

**City of Springfield, Massachusetts
Fiscal Year 2010
Adopted Budget**



Domenic J. Sarno, Mayor



Timothy J. Plante
Finance Director

Seth D. Racine
Acting Budget Director

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Fiscal Year 2010
Adopted Budget**



**Domenic J. Sarno
Mayor**

**Stephen P. Lisauskas
Executive Director
Springfield Finance Control Board**

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Springfield City Council

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City Council President

Bruce W. Stebbins, City Council Vice President

James J. Ferrara III, City Councilor

Patrick J. Markey, City Councilor

Rosemarie Mazza - Moriarty, City Councilor

Timothy J. Rooke, City Councilor

Jose Tosado, City Councilor

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Bud L. Williams, City Councilor



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Springfield
Massachusetts**

For the Fiscal Year Beginning

July 1, 2008

President

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE NATIONAL BASKETBALL HALL OF FAME

April 17, 2009

The City of Springfield will return to self-governance this year after the state imposed Finance Control Board dissolves. This year's operating budget presented in this document embodies the restraint, resourcefulness and principle rules of government under which the City must operate to maintain our independence and continue the City's path to a bright and healthy future.

In Fiscal Year 2009, the City was handed a mid-year state budget cut of \$4.6 million. The Fiscal Year 2010 budget demonstrates the City's fiscal prudence in tackling the multi-year funding challenge the City will continue to face and limits the amount of reserves the City will use to tackle the financial shortfalls. Although these difficult decisions are hard to digest now, they will make the City stronger in the future and will allow the City to move forward with new initiatives. The difficult decisions and consistent responsible financial management practices of the Sarno Administration has led to the City recently receiving a full level upgrade from Standard and Poor's on the City's bond rating with a stable outlook. This is great news for a City, which only a short time ago, had junk bond status.

As with any budget, certain elements are set in stone. Non-discretionary expenses account for approximately \$181 million of the City's \$223 million budget, 81 percent. These costs include collective bargaining and other guaranteed increases, health insurance and benefits, bond debt, and assessments to name a few. Requests from departments came in approximately \$39 million over approved revenue. Each request was considered in excruciating detail, and, despite our best efforts, we were forced to make some difficult decisions. The result is a fiscally conservative budget that is balanced and based on realistic projections of expenses and revenue.

Additionally, the budget assumes the passage of the Springfield Promise Program. Currently, the City's state loan needs to be repaid by Fiscal Year 2023. Under the Promise Program, the loan repayment would be paid from a trust fund, funded by the City's reserves for the amount outstanding to the State. The interest earnings from the trust would fund college financial aid counseling and "last dollar" scholarships for Springfield high school students. If this proposal is approved, the City will not be responsible to appropriate the \$3.6 million loan repayment through the general fund. This proposal is currently in front of the Finance Control Board.

Moreover, the Fiscal Year 2010 recommended budget includes state aid assumptions which are based on Governor Patrick's Fiscal Year 2010 recommended budget, also known as "House 1." This budget assumes a reduction in unrestricted general government aid of \$13.5M or 28 ½ percent. The proposal does not include any of the revenue from the local options taxes estimated at \$5.3 million because the Legislature has not approved them.

State aid revenue estimates are not final until approved by both the House and Senate. The City anticipates that these estimates will change several times in the coming weeks, as the House submitted their Fiscal Year 2010 budget on Wednesday, April 15 and the Senate anticipates submitting their Fiscal Year 2010 budget in the next month.

The initial House Ways and Means budget further decreases unrestricted local aid by an additional \$1.77 million. If you include the reductions in the Police Career Incentive Program (Quinn), Shannon Grants, and community policing the impact could be as much as \$5.3 million. However, it is important to note that this number can still fluctuate during floor debate of the House and as a result, are not built into the following budget recommendation.

The budget process has been a team effort and we would like to thank the Finance Department Staff, Lourdes Alers, Karl Fisher, Christopher Kulig, Jasmine Milner, Seth Racine, and Cheryn Wojcik. Our appreciation also goes out to the CitiStat staff, as well as City Comptroller Patrick Burns and City Auditor Mark J. Ianello and his staff.

Also, we would like to recognize Finance Control Board Executive Director Stephen P. Lisauskas, Finance Control Board Deputy Director Patricia Vinchesi, and their staff for their cooperative spirit and administrative prowess. I would especially like to thank Control Board Chairman Christopher Gabrieli, City Council President and Control Board Member William T. Foley, Control Board Member Robert Nunes, and Control Board Member James O'S Morton for their continued support.

To the residents of Springfield, thank you for your support and continued belief in our great city.

Sincerely,



Domenic J. Sarno
Mayor



Timothy J. Plante
Acting Chief Financial Officer



The Commonwealth of Massachusetts

Springfield Finance Control Board

36 Court Street, Room 312

Springfield, MA 01103

CHRIS GABRIELI
CHAIRMAN

April 17, 2009

Dear Members of the Springfield Finance Control Board:

During the last five years the City of Springfield has been transformed from a community of deep financial crisis and poor management to one of the strongest communities in Massachusetts. On July 1, 2009, the City will pass a substantial milestone and return to full local control. In doing so, it will emerge stronger in its finances, stronger in its operations and stronger in its management and leadership.

The economic challenges facing cities and towns across the nation are extraordinary, yet Springfield is well positioned to weather this crisis and emerge even stronger and healthier than it is today. From a community once hobbled by corruption and ineffectiveness, Springfield has become a leader in public sector innovation and performance management, in Massachusetts and beyond.

Springfield's New History: Innovation

In 2004, Springfield embarked on a concerted effort to restructure its finances and reform its operations. The focus in these areas reflects their deep relationship to each other, and has also catapulted Springfield to a position of statewide leadership among local governments. A few examples illustrate this point:

- Springfield was the first community in Massachusetts to join the Group Insurance Commission, part of a multi-pronged strategy that is projected to save the taxpayers up to \$96 million over a five year period.
- The City has implemented and made exceptional use of CitiStat, saving the taxpayers \$7 for every dollar spent in support of performance management.
- Springfield is the only community in Massachusetts to have established a Productivity Bank which will provide an ongoing, dedicated source of funding for projects that improve the efficiency and effectiveness of local government.
- The City instituted a 311 call center, reducing its operating costs and relieving pressure on 911 while providing critical information to improve performance, accountability and responsiveness to community needs.
- Springfield has reformed the operations of major departments and has seen dramatic improvements in productivity, including a nearly 14-fold increase in building maintenance.
- The City and its school children are the potential beneficiaries of the Springfield Promise Program. The Program is intended to change fundamental dynamics in Springfield, providing every high school graduate with the opportunity to attend college. This will improve educational attainment, civic participation, economic development and public safety.
- The City has new and, in some instances, innovative management structures, including the Department of Internal Audit, Labor Relations Department, the Department of Capital Asset Construction and a new Grants Office that is expected to bring in millions of dollars of new grant funding and prevent the return of unspent grant funds to grants-making entities.

Challenges for the Future

The City's return to local control occurs in an environment of significant change. Its transition is an opportunity, not to stop and catch ones breath, but to re-double efforts to provide taxpayers with the best services at the lowest cost, to improve accountability, and to optimize the management of resources to ensure the taxpayers are well served.

In addition to the current economic crisis, the City faces substantial unfunded liabilities in the areas of pension costs, retiree health insurance and capital investment. The progress made since 2004 is reflected in multiple bond rating upgrades, the accumulation of financial reserves, dramatic improvements in productivity and the quality of public services, and in many other areas. This work should be continued and expanded upon, not because it is underway, but rather because it serves the interests of the taxpayers. That singular focus has guided and sustained the work of the Springfield Finance Control Board over the past five years, and a continued focus on the people served by government will only magnify the benefits that accrue to the residents of this great city.

I would like to extend my thanks to Mayor Domenic Sarno for the close working relationship we have developed over the last year and a half. His leadership has and will continue to guide this City through the current economic crisis, and Mayor Sarno's focus on serving the residents of the City will only accelerate the good that government can do. I would also like to extend my thanks to Chairman Chris Gabrieli, the members of the Springfield Finance Control Board and Control Board Deputy Director Patricia Vinchesi. Their leadership, vision, commitment and hard work have helped Springfield immeasurably and have set the foundation for generations of success.

The City has and will continue to profit from the work of many outstanding employees who I would like to thank as well. Chief among them are Chief Financial Officer Timothy Plante; Director of Internal Audit Mark Ianello; Chief Information Officer Tom Collins; CitiStat Director Paul Foster; Pat Sullivan, Director of Parks, Buildings and Recreation Management; Police Commissioner Bill Fitchet; Fire Commissioner Gary Cassanelli; Helen Caulton Harris, Director of Health and Human Services; Comptroller Pat Burns and Budget Director Seth Racine. Their work, and the work of their colleagues, will continue to make Springfield a better community in which to live, work and raise a family.

Sincerely,



Stephen P. Lisauskas, Executive Director
Springfield Finance Control Board

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Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2010 Adopted Annual Budget. It serves as a guide to help administrators, elected officials, the general public and other interested parties understand the City's programs, services, goals and finances in Fiscal Year 2010. Four components are included in this budget document:

Policy Management: The budget defines the executive direction and provides general goals for the City and its departments.

Financial Planning: The budget is a financial planning tool that allocates resources based upon strategic analysis of the challenges and opportunities facing the City. It is a comprehensive document that looks at all sources of revenue and explains the purposes for which these funds will be used. The budget also contains information on the City's debt along with an explanation as to the purpose for the borrowing.

Program Focus: The budget provides guidance for managers to develop priorities and plans for their departments through stated goals and objectives. This will increase the accountability within the departments by creating performance expectations.

Effective Communication: The budget document is a communication device designed to inform citizens of major budgetary decisions and issues facing the City. The document provides transparency by detailing the decision making process that led to the adopted budget. Budgets are one of the most important methods that governments use to communicate their priorities and activities to the public.

Budget Document Format

This budget is divided into 13 sections: (1) an overview complete with an organizational chart, (2) a fiscal summary, (3-11) departmental budgets, (12) Fiscal Year 2010-2014 Capital Improvement Plan, and (13) appendices. The sections are separated by divider pages.

The beginning of the budget presents the budget messages of both the Mayor and the Executive Director of the Springfield Finance Control Board. These statements contain the priorities and plans for the upcoming fiscal year, as well as, highlights of the most important issues facing the City.

The first numbered section is the *Overview* of the City's budgeting process. It contains explanations of how the budget was created, monitored and how it can be revised. In addition, the overview contains the City's organizational structure.

The second section is the *Fiscal Summary*, which summarizes the City's adopted appropriations and anticipated revenues.

The bulk of the budget, the middle nine sections, contains detailed budgets for city departments. Each departmental budget includes an organizational chart, a mission statement, a budget overview, a department summary, Fiscal Year 2009 highlights, risks and challenges for the upcoming year, strategic decisions for Fiscal Year 2010, departmental programs and the goals associated with those programs, fiscal details and performance measures.

The *Fiscal Year 2010-2014 Capital Improvement Plan* section provides a capital plan overview, highlights some of the departmental project requests, summarizes the capital scoring and selection process, and gives a detailed account of all the capital projects by department. Further, the section describes the projects selected by the Capital Improvement Committee for the Fiscal Year 2010 bond issuance.

The final section, the *Appendices*, includes a glossary of budget terms, a general level explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Years 2006-2008 Audited Financial Statements, Fiscal Year 2010 Appropriation Orders and the City's expense budget detail for the Fiscal Year 2010.

The Budget Documents

The City's Annual Operating Budget: The Annual Budget is an operating budget that lists the City's expenditures and revenues. **Note:** When submitted for consideration to the City Council and Finance Control Board, it is published as the Recommended Budget. When approved by the Control Board, it is published as the Adopted Budget.

City of Springfield School Department Annual Operating Budget: The School Budget lists expenditures and grant revenues associated with the Springfield Public Schools. **Note:** When submitted for consideration to the City Council and Finance Control Board, it is published as the Recommended School Department Budget. When approved by the Finance Control Board it is published as the Adopted School Department Budget.

The City's Capital Improvement Plan: The Capital Improvement Plan is a planning document that projects major spending for equipment, renovations, repairs, and new construction for the next five (5) years.

Access to the Budget Document Series: All documents in this series are available for public reference at the City's Central Public Library. The Annual Operating Budget document is also available for review or download on the City's website, www.springfieldcityhall.com. If traveling downtown is not convenient, a librarian at any Springfield Public Library branch can acquire the documents through inter-library loan.

Special Requests: Special requests for additional copies* of published budget documents must be made in writing and submitted to:

City of Springfield
Finance Department
36 Court Street, Room 309
Springfield, MA 01103

* Printing and mailing charges may apply

Budget Administration

Approach to Budgeting: The budget is the City's public record of how it expects to convert its short and long range plans into services and programs. It provides detailed financial information for those services and programs and a summary of revenue sources that will support the City's priorities. Further, the budget was prepared in accordance with the City's Financial Policies (Appendix E), which were adopted by the City's ordinances in April 2009 by the Finance Control Board.

Basis of Budgeting: The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of encumbrances, which are considered expenditures in the period the commitment is made.

Budgetary and accounting systems are organized and operated on a "fund" basis, which is the basic procedure for recording revenues and liabilities in governmental financial reporting. The operations of each fund are budgeted independently. All governmental funds are accounted for using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when measurable and available to pay current liabilities. Expenditures are recognized when the liability is incurred, with the exception of principal and interest on long-term debt, which are recorded as expenditures when paid.

Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.

The major breakdowns of expenditure categories and detailed lists of the items normally charged to each are provided below. Since all numbers in the range are not assigned, the City of Springfield has built in additional detail by using the unassigned numbers. Use of the available numbers is conditionally permitted by the DOR as long as any modification is logically consistent with the structure set forth in the UMAS manual.

- 5000 Personal Services
- 5100 Fringe Benefits
- 5200 Purchase of Services
- 5400 Supplies and Materials
- 5600 Intergovernmental Expenditures
- 5700 Other Charges & Expenditures
- 5800 Capital Outlay
- 5900 Debt Service

Further explanation of these codes can be found in Appendix B.

Budget Preparation Calendar: Budget preparation begins in the late fall/early winter of each year by distributing instructions and forms to departments. Departments submit their budget requests for review and analysis to the Finance Department by January. City departments prepare budget requests

considering program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

The Mayor and the Finance Department invite all City departments to present their requested budgets. These meetings serve as an opportunity to discuss departmental priorities behind the budget calculations, as well as, request subsequent documentation from the departments. According to Chapter 44, Section 32 of the Massachusetts General Laws, the Mayor is required to submit a recommended budget to the City Council no later than 170 days after the first City Council meeting in any given calendar year.

City Council Review: By law, the City Council can only reduce or reject an appropriation. Without a recommendation from the Mayor, the Council may not make any additional appropriation. If the City Council fails to act on any item in the proposed budget within 45 days, that item takes effect. If the Mayor does not make a timely budget submission, a provision is made for preparation of a budget by the City Council. A provision can also be made for supplemental appropriations upon recommendation of the Mayor.

School Committees are no longer autonomous with respect to school expenditures for current purposes. The school budget is limited to the total amount appropriated by the City Council, but the School Committee retains full power to allocate the funds appropriated.

Under Chapter 169, the City Council's authority for establishing the City of Springfield's budget is superseded by the Springfield Finance Control Board.

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to the Finance Department, where it is reviewed, and given approval by the Budget Director and Finance Director before being forwarded to the Chief Administration and Finance Officer for final authorization. The City Council approval is necessary if the request adjusts the Fiscal Year 2010 Schedule of Appropriations ("Schedule A") adopted by the City Council. Upon final authorization, the Officer of the Comptroller processes the request.

Budgeting Monitoring Process: The Finance Department reviews and monitors every expenditure and revenue account during the fiscal year to ensure a balanced budget. Financial analysts regularly review accounts in the City's financial software system (MUNIS) and conduct trend and variance analysis.

Budget Calendar

January: Departments submit operating budget requests to the Finance Department (Finance).

Preliminary state aid estimates are distributed to municipalities through the *Cherry Sheet*. Finance reviews the impact to the City as a result of the Governor's proposed State Budget.

February: The Mayor and Finance review department budget requests. Meetings are scheduled between department heads, the Mayor and Finance to review departmental budgets and request supplemental materials if necessary.

The Capital Improvement Committee meets with individual departments for detailed explanations of capital requests.

March: The Mayor and Finance continue to review department budget requests.

The Capital Improvement Committee meets to review project rankings submitted by the departments.

April: The Mayor and Finance draft budget recommendations.

The Superintendent of Schools presents the budget to the School Committee.

The Capital Improvement Committee finishes the ranking process. An overview of the Capital Budget is then created and submitted to the Mayor.

The Mayor submits the recommended budget to the City Council.

May: Public City Council budget hearings are held to review the recommended budget.

The Mayor review the capital requests and approve a final capital budget.

June: The City Council must approve the budget by June 30th.

July: The City's fiscal year begins July 1.

August: Finance reviews the prior year budget process and makes recommendations for future years' processes.

September: The Mayor holds a Budget Summit with departments heads to review a list of priorities for the next fiscal year.

October: Finance conducts a third quarter forecast from expenditure and revenue reports. Updated surplus/deficit projections are made.

Budget Calendar Continued

November: Finance prepares the following year's budget manual and instructions for departments.

December: Finance distributes instructions to departments for the following year's budget.

The Finance staff reviews the capital project requests and gathers additional information.

Ongoing: Finance works with city departments to manage expenses and revenues as to maintain a balanced budget. Either party can initiate account transfers as necessary. Also, in monitoring the City's finances, the Finance Department conducts regular payroll and expenditure forecasts.

City of Springfield Overview

Springfield was established in 1636 by the English colonist William Pynchon, who, at the time, was the Assistant Treasurer of the Massachusetts Bay Colony. The land was purchased by Pynchon from Native Americans to establish a trading post. Settled in 1636, Springfield was incorporated as a town in 1641 and as a city in 1852.

The City of Springfield is located in Western Massachusetts along the east bank of the Connecticut River. Located, 89 miles west of Boston, 85 miles east of Albany, New York, 25 miles north of Hartford, Connecticut, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England."

The City occupies a land area of approximately 33 square miles. Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population just over 152,000, it is the third largest city in the Commonwealth of Massachusetts and the fourth largest in New England.

Springfield is a city with a tremendous amount of character. As the cultural center of Western Massachusetts, the City is home to the James A. Naismith Memorial Basketball Hall of Fame, Dr. Seuss National Memorial and the George Walter Smith Art Museum. Entertainment venues include the City Stage Theater, the Springfield Symphony Hall and the MassMutual Convention Center.

Springfield provides higher education through three four-year college institutions: Western New England College, Springfield College, American International College and also with Springfield Technical Community College, a two year college.

Springfield became known as the "City of Homes" due to its many Victorian style mansions built before 1939, and many distinctive neighborhoods. This is highlighted annually with a series of home viewing tours.

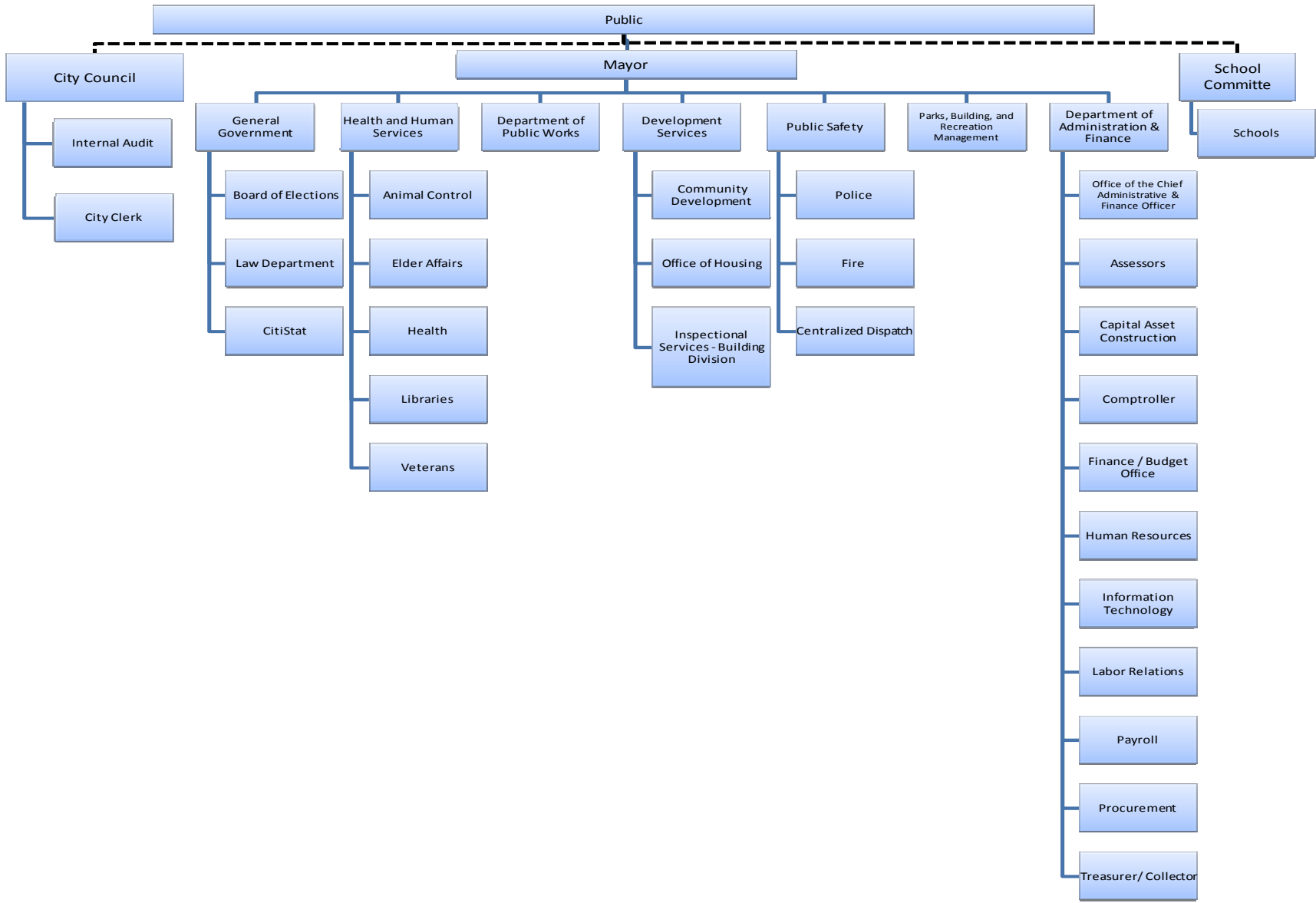
The cost of housing in Springfield is affordable compared both to peer cities nationally and to the generally high cost in New England. In its most recent report, Primacy Relocation in collaboration with Bert Sperling's *BestPlaces* compared the Springfield metropolitan area to metropolitan areas of similar size and ranked Springfield #8 for the "Best Locating Families". The report draws its conclusion in part by analyzing home prices, indexed home affordability, appreciation rates, property taxes and rental costs.

