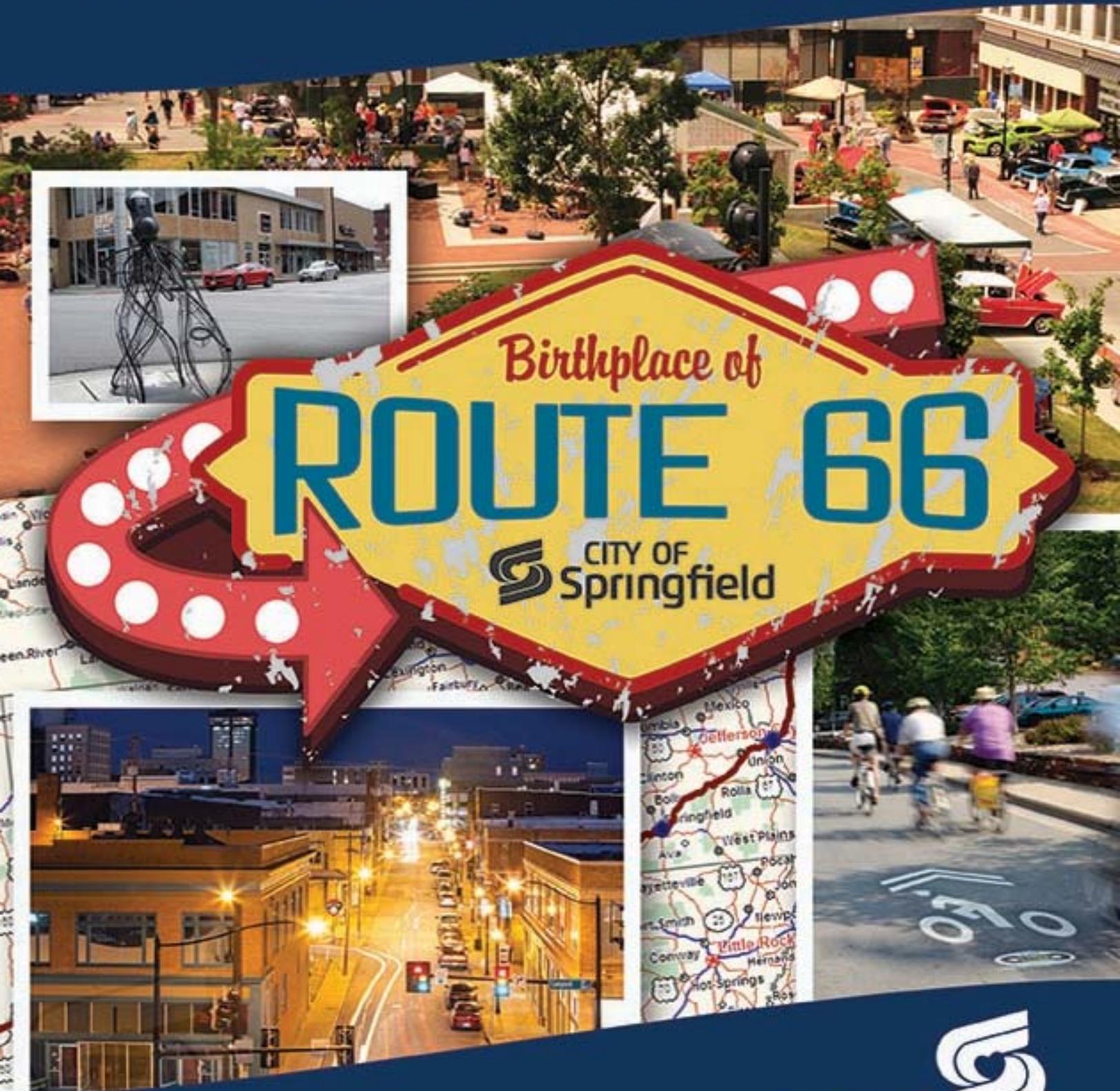


Springfield, Missouri Proposed Annual Budget FY 2015-2016



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, 2015—JUNE 30, 2016

PREPARED BY THE DEPARTMENT OF FINANCE

Mary Mannix Decker, Director of Finance

Teresa Allen, Financial Analyst

Brandie Fisher, Financial Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Springfield
Missouri**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

Municipal Officials

Mayor:

Robert L. Stephens

City Council:

Phyllis Ferguson	Zone 1
Justin Burnett	Zone 2
Mike Schilling	Zone 3
Craig Fishel	Zone 4
Jan Fisk	General (A)
Craig Hosmer	General (B)
Kristi Fulnecky	General (C)
Ken McClure	General (D)

City Officials:

Greg Burris	City Manager
Tim Smith	Deputy City Manager
Collin Quigley	Assistant City Manager
Dan Wichmer	City Attorney
Anita Cotter	Acting 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
Mary Lilly Smith	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
Dan Smith	Director of Public Works
Doug Stone	Director of Risk Management
Mary Ann Rojas	Director of Workforce Development

Table of Contents

BUDGET MESSAGE	09-18
CITY ORGANIZATIONAL CHART	19
COMMUNITY PROFILE	21-25
COMMUNITY STRATEGIC PLAN	26-27
BUDGET SUMMARY	29
A Guide to Using this Document.....	31
All Funds Groups – Revenue Comparison from Previous Years.....	34
All Funds Groups – Appropriation Comparison from Previous Years	35
Fund Structure & Relationship Between Fund Types	37-39
Schedule of Revenues.....	42-43
Revenue Projections	44-46
Summary of Expenditures and Appropriations	48-49
Schedule of Projected Changes in Fund Balance	50-51
Financial Policies	54-57
Debt Service Policy	60-63
Debt Service Requirements	64-65
Positions by Fund Summary	69
Positions by Fund Detail	70-91
Budget Process	95
Budget Preparation Schedule	96
Budget Policies	97
General Operating Funds – Revenue Comparison from Previous Years	98
General Operating Funds – Appropriation Comparison from Previous Years.....	99
BENCHMARKS	103
General Fund Sales Tax Receipts	107
Total Sales Tax Rate	108
Sales Tax Revenue Per Capita	109
Police Protection.....	113-115
Fire Protection	116-118
Worker’s Compensation	121
DEPARTMENTAL SUMMARIES	123
GENERAL FUND	125
Building Development Services	126-127
City Attorney/Prosecution	128
City Clerk.....	130-131
City Manager	132-133
Finance.....	134-136
Fire	138-142
Human Resources.....	144-146
Information Systems.....	148-149
Mayor and City Council.....	151

Table of Contents

Municipal Court	152-153
Planning and Development	154-156
Police	158-159
Public Information	160-162
Public Works	164-165
SPECIAL REVENUE FUNDS	167
Art Museum	168-169
Convention and Visitors Bureau	171
Emergency Communications	172-173
Hotel/Motel Tax	174
Law Enforcement Sales Tax	175
Miscellaneous Special Revenue	176
Police Special Revenue	177
Public Health	178-180
Public Parks	182-184
Public Works Transportation	186-188
Road and Bridge Maintenance	189
Telecable	190-191
GRANT FUNDS	193
Community Development Block Grant	194
Fire Grants	195
Home Investment Partnership Program	196
Parks Grants	197
Planning and Development Grants	198
Police Grants	199
Public Health Grants	200
WIC Program	201
Workforce Development	202-204
CAPITAL PROJECTS FUNDS	205
Capital Projects Policy	206-209
Summary of Expenditures & Appropriations	210
Summary of Non-Routine Capital Expenditures	211-218
ENTERPRISE FUNDS	219
Airport	220-222
Clean Water Services	224-226
Golf	228-229
Solid Waste	230-232
INTERNAL SERVICE FUNDS	233
Print Shop	234-235
Self-Insurance Fund	236-237
Service Center	238-239
APPENDIX	241
Departmental Org Charts	242-269
Glossary of Terms	270-273
Acronyms	274



April 28, 2015

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

Date: April 28, 2015

Re: Fiscal Year 2016 Proposed Budget

The current fiscal year has been characterized by growth in sales tax revenue and increased commercial and retail development in the City. While we have experienced growth in sales tax the last four years, since the end of the recession, sales tax growth during each of these fiscal years has fluctuated significantly from month-to-month. That trend has reversed itself in FY 2015, as we have seen a consistent, positive trend in sales tax growth. Obviously, we did not expect this level of growth when we were setting our FY 2015 revenue estimates. Also this fiscal year, the community is benefiting from both commercial and residential development. Some of the major projects are reaching completion and others are new projects started this fiscal year. The City's unemployment rate has declined to 4.9%. While these signs are encouraging, many believe the national economy is not stable. Additionally, 2016 is a presidential election year, which often breeds economic uncertainty. We have taken this into account when developing the proposed FY 2016 budget.

Within our City government, we continue to address unfunded environmental mandates and focus on other local issues. One of the principles of which I'm most proud is that the City takes these issues head on; we don't "kick the can down the road" or sweep them under the carpet. While taking this tack can oftentimes be uncomfortable, it is good for our community and our community will be much better for it in the long term. My intention is that this strategy will provide Springfield with a significant competitive advantage in the future. Toward that end, a task force consisting of City of Springfield staff and Greene County staff worked for eighteen months to identify a set of challenges facing our community, including both governments, currently and in the near future. The issues fall into the following major categories: law enforcement and criminal justice, unfunded state and federal environmental mandates, and City and County financial stability. As you know, each topic is being, and will continue to be, discussed in-depth with City Council and the Greene County Commission. Again, while facing these large-scale community challenges head-on will not be easy or comfortable, developing and implementing solutions will make our community stronger.

Enhanced communication with citizens and civic engagement has been a major focus area this year. In February, the Citizen Resource Center was opened. This center provides a one-stop shop that citizens can contact for assistance with City services and issues. The Center can be accessed in person, by phone, or online. We continued to celebrate Springfield's heritage with the annual Birthplace of Route 66 Festival. This festival continues to be very successful, starting with the opening of the new Route 66 Roadside Park and concluding with a sold-out concert at the Gillioz Theatre and 2,000 additional citizens watching the concert on a screen in Park Central Square. The 2015 version of the festival looks to be bigger and more successful than last year's version, with even more community support and corporate sponsors.

Economic Development

Private development has accelerated this year. Heer's, a privately owned downtown building will open in August, adding 80 luxury apartments to downtown. The renovation and upcoming re-opening of Heer's will mark a bell-weather moment for our community; in the minds of many long-time residents, this event will signify that Downtown Springfield has arrived. In fact, many of Springfield's large downtown buildings are currently being renovated as downtown experiences, in essence, a second renaissance.

Menards, a major home improvement store, has announced the opening of two stores in Springfield. The two stores are expected to add 200 jobs to the community and generate \$30 million in sales in the first year of operations.

The healthcare industry in the community continues to thrive. Approximately 17% of the workforce is employed in the health care industry. The State's higher-education system has formed partnerships with local hospitals to expand healthcare educational opportunities in Springfield. The University of Missouri at Kansas City School of Pharmacy opened a Springfield campus in the fall of 2014, enrolling thirty students in the inaugural class. The governor has committed \$10 million of state funds for expansion of the University of Missouri Medical School. The school will partner with Cox Hospital and Mercy Hospital to provide a clinical campus for third- and fourth-year students. This expansion, along with new classroom space at the University of Missouri Columbia for first- and second-year students, will expand the state-wide program and help address the current and projected shortage of primary care physicians in our region.

The Springfield Airport has experienced another strong year. Total passenger count increased 12% over 2013. The General Aviation facility is being redeveloped to make it "development ready" for eight new airline hangers. There is a high demand for private and corporate airline hangers, and this addition will be an asset to the business community. Our General Aviation facility serves, in essence, as Springfield's "front door" to these visiting business executives.

Residential development, both single family and multi-family units, have also increased in the last several months. A significant amount of the growth is centered around the Missouri State University campus with the addition of privately owned student housing. This has significantly increased the amount of off-campus housing near the university.

Fiscal Management FY 2015 – General Revenues

In FY 2015, sales tax revenue was projected to grow 3.1% over budgeted FY 2014 revenue. Sales tax revenue has exceeded the estimate, due in part to extremely high revenue in July and August. Growth in these two months averaged 20% over the prior year. Sales tax revenue has consistently exceeded budget throughout the fiscal year. On a year-to-date basis, sales tax revenue is 6% over budget. While this growth has been encouraging, we recognize this high rate of growth is not likely sustainable for the upcoming fiscal year. Payments in lieu of taxes (PILOTS) from the municipality-owned utility are expected to slightly exceed budget.

Development-related fees are exceeding the budget estimate, while court costs and fines are below budget. Overall, revenue for FY 2015 is expected to exceed budget by \$1.8 million or 2.3%.

Our FY 2014 year-end results were better than anticipated. Revenue exceeded expenses by \$3.3 million or 4% due to revenue that exceeded budget and expenses that were less than budget. The surplus was appropriated for one-time needs, primarily capital equipment. This additional revenue allowed us to purchase much-needed police vehicles and fire apparatus. Fortunately, the last few years, end-of-year surplus funds have been available to acquire capital equipment. Public safety continues to be a high priority, and 54% of surplus funds have been appropriated to the Police and Fire departments in the last two years. Capital equipment is necessary for employees to perform their job responsibilities effectively and safely. While we have not identified an on-going funding source for the lifecycle replacement of equipment, we have made great progress in the last several years utilizing surplus funds.

In the last year we addressed risk management in a coordinated, comprehensive way. The City's risk management program was expanded to include general liability, public officials' liability, law enforcement legal liability, and cyber insurance. The program was funded at a 60% level, meaning that in 60 of 100 years, we are likely to have enough funds to pay claims. Obtaining liability and cyber coverage protects the City's rainy day fund and helps to maintain stable reserves. The City's self-insured health insurance fund continues to perform well and the existing reserves are at the desired level of six months of claims.

Last year, I mentioned that during the next year we would be reviewing the budget in detail; examining revenue and expenses. While we have been able to deliver balanced operating results, my concern is that given our current financial condition, we will not be able to address many of the priorities on the horizon. The Leadership Team has also been studying this issue over the last several months. Multiple ten-year financial forecasts were developed assuming the current level of operations, the estimated cost of new services, and federal and state mandates. The conclusions were not surprising -- without any changes, we can continue to maintain the status quo addressing only the most pressing operational concerns, but not focus on other areas such as capital replacement or competitive pay. There are several employees in the City whose pay is significantly below market. After studying this issue, Leadership Team has identified a few key priorities. We recognize that the City is a service organization, and it is our staff team who deliver those services to our citizens and our city's guests on a daily basis. Thus,

we must pay competitive salaries if we desire to attract and retain quality employees and continue providing high-quality services. Our focus for FY 2016 will be to maintain the current number of employees except in cases where an ongoing funding source is provided. We will also address pay issues for the positions that are the furthest below market and those positions where we have difficulty recruiting and retaining employees.

I remain committed to maintaining adequate reserves in the General Fund. The General Fund reserve is 20% of the operating budget. This level meets our policy and the stability of the City's General Fund was recognized by Moody's this past year when our bond rating of Aa1 was affirmed.

Revenue Outlook FY 2016

As mentioned earlier, sales tax performance has been strong this year. As of the end of April, sales tax revenue has exceeded budget by 6%. This is, in part, due to extremely high sales tax revenues in July and August of 2014, which we believe is a timing difference that resulted in prior tax revenues being released to us by the Missouri Department of Revenue in July and August, thus inflating the revenues during these months.

The first step in projecting sales tax revenue for the next fiscal year is to determine estimated revenue for the current year. Keep in mind that we must predict revenues up to sixteen months in advance and need to be accurate within a very narrow margin. Being short on this revenue estimate by even one or two percent will likely result in a painful set of budget cuts impacting all departments. It is my responsibility, along with the Director of Finance, to ensure we do not become overly aggressive in our revenue estimates and place the City in a fiscal shortfall position. Those of us who worked our way through the massive fiscal cuts during and immediately following the recent recession know how painful that process can be for us and our citizens. As one of the few cities in the country to have our bond rating increase during the recession, I continue to believe our team is being good, responsible financial stewards of the funds in which we've been entrusted.

In projecting sales tax revenue for FY 2016, we adjusted FY 2015 July and August to reflect average results. This base was then increased 3% for the upcoming fiscal year. The estimated growth is based on the local economic conditions and national economic forecasts. This is a more aggressive approach than revenue forecasts of the last few years. However, I believe this is attainable. It is difficult to forecast retail sales for the upcoming sixteen months, so we will closely monitor actual sales tax and revenue during the upcoming fiscal year. Total sales tax revenue for FY2016 is estimated to be \$42.5 million. After the recession, it has taken seven years to surpass 2008 sales tax revenue. If we meet the budget estimates, this will be the highest level of sales tax revenue in the history of the City.

Payments in lieu of taxes (PILOTS) are projected to increase 4% over the FY 2015 budget. PILOTS are based on gross revenue from the City's municipality utility and are directly related to the Utility's revenue. Overall in 2015, Springfield had both a mild winter and a mild summer. Thus, a moderate PILOT revenue increase is expected for FY 2016.

Revenues from permits, fees and charges are expected to increase 2% in FY2016. This increase is due to an increase in development-related activity. As development has increased, the developers have asked for a quicker turnaround time on plan reviews and inspections. The development community expressed their support for higher fees to support a higher service level. An ordinance will be presented for your consideration increasing fees in this area to fully cover the cost of these requested services. Revenues generated from other development-related activities, such as subdivision plats, plan review and zoning charges, are expected to increase in FY 2016 as well.

Revenues from Municipal Court, including tickets for moving violations and court costs, are projected to decline 20% in the FY 2016 budget. This decrease is due to a decline in the number of tickets written. Fewer tickets are being issued due to vacancies in the traffic squad and fewer resources devoted to traffic enforcement.

Clean Water Services will implement the fifth of six Council-approved rate increases for sewer usage charges on July 1, 2015. This increased revenue is required to pay for the additional cost of projects in the EPA-mandated Early Action Program.

The Springfield-Greene County Parks Department has also benefited from the growth in sales tax. In the FY 2016 budget, the county-wide sales tax that supports Parks is projected to increase 4.8% over the FY 2015 budget. The Park Board approved fee increases to support the activities and facilities. Fee increases are proposed in a conservative manner and take into account trends at the local and national level.

Expenditures

The ten-year financial forecast helped develop priorities for the FY 2016 budget. The Leadership Team discussed the high percentage of the budget devoted to salaries and benefits. If this continues to grow, it will limit our ability to respond to the growing service needs of the community and address the currently unfunded needs in the budget, such as capital equipment. Competitive pay continues to be an issue that challenges us weekly as we recruit for specific positions. Last year, you asked me to develop a plan to address this issue. That plan includes (a) limiting the number of new positions added and (b) increasing the competitiveness of our pay for existing employees, with an additional focus on those positions furthest below market. You will see this strategy employed in the proposed budget. The FY 2016 budget has very few new positions. Rather than adding new positions, the budget focuses on achieving more competitive pay for current employees. The budget also addresses some of the unfunded needs, such as capital equipment replacement and facilities maintenance; that we have not been able to adequately fund in prior budgets.

Salary and Benefits

The City recently signed three-year collective bargaining agreements with the International Association of Fire Fighters Local 152 (IAFF) and the Springfield Police Officers Association (SPOA). The wage package outlined in the SPOA agreement calls for the equivalent of a 3.5% wage increase to be utilized to smooth steps on the LES pay schedule and for an across the

board increase for positions covered by this collective bargaining agreement. The collective bargaining agreement with the IAFF requires the employees covered by this agreement not receive less of a pay increase than any other employee group. Therefore, the FY 2016 budget includes the equivalent of a 3.5% for this employee group. The IAFF will determine how their wage package will be allocated; consequently, I am unable to provide any details of their allocation at this time. It is important to remember that this proposed FY 2016 increase is in addition to the 4.044% increase applied in FY 2015 (3% at the beginning of the fiscal year – 2% to cover merit step pay increases and a 1% across-the-board increase, plus an additional 1.044% across-the-board increase that most City employees received in May).

The City is one unified organization. I feel that all City employees should be treated the same, regardless of which department they are assigned to. This is a view I've upheld since I became city manager. During the recession, there were some departments that did not experience a decline in revenue and wanted to fund merit steps and give employees salary increases during a time when wages were frozen. I did not support this approach and we came together as one organization, not individual silos, and came out of the recession a stronger organization. Therefore, I am proposing that all City employees not represented by a bargaining unit receive the equivalent of a 3.5% wage package (including merit steps and an across-the-board component) increase in the FY 2016 budget.

In addition to this wage increase, there are several positions in the City that are paid 20% or more below market which causes us difficulty in recruiting candidates to fill these positions. This impacts our ability to provide quality services to our community. I am recommending a pool of funds equal to \$300,000 be set aside to address these positions. The Human Resources Department will provide recommendations to me as to how these funds should be allocated to best address those positions furthest below market.

The total amount set aside for wage increases in the General Fund is \$3,081,452. This amount appears in the City Manager's department on a line titled "Reserve for Wages". When the budget is approved, these funds will be allocated to each department in the General Fund. Special Revenue Funds and Enterprise funds will pay for salary increases from their own revenues.

Risk Management

For many years, the City's self-insured workers compensation fund was severely underfunded. Payments into the workers' compensation fund were increased annually from 2007-2014. Recently, we had an actuarial review of the fund, and I am pleased to report the fund has adequate annual revenue and reserves at this time. This improvement allows us to decrease our workers compensation payments for FY 2016.

Last year, a much-needed enhancement was made to the City's risk management program, expanding our liability coverage. This program was funded at a 60% certainty level in FY 2015, meaning that in 60 of 100 years, we are likely to have enough money to pay claims. At that time, I said that I would like to increase funding to our self-insurance program in future years as

funds are available. Therefore, I am recommending that a portion of the savings from the workers compensation program be used to increase funding to a 75% certainty level in FY 2016. I hope you will agree that this is in the City's best interest, especially given the current litigious nature of society.

This net savings in self-insurance cost is \$1,250,000 in the General Fund. Since the savings was so significant, I want to be cautious how it is utilized since we could easily see a reversal in FY 2017 given recent events. Thus, I am proposing we be conservative in how we utilize this savings in case it exists for only one year. In the FY 2016 budget, I am proposing that half of the savings (\$625,000) be used for one-time expenses. This will provide protection in the event we experience an increase in workers compensation in future years. The other 50% of the savings will be used to fund new priorities submitted by our departments. Facilities maintenance has been a significant need for multiple years that has not been able to be adequately funded for several years. Therefore, I am appropriating \$500,000 of the one-time portion for this purpose in FY 2016. This will help protect the significant investment we have in our numerous facilities. The remaining \$125,000 of the one-time funds are proposed to be appropriated to the contingency fund to be used as additional one-time expenses are identified throughout the fiscal year. The City's contingency fund is only .60% of the General Fund budget; given the numerous uncertainties we face every year, this fund needs to be increased in the future.

The other half of the savings (\$625,000) will be returned to departments to fund non-personnel-related priorities identified by department directors during our annual budget process. Workers compensation rates are based on exposure and frequency of accidents. Beginning in FY 2017, departments in the General Fund will be required to pay for 50% of the increases in their workers compensation expense from within their current budget allocation. Special Revenue Funds and Enterprise funds have always paid 100% of their workers compensation cost increases. This approach is intended to encourage each department to increase their focus on safety. Additionally, the City's Safety Committee has been re-energized and is shining an additional spotlight on safety. We are confident these two initiatives will help provide a safer working environment for our employees, while also keeping workers compensation and related costs to a minimum.

Public Safety

Funding for public safety continues to be a high priority. My recommended budget balances the need to address the compensation issues throughout the City and fund additional services and new employees where appropriate. The funding for law enforcement reflects this balance. In FY 2014, a Community Oriented Police Services (COPS) grant funded ten new police officer positions. These ten officers will start their police academy training this summer and complete their field training in the last quarter of the upcoming fiscal year. As we have in the past, we are incrementally phasing in the cost of these positions into the General Fund so we do not have to absorb the full cost of the positions when the grant ends. In FY 2016, \$223,477 is included in the budget for a portion of the total cost of these ten new officers. The FY 2016 budget also proposes funding for two new police service representatives (PSRs) to support these ten new officers.

Funding is also provided in the budget to support police recruiting. The increased workload in the areas of recruitment, selection, and the promotional process warrant the addition of another staff member dedicated to this effort. Funding for a new human resources specialist is proposed in order to increase the resources dedicated to the hiring and promotion within the Police Department. The Police staff comprises 22% of the City's total full-time staff. The FY 2016 budget also includes increased funding for recruit equipment and software upgrades within the Police Department.

The Fire Department will receive funding to hire a second heavy equipment technician to ensure all equipment is maintained in a timely manner. The addition of a second employee will minimize the need to outsource maintenance. This will save money and improve the availability of equipment. The Fire Department is recommended to receive funding to cover the increased cost of turnout gear. The cost of this equipment has increased over 30% in the last three years. It is the most basic safety equipment for firefighters and, therefore, we need to insure that the department has adequate funds to replace it as needed. Additional funding is recommended for mid-range capital equipment such as bomb suits, extrication equipment, and AEDs. Funding has also been identified for public education. This supports the Fire Department's strategic initiative for community outreach and a major goal in Field Guide 2030. This funding will also help the Fire Department maximize additional ISO credit points for a strong education program which will benefit the City during our next ISO accreditation evaluation.

I am recommending that the Municipal Court receive funding for substitute judges and bailiffs. There are times when the judges and bailiffs are not available due to vacation, training, or illness. Insuring our court dockets are not cancelled when the judges are not available keeps justice moving swiftly for everyone involved in Municipal Court. The substitute judges and bailiffs will avoid the disruption of court services during these times. Funding for training and supplies is also provided for the new parole officer approved in FY 2015.

Development

As mentioned earlier, fees for building permits will increase in FY 2016 to pay for an increased level of service. This will allow for a quicker turnaround time for permit approval and inspections. The Building Development Services department will be reorganizing, adding two staff member, and reclassifying four other positions. They will also be purchasing computer equipment to facilitate a "real time" inspection program.

Environmental Stewardship

The Clean Water Services Division has made significant progress toward reducing Sanitary Sewer Overflows with the implementation of the Early Action Program (EAP). The proposed long-term Overflow Control Plan (OCP) was submitted to regulatory authorities in December 2104 and will require significant investment in sanitary sewer infrastructure and inflow and infiltration (I/I) reduction over the next ten years. Driven by the community's Integrated Planning efforts, both programs are going well and have exceeded our expectations. In FY 2016, the Department will continue these efforts. A total of eleven new positions are funded in

the proposed FY 2016 budget, as delineated in the Council-approved Early Action Plan. These positions include a professional engineer to serve as project manager, a collections systems analyst, an education specialist, a GIS specialist, staff to manage the Private I/I Abatement Program and an additional crew to perform cleaning and maintenance on the sewer system. Many of these services have been outsourced in the past, so the addition of these employees is projected to result in a net cost savings.

Funding for the City's new "MS4" stormwater permit is one of my major concerns. As you know, this was one of three most urgent community priorities identified by the Joint City-County Planning Task Force. The cost of permit compliance in the past came from a dedicated funding source that has now expired. The FY 2016 budget includes funding for what we anticipate is needed to maintain compliance with our existing permit. The FY 2016 budget provides \$95,000 of additional funding. This will pay for consulting, monitoring, and public education. While we anticipate this amount will keep us in compliance with our existing permit, the new permit may have additional requirements that are not provided for in the FY 2016 budget.

Parks and Recreation

Our community parks are a major community asset, and the Springfield Greene County Park Board continues to offer new opportunities and carefully maintain our existing facilities. The FY 2016 budget for Parks includes funding for the development of the Davis House and property for a Community Olympic Development Archery Program. FY 2016 also marks the first full year Parks is operating the Springfield Skatepark, which was previously operated by a non-profit group. The budget includes revenue from operations, as well as equipment and supplies. As funds are available, the Park Board will continue to work on restoration of neighborhood parks.

Capital Equipment and Software

We have not yet identified an ongoing funding source from the General Fund for our lifecycle capital replacement plan, and this continues to concern me. Working with our Leadership Team, we have identified a solution for public safety equipment and facilities that will address some of our most pressing needs. The City maintains a 27-cent property tax levy to repay debt related to storm water projects, fire station construction and equipment, maintenance and renovations of City facilities, and public safety equipment. This is known as the Level Property Tax and has been in existence since the early 1990's. Our policy has been to hold one year's worth of debt service in reserve. This is a conservative approach given the stability of our property tax revenue. Since we have such a pressing need for capital equipment, I am proposing this policy be revised and reserves be maintained at a level equal to 50% of one year's annual debt service. This would free up \$7.4 million in FY 2016. This money would be used to buy fire engines, police vehicles, and maintenance and renovations of city facilities. Based on approval of the FY 2016 budget, we can begin acquiring the equipment and planning facility maintenance/renovations immediately after the start of the fiscal year.

The vendor's technical support for the City's email system will end in 2017 due to the age of the software. We need to replace the system before support ends. I am proposing we accomplish this over two fiscal years. Thus, I am recommending we appropriate \$176,250 for FY 2016 funding for General Fund departments. We will have to include an equal amount in the FY 2017 budget. Enterprise funds and Special Revenue funds will be required to pay for their own upgrades to the new software.

The Springfield-Branson National Airport will invest in replacement of capital equipment in FY 2016. Annually, the Airport Board budgets for replacement of equipment, and in FY 2016 have budgeted \$900,000 for major capital upgrades. The upgrades include carpet inventory for the main terminal, road maintenance, and roof replacement.

Summary

There are always more needs each fiscal year than we are able to fund. The enclosed FY 2016 budget proposal prioritizes employee compensation, allocating 67% of new money available for pay increases. The budget also demonstrates our commitment to public safety. Including pay increases, 53% of all new revenue in the FY 2016 budget is proposed to be appropriated to public safety departments.

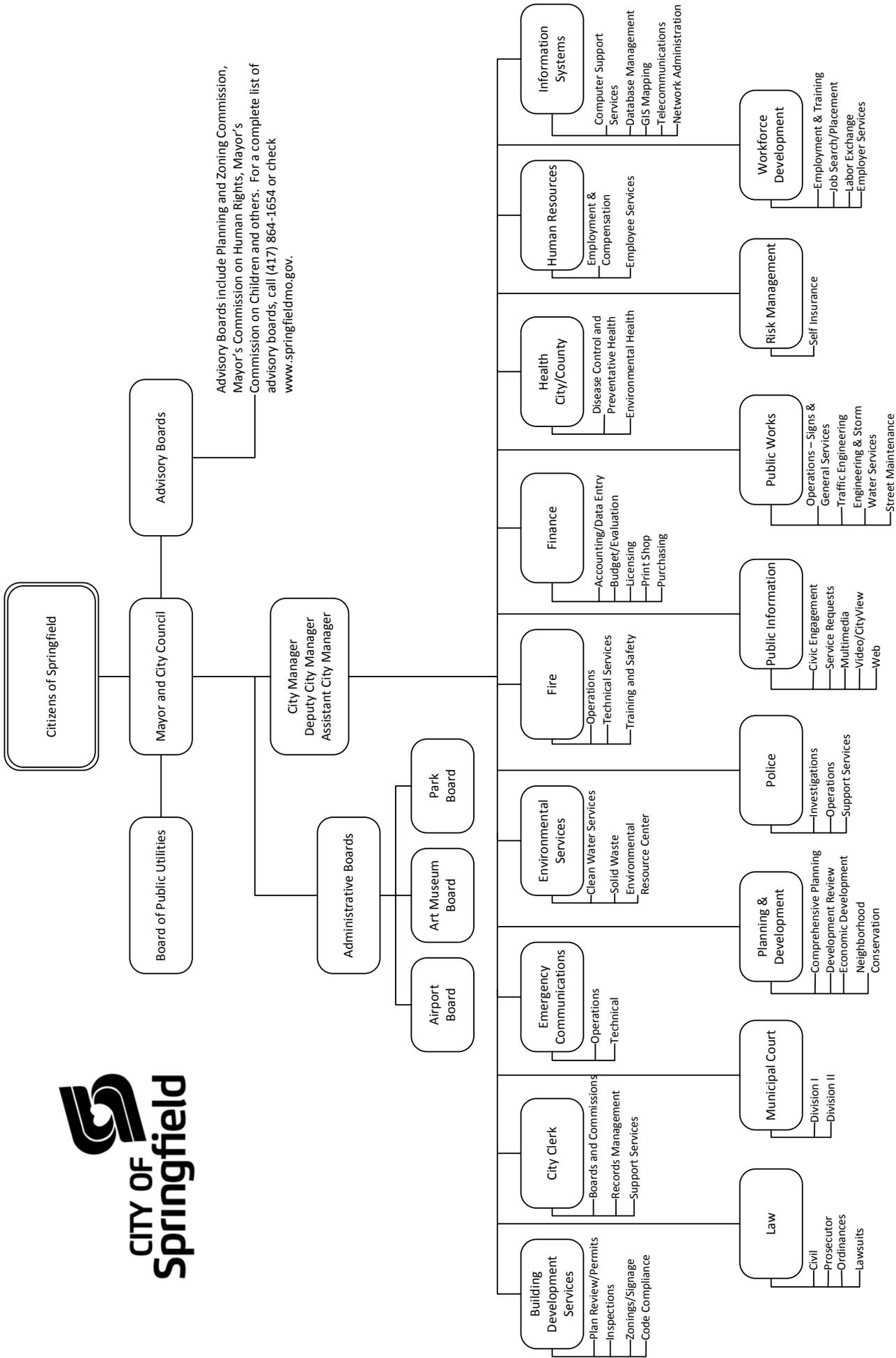
Of course, we have a few large funding challenges that have recently been highlighted by the Joint City-County Planning Task Force – Stormwater funding (both capital projects and water quality requirements) and the criminal justice system/public safety. You have my commitment that we will continue to work with City Council and the Greene County Commission to address these issues and help provide optional solutions for each.

I welcome the opportunity to discuss the budget with you and respond to your questions.

Sincerely,



Greg Burris
City Manager



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

Note: All Departments include an administrative section

City Government's Organization Chart

City of Springfield, Missouri



COMMUNITY PROFILE



Community Profile

Source: www.springfieldregion.com

History: (Source: Greene County Historical Society)

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

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

Government and Organization:

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

Population:

Springfield City Limits: 161,000

Current Springfield Metro Area: 448,744

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

Annual Average Population Growth Rate: 0.9%

Workforce:

Average Employment By Sector

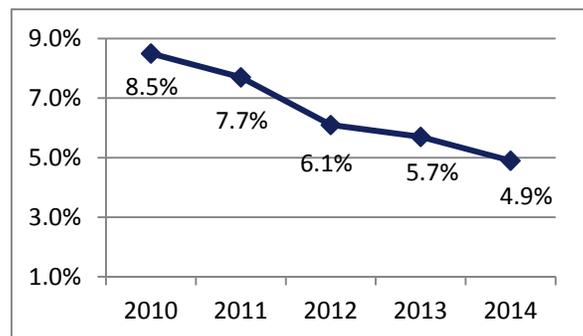
Edu. & Health Services	36,700
Government	28,800
Retail Trade	24,800
Prof. & Bus. Services	24,200
Leisure & Hospitality	19,100
Manufacturing	14,200
Financial Activities	11,800
Wholesale Trade	10,200
Transportation & Utilities	9,700
Other Services	7,400
Construction & Mining	7,300
Information	3,900



Employment:

Current Unemployment Rate: 4.9%

Unemployment Rate for Springfield Metro Area

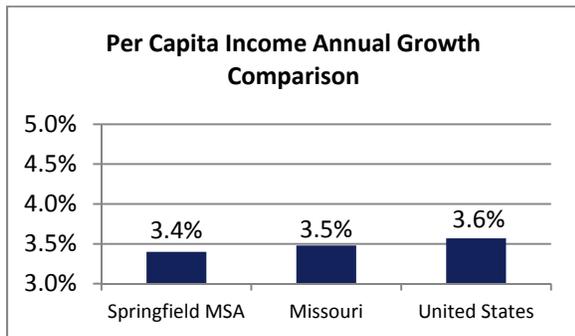


Community Profile

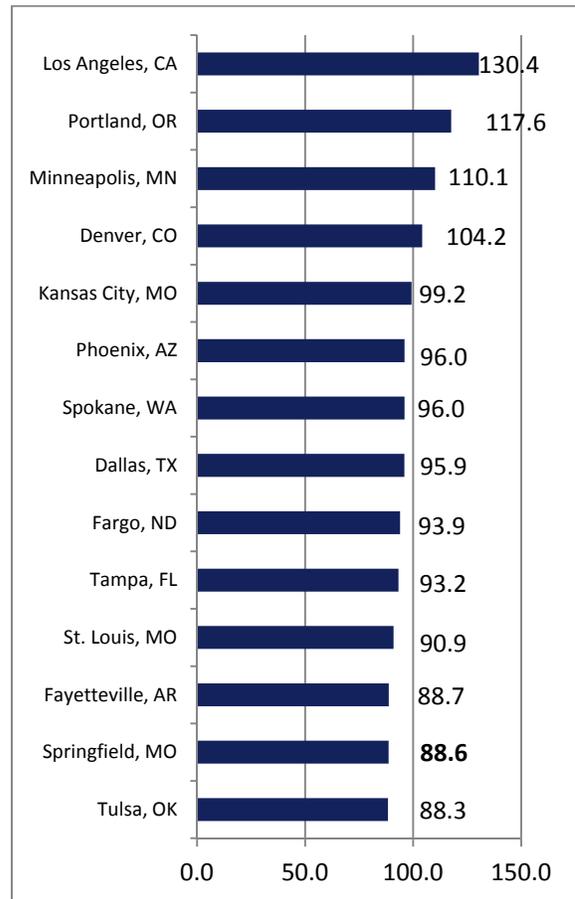
Source: www.springfieldregion.com

Income & Wages:

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



Cost of Living Index Comparison:



Education:

- The average teacher experience in the SPS system is 13 years and more than 62% of faculty have advanced degrees.
- The average teacher/student ratio is 20 to 1.
- The average ACT Score is 22.4.

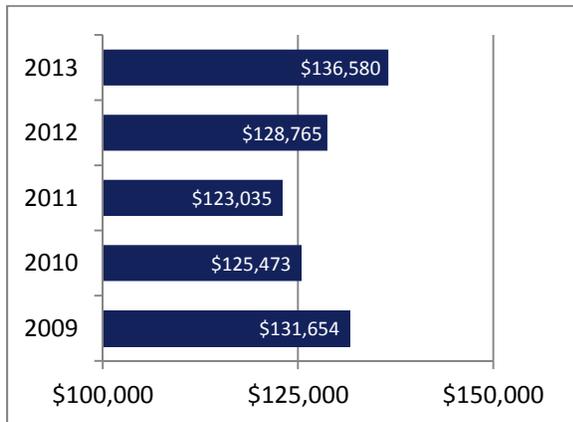
36 Public Elementary Schools
 10 Public Middle Schools
 5 Public High Schools
 12 Private Elem. /Middle Schools
 7 Private High Schools
 15 Colleges

Community Profile

Source: www.springfieldregion.com

Housing:

Average Home Sales Price Trends



Springfield Fair Market Rents

0 Bedrooms	\$441
1 Bedroom	\$485
2 Bedrooms	\$654
3 Bedrooms	\$963
4 Bedrooms	\$967

Source: www.springfieldregion.com



Major Employers:

Mercy Health Systems	9,004
Cox Health Systems	7,891
Wal-Mart Stores	3,567
Springfield Public Schools	3,206
Missouri State University	2,583
Bass Pro Shops/Tracker Marine	2,554
United States Government	2,400
State of Missouri	2,326
Citizens Memorial Healthcare	1,900
City of Springfield	1,607
O'Reilly Auto Parts	1,458
Chase Card Services	1,397
SRC Holdings	1,200
TeleTech	1,074
Prime Trucking	1,029
Ozarks Technical Community College	1,011
City Utilities of Springfield	965
Expedia, Inc.	950
Kraft Foods	888
American National Property & Casualty	835
Greene County	790
Republic R-II School District	785
Ozark R-VI School District	762
General Council of the Assemblies of God	723
T-Mobile USA	700

- The Springfield metro workforce has grown more than 9% in the past 10 years and in 2004 accounted for more than one-third of Missouri's total job growth.
- The area's unemployment rate of 4.9% has been steadily decreasing since the economic downturn.
- In the Springfield metro area, 95% of businesses have fewer than 50 employees.

Community Profile

Source: www.springfieldregion.com

Health Care:

- The health care sector employs nearly 32,000 people and provides an annual economic impact of \$4.5 billion.

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



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

Distances to Springfield

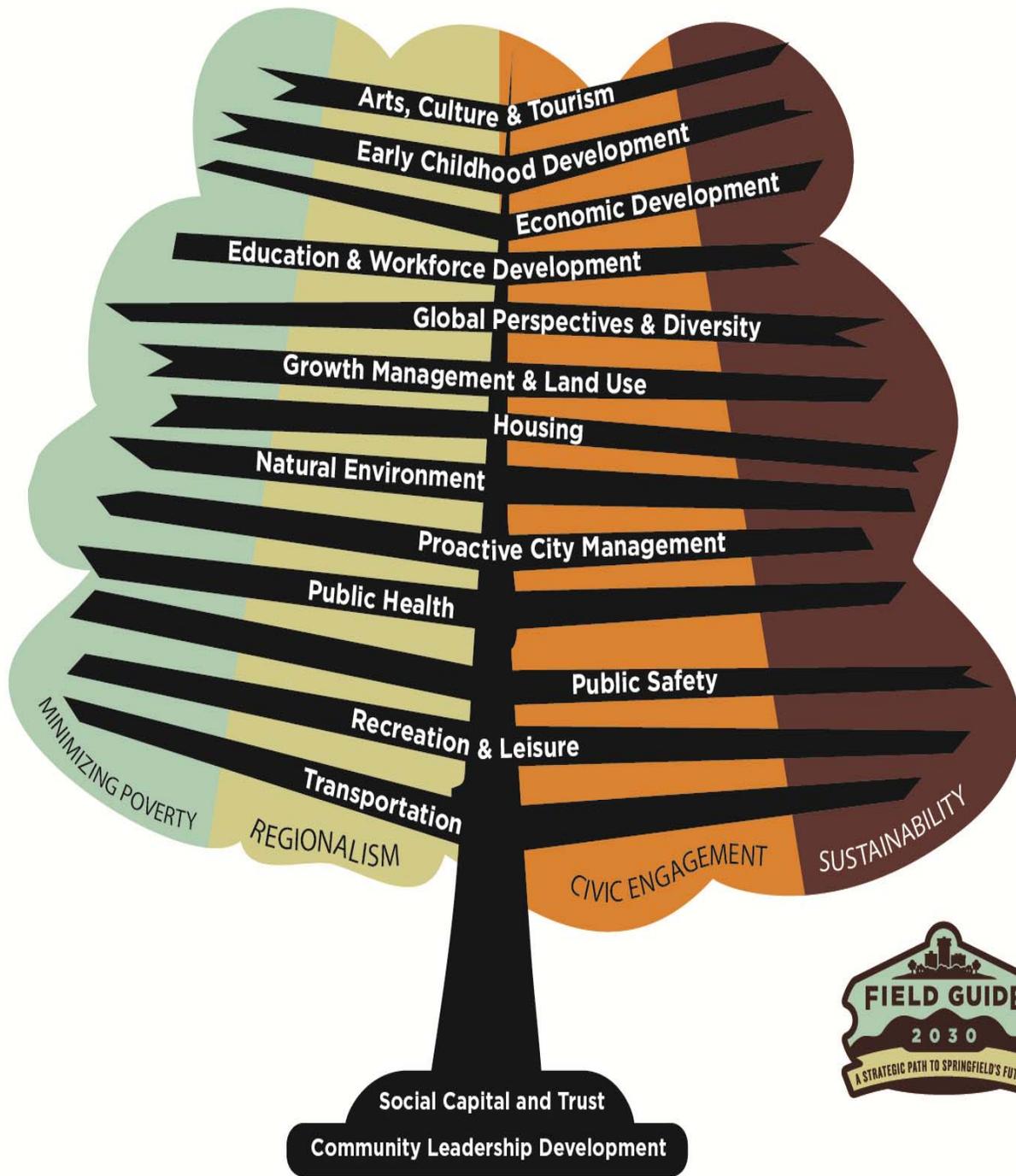
<u>City</u>	<u>Miles</u>	<u>Days by Rail</u>
Kansas City	174	1
St. Louis	220	1
Memphis	285	1
Dallas	430	2
Chicago	515	3
Detroit	754	4
Denver	780	4
Atlanta	845	3
New York	1,196	5
Boston	1,407	4
Los Angeles	1,651	5
Seattle	2,032	6

Transportation:

Airport

- The Springfield-Branson National Airport (SGF) is the gateway to the Missouri Ozarks and the tourist destination of Branson, which attracts more than 7 million visitors a year. With direct flights to 10 cities, SGF enjoys connectivity to the national air system that is unusual for a market our 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.







Field Guide 2030 Strategic Plan

A New Path to Springfield’s Future

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

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

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

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

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

The entire Field Guide 2030 plan, videos, progress reports and more can be found on-line at www.fieldguide2030.com. Reflected within the department pages (beginning on page 123) are the goals and performance measures which are specific to the City of Springfield. You will be able to identify these goals from other department goals, by the green “compass” symbol denoting a Field Guide 2030 community strategic plan initiative.





BUDGET SUMMARY





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 42 to 91.
- The Budget Policies adopted by City Council are located on page 97.
- An overview of the Adopted General Fund Budget compared to the previously Adopted General Fund Budget is printed on page 98.
- The City's benchmarks with other communities or industry standards are included in the Benchmark section starting on page 103.

Departmental Purpose, Mission Statements, and Performance Measures:

This section of the document, beginning on page 123, contains information for each department as follows:

- Expenditures and appropriations for the fiscal years 2014-2016 per department
- The department's purpose
- The department's mission statement
- Fiscal Year 2016 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 270 for more definitions.

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



ALL FUND GROUPS

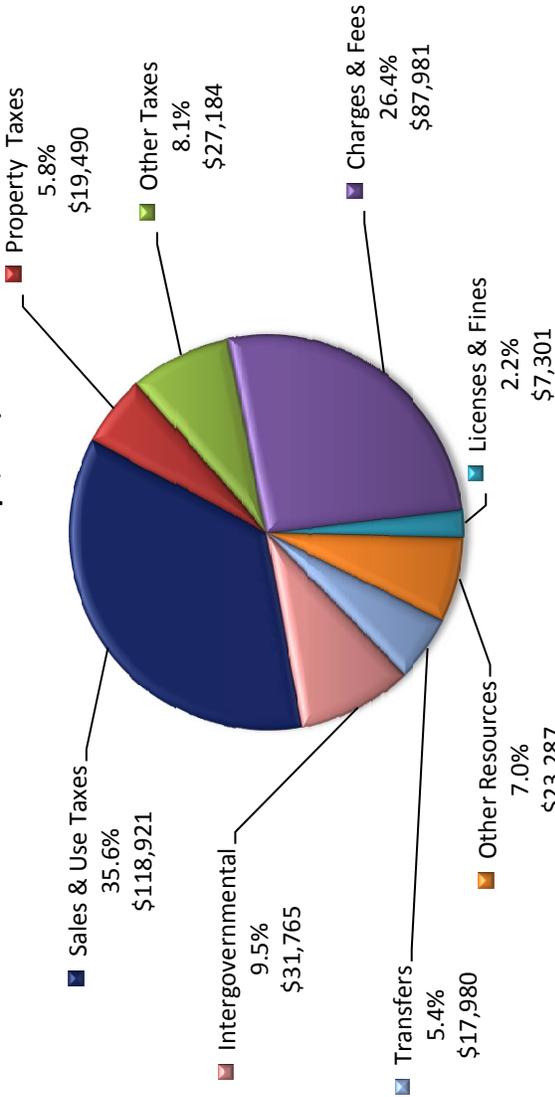


The City's operations are classified into fund groups for budget purposes. These fund groups are classified as general, special revenue, grant, capital projects, debt service, enterprise and internal service.

