




Focus History

 **BLUE RIBBONS**

 **RED FLAGS**

 **EMERGING ISSUES***

* 2009 was a special edition of the report with no blue ribbons or red flags identified

	Arts & Culture	Business & Economic Conditions	Citizen Participation
2004	<ul style="list-style-type: none"> Arts Organizations Facilities 	<ul style="list-style-type: none"> Job Growth and Low Unemployment Recognition for Community Accomplishments Low Cost of Living 	<ul style="list-style-type: none"> Volunteerism Growth in Nonprofit Sector Vision 20/20 Plan
	<ul style="list-style-type: none"> Operating Revenues 		<ul style="list-style-type: none"> Fluctuation of Voter Turnout
2005	<ul style="list-style-type: none"> Collaborative Efforts Creamery Arts Center 	<ul style="list-style-type: none"> Steady Job Growth and Low Unemployment Low Cost of Living Diversity of Businesses/ Entrepreneurship Bustling and Thriving Downtown Atmosphere of United Collaboration Conscious Effort to Develop Tomorrow's Workforce 	<ul style="list-style-type: none"> Volunteerism Community Giving Commitment to Address Community Issues Strong Voter Turnout
	<ul style="list-style-type: none"> Operating Revenues 	<ul style="list-style-type: none"> Income and Wages Lag Behind Comparison Cities Families in Poverty 	
2007	<ul style="list-style-type: none"> Collaborative Efforts Facilities Quality and Attendance 	<ul style="list-style-type: none"> Job Growth and Low Unemployment Cost of Living Economic Diversity Downtown Revitalization Atmosphere of Collaboration Development of Tomorrow's Workforce 	<ul style="list-style-type: none"> Making a Difference through Resources and Volunteerism Involved Community
	<ul style="list-style-type: none"> Human Resources Funding Regional Outreach 	<ul style="list-style-type: none"> Income and Wages Families in Poverty Minimal Ethnic Diversity 	<ul style="list-style-type: none"> Uncertainty of Future of Volunteerism


Focus History


Community Health	Early Childhood	Education	Housing	
<ul style="list-style-type: none"> Healthcare Resources 	<p>— Section not in report —</p>	<ul style="list-style-type: none"> Student Academic Performance Compared to State Average 	<p>— Section not in report —</p>	2004
<ul style="list-style-type: none"> Access to Care Child Abuse and Neglect Communicable Diseases 	<p>— Section not in report —</p>	<ul style="list-style-type: none"> Teacher Salaries Budgetary Issues Students Living in Poverty Dropout Rate 	<p>— Section not in report —</p>	
<ul style="list-style-type: none"> Healthcare Resources Springfield-Greene County Health Department Health Education – Allied Health Program Resources for Children and Adolescents 	<ul style="list-style-type: none"> Growing Community Awareness and Attention to Early Childhood Needs Mayor’s Commission on Children 	<ul style="list-style-type: none"> Improved Student Achievement Through Teacher Training and Preparation 	<ul style="list-style-type: none"> Affordable Housing Initiatives Homeless Services Collaborative Efforts 	2005
<ul style="list-style-type: none"> Access to Care Child Abuse and Neglect Mother Smoking Rates Communicable Diseases State Budget Cuts 	<ul style="list-style-type: none"> Effects of Poverty on Children Childcare Availability and Cost Kindergarten Readiness Child Abuse and Neglect 	<ul style="list-style-type: none"> Teacher Salaries Budgetary Issues Dropout Rate 	<ul style="list-style-type: none"> Lack of Funding for Affordable Housing Needs 	
<ul style="list-style-type: none"> Allied Health Education and Research Public Health Focus Economic Impact of Healthcare Women, Infants, and Children (WIC) Nutrition Program 	<ul style="list-style-type: none"> Isabel’s House Crisis Nursery Community Education Using Five Promises Early Childhood Centers State-Wide Early Childhood Coordinating Board Community Awareness 	<ul style="list-style-type: none"> Student Academic Performance Compared to State Average Community Collaboration 	<ul style="list-style-type: none"> New Affordable Housing 	2007
<ul style="list-style-type: none"> Access to Care Child Abuse and Neglect Healthcare Policy Priorities 	<ul style="list-style-type: none"> Effects of Poverty on Children Childcare Cost School Readiness/Early Literacy Child Abuse and Neglect 	<ul style="list-style-type: none"> Teacher Salaries Budgetary Issues Dropout Rate Students Living in Poverty 	<ul style="list-style-type: none"> Local Housing Office and Trust Fund Foreclosures 	


