



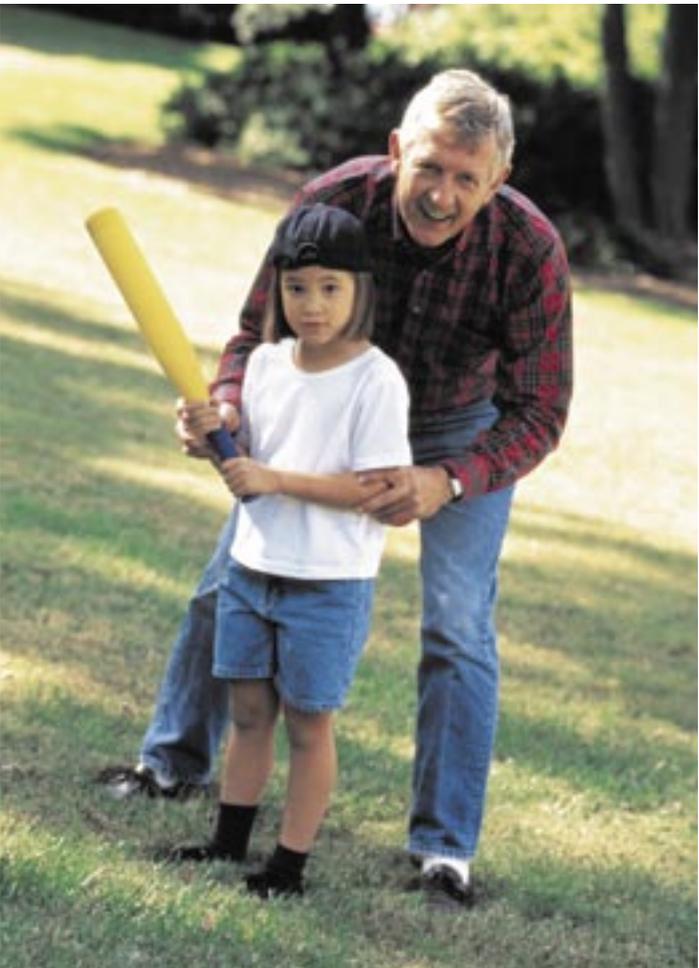
CITY UTILITIES OF SPRINGFIELD, MISSOURI

2004 COMMUNITY INVESTMENT REPORT





City Utilities (CU) of Springfield, Missouri, is a publicly-owned utility, governed by an eleven-member Board of Public Utilities. City Utilities operates with a base revenue of \$288 million, providing electric, natural gas, water, telecommunications and public transportation services for the city of Springfield, portions of Greene and northern Christian counties. City Utilities delivers services to over 100,000 customers by a staff of 1,011 employees.



A COMMITMENT FOR TODAY AND TOMORROW

Much like every dollar spent in a community passes through several hands and businesses to the economic benefit of many, the effect of the community investments that the utility and its employees make in greater Springfield multiplies to touch the lives of many organizations and people throughout the region. CU employees, who make an important impact in the activities and organizations shown in this report, also work for the community in their respective places of worship, schools and neighborhoods in many ways that go unreported, but not unnoticed by those who benefit from their actions.

As a customer-owned and locally controlled organization, City Utilities and its employees take seriously its community responsibilities both collectively and individually to ensure that the quality of life we enjoy is sustained and improved. As this report demonstrates, by working together with and in the community we serve, everyone—the Utility, our employees and our customers—realize benefits that are both good for this region we call home and good for our business.

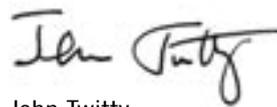
To Our Community Friends:

All of us enjoy the benefits of this outstanding region and community in which we live. As a local company providing essential utility services to greater Springfield, City Utilities and its employees are committed to improving the quality of life in our growing community.

City Utilities has contributed a significant amount of energy to make our part of the world a better place to live. This 2004 Community Investment Report demonstrates how corporate commitment, employee volunteerism and partnerships serve our community in a multitude of ways, both large and small, collectively and individually.



The employees of City Utilities work every day to deliver reliable, affordable and responsible utility services to Springfield. While doing so, they give back to their customers and community. This report chronicles and highlights the community activities that distinguish City Utilities' employees and your local Utility.