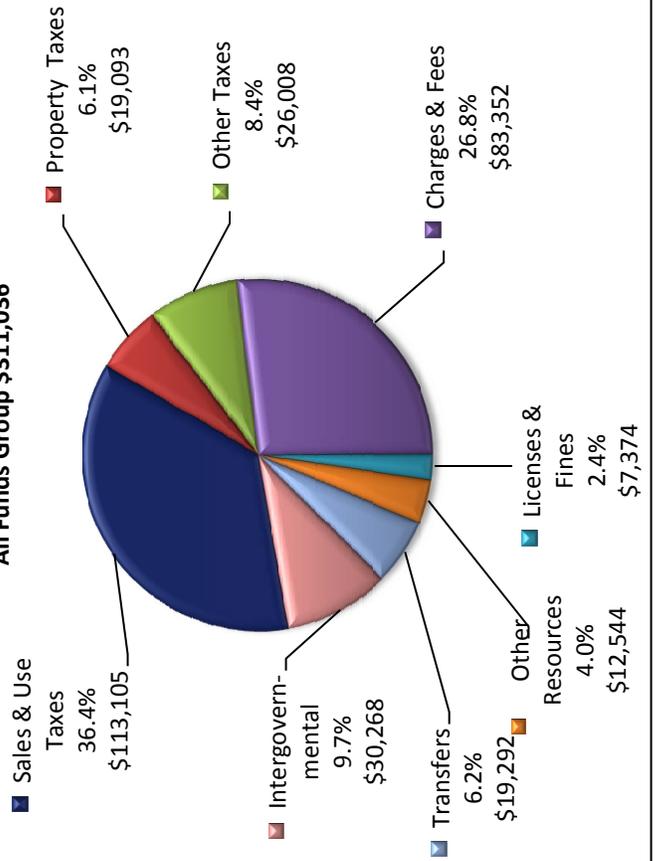
The modified accrual basis of accounting is used in budgeting for all fund groups. This method recognizes expenditures when the liability is incurred and revenues when they become available and measurable.

City of Springfield, Missouri - 2015-2016 Annual Operating Budget

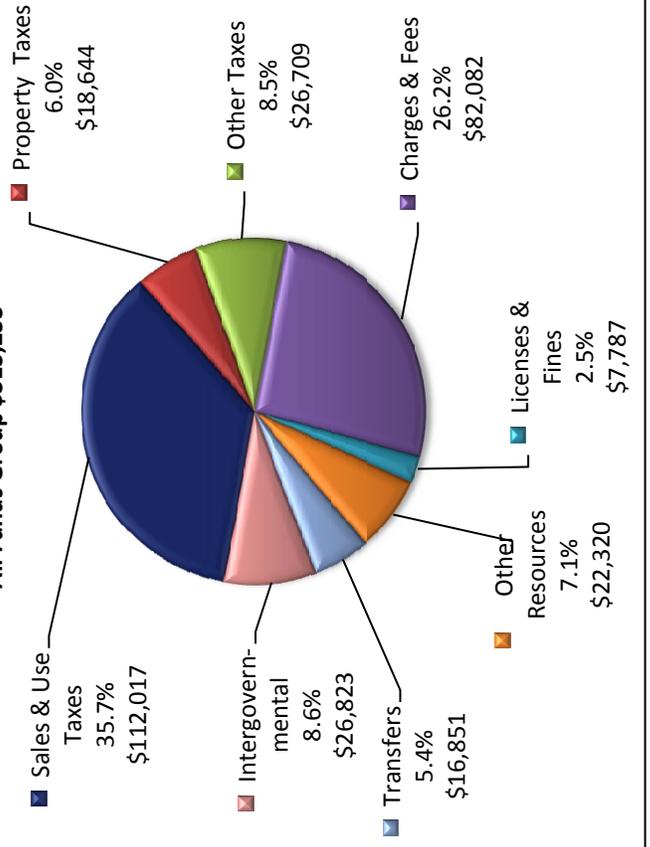
FY2016 OPERATING BUDGETED RESOURCES
All Funds Group \$333,909



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

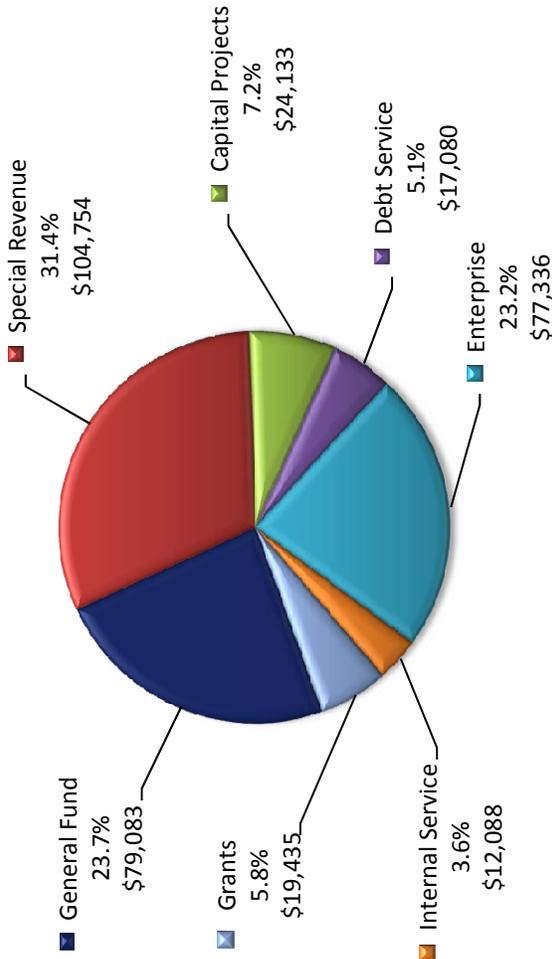


FY2014 OPERATING ACTUAL RESOURCES
All Funds Group \$313,233

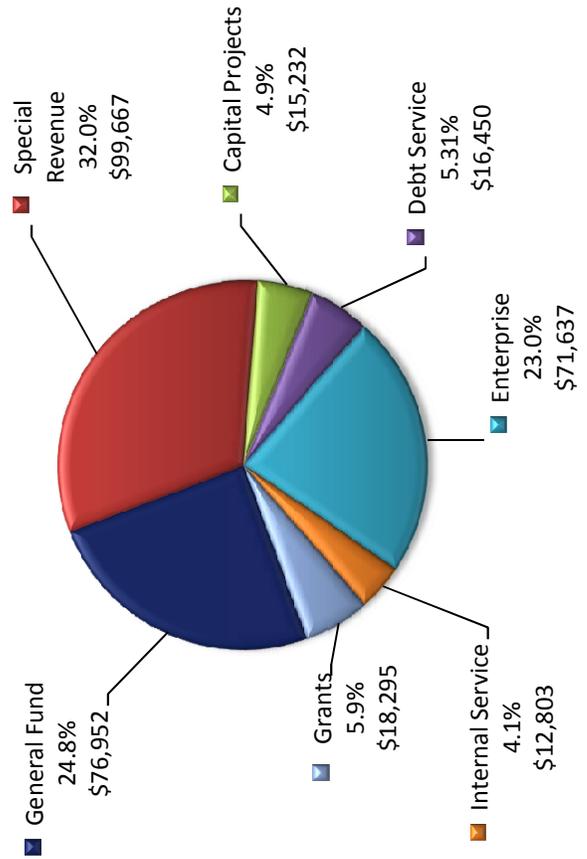


City of Springfield, Missouri - 2015-2016 Annual Operating Budget

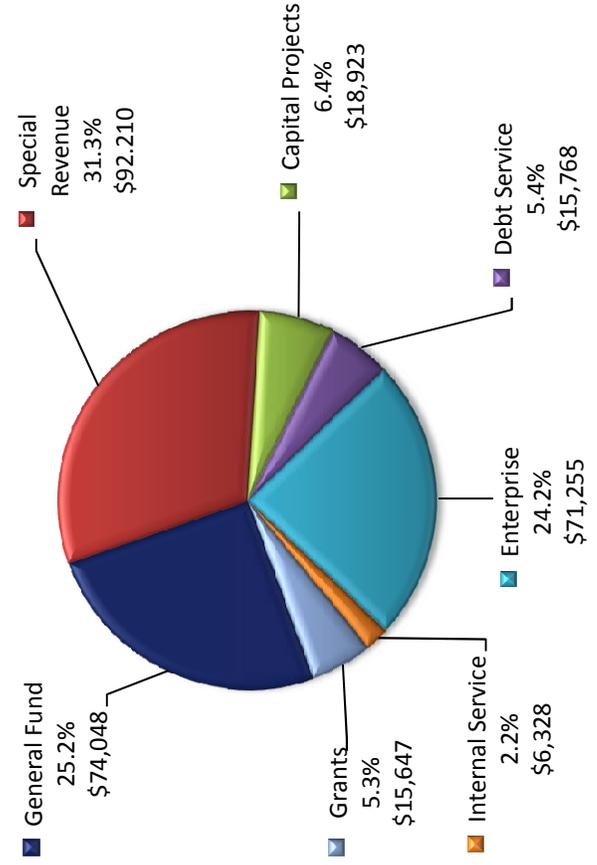
FY2016 OPERATING BUDGETED APPROPRIATIONS
All Funds Group \$333,909



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



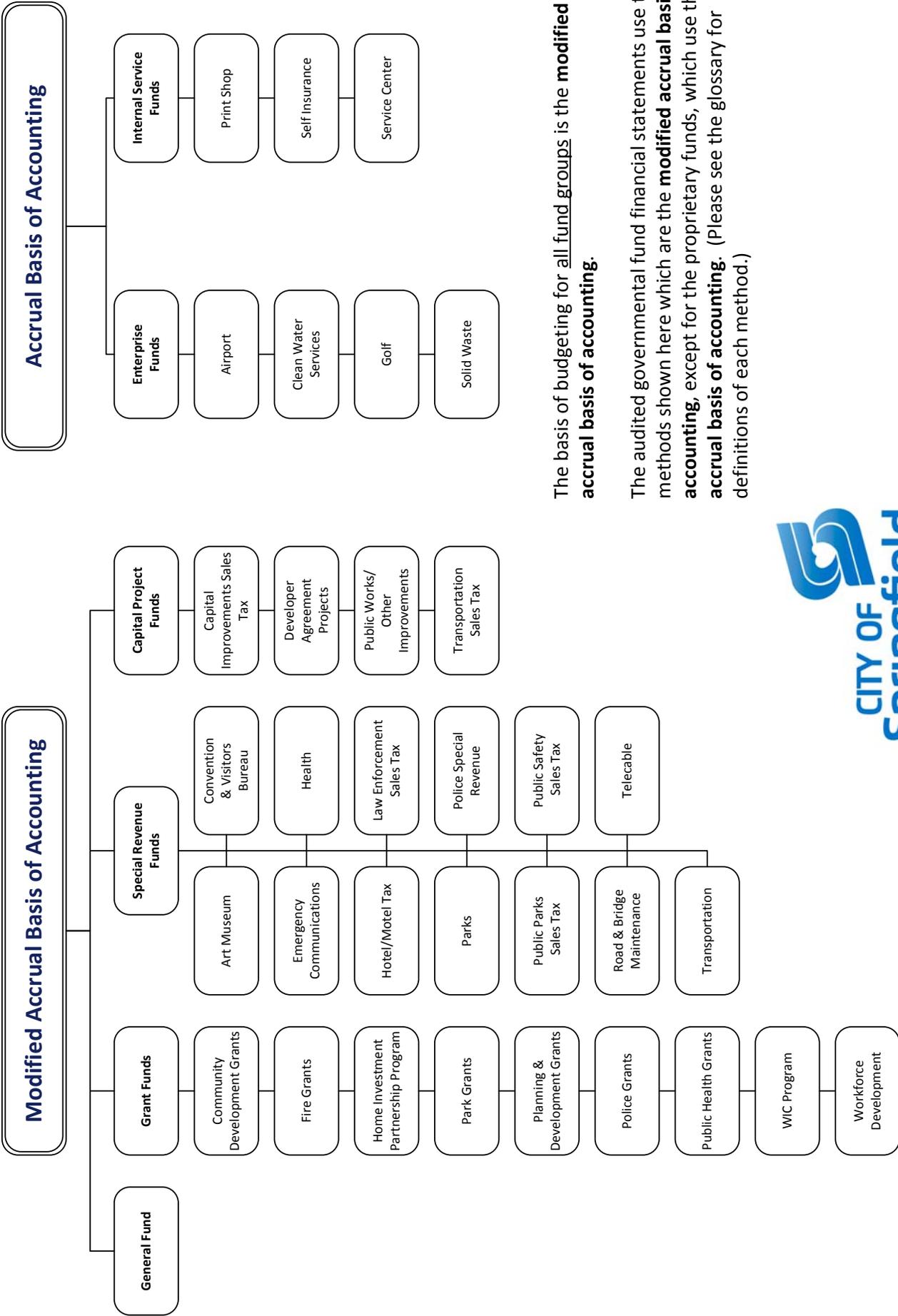
FY2014 OPERATING ACTUAL EXPENDITURES
All Funds Group \$294,179



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



City of Springfield Fund Structure



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

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



Summary of Relationship

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

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

Summary of Relationship

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



REVENUES

SCHEDULE OF PROJECTED FY 2016 REVENUES COMPARED TO ADOPTED FY 2015 BUDGET AND ACTUAL FY 2014 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)	\$ 42,500,000	\$ -	\$ -	\$ -	\$ -
Sales (Capital Improvement)	-	-	-	-	-
Sales (Law Enforcement)	-	-	-	-	7,300,000
Sales (Transportation)	-	-	-	-	-
Sales (Parks)	-	9,725,000	-	-	-
Sales (911)	-	-	-	-	5,107,978
Sales (Public Safety Pension) Use	3,000,000	-	-	3,550,000	-
Property	-	5,626,243	3,833,623	-	2,016,285
Payment In Lieu of Taxes	14,467,000	-	-	-	-
Gross Receipts	6,300,000	-	-	-	612,000
Cigarette	800,000	-	-	-	-
Room	106,500	-	-	-	2,672,522
Tourism	-	-	-	-	2,226,000
	<u>67,173,500</u>	<u>15,351,243</u>	<u>3,833,623</u>	<u>3,550,000</u>	<u>53,009,785</u>
LICENSES AND FINES					
Occupational Licenses	3,740,000	-	-	-	-
Permits	1,504,000	-	360,000	15,000	-
Fines and Forfeitures	1,243,000	-	-	-	-
Court Costs	390,717	-	-	-	-
	<u>6,877,717</u>	<u>-</u>	<u>360,000</u>	<u>15,000</u>	<u>-</u>
CHARGES AND FEES					
Charges for Services	430,000	-	668,000	5,000	2,131,499
User Fees	-	7,935,794	57,000	1,155,000	45,495
Aviation Fuel Sales	-	-	-	-	-
Sale of Goods	-	415,000	-	15,000	25,000
Rentals	-	124,600	-	-	23,000
	<u>430,000</u>	<u>8,475,394</u>	<u>725,000</u>	<u>1,175,000</u>	<u>2,224,994</u>
INTERGOVERNMENTAL					
Gasoline Taxes	-	-	-	4,300,000	-
State of Missouri	-	-	335,320	1,900,000	-
Greene County	-	-	940,787	-	1,750,000
Grants -					
Airport	-	-	-	-	-
Community Development	-	-	-	-	-
Workforce Development	-	-	-	-	-
WIC Program	-	-	-	-	-
Police	-	-	-	-	-
Other	-	-	242,850	-	14,000
	<u>-</u>	<u>-</u>	<u>1,518,957</u>	<u>6,200,000</u>	<u>1,764,000</u>
Interest on Investments	120,000	-	-	20,000	16,154
Special Assessment Tax Bills	-	-	-	-	-
Interest on Tax Bills	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-
Other Sources	-	-	-	550,000	785,955
Other Miscellaneous Revenues	600,424	939,855	100	40,000	2,545,161
	<u>720,424</u>	<u>939,855</u>	<u>100</u>	<u>610,000</u>	<u>3,347,270</u>
REVENUES BEFORE TRANSFERS	75,201,641	24,766,492	6,437,680	11,550,000	60,346,049
TRANSFERS	3,880,863	300,000	624,817	-	886,023
LESS ELIMINATIONS	-	-	-	-	(157,000)
TRANSFERS FROM OTHER FUNDS	3,880,863	300,000	624,817	-	729,023
TOTAL REVENUES	\$ 79,082,505	\$ 25,066,492	\$ 7,062,497	\$ 11,550,000	\$ 61,075,072

Revenues

Grant Funds	Capital Projects Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Proposed 2015-16 Total	Adopted 2014-15 Total	Actual 2013-14 Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 42,500,000	\$ 40,482,090	\$ 40,495,861
-	9,775,000	-	-	-	9,775,000	9,775,000	9,777,951
-	-	-	-	-	7,300,000	7,048,447	6,946,425
-	4,887,500	-	-	-	4,887,500	4,887,500	4,888,957
-	-	-	-	-	9,725,000	9,276,000	9,451,533
-	-	-	-	-	5,107,978	4,531,472	4,242,838
-	-	-	-	-	33,075,000	30,204,750	29,315,082
-	-	-	-	-	6,550,000	6,900,000	6,899,786
-	-	8,013,338	-	-	19,489,489	19,093,242	18,643,520
-	-	-	-	-	14,467,000	13,457,000	14,199,684
-	-	-	-	-	6,912,000	7,036,000	6,814,964
-	-	-	-	-	800,000	801,148	792,671
-	-	-	-	-	2,779,022	2,755,082	2,787,783
-	-	-	-	-	2,226,000	1,958,400	2,113,883
-	14,662,500	8,013,338	-	-	165,593,989	158,206,132	157,370,939
-	-	-	-	2,000	3,742,000	3,693,000	3,736,341
-	-	-	46,500	-	1,925,500	1,602,400	2,008,112
-	-	-	-	-	1,243,000	1,525,000	1,552,297
-	-	-	-	-	390,717	554,000	490,178
-	-	-	46,500	2,000	7,301,217	7,374,400	7,786,928
-	400,000	-	49,774,000	4,862,712	58,271,211	54,950,392	57,419,215
-	-	155,000	10,668,000	500	20,016,789	18,122,737	14,931,361
-	-	-	5,012,000	-	5,012,000	4,731,000	4,394,773
-	-	-	220,500	65,000	740,500	778,600	948,974
-	-	-	3,793,000	-	3,940,600	4,769,600	4,387,524
-	400,000	155,000	69,467,500	4,928,212	87,981,100	83,352,329	82,081,847
-	-	-	-	-	4,300,000	4,200,000	4,067,470
-	-	-	-	-	2,235,320	2,094,548	1,901,253
-	-	-	-	-	2,690,787	2,440,222	1,719,098
-	-	-	3,000,000	-	3,000,000	3,100,000	2,847,207
3,218,217	-	-	-	-	3,218,217	3,693,018	2,306,656
5,795,945	-	-	-	-	5,795,945	5,579,895	6,398,553
1,534,697	-	-	-	-	1,534,697	1,645,000	1,378,116
992,119	-	-	-	-	992,119	706,201	1,092,482
7,741,149	-	-	-	-	7,997,999	6,808,829	5,111,740
19,282,127	-	-	3,000,000	-	31,765,084	30,267,713	26,822,575
-	5,000	-	2,185,000	-	2,346,154	2,365,823	2,642,202
-	-	1,605,811	-	-	1,605,811	1,557,500	446,871
-	-	-	-	-	-	-	22,300
-	-	-	-	-	-	-	14,165,000
17,247	7,400,000	-	2,135,000	1,000,000	11,888,202	2,713,956	-
-	1,625,000	1,557,500	131,578	7,500	7,447,118	5,906,124	5,043,158
17,247	9,030,000	3,163,311	4,451,578	1,007,500	23,287,286	12,543,403	22,319,531
19,299,374	24,092,500	11,331,649	76,965,578	5,937,712	315,928,676	291,743,977	296,381,820
135,722	40,000	12,699,000	23,387,827	7,150,039	49,104,291	48,916,156	-
-	-	(6,950,000)	(23,017,405)	(1,000,000)	(31,124,405)	(29,624,123)	-
135,722	40,000	5,749,000	370,422	6,150,039	17,979,886	19,292,033	16,851,028
\$ 19,435,096	\$ 24,132,500	\$ 17,080,649	\$ 77,336,000	\$ 12,087,751	\$ 333,908,562	\$ 311,036,010	\$ 313,232,848

Revenue Projections

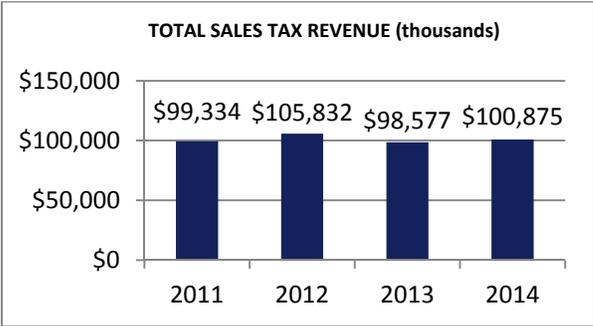
Overview

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

Sales Tax

The total sales tax in Springfield is 7.60%. Within the 7.60% tax rate, the City receives 2.125%, the State receives 4.225%, and the County receives 1.25%. The City's rate of 2.125% includes 1% for general operations, .75% for public safety pension, .25% for capital improvements, and .125% for transportation. Springfield also shares in countywide sales taxes for law enforcement and parks. Sales tax revenue is a significant source of revenue for Springfield, generating 33.7% of total revenue and 53.7% of General Fund revenue. The City is a regional economic center and has a large student population, resulting in a high level of sales tax revenue per capita.

Sales tax revenue is estimated based on a combination of several factors, including the most recent six months of actual revenue, local economic trends and projected new retail activity. The FY 2016 budget for the 1% sales tax in the General Fund is \$42.5 million. This compares to FY 2014 actual of \$40.5 million and FY 2015 budget of \$40.5 million. Estimated sales tax revenue for FY 2016 is based on national economic forecasts and prior year average revenue.

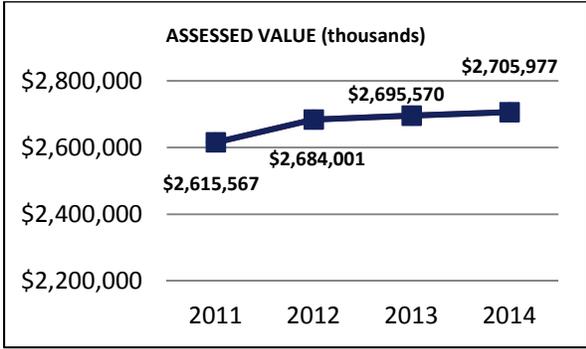


Property Tax

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

Property values in Springfield increase, on average, 2% per year. Property tax revenue has historically provided a stable source of revenue to the City of Springfield. This helps, in part, to balance out the volatility of sales tax revenue. The budget for property tax revenue is based on 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 2016 budget includes the fifth of six annual rate increases necessary to fund the additional debt service cost of complying with initial Environmental Protection Agency and Missouri Department of Natural Resources wastewater mandates.

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

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

User Fees

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

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

Grants

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

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

Payments in Lieu of Taxes (PILOTS)

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

In FY2016, these PILOTS are projected to generate \$14.5 million. This is a slight increase from the prior fiscal year. The changing price of natural gas and weather make it challenging to estimate this source of revenue.

Revenue Projections

Intergovernmental – Greene County

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

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

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

The City of Springfield also shares a Law Enforcement Sales Tax with Greene County and other incorporated municipalities in the county. The City's share of this tax is \$7.3 million.

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

Intergovernmental – State of Missouri

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

APPROPRIATIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS FOR FY 2016 ALL FUND TYPES

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (2)

The budget shall provide:

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

Appropriations

Summary of Expenditures and Appropriations (All Fund Types):

	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Adopted</u>	<u>2015-16</u> <u>Proposed</u>
<u>GENERAL FUND</u>			
Building Development Services	\$ 2,282,849	\$ 2,447,120	\$ 2,549,617
City Attorney	2,377,904	2,194,885	2,212,344
City Clerk	455,863	494,812	481,925
City Manager*	1,421,130	3,455,055	5,465,874
Finance	6,321,901	6,391,898	6,445,368
Fire	19,090,051	19,072,006	18,923,850
Human Resources	1,594,115	1,607,715	1,640,083
Information Systems	4,083,970	3,067,012	3,476,594
Mayor and City Council	94,555	279,777	283,865
Municipal Court	1,719,455	1,659,833	1,789,144
Planning and Development	1,891,372	1,793,534	1,756,785
Police	25,516,435	26,573,898	26,249,719
Public Information Department	475,825	590,088	575,719
Public Works	6,722,642	7,324,843	7,231,618
TOTAL GENERAL FUND	74,048,066	76,952,478	79,082,505
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	1,413,109	1,943,331	1,991,159
Community Improvement Districts	1,430,100	1,565,637	1,584,022
Convention and Visitors Bureau	2,879,335	3,053,955	3,284,200
Emergency Communications	4,268,607	4,531,472	5,107,978
Hotel/Motel Tax	2,275,339	1,958,400	2,226,000
Law Enforcement Sales Tax	7,295,715	8,013,575	7,842,084
Miscellaneous Special Revenue	584,738	1,847,000	1,796,750
Police Special Revenue	1,253,720	1,759,165	1,745,749
Public Health Services	5,785,421	6,928,271	7,062,497
Public Parks	9,988,528	10,383,315	10,800,607
Public Parks City/County Wide Sales Tax	12,287,641	13,596,726	14,265,885
Public Safety Pension Sales Tax 2010	29,371,800	30,204,750	33,075,000
Public Works - Transportation	11,001,940	11,450,000	11,550,000
Road and Bridge Maintenance Fund	1,637,657	1,760,000	1,760,000
Teleable Special Revenue	736,207	671,200	662,130
TOTAL SPECIAL REVENUE FUNDS	92,209,857	99,666,796	104,754,062

* The City Manager's FY2016 budget includes proposed wage increases for all General Fund departments. This funding will be allocated to departments after the budget is finalized.

Appropriations

	<u>2013-14</u> <u>Actual</u>	<u>2014-15</u> <u>Adopted</u>	<u>2015-16</u> <u>Proposed</u>
<u>GRANT REVENUE FUNDS</u>			
Community Development	2,743,339	7,683,319	8,672,464
Fire Grants	590,081	88,559	-
Park Grants	887,779	350,638	262,978
Police Grants	1,053,094	706,201	1,059,841
Public Health Grants	2,108,778	2,227,962	2,096,171
WIC Program	1,363,437	1,658,000	1,547,696
Workforce Development	6,900,709	5,579,895	5,795,945
TOTAL GRANT REVENUE FUNDS	<u>15,647,217</u>	<u>18,294,574</u>	<u>19,435,096</u>
<u>CAPITAL PROJECTS FUNDS</u>			
Capital Improvements Sales Tax	14,583,428	14,662,500	14,662,500
Developer Agreement Projects	-	40,000	40,000
Public Works/Other Improvements	4,329,370	530,000	9,430,000
TOTAL CAPITAL PROJECTS FUNDS	<u>18,912,798</u>	<u>15,232,500</u>	<u>24,132,500</u>
<u>DEBT SERVICE FUNDS</u>			
General Obligation Bonds	1,597,025	1,557,500	1,605,811
Leasehold Revenue Bonds	9,147,061	9,054,240	7,613,338
Special Obligation Bonds	5,023,473	5,838,000	7,861,500
TOTAL DEBT SERVICE FUNDS	<u>15,767,559</u>	<u>16,449,740</u>	<u>17,080,649</u>
<u>ENTERPRISE FUNDS</u>			
Airport	18,765,614	22,471,000	23,011,000
Clean Water Services	31,682,012	39,266,000	41,725,000
Golf	2,744,190	3,000,000	3,000,000
Solid Waste	7,132,599	6,900,000	9,600,000
TOTAL ENTERPRISE FUNDS	<u>60,324,414</u>	<u>71,637,000</u>	<u>77,336,000</u>
<u>INTERNAL SERVICE FUNDS</u>			
Print Shop	196,344	233,725	237,712
Self-Insurance	2,276,577	7,869,198	7,150,039
Service Center	3,855,323	4,700,000	4,700,000
TOTAL INTERNAL SERVICE FUNDS	<u>6,328,245</u>	<u>12,802,923</u>	<u>12,087,751</u>
TOTAL ALL FUND TYPES	<u>\$ 283,238,157</u>	<u>\$ 311,036,010</u>	<u>\$ 333,908,562</u>

Schedule of Projected Changes in Fund Balance for Fiscal Year 2015-16

Fund	Estimated Beginning Balance*	Revenues	Expenditures	Projected Ending Balance**	Percent Change in Fund Balance
General Fund:					
General Fund	\$ 25,209,515	\$ 79,082,505	\$ 79,082,505	\$ 25,209,515	0.00%
Total General Fund	<u>\$ 25,209,515</u>	<u>\$ 79,082,505</u>	<u>\$ 79,082,505</u>	<u>\$ 25,209,515</u>	
Special Revenue Funds:					
Art Museum	\$ 1,522,033	\$ 1,317,334	\$ 1,991,159	\$ 848,208	-44.27%
Community Improvement Districts	6,722	1,584,022	1,584,022	6,722	0.00%
Convention and Visitors Bureau	650,303	3,284,200	3,284,200	650,303	0.00%
Emergency Communications	(39,281)	5,107,978	5,107,978	(39,281)	0.00%
Hotel/Motel Tax	706,691	2,226,000	2,226,000	706,691	0.00%
Miscellaneous Special Revenue	5,578,540	1,734,750	1,796,750	5,516,540	-1.11%
Parks Sales Tax	263,289	14,265,885	14,265,885	263,289	0.00%
Police Special Revenue	648,823	1,745,749	1,745,749	648,823	0.00%
Public Health Services	4,078,742	7,062,497	7,062,497	4,078,742	0.00%
Public Parks	1,121,383	25,016,492	25,016,492	1,121,383	0.00%
Public Works - Transportation	6,499,948	11,000,000	11,550,000	5,949,948	-8.46%
Road and Bridge Maintenance Fund	3,524,042	1,760,000	1,760,000	3,524,042	0.00%
Teleable Special Revenue	1,684,789	612,000	662,130	1,634,659	-2.98%
Total Special Revenue Funds	<u>\$ 26,246,026</u>	<u>\$ 76,716,907</u>	<u>\$ 78,052,862</u>	<u>\$ 24,910,071</u>	
Grant Funds:					
Community Development Grants	\$ 40,231,459	\$ 8,668,217	\$ 8,672,464	\$ 40,227,211	-0.01%
Fire Grants	-	-	-	-	0.00%
Other Grants	90,580	3,156,012	3,156,012	90,580	0.00%
Parks Grants	171,430	262,978	262,978	171,430	0.00%
WIC Program	(99,069)	1,534,697	1,547,696	(112,069)	-13.12%
Workforce Development	-	5,795,945	5,795,945	-	0.00%
Total Grant Funds	<u>\$ 40,394,400</u>	<u>\$ 19,417,849</u>	<u>\$ 19,435,096</u>	<u>\$ 40,377,153</u>	
Capital Project Funds:					
Capital Improvement Sales Tax	\$ 33,370,011	\$ 14,662,500	\$ 14,662,500	\$ 33,370,011	0.00%
Developer Agreement Projects	367	40,000	40,000	367	0.00%
Public Works/Other Improvements	12,337,099	2,030,000	16,830,000	(2,462,901)	-119.96%
Total Capital Project Funds	<u>\$ 45,707,477</u>	<u>\$ 16,732,500</u>	<u>\$ 31,532,500</u>	<u>\$ 30,907,477</u>	
Debt Service Funds:					
General Obligation Bonds	2,110,090	1,605,811	1,605,811	2,110,091	0.00%
Leasehold Revenue Bonds	2,746,502	7,613,338	7,613,338	2,746,502	0.00%
Special Obligation Bonds	3,783,154	7,861,500	7,861,500	3,783,154	0.00%
Total Debt Service Funds	<u>\$ 8,639,746</u>	<u>\$ 17,080,649</u>	<u>\$ 17,080,649</u>	<u>\$ 8,639,746</u>	
Enterprise Funds:					
Airport	\$ 117,254,912	\$ 22,811,000	\$ 20,821,500	\$ 119,244,412	1.70%
Golf	3,735,186	3,000,000	2,987,574	3,747,612	0.33%
Clean Water Services	235,696,427	39,266,000	38,879,310	236,083,117	0.16%
Solid Waste	15,403,490	7,465,000	9,600,000	13,268,490	-13.86%
Total Enterprise Funds	<u>\$ 372,090,015</u>	<u>\$ 72,542,000</u>	<u>\$ 72,288,384</u>	<u>\$ 372,343,632</u>	
Internal Service Funds:					
Print Shop	\$ 28,995	\$ 237,712	\$ 237,712	\$ 28,995	0.00%
Self-Insurance	13,288,296	7,150,039	7,150,039	13,288,296	0.00%
Service Center	118,045	4,700,000	4,700,000	118,045	0.00%
Total Internal Service Funds	<u>\$ 13,435,336</u>	<u>\$ 12,087,751</u>	<u>\$ 12,087,751</u>	<u>\$ 13,435,336</u>	

Schedule of Projected Changes in Fund Balance for Fiscal Year 2015-16

*Estimated Beginning Fund Balance is the ending fund balance per the Comprehensive Annual Financial Report for the Year Ended June 30, 2014 adjusted by the budgeted revenues and expenditures for the 2014-2015 fiscal year to arrive at an estimated beginning fund balance as of July 1, 2015.

**Projected Ending Fund Balance as of June 30, 2016.

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

Explanation of Changes in Fund Balance Greater than 10%:

Art Museum Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$673,825, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2015-16 fiscal year to pay for renovations to the Museum's lobby, a monument sign for National Ave, lighting improvements in the Weisel/Kelly Galleries & Musgrave Wing, and the relocation of the Museum's Library.

Transportation Fund:

Expenditures in this fund are projected to exceed revenues by approximately \$550,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2015-16 fiscal year to pay for much-needed capital equipment.

WIC Program:

Expenditures in this fund are projected to exceed revenues by approximately \$13,000, causing a change in the fund balance equal to this amount. The fund balance reserve in this fund is being used in the 2015-16 fiscal year for additional program offerings which will end when the funding is depleted. The beginning fund balance reflects expenditures not billed at the close of the 2013-14 fiscal year.

Public Works/Other Improvements:

Expenditures in this fund are projected to exceed revenues by approximately \$7,400,000. The fund balance reserve in the Level Property Tax fund is being used in the 2015-16 fiscal year for public safety equipment, such as fire engines and police vehicles, and for city facility needs.

Solid Waste:

Expenditures in this fund are projected to exceed revenues by approximately \$2,135,000, causing a change in the fund balance equal to this amount. The fund balance reserve is being used in the 2015-16 fiscal year for capital equipment needs for the landfill.



FINANCIAL POLICIES



Financial Policies

Background

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

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

FINANCIAL PLANNING POLICIES

Balanced Budget

To provide for a continuing level of government services and financial stability, the City of Springfield operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, charges and fees, intergovernmental revenue, interest, and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services and general operating equipment. The operating budget does not include major capital equipment and capital improvement projects. These projects and costs are included in the six-year Capital Improvement Program (CIP), approved by City Council and beginning on page 211.

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 53.7% of the revenue for the General Fund and is a major source of revenue for capital improvements and law enforcement. A more diversified revenue base is desirable.

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

Charges for Municipal Services

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

Financial Policies

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

Non-Recurring Revenue

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

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

Use of Unpredictable Revenues

Sales tax is a major revenue source for the City’s general fund, generating approximately 54% of total revenue. Sale tax revenue is dependent on such factors as the local and national economy, energy prices, the availability of local retail opportunities, and Springfield’s role as a regional economic center. Because of this volatility, the Finance Department monitors sales tax revenue very closely. Each month, the revenue is compared to the budget estimate and to the revenue collected the prior year. Variances over 5% are researched to determine if the differences are related to the timing of the collections or a decrease in retail activity. If sales tax revenue exhibits a consistent downward or flat trend, the Finance Department will analyze the total General Fund revenue and expense and consult with the City Manager’s Office. Departments may be asked to limit expenses for the remainder of the fiscal year and/or other actions may be initiated. The General Fund operating reserve may also be utilized to cover a revenue shortfall.

Financial Policies

EXPENDITURE POLICIES

Reserve for Operations-“Rainy Day” Fund

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

Undesignated Reserves

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

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

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

Enterprise Funds and Special Revenue Funds

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

Internal Service Funds

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

Debt Service Funds

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

Compensation

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

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

The City has entered into collective bargaining agreements with two employee unions; Springfield Police Officers Association and International Association of Fire Fighters, Local 152. The FY2016 budget reflects the wage package agreed upon in these agreements.

The City of Springfield shall maintain salaries and benefits in the range of 73% to 77% of the operating budget.

Financial Policies

Cost Effective Services

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

Budgetary Compliance

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

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

Major Capital Assets

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

We have developed a lifecycle budgeting plan. This plan identifies major capital equipment that should be replaced each year. The plan will be implemented as funding is available.



DEBT SERVICE

SUMMARY OF DEBT SERVICE REQUIREMENTS FOR ALL OUTSTANDING INDEBTEDNESS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (3)

The budget shall provide:

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

Financial Policies

DEBT POLICY

Purpose

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

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

Debt Affordability Analysis

The following factors shall be considered when evaluating debt capacity:

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

Types of Debt

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

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

Capital Improvements Program (CIP)

The City’s Capital Improvements Program is a multi-year plan that prioritizes the City’s capital needs over a rolling six-year period. The process encourages citizen input to identify projects that are consistent with the community’s goals and needs. The identified needs are balanced with available funding. The major funding sources for capital projects are the capital improvements sales tax, transportation sales tax and property tax. Other essential funding sources are cost sharing agreements with other governmental agencies, public-private partnerships and grants. The City’s Capital Improvements Program balances pay-as-you-go funding with debt financing.

Short-Term Borrowing

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

Financial Policies

General Obligation Bonds

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

Revenue Bonds

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

Public Benefit Corporation

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

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

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 2014, assessed value in the City of Springfield was \$2,656,575,000. Springfield’s outstanding debt may not exceed \$796,972,000. The outstanding debt subject to limitations, are general obligation bonds which were voter approved and are backed by the City’s full faith and credit. The City is not in danger of exceeding the legal debt margin.

Assessed Value - 2014	\$ 2,656,575,000
Debt Limit 30% of Assessed Value	\$ 796,972,000
Less Outstanding Debt Subject to Limitation	<u>\$ 1,451,000</u>
Debt Margin	\$ 795,521,000

Debt Service

2015-2016 Requirements:

	<u>Original Issue</u>	<u>Principal Outstanding July 1, 2015</u>	<u>Principal 2015-16</u>	<u>Interest and Fees 2015-16</u>
<u>GENERAL OBLIGATION BONDS</u>				
General Obligation Sewer Improvement Bonds, Series 2001B	3,000,000	1,230,000	180,000	60,800
General Obligation Sewer Improvement Bonds, Series 2003	3,050,000	980,000	230,000	39,500
General Obligation Sewer Improvement Bonds, Series 2005A	3,950,000	1,570,000	290,000	61,300
General Obligation Sewer Improvement Bonds, Series 2005B	4,000,000	1,645,000	305,000	66,500
General Obligation Sewer Improvement Bonds, Series 2010	3,335,000	2,345,000	205,000	72,900
Lone Pine Neighborhood Improvement District	675,000	355,000	35,000	13,500
TOTAL GENERAL OBLIGATION BONDS	18,010,000	8,125,000	1,245,000	314,500
<u>LEASE HOLD REVENUE BONDS</u>				
Public Building Corporation Leasehold Revenue Bonds Series 2002A (JVP Exposition Center)	19,375,000	16,330,000	755,000	776,500
Public Building Corporation Leasehold Revenue Bonds Series 2002B (Baseball Stadium)	6,130,000	4,540,000	220,000	343,500
Public Building Corporation Leasehold Revenue Bonds Series 2002C (Jordan Valley Park)	5,470,000	3,985,000	190,000	301,500
LCRA, Series 2003 University Plaza	7,955,000	3,500,000	560,000	175,000
Public Building Corporation Leasehold Revenue Bonds Series 2003 Recreation Ice Taxable	10,440,000	7,190,000	500,000	102,000
LCRA, Series 2004 SBDL Variable Rate Taxable Revenue Bonds	3,490,000	1,090,000	170,000	70,000
Public Building Corporation Leasehold Revenue Bonds Series 2005A Capital Improvement Projects	5,705,000	2,295,000	425,000	96,000
Public Building Corporation Leasehold Revenue Bonds Series 2005B Cooper Tennis	2,800,000	1,690,000	140,000	80,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Storm Water Improvements	6,520,000	4,915,000	360,000	216,000
Public Building Corporation Leasehold Revenue Bonds Series 2007 Storm Water Improvements	8,730,000	6,185,000	395,000	300,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Storm Water Improvements	5,005,000	3,835,000	215,000	159,500
TOTAL LEASE HOLD REVENUE BONDS	81,620,000	55,555,000	3,930,000	2,620,000
<u>SPECIAL OBLIGATION BONDS</u>				
City of Springfield Special Obligation Bonds Series 2007 - Heers Parking Garage	5,745,000	5,645,000	295,000	250,500
City of Springfield Special Obligation Bonds Series 2007 - College Station Parking Garage	10,930,000	8,985,000	430,000	402,500
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 1999 (Storm Water/Warning System/Fire stations)	16,000,000	6,325,000	1,160,000	221,500
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001A (Capital Imp Projects)	7,885,000	1,100,000	1,100,000	29,500
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001B (South Side Police Station)	4,005,000	1,800,000	230,000	61,000

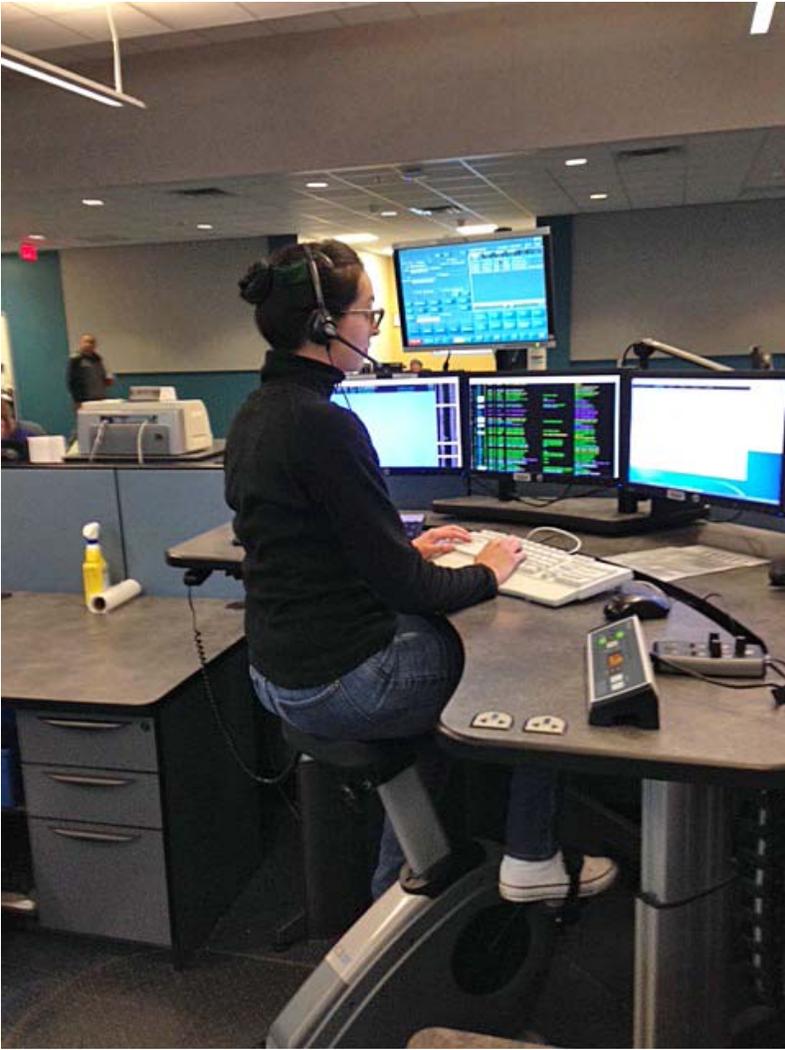
Debt Service

2015-2016 Requirements:

	<u>Original Issue</u>	<u>Principal Outstanding July 1, 2015</u>	<u>Principal 2015-16</u>	<u>Interest and Fees 2015-16</u>
<u>SPECIAL OBLIGATION BONDS (Cont.)</u>				
City of Springfield Special Obligation Bonds Series 2011A - Storm Water Improvements	2,480,000	2,135,000	100,000	84,500
City of Springfield Special Obligation Refunding Bonds Series 2011B - Refunded 1998 and 2000A (Jordan Valley Park)	7,260,000	4,160,000	975,000	171,000
City of Springfield Special Obligation Bonds Series 2013 - Ozark Empire Fairgrounds Project	497,000	455,000	46,000	63,000
City of Springfield Special Obligation Refunding Bonds Series 2014A - Refunded 2002 (Capital Imp Projects)	1,740,000	1,135,000	565,000	23,000
City of Springfield Special Obligation Refunding Bonds Series 2014A - Refunded 2004 (Capital Imp Projects)	10,797,835	10,797,835	1,124,680	375,320
City of Springfield Special Obligation Refunding Bonds Series 2014A - Refunded 2004 Police Headquarters	1,107,165	991,845	115,320	38,680
TOTAL SPECIAL OBLIGATION BONDS	<u>68,447,000</u>	<u>43,529,680</u>	<u>6,141,000</u>	<u>1,720,500</u>
<u>ENTERPRISE FUND REVENUE BONDS</u>				
State of Missouri State Revolving Fund Program Water Pollution Control, EIARA Series 1994, and 1998 (Sewerage System)	40,355,000	472,000	192,000	30,000
State of Missouri State Revolving Fund Program Sewer Control, EIARA Series 2002B	43,625,000	28,730,000	3,250,000	1,700,000
Sewer Control, EIARA Series 2005A	7,110,000	5,725,000	415,000	310,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Airport-Mid Field Terminal Project	96,885,000	80,535,000	2,480,000	3,820,735
State of Missouri State Revolving Fund Program Sewer Control, EIARA Series 2007A	7,855,000	5,800,000	345,000	290,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Airport Rental Car Facility	6,955,000	5,575,000	270,000	344,660
Special Obligation Bonds - State of Missouri - Direct Loan Program, Series 2010	13,000,000	10,720,700	598,100	201,900
Special Obligation Bonds - Sewer System Improvements Series 2012	26,385,000	23,845,000	980,000	1,070,000
TOTAL ENTERPRISE FUND REVENUE BONDS	<u>242,170,000</u>	<u>161,402,700</u>	<u>8,530,100</u>	<u>7,767,295</u>
<u>CAPITAL LEASES</u>				
Capital Lease Purchase, 2007 - Service Center Fuel Tanks	306,000	71,837	35,168	2,668
Capital Lease Purchase, 2011 - Parks Mowers	123,585	12,088	12,088	102
Capital Lease Purchase, 2012 - Parks Equipment	630,000	288,592	127,218	3,150
Capital Lease Purchase, 2013 - Parks Equipment	337,000	241,450	55,263	3,737
Capital Lease Purchase, 2013 - Information Systems Equip.	260,000	228,204	41,922	3,597
Capital Lease Purchase, 2014 - Parks Equipment	449,115	449,115	94,203	6,422
Capital Lease Purchase, 2014 - Police Equipment	138,500	128,810	27,018	1,842
TOTAL CAPITAL LEASES	<u>2,244,200</u>	<u>1,420,097</u>	<u>392,881</u>	<u>21,517</u>



BUDGETED POSITIONS FULL-TIME EQUIVALENTS





Budgeted Positions

Full-Time Equivalents Summary:

	2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
<u>GENERAL FUND</u>			
Building Development Services	32.50	32.70	34.70
City Attorney	21.00	22.00	22.00
City Clerk	5.50	5.50	5.50
City Manager	9.50	9.50	8.50
Finance	35.75	35.75	35.75
Fire Non-Sworn	7.00	7.00	8.00
Sworn	211.00	220.00	220.00
Human Resources	16.50	16.50	17.00
Information Systmes	28.00	28.20	28.20
Mayor and Council	1.00	1.00	1.00
Municipal Court	25.00	25.00	26.00
Planning and Development	19.29	19.49	19.49
Police Non-Sworn	67.50	68.00	68.50
Sworn	239.00	254.00	259.00
Public Information Department	7.50	8.50	8.50
Public Works	95.90	95.10	95.35
	821.94	848.24	857.49
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	13.50	13.50	13.50
Emergency Communications	73.00	77.00	77.00
Law Enforcement Sales Tax Non-Sworn	13.00	13.00	13.00
Sworn	60.00	60.00	60.00
MSU/Drury Substation (Sworn)	10.00	10.00	10.00
Public Health Services	78.00	78.00	83.00
Public Parks	83.97	85.87	85.87
Public Parks City/County Wide Sales Tax	119.53	121.63	122.63
Public Works Transportation	102.10	102.10	102.35
Telecable	8.00	8.00	8.00
	561.10	569.10	575.35
<u>GRANT FUNDS</u>			
Community Development	11.65	11.65	11.65
Fire Department (Sworn)	9.00	-	-
Home Investment	3.01	3.01	3.01
Planning and Development	0.05	0.05	0.05
Police (Sworn)	22.00	7.00	12.00
Public Health Services	6.00	5.00	4.00
WIC Program	16.00	16.00	19.00
Workforce Development	57.25	57.25	58.25
	124.96	99.96	107.96
<u>ENTERPRISE FUNDS</u>			
Airport	93.00	93.00	93.00
Clean Water Services	108.55	108.75	120.15
Golf	18.00	18.00	18.00
Solid Waste	38.45	38.45	38.55
	258.00	258.20	269.70
<u>INTERNAL SERVICE FUNDS</u>			
Print Shop	2.00	2.00	2.00
Self-Insurance Fund	3.00	3.00	4.00
Service Center	23.00	23.00	23.00
	28.00	28.00	29.00
TOTAL FULL-TIME EQUIVALENTS-ALL FUNDS	1,794.00	1,803.50	1,839.50

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
GENERAL FUND				
Building Development Services				
Director of Building Development Services	D14	1.00	1.00	1.00
Professional Engineer	P12	2.00	2.00	2.00
Plan Review Specialist	P10	3.00	3.00	3.00
Administrative Systems Analyst	P09	0.00	0.20	0.20
Development Coordinator	P09	2.00	2.00	2.00
Building Inspector	P09	3.00	3.00	3.00
Electrical Inspector*	P09	3.00	3.00	3.00
Mechanical and Plumbing Inspector	P09	1.00	1.00	1.00
Senior Inspector	P09	2.00	2.00	2.00
Public Health Investigator	P08	5.00	5.00	3.00
Residential Construction and Zoning Inspector	P08	0.00	0.00	1.00
Housing Inspector*	P07	1.00	1.00	1.00
Land Use Inspector	P07	0.00	0.00	2.00
Permitting Services Representative*	P06	5.00	5.00	5.00
Sign Enforcement Officer	P06	0.00	0.00	1.00
Executive Secretary	P05	1.00	1.00	1.00
Legal Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Office Specialist	P04	0.00	1.00	1.00
Clerical Assistant	P02	1.50	0.50	0.50
Total		32.50	32.70	34.70

*One Electrical Inspector, the Housing Inspector and one Permitting Services Representative position will be unfunded and remain vacant in fiscal year 2015-16.

