to development-related projects and excellent service, while protecting the best interests of the community. This position will also be a member of the Springfield Partnership for Economic Development, collaborating with partners from Greene County, City Utilities, and the Chamber of Commerce in job creation and retention efforts.

Ongoing Operational Costs

- Over the last several years, the fuel and maintenance cost for City vehicles has increased. We have adjusted the budget for the last two years to cover the actual cost. In FY 2014, an additional \$152,000 is budgeted for City-wide vehicle maintenance and fuel. The majority of this additional allocation will be allocated to public safety via the Police and Fire departments. As a reminder, Enterprise Fund departments are required to fund these increasing costs from their existing revenue sources with no assistance from the General Fund.
- 2013 is the 100- year anniversary of the Springfield Greene County Park Board. Our award- winning Parks system is an asset of our community. In 2013, the Park Board will open two new family centers. The FY 2014 budget includes nine new positions, most of whom will staff the new facilities. Additionally, Parks has designated \$100,000 in their budget for the neighborhood park restoration effort. Many of our historic parks are in need of repair and renovation. While more money is needed to address the aging parks in a more comprehensive manner, this funding exhibits a commitment to our neighborhoods.

Summary

Springfield continues to demonstrate strong signs of a stable economy. We have seen growth in both the manufacturing and medical sectors of the economy. Our unemployment rate is lower than both the state and the federal rate. As the economy has recovered, the City has remained committed to conservative fiscal management. Revenue in FY 2013 is projected to meet budget. For the last two fiscal years, the City has delivered solid financial results, operating within our means and not using one-time money to balance the budget.

The projected increase in the FY 2014 budget over FY 2013 budget is 2.2%. The main component of this growth is an increase of 1.5% in sales tax revenue and stable Use Tax revenue. The adopted budget includes the funding of merit steps and a 1.5% across-the-board increase for employees at a total cost of \$1.8 million.

Funding for many, but not all, of our critical needs is included in the budget. The budget includes additional funding for public safety, equipment and software and facilities maintenance. We are also setting aside funds for future expenses such as the SCBAs needed by the Fire Department and the trunked radio system used by multiple City departments and other jurisdictions in Greene County. Although the budget does address many critical needs, unfunded capital needs are a growing problem. We cannot continue to kick this can down the road. I will continue to explore an on-going revenue source to address this problem.

The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Springfield, Missouri for its annual budget for the fiscal year beginning 2013. In order to receive this award, a government unit must publish a budget document that meets the program criteria as a policy document, an operations guide, as a financial plan and as a communication device. This award is valid for a period on one year only. We believe our current budget continues to conform to the program requirements and we are submitting it to GFOA to determine eligibility for another award.

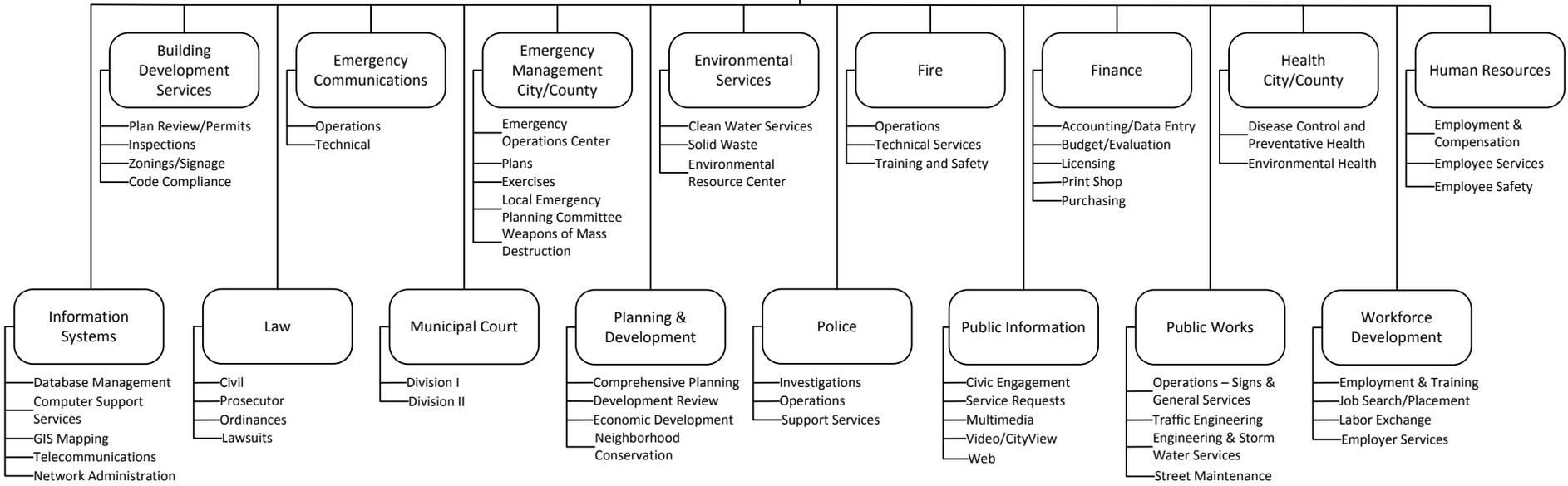
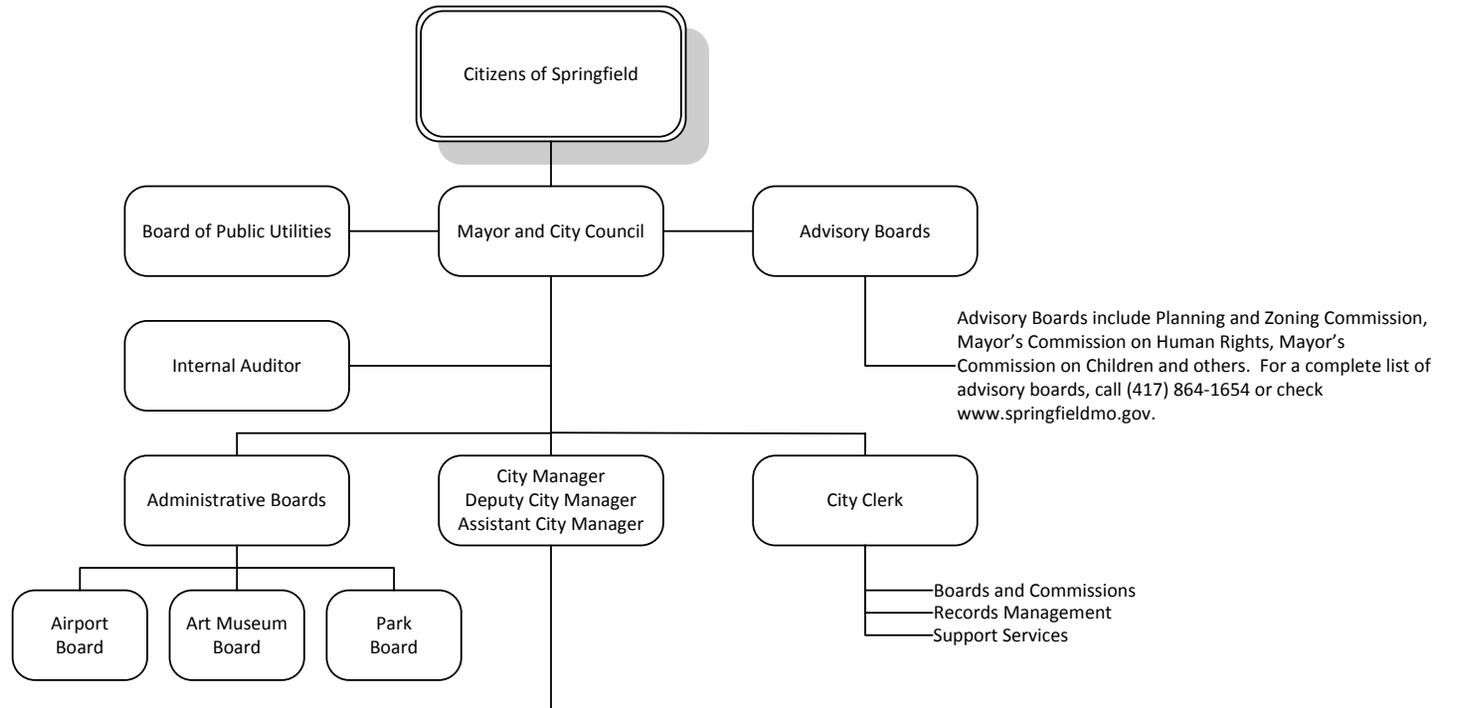
I hope you find this overview helpful. I welcome the opportunity to respond to your questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Greg Burris', with a long horizontal flourish extending to the right.

Greg Burris
City Manager



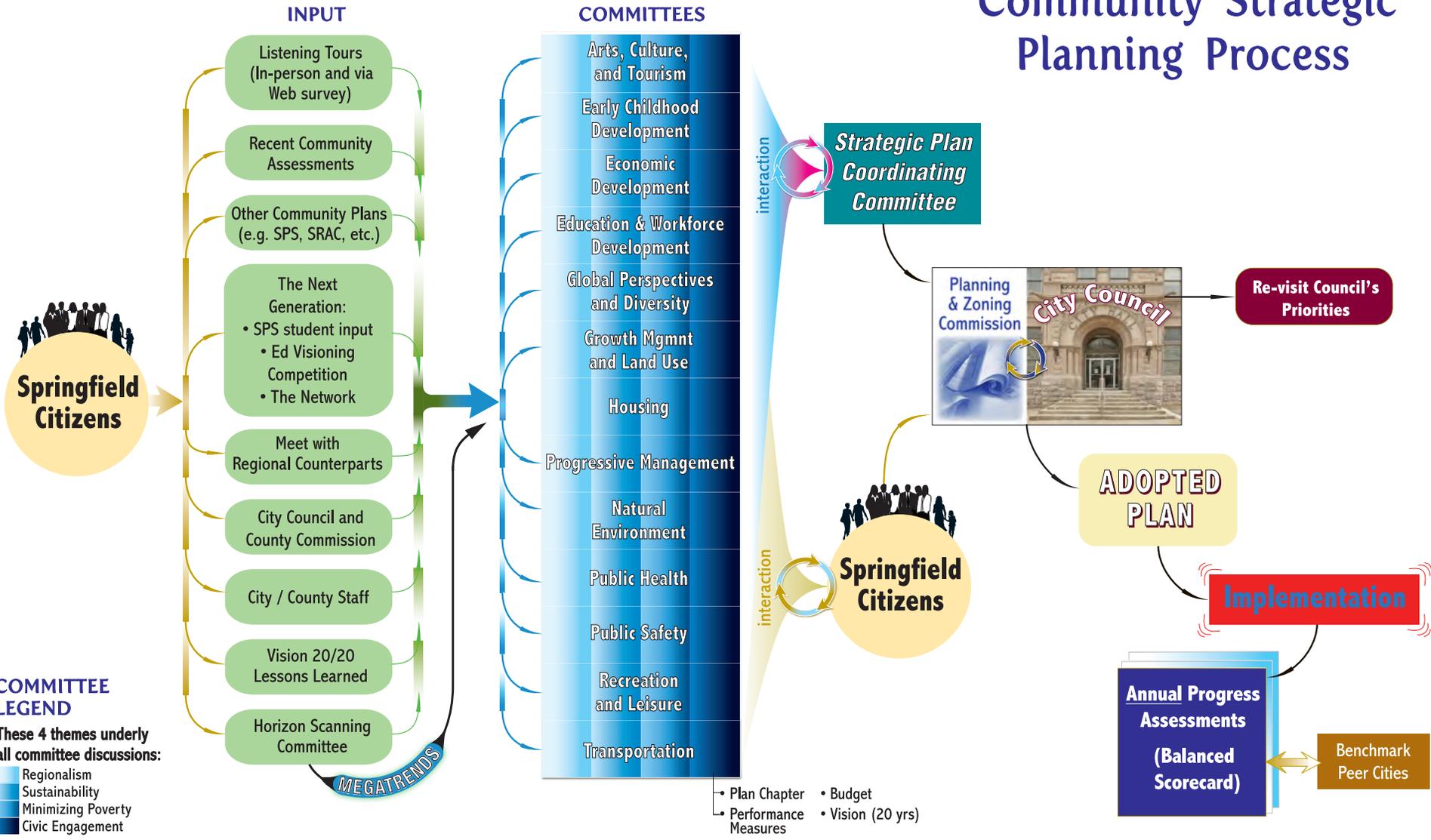


Note: All Departments include an administrative section

City Government's Organization Chart

City of Springfield, Missouri

Community Strategic Planning Process



Field Guide 2030 Strategic Plan

A New Approach

Our community is well into the process of forming our next Community Strategic Plan. 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 Field Guide is complete and is being presented to City Council and the Greene County Commission beginning the summer of 2013. Expenditures to begin implementing the plan are expected in FY2015.

13 Chapters & Draft of Major Goals

Arts, Culture & Tourism:

- Strengthen regional relationships for arts and culture.
- 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 the amount of community awareness in public art and artists.
- Increase economic benefits by continuing to develop the travel and tourism industry.
- Use new technologies and communication devices to increase civic engagement in arts, culture and tourism.
- 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.

Early Childhood Development:

- 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.
- 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.

Field Guide 2030 Strategic Plan

- 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.
- 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.

Economic Development:

- 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.

Education & Workforce Development:

- 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.

Global Perspectives & Diversity:

- 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.

Growth Management & Land Use:

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

Field Guide 2030 Strategic Plan

- Promote better collaboration between regional and local governing bodies.

Housing:

- 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.

Progressive City Management:

- 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.

Natural Environment:

- 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.
- 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.
- 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.

Field Guide 2030 Strategic Plan

- 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 out watersheds and protect our waterways from pollution.
- Foster protection, replacement, and enhancement of Springfield's trees.

Public Health:

- 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 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.

Public Safety:

- 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.

Recreation & Leisure:

- 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.

Field Guide 2030 Strategic Plan

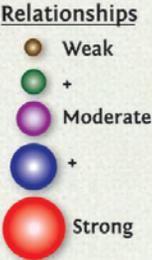
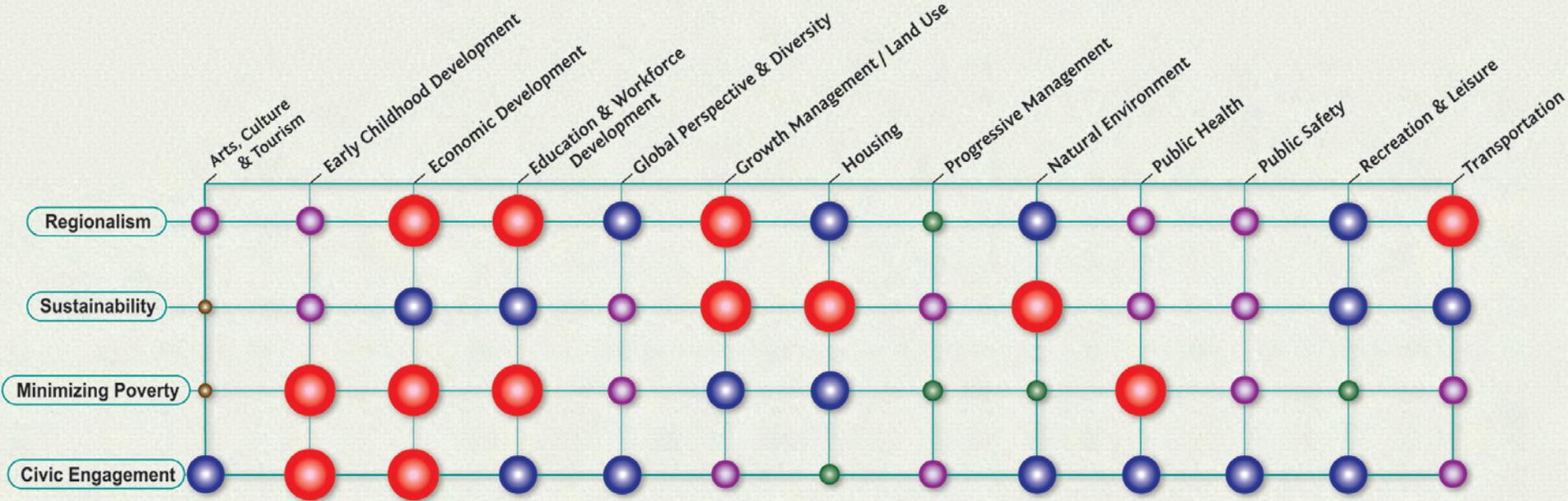
- Preserve and enhance the character of the historic parks so they retain or regain their original appearance and feel. All planning, design, construction, and maintenance should respect the historic character of these sites.
- Encourage the development of parks and facilities that directly adjoin streets 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.

Transportation:

- 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.

Strategic Plan Coordinating Committee

• Inter-relationships of Chapters and Themes •



COMMUNITY PROFILE



Community Profile

Source: www.business4springfield.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: 160,660

Current Springfield Metro Area: 440,142

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

Annual Population Growth Rate: 1.5%

Workforce:

Average Employment By Sector

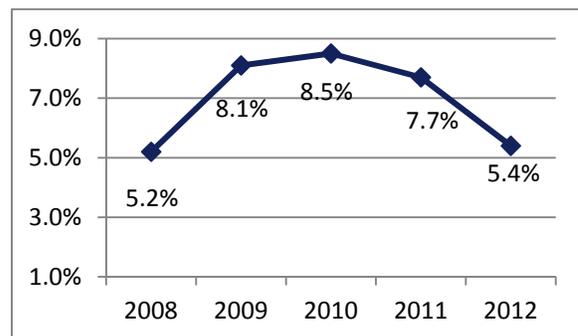
Edu. & Health Services	39,500
Government	28,000
Retail Trade	23,700
Prof. & Bus. Services	20,800
Leisure & Hospitality	18,000
Manufacturing	13,500
Financial Activities	11,500
Transportation & Utilities	10,400
Wholesale Trade	10,000
Other Services	8,500
Construction & Mining	7,000
Information	4,100



Employment:

Current Unemployment Rate: 5.4%

Unemployment Rate for Springfield Metro Area

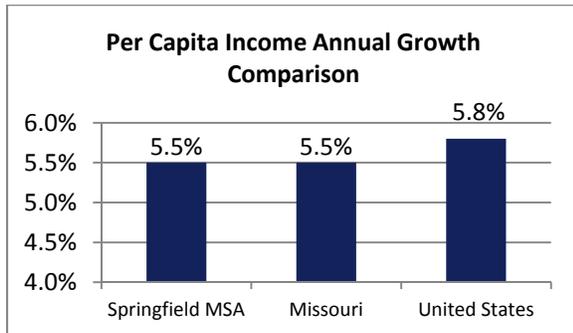


Community Profile

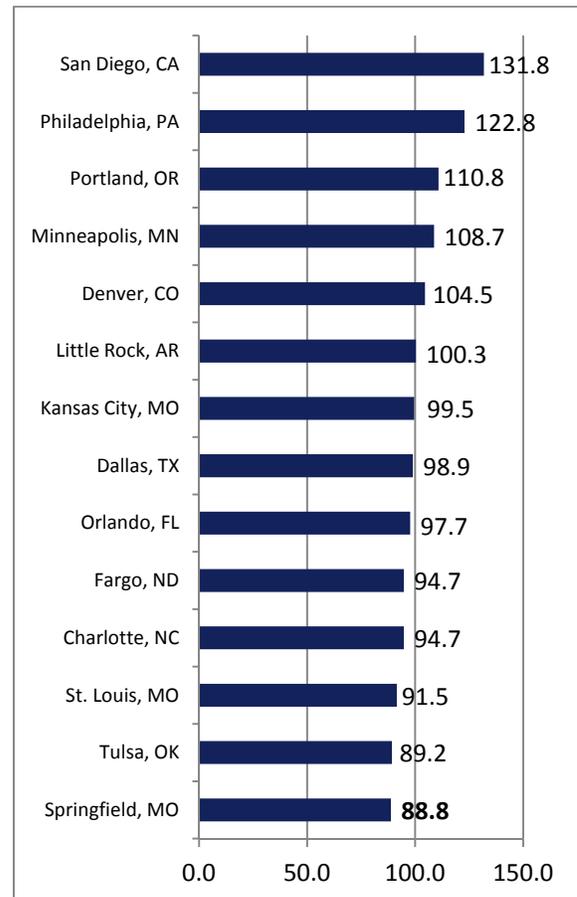
Source: www.business4springfield.com

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 13.6 years and 60.5% of faculty have a Masters Degree.
- The average teacher student ratio is 20 to 1.
- The average ACT Score is 22.5.

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.business4springfield.com

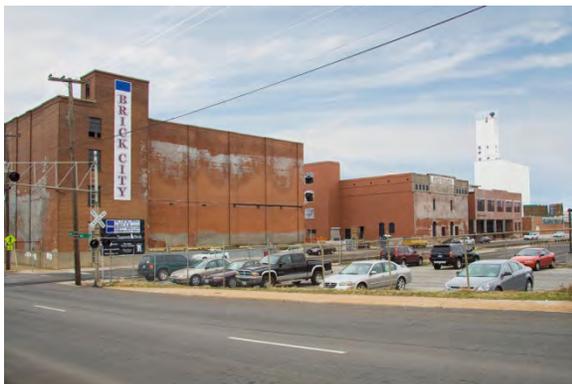
Housing:

Average Home Sales Price Trends



Fair Market Rents Comparison

0 Bedrooms	\$442
1 Bedroom	\$487
2 Bedrooms	\$656
3 Bedrooms	\$966
4 Bedrooms	\$969



Major Employers:

Mercy Health Systems	9,036
Cox Health Systems	7,560
Wal-Mart Stores	4,000
Springfield Public Schools	2,911
United States Government	2,500
Bass Pro Shops/Tracker Marine	2,363
State of Missouri	2,306
Missouri State University	2,149
O'Reilly Auto Parts	1,673
Citizens Memorial Healthcare	1,600
City of Springfield	1,526
Chase Card Services	1,250
TeleTech	1,100
Kraft Foods	1,071
SRC Holdings	1,000
City Utilities of Springfield	969
General Council of the Assemblies of God	900
American National Property & Casualty	850
Expedia, Inc.	850
Ozark R-VI School District	730
T-Mobile USA	720
Prime Trucking	700
Associated Wholesale Grocers	700
Greene County	697
Burrell Behavioral Health	660

- 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.business4springfield.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	4
American	Dallas/Ft. Worth	9
Delta	Atlanta	4
United	Chicago	6
United	Denver	3
Allegiant	Las Vegas	4 weekly
Allegiant	Los Angeles	3 weekly
Allegiant	Orlando	3 weekly
Allegiant	Phoenix	3 weekly
Allegiant	Tampa	3 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 8 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.





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 50 to 102.
- The Budget Policies adopted by City Council are located on page 107.
- An overview of the Adopted General Fund Budget compared to the previously Adopted General Fund Budget is printed on page 108.
- The City's benchmarks with other communities or industry standards are included in the Benchmark section starting on page 113.

Departmental Purpose, Mission Statements, and Performance Measures:

This section of the document, beginning on page 135, contains information for each department as follows:

- Expenditures and appropriations for the fiscal years 2012-2014 per department
- The department's purpose
- The department's mission statement
- Fiscal Year 2014 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 265 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



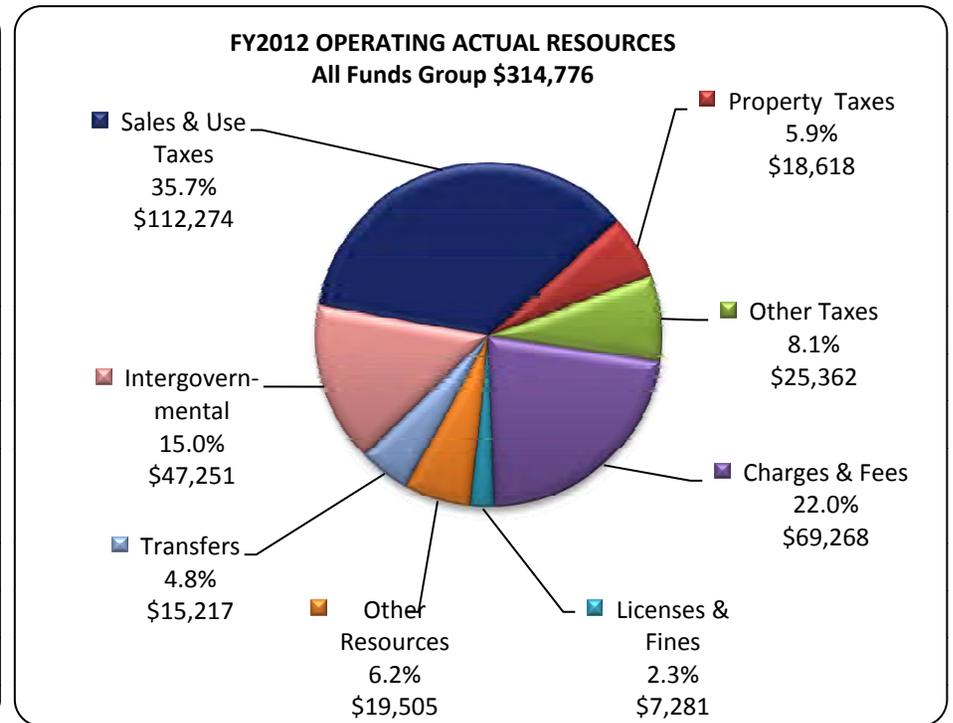
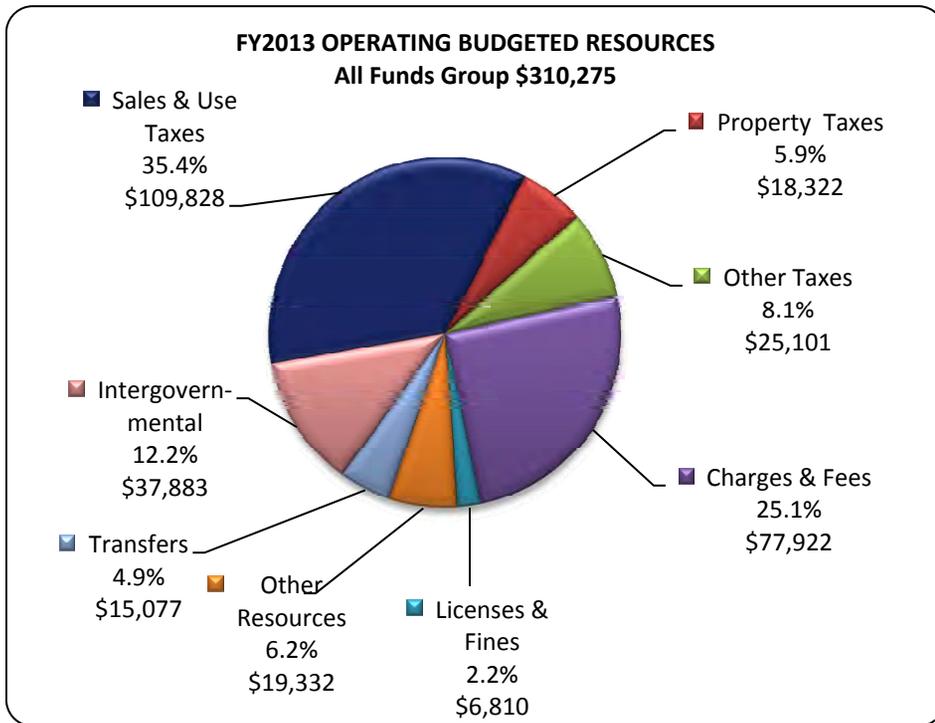
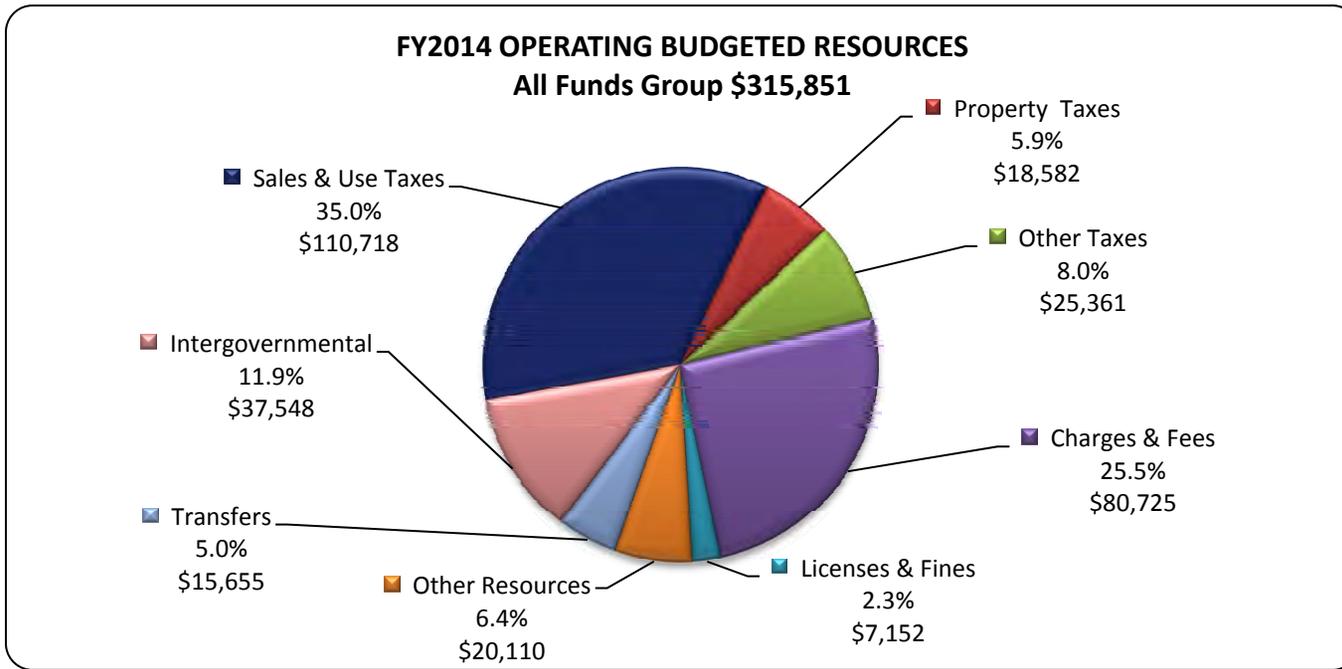
ALL FUNDS GROUP



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. The same method is used for the audited governmental fund financial statements. Financial statements for proprietary funds, such as Clean Water Services, use the accrual basis of accounting.

City of Springfield, Missouri - 2013-2014 Annual Operating Budget

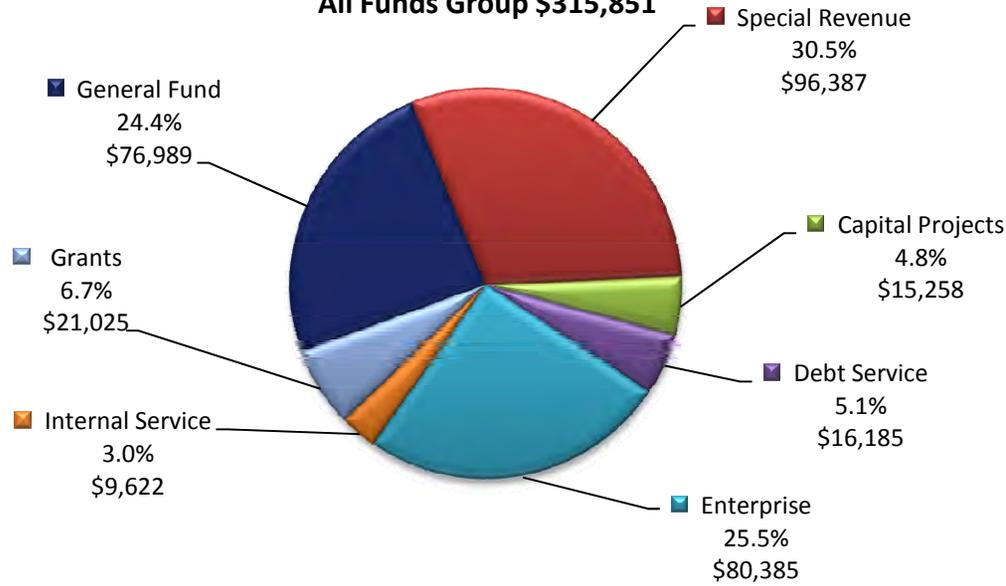


All amounts are expressed in thousands. Intrafund transfers have been eliminated.

City of Springfield, Missouri - 2013-2014 Annual Operating Budget

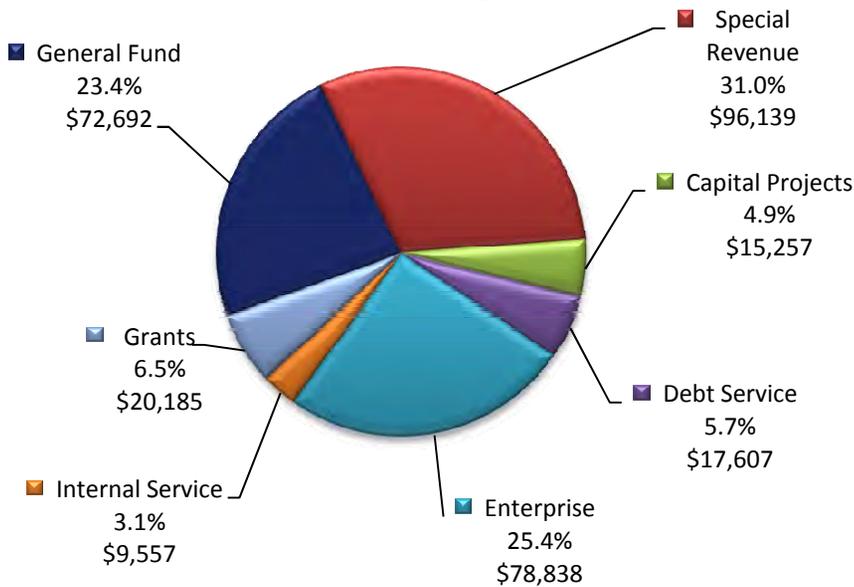
FY2014 OPERATING BUDGETED APPROPRIATIONS

All Funds Group \$315,851



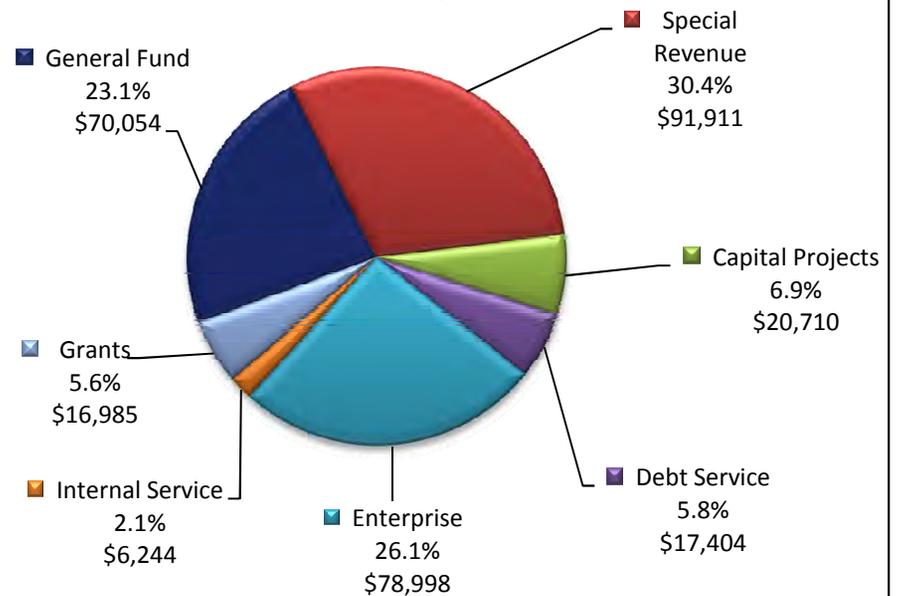
FY2013 OPERATING BUDGETED APPROPRIATIONS

All Funds Group \$310,275



FY2012 OPERATING ACTUAL EXPENDITURES

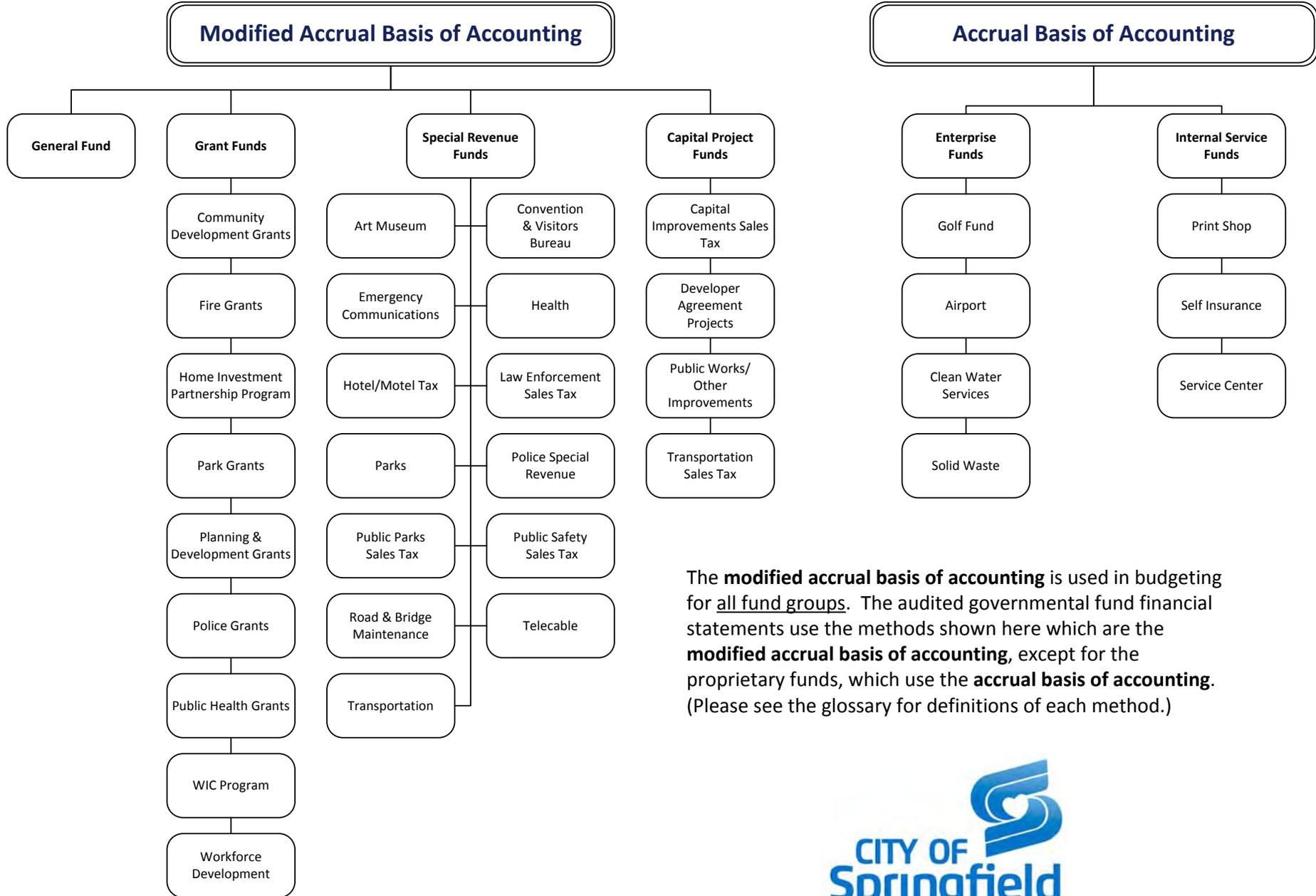
All Funds Group \$302,306



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



City of Springfield Fund Structure



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

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 2014 REVENUES COMPARED TO ADOPTED FY 2013 AND ACTUAL FY 2012 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)	\$ 39,686,500	\$ -	\$ -	\$ -	\$ -
Sales (Capital Improvement)	-	-	-	-	-
Sales (Law Enforcement)	-	-	-	-	6,947,378
Sales (Transportation)	-	-	-	-	-
Sales (Parks)	-	-	-	-	9,031,161
Sales (911)	-	-	-	-	4,165,880
Sales (Public Safety Pension)	-	-	-	-	29,325,000
Use	3,500,000	-	-	3,400,000	-
Property	-	5,650,000	3,653,540	-	1,580,072
Payment In Lieu of Taxes	12,705,000	-	-	-	-
Gross Receipts	6,600,000	-	-	-	553,204
Cigarette	830,000	-	-	-	-
Room	103,000	-	-	-	2,611,210
Tourism	-	-	-	-	1,958,400
	<u>63,424,500</u>	<u>5,650,000</u>	<u>3,653,540</u>	<u>3,400,000</u>	<u>56,172,305</u>
LICENSES AND FINES					
Occupational Licenses	3,590,000	-	-	-	-
Permits	1,146,000	-	325,000	10,000	-
Fines and Forfeitures	1,555,000	-	-	-	-
Court Costs	475,000	-	-	-	-
	<u>6,766,000</u>	<u>-</u>	<u>325,000</u>	<u>10,000</u>	<u>-</u>
CHARGES AND FEES					
Charges for Services	251,000	-	675,000	-	2,074,110
User Fees	-	3,762,136	252,000	763,000	3,560,241
Aviation Fuel Sales	-	-	-	-	-
Sale of Goods	-	349,000	-	-	12,000
Rentals	-	69,600	-	-	70,200
	<u>251,000</u>	<u>4,180,736</u>	<u>927,000</u>	<u>763,000</u>	<u>5,716,551</u>
INTERGOVERNMENTAL					
Gasoline Taxes	-	-	-	4,150,000	-
State of Missouri	-	-	288,668	1,641,800	-
Greene County	12,000	-	438,162	-	1,725,000
Grants -					
Airport	-	-	-	-	-
Community Development	-	-	-	-	-
Workforce Development	-	-	-	-	-
Public Works Improvements	-	-	-	-	-
WIC Program	-	-	-	-	-
Police	-	-	-	-	-
Other	-	-	-	-	-
	<u>12,000</u>	<u>-</u>	<u>726,830</u>	<u>5,791,800</u>	<u>1,725,000</u>
Interest on Investments	200,000	-	-	30,000	34,550
Special Assessment Tax Bills	-	-	-	-	-
Interest on Tax Bills	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-
Other Sources	2,710,000	-	174,893	1,300,000	1,058,000
Other Miscellaneous Revenues	525,871	87,000	100	5,200	2,798,499
	<u>3,435,871</u>	<u>87,000</u>	<u>174,993</u>	<u>1,335,200</u>	<u>3,891,049</u>
REVENUES BEFORE TRANSFERS	73,889,370	9,917,736	5,807,363	11,300,000	67,504,906
TRANSFERS	3,100,000	250,000	609,018	-	1,210,000
LESS ELIMINATIONS	-	-	(54,720)	-	(157,000)
TRANSFERS FROM OTHER FUNDS	3,100,000	250,000	554,298	-	1,053,000
TOTAL REVENUES	\$ 76,989,371	\$ 10,167,736	\$ 6,361,661	\$ 11,300,000	\$ 68,557,906

Grant Funds	Capital Projects Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Adopted 2013-2014 Total	Adopted 2012-2013 Total	Actual 2011-2012 Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,686,500	\$ 39,100,000	\$ 38,977,998
-	9,775,000	-	-	-	9,775,000	9,775,000	9,418,911
-	-	-	-	-	6,947,378	6,844,707	6,793,797
-	4,887,500	-	-	-	4,887,500	4,887,500	4,709,402
-	-	-	-	-	9,031,161	9,800,000	14,408,472
-	-	-	-	-	4,165,880	4,245,820	3,654,140
-	-	-	-	-	29,325,000	29,325,000	27,869,481
-	-	-	-	-	6,900,000	5,850,000	6,441,768
-	-	7,697,964	-	-	18,581,576	18,322,298	18,618,389
-	-	-	-	-	12,705,000	12,505,000	12,567,952
-	-	-	-	-	7,153,204	7,300,000	7,832,025
-	-	-	-	-	830,000	830,000	820,524
-	-	-	-	-	2,714,210	2,545,700	2,216,698
-	-	-	-	-	1,958,400	1,920,000	1,924,685
-	14,662,500	7,697,964	-	-	154,660,809	153,251,025	156,254,241
-	-	-	-	2,000	3,592,000	3,377,000	3,268,870
-	-	-	48,500	-	1,529,500	1,332,500	1,667,792
-	-	-	-	-	1,555,000	1,575,000	1,565,161
-	-	-	-	-	475,000	525,000	779,526
-	-	-	48,500	2,000	7,151,500	6,809,500	7,281,348
-	525,000	-	44,092,989	4,894,930	52,513,030	51,260,850	43,089,687
-	-	-	9,393,000	-	17,730,377	16,503,025	16,438,092
-	-	-	4,689,000	-	4,689,000	4,490,000	4,436,666
-	-	-	152,000	-	513,000	553,700	749,952
-	-	-	5,140,000	-	5,279,800	5,114,100	4,553,365
-	525,000	-	63,466,989	4,894,930	80,725,207	77,921,675	69,267,761
-	-	-	-	-	4,150,000	4,275,000	4,106,149
-	-	-	-	-	1,930,468	1,920,000	6,421,971
-	-	-	-	-	2,175,162	2,478,009	4,272,444
-	-	-	8,715,000	-	8,715,000	8,918,000	11,937,925
3,453,790	-	-	-	-	3,453,790	3,568,523	3,203,523
7,554,159	-	-	-	-	7,554,159	7,218,563	6,656,159
-	-	-	-	-	-	-	3,258,645
1,645,000	-	-	-	-	1,645,000	1,645,000	1,085,327
1,487,349	-	-	-	-	1,487,349	1,767,334	1,292,012
6,436,765	-	-	-	-	6,436,765	6,092,432	5,016,894
20,577,063	-	-	8,715,000	-	37,547,693	37,882,861	47,251,049
-	30,000	-	2,422,500	-	2,717,050	2,939,322	2,739,809
-	-	1,601,028	-	-	1,601,028	1,595,405	1,293,904
-	-	-	-	-	-	-	23,969
-	-	-	-	-	-	-	10,178,280
29,165	-	-	4,999,000	-	10,271,058	9,751,565	7,121
-	-	1,516,470	581,381	6,300	5,520,821	5,045,885	5,261,979
29,165	30,000	3,117,499	8,002,881	6,300	20,109,957	19,332,178	19,505,062
20,606,228	15,217,500	10,815,463	80,233,370	4,903,230	300,195,167	295,197,239	299,559,462
418,884	40,000	12,282,000	21,212,711	4,718,601	43,841,214	42,622,461	-
-	-	(6,913,000)	(21,061,081)	-	(28,185,801)	(27,544,650)	-
418,884	40,000	5,369,000	151,630	4,718,601	15,655,413	15,077,811	15,216,540
\$ 21,025,112	\$ 15,257,500	\$ 16,184,463	\$ 80,385,000	\$ 9,621,831	\$ 315,850,580	\$ 310,275,050	\$ 314,776,002

Revenue Projections

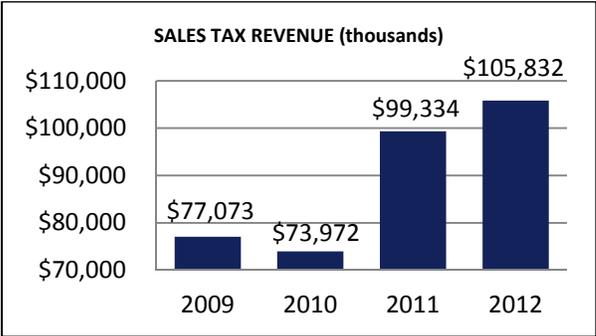
Overview

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 50 & 51 of this document.