Respectfully,

 John Twitty
 General Manager

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COMMUNITY INVESTMENTS



City Utilities' commitment to improve the quality of life in our community is reflected two-fold through financial and volunteer support. With more than 1,100 employees and 600 retirees, City Utilities has become a valuable resource to our community. Community Relations personnel are dedicated to evaluating the needs of the community and coordinating employee volunteer efforts on behalf of City Utilities. Together, City Utilities and the employees help create and sustain a thriving community.

2004 CHARITABLE DONATIONS

- American Red Cross Everyday Heroes Breakfast
- Big Brothers/Big Sisters Bowl-a-Thon
- Convoy of Hope
- Court Appointed Special Advocates
- Festival of Lights
- Labor Day Union Parade
- Put the Brakes on Fatalities Day
- Rotary Rock'n Ribs benefiting local agencies
- Sertoma Chili Cookoff for Boys and Girls Clubs
- Sports Hall of Fame
- Springfield Branch NAACP
- Springfield Reunion Fund
- St. John's Valentine Run
- Trolley Historical Tours
- True Tap Bottled Water (4,700 bottles)
- YMCA Strong Kids Campaign

CU PROVIDES \$24.3 MILLION TO THE COMMUNITY

In 2004, City Utilities provided more than \$9.4 million in cash payments in lieu of taxes. These payments help fund services such as street lighting, our emergency response system, and utility services to city-managed locations. An additional \$14.9 million in no-cost services were provided to the City of Springfield which includes public transportation and utility relocations for in city improvement efforts.

TRANSIT SERVICES PARTNERS WITH THE COMMUNITY

Charter bus service and bus advertising space were donated to several not-for-profit groups in the Springfield area to

such groups as United Way, Convoy of Hope, Leadership Springfield Academy, NAMI, Ozark Greenways, Mothers Against Drunk Driving (MADD), and the Springfield Rotary. Through a partnership with the National Federation for the Blind, City Utilities was able to provide audiotapes containing bus route information to the public libraries.

Passenger safety was the main focus when security cameras were installed on the buses. During the next phase, cameras will be installed at the Park Central transfer facility and the Transit offices. This project was funded through a grant program administered by the Federal Transit Administration.

THE SPRINGFIELD/BRANSON REGIONAL SALUTE COALITION

City Utilities teams up with area business, community and education leaders in the Springfield/Branson region to interact with state officials and present a unified message on community-wide issues of mutual legislative interest. This group hosted an annual reception for legislators and their staff, plus monthly networking breakfasts in Jefferson City.

CU AND THE BATTLEFIELD MALL TEAM UP FOR A SAFE HALLOWEEN

In partnership with the Battlefield Mall, the Safe Halloween event provided a safe environment for families to gather with their children for an evening of trick-or-treating, activities, and entertainment.

THE MULTI-CULTURAL OPPORTUNITY FESTIVAL

City Utilities participated in this annual event that helps foster understanding of people from diverse cultural backgrounds.



UNITED WAY

At the 2005 United Way Annual Meeting, City Utilities received special recognition for outstanding employee giving. We were presented the Silver Award for top employee campaigns and the Gold Award for an employee campaign of per capita pledges of \$100 or more. Recognized in the community as a Pacesetter Company, City Utilities ended their campaign in late August netting \$147,765 with 130 employees giving \$500 or more—money that will be distributed to local, not-for-profit agencies who help meet community human service needs. As part of our commitment to United Way, employees also donate their time and talents to serve as campaign leaders, allocations committee members, and on the Board.

THE KITCHEN 5K FUN RUN

City Utilities hosted The Kitchen 5k Fun Run for the past 13 years, raising close to \$80,000. Within the last few years, the focus was moved from a general fund to one that helps provide a safe environment for the kids. In 2004, \$6,800 was raised to benefit The Children's Circle and the Family Nurturing Center, each helping to provide basic needs and some normalcy to their unsettled lives.

DAY OF CARING

City Utilities provided 60 volunteers for United Way's annual Day of Caring. One of Springfield's largest community programs, this event gathered volunteers from local organizations that provided on-site improvements at local agencies. Employees spent the day helping to improve the Boys and Girls Town of Missouri and the Developmental Center of the Ozarks.