Focus History

	Natural Environment	Public Order & Safety	Recreation, Sports & Leisure	Transportation
2004	<ul style="list-style-type: none"> • Air Quality • Community Efforts to Promote Environmental Stewardship 	<ul style="list-style-type: none"> • Public Safety Personnel • Public Safety Priority by City Government 	<ul style="list-style-type: none"> • Professional/Collegiate Teams • Springfield-Greene County Park System • Recreation and Leisure Facilities 	<ul style="list-style-type: none"> • Public Transportation • Paratransit Services for the Disabled • Respect Red Program • Springfield-Branson Regional Airport • Roadway Improvements
	<ul style="list-style-type: none"> • Water Quality • Hazardous Waste Disposal 	<ul style="list-style-type: none"> • Drug Arrests For Those Under 18 Years of Age • High Rate of Domestic Violence • Increase in Property Crime • Growing Methamphetamine Production and Use 		
2005	<ul style="list-style-type: none"> • Proactive Efforts to Address Challenges • Air Quality • Water Quality • Solid Waste Management 	<ul style="list-style-type: none"> • Public Safety Personnel • Decrease in DWIs and Crimes Against Persons • Law Requiring Cold and Allergy Medicines Moved to Pharmacy Counters • Juvenile Offenses Decline 	<ul style="list-style-type: none"> • Parks, Open Space and Greenways • Springfield-Greene County Park System • Springfield Cardinals • Springfield-Greene County Library District • Increase in Bicycle Trails and Lanes • School Parks Are Reaching Communities Program (SPARC) • Recreation and Leisure Activities and Facilities • Caves • Waterways 	<ul style="list-style-type: none"> • Public Transportation • Paratransit Services for the Disabled • Roadways and Commute Time • Road Safety • Intelligent Transportation System (ITS) • Pedestrian-Friendly Changes • Bicycles as Transportation Improvements • Springfield-Branson Regional Airport
	<ul style="list-style-type: none"> • Stormwater Management Funding • Solid Waste Management Funding 	<ul style="list-style-type: none"> • Domestic Violence • Methamphetamine Production • Alcohol-Related Accidents 	<ul style="list-style-type: none"> • Securing Green Space 	<ul style="list-style-type: none"> • Springfield Public School Bus System • Paratransit Services for Elderly
2007	<ul style="list-style-type: none"> • Proactive Efforts to Promote Clean and Healthy Environment • Water Quality • Green Building • Initiatives to Access Environment and Health Issues 	<ul style="list-style-type: none"> • Community Mobilization • 9-1-1 Sales Tax • Crime Lab Grant • Juvenile Offenses Decline • Ice Storm Response • Police Outreach • Methamphetamine Lab Reduction 	<ul style="list-style-type: none"> • Parks, Open Space and Greenways • Partnerships • School Parks Are Reaching Communities Program (SPARC) • Professional/Collegiate Teams • Recreation and Leisure Activities and Facilities • Caves • Waterways 	<ul style="list-style-type: none"> • Public Transportation • Paratransit Services for the Disabled • Roadways and Commute Time • Road Safety • Bicycles as Transportation • Pedestrian Transportation • Springfield-Branson National Airport Improvements
	<ul style="list-style-type: none"> • Stormwater Management Funding • Solid Waste Management Funding 	<ul style="list-style-type: none"> • Methamphetamine Use • Rising Crime Rates • Police Response Time • Police Staffing • Inadequate Jail Space 	<ul style="list-style-type: none"> • No red flags reported 	<ul style="list-style-type: none"> • Paratransit Services for Elderly