Median Sales Price of Single Family Homes Springfield vs. Other Areas:

<u>Year</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>% Change</u>
Springfield	\$209,600	\$211,900	\$200,600	-5.33%
Northeast	\$280,300	\$287,700	\$271,500	-5.63%
United States	\$221,900	\$217,800	\$197,100	-9.50%

** Source National Association of Realtors*

City-Wide Organizational Chart



Overview

Organizational Structure Overview

Mayor: The City is governed by the Massachusetts Plan "A" form of government, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers.

Springfield Finance Control Board (SFCB): On July 9, 2004 the Massachusetts Legislature enacted Chapter 169, An Act Relative to the Financial Stability of the City of Springfield by a unanimous vote. The legislation granted the Secretary of Administration and Finance ("Secretary") broad financial powers over the City of Springfield. Pursuant to Chapter 169, the Secretary appointed the Springfield Finance Control Board to oversee the City's finances. The authority of the SFCB pre-empts the authority of the City and the City Council in matters of finance, personnel and administration. The SFCB consists of five members. Three are appointed by the Secretary; the remaining two positions are the Mayor and the City Council President.

Chapter 169 established a \$52 million City of Springfield Trust Fund. Loans from the Fund are subject to approval by the Secretary and may be disbursed to the City from time to time on terms and conditions determined by the SFCB.

The Legislature recently passed, and signed by Governor Patrick, Chapter 468, Acts of 2008, the legislation extended the \$52 million loan payback schedule from five years to fifteen years. The yearly payment from Fiscal Year 2010 to Fiscal Year 2022 is \$3.6 million. The final payment of the loan is due no later than June 30, 2022.

The SFCB ended on June 30, 2009.

Chief Administrative and Financial Officer (CAFO): In continuing a structured transition to local control, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of a Chief Administrative and Financial Officer (CAFO). The CAFO is responsible for the overall budgetary and financial administration of the city. The CAFO is appointed by the Mayor and reports directly to the Mayor. The CAFO is appointed to a term of no longer than three years.

The Board of Assessors, Treasurer/Collector, Finance Director, Comptroller, Director of Information Technology, Office of Procurement, Director of Human Resources, Labor Relations Director, Director of Capital Asset Construction and any other positions or departments approved by the mayor are under the direction of the CAFO. Pursuant to the local acceptance of M.G.L. Ch. 71 Sec. 37 M, the business and financial services of the School Department are under the authority of the CAFO as well.

Comptroller: The Office of Comptroller is responsible for maintaining the City's financial records, including the general ledger and subsidiary ledgers, verifying that all payments are lawful and funding exists, and preparing financial statements and reports.

Director of Internal Audit: The Director of Internal Audit examines the City's financial records and conducts financial and performance audits to prevent and detect waste, fraud and abuse, as well as, improve the efficiency, effectiveness and quality of municipal services. The Director of Internal Audit is also responsible for administering the City's Fraud Hotline.

Previously, the responsibilities of Comptroller and Director of Internal Audit were combined under the position of City Auditor.

City Council: The City Charter establishes a legislative branch of the government, which consists of a nine-member City Council elected at large. All members of the City Council serve two-year terms with one member elected by the Council as its President. The City Council is currently in the process of implementing a ward representation system. On January 2010, the City Council will increase to 13 members, with eight (8) members elected to represent specific wards and five (5) members elected at large.

The City Council has been historically responsible for adopting financial measures, including the annual budget, financial transfers and amending City ordinances. With the enactment of Chapter 169 of the Acts of 2004, the SFCB has assumed responsibility for the City's finances including authorizing appropriations, borrowings, transfer of funds and spending authorizations. The Fiscal Year 2009 budget marked the first time since the implementation of the SFCB that the Council was brought back into the budget formation process.

School Committee: The School Committee has authority and oversight over the public schools of the City. The Committee is comprised of seven members with the Mayor serving as the chairperson, by charter. The members are elected at large for two-year terms. The city charter vests in the School Committee the power to appoint and terminate a Superintendent of Schools. This power is superseded by the enactment of Chapter 169 of the Acts of 2004.

Boards and Commissions: The City government is also comprised of various boards and commissions. The size, responsibility, and source of authority of the boards and commissions vary. Several board members serve as a function of their position in the city government, while others are appointed by the Mayor and confirmed by the City Council.

City Departments: City Department Heads are appointed by the Mayor (excluding the City Clerk and the Director of Internal Auditor who are appointed by and report to the City Council) and report directly to the Mayor. The departments are responsible for the direction of citywide programs and delivery of services in accordance with local, state and federal regulations and priorities.

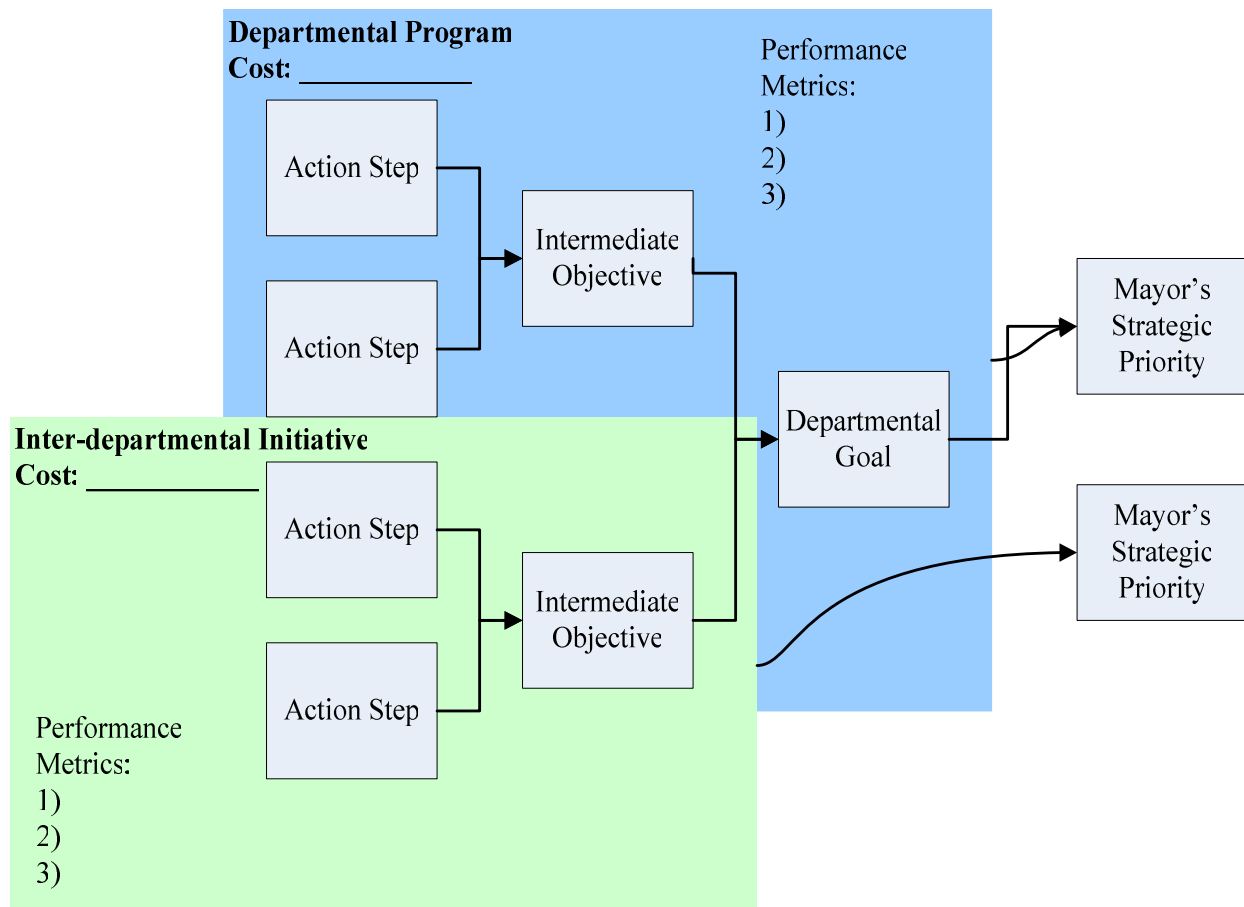
Strategic Planning Initiative

Beginning in Fiscal Year 2009 and continuing into Fiscal Year 2010, the CitiStat Department will be working in conjunction with the Mayor’s Office and all other City departments towards the development of a citywide strategic plan. This ongoing effort is designed to link each department’s goals and objectives with those of the Mayor and City departments’ strategic priorities.

Five strategic priorities have been identified by the Mayor as key to the City’s direction: 1) public safety; 2) education; 3) economic development; 4) quality of basic services; and, 5) environmental stewardship. Over the course of Fiscal Year 2010, CitiStat will implement a process to work with each City department to map out their operations, goals, and action steps and then relate these to the Mayor’s strategic priorities. Ultimately this will result in a citywide strategic plan that will include performance metrics and targets for every goal. In addition, CitiStat will work closely with the Finance Department to integrate this emerging strategic plan with a program-based budget, associating a cost with each component of the strategic plan.

Figure 1 illustrates the three areas of such a strategic plan: a) the individual programs and projects of each city department; b) inter-departmental initiatives; and, c) the action steps, intermediate objectives, and goals that must be completed to move those programs and initiatives forward.

Figure 1: Components of a Citywide Strategic Plan



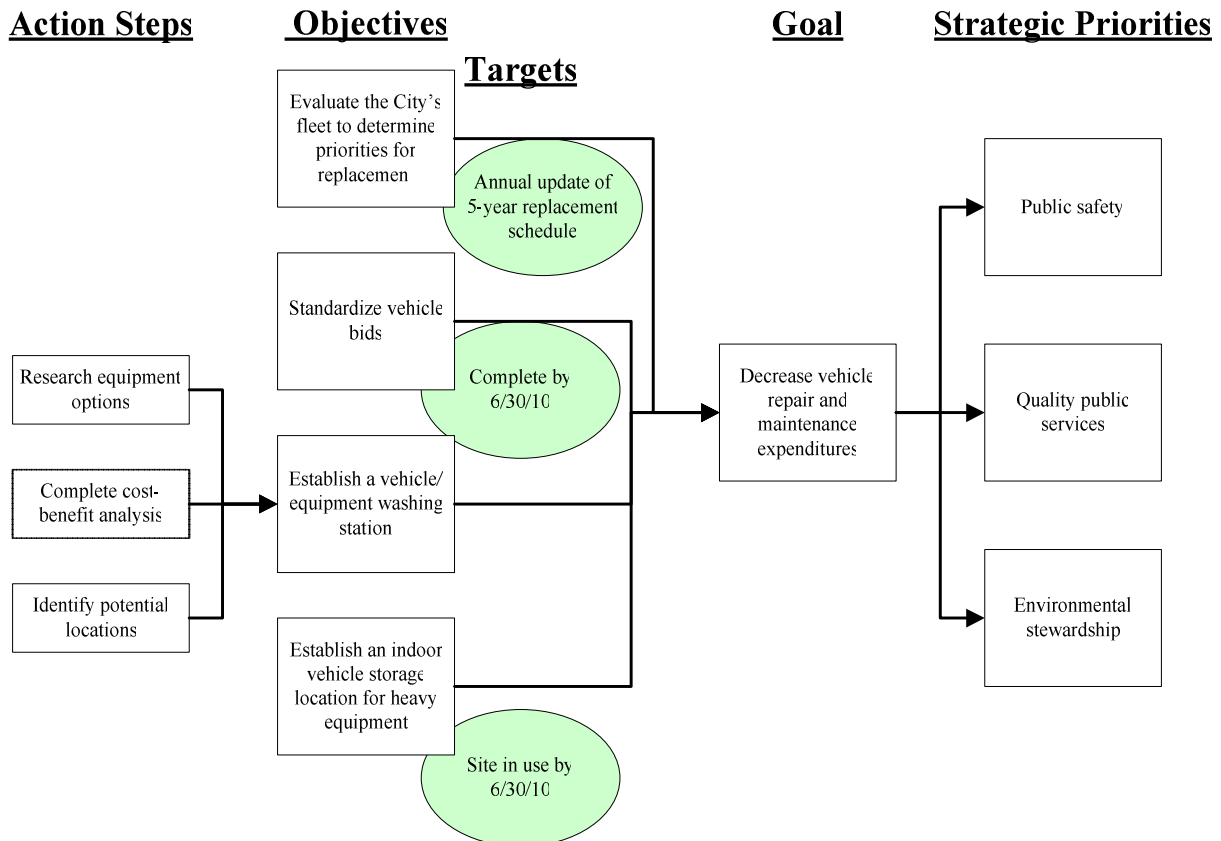
Following are the steps that will be necessary for each city department in the development of a city-wide strategic plan.

Operations: Identify and map every program, project, and operation of the department including identifying the relationships among programs. This will be built largely upon departmental budget submissions, which are organized by area of operation or program.

Collaborations: Identify and map inter-departmental initiatives (or even multi-organizational initiatives) and how they are related to the department’s operations and programs. For example, the Shannon Community Safety Initiative in the Police Department involves more than a dozen community organizations and is related to several of the Department’s programs including the Anti-Gang unit and the Quebec unit operating in the Springfield Public Schools.

Planning: The most significant component in building a citywide strategic plan will be the process of each department setting goals, building the action steps and objectives that will result in achievement of those goals, and relating goals to the City’s broader strategic priorities. Goals should exist for each area of operations and collaboration identified in the first two steps. This stage will also include development of performance targets or metrics related to each objective or goal. These will answer the question: How do we know progress is being made towards achievement of a goal. Figure 2 provides an illustration of what the plan might look like for one goal within the Facilities Department Fleet Maintenance Division.

Figure 1: Illustration of a Goal



Relating to the Budget: Lastly, the strategic plan, in particular operations and goals, will need to be related to the budget. The Finance Department is working toward a program-based budget that will relate City expenditures to individual programs and projects.

Ultimately, this strategic planning process should result in a complete, citywide view of what the City of Springfield is doing and how the City intends to make progress relative to the Mayor's strategic priorities. In addition, this will form the content around which CitiStat performance management meetings will be centered, with analyses examining progress towards the completion of action steps, objectives, and goals.

Data Facts

(Source: 2000 US Census Bureau)

Land Area (square miles)	32
Population	152,082
Persons per square mile	4,738

Ten Largest Employers in the City (2008)

Baystate Health Systems	9,115
MassMutual Financial Group	4,319
U.S. Postal Service	2,700
Sisters of Providence Health Systems	2,437
Big Y Supermarkets	950
Western New England College	650
Smith & Wesson	613
Springfield Republican	600
Springfield College	560
Solutia, Inc.	504

Population Characteristics:

White	56.1%
Latino	27.2%
Black	21.0%
Asian	1.9%
Two or more races	4.0%
Other	0.5%

Households 57,130

Persons per household	3
Persons under 5 years old	7.6%
Persons under 18 years old	28.9%
Persons over 65 years or older	12.4%

2009 Tax Rates (per \$1,000 of value)

Residential Tax Rate	17.89
Commercial/Industrial/Personal Prop.	36.98

Government

Founded	1636
Date of Incorporation as a City	1852
Form of Government	Mayor/Council
No. of Councillors	13

Parcels

Single Family	25,932
Condominiums	1,969
Two & Three Family	7,650
Vacant Land	3,282
Apartment	706
Miscellaneous Residential	100
Mixed Use Residential	279
Mixed Use Commercial	279
Commercial	2,314
Industrial	416
Personal Property	3,627
Exempt Parcels	2,175

City of Springfield Fiscal Year 2010 Budget Summary

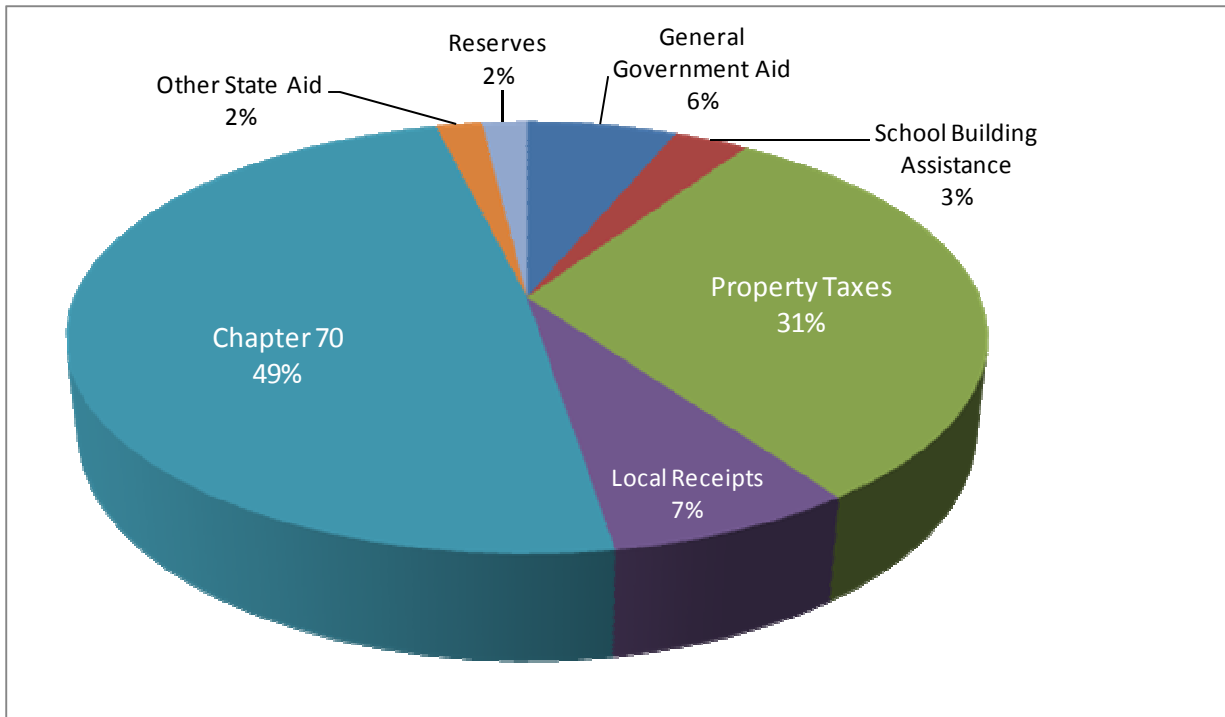
	FINAL FY 2008 GENERAL FUND	ADOPTED FY 2009 GENERAL FUND	ADOPTED FY 2010 GENERAL FUND	FY09-FY10 \$ INCREASE / DECREASE	FY09-FY10 % INCREASE / DECREASE
City Departments	120,727,554	125,233,792	120,666,995	-4,566,797	-3.8%
School Department	296,909,519	304,461,025	305,026,945	565,920	0.2%
Employee Benefits (City)	47,143,102	46,884,142	48,590,994	1,706,852	3.5%
Debt Service & Capital	36,922,411	43,049,937	44,107,348	1,057,411	2.4%
State Assessments	2,591,642	3,326,049	3,212,359	-113,690	-3.5%
Local Assessments	1,320,000	2,339,475	2,345,000	5,525	0.2%
Trash Fee Subsidy	2,688,359	2,754,000	3,260,789	506,789	15.5%
State Loan Repayment	2,600,000	2,600,000	0	-2,600,000	-100.0%
Other	285,611	742,696	1,447,072	704,376	48.7%
TOTAL EXPENSES	511,188,198	531,391,117	528,657,502	-2,733,615	-0.5%
Tax Levy	145,843,834	153,489,174	163,097,495	9,608,321	5.9%
Increase 2.5%	3,646,096	3,837,229	4,077,437	240,208	5.9%
New Growth	4,016,102	2,500,000	2,772,132	272,132	9.8%
Tax Overlay	-7,622,699	-4,500,000	-4,500,000	0	0.0%
Sub-Total Net Tax Levy	145,883,333	155,326,403	165,447,064	10,120,661	6.1%
Property Tax	144,389,339	152,219,875	162,138,123	9,918,248	6.1%
Local Receipts	45,260,105	41,217,758	38,877,222	-2,340,536	-6.0%
Sub-Total	189,649,444	193,437,633	201,015,345	7,577,712	3.8%
School Building Assistance	18,930,798	16,579,543	16,579,543	0	0.0%
Chapter 70 Unrestricted General	254,370,403	262,734,913	257,480,215	-5,254,698	-2.0%
Government Aid	47,116,480	45,286,984	33,354,581	-11,932,403	-35.8%
Other State Aid	8,061,601	11,002,044	10,227,818	-774,226	-7.6%
Sub-Total State Aid	328,479,282	337,953,484	317,642,157	-20,311,327	-6.4%
Reserves	0	2,350,000	10,000,000	7,650,000	325.5%
TOTAL REVENUE	518,128,726	531,391,117	528,657,502	-2,733,615	-0.5%

City of Springfield - Governmental Funds
Statement of Changes in Fund Balances
FY 08 - FY 10