COMMUNITIES IN MOTION

In an effort to promote public transportation and give back to the community, Transit Services hosted the week-long event, Communities in Motion. Promotional activities included a food and blood drive. Employee monetary donations raised enough money to purchase over 20,000 pounds of food for Crosslines, a leading source of hope for families in crisis situations. In cooperation with the Community Blood Center of the Ozarks, the event netted 70 units of blood.

BACK TO SCHOOL

Employees participated in the Victory Mission's Back to School program. They made \$1,423 in cash donations, along with hundreds of school supply items, to help the less-fortunate students in grades K-12.

2004 EMPLOYEE VOLUNTEER EFFORTS

- \$6,430 for Big Brothers/Big Sisters Bowl-a-Thon
- \$4,737 for Sertoma Chili Cook-off benefiting Boys and Girls Clubs
- Blood Drives
- Salvation Army Bell Ringers

employee volunteers



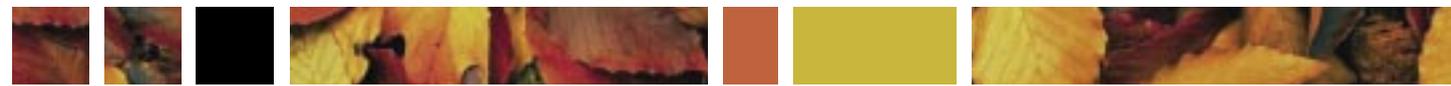
Employees donate their time and money to many organizations throughout the community.

- Abou Ben Adhem Temple Shiners
- Adopt-a-Family Christmas
- Affordable Housing Action Board
- Alzheimer's Association
- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Red Cross
- Barbershop Harmony Society
- Big Brothers/Big Sisters
- Boy Scouts
- Boys and Girls Club
- Boys and Girls Town
- Breast Cancer Foundation of the Ozarks
- Camp Fire Boys & Girls
- Children's Miracle Network
- Citizens' Police Academy
- City Utilities Employee Credit Union
- Community Alternative Sentencing Program (CAPS)
- Community Blood Center
- Community Clean-up
- Community Foundation of the Ozarks
- Consumer Credit Counseling Service
- Convoy of Hope
- Council of Churches
- Council of the Blind
- Court Appointed Special Advocates
- Cub Scouts
- Crosslines
- Developmental Center of the Ozarks
- Downtown Springfield Association
- Drury University
- Elks PBOE
- Family Violence Center

- Friends of Springfield Youth Symphony
- Friends of the Zoo
- Girl Scouts
- Greater Springfield Area Sports Commission and Foundation
- Greene County 4-H
- Greene County History Museum
- Habitat for Humanity
- Hospice
- Humane Society of the Ozarks
- Income Tax Prep for Low-Income Families
- Jordan Valley Marketing Group
- Jordan Valley Figure Skating Board
- Junior Achievement
- Junior League of Springfield
- Kiwanis
- Knights of Columbus
- League of Women Voters
- Lions Club
- March of Dimes
- Masons
- Medical Center for Federal Prisoners
- Missouri Council for the Blind
- Mothers Against Drunk Drivers
- Multiple Sclerosis Society
- Muscular Dystrophy Association
- New Hope Cancer Support Group
- North Springfield Betterment Association
- Ozark Area Community Action Corporation
- Ozark Empire Fair
- Ozark Greenways
- Ozarks Counseling Center
- Ozarks Literacy Council
- Ozarks Public Television
- Project Share
- Rainbow Connection
- Red Cross Disaster Services

- Ronald McDonald House
- Rotary Clubs of Springfield
 - Southeast Rotary
 - Springfield Rotary
 - Springfield North
 - Sunrise Rotary
- Salvation Army
- Sertoma
- Southwest Missouri Amateur Radio Club
- Special Olympics
- Springfield Area Arts Council
- Springfield Area Chamber of Commerce
 - Fall Membership Blitz
 - Membership Development
 - Ambassadors
- Springfield Area Sports Commission
- Springfield Area Sports Hall of Fame
- Springfield Ballet
- Springfield Community Profile
- Springfield Crisis Pregnancy Center
- Springfield Executive Breakfast Club
- Springfield Little Theatre
- Springfield Park Board
- Springfield Regional Opera
- The Kitchen
- U.S. Amateur Ballroom Dance Association
- United Way FLIP
- Urban District Alliance
- Urban Neighborhoods Alliance
- Victory Mission
- Wonders of Wildlife
- YMCA





EDUCATIONAL INITIATIVES



City Utilities and its employees recognize the critical role of education in the community and strive to provide our customers with the tools to help make their lives a little easier. Our students and teachers also benefit from our partnerships, offering opportunities to enrich and advance their learning experiences.



