### Focus History

<table>
<thead>
<tr>
<th>Year</th>
<th>Arts &amp; Culture</th>
<th>Business &amp; Economic Conditions</th>
<th>Citizen Participation</th>
</tr>
</thead>
</table>
| 2004 | • Arts Organizations  
• Facilities  
• Operating Revenues | • Job Growth and Low Unemployment  
• Recognition for Community Accomplishments  
• Low Cost of Living | • Volunteerism  
• Growth in Nonprofit Sector  
• Vision 20/20 Plan |
| 2005 | • Collaborative Efforts  
• Creamery Arts Center  
• Operating Revenues | • 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 | • Volunteerism  
• Community Giving  
• Commitment to Address Community Issues  
• Strong Voter Turnout |
| 2007 | • Collaborative Efforts  
• Facilities  
• Quality and Attendance  
• Human Resources  
• Funding  
• Regional Outreach | • Job Growth and Low Unemployment  
• Cost of Living  
• Economic Diversity  
• Downtown Revitalization  
• Atmosphere of Collaboration  
• Development of Tomorrow’s Workforce  
• Income and Wages  
• Families in Poverty  
• Minimal Ethnic Diversity | • Making a Difference through Resources and Volunteerism  
• Involved Community  
• Uncertainty of Future of Volunteerism |

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

<table>
<thead>
<tr>
<th>Community Health</th>
<th>Early Childhood</th>
<th>Education</th>
<th>Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Healthcare Resources</td>
<td>• Access to Care</td>
<td>• Student Academic Performance Compared to State Average</td>
<td>• Affordable Housing Initiatives</td>
</tr>
<tr>
<td>• Child Abuse and Neglect</td>
<td>• Child Abuse and Neglect</td>
<td>• Teacher Salaries</td>
<td>• Homeless Services</td>
</tr>
<tr>
<td>• Communicable Diseases</td>
<td>• Growing Community Awareness and Attention to Early Childhood Needs</td>
<td>• Budgetary Issues</td>
<td>• Collaborative Efforts</td>
</tr>
<tr>
<td></td>
<td>• Mayor’s Commission on Children</td>
<td>• Students Living in Poverty</td>
<td>• Lack of Funding for Affordable Housing Needs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Dropout Rate</td>
<td></td>
</tr>
</tbody>
</table>
### Focus History

#### Natural Environment
- Air Quality
- Water Quality
- Hazardous Waste Disposal
- Stormwater Management Funding
- Solid Waste Management Funding

#### Public Order & Safety
- Public Safety Personnel
- Drug Arrests For Those Under 18 Years of Age
- High Rate of Domestic Violence
- Increase in Property Crime
- Methamphetamine Production and Use
- Domestic Violence
- Methamphetamine Production
- Alcohol-Related Accidents
- Proactive Efforts to Address Challenges
- Decrease in DWIs and Crimes Against Persons
- Law Requiring Cold and Allergy Medicines Moved to Pharmacy Counters
- Juvenile Offenses Decline
- Community Mobilization
- 911 Sales Tax
- Crime Lab Grant
- Juvenile Offenses Decline
- Ice Storm Response
- Police Outreach
- Methamphetamine Lab Reduction
- Methamphetamine Use
- Rising Crime Rates
- Police Response Time
- Police Staffing
- Inadequate Jail Space

#### Recreation, Sports & Leisure
- Professional/Collegiate Teams
- Springfield-Greene County Park System
- Recreation and Leisure Facilities
- 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
- Securing Green Space

#### Transportation
- Public Transportation
- Paratransit Services for the Disabled
- Respect Red Program
- Springfield-Branson Regional Airport
- Roadway Improvements
- 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
- Paratransit Services for Elderly

### 2004
- Community Efforts to Promote Environmental Stewardship
- Community Efforts to Promote Environmental Stewardship
- Air Quality
- Community Efforts to Promote Environmental Stewardship
- Water Quality
- Hazardous Waste Disposal

### 2005
- Stormwater Management Funding
- Solid Waste Management Funding
- Air Quality
- Water Quality
- Solid Waste Management
- Proactive Efforts to Address Challenges
- Decrease in DWIs and Crimes Against Persons
- Law Requiring Cold and Allergy Medicines Moved to Pharmacy Counters
- Juvenile Offenses Decline

### 2007
- Stormwater Management Funding
- Solid Waste Management Funding
- Proactive Efforts to Promote Clean and Healthy Environment
- Water Quality
- Green Building
- Initiatives to Access Environment and Health Issues

No red flags reported
## Focus History

### Arts & Culture
- Audience Development
- Sustainable Funding

### Business & Economic Conditions
- 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

### Citizen Participation
- Trust in Institutions and Government
- Sense of Alienation
- Voter Turnout
- Means to Mobilize Community Action