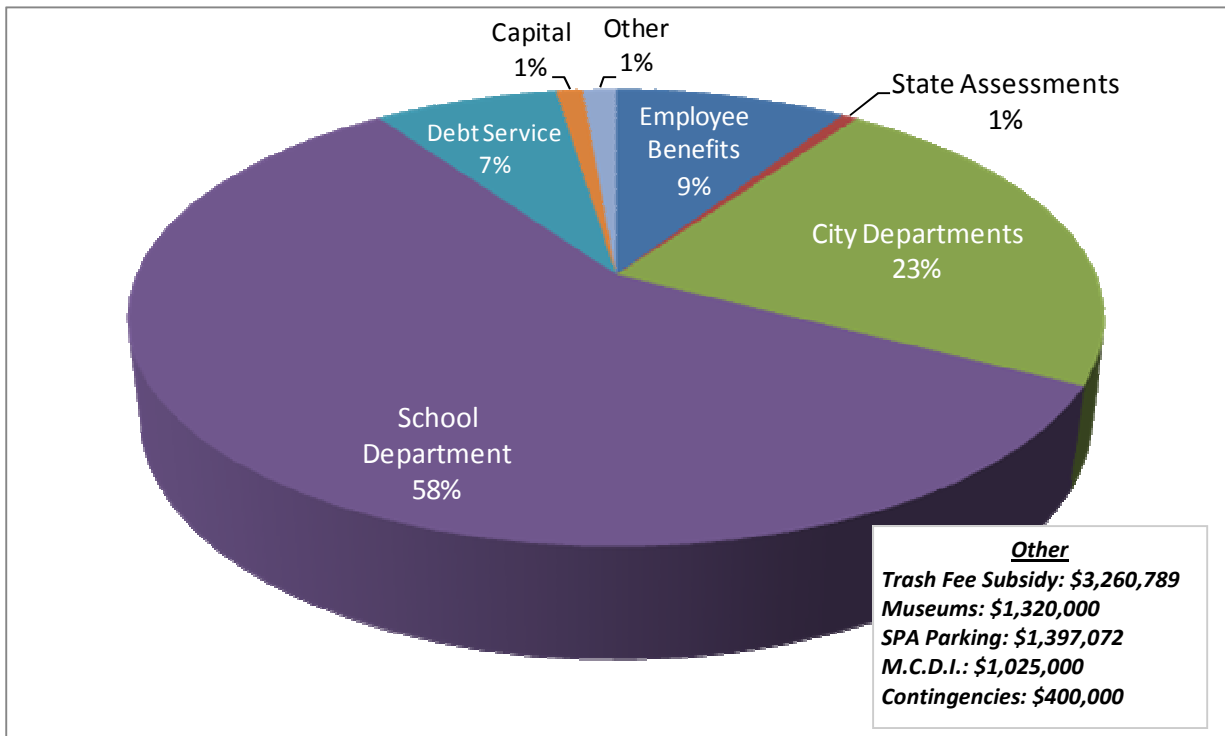
Fund Balances (Actuals for FY 08 and Projections for FY 09-10)	General	Stabilization	Non Major	Total
FY 08				
Beginning Balance (July 1, 2007) (Actuals)	\$73,252,745	\$41,213,237	\$73,044,868	\$187,510,850
FY 08 Revenues (Including Transfers In)	561,788,261	31,028,205	98,527,059	691,343,525
FY 08 Expenditures (Including Transfers Out)	577,637,835	4,194,186	123,981,747	705,813,768
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	(15,849,574)	26,834,019	(25,454,688)	(14,470,243)
Ending Balance (June 30, 2008) (Actuals)	\$57,403,171	\$68,047,256	\$47,590,180	\$173,040,607
FY 09				
Beginning Balance (July 1, 2008) (Actuals)	\$57,403,171	\$68,047,256	\$47,590,180	\$173,040,607
FY 09 Revenues (Including Transfers In)*	522,159,382	39,489,233	179,766,774	741,415,389
FY 09 Expenditures (Including Transfers Out)	519,606,601	24,077,992	120,881,486	664,566,080
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	2,552,781	15,411,240	58,885,288	76,849,310
Ending Balance (June 30, 2009) (Projected)	\$59,955,952	\$83,458,496	\$106,475,468	\$249,889,917
FY 10				
Beginning Balance (July 1, 2009) (Projected)	\$59,955,952	\$83,458,496	\$106,475,468	\$249,889,917
FY 09 Revenues (Including Transfers In)	528,657,502	5,000,000	98,500,000	633,029,750
FY 09 Expenditures (Including Transfers Out)	528,657,502	10,000,000	125,000,000	664,529,750
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	(5,000,000)	(26,500,000)	(31,500,000)
Ending Balance (June 30, 2010) (Projected)	\$59,955,952	\$78,458,496	\$79,975,468	218,389,917

* In FY09, the City received one-time economic stimulus aid and capital bond project funds which will be used to forward the City's educational and infrastructure goals/needs.

Where the City's Revenues Come From:



Where Your Tax Dollars Go:



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Section 2

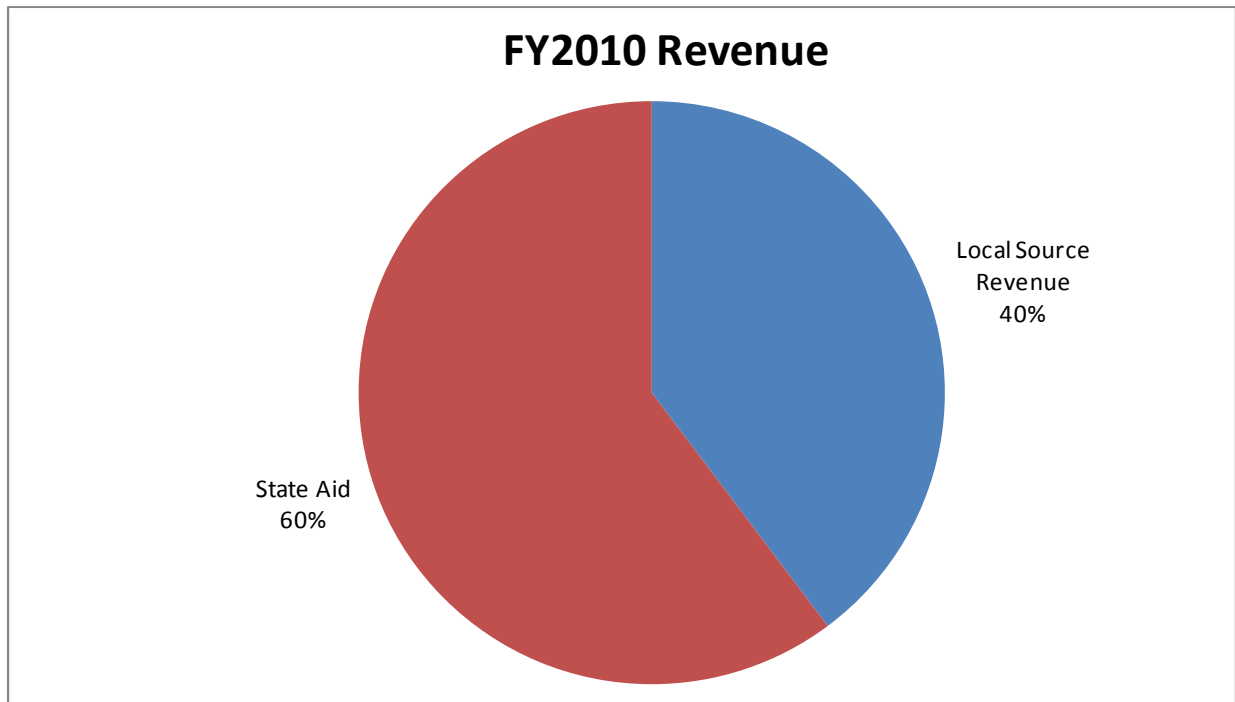
Fiscal Summary

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Revenue Overview

The City is supported by \$528.7 million in revenue and reserves. Revenue from property taxes, fines and state aid allow the City to provide public safety, educate area students, maintain the City's streets, and provide other municipal services.

The City's Fiscal Year 2010 revenue estimates decreased by \$2.7 million (-0.5%) from the previous fiscal year, driven by the deep economic recession and reductions in state aid. Historically, the City has depended largely on state aid to fund between 62 and 64 percent of the budget. Since the majority of the City's revenue is from state aid, any decrease in state aid has serious consequences on the financial condition of the City.



9C Reductions

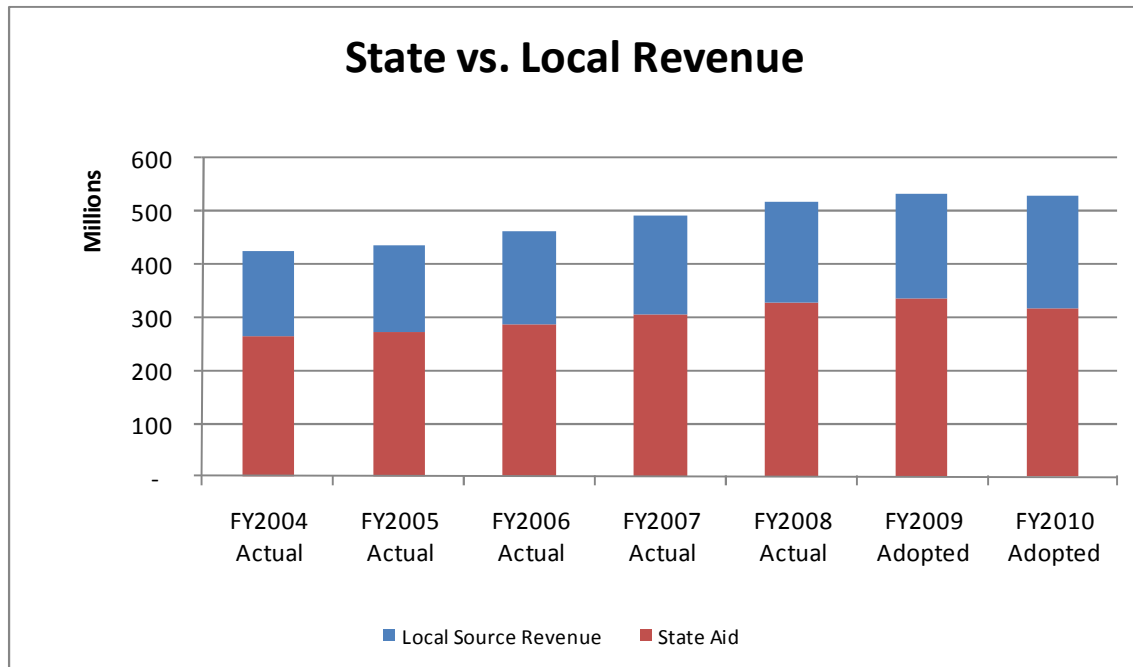
The Commonwealth reduced state aid to Springfield by \$4.6 million on January 28, 2009 as a result of severe revenue shortfalls. The Commonwealth's then-projected \$2.5 billion deficit resulted in \$128 million in local aid reductions across Massachusetts, driving service reductions, layoffs and other mitigation efforts in a number of communities.

In May, the Commonwealth reduced Chapter 70 aid (education aid) to municipalities, but offset these reductions by providing American Recovery and Reinvestment Act (ARRA) funds. Springfield's Fiscal Year 2009 Chapter 70 aid was reduced by \$27.6 million, but received an equal amount of ARRA funds.

Anticipating that the continuing economic recession would negatively influence the City's state revenue, the City and Finance Control Board froze hiring in the fall of 2008, resulting in the elimination of 75 vacant positions that produced \$4.8 million in annual savings. The City and Finance Control Board also implemented 65 layoffs, saving an estimated \$2.7 million annually. These strategic reductions

allowed the City to address the Fiscal Year 2009 9C cuts without the use of reserve funds and without impacting the number of sworn police and fire personnel.

The following is a summary of the City's revenue assumptions.



State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising between 62 and 64 percent of the City's total revenue. In Fiscal Year 2010, the City will receive \$317.6 million in General Fund state aid, a decrease of \$18 million.

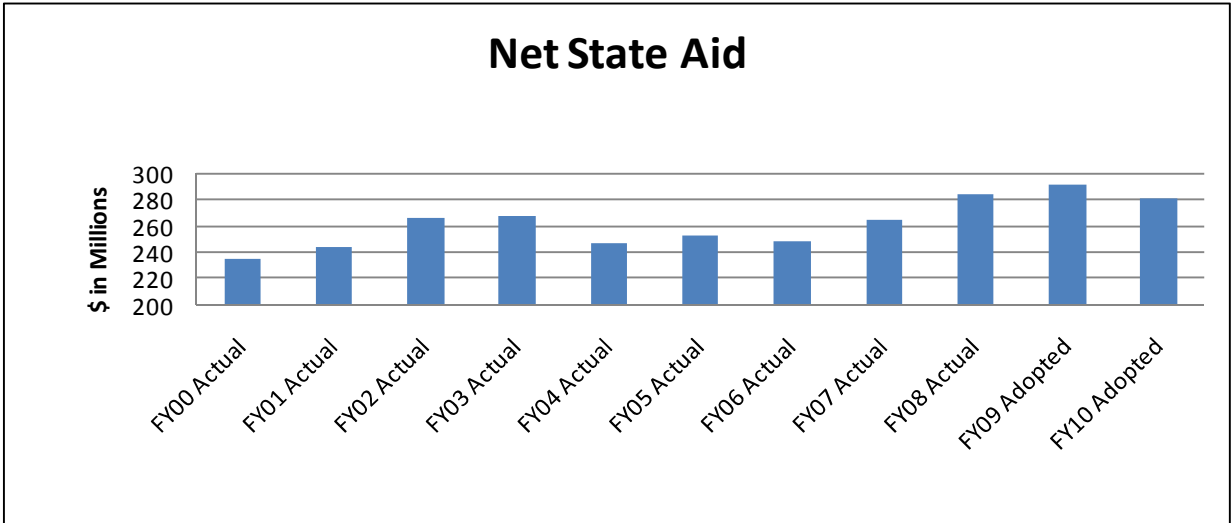
Springfield's state aid estimates are based on the Commonwealth's Fiscal Year 2010 Cherry Sheets. The Cherry Sheet is the official notification from the Massachusetts Department of Revenue regarding the next fiscal year's state aid to municipalities. First notified in January from the Governor's budget, the Cherry Sheet provides revenue estimates for municipalities so they can complete their budget projections for the next fiscal year. Chapter 70, Charter Tuition Reimbursement and Unrestricted General Government Aid are three of the largest sources of Cherry Sheet state aid. In previous years Lottery and Additional Assistance were independent allocations on the Cherry Sheet. Beginning in Fiscal Year 2010, these two funding sources have been combined under the category of Unrestricted General Government Aid.

The Fiscal Year 2010 revenue budget also includes revenue associated with a 0.75 percentage point increase in the local option meals tax. The Finance Control Board approved this revenue increase on June 29, 2009, with the increase taking effect on October 1, 2009. This additional revenue stream is expected to generate \$983,000 in Fiscal Year 2010 and \$1.3 million annually hereafter.

Springfield State Aid			
	FY2008 Adopted	FY2009 Adopted	FY2010 Adopted
Chapter 70	254,370,403	262,734,913	257,480,215
Charter Tuition Reimb.	5,371,595	6,469,760	7,440,252
Lottery	45,286,984	45,286,984	0
Additional Assistance	1,829,496	1,829,496	0
Unrestricted Gov. Aid	0	0	33,354,581
Meals Tax	0	0	983,000
Police Career Incentive	1,950,000	1,847,200	386,503
Urban Renewal Projects	0	0	0
Veterans Benefits	302,707	365,789	939,941
Exempt: Vets, Blind Persons & Surviving Spouses	303,300	316,849	460,699
Exempt: Elderly	115,962	118,472	0
State Owned Land	18,037	19,342	17,423
School Building Assistance	18,930,798	16,579,543	16,579,543
TOTAL STATE AID	328,479,282	335,568,348	317,642,157

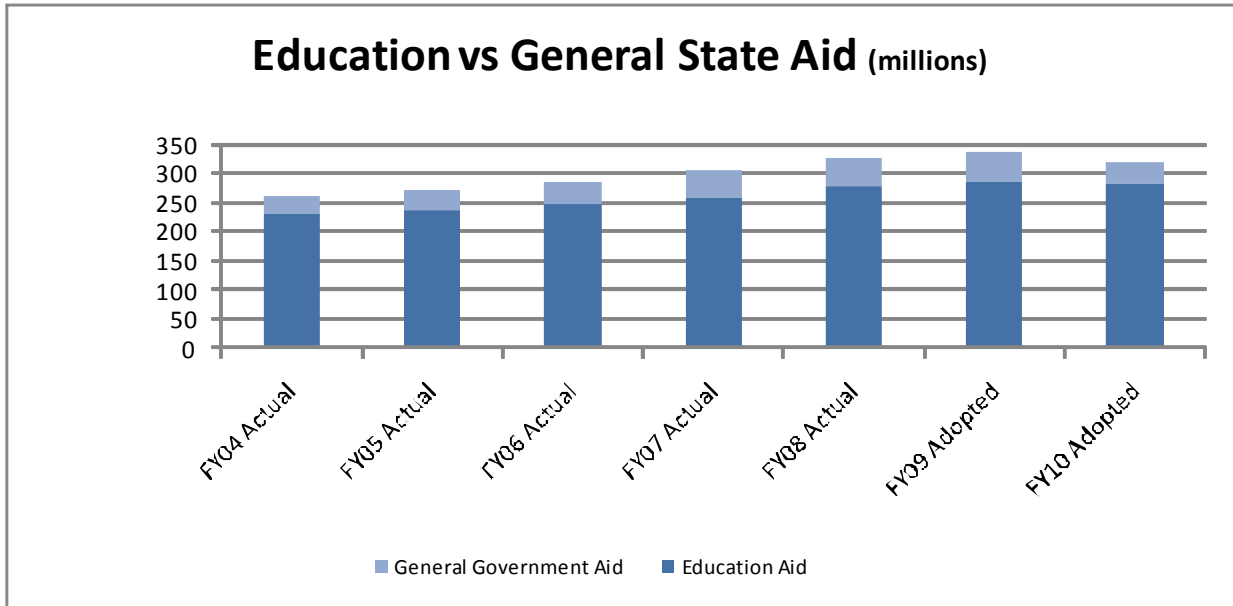
Included in Springfield’s Cherry Sheet are assessments charged by the Commonwealth for services, such as the Pioneer Valley Transit Authority (PVRTA) regional transit system and charter school tuition. Springfield’s assessments in Fiscal Year 2010 are \$31.2 million, an increase of \$3.3 million. For further information on Springfield’s assessments, please refer to the *Expenditure Overview* at the end this section.

After a significant decline in Fiscal Year 2004, Springfield’s net state aid (state aid minus assessments) reached pre-Fiscal Year 2004 levels in Fiscal Year 2008. In Fiscal Year 2004, Springfield’s state aid decreased by \$6.5 million and assessments increased by \$13.7 million. The City’s net state aid decreased from \$267.2 million in Fiscal Year 2003 to \$247 million in Fiscal Year 2004. Springfield’s Fiscal Year 2010 net state aid is \$286.5 million, a \$21.2 million decrease from Fiscal Year 2009.



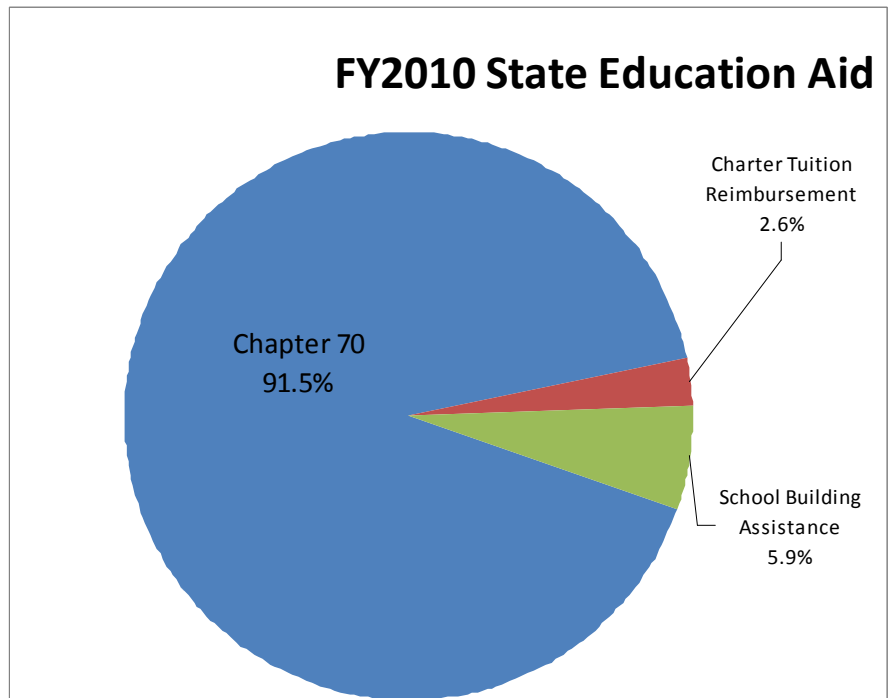
Education Aid

Over 88 percent of Springfield’s state aid supports education. Springfield will receive over \$281.5 million for educational purposes in Fiscal Year 2010, a decrease of \$4.3 million from Fiscal Year 2009. In comparison, general government state aid decreased by \$13.6 million.



The City receives education aid from Chapter 70 funds, Charter School Tuition Reimbursement, School Choice Receiving Tuition, School Lunch reimbursements, and Massachusetts School Building Assistance aid.

The Springfield School Department will receive an additional \$14.9 million in American Recovery and Reinvestment (ARRA) funds in Fiscal Year 2010. These funds were distributed in order for the School Department to reach its foundation budget for Fiscal Year 2010. This aid is not included in the City’s Cherry Sheet and is treated like grant revenue. The City is at risk that this funding source will not be available in Fiscal Year 2011.



Chapter 70

Springfield will receive \$257.5 million in Chapter 70 aid in Fiscal Year 2010, a decrease of \$5.2 million from Fiscal Year 2009. The City will receive 8 percent of statewide Chapter 70 aid, the largest amount of Chapter 70 aid to any municipality.

The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of Education determines the spending requirements for each municipality to fund adequate levels of education. This is known as net school spending. Long-term debt service, adult education, and student transportation are excluded from net school spending. This determination is based on the district's End-of-Year Pupil and Financial Reports. The Commissioner informs municipalities of their required education appropriation for the next fiscal year, known as the local contribution. A municipality's local contribution, combined with its Chapter 70 state aid, equals the district's net school spending requirement. If a municipality does not spend at least 95 percent of its net school spending requirement, the municipality's Chapter 70 aid may be reduced the following fiscal year.

The City's net school spending requirement was lowered from \$296.3 million to \$290.7 million, a decrease of \$5.6 million. Springfield's local contribution decreased from \$33.6 million to \$33.2 million.