City Attorney

City Attorney	D15	1.00	1.00	1.00
Assistant City Attorney V*	P13	11.00	11.00	11.00
Legal Investigator	P07	1.00	1.00	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	3.00	3.00
Total		21.00	22.00	22.00

*One Assistant City Attorney V position will be unfunded and remain vacant in fiscal year 2015-16.

City Clerk

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

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
City Clerk (cont.)				
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 2015-16.

City Manager

City Manager	D00	1.00	1.00	1.00
Deputy City Manager	D17	1.00	1.00	1.00
Assistant City Manager	D16	1.00	1.00	1.00
Risk Management Administrator	P11	1.00	1.00	0.00
Executive Assistant	P08	1.00	1.00	1.00
Administrative Asst. to Deputy City Manger	P07	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Executive Secretary*	P05	0.50	0.50	0.50
Administrative Assistant*	P04	1.00	1.00	1.00
Word Processing Operator*	P04	1.00	1.00	1.00
Total		9.50	9.50	8.50

*0.5 Executive Secretary, the Administrative Assistant, and the Word Processing Operator positions will be unfunded and remain vacant in fiscal year 2015-16.

Finance

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

*One Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2015-16.

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Fire				
Fire Chief	D15	1.00	1.00	1.00
Assistant Fire Chief	F13	3.00	3.00	3.00
Battalion Chief	F09	7.00	7.00	7.00
Fire Marshal	F07	5.00	5.00	5.00
Fire Captain	F05	36.00	36.00	36.00
Fire Training Captain*	F05	3.00	3.00	3.00
Fire Lieutenant	F05	9.00	9.00	9.00
Fire Equipment Operator	F03	45.00	45.00	45.00
Rescue and Salvage Specialist	F03	18.00	18.00	18.00
Firefighter*	F01	84.00	93.00	93.00
Heavy Equipment Technician	C11	1.00	1.00	2.00
Fire and Life Safety Educator	P09	1.00	1.00	1.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Total		218.00	227.00	228.00

*One Fire Training Captain position and one Firefighter position will be unfunded and remain vacant in fiscal year 2015-16.

Human Resources

Director of Human Resources	D14	1.00	1.00	1.00
Senior Human Resources Coordinator	P11	1.00	1.00	1.00
HRIS & Payroll Coordinator	P09	1.00	1.00	1.00
Human Resources Coordinator	P09	1.00	1.00	1.00
Senior Human Resources Specialist	P08	2.00	3.00	3.00
Payroll Specialist	P07	0.00	1.00	1.00
Human Resources Specialist	P07	5.00	4.00	4.50
Lead Payroll & Benefits Assistant	P06	1.00	0.00	0.00
Office Administrator	P06	0.00	0.00	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	2.50	1.50
Total		16.50	16.50	17.00

Information Systems

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

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Information Systems (cont.)				
Sr. Administrative Systems Analyst	P10	1.00	1.00	1.00
Administrative Systems Analyst	P09	5.00	5.00	5.20
Senior Database Administrator	P09	1.00	1.00	1.00
Senior System Administrator	P09	3.00	4.00	4.00
Telecom Coordinator	P09	1.00	1.00	1.00
GIS Analyst	P08	5.00	5.00	5.00
Sr. Computer Programmer/Analyst	P08	1.00	1.00	1.00
Network Technician	P07	1.00	0.00	0.00
Sr. Computer Technician	P07	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Security Administrator	TBD	1.00	1.00	1.00
ProjectDox Systems Administrator	TBD	0.00	0.20	0.00
Total		28.00	28.20	28.20

Mayor and Council

Internal Auditor*	D13	1.00	1.00	1.00
Total		1.00	1.00	1.00

*Internal Auditor position will be unfunded and remain vacant in fiscal year 2015-16.

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	2.00
Accounting Services Representative	P06	1.00	1.00	1.00
Court Specialist	P06	2.00	2.00	2.00
Deputy Clerk of the Court	P05	11.00	11.00	11.00
Municipal Court Bailiff	P05	4.00	4.00	4.00
Probation Collections Officer	P05	1.00	1.00	1.00
Clerical Assistant	P02	1.00	1.00	1.00
Total		25.00	25.00	26.00

Planning and Development

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

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Planning and Development (cont.)				
Community Development Loan Officer	P10	0.10	0.10	0.10
Senior City Planner	P10	6.32	5.32	5.32
Graphic Production Assistant	P05	0.00	1.00	1.00
Financial Analyst	P09	0.15	0.15	0.15
Associate City Planner*	P08	2.37	2.37	2.37
Assistant City Planner*	P06	2.00	2.00	2.00
Executive Secretary	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.40	1.40	1.40
Assistant Economic Development Director	TBD	1.00	1.00	1.00
Admin Systems Analyst	P09	0.00	0.20	0.20
Total		19.29	19.49	19.49

*One Associate City Planner and one Assistant City Planner positions will be unfunded and remain vacant in fiscal year 2015-16.

Police

Police Chief	D15	1.00	1.00	1.00
Senior Computer Forensic Analyst	P10	1.00	1.00	1.00
Police Planning Technician*	P09	1.00	1.00	1.00
Police Services Administrator	P09	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Computer Forensic Analyst	P09	0.00	1.00	1.00
Human Resources Specialist	P07	0.00	0.00	0.50
Latent Print Examiner	P07	1.00	0.00	0.00
Crime Research Analyst	P06	3.00	3.00	3.00
Fleet and Equipment Supervisor	P06	0.00	1.00	1.00
Forensic Evidence Technician	P06	1.00	1.00	1.00
Police Services Shift Leader	P06	4.00	4.00	4.00
Records Mgt. System Coordinator	P06	0.00	0.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.50	0.00	0.00
GIS Technician	P05	1.00	1.00	1.00
Investigative Services Specialist	P05	1.00	1.00	1.00
Office Administrator	P05	3.00	3.00	4.00
Police Services Representative**	P05	37.00	36.00	35.00
Traffic Services Officer	P05	3.00	3.00	3.00
Administrative Assistant	P04	6.00	6.00	6.00
Office Specialist	P04	1.00	1.00	0.00
Quartermaster	P04	0.00	1.00	1.00
Data Entry Clerk*	P03	1.00	1.00	1.00
Police Major	L15	2.00	2.00	2.00
Police Captain	L14	4.00	4.00	4.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Police (cont.)				
Police Lieutenant	L12	11.00	11.00	11.00
Police Sergeant	L10	26.00	26.20	26.20
Police Corporal	L05	33.00	30.20	30.20
Police Officer	L02	162.00	179.60	184.60
Total		306.50	322.00	327.50

*The Police Planning Technician, and 0.5 of the Data Entry Clerk positions will be unfunded and remain vacant in fiscal year 2015-16.

**Two Police Services Representatives previously unfunded, will be funded beginning April 1, 2016.

Public Information Department

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

*One Receptionist and 0.5 Special Projects Coordinator positions will be unfunded and remain vacant in fiscal year 2015-16.

Public Works

Director of Public Works	D15	0.50	0.50	0.50
Assistant Director of Public Works	P14	1.25	1.25	1.25
Principal Engineer	P13	2.15	2.15	2.15
Traffic Engineer	P13	0.50	0.50	0.50
Professional Engineer*	P12	6.00	7.00	7.00
Registered Architect	P12	1.00	1.00	1.00
Financial Officer	P11	1.00	1.00	1.00
Operations Supervisor-Grnds	P11	0.75	0.75	0.75
Right-of-Way Supervisor	P11	1.00	1.00	1.00
Operations Supervisor-Eng.	P11	1.00	1.00	1.00
Facilities Specialist	P10	2.00	2.00	2.00
Senior Designer	P10	2.00	1.00	1.00
Administrative Systems Analyst	P09	0.00	0.20	0.20
Financial Analyst	P09	0.50	0.50	0.50
Right-of-Way Agent	P09	2.00	2.00	2.00
Senior Street & Sewer Construction Inspector*	P09	4.00	4.00	4.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Public Works (cont.)				
Survey Chief	P08	2.00	2.00	2.00
Urban Forester	P08	1.00	1.00	1.00
Accounting Technician	P07	0.50	0.50	0.50
Senior Engineering Technician	P07	1.00	2.00	2.00
Street & Sewer Construction Inspector*	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	0.50	0.50	0.50
Senior Executive Secretary	P06	1.00	1.00	1.00
Engineering Technician II*	P05	4.00	3.00	3.00
Mapping & Reprographics Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.75	2.75	2.75
Engineering Technician I	P04	1.00	0.00	0.00
Municipal Facilities Supervisor	C16	1.00	1.00	1.00
Public Grounds Maintenance Supervisor	C14	1.50	1.00	1.00
Building Maintenance Crew Leader	C12	1.00	1.00	1.00
Team Leader	C11	3.00	3.00	3.00
Building Maintenance Craftworker*	C10	13.00	13.00	13.00
Custodial Team Leader	C10	1.00	1.00	1.00
Arborist Crew Leader	C08	4.00	4.00	4.00
General Services Working Leader	C08	2.00	2.00	2.00
Grounds Maintenance Crew Leader	C08	2.00	2.00	2.00
Arborist	C07	4.00	4.00	4.00
Equipment Operator II*	C07	5.00	6.50	6.50
Lead Maintenance Worker*	C06	1.00	1.00	1.00
Building Maintenance Worker	C05	5.00	5.00	5.00
Maintenance Worker	C05	6.00	5.00	5.00
Laborer*	C03	2.00	2.00	2.00
Safety and Training Manager	TBD	0.00	0.00	0.25
Total		95.90	95.10	95.35

*One Professional Engineer, one Senior Street & Sewer Construction Inspector, two Street & Sewer Construction Inspectors, the Accounting Service Representative, two Engineering Technician II, one Building Maintenance Craftworker, one Equipment Operator II, one Lead Maintenance Worker, and one Laborer position will be unfunded and remain vacant in fiscal year 2015-16.

TOTAL GENERAL FUND **821.94** **848.24** **857.49**

Average Annual Increase (Decrease) 2013-2015 2.16%

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
<u>SPECIAL REVENUE FUNDS</u>				
Art Museum				
Director of Art Museum	D14	1.00	1.00	1.00
Assistant Director of Art Museum	P11	1.00	1.00	1.00
Curator of Art	P10	1.00	1.00	1.00
Curator of Collections	P09	0.00	0.00	0.00
Curator of Exhibitions	P09	0.00	0.00	0.00
Museum Educator	P08	1.00	1.00	1.00
Exhibitions Coordinator	P07	1.00	1.00	1.00
Registrar	P07	1.00	1.00	1.00
Preparator*	P06	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Librarian*	P04	1.00	1.00	1.00
Art Museum Security Officer*	P03	2.00	2.00	2.00
Clerical Assistant*	P02	0.50	0.50	0.50
Custodian	C01	2.00	2.00	2.00
Total		13.50	13.50	13.50

*One Art Museum Security Officer, one-half Clerical Assistant, one Librarian, and one Preparator position will be unfunded and remain vacant in fiscal year 2015-16.

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	0.00
Computer System Administrator	P09	1.00	1.00	0.00
Senior Systems Administrator	P09	0.00	0.00	2.00
Telecommunications Supervisor*	P08	3.00	3.00	1.00
Operation Manager	P09	0.00	0.00	1.00
Training and Education Manager	P09	0.00	0.00	1.00
911 Shift Supervisor	P07	9.00	9.00	9.00
911 Telecommunicator*	P06	56.00	60.00	60.00
Executive Secretary	P05	1.00	1.00	1.00
Total		73.00	77.00	77.00

*One Telecommunications Supervisor and six 911 Telecommunicator positions will be unfunded and remain vacant in fiscal year 2015-16.

Law Enforcement Sales Tax				
Assistant City Attorney V	P13	1.00	1.00	1.00
Crime Research Analyst	P06	2.00	2.00	2.00
Police Services Shift Leader	P06	1.00	1.00	1.00
Investigative Services Supervisor	P06	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Law Enforcement Sales Tax (cont.)				
Police Services Representative	P05	5.00	5.00	5.00
Investigative Services Specialist	P05	3.00	3.00	3.00
Police Lieutenant	L12	2.00	2.00	2.00
Police Sergeant	L10	5.00	5.00	5.00
Police Corporal	L05	12.00	12.00	12.00
Police Officer	L02	41.00	41.00	41.00
Total		73.00	73.00	73.00
MSU/Drury Substation				
Police Sergeant	L10	1.00	0.80	0.80
Police Corporal	L05	0.00	0.80	0.80
Police Officer	L02	9.00	8.40	8.40
Total		10.00	10.00	10.00
Public Health Services				
Director of Public Health and Welfare	D15	1.00	1.00	1.00
Chief Medical Officer	P16	1.00	1.00	1.00
Assistant Director of Health	P14	1.00	1.00	1.00
Environmental Health Administrator	P12	1.00	1.00	1.00
Health Program Administrator	P12	3.00	3.00	3.00
Public Health Resource Manager	P11	0.00	1.00	1.00
Environmental Community Health Planner	P10	1.00	0.00	0.00
Nurse Coordinator	P10	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Coordinator of Epidemiological Services	P09	1.00	0.00	0.00
Educator & Volunteer Coordinator	P09	0.00	1.00	1.00
Health Data Analyst	P09	1.00	1.00	1.00
Public Health Nurse	P09	6.00	6.00	6.00
Public Health Information Administrator	P09	1.00	0.00	0.00
Sr Public Health Investigator	P09	2.00	2.00	2.00
Senior Lab Scientist	P09	1.00	1.00	1.00
Community Health Nurse	P08	7.00	8.00	12.00
Milk Inspector	P08	2.00	2.00	2.00
Public Health Program Representative	P08	4.00	4.00	5.00
Public Health Investigator	P08	12.00	12.00	12.00
Supervisor of Animal Control	P08	1.00	1.00	1.00
Lab Scientist	P07	4.00	4.00	4.00
Health Educator Assistant	P06	1.00	1.00	1.00
Health Educator	P09	1.00	1.00	1.00
Senior Animal Control Officer	P06	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Public Health Services (cont.)				
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	2.00	2.00	2.00
Animal Control Officer	P05	6.00	6.00	6.00
Office Administrator	P05	1.00	1.00	1.00
Animal Shelter Manager	P04	1.00	0.00	0.00
Animal Shelter Coordinator	P05	0.00	1.00	1.00
Accounting Clerk I	P04	4.00	4.00	4.00
Staff Assistant	P03	7.00	6.00	6.00
Custodian	C01	1.00	0.00	0.00
Animal Shelter Assistant	P03	0.00	2.00	2.00
Total		78.00	78.00	83.00
Public Parks				
Director of Parks and Recreation	D15	0.34	0.34	0.34
Assistant Director of Parks and Recreation	P14	1.36	1.36	1.36
Superintendent of General Services	P13	1.00	1.00	1.00
Superintendent of Recreation	P13	1.00	1.00	1.00
Superintendent of the Zoo	P12	1.00	1.00	1.00
Veterinarian	P12	1.00	1.00	1.00
Jordan Valley Park Manager	P11	1.00	1.00	1.00
Superintendent of Parks Business Operations	P11	0.30	0.30	0.30
Community Recreation Serv Administrator*	P10	5.30	5.30	5.30
General Curator	P10	1.00	1.00	1.00
Parks Health & Wellness Coordinator	P09	1.00	1.00	1.00
Accounting Services Coordinator	P08	1.00	1.00	1.00
Community Recreation Coordinator	P08	7.30	7.30	7.30
Park Ranger Supervisor	P08	0.34	0.34	0.34
Community Sports Coordinator	P07	1.00	1.00	1.00
Concession Supervisor	P07	1.00	1.00	1.00
Ice Hockey Coordinator	P07	1.00	1.00	1.00
Park Ranger*	P07	1.00	1.00	1.00
Senior Keeper	P07	2.00	2.00	2.00
Accounting Services Rep	P06	0.00	0.40	0.40
Animal Health Technician	P06	1.00	1.00	1.00
Community Recreation Supervisor	P06	7.90	8.90	8.90
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.30	0.30	0.30
Accounting Clerk II	P05	2.00	2.00	2.00
Zoo Keeper*	P05	10.00	10.00	10.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Public Parks (cont.)				
Administrative Assistant*	P04	3.00	3.00	3.00
Community Recreation Specialist	P04	1.50	2.00	2.00
Clerical Assistant	P02	1.00	1.00	1.00
Parks Maintenance Equip Crew Leader	C12	1.00	1.00	1.00
Craftsworker	C10	2.00	2.00	2.00
Parks Maintenance Working Leader	C09	2.00	2.00	2.00
Arborist Crew Leader	C08	1.00	1.00	1.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Ice Park Operations Coordinator	C08	1.00	1.00	1.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00
Utility Worker*	C08	5.00	5.00	5.00
Gardener	C07	2.00	2.00	2.00
Park Shop Attendant	C07	1.00	1.00	1.00
Parks Caretaker	C06	4.00	4.00	4.00
Building Maintenance Worker*	C05	2.00	2.00	2.00
Maintenance Worker	C05	3.00	3.00	3.00
Custodian	C01	1.00	1.00	1.00
Assistant Park Ranger Supervisor	TBD	0.33	0.33	0.33
		83.97	85.87	85.87

*One Community Recreation Serv. Administrator, the Park Ranger, one Zoo Keeper, one Administrative Assistant, one Utility Worker and one Building Maintenance Worker positions will be unfunded and remain vacant in fiscal year 2015-16.

Public Parks City/County Wide Sales Tax

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

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Public Parks City/County Wide Sales Tax (cont.)				
Accounting Technician	P07	1.00	1.00	1.00
Park Ranger	P07	5.00	5.00	5.00
Senior Keeper	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	0.50	0.50	0.50
Accounting Services Rep	P06	1.00	1.60	1.60
Community Recreation Supervisor	P06	6.10	6.10	6.10
Farm Park Supervisor	P06	1.00	1.00	1.00
Fitness & Wellness Supervisor	P06	3.00	3.00	3.00
Horticultural Interpreter	P06	1.00	1.00	1.00
Web Designer	P06	0.70	0.70	0.70
Zoo Keeper	P05	4.00	4.00	4.00
Accounting Clerk I	P04	2.00	2.00	2.00
Administrative Assistant	P04	1.00	1.00	1.00
Community Recreation Specialist*	P04	7.50	9.00	9.00
Office Assistant	P03	1.00	1.00	1.00
Parks Maintenance Supervisor	C14	3.00	3.00	3.00
Instrument Technician*	C12	1.00	1.00	1.00
Building Maintenance Team Leader	C11	1.00	1.00	1.00
Parks Forestry Team Leader	C11	1.00	1.00	1.00
Craftsworker	C10	4.00	4.00	4.00
Equipment Technician	C10	1.00	1.00	1.00
Parks Maintenance Working Leader	C09	1.00	1.00	1.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Utility Worker	C08	9.00	9.00	9.00
Arborist	C07	2.00	2.00	2.00
Equipment Operator II	C07	1.00	1.00	1.00
Gardener	C07	2.00	2.00	3.00
Parks Caretaker	C06	19.00	19.00	19.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Maintenance Worker	C05	7.00	7.00	7.00
Custodian	C01	3.00	3.00	3.00
Assistant Park Ranger Supervisor	TBD	0.67	0.67	0.67
Total		119.53	121.63	122.63

*The Park Operations Supervisor, the Associate Parks Planner, one Community Recreation Specialist, and the Instrument Technician positions will be unfunded and remain vacant in fiscal year 2015-16.

Public Works Transportation

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

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Public Works Transportation (cont.)				
Principal Engineer	P13	0.85	0.85	0.85
Superintendent of Streets	P13	1.00	1.00	1.00
Traffic Engineer	P13	1.50	1.50	1.50
Professional Engineer	P12	5.00	4.00	4.00
Operations Supervisor	P11	0.00	1.00	1.00
Operations Supervisor - Grnds	P11	0.25	0.25	0.25
Chief Inspector	P10	0.00	1.00	1.00
Project Engineer	P10	1.00	1.00	0.00
Senior Designer	P10	1.00	1.00	1.00
Supervisor of Signal Operations	P10	1.00	1.00	1.00
Transportation Planner	P10	1.00	1.00	1.00
Engineer In Training	P09	1.00	1.00	1.00
Financial Analyst	P09	0.50	0.50	0.50
Signal Operations Coordinator	P09	1.00	1.00	1.00
Senior Signal Technician	P08	7.00	7.00	7.00
Accounting Technician	P07	0.50	0.50	0.50
Senior Engineering Technician	P07	1.00	1.00	1.00
Signal Project Coordinator	P07	1.00	1.00	1.00
Street & Sewer Construction Inspector	P07	3.00	2.00	2.00
Accounting Services Representative	P06	0.50	0.50	0.50
Asset Management Technician	P06	1.00	1.00	1.00
Traffic Technician II	P06	1.00	2.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.25	1.25	1.25
Traffic Data Collector	P04	2.00	1.00	1.00
Maintenance Supervisor	C14	3.00	3.00	3.00
Public Grounds Maintenance Supervisor	C14	0.50	1.00	1.00
Traffic Operations Supervisor	C14	0.00	0.00	1.00
Team Leader	C11	8.00	8.00	8.00
Craftsworker	C10	8.00	8.00	8.00
Equipment Operator III	C09	3.00	3.00	3.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Sign Fabricator	C08	1.00	1.00	1.00
Equipment Operator II	C07	18.00	16.50	15.50
Traffic Controls Worker II	C07	6.00	6.00	7.00
Maintenance Worker	C05	17.00	18.00	18.00
Laborer	C03	1.00	1.00	1.00
Safety and Training Manager	TBD	0.00	0.00	0.25
Total		102.10	102.10	102.35

Budgeted Positions

Full-Time Equivalents:

		2013-14	2014-15	2015-16
		Adopted	Adopted	Proposed
Telecable				
Assistant Director of Public Information	P11	1.00	1.00	1.00
Production Manager	P09	1.00	1.00	1.00
Multimedia Coordinator	P07	1.00	1.00	1.00
Web Coordinator	P07	1.00	1.00	1.00
Video Specialist	P06	3.00	0.00	0.00
Senior Video Producer	P08	0.00	2.00	2.00
Video Producer	P07	0.00	1.00	1.00
Graphic Production Assistant*	P05	1.00	1.00	1.00
Total		<u>8.00</u>	<u>8.00</u>	<u>8.00</u>

*One-half Graphic Production Assistant position will be unfunded and remain vacant in fiscal year 2015-16.

TOTAL SPECIAL REVENUE FUNDS	561.10	569.10	575.35
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Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
GRANT FUNDS				
Grant Fund - Community Development				
Economic Development Director	P14	0.10	0.10	0.10
Planning & Development Manager	P13	0.30	0.30	0.30
Development Economist	P11	0.43	0.43	0.43
Grants Administrator	P11	1.00	1.00	1.00
Principal City Planner	P11	0.11	0.11	0.11
Community Development Loan Officer	P10	0.90	0.90	0.90
Senior City Planner	P10	0.63	0.63	0.63
Project Specialist II	P10	1.00	1.00	1.00
Financial Analyst	P09	1.45	1.45	1.45
Project Specialist	P09	2.00	2.00	2.00
Associate City Planner	P08	0.63	0.63	0.63
Loan Technician	P06	0.50	0.50	0.50
Accounting Clerk I	P04	0.00	1.00	1.00
Administrative Assistant*	P04	2.60	1.60	1.60
Total		11.65	11.65	11.65

*One Administrative Assistant will be unfunded and remain vacant in fiscal year 2015-16.

Grant Fund - Fire Department

Firefighter	F01	9.00	0.00	0.00
Total		9.00	0.00	0.00

Grant Fund - Home Investment

Principal City Planner	P11	0.11	0.11	0.11
Community Development Loan Officer	P10	1.00	1.00	1.00
Financial Analyst	P09	0.40	0.40	0.40
Housing Assistance Technician	P06	1.00	1.00	1.00
Loan Technician	P06	0.50	0.50	0.50
Total		3.01	3.01	3.01

Grant Fund - Planning

Senior City Planner	P10	0.05	0.05	0.05
Total		0.05	0.05	0.05

Grant Fund - Police

Police Officer	L02	22.00	7.00	12.00
Total		22.00	7.00	12.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Grant Fund - Public Health				
Coordinator of Epidemiological Services	P09	1.00	2.00	2.00
Educator & Volunteer Coordinator	P09	1.00	0.00	0.00
Health Educator	P09	1.00	0.00	0.00
Public Health Information Administrator	P09	0.00	1.00	1.00
Public Health Planner	P09	1.00	1.00	1.00
Community Health Nurse	P08	1.00	0.00	0.00
Public Health Program Representative	P08	1.00	1.00	0.00
Total		6.00	5.00	4.00
Grant Fund - WIC Program				
WIC Coordinator	P10	1.00	1.00	1.00
WIC Supervisor	P09	1.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Nutritionist	P07	4.00	4.00	7.00
Office Administrator	P05	1.00	1.00	1.00
Health Program Assistant	P03	8.00	8.00	8.00
Total		16.00	16.00	19.00
Grant Fund - Workforce Development				
Director of Workforce Development	D14	1.00	1.00	1.00
Fiscal Administrator	P10	0.00	0.00	1.00
Accounting Supervisor	P09	1.00	1.00	0.00
Financial Analyst	P09	0.25	0.25	0.25
Workforce Development Supervisor	P09	4.00	4.00	4.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Program Compliance Coordinator	P08	1.00	1.00	1.00
System Administrator	P08	1.00	1.00	1.00
Workforce Development Coordinator	P08	0.00	0.00	1.00
Accounting Technician	P07	1.00	2.00	2.00
Business Services Specialist	P07	2.00	2.00	3.00
Sr Workforce Development Specialist	P07	4.00	4.00	3.00
Accounting Services Representative	P06	3.00	2.00	2.00
Employ/Training Instructor	P06	2.00	2.00	2.00
Workforce Development Specialist	P06	27.00	27.00	26.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	0.00
Computer Support Assistant	P05	0.00	0.00	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

Budgeted Positions

Full-Time Equivalents:

		2013-14	2014-15	2015-16
		Adopted	Adopted	Proposed
Grant Fund - Workforce Development (cont.)				
Staff Assistant	P03	1.00	1.00	1.00
Assistant Director of Workforce Development	TBD	0.00	0.00	1.00
Total		<u>57.25</u>	<u>57.25</u>	<u>58.25</u>
TOTAL GRANT FUNDS		124.96	99.96	107.96

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
ENTERPRISE FUNDS				
Airport				
Director of Aviation	D15	1.00	1.00	1.00
Assistant Director of Aviation, Operations	P14	1.00	1.00	1.00
Assistant Director of Aviation, Admin	P12	1.00	1.00	1.00
Assistant City Attorney V	P13	0.00	1.00	1.00
Assistant City Attorney IV	P12	1.00	0.00	0.00
Airport Operations Supervisor	P10	1.00	1.00	1.00
Airport Network Coordinator	P09	1.00	1.00	1.00
Marketing & Communications Coordinator	P09	1.00	1.00	1.00
Airport Police Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Airport Police Officer	P07	9.00	9.00	9.00
Ground Services Supervisor	P07	1.00	1.00	1.00
Systems Coordinator	P07	1.00	1.00	1.00
Gen Aviation Customer Service Coord.	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Graphic Production Assistant	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	1.00	1.00	1.00
Airport Customer Service Representative	P03	5.00	5.00	5.00
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	2.00	2.00
Equipment Technician	C10	1.00	1.00	1.00
Lead Aircraft Line Services Technician	C10	1.00	1.00	1.00
Asst. Equipment Technician	C08	1.00	1.00	1.00
Utility Worker	C08	4.00	3.00	3.00
Aircraft Line Services Technician	C07	9.00	9.00	9.00
Airline Service Lead Agent	C06	4.00	4.00	4.00
Airfield Maintenance Worker	C06	7.00	7.00	7.00
Building Maintenance Worker	C05	3.00	3.00	3.00
Custodian	C01	9.00	9.00	9.00
Total		93.00	93.00	93.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Clean Water Services				
Director of Environmental Services	D15	0.80	0.80	0.80
Assistant Director of Environmental Services	P14	1.00	1.00	1.00
Superintendent of Clean Water Services	P13	0.00	0.00	2.00
Plant Superintendent	P12	1.00	1.00	0.00
Professional Engineer	P12	1.00	1.00	2.00
Collection System Supervisor	P11	1.00	1.00	0.00
Environmental Compliance Officer	P11	1.00	1.00	1.00
Laboratory Supervisor	P11	1.00	1.00	1.00
Plant Maintenance Engineer	P11	1.00	1.00	1.00
Plant Operations Supervisor	P11	1.00	1.00	1.00
Operations Supervisor	P11	1.00	1.00	1.00
Control Systems Specialist	P10	1.00	1.00	1.00
NW Treatment Plant Supervisor	P10	1.00	1.00	1.00
Project Engineer	P10	1.00	1.00	1.00
Senior Designer	P10	2.00	2.00	2.00
Sustainability Officer	P10	0.50	0.50	0.50
Water Quality Coordinator	P10	1.00	1.00	1.00
Administrative Systems Analyst	P09	0.00	0.20	0.20
Biosolids Coordinator	P09	1.00	1.00	1.00
Chemist	P09	3.00	3.00	3.00
Plant Biologist	P09	1.00	1.00	1.00
Plant Shift Supervisor	P09	4.00	4.00	4.00
Pretreatment Inspector	P09	4.00	4.00	4.00
Senior Street & Sewer Construction Inspector	P09	4.00	4.00	4.00
Waste Water Video Technician	P08	2.00	2.00	3.00
Laboratory Analyst	P07	2.00	2.00	2.00
Maintenance Engineer Technician	P07	2.00	2.00	2.00
Plant Operator III	P07	6.00	6.00	6.00
Senior Engineering Technician	P07	1.00	1.00	1.00
Storm Water Technician	P07	2.00	2.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Education Outreach Specialist	P06	0.50	0.50	0.50
GIS Specialist	P06	0.00	0.00	1.00
Plant Operator II	P06	6.00	6.00	6.00
Revenue Technician	P06	1.00	1.00	1.00
Safety Technician	P06	1.00	1.00	1.00
Senior Inflow & Infiltration Technician	P06	3.00	3.00	4.00
Accounting Clerk II	P05	0.75	0.75	0.75
Education Outreach Assistant	P05	0.00	0.00	1.00
Inflow & Infiltration Technician	P05	2.00	2.00	2.00

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
Clean Water Services (cont.)				
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
Wastewater Plant Maintenance Supervisor	C15	1.00	1.00	1.00
Maintenance Supervisor	C14	2.00	2.00	2.00
Senior Plant Electrician	C13	1.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	1.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Team Leader	C11	3.00	3.00	4.00
Plant Maintenance Mechanic I	C10	6.00	6.00	6.00
Sewer Cleaning Team Leader	C10	3.00	3.00	3.00
Parts & Inventory Control Clerk	C08	2.00	2.00	2.00
Equipment Operator II	C07	3.00	3.00	3.00
Lead Maintenance Worker	C06	0.00	0.00	1.00
Building Maintenance Worker	C05	1.00	1.00	0.00
Maintenance Worker	C05	11.00	11.00	12.00
Wastewater Sludge Truck Operator	C05	4.00	4.00	4.00
Laborer	C03	1.00	1.00	1.00
Collection System Analyst	TBD	0.00	0.00	1.00
Private I/I Coordinator	TBD	0.00	0.00	1.00
Private I/I Building Evaluator	TBD	0.00	0.00	2.00
Safety and Training Manager	TBD	0.00	0.00	0.40
Total		108.55	108.75	120.15
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 2015-16.				
Solid Waste				
Director of Environmental Services	D15	0.20	0.20	0.20
Superintendent of Solid Waste	P13	1.00	1.00	1.00
Environmental Engineer	P11	1.00	1.00	1.00
Air Quality Control Coordinator	P10	1.00	1.00	1.00
Sustainability Officer	P10	0.50	0.50	0.50

Budgeted Positions

Full-Time Equivalents:

		2013-14	2014-15	2015-16
		Adopted	Adopted	Proposed
Solid Waste (cont.)				
Environmental Technician	P08	2.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Market Development Specialist	P07	1.00	1.00	1.00
Collection Center Technician	P06	1.00	1.00	1.00
Education Outreach Specialist	P06	2.50	2.50	2.50
Accounting Clerk II	P05	0.25	0.25	0.25
Education Outreach Assistant	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Landfill Supervisor	C17	1.00	1.00	1.00
Heavy Equipment Technician	C11	2.00	2.00	2.00
Equipment Operator III	C09	6.00	6.00	6.00
Assistant Equipment Technician	C08	1.00	1.00	1.00
YRC Working Leader	C08	1.00	1.00	1.00
YRC Equipment Operator	C06	1.00	1.00	1.00
Maintenance Worker	C05	4.00	4.00	5.00
Weighmaster	C05	2.00	2.00	2.00
Laborer	C03	1.00	1.00	0.00
Recycling Center Attendant	C03	5.00	5.00	5.00
Safety and Training Manager	TBD	0.00	0.00	0.10
Total		38.45	38.45	38.55
TOTAL ENTERPRISE FUNDS		258.00	258.20	269.70

Budgeted Positions

Full-Time Equivalents:

		2013-14 Adopted	2014-15 Adopted	2015-16 Proposed
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				
Director of Risk Management	D14	0.00	0.00	1.00
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		3.00	3.00	4.00
Service Center				
Fleet Administrator	P11	1.00	1.00	1.00
Fleet Systems Coordinator*	P09	1.00	1.00	1.00
Fleet Systems Technician	P07	0.00	0.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Equipment Maintenance Supervisor	C14	2.00	2.00	2.00
Heavy Equipment Technician*	C11	4.00	4.00	4.00
Parts and Inventory Supervisor	C11	1.00	1.00	0.00
Collision Repair/Refinishing Technician*	C10	1.00	1.00	1.00
Equipment Technician	C10	5.00	5.00	5.00
Parts and Inventory Technician	C06	2.00	2.00	2.00
Service Technician*	C05	4.00	4.00	4.00
Parts and Inventory Clerk*	C04	1.00	1.00	1.00
Total		23.00	23.00	23.00
TOTAL INTERNAL SERVICE FUNDS		28.00	28.00	29.00
TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS		1,794.00	1,803.50	1,839.50
Average Annual Increase (Decrease) 2013-2015			1.27%	

*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 2015-16.



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 is effective July 1 of the fiscal year.

Budget Transfers:

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

Budget Amendments:

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

Balanced Budget:

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

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

Budget Preparation Schedule

Action Steps:	Responsibility:	Date:
Distribute FTE Sheets, Org Charts & Performance Measures	Finance Department	December 15, 2014
Distribute Instructions for Budget Preparation and Line Item Budgets.	Finance Department	January 12, 2015
Begin Revenue Projections, Debt Service & Salary Projection	Finance Department	January 2015
Salary Information due back to Finance	All Departments	January 12, 2015
Line items, Org Charts & Performance Measures due back to Finance.	All Departments	February 13, 2015
Review Estimated Revenue & Projected Expenses	City Manager & Finance Department	March 2015
Proposed Funding Priorities from City Manager	City Manager	April 1, 2015
Proposed Budget Draft to City Manager's Office	Finance Department	April 10, 2015
Proposed Budget to Mayor and City Council	City Manager & Finance Department	April 28, 2015
Council Review of Budget	Mayor & City Council	May 5-May 19, 2015
Submit Budget Ordinance for Public Hearing and First Reading	City Manager & Finance Department	May 26, 2015
Submit Budget Ordinance for Second Reading and Passage	City Manager & Finance Department	June 8, 2015

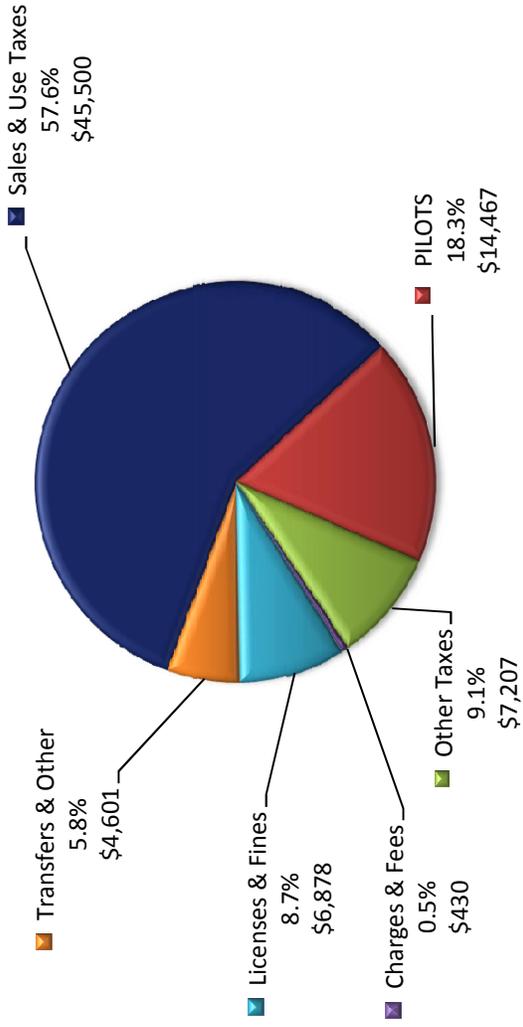
Budget Policies

- Maintain an appropriate level of general government services funded from current resources.
- Maintain fund balance at a level of 20% of our operating funds budget.
- Provide competitive pay and benefits to our employees for our market and region.
 - Compare employee pay with those of the 16 “benchmark” cities and local salary information. The goal is to be competitive with the benchmarked cities and the local market.
 - The budget will reflect the agreed upon wage package for all bargaining groups.
- Provide a consistent level of service through appropriate use of non-recurring revenue.
 - Use of one-time revenue should be limited to non-recurring expenses, such as land acquisitions or major capital purchases, with the recognition that even major capital assets eventually need to be replaced.
- Continue to look for new sources of revenue to improve the balance in the revenue structure via less reliance on sales tax.
- Maximize cost recovery through fees for municipal services, consistent with City Council direction.
 - Finance Department shall review charges for municipal services annually.
 - Efficiencies achieved in delivery of services shall be accompanied by a reduction in the fee.
 - Recommended fee increases shall be subject to an annual cap.
- Seek the best level of service at the least cost through City forces, private sector contracts and not-for-profit contracts.
 - Contracts for private sector services will include a formal bid process to insure an equal opportunity for the private sector to submit competitive bids.
 - Contracts with not-for-profit organizations will be evaluated based on how well the services meet a City priority or community need that is not otherwise being met and matches a service requirement listed in the City Charter.
 - All contracts will include specific services to be provided and will require a financial and services accomplishment report.