Sales Tax

The total sales tax in Springfield is 7.60%. Within the 7.60% tax rate the City receives 2.125%, the State receives 4.225%, and the County receives 1.25%. The City's rate of 2.125% includes 1% for general operations, .75% for public safety pension, .25% for capital improvements, and .125% for transportation. Springfield also shares in countywide sales taxes for law enforcement and parks. Sales tax revenue is a significant source of revenue for Springfield, generating 35% of total revenue. The City is a regional economic center and has a high 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 2014 budget for the 1% sales tax in the General Fund is \$39.7 million; that is \$700 thousand more than the FY 2012 actual.

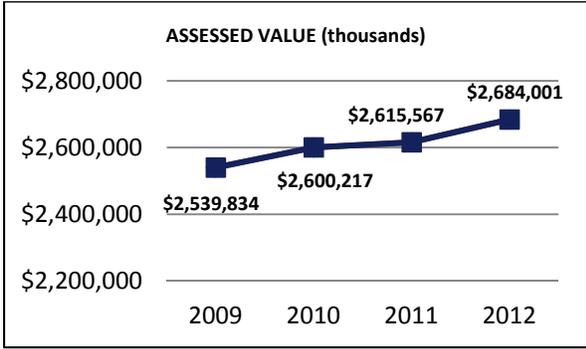


Property Tax

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 provided a stable source of revenue to the City of Springfield. This helps, in part, to balance out the potential 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 2014 budget includes the third 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, available facilities 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 vary 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 FY2014 this is projected to generate \$12.7 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 City funds the entire cost of the Health Department. Greene County pays some of the City for the cost of providing services to county residents, and Springfield bears the cost of the service for city residents. 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. The City and Greene County are working to develop a funding agreement to insure 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

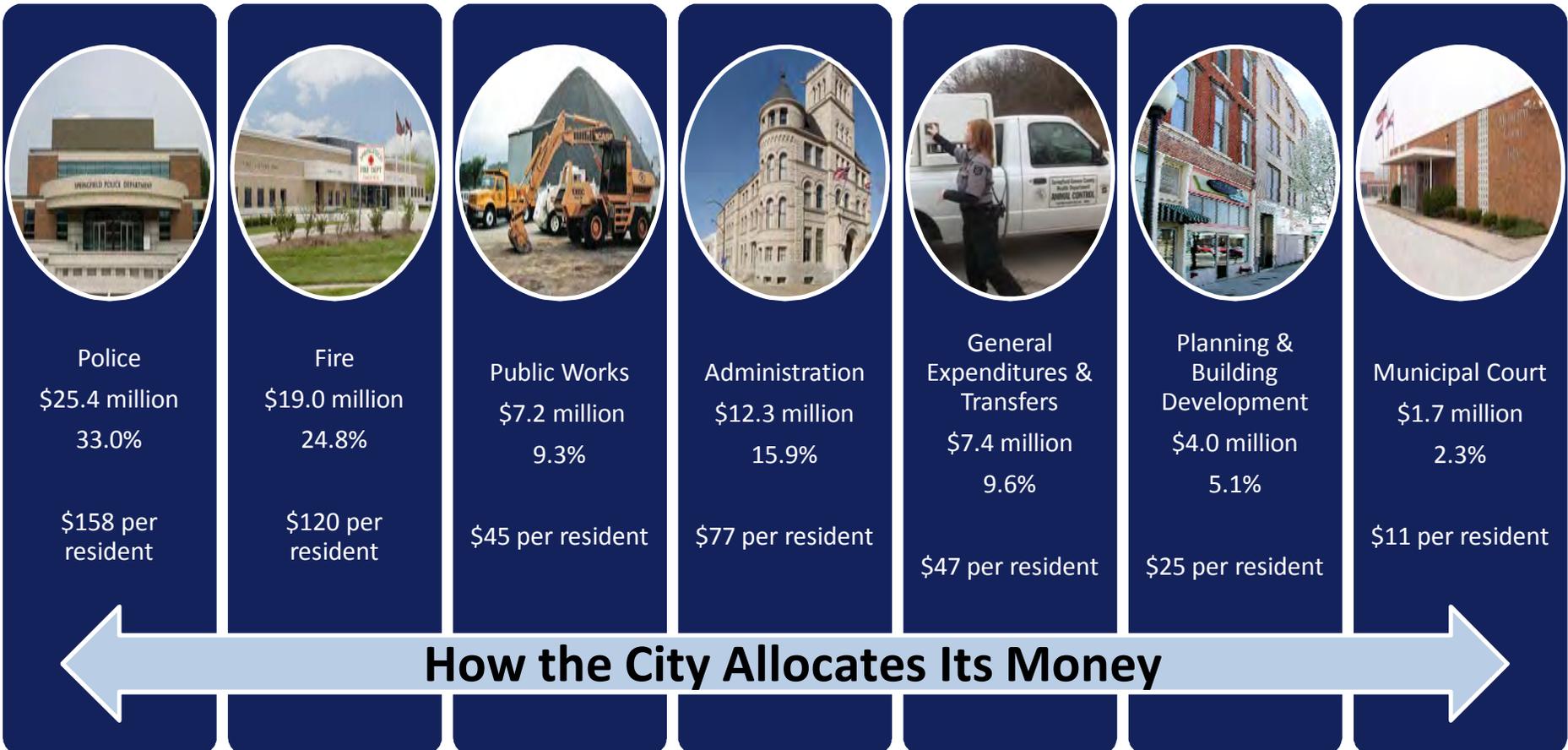
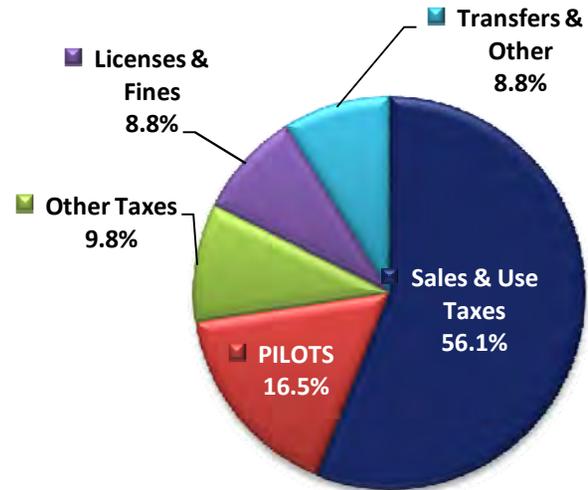
The State of Missouri provides funding for transportation, health and road improvements and the Workforce Development Office. Numerous grant funds also are channeled through the State. In addition to sharing in funding for roads, Springfield and the State of Missouri have some cooperative road projects 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
 FY2014 General Fund \$77.0 million
 \$483 per resident



How the City Allocates Its Money

Benchmarks



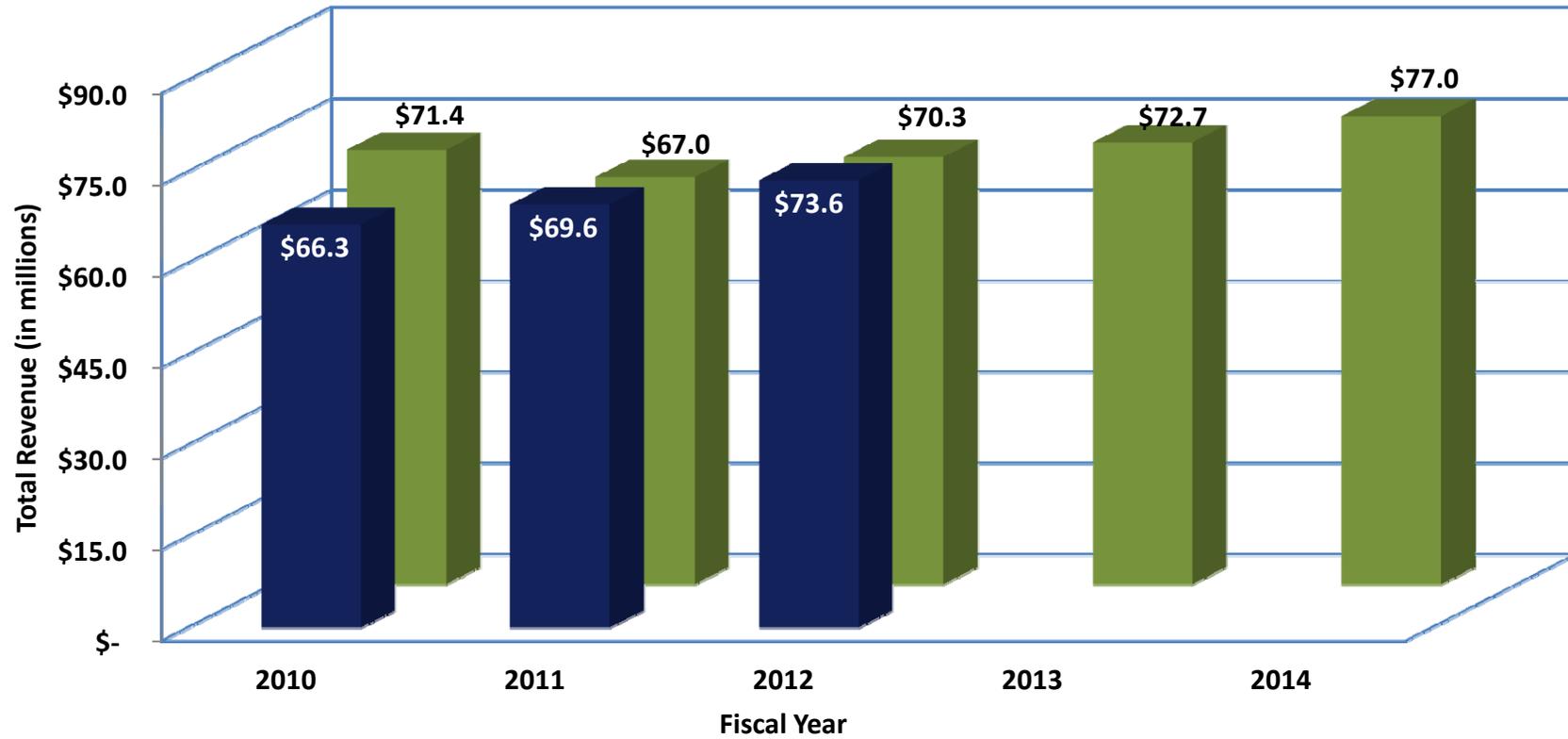
General Fund Total Revenue

The data for this measurement shows the total budgeted revenue (in green) and the actual amount received (in blue) in the General Fund for all revenue for FY 2010 – FY 2014.

Total revenues are not yet available for FY 2013 or FY 2014.

City of Springfield, Missouri - 2013-2014 Annual Operating Budget

GENERAL FUND TOTAL REVENUE Fiscal Years 2010-2014



■ Actual ■ Budget



APPROPRIATIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS FOR FY 2014 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):

	2011-2012 <u>Actual</u>	2012-2013 <u>Adopted</u>	2013-2014 <u>Adopted</u>
<u>GENERAL FUND</u>			
Building Development Services	\$ 1,928,293	\$ 2,253,092	\$ 2,393,514
City Attorney	1,973,063	1,917,783	2,202,561
City Clerk	355,824	369,410	377,391
City Manager	922,710	889,118	917,255
Finance	2,231,790	2,294,285	2,249,295
Fire	17,454,328	17,958,902	19,068,716
Human Resources	1,028,338	1,103,425	1,276,588
Information Systems	3,382,224	2,656,304	4,571,334
Mayor and City Council	128,071	142,842	148,122
Municipal Court	1,565,827	1,627,769	1,742,051
Non-Departmental	6,461,100	7,743,172	7,426,709
Planning and Development	1,509,964	1,427,130	1,569,323
Police	24,287,325	24,682,886	25,377,544
Public Information Department	286,688	384,312	508,512
Public Works	6,538,402	7,241,147	7,160,456
TOTAL GENERAL FUND	70,053,947	72,691,578	76,989,371
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	1,243,298	1,425,348	1,441,472
Community Improvement Districts	1,281,516	1,450,871	1,619,150
Convention and Visitors Bureau	2,886,802	3,029,350	2,886,100
Emergency Communications	3,780,746	4,245,820	4,165,880
Hotel/Motel Tax	1,693,391	1,920,000	1,958,400
Law Enforcement Sales Tax	7,161,873	7,699,707	7,839,456
Miscellaneous Special Revenue	700,656	1,846,910	1,228,000
Police Special Revenue	1,289,015	1,929,180	1,890,110
Public Health Services	5,797,928	6,147,146	6,361,661
Public Parks	10,292,906	9,601,883	10,167,736
Public Parks City/County Wide Sales Tax	16,393,752	14,122,956	13,683,132
Public Safety Pension Sales Tax 2010	27,869,481	29,325,000	29,325,000
Public Works - Transportation	9,888,523	10,875,000	11,300,000
Road and Bridge Maintenance Fund	1,188,199	1,725,000	1,750,000
Teleable Special Revenue	443,321	795,000	771,204
TOTAL SPECIAL REVENUE FUNDS	91,911,407	96,139,171	96,387,302

	2011-2012 <u>Actual</u>	2012-2013 <u>Adopted</u>	2013-2014 <u>Adopted</u>
<u>GRANT REVENUE FUNDS</u>			
Community Development	3,147,864	6,401,369	6,214,000
Fire Grants	891,347	-	453,932
Police Grants	1,627,675	1,772,734	1,842,188
Public Health Grants	2,025,723	2,086,800	2,430,537
Park Grants	1,247,634	1,010,632	860,296
WIC Program	1,294,899	1,695,000	1,670,000
Workforce Development	6,749,348	7,218,563	7,554,159
TOTAL GRANT REVENUE FUNDS	<u>16,984,489</u>	<u>20,185,098</u>	<u>21,025,112</u>
<u>CAPITAL PROJECTS FUNDS</u>			
Capital Improvements Sales Tax	14,477,323	14,662,500	14,662,500
Developer Agreement Projects	40,000	40,000	40,000
Public Works/Other Improvements	6,193,070	555,000	555,000
TOTAL CAPITAL PROJECTS FUNDS	<u>20,710,393</u>	<u>15,257,500</u>	<u>15,257,500</u>
<u>DEBT SERVICE FUNDS</u>			
General Obligation Bonds	1,574,674	1,595,405	1,601,028
Leasehold Revenue Bonds	11,959,559	11,482,756	10,026,464
Special Obligation Bonds	3,870,160	4,528,500	4,556,971
TOTAL DEBT SERVICE FUNDS	<u>17,404,393</u>	<u>17,606,661</u>	<u>16,184,463</u>
<u>ENTERPRISE FUNDS</u>			
Airport	32,098,577	32,033,000	32,635,000
Clean Water Services	38,176,655	37,805,000	38,100,000
Golf	2,486,071	2,900,000	2,900,000
Solid Waste	6,236,560	6,100,000	6,750,000
TOTAL ENTERPRISE FUNDS	<u>78,997,863</u>	<u>78,838,000</u>	<u>80,385,000</u>
<u>INTERNAL SERVICE FUNDS</u>			
Print Shop	265,712	255,220	233,230
Self-Insurance	2,060,784	4,701,822	4,718,601
Service Center	3,917,253	4,600,000	4,670,000
TOTAL INTERNAL SERVICE FUNDS	<u>6,243,749</u>	<u>9,557,042</u>	<u>9,621,831</u>
TOTAL ALL FUND TYPES	<u>\$ 302,306,241</u>	<u>\$ 310,275,050</u>	<u>\$ 315,850,580</u>

Schedule of Projected Changes in Fund Balance for Fiscal Year 2013-14

Fund	Estimated Beginning Balance*	Revenues	Expenditures	Projected Ending Balance**	Percent Change in Fund Balance
General Fund:					
General Fund	\$ 20,356,733	\$ 74,279,372	\$ 76,989,371	\$ 17,646,734	-13.31%
Total General Fund	<u>\$ 20,356,733</u>	<u>\$ 74,279,372</u>	<u>\$ 76,989,371</u>	<u>\$ 17,646,734</u>	
Special Revenue Funds:					
Art Museum	\$ 1,254,386	\$ 1,191,472	\$ 1,441,472	\$ 1,004,386	-19.93%
Community Improvement Districts	103,849	1,619,150	1,619,150	103,849	0.00%
Convention and Visitors Bureau	366,870	2,886,100	2,886,100	366,870	0.00%
Emergency Communications	(94,152)	4,165,880	4,165,880	(94,152)	0.00%
Hotel/Motel Tax	492,480	1,958,400	1,958,400	492,480	0.00%
Miscellaneous Special Revenue	4,124,336	1,138,000	1,228,000	4,034,336	-2.18%
Parks Sales Tax	9,936,490	13,183,132	13,683,132	9,436,490	-5.03%
Police Special Revenue	529,628	1,890,110	1,890,110	529,628	0.00%
Public Health Services	1,830,643	6,186,768	6,361,661	1,655,750	-9.55%
Public Parks	243,346	10,167,736	10,167,736	243,346	0.00%
Public Works - Transportation	7,263,476	10,000,000	11,300,000	5,963,476	-17.90%
Road and Bridge Maintenance Fund	4,219,328	1,750,000	1,750,000	4,219,328	0.00%
Telecable Special Revenue	1,806,563	553,204	771,204	1,588,563	-12.07%
Total Special Revenue Funds	<u>\$ 32,077,242</u>	<u>\$ 56,689,953</u>	<u>\$ 59,222,845</u>	<u>\$ 29,544,349</u>	
Grant Funds:					
Community Development Grants	\$ 39,961,538	\$ 6,209,835	\$ 6,214,000	\$ 39,957,374	-0.01%
Fire Grants	(44,265)	453,932	453,932	(44,265)	0.00%
Other Grants	(173,885)	4,272,725	4,272,725	(173,885)	0.00%
Parks Grants	3,464	860,296	860,296	3,464	0.00%
WIC Program	31,125	1,645,000	1,670,000	6,125	-80.32%
Workforce Development	-	7,554,159	7,554,159	-	0.00%
Total Grant Funds	<u>\$ 39,777,977</u>	<u>\$ 20,995,947</u>	<u>\$ 21,025,112</u>	<u>\$ 39,748,812</u>	
Capital Project Funds:					
Capital Improvement Sales Tax	\$ 39,006,025	\$ 14,662,500	\$ 14,662,500	\$ 39,006,025	0.00%
Developer Agreement Projects	1,092	40,000	40,000	1,092	0.00%
Public Works/Other Improvements	3,894,114	555,000	555,000	3,894,114	0.00%
Total Capital Project Funds	<u>\$ 42,901,231</u>	<u>\$ 15,257,500</u>	<u>\$ 15,257,500</u>	<u>\$ 42,901,231</u>	
Debt Service Funds:					
General Obligation Bonds	6,814,538	1,601,028	1,601,028	6,814,538	0.00%
Leasehold Revenue Bonds	10,847,642	10,026,464	10,026,464	10,847,642	0.00%
Special Obligation Bonds	2,618,962	4,556,970	4,556,971	2,618,962	0.00%
Total Debt Service Funds	<u>\$ 20,281,143</u>	<u>\$ 16,184,463</u>	<u>\$ 16,184,463</u>	<u>\$ 20,281,142</u>	
Enterprise Funds:					
Airport	\$ 124,119,706	\$ 27,636,000	\$ 32,635,000	\$ 119,120,706	-4.03%
Golf	2,458,440	2,900,000	2,900,000	2,458,440	0.00%
Clean Water Services	217,316,071	38,100,000	38,100,000	217,316,071	0.00%
Solid Waste	13,512,188	6,750,000	6,750,000	13,512,188	0.00%
Total Enterprise Funds	<u>\$ 357,406,405</u>	<u>\$ 75,386,000</u>	<u>\$ 80,385,000</u>	<u>\$ 352,407,405</u>	
Internal Service Funds:					
Print Shop	\$ 2,709	\$ 233,230	\$ 233,230	\$ 2,709	0.00%
Self-Insurance	222,568	4,718,601	4,718,601	222,568	0.00%
Service Center	408,689	4,670,000	4,670,000	408,689	0.00%
Total Internal Service Funds	<u>\$ 633,966</u>	<u>\$ 9,621,831</u>	<u>\$ 9,621,831</u>	<u>\$ 633,966</u>	

Schedule of Projected Changes in Fund Balance for Fiscal Year 2013-14

*Estimated Beginning Fund Balance is the ending fund balance per the Comprehensive Annual Financial Report for the Year Ended June 30, 2012 adjusted by the budgeted revenues and expenditures for the 2012-2013 fiscal year to arrive at an estimated beginning fund balance as of July 1, 2013.

**Projected Ending Fund Balance as of June 30, 2014.

Fund Balance is the difference between a fund's assets and liabilities. These unexpected funds 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%:

General Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$2,710,000, causing a change in the fund balance equal to this amount. The majority of the fund balance reserve are being used in the 2013-14 fiscal year to address one-time capital needs.

Art Museum Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$250,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2013-14 fiscal year to pay for roof replacement.

Transportation Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$1,300,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2013-14 fiscal year to pay for much needed capital equipment. The Transportation Fund has adequate reserves to handle any shortfalls that may occur in the 2013-14 fiscal year.

Telecable Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$218,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2013-14 fiscal year to purchase much needed equipment and electrical upgrades for the CityView Production Studio and create a Citizen Resources Center.

WIC Program:

Expenditures in this fund are projected to exceed revenues by approximately \$25,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2013-14 fiscal year for additional program offerings which will end when the funding is depleted.



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 203.

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

Asset Inventory

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

REVENUE POLICIES

Diversification of Revenue

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

When a new revenue source or a change in fees is considered, the effect 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 that are 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 certain to be available from year to year. One-time revenue (or non-recurring revenue) may be generated from grants, refunding of debt, the sale of fixed assets 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

Undesignated Reserves

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.

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 will survey 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 benchmarked 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: specific services to be provided; number of volunteer hours; community financial support; and

Financial Policies

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 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 2012, assessed value in the City of Springfield was \$2,722,386,000. Springfield’s outstanding debt may not exceed \$813,164,000. The City is not in danger of exceeding the legal debt margin.

Assessed Value - 2012	\$ 2,722,386,000
Debt Limit 30% of Assessed Value	\$ 816,716,000
Less Outstanding Debt Subject to Limitation	<u>\$ 3,552,000</u>
Debt Margin	\$ 813,164,000

Debt Service

2013-2014 Requirements:

	<u>Original Issue</u>	<u>Principal Outstanding July 1, 2013</u>	<u>Principal</u>	<u>Interest and Fees</u>
<u>GENERAL OBLIGATION BONDS</u>				
General Obligation Sewer Improvement Bonds, Series 2001B	3,000,000	1,565,000	165,000	76,400
General Obligation Sewer Improvement Bonds, Series 2003	3,050,000	1,415,000	215,000	55,800
General Obligation Sewer Improvement Bonds, Series 2005A	3,950,000	2,115,000	265,000	80,000
General Obligation Sewer Improvement Bonds, Series 2005B	4,000,000	2,215,000	280,000	89,200
General Obligation Sewer Improvement Bonds, Series 2010	3,335,000	2,750,000	200,000	81,100
Lone Pine Neighborhood Improvement District	675,000	425,000	35,000	15,750
TOTAL GENERAL OBLIGATION BONDS	18,010,000	10,485,000	1,160,000	398,250
<u>LEASE HOLD REVENUE BONDS</u>				
Public Building Corporation Leasehold Improvement Series 2004 Refunded 1995 (Parks Improvement)	3,360,000	87,487	45,428	4,572
Public Building Corporation Leasehold Revenue Bonds Series 2002 (Capital Improvements Projects)	8,555,000	2,690,000	630,000	130,500
Public Building Corporation Leasehold Revenue Bonds Series 2002A (JVP Exposition Center)	19,375,000	17,590,000	590,000	825,500
Public Building Corporation Leasehold Revenue Bonds Series 2002B (Baseball Stadium)	6,130,000	4,930,000	190,000	373,000
Public Building Corporation Leasehold Revenue Bonds Series 2002C (Jordan Valley Park)	5,470,000	4,330,000	165,000	327,500
LCRA, Series 2003 University Plaza	7,955,000	4,590,000	540,000	231,500
Public Building Corporation Leasehold Revenue Bonds Series 2003 Recreation Ice Taxable	10,440,000	8,060,000	415,000	123,000
LCRA, Series 2004 SBDL Variable Rate Taxable Revenue Bonds	3,490,000	1,480,000	210,000	115,000
Public Building Corporation Leasehold Revenue Bonds Series 2004 Capital Improvements Projects	21,736,256	14,610,000	1,028,333	733,167
Public Building Corporation Leasehold Revenue Bonds Series 2004 Police Headquarters	2,229,466	1,500,000	106,667	75,333
Public Building Corporation Leasehold Revenue Bonds Series 2005A Capital Improvement Projects	5,705,000	3,105,000	395,000	126,000
Public Building Corporation Leasehold Revenue Bonds Series 2005B Cooper Tennis	2,800,000	1,955,000	130,000	85,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Storm Water Improvements	6,520,000	5,600,000	335,000	243,000
Public Building Corporation Leasehold Revenue Bonds Series 2007 Storm Water Improvements	8,730,000	6,930,000	365,000	328,500
Public Building Corporation Leasehold Revenue Bonds Series 2009 Storm Water Improvements	5,005,000	4,245,000	200,000	171,500
TOTAL LEASE HOLD REVENUE BONDS	117,500,722	81,702,487	5,345,428	3,893,072
<u>CAPITAL LEASES</u>				
Capital Lease Purchase, 2007 - Service Center Fuel Tanks	306,000	137,912	32,347	5,489
Capital Lease Purchase, 2011 - Parks Mowers	123,585	63,165	25,248	1,232
Capital Lease Purchase, 2012 - Parks Equipment	630,000	538,100	123,940	6,427
TOTAL CAPITAL LEASES	1,059,585	739,177	181,535	13,148

	<u>Original Issue</u>	<u>Principal Outstanding July 1, 2013</u>	<u>Principal</u>	<u>Interest and Fees</u>
<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	2,339,000	903,000	147,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2002B	43,625,000	34,960,000	3,070,000	2,005,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2005A	7,110,000	6,510,000	385,000	340,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2007A	7,855,000	6,445,000	315,000	385,000
Special Obligation Bonds - State of Missouri - Direct Loan Program, Series 2010	13,000,000	10,474,583	575,200	224,800
Special Obligation Bonds - Sewer System Improvements Series 2012	26,385,000	25,695,000	905,000	1,195,000
Public Building Corporation Leasehold Improvement Revenue Series 2004 Refunded 1995 (Trunk Sewer)	1,975,000	51,428	26,703	3,297
Public Building Corporation Leasehold Improvement Revenue Series 2004 Refunded 1995 (Golf)	4,650,000	121,079	62,870	6,211
Public Building Corporation Leasehold Revenue Bonds Series 2006 Airport-Mid Field Terminal Project	96,885,000	85,035,000	2,175,000	3,992,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Airport Rental Car Facility	6,955,000	6,085,000	250,000	828,000
TOTAL ENTERPRISE FUND REVENUE BONDS	<u>248,795,000</u>	<u>177,716,090</u>	<u>8,667,773</u>	<u>9,126,308</u>
<u>SPECIAL OBLIGATION BONDS</u>				
City of Springfield Special Obligation Bonds Series 2007 - Heers Parking Garage	5,745,000	5,715,000	35,000	259,500
City of Springfield Special Obligation Bonds Series 2007 - College Station Parking Garage	10,930,000	9,620,000	250,000	434,500
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 1999 (Storm Water/Warning System/Fire stations)	16,000,000	8,520,000	1,080,000	269,500
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001A (Capital Imp Projects)	7,885,000	2,365,000	630,000	57,500
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001B (South Side Police Station)	4,005,000	2,245,000	220,000	71,000
City of Springfield Special Obligation Bonds Series 2011A - Storm Water Improvements	2,480,000	2,335,000	100,000	90,000
City of Springfield Special Obligation Refunding Bonds Series 2011B - Refunded 1998 and 2000A (Jordan Valley Park)	7,260,000	5,800,000	775,000	253,000
City of Springfield Special Obligation Bonds Series 2013 - Ozark Empire Fairgrounds Project	497,000	497,000	13,333	18,637
TOTAL SPECIAL OBLIGATION BONDS	<u>54,802,000</u>	<u>37,097,000</u>	<u>3,103,333</u>	<u>1,453,637</u>



HUMAN RESOURCES FULL-TIME EQUIVALENTS





Budgeted Positions

Full-Time Equivalents Summary:

	2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
<u>GENERAL FUND</u>			
Building Development Services	27.50	32.50	32.50
City Attorney	20.00	20.00	21.00
City Clerk	5.50	5.50	5.50
City Manager	8.50	8.50	9.50
Finance	35.00	35.00	35.75
Fire Non-Sworn	6.00	7.00	7.00
Sworn	199.00	211.00	211.00
Human Resources	15.50	15.50	16.50
Information Systmes	28.00	27.00	28.00
Mayor and Council	1.00	1.00	1.00
Municipal Court	25.00	25.00	25.00
Planning and Development	18.29	18.29	19.29
Police Non-Sworn	68.50	68.50	67.50
Sworn	239.00	239.00	239.00
Public Information Department	6.50	6.50	7.50
Public Works	100.40	98.90	95.90
	803.69	819.19	821.94
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	13.50	13.50	13.50
Emergency Communications	73.00	73.00	73.00
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	79.00	77.00	77.00
Public Parks	96.70	79.54	83.97
Public Parks City/County Wide Sales Tax	81.80	116.96	119.53
Public Works Transportation	97.35	98.10	102.10
Telecable	8.00	8.00	8.00
	532.35	549.10	560.10
<u>GRANT FUNDS</u>			
Community Development	11.65	11.65	11.65
Fire Department (Sworn)	13.00	-	9.00
Home Investment	3.01	3.01	3.01
Planning and Development	0.05	0.05	0.05
Police (Sworn)	17.00	22.00	22.00
Public Health Services	12.00	6.00	6.00
WIC Program	14.00	16.00	16.00
Workforce Development	56.00	57.00	57.25
	126.71	115.71	124.96
<u>ENTERPRISE FUNDS</u>			
Airport	93.00	93.00	93.00
Clean Water Services	84.55	105.05	108.55
Golf	18.00	18.00	18.00
Solid Waste	28.70	32.95	38.45
	224.25	249.00	258.00
<u>INTERNAL SERVICE FUNDS</u>			
Print Shop	2.00	2.00	2.00
Self-Insurance Fund	4.00	4.00	3.00
Service Center	22.40	23.00	23.00
	28.40	29.00	28.00
TOTAL FULL-TIME EQUIVALENTS-ALL FUNDS	1,715.40	1,762.00	1,793.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 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
Permitting Coordinator	P10	1.00	0.00	0.00
Plan Review Specialist	P10	3.00	3.00	3.00
Code Compliance Investigator	P10	1.00	1.00	0.00
Development Coordinator	P09	0.00	0.00	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	0.00	5.00	5.00
Housing Inspector	P07	0.00	1.00	1.00
Land Development Inspector	P07	3.00	1.00	0.00
Permitting Services Representative*	P06	5.00	5.00	5.00
Executive Secretary	P05	1.00	1.00	1.00
Legal Technician	P05	0.00	1.00	1.00
Administrative Assistant*	P04	1.00	1.00	1.00
Clerical Assistant	P02	0.50	1.50	1.50
Total		27.50	32.50	32.50

*One Electrical Inspectors, one Permitting Services Representative and the Administrative Assistant positions will be unfunded and remain vacant in fiscal year 2013-14.

City Attorney				
City Attorney	D15	1.00	1.00	1.00
Assistant City Attorney V	P13	10.00	10.00	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	2.00
Total		20.00	20.00	21.00

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 2013-14.

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 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	0.00	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	8.50	9.50

*0.5 of the Executive Secretary, the Administrative Assistant, and the Word Processing Operator positions will be unfunded and remain vacant in fiscal year 2013-14.

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	0.00	1.00	0.00
Financial Analyst	P09	5.00	4.00	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	3.00	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	2.00	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	35.00	35.75

*One Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2013-14.

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:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Fire (cont.)				
Battalion Chief	F09	7.00	7.00	7.00
Fire Marshal	F07	6.00	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	71.00	84.00	84.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
Fire and Life Safety Educator	P09	0.00	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		205.00	218.00	218.00

*One Fire Training Captain position will be unfunded and remain vacant in fiscal year 2013-14.

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	0.00	1.00	1.00
Human Resources Coordinator	P09	1.00	1.00	1.00
Senior Human Resources Specialist	P08	2.00	2.00	2.00
Payroll Coordinator	P07	1.00	0.00	0.00
Human Resources Specialist	P07	4.00	4.00	5.00
Lead Payroll & Benefits Assistant	P06	0.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Payroll & Benefits Assistant	P05	1.00	1.00	1.00
Human Resources Assistant	P04	2.50	1.50	2.50
Office Assistant	P03	1.00	1.00	0.00
Total		15.50	15.50	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 Engineer	P11	1.00	0.00	0.00
Network Manager	P11	0.00	1.00	1.00
Sr. Designer	P10	1.00	0.00	0.00
Sr. Administrative Systems Analyst	P10	0.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Information Systems (cont.)				
Administrative Systems Analyst	P09	4.00	4.00	5.00
Help Desk Manager	P09	1.00	1.00	1.00
Senior Database Administrator	P09	1.00	1.00	1.00
Senior System Administrator	P09	3.00	3.00	3.00
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	1.00	0.00
Network Technician	P07	0.00	1.00	1.00
Sr. Computer Technician	P07	4.00	4.00	4.00
Senior Engineering Technician	P07	1.00	0.00	0.00
System Coordinator	P07	1.00	0.00	0.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Security Administrator	TBD	0.00	0.00	1.00
Total		28.00	27.00	28.00
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	0.00	2.00	2.00
Deputy Clerk of the Court	P05	13.00	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

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Planning and Development (cont.)				
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	6.32
Financial Analyst	P09	0.15	0.15	0.15
Associate City Planner*	P08	3.00	2.37	2.37
Assistant City Planner*	P06	1.37	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	0.00	1.00
Total		18.29	18.29	19.29

*One Associate City Planner and one Assistant City Planner positions will be unfunded and remain vacant in fiscal year 2013-14.

Police

Police Chief	D15	1.00	1.00	1.00
Senior Computer Forensic Analyst	P10	0.00	0.00	1.00
Police Planning Technician*	P09	1.00	1.00	1.00
Police Services Administrator	P09	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Computer Forensic Analyst	P09	1.00	1.00	0.00
Latent Print Examiner	P07	1.00	1.00	1.00
Crime Research Analyst	P06	3.00	3.00	3.00
Forensic Evidence Technician	P06	2.00	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	0.50
GIS Technician	P05	1.00	1.00	1.00
Investigative Services Specialist	P05	0.00	1.00	1.00
Office Administrator	P05	3.00	3.00	3.00
Police Services Representative*	P05	38.00	38.00	37.00
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
Data Entry Clerk*	P03	1.00	1.00	1.00
Police Major	L15	3.00	2.00	2.00
Police Captain	L14	0.00	2.00	4.00
Police Lieutenant	L12	8.00	10.00	11.00
Police Sergeant	L10	25.00	25.00	26.00
Police Corporal	L05	45.00	42.00	33.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Police (cont.)				
Police Officer	L02	157.00	157.00	162.00
Total		307.50	307.50	306.50

*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 2013-14.

Public Information Department

Director of Public Information & Civic Engagement	D13	1.00	1.00	1.00
Public Affairs Officer	P10	0.00	0.00	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
Total		6.50	6.50	7.50

*One Receptionist and 0.5 of the Special Projects Coordinator positions will be unfunded and remain vacant in fiscal year 2013-14.