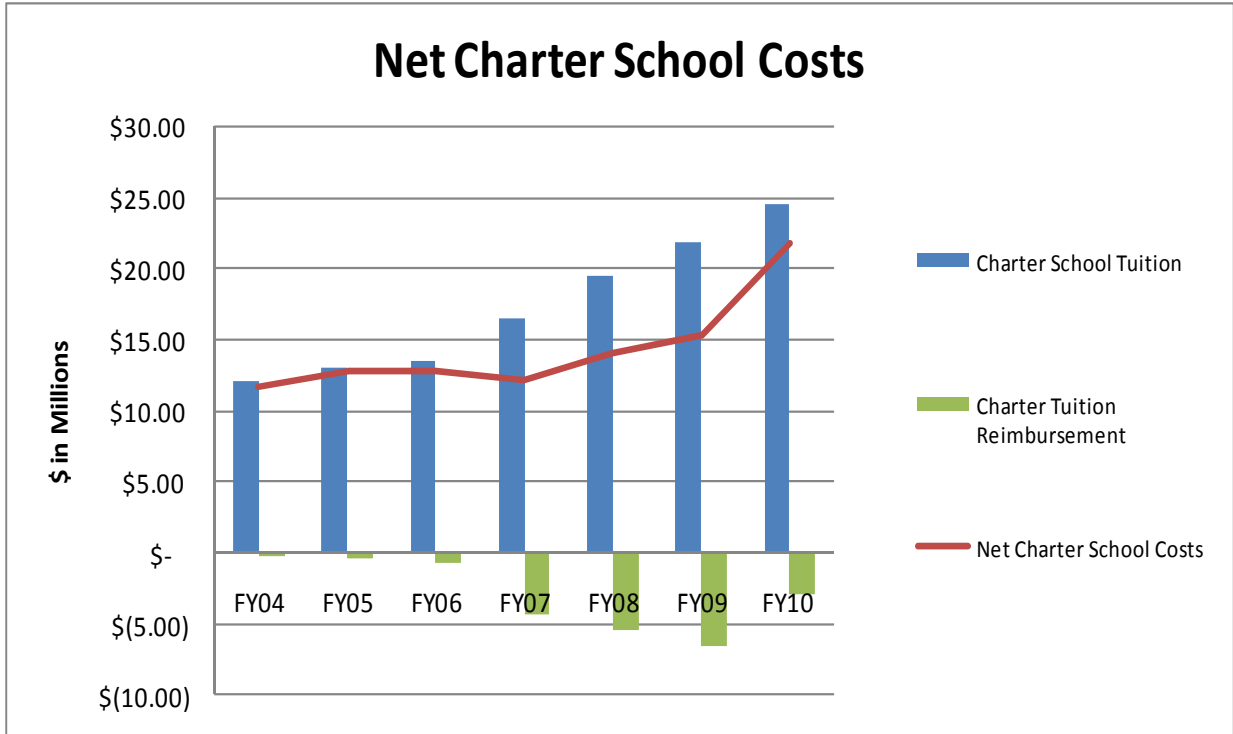
Charter School Tuition Reimbursement

Massachusetts' Chapter 70 program assigns state aid to each student in every school district, determined by the Massachusetts Department of Education. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding "travels" with them to the charter school. This is known as the students' "tuition." The public school department is assessed for the associated charter school tuition for these students.

The State phases charter tuition assessments for new students by providing temporary relief to the public school district. For all new charter school students, school districts receive 100% tuition reimbursement for the first year, 60% for the second year and 40% for the third year. In the fourth year, the school district receives no state aid.

Springfield will receive \$7.4 million in charter tuition reimbursements, an increase of \$935,354. from Fiscal Year 2009.

Unfortunately, charter tuition reimbursements only cover a small percentage of the cost for charter school tuition assessments. Springfield's Fiscal Year 2010 costs for charter school tuition is \$24.6 million, an increase of \$2.8 million. Springfield's net cost for charter schools in Fiscal Year 2010 is \$17.1 million, an increase of \$1.8 million from Fiscal Year 2009.



School Building Assistance Aid

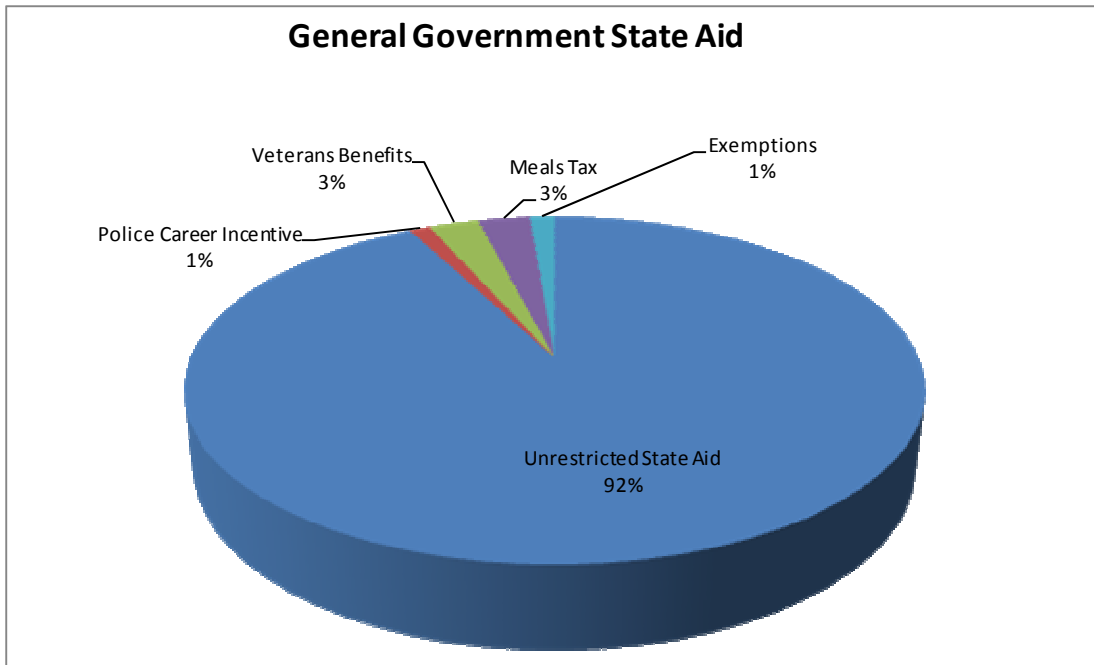
The City of Springfield will receive \$16.58 million in reimbursements from the Massachusetts School Building Authority (MSBA) for school capital projects. There is no change from Fiscal Year 2009.

Every year Springfield and other Massachusetts municipalities can receive up to 80 percent reimbursement from the Massachusetts School Building Authority for approved school building projects. This program is meant to help struggling communities keep building costs at a manageable level and give students first-class facilities in which to learn.

This program is invaluable to Springfield for a number of reasons. First, there are 43 public school buildings in Springfield and, without this program, the City would find it very difficult to generate sufficient revenue to build and renovate schools under Proposition 2 ½. The MSBA program helps to ensure that Springfield schools can have the same opportunities as more affluent communities. Another reason why this program is important is the cost savings to the taxpayers of the City. Since 2005, the City has seen an average of \$18.4 million in reimbursement aid per year. The City of Springfield expects to receive approximately \$159.2 million over the next thirteen years.

General Government State Aid

Approximately 9 percent of the remaining state aid is for general government, whether in the form of unrestricted aid, property tax exemptions for individuals, or veteran benefits. Some of this revenue is to offset specific costs, such as PILOTS for state-owned land or Quinn Bill education payments to police officers.



Unrestricted General Government State Aid

In Fiscal Year 2010 the Commonwealth combined two general government state aid categories, lottery aid and additional assistance, into unrestricted general government state aid. During Fiscal Year 2009, the Commonwealth combined these two categories for all municipalities and reduced them by 9.7 percent. This aid is used for general government purposes.

In Fiscal Year 2010, Springfield will receive \$33.3 million in unrestricted general government state aid, a reduction of \$13.8 million (29.2%).

Police Career Incentive

The Commonwealth will reimburse the City \$386,503 for financial incentives for police officer education, a decrease of \$1.5 million from Fiscal Year 2009 (79.1%).

In 1970, the Commonwealth created a financial incentive for police officers to seek additional education, known as the Quinn Bill. Officers are eligible to receive 10 percent, 20 percent or 25 percent base salary increase if they receive an Associate's, Bachelor's or Master's degrees, respectively, in approved areas of study. Municipalities pay each qualifying officer this percentage increase each year the officer remains on the force and the Commonwealth reimburses a portion of these expenses.

Veterans Benefits

The City of Springfield receives a 75 percent reimbursement on all spending towards veterans' financial, medical, and burial benefits. The reimbursement is typically received 10 months after the City sends its expenditure reports to the State.

Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care. Municipalities receive 75 percent reimbursement from the Commonwealth based on prior year expenditures.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

The Commonwealth will reimburse the City \$460,699 in Fiscal Year 2010 for property tax exemptions granted to qualifying veterans, blind persons, surviving spouses and elderly persons, an increase of \$25,378 from Fiscal Year 2009.

Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500.

State Owned Land

Springfield will receive \$17,423 in reimbursements for tax-exempt state-owned land. The State reimburses municipalities for land, not buildings. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases. The next re-appraisal is in Fiscal Year 2012.

Local Source Revenue

Approximately 40 percent of the City's \$528.7 million budget is from revenue collected in the City of Springfield and its reserves. Local source revenue includes property tax, excise tax on vehicles, fees and fines, and payments-in-lieu of taxes.

The City's local source revenue increased by \$15.2 million in Fiscal Year 2010. Almost 66 percent of the increase in local source revenue is due to the use of \$10 million in reserves. The City's largest local revenue source, property taxes, increased by \$9.9 million, while local receipts, such as fees, fines and excise taxes, decreased by \$2.3 million.

In general, the City is budgeting conservatively due to the deep economic recession. The federal government recently made efforts to stimulate the economy, but the recovery will take months if not years. Declining home values, rising unemployment and a slower economy, as well as historical collections, were factors in the City's Fiscal Year 2010 revenue estimates.

Springfield Local Source Revenue			
	FY2008 Actual	FY2009 Adopted	FY2010 Adopted
Tax Levy	145,843,834	153,489,174	163,097,495
2.5% Levy Increase	3,646,096	3,837,229	4,077,437
New Growth	4,016,102	2,500,000	2,772,132
Subtotal of Gross Tax Levy	153,506,032	159,826,403	169,947,064
Less Overlay	(7,622,699)	(4,500,000)	(4,500,000)
Subtotal of Net Tax Levy	145,883,333	155,326,403	165,447,064
Estimated Property Taxes (98% Collection Rate)	144,389,339	152,219,875	162,138,123
Local Receipts	45,260,105	41,217,758	38,877,222
TOTAL LOCAL SOURCE REVENUE	189,649,444	193,437,633	201,015,345

Property Tax

The City of Springfield will receive \$162.1 million in property taxes in Fiscal Year 2010, an increase of \$9.9 million from Fiscal Year 2009. Property tax revenue accounts for 81 percent of the City's local source recurring revenue. While property tax is the largest and most dependable revenue source, it is also highly regulated.

A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable land, which is revalued every three years and updated annually.

Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5 percent of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5 percent over the prior year's total levy, known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling.

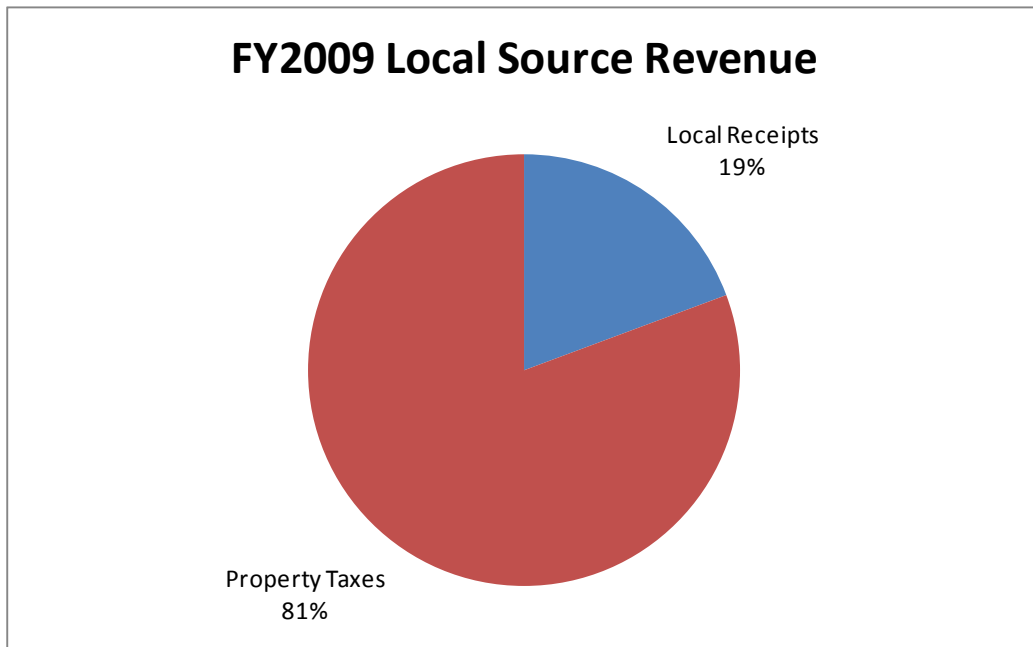
A municipality's levy limit is only increased in three ways: 2.5 percent increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

If a municipality would like to temporarily levy more property tax than the limit allows, Proposition 2 ½ allows a community to raise funds through a debt exclusion. Under a debt exclusion, a Massachusetts municipality can only increase its property tax levy for specified debt service costs or certain capital projects and require voter approval.

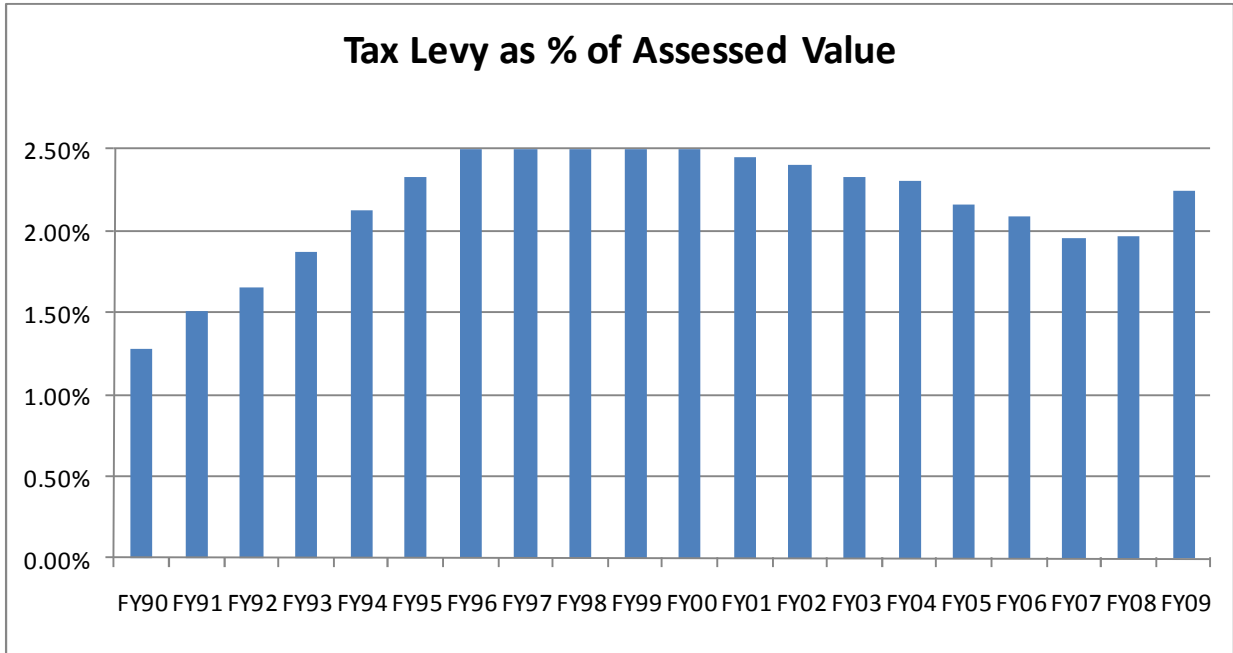
Springfield’s estimated tax levy in Fiscal Year 2009 was \$163.1 million, an increase of \$9.6 million from the previous fiscal year. This increase is from the 2.5 percent increase of \$3.8 million and \$5.7 million in new growth. Fiscal Year 2005 was the last time the new growth increase was less than the 2.5 percent increase. This emphasizes the importance of additional economic development and the Board of Assessors assessing new business and personal growth.

Springfield’s property tax rate is \$17.89 per \$1,000 of value for residential property and \$36.98 per \$1,000 of value for commercial, industrial, and personal property. The City’s total assessed value is \$7.2 billion.

The City’s levy limit of \$163.1 million is below the levy ceiling of \$181 million. During the 1990’s, the total assessed value of the City of Springfield significantly decreased, moving the tax levy to the Proposition 2 ½ ceiling of 2.5% of the total assessed value. From Fiscal Year 1996 through Fiscal Year 2000, Springfield’s tax levy was at 2.5% of the total assessed value, limiting the City’s ability to increase property taxes.



Fiscal Year 2009 was the first year since Fiscal Year 2001 that space between the City’s tax levy and the tax ceiling decreased. While the City has made great strides towards capturing new growth, concurrently, it monitors the assessed values in a depressed economy to ensure that the City does not reach its levy ceiling as in years past.



Based on the City's historically low collection rate, the Springfield Finance Control Board adopted a policy that required the City to assume a property tax collection rate of 98 percent.

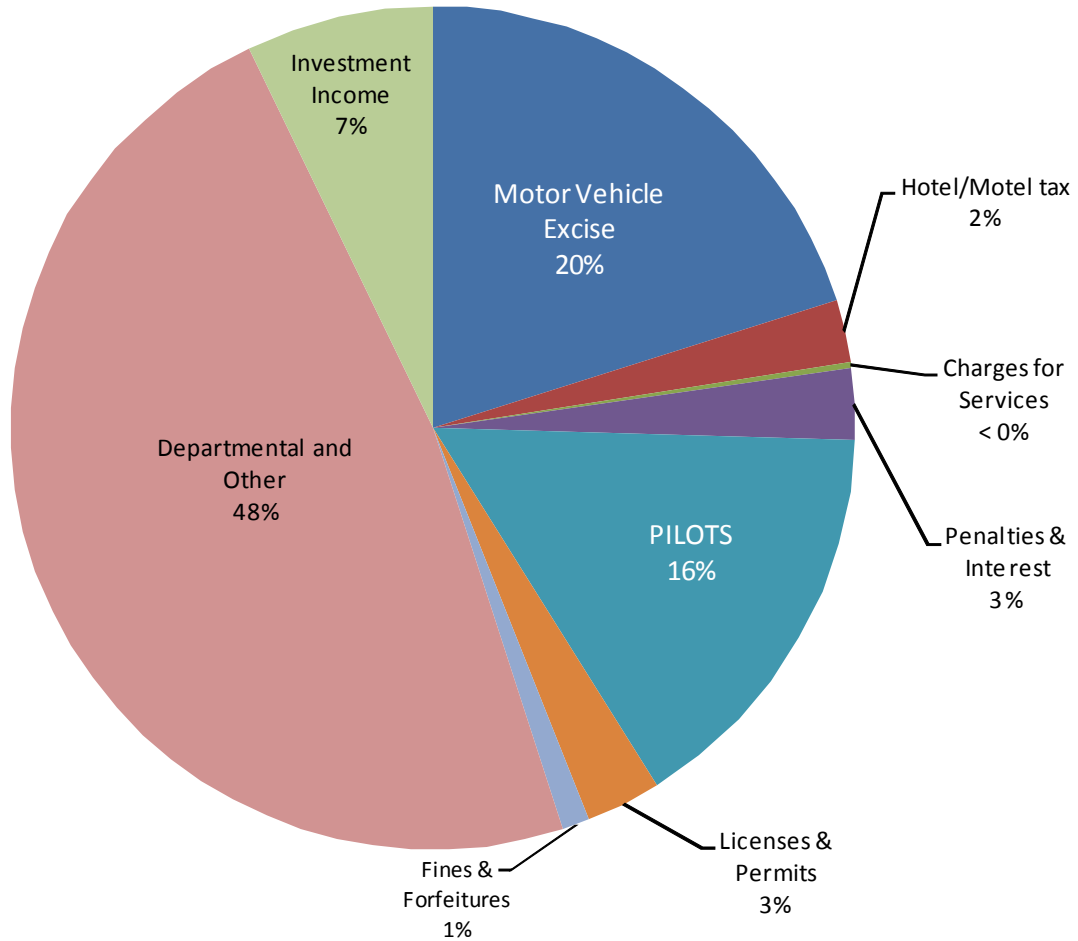
Local Receipts

The City of Springfield anticipates collecting \$38.9 million in local revenue other than personal or real property taxes, a decrease of 5.7 percent from Fiscal Year 2009. Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax.

The decrease in local receipts is driven by the economic recession, especially for motor vehicle excise taxes and earnings on investments. The City has also made great strides in recent years to improve its collection of local receipts.

	FY2008 Actual	FY2009 Adopted	FY2010 Adopted
Tax Liens	4,472,030	0	0
Motor Vehicle and other excise taxes	8,921,591	8,500,000	7,750,000
Hotel/Motel tax	960,544	900,000	900,000
Charges for services	151,699	111,000	111,000
Penalties and interest on taxes	2,185,178	1,000,000	1,030,000
Payments in lieu of taxes	6,936,565	7,033,036	6,033,036
Licenses and permits	2,556,063	1,066,000	1,096,000
Fines and forfeitures	724,686	397,000	408,910
Departmental and other	13,760,708	18,210,722	18,798,276
Investment Income	4,591,041	4,000,000	2,750,000
TOTAL	45,260,105	\$41,217,758	38,877,222

FY2010 Local Receipts



Motor Vehicle Excise Tax

Chapter 60A of the Massachusetts General Laws sets an excise tax rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

Springfield's motor vehicle excise tax declined from \$9.2 million in Fiscal Year 2006 to \$8.6 million in Fiscal Year 2007 and rebounded to \$8.9 million in Fiscal Year 2008. Springfield's Fiscal Year 2009 motor vehicle excise tax commitment decreased by \$400,000.