City of Springfield, Missouri - 2015-2016 Annual Operating Budget

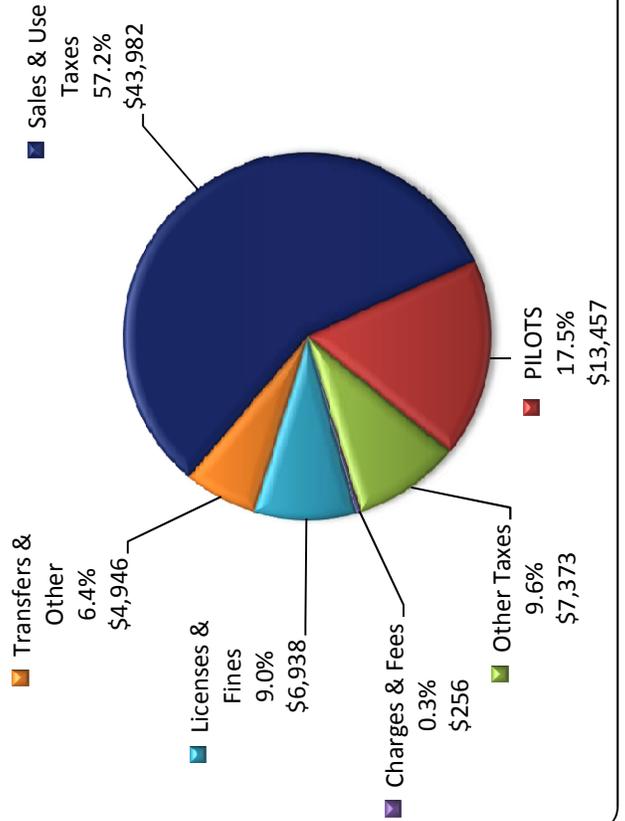
FY2016 OPERATING BUDGETED RESOURCES

General Fund \$79,083



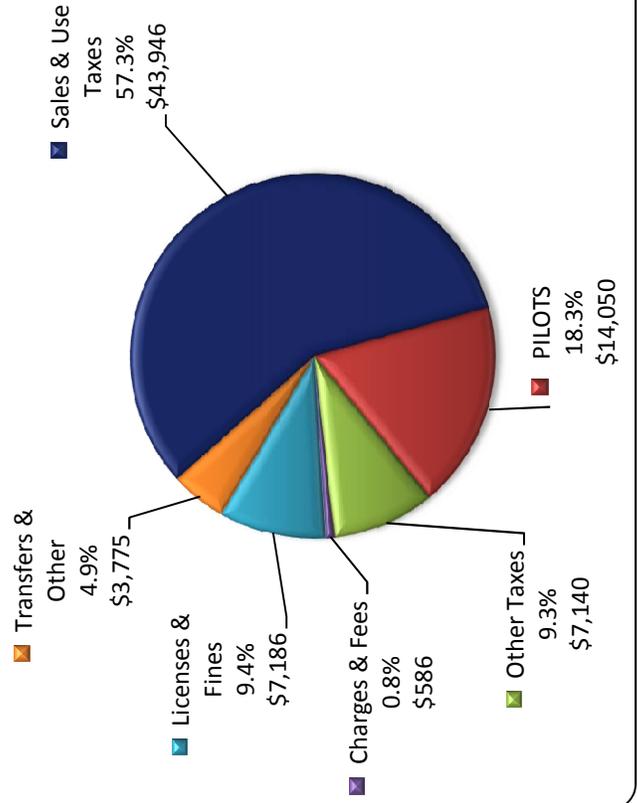
FY2015 OPERATING BUDGETED RESOURCES

General Fund \$76,952



FY2014 OPERATING ACTUAL RESOURCES

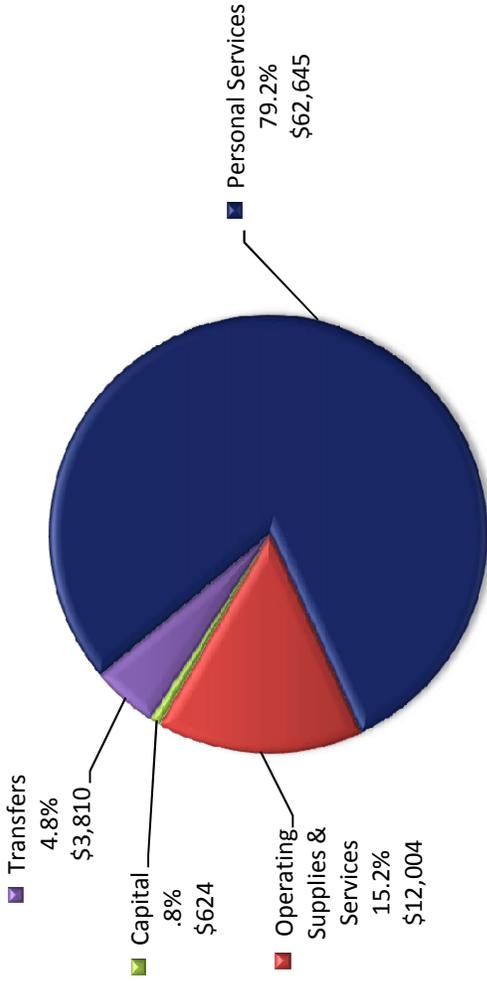
General Fund \$76,683



City of Springfield, Missouri - 2015-2016 Annual Operating Budget

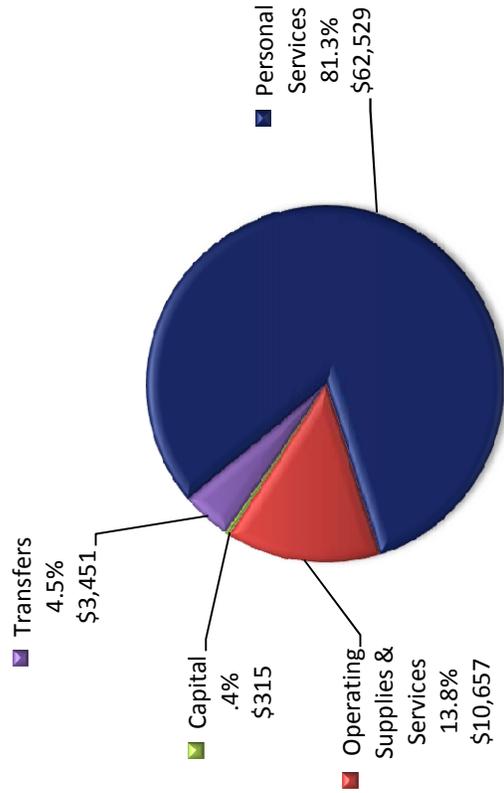
FY2016 OPERATING BUDGETED APPROPRIATIONS

General Funds \$79,083



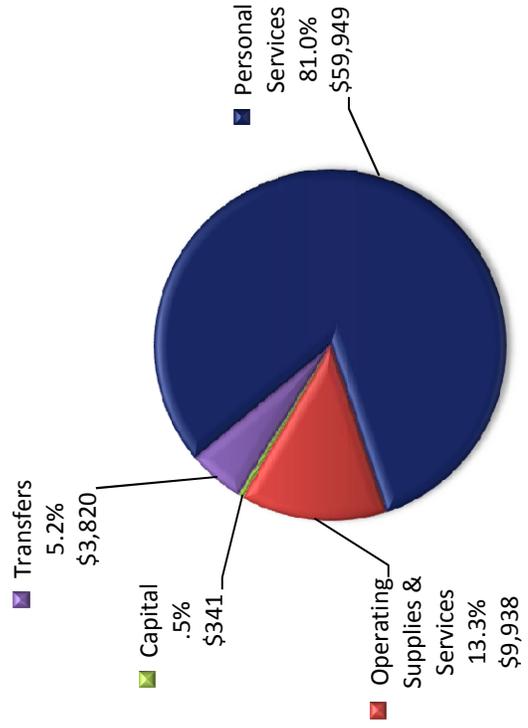
FY2015 OPERATING BUDGETED APPROPRIATIONS

General Funds \$76,952

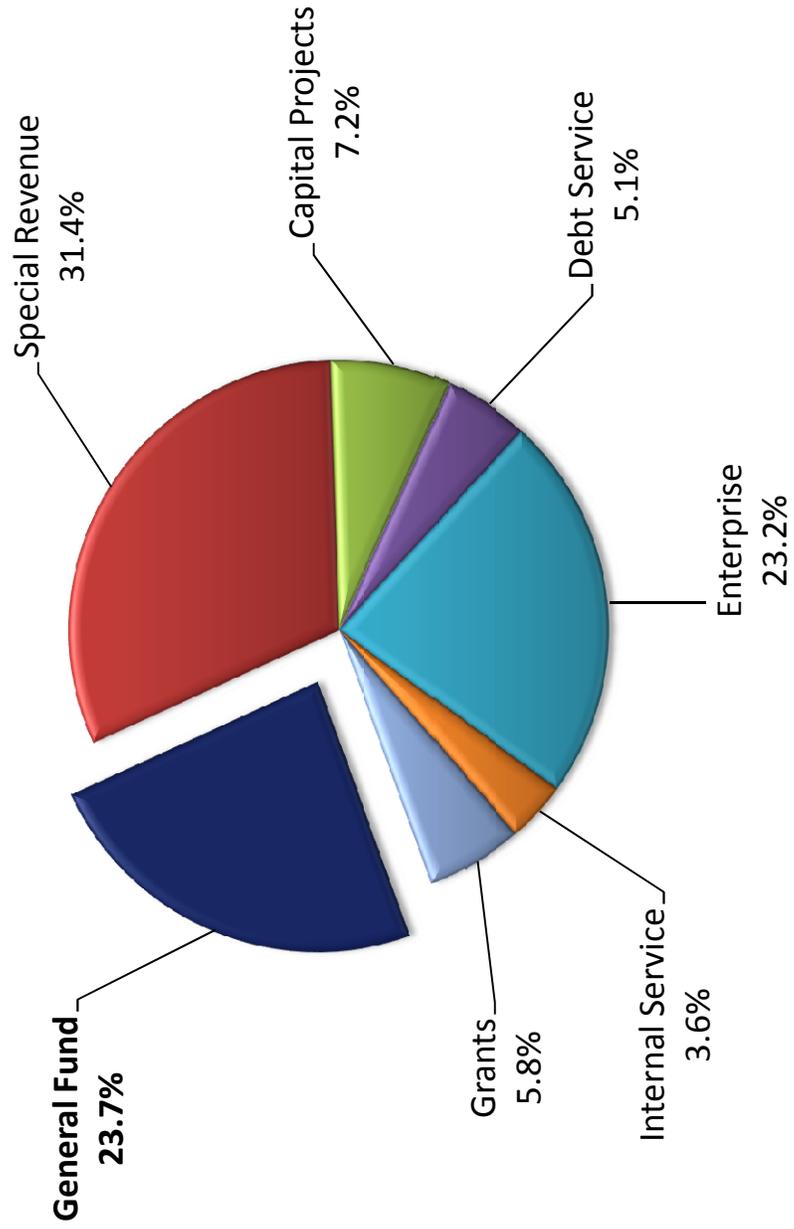


FY2014 OPERATING ACTUAL EXPENDITURES

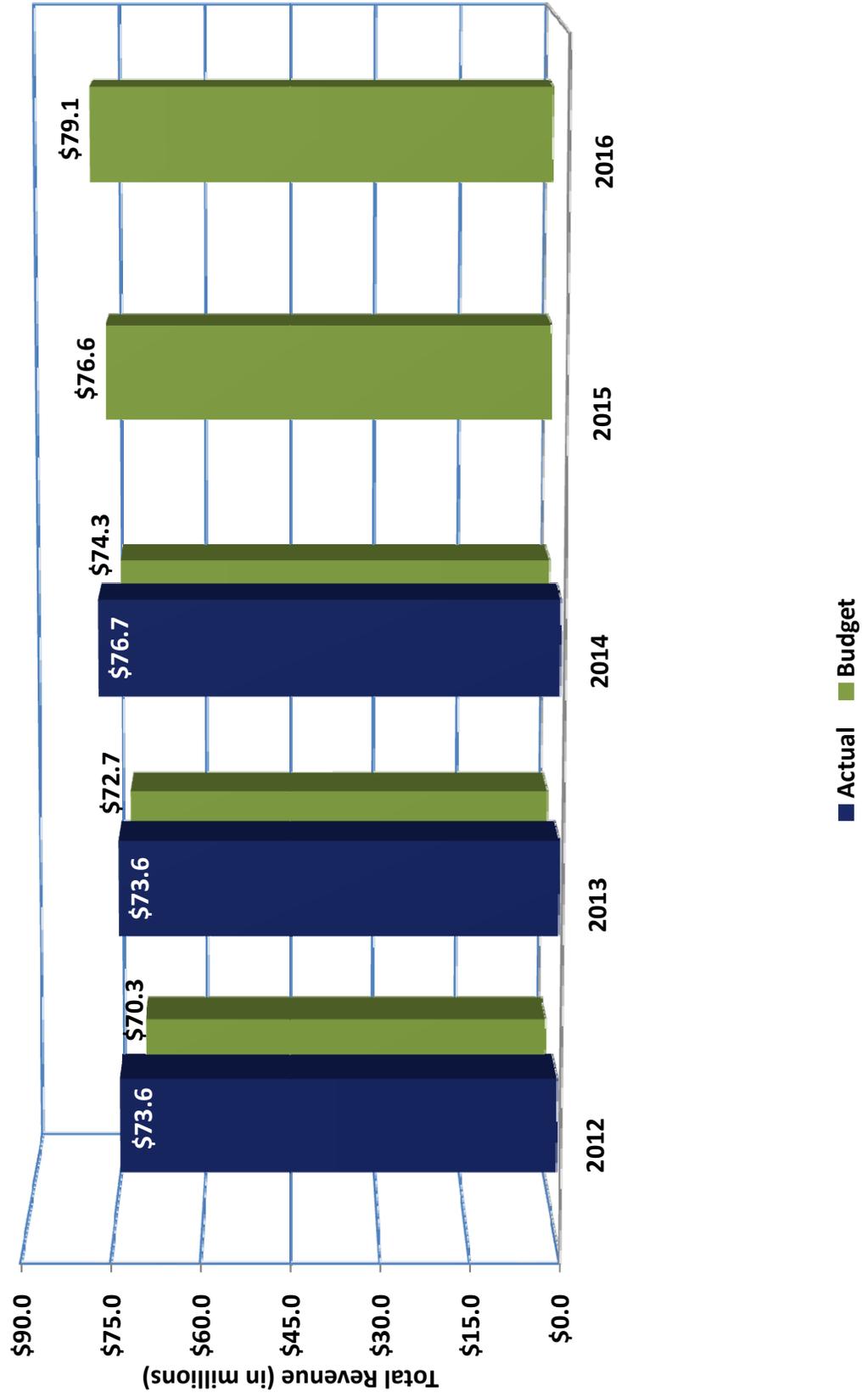
General Funds \$74,048



**FY2016 OPERATING BUDGETED
GENERAL FUND'S RELATIONSHIP TO TOTAL BUDGET**



GENERAL FUND TOTAL REVENUE
Fiscal Years 2012-2016



Total revenue does not include fund balance appropriations.



BENCHMARKS



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



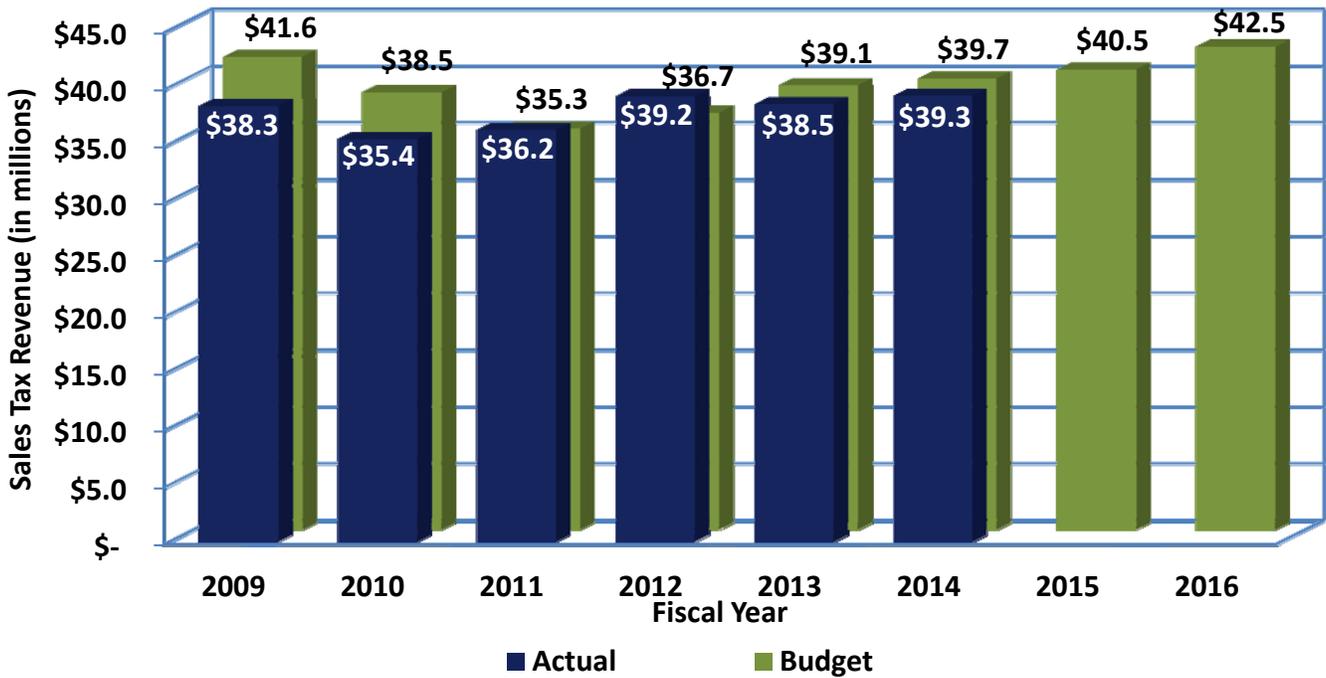
TAX RATE COMPARISONS





Benchmarks

GENERAL FUND SALES TAX RECEIPTS*
Fiscal Years 2009-2016



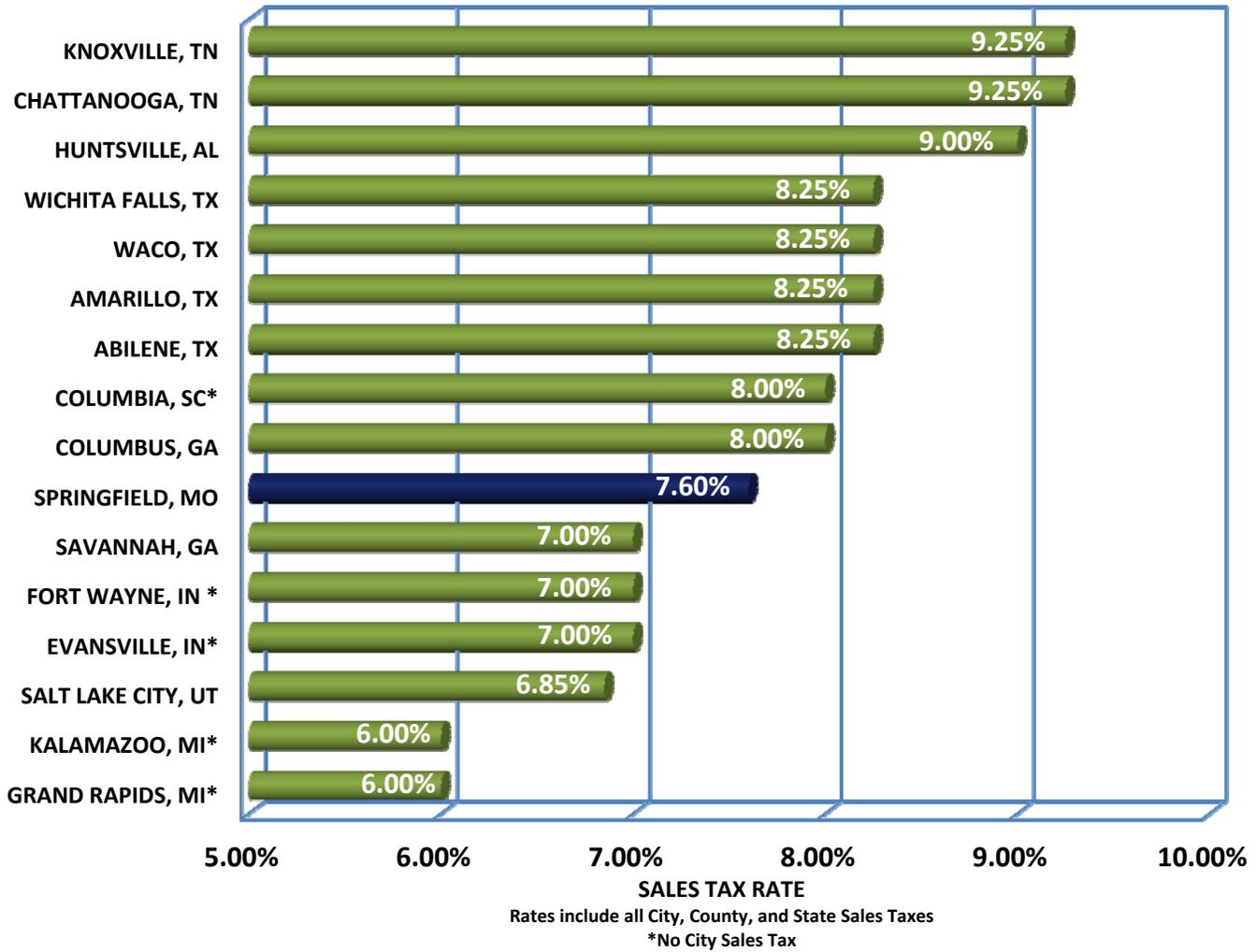
* Excludes Use Tax and is reported on a cash basis, not accrual.

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.

Benchmarks

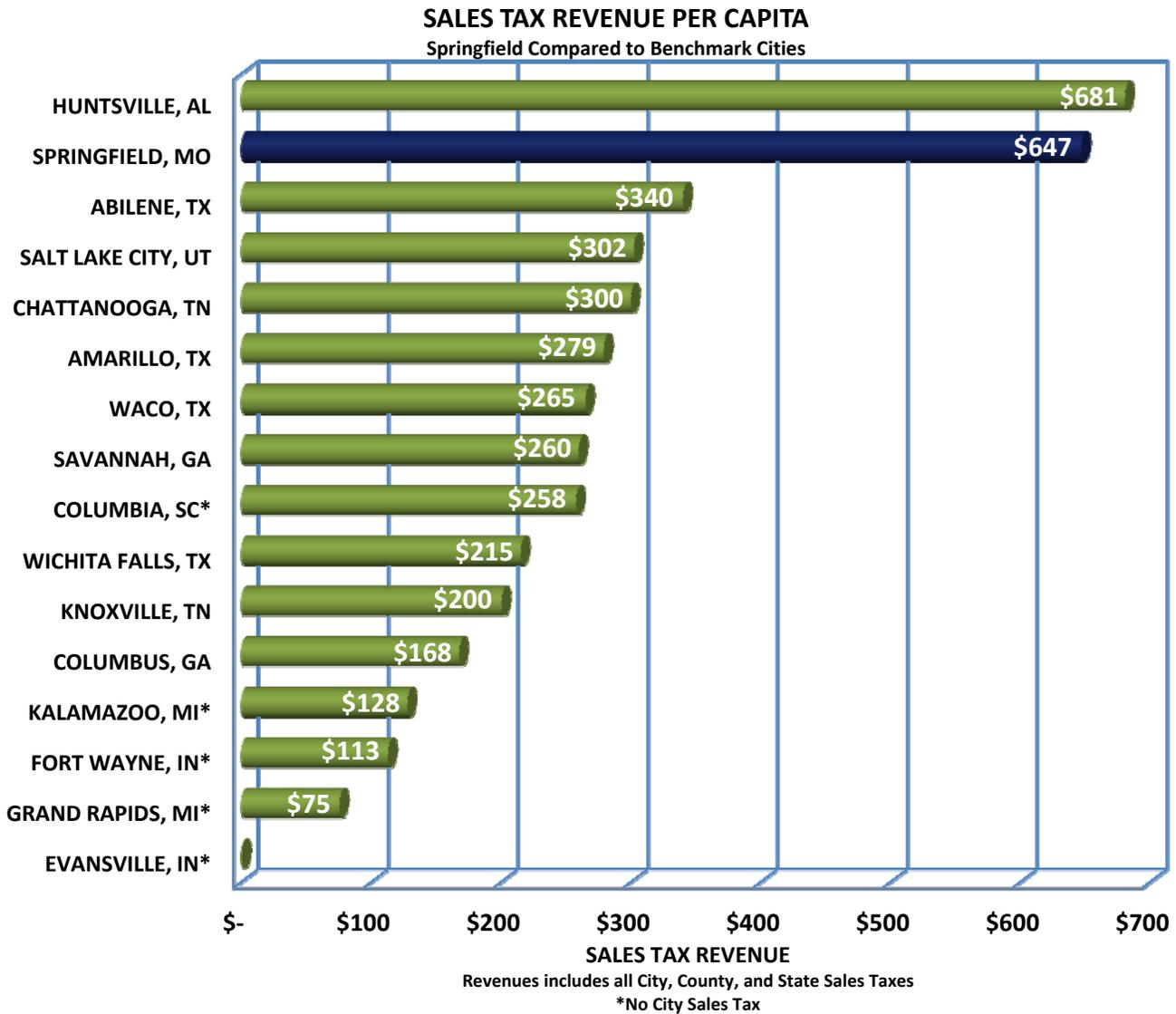
TOTAL SALES TAX RATE
Springfield vs. Benchmark Cities



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.

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.



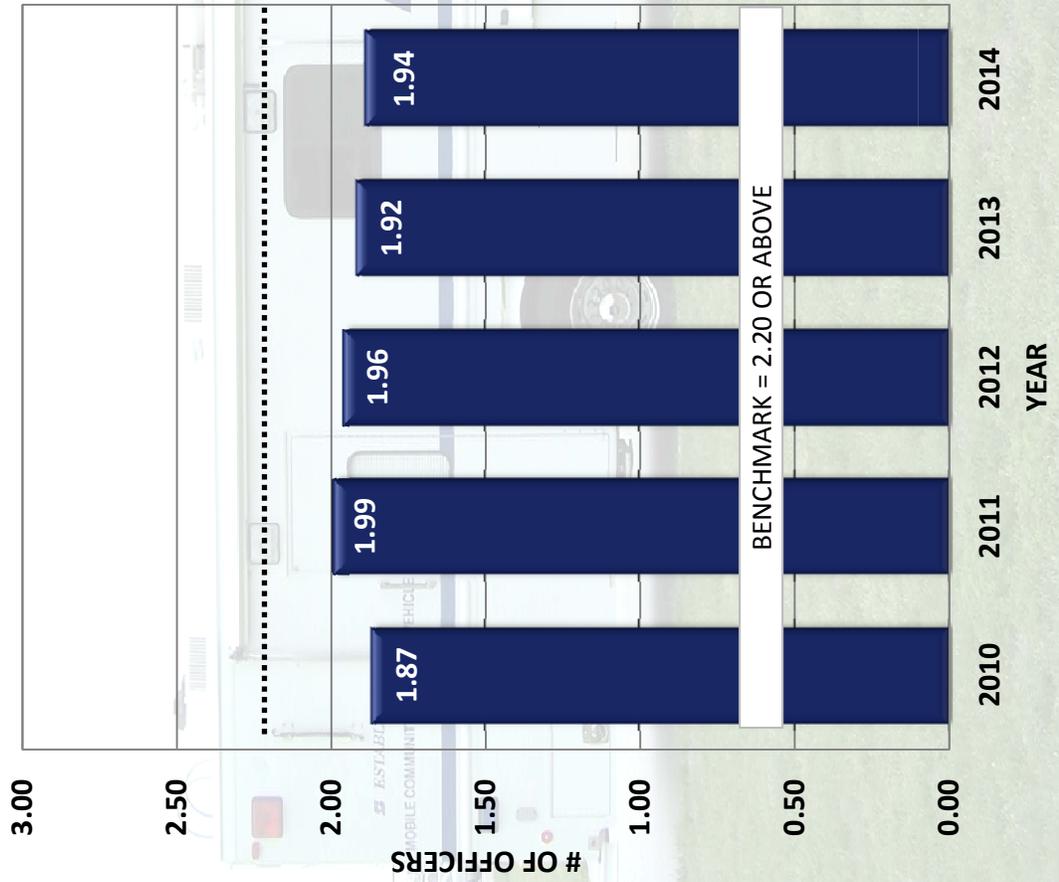
PUBLIC SAFETY





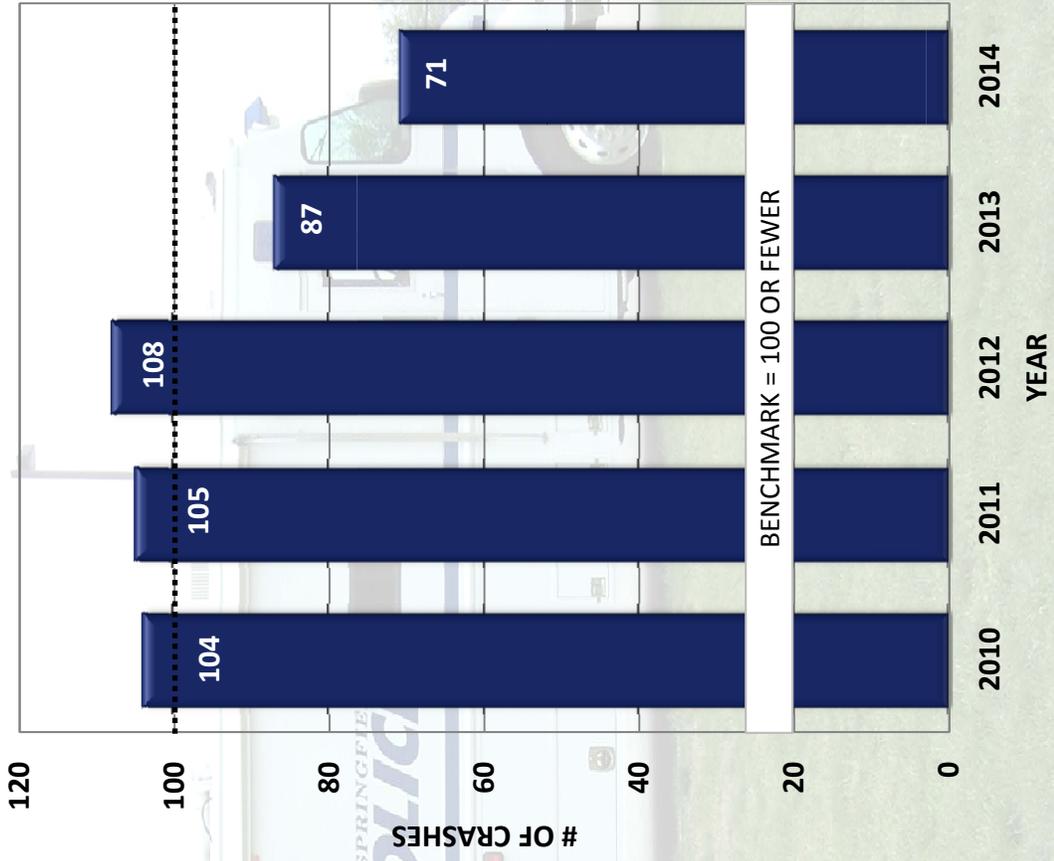
SWORN OFFICERS PER 1,000 POPULATION

Police Department Benchmark

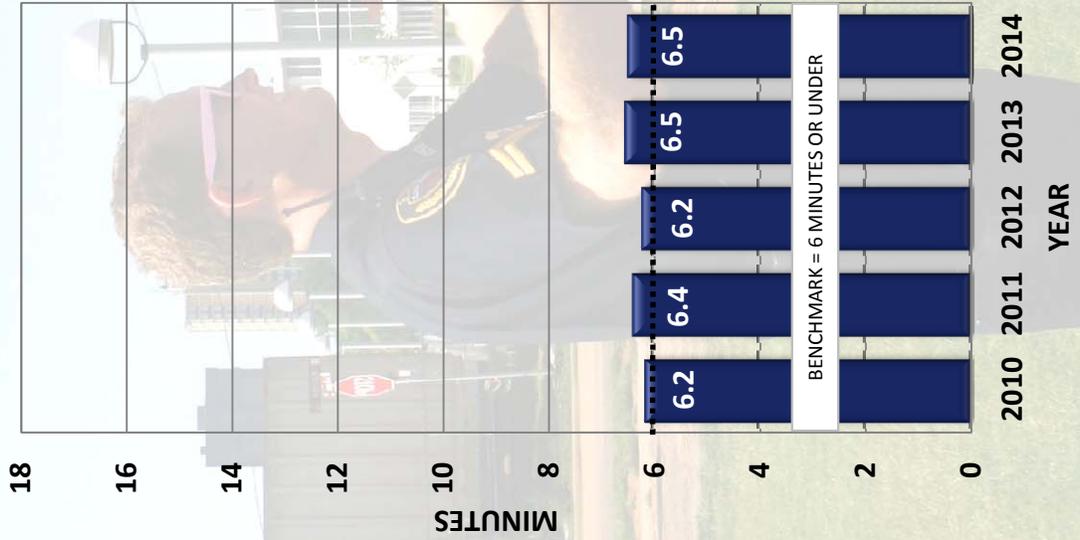


TOTAL INJURY CRASHES AT TOP TEN INTERSECTIONS

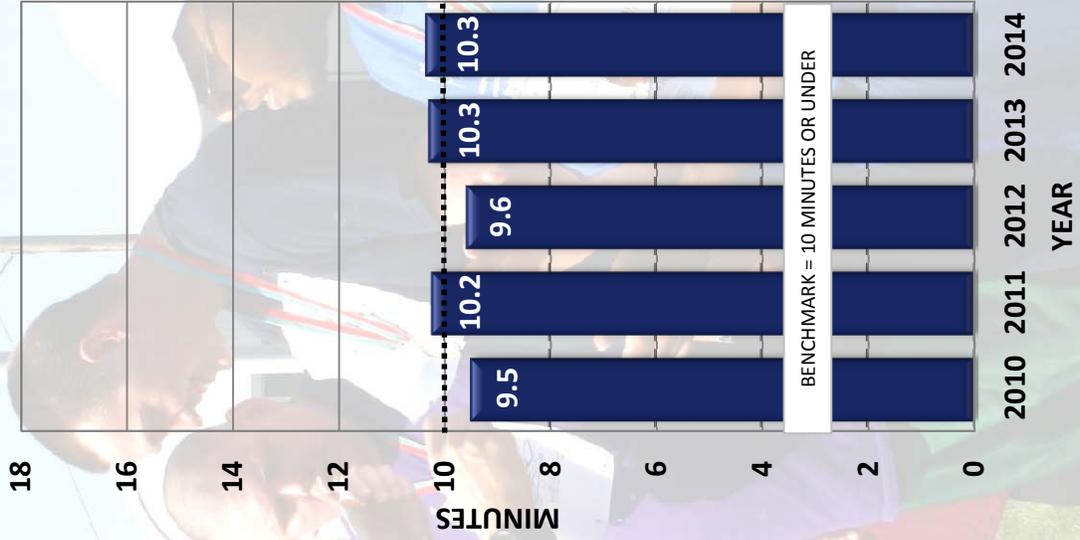
Police Department Benchmark



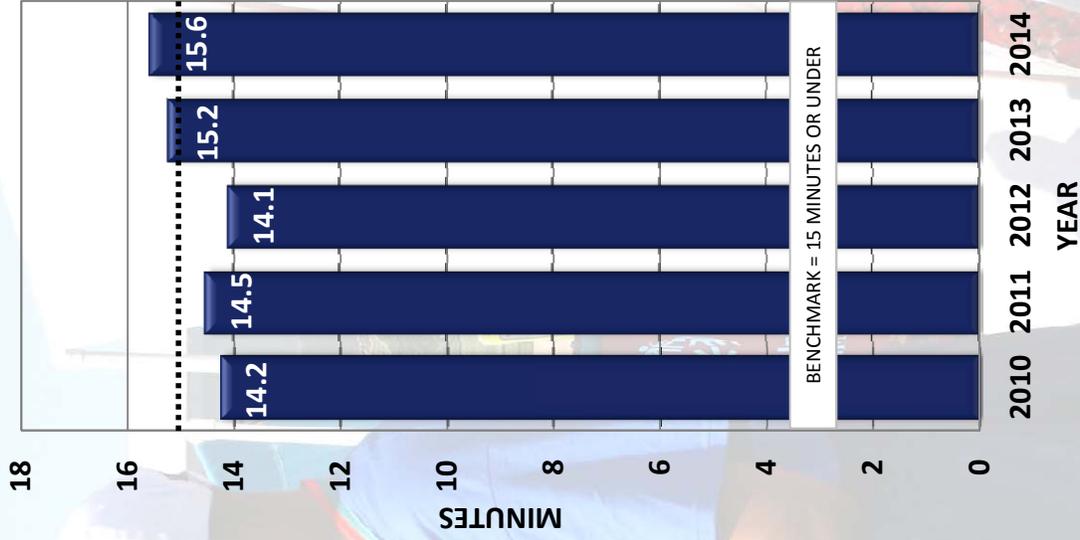
**PRIORITY-1 CFS MEDIUM
RESPONSE TIME
Police Department
Benchmarks**



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

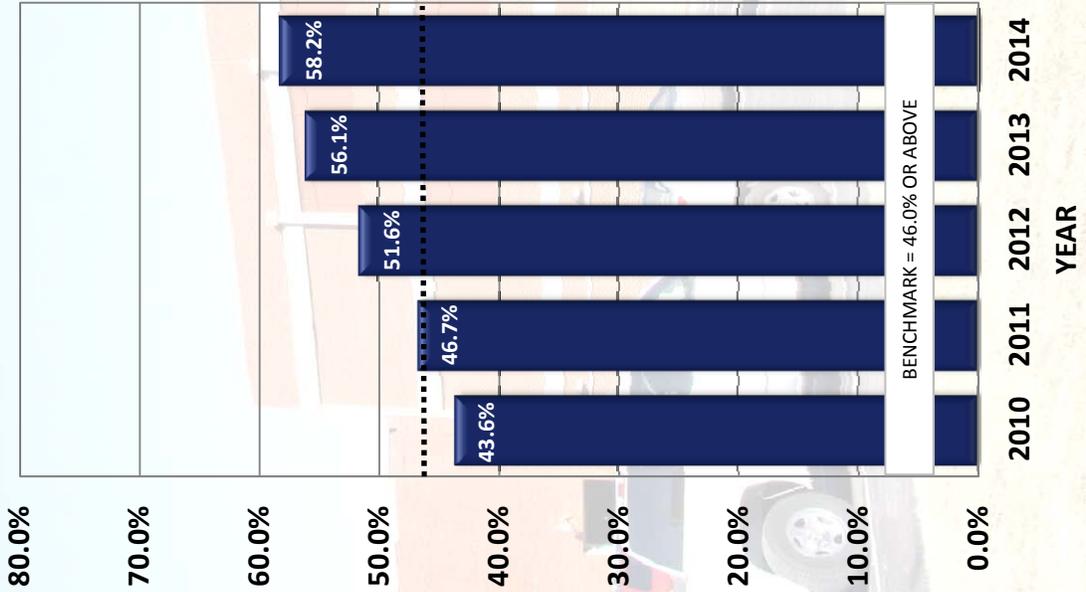


**PRIORITY-3 CFS MEDIUM
RESPONSE TIME
Police Department
Benchmarks**

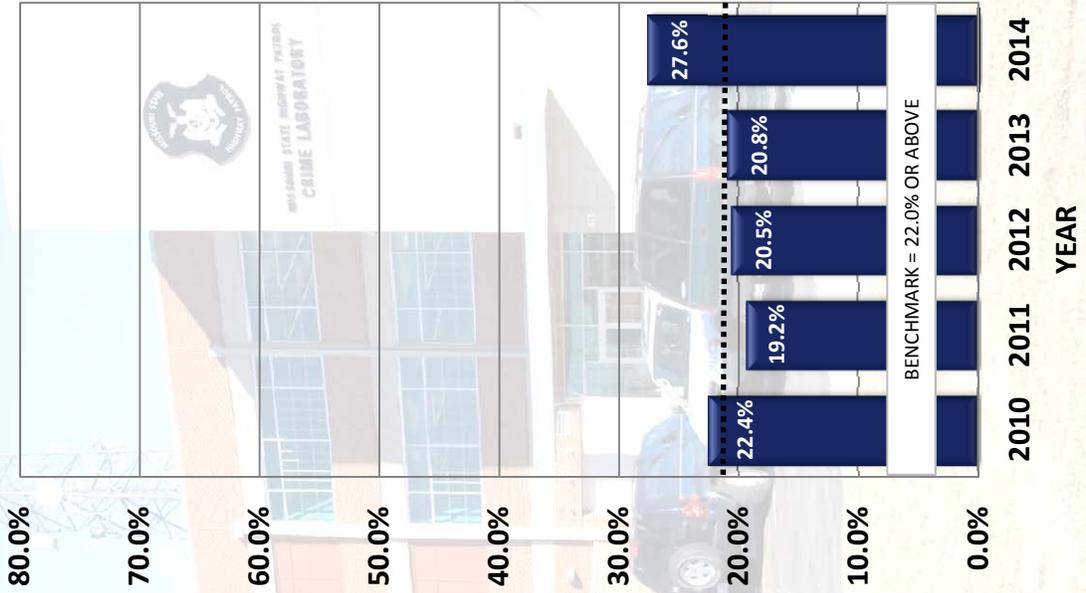


City of Springfield, Missouri - 2015-2016 Annual Operating Budget

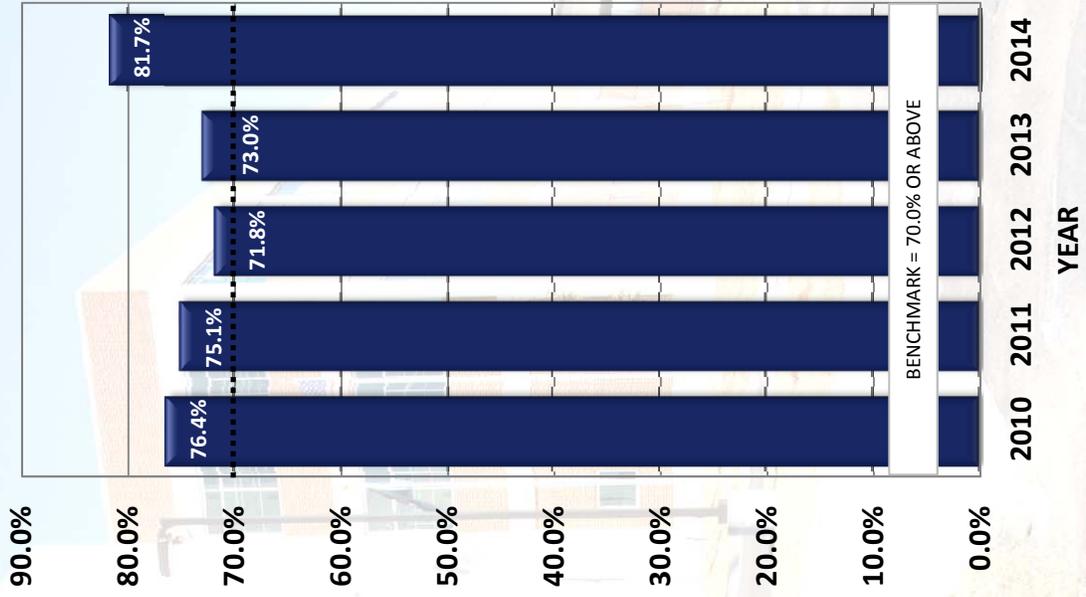
**VIOLENT CRIME
CLEARANCE RATE
Police Department
Benchmarks**



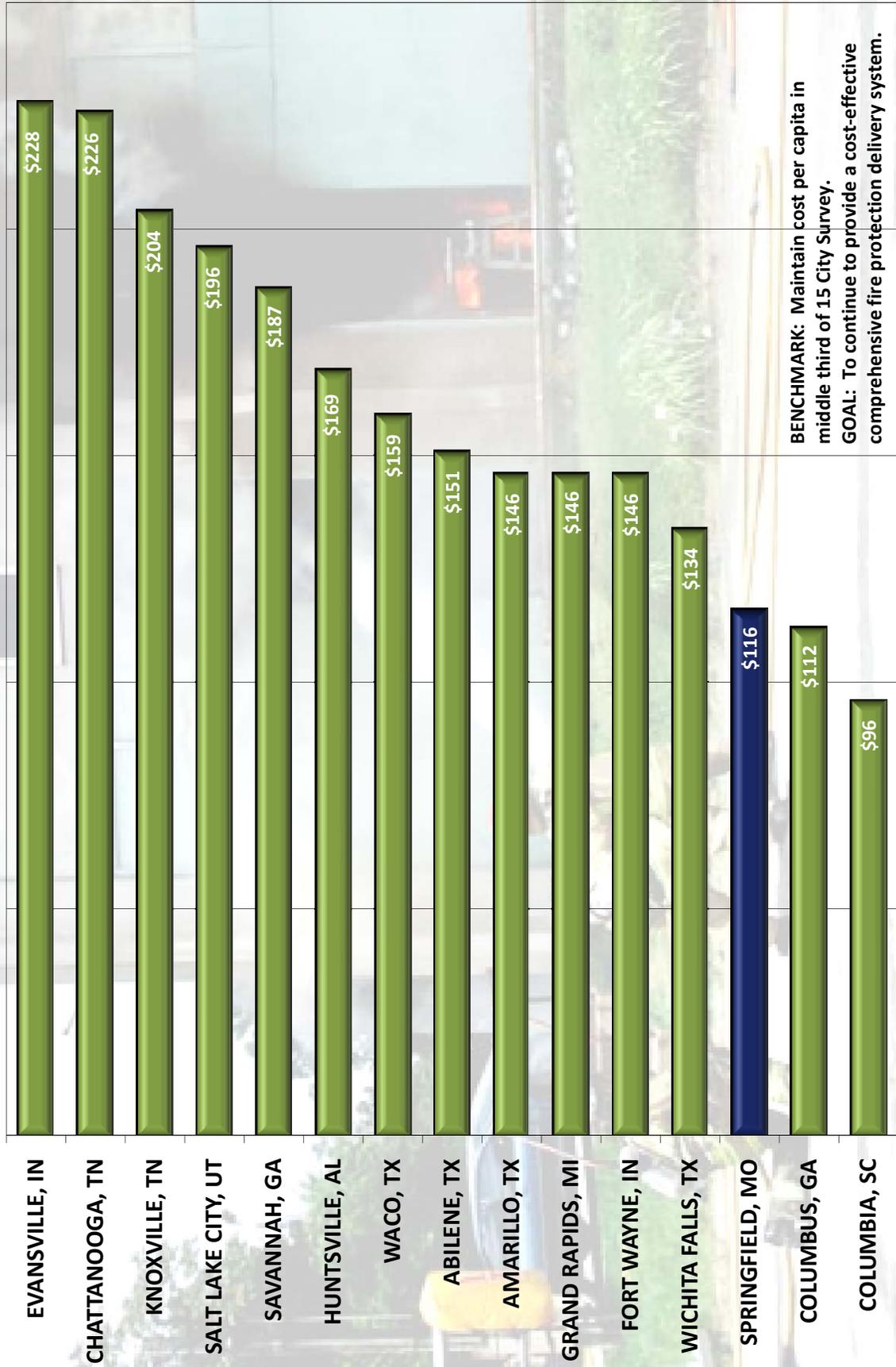
**PROPERTY CRIME
CLEARANCE RATE
Police Department
Benchmarks**



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

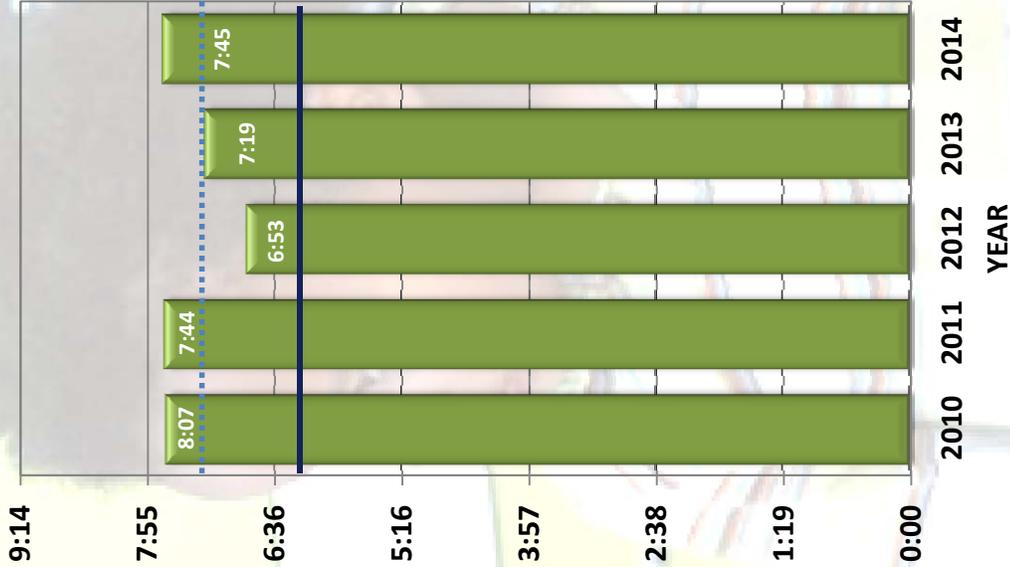


Fire Protection Costs per Capita



City of Springfield, Missouri - 2015-2016 Annual Operating Budget

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



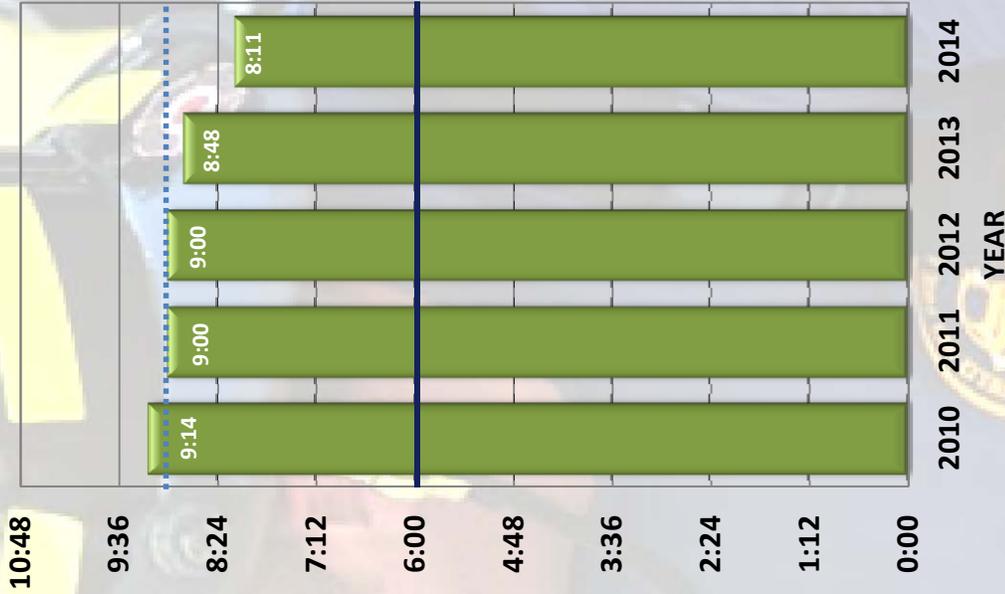
■ Benchmark, National Standard - 6:20
■ Baseline, Minimum Standard - 7:21

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



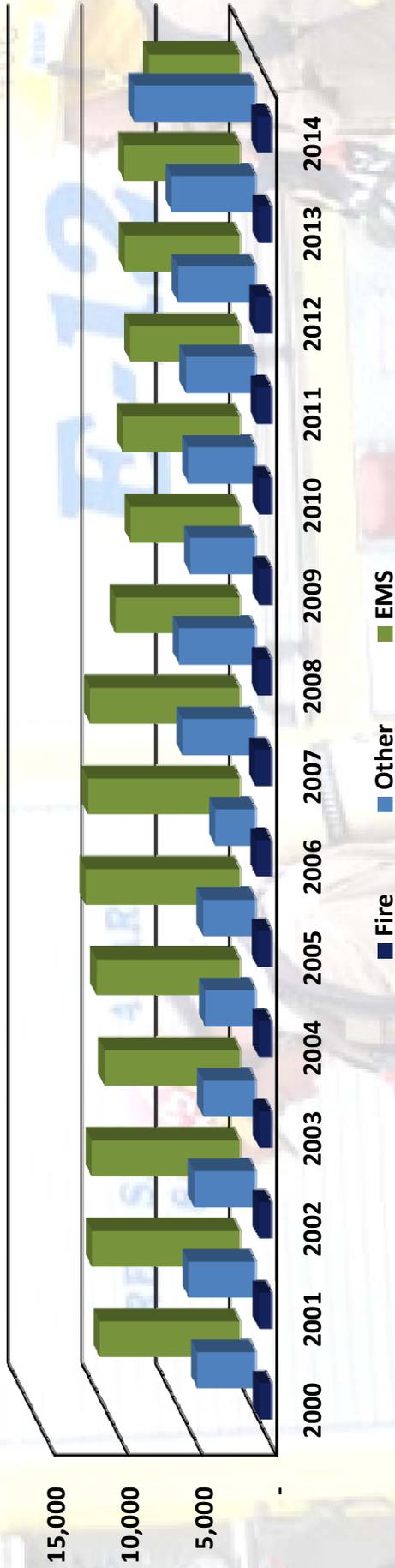
■ Benchmark, National Standard - 10:20
■ Baseline, Minimum Standard - 13:38