Public Works

Director of Public Works	D15	1.00	0.50	0.50
Assistant Director of Public Works	P14	1.25	1.25	1.25
Principal Engineer	P13	1.75	2.15	2.15
Traffic Engineer	P13	0.00	0.50	0.50
Municipal Facilities Superintendent	P12	1.00	0.00	0.00
Professional Engineer*	P12	4.50	6.00	6.00
Registered Architect	P12	0.00	1.00	1.00
Financial Officer	P11	1.00	1.00	1.00
Fleet Administrator	P11	0.10	0.00	0.00
Operations Supervisor-Grnds	P11	0.75	0.75	0.75
Right-of-Way Supervisor	P11	2.00	1.00	1.00
Operations Supervisor-Eng.	P11	0.00	0.00	1.00
Facilities Specialist	P10	1.00	2.00	2.00
Senior Designer	P10	3.00	2.00	2.00
Supervisor Survey Operations	P10	1.00	1.00	0.00
Water Quality Coordinator	P10	0.00	1.00	0.00
Designer	P09	1.00	0.00	0.00
Financial Analyst	P09	0.40	0.50	0.50
Right-of-Way Agent*	P09	0.00	2.00	2.00
Senior Street & Sewer Construction Inspector*	P09	4.00	4.00	4.00
Survey Chief	P08	3.00	2.00	2.00
Urban Forester	P08	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Public Works (cont.)				
Accounting Technician	P07	0.40	0.50	0.50
Senior Engineering Technician	P07	2.00	1.00	1.00
Storm Water Technician	P07	1.00	2.00	0.00
Street & Sewer Construction Inspector*	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	0.40	0.50	0.50
Right-of-Way Technician	P06	1.00	0.00	0.00
Safety Technician	P06	0.30	0.00	0.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.40	0.00	0.00
Engineering Technician II*	P05	4.00	5.00	4.00
Mapping & Reprographics Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.75	2.75	2.75
Engineering Technician I	P04	3.00	2.00	1.00
Municipal Facilities Supervisor	C16	2.00	1.00	1.00
Equipment Maintenance Supervisor	C14	0.50	0.00	0.00
Public Grounds Maintenance Supervisor	C14	1.50	1.50	1.50
Building Maintenance Crew Leader	C12	1.00	1.00	1.00
Public Works Team Leader	C11	1.00	0.00	0.00
Team Leader	C11	0.00	2.00	3.00
Building Maintenance Craftworker*	C10	13.00	13.00	13.00
Custodial Team Leader	C10	0.00	1.00	1.00
Arborist Crew Leader	C08	3.00	3.00	4.00
Custodial Working Leader	C08	1.00	0.00	0.00
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	5.00
Lead Maintenance Worker*	C06	2.00	1.00	1.00
Building Maintenance Worker	C05	5.00	5.00	5.00
Maintenance Worker	C05	6.40	6.00	6.00
Laborer*	C03	2.00	2.00	2.00
Total		100.40	98.90	95.90

*One Professional Engineer, one Right-of-Way Agent, one Senior Street & Sewer Construction Inspector, two Street & Sewer Construction Inspectors, the Accounting Service Representative, two Engineering Technician II, one Building Maintenance Craftworker, one Equipment Operator II, one Lead Maintenance Worker, and one Laborer position will be unfunded and remain vacant in fiscal year 2013-14.

TOTAL GENERAL FUND **803.69** **819.19** **821.94**

Average Annual Increase (Decrease) 2011-2013 1.14%

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
SPECIAL REVENUE FUNDS				
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	0.00	1.00
Curator of Collections	P09	1.00	1.00	0.00
Curator of Exhibitions	P09	1.00	1.00	0.00
Museum Educator	P08	1.00	1.00	1.00
Exhibitions Coordinator	P07	0.00	0.00	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
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	0.00	9.00
Senior 911 Telecommunicator	P07	9.00	9.00	0.00
911 Telecommunicator*	P06	56.00	56.00	56.00
Executive Secretary	P05	1.00	1.00	1.00
Total		73.00	73.00	73.00
*One Telecommunications Supervisor and eleven 911 Telecommunicator positions will be unfunded and remain vacant in fiscal year 2013-14.				
Law Enforcement Sales Tax				
Assistant City Attorney V	P13	1.00	1.00	1.00
Crime Research Analyst	P06	1.00	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
Data Entry Clerk	P03	1.00	0.00	0.00
Police Lieutenant	L12	2.00	2.00	2.00
Police Sergeant	L10	5.00	5.00	5.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Law Enforcement Sales Tax (cont.)				
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	1.00
Police Officer	L02	9.00	9.00	9.00
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	2.00	3.00
Air Quality Control Coordinator	P10	1.00	0.00	0.00
Environmental Community Health Planner	P10	1.00	1.00	1.00
Fiscal Administrator	P10	1.00	1.00	0.00
Nurse Coordinator	P10	1.00	1.00	1.00
Financial Analyst	P09	0.00	0.00	1.00
Coordinator of Epidemiological Services	P09	1.00	1.00	1.00
Health Data Analyst	P09	1.00	1.00	1.00
Public Health Nurse	P09	5.00	6.00	6.00
Public Health Information Administrator	P09	0.00	2.00	1.00
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	6.00	7.00	7.00
Milk Inspector	P08	2.00	2.00	2.00
Public Health Program Representative*	P08	2.00	4.00	4.00
Public Health Investigator	P08	18.00	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
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
Animal Control Officer*	P05	7.00	7.00	6.00
Office Administrator	P05	1.00	1.00	1.00
Animal Shelter Manager	P4	0.00	0.00	1.00
Accounting Clerk I	P04	3.00	3.00	4.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Public Health Services (cont.)				
Administrative Assistant	P04	1.00	1.00	0.00
Staff Assistant	P03	8.00	7.00	7.00
Custodian	C01	1.00	1.00	1.00
Total		79.00	77.00	77.00

*Three Public Health Program Representatives and one Animal Control Officer position will be unfunded and remain vacant in fiscal year 2013-14.

Public Parks

Director of Parks and Recreation	D15	1.00	0.34	0.34
Assistant Director of Parks and Recreation	P14	1.00	1.36	1.36
Superintendent of Park General Services	P13	1.00	1.00	1.00
Superintendent of Recreation	P12	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 Business Operations	P11	0.00	0.30	0.30
Community Recreation Serv Administrator*	P10	4.70	4.70	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	6.00	5.50	7.30
Park Ranger Supervisor	P08	0.00	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
Web Coordinator	P07	0.00	0.00	0.30
Accounting Services Rep	P06	1.00	0.00	0.00
Animal Health Technician	P06	1.00	1.00	1.00
Community Recreation Supervisor	P06	6.00	6.00	7.90
Senior Executive Secretary	P06	1.00	1.00	1.00
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
Community Recreation Specialist	P04	2.00	2.00	1.50
Clerical Assistant*	P02	1.00	1.00	1.00
Parks Maintenance Supervisor	C14	2.00	0.00	0.00
Parks Maintenance Equip Crew Leader	C12	1.00	1.00	1.00
Parks Forestry Team Leader	C11	1.00	0.00	0.00

Budgeted Positions

Full-Time Equivalents:

		2011-12	2012-13	2013-14
		Adopted	Adopted	Adopted
Public Parks (cont.)				
Craftsworker	C10	3.00	2.00	2.00
Equipment Technician	C10	1.00	0.00	0.00
Parks Maintenance Working Leader	C09	3.00	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	6.00	4.00	5.00
Arborist	C07	1.00	0.00	0.00
Gardener	C07	2.00	2.00	2.00
Parks Shop Attendant	C07	1.00	1.00	1.00
Parks Caretaker	C06	10.00	3.00	4.00
Building Maintenance Worker*	C05	2.00	2.00	2.00
Maintenance Worker	C05	5.00	5.00	3.00
Custodian	C01	1.00	1.00	1.00
Assistant Park Ranger Supervisor	TBD	0.00	0.00	0.33
		96.70	79.54	83.97

*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 2013-14.

Public Parks City/County Wide Sales Tax

Director of Parks and Recreation	D15	0.00	0.66	0.66
Assistant Director of Parks and Recreation	P14	3.00	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	1.00	0.70	0.70
Community Recreation Serv Administrator	P10	4.30	4.30	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	4.00	5.50	6.70
Livestock Coordinator	P08	1.00	1.00	1.00
Park Ranger Supervisor	P08	1.00	0.66	0.66
Accounting Technician	P07	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Public Parks City/County Wide Sales Tax (cont.)				
Park Ranger	P07	4.00	5.00	5.00
Senior Keeper	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	0.50	0.50	0.50
Web Coordinator	P07	0.00	0.00	0.70
Accounting Services Rep	P06	0.00	1.00	1.00
Community Recreation Supervisor	P06	4.00	6.00	6.10
Farmhand Supervisor	P06	1.00	1.00	1.00
Fitness & Wellness Supervisor	P06	1.00	3.00	3.00
Zoo Keeper	P05	3.00	4.00	4.00
Accounting Clerk I	P04	1.00	2.00	2.00
Administrative Assistant	P04	1.00	1.00	1.00
Community Recreation Specialist*	P04	6.00	8.00	7.50
Office Assistant	P03	0.00	1.00	1.00
Parks Maintenance Supervisor	C14	1.00	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	0.00	1.00	1.00
Craftsworker	C10	3.00	4.00	4.00
Equipment Technician	C10	0.00	1.00	1.00
Parks Maintenance Working Leader	C09	0.00	1.00	1.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Utility Worker	C08	5.00	9.00	9.00
Arborist	C07	1.00	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	12.00	20.00	19.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Maintenance Worker	C05	5.00	6.00	7.00
Custodian	C01	1.00	3.00	3.00
Assistant Park Ranger Supervisor	TBD	0.00	0.00	0.67
Horticultural Interpreter	TBD	0.00	1.00	1.00
Total		81.80	116.96	119.53

*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 2013-14.

Public Works Transportation

Director of Public Works	D15	0.00	0.50	0.50
Assistant Director of Public Works	P14	0.75	0.75	0.75

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Public Works Transportation (cont.)				
Principal Engineer	P13	0.25	0.85	0.85
Superintendent of Streets	P13	1.00	1.00	1.00
Traffic Engineer	P13	0.00	1.50	1.50
Professional Engineer	P12	7.25	5.00	5.00
Operations Supervisor - Grnds	P11	0.25	0.25	0.25
Project Engineer	P10	1.00	1.00	1.00
Senior Designer	P10	0.00	1.00	1.00
Supervisor of Signal Operations	P10	1.00	1.00	1.00
Transportation Planner	P10	0.00	0.00	1.00
Designer	P09	1.00	0.00	0.00
Engineer In Training	P09	0.00	1.00	1.00
Financial Analyst	P09	0.20	0.50	0.50
Signal Operations Coordinator	P09	1.00	1.00	1.00
Senior Signal Technician	P08	4.00	5.00	7.00
Accounting Technician	P07	0.20	0.50	0.50
Senior Engineering Technician	P07	1.00	0.00	1.00
Signal Project Coordinator	P07	0.00	1.00	1.00
Street & Sewer Construction Inspector	P07	3.00	3.00	3.00
Traffic Signal Inspector	P07	1.00	0.00	0.00
Accounting Services Representative	P06	0.20	0.50	0.50
Asset Management Technician	P06	1.00	1.00	1.00
Safety Technician	P06	0.30	0.00	0.00
Signal Crew Worker	P06	1.00	0.00	0.00
Traffic Technician II	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.20	0.00	0.00
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	2.00
Maintenance Supervisor	C14	3.00	3.00	3.00
Public Grounds Maintenance Supervisor	C14	0.50	0.50	0.50
Public Works Team Leader	C11	7.00	0.00	0.00
Team Leader	C11	0.00	8.00	8.00
Crafts Worker	C10	8.00	8.00	8.00
Traffic Controls Working Leader	C10	1.00	0.00	0.00
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	18.00
Traffic Controls Worker II	C07	6.00	6.00	6.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Public Works Transportation (cont.)				
Maintenance Worker	C05	17.00	17.00	17.00
Laborer	C03	1.00	1.00	1.00
Total		97.35	98.10	102.10
Telecable				
Assistant Director of Public Information	P11	0.00	0.00	1.00
Production Manager	P09	1.00	1.00	1.00
Multimedia Coordinator	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	1.00	1.00	0.00
Web Coordinator	P07	1.00	1.00	1.00
Video Specialist	P06	3.00	3.00	3.00
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 2013-14.

TOTAL SPECIAL REVENUE FUNDS **532.35** **549.10** **560.10**

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	0.00	0.63	0.63
Assistant City Planner	P06	0.63	0.00	0.00
Loan Technician	P06	0.50	0.50	0.50
Administrative Assistant*	P04	2.60	2.60	2.60
Total		11.65	11.65	11.65

*One Administrative Assistant will be unfunded and remain vacant in fiscal year 2013-14.

Grant Fund - Fire Department				
Firefighter	F01	13.00	0.00	9.00
Total		13.00	0.00	9.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Grant Fund - Home Investment				
Principal City Planner	P11	0.11	0.11	0.11
Community Development Loan Officer	P10	1.00	1.00	1.00
Financial Analyst	P09	0.40	0.40	0.40
Housing Assistance Technician	P06	1.00	1.00	1.00
Loan Technician	P06	0.50	0.50	0.50
Total		3.01	3.01	3.01
Grant Fund - Planning				
Senior City Planner	P10	0.05	0.05	0.05
Total		0.05	0.05	0.05
Grant Fund - Police				
Police Officer	L02	17.00	22.00	22.00
Total		17.00	22.00	22.00
Grant Fund - Public Health				
Coordinator of Epidemiological Services	P09	1.00	1.00	1.00
Educator & Volunteer Coordinator*	P09	1.00	1.00	1.00
Health Educator*	P09	1.00	1.00	1.00
Public Health Information Administrator	P09	1.00	0.00	0.00
Public Health Planner	P09	1.00	1.00	1.00
Senior Air Quality Specialist	P09	1.00	0.00	0.00
Air Quality Specialist	P08	3.00	0.00	0.00
Community Health Nurse	P08	1.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Administrative Assistant	P04	1.00	0.00	0.00
Total		12.00	6.00	6.00
*The Educator & Volunteer Coordinator and Health Educator positions will be unfunded and remain vacant in fiscal year 2013-14.				
Grant Fund - WIC Program				
WIC Coordinator	P10	1.00	1.00	1.00
WIC Supervisor	P09	0.00	0.00	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	1.00	0.00
Office Administrator	P05	1.00	1.00	1.00
Health Program Assistant	P03	6.00	8.00	8.00
Total		14.00	16.00	16.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
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	0.00	0.25
Workforce Development Supervisor	P09	4.00	4.00	4.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
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	1.00
Business Services Specialist	P07	2.00	2.00	2.00
Sr Workforce Development Specialist	P07	3.00	3.00	4.00
Accounting Services Representative	P06	2.00	3.00	3.00
Employ/Training Instructor	P06	2.00	2.00	2.00
Workforce Development Specialist	P06	28.00	28.00	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		56.00	57.00	57.25

TOTAL GRANT FUNDS

126.71

115.71

124.96

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

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Airport (cont.)				
Accounting Clerk II	P05	1.00	1.00	1.00
Graphic Production Assistant	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	1.00	1.00	1.00
Airport Customer Service Representative	P03	5.00	5.00	5.00
Terminal Services Assistant	P03	1.00	1.00	1.00
Clerical Assistant	P02	1.00	1.00	1.00
Aircraft Services Coordinator	C14	1.00	1.00	1.00
Airport Maintenance Supervisor	C14	2.00	2.00	2.00
Aircraft Services Trainer	C12	2.00	2.00	2.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
Aircraft Services Specialist	C10	14.00	14.00	14.00
Craftsworker	C10	1.00	1.00	1.00
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	4.00
Aircraft Line Services Technician	C07	9.00	9.00	9.00
Airline Service Lead Agent	C06	4.00	4.00	4.00
Airfield Maintenance Worker	C06	7.00	7.00	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	0.00	0.80	0.80
Assistant Director of Environmental Services	P14	0.00	1.00	1.00
Assistant Director of Public Works	P14	0.80	0.00	0.00
Superintendent of Sanitary Services	P13	1.00	0.00	0.00
Control System Engineer	P12	1.00	1.00	0.00
Plant Superintendent	P12	1.00	1.00	1.00
Professional Engineer	P12	1.25	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	0.00	1.00	1.00
Sustainability Officer	P11	0.00	0.00	0.50

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Clean Water Services (cont.)				
Operations Supervisor	P11	0.00	1.00	1.00
Control System Specialist	P10	0.00	0.00	1.00
NW Treatment Plant Supervisor	P10	1.00	1.00	1.00
Project Engineer	P10	0.00	1.00	1.00
Senior Designer	P10	0.00	2.00	2.00
Water Quality Coordinator	P10	0.00	0.00	1.00
Biosolids Coordinator	P09	1.00	1.00	1.00
Chemist	P09	2.00	3.00	3.00
Financial Analyst	P09	0.30	0.00	0.00
Plant Biologist	P09	0.00	1.00	1.00
Plant Shift Supervisor	P09	4.00	4.00	4.00
Pretreatment Inspector	P09	2.00	4.00	4.00
Sewer Operations Coordinator	P09	1.00	0.00	0.00
Senior Street & Sewer Construction Inspector	P09	0.00	4.00	4.00
Sewer Operations Coordinator	P09	0.00	0.00	0.00
Wastewater Video Technician	P08	1.00	2.00	2.00
Accounting Technician	P07	0.30	0.00	0.00
Laboratory Analyst	P07	3.00	2.00	2.00
Maintenance Engineer Technician	P07	1.00	2.00	2.00
Plant Operator III	P07	5.00	6.00	6.00
Senior Engineering Technician	P07	0.00	1.00	1.00
Storm Water Technician	P07	0.00	0.00	2.00
Street & Sewer Construction Inspector	P07	2.00	0.00	0.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Accounting Services Representative	P06	0.30	0.00	0.00
Education Outreach Specialist	P06	0.00	0.50	0.50
Plant Operator II	P06	7.00	6.00	6.00
Revenue Technician	P06	1.00	1.00	1.00
Safety Technician	P06	0.30	1.00	1.00
Senior Inflow & Infiltration Technician	P06	0.00	3.00	3.00
Accounting Clerk II	P05	0.30	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	2.00	3.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
WW Plant Maintenance Supervisor	C15	1.00	1.00	1.00
Maintenance Supervisor	C14	0.00	2.00	2.00
Senior Plant Electrician	C13	0.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	1.00
Plant Electrician	C12	1.00	0.00	0.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Clean Water Services (cont.)				
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Team Leader	C11	0.00	3.00	3.00
Plant Maintenance Mechanic I	C10	6.00	6.00	6.00
Sewer Cleaning Team Leader	C10	0.00	3.00	3.00
Parts & Inventory Control Clerk	C08	1.00	1.00	2.00
Sewer Cleaning Working Leader	C08	3.00	0.00	0.00
Sewer Repair Working Leader	C08	2.00	0.00	0.00
Equipment Operator II	C07	3.00	3.00	3.00
Building Maintenance Worker	C05	0.00	1.00	1.00
Maintenance Worker	C05	11.00	11.00	11.00
Wastewater Sludge Truck Operator	C05	3.00	4.00	4.00
Laborer	C03	2.00	1.00	1.00
Total		84.55	105.05	108.55
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 2013-14.				
Solid Waste				
Director of Environmental Services	D15	0.00	0.20	0.20
Assistant Director of Public Works	P14	0.20	0.00	0.00
Superintendent of Solid Waste	P13	1.00	1.00	1.00
Environmental Engineer	P11	0.00	1.00	1.00
Air Quality Control Coordinator	P10	0.00	1.00	1.00
Sustainability Officer	P10	0.00	0.00	0.50
Financial Analyst	P09	0.10	0.00	0.00
Materials Recovery Education Coordinator	P09	1.00	1.00	0.00
Environmental Technician	P08	2.00	1.00	2.00
Accounting Technician	P07	0.10	0.00	0.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Market Development Specialist	P07	0.00	0.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Solid Waste (cont.)				
Accounting Services Representative	P06	0.10	0.00	0.00
Collection Center Technician	P06	1.00	1.00	1.00
Education Outreach Specialist	P06	0.00	2.50	2.50
Safety Technician	P06	0.10	0.00	0.00
Accounting Clerk II	P05	0.10	0.25	0.25
Education Outreach Assistant	P05	0.00	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
Building Maintenance Worker	C05	1.00	0.00	0.00
Maintenance Worker	C05	1.00	2.00	4.00
Weighmaster	C05	2.00	2.00	2.00
Laborer	C03	2.00	2.00	1.00
Recycling Center Attendant	C03	2.00	2.00	5.00
Total		28.70	32.95	38.45
TOTAL ENTERPRISE FUNDS		224.25	249.00	258.00
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	1.00	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	4.00	3.00
Service Center				
Fleet Administrator	P11	0.90	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	1.50	2.00	2.00

Budgeted Positions

Full-Time Equivalents:

		2011-12 Adopted	2012-13 Adopted	2013-14 Adopted
Service Center (cont.)				
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		22.40	23.00	23.00

*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 2013-14.

TOTAL INTERNAL SERVICE FUNDS **28.40** **29.00** **28.00**

TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS **1715.40** **1762.00** **1793.00**

Average Annual Increase (Decrease) 2012-2014 2.26%

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	January 3, 2013
Distribute Instructions for Budget Preparation and Line Item Budgets.	Finance Department	January 18, 2013
Begin Revenue Projections, Debt Service & Salary Projection	Finance Department	January 2013
Salary Information due back to Finance	All Departments	January 18, 2013
Line items, Org Charts & Performance Measures due back to Finance.	All Departments	February 12, 2013
Review Estimated Revenue & Projected Expenses	City Manager & Finance Department	March 2013
Proposed Funding Priorities from City Manager	City Manager	March 18, 2013
Proposed Budget Draft to City Manager's Office	Finance Department	April 5, 2013
Proposed Budget to Mayor and City Council	City Manager & Finance Department	April 19, 2013
Council Review of Budget	Mayor & City Council	April 23-May 17, 2013
Submit Budget Ordinance for Public Hearing and First Reading	City Manager & Finance Department	May 20, 2013
Submit Budget Ordinance for Second Reading and Passage	City Manager & Finance Department	June 3, 2013

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.

Overview of General Fund Budget

FY 2013 Compared to FY 2014:

2013-14 Adopted Budget	\$ 76,989,000
2012-13 Adopted Budget	\$ 72,692,000
Increase 5.9%	<u>\$ 4,297,000</u>

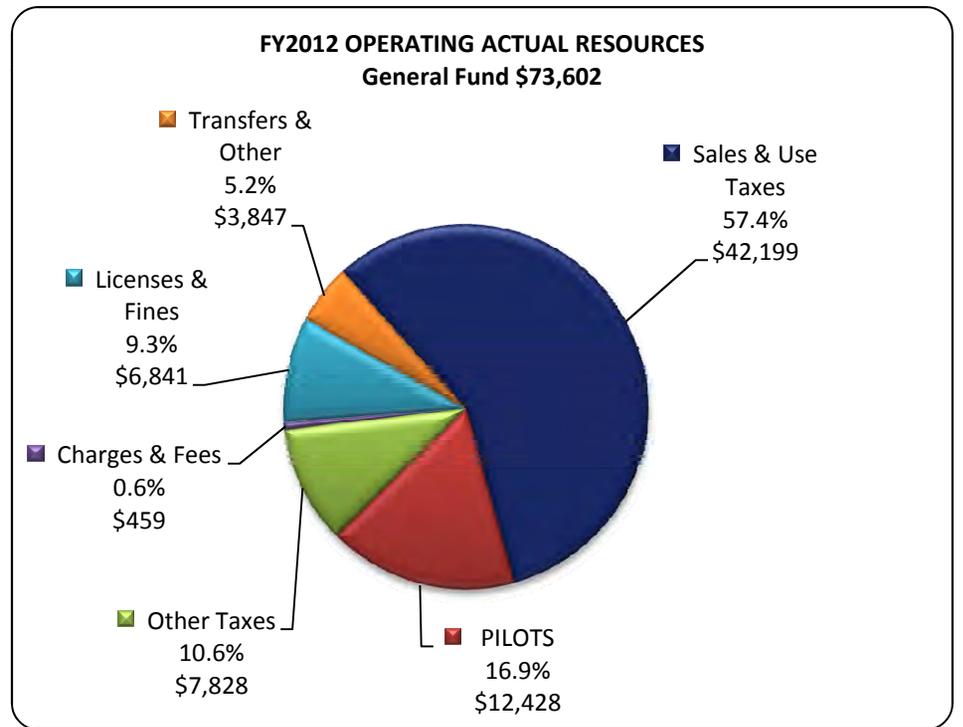
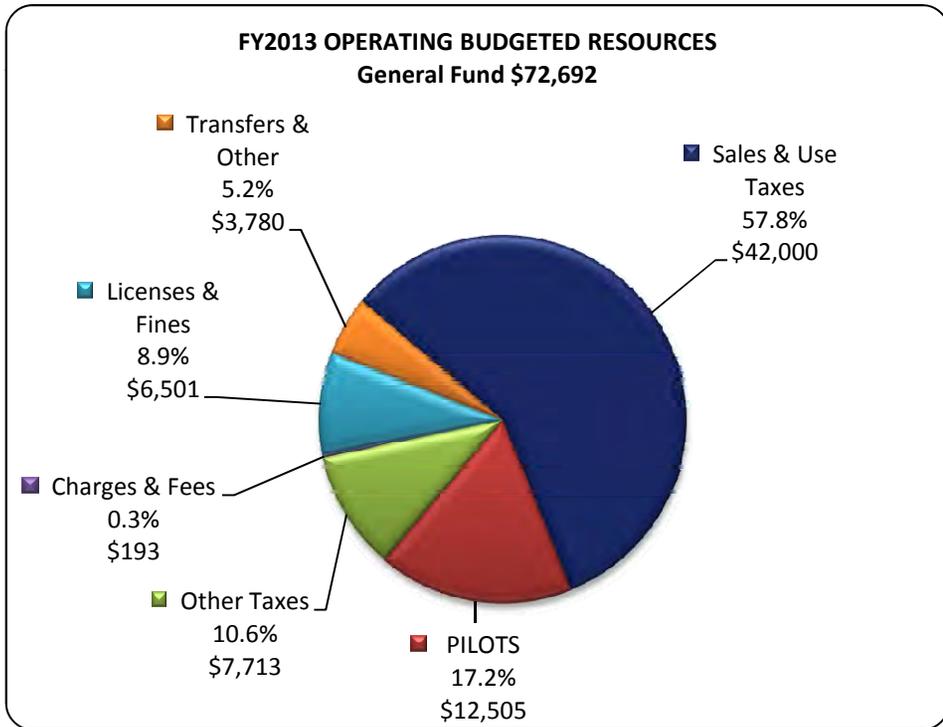
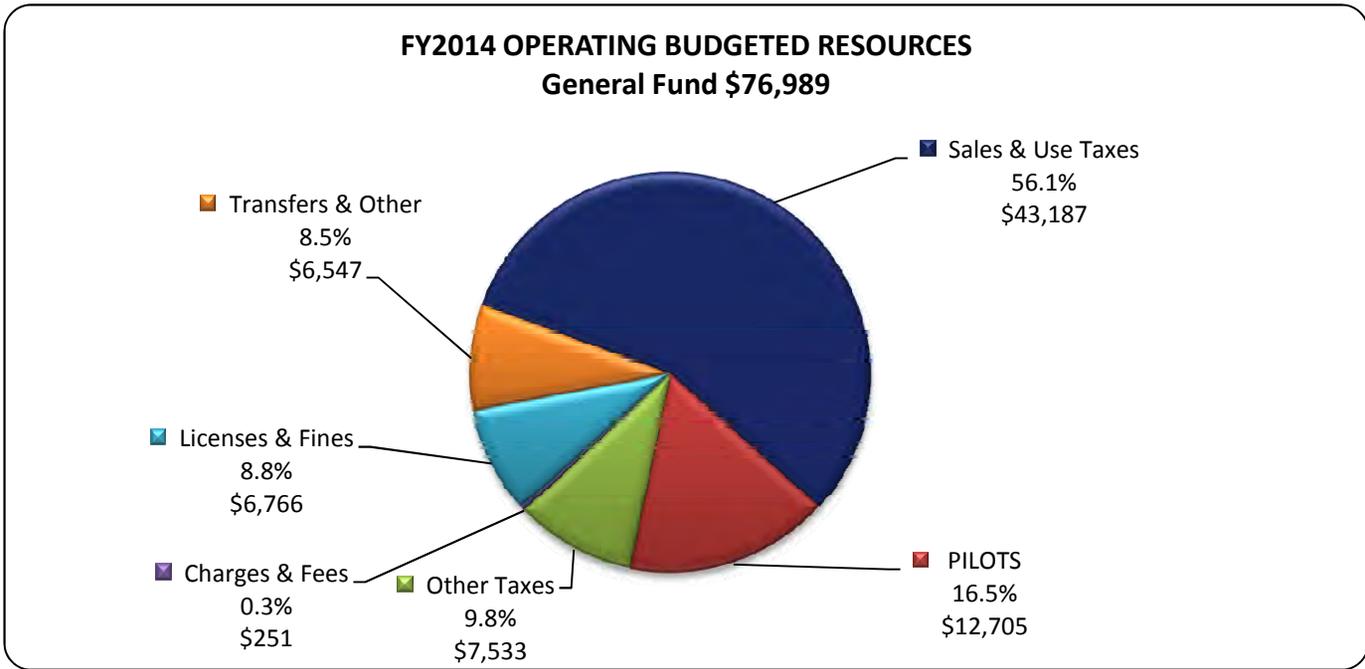
Resources:

Fund Balance Appropriation	\$ 2,710,000	3.7%
Increase in Use Tax Revenue	\$ 600,000	0.8%
Increase in Sales Tax Revenue	\$ 586,500	0.8%
Net Increase in Other Revenue	\$ 400,500	0.6%
	<u>\$ 4,297,000</u>	<u>5.9%</u>

Expenditures:

Fund Balance Appropriation for one-time expenditures	\$ 2,710,000	3.7%
Funding for Merit Increases and 1.5% Across the Board Raises	\$ 970,000	1.3%
Department Staffing Increases	\$ 324,000	0.4%
Department Operational Net Increases	\$ 293,000	0.4%
	<u>\$ 4,297,000</u>	<u>5.9%</u>

City of Springfield, Missouri - 2013-2014 Annual Operating Budget



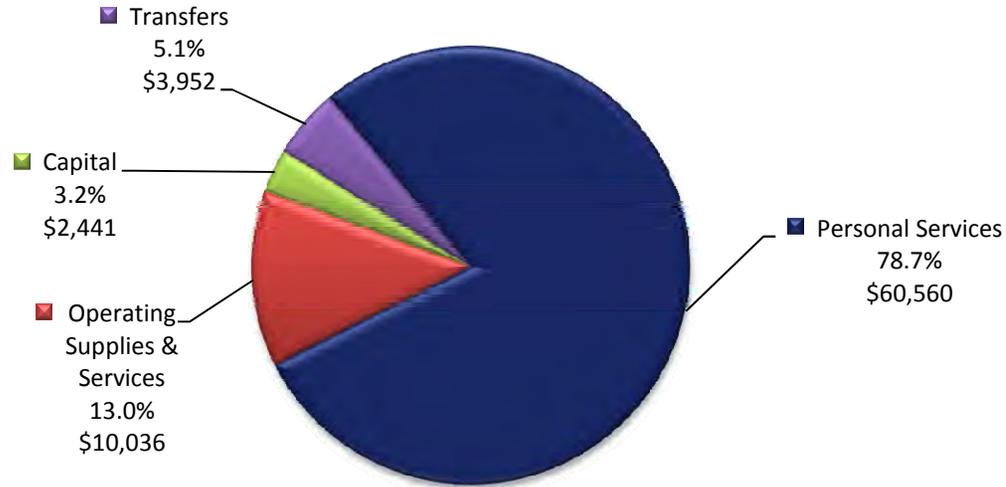
All amounts are expressed in thousands. Intrafund transfers have been eliminated.



City of Springfield, Missouri - 2013-2014 Annual Operating Budget

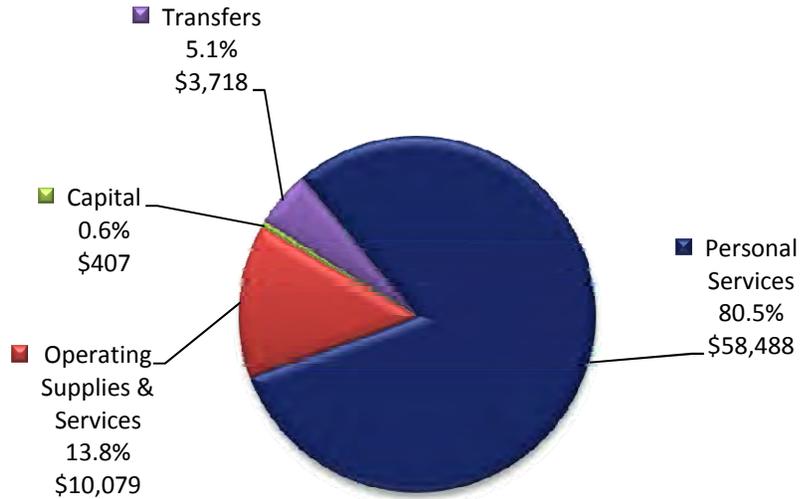
FY2014 OPERATING BUDGETED APPROPRIATIONS

General Funds \$76,989



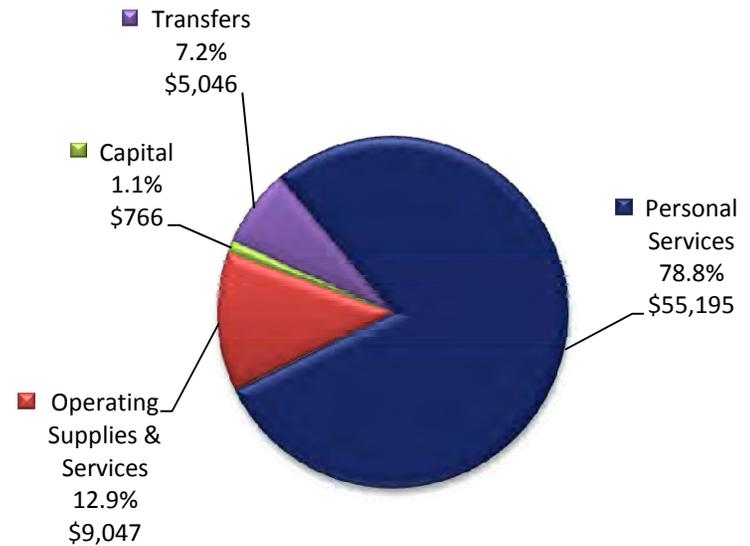
FY2013 OPERATING BUDGETED APPROPRIATIONS

General Funds \$72,692



FY2012 OPERATING ACTUAL EXPENDITURES

General Funds \$70,054



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



BENCHMARKS



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



TAX RATE COMPARISONS



Benchmarks

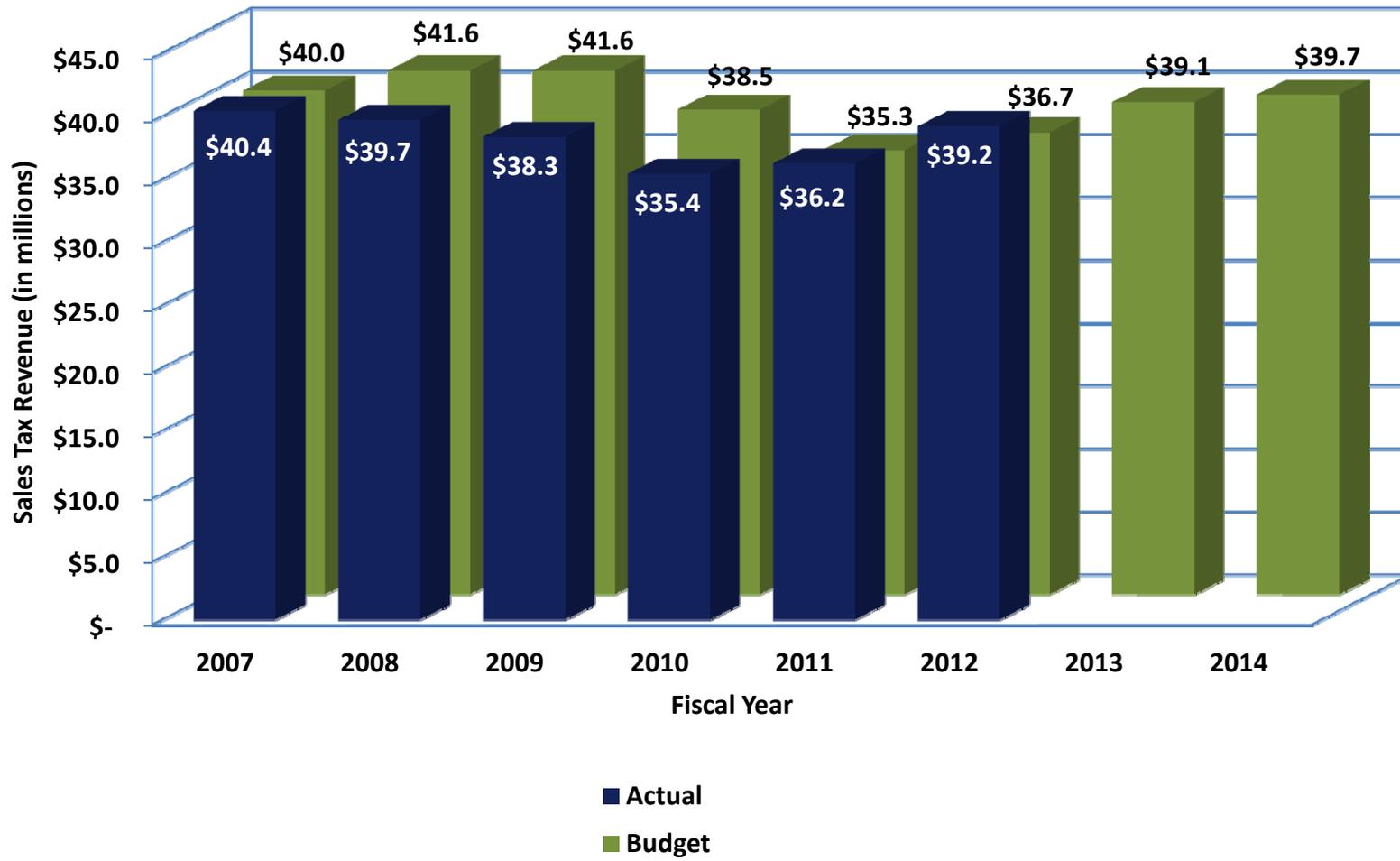


General Fund Sales Tax Receipts

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 - 2013-2014 Annual Operating Budget

GENERAL FUND SALES TAX RECEIPTS*
Fiscal Years 2007-2014



* Excludes Use Tax

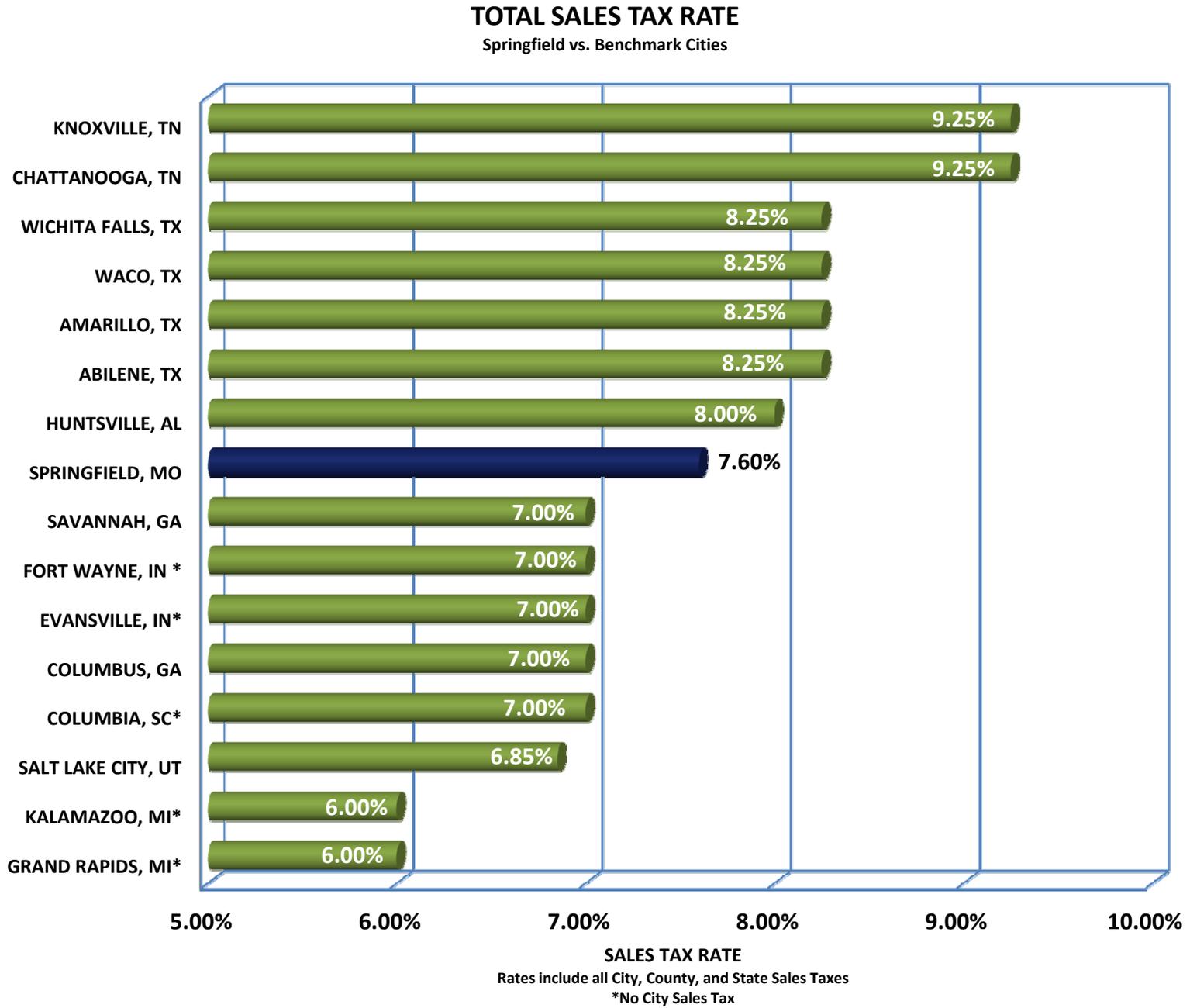
Benchmarks



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 - 2013-2014 Annual Operating Budget