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	Arts & Culture	Business & Economic Conditions	Citizen Participation
2009	<ul style="list-style-type: none"> • Audience Development • Sustainable Funding 	<ul style="list-style-type: none"> • Waning Public Support for Economic Development • Emerging Doughnut Effect • Stalled Job Growth and Increasing Unemployment • Future Downtown Development • Funding Challenges for Developing Tomorrow's Workforce 	<ul style="list-style-type: none"> • Trust in Institutions and Government • Sense of Alienation • Voter Turnout • Means to Mobilize Community Action
2011	<ul style="list-style-type: none"> • Collaborative Efforts • Emerging Arts Organizations • Tracking Economic and Educational Impact of Arts and Culture 	<ul style="list-style-type: none"> • Low Cost of Living • Downtown Redevelopment • Higher Education Creates Framework for Economic Growth • Community Engagement on Tough Issues • Workforce Development • Economic Diversity 	<ul style="list-style-type: none"> • Volunteerism • Charitable Giving • Strategies to Increase Citizen Involvement
	<ul style="list-style-type: none"> • Audience Development • Sustainable Funding • Organizational Capacity Building 	<ul style="list-style-type: none"> • Income and Wages • Effect of Poverty on Economic Development • Public Sector Declining Budgets • Fragile Support for Economic Development 	<ul style="list-style-type: none"> • Voter Turnout • Stratification of Participation
2013	<ul style="list-style-type: none"> • Continued Collaboration • Audience Development Efforts • Creative Outlet for Community Awareness • Interest and Focus on Public Art 	<ul style="list-style-type: none"> • Growth in a New Economy • Healthcare Industry Impact • Higher Education and Workforce Development • Entrepreneurial Infrastructure • Low Cost of Living • Economic Diversity 	<ul style="list-style-type: none"> • Youth Engagement Sought • Community Opportunities Exist • Community Grantmaking Increasing
	<ul style="list-style-type: none"> • Sustainable Funding for Organizations and Artists • Organizational Capacity Building 	<ul style="list-style-type: none"> • Talent Pipeline • Unfunded Federal Mandates • Fragile Support for Economic Development • Income and Wages • Poverty Impact on Economic Development 	<ul style="list-style-type: none"> • Voter Turnout Remains Issue Based • Citizen Involvement Remains Low

Focus History

	Community Health	Early Childhood	Education	Housing
2009	<ul style="list-style-type: none"> Childhood Obesity Senior Population Workforce Development 	<ul style="list-style-type: none"> Safe Housing Kindergarten Readiness and Devereux Early Childhood Assessment (DECA) Training 	<ul style="list-style-type: none"> Early Childhood Education College Attendance After High School Graduation Shifting of Funding Responsibilities to Local Communities 	<ul style="list-style-type: none"> Vacancy Rates Due to Foreclosures Homeless Children and Adolescents Shrinking Financial Resources to Address Homelessness and Housing
2011	<ul style="list-style-type: none"> Healthcare Infrastructure Smokefree Air Act of 2011 	<ul style="list-style-type: none"> Collaboration Growing Support from Public Officials Continued Response to Red Flags 	<ul style="list-style-type: none"> Decrease in Springfield Public Schools' Dropout Rate Community Collaboration College Attendance After High School Graduation 	<ul style="list-style-type: none"> Collaborative Efforts to Address Homelessness and Housing Neighborhood Stabilization Program (NSP) Impact on Rehabilitation Efforts Availability of New Homelessness One Door Service Availability of Foreclosure Prevention Services
	<ul style="list-style-type: none"> Communicable Diseases Chronic Disease Risk Factors Impact on Aging Population 	<ul style="list-style-type: none"> Decreased Funding in Multiple Areas Affecting Early Childhood Effect of Poverty on Children Child Abuse and Neglect State of Early Care and Education School Readiness Inability to Convert Public Support to Action 	<ul style="list-style-type: none"> Teacher Salaries Remediation of First-Time Freshmen Achievement Gap Funding Volatility and the Shifting of Funding Responsibility 	<ul style="list-style-type: none"> Shrinking Financial Resources to Address Homelessness and Housing Homeless Children and Adolescents Foreclosures Lack of Adequate Emergency Shelters Lack of a Centralized Resource Center/ Data Collection Point to Address Housing Issues
2013	<ul style="list-style-type: none"> Addressing Provider Shortage Health and Wellness Springfield Healthcare Infrastructure 	<ul style="list-style-type: none"> SPS-OACAC Co-Qualifying Classroom Springfield-Greene County Library Outreach Programs Every Child Series 	<ul style="list-style-type: none"> Choice and Innovative Academic Programming Increased Graduation/Decreased Dropout Rates 	<ul style="list-style-type: none"> Collaborative Partnerships Homeless Services Innovative Housing Programs Springfield Community Land Trust
	<ul style="list-style-type: none"> Mental Health Disease Prevention Oral Health 	<ul style="list-style-type: none"> Child Abuse and Neglect Poverty and Children Pre-K Investment State of Early Care and Education 	<ul style="list-style-type: none"> Funding Volatility Achievement Gap 	<ul style="list-style-type: none"> Foreclosures Rising Housing Costs Burdens Lack of Emergency Shelter Beds Homeless Youth Shrinking Financial Resources