Due to smaller demand for new vehicles in a recession, the City assumes a similar decrease in the motor vehicle excise commitment in Fiscal Year 2010, lowering its estimated revenue to \$7.75 million.

Hotel / Motel Excise Tax

Massachusetts communities have the option of assessing a tax of up to six percent on short-term room occupancy. This includes hotels and motels.

Springfield collected \$934,715, \$944,735 and \$960,544 in Fiscal Years 2006, 2007 and 2008, respectively, for hotel/motel excise tax revenue. The City estimates it will collect \$900,000 in hotel/motel excise tax revenue in Fiscal Year 2010 based on fewer leisurely travelers in a recession. The City did not adopt the new local option to increase the City hotel/motel tax by 2 percentage points.

Charges for Services

The City imposes fees and charges to offset the costs of providing certain services to the public. These include the rental of municipal facilities.

Springfield collected \$495,521, \$509,217, \$151,699 in Fiscal Years 2006, 2007 and 2008, respectively. The City estimates it will collect \$111,000 in charges for services in Fiscal Year 2010 due to consistent rental of municipal buildings by community groups and nonprofits.

Penalties and Interest on Taxes

The City imposes penalties and charges interest on all late payments and taxes, including tax title accounts, property taxes, and late motor vehicle excise taxes. Interest rates for overdue property taxes are 14 percent and 16 percent for tax title accounts and motor vehicle excise tax.

This revenue category has declined every year since its high point of \$3.9 million in Fiscal Year 2005. This is largely due to aggressive collection of late payments in previous years. The City anticipates collecting \$1.0 million in penalties and interest in Fiscal Year 2010 based on the amount of back taxes to be collected and a depressed economy that may make it harder for residents to pay their bills.

Payments in lieu of Taxes (PILOTs)

Federal and state government land and facilities, hospitals, colleges and universities, religious institutions, and non-profits are exempt from local property taxes. The City collects a portion of this lost property tax revenue through agreements with these organizations for municipal services.

The City has many existing long-term agreements with these tax-exempt organizations and anticipates the City will collect \$6.03 million in Fiscal Year 2010, a decrease of \$1.0 million from Fiscal Year 2009.

This decrease is due to a previous PILOT agreement, which is now assessed for property taxes. Instead of collecting revenue from this property through a PILOT agreement, the City collects its property tax revenue.

Licenses and Permits

The City issues permits to residents and businesses to conduct regulated activities, such as building, plumbing or electrical work. The cost of construction determines the amount of the permit.

The City estimates it will receive \$1.1 million in Fiscal Year 2010 for licenses and permits. This revenue source is closely related to the economic activity of the City. The number and estimated value of building permits issued in the City through six months of Fiscal Year 2009 project to meet, if not exceed, Fiscal Year 2008. Despite these positive signs, the City is conservative in its revenue estimates, especially in this economic climate.

Fines and Forfeitures

The City collects fines for a variety of violations from several departments, including the City Clerk's Office, the Planning and Economic Development Department and the Treasurer/Collector Department. The City anticipates the ability to collect fines and fees in the City Clerk's Office through credit card payments for the first time in Fiscal Year 2010, improving customer satisfaction and revenue collection. The City conservatively estimates it will collect \$408,910 in fines and forfeitures in Fiscal Year 2010.

Departmental and Other Revenue

The largest revenue category includes a variety of large and small miscellaneous revenue sources. One of the largest revenue sources is municipal Medicaid reimbursements for school health services.

Despite changes in the requirements for administrative claiming, the City estimates receiving approximately \$5 million due to its improved monitoring of this revenue source over the last year.

Also included in this revenue category are indirect cost reimbursements, such as the Springfield Water/Sewer Commission's reimbursement for long-term debt incurred on their behalf.

Interest Earned on Investments

Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield.

Over the last several years, the City made significant improvements in interest earned on its investments. In Fiscal Year 2004, the City collected \$180,921 in interest earned, \$1.173 million in Fiscal Year 2005, \$3.745 million in Fiscal Year 2006, and \$7.3 million in Fiscal Year 2007. Unfortunately, interest rates have declined since late 2007.

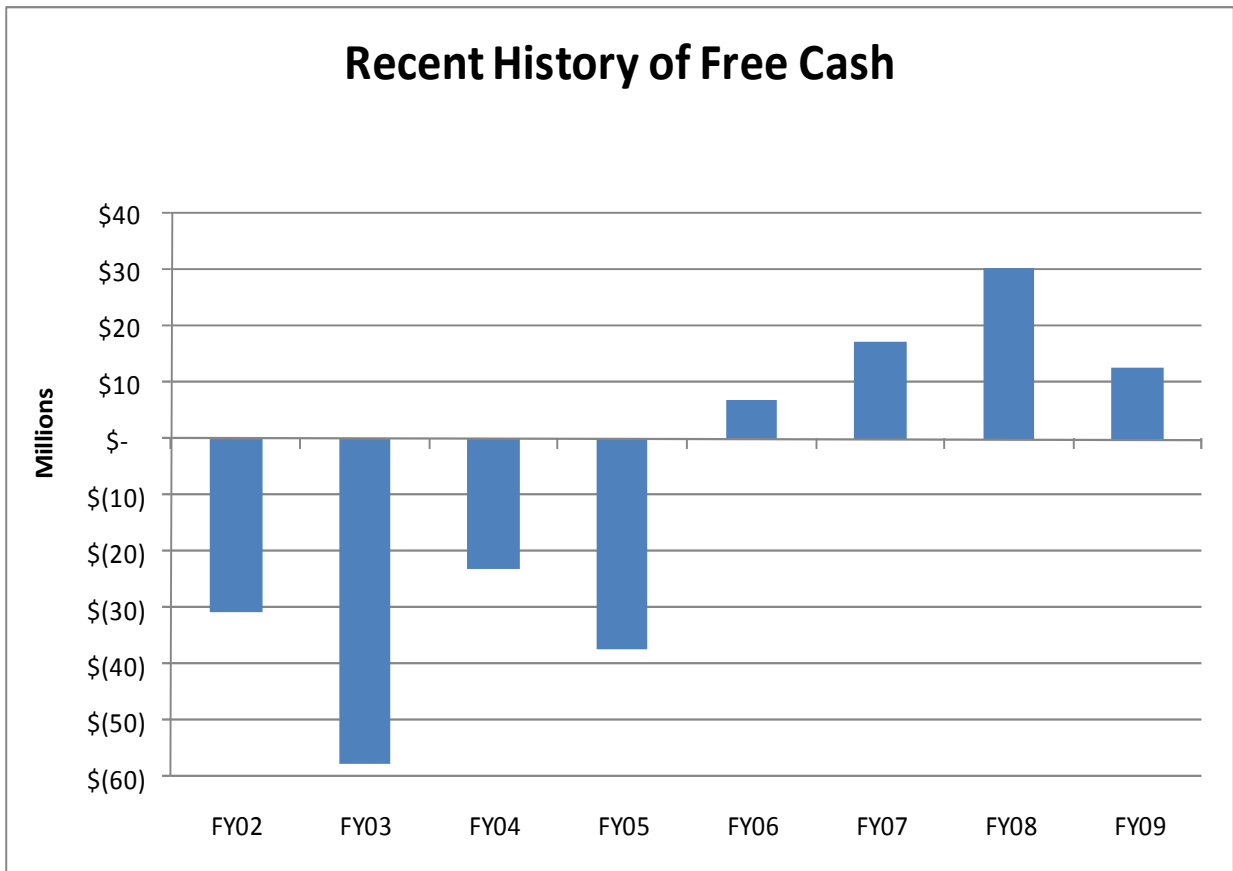
Based on anticipated cash flows for Fiscal Year 2010 and lower interest rates in a recession, the City estimates it will collect \$2.75 million in interest earned on investments, a decrease of \$1.25 million from Fiscal Year 2009.

Reserves

The City of Springfield’s Fiscal Year 2010 budget includes the use of \$10 million from stabilization reserves. The financial parameters set by the Springfield Finance Control Board included the use of up to \$10 million in reserves to balance the Fiscal Year 2010 budget.

The City’s ability to appropriate reserves to balance its operating budget in a depressed economy is due to the work over the last several years in controlling expenditures, conservative revenue estimates, and finding operational efficiencies. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts.

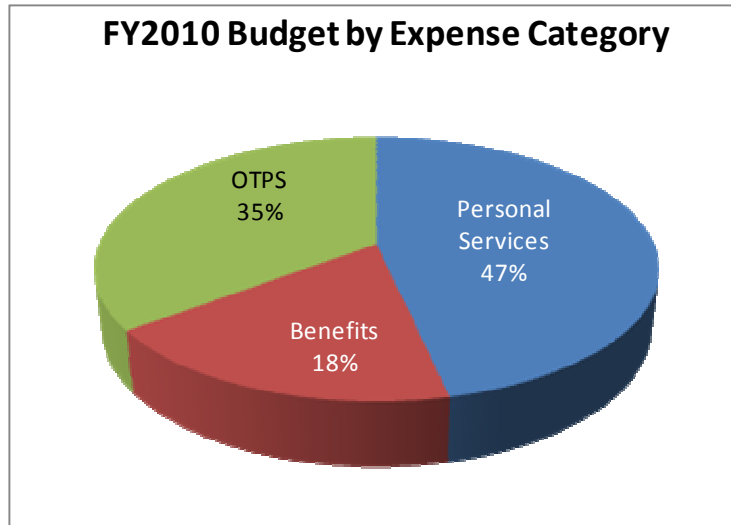
Springfield’s Fiscal Year 2005 free cash was certified at \$6.5 million, the first year since 1988 that the City had positive free cash. Since then, the City certified free cash every year, \$17.4 million, \$30.5 million and \$12.5 million in Fiscal Years 2006, 2007 and 2008. The certified free cash figures allowed the City to fund the state’s loan payback in full through the Springfield Promise Program as discussed in the Overview Section. The City’s stabilization reserve fund had a balance of \$24.9 million as of June 30, 2009.



Springfield Revenue History				
	FY2008 Actual	FY2009 Adopted	FY2010 Adopted	Variance
Tax Levy	145,843,834	153,489,174	163,097,495	9,573,331
2.5% Levy Increase	3,646,096	3,837,229	4,077,437	239,333
New Growth	4,016,102	2,500,000	2,772,132	(2,963,095)
Subtotal of Gross Tax Levy	153,506,032	159,826,403	169,947,064	6,849,569
Less Overlay	(7,622,699)	(4,500,000)	(4,500,000)	1,252,571
Subtotal of Net Tax Levy	145,883,333	155,326,403	165,447,064	8,102,140
Property Taxes (Est. 98% Collection Rate)	144,389,339	152,219,875	162,138,123	9,651,558
Local Receipts	45,260,105	41,217,758	38,877,222	(2,498,536)
TOTAL LOCAL SOURCE REVENUE	189,649,444	193,437,633	201,015,345	7,153,023
Chapter 70	254,370,403	262,734,913	257,480,215	0
Charter Tuition Assessment Reimbursement	5,371,595	6,504,898	7,440,252	(3,603,542)
Unrestricted Gen. Gov't Aid	47,116,480	47,116,480	33,354,581	(11,621,633)
Police Career Incentive	1,950,000	1,847,200	386,503	(208,674)
Meals Tax	0	0	983,000	983,000
Veterans Benefits	302,707	365,789	939,941	608,728
Exempt: Vets, Blind Persons & Surviving Spouses	303,300	316,849	460,699	143,850
Exempt: Elderly	115,962	118,472	0	(118,472)
State Owned Land	18,037	19,342	17,423	(15)
School Building Assistance	18,930,798	16,579,543	16,579,543	0
TOTAL STATE AID	328,479,282	335,568,348	317,642,157	(16,629,254)
Reserves	0	2,350,000	10,000,000	7,650,000
TOTAL REVENUE	518,128,726	531,355,981	528,657,502	(1,826,231)

Expenditure Overview

Springfield's Fiscal Year 2010 budget appropriates \$528.7 million for municipal and educational purposes. This represents a decrease of \$2.7 million from Fiscal Year 2009, a .5 percent decrease. \$180.7 million (81%) of the city-side budget is for non-discretionary purposes, such as personal services, benefits, debt service, and capital reserve funds. The following section summarizes the major cost factors and department budgets.



Personnel

The largest expense in the City's budget is personnel. The Fiscal Year 2010 budget appropriates \$246 million for salaries and overtime, a \$20.6 million decrease from Fiscal Year 2009. In addition, the budget appropriates \$96 million for benefits for a combined 65 percent of the City's total operating budget being spent on its personnel.

Due to the significant cost of personnel, the City carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. The City has a Personnel Review Committee, comprised of an executive team, which reviews every hiring, including backfills, promotions, and new non-School Department positions. The Fiscal Year 2010 general fund budget includes 1,461.2 full time employees, a decrease of 124 FTEs from Fiscal Year 2009.

While 65 percent of the Fiscal Year 2010 budget is associated with personal services, Springfield is in a more advantageous position compared to other municipalities due to recent contract negotiations. Approximately 265 employees, or 17.9 percent of total employees, do not belong to a collective bargaining unit. This statistic emphasizes the importance of negotiating long-term, manageable, union contracts. Over the last several years, the City and the Finance Control Board renegotiated long-term contracts with every union, allowing for better long-term financial planning.

The Fiscal Year 2010 budget also reflects additional measures to maximize employee productivity and deliver the best possible services to the citizens of Springfield in a cost-effective manner. Over the last several years, the City invested in technology to improve employee productivity. Examples include a continuous improvements to the new financial software system (MUNIS), Time Labor Management and TeleStaff.

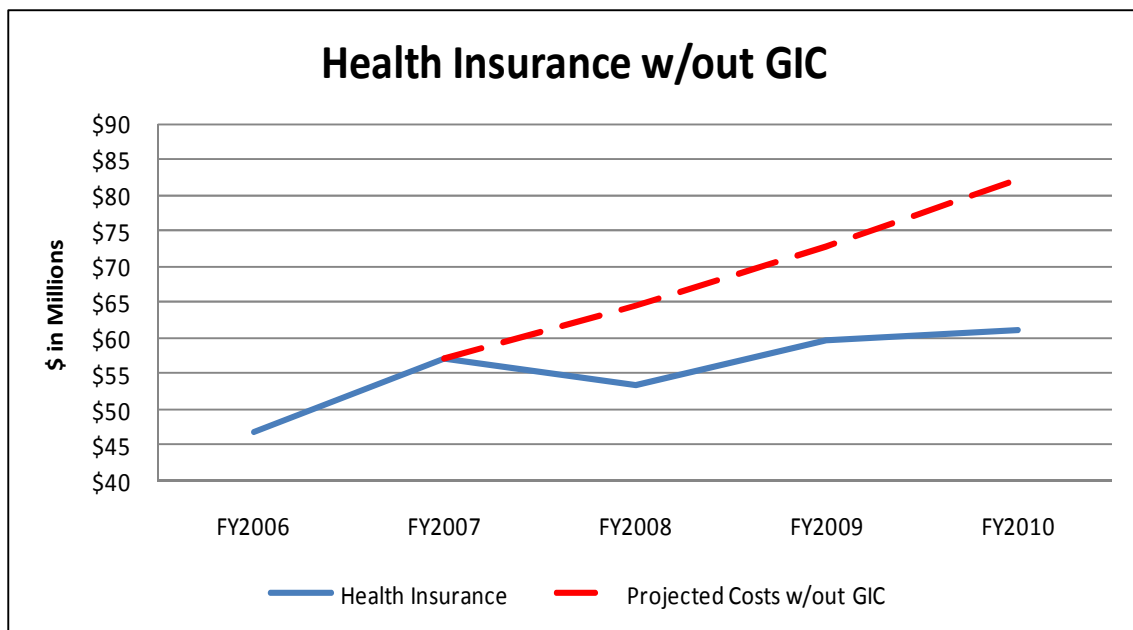
Health Insurance

Springfield's Fiscal Year 2010 budget includes \$60 million for health insurance, a 4.0 percent increase from Fiscal Year 2009. This includes active and retired employees. While the City's health insurance premium rates increased by 3.2 percent, the overall increase is attributed to increased enrollment. Part of the increase in enrollment is due to the Massachusetts Mandated Health Insurance Law of the Acts of 2006, requiring all residents to maintain health insurance as of July 1, 2007.

Prior to 2007, the City's health insurance costs were approximately 10 percent of the budget and increasing at a rate of 13 percent annually. This trend would have been unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5 percent annually. Part of Springfield's financial turnaround included controlling health insurance costs.

The most significant measure to controlling costs was becoming the first Massachusetts municipality to join the Group Insurance Commission (GIC). The GIC purchases health insurance for 265,000 state employees and retirees. Due to the large group of subscribers, the GIC has significant purchasing power compared to a Massachusetts municipality, resulting in health insurance premiums that increase at an average rate of 9 percent per year compared to an average 18 percent increase for other municipalities. Employees also enjoy a smaller increase in health insurance premiums. Since joining the GIC on January 1, 2007, the City saved approximately \$33.8 million over the past two years.

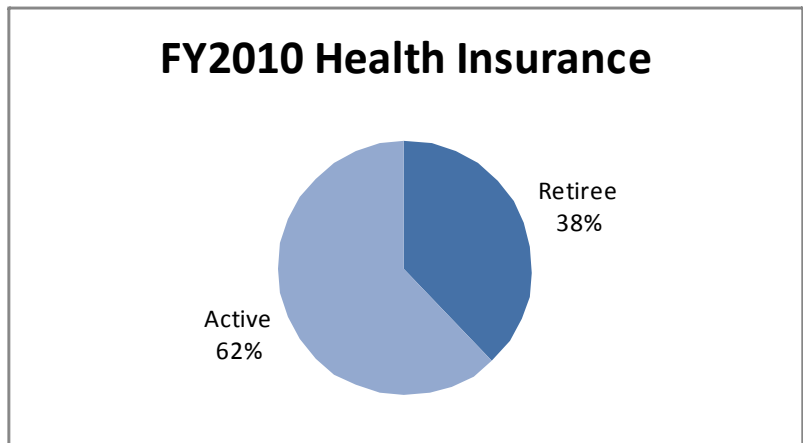
The City also requires employees to contribute 25 percent of premium costs and eligible subscribers to join Medicare Part A and B. By joining Medicare through Chapter 32B of the Massachusetts General Laws, the City shifts a portion its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for ten years or if a spouse contributed to Medicare. This measure was projected to save the City \$19 million over the first three years.



Other Post Employment Benefits

In addition to providing pension benefits, the City also provides health, dental, vision and life insurance to retired employees and their survivors, including those retired under the Massachusetts Teachers Retirement System (MTRS). This policy is in accordance with Chapter 32 of the Massachusetts General Laws. For retirees whose gross annual pension benefit is more than \$30,000, the City funds 75 percent of their health, vision, and dental premium. For retirees whose gross annual pension benefit is \$30,000 or less, the City funds 85% percent of their premium. This additional benefit will decrease each fiscal year until Fiscal Year 2016, when all retirees will pay 25 percent of their health, life, and dental premium.

In addition to health, dental, and vision insurance premiums, the City provides 100 percent reimbursement for Medicare Part B penalty premiums and 50 percent on life insurance policies. The Fiscal Year 2010 budget includes \$1.46 million for Medicare penalties because the City is required to pay for the associated penalties.



The City will pay \$25 million in Fiscal Year 2010 for City and School retirees. There are approximately 3,000 participants eligible to receive benefits. Springfield funds these expenses on a “pay-as-you-go” basis. The City’s unfunded actuarial accrued liability for other post employment benefits is estimated to be \$761.6 million as of June 30, 2008, meaning it would have to appropriate approximately \$41.8 million annually to fund this growing liability.

Retirement

The Fiscal Year 2010 budget appropriates \$22.19 million for retirement costs for City employees and \$8.86 million for School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers’ and certain administrators’ retirement, as they receive their retirement through the MTRS.

Chapter 32 of Massachusetts General Laws establishes benefits, contribution requirements, and an accounting and fund structure for all Massachusetts retirement boards. The Public Employee Retirement Administration Commission (PERAC), created under Chapter 306 of the Acts of 1996, oversees the 106 contributory retirement systems for public employees in Massachusetts.

Membership is mandatory for all permanent municipal full-time employees. Employees contribute a portion of their salaries based on when they began their service, ranging from five to nine percent of their compensation. If an employee earns more than \$30,000, an additional two percent is withheld from the portion in excess of \$30,000.

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to a maximum of 80 percent of the employee's highest three-year average annual rate of regular compensation. Benefit payments are based on a member's age, length of creditable service, level of compensation, veteran status and group classification. Members become vested after ten years of creditable service.

Management of Springfield's retirement system assets was transferred to the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM), effective in August 2005. The City expects to receive a greater rate of return by transferring the total assets of \$270 million to PRIM. The first year resulted in a rate of return of 16.72 percent, an additional \$25 million.

Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2030. Springfield's most recent actuarial valuation estimated the City's pension liability at \$402.5 million as of January 1, 2008. This represents a \$29.7 million, or 7.4% increase since the last valuation dated January 1, 2005.

Debt Service

Municipalities issue debt to finance capital improvements because the costs are too expensive to finance through the operating budget. Spreading the cost of a project over time creates a manageable annual expense for a Massachusetts community that is limited by Proposition 2 ½ in raising additional property tax revenue. Debt occurs when a city or town borrows money from other people. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments.