SPEAKERS BUREAU

The expertise and talents of many CU employees were available to speak to schools, civic and business organizations on diverse topics including power supply, water quality, energy management, and natural gas prices and markets. In 2004, over 100 speaking engagements were scheduled, with more than half covering the power supply issue.

The power supply informational meetings and tours of the Southwest Power Station were scheduled for the public and community groups, giving them an opportunity to ask questions and express concerns/support for a proposal to meet Springfield's future energy needs.

FACILITY TOURS

Many of City Utilities' facilities are available for tours and informational programs. These tours are popular with schools, businesses and other special interest groups throughout the Ozarks.

KEY ACCOUNTS

Springfield's large commercial/industrial customers were invited to quarterly meetings, designed to cover industry-related issues. In 2004, Questline, an on-line newsletter, was offered to our business customers at no charge. This newsletter provided information relative to any type of business, covering issues such as energy management, business development, and process technologies.

ENERGY MANAGEMENT

City Utilities continued to offer energy management tools to help both the residential and business customers. Our program is coordinated and implemented by our Energy Management Specialist through efficiency programs, educational efforts, and materials.

Through our web site, customers were able to access on-line energy audits, an interactive energy library, energy use calculator, and interactive water audits. On-site energy audits for both residential and business customers were performed by specialized staff who provided valuable insight into managing energy costs.

Additional professional activities and organizations supported by the utility and its employees:

- American Association of Heating, Refrigeration and Air Conditioning Engineers
- American Bar Association
- American Backflow Prevention Association
- American Institute of Certified Public Accountants
- American Public Gas Association
- American Public Power Association
- American Public Transit Association
- American Society of Civil Engineers
- American Society of Industrial Security, Ozarks Chapter
- American Society of Mechanical Engineers
- American Society of Women Accountants
- American Water Works Association
- Associated Electric & Gas Insurance Services Limited
- Association for Women in Communications
- Association of Governmental Accounting
- Environmental Forum/Conference
- Executive Women's Club
- Home Builders Association

- Information Systems Audit and Control Association
- Institute of Internal Auditors, Ozark Chapter
- Institute of Management Accountants
- Institution of Electric & Electronic Engineers
- Institution of Supply Management
- International Economic Development Council
- International Association of Administrative Professionals, Hawthorn Chapter
- International Customer Service Association
- Jordan Valley Marketing Council
- Leadership Missouri
- Leadership Springfield
- Manufacturers Council
- Metropolitan Planning Organization
- Midwest Energy Association
- Missouri & U.S. Planning Association
- Missouri Association of Municipal Utilities
- Missouri Bar Association
- Missouri Community Forestry Council
- Missouri Economic Development Council
- Missouri Mappers Association
- Missouri One Call Systems, Inc.
- Missouri Public Transit Association
- Missouri Public Utility Alliance Committees
- Missouri Safety Council
- Missouri Society of Professional and Civil Engineers
- Missouri Society of Professional Surveyors, Ozark Chapter
- Missouri Society of Certified Public Accountants
- Motorola Trunked Users Alliance
- National Association of Investors Corporation
- National Association of Female Executives
- National Association of Purchasing Management
- National Institute for Uniform Licensing of Power Engineers
- National Institution of Governmental Purchasing
- National Society of Professional Engineers
- National Society of Professional Surveyors
- North American Electric Reliability Council