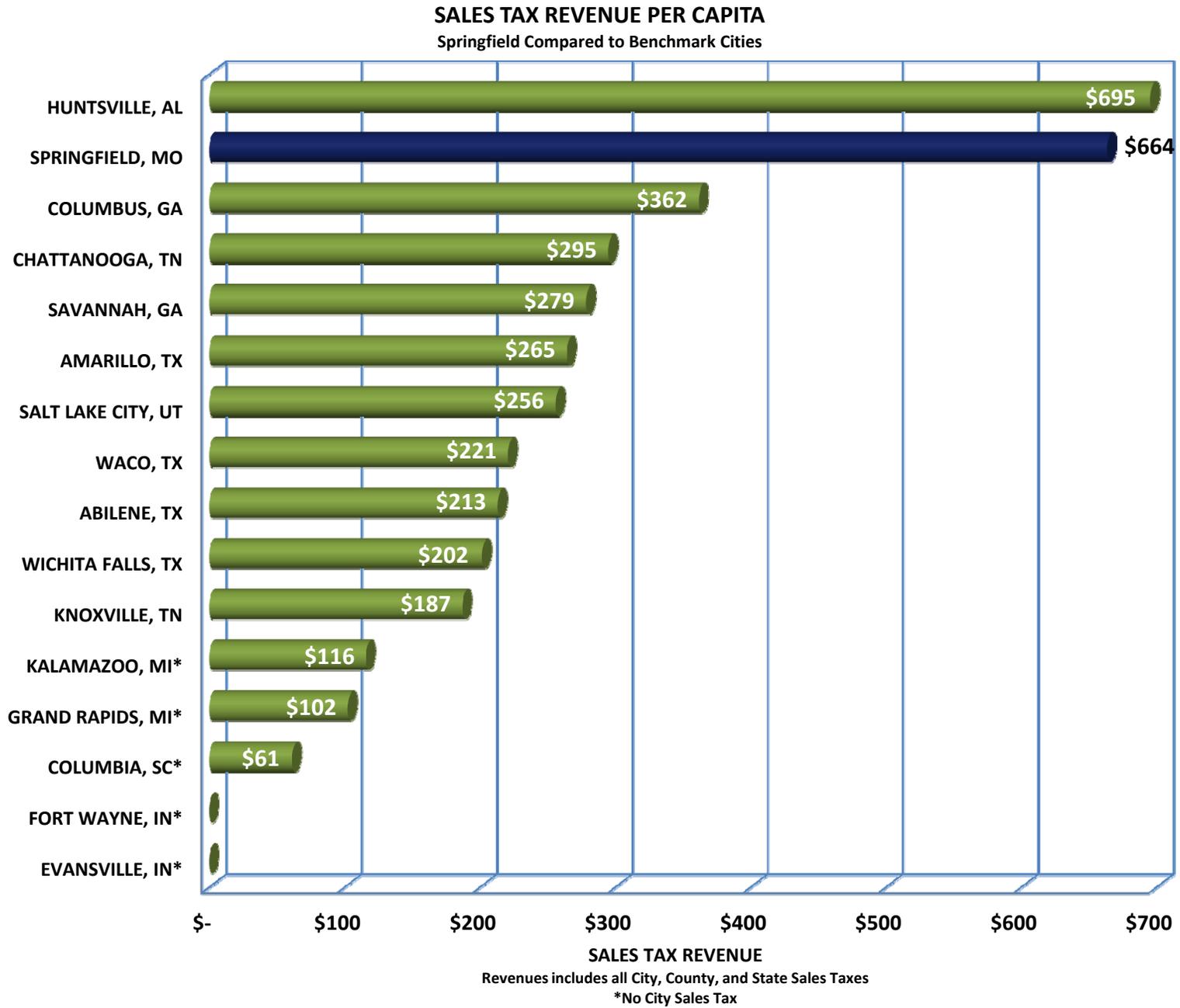
Benchmarks



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 - 2013-2014 Annual Operating Budget



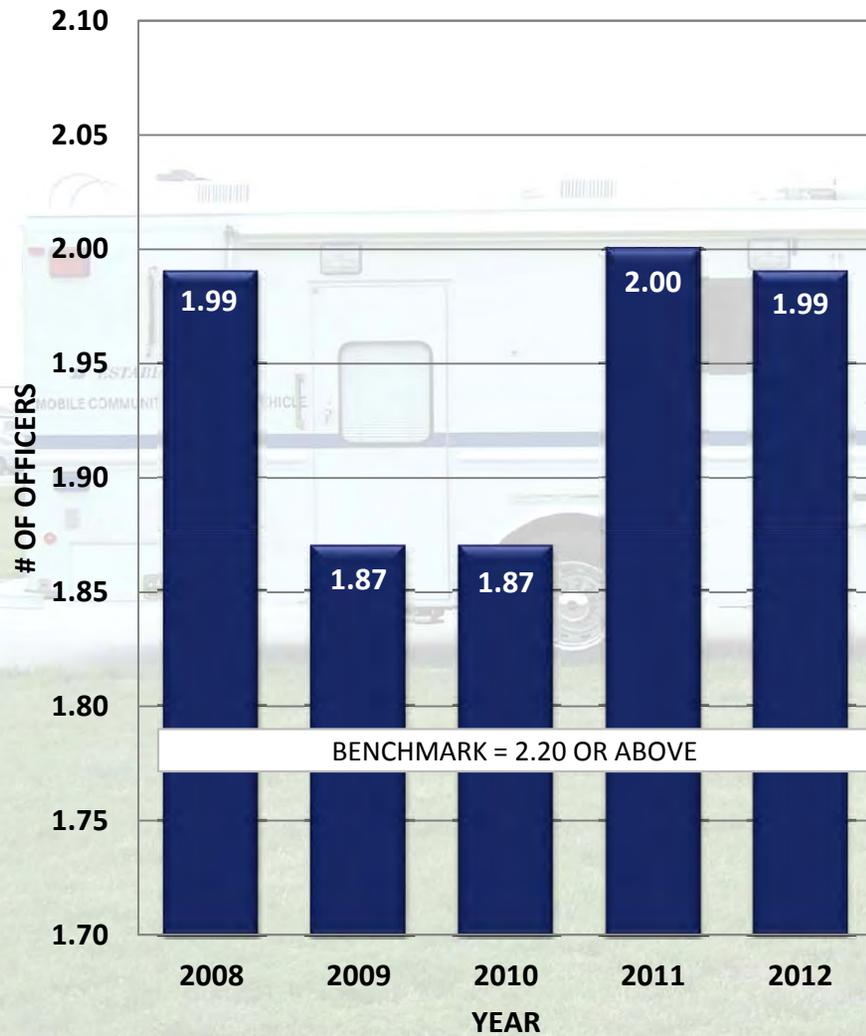


PUBLIC SAFETY

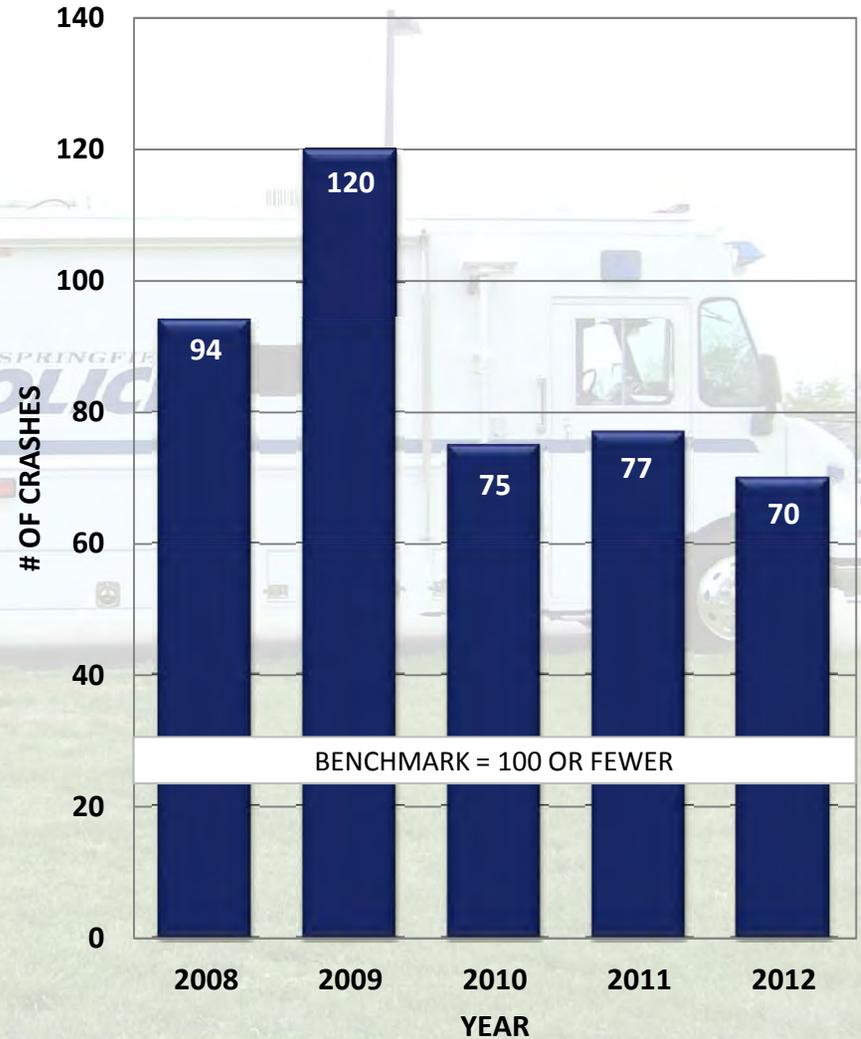




SWORN OFFICERS PER 1,000 POPULATION Police Department Benchmark

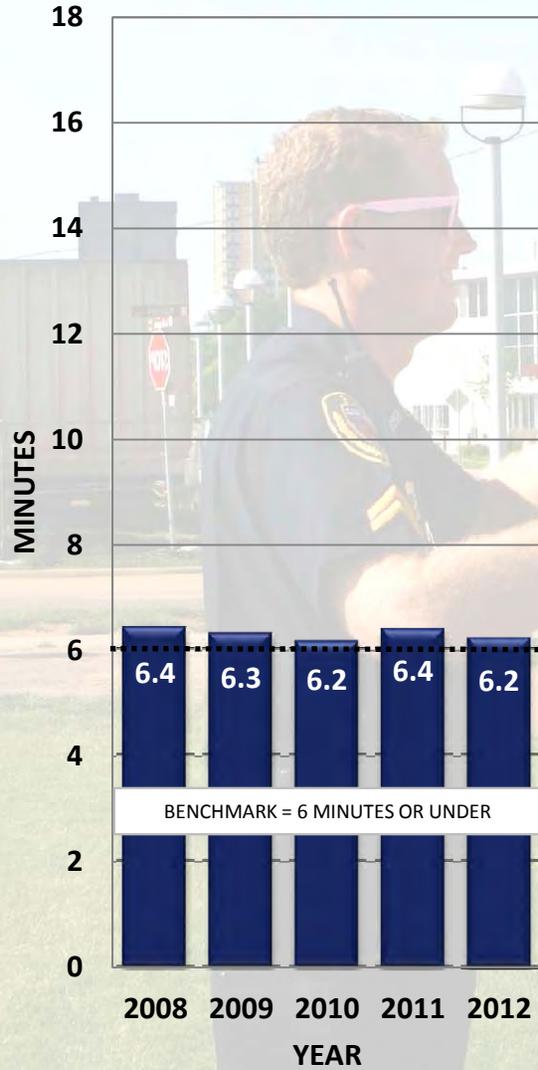


TOTAL INJURY CRASHES AT TOP TEN INTERSECTIONS Police Department Benchmark

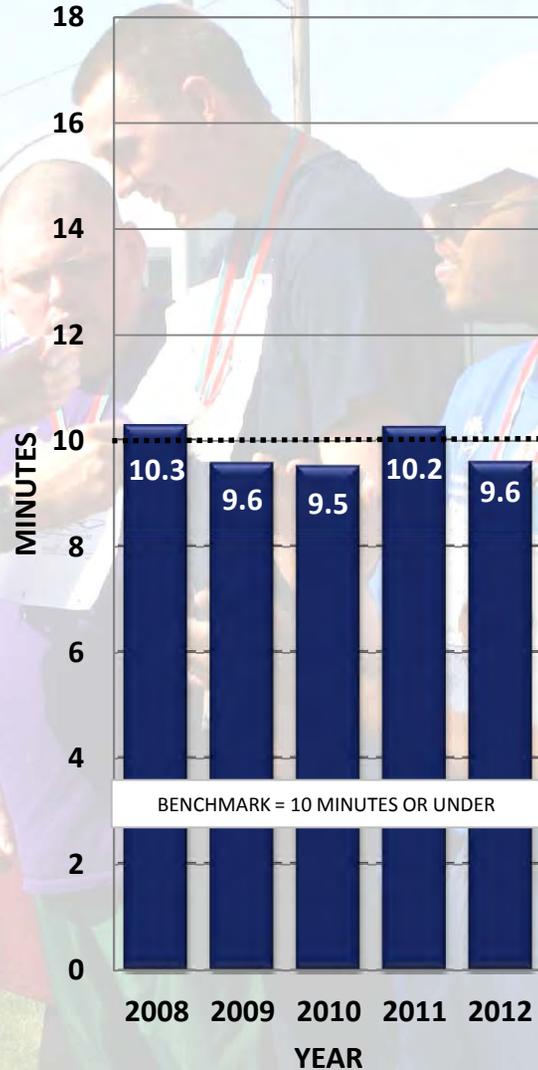


City of Springfield, Missouri - 2013-2014 Annual Operating Budget

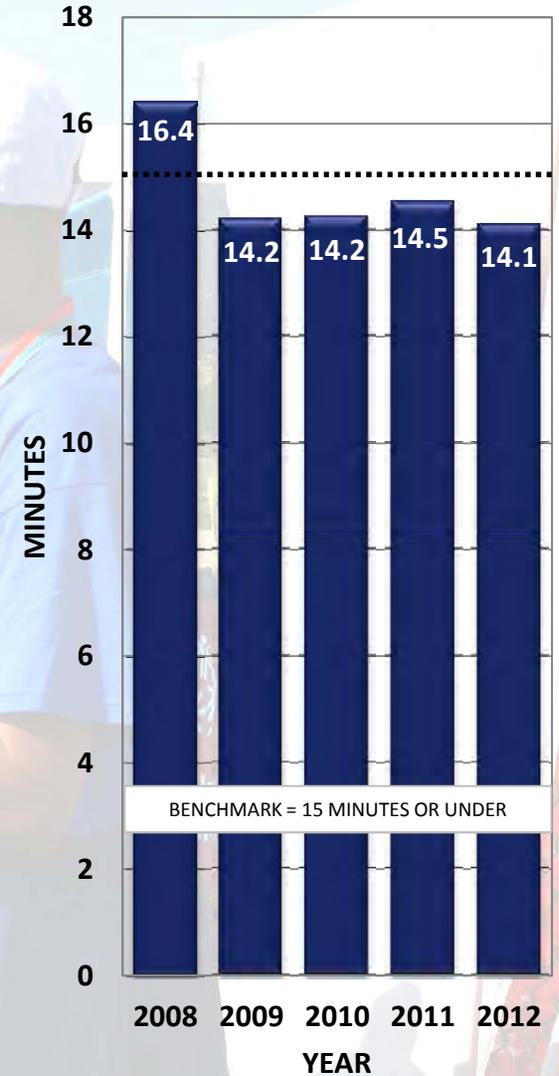
**PRIORITY-1 CFS MEDIAN
RESPONSE TIME
Police Department
Benchmarks**



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

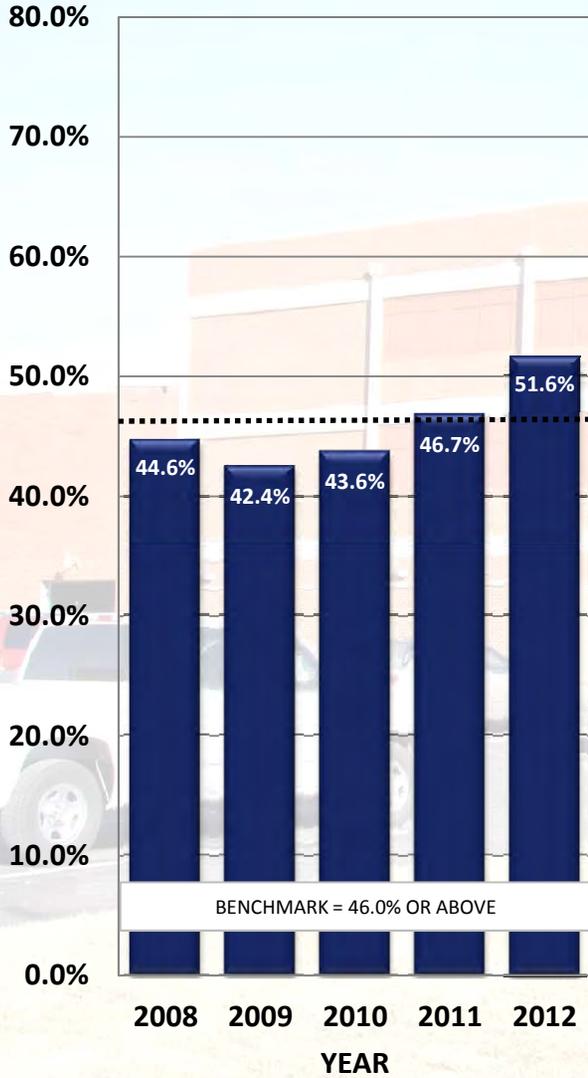


**PRIORITY-3 CFS MEDIAN
RESPONSE TIME
Police Department
Benchmarks**

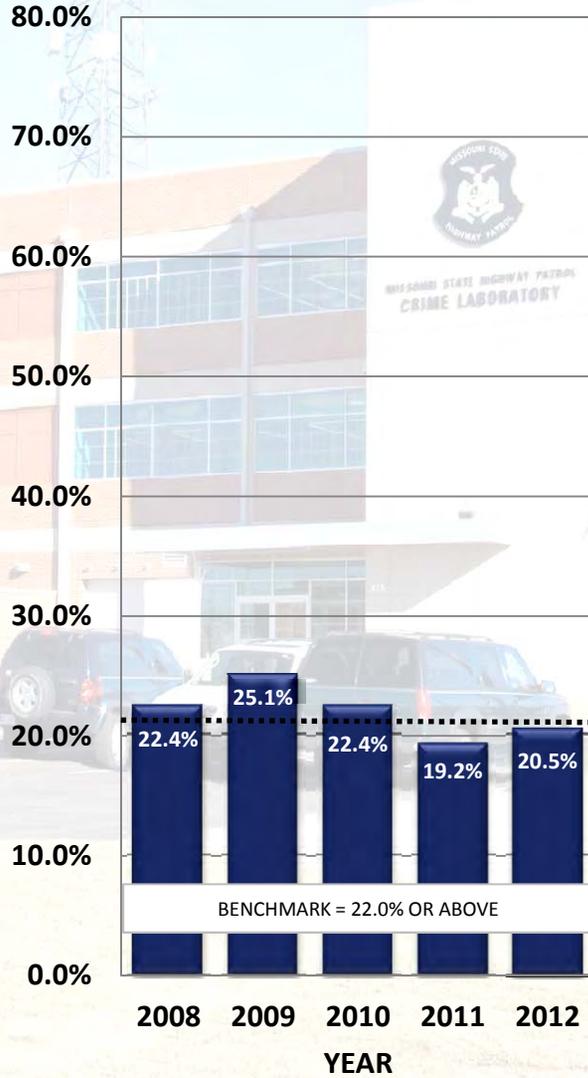


City of Springfield, Missouri - 2013-2014 Annual Operating Budget

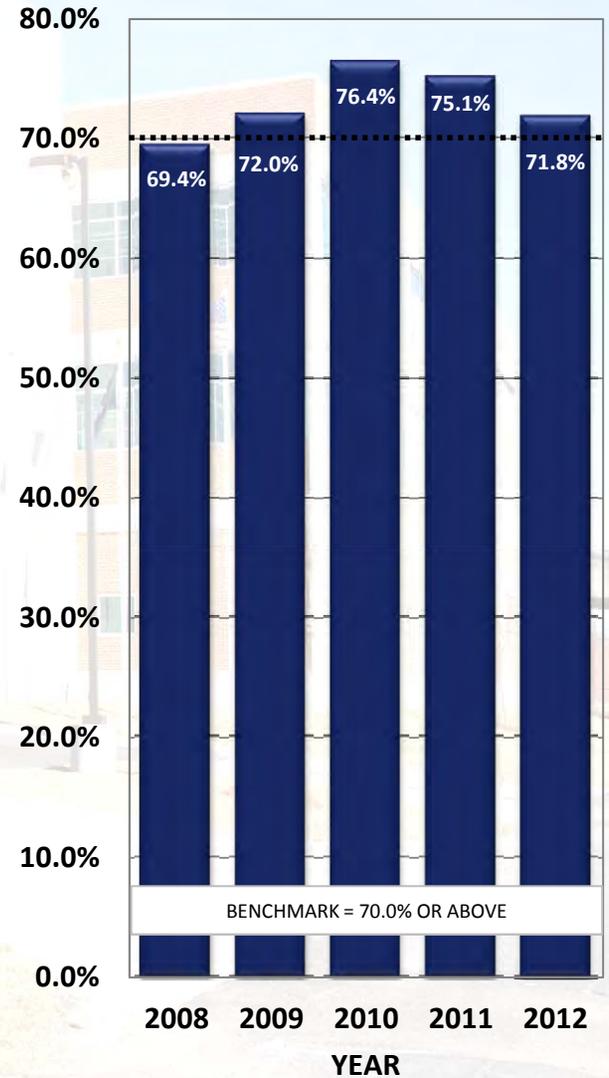
**VIOLENT CRIME
CLEARANCE RATE
Police Department
Benchmarks**



**PROPERTY CRIME
CLEARANCE RATE
Police Department
Benchmarks**

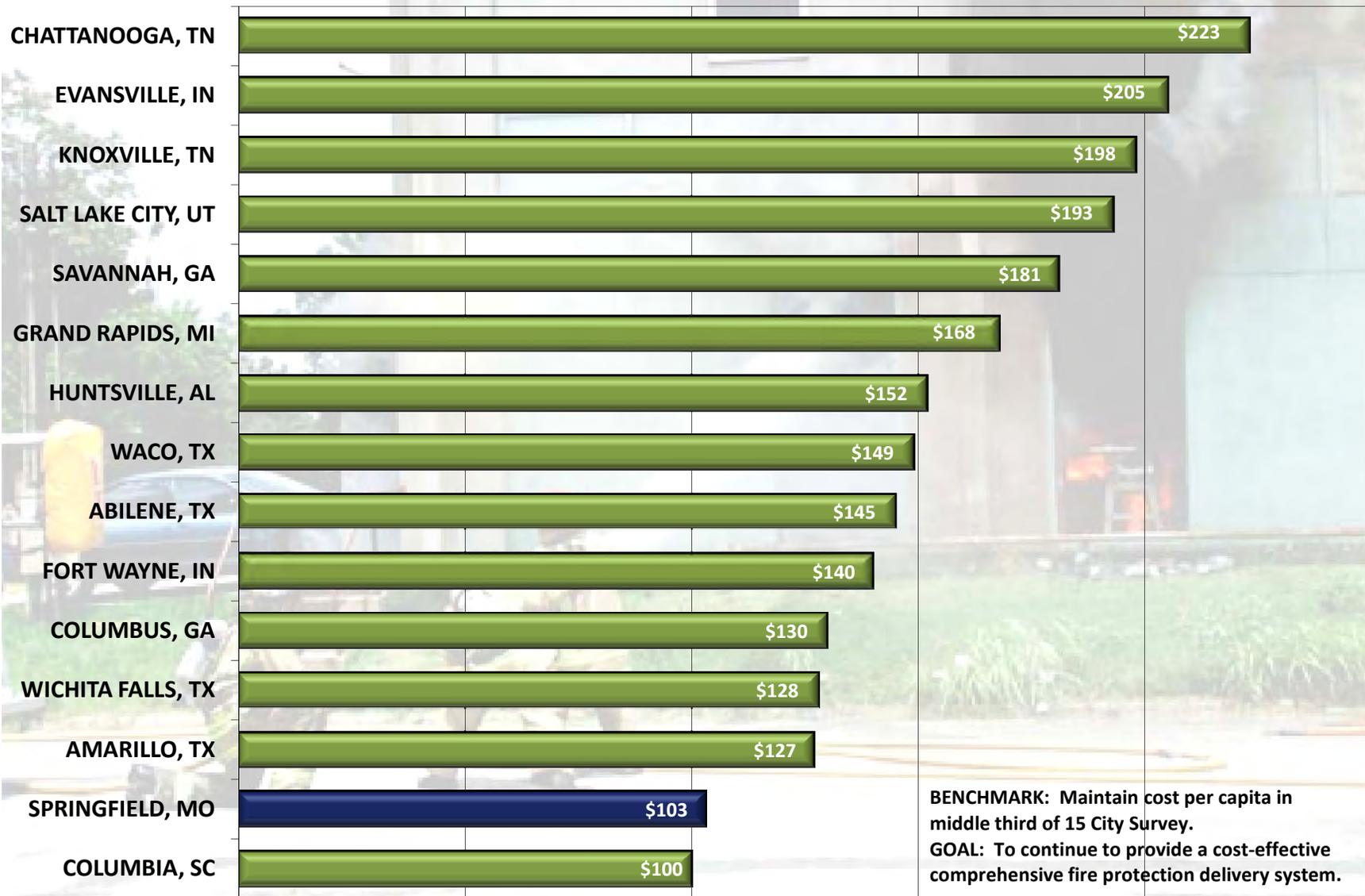


**PERCENTAGE CLEARED OF
CASES ASSIGNED TO
INVESTIGATORS
Police Department Benchmarks**



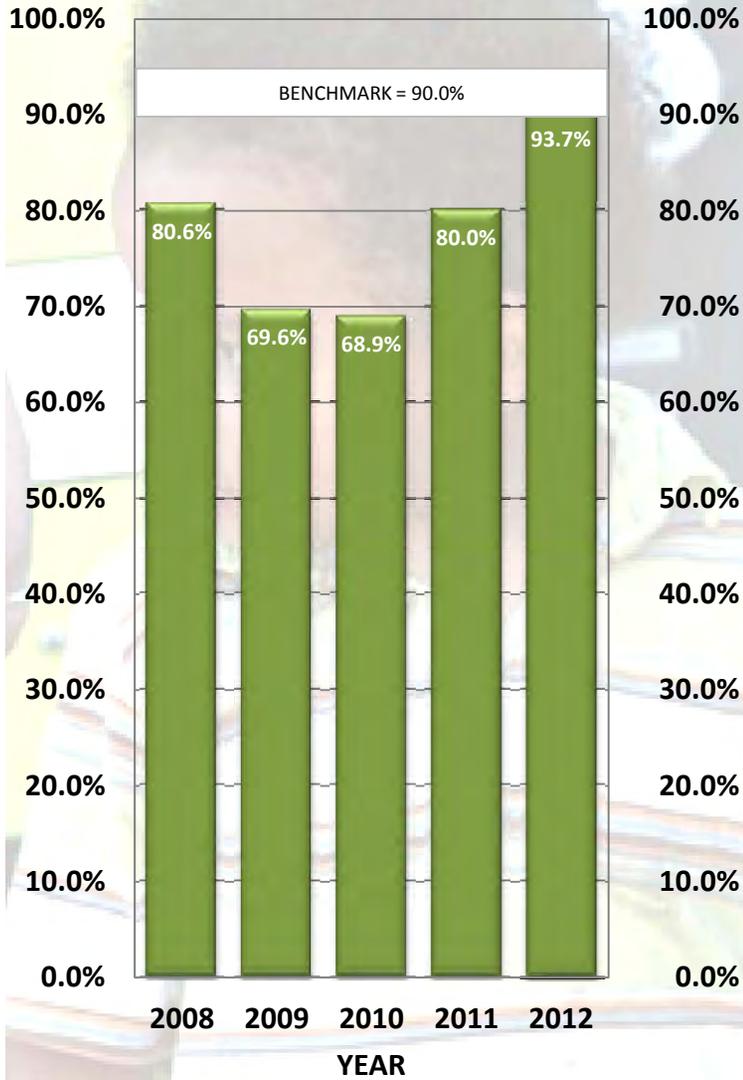
City of Springfield, Missouri - 2013-2014 Annual Operating Budget

Fire Protection Costs per Capita

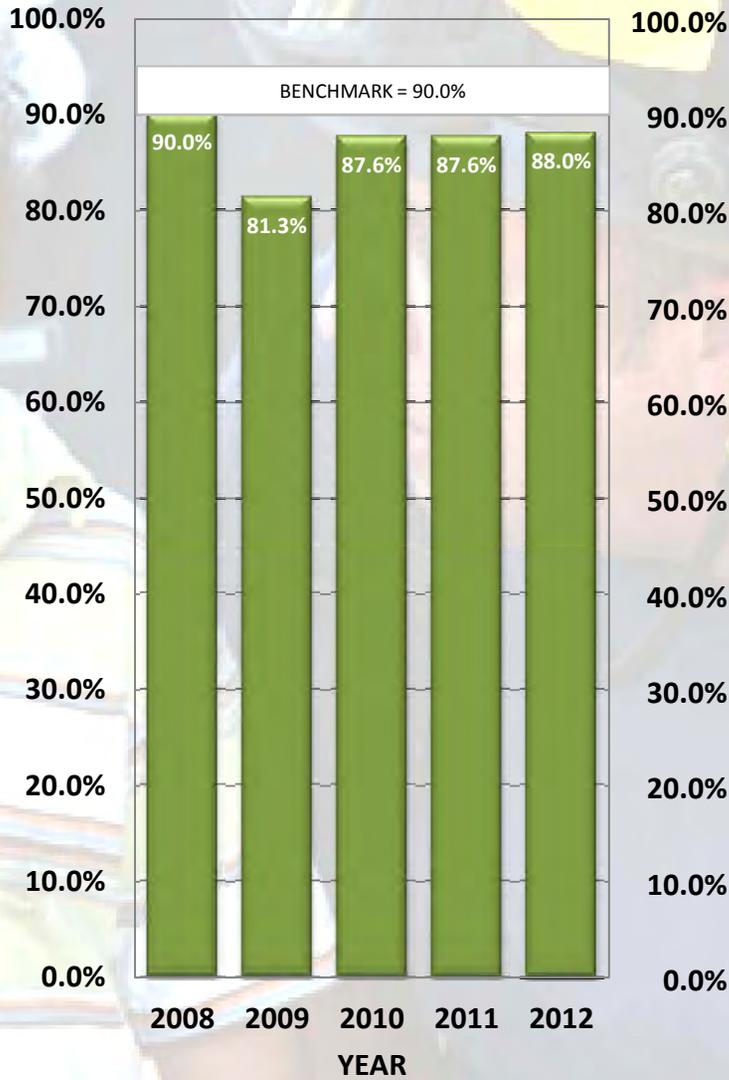


City of Springfield, Missouri - 2013-2014 Annual Operating Budget

**1ST UNIT ON FIRE SCENE
WITHIN 6:12 MINUTES**
Fire Department Benchmarks



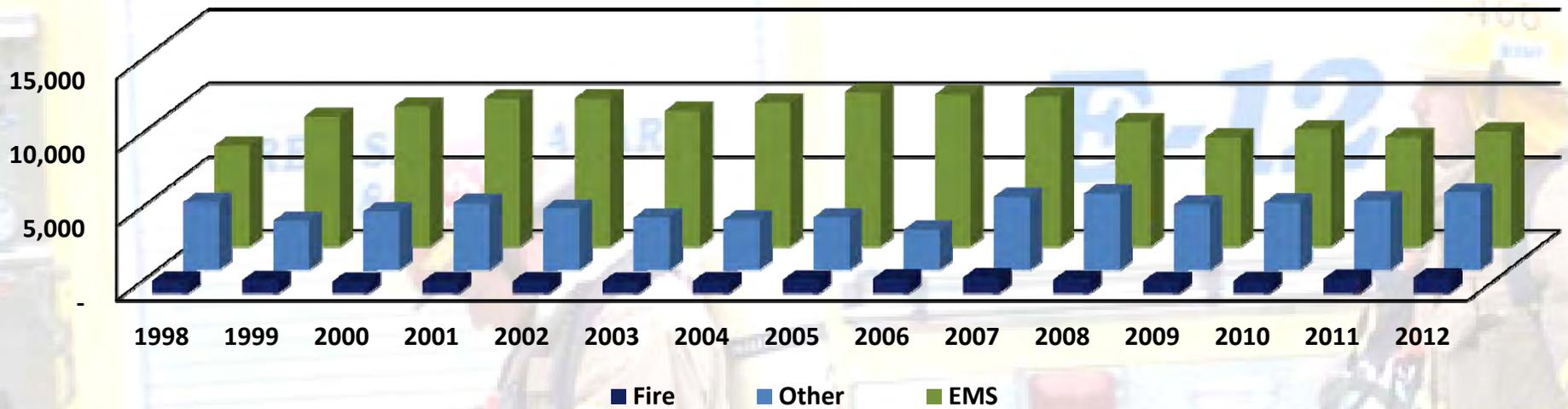
**EMS ON SCENE
WITHIN 6:12 MINUTES**
Fire Department Benchmarks



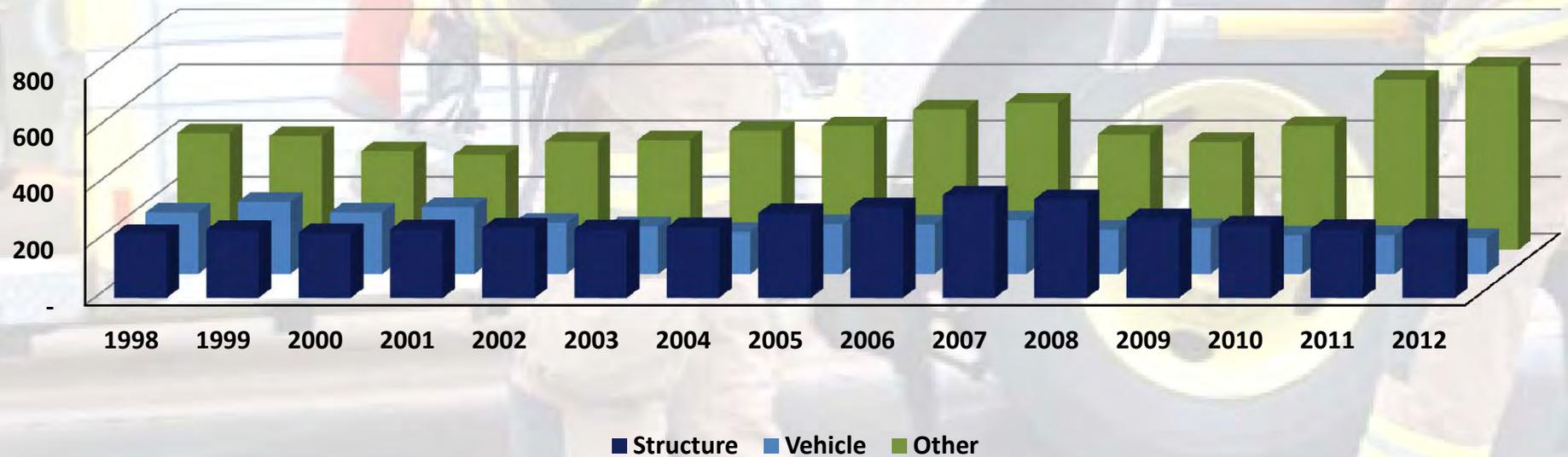
**FULL RESPONSE ON SCENE
WITHIN 11:24 MINUTES**
Fire Department Benchmarks



Total Fire Calls for Service by Type



Fire Calls for Service by Type

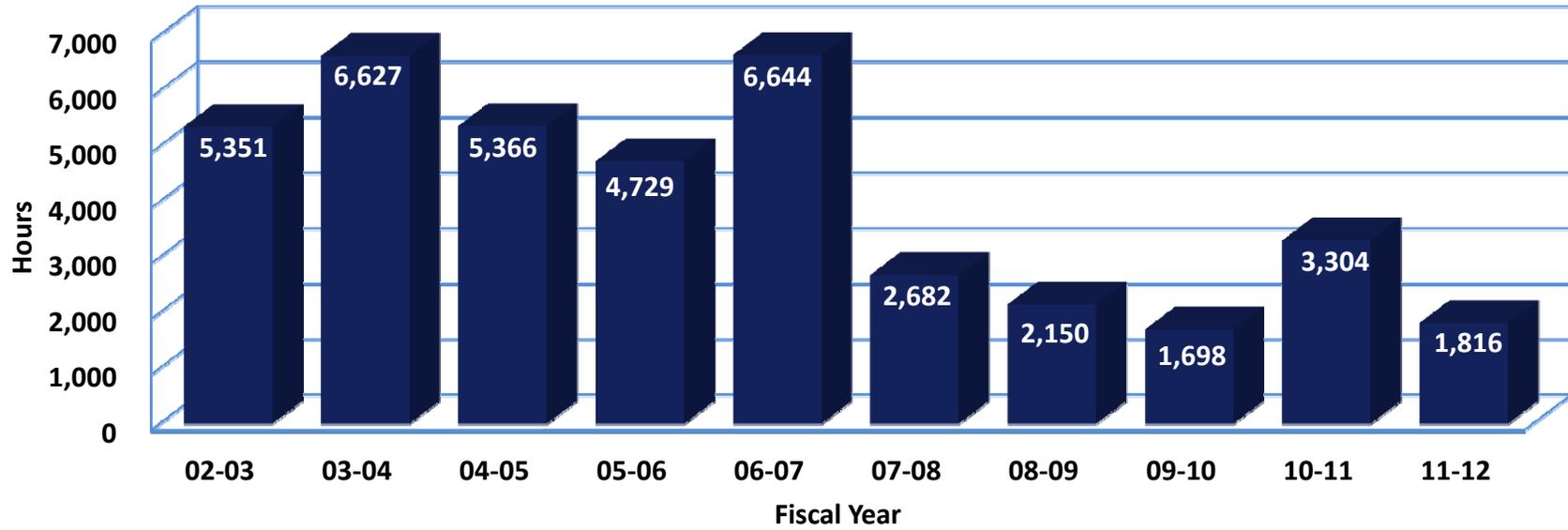


WORKER'S COMPENSATION

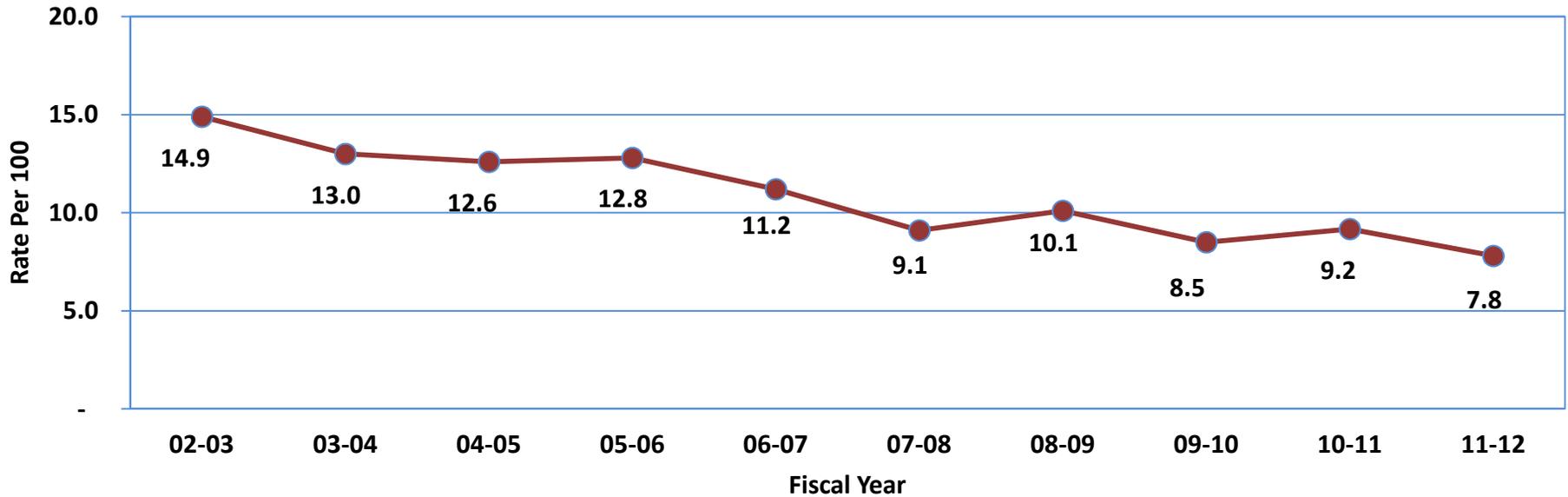




Workers' Compensation Hours of Loss Time



Workers' Compensation Incidence Rate Per 100 Employees





DEPARTMENTAL PURPOSE, MISSION STATEMENTS, HIGHLIGHTS, AND PERFORMANCE MEASURES





GENERAL FUND



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)

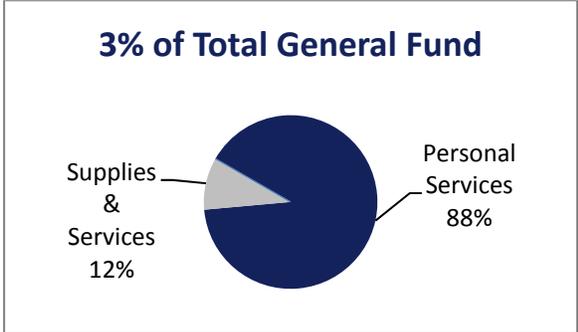
Department Purpose:

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.

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 2013-14 Budget Highlights:

- Three positions will be unfunded and remain vacant in fiscal year 2013-14. 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 one Development Coordinator position.
- Added \$12,500 to Operating Supplies and Services for scanning equipment and to reconfigure the front counter area to improve customer service and efficiencies.