EMS 90TH PERCENTILE INITIAL UNIT RESPONSE TIMES
Fire Department Benchmarks

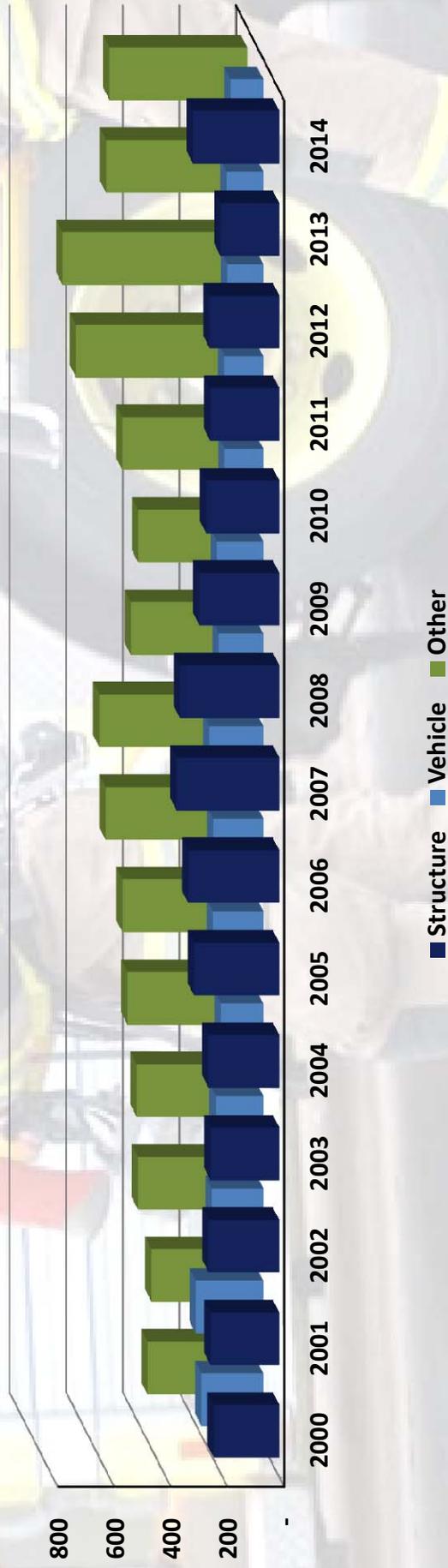


■ Benchmark, National Standard - 6:00
■ Baseline, Minimum Standard - 9:01

Total Fire Calls for Service by Type



Fire Calls for Service by Type

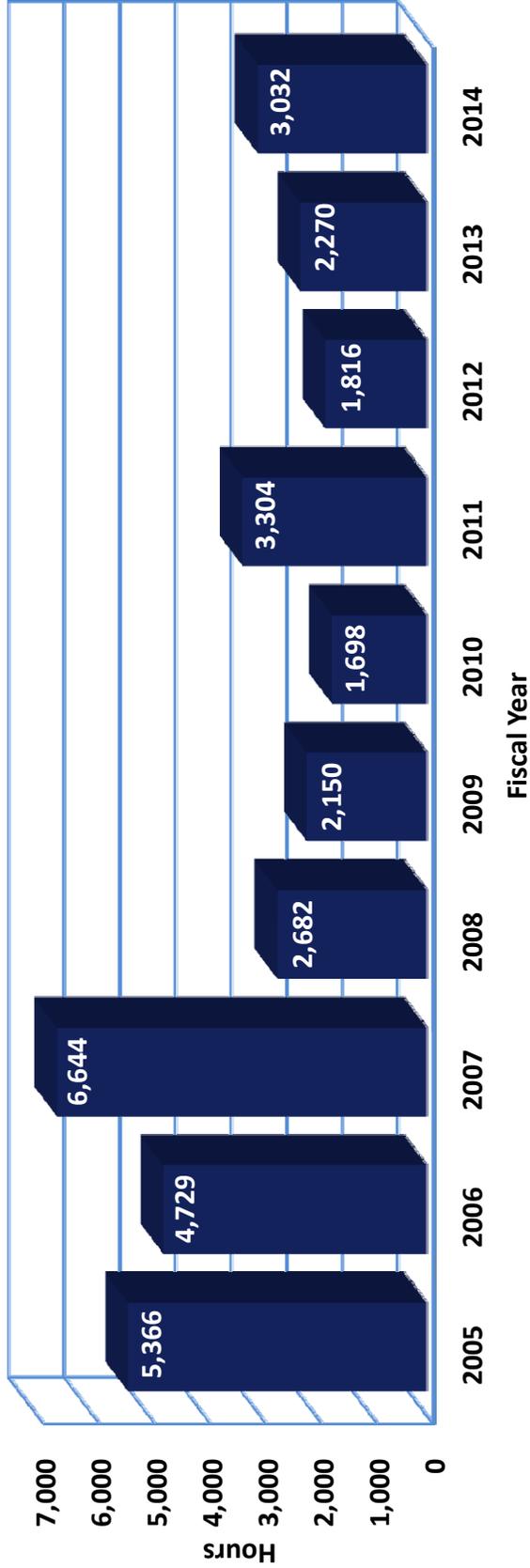


WORKER'S COMPENSATION

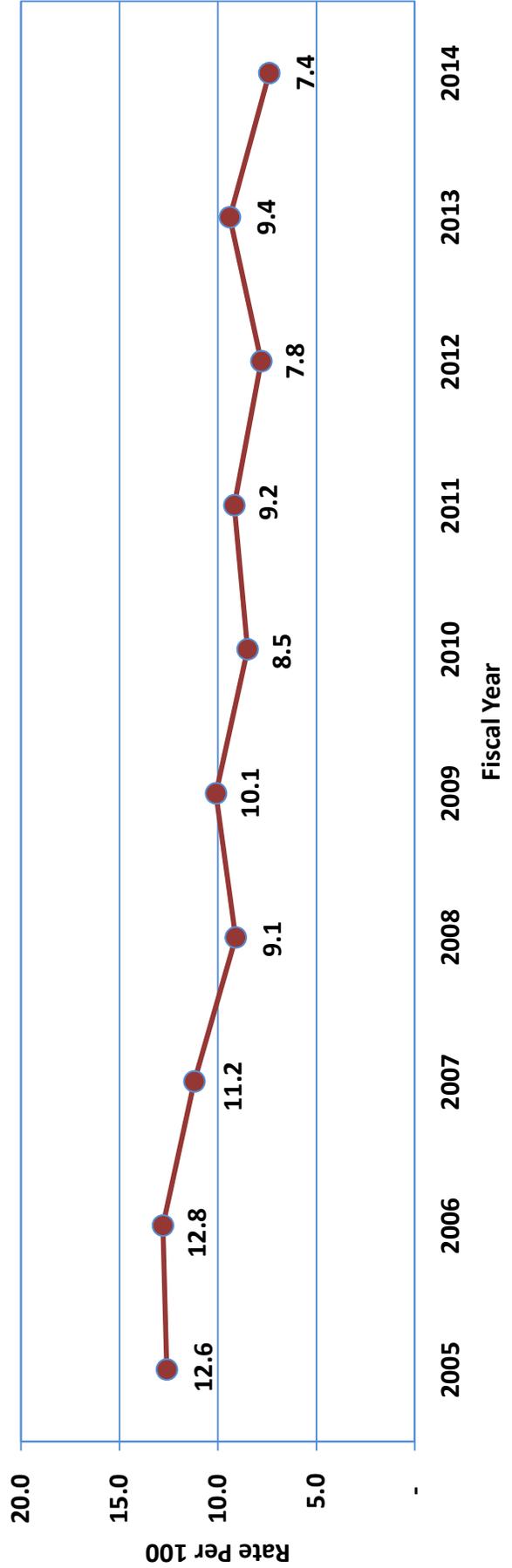




Workers' Compensation Hours of Loss Time



Workers' Compensation Incidence Rate Per 100 Employees





DEPARTMENTAL PURPOSE, MISSION STATEMENTS, HIGHLIGHTS, AND PERFORMANCE MEASURES





GENERAL FUND



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

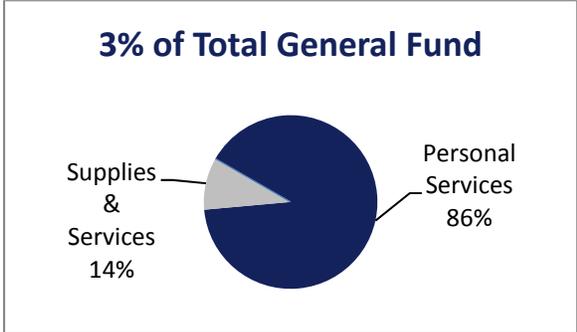
Building Development Services (General Fund)

Department Purpose:

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

Department Mission:

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



FY 2015-16 Budget Highlights:

- Funded one Residential Construction and Zoning Inspector and one Sign Enforcement Officer. The cost of these positions will be recovered 100% through fees and permits.
- Added \$39,812 to Operating Supplies and Services for title search services, bank card fees, program licensing software and computer equipment.
- Three positions will be unfunded and remain vacant in fiscal year 2015-16. The impact of not funding these positions; Building Development Services will not be able to maintain the volume of responsibilities and response time as the economy recovers.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 2,074,071	\$ 2,122,601	\$ 2,190,948
Operating Supplies & Services	208,778	324,519	358,669
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,282,849</u>	<u>\$ 2,447,120</u>	<u>\$ 2,549,617</u>
Per Capita	\$ 13.91	\$ 14.91	\$ 15.53

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	3	3.2	3.2
Compliance & Inspection	17	17	18
Permit Issuance	12.5	12.5	13.5
	<u>32.5</u>	<u>32.7</u>	<u>34.7</u>

Building Development Services (General Fund)

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Complete initial plan reviews within 10 days	NA	87%	95%
Complete additional reviews within 5 days	NA	85%	95%
Provide inspections within 24 hours of request	NA	90%	95%

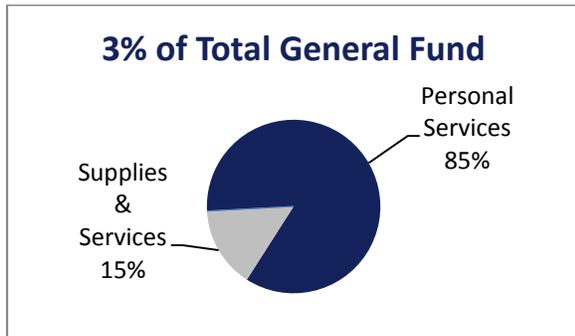
City Attorney/Prosecution (General Fund)

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 2015-16 Budget Highlights:

- Added \$1,000 to Operating Supplies and Services for expense related to homeless court.
- One Assistant City Attorney position has been frozen. These services are now provided by outside council; funding has been moved to operating supplies and services.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$ 1,817,421	\$	2,001,909	\$	1,878,122	
Operating Supplies & Services	560,483		192,976		334,222	
Capital Outlay/Improvements	-		-		-	
Transfers	-		-		-	
	<u>\$ 2,377,904</u>	<u>\$</u>	<u>2,194,885</u>	<u>\$</u>	<u>2,212,344</u>	
Per Capita	\$ 14.49	\$	13.37	\$	13.48	

Personal Services Summary:

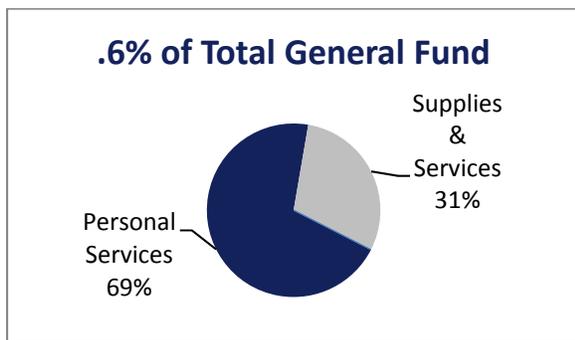
BY DIVISION	2013-14	2014-15	2015-16
City Attorney	14	14	14
Prosecution	7	8	8
	<u>21</u>	<u>22</u>	<u>22</u>



City Clerk (General Fund)

Department Purpose:

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



Department Mission:

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

FY 2015-16 Budget Highlights:

- Added \$1,500 to Operating Supplies and Services for building security for meetings.
- 0.4 of a position will be unfunded and remain vacant in fiscal year 2015-16. The impact of not funding this position; departments will continue to staff Boards, Commission, and Task Forces meetings.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$ 344,529		\$ 347,293		\$ 331,811	
Operating Supplies & Services	111,334		147,519		150,114	
Capital Outlay/Improvements	-		-		-	
	<u>\$ 455,863</u>		<u>\$ 494,812</u>		<u>\$ 481,925</u>	
Per Capita	\$ 2.78		\$ 3.01		\$ 2.94	

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
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	2013-14	2014-15	2015-16
% of requests processed same day as received	98%	100%	100%

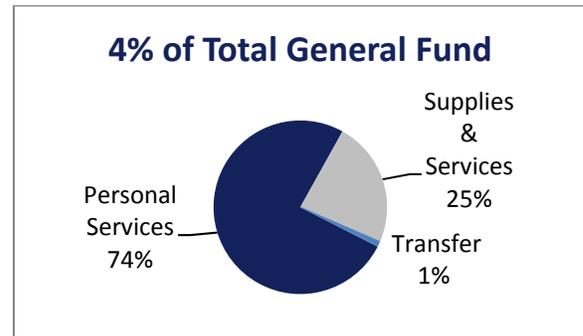
City Manager (General Fund)

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.

Department Mission:

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



FY 2015-16 Budget Highlights:

- Added \$500,000 to Operating Supplies and Services for facility maintenance.
- Provide funding for salary adjustment; merit steps, cost of living adjustment and/or other employee compensation. This funding will be allocated to departments after the budget is finalized.
- Director of Risk Management position moved to the Self Insurance fund.
- Two and a half positions will be unfunded and remain vacant in fiscal year 2015-16. Operations will not be immediately impacted if these positions are not filled at this time.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 835,584	\$ 1,024,360	\$ 956,831
Reserve for Wage Increase	-	1,587,244	3,081,452
Operating Supplies & Services	535,339	808,452	1,392,591
Capital Outlay/Improvements	8,200	-	-
Transfers	42,007	35,000	35,000
	<u>\$ 1,421,130</u>	<u>\$ 3,455,055</u>	<u>\$ 5,465,874</u>
Per Capita	\$ 866.00	\$ 21.05	\$ 33.30

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
City Manager	8	8	7
Word Processing	1.5	1.5	1.5
	<u>9.5</u>	<u>9.5</u>	<u>8.5</u>

City Manager (General Fund)

Performance Measures:



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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Annual reports complete	1	2	3



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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
% of funding indentified	15%	25%	50%



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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
% of employees participating in the City's wellness program	51%	60%	70%

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.

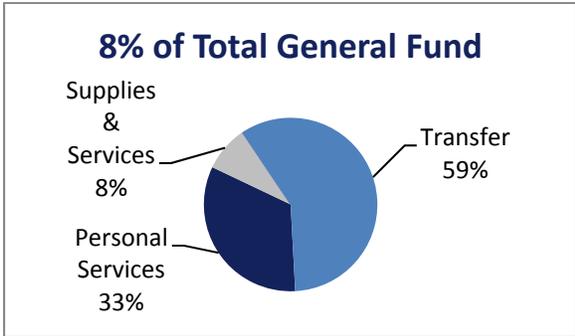
Department Mission:

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 2015-16 Budget Highlights:

- Added \$95,000 to transfers to Environmental Services for Water Quality division for MS4 permit.
- Added \$50,000 to transfers to Parks for the maintenance of Route 66 Park and the Jordan Valley Park area.
- Added \$15,550 to Operating Supplies and Services for increased audit expense due to GASB 68 as well as bank card fees and air cards for Licensing Inspectors.
- One position will be unfunded and remain vacant in fiscal year 2015-16. Operations will not be impacted by not funding this position.



Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 2,141,625	\$ 2,155,253	\$ 2,120,846
Operating Supplies & Services	501,173	820,875	550,023
Capital Outlay/Improvements	-	-	-
Transfers	3,679,104	3,415,770	3,774,499
	<u>\$ 6,321,902</u>	<u>\$ 6,391,898</u>	<u>\$ 6,445,368</u>
Per Capita	\$ 38.52	\$ 38.95	\$ 39.27

Finance (General Fund)

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	3	3	3
Accounting	13.75	13.75	13.75
Budget/Evaluation	2	2	2
Licensing	9	9	9
Purchasing	8	8	8
	35.75	35.75	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
	2013-14	2014-15	2015-16
GFOA CAFR Award rating of proficient or above	100%	98%	98%
GFOA Budget Award rating of proficient or above	100%	98%	98%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of contracts delayed due to incomplete information	5.2%	5.0%	5.0%
# of days delayed due to incomplete information	13	10	9

Finance (General Fund)

Performance Measures (cont.):

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Processing Time for New Business License	23 Days	21 Days	21 Days

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
% of Finance Employees participating in Customer Service Training*	0%	100%	100%

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



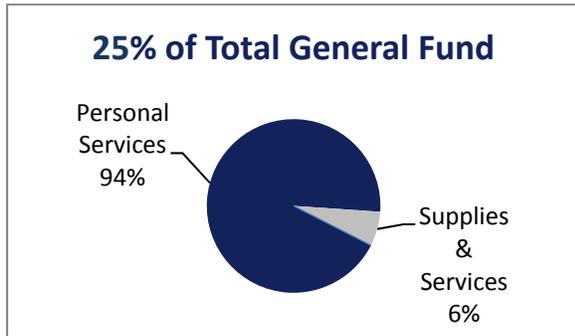
Fire (General Fund)

Department Purpose:

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

Department Mission:

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



FY 2015-16 Budget Highlights:

- Increase of \$54,001 in Salaries for additional Heavy Equipment Technician.
- Added \$70,000 to Operating Supplies and Services for Public Education, turnout gear, medical services, certification, training, EMS supplies and special operations.
- Funded \$40,000 in mid range capital.
- Two positions will be unfunded and remain vacant in fiscal year 2015-16.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 17,968,285	\$ 17,777,560	\$ 17,556,190
Operating Supplies & Services	1,088,616	1,224,446	1,327,660
Capital Outlay/Improvements	-	70,000	40,000
Transfers	33,150	-	
	<u>\$ 19,090,051</u>	<u>\$ 19,072,006</u>	<u>\$ 18,923,850</u>
Per Capita	\$ 113.63	\$ 117.57	\$ 115.30

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	3	3	3
Operations	200	209	210
Fire Prevention	11	11	11
Training	4	4	4
	<u>218</u>	<u>227</u>	<u>228</u>

Fire (General Fund)

Performance Measures:

Goal: Develop departmental services to promote excellence.

Objective: Meet national deployment standards.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
First unit arrive on fire scenes within 6:20 minutes of dispatch 90% of the time	89.6%	86.0%	86.0%
First unit arrive on EMS scenes within 6:00 minutes of dispatch 90% of the time	92.7%	65.0%	65.0%
Full effective response force arrive on fire scenes within 10:20 minutes of dispatch 90% of the time	91.6%	90.0%	90.0%

Objective: Provide above average staffing compared to benchmark cities.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Average on-duty staffing level - 56 benchmark	53.60	53.50	53.50
Firefighters per 1,000 population - 1.57 benchmark	1.34	1.37	1.37
Firefighter FTE's per fire incident - 3.19 benchmark	4.30	4.30	4.30

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Civilian injury rate per 1,000,000 population	127.95	100.0	100.0
Civilian death rate per 1,000,000 population	18.28	18.0	18.0
CPR saves per 1,000,000 population	176.70	175.0	175.0
Fire loss per capita - \$26.85 benchmark	\$22.71	\$24.00	\$24.00
Percent of fires extinguished prior to FD arrival	N/A	5%	5%

Fire (General Fund)

Performance Measures (cont.):

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Percent of total businesses inspected annually, based on a goal of 7,000	11%	20%	20%
Percent of target hazard businesses inspected annually, based on actual businesses inspected	15%	22%	22%
Percent of inspections requiring one or more follow-up inspections	5%	7%	7%
Number of plan reviews completed	514	150	150
Number of target group individuals that attended a public education presentation	18,346	18,000	18,000
Arson clearance rate	42%	35%	35%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Fire calls/1,000 population - 4.52 benchmark	5.76	6.00	6.00
EMS calls/1,000 population - 53.97 benchmark	50.07	51.00	51.00
Hazardous materials calls/1,000 population	2.28	1.00	1.00
Total calls/1,000 population - 80.90 benchmark	93.22	85.00	85.00
Arson fires/1,000 population	0.34	0.40	0.40
Accidental fires/1,000 population	2.48	0.50	0.50

Goal: Promote Employee Safety and Health.

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Firefighter lost time injuries/100 incidents	1.54	1.75	1.75
Firefighter injuries/1,000 population	0.40	0.39	0.39
Number of lost work days	1	5	5

Fire (General Fund)

Performance Measures (cont.):

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

Objective: To increase the personnel certified to national standards.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Personnel hold the certifications appropriate for their position - 100% benchmark:			
Firefighter	98%	100%	100%
Driver/Operator	87%	85%	85%
Fire Officer	67%	100%	100%
Instructor	75%	100%	100%
Inspector	100%	100%	100%
Investigator	100%	100%	100%
EMT-B or higher	100%	98%	98%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
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)	71%	100%	100%
Confined Rescue Technician (21-member team)	100%	100%	100%
Haz Mat Technician (42-member team)	82%	100%	100%
Rope Rescue Technician (21-member team)	100%	100%	100%
Trench Rescue Technician (21-member team)	100%	100%	100%
Vehicle Rescue Technician (21-member team)	100%	100%	100%
Water Rescue Technician (30-member team)	80%	100%	100%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Continuously increase the percentage of uniformed personnel with degrees:			
Associate - 30% benchmark	43%	40%	40%
Bachelor - 40% benchmark	58%	65%	65%
Masters or higher - 5% benchmark	6%	8%	8%

Fire (General Fund)

Performance Measures (cont.):

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

MEASURES	Actual	Fiscal Year	
	2013-14	2014-15	2015-16
Total company training hours per firefighter - 240.0 benchmark	237.20	240.00	240.00
Total company drill hours per firefighter - 16.0 benchmark	43.73	16.00	16.00
Total multi-company drill hours per firefighter - 12.0 benchmark	15.40	12.00	12.00
Total driver training hours per driver - 16.0 benchmark	65.05	30.00	30.00
Total officer training hours per officer - 16.0 benchmark	89.74	28.00	28.00



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

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

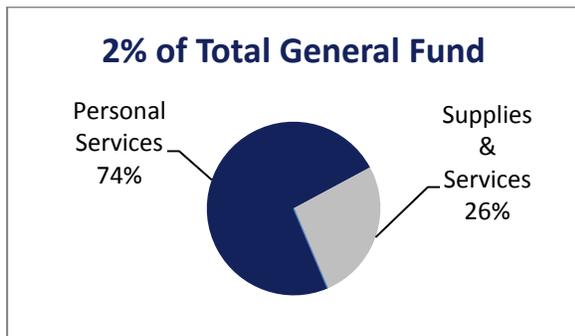
MEASURES	Actual	Fiscal Year	
	2013-14	2014-15	2015-16
Implementation of educational campaigns and increased community preparedness	IP	IP	IP



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 2015-16 Budget Highlights:

- Funded ½ of a Human Resource Specialist position dedicated to the Police Department.
- Added \$1,500 to Operating Supplies and Services for Department of Transportation compliance training.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 1,227,661	\$ 1,182,356	\$ 1,205,854
Operating Supplies & Services	365,984	425,359	434,229
Capital Outlay/Improvements	470	-	-
	<u>\$ 1,594,115</u>	<u>\$ 1,607,715</u>	<u>\$ 1,640,083</u>
Per Capita	\$ 9.71	\$ 9.80	\$ 9.99

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	16.5	16.5	17
	<u>16.5</u>	<u>16.5</u>	<u>17</u>

Human Resources (General Fund)

Performance Measures:

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Number of full-time positions filled	242	250	255

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Number of temp/seasonal/contract positions filled	578	650	675

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Number of retirements processed	61	60	60

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	2013-14	2014-15	2015-16
% of regular positions filled w/internal employees	53%	55%	50%

Human Resources (General Fund)

Performance Measures (cont.):

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of new hires completeing sexual harassment training within the first 30 days of employment	83%	85%	85%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of new regular employee who complete the "Welcome to the City" during probation period	100%	95%	95%



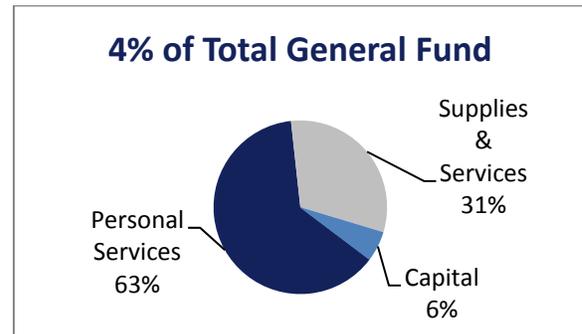
Information Systems (General Fund)

Department Purpose:

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

Department Mission:

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



FY 2015-16 Budget Highlights:

- Added \$184,250 to Operating Supplies and Services for Microsoft Office 365/Exchange and Firehouse Cloud based software.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 2,315,661	\$ 2,174,721	\$ 2,190,322
Operating Supplies & Services	1,660,628	870,241	1,089,637
Capital Outlay/Improvements	107,681	22,050	196,635
	<u>\$ 4,083,970</u>	<u>\$ 3,067,012</u>	<u>\$ 3,476,594</u>
Per Capita	\$ 25.18	\$ 18.91	\$ 21.44

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	28	28.2	28.2
	<u>28</u>	<u>28.2</u>	<u>28.2</u>

Information Systems (General Fund)

Performance Measures:

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
System Availability (Per Week)	99.9%	99.9%	99.9%

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Total Support Calls (Per Week)	273	300	300

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

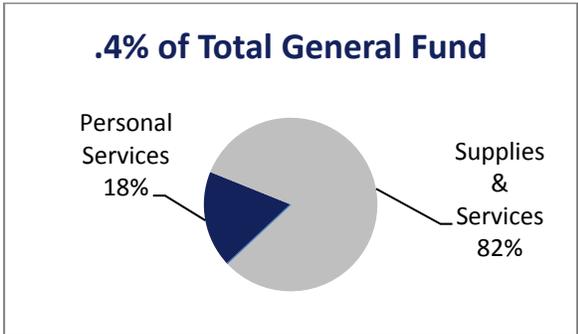
	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Employees attending software training classes	376	750	400



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 2015-16 Budget Highlights:

- Added \$5,940 to Operating Supplies and Services to replace iPads.
- Funding for Internal Auditor has been moved to Operating Supplies and Services to fund audit services performed by an outside agency. Internal Auditor position has been frozen.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	62,780	\$	142,713	\$	62,572
Operating Supplies & Services		31,776		137,064		221,293
Capital Outlay/Improvements		-		-		-
	\$	94,556	\$	279,777	\$	283,865
Per Capita	\$	0.58	\$	1.70	\$	1.73

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Internal Auditor	1	1	1
	1	1	1

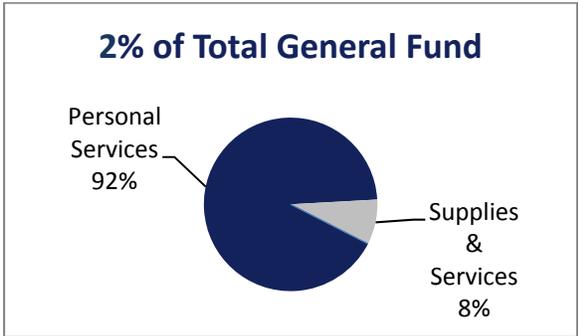
Municipal Court (General Fund)

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 2015-16 Budget Highlights:

- Added \$5,890 to Operating Supplies and Services for training and travel and \$3,600 for increase in parking lease.
- Increased funding for Administrative Hearing Judge, Temporary Bailiffs and Temporary Judges in the amount of \$40,000.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 1,608,095	\$ 1,520,369	\$ 1,639,493
Operating Supplies & Services	111,360	139,464	149,651
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,719,455</u>	<u>\$ 1,659,833</u>	<u>\$ 1,789,144</u>
Per Capita	\$ 10.60	\$ 10.23	\$ 11.03

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Court Operations	23	23	23
Municipal Probation Office	2	2	3
	<u>25</u>	<u>25</u>	<u>26</u>

Municipal Court (General Fund)

Performance Measures:

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

Objective: DWI/BAC cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Cases disposed within 270 days of filing with the court	54%	100%	100%

Objective: All other cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Cases disposed within 120 days of filing with the court	70%	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	2013-14	2014-15	2015-16
Records sent to Department of Revenue within 7 days	98%	100%	100%

Goal: Professional development of all clerks of the court.

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Clerks of the court having achieved certification	100%	100%	100%

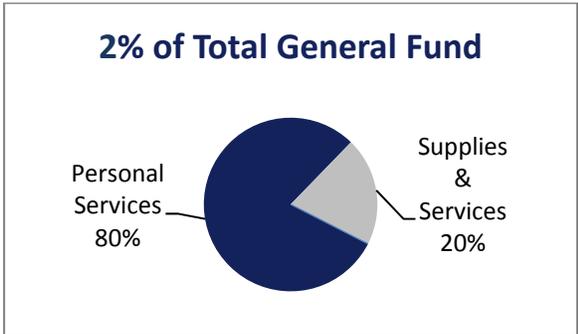
Planning and Development (General Fund)

Department Purpose:

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

Department Mission:

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



FY 2015-16 Budget Highlights:

- Added \$5,000 to Operating Supplies and Services for Great Neighborhoods Program and \$13,569 for Downtown Springfield Community Improvement District.
- Two positions will be unfunded and vacant for fiscal year 2015-16.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$ 1,368,917		\$ 1,430,324		\$ 1,380,157	
Operating Supplies & Services	522,455		363,210		376,628	
Capital Outlay/Improvements	-		-		-	
	<u>\$ 1,891,372</u>		<u>\$ 1,793,534</u>		<u>\$ 1,756,785</u>	
Per Capita	\$ 11.66		\$ 11.06		\$ 10.70	

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	3.37	4.37	4.37
Economic Development	5.42	5.42	5.42
Grant/Program Implementation	0.25	0.25	0.25
Neighborhood Conservation	3.25	3.25	3.25
Zoning & Subdivision	7	6.2	6.2
	<u>19.29</u>	<u>19.49</u>	<u>19.49</u>

Planning and Development (General Fund)

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
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
	2013-14	2014-15	2015-16
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
	2013-14	2014-15	2015-16
Staff reports provided by agenda deadline	98%	98%	98%



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Develop a master plan for IDEA Commons	0.0%	100.0%	100.0%

Planning and Development (General Fund)

Performance Measures (cont):



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Use economic development incentives to promote development	100.0%	100.0%	100.0%



Goal: To develop the community in a sustainable manner.

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

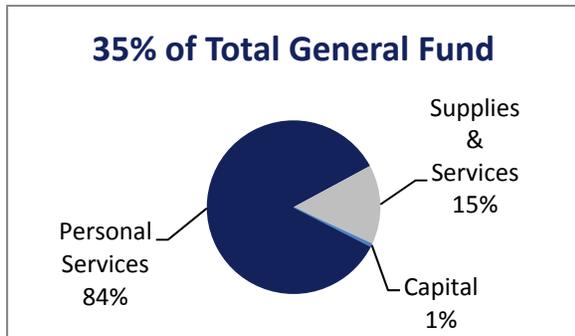
MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Market/sign one city district every 2 years	100.0%	100.0%	100.0%



Police (General Fund)

Department Purpose:

The Springfield Police Department is an accredited law enforcement agency comprised of 341 sworn officers and 80 civilian employees. The department is organized into two bureaus: Uniform Operations, and Investigations and Support Services.



Department Mission:

Partnering with the Community for Quality Police Service and Protection.

FY 2015-16 Budget Highlights:

- Funded ½ of a Human Resource Specialist position dedicated to the Police Department.
- Added funding for the last quarter of the year for two Police Services Representatives which were previously unfunded.
- Added \$257,662 to Operating Supplies & Services for computer software and equipment for police recruits.
- Added \$155,755 to Capital for four police cars.
- One and a half positions will be unfunded and remain vacant in fiscal year 2015-16. The impact of not funding these positions; access will be limited to records and increased workload on current staff.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 22,578,867	\$ 23,070,641	\$ 22,210,654
Operating Supplies & Services	2,867,948	3,503,257	3,874,910
Capital Outlay/Improvements	69,620	-	164,155
Transfers	-	-	-
	<u>\$ 25,516,435</u>	<u>\$ 26,573,898</u>	<u>\$ 26,249,719</u>
Per Capita	\$ 148.70	\$ 156.52	\$ 159.94

Personal Services Summary:

BY BUREAU	2013-14		2014-15		2015-16	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Administration	4	3	4	3	4	3.5
Investigations and Support Services	64	59.5	69	60	75	60
Uniform Operations	171	5	181	5	180	5
	<u>239</u>	<u>67.5</u>	<u>254</u>	<u>68</u>	<u>259</u>	<u>68.5</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.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Median response time to Priority 1 calls	6:53	6:48	6:00
Median response time to Priority 2 calls	10:28	10:33	10:00
Median response time to Priority 3 calls	15:21	15:56	15:00

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Clearance Rate Violent Crime	56.0%	58.0%	50.0%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Clearance Rate Property Crime	20.8%	27.6%	22.0%



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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Complete capital replacement plan	In Progress	21.0%	33.0%



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Attrition Rate - Sworn	In Progress	9.0%	5.0%
Attrition Rate - Non Sworn	In Progress	14.0%	7.0%

Public Information (General Fund)

Department Purpose:

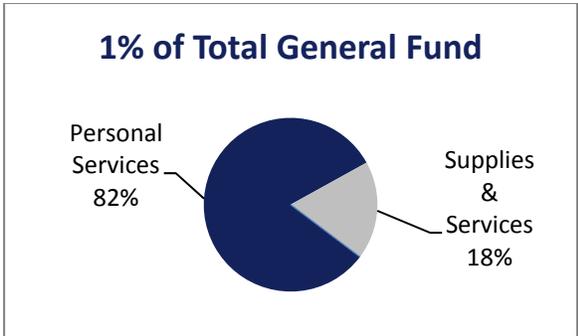
The Public Information Department provides information to the general public and media, and serves as a resource to the community. The Public Information Department also works with City departments regarding news releases, special events, website content and development, professional graphic design services, 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 2015-16 Budget Highlights:

- One and one-half position will be unfunded and remain vacant in fiscal year 2015-16.



Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 404,049	\$ 518,648	\$ 470,117
Operating Supplies & Services	71,777	71,440	105,602
Capital Outlay/Improvements	-	-	-
	<u>\$ 475,826</u>	<u>\$ 590,088</u>	<u>\$ 575,719</u>
Per Capita	\$ 2.93	\$ 3.64	\$ 3.51

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
PIO Administration	5.5	6.5	6.5
PIO Service Request	2	2	2
	<u>7.5</u>	<u>8.5</u>	<u>8.5</u>

Public Information (General Fund)

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	
	2013-14	2014-15	2015-16
Service requests entered	7,500	10,762	14,024
Service requests closed	7,350	10,484	13,659
No. of days to close out a request	25.0	17.4	17.4
Percentage of requests closed	98.0%	97.4%	97.4%
Online service requests entered	700	N/A	N/A
Percentage of online requests to total requests	9.4%	N/A	N/A

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	
	2013-14	2014-15	2015-16
No. of PIO news releases	300	400	450
Facebook "likes"	5,000	5,000	5,500
Twitter "followers"	5,000	7,000	10,000

* 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 Information (General Fund)

Performance Measures (cont):



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Council Resolution on inclusiveness	N/A	50.0%	100.0%



Public Works (General Fund)

Department Purpose:

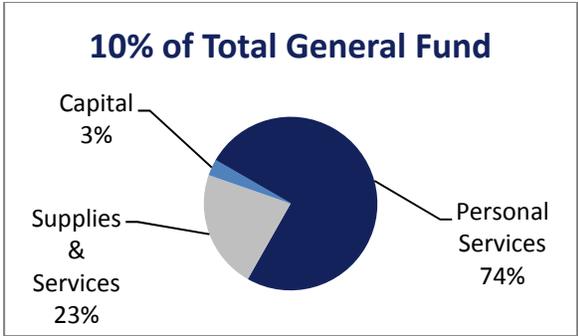
The Public Works Department is the largest department in Springfield’s City government, encompassing eight divisions. These divisions are: Administration, Street Maintenance, Traffic Operations, Traffic Transportation Management, Transportation Engineering, Storm Water Services, Construction Inspection 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 2015-16 Budget Highlights:

- Added .25 FTE for Safety and Training position. This position is shared with Environmental Services and the General Fund.
- Added \$7,375 to Operating Supplies and Services for increase in Service Center rates.
- 10.5 positions will be unfunded and remain vacant in fiscal year 2015-16. Operations will not be immediately impacted if these positions are not funded.



Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 5,201,338	\$ 5,473,468	\$ 5,369,190
Operating Supplies & Services	1,365,801	1,628,528	1,639,581
Capital Outlay/Improvements	155,503	222,847	222,847
	<u>\$ 6,722,642</u>	<u>\$ 7,324,843</u>	<u>\$ 7,231,618</u>
Per Capita	\$ 40.96	\$ 44.63	\$ 44.06

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	3.9	4.1	4.35
Engineering & Stormwater	35	34	34
Operations	57	57	57
	<u>95.9</u>	<u>95.1</u>	<u>95.35</u>

Public Works (General Fund)

Performance Measures:

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

Objective: Safe, clean, and functional public buildings.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
% of Facilities Service Requests completed within 48 hours.	99.0%	92.0%	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	2013-14	2014-15	2015-16
% of preventive maintenance completed within two weeks of schedule.	50.0%	50.0%	40.0%



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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
% increase in tree inventory over 2012 levels.	5.6%	9.5%	13.3%



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.

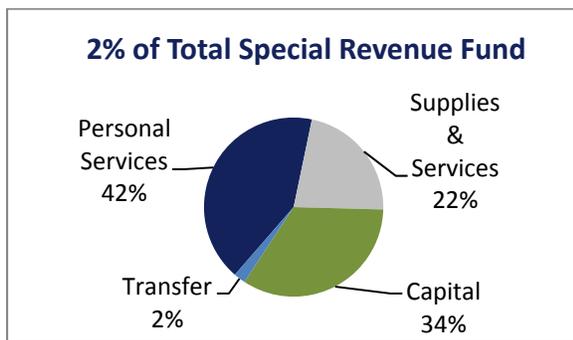
Art Museum (Special Revenue Fund)

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 2015-16 Budget Highlights:

- Allocating \$673,825 in fund balance to cover capital improvements such as renovations to the Museum’s lobby, monument sign on National Ave, lighting improvements in the Weisel/Kelly Galleries and Musgrave Wing, and relocation of Museum’s Library.
- Budgeted \$14,000 for anticipated grants in fiscal year 2015-16.
- Plan to increase fundraising efforts to cover the cost of new acquisitions, collection conservation, and educational programs.

Summary of Expenditures:

Expenditure	Actual 2013-14	Adopted 2014-15	Proposed 2015-16
Personal Services	\$ 797,630	\$ 840,695	\$ 833,791
Operating Supplies & Services	366,445	488,174	441,081
Capital Outlay/Improvements	220,714	572,000	673,825
Transfer	28,320	42,462	42,462
	\$ 1,413,109	\$ 1,943,331	\$ 1,991,159
Per Capita	\$ 8.61	\$ 11.84	\$ 12.13

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Art Education	2	2	2
Art Exhibits & Collections	6	6	6
Art Museum Administration	5.5	5.5	5.5
	13.5	13.5	13.5

Art Museum (Special Revenue Fund)

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	
	2013-14	2014-15	2015-16
Exhibitions	11	20	14
Annual Participants	54,562	50,000	55,000
School Tours	75	65	75
School Children	6,323	3,500	6,500
Art Classes	53	78	55
Art Class Students	340	400	350
Volunteer Hours	1,250	1,250	1,250



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

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

MEASURES	Actual	Fiscal Year	
	2013-14	2014-15	2015-16
"Arts and Culture" Tax on ballot	0.0%	0.0%	0.0%



Convention and Visitors Bureau (Special Revenue Fund)

Fund Purpose:

The tourism/convention fund accounts for half of the proceeds of the City's 5% hotel/motel tax. These funds are used exclusively by the tourism/convention board to promote the Springfield area.

FY 2015-16 Budget Highlights:

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

Fund Notes:

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

The amounts shown for the 2015-16 budget have been reviewed and approved by the Bureau's Board of Directors. Any changes will be incorporated as part of a subsequent Council Bill to approve the annual agreement between the City and the Bureau.

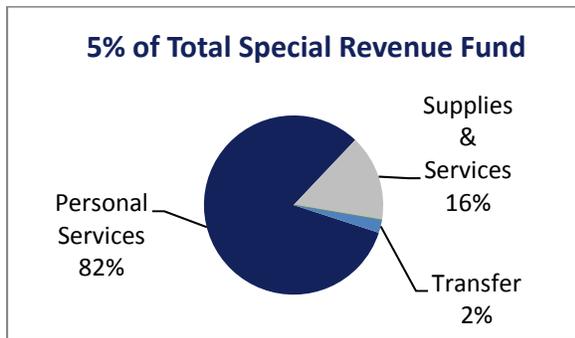
Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	1,076,352	\$	1,161,404	\$	1,240,257
Operating Supplies & Services		1,770,540		1,868,371		2,003,793
Capital Outlay/Improvements		32,443		24,180		40,150
	\$	2,879,335	\$	3,053,955	\$	3,284,200
Per Capita	\$	17.54	\$	18.61	\$	20.01

911 Emergency Communications (Special Revenue Fund)

Department Purpose:

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



Department Mission:

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

FY 2015-16 Budget Highlights:

- Four 911 Telecommunicator positions will be unfrozen and funded in fiscal year 2015-16. Six 911 Telecommunicator positions will remain unfunded and vacant in fiscal year 2015-16.
- One 911 Telecommunications Supervisor position will be unfunded and remain vacant in fiscal year 2015-16.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 3,805,979	\$ 3,916,851	\$ 4,191,819
Operating Supplies & Services	396,411	507,121	796,897
Capital Outlay/Improvements	26,467	28,000	-
Transfers	39,750	79,500	119,262
	<u>\$ 4,268,607</u>	<u>\$ 4,531,472</u>	<u>\$ 5,107,978</u>
Per Capita	\$ 26.01	\$ 27.61	\$ 31.12

911 Emergency Communications (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Emergency Communications	73	77	77
	73	77	77

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Calls answered in 10 seconds or less	84.7%	83.7%	90.0%

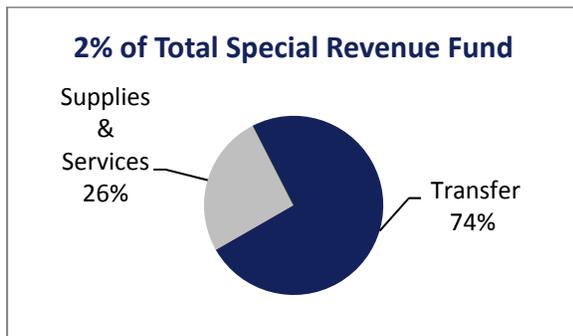
Hotel/Motel Tax (Special Revenue Fund)

Department Purpose:

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

FY 2015-16 Budget Highlights:

- \$157,500 payment to Gillioz, Landers, & the Zoo.
- \$63,000 payment to Sports Commission.
- \$41,580 payment to Arts Council.
- \$52,500 payment to Discovery Center.
- \$252,000 previously paid to Wonders of Wildlife, to be determined by the Hotel/Motel Tax Reallocation Committee.
- \$1,638,000 payment for Jordan Valley Park debt service.



Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	-	\$	-	\$	-
Operating Supplies & Services		225,580		505,512		588,000
Capital		300,424		-		-
Transfers		1,749,335		1,452,888		1,638,000
	\$	<u>2,275,339</u>	\$	<u>1,958,400</u>	\$	<u>2,226,000</u>
Per Capita	\$	13.86	\$	11.93	\$	13.56

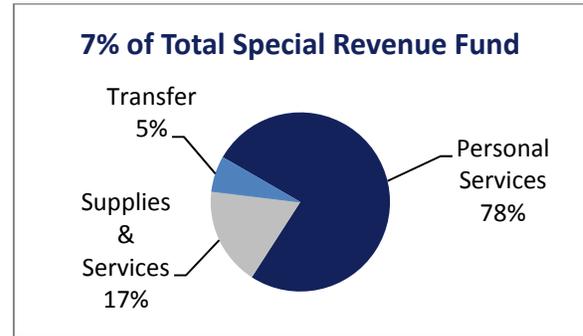
Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
No full-time personnel are allocated.	-	-	-
	-	-	-

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		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	6,164,118	\$	6,226,155	\$	6,082,964
Operating Supplies & Services		724,572		1,315,920		1,314,120
Capital Outlay/Improvements		6,025		-		-
Transfers		401,000		471,500		445,000
	\$	7,295,715	\$	8,013,575	\$	7,842,084
Per Capita	\$	44.45	\$	48.83	\$	47.78

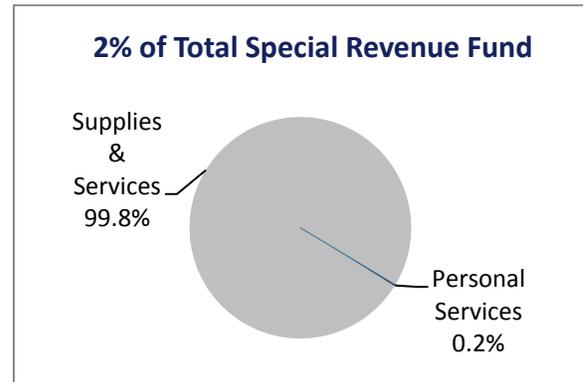
Personal Services Summary:

BY BUREAU	2013-14		2014-15		2015-16	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Investigations and Support Services	15	13	15	13	15	13
Uniform Operations	45	-	45	-	45	-
	60	13	60	13	60	13

Miscellaneous Special Revenue (Special Revenue Fund)

Department Purpose:

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



Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	-	\$	4,000	\$	4,000
Operating Supplies & Services		485,771		1,686,000		1,792,750
Capital		56,548		-		-
Transfers		42,419		157,000		-
	\$	584,738	\$	1,847,000	\$	1,796,750
Per Capita	\$	3.56	\$	11.25	\$	10.95

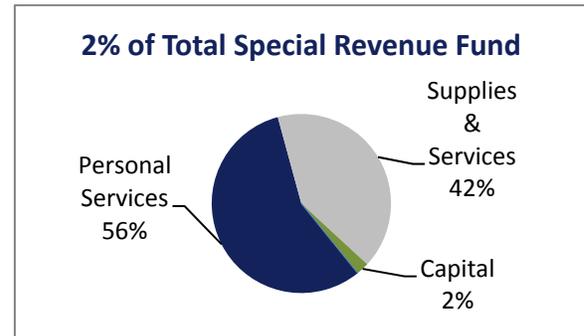
Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
No full-time personnel are allocated.	-	-	-
	-	-	-

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		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	805,389	\$	995,841	\$	982,425
Operating Supplies & Services		228,394		722,800		722,800
Capital Outlay/Improvements		215,937		40,524		40,524
Transfers		4,000		-		-
	\$	1,253,720	\$	1,759,165	\$	1,745,749
Per Capita	\$	7.64	\$	10.72	\$	10.64

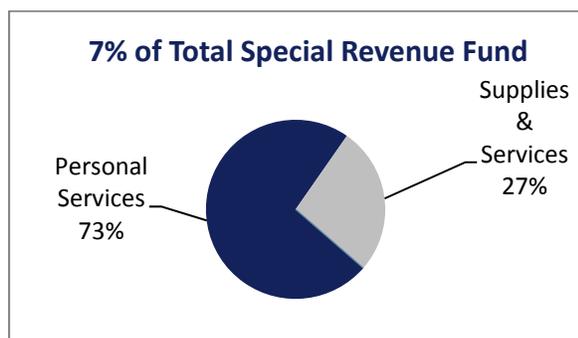
Personal Services Summary:

BY BUREAU	2013-14		2014-15		2015-16	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	10	-	10	-	10	-
	10	-	10	-	10	-

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 2015-16 Budget Highlights:

- Four Community Health Nurses were moved from contract to Full Time Employees the fiscal year 2015-16.
- A clinic remodel is planned for fiscal year 2015-16 in the amount of \$300,000.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 4,113,789	\$ 4,859,548	\$ 5,168,956
Operating Supplies & Services	1,517,074	2,068,723	1,893,541
Capital	69,618	-	-
Transfers	84,940	-	-
	<u>\$ 5,785,421</u>	<u>\$ 6,928,271</u>	<u>\$ 7,062,497</u>
Per Capita	\$ 35.25	\$ 42.21	\$ 43.03

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Executive Administration	13	3	3
Community Health	14	12	16
Environmental Health	28	24	24
Maternal/Child & Family Health	17	16	16
Chronic Disease & Wellness	3	5	5
Office of Administration	3	18	19
	<u>78</u>	<u>78</u>	<u>83</u>

Public Health Services (Special Revenue Fund)

Performance Measures:

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

Objective: Exceed an annual 80% immunization percentage rate.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of total WSPHC children immunized by age 2	80%	89%	85%

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of animals saved	75%	77%	78%

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of total clients treated for STI	73%	96%	78%



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Increase miles of on-street bicycle routes	In Progress	In Progress	In Progress
Increase the number of people using public transportation	In Progress	In Progress	In Progress

Public Health Services (Special Revenue Fund)

Performance Measures (cont):



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Implement a public health awareness and prevention campaign	32%	100%	100%
Complete an annual community health assessment	32%	90%	100%
Allow online access to the annual community health assessmen	0%	90%	100%
Complete an end-of-year health impact assessment report card	0%	0%	0%



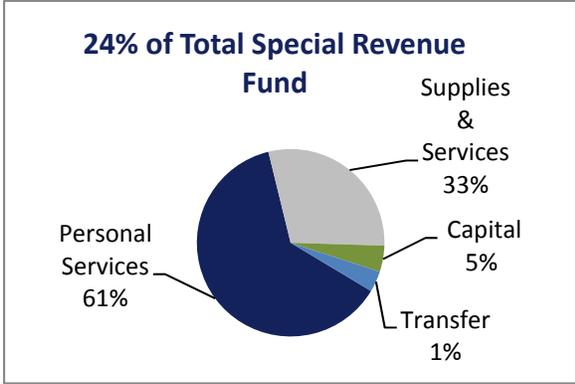
Public Parks (Special Revenue Fund)

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 2015-16 Budget Highlights:

- Funded one full time Gardener position for Nathanael Greene/Close Memorial Park.
- Received \$50,000 increase from the General Fund for the maintenance of Route 66 Park and the Jordan Valley Park area.
- As the Park Board celebrated its 100th Anniversary in 2013, a renewed commitment towards the restoration of some of the older and more under-utilized parks within the park system was implemented. Over the past year, significant progress has been made at Westport School-Park, Tom Watkins Park, and historic Washington Park, as a result of this special focus. However, available capital funds for park restoration purposes are extremely limited and Parks’ staff will continue to seek additional community support in order to continue addressing neighborhood park restoration needs.
- Enhance Park Board Website Platform During the current budget year, the Park Board partnered with the City of Springfield to implement and introduce the CivicPlus website platform to the community. For FY 2015-16, Parks is looking to further upgrade to an enhanced Parks-specific version of the CivicPlus platform.
- The Park Board continues to be well-respected in national sports circles due to the quality and quantity of national, regional, and state athletic events that we host annually. We will look to enhance those relationships further as we continue to solicit new tournaments.