- Ozark Area Postal Customer Council
- Partnership Industrial Center Administrative Council
- Public Relations of the Ozarks
- Safety Council of the Ozarks
- Salute to Construction
- Society of Chartered Property & Casualty Underwriters
- Society of Human Resource Management
- Southwest Power Pool
- Springfield Area Chamber of Commerce
 - Ambassadors
 - Board of Directors
 - Economic Development Committee
 - Environmental Board
 - Membership Campaign
 - Government Relations Committee
 - Membership Development Committee
 - Manufacturers Council
 - Operation Thank You
 - Transportation Committee
- Springfield Area Human Resources Association
- Springfield Business & Development Corporation
- Springfield Contractors Association
- Springfield Metropolitan Bar Members
- Springfield's Best
- Risk & Insurance Management Society
- Women in Communications
- World at Work Compensation & Benefit Professionals Organization

SPRINGFIELD PUBLIC SCHOOLS FOUNDATION

New teachers received welcome bags filled with gift items from City Utilities and other local companies. At the end of the school year, a donation was made to the foundation to help defray costs of their annual Teacher Appreciation Banquet. This banquet provided the recognition deserving of



Education Assistance



our teachers, and honored those outstanding teachers voted by their peers and students.

CENTRAL HIGH SCHOOL PARTNERSHIP

CU’s partnership with Central High School demonstrates the utility’s commitment to students and their learning by providing employee time and resources to keep children in school and facilitate the school-to-work transition.

In 2004, Central High School and City Utilities began the eleventh year of The Central Advantage. This program serves as a foundation to the partnership by ensuring nearly all Central High School freshmen participate in a program focusing on team building, goal setting, budgeting, voting, and conflict resolution.

The Competitive Edge, a program for sophomore students, focuses on team building, career exploration, business

professionalism, and community service. Through this program, students realize the importance of planning for their future now by learning more about their career pathway and decisions they need to make to achieve their career goals.

The third and newest phase of the partnership is CU Connections, which integrates academic experience and work opportunities in a non-paid internship for class credit. The program includes an application and interview process that seeks to place students based on their career interest and overall experience.

EDUCATIONAL PROGRAMS

Students benefit from educational programs presented by employees on many different topics, such as electrical safety, utility watch program, water quality, and using CU’s bus service.

As a member of the Interpreter’s Coalition of Springfield-Greene County, City Utilities provided transportation for area teachers participating in the “Free Wheelin’ Friday” event that provided educators information about local educational field trip opportunities. Our renewable project was one of the stops on the day’s tour.

OZARKS SCIENCE AND ENGINEERING FAIR

Volunteer judges and a sponsorship help encourage future scientists and engineers, both fields critical to understanding the environment and development of utility applications. City Utilities provided awards in both the Junior and Senior divisions.

STUDENTS GO TO WORK

A partnership with a local elementary school’s third-grade provided students with an insight into the working world,

focusing on interview skills and job qualifications. Several employees presented overviews of their jobs, culminating with a presentation on electric generation and tour of the Southwest Power Station.

BOYD ELEMENTARY SCHOOL PARTNERSHIP

A student-mentoring program was created at Boyd to provide positive role models for their K-5 students. Twenty-one employees and one retiree were individually paired with a student, making a personal commitment to meet with them once a week to help them develop trusting relationships and social skills.

As the mentors spent time with the teachers and their students, it became evident that there were basic classroom needs that could enhance instruction and increase student opportunities. Employee groups were paired with a classroom, donating books, audio equipment, school supplies, teaching tools, and any item that made it on the teachers’ wish lists. As an added bonus, to help with their winter festivities, employees designed and created a winter wonderland in the school foyer. All students, teachers, and staff members received a Christmas gift and assistance with their classroom parties.

Additional educational activities and organizations supported by the utility and its employees:

- Career Fairs
- Central High School Partnership
- Central Advantage
- Competitive Edge
- Internship Program
- Post High School Opportunities Program
- Discovery Center
- Drury University Adjunct Faculty
- Interpreter’s Coalition of Springfield-Greene County

- Job Placement Service Committee
- Junior Achievement
- Missouri Chamber of Commerce Springfield High School Entrepreneur Project
- Missouri Medical Center for Federal Prisoners Mock Job Fair
- Missouri Society of Professional Engineers/Springfield Public Schools
- Career Night
- MathCounts
- Ozark Literacy Council
- Ozark Technical College Adjunct Faculty & Committees
- Ozarks Science and Engineering Fair
- Parents as Teachers
- Partners in Education
- Residents Life Committee
- School-to-Work Partnership
- Shadow Student Program
- SIFE
- SITE Council
- Southwest Missouri State University
- Adjunct Faculty
- Computer Institution Advisory Board
- Meet the Ozarks Day
- SOAR
- Student Affairs Advisory Council
- Springfield Chamber of Commerce Workforce Development Character Education—Looking Beyond High School
- Springfield Public Schools Foundation
- Teachers Appreciation Banquet
- Springfield Public Schools Debate & Speech Tournament
- University of Missouri-Rolla
- Academy of Civil Engineering
- Career Fair
- Civil Engineering Advisory Council
- Webster University Adjunct Faculty