Department Mission:

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 1,720,035	\$ 1,972,828	\$ 2,100,749
Operating Supplies & Services	208,258	280,265	292,765
Capital Outlay/Improvements		-	-
	<u>\$ 1,928,293</u>	<u>\$ 2,253,093</u>	<u>\$ 2,393,514</u>
Per Capita	\$ 12.09	\$ 14.13	\$ 15.01

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	2	3	3
Compliance & Inspection	13	17	17
Permit Issuance	12.5	12.5	12.5
Total FTEs	<u>27.5</u>	<u>32.5</u>	<u>32.5</u>

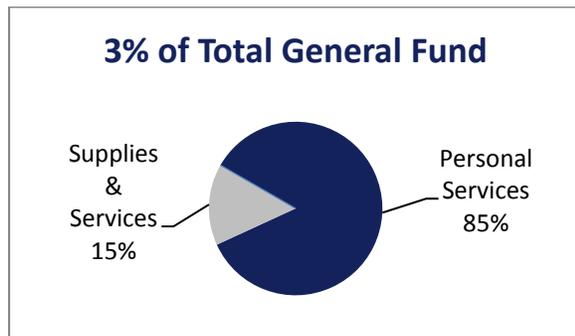
City Attorney/Prosecution (General Fund)

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 2013-14 Budget Highlights:

- Fund Assistant City Attorney position.
- Added \$140,000 for outside council.
- Added \$20,000 to Operating Supplies & Services to codify Municipal Code.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 1,616,670	\$ 1,743,487	\$ 1,743,487	\$ 1,868,265
Operating Supplies & Services	356,394	174,296	174,296	334,296
Capital Outlay/Improvements	-	-	-	-
	<u>\$ 1,973,063</u>	<u>\$ 1,917,783</u>	<u>\$ 1,917,783</u>	<u>\$ 2,202,561</u>
Per Capita	\$ 12.37	\$ 12.02	\$ 12.02	\$ 13.81

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
City Attorney	12	13	14
Prosecution	7	7	7
	<u>19</u>	<u>20</u>	<u>21</u>

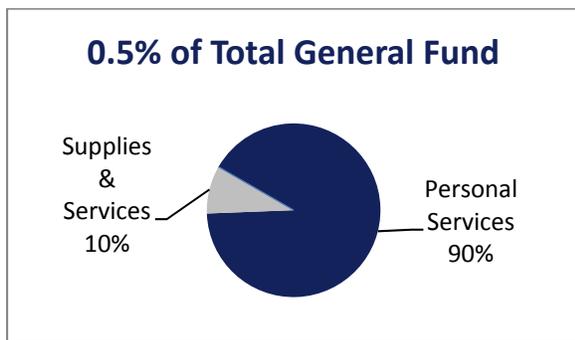
City Clerk (General Fund)

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 2013-14 Budget Highlights:

- 0.4 of a position will be unfunded and remain vacant in fiscal year 2013-14. 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.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 321,521	\$ 335,570	\$ 338,751
Operating Supplies & Services	34,303	33,840	38,640
Capital Outlay/Improvements	-	-	-
	<u>\$ 355,824</u>	<u>\$ 369,410</u>	<u>\$ 377,391</u>
Per Capita	\$ 2.23	\$ 2.32	\$ 2.37

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
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.

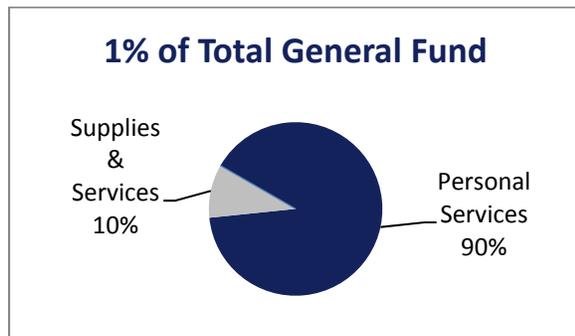
	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
% of requests processed same day as received	86%	100%	100%

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.

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 2013-14 Budget Highlights:

- Two and a half positions will be unfunded and remain vacant in fiscal year 2013-14. Operations will not be immediately impacted if these positions are not filled.
- Moved Risk Management Administrator FTE to City Manager's Office.

Department Mission:

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 840,196	\$ 797,837	\$ 825,878
Operating Supplies & Services	82,514	91,281	91,377
Capital Outlay/Improvements	-	-	-
	<u>\$ 922,710</u>	<u>\$ 889,118</u>	<u>\$ 917,255</u>
Per Capita	\$ 5.79	\$ 5.57	\$ 5.75

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
City Manager	7	7	8
Word Processing	1.5	1.5	1.5
	<u>8.5</u>	<u>8.5</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	2011-12	2012-13	2013-14
Survey Developed	No	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	2011-12	2012-13	2013-14
Plan Developed	No	In Progress	Ongoing

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
Budget delivered by May 1	Yes	Yes	Yes

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.

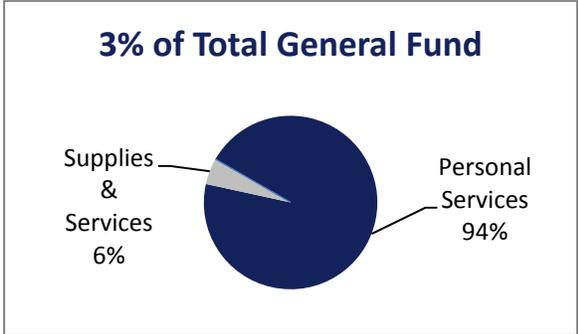
Department Mission:

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 2013-14 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2013-14. Operations will not be impacted by not funding this position.
- Funded .75 of a Financial Analyst for grant oversight; the remaining .25 portion is funded through Workforce Development.
- Funded \$15,000 in Operating Supplies and Services for carpet replacement in the Purchasing Department.
- Added \$2,000 in Operating Supplies and Services for department-wide training.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 2,133,078	\$ 2,168,753	\$ 2,113,963
Operating Supplies & Services	98,711	125,532	135,332
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,231,790</u>	<u>\$ 2,294,285</u>	<u>\$ 2,249,295</u>
Per Capita	\$ 13.99	\$ 14.38	\$ 14.10

Finance (General Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	3	3	3
Accounting	14	14	13.75
Budget/Evaluation	2	2	2
Licensing	9	9	9
Purchasing	7	7	8
	35	35	35.75

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
	2011-12	2012-13	2013-14
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 (0.33% for FY 12) benchmark return on the City's investment portfolio.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
City's Yield	1.15%	N/A	N/A
Met or Exceeded	Yes	Yes	Yes

Finance (General Fund)

Performance Measures (cont.):

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
	2011-12	2012-13	2013-14
% of contracts delayed due to incomplete information	8.4%	8.0%	7.0%
# of days delayed due to incomplete information	9	10	9

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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Processing Time for New Business License	20 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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
% of Finance Employees participating in Customer Service Training*	-	-	100%

*Due to the Oracle implementation, training was suspended in FY2012 and FY2013.

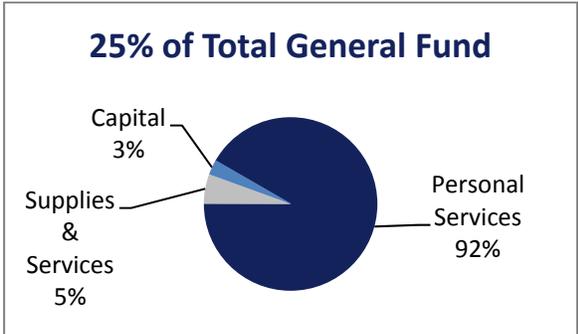
Fire (General Fund)

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 2013-14 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2013-14. The impact of not funding this position; the Fire Department will reduce the number and depth of fire/arson investigations, reduce the number of high risk occupancy inspections, and extend the amount of time in completing inspections so that permits can be issued.
- Funded ½ of SCBA replacement needed in the amount of \$400,000. Remaining ½ of SCBA's needed to be funded in FY15.
- Increased funding \$29,362 in Operating Supplies and Services for fuel, service center costs, uniforms and turnout gear.
- Funded Network IP Station Alerting in the amount of \$130,000.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 16,141,411	\$ 16,931,796	\$ 16,931,796	\$ 17,490,359
Operating Supplies & Services	1,098,241	1,027,106	1,027,106	1,048,357
Capital Outlay/Improvements	203,886	-	-	530,000
Transfers	10,790	-	-	-
	<u>\$ 17,454,328</u>	<u>\$ 17,958,902</u>	<u>\$ 17,958,902</u>	<u>\$ 19,068,716</u>
Per Capita	\$ 109.43	\$ 112.60	\$ 112.60	\$ 119.55

Fire (General Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	3	3	3
Operations	187	200	200
Fire Prevention	11	11	11
Training	4	4	4
	205	218	218

Performance Measures:

Goal: Develop departmental services to promote excellence.

Objective: Meet national deployment standards.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
First unit arrive on fire scenes within 6:12 minutes of dispatch 90% of the time	93.7%	90.0%	90.0%
First unit arrive on EMS scenes within 6:12 minutes of dispatch 90% of the time	88.0%	90.0%	90.0%
Full effective response force arrive on fire scenes within 11:24 minutes of dispatch 90% of the time	84.5%	90.0%	90.0%

Objective: Provide above average staffing compared to benchmark cities.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Average on-duty staffing level - 56 benchmark	52.75	54.00	55.00
Firefighters per 1,000 population - 1.57 benchmark	1.37	1.40	1.45
Firefighter FTE's per fire incident - 3.19 benchmark	4.81	4.80	4.80

Fire (General Fund)

Performance Measures (cont.):

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Civilian injury rate per 1,000,000 population	130.7	100.0	100.0
Civilian death rate per 1,000,000 population	37.4	20.0	20.0
CPR saves per 1,000,000 population	124.5	125.0	150.0
Fire loss per capita - \$26.85 benchmark	\$57.60	\$24.00	\$24.00
Percent of fires extinguished prior to FD arrival	5%	5%	5%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Percent of total businesses inspected annually, based on a goal of 7,000	23%	20%	20%
Percent of target hazard businesses inspected annually, based on actual businesses inspected	12%	18%	20%
Percent of inspections requiring one or more follow-up inspections	7%	7%	7%
Number of plan reviews completed	N/A	125	150
Number of target group individuals that attended a public education presentation	11,722	10,000	10,000
Arson clearance rate	41%	50%	50%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Fire calls/1,000 population - 4.52 benchmark	6.59	6.00	6.00
EMS calls/1,000 population - 53.97 benchmark	48.42	49.00	50.00
Hazardous materials calls/1,000 population	0.95	1.00	1.00
Total calls/1,000 population - 80.90 benchmark	87.68	83.00	84.00
Arson fires/1,000 population	0.38	0.40	0.40
Accidental fires/1,000 population	0.49	0.50	0.50

Fire (General Fund)

Performance Measures (cont.):

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
	2011-12	2012-13	2013-14
Firefighter lost time injuries/100 incidents	6.85	5.00	5.00
Firefighter injuries/1,000 population	0.45	0.39	0.39
Number of lost work days	49	30	30

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
	2011-12	2012-13	2013-14
Continuously increase the percent of uniform personnel with each of the following certifications:			
Firefighter - 100% benchmark	100%	100%	100%
Driver/Operator - 70% benchmark	29%	45%	60%
Fire Officer - 55% benchmark	80%	90%	100%
Instructor - 30% benchmark	100%	100%	100%
Inspector - 2.8% benchmark	100%	100%	100%
Investigator - 2.8% benchmark	100%	100%	100%
EMT-B or higher - 100% benchmark	82%	88%	94%

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

MEASURES	2011-12	2012-13	2013-14
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)	95%	100%	100%
Confined Rescue Technician (21-member team)	95%	100%	100%
Haz Mat Technician (42-member team)	95%	100%	100%
Rope Rescue Technician (21-member team)	95%	100%	100%
Trench Rescue Technician (21-member team)	95%	100%	100%
Vehicle Rescue Technician (21-member team)	95%	100%	100%
Water Rescue Technician (30-member team)	95%	100%	100%

Fire (General Fund)

Performance Measures (cont.):

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Continuously increase the percentage of uniformed personnel with degrees:			
Associate - 30% benchmark	27%	30%	35%
Bachelor - 40% benchmark	50%	55%	60%
Masters or higher - 5% benchmark	6%	7%	7%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Total company training hours per firefighter - 240.0 benchmark	225.72	240.00	240.00
Total company drill hours per firefighter - 16.0 benchmark	17.39	16.00	16.00
Total multi-company drill hours per firefighter - 12.0 benchmark	7.61	12.00	12.00
Total driver training hours per driver - 16.0 benchmark	48.73	30.00	30.00
Total officer training hours per officer - 16.0 benchmark	68.81	28.00	28.00

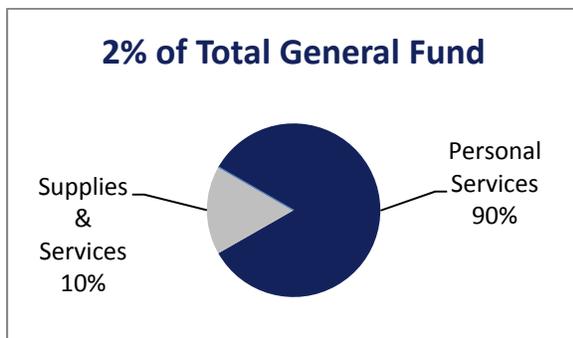
Human Resources (General Fund)

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 2013-14 Budget Highlights:

- Funded contract Human Resources Associate.
- Added \$18,300 to Operating Supplies and Services for travel and training, software, employee recognition service pins and filing cabinets.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 916,351	\$ 976,958	\$ 976,958	\$ 1,142,821
Operating Supplies & Services	111,987	126,467	126,467	133,767
Capital Outlay/Improvements	-	-	-	-
	<u>\$ 1,028,338</u>	<u>\$ 1,103,425</u>	<u>\$ 1,103,425</u>	<u>\$ 1,276,588</u>
Per Capita	\$ 6.45	\$ 6.92	\$ 6.92	\$ 8.00

Human Resources (General Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	15.5	15.5	16.5
	15.5	15.5	16.5

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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Number of full-time positions filled	234	200	225

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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Number of temp/seasonal/contract positions filled	578	600	625

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Number of retirements processed	59	45	45

Human Resources (General Fund)

Performance Measures (cont.):

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	2011-12	2012-13	2013-14
% of regular positions filled w/internal employees	47%	50%	55%

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
% of new hires completeing sexual harassment training within the first 30 days of employment	84%	80%	85%

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

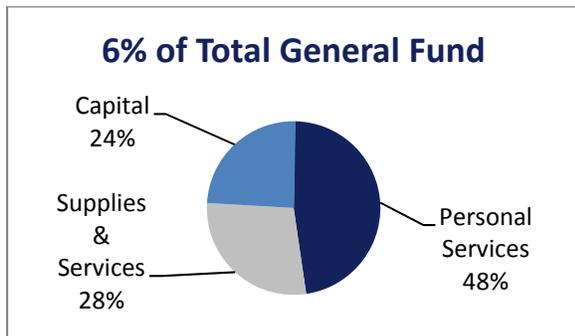
	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
% of new regular employee who complete the "Welcome to the City" during probation period	92%	95%	100%



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 2013-14 Budget Highlights:

- Fund one new Security Administration position in fiscal year 2013-14.
- Increased \$600,000 in Operating Supplies and Services for Oracle upgrade implementation.
- Increased \$130,000 in Operating Supplies and Services for software maintenance.
- Included Capital Outlay phone system replacement in the amount of \$950,000.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 1,876,716	\$ 1,931,632	\$ 1,931,632	\$ 2,166,662
Operating Supplies & Services	1,261,039	560,878	560,878	1,290,878
Capital Outlay/Improvements	244,470	163,794	163,794	1,113,794
	<u>\$ 3,382,225</u>	<u>\$ 2,656,304</u>	<u>\$ 2,656,304</u>	<u>\$ 4,571,334</u>
Per Capita	\$ 21.21	\$ 16.65	\$ 16.65	\$ 28.66

Information Systems (General Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	28	27	28
	28	27	28

Performance Measures:

Goal: To support other City functions by providing reliable technical services.

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
System Availability (Per Week)	99.9%	99.9%	99.9%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Total Support Calls (Per Week)	270	283	200

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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Employees attending software training classes	300	240	1000



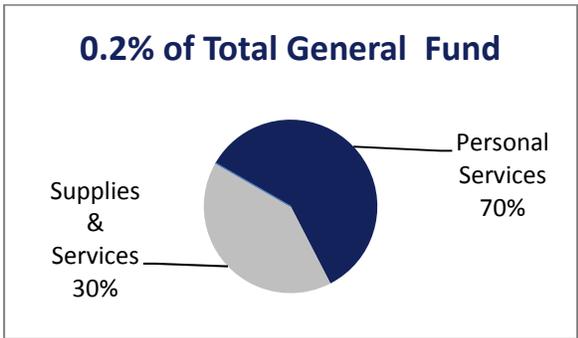
Mayor and Council (General Fund)

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 2013-14 Budget Highlights:

- No change in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 94,308	\$ 99,135	\$ 104,415
Operating Supplies & Services	33,763	43,707	43,707
Capital Outlay/Improvements	-	-	-
	<u>\$ 128,071</u>	<u>\$ 142,842</u>	<u>\$ 148,122</u>
Per Capita	\$ 0.80	\$ 0.90	\$ 0.93

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Internal Auditor	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>

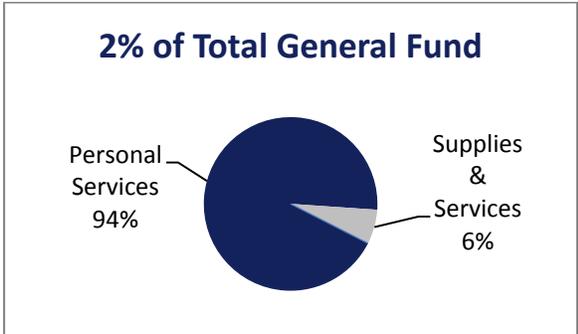
Municipal Court (General Fund)

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 2013-14 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual 2011-12	Adopted 2012-13	Adopted 2013-14
Personal Services	\$ 1,477,717	\$ 1,515,628	\$ 1,629,910
Operating Supplies & Services	88,109	112,141	112,141
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,565,826</u>	<u>\$ 1,627,769</u>	<u>\$ 1,742,051</u>
Per Capita	\$ 9.82	\$ 10.21	\$ 10.92

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
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	2011-12	2012-13	2013-14
Cases disposed within 270 days of filing with the court	67%	100%	100%

Objective: All other cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
Cases disposed within 120 days of filing with the court	75%	100%	100%

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
Records sent to Department of Revenue within 7 days	98%	99%	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	2011-12	2012-13	2013-14
Clerks of the court having achieved certification	92%	100%	100%

Non-Departmental (General Fund)

Department Purpose:

Non-Departmental accounts for all general expenses that are not allocated to a specific department.

Summary of Unallocated Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 149,205	\$ 877,435	\$ 976,532
Operating Supplies & Services	1,285,461	3,031,837	1,934,480
Capital	-	-	575,000
Transfers	5,026,433	3,712,437	3,940,697
	<u>\$ 6,461,100</u>	<u>\$ 7,621,709</u>	<u>\$ 7,426,709</u>
Per Capita	\$ 40.51	\$ 47.79	\$ 46.56

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

Operating Supplies & Services:

	2013-14 Adopted
Community Partnership of the Ozarks Affordable Housing, Neighborhood Clean-Ups and Landlord Training	\$ 87,617
Employee Counseling	39,500
Employee Leadership & Supervisor Training	32,025
Employee Recognition Program	3,000
Employee Wellness Program	80,000
Great Neighborhood Initiative	5,000
Intergovernmental Relations	205,778
Landmark Board	2,000
Mayor's Commission on Children	61,339
Mayor's Commission on Human Rights	11,000
Mo Div Employment Security	25,000
Ozark Greenways	99,377
Partnership for Sustainability	8,000
SBDC Contribution	50,000
Scene Newsletter	3,250
Tuition Reimbursement	100,000

Non-Departmental (General Fund)

Operating Supplies & Services (cont.):

	2013-14 <u>Adopted</u>
<i>Unallocated Detail:</i>	
Employment Advertising	20,000
Auditing and Accounting	71,677
Bank Charges	5,000
Contingency	380,000
Contributions	8,000
Drug Testing	22,000
Election Expense	80,000
Food Supplies	5,000
Insurance Premium	280,000
Judgements and Claims	50,000
Misc Operating Supplies	21,083
Other Professional Services	217,000
Overtime	6,000
Overtime Benefits	2,184
Pay Plan Improvements	809,343
Postage and Freight	112,000
Reserve for Prior Service Credit	300,000
Telephone Services	22,050
Training Non-Travel	8,000
Trunked Radio System escrow	575,000
<i>Transfers to Other Funds</i>	
College Station, Heers Parking Debt	776,000
COPS Grant Partial Year	343,511
Developer Agreements	40,000
JVP Debt Service Payment	204,400
JVP Debt Shortfall	261,932
JVP Maintenance	250,000
Law Enforcement Sales Tax	855,000
Parking - Agee Lots, C.S. Parking Operations, Heers Parking Operations	138,000
Planning Grants	64,045
Public Health	554,298
Public Parks	35,000
Solid Waste	75,000
Total Supplies & Services	\$ 7,426,709

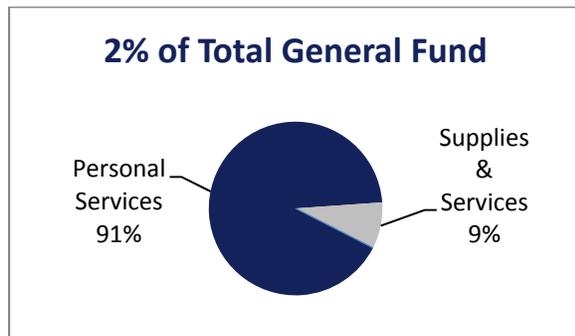
Planning and Development (General Fund)

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 2013-14 Budget Highlights:

- Two positions will be unfunded and vacant for fiscal year 2013-14.
- Funded one new Assistant Economic Development Director.
- Added funding for Springfield Community Land Trust in the amount of \$30,000.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 1,302,628	\$ 1,321,797	\$ 1,321,797	\$ 1,433,752
Operating Supplies & Services	202,991	105,333	105,333	135,571
Capital Outlay/Improvements	4,345	-	-	-
	<u>\$ 1,509,964</u>	<u>\$ 1,427,130</u>	<u>\$ 1,427,130</u>	<u>\$ 1,569,323</u>
Per Capita	\$ 9.47	\$ 8.95	\$ 8.95	\$ 9.84

Planning and Development (General Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	3.37	3.37	3.37
Economic Development	4.42	4.42	5.42
Grant/Program Implementation	0.25	0.25	0.25
Neighborhood Conservation	3.25	3.25	3.25
Planning Services	0	0	0
Zoning & Subdivision	7	7	7
	<u>18.29</u>	<u>18.29</u>	<u>19.29</u>

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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
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%.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Average number of days for final application approval	72 days	72 days	72 days

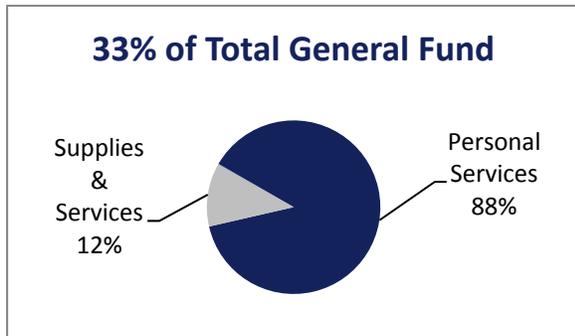
Objective: 98% of staff reports are provided to boards on the scheduled date for delivering the agenda. This includes Planning and Zoning Commission, Landmarks and Board of Adjustment.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
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.



Partnering with the Community for Quality Police Service and Protection.

FY 2013-14 Budget Highlights:

- Three and a half positions will be unfunded and remain vacant in fiscal year 2013-14. The impact of not funding these positions; access will be limited to records and increased workload on current staff.
- Added \$51,909 to Operating Supplies and Services for Recruit Equipment.
- Added \$17,568 to Operating Supplies and Services for software and aircards for police vehicles.
- Added \$39,182 to Operating Supplies and Services for the cyber crimes unit.
- Added \$34,924 to Operating Supplies and Services for Service Center rate increase.

Department Mission:

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 21,308,083	\$ 21,803,779	\$ 21,803,779	\$ 22,410,837
Operating Supplies & Services	2,815,893	2,853,266	2,853,266	2,955,379
Capital Outlay/Improvements	154,768	20,441	20,441	-
Transfers	8,581	5,400	5,400	11,328
	<u>\$ 24,287,325</u>	<u>\$ 24,682,886</u>	<u>\$ 24,682,886</u>	<u>\$ 25,377,544</u>
Per Capita	\$ 152.27	\$ 154.75	\$ 154.75	\$ 159.11

Personal Services Summary:

BY BUREAU	2011-12		2012-13		2013-14	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Administration	1	1	4	3	4	3
Investigations and Support Services	63	63.5	64	60.5	64	59.5
Uniform Operations	174	5	171	5	171	5
	<u>238</u>	<u>69.5</u>	<u>239</u>	<u>68.5</u>	<u>239</u>	<u>67.5</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	2011-12	2012-13	2013-14
Median response time to Priority 1 calls	6.21	6.00	6.00
Median response time to Priority 2 calls	9.57	10.00	10.00
Median response time to Priority 3 calls	14.09	15.00	15.00

Objective: Maintain a 46% clearance rate or above on all violent crimes (47% UCR national clearance rate).

	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
Clearance Rate Violent Crime	51.6%	46.0%	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	2011-12	2012-13	2013-14
Clearance Rate Property Crime	20.5%	22.0%	22.0%

Public Information (General Fund)

Department Purpose:

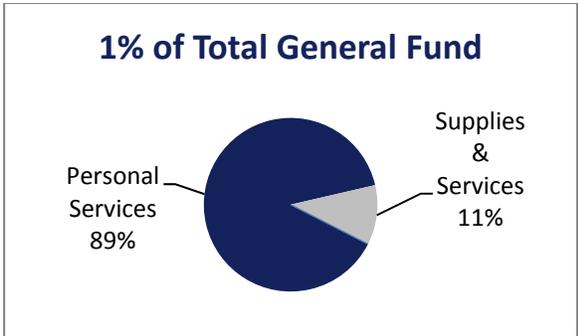
The Public Information Department provides information to the general public and media, and serves as a resource to the community. The Public Information Department also works with City departments regarding news releases, special events, website content and development, professional graphic design services, 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 2013-14 Budget Highlights:

- One and one-half position will be unfunded and remain vacant in fiscal year 2013-14.
- Fund new Public Affairs Officer position.
- Fund contract Security Guard position.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 246,043	\$ 325,224	\$ 451,930
Operating Supplies & Services	39,195	59,088	56,582
Capital Outlay/Improvements	1,405	-	-
	<u>\$ 286,643</u>	<u>\$ 384,312</u>	<u>\$ 508,512</u>
Per Capita	\$ 1.80	\$ 2.41	\$ 3.19

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
PIO Administration	4.5	4.5	5.5
PIO Service Request	2	2	2
	<u>6.5</u>	<u>6.5</u>	<u>7.5</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	2011-12	2012-13	2013-14
Service requests entered	7,900	7,088	7,500
Service requests closed	7,750	6,861	7,350
No. of days to close out a request	30.0	28.0	25.0
Percentage of requests closed	97.8%	98.0%	98.0%
Online service requests entered	650	650	700
Percentage of online requests to total requests	8.2%	9.1%	9.4%

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	
	2011-12	2012-13	2013-14
No. of PIO news releases	258	274	300
Facebook "likes"	2,311	2,500	5,000
Twitter "followers"	1,629	2,500	5,000

* 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.

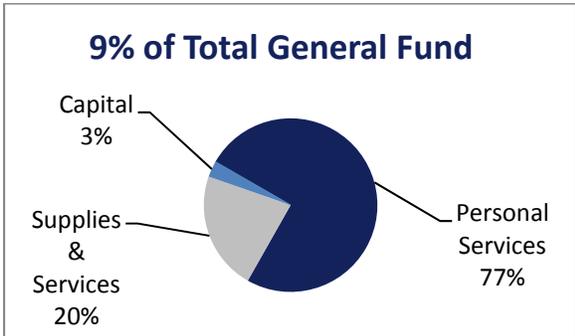
Public Works (General Fund)

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 2013-14 Budget Highlights:

- 11.5 positions will be unfunded and remain vacant in fiscal year 2013-14. Operations will not be immediately impacted if these positions are not funded.
- Funded one Arborist Crew Leader and one Team Leader.
- Added \$36,000 to Operating Supplies and Services for Custodial Maintenance and Service Center cost.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 5,042,953	\$ 5,595,026	\$ 5,504,635
Operating Supplies & Services	1,338,869	1,423,674	1,432,974
Capital Outlay/Improvements	156,580	222,447	222,847
	<u>\$ 6,538,402</u>	<u>\$ 7,241,147</u>	<u>\$ 7,160,456</u>
Per Capita	\$ 40.99	\$ 45.40	\$ 44.89

Personal Services Summary:

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	2011-12	2012-13	2013-14
% of Facilities Service Requests completed within 48 hours.	99.0%	95.0%	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	2011-12	2012-13	2013-14
% of preventive maintenance completed within two weeks of schedule.	99.9%	90.0%	95.0%



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.

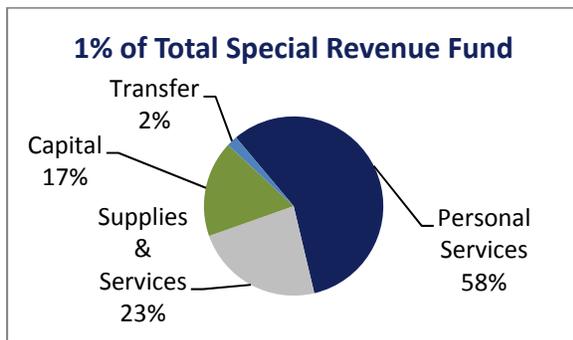
Art Museum (Special Revenue Fund)

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 2013-14 Budget Highlights:

- Plan to fill the Assistant Director position in fiscal year 2013-14.
- Plan to replace the roof on the Musgrave wing.
- Plan to expand programming and use of the facility for events.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 620,529	\$ 729,842	\$ 827,292
Operating Supplies & Services	309,301	433,746	335,878
Capital Outlay/Improvements	313,469	247,600	250,000
Transfer	-	14,160	28,302
	<u>\$ 1,243,299</u>	<u>\$ 1,425,348</u>	<u>\$ 1,441,472</u>
Per Capita	\$ 7.80	\$ 8.94	\$ 9.04

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
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	2011-12	2012-13	2013-14
Exhibitions	10	60	10
Annual Participants	33,081	45,000	40,000
School Tours	70	55	60
School Children	2,500	4,000	3,000
Art Classes	80	80	151
Art Class Students	625	640	755
Volunteer Hours	1,250	1,250	1,250



Convention and Visitors Bureau (Special Revenue Fund)

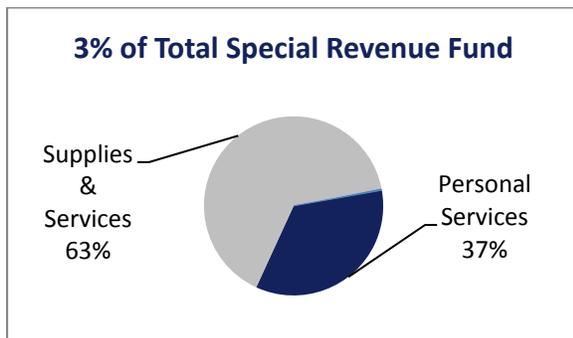
Fund Purpose:

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 2013-14 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 2013-14 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	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 1,023,567	\$ 1,124,145	\$ 1,072,274
Operating Supplies & Services	1,858,804	1,892,750	1,802,216
Capital Outlay/Improvements	4,431	12,455	11,610
	<u>\$ 2,886,802</u>	<u>\$ 3,029,350</u>	<u>\$ 2,886,100</u>
Per Capita	\$ 18.10	\$ 18.99	\$ 18.09

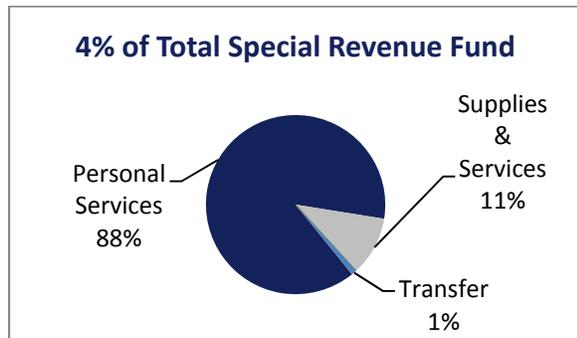
Emergency Communications (Special Revenue Fund)

Department Purpose:

The Emergency Communications Department is committed to efficiently and compassionately answering the public's call for emergency service response. The Springfield/Greene County 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 of requests for fire, police, emergency medical services. Calls from the entire county are processed through the communication facilities in the Operations Room.

Department Mission:

The people of our community are the only reason we are here. Therefore, the Emergency Communications Department is committed to efficiently and compassionately answering the public's call for emergency service response. 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 2013-14 Budget Highlights:

- Eleven 911 Telecommunicator positions will be unfunded and remain vacant in fiscal year 2013-14.
- One 911 Shift Supervisor position will be unfunded and remain vacant in fiscal year 2013-14.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 3,504,771	\$ 3,693,345	\$ 3,693,345	\$ 3,681,630
Operating Supplies & Services	275,974	498,000	498,000	444,500
Capital Outlay/Improvements	-	-	-	-
Transfers	-	54,475	54,475	39,750
	<u>\$ 3,780,745</u>	<u>\$ 4,245,820</u>	<u>\$ 4,245,820</u>	<u>\$ 4,165,880</u>
Per Capita	\$ 23.70	\$ 26.62	\$ 26.62	\$ 26.12

Emergency Communications (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Emergency Communications	73	73	73
	73	73	73

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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Calls answered in 10 seconds or less	88.0%	84.8%	90.0%

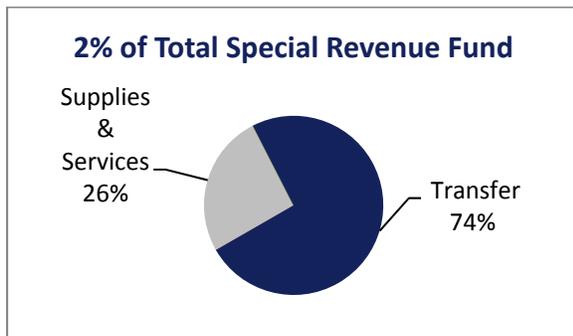
Hotel/Motel Tax (Special Revenue Fund)

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 2013-14 Budget Highlights:

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



Summary of Expenditures:

Expenditure	Actual 2011-12	Adopted 2012-13	Adopted 2013-14
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	284,791	639,600	505,512
Transfers	1,408,600	1,280,400	1,452,888
	<u>\$ 1,693,391</u>	<u>\$ 1,920,000</u>	<u>\$ 1,958,400</u>
Per Capita	\$ 10.62	\$ 12.04	\$ 12.28

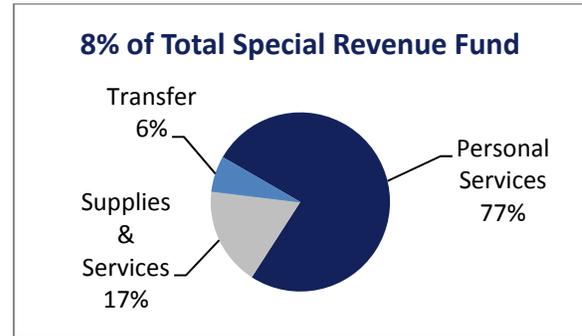
Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</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	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 5,724,078	\$ 5,908,287	\$ 5,908,287	\$ 6,050,536
Operating Supplies & Services	964,795	1,315,920	1,315,920	1,315,920
Capital Outlay/Improvements	-	-	-	-
Transfers	473,000	475,500	475,500	473,000
	<u>\$ 7,161,873</u>	<u>\$ 7,699,707</u>	<u>\$ 7,699,707</u>	<u>\$ 7,839,456</u>
Per Capita	\$ 44.90	\$ 48.27	\$ 48.27	\$ 49.15

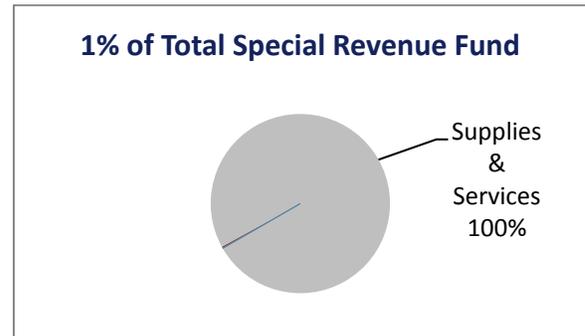
Personal Services Summary:

BY BUREAU	2011-12		2012-13		2013-14	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Investigations and Support Services	15	13	15	13	15	13
Uniform Operations	45	0	45	0	45	0
	<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, Springfield LASERS, and Special Assessments such as Floodway Mowing, and Weed Abatement.



Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 23,739	\$ 27,109	\$ 4,000
Operating Supplies & Services	657,159	1,819,801	1,224,000
Capital	12,561	-	-
Transfers	7,198	-	-
	<u>\$ 700,657</u>	<u>\$ 1,846,910</u>	<u>\$ 1,228,000</u>
Per Capita	\$ 4.39	\$ 11.58	\$ 7.70

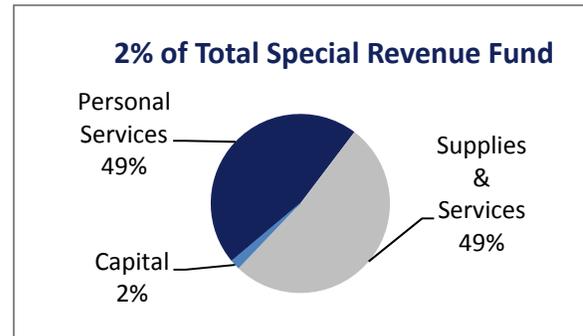
Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</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	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 850,742	\$ 942,448	\$ 942,448	\$ 927,438
Operating Supplies & Services	206,176	948,190	948,190	923,190
Capital Outlay/Improvements	212,097	38,542	38,542	39,482
Transfers	20,000	-	-	-
	<u>\$ 1,289,015</u>	<u>\$ 1,929,180</u>	<u>\$ 1,929,180</u>	<u>\$ 1,890,110</u>
Per Capita	\$ 8.08	\$ 12.10	\$ 12.10	\$ 11.85

Personal Services Summary:

BY BUREAU	2011-12		2012-13		2013-14	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	10	0	10	0	10	0
	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>	<u>10</u>	<u>0</u>

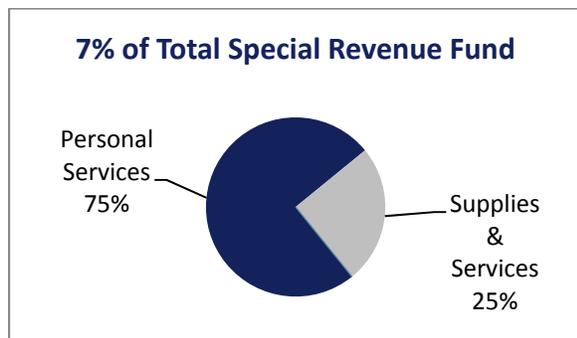
Public Health Services (Special Revenue Fund)

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 2013-14 Budget Highlights:

- Four positions will be unfunded and remain vacant in fiscal year 2013-14.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12		2012-13	2013-14
Personal Services	\$ 4,361,057	\$	4,632,203	\$ 4,766,317
Operating Supplies & Services	1,402,482		1,514,943	1,595,344
Capital Outlay/Improvements	34,389		-	-
Transfers to Other Funds	-		-	-
	<u>\$ 5,797,928</u>	<u>\$</u>	<u>6,147,146</u>	<u>\$ 6,361,661</u>
Per Capita	\$ 36.35	\$	38.54	\$ 39.89

Public Health Services (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	12	13	13
Community Health	9	14	14
Environmental Health	35	28	28
Maternal/Child & Family Health	23	17	17
Office of Community Wellness & Education	0	3	3
Office of Emergency Preparedness & Contract Management	0	2	2
	79	77	77

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 78.6%.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
% of total WSPHC children immunized by age 2	84%	81%	81%

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 63.2% of the time.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
% of animals saved	58%	97%	97%

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 28.2%.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
% of total clients treated for STI	38%	24%	30%

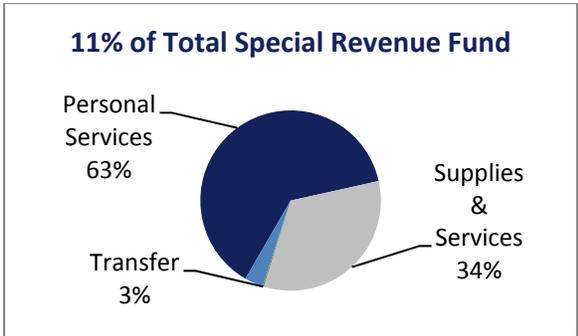
Public Parks (Special Revenue Fund)

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 2013-14 Budget Highlights:

- Restore Park Operations and Maintenance support through funding of two positions unfunded from 2008-09 budget reductions.
- Enhance Springfield Lasers World Team Tennis Program. Fund support staff necessary to develop and promote tennis activities throughout the year.
- Restore support services for Jordan Valley Park and Mediacom Ice Park through funding a previously unfunded position for customer service, front desk and accounting services.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 6,706,777	\$ 5,892,329	\$ 5,892,329	\$ 6,424,204
Operating Supplies & Services	3,326,129	2,816,835	2,816,835	3,384,289
Capital Outlay/Improvements	-	80,000	80,000	26,074
Transfers	260,000	812,719	812,719	333,169
	<u>\$ 10,292,906</u>	<u>\$ 9,601,883</u>	<u>\$ 9,601,883</u>	<u>\$ 10,167,736</u>
Per Capita	\$ 45.34	\$ 42.30	\$ 42.30	\$ 44.79

Note: Per Capita numbers include Greene County residents.