Public Parks (Special Revenue Fund)

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 14,215,987	\$ 15,344,584	\$ 15,668,246
Operating Supplies & Services	7,023,919	6,761,408	7,359,872
Capital Outlay/Improvements	335,316	1,189,975	1,136,914
Transfers	700,947	684,074	901,460
	<u>\$ 22,276,169</u>	<u>\$ 23,980,041</u>	<u>\$ 25,066,492</u>
Per Capita	\$ 78.47	\$ 84.48	\$ 88.13

Note: Per Capita numbers include Greene County residents.

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	30.16	30.16	30.16
Dickerson Park Zoo	29	29	29
General Operations and Maintenance	63.84	63.84	64.84
Jordan Valley Park/Mediacom Ice Park	9	9	9
Recreation	55.5	59.5	59.5
Special Facilities	16	16	16
	<u>203.5</u>	<u>207.5</u>	<u>208.5</u>

Performance Measures:

- Goal:** To provide the highest quality of parks and recreation, facilities, programs, events, and educational opportunities to the citizens of Springfield and Greene County.
- Objective:** To maintain or exceed resident satisfaction with City parks and programs as measured by the percent of residents that responded with “Very Satisfied” or “Satisfied” in a recent, annual City Survey. The Park Board operates as an intergovernmental entity for both Springfield and Greene County. Note: Survey limited to Springfield residents only.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Resident satisfaction with the maintenance of City Parks	82%	85%	85%
Resident satisfaction with the cleanliness of City Parks	80%	85%	85%
Resident satisfaction with the location of City Parks	81%	85%	85%
Resident satisfaction with the walking and biking trails in the City	75%	75%	75%

Public Parks (Special Revenue Fund)

Performance Measures (cont):

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Zoo Attendance	218,000	213,000	220,000
School-Park sites	34	34	34
Number of playground inspections	615	610	620
Number of City -County Park pavilions reservations	1,277	1,150	1,300
Number of miles of trails	102	102	104
Visitation by resident to a City park within the last year	85%	85%	85%
Total Outdoor Aquatics Attendance	69,000	89,000	90,000
Total Family Centers Attendance	437,300	345,000	440,000



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Additional green space acquired (in acres)	16	0	0



Public Works Transportation (Special Revenue Fund)

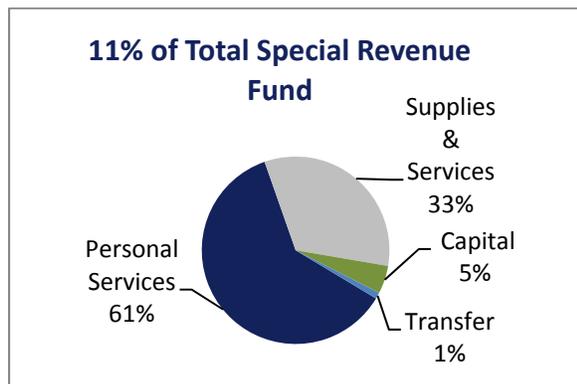
Department Purpose:

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 2015-16 Budget Highlights:

- Added .25 FTE for Safety and Training position. This position is shared with Environmental Services and the General Fund.
- Appropriating \$550,000 in fund balance for supplies and capital needs.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 6,343,347	\$ 6,963,733	\$ 7,046,866
Operating Supplies & Services	3,293,983	3,390,067	3,818,434
Capital Outlay/Improvements	1,246,068	961,200	559,700
Transfers	118,542	135,000	125,000
	\$ 11,001,940	\$ 11,450,000	\$ 11,550,000
Per Capita	\$ 67.04	\$ 69.77	\$ 70.37

Public Works Transportation (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	2.75	2.75	3
Streets	66.6	66.6	66.6
Traffic Engineering	32.75	32.75	32.75
	102.10	102.10	102.35

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Paving Cost per Lane Mile	\$ 38,300	\$ 46,700	\$ 48,000
% of streets in "good" condition	86%	80%	80%

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of sidewalks in "good" or better condition	49.0%	52.0%	55.0%



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
% of objective complete	76%	92%	112%

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
	2013-14	2014-15	2015-16
Street Sweeping Lane Miles	2,904	3,539	4,200

Public Works Transportation (Special Revenue Fund)

Performance Measures (cont.):

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
# of Reported Malfunctions	399	204	200
Hours of Overtime	275	140	150

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Traffic Incidents Published to Web	27,482	32,000	33,000
Traffic Incidents Confirmed by TMC/Camera Views	2,480	2,000	2,500

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

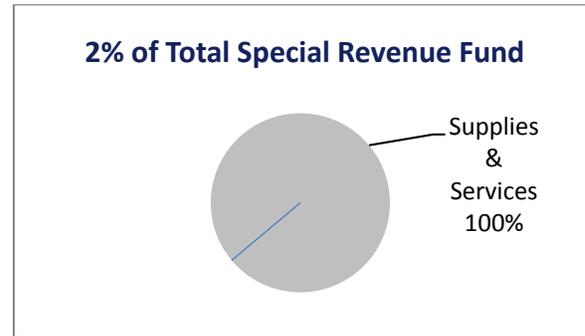
Objective: To provide motorists with guidance and regulations for safety and efficiency.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
# of Signs to Maintain	38,100	38,500	38,500
# of Signs Repaired/Replaced	3,345	3,600	3,750
Lane Miles of Pavement Markings Maintained-Thermo	23.5	40.0	40.0
Lane Miles of Pavement Markings Maintained-Paint	115.2	125	125

Road and Bridge Maintenance (Special Revenue Fund)

Fund Purpose:

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



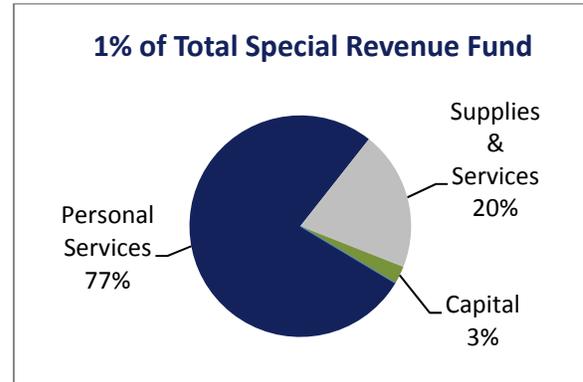
Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	987,851	1,760,000	1,760,000
Capital Outlay/Improvements	649,806	-	-
	<u>\$ 1,637,657</u>	<u>\$ 1,760,000</u>	<u>\$ 1,760,000</u>
Per Capita	\$ 9.98	\$ 10.72	\$ 10.72

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 2015-16 Budget Highlights:

- Budgeted to purchase converters for a remote switching system, computer replacements, robotic cameras, camera body upgrade, and lens upgrades.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	481,158	\$	514,067	\$	509,891
Operating Supplies & Services		131,857		86,933		134,939
Capital Outlay/Improvements		123,193		70,200		17,300
	\$	736,208	\$	671,200	\$	662,130
Per Capita	\$	4.54	\$	4.14	\$	4.08

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Graphic Production	3	2	2
Web Coordination	1	1	1
Cable Programming	4	5	5
	8	8	8

Telecable (Special Revenue Fund)

Performance Measures:

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Board & Commission Meetings	130	130	140
Special Meetings and Events	10	10	12

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Total number of visits to the City website	1,175,000	2,231,215	2,250,000

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Video/media projects	50	60	80



GRANT FUNDS

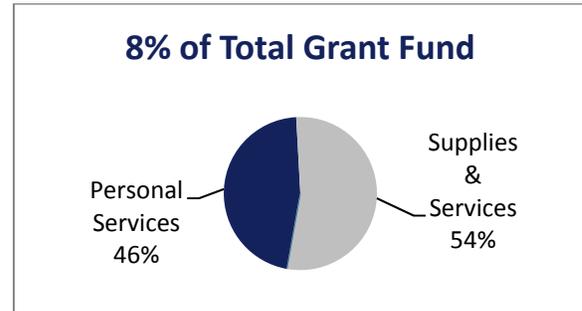


Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies.

Community Development Block Grant (Grant Fund)

Fund Purpose:

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



Summary of Expenditures:

Expenditure	2013-14	2014-15	2015-16
Personal Services	\$ 499,899	\$ 741,095	\$ 728,197
Operating Supplies & Services	389,943	1,239,733	842,247
Capital Outlay/Improvements	-	-	-
Transfers	11,255	-	-
	<u>\$ 901,097</u>	<u>\$ 1,980,828</u>	<u>\$ 1,570,444</u>
Per Capita	\$ 5.49	\$ 12.07	\$ 9.57

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	5.19	5.19	5.19
Small Business	1.55	1.55	1.55
Comp Housing	2.85	2.85	2.85
Neighborhoods	1.53	1.53	1.53
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 2015-16 Budget Highlights:

- The two-year SAFER Grant that funded nine firefighters ended during fiscal year 2014-15.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 507,474	\$ 88,559	\$ -
Operating Supplies & Services	82,606	-	-
Capital Outlay/Improvements	-	-	-
	<u>\$ 590,080</u>	<u>\$ 88,559</u>	<u>\$ -</u>
Per Capita	\$ 3.64	\$ 0.55	\$ -

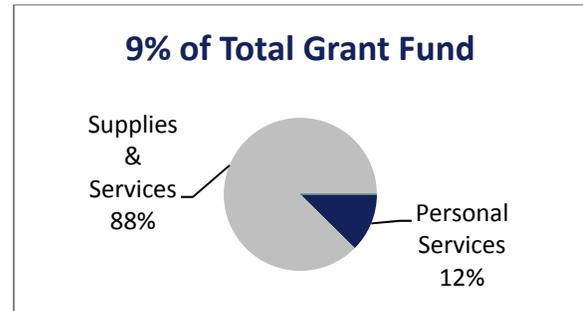
Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Operations	9	-	-
	<u>-</u>	<u>-</u>	<u>-</u>

Home Investment Partnership Program (Grant Fund)

Department Purpose:

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



Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 286,233	\$ 205,751	\$ 204,477
Operating Supplies & Services	59,850	1,506,439	1,443,296
Capital Outlay/Improvements	-	-	-
Transfer	-	-	-
	<u>\$ 346,083</u>	<u>\$ 1,712,190</u>	<u>\$ 1,647,773</u>

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Home Administration	3.01	3.01	3.01
	<u>3.01</u>	<u>3.01</u>	<u>3.01</u>

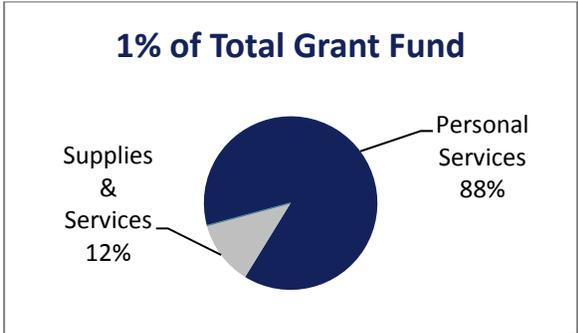
Parks Grants (Grant Fund)

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 2015-16 Budget Highlights:

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

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 685,576	\$ 308,385	\$ 231,289
Operating Supplies & Services	202,203	42,253	31,689
Capital Outlay/Improvements	-	-	-
Transfers	-	-	-
	<u>\$ 887,779</u>	<u>\$ 350,638</u>	<u>\$ 262,978</u>
Per Capita	\$ 3.13	\$ 1.24	\$ 0.93

Note: Per Capita numbers include Greene County residents.

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Recreation	-	-	-
	-	-	-

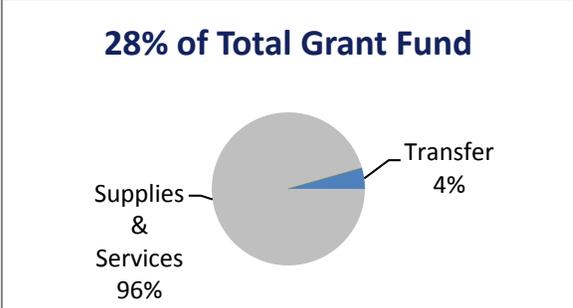
Planning and Development Grants (Grant Fund)

Department Purpose:

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

FY2015-16 Budget Highlights:

- During the FY2014-15 year, approximately \$900,000 was paid towards the Revolving Loan Accounts. This resulted in a \$1.4 million dollar increase in available funds to expend in FY2015-16.



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	9,842	\$	4,256	\$	4,108
Operating Supplies & Services		1,237,230		3,716,045		5,210,139
Capital		-		-		-
Transfers		249,088		270,000		240,000
	\$	1,496,160	\$	3,990,301	\$	5,454,247
Per Capita	\$	9.12	\$	24.31	\$	33.23

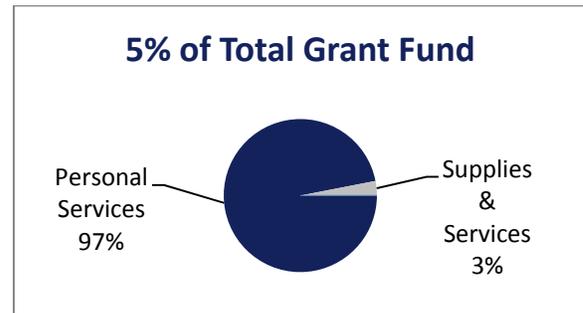
Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	0.05	0.05	0.05
	0.05	0.05	0.05

Police Grants (Grant Fund)

Department Purpose:

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



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	998,521	\$	673,663	\$	1,027,303
Operating Supplies & Services		46,933		32,538		32,538
Capital Outlay/Improvements		7,640		-		-
Transfer		-		-		-
	\$	1,053,094	\$	706,201	\$	1,059,841
Per Capita	\$	6.42	\$	4.30	\$	6.46

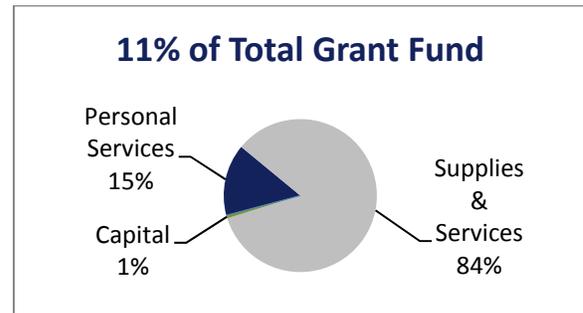
Personal Services Summary:

BY DIVISION	2013-14		2014-15		2015-16	
	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
Uniform Operations	20	-	5	-	10	-
Investigations and Support Services	2	-	2	-	2	-
	22	-	7	-	12	-

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	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 4,113,789	\$ 589,609	\$ 317,104
Operating Supplies & Services	1,517,074	1,638,353	1,766,026
Capital	69,618	-	13,041
Transfers	84,940	-	-
	<u>\$ 5,785,421</u>	<u>\$ 2,227,962</u>	<u>\$ 2,096,171</u>
Per Capita	\$ 35.67	\$ 13.74	\$ 12.92

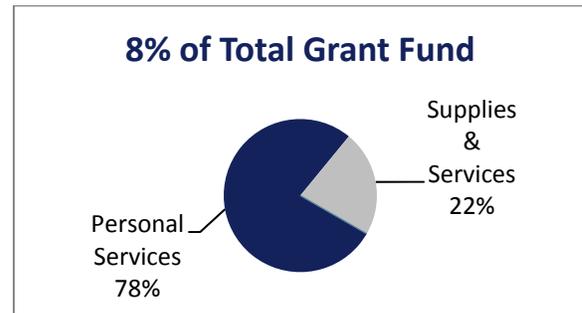
Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
HIV Case Management	2	1	-
Public Health Emergency Preparedness (PHEP)	4	4	4
	<u>6</u>	<u>5</u>	<u>4</u>

WIC Program (Grant Fund)

Department Purpose:

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



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	1,052,991	\$	1,114,215	\$	1,201,304
Operating Supplies & Services		310,446		543,785		346,392
Transfers		-		-		-
	\$	1,363,437	\$	1,658,000	\$	1,547,696
Per Capita	\$	8.41	\$	10.22	\$	9.43

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
WIC	16	16	19
	16	16	19

Performance Measures:

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

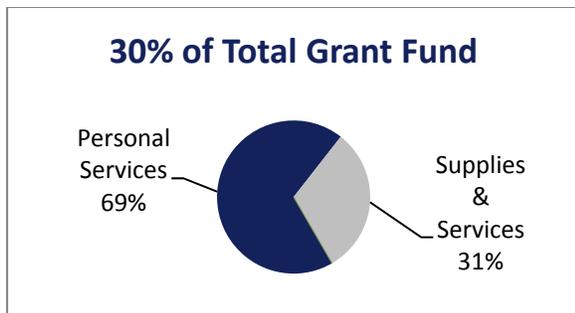
Objective: Maintain a yearly percentage rate greater than 69% for Greene County WIC mother's breastfeeding.

MEASURES	Actual	Fiscal Year	
	2013-14	2014-15	2015-16
% of WIC mother's breastfeeding	76%	79%	80%

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 2015-16 Budget Highlights:

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

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$	3,702,339	\$	3,509,262	\$	3,992,512
Operating Supplies & Services		3,198,370		2,070,633		1,802,283
Capital Outlay/Improvements		-		-		1,150
	\$	6,900,709	\$	5,579,895	\$	5,795,945
Per Capita	\$	42.55	\$	34.40	\$	35.74

Workforce Development (Grant Fund)

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	7.25	7.25	7.25
Pooled Costs	10	10	11
Program	39	39	40
Rapid Response	1	1	-
	<u>57.25</u>	<u>57.25</u>	<u>58.25</u>

Performance Measures:

Fiscal:

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

WIA Programs:

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

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

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

Workforce Development (Grant Fund)

Performance Measures (cont):

Missouri Work Assistance Program:

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

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



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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Missouri Career Center participate in all college and career fairs	67.0%	87.0%	100.0%



Goal: To create and nurture a diversified workforce.

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Implement a plan to promote the recruitment and retention of a quality workforce	0.0%	100.0%	100.0%

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 should be financed by long-term debt. Capital improvements should include only those expenditures for facilities with relatively long-term usefulness and permanence. It should not include expenditures for equipment or service that prudent management principles would define as operating budget items and which ought to be financed out of current revenue.

Rolling stock (fire trucks, road graders, etc.) and the purchase of similar pieces of equipment should be included in the Capital Improvements Program only when they are part of the initial start-up of a project that involves a new service. For example, if a new fire station is proposed for funding, the fire trucks (and other equipment meeting the criteria listed above) should be included. Replacing fire trucks at existing stations should not be included in the CIP.

Capital Projects Fund

Listed below are examples of capital improvements:

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

Adopted Capital Improvement Program (CIP) Strategies

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

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

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

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

either protect or have no adverse impact on the environment.

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

Public Involvement Process

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

Operating Cost Associated with CIP

The cost of operating new or expanded facilities or infrastructure can be significant. In the CIP, the cost of the construction is budgeted. A majority of the planned improvements for 2015-16 involve road and bridge improvements. Because of that, those improvements will not have an additional impact on the operating budget for the current fiscal year. Historically, if operating and maintenance costs are identified in a project the department responsible for the improvement is required to absorb the additional costs or submit a budget request to receive the funding necessary. Budget requests for CIP operating and maintenance costs are balanced against other requests for additional funding. The projects that will impact the operating budget in FY 2015-16 are as follows:

Capital Projects Fund

- Clean Water Services has started on a long-term program to improve the sanitary sewer collection and treatment facilities with a goal of eliminating sanitary sewer overflows. This project began in FY 2014. The two year phase in includes funding of 19 new positions in FY2015 that were budgeted at an estimated cost of \$992,526 and the funding of 11 new positions in FY2016 that are budgeted at an estimated cost of \$579,900. These new positions will enhance operations.
- Public Works added 5 new operating positions in FY2014 directly related to Capital Improvements. A Transportation Planner, a senior engineering technician, and two senior signal technicians were added to the transportation division. These positions are necessary to maintain the additional signals, intersections and road improvements listed in the next section. The budgeted cost of these positions is \$252,820. An arborist crew leader position was added as well to the Landscape Division at the cost of \$71,000 to maintain the growth in reforestation and landscape maintenance.

Capital Improvements Sales Tax

This fund accounts for the proceeds of the City's one-quarter cent capital improvements sales tax, which was initially approved by voters in August 1989, and first went into effect October 1, 1989. Voters have subsequently extended this until September 30, 2016. The proceeds from the capital improvements sales tax have been earmarked for specific projects.

Transportation Sales Tax

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

four-year tax was renewed in August 2012, and the proceeds for highway improvements are disbursed at the discretion of the City and are not under the authority of the Corporation.

The City and MoDOT have established an outstanding record of completing projects on-time and on-budget. The four-year sunset provision has required and ensured accountability to the public, which has resulted in an 80% voter approval rate in 2012 to renew this important funding source. The City has provided frequent updates as to progress on the program within each four-year time period.

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

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

Community Development Block Grants

The City has received a considerable amount of money each year from the state and federal governments to operate specific services and to make capital improvements within our community. One source that has been used in the past for capital improvements is the Community Development Block Grant (CDBG) funds. The City will receive \$1.57 million in CDBG funds for program year 2015-2016. This compares to the \$1.98 million for the 2014-2015 CDBG program year and \$901 thousand from the 2013-2014 program year. Community Development Block Grant funds must be used to benefit low and moderate-income citizens, eliminate slum and blight, or address emergency situations. In addition to yearly CDBG allocations, the City has also received one-time grants for specific zoo, storm water, sanitary sewer, and street projects.

Capital Projects Fund

Public Works Improvements

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

Community Improvement Projects

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

Funding Policy

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

Property Tax Projects

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

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

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

Capital Projects Fund

Summary of Expenditures and Appropriations:

	2013-2014 Actual	2014-15 Adopted	2015-16 Proposed
Capital Improvement Sales Tax	\$ 8,674,799	\$ 9,775,000	\$ 9,775,000
Funding Source: 3-year, 1/4 cent capital improvements sales tax, initially approved by voters effective October 1, 1989, subsequently extended by voters until September 30, 2016.			
Transportation Sales Tax	\$ 5,908,629	\$ 4,887,500	\$ 4,887,500
Funding Source: 4-year, 1/8 cent transportation sales tax, initially approved by voters in 1996, subsequently extended by voters until March 31, 2017.			
Public Works/Other Improvements	\$ 4,329,370	\$ 530,000	\$ 9,430,000
Funding Source: Federal Highway Administration grants and other contributions designated for construction projects.			
Developer Agreement Projects	\$ -	\$ 40,000	\$ 40,000
Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.			
TOTAL CAPITAL PROJECTS	\$ 18,912,798	\$ 15,232,500	\$ 24,132,500

Capital Improvement Budgeting

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

For a complete look at the City's formal CIP Report see our website at:
<http://www.springfieldmo.gov/2130/Capital-Improvement-Projects>

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements and Transportation Sales Tax Project Summary

<u>Project Name</u>	<u>Project Amount</u>	<u>Paid to Date</u>	<u>Percent Complete</u>
2013-2017 Republic Road Bridge Widening Over JRF	\$ 4,000,000	\$ 300,509	8%
2013-2017 Battlefield/U.S. 65 Interchange Improvement	500,000	500,000	100%
2013-2017 Republic Road Widening - Scenic to Golden	1,600,000	-	0%
2013-2017 Intellignet Transportation System	500,000	19,174	4%
2013-2017 Alternative Transportation Projects	2,000,000	878,170	44%
2013-2017 Turn Lane Improvements	550,000	20,000	4%
2013-2017 Bridge Replacements	1,000,000	79,734	8%
2013-2016 Center City Development	650,000	9,000	1%
2013-2016 Sidewalk Reconstruction Program	2,234,098	1,326,037	59%
2013-2016 Street Stabilization & Major Repavings	3,000,000	907,105	30%
2013-2016 Reforestation & Landscaping Program	765,902	96,608	13%
Economic Development Public Private Shared Cost**	1,400,000	6,778	0%

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

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
2013-2017 Republic Road Bridge Widening Over JRF** – Design and construct improvements to widen existing two bridges on Republic Road over the James River Freeway. Project will widen bridges to 5 lanes and include sidewalks and bicycle lanes.	2013-2017 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$4,000,000
		Amount Paid to Date:	\$300,509
		Percentage Completed:	8%
		Estimated Completion Date:	2017
		Estimated Operating Cost:	TBD
2013-2017 Battlefield/U.S. 65 Interchange Improvement** – Design, acquire right-of-way and construct a diverging diamond interchange at Route 65 and Battlefield Road. Project will include replacing deficient twin bridges over Route 65 and extending the northbound ramp at Battlefield to connect with the ramp at Sunshine (Route D). Project will also include widening Battlefield to a point east of the interchange, stormwater drainage conveyance, sidewalks, and street lighting.	2013-2017 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$500,000
		Amount Paid to Date:	\$500,000
		Percentage Completed:	100%
		Estimated Completion Date:	2015
		Estimated Operating Cost:	TBD
2013-2017 Republic Road Widening – Scenic to Golden** – Design, acquire right-of-way and reconstruct Republic Road between Scenic and Golden to arterial standards, consisting of four driving lanes with center turn lane, curb and gutter, sidewalks, underground drainage and street lighting.	2013-2017 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$1,600,000
		Amount Paid to Date:	\$0
		Percentage Completed:	0%
		Estimated Completion Date:	2017
		Estimated Operating Cost:	TBD

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements and Transportation Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
2013-2017 Intelligent Transportation Projects – Design and construct additional Intelligent Transportation System improvements at various locations throughout the City.	2013-2017 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$500,000
		Amount Paid to Date:	\$19,174
		Percentage Completed:	4%
		Estimated Completion Date:	2017
		Estimated Operating Cost:	TBD
2013-2017 Alternative Transportation Projects** – Design and construct additional Alternative Transportation Projects at various locations throughout the City	2013-2017 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$2,000,000
		Amount Paid to Date:	\$878,170
		Percentage Completed:	44%
		Estimated Completion Date:	2017
		Estimated Operating Cost:	TBD
2013-2017 Turn Lane Improvements** – Design and construct additional Turn Lane improvements at various locations throughout the City	2013-2017 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$550,000
		Amount Paid to Date:	\$20,000
		Percentage Completed:	4%
		Estimated Completion Date:	2017
		Estimated Operating Cost:	TBD
2013-2017 Bridge Replacements** – Design and construct additional Bridge Replacements at various locations throughout the City	2013-2017 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$1,000,000
		Amount Paid to Date:	\$79,734
		Percentage Completed:	8%
		Estimated Completion Date:	2017
		Estimated Operating Cost:	TBD
2013-2016 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.	2013-2016 Quarter Cent Capital Improvement Sales Tax	Total Project Amount:	\$650,000
		Amount Paid to Date:	\$9,000
		Percentage Completed:	1%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements and Transportation Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
2013-2016 Sidewalk Reconstruction Program – Construct or replace sidewalks, curbs and ramps as needed in compliance with ADA.	2013-2016	Total Project Amount:	\$2,234,098
	Quarter Cent	Amount Paid to Date:	\$1,326,037
	Capital	Percentage Completed:	59%
	Improvement	Estimated Completion Date:	2016
	Sales Tax	Estimated Operating Cost:	TBD
2013-2016 Reforestation and Landscaping Program – 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	2013-2016	Total Project Amount:	\$765,902
	Quarter Cent	Amount Paid to Date:	\$96,608
	Capital	Percentage Completed:	13%
	Improvement	Estimated Completion Date:	2016
	Sales Tax	Estimated Operating Cost:	TBD
Economic Development Public Private Shared Cost** – 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. .	2013-2016	Total Project Amount:	\$1,400,000
	Quarter Cent	Amount Paid to Date:	\$6,778
	Capital	Percentage Completed:	0%
	Improvement	Estimated Completion Date:	2016
	Sales Tax	Estimated Operating Cost:	TBD

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

*** Also listed under Public Works/Other Improvement.

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements Sales Tax Project Summary

<u>Project Name</u>	<u>Project Amount</u>	<u>Paid to Date</u>	<u>Percent Complete</u>
2010-2013 Reforestation and Landscaping	\$ 528,515	\$ 336,672	64%
2010-2013 Sidewalk Construction	2,000,000	2,000,000	100%
2010-2013 Street Stabilization and Major Repaving	3,500,000	3,108,659	89%
2010-2013 Center City Development	750,000	612,598	82%
2010-2013 Primrose/Kings to Campbell Phase 1	423,495	72,995	17%
Dan Kinney Park and Family Center Phase I, II & III	11,425,000	5,200,000	46%
2010-2013 Grand Street/National to Kimbrough**	1,107,914	1,107,914	100%
2010-2013 Minor Neighborhood Improvements	600,000	435,726	73%
Shared Cost Agreement Projects***	2,750,000	1,177,484	43%

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

Total	\$ 23,084,924	\$ 14,052,049
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<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
2010-2013 Reforestation and Landscaping – Install and establish tree plantings and landscapes along City streets to continue reforestation and tree canopy replacement in the community following the 2007 ice storm. Project also includes tree inventory, nursery, and the Neighborhoods Program	2010-2013	Total Project Amount: \$528,515
	Quarter Cent	Amount Paid to Date: \$336,672
	Capital	Percentage Completed: 64%
	Improvement	Estimated Completion Date: 2016
	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: \$2,000,000
	Capital	Percentage Completed: 100%
	Improvement	Estimated Completion Date: 2015
	Sales Tax	Estimated Operating Cost: TBD
2010-2013 Street Stabilization and Major Repaving – This is a continuing annual program to stabilize or upgrade local streets, resurface the major thoroughfare system or upgrade residential streets to collector standards with stormwater control, lighting and sidewalks as necessary.	2010-2013	Total Project Amount: \$3,500,000
	Quarter Cent	Amount Paid to Date: \$3,108,659
	Capital	Percentage Completed: 89%
	Improvement	Estimated Completion Date: 2016
	Sales Tax	Estimated Operating Cost: TBD

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
2010-2013 Center City Development – Design and construct streetscapes, sidewalk improvements and signage improvements for Center City to include the Downtown City Center, Commercial Street area and Walnut Street area.	2010-2013 Quarter Cent Capital Improvement Sales Tax	Total Project Amount:	\$750,000
		Amount Paid to Date:	\$612,598
		Percentage Completed:	82%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD
2010-2013 Primrose Street – Kings to Campbell Phase 1- Design and acquire partial right-of-way for a project to upgrade Primrose Street to secondary arterial standards.	2010-2013 Quarter Cent Capital Improvement Sales Tax	Total Project Amount:	\$423,495
		Amount Paid to Date:	\$72,995
		Percentage Completed:	17%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD
Dan Kinney Park and Family Center Phase I, II, and III – New family center in east Springfield, as well as other park amenities. Phase III will include an aquatics facility addition.	County-Wide Parks Quarter Cent Sales Tax	Total Project Amount:	\$11,425,000
		Amount Paid to Date:	\$5,200,000
		Percentage Completed:	46%
		Estimated Completion Date:	Phase I Complete Phase II Complete Phase III - 2017
		Estimated Operating Cost:	\$543,030
2010-2013 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 Quarter Cent Capital Improvement Sales Tax	Total Project Amount:	\$1,107,914
		Amount Paid to Date:	\$1,107,914
		Percentage Completed:	100%
		Estimated Completion Date:	2015
		Estimated Operating Cost:	TBD

Capital Projects Fund

Non-routine Capital Expenditures:

Capital Improvements Sales Tax Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>
<p>2010-2013 Minor Neighborhood Improvements – Construct minor infrastructure, repairs and improvements in each Council Zone. Examples include additional turn lanes, sidewalks, railroad crossing improvements, storm water controls, short extensions of streets for connectivity, etc., that will involve a variety of divisions of Public Works. Potential project activities will be identified through neighborhood input during the review and approval process for rezoning and subdivision applications.</p>	<p>2010-2013 Quarter Cent Capital Improvement Sales Tax</p>	<p>Total Project Amount: \$600,000 Amount Paid to Date: \$435,726 Percentage Completed: 73%</p> <p>Estimated Completion Date: On-going Estimated Operating Cost: TBD</p>
<p>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.</p>	<p>2010-2013 Quarter Cent Capital Improvement Sales Tax.</p>	<p>Total Project Amount: \$2,880,000 Amount Paid to Date: \$279,500 Percentage Completed: 26%</p> <p>Estimated Completion Date: Ongoing Estimated Operating Cost: TBD</p>

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

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

Capital Projects Fund

Non-routine Capital Expenditures:

Transportation Sales Tax and Public Works/Other Improvements Project Summary

<u>Project Name</u>	<u>Project Amount</u>	<u>Paid to Date</u>	<u>Percent Complete</u>
2009-2013 Turn Lane Improvements**	545,000	430,889	79%
2009-2013 National & Kearney Intersection**	500,000	338,284	68%
2009-2013 "The Link"	1,000,000	805,232	81%
Shared Cost Agreement Projects***	2,606,500	247,250	23%
2009-2013 Intelligent Transportation System and Sigr	1,000,000	479,565	48%
Major Street Resurfacing and Rehabilitation Program	1,500,000	-	0%

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

***Also listed under Capital Improvement Sales Tax

Total	\$ 7,151,500	\$ 2,301,220
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<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
2009-2013 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:	\$545,000
		Amount Paid to Date:	\$430,889
		Percentage Completed:	79%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD
2009-2013 National & Kearney Intersection** - Design, acquire right-of-way and construct improvements at National Avenue and Kearney Street intersection and on National north of the intersection to Jean Street. Project could include additional north and southbound lanes on National, separate left turn lanes, enhanced intersection geometrics, storm water drainage and signal modifications.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$500,000
		Amount Paid to Date:	\$338,284
		Percentage Completed:	68%
		Estimated Completion Date:	2018
		Estimated Operating Cost:	TBD
2009-2013 "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:	\$1,000,000
		Amount Paid to Date:	\$805,232
		Percentage Completed:	81%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD

Capital Projects Fund

Non-routine Capital Expenditures:

Transportation Sales Tax and Public Works/Other Improvements Cont.

<u>Project Description/Comments</u>	<u>Funding Source</u>	<u>Expenditure/Completion Status</u>	
Shared Cost Agreement Projects** – Construct or expand the scope of existing infrastructure improvements in cooperation with intergovernmental or private sector entities to encourage economic development, provide additional parking to serve major activity centers in City center, including Jordan Valley Park with interface to transit system.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$2,606,500
		Amount Paid to Date:	\$247,250
		Percentage Completed:	23%
		Estimated Completion Date:	Ongoing
		Estimated Operating Cost:	TBD
2009-2013 Intelligent Transportation System and Signal System Improvements – Design and construct additional Intelligent Transportation System improvements at various locations throughout the City.	2009-2013 Eighth Cent Transportation Sales Tax	Total Project Amount:	\$1,000,000
		Amount Paid to Date:	\$479,565
		Percentage Completed:	48%
		Estimated Completion Date:	2017
		Estimated Operating Cost:	TBD
Major Street Resurfacing and Rehabilitation Program – This is a continuing annual program to stabilize or upgrade local streets, resurface the major thoroughfare system or upgrade residential streets to collector standards with storm water control, lighting and sidewalk improvements as necessary.	Eighth Cent Transportation Sales Tax	Total Project Amount:	\$1,500,000
		Amount Paid to Date:	\$0
		Percentage Completed:	0%
		Estimated Completion Date:	2016
		Estimated Operating Cost:	TBD

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

*** Also listed under Capital Improvement Sales Tax.

ENTERPRISE FUNDS



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

Airport (Enterprise Fund)

Department Purpose:

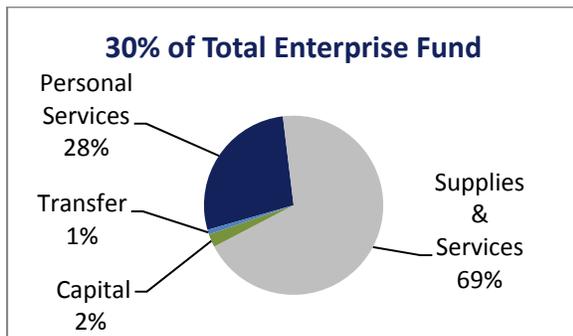
The Springfield-Branson National Airport is owned by the City of Springfield and managed through an eleven-member administrative board. The Board operates the airport as a self-supporting “enterprise function”, operating without tax revenue or general City funds.

Department Mission:

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

FY 2015-16 Budget Highlights:

- Operating portion of budget totals \$13.19 million, an increase of 4% from 2015.
- Routine capital replacements and improvement projects total just over \$1,400,000 anticipated to be funded through operating funds.



Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 5,630,001	\$ 6,012,000	\$ 6,335,031
Operating Supplies & Services	12,222,982	15,547,500	15,938,969
Capital Outlay/Improvements	712,631	711,500	537,000
Transfers	200,000	200,000	200,000
	<u>\$ 18,765,614</u>	<u>\$ 22,471,000</u>	<u>\$ 23,011,000</u>
Per Capita	\$ 115.70	\$ 138.55	\$ 140.21

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	14	14	14
Operations	52	52	52
Rescue	17	17	17
Security	10	10	10
	<u>93</u>	<u>93</u>	<u>93</u>

Airport (Enterprise Fund)

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Average airline cost per enplaned passenger	6.42	7.12	6.59

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
	2013-14	2014-15	2015-16
Ratio of Operating Revenue vs. Expenses per Enplanement	1.43	1.41	1.33

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Debt service coverage-Midfield Terminal Bonds	1.29	1.27	1.30
Debt service coverage-Rental Car Facility Bonds	1.62	1.69	1.45

Airport (Enterprise Fund)

Performance Measures (cont):



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

Objective: By 2015, the number of passengers using the Springfield-Branson National Airport will increase by 12% over 2010 counts.

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Increase in passengers at Springfield-Branson National Airport	1%	-3%	7%



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

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

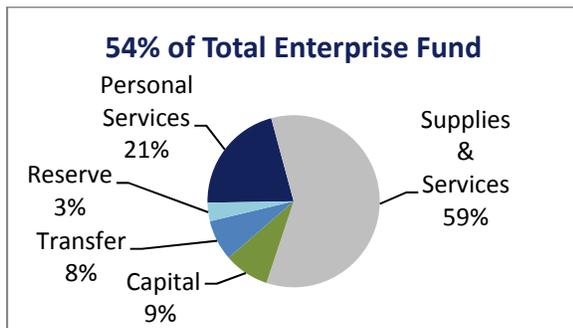
MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Citizens and advocacy groups rate overall performance at 80%	75%	80%	80%



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 2015-16 Budget Highlights:

- Added .4 FTE for Safety and Training position. This position is shared with Environmental Services and the General Fund.
- 11 new FTE's are required for proper and timely implementation of the Overflow Control Plan (OCP) and Early Action Plan (EAP) to address federal and state environmental mandates.

Summary of Revenue and Expenditures:

Expenditure	Actual		
	2013-14	2014-15	2015-16
Personal Services	\$ 6,976,108	\$ 7,826,349	\$ 8,800,277
Operating Supplies & Services	11,820,378	24,748,498	24,745,345
Capital Outlay/Improvements	11,734,342	2,481,500	3,538,000
Transfers	1,151,184	1,363,963	3,201,600
Reserve Appropriation	-	2,845,690	1,439,778
	<u>\$ 31,682,012</u>	<u>\$ 39,266,000</u>	<u>\$ 41,725,000</u>
Per Capita	\$ 193.04	\$ 239.24	\$ 254.23

Clean Water Services (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	8.55	8.75	9.15
Water Quality	3	3	3
CSM	37.8	37.8	48.8
North Plant	5	5	5
South Plant	39	39	39
Lab	7	7	7
Industrial Pre-Treatment	8.2	8.2	8.2
	108.55	108.75	120.15

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Residential Rate Based on 10 CCF/Month			
Springfield Residential Rate	\$32.75	\$34.01	\$35.03
Avg Residential Rate per Study by Memphis Light, Gas, & Water	\$45.83	N/A	N/A
Commercial Rate Based on 500 CCF/Month			
Springfield Commercial Rate	\$826.55	\$857.21	\$882.73
Avg Commercial Rate per Study by Memphis Light, Gas, & Water	\$2,022.17	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	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Tracts sewered	0	57	87
Tracts left to sewer (within City Limits)	553	496	409
% of City Sewered	98.7%	98.8%	99.0%

Clean Water Services (Enterprise Fund)

Performance Measures (cont.):

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Hundreds of Cubic Feet Billed	9,610,689	9,900,000	9,900,000
Miles of Gravity Sewer	1,216	1,220	1,221
Miles of Sewer Cleaned	182	150	170
Million Gallons/Day (MGD Avg) Treated	36	36	36
Tons of Pollutants Removed	97	97	97
Number of Analysis Performed	71,683	68,000	70,000



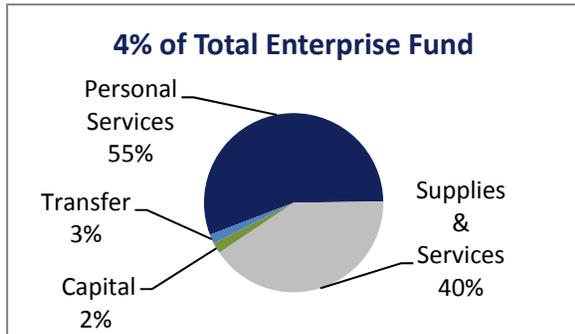
Golf (Enterprise Fund)

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 2015-16 Budget Highlights:

- Continued emphasis on the expansion of golfing programs and opportunities for area youth and their families.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$ 1,511,493	\$	1,668,443	\$	1,640,020	\$
Operating Supplies & Services	1,093,523		1,224,097		1,187,108	
Capital Outlay/Improvements	73,174		57,460		72,872	
Transfers	66,000		50,000		100,000	
	<u>\$ 2,744,190</u>	<u>\$</u>	<u>3,000,000</u>	<u>\$</u>	<u>3,000,000</u>	<u>\$</u>
Per Capita	\$ 9.67	\$	10.57	\$	10.57	\$

Note: Per Capita numbers reflect Greene County residents.

Golf (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Horton Smith	4.6	4.6	4.6
Payne Stewart	5.6	5.7	5.7
Rivercut	7.8	7.7	7.7
	18	18	18

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Number of golf courses maintained	4	4	4
Number of golf holes maintained	67	67	67
Number of adult/senior 9-hole rounds played	28,441	29,000	290,100
Number of adult/senior 18-hole rounds played	57,927	60,000	60,000
Number of junior rounds played	7,815	9,500	9,500

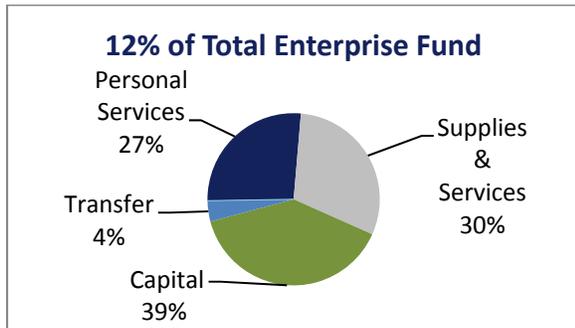
Solid Waste (Enterprise Fund)

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 2015-16 Budget Highlights:

- Added .1 FTE for Safety and Training position. This position is shared with Clean Water Services and the General Fund.
- Utilize \$2,135,000 in fund balance for one-time purchase of capital equipment needs for the landfill.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2013-14		2014-15		2015-16	
Personal Services	\$ 2,305,475		\$ 2,582,824		\$ 2,557,823	
Operating Supplies & Services	2,485,985		2,961,279		2,908,070	
Capital Outlay/Improvements	2,006,242		995,000		3,762,000	
Transfers	334,897		360,897		372,107	
	<u>\$ 7,132,599</u>		<u>\$ 6,900,000</u>		<u>\$ 9,600,000</u>	
Per Capita	\$ 43.46		\$ 42.04		\$ 58.49	

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Administration	4.45	4.45	4.55
Refuse Disposal	15.95	15.95	15.95
Recycling	18.05	18.05	18.05
	<u>38.45</u>	<u>38.45</u>	<u>38.55</u>

Solid Waste (Enterprise Fund)

Performance Measures:

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Customer Visits to the Recycling Centers	229,946	224,879	227,128
Customer Visits to the HCCC	663	639	645
HCCC Customer Support Calls	1,417	1,126	1,137
Customer Visits to the YRC	47,504	38,733	39,120
Materials Received at the Recycling Sites (tons)	3,324	2,119	2,140
Materials Received at the YRC (cubic yards)	179,772	58,100	58,681
Materials Received at the HCCC (pounds)	31,193	25,822	26,080
Waste Received at the Landfill (average daily tons)	647	662	675
Hot Line Calls	23,378	25,000	25,000
Web Site Hits	80,877	82,000	85,000
Tours, Presentations & Events	179	200	200
Business Assistance Interactions	41	50	50
Special Event Recycling	49	60	60
Printed Materials Distributed	74,600	70,000	70,000

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

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

MEASURES	Actual	Fiscal Year	Fiscal Year
	2013-14	2014-15	2015-16
Springfield Landfill Tipping Fees	\$30.94	\$30.94	\$30.94
Avg Tipping Fee (Publicly owned landfills in MO.)	\$39.90	N/A	N/A
Avg Tipping Fee (Privately owned landfills in MO.)	\$59.06	N/A	N/A

Solid Waste (Enterprise Fund)

Performance Measures (cont):



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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Compliance with EPA air quality standards	100%	100%	100%

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)

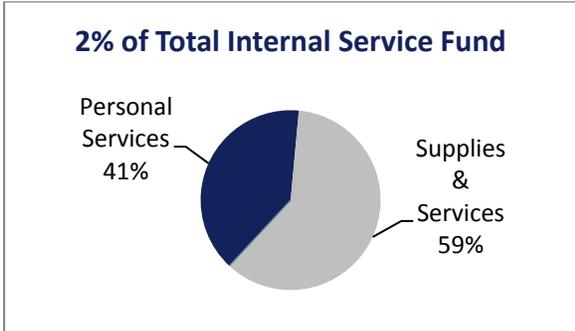
Department Purpose:

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 2015-16 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 90,911	\$ 92,684	\$ 96,671
Operating Supplies & Services	105,433	141,041	141,041
Capital Outlay/Improvements	-	-	-
	<u>\$ 196,344</u>	<u>\$ 233,725</u>	<u>\$ 237,712</u>
Per Capita	\$ 1.20	\$ 1.42	\$ 1.45

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Print Shop	2	2	2
	<u>2</u>	<u>2</u>	<u>2</u>

Print Shop (Internal Service Fund)

Performance Measures:

Goal: Maintain efficient services and/or customer service.