“The CU/CHS Enhanced Partnership has positively impacted the lives of many students who have been involved in the modules presented by the volunteers of City Utilities, and this partnership has made a difference. Students are exposed to a variety of activities that permit them to develop skills needed for everyday living, life-long learning, and realizing the value and meaning of their education. City Utilities and Central High School want to change lives of our students, so they can look forward to success and a better tomorrow for all of us. This partnership has allowed that to become a reality.”

Carol T. Brown
A+ Schools Program Coordinator
Central High School



ENVIRONMENTAL EFFORTS

The commitment of City Utilities to responsible stewardship of our natural resources is unwavering and ongoing. Through both formal programs and employee involvement, efforts continue to safeguard our community's environment.



TREE POWER

For 10 years, City Utilities has participated in and been recognized by the American Public Power Association for their involvement in the Tree Power program, a nationwide effort to encourage ongoing, sustained tree planting by public power systems. As part of this program, CU received the Tree Line USA Award from the National Arbor Day Foundation, and the Golden Tree Award for reaching the goal of planting one tree for every customer. These awards exemplify our commitment to environmentally responsible tree management practices.

CU PARTNERS WITH LOCAL SCHOOLS

In celebration of Arbor Day, fifth grade students in the Springfield Public School system received Amur maple trees, along with planting and care instructions. The event culminated with a tree-planting ceremony with students at Boyd Elementary School.

OZARK GREENWAYS

City Utilities continued their partnership with Ozark Greenways through annual funding and land-use agreements that helped develop trails and preserve Springfield's green spaces.

TRANSPORTATION ALTERNATIVES

In an effort to promote alternative transportation, the Springfield Bicycle Club and Transit Services collaborated to purchase and install two coin-operated bicycle lockers located at the downtown transfer facility. Transit Services received a grant from the Federal Transit Administration to fund 95 percent of the project. The Springfield Bicycle Club funded the

remaining five percent. Transit Services partnered with Ozark Greenways for Bike-to-Work Week, a program offering incentives to encourage residents to ride their bikes to work and utilize the bus racks. Over 600 free bus rides were given to passengers traveling with bicycles.

WATERSHED COMMITTEE OF THE OZARKS

Annual funding is provided to support research and protection of Springfield's watershed. The American Water Works Association recognized the partnership with the Watershed Committee as one of the most successful utility/landowner alliances in the nation. CU worked with them on a project to remove sediment from Valley Water Mill Lake. The lake and surrounding land will be developed for a demonstration and educational wetland area.

RENEWABLE ENERGY

The renewable energy demonstration projects at the TechHOUSE completed their first year of operation in June 2004. The wind turbine and solar panels produced a combined 10,195 kilowatt-hours of energy with a combined capacity factor of 40.5 percent. Tours and presentations were made available throughout the year.

City Utilities continues to offer WindCurrent, renewable energy purchased from a Kansas Wind farm, to our customers.

CHANGE A LIGHT, CHANGE THE WORLD

City Utilities provided instant rebates for 12,000 compact fluorescent light bulbs in two separate events in 2004,



reducing the cost per bulb from the regular price of \$7 to \$.99. These bulbs use about one-quarter of the energy as a traditional incandescent bulb and lasts nearly ten times as long while producing the same amount of light. "Change a Light, Change the World" is a national program sponsored by the Environmental Protection Agency and administered by the Midwest Energy Efficiency Alliance.

THE WONDER OF WATER

In May 2004, City Utilities sponsored the first annual "Wonder of Water" poster contest for all fourth grade students in Springfield Public Schools. The contest was intended to enhance established science curriculum focusing on water conservation and natural resources, and students were asked to convey the message that drinking water is a very precious natural resource that is not limitless. Nearly 600 entries were received with cash prizes awarded to the top three poster artists in the amounts of \$300, \$200, and \$100 for their participation and outstanding creativity. In addition, fourteen honorable mention awards were presented and prizes given to three teachers with the most student entries.