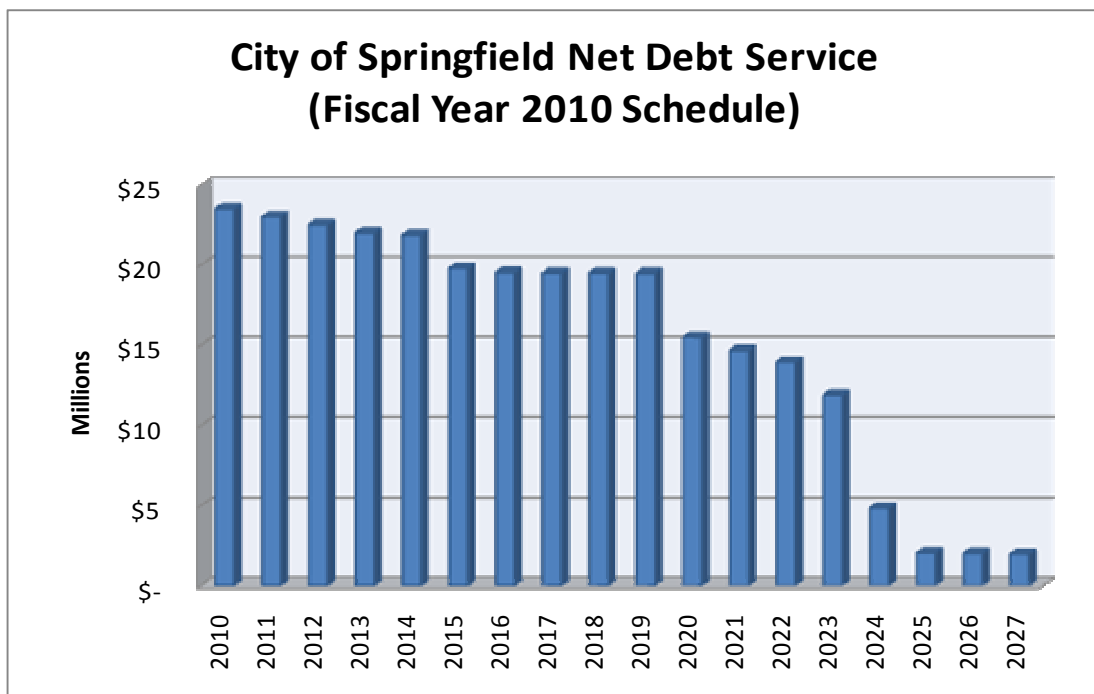
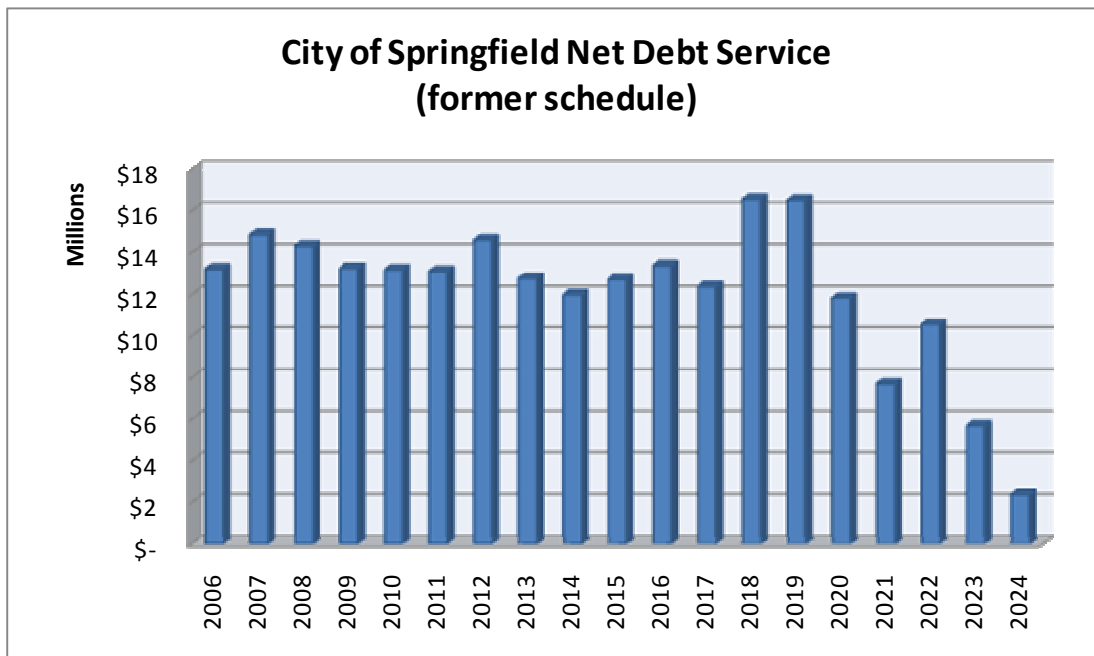
The Fiscal Year 2010 budget includes \$41.1 million for debt service, an increase of \$934,051 from Fiscal Year 2009. Springfield's annual debt expenditures comprise a small percentage of the City's overall budget. The City's debt service is 8 percent of its general fund expenditures.

Overall, the City of Springfield has a strong debt management position. The City will retire approximately 81 percent of its debt within the next ten years, comparable to similar-sized communities and ahead of the City's financial policy goal of retiring 65 percent of its debt within ten years.

While the City has \$420.1 million in outstanding debt, Springfield will receive \$142.7 million in reimbursements, for a net debt of approximately \$277.4 million. The majority of the aid is from the Massachusetts School Building Authority (MSBA) for school capital projects. Please refer to the *Revenue Overview* for further discussion of MSBA aid.

In addition to the MSBA, the City receives assistance from the Water and Sewer Commission. The City issued debt through general obligation bonds and the Massachusetts Water Pollution Abatement Trust (MWPAT) on behalf of the Water and Sewer Commission, a separate reporting Entity as of 1996. At the time of its creation, the Water and Sewer Commission assumed this debt and is responsible for reimbursing the City for the debt service payments.

The following two charts illustrate how the City has restructured its debt, which will lead to a more stable, predictable financial position, and an overall reduction in cost to the taxpayer.



The Fiscal Year 2010 budget includes \$2.5 million for a Capital Reserve Requirement and \$3.0 million for a pay-as-you-go capital fund. The City is able to avoid interest payments from borrowing by using operating revenues to fund capital improvements and other small routine projects. Chapter 169 of the Acts of 2004 requires the City to fund a capital reserve of no less than 1.5 percent of the prior fiscal year's amount of committed property taxes. Springfield's Capital Reserve Fund can be used for any capital purposes, including debt service payments or pay-as-you-go capital. The City's adopted financial policies also require the City to maintain a pay-as-you-go capital fund for capital investment.

Springfield Promise Program

The Finance Control Board established a trust fund that functionally relieves the City of its obligation to repay the \$52 million Chapter 169 loan for its annual operating budget. This trust, known as the Springfield Promise Program, was funded from the City's reserve funds. In addition to essentially satisfying the City's need to repay the loan, the Promise Program funds a robust program of college financial aid counseling as well as "last dollar scholarships" to assist students in pursuing post-secondary education when their only obstacle is financial in nature. This program allows the City to reduce its operating budget by \$3.6 million per year, creating substantial operational savings through the strategic use of non-recurring money.

Enterprise Fund

The Fiscal Year 2010 Budget appropriates \$3.2 million to supplement the Solid Waste Enterprise Fund, an increase of \$506,789 from Fiscal Year 2009. The supplement partially funds an operating budget of \$6.77 million for the solid waste enterprise fund that is offset by \$3.5 million in expected revenue.

Due to the limitations of Massachusetts municipalities in raising additional revenues, the City implemented a \$90 per barrel trash fee in Fiscal Year 2008 to offset a portion of the costs of providing this service. The City reduced the trash fee to \$80 per barrel for Fiscal Year 2010.

Assessments

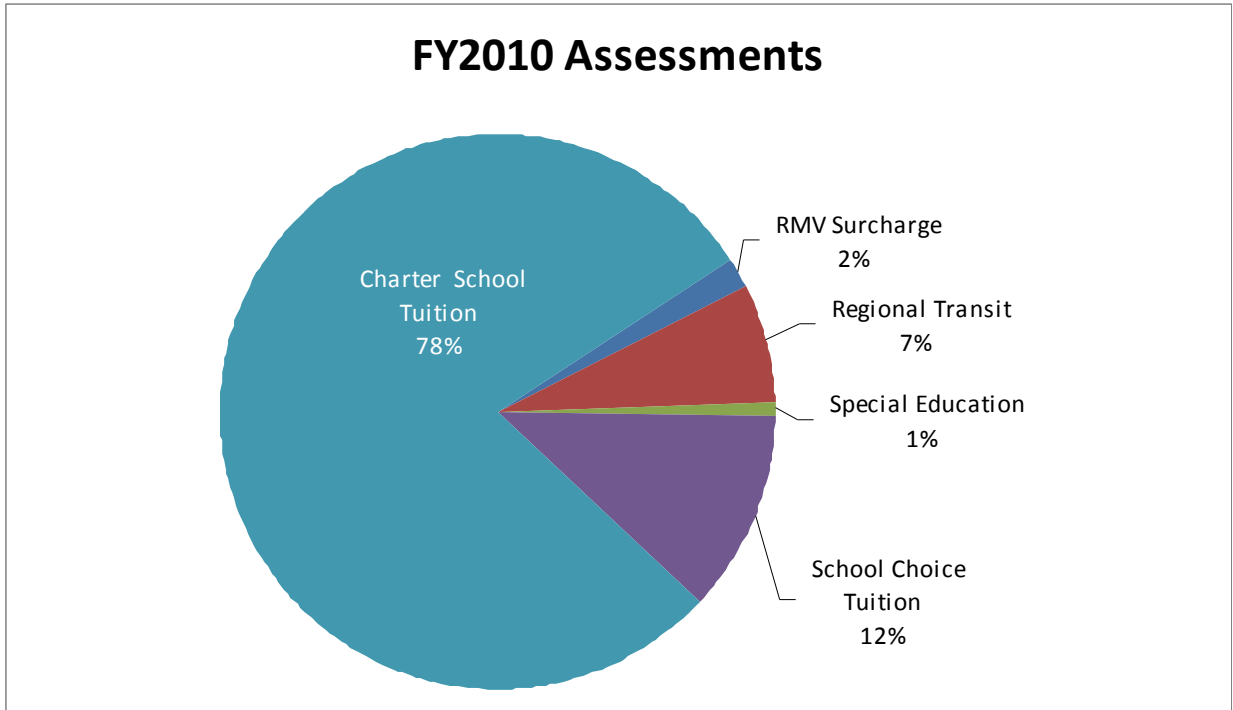
The Fiscal Year 2010 budget appropriates \$27.5 million for state assessments, a \$891,899 decrease from Fiscal Year 2009 (3.1%). Springfield's assessments are mandated costs based on the City's Cherry Sheet, the Department of Revenue's notification of the next fiscal year's state aid and assessments. These charges are for a variety of state programs.

Springfield's assessments have increased dramatically over the last five years. Since Fiscal Year 2004, Springfield's total assessments increased from \$16 million to \$27.5 million in Fiscal Year 2009, an increase of 72 percent. Springfield's state aid only increased \$45 million (17%), a net increase of \$34 million (13.9%).

The majority of Springfield's assessments are related to education tuition. \$28.2 million is for School Choice Sending Tuition and Charter School Sending Tuition, 68 percent of the City's total assessments. Please refer back to the *Revenue Overview* for further analysis of School Choice and Charter School tuition.

The City assessed a fee by the department of Environmental Protection (DEP) for monitoring air pollution levels and enforcing air quality standards at industrial and commercial facilities. This assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$480,444 in Fiscal Year 2010 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal, a decrease of \$70,280 from Fiscal Year 2009. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset their costs for this service.



Springfield Museums Association

The Fiscal Year 2010 budget appropriates \$1.32 million for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32 million annually over the next 23 years to the SMA. This agreement stems from a settlement between the SMA and the City over the Association's sale of the Mason Square Library Branch in 2003. The agreement includes free admission for City residents to the Springfield Science Museum, the Museum of Fine Arts, the Connecticut Valley Historical Museum and the George Walter Vincent Smith Art Museum.

Massachusetts Career Development Institute (MCDI)

Springfield's Fiscal Year 2010 budget appropriates \$1.025 million to assist the transition of the Massachusetts Career Development Institute (MCDI) into a self-sufficient, not-for-profit organization. MCDI provides educational and vocational training opportunities to residents.

School Department

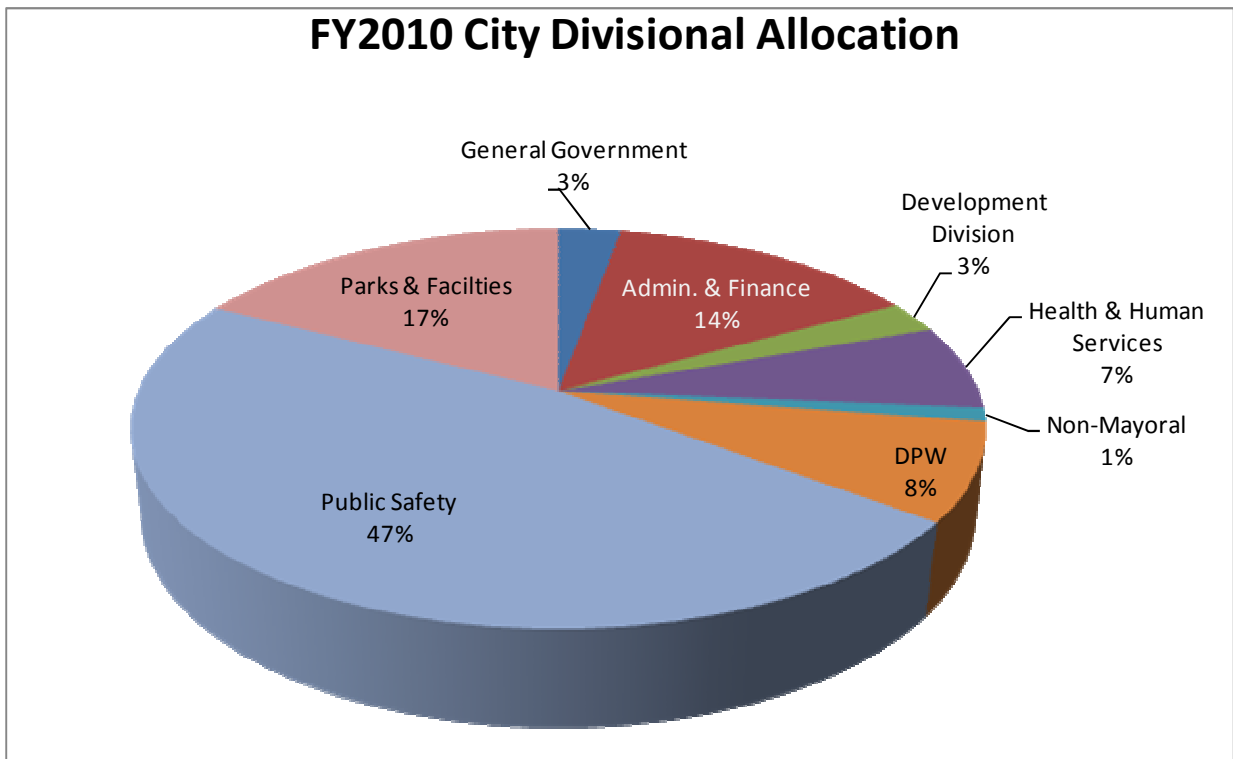
Springfield's Fiscal Year 2010 budget appropriates \$305 million of the total \$528.7 million for education. This total includes salaries, benefits, transportation, charter school and school choice tuition, and municipal costs associated with education.

The Education Reform Act of 1993 established education spending requirements for school districts. Every year, the Commissioner of Education determines the spending requirements for each municipality to fund adequate levels of education, known as net school spending. The City's net school spending requirement decreased from \$296.3 million to \$290.7 million, a decrease of 5.6 million (-2%). Included in a municipality's net school spending requirement is the municipal costs associated with education. In Fiscal Year 2010, \$13.4 million in municipal costs are associated with education. The majority of these costs are the operations and maintenance of school buildings, as this responsibility is in the Facilities Department.

The Fiscal Year 2010 School Department budget includes \$20 million for student transportation costs. This represents a \$6 million increase over Fiscal Year 2009. Transportation is a major cost factor for every school district and the City and the School Department continue to work creatively to increase cost saving initiatives so those funds might be used for other purposes.

City Departments

Springfield's Fiscal Year 2010 budget appropriates \$120.6 million for City departments, an decrease of \$4.6 million from Fiscal Year 2009. The majority of the city departmental costs are for the Public Safety Division, Parks and Facilities Division, and the Department of Public Works.



Non-Mayoral Division

The Fiscal Year 2010 budget includes \$1,340,241 for the Non-Mayoral Division departments, an increase of \$517,861 from the previous fiscal year. This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the City Auditor reporting to the Council.

The City Council's Fiscal Year 2010 budget is \$294,713 an increase of \$31,975. The City Council is responsible for enacting general and zoning ordinances, reviewing petitions for special permits, and authorizing legislation and special acts on behalf of Springfield residents.

The City Clerk's Fiscal Year 2010 budget is \$581,627, an increase of \$21,985. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements.

The Internal Auditor's Fiscal Year 2010 budget is \$463,901. The Internal Auditor is responsible for conducting internal audits. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. This is a newly created department and there is no prior year budget to serve as a comparison.

General Government Division

The Fiscal Year 2010 budget includes \$3,452,680 for the General Government Division, a decrease of \$169,395 from the prior fiscal year. These departments provide a variety of functions for the city, including administrative support, expertise, oversight and supporting the vision of the Mayor.

The Mayor's Office Fiscal Year 2010 budget is \$433,565, an increase of \$381 from the Fiscal Year 2009. The Mayor's Office is the administrative office for the Mayor of Springfield, responsible for executing all policy initiatives and implementing the City's ordinances.

The Board of Elections Fiscal Year 2010 budget is \$519,967, an increase of \$75,090. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. The department's increase is due to a change in the way police detail is paid for.

The Law Department's Fiscal Year 2010 budget is \$1,738,834, a decrease of \$368,748. The Law Department conducts all legal business of the City and administers the License Commission. The Fiscal Year 2010 decrease is driven by the elimination of vacant positions and reductions in staff.

The CitiStat's Fiscal Year 2010 budget includes \$760,314, an increase of \$123,882. This department is responsible for promoting an effective and efficient city government through timely and responsive customer service, regular analysis of data, ongoing discussion of performance, and persistent follow-up. The department's budget includes funding for a 311 Citizen Service Center which will be the first point of contact for residents needing services or information from city government. All requests will be tracked and departmental performance will be measured.

Department of Administration and Finance

The Department of Administration and Finance's budget totaled \$17,259,583 in Fiscal Year 2010, a decrease of \$139,750. These departments are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, payroll, centralized procurement, and collection of taxes.

The Board of Assessors' Fiscal Year 2010 budget is \$910,418, a decrease of \$117,718 from Fiscal Year 2009. This department provides accurate and equitable valuation of all real and personal property within the City. The department's decrease is due to a cut in professional services and the elimination of a vacant position.

The Treasurer/Business Office and Collector/Customer Service Center department's Fiscal Year 2010 budget is \$3,912,162, an increase of \$320,131. In Fiscal Year 2009, the Treasurer's Office and Collector's Office merged in order to create a single contact for residents to pay bills in the Collector/Customer Service Center. In addition, the reorganization created the Treasurer/Business Office to analyze and report all collected funds.

The Fiscal Year 2010 budget appropriates \$565,337 for the Office of Procurement, a decrease of \$53,147. The department is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws.

The Information Technology Department's Fiscal Year 2010 is \$2,850,296, a decrease of \$423,278 from Fiscal Year 2009. The IT Department maintains and supports the City's electronic information infrastructure and software applications.

The Finance Department's budget decreased by \$49,521, for a total of \$638,877 in Fiscal Year 2010. The department supports the overall financial management of the City of Springfield. The decrease is primarily due to the elimination of one vacant position.

The Human Resources Department Fiscal Year 2010 budget is \$4,440,490, a decrease of \$2,013,356. The department is responsible for attracting and developing top municipal talent, creating a climate of respect and ensuring compliance with statutory, regulatory and ethical practices. The Fiscal Year 2010 decrease is due to a reduction in staffing, decreasing professional contracts and the movement of staff to the Payroll Department.

The Payroll Department's Fiscal Year 2010 budget is \$1,471,370. The Payroll Department is responsible for conducting payroll matters for the city and school departments.

The Comptroller's Office Fiscal Year 2010 budget is \$761,619, a decrease of \$386,786. The Comptroller is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance. The decrease is due to staff transitioning from the Comptroller's Office to Internal Audit.

The Department of Administration and Finance's Fiscal Year 2010 budget is \$660,185. The Chief Administrative and Finance Officer is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing

transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments. This is a newly created department and there is no prior year budget to serve as a comparison.

The Labor Relations Department Fiscal Year 2010 budget is \$514,132. The Labor Relations department is responsible for conducting all labor relations matters for the city and its departments. This is a newly created department and there is no prior year budget to serve as a comparison.

The Capital Asset Construction Department's Fiscal Year 2010 budget is \$534,697, a decrease of \$61,762. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments.

Development Division

The Developmental Services Fiscal Year 2010 budget appropriates \$3,114,378, a decrease of \$89,629 from Fiscal Year 2009. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city.

The Building Inspectional Services Division's Fiscal Year 2010 budget is \$1,293,055, an increase of \$25,517. The department enhances public safety through inspections and licensing of physical operations of businesses in the city. The Fiscal Year 2010 budget represents a level service budget.

The Housing Inspectional Services Division Fiscal Year 2010 budget decreased by \$238,033 for a total of \$826,002. The Housing Inspectional Services Division investigates and documents violations of Municipal Ordinances and State Sanitary Codes. The decrease in funding is due to eliminating vacant positions and service reductions as a result of mid-year budget cuts.

The Fiscal Year budget appropriates \$995,321 for the Planning and Economic Development Division, an increase of \$122,887 from Fiscal Year 2009. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the city.

The Department of Administration and Finance's Fiscal Year 2010 budget is \$660,185. The Chief Administration and Finance Officer is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures,

Public Safety

The Public Safety Division departmental budgets decreased by \$1,859,134 in Fiscal Year 2010 for a total of \$57,847,873. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. Public Safety departments were spared of any layoffs due to the loss of State-provided funding. The Police and Fire Departments lost nineteen (19) and twenty-two (22) positions, respectively.

The Police Department's Fiscal Year 2010 budget is \$37,212,460, a decrease of (\$1,913,009). The department's mission is to reduce the incidence of crime, improve the quality of life, and create an

environment where all residents can live safely and without fear. The decrease in the SPD's budget is due to three major factors: 1) the elimination of nineteen (19) vacant positions, 2) the transfer of thirty-three (33) employees to the Dispatch Department, and 3) the elimination of salaries for the Quebec Team. These salaries are included in the School Department's Fiscal Year 2010 appropriation.