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
% of requests completed in 3 working days or less	93%	86%	87%

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
% of print requests submitted/fulfilled by electronic file	82%	67%	70%

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

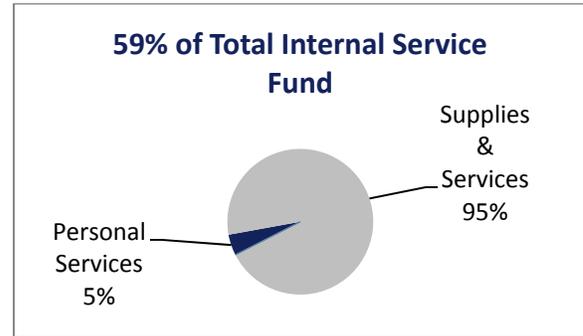
Objective: Create and update online resources that publicize information regarding postage cost savings and Print Shop services.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Online resources created and/or updated annually	2X	2X	2X

Self-Insurance Fund (Internal Service Fund)

Department Purpose:

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



FY 2015-16 Budget Highlights:

- Created the department of Risk Management.
- The worker's compensation and liability deductible funds are funded to current goals.
- City-wide liability insurance program for all departments.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 290,430	\$ 205,195	\$ 331,973
Operating Supplies & Services	1,986,147	7,549,884	6,818,066
Transfers	-	114,119	-
	<u>\$ 2,276,577</u>	<u>\$ 7,869,198</u>	<u>\$ 7,150,039</u>
Per Capita	\$ 13.87	\$ 47.95	\$ 43.57

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Self-Insurance	3	3	4
	<u>3</u>	<u>3</u>	<u>4</u>

Self-Insurance Fund (Internal Service Fund)

Performance Measures:

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
General liability, auto, property, and other liability claims	N/A	75%	85%
Workers' compensation claims	N/A	N/A	85%

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Funding percentage to actuarial central	N/A	N/A	1

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

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

	Actual	Fiscal Year	Fiscal Year
MEASURES	2013-14	2014-15	2015-16
Total number of workers' compensation claims	219	182	N/A
Total number of liability claims filed	N/A	146	N/A

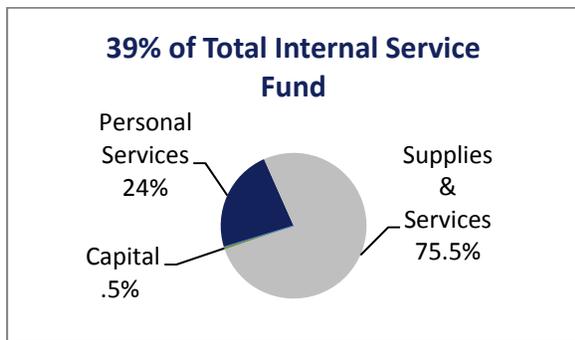
Service Center (Internal Service Fund)

Department Purpose:

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

FY 2015-16 Budget Highlights:

- Five positions will be unfunded and remain vacant in fiscal year 2015-16.



Department Mission:

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

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2013-14	2014-15	2015-16
Personal Services	\$ 1,070,716	\$ 1,115,000	\$ 1,091,700
Operating Supplies & Services	2,784,607	3,560,000	3,583,300
Capital Outlay/Improvements	-	25,000	25,000
Transfers	-	-	-
	<u>\$ 3,855,323</u>	<u>\$ 4,700,000</u>	<u>\$ 4,700,000</u>
Per Capita	\$ 23.49	\$ 28.64	\$ 28.64

Personal Services Summary:

BY DIVISION	2013-14	2014-15	2015-16
Service Center	23	23	23
	<u>23</u>	<u>23</u>	<u>23</u>

Service Center (Internal Service Fund)

Performance Measures:

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

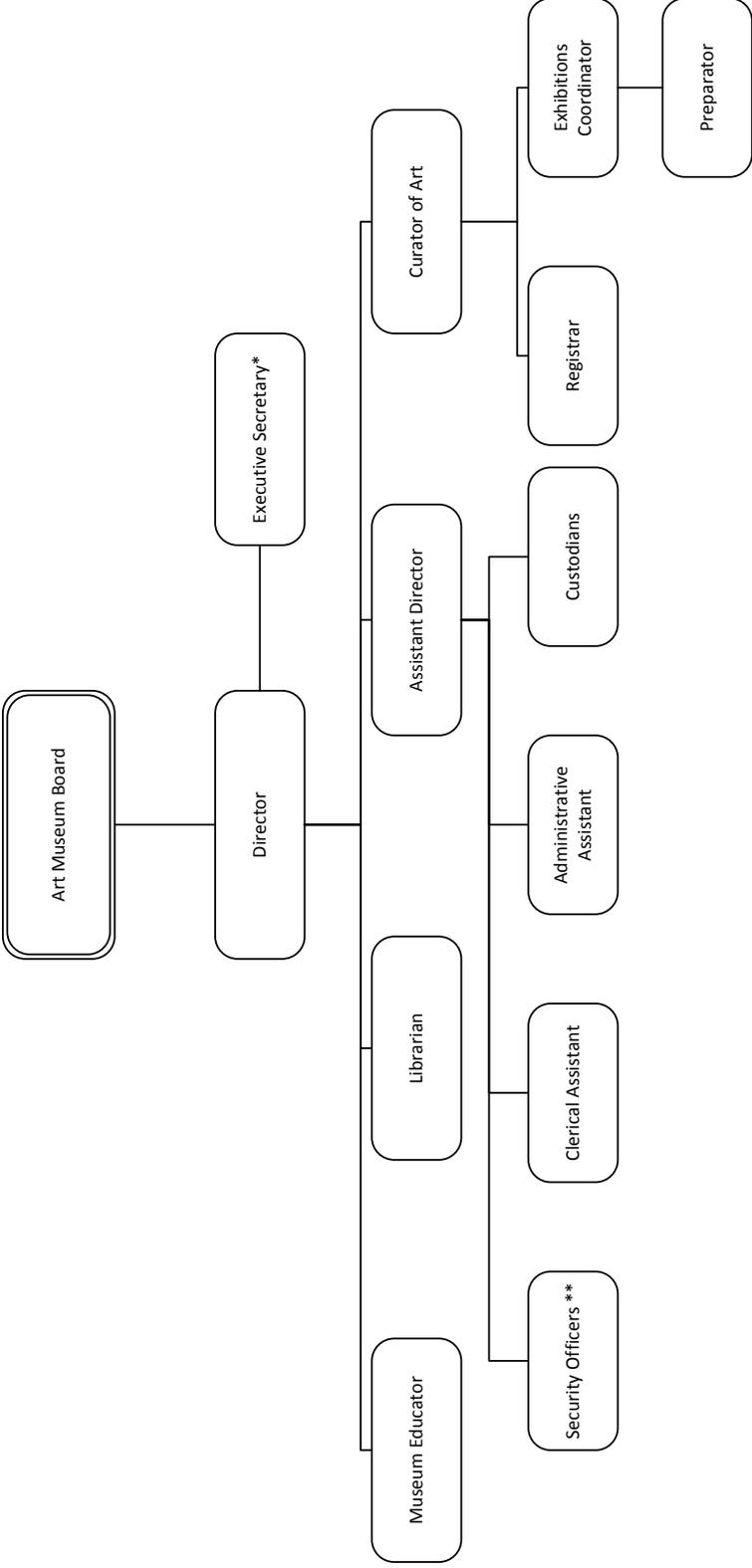
Objective: To maintain competitive rates as compared to private sector fleet maintenance providers in order to provide high quality, cost competitive services in an effective and efficient manner to city departments. The Service Center utilizes an industry standard “flat rate” by job when applicable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

MEASURES	Actual 2013-14	Fiscal Year 2014-15	Fiscal Year 2015-16
Light & Regular Duty Equipment:			
Service Center Hourly Labor Rate	\$68	\$68	\$78
Service Center Hourly Labor Rate as % of Private Rates	72%	72%	72%
Heavy Duty Equipment:			
Service Center Hourly Labor Rate	\$78	\$78	\$88
Service Center Hourly Labor Rate as % of Private Rates	74%	73%	73%



APPENDIX
DEPARTMENT ORG CHARTS AND
GLOSSARY

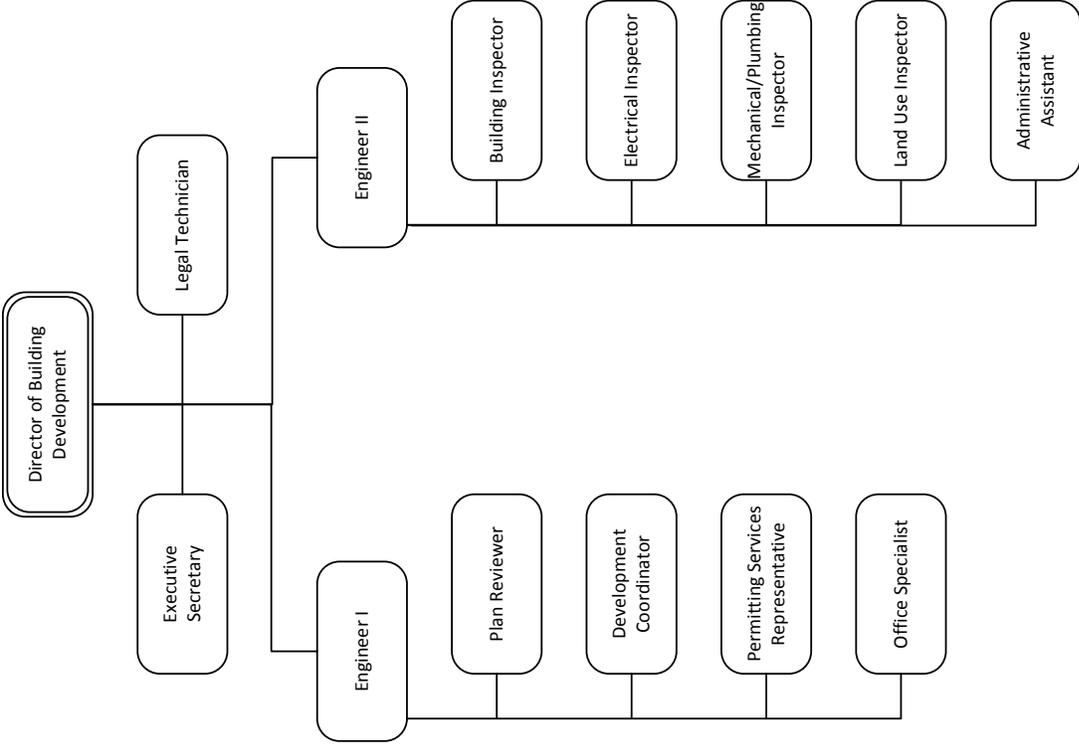




*filled with part-time contract employee
 **one of two positions filled with contract employee