Public Parks (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	8	7	7.93
Dickerson Park Zoo	20	20	20
General Operations and Maintenance	36	20.34	20.34
Jordan Valley Park/Mediacom Ice Park	9	9	9
Recreation	23.7	23.2	26.7
	96.7	79.54	83.97

Performance Measures:

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

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

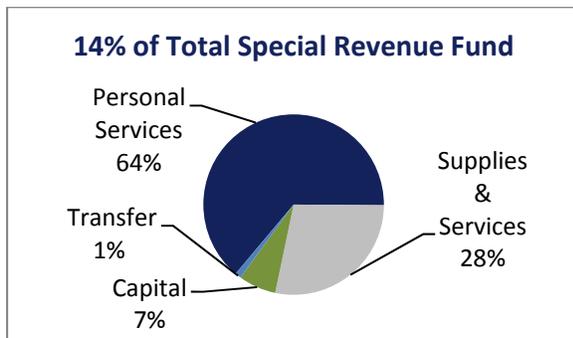
MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Resident satisfaction with the maintenance of City Parks	83%	83%	85%
Resident satisfaction with the cleanliness of City Parks	82%	82%	85%
Resident satisfaction with the location of City Parks	80%	80%	85%
Resident satisfaction with the walking 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	95,961	95,000	95,000

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 2013-14 Budget Highlights:

- Fund a full budget year for the recently opened Dan Kinney Family Center and Doling Family Aquatics Center.
- Fund a new Park Ranger Assistant Supervisor position to enhance Parks safety and security services.
- Fund additional operational and support services for human resources, procurement and technological services for Park operations.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 5,637,416	\$ 8,099,786	\$ 8,757,567	
Operating Supplies & Services	4,989,211	3,773,531	3,852,284	
Capital Outlay/Improvements	5,557,124	1,378,000	924,294	
Transfers	210,000	871,639	148,987	
	<u>\$ 16,393,751</u>	<u>\$ 14,122,956</u>	<u>\$ 13,683,132</u>	
Per Capita	\$ 72.22	\$ 62.22	\$ 60.28	

Note: Per Capita numbers include Greene County residents.

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

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	17.5	20.16	22.23
Dickerson Park Zoo	8	9	9
General Operations and Maintenance	26	43.5	43.5
Recreation	16.3	29.3	28.8
Special Facilities	14	15	16
	81.8	116.96	119.53

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
	2011-12	2012-13	2013-14
Zoo Attendance	227,700	227,000	227,000
School-Park sites	30	34	34
Number of playground inspections	496	500	500
Number of City -County Park pavilions reservations	1,091	1,125	1,150
Number of miles of trails	101	101	102

Public Works Transportation (Special Revenue Fund)

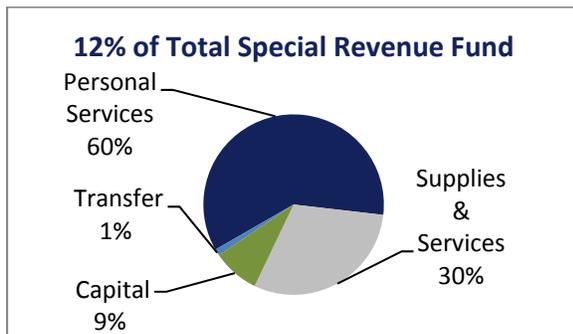
Department Purpose:

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 2013-14 Budget Highlights:

- Appropriating \$1,300,000 in fund balance for much needed one-time supplies and capital needs.
- Added 4 positions per Salary Ordinance 6008 for the Public Works reorganization.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 5,634,847	\$ 6,370,292	\$ 6,798,986
Operating Supplies & Services	2,259,760	3,444,708	3,419,814
Capital Outlay/Improvements	1,865,064	960,000	946,200
Transfers	128,852	100,000	135,000
	\$ 9,888,523	\$ 10,875,000	\$ 11,300,000
Per Capita	\$ 62.00	\$ 68.18	\$ 70.85

Public Works Transportation (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	2.85	3.6	2.75
Streets	67.75	67.75	66.6
Traffic Engineering	26.75	26.75	32.75
	97.35	98.10	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
	2011-12	2012-13	2013-14
Paving Cost per Lane Mile	\$ 36,195	\$ 50,000	\$ 50,000
% of streets in "good" condition	82%	87%	89%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
% of sidewalks in "good" or better condition	44.0%	47.0%	50.0%

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
	2011-12	2012-13	2013-14
Street Sweeping Lane Miles	4,732	4,000	4,000

Public Works Transportation (Special Revenue Fund)

Performance Measures (cont.):

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

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

MEASURES	2011-12	2012-13	2013-14
# of Reported Malfunctions	371	400	400
Hours of Overtime	339	350	350

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
	2011-12	2012-13	2013-14
Traffic Incidents Published to Web	18,704	19,900	18,500
Traffic Incidents Confirmed by TMC/Camera Views	1,529	1,500	1,600

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

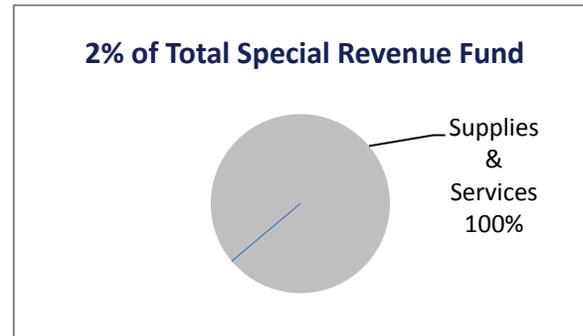
Objective: To provide motorists with guidance and regulations for safety and efficiency.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2010-11	2012-13	2013-14
# of Signs to Maintain	36,931	36,000	35,500
# of Signs Repaired/Replaced	5,326	5,000	4,700
Lane Miles of Pavement Markings Maintained-Thermo	54.8	60.0	65.0
Lane Miles of Pavement Markings Maintained-Paint	133.2	105	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 2011-12	Adopted 2012-13	Adopted 2013-14
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	307,912	1,725,000	1,750,000
Capital Outlay/Improvements	880,287	-	-
	\$ 1,188,199	\$ 1,725,000	\$ 1,750,000
Per Capita	\$ 7.45	\$ 10.82	\$ 10.97

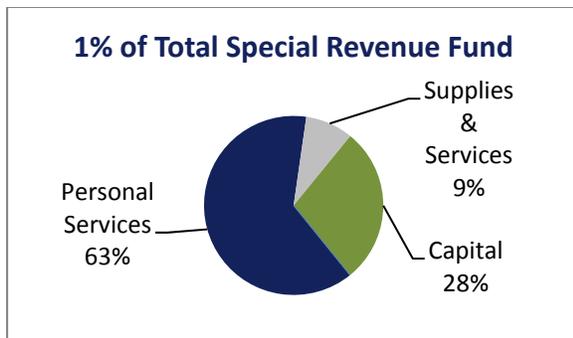
Telecable (Special Revenue Fund)

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 2013-14 Budget Highlights:

- Funded New Assistant Director of Public Information.
- Plan purchase of equipment for Video Production Studio.
- Plan to create a Citizen Resource Center in the Busch Building Lobby.
- Plan to remodel 3rd floor of Historic City Hall for CityView Production Studio and offices.



Summary of Expenditures:

Expenditure	Actual 2011-12	Adopted 2012-13	Adopted 2013-14
Personal Services	\$ 389,432	\$ 470,934	\$ 486,569
Operating Supplies & Services	53,889	49,066	66,635
Capital Outlay/Improvements	-	275,000	218,000
	<u>\$ 443,321</u>	<u>\$ 795,000</u>	<u>\$ 771,204</u>
Per Capita	\$ 2.78	\$ 4.98	\$ 4.84

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Graphic Production	3	3	2
Web Coordination	1	1	1
Cable Programming	4	4	5
	<u>8</u>	<u>8</u>	<u>8</u>

Telecable (Special Revenue Fund)

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Board & Commission Meetings	126	113	130
Special Meetings and Events	20	7	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.

MEASURES	2011-12	2012-13	2013-14
Total number of visits to the City website	1,073,130	1,148,249	1,175,000

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Video/media projects	25	55	50



GRANT FUNDS

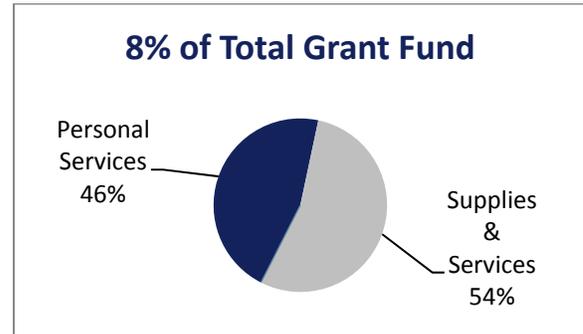


Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies.

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	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 488,569	\$ 818,420	\$ 818,420	\$ 817,206
Operating Supplies & Services	456,469	1,062,158	1,062,158	966,584
Capital Outlay/Improvements	67,699	-	-	-
Transfers	-	-	-	-
	<u>\$ 1,012,737</u>	<u>\$ 1,880,578</u>	<u>\$ 1,880,578</u>	<u>\$ 1,783,790</u>
Per Capita	\$ 6.35	\$ 11.79	\$ 11.79	\$ 11.18

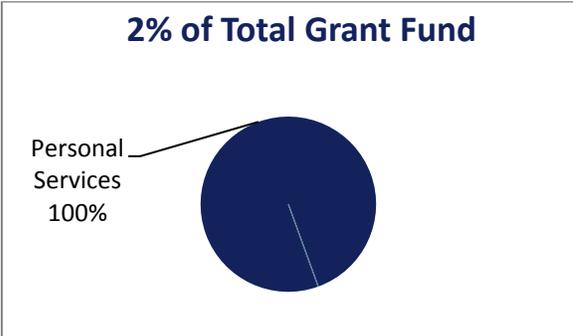
Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
10-11 CDBG Administration	5.19	5.19	5.19
10-11 CDBG Small Business	1.55	1.55	1.55
10-11 CDBG Comp Housing	2.85	2.85	2.85
10-11 CDBG Neighborhoods	1.53	1.53	1.53
10-11 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 2013-14 Budget Highlights:

- The two-year SAFER Grant funds nine firefighters beginning July 2012.

Summary of Expenditures:

Expenditure	Actual	Adopted	
	2011-12	2012-13	2013-14
Personal Services	\$ 660,087	\$ -	\$ 453,932
Operating Supplies & Services	85,668	-	-
Capital Outlay/Improvements	145,592	-	-
	<u>\$ 891,347</u>	<u>\$ -</u>	<u>\$ 453,932</u>
Per Capita	\$ 5.59	\$ -	\$ 2.85

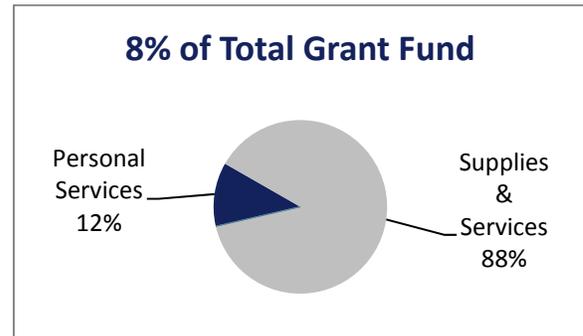
Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Operations	13	-	9
	<u>13</u>	<u>-</u>	<u>9</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
	2011-12	2012-13	2013-14
Personal Services	\$ 375,106	\$ 193,618	\$ 198,876
Operating Supplies & Services	69,282	1,494,327	1,471,124
Capital Outlay/Improvements	-	-	-
Transfer	54,416	-	-
	<u>\$ 498,804</u>	<u>\$ 1,687,945</u>	<u>\$ 1,670,000</u>
Per Capita	\$ 3.13	\$ 10.58	\$ 10.47

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Home Payment	0	0	0
Home Administration	3.01	3.01	3.01
	<u>3.01</u>	<u>3.01</u>	<u>3.01</u>

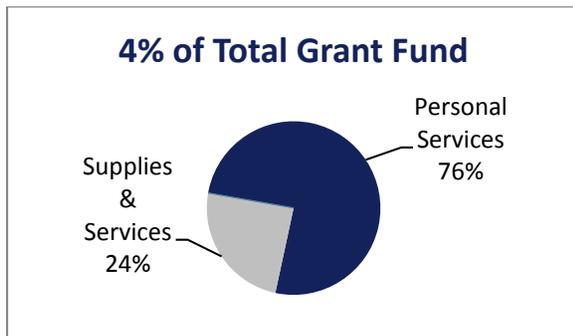
Parks Grants (Grant Fund)

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 2013-14 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 863,736	\$ 774,083	\$ 650,466
Operating Supplies & Services	383,898	236,549	209,830
Capital Outlay/Improvements	-	-	-
Transfers	-	-	-
	<u>\$ 1,247,634</u>	<u>\$ 1,010,632</u>	<u>\$ 860,296</u>
Per Capita	\$ 5.50	\$ 4.45	\$ 3.79

Note: Per Capita numbers include Greene County residents.

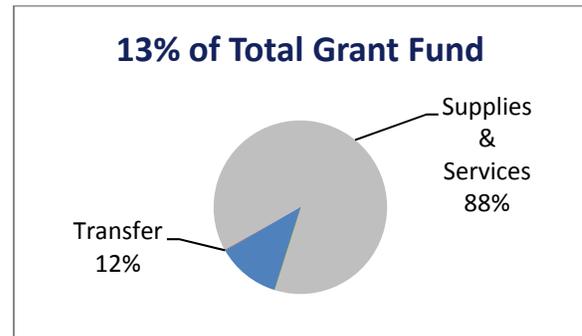
Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Recreation	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

Planning and Development Grants (Grant Fund)

Department Purpose:

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



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 73,051	\$ 3,801	\$ 3,801	\$ 4,165
Operating Supplies & Services	1,124,980	2,479,045	2,479,045	2,431,045
Capital	-	-	-	-
Transfers	438,293	350,000	350,000	325,000
	<u>\$ 1,636,324</u>	<u>\$ 2,832,846</u>	<u>\$ 2,832,846</u>	<u>\$ 2,760,210</u>
Per Capita	\$ 10.26	\$ 17.76	\$ 17.76	\$ 17.31

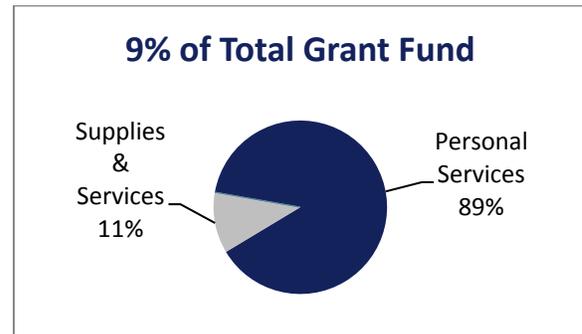
Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
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 (CHP).



Summary of Unallocated Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 1,145,457	\$ 1,584,896	\$ 1,632,494
Operating Supplies & Services	444,857	187,838	209,694
Capital Outlay/Improvements	37,360	-	-
	<u>\$ 1,627,674</u>	<u>\$ 1,772,734</u>	<u>\$ 1,842,188</u>
Per Capita	\$ 10.20	\$ 11.11	\$ 11.55

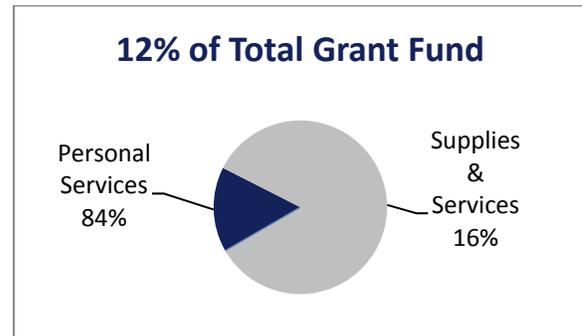
Personal Services Summary:

BY DIVISION	2011-12		2012-13		2013-14	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	17	0	22	0	22	0
	<u>17</u>	<u>0</u>	<u>22</u>	<u>0</u>	<u>22</u>	<u>0</u>

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
	2011-12	2012-13	2013-14
Personal Services	\$ 466,317	\$ 339,606	\$ 384,556
Operating Supplies & Services	1,559,406	1,747,194	2,045,981
Transfers	-	-	-
	<u>\$ 2,025,723</u>	<u>\$ 2,086,800</u>	<u>\$ 2,430,537</u>
Per Capita	\$ 12.70	\$ 13.08	\$ 15.24

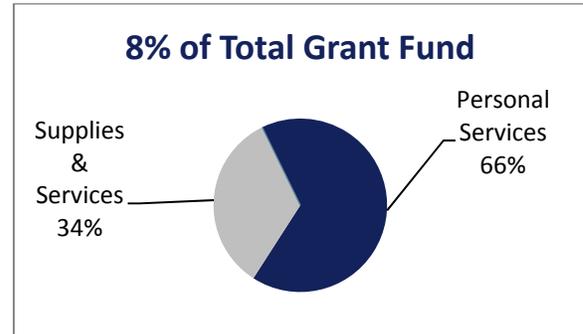
Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
HIV Case Management	2	2	2
Air Quality Control	4	0	0
Public Health Emergency Preparedness (PHEP)	6	4	4
	<u>12</u>	<u>6</u>	<u>6</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 2011-12	Adopted 2012-13	Adopted 2013-14
Personal Services	\$ 979,382	\$ 916,105	\$ 1,107,650
Operating Supplies & Services	315,517	778,895	562,350
Transfers	-	-	-
	\$ 1,294,899	\$ 1,695,000	\$ 1,670,000
Per Capita	\$ 8.12	\$ 10.63	\$ 10.47

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
WIC	14	16	16
	14	16	16

Performance Measures:

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

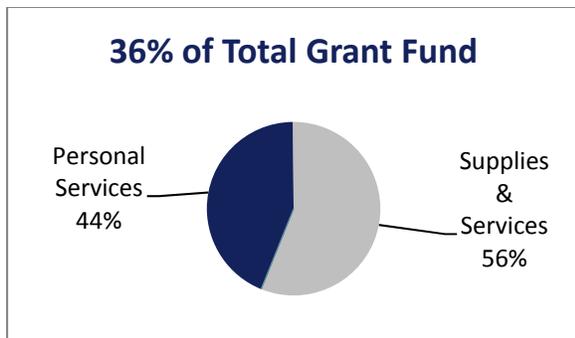
Objective: Maintain a yearly percentage rate greater than 66% for Greene County WIC mother's breastfeeding.

MEASURES	Actual 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14
% of WIC mother's breastfeeding	66%	72%	72%

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 2013-14 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
	2011-12	2012-13	2013-14
Personal Services	\$ 3,169,013	\$ 3,200,335	\$ 3,306,846
Operating Supplies & Services	3,580,334	4,018,228	4,247,313
Capital Outlay/Improvements	-	-	-
	<u>\$ 6,749,347</u>	<u>\$ 7,218,563</u>	<u>\$ 7,554,159</u>
Per Capita	\$ 42.32	\$ 45.26	\$ 47.36

Personal Services Summary:

BY DIVISION	2013-14	2012-13	2013-14
Administration	5	6	6.25
Pooled Costs	10	10	10
Program	40	40	40
Rapid Response	1	1	1
	<u>56</u>	<u>57</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%	69%	N/A
2. Employment Retention	85%	90%	80%	N/A
3. Average Earnings	\$10,915	\$10,117	\$9,500	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	43%
6. Literacy and Numeracy Gains	N/A	N/A	N/A	35%

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



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 could 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 2013-14 involve road and bridge improvements, because of that, those improvements will have a combined 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 2013-14 are as follows:

Capital Projects Fund

- The Springfield-Greene County Park Board opened its 3rd family center for the community in the winter of 2013. The 38,603 square-foot facility will include a gymnasium, cardio/weight training facility, walking track, aerobics area, and childcare facility. The first full year of operations will be in FY 2013-14; four FTE's and numerous part-time employees were required to ensure the facility's success. The total cost of the four FTE's and other necessary staff is budgeted at \$365,397. The facility is also budgeted in FY 2013-14 to include \$235,720 for supplies, equipment and maintenance costs.
- The Springfield-Greene County Park Board also opened the Doling Aquatic Center in the winter of 2013. This is an indoor pool development/addition to the Doling Family Center. The first full year of operations will be in FY 2013-14. Additional staff requirements budgeted at \$310,594 for FY 2013-14. Additional maintenance and operating supplies is budgeted at \$33,280.
- The City of Springfield has constructed a Compressed Natural Gas fueling station at the City's Operations Compound. The city purchased 11 CNG-powered vehicles in partnership with Greene County and City Utilities. This facility will also serve the general public. The first full year of operations will be in FY 2013-14. The budgeted cost of operating and maintaining the new facility is \$12,832.
- 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 will begin in July 2013. The FY 2014 budget includes funding for 3 new positions have been budgeted at an estimated cost of \$192,526 to enhance operations.
- Public Works added 5 new operation positions in FY 2013-2014 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, intersection and road improvements listed in

the next section as well as future voter approved improvements passed in August 2012. The budgeted cost of these positions is \$252,820. An arborist crew leader position was added at the cost of \$71,000 to maintain the growth in reforestation and landscaping 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.

Capital Projects Fund

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 \$1.28 million in CDBG funds for program year 2013-2014. This compares to the \$1.18 million for the 2012-2013 CDBG program year and \$1.22 million from the 2011-2012 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, stormwater, sanitary sewer, and street projects.

Public Works Improvements

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

Community Improvement Projects

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

Funding Policy

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

Property Tax Projects

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

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

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

Miscellaneous Capital Projects

These funds account for the City's Law Enforcement Sales Tax Radio Bond Issue 2000 and 2004 and the proceeds of the capital leases. These revenues allowed construction of an 800-Megahertz Trunked Radio System to provide improved law enforcement and public safety communications that will allow for encryption of messages and facilitate in-building coverage. This project is a combined effort between the City of Springfield, City Utilities, and Greene County. The capital lease proceeds are used to finance various equipment purchases and capital improvement projects.

Capital Projects Fund

Summary of Expenditures and Appropriations:

	2011-2012 <u>Actual</u>	2012-2013 <u>Adopted</u>	2013-2014 <u>Adopted</u>
Capital Improvement Sales Tax	\$ 8,597,806	\$ 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, 2013.			
Transportation Sales Tax	\$ 5,879,517	\$ 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, 2013.			
Public Works/Other Improvements	\$ 6,193,070	\$ 555,000	\$ 555,000
Funding Source: Federal Highway Administration grants and other contributions designated for construction projects.			
Developer Agreement Projects	\$ 40,000	\$ 40,000	\$ 40,000
Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.			
Capital Lease Payments	\$ -	\$ -	\$ -
Funding Source: Transfer within operating budget.			
TOTAL CAPITAL PROJECTS	<u>\$ 20,710,393</u>	<u>\$ 15,257,500</u>	<u>\$ 15,257,500</u>

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>
Reforestation and Landscaping	\$ 250,000	\$ 191,577	76%
2010-2013 Sidewalk Construction	2,000,000	1,665,673	83%
Street Stabilization and Major Repaving	3,500,000	2,774,191	79%
Republic Road-Freemont to James River Bridge	3,500,000	124,055	3%
2010-2013 Center City Development	750,000	315,760	52%
Phelps Streetscape**	3,000,000	22,715	1%
Road Concept Design	150,000	60,446	40%
Primrose/Kings to Campbell Phase 1	423,270	423,270	100%
Doling Family Center Indoor Aquatic Facility Phase I & II	10,250,000	3,358,000	50%
Dan Kinney Park and Family Center Phase I, II & III	5,200,000	5,200,000	100%
Grand Street/National to Kimbrough**	1,250,000	388,360	31%
2010-2013 Minor Neighborhood Improvements	600,000	135,775	22%
Shared Cost Agreement Projects*	2,750,000	-	0%
*Also listed under Transportation Sales Tax and Public Works/Other Projects			
**Reflects City's cost only; Shared project with other non-city funding sources.			
Total	\$ 33,623,270	\$ 14,659,822	

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
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:	\$250,000
	Quarter Cent	Amount Paid to Date:	\$191,576
	Capital	Percentage Completed:	76%
	Improvement	Estimated Completion Date:	2013
	Sales Tax	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:	\$1,665,673
	Capital	Percentage Completed:	83%
	Improvement	Estimated Completion Date:	2014
	Sales Tax	Estimated Operating Cost:	\$0
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:	\$3,500,000
	Quarter Cent	Amount Paid to Date:	\$1,810,624
	Capital	Percentage Completed:	79%
	Improvement	Estimated Completion Date:	2014
	Sales Tax	Estimated Operating Cost:	\$0

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>	
Republic Road – Fremont to James River Freeway Bridge- Design, Partial Right-Of-Way and Construction	2010-2013	Total Project Amount:	\$3,500,000
	Quarter Cent	Amount Paid to Date:	\$124,055
	Capital	Percentage Completed:	3%
	Improvement	Estimated Completion Date:	2013
	Sales Tax	Estimated Operating Cost:	\$0
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	Total Project Amount:	\$750,000
	Quarter Cent	Amount Paid to Date:	\$393,815
	Capital	Percentage Completed:	52%
	Improvement	Estimated Completion Date:	2013
	Sales Tax	Estimated Operating Cost:	\$0
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	Total Project Amount:	\$3,000,000
	Sales	Amount Paid to Date:	\$22,715
		Percentage Completed:	1%
		Estimated Completion Date:	Unknown
		Estimated Operating Cost:	\$0
Road Concept Design – Develop various conceptual design plans for major improvements as locations are determined.	2010-2013	Total Project Amount:	\$150,000
	Quarter Cent	Amount Paid to Date:	\$60,446
	Capital	Percentage Completed:	40%
	Improvement	Estimated Completion Date:	2014
	Sales Tax	Estimated Operating Cost:	\$0
Dan Kinney Family Center – New family center in east Springfield, as well as other park amenities.	2006 County-	Total Project Amount:	\$5,200,000
	Wide Parks	Amount Paid to Date:	\$5,200,000
	Quarter Cent	Percentage Completed:	100%
	Sales Tax	Estimated Completion Date:	January 2013
		Estimated Operating Cost:	\$601,117
Doling Family Center Indoor Aquatic Facility Phase I & II – Construction of an indoor/outdoor aquatic facility to include water play elements, therapeutic swim, lap lanes, and similar features, including possible competitive pool addition.	2006 County-	Total Project Amount:	\$10,250,000
	Wide Parks	Amount Paid to Date:	\$3,358,000
	Quarter Cent	Percentage Completed:	50%
	Sales Tax	Estimated Completion Date:	Ph.1 Complete January 2013
		Estimated Operating Cost:	\$343,814

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:	\$1,250,000
	Quarter Cent	Amount Paid to Date:	\$388,360
	Capital	Percentage Completed:	31%
	Improvement	Estimated Completion Date:	2013
	Sales Tax	Estimated Operating Cost:	\$0
2010-2013 Minor Neighborhood Improvements – Construct minor infrastructure, repairs and improvements in each Council Zone. Examples include additional turn lanes, sidewalks, railroad crossing improvements, stormwater 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:	\$135,774
	Capital	Percentage Completed:	22%
	Improvement	Estimated Completion Date:	On-going
	Sales Tax	Estimated Operating Cost:	\$0
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:	\$2,750,000
	Quarter Cent	Amount Paid to Date:	\$0
	Capital	Percentage Completed:	0%
	Improvement	Estimated Completion Date:	September, 2013
	Sales Tax.	Estimated Operating Cost:	\$0

*Also listed under Capital Improvements Sales Tax

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

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>
Campbell/Weaver Intersection Improvements**	\$ 625,225	\$ 625,225	100%
James River/Campbell Avenue Interchange Improvements**	1,000,000	249,379	24%
National Avenue Pedestrian Grade Separation at Missouri State University	104,139	104,139	100%
Turn Lane Improvements**	500,000	97,445	19%
National & Kearney Intersection**	500,000	10,798	2%
"The Link"	895,861	618,995	69%
Shared Cost Agreement Projects*	5,000,000	1,752,601	35%

*Also listed under Capital Improvements Sales Tax

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

Total	\$ 8,625,225	\$ 3,458,581
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<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
Campbell/Weaver Intersection Improvements** – Acquire right-of-way, design and construct improvements at this intersection to improve safety and capacity based on the cost participation agreement between the City, MoDOT and Greene County. Total project costs will be equally shared.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount: \$625,225 Amount Paid to Date: \$625,225 Percentage Completed: 100% Estimated Completion Date: 2013 Estimated Operating Cost: \$0
James River Freeway/Campbell Avenue Interchange Improvements** – Design and construct improvements at the interchange. Project will widen Campbell to six lanes from South Avenue through the interchange to Plainview Road.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount: \$1,000,000 Amount Paid to Date: \$249,378 Percentage Completed: 24% Estimated Completion Date: 2013 Estimated Operating Cost: \$0
National Avenue Pedestrian Grade Separation at Missouri State University – Preliminary Design – Conduct preliminary design to determine exact location of a pedestrian crossing over National between Monroe and grand. Design will recommend whether the crossing should go over or under National Avenue.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount: \$104,139 Amount Paid to Date: \$104,139 Percentage Completed: 100% Estimated Completion Date: 2012 Estimated Operating Cost: \$0

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>	
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:	\$500,000
		Amount Paid to Date:	\$97,445
		Percentage Completed:	19%
		Estimated Completion Date:	2012
		Estimated Operating Cost:	\$0
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, stormwater drainage and signal modifications.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$500,000
		Amount Paid to Date:	\$10,798
		Percentage Completed:	2%
		Estimated Completion Date:	2013
		Estimated Operating Cost:	\$0
“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:	69%
		Estimated Completion Date:	2013
		Estimated Operating Cost:	\$0
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:	\$5,000,000
		Amount Paid to Date:	\$1,753,600
		Percentage Completed:	35%
		Estimated Completion Date:	September, 2013
		Estimated Operating Cost:	\$0

*Also listed under Capital Improvements Sales Tax

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

Capital Projects Fund

Non-routine Capital Expenditures:

Other Capital Improvements

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
Compressed Natural Gas Fueling Facility – Design and construct a Compressed Natural Gas fueling facility at the City’s Operations Compound on Chestnut Expressway and purchase 11 CNG-powered vehicles in partnership with Greene County and City Utilities.	Federal Grant, Retained Earnings, Transportation Fund Balance, Greene County and City Utilities	Total Project Amount:	\$1,400,000
		Amount Paid to Date:	\$1,400,000
		Percentage Completed:	100%
		Estimated Completion Date:	2012
		Estimated Operating Cost:	\$12,832

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.

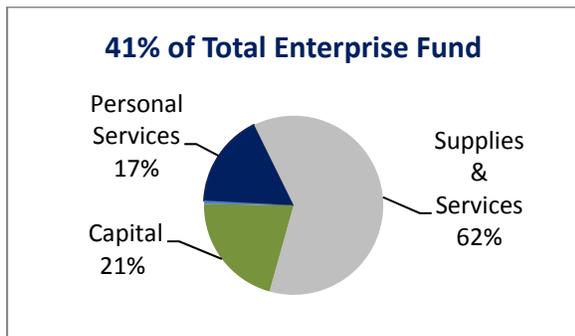
Airport (Enterprise Fund)

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 2013-14 Budget Highlights:

- Operating portion of budget totals \$12.4 million, an increase of 4% from 2013.
- Routine capital replacements and capital improvement projects total just over \$6.8 million, \$5.7 million anticipated to be funded through grant awards.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 5,244,731	\$ 5,313,000	\$ 5,516,000
Operating Supplies & Services	17,467,282	18,475,000	20,110,000
Capital Outlay/Improvements	9,236,563	8,045,000	6,809,000
Transfers	150,000	200,000	200,000
	<u>\$ 32,098,576</u>	<u>\$ 32,033,000</u>	<u>\$ 32,635,000</u>
Per Capita	\$ 201.25	\$ 200.84	\$ 204.61

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
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 (cont.):

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
	2011-12	2012-13	2013-14
Average airline cost per enplaned passenger	6.97	7.13	6.75

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
	2011-12	2012-13	2013-14
Ratio of Operating Revenue vs. Expenses per Enplanement	1.37	1.45	1.47

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	2011-12	2012-13	2013-14
Debt service coverage-Midfield Terminal Bonds	1.21	1.29	1.33
Debt service coverage-Rental Car Facility Bonds	1.51	1.56	1.70

Clean Water Services (Enterprise Fund)

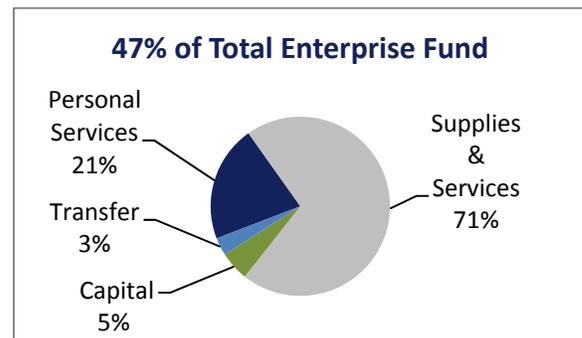
Department Purpose:

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 2013-14 Budget Highlights:

- 4.3 new positions have been added as part of the reorganization necessary to remain compliant with the Consent Judgment.

Summary of Revenue and Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 5,821,933	\$ 7,842,233	\$ 7,842,233	\$ 8,001,406
Operating Supplies & Services	23,142,737	20,919,083	20,919,083	21,596,280
Capital Outlay/Improvements	8,035,643	2,417,500	2,417,500	2,024,500
Transfers	1,176,343	1,101,184	1,101,184	1,227,814
Reserve Appropriation		5,525,000	5,525,000	5,250,000
	\$ 38,176,656	\$ 37,805,000	\$ 37,805,000	\$ 38,100,000
Per Capita	\$ 239.36	\$ 237.02	\$ 237.02	\$ 238.87

Clean Water Services (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	5.55	8.05	8.55
Water Quality	0	3	3
CSM	24.8	33.8	37.8
North Plant	5	5	5
South Plant	37	40	39
Lab	6	7	7
Industrial Pre-Treatment	6.2	8.2	8.2
	84.55	105.05	108.55

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 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14
Residential Rate Based on 10 CCF/Month			
Springfield Residential Rate	\$24.63	\$31.51	\$32.75
Avg Residential Rate per Study by Memphis Light, Gas, & Water	\$41.76	N/A	N/A
Commercial Rate Based on 500 CCF/Month	\$622.43	\$795.91	\$826.55
Springfield Commercial Rate	\$1,609.82	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 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14
Tracts sewered	26	30	0
Tracts left to sewer (within City Limits)	583	553	553
% of City Sewered	98.7%	98.7%	98.7%

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
	2011-12	2012-13	2013-14
Hundreds of Cubic Feet Billed	1,676,012	10,300,000	10,443,630
Miles of Gravity Sewer	1,193	1,193	1,200
Miles of Sewer Cleaned	218	109	225
Million Gallons/Day (MGD Avg) Treated	32	29	31
Tons of Pollutants Removed	90	93	91
Number of Analysis Performed	70,000	70,000	70,000



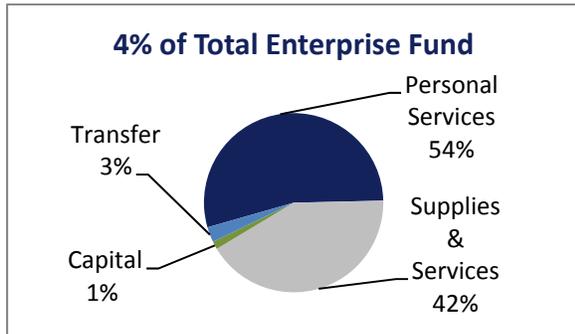
Golf (Enterprise Fund)

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 2013-14 Budget Highlights:

- Payoff the remaining \$380,000 debt service on the Rivercut Golf Course loan owed the City of Springfield.
- Continued emphasis on the expansion of golfing programs and opportunities for area youth and their families.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 1,438,278	\$ 1,677,344	\$ 1,568,216
Operating Supplies & Services	1,020,655	1,129,706	1,211,304
Capital Outlay/Improvements	11,826	42,950	40,480
Transfers	15,312	50,000	80,000
	<u>\$ 2,486,071</u>	<u>\$ 2,900,000</u>	<u>\$ 2,900,000</u>
Per Capita	\$ 10.95	\$ 12.78	\$ 12.78

Note: Per Capita numbers reflect Greene County residents.

Golf (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Horton Smith	4.6	4.6	4.6
Payne Stewart	5.6	5.6	5.7
Rivercut	7.8	7.8	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
	2011-12	2012-13	2013-14
Number of golf courses maintained	4	4	4
Number of golf holes maintained	67	67	67
Number of adult/senior 9-hole rounds played	31,734	32,000	66,000
Number of adult/senior 18-hole rounds played	61,863	62,000	62,000
Number of junior rounds played	8,120	8,200	8,500

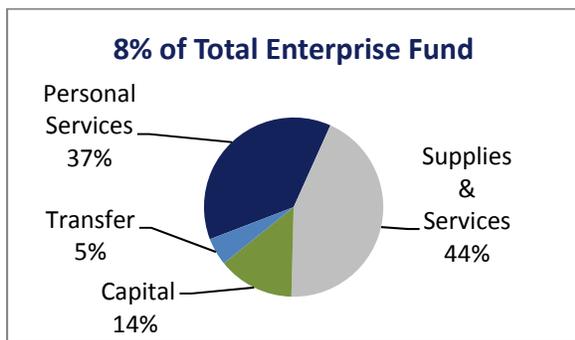
Solid Waste (Enterprise Fund)

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 2013-14 Budget Highlights:

- FTE increased by 5.7 per Salary Ordinance 6016 for Environmental Services reorganization and compliance with regulatory mandates.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 2,085,748	\$ 2,665,847	\$ 2,534,712
Operating Supplies & Services	2,045,406	2,706,756	2,948,391
Capital Outlay/Improvements	1,827,612	392,500	932,000
Transfers	277,794	334,897	334,897
	<u>\$ 6,236,560</u>	<u>\$ 6,100,000</u>	<u>\$ 6,750,000</u>
Per Capita	\$ 39.10	\$ 38.24	\$ 42.32

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Administration	4	4.75	4.45
Refuse Disposal	15.15	15.15	15.95
Recycling	9.55	13.05	18.05
	<u>28.7</u>	<u>32.95</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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Customer Visits to the Recycling Centers	318,108	324,470	330,959
Customer Visits to the HCCC	544	555	566
HCCC Customer Support Calls	1,290	1,316	1,342
Customer Visits to the YRC	76,497	78,027	79,588
Materials Received at the Recycling Sites (tons)	3,616	3,688	3,762
Materials Received at the YRC (cubic yards)	144,512	147,402	150,350
Materials Received at the HCCC (pounds)	28,630	29,202	29,786
Waste Received at the Landfill (average daily tons)	657	637	650
Hot Line Calls	20,654	23,500	23,500
Web Site Hits	49,911	27,000	50,000
Tours, Presentations & Events	173	150	200
Business Assistance Interactions	108	130	130
Special Event Recycling	92	60	100

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

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

MEASURES	2011-12	2012-13	2013-14
	Springfield Landfill Tipping Fees	\$28.65	\$30.94
Avg Tipping Fee (Publicly owned landfills in MO.)	\$33.84	\$39.90	N/A
Avg Tipping Fee (Privately owned landfills in MO.)	\$49.80	\$56.06	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)

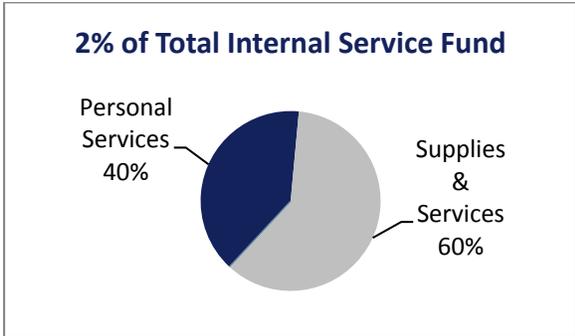
Department Purpose:

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 2013-14 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 114,047	\$ 114,179	\$ 114,179	\$ 92,189
Operating Supplies & Services	151,665	141,041	141,041	141,041
Capital Outlay/Improvements			-	-
	<u>\$ 265,712</u>	<u>\$ 255,220</u>	<u>\$ 255,220</u>	<u>\$ 233,230</u>
Per Capita	\$ 1.67	\$ 1.60	\$ 1.60	\$ 1.46

Print Shop (Internal Service Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Print Shop	2	2	2
	2	2	2

Performance Measures:

Goal: Maintain efficient services and/or customer service.

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
% of requests completed in 3 working days or less	93%	83%	85%

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
% of print requests submitted/fulfilled by electronic file	66%	60%	63%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2011-12	2012-13	2013-14
Online resources created and/or updated	Yes	Yes	Yes

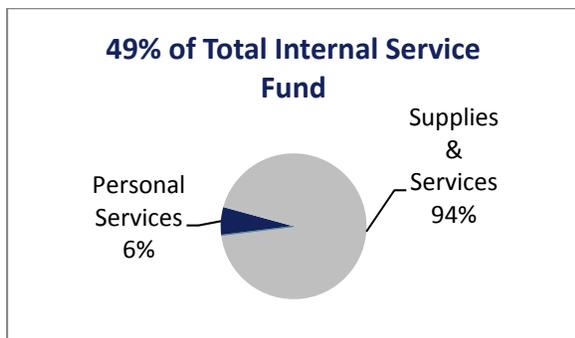
Self-Insurance Fund (Internal Service Fund)

Department Purpose:

The Self-Insurance Fund was established to account for the City's employee medical and workers' compensation insurance programs. All contributions, both City and employee, are held by this fund to pay medical expenses of the participants, as well as medical and indemnity claims related to workers' compensation.

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 2013-14 Budget Highlights:

- Risk Management Administrator FTE moved to the City Manager's Office.