SOLAR PANELS

Solar panels to light advertising sections of bus shelters were installed in several high-visibility areas on our community, providing 12 hours of lighting during the night. Not only did these panels provide a renewable source of energy, they also increased safety for our riders.

LED TRAFFIC SIGNAL UPGRADE

In 2004, the City of Springfield began replacing 5,426

incandescent traffic signal lights at major intersections, changing them to light-emitting diode (LED) lamps that use about 10 percent of the energy currently being consumed by existing traffic signal lights. City Utilities contributed \$275,000 toward this three-year project and will benefit from this change, along with the City of Springfield, and most of all, the citizens of Springfield, by providing energy savings and improved safety.

Additional environmental activities and organizations supported by the utility and its employees:

- American National Fish and Wildlife Museum
- American Water Works Association
- Chamber of Commerce Environmental Committee
- Ducks Unlimited
- Environmental Collaborative
- Friends of the Garden
- Hearts & Parks Coalition
- James River Basin Partnership
- Missouri Team Stream
- Master Gardener Program
- Ozarks Transportation Bicycle/ Pedestrian Committee
- River Rescue
- State Emergency Management Association-Disasters
- Table Rock Lake Shore Clean-up
- Water Garden Society
- Wilson's Creek National Battlefield Foundation



Environmental Programs



LOW-INCOME INITIATIVES



PROJECT SHARE

Springfieldians Helping Area Residents with Energy--a program to help our less fortunate neighbors with their winter heating bills—was the recipient of over \$88,000 in 2004 through donations from customers. Through fundraisers, employees raised an additional \$1,467.

WEATHERIZATION PROGRAM

City Utilities continued their strong partnership with Ozarks Area Community Action Corporation (OACAC) by creating a weatherization assistance program for low-income customers. City Utilities provided \$5,000 for weatherization materials to be used on homes that already qualified for assistance from the State's Department of Natural Resources' weatherization program. Providing these additional resources allowed more homes in our service territory the help needed to make their homes more energy efficient, comfortable and affordable to live in.

City Utilities' in-house energy management specialist also presented valuable tips to reduce utility bills at OACAC-sponsored seminars for the low-income community.

City Utilities is genuinely concerned with the economic difficulties experienced by a section of our customers. Beyond our normal, every-day customer service efforts, we strive to work in partnership with local agencies to improve the quality of life for everyone.



ECONOMIC DEVELOPMENT



Working with the City, County, and Chamber of Commerce to attract and retain growing businesses that will be part of our community for many years, our partnership has helped keep Springfield's unemployment rate under four percent, well below national and state averages. While only seven percent of the State's population lives in the Springfield area, in 2004, 35 percent of the new jobs created in Missouri were in this area.

A major benefit of assisting expanding local firms and helping to attract new quality businesses to the community is the Utility's ability to maintain a high load factor and to more efficiently produce power. The more customers we can attract and retain on our system, the greater our ability to keep our prices among the most competitive in the nation. According to the American Chamber of Commerce Researchers Association, comparative data from over 300 urban areas rated our utilities cost index third lowest for 2004.

Our economic development efforts are broad reaching, all with the overall goal of enhancing the quality of life in Springfield. As examples, whether it be through industrial park development, electrical distribution system upgrades to meet financial back office and hospital expansion energy needs, or making land and services available to host an Airstream trailer international convention, City Utilities is there to facilitate positive growth in our Springfield economy. Through our partnership, our community investment in economic development yields very favorable results.

As an active participant in Springfield's Partnership for Economic Development, City Utilities' Economic Development team manages the maintenance and development of the Partnership Industrial Center and Partnership Industrial Center West. The two parks combined total over 770 acres of industrial property and 22 tenants which pay property taxes of over \$1.5 million annually. During 2004, employment in the two industrial parks increased by 13 percent, with a total of 2,280 jobs paying attractive wages. The addition of two new tenants and the expansion of an existing tenant increased total investment in facilities and equipment to over \$180 million.



Bringing Power Home.

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