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Natural Environment	Public Order & Safety	Recreation, Sports & Leisure	Transportation	
<ul style="list-style-type: none"> • A Community Sustainability Plan • Air Quality • The Built Environment • Increase Participation in Recycling 	<ul style="list-style-type: none"> • Shortage of Human and Financial Resources • Inadequate Individual Disaster Preparedness • Increase in Property Crimes 	<ul style="list-style-type: none"> • Impact of Economic Conditions on Agencies and Resources • Obesity • Conservation 	<ul style="list-style-type: none"> • Transportation Funding Shortfalls • Increasing Bicycle and Pedestrian Accidents • Lack of Transit Capacity • Need for a Regional Transit System • Sustainable Transportation Network 	<p>2009</p>
<ul style="list-style-type: none"> • Joint City/County Water Protection through the Parks/Waterways Sales Tax • Funding for Solid Waste Programs • Air Pollution Partnerships • Regional Groundwater/Drinking Water Supplies • Green Building Policy • Multiple Use of Open/Green Space • Brownfields • Sustainability Plan for the City 	<ul style="list-style-type: none"> • Addressing the Police/Fire Pension Plan • Collaborative Efforts to Address Public Safety • Development of Emergency Resources • Greene County DWI and Drug Courts 	<ul style="list-style-type: none"> • Springfield-Greene County Library Activity • Caves • Community Olympic Development Program • Dan Kinney Park and Miracle Field • Dickerson Park Zoo • Botanical Center at Nathaniel Greene/Close Memorial Park • Adopt-An-Urban Garden Program • Professional/Collegiate Teams • Trails and Greenways • Waterways • Parks and Open Space 	<ul style="list-style-type: none"> • Public Transportation • Roadway Traffic • Safety • Springfield-Branson National Airport • Sustainable Transportation Network 	<p>2011</p>
<ul style="list-style-type: none"> • Stormwater Management Funding • Wastewater Infrastructure Funding • Air Quality Awareness • Loss of Local Control/Authority • Regional Water Supply • Availability of Green Space/Open Space 	<ul style="list-style-type: none"> • Rising Crime Rates • Inadequate Jail Space • Public Safety Staffing • Illegal Drug Use • Alcohol-Related Accidents • High Rate of Domestic Violence • Inadequate Community/Individual Disaster Preparedness 	<ul style="list-style-type: none"> • Obesity • Securing Green Space and Conservation • Economic Conditions 		
<ul style="list-style-type: none"> • Government Leadership/Community Support • Innovative Thinking and Collaboration • Water Quality • Air Quality Awareness and Response • Wastewater (Sewage) Funding • Solid Waste Funding • The Link/Trails • Environmental Resource Center • Tree Canopy Policy 	<ul style="list-style-type: none"> • The Safe Community Designation • Citizen Support for Public Safety • Public Safety Center • Public Safety Agency Cooperation/Collaboration 	<ul style="list-style-type: none"> • Springfield-Greene County Library • Initiatives and Programs • Parks, Open Space and Greenways • Parks Improvements and Additions • Trails and Waterways • Children in Nature Challenge • Economic Impact 	<ul style="list-style-type: none"> • Collaboration • Reduced Congestion • Sustainable Transportation Network • Airport 	<p>2013</p>
<ul style="list-style-type: none"> • Fiscal Impact • Financial Support for Volunteer Organizations • Uncertainty of Future Regulation • Erosion of Local Agriculture Industry • Stormwater Management Funding • Water Quantity 		<ul style="list-style-type: none"> • Obesity • Securing Green Space and Conservation • Economic Conditions 	<ul style="list-style-type: none"> • Transportation Funding Shortfall • Vehicle Emissions/Air Quality 	