The Fiscal Year 2010 budget appropriates \$19,127,618 for the Fire Department, a decrease of (\$1,453,920) from Fiscal Year 2009. The Fire Department provides emergency response and fire suppression and prevention services for those living and working in, as well as, visiting the City of Springfield. The Fire Department's budget decrease is largely due to the twenty-two (22) vacant positions that were not funded. Nine (9) employees' salaries were also transferred to the Dispatch Department's appropriation for Fiscal Year 2010.

Newly-created for Fiscal Year 2010, the Dispatch Department has an appropriation of \$1,507,795. These costs represent employees on the current dispatch rosters of the Police and Fire Departments and the position of Dispatch Director, interviews for which are currently ongoing. A small OTPS budget was appropriated for the first phases of implementation.

Public Works

The Department of Public Works budget is \$9,623,147 for Fiscal Year 2010, a decrease of \$3,944,884. The department maintains and preserves the City's public way infrastructure, including streets, sidewalks, street signs and traffic signals, as well as administers the solid waste, recycling, and yard waste programs. As a result of mid-year 9C cuts to State Aid, the DPW lost a total of 36.5 full-time equivalents to its staff. While eleven (11) positions are being held vacant for Fiscal Year 2010, the remainder of the position losses came through a series of layoffs that affected all divisions with the DPW. The Fleet Maintenance Division was transferred to the Facilities Department, accounting for \$1,914,316 of the total budget reduction.

Health and Human Services

The Fiscal Year 2010 budget appropriates \$8,348,392 for the Health and Human Services Division, a decrease of \$522,904 from Fiscal Year 2009. This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City's library system.

The Department of Elder Affairs Fiscal Year 2010 budget is \$298,177, a decrease of \$29,922 from Fiscal Year 2009. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. The Fiscal Year 2010 budget decreased due to the transfer of grant employees from the general fund to grants.

The Health Department Fiscal Year 2010 budget decreased by \$12,587 for a total of \$1,604,165. The department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The Fiscal Year 2010 budget represents a level service budget.

The Fiscal Year 2010 budget appropriates \$3,711,209 for the Library Department, a decrease of

\$517,980 from Fiscal Year 2009. The department maintains the City's libraries while providing youth and adult program services in an effort to promote the value of reading and lifelong learning. The Fiscal Year 2010 budget decrease is due to staff and service reductions as a result of mid-year budget cuts.

The Thomas J. O'Connor Animal Control and Adoption Center's Fiscal Year 2010 budget decreased by \$182,397 for a total of \$1,138,332. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. The Fiscal Year 2010 budget decrease is due to staff and service reductions as a result of mid-year budget cuts and a lease modification.

The Veterans' Affairs department's Fiscal Year 2010 budget increased by \$219,982 for a total of \$1,596,509. This department provides aid and advisement to veterans and their dependants. The Fiscal Year 2010 budget increase is due to an increase in the number of eligible veterans claiming benefits.

Parks, Buildings, and Recreation Management

The Parks, Buildings and Recreation Management Division's Fiscal Year 2010 budget is \$21,109,701, an increase of \$1,570,038. The Parks, Buildings, and Recreation Management division maintains the City's parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools. The increase is driven by the transfer of Fleet Maintenance Division from the Department of Public Works to the Facilities Department.

The Parks Department's Fiscal year 2010 budget is \$8,526,635, a decrease of \$460,243 from Fiscal Year 2009. The Parks Department is responsible for maintaining the City's parks, golf courses, and athletic fields. The Fiscal Year 2010 budget includes funding for an evening gym program, previously funded by a grant, and maintenance of the City's award-winning parks. The decrease in funding is due to a reduction in staffing, professional contracts and supplies and materials.

The Fiscal Year 2010 budget appropriates \$12,583,066 for the Facilities Department, an increase of \$2,030,281 from Fiscal Year 2009. The Facilities Department maintains and repairs over 90 municipal and school buildings, and oversees the maintenance of the City's fleet. The increase in funding is due to the transfer of Fleet Maintenance Division from the Department of Public Works and the centralization of the City's leases to be overseen by the Facilities Department.

School Department

The School Department's Fiscal Year 2010 budget is \$305,026,944, an increase of \$565,919 from Fiscal Year 2009. The School Department is responsible for providing the students who attend one of its 43 schools with educational experiences that will lead to academic achievement.

FY10 FTEs by Department				
Department	Approp FY08	Approp FY09	Approp FY10	Variance FY09-FY10
Mayor's Office	5.5	7.0	7.0	0.0
Officer of the Chief Admin. & Finance Officer	0.0	0.0	4.25	4.25
Board of Elections	5.0	5.0	4.0	-1.0
Law	27.0	25.6	19.5	-6.1
Labor Relations	0.0	0.0	3.5	3.5
Human Resources	23.0	22.0	11.8	-10.2
CitiStat/311	0.0	11.8	16.8	5.0
Board of Assessors	12.0	14.0	13.0	-1.0
Treasurer/Collector	20.0	19.5	18.0	-1.5
Office of Procurement	12.0	12.8	11.0	-1.8
Information Technology	22.0	22.6	18.0	-4.6
Finance	14.0	10.0	10.5	0.5
Payroll	0.0	0.0	5.0	5.0
Capital Asset Construction	0.0	4.0	4.0	0.0
Economic Development	14.0	14.0	13.6	-0.4
Inspectional: Housing Division	16.0	18.9	13.9	-5.0
Inspectional: Building Division	25.0	25.0	25.0	0.0
Animal Control	13.0	13.5	10.5	-3.0
Health Department	32.0	32.5	30.0	-2.5
Department of Elder Affairs	6.0	6.8	6.1	-0.7
Veteran Affairs	4.0	4.0	4.0	0.0
Libraries	84.0	79.9	62.9	-17.0
City Council	12.0	11.6	15.6	4.0
City Clerk	11.0	12.0	11.0	-1.0
Comptroller	14.0	16.2	13.5	-2.7
Internal Auditor	0.0	0.0	3.0	3.0
Department of Public Works	174.0	135.5	84.0	-51.5
<i>Trash Fee Enterprise Fund</i>	<i>0.0</i>	<i>29.5</i>	<i>28.5</i>	<i>-1.0</i>
Police Department	583.0	583.0	537.0	-46.0
Fire Department	290.0	291.0	262.0	-29.0
Centralized Dispatch	0.0	0.0	43.0	43.0
Parks and Recreation	103.0	101.5	86.3	-15.2
Facilities Management	56.0	56.0	65.0	9.0
School Department	3,047.0	4,110	3,664	-446.0
Total	4,624.5	5,695.2	5,125.2	-570.0

*operating budget only

City of Springfield Fiscal Year 2010 General Fund					
GENERAL GOVERNMENT		FY08	FY09	FY10	Variance FY09-FY10
Mayor's Office		376,344	433,184	433,565	381
	Personal Services	364,278	417,967	418,182	215
	OTPS	12,066	15,217	15,383	166
Board of Elections	Total	444,441	444,877	519,967	75,090
	Personal Services	350,793	347,237	381,827	34,590
	OTPS	93,648	97,640	138,140	40,500
Law Department	Total	2,310,260	2,107,582	1,738,834	(368,748)
	Personal Services	1,283,516	1,453,582	1,229,524	(224,058)
	OTPS	1,026,744	654,000	509,310	(144,690)
CitiStat/311	Total	148	636,432	760,314	123,882
	Personal Services	148	506,762	721,964	215,202
	OTPS	0	129,670	38,350	(91,320)
TOTAL DIVISION		3,131,193	3,622,075	3,452,680	(169,395)
ADMINISTRATION AND FINANCE					
CAFO	Total	0	0	660,185	660,185
	Personal Services	0	0	315,185	315,185
	OTPS	0	0	345,000	345,000
Board of Assessors	Total	891,926	1,028,136	910,418	(117,718)
	Personal Services	593,957	659,136	639,689	(19,447)
	OTPS	297,969	369,000	270,729	(98,271)
Treasurer/Collector	Total	3,654,315	3,592,031	3,912,162	320,131
	Personal Services	708,654	823,384	757,500	(65,884)
	OTPS	2,945,661	2,768,647	3,124,662	356,015
Procurement	Total	423,135	618,484	565,337	(53,147)
	Personal Services	374,431	569,099	518,417	(50,682)
	OTPS	48,704	49,385	46,920	(2,465)
Information Tech.	Total	3,048,973	3,273,574	2,850,296	(423,278)
	Personal Services	1,392,924	1,490,440	1,194,035	(296,405)
	OTPS	1,656,049	1,783,134	1,656,261	(126,873)
Finance	Total	678,802	688,398	638,877	(49,521)
	Personal Services	597,228	608,401	582,047	(26,354)
	OTPS	81,574	79,997	56,830	(23,167)
Cap. Asset Const.	Total	0	596,459	534,697	(61,762)
	Personal Services	0	279,016	277,794	(1,222)
	OTPS	0	317,443	256,903	(60,540)
Human Resources	Total	6,223,337	6,453,846	4,440,490	(2,013,356)
	Personal Services	1,088,652	1,221,988	716,606	(505,382)
	OTPS	5,134,685	5,231,858	3,723,884	(1,507,974)
Labor Relations	Total	0	0	514,132	514,132
	Personal Services	0	0	248,132	248,132
	OTPS	0	0	266,000	266,000
Comptroller	Total	924,670	1,148,405	761,619	(386,786)
	Personal Services	750,200	924,161	744,202	(179,959)
	OTPS	174,470	224,244	17,417	(206,827)
Payroll	Total	0	0	1,471,370	1,471,370
	Personal Services	0	0	312,090	312,090
	OTPS	0	0	1,159,280	1,159,280
TOTAL DIVISION		15,845,158	17,399,333	17,259,583	(139,750)

City of Springfield Fiscal Year 2010 General Fund					
		FY08	FY09	FY10	Variance (FY09 - FY10)
DEVELOPMENT DIVISION					
Inspectional Services - Building Division	Total	1,153,202	1,267,538	1,293,055	25,517
	Personal Services	1,094,109	1,183,488	1,233,805	50,317
	OTPS	59,093	84,050	59,250	(24,800)
Inspectional Services - Housing Division	Total	775,575	1,064,035	826,002	(238,033)
	Personal Services	451,140	676,235	535,202	(141,033)
	OTPS	324,435	387,800	290,800	(97,000)
Planning and Economic Development	Total	831,643	872,434	995,321	122,887
	Personal Services	572,686	757,084	781,971	24,887
	OTPS	258,957	115,350	213,350	98,000
Community Development	Total	72,026	0	0	0
	Personal Services	12,026	0	0	0
	OTPS	60,000	0	0	0
TOTAL DIVISION		2,832,446	3,204,007	3,114,378	(89,629)
HEALTH AND HUMAN SERVICES					
Animal Control	Total	1,285,349	1,320,729	1,138,332	(182,397)
	Personal Services	400,005	427,497	378,702	(48,795)
	OTPS	885,344	893,232	759,630	(133,602)
Health Department	Total	1,279,728	1,616,752	1,604,165	(12,587)
	Personal Services	1,096,972	1,385,180	1,369,445	(15,735)
	OTPS	182,756	231,572	234,720	3,148
Elder Affairs	Total	285,198	328,099	298,177	(29,922)
	Personal Services	258,897	294,939	269,886	(25,053)
	OTPS	26,301	33,160	28,291	(4,869)
Veteran Services	Total	1,302,540	1,376,527	1,596,509	219,982
	Personal Services	223,242	227,147	231,302	4,155
	OTPS	1,079,298	1,149,380	1,365,207	215,827
Library Department	Total	4,164,455	4,229,189	3,711,209	(517,980)
	Personal Services	2,523,297	2,617,519	2,309,127	(308,392)
	OTPS	1,641,158	1,611,670	1,402,082	(209,588)
TOTAL DIVISION		8,317,270	8,871,296	8,348,392	(522,904)
NON-MAYORAL DIVISION					
City Council	Total	233,998	262,738	294,713	31,975
	Personal Services	230,496	247,570	281,413	33,843
	OTPS	3,502	15,168	13,300	(1,868)
City Clerk	Total	531,289	559,642	581,627	21,985
	Personal Services	498,404	523,062	498,766	(24,296)
	OTPS	32,885	36,580	82,861	46,281
Internal Audit	Total	0	0	463,901	463,901
	Personal Services	0	0	234,574	234,574
	OTPS	0	0	229,327	229,327
TOTAL DIVISION		765,287	822,380	1,340,241	517,861

City of Springfield Fiscal Year 2010 General Fund					
		FY08	FY09	FY10	Variance (FY09 - FY10)
DEPARTMENT OF PUBLIC WORKS					
	Total	14,026,010	13,568,031	9,623,147	(3,944,884)
	Personal Services	5,653,459	6,298,123	4,235,357	(2,062,766)
	OTPS	8,372,551	7,269,908	5,387,790	(1,882,118)
TOTAL DIVISION		14,026,010	13,568,031	9,623,147	(3,944,884)
PUBLIC SAFETY					
Police Department	Total	37,809,912	39,125,469	37,212,460	(1,913,009)
	Personal Services	35,198,177	36,811,955	35,233,446	(1,578,509)
	OTPS	2,611,735	2,313,514	1,979,014	(334,500)
Fire Department	Total	19,362,320	20,581,538	19,127,618	(1,453,920)
	Personal Services	17,390,000	18,744,139	17,555,826	(1,188,313)
	OTPS	1,972,320	1,837,399	1,571,792	(265,607)
Centralized Dispatch	Total	0	0	1,507,795	1,507,795
	Personal Services	0	0	1,351,295	1,351,295
	OTPS	0	0	156,500	156,500
TOTAL DIVISION		57,172,232	59,707,007	57,847,873	(1,859,134)
PARKS, BUILDING AND RECREATION MANAGEMENT					
Parks and Recreation	Total	8,851,735	8,986,878	8,526,635	(460,243)
	Personal Services	4,723,275	5,063,624	4,229,348	(834,276)
	OTPS	4,128,460	3,923,254	4,297,287	374,033
Facilities Management	Total	11,308,995	10,552,785	12,583,066	2,030,281
	Personal Services	2,850,135	2,875,139	2,859,251	(15,888)
	OTPS	8,458,860	7,677,646	9,723,815	2,046,169
TOTAL DIVISION		20,160,730	19,539,663	21,109,701	1,570,038
SCHOOL DEPARTMENT		296,909,519	304,461,025	305,026,945	565,920
OTHER					
	Debt Service	36,922,411	37,979,894	38,556,818	576,924
	State Assessments	2,591,642	3,326,049	3,212,359	(113,690)
	Retirement (City)	21,685,460	21,194,860	22,531,730	1,336,870
	Health Insurance (City)	23,824,214	24,084,282	23,961,561	(122,721)
	Unemployment (City)	110,656	105,000	668,703	563,703
	Lost Time	0	(500,000)	(500,000)	0
	M.C.D.I.	0	1,019,475	1,025,000	5,525
	Reserve for Contingencies	0	392,696	400,000	7,304
	Chapter 169 Loan Payback	2,600,000	2,600,000	0	(2,600,000)
	Enterprise Fund Supplement	2,688,359	2,754,000	3,260,789	506,789
	SPA Parking Contract	285,611	850,000	1,397,072	547,072
	Capital Reserve Fund	0	2,187,997	2,545,124	357,127
	Pay-as-you-go Capital Fund	0	2,882,046	3,005,406	123,360
	Museums	1,320,000	1,320,000	1,320,000	0
	Homeless Initiative	0	0	150,000	150,000
GRAND TOTAL		511,188,198	531,391,117	528,657,502	(2,733,615)

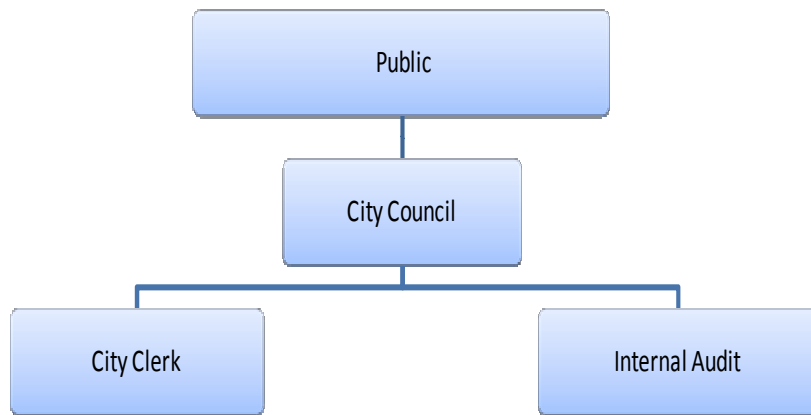
Total FY10 All Funds Budget			
Department	General	External	Total
Mayor's Office	433,565	0	433,565
Officer of the Chief Admin. & Finance Officer	660,185	0	660,185
Board of Elections	519,967	0	519,967
Law	1,738,834	0	1,738,834
Labor Relations	514,132	0	514,132
Human Resources	4,440,490	0	4,440,490
CitiStat/311	760,314	0	760,314
Board of Assessors	910,418	0	910,418
Treasurer/Collector	3,912,162	0	3,912,162
Office of Procurement	565,337	0	565,337
Information Technology	2,850,296	0	2,850,296
Finance	638,877	0	638,877
Payroll	1,471,370	0	
Capital Asset Construct.	534,697	0	534,697
Economic Development	995,321	0	995,321
Inspectional: Housing Division	826,002	0	826,002
Inspectional: Building Division	1,293,055	0	1,293,055
Housing Services	0	1,633,264	1,633,264
Community Development	0	7,422,720	7,422,720
Animal Control	1,138,332	0	1,138,332
Health Department	1,604,165	3,455,612	5,070,513
Department of Elder Affairs	298,177	1,092,603	1,386,944
Veteran Affairs	1,596,509	0	1,596,509
Libraries	3,711,209	792,308	4,416,933
City Council	294,713	0	294,713
City Clerk	581,627	0	581,627
Comptroller	761,619	0	761,619
Internal Auditor	463,901	0	463,901
Department of Public Works	9,623,147	40,000	11,524,593
<i>Trash Fee Enterprise Fund</i>	<i>3,260,789</i>	<i>2,938,530</i>	<i>6,768,948</i>
Police Department	37,212,460	4,228,551	41,441,027
Fire Department	19,127,618	331,000	19,473,374
Centralized Dispatch	1,507,795	0	1,507,795
Parks and Recreation	8,526,635	937,500	9,489,460
Facilities Management	12,583,066	0	12,583,066
School Department	305,026,945	44,933,557	349,960,501
Debt Service, Benefits, Other	98,273,773	0	98,273,773
Total	528,657,502	67,805,645	596,463,147

Section 3

Non-Mayoral Division

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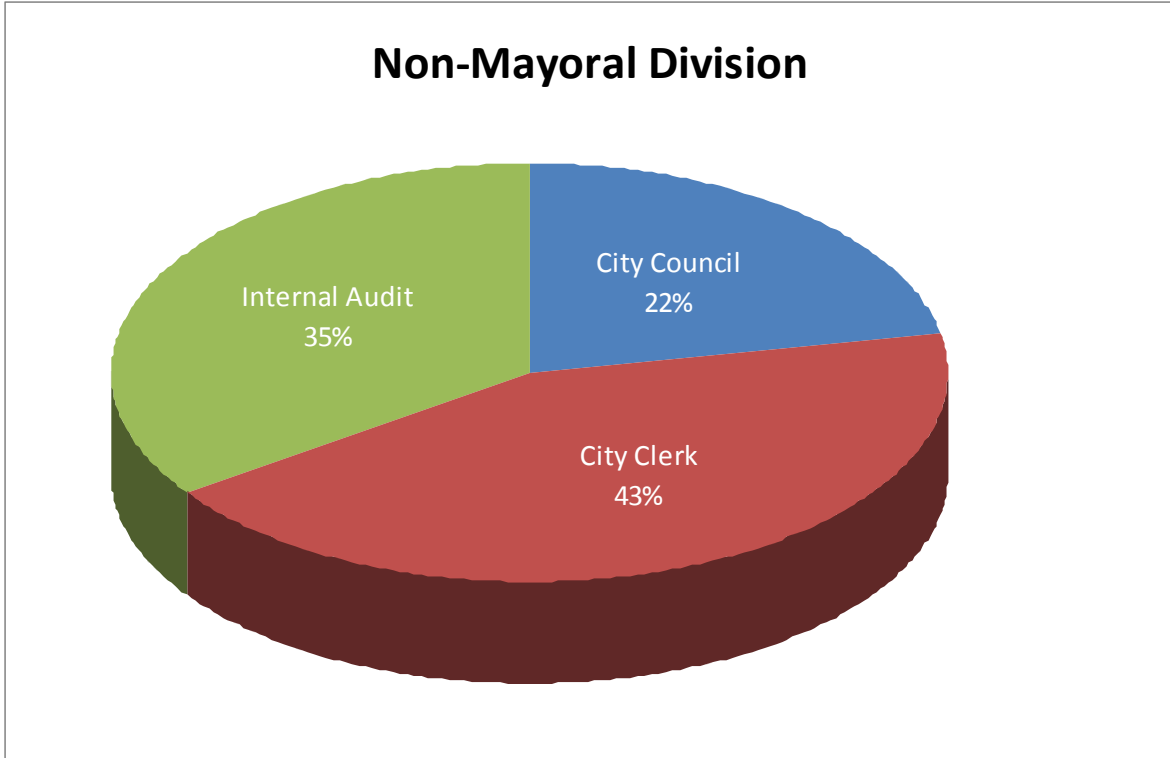
Non-Mayoral



Mission Statement

The mission of the Non-Mayoral Division is to carry out the policy decisions and services of the City as elected by the people or as an independent source to verify the legitimacy of the City's programs, services and finances.