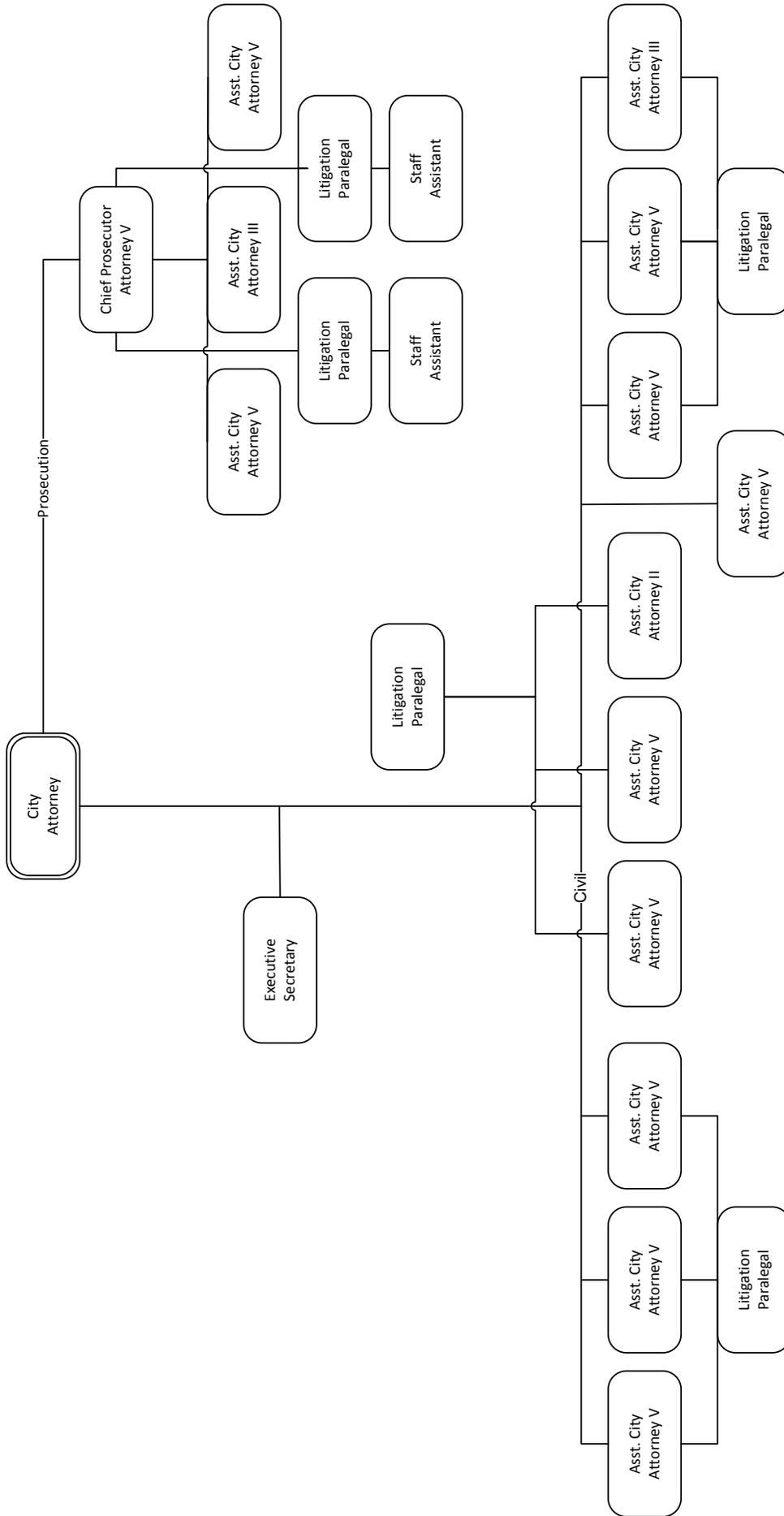
Art Museum

City of Springfield, Missouri



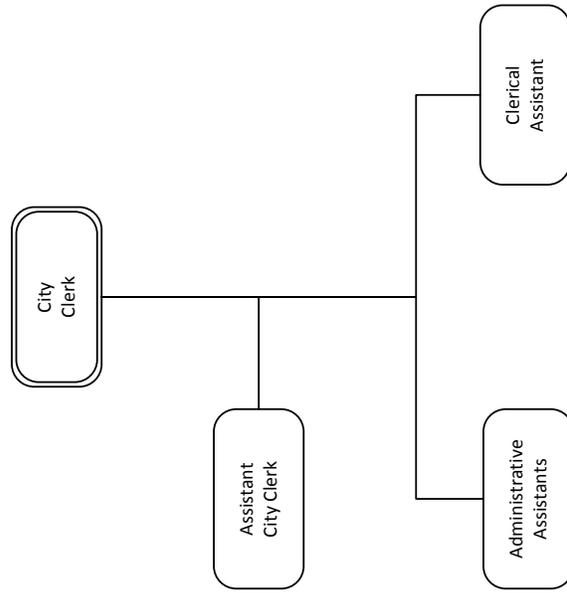
Building Development Services

City of Springfield, Missouri



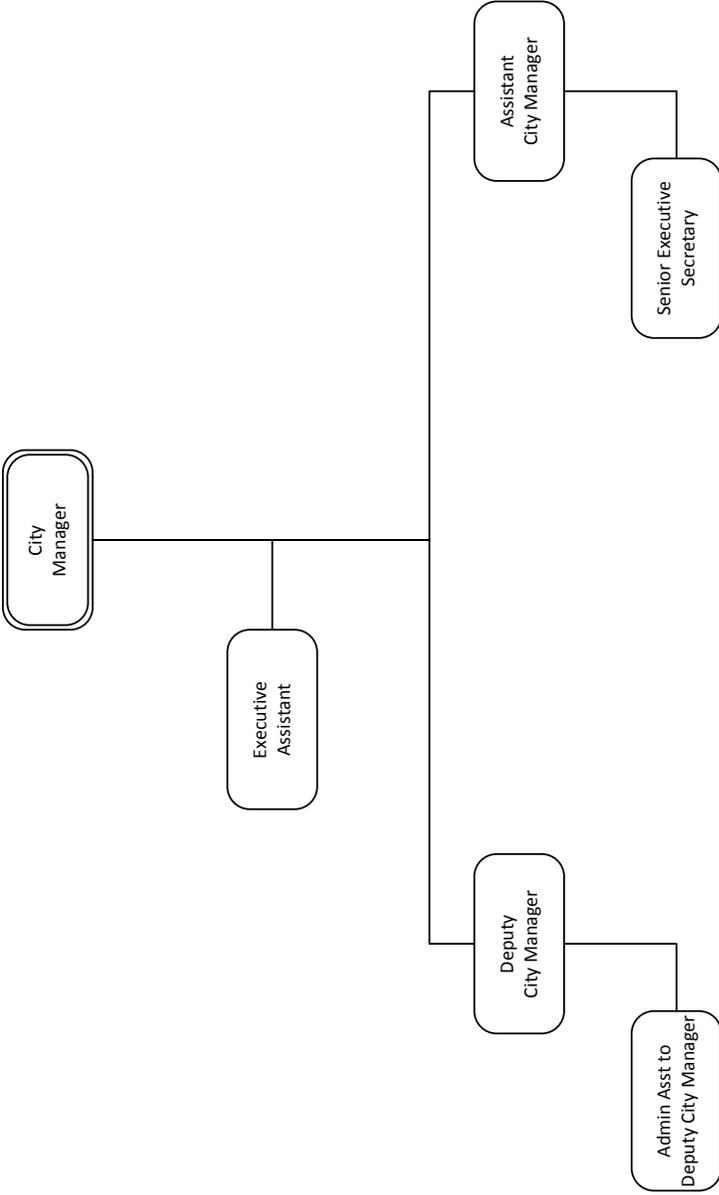
City Attorney/Prosecution

City of Springfield, Missouri



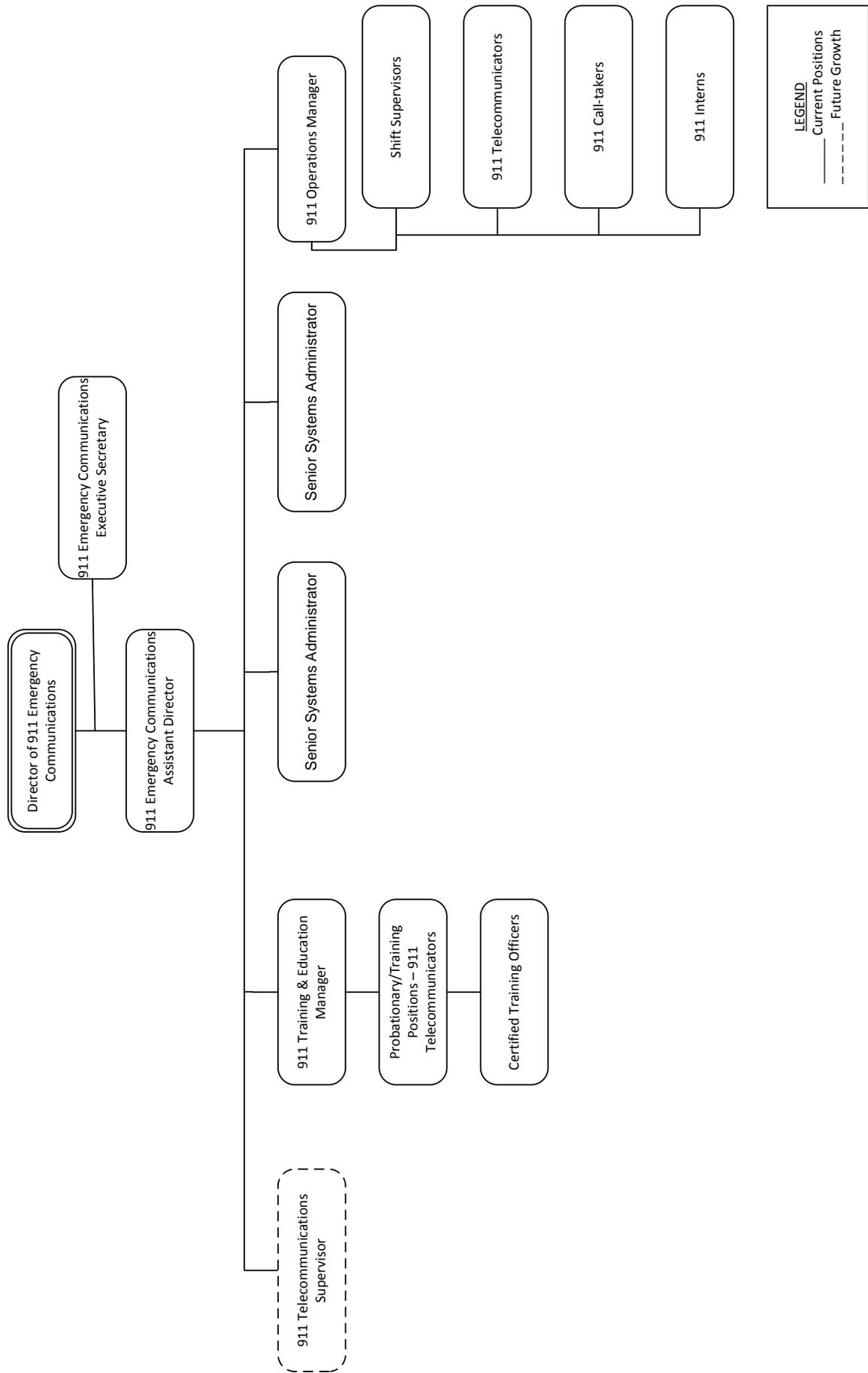
City Clerk

City of Springfield, Missouri



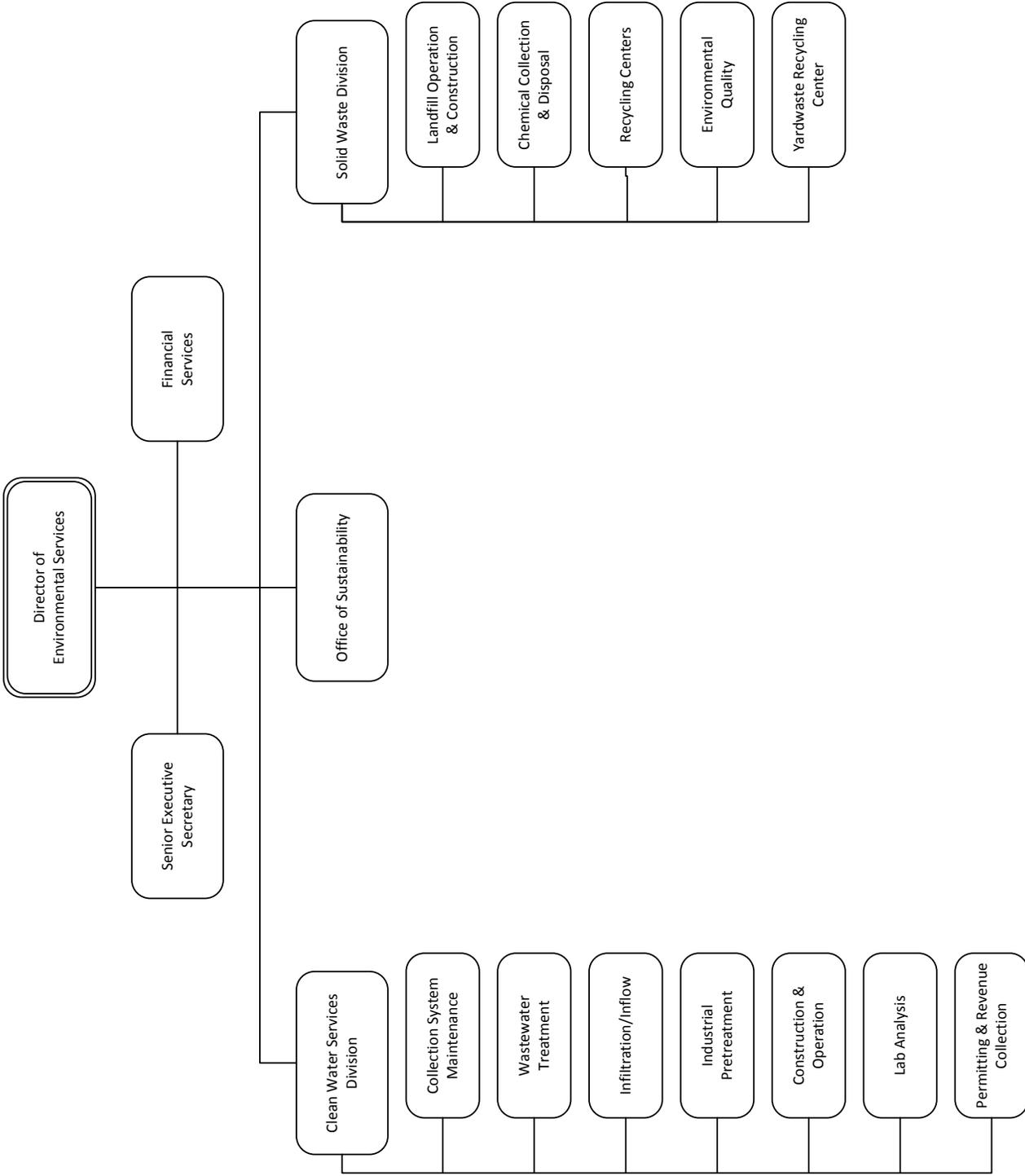
City Manager

City of Springfield, Missouri



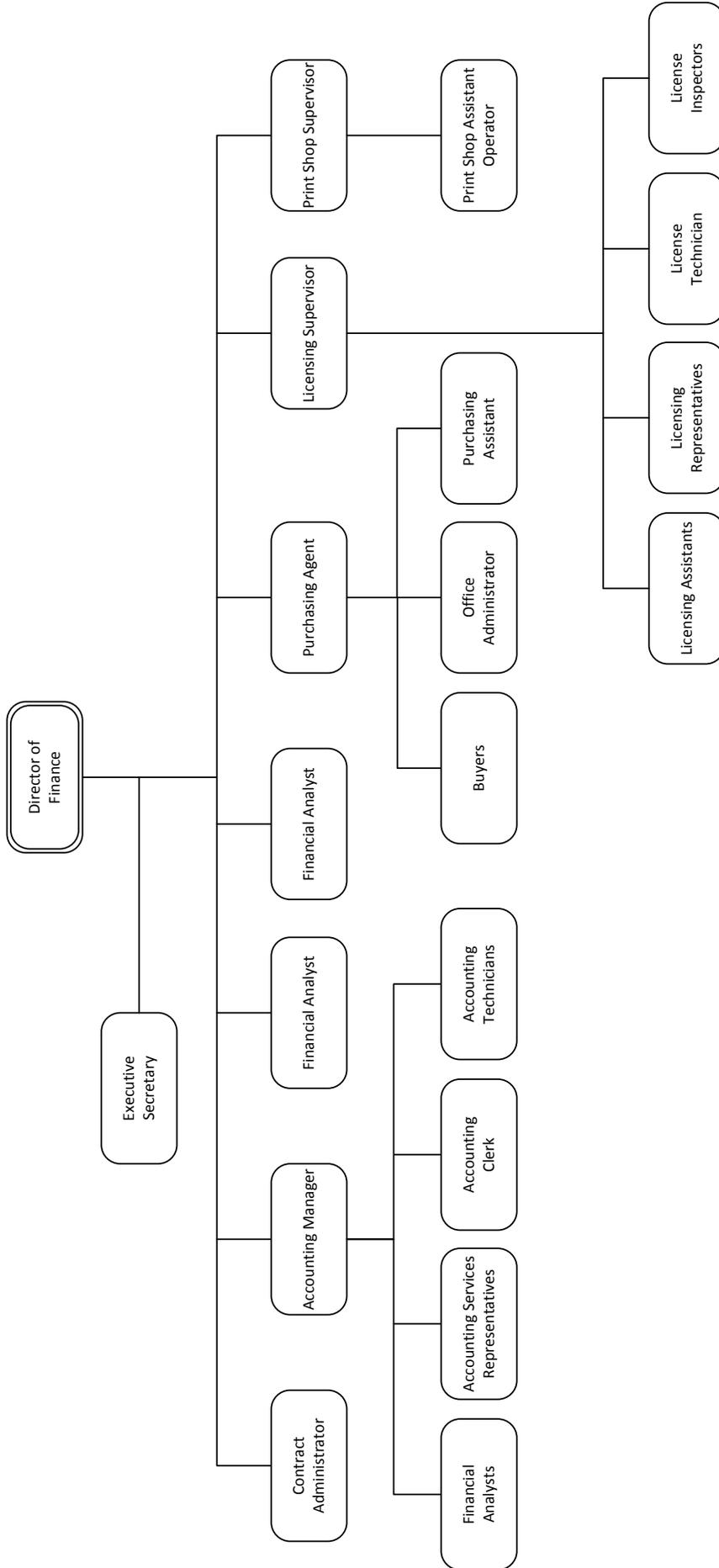
911 Emergency Communications

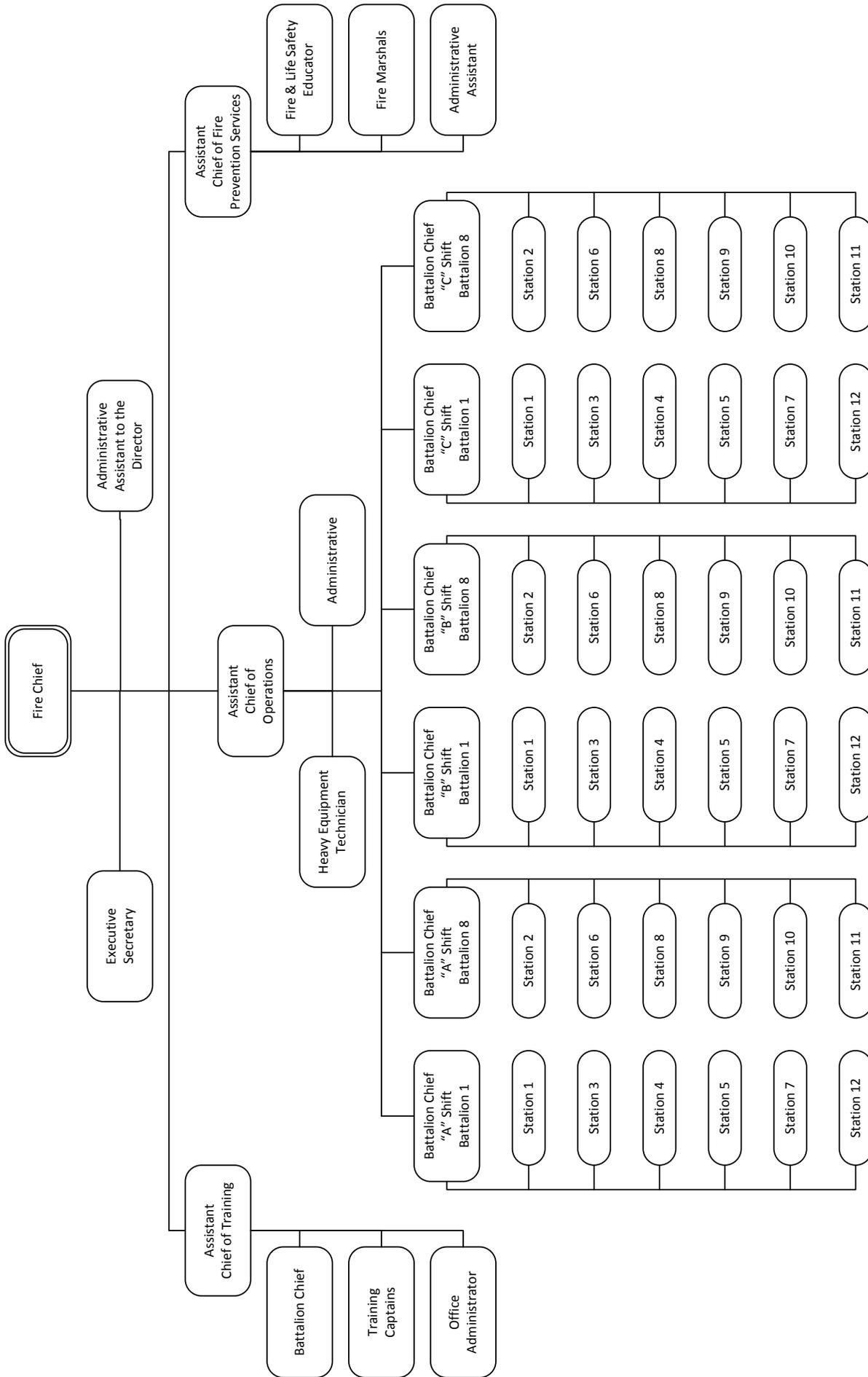
City of Springfield, Missouri



Environmental Services

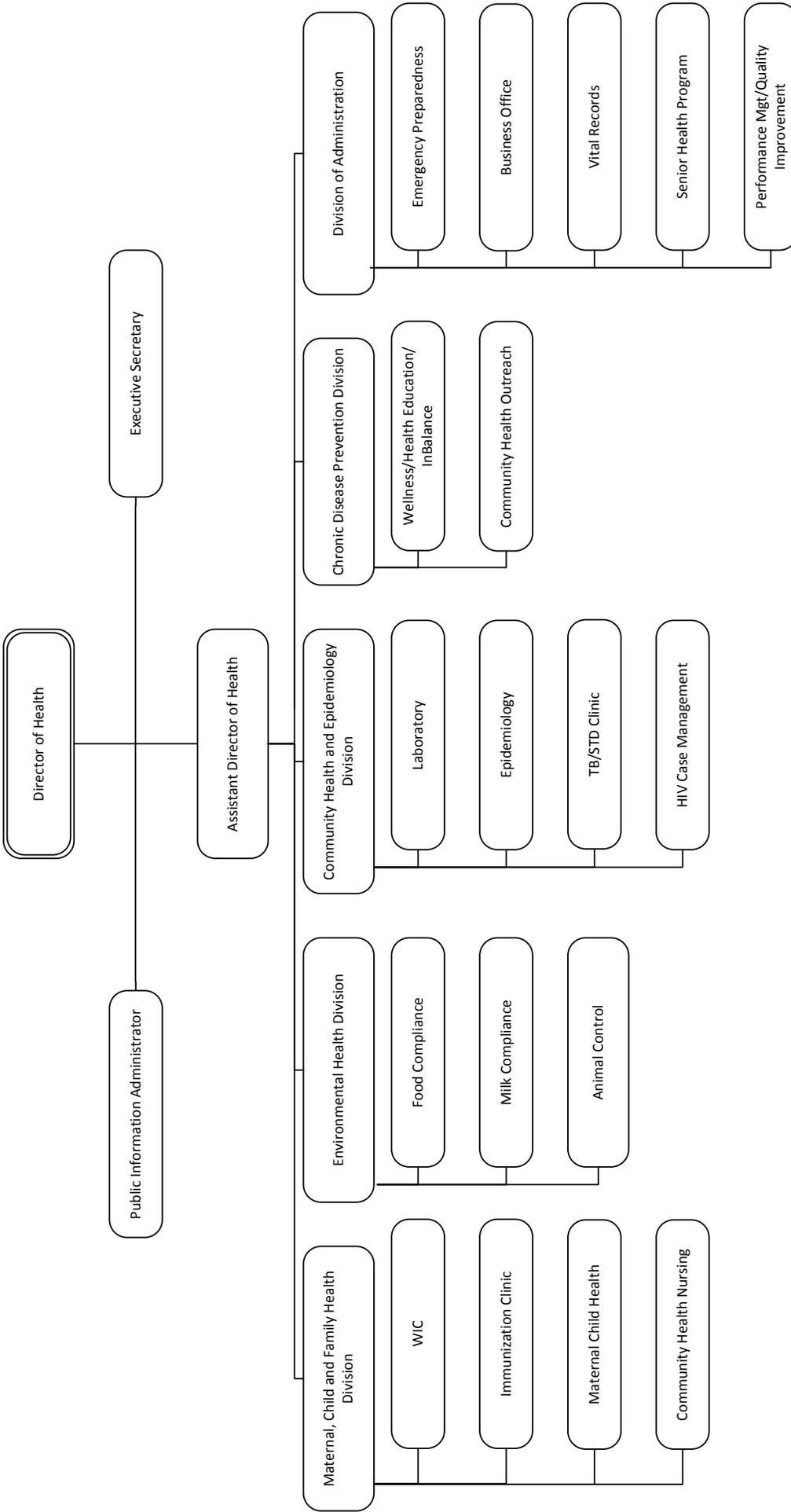
City of Springfield, Missouri





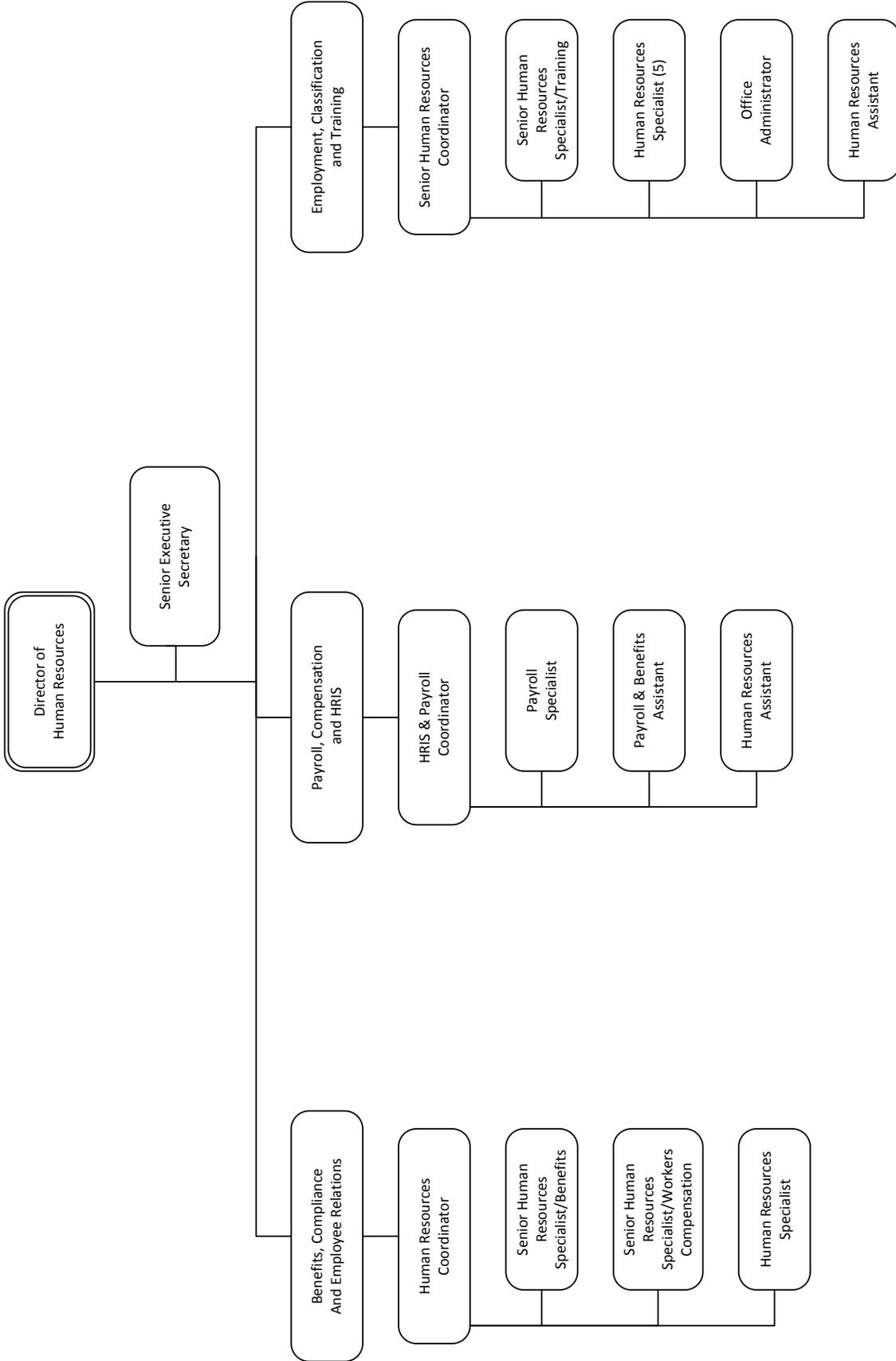
Fire Department

City of Springfield, Missouri



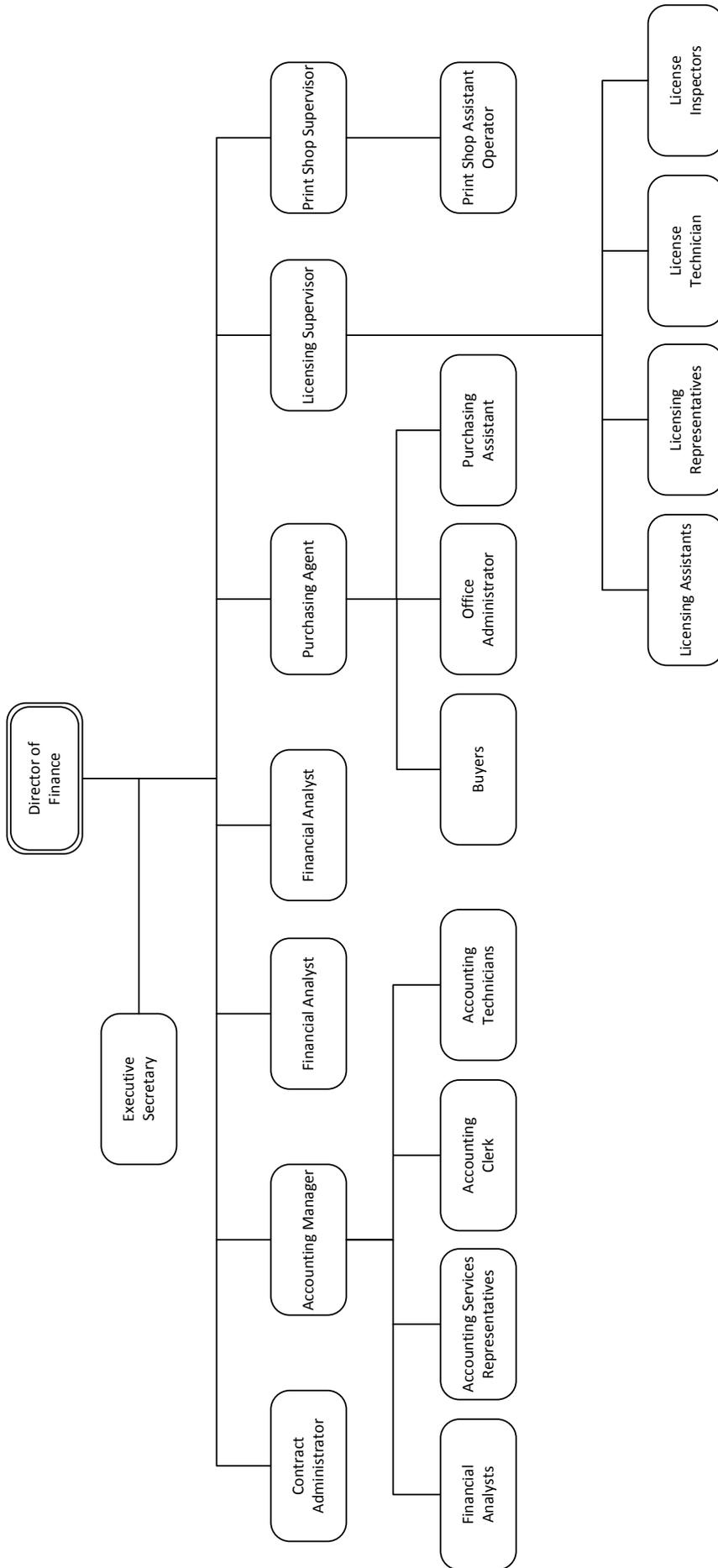
Health Department

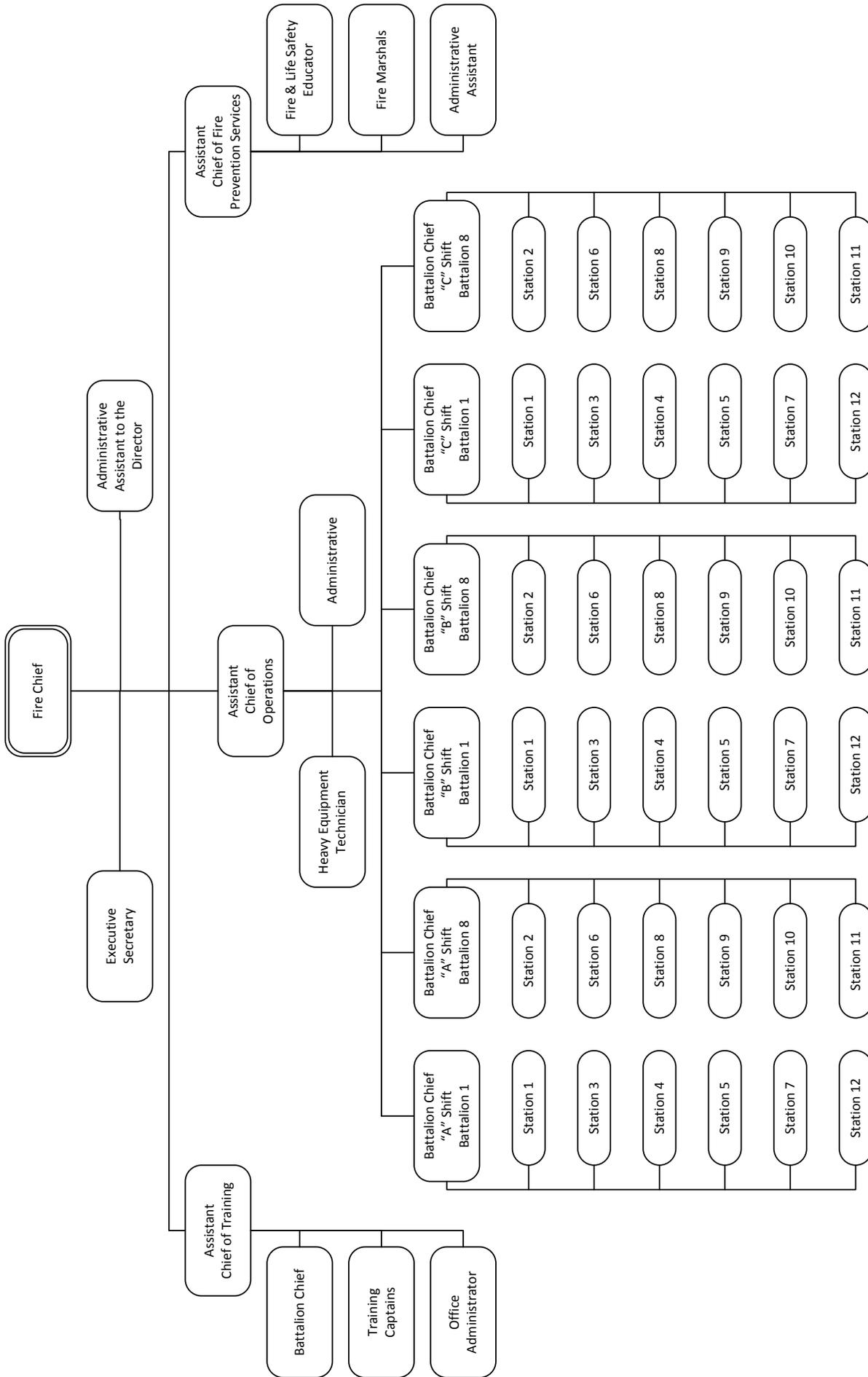
City of Springfield, Missouri



Human Resources

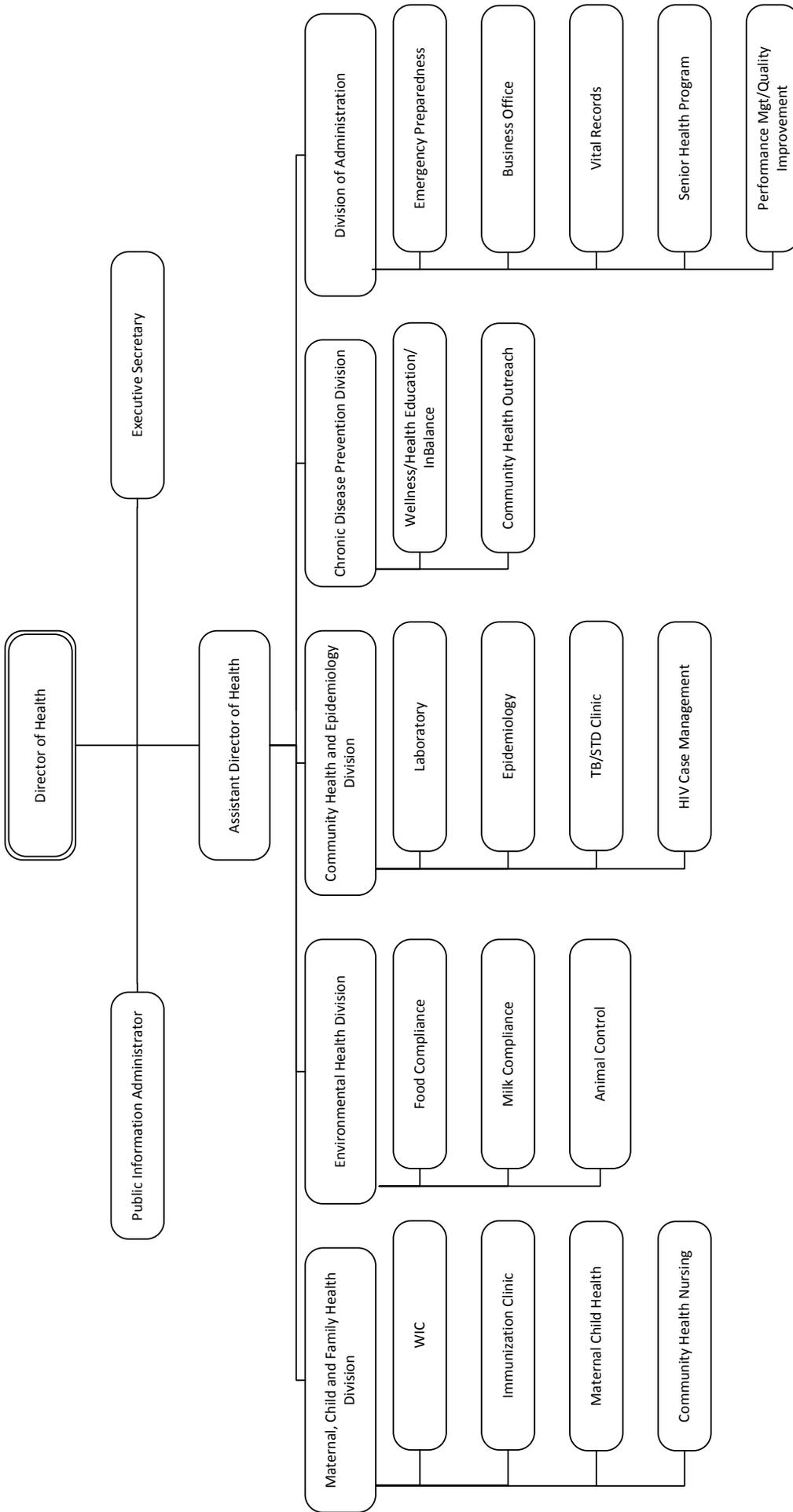
City of Springfield, Missouri





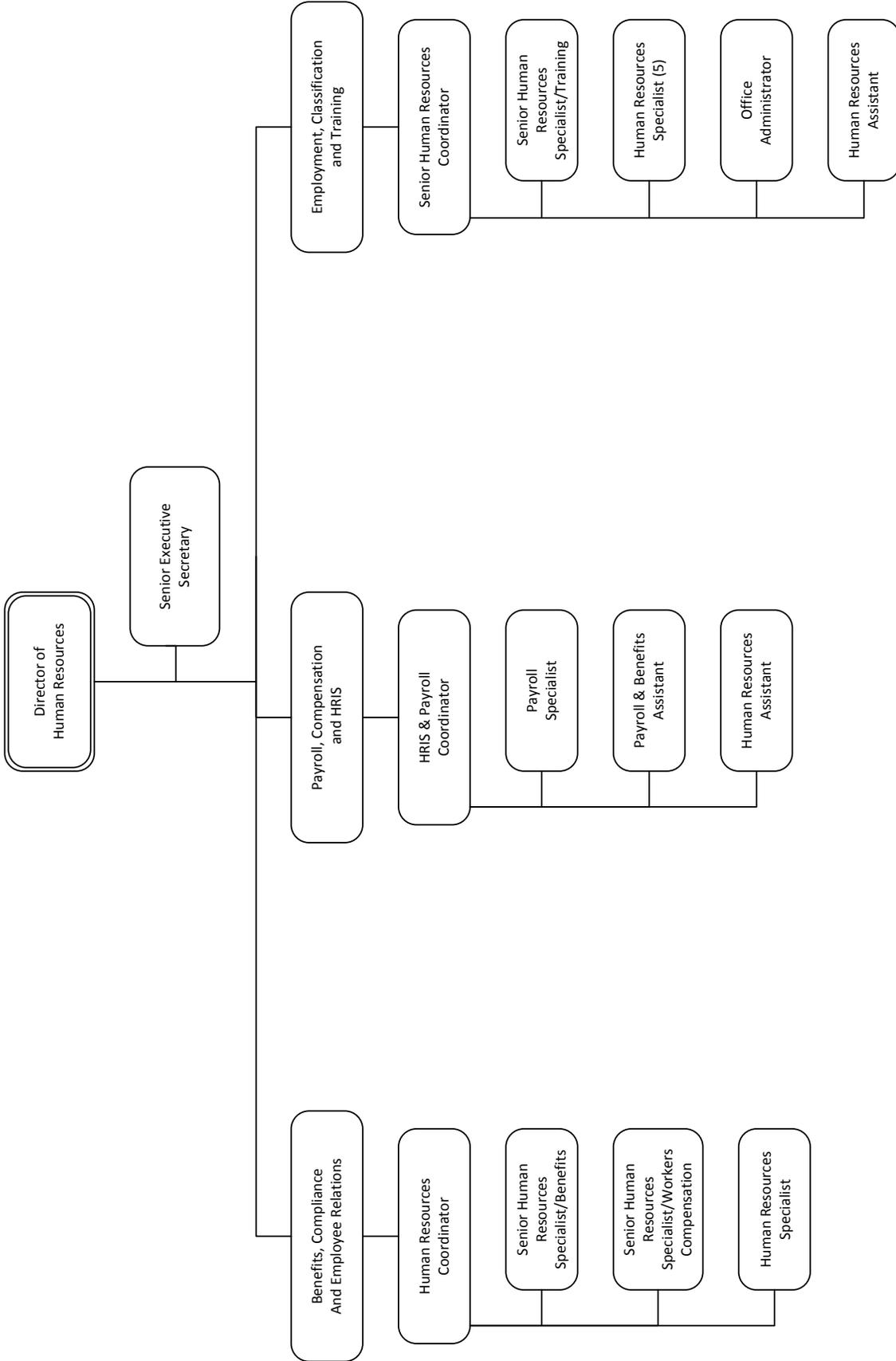
Fire Department

City of Springfield, Missouri



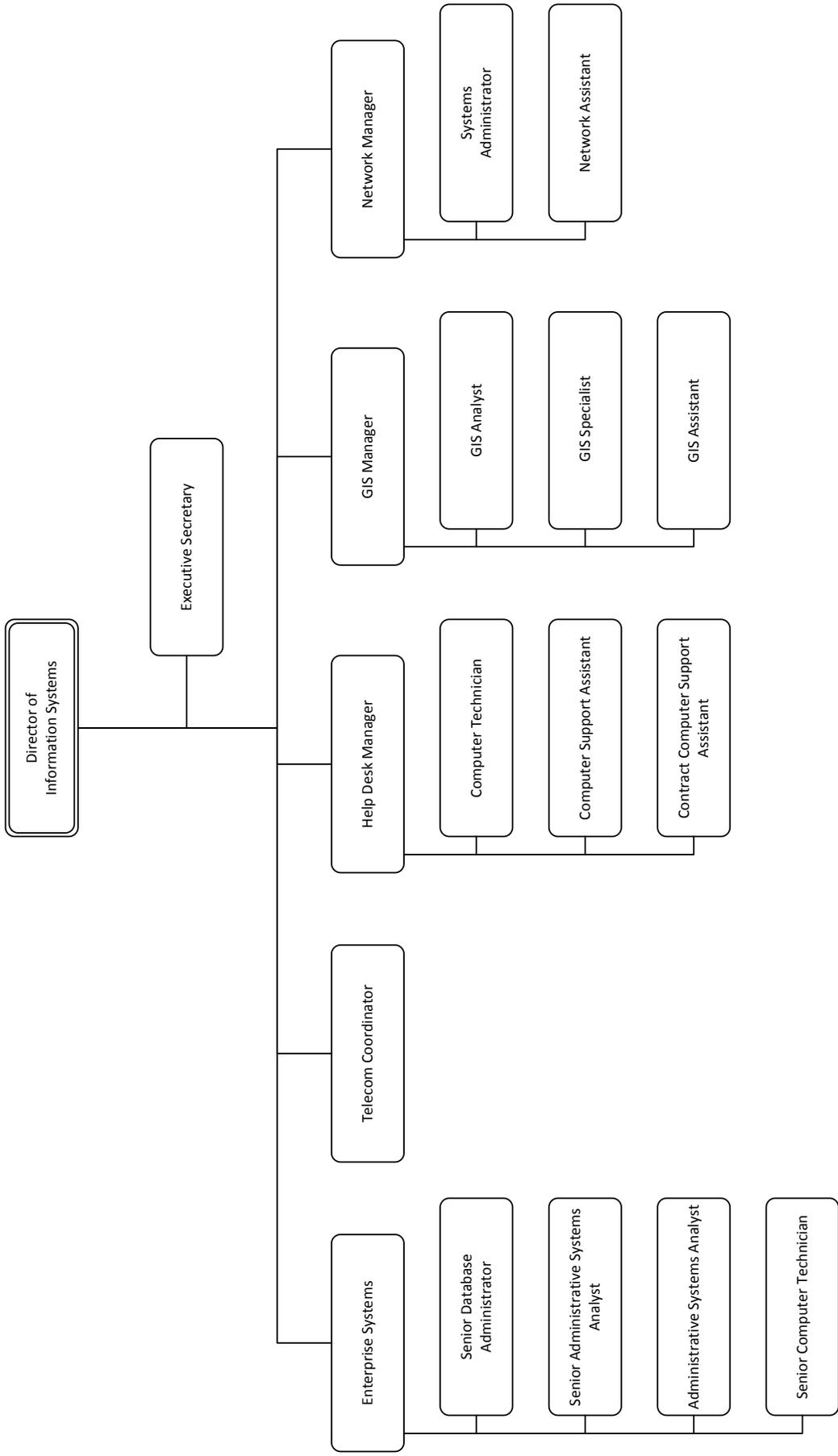
Health Department

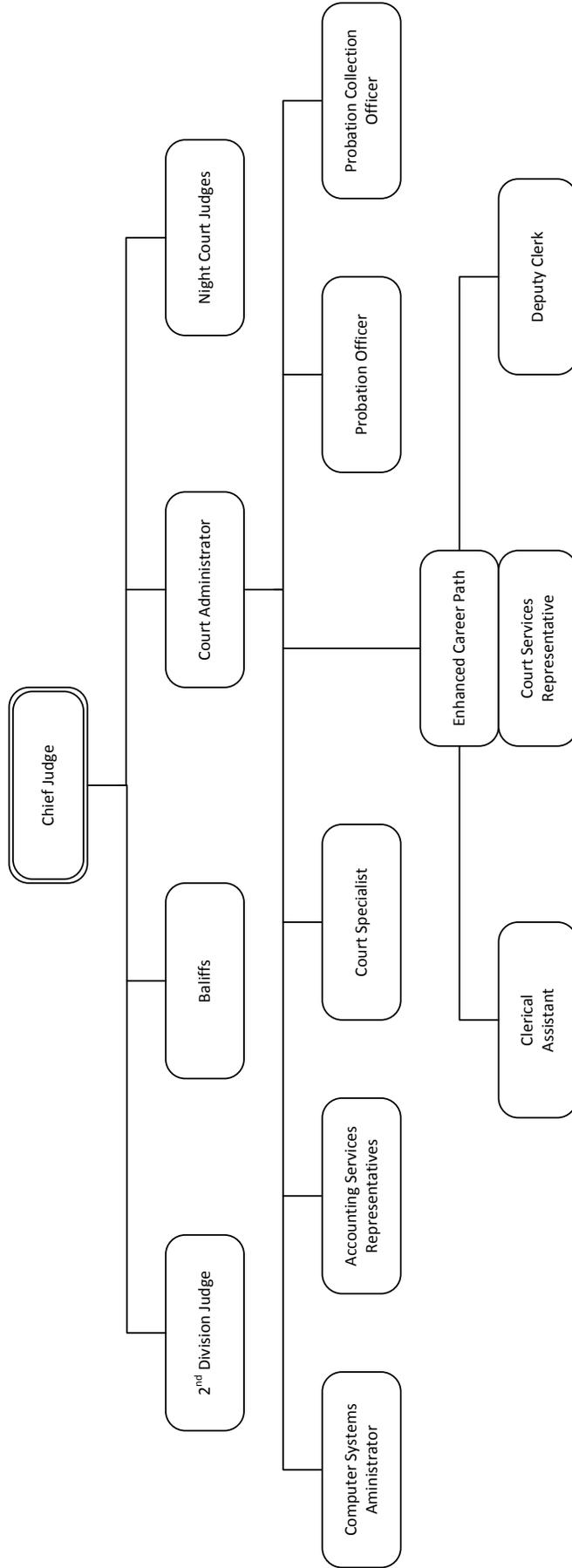
City of Springfield, Missouri



Human Resources

City of Springfield, Missouri





ADMINISTRATION

- Director
- Executive Secretary
- Administrative Assistant
- Graphic Production Assistant

FINANCIAL SERVICES

- Financial Analyst
- Accounting Technician
- Accounting Clerk I

DEVELOPMENT REVIEW OFFICE

- Principal Planner
- Administrative Assistant
- Senior Planners
- Associate Planner
- Assistant Planner

BOARDS AND COMMISSIONS

- Board of Adjustment
- Landmarks Board
- Planning & Zoning Commission

DUTIES

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

ECONOMIC DEVELOPMENT OFFICE

- Economic Development Director
- Development Economist
- Senior Planner
- Loan Officer
- Project Specialist
- Senior Planner/Brownfields Coordinator
- Associate Planner

DUTIES

- Economic Development
- Development Incentives
- Center City Redevelopment
- Brownfields
- Small Business Development Loans
- Jordan Valley
- Land Clearance for Redevelopment Authority

NEIGHBORHOODS & PLANNING OFFICE

- Planning and Development Manager
- Administrative Assistant
- Assistant Planner

NEIGHBORHOOD PLANNING & REVITALIZATION

- Senior Planner
- Associate Planner

HOUSING

- Loan Officer
- Project Specialist
- Loan Technician
- Housing Assistance Technician

COMPREHENSIVE PLANNER

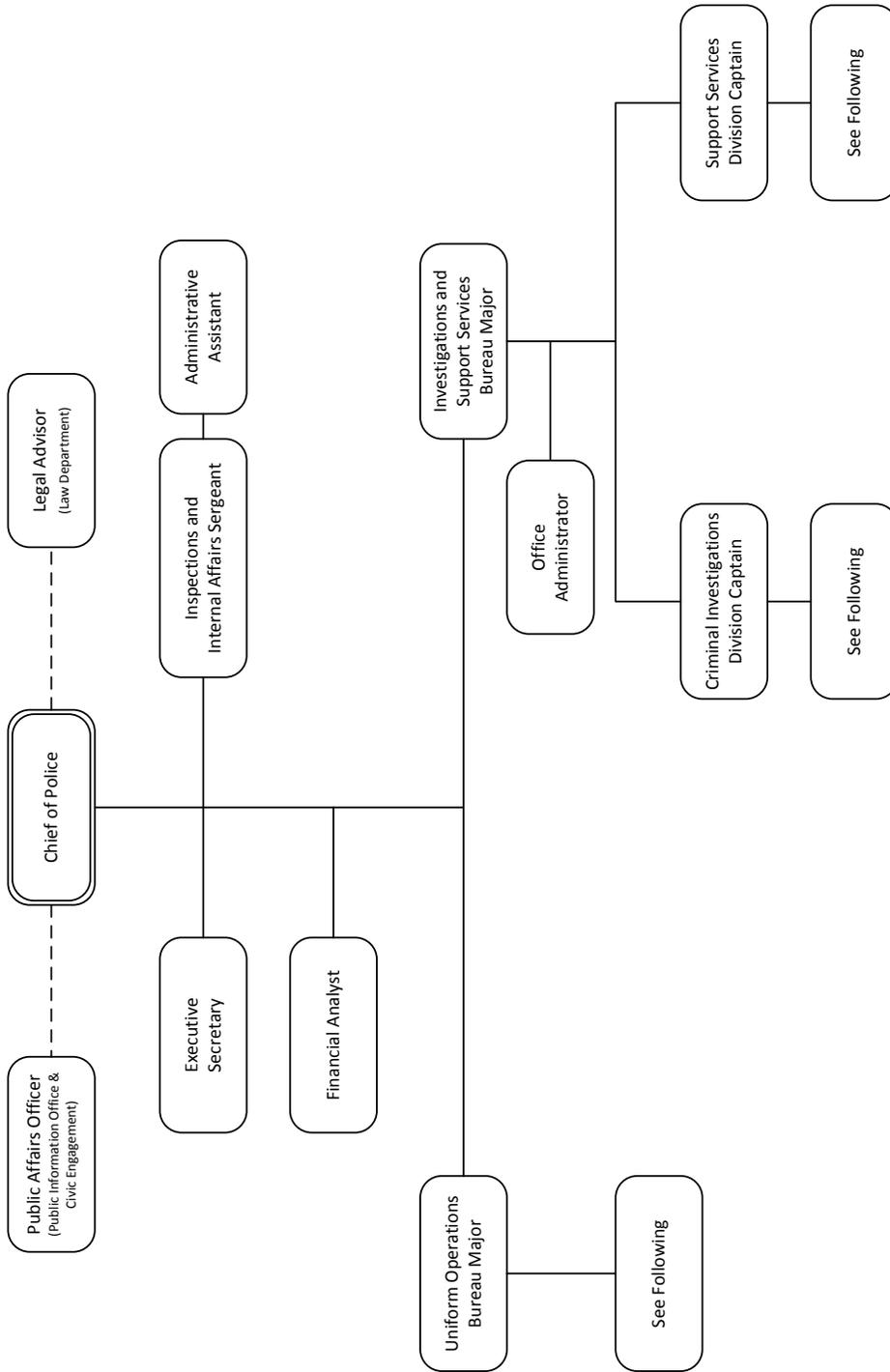
- Principal Planner

DUTIES

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

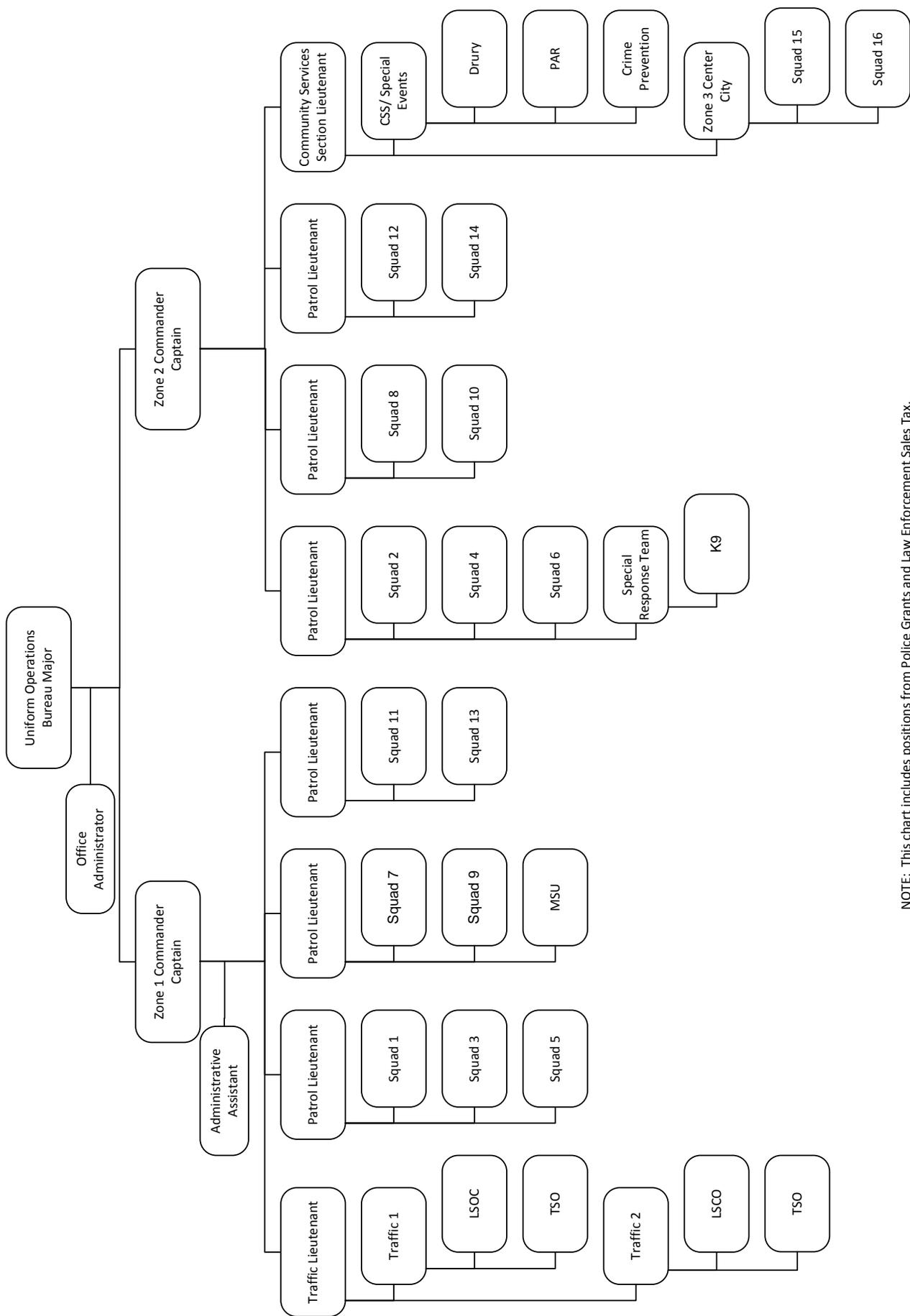
Planning & Development

City of Springfield, Missouri



Police

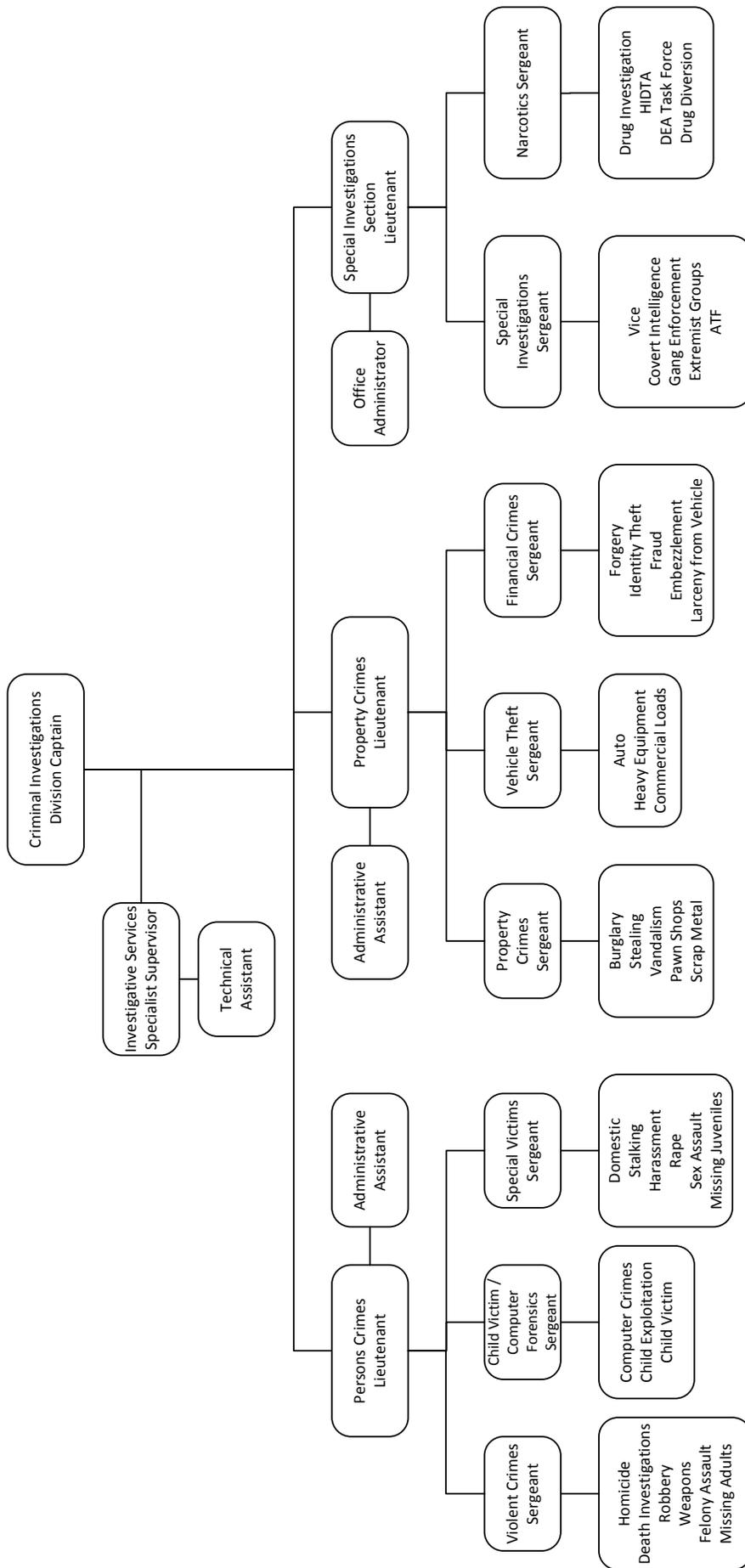
City of Springfield, Missouri



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

Police

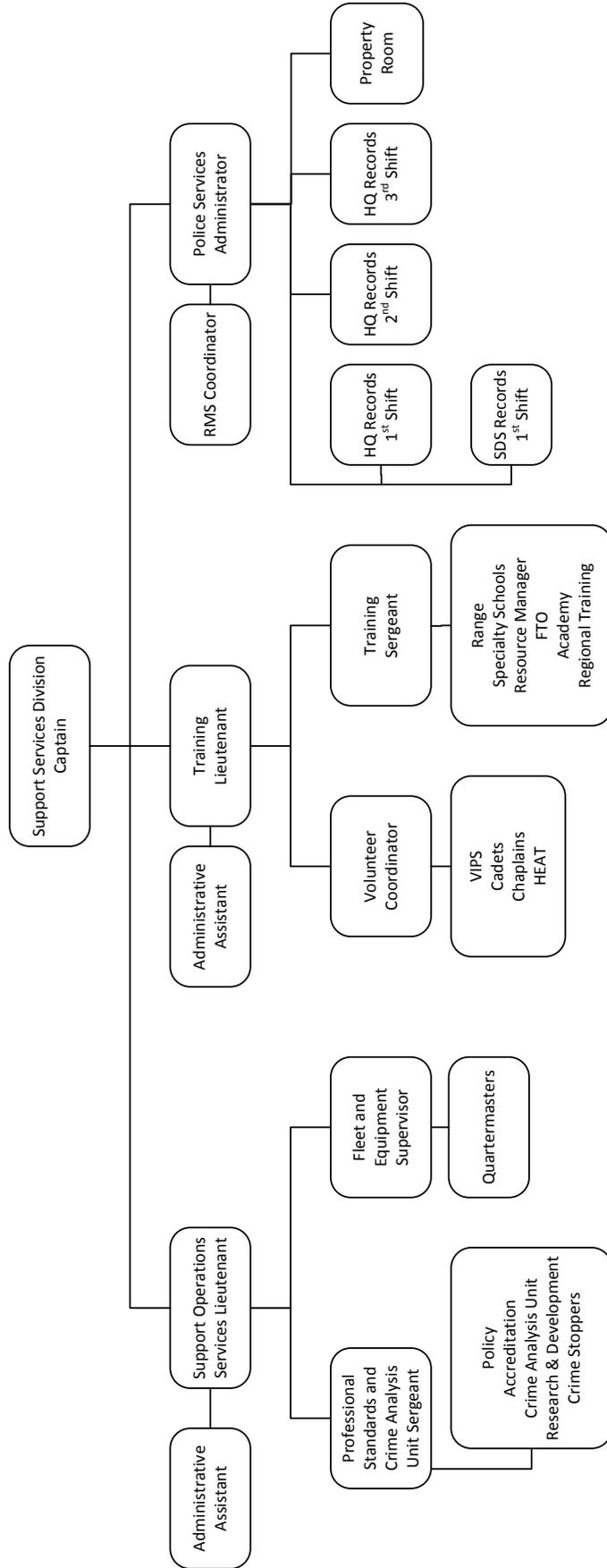
City of Springfield, Missouri



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

Police

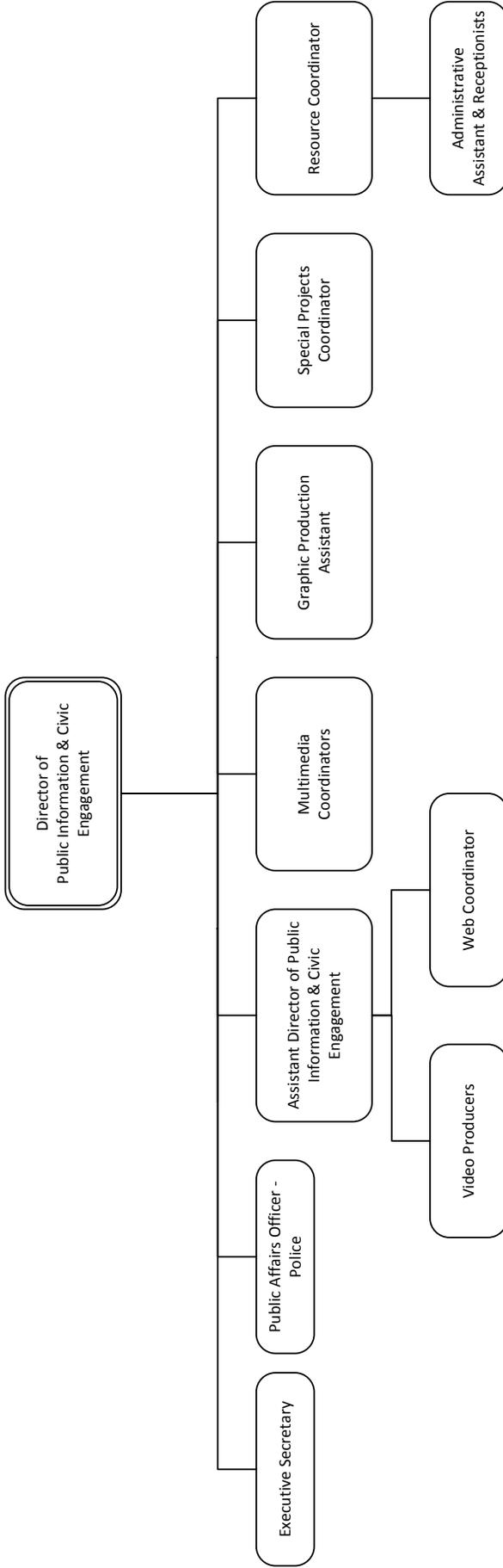
City of Springfield, Missouri



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

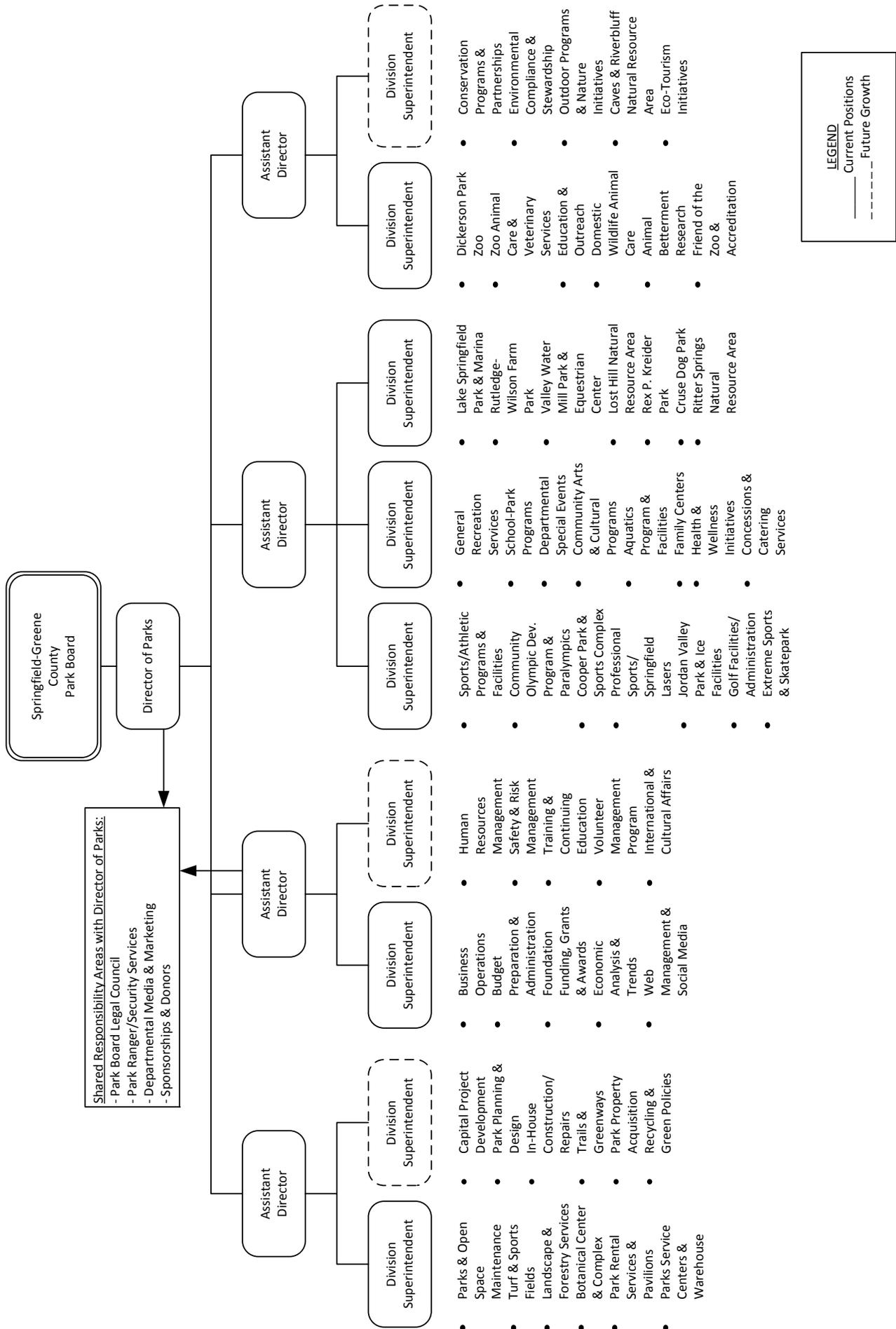
Police

City of Springfield, Missouri



Department of Public Information

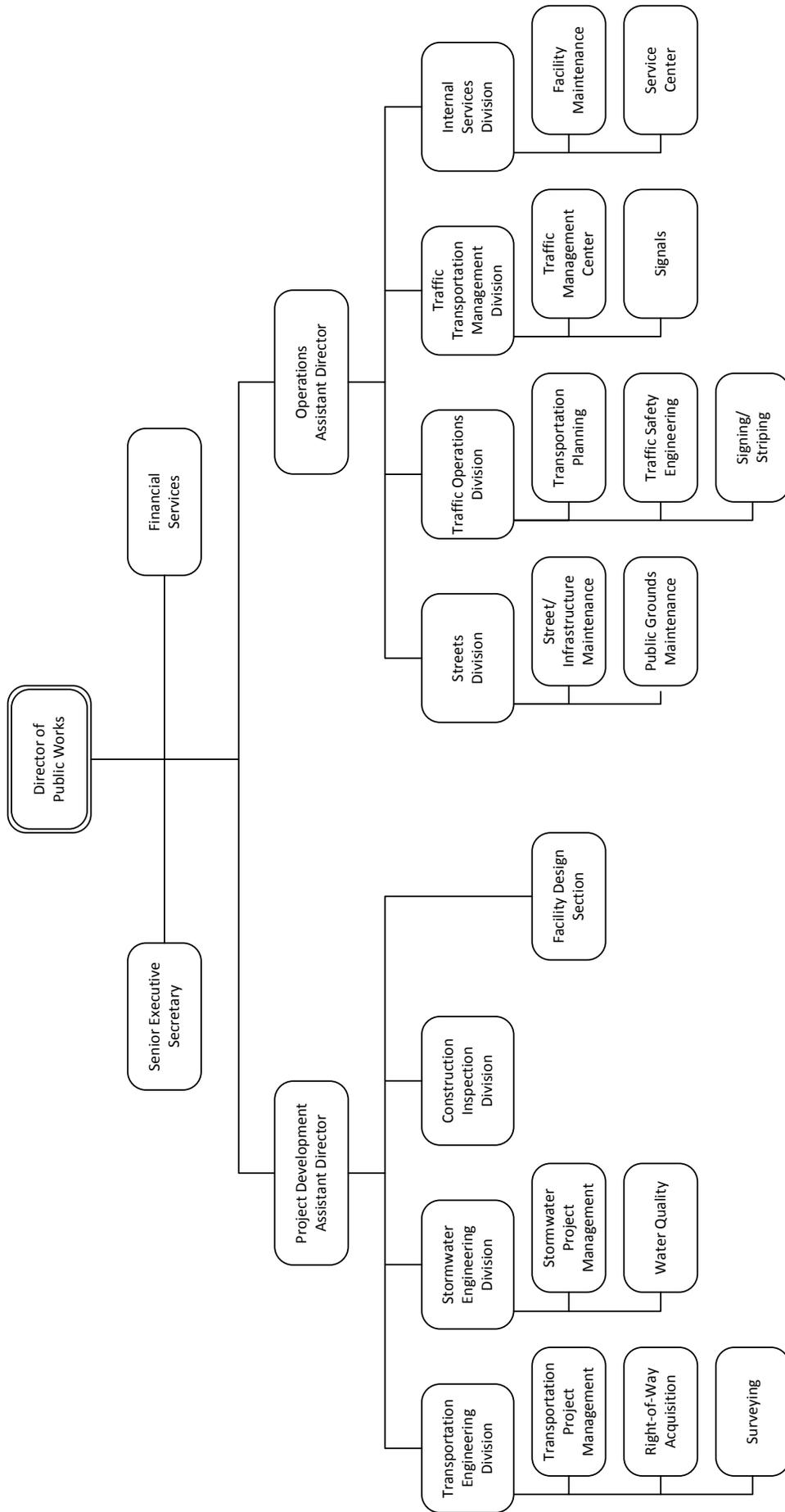
City of Springfield, Missouri



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

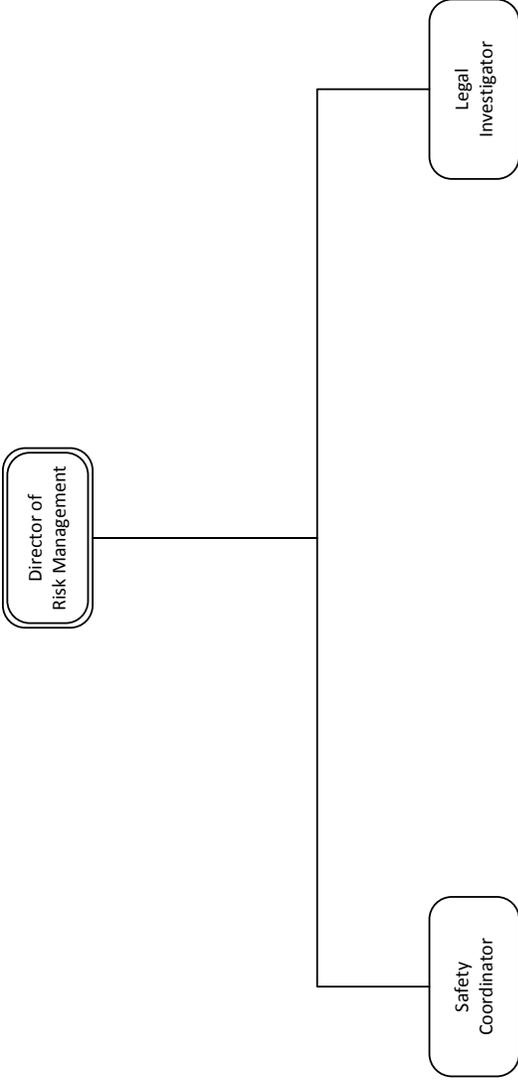
Public Parks-Springfield Greene County Park Board

City of Springfield, Missouri



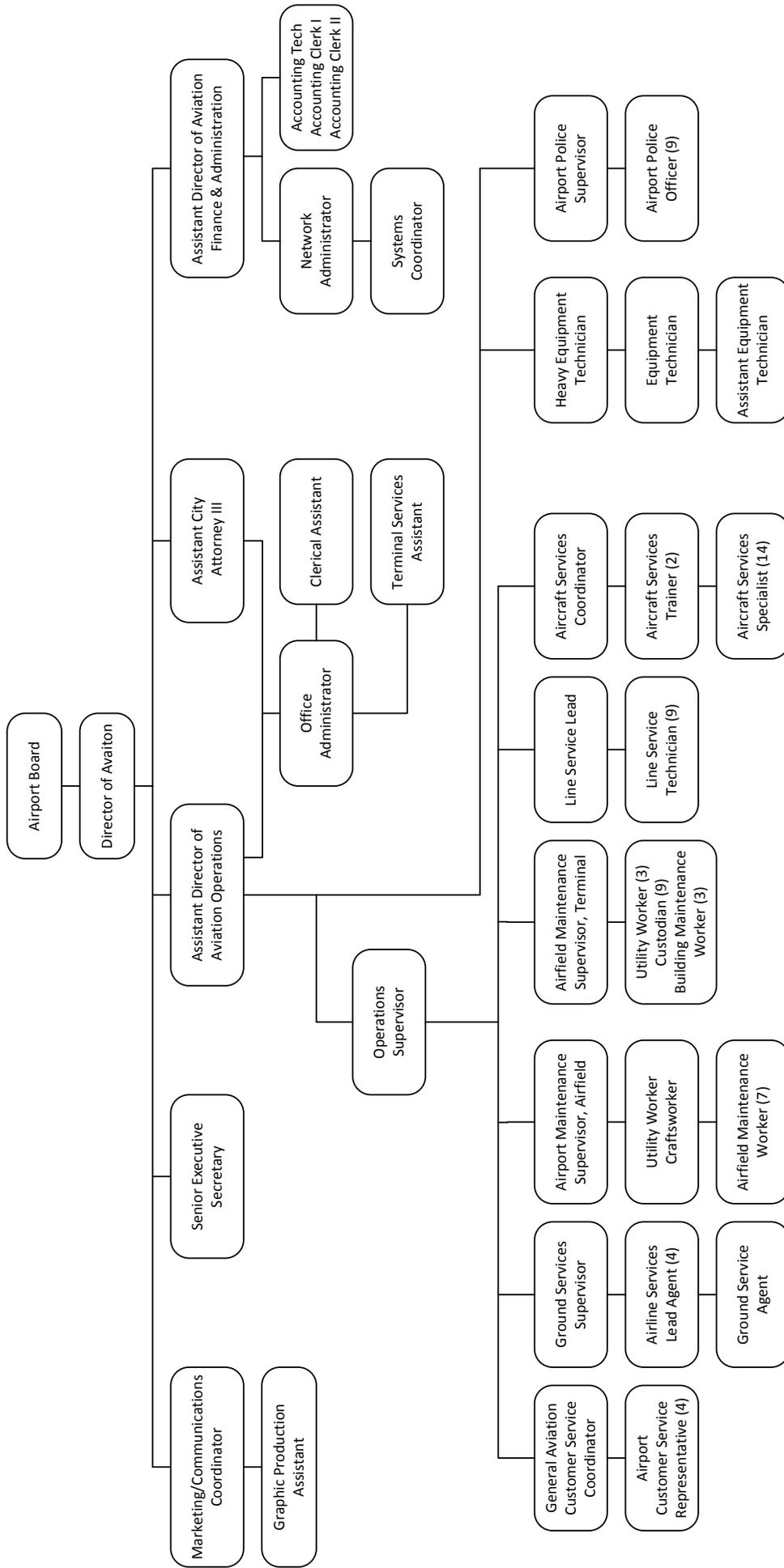
Public Works

City of Springfield, Missouri



Risk Management

City of Springfield, Missouri



Springfield-Branson National Airport

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.

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

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

B:

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

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

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

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

Budget Document – The compilation of the individual departmental spending plans for the various funds, along with supporting schedules, tables and graphs which, in total, comprises the annual revenue and expenditure plan.

Budget Message – The opening section of the budget from the City Manager, which provides the

City Council and the public with a general summary of the most important aspects of the budget.

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

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

C:

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

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

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

Glossary of Terms

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

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

D:

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

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

E:

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

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

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

F:

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

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

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

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

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

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

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.

Glossary of Terms

Governmental Funds – All fund are classified into one of five fund types: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds.

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

I:

Internal Service Funds – Funds set up to account for goods and services provided by designated departments on a (cost reimbursement) fee basis to other governmental units.

M:

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

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

O:

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

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

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

P:

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

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

Proprietary Funds – Accounts for services for which the city charges a fee, internally and externally. There are two types of proprietary funds, enterprise and internal service.

R:

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

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

S:

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

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.

Glossary of Terms

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TV23 – The City of Springfield’s Government Cable Channel.

W:

Watershed Committee of the Ozarks – A non-profit corporation whose focus is to preserve and improve the water supplies of Springfield and Greene County through education and effective management of the region’s watersheds.

Acronyms

ADA:	Americans with Disabilities Act
CDBG:	Community Development Block Grant
CFS:	Calls for Service
CIP:	Capital Improvement Program
CTL:	Crafts, Trades and Labor
COPS:	Community Oriented Policing Services
DNR:	Department of Natural Resources
EMS:	Emergency Medical Services
EPA:	Environmental Protection Agency
FPS:	Fire Protection
FTE:	Full-Time Equivalents
HIDTA:	High Intensity Drug Trafficking Areas
IAFF:	International Association of Fire Fighters
LAGERS:	Local Government Employees Retirement System
LES:	Law Enforcement
LPT:	Level Property Tax
MS4:	Municipal Separate Storm Sewer System
MSA:	Metropolitan Statistical Area
MSU:	Missouri State University
PAT:	Professional, Administrative and Technical
PILOT:	Payment In Lieu Of Taxes
SAFER:	Staffing for Adequate Fire & Emergency Response
SCBA:	Self-Contained Breathing Apparatus
SPOA:	Springfield Police Officers Association
TIF:	Tax Increment Financing
WIC	Women, Infants and Children