Summary of Expenditures:

Expenditure	Actual	Adopted	Adopted
	2011-12	2012-13	2013-14
Personal Services	\$ 185,788	\$ 273,860	\$ 291,639
Operating Supplies & Services	1,874,996	4,427,962	4,426,963
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,060,784</u>	<u>\$ 4,701,822</u>	<u>\$ 4,718,602</u>
Per Capita	\$ 12.92	\$ 29.48	\$ 29.58

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Self-Insurance	4	4	3
	<u>4</u>	<u>4</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	2011-12	2012-13	2013-14
# of Fire & Life Safety Inspections conducted	15	15	15

Objective: Meet and communicate with the City's Safety and Wellness Committee a minimum of six (6) times during the year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
# of Safety & WellNess Committee Meetings	7	6	5

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	2011-12	2012-13	2013-14
Avg # of days from date of notice until Report of Injury filed with TPA	1	1	1

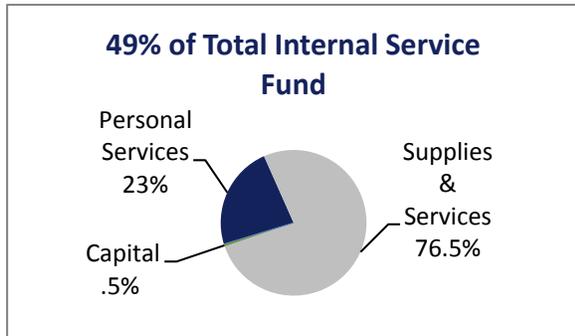
Objective: Monitor and reduce the number of workers' compensation claims that are filed on an annual basis.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2011-12	2012-13	2013-14
Total number of workers' compensation claims filed	183	160	150

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.



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.

FY 2013-14 Budget Highlights:

- Five positions will be unfunded and remain vacant in fiscal year 2013-14.
- Operating Supplies & Service increase is related to increase in supply costs.
- Budget includes a \$10.00 an hour labor rate increase to attempt to cover costs.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2011-12	2012-13	2012-13	2013-14
Personal Services	\$ 1,032,831	\$ 1,072,000	\$ 1,072,000	\$ 1,077,999
Operating Supplies & Services	2,875,739	3,498,000	3,498,000	3,567,001
Capital Outlay/Improvements	8,684	30,000	30,000	25,000
Transfers	-	-	-	-
	<u>\$ 3,917,254</u>	<u>\$ 4,600,000</u>	<u>\$ 4,600,000</u>	<u>\$ 4,670,000</u>
Per Capita	\$ 24.56	\$ 28.84	\$ 28.84	\$ 29.28

Service Center (Internal Service Fund)

Personal Services Summary:

BY DIVISION	2011-12	2012-13	2013-14
Service Center	22.4	23	23
	22.4	23	23

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 determined 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.

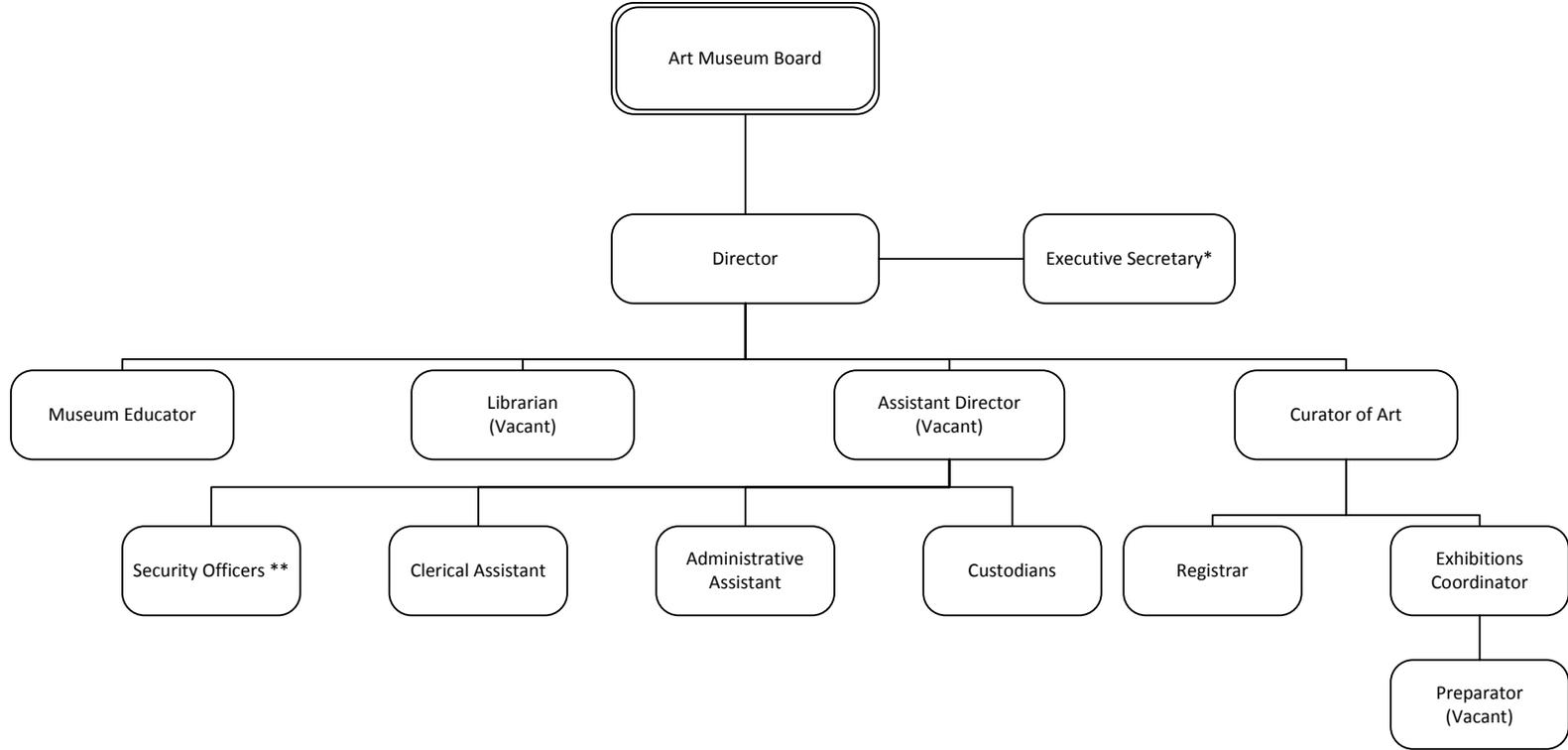
Objective: To maintain competitive rates as compared to private sector fleet maintenance providers in order to provide high quality, cost competitive services in an effective and efficient manner to city departments. The Service Center utilizes an industry standard “flat rate” by job when applicable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

MEASURES	Actual 2011-12	Fiscal Year 2012-13	Fiscal Year 2013-14
Light & Regular Duty Equipment:			
Service Center Hourly Labor Rate	\$58	\$58	\$68
Service Center Hourly Labor Rate as % of Private Rates	69%	67%	79%
Heavy Duty Equipment:			
Service Center Hourly Labor Rate	\$68	\$68	\$78
Service Center Hourly Labor Rate as % of Private Rates	72%	68%	78%



**APPENDIX
DEPARTMENT ORG CHARTS AND
GLOSSARY**

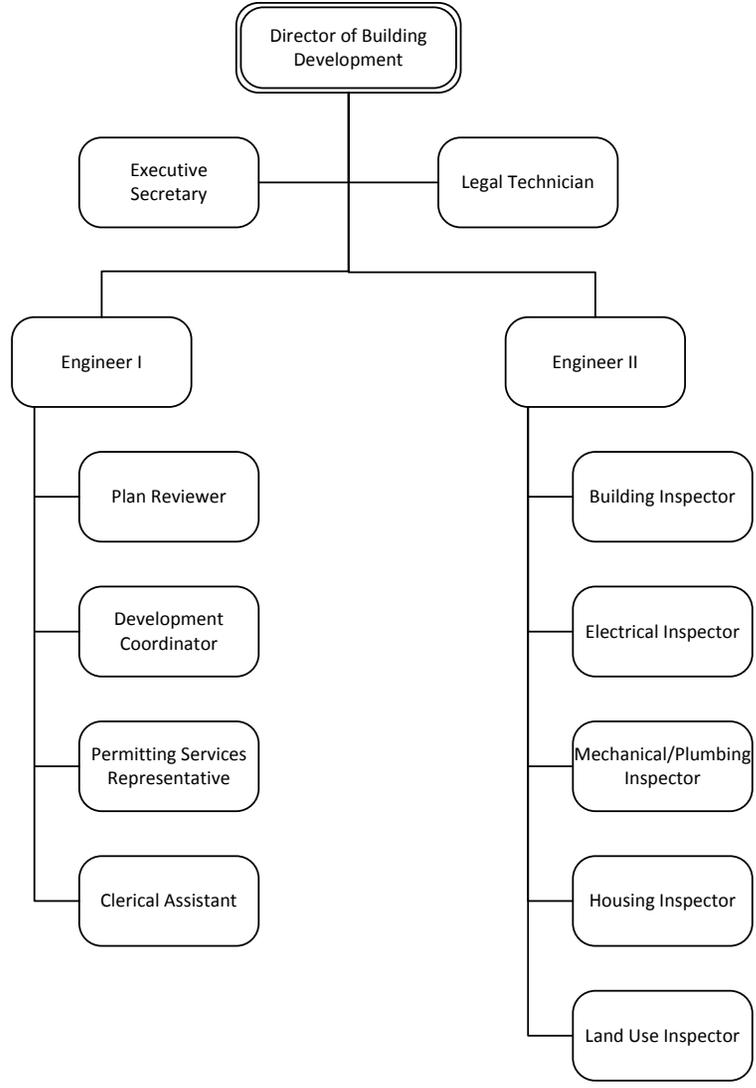




*filled with part-time contract employee
 **one of two positions filled with contract employee