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<th>Arts &amp; Culture</th>
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<th>Citizen Participation</th>
</tr>
</thead>
</table>
| 2009 | • Audience Development  
   • Sustainable Funding | • Low Cost of Living  
   • Emerging Arts Organizations  
   • Tracking Economic and Educational Impact of Arts and Culture | • Volunteerism  
   • Charitable Giving  
   • Strategies to Increase Citizen Involvement |
| 2011 | • Collaborative Efforts  
   • Sustainability Funding  
   • Organizational Capacity Building | • Income and Wages  
   • Effect of Poverty on Economic Development  
   • Public Sector Declining Budgets  
   • Fragile Support for Economic Development | • Voter Turnout  
   • Stratification of Participation |
| 2013 | • Continued Collaboration  
   • Audience Development Efforts  
   • Creative Outlet for Community Awareness  
   • Interest and Focus on Public Art | • Growth in a New Economy  
   • Healthcare Industry Impact  
   • Higher Education and Workforce Development  
   • Entrepreneurial Infrastructure  
   • Low Cost of Living  
   • Economic Diversity | • Youth Engagement Sought  
   • Community Opportunities Exist  
   • Community Grantmaking Increasing |
<table>
<thead>
<tr>
<th>Year</th>
<th>Community Health</th>
<th>Early Childhood</th>
<th>Education</th>
<th>Housing</th>
</tr>
</thead>
</table>
| 2009 | • Healthcare Infrastructure  
    • Smokey Air Act of 2011  
    • Communicable Diseases  
    • Chronic Disease Risk Factors  
    • Impact on Aging Population | • Collaboration | • Decrease in Springfield Public Schools’ Dropout Rate | • Vacancy Rates Due to Foreclosures  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources | • Growing Support from Public Officials  
    • Continued Response to Red Flags | • College Attendance After High School Graduation | • Collaborative Efforts to Address Homelessness and Housing  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  | • 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 | • Teacher Salaries  
    • Remediation of First-Time Freshmen  
    • Achievement Gap  
    • Funding Volatility and the Shifting of Funding Responsibility | • Collaborative Partnerships  
    • Homeless Services  
    • Innovative Housing Programs  
    • Springfield Community Land Trust  
    • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources  | • Addressing Provider Shortage  
    • Health and Wellness  
    • Springfield Healthcare Infrastructure  
    • Mental Health  
    • Disease Prevention  
    • Oral Health  | • SPS-OACAC Co-Qualifying Classroom  
    • Springfield-Greene County Library Outreach Programs  
    • Every Child Series  | • Choice and Innovative Academic Programming  
    • Increased Graduation/Decreased Dropout Rates | • Collaborative Partnerships  
    • Homeless Services  
    • Innovative Housing Programs  
    • Springfield Community Land Trust  | • Child Abuse and Neglect  
    • Poverty and Children  
    • Pre-K Investment  
    • State of Early Care and Education  | • Funding Volatility  
    • Achievement Gap | • Foreclosures  
    • Rising Housing Costs Burdens  
    • Lack of Emergency Shelter Beds  
    • Homeless Youth  
    • Shrinking Financial Resources |
## Focus History

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<th>Public Order &amp; Safety</th>
<th>Recreation, Sports &amp; Leisure</th>
<th>Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td>• A Community Sustainability Plan</td>
<td>• Shortage of Human and Financial Resources</td>
<td>• Impact of Economic Conditions on Agencies and Resources</td>
<td>• Transportation Funding Shortfalls</td>
</tr>
<tr>
<td>• Air Quality</td>
<td>• Inadequate Individual Disaster Preparedness</td>
<td>• Obesity</td>
<td>• Increasing Bicycle and Pedestrian Accidents</td>
</tr>
<tr>
<td>• The Built Environment</td>
<td>• Increase in Property Crimes</td>
<td>• Conservation</td>
<td>• Lack of Transit Capacity</td>
</tr>
<tr>
<td>• Increase Participation in Recycling</td>
<td></td>
<td></td>
<td>• Need for a Regional Transit System</td>
</tr>
</tbody>
</table>

### 2009

- 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
- Stormwater Management Funding
- Wastewater Infrastructure Funding
- Air Quality Awareness
- Loss of Local Control/Authority
- Regional Water Supply
- Availability of Green Space/Open Space

### 2011

- Addressing the Police/Fire Pension Plan
- Collaborative Efforts to Address Public Safety
- Development of Emergency Resources
- Greene County DWI and Drug Courts
- 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

### 2013

- 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

- Obesity
- Securing Green Space and Conservation
- Economic Conditions

### 2016

- 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

- Obesity
- Securing Green Space and Conservation
- Economic Conditions

### 2020

- 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

- Obesity
- Securing Green Space and Conservation
- Economic Conditions

### 2023

- 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

- Obesity
- Securing Green Space and Conservation
- Economic Conditions