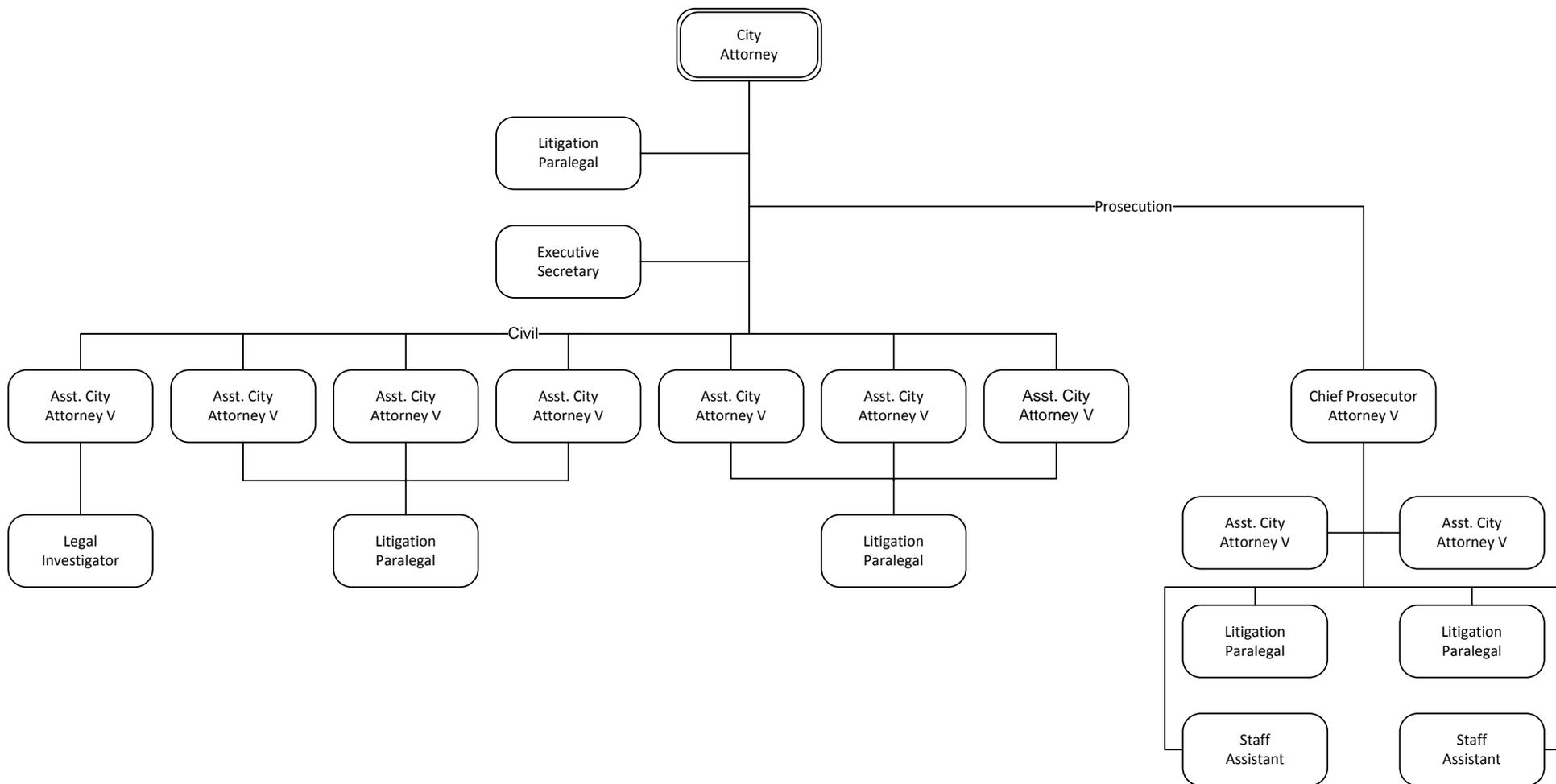
Art Museum

City of Springfield, Missouri



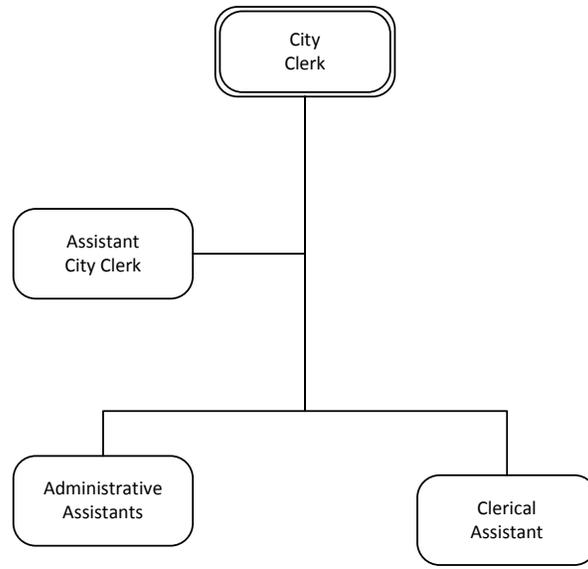
Building Development Services

City of Springfield, Missouri



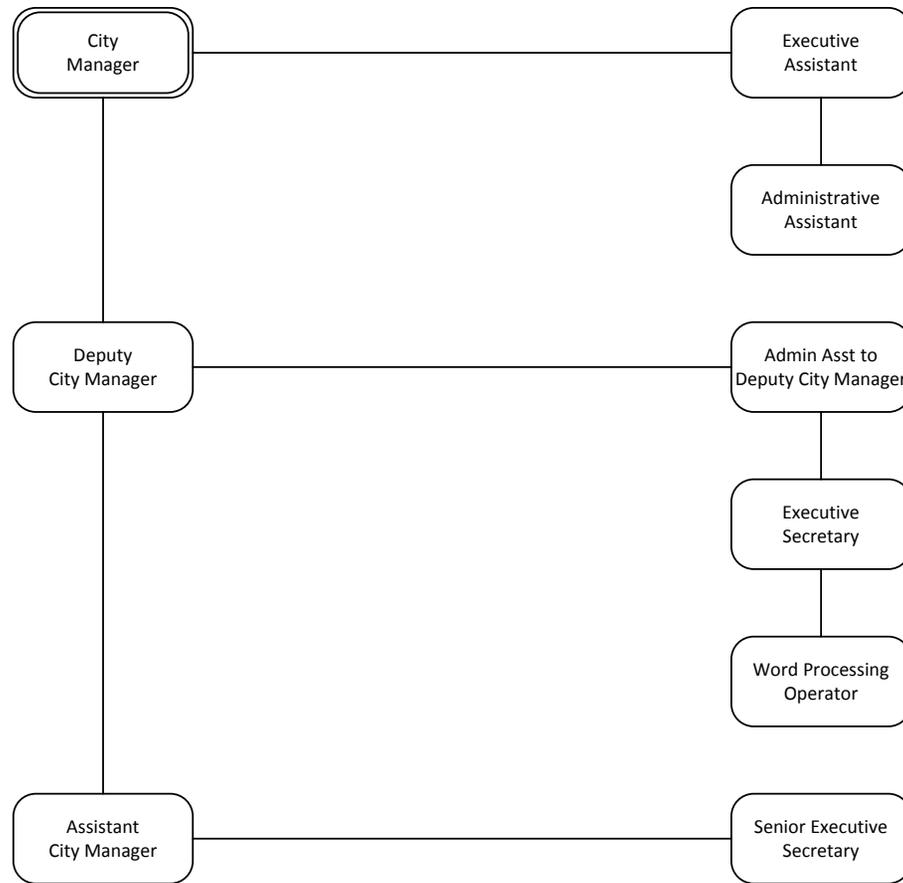
City Attorney/Prosecution

City of Springfield, Missouri



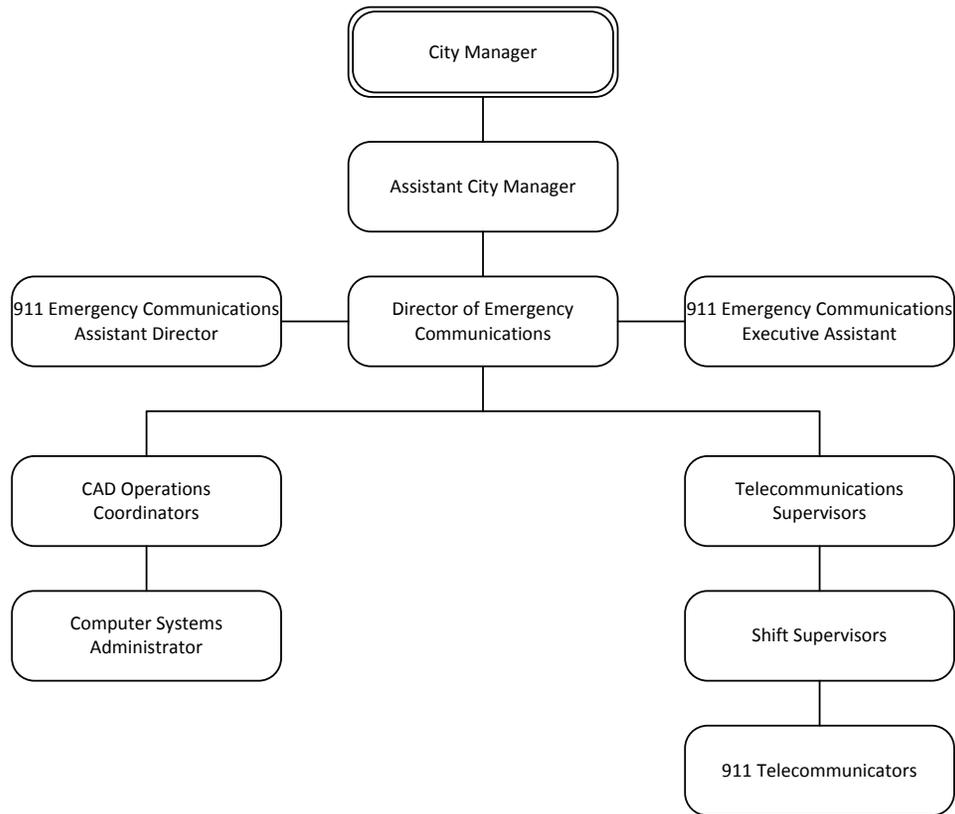
City Clerk

City of Springfield, Missouri



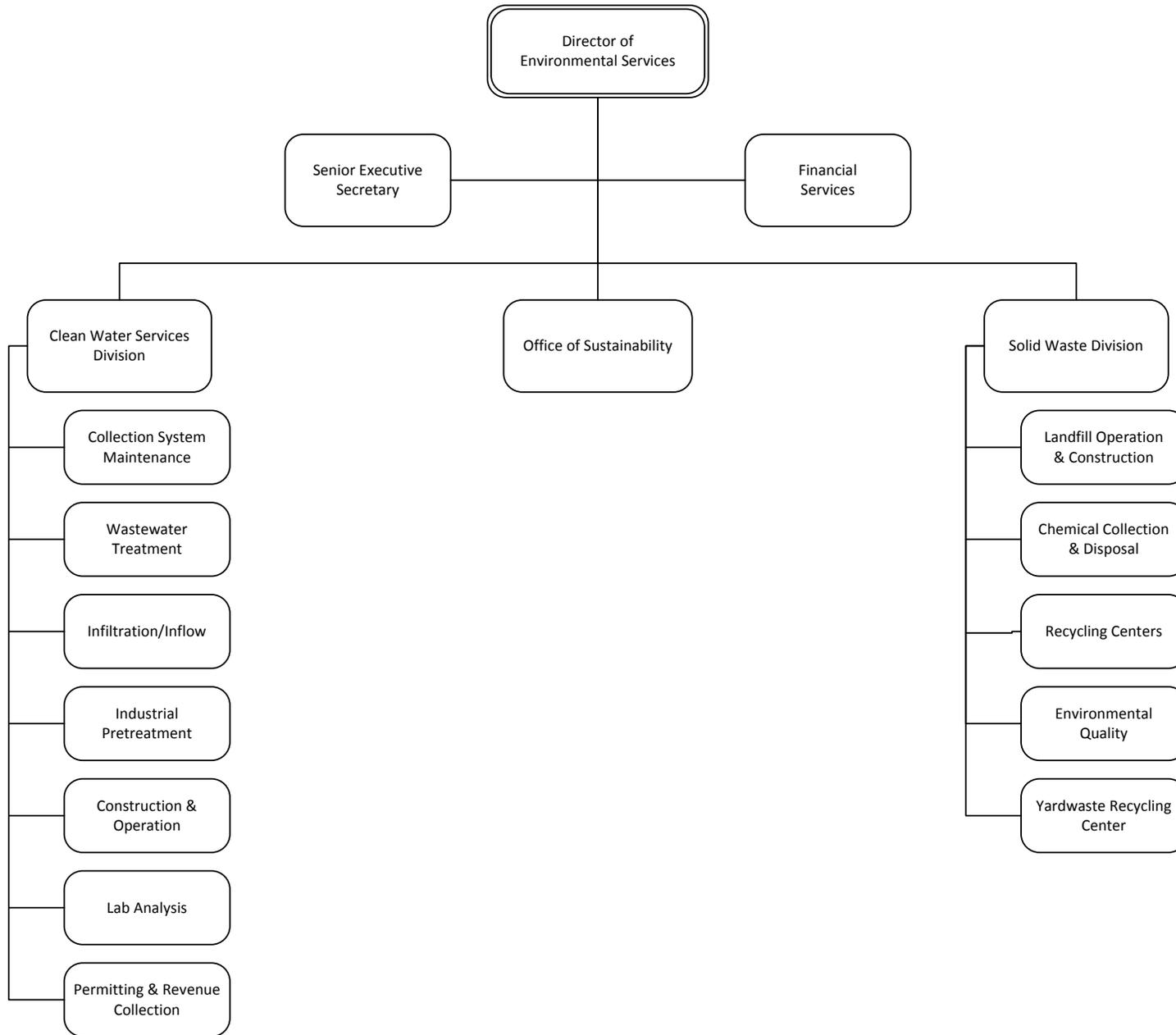
City Manager

City of Springfield, Missouri



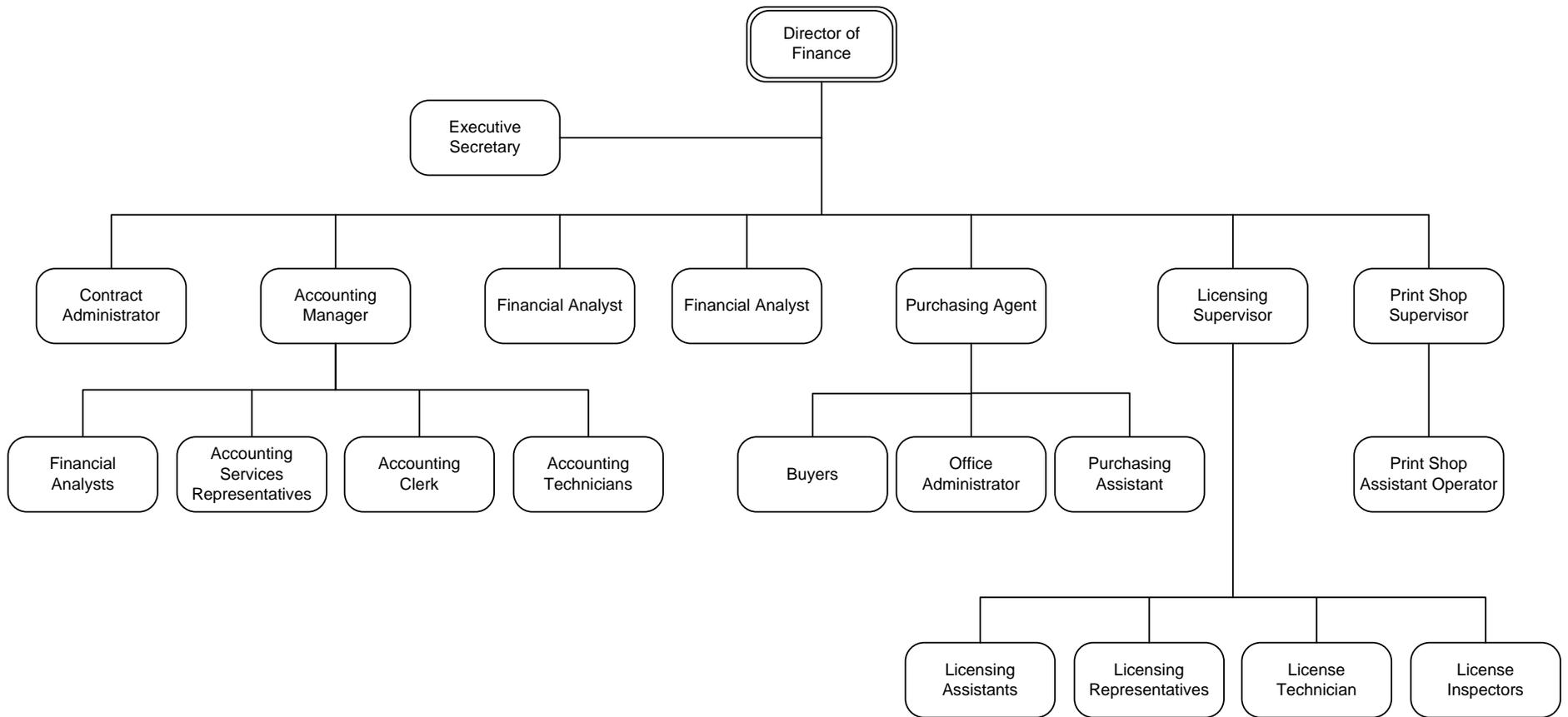
Emergency Communications

City of Springfield, Missouri



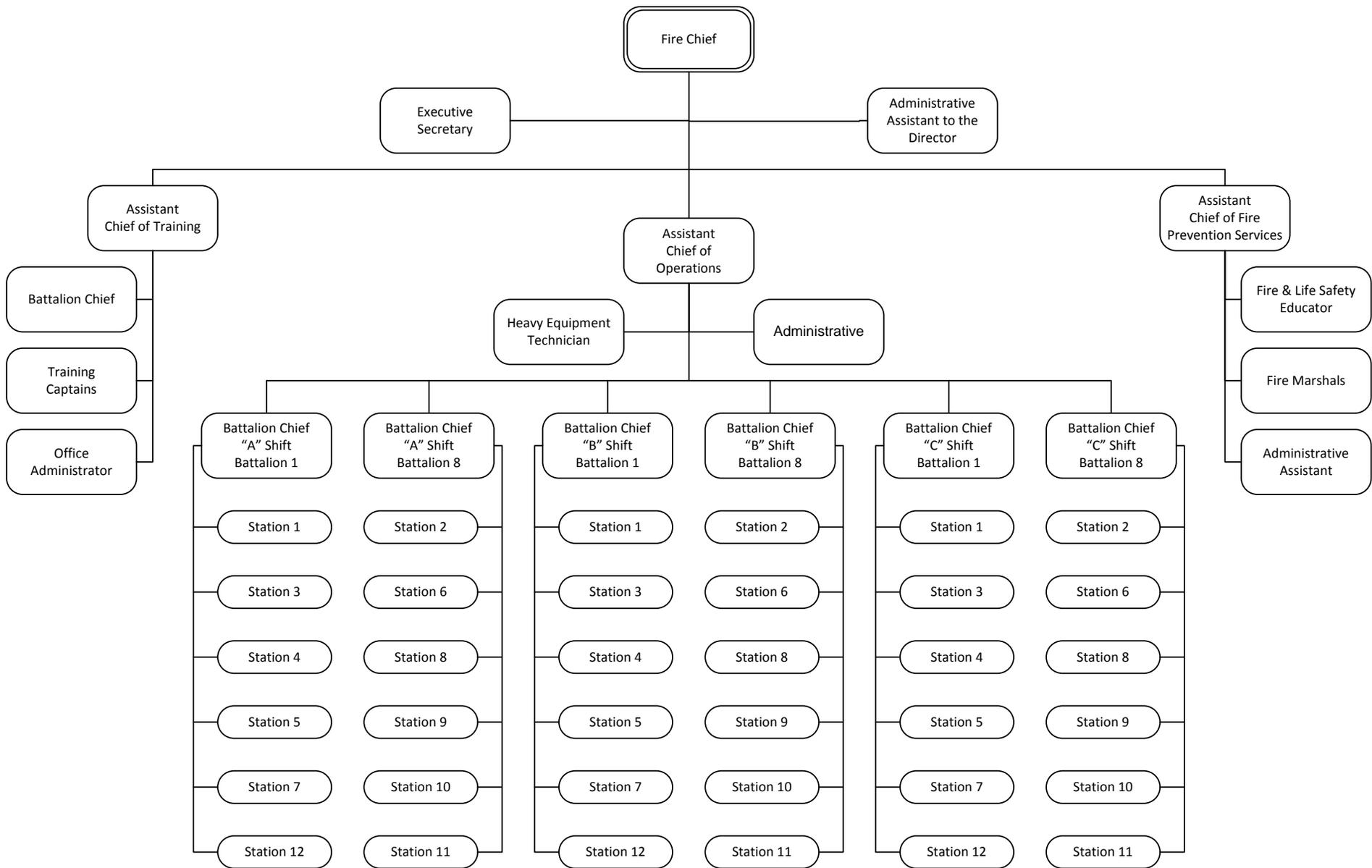
Environmental Services

City of Springfield, Missouri



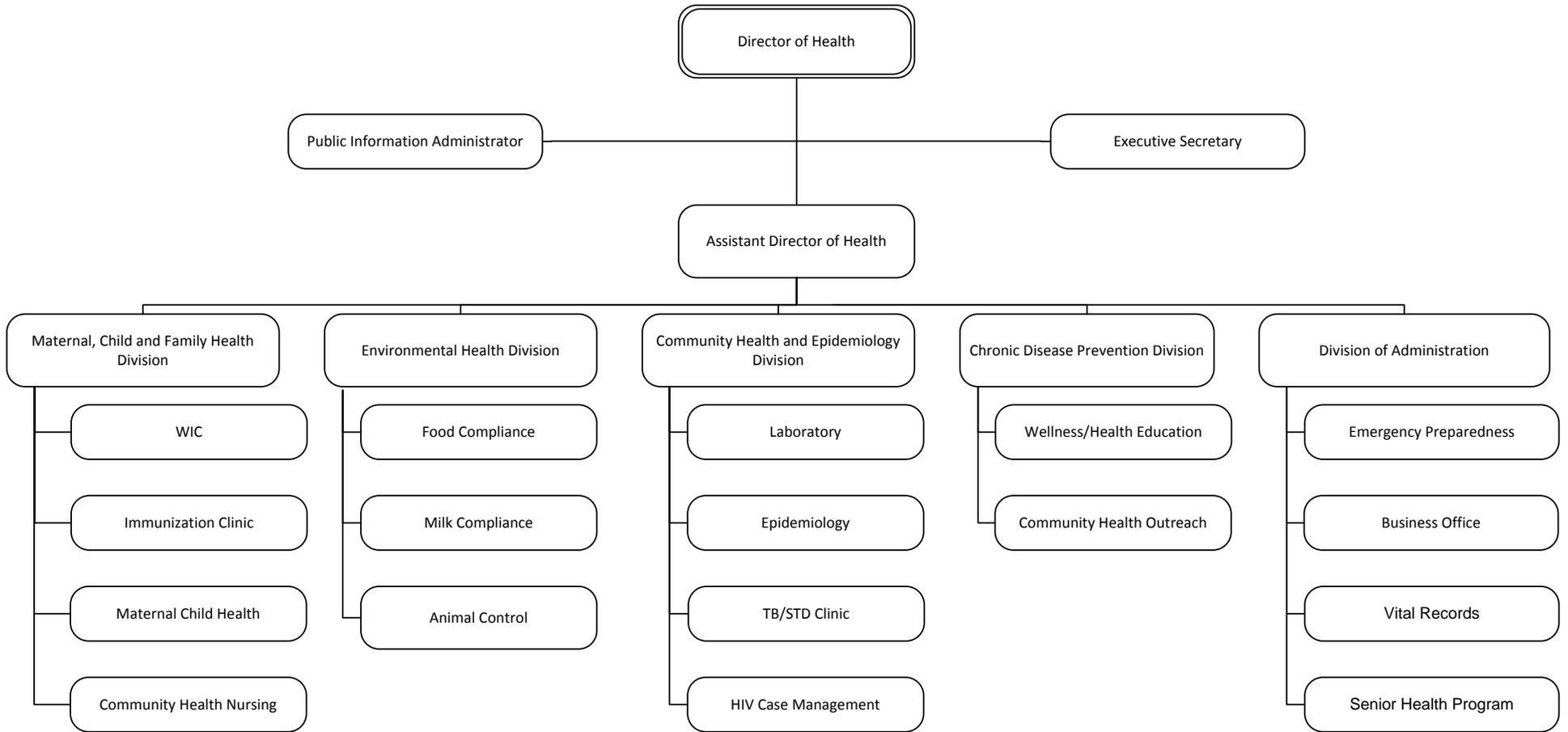
Finance Department

City of Springfield, Missouri



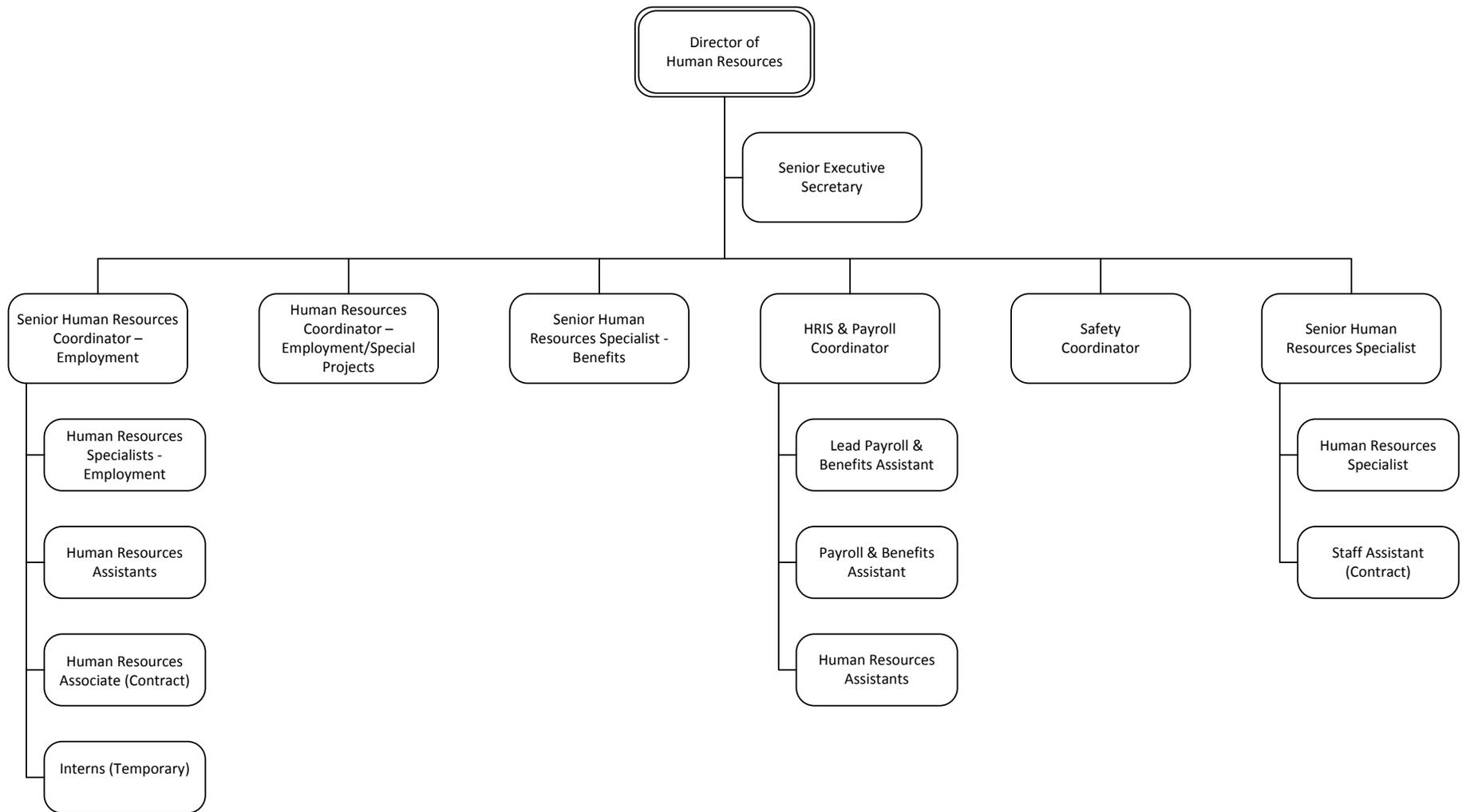
Fire Department

City of Springfield, Missouri



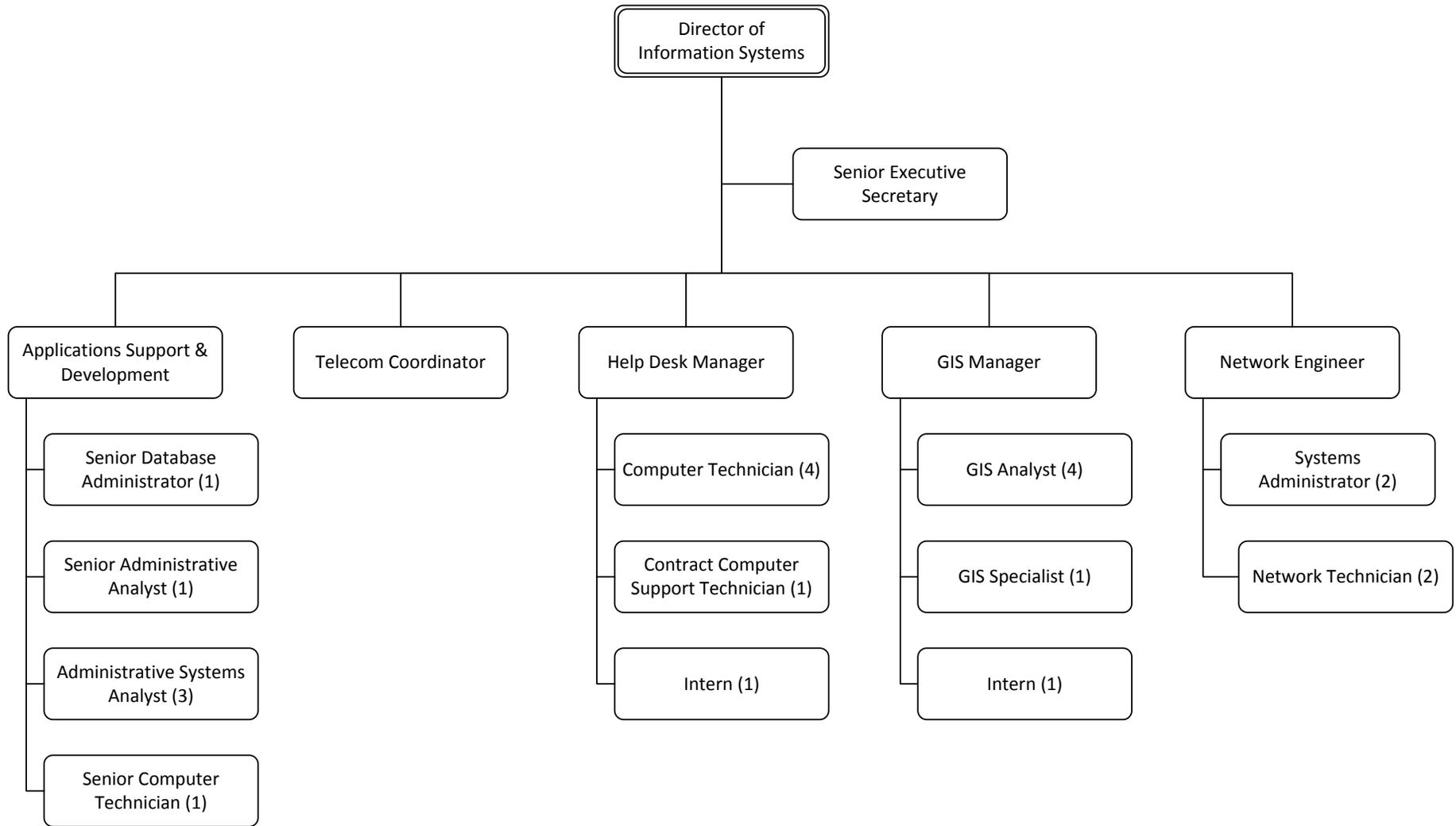
Health Department

City of Springfield, Missouri



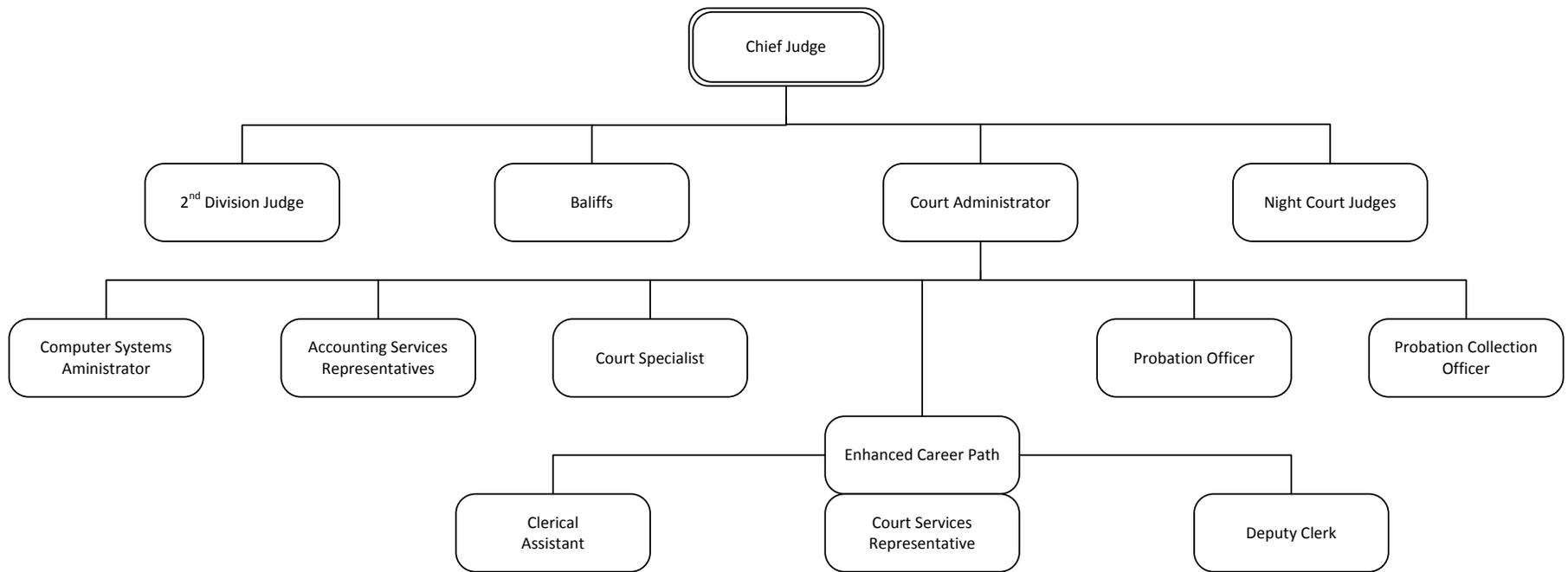
Human Resources

City of Springfield, Missouri



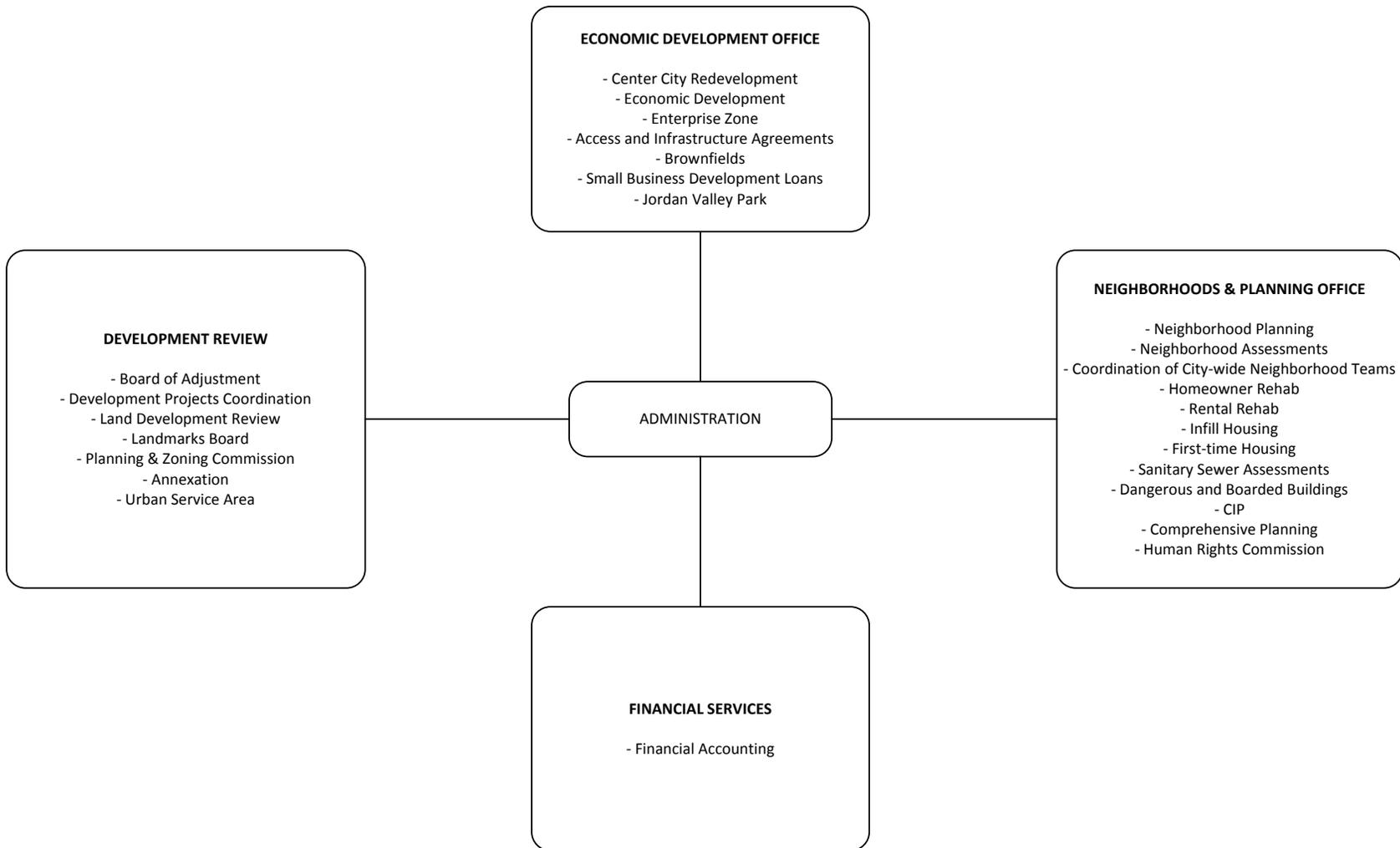
Information Systems

City of Springfield, Missouri



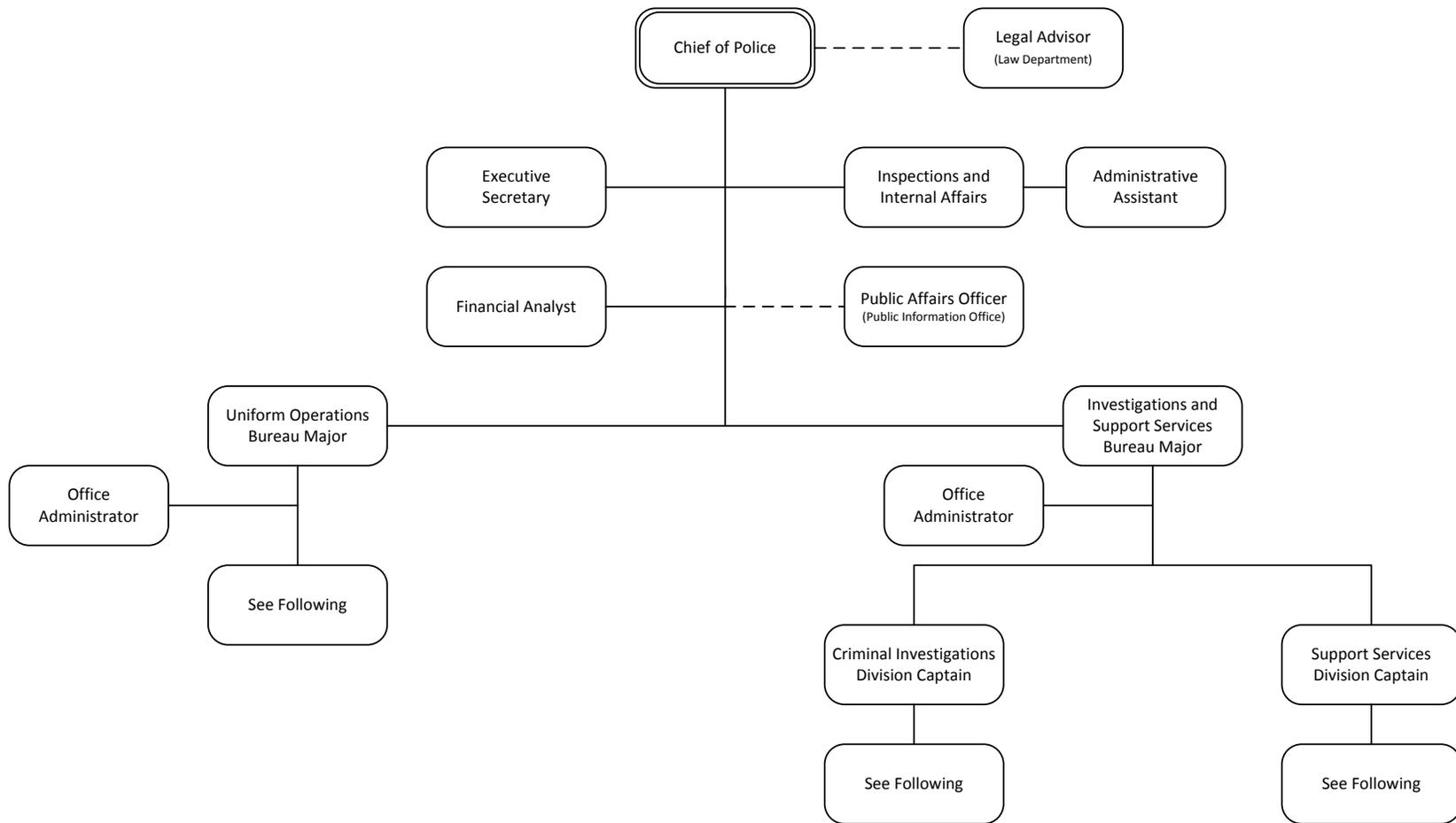
Municipal Court

City of Springfield, Missouri



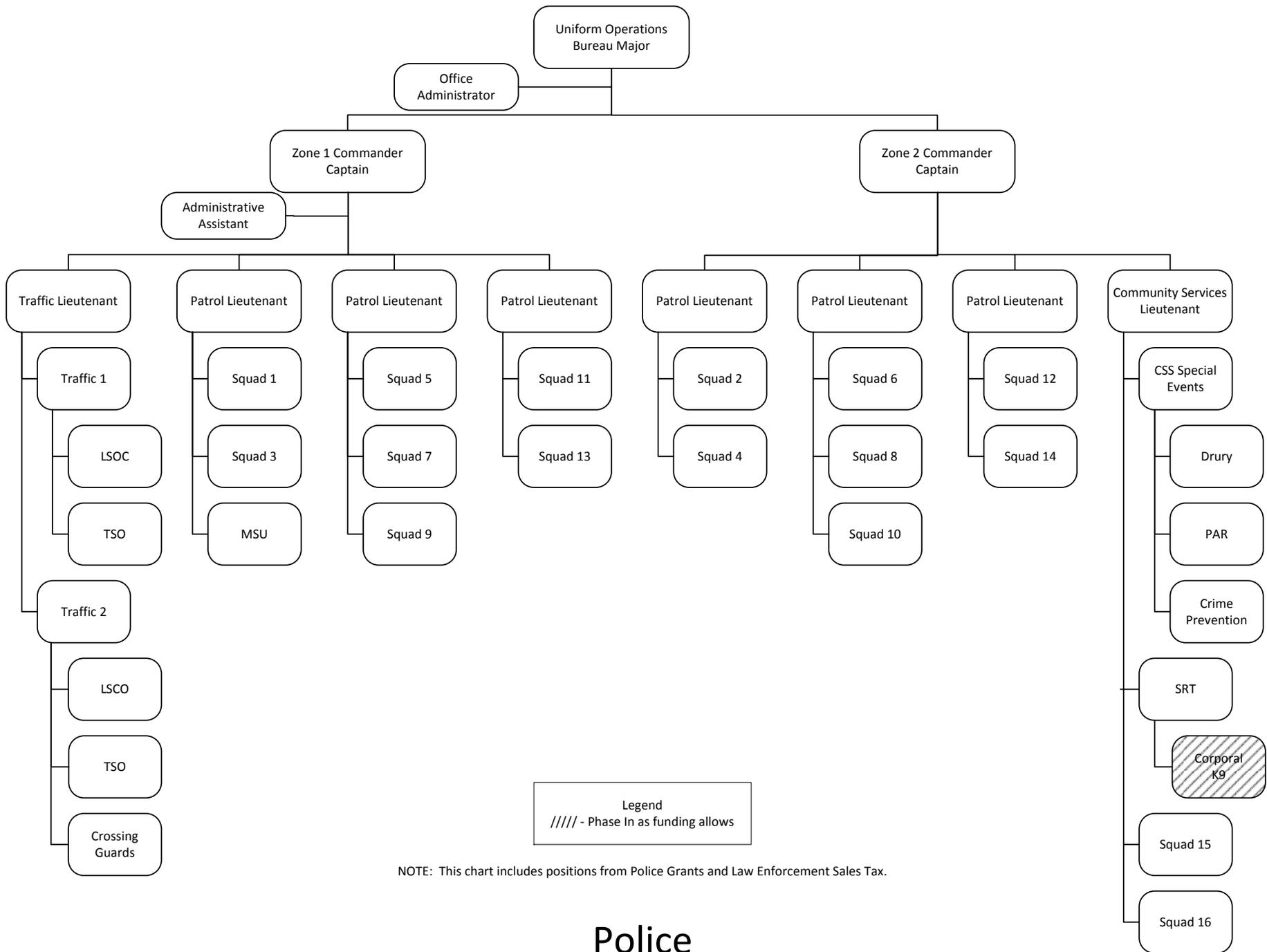
Planning & Development

City of Springfield, Missouri



Police

City of Springfield, Missouri

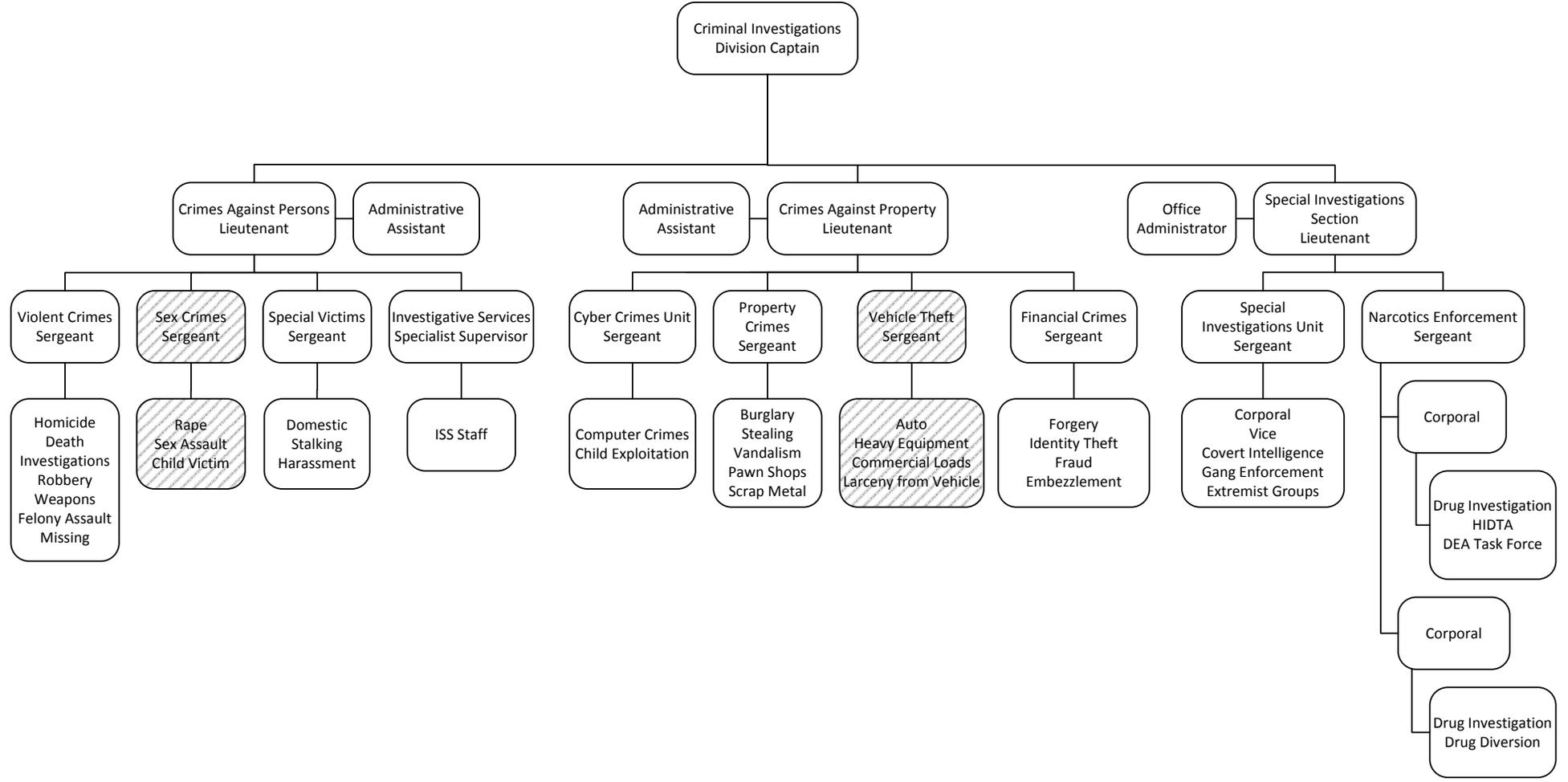


Legend
 ///// - Phase In as funding allows

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

Police

City of Springfield, Missouri

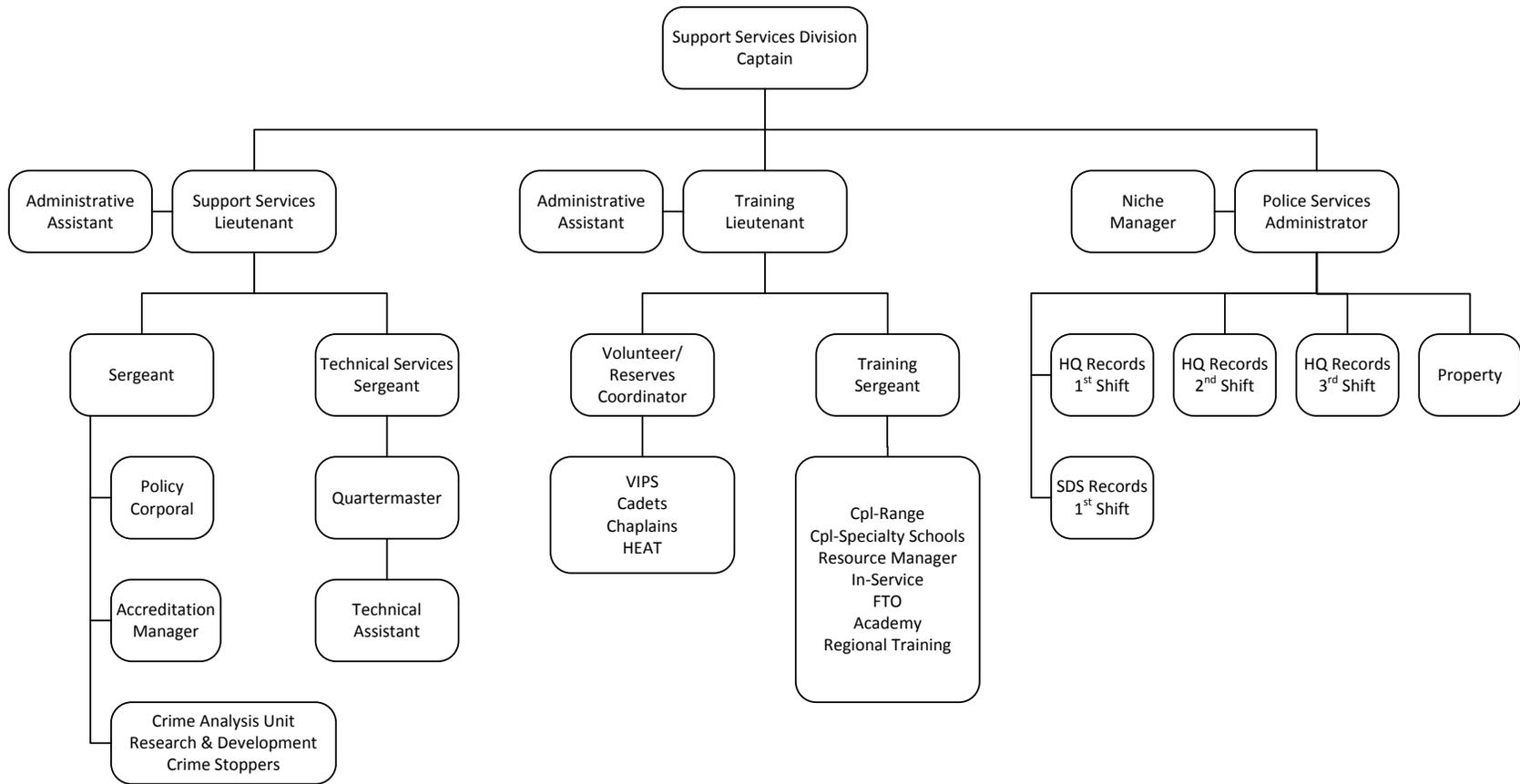


Legend
 ///// - Phase In as funding allows

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

Police

City of Springfield, Missouri

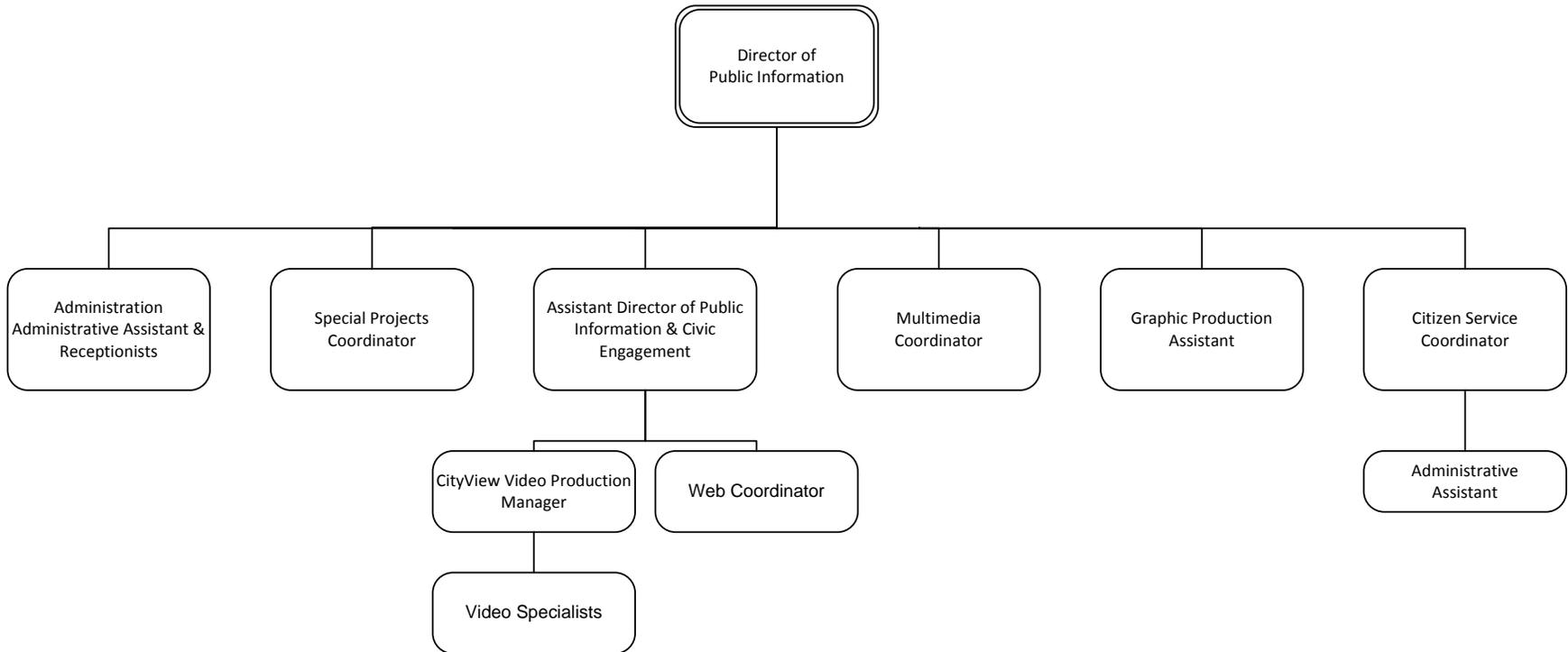


Legend
 ///// - Phase In as funding allows

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

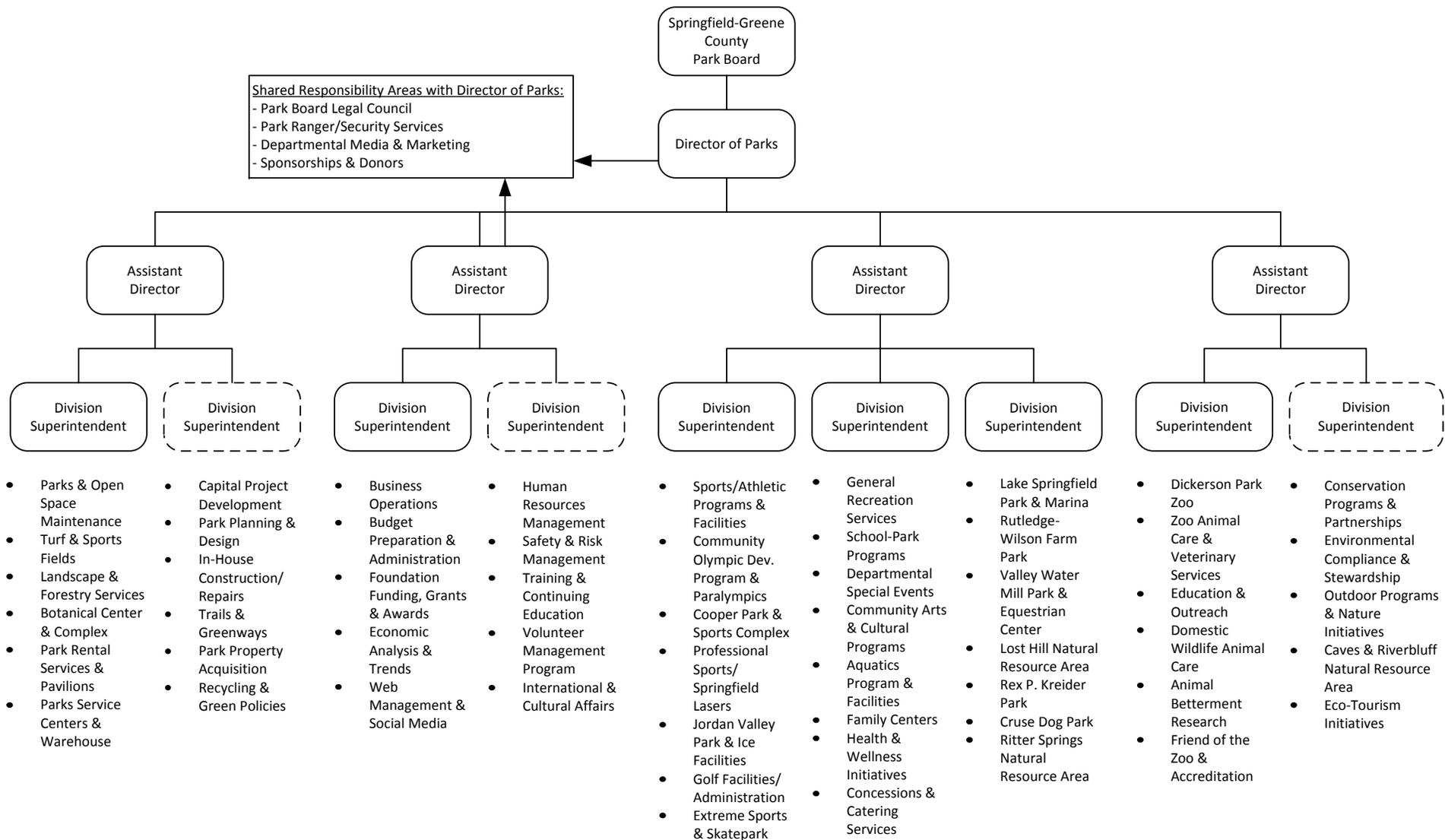
Police

City of Springfield, Missouri



Department of Public Information

City of Springfield, Missouri

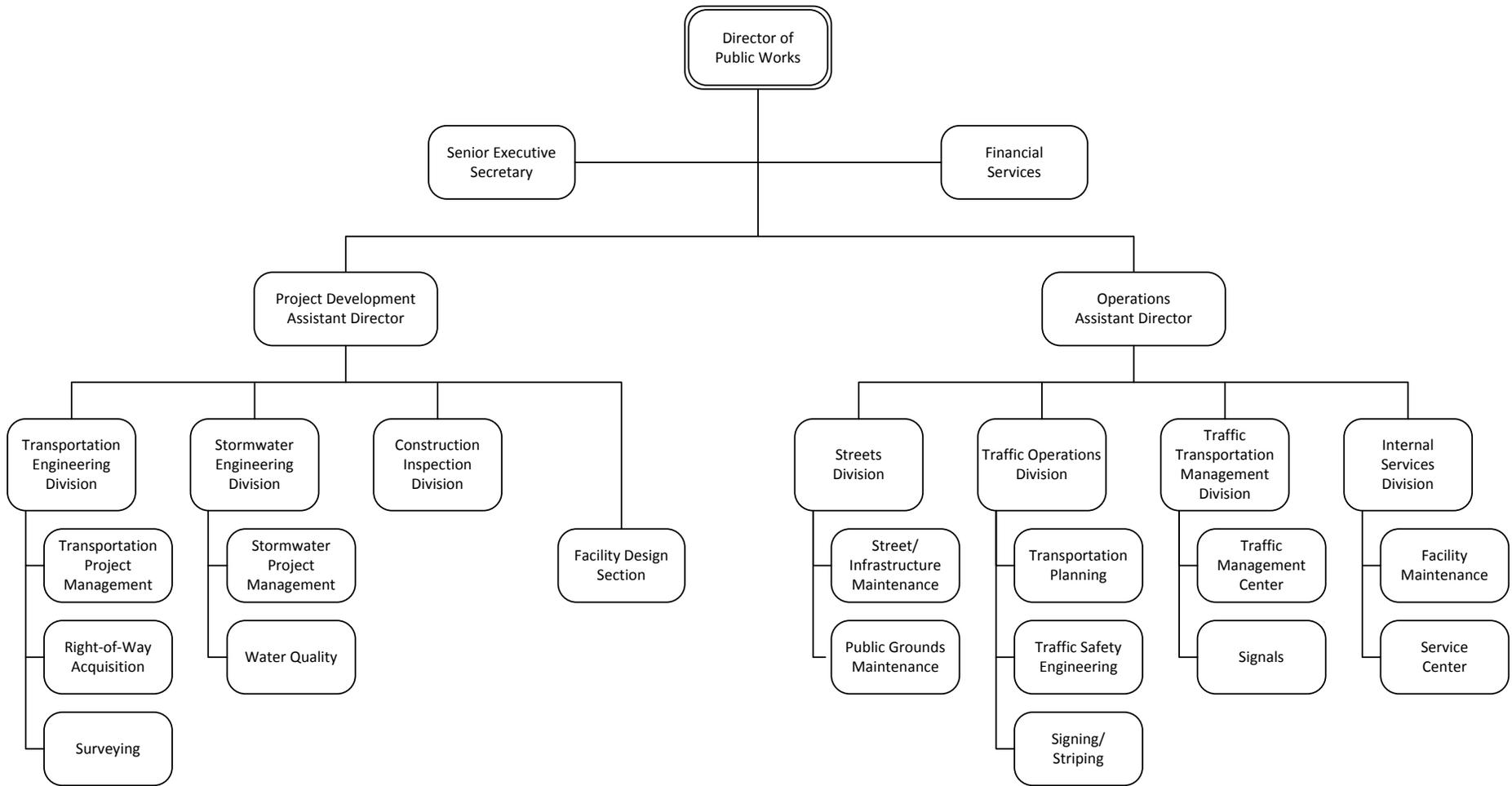


LEGEND
 _____ Current Positions
 - - - - - Future Growth

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

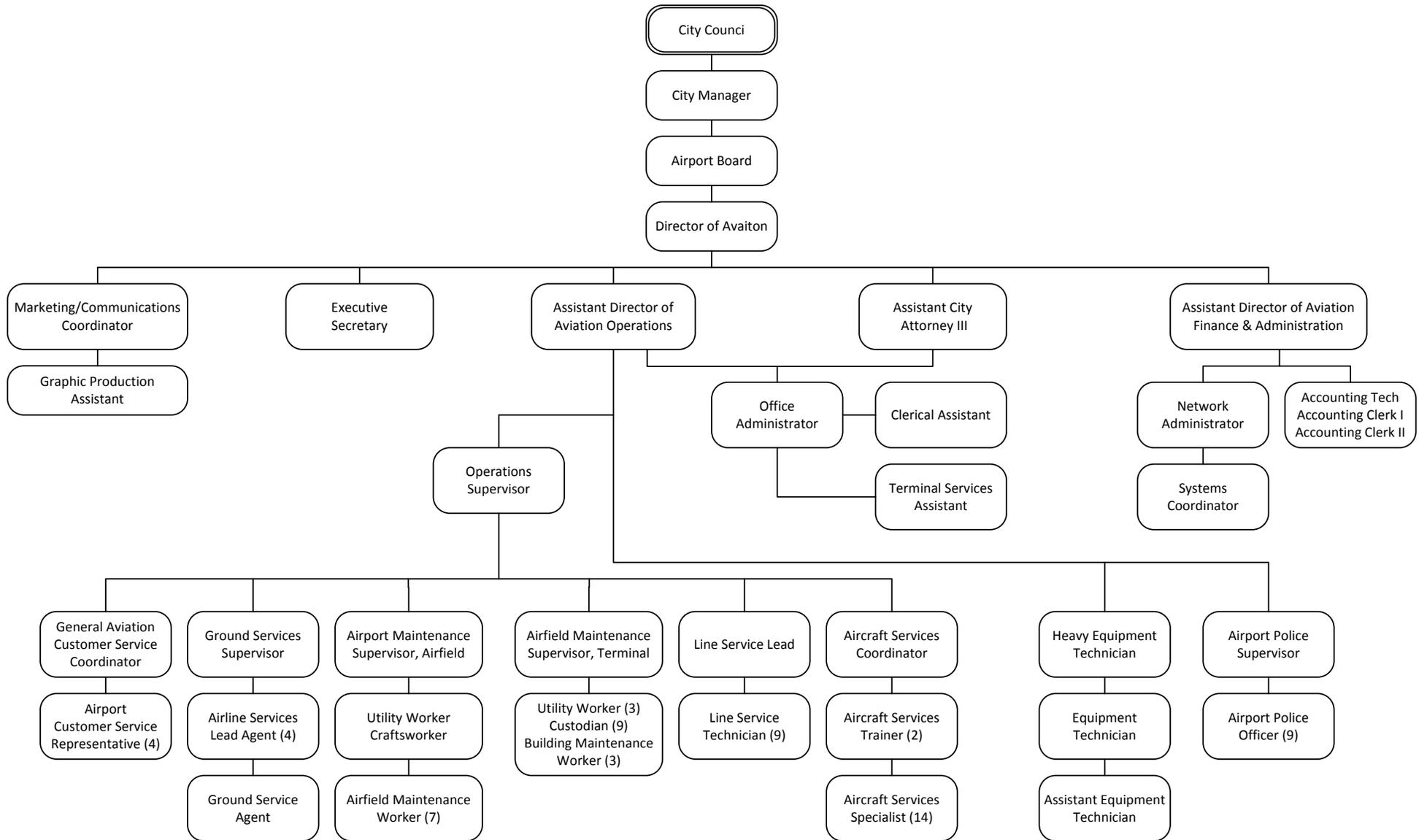
Public Parks-Springfield Greene County Park Board

City of Springfield, Missouri



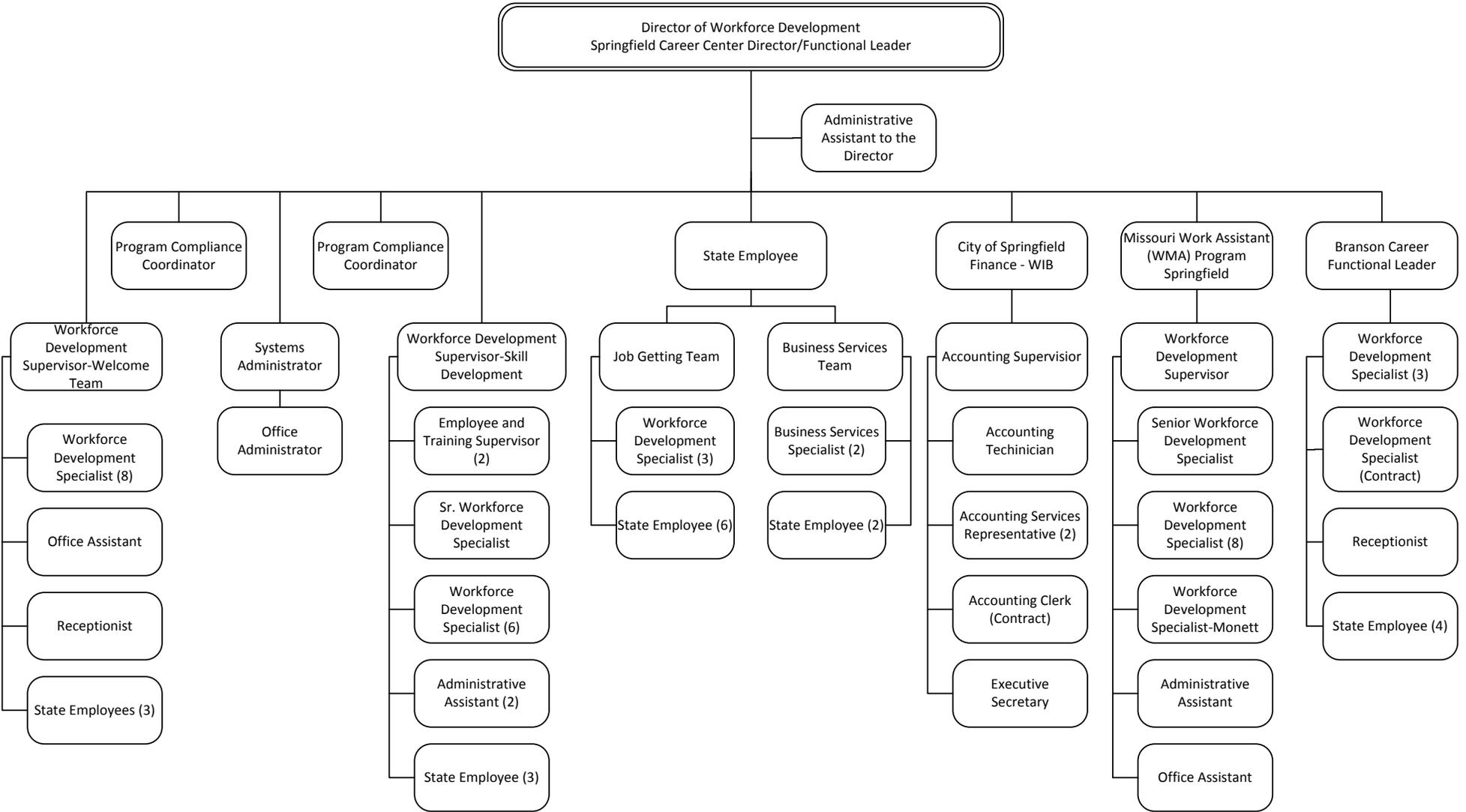
Public Works

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.

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

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

B:

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 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:

CFS – Calls for Service

CIP – Capital Improvement Program

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.

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.

Glossary of Terms

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

D:

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

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

E:

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

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

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

F:

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

programming of governmental budgets and their funding.

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

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

Full-Time Equivalents (FTEs) – Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

Fund – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance – The excess of a fund’s current assets over its current liabilities. A negative fund balance is often referred to as a deficit.

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.

Grant – A contribution by a governmental or other organization to support a particular function. Typically, these contributions are made to local governments from state or federal governments.

I:

Internal Service Funds – Funds set up to account for goods and services provided by designated

Glossary of Terms

departments on a (cost reimbursement) fee basis to other governmental units.

M:

Mission – A broad statement of the goals, in terms of meeting public service needs, that a department or organization is formed to meet.

Modified Accrual Accounting – A basis of accounting which is a mixture of accrual accounting and cash basis accounting. Expenditures are recognized when the liability is incurred and revenues are recognized when they become available and measureable.

O:

Operating Budget – The financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the City Council for approval. The “adopted budget” is the plan as modified and finally approved by the City Council. The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

Organization Chart – A flowchart or picture representation of the employee positions within a department and the hierarchy related to those positions.

Ozark Greenways – A citizen’s group dedicated to the preservation of greenspace through the creation of linear parks.

P:

Performance Measures – Specific quantitative measures for work performed within an activity or program.

Projected Revenues – The amount of estimated revenues to be collected during the fiscal year.

Proprietary Funds – Accounts for services for which the city charges a fee, internally and externally.

There are two types of proprietary funds, enterprise and internal service.

R:

Resources – Total dollars available for appropriation including estimated revenues, transfers, and beginning fund balance.

Revenues – All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

S:

Special Revenue Funds – Funds set up to account for revenues from specific taxes or other earmarked sources that (by law) are designated to finance particular activities of government.

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.