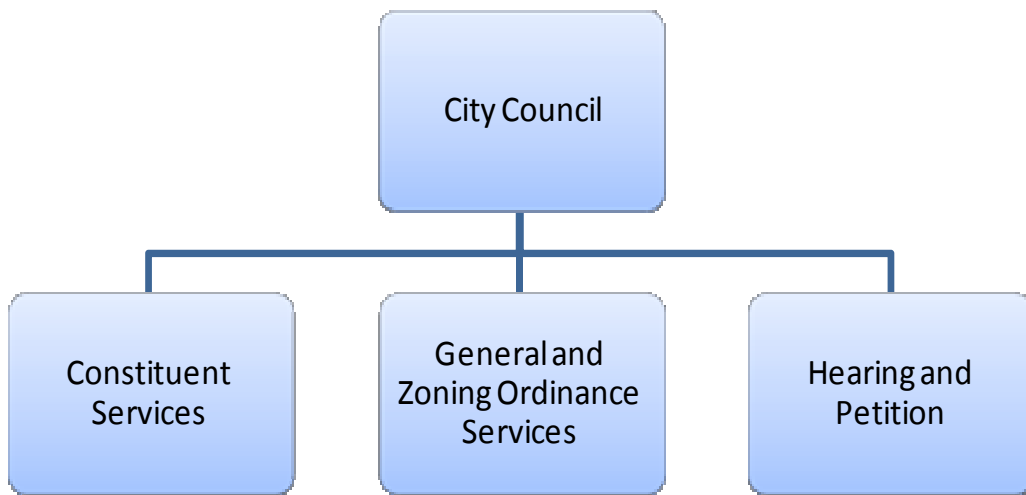
Budget Overview



Division Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
City Council	\$233,998	\$262,738	\$294,713	\$31,975	12.2%
City Clerk	\$531,289	\$559,642	\$581,627	\$21,985	3.9%
Internal Audit	\$0	\$0	\$463,901	\$463,901	100%
Total Division	\$765,287	\$822,380	\$1,340,241	\$517,861	63.0%

Division Personnel (FTE's)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
City Council	12.0	11.6	15.6	4.0
City Clerk	11.0	12.0	11.0	-1.0
Internal Audit	0.0	0.0	3.0	-11.0
Total FTE's	23.0	23.6	29.6	-6.0

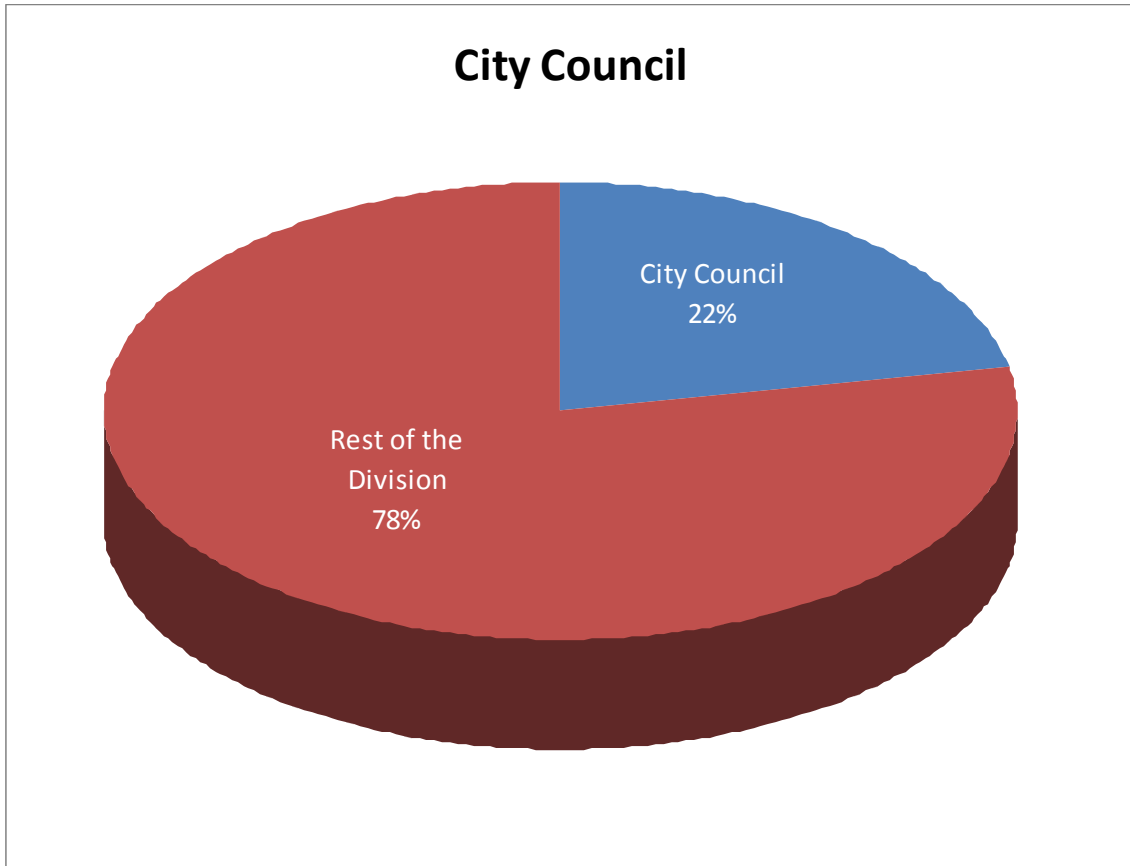
City Council



Mission Statement

The City Council's mission is to enact general and zoning ordinances, hear petitions for special permits, authorize legislation for special acts, resolutions, and proclamations on behalf of the residents of the City of Springfield.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09 - FY10	Percent Change
Personal Services	\$230,496	\$247,570	\$281,413	\$33,843	13.7%
OTPS	\$3,502	\$15,168	\$13,300	(\$1,868)	-12.3%
Total General Fund	\$233,998	\$262,738	\$294,713	\$31,975	12.2%

Department (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
City Council	12.0	11.6	15.6	4

City Council

Department Summary

The City Council drafts and files legislation, reports, orders and resolutions. Through an extensive series of hearings and document analysis, the Mayor's requested budget is reviewed. Once the review has been completed and the City Council determines the budget to be fiscally sound, the appropriation is processed. The Council Office responds to requests for services by constituents and inquiries by Councilors. Through its internal committee system, the Council conducts oversight and initiates action and consideration of proposals. The Council Office staff produces reports and papers for City Council meetings and hearings, as well as, providing accurate and timely recordings of all Council meetings, sub-committee meetings, documents and reports required by law.

Fiscal Year 2009 Highlights

The City Council provided timely, accurate information and resources needed to make governing decisions for the residents of Springfield. Highlights of these efforts included:

- Provided full support for approval and posting of meeting minutes.

- Conducted sub-committee meetings regarding special permits and zone changes within the neighborhood that was affected by the action.

- Tracked and analyzed complaints received regarding matters that affect the quality of life in Springfield.

- Continued processing ordinances, resolutions, proclamations and special acts as requested and required by law.

Risks and Challenges

A continuing challenge for the City Council's Office has been to improve its ability to provide the neighborhood sub-committee meetings with information on special permits and zone changes. However, for the past three years, it has been able to meet its demands with little concern from the committees.

The other major challenge facing the City Council's office is the ability to draft general and zoning ordinances, hear petitions for special permits, authorize legislation for special acts and resolutions on behalf of the residents of the City and retain its current staff.

The final challenge that will present itself during Fiscal Year 2010 is the transition to ward representation in January. This transition will bring more/new councilors to the office that will need training and assistance.

Strategic Decisions for Fiscal Year 2010

The City Council's office will continue to meet with residents in the neighborhood to improve communication between the City Council and its staff. Through an extensive series of hearings and document analysis the Mayor's requested budget is reviewed. Once completed and the City Council determines the budget to be fiscally sound, the appropriation is processed.

In Fiscal Year 2010, the city will begin issuing passports. Because the U.S. Department of State will not allow staff who process vital records to also process Passports, City Council staff will work with the City Clerk's office to process Passport applications.

Constituent Services

Description: This program is responsible for acting as conduit between the nine (9) City Councilors (thirteen (13) City Councilor starting January 4, 2010), the public and the press by answering questions, taking complaints and responding to e-mails, telephone calls, requests for proclamations, resolutions and press inquiries and press releases and other duties as assigned for compliance with city, state or federal laws.

Short and Intermediate Term Goals:

Provide timely responses to the public and the press by answering questions, taking complaints and responding to e-mails, telephone calls, requests for proclamations, and resolutions.

Assist the nine (9) City Councilors in providing timely responses to citizens of the City.

Beginning January 4, 2010, offer training on Ethics and Open Meeting laws to all 13 newly elected City Councilors as results of the change from all at-large City Councilors to 13 member City Council, a combination of 5 at-large City Councilors and 8 Ward City Councilors.

Conduct committee meetings regarding special permits and zone changes within the neighborhood that was affected by the action.

Strategic Objectives for Fiscal Year 2010:

Ensure compliance with state and federal laws.

Track and analyze complaints received.

Promote public awareness of the activities of the City Council.

Work with neighborhood councils and civic associations to promote greater communication and keep them abreast of issues that affect their neighborhood and the City as a whole in a timelier manner.

Assist the Election Office with the transition from 9 City Councilors to 13 City Councilors, a combination of 5 at-large City Councilors and 8 Ward City Councilors starting January 4, 2010, by providing training on Ethics and Open Meeting laws.

Work with Facilities Management to redesign the space in the City Council Chamber to increase seating from nine (9) to thirteen (13) City Council seats by January 4, 2010.

General and Zoning Ordinance Services

Description: This program is responsible for drafting and holding committee hearings and meetings and filing reports regarding changes to special acts, general and zoning ordinances as presented for or passed by the City Council and other duties as assigned for compliance with state or federal laws.

Short Term Goals:

Implement a system were through its internal committee system the Council conducts oversight and initiates action and consideration of proposals for special acts, general and zoning ordinances.

Conduct committee meetings regarding special permits and zone changes within the neighborhood that was affected by the actions.

Intermediate Term Goals:

Review and revise oversight systems to improve efficiency and transparency.

Strategic Objectives for Fiscal Year 2010:

Use best practice for drafting changes to special acts, general and zoning ordinances as presented for or passed by the City Council.

To work with neighborhood councils and civic associations to promote greater communication and keep them abreast of issues that affect their neighborhood and the City as a whole in a timelier manner.

Hearing and Petition Services

Description: This program is responsible for conducting committee hearings and meetings; filing reports regarding changes to self-service gas stations, open-air parking lots, above and underground storage licenses and renewals; and confirmation of Mayoral appointments.

Short Term Goals:

Use best practice for granting self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and confirmation of Mayoral appointments including the posting of un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the website.

Intermediate Term Goals:

Review and revise systems that will reduce the wait time for granting self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and confirmation of Mayoral appointments including the posting of un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the website by July 1, 2009.

Provide timely and accurate information and resources needed to make governing decisions for the residents of Springfield.

Strategic Objectives for Fiscal Year 2010:

Use best practice for granting self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and confirmation of Mayoral appointments including the posting of un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the website by July 1, 2009.

Display committee and sub-committee meetings on the web page of the City Council starting July 1, 2009.

Work with neighborhood councils and civic associations to promote greater communication and keep them abreast of issues that affect their neighborhood in a more timely manner.

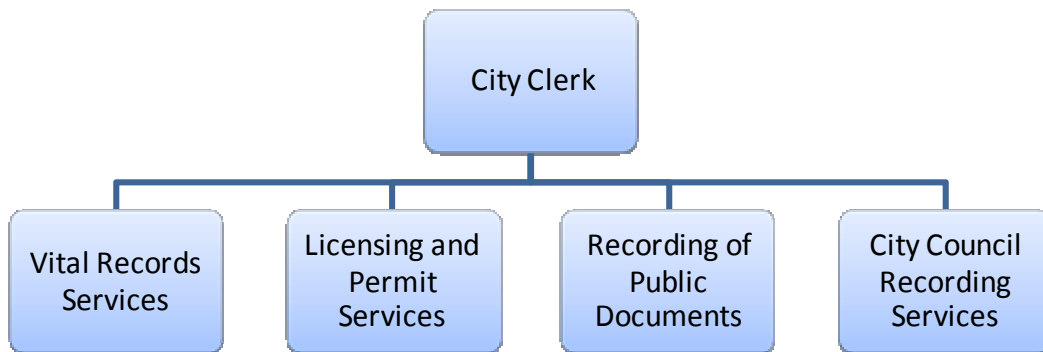
All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$230,496	\$247,570	\$281,413	\$33,843	13.7%
Purchase of Services	\$2,355	\$11,168	\$10,800	(\$368)	-3.3%
Supplies & Materials	\$1,147	\$2,000	\$2,000	\$0	0.0%
Intergovernmental	\$0	\$2,000	\$500	(\$1,500)	-75.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$233,998	\$262,738	\$294,713	\$31,975	12.2%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$233,998	\$262,738	\$294,713	\$31,975	12.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$233,998	\$262,738	\$294,713	\$31,975	12.2%

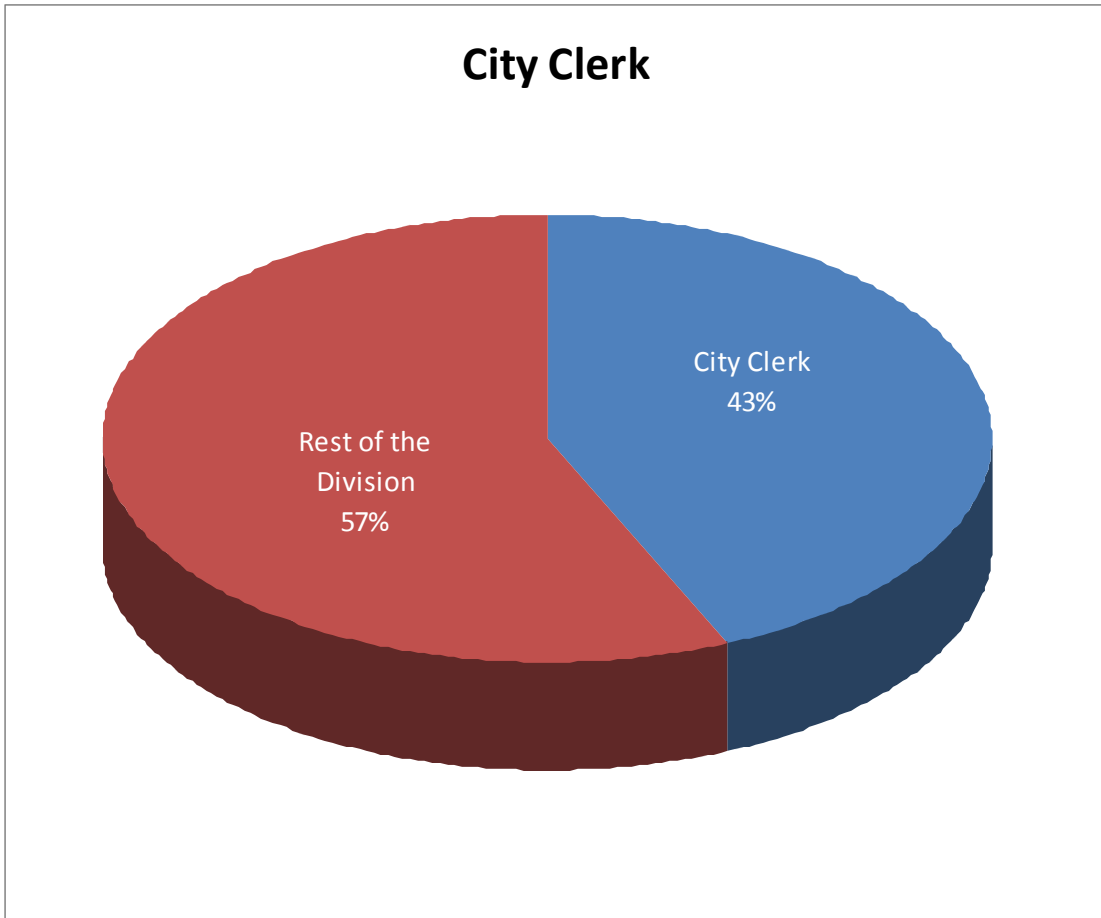
City Clerk



Mission Statement

The City Clerk’s mission is to keep current and accurate official records of the City in accordance with federal, state and local requirements in order to ensure that the community benefits from sound licensing, permitting, and recording practices.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$498,404	\$523,062	\$498,766	(\$24,296)	-4.6%
OTPS	\$32,885	\$36,580	\$82,861	\$46,281	126.5%
Total General Fund	\$531,289	\$559,642	\$581,627	\$21,985	3.9%

Department (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
City Clerk	11.0	12.0	11.0	-1.0

City Clerk

Department Summary

As the official record keeper for the City of Springfield, the City Clerk's office services include the copying and sale of vital records, licenses and permits, the attestation of public documents, as well as, the filing, recording and reproduction of legal documents. The Clerk also provides research and technical assistance on open meeting laws, oaths of office and the veracity of certain legal papers. Further, the Clerk is responsible for the custody, maintenance, and protection of records, files and other items to preserve them for community, research, legal and historic purposes. Most documents on file are public records.

Fiscal Year 2009 Highlights

The City Clerk's office continued to upgrade its vital statistics software and dog registrations to increase the City's ability to provide enhanced customer service. Highlights of these efforts included:

Produced affidavits, out of state birth, marriage, death certificates and redesigned business certificates to add changes of location, change of residence, death of partner, joining or withdrawal or discontinuance of business in our automated system.

Posted and sent via e-mail all City Council votes and actions to neighborhood councils, citizen associations and interested citizens. City Council votes and actions are posted on the website and are sent via e-mail to department heads, all businesses, neighborhood councils, civic associations and individuals whom have filed e-mail addresses with the City Clerk's office.

Sent via e-mail tag sale permits to the Police Department each Friday for compliance and spot checks.

Beginning December 9, 2008, the office began mailing business certificate notice of renewals to City businesses expiring in January 2009.

Risks and Challenges

Over the past three years, the City Clerk's office has improved the office's ability to provide efficient customer services by reducing the wait time for vital records and providing records of actions by the City Council. Despite these efforts, the Clerk's office must improve the number of dogs registered in the City.

Another major challenge facing the City Clerk's office is the ability to retain its current staff. In the past three years the office lost two full time employees with over 15 years of experience. Since the office is one of the busiest departments for customer service, it is imperative that it retains trained and capable personnel to service the public.

The office would like to process passport applications, but current staff are not eligible to process these requests due to the U.S. Department of State regulations stating that the same staff person cannot process both vital records and passports.

Strategic Decisions for Fiscal Year 2010

The City Clerks' office will continue to improve dog registrations. All dog owners in February who have not registered their dog (s) will be notified by post card. Further, a list will be provided to the Police Department and Thomas J. O'Connor Animal Control and Adoption Center in June for spot checks when they are canvassing a neighborhood.

The office will begin issuing Passports. To do this, the City Council will work in collaboration with the City Law Department to re-file the City's application with the U.S Department of State, Boston Passport Agency.

Vital Records Services

Description: This program is responsible for providing customers with birth, marriage, and death certificates.

Short Term Goals:

Monitor birth, marriage, and death certificates for compliance with state requirements regarding on-time filing of certificates with the State Office of Vital Records and Statistics.

Provide timely records of accounts receivable to the Treasurer's Office.

Identify a second vault in City hall for the storage of vital records.

Intermediate Term Goals:

Continual training of staff on all aspects of providing vital records.

Upgrade software applications to ensure compliance with state and federal laws.

Continue to provide, on-line, the most frequently used/requested forms related to City Clerk services.

Strategic Objectives for Fiscal Year 2010:

Ensure compliance with state and federal laws.

Reduce bounced checks by accepting payments by debit card and/or credit card.

Provide 95% compliance with standards implemented by the State Office of Vital Records and Statistics.

Ensure accurate reporting of all monies received to the Treasurer's Office on a timely basis.

Review systems and procedures for vital records to find opportunities for improvement.

Licensing and Permit Services

Description: This program is responsible for licensing businesses, dogs, tag sales, transient vendors, closing out sales, physician's registrations, one-day entertainment, self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and other duties as assigned for compliance with city, state or federal laws.

Short Term Goals:

Implement a system that will reduce the wait time for issuing licenses and permits.

Convert license and permit issuance to a fully automated system as software becomes available.

Provide written notice to all dog owners to ensure compliance with dog license ordinances and regulations. Cross reference veterinary records with dog registrations to find which ones are unregistered. Place a list of unregistered dogs on the City Clerk's website by June 1, 2009.

Mail renewal notices to all business certificate holders on or before the 15th of each month.

Revoke all underground storage and open air parking lots licenses and permits that are not renewed by July 1st each year.

Intermediate Term Goals:

Continual training of staff on all aspects of licensing and permitting.

Continue to provide to the public, on-line, the most frequently used/requested forms related to City Clerk services.

Implement a software program that will allow the issuance of licenses and permits - other than business certificates and dog licenses - and continue to upgrade license and permit software applications to ensure compliance with state and federal laws.

Strategic Objective for Fiscal Year 2010:

Reduce bounced checks by accepting payments by debit card and/or credit card.

Ensure all software packages are in compliance with state and federal laws.

Ensure that 70% of dog owners comply with dog licensing ordinances and regulations.

Continue to review systems and procedures for license and permits to find opportunities for improvement.

Refile the City's application with the U.S Department of State, Boston Passport Agency by January 31, 2009.

Recording of Public Documents Services

Description: This program is responsible for accepting and recording special permits and licenses for individuals and businesses. Examples of filings include subdivision plans, licensing for outdoor public amusements, eminent domain acquisitions, maps of zone changes, claims against the city, notice of meetings, closing out sales, plans of public ways, and complaints against police officers.

Short Term Goals:

Implement a system that will maintain a permanent file for accepting and recording public documents (e.g., scanning system).

Receive, record, and file public documents with proper City, State and Federal agencies in a timely manner.

Intermediate Goals:

Continue to train staff on all aspects of accepting, recording and filing public documents with proper city, state and federal agencies in a timely manner.

Strategic Objectives for Fiscal Year 2010:

Develop systems and procedures for the accepting, recording and filing of public documents with proper city, state and federal agencies.

Continue to review systems and procedures for the accepting, recording and filing of public documents to find opportunities for improvement.

City Council Recording Services

Description: This program is responsible for filing agendas for City Council meetings and drafting minutes and actions of the City Council and Springfield Finance Control Board. The department will also post/file notices of meetings, special permits decisions, Zoning Board appeals, Planning Board and City Council decisions, as well as, actions in the Registry of Deeds.

Short Term Goals:

Posting and emailing of all City Council agendas, votes and actions to neighborhood councils, citizen associations and interested citizens. Since July, 2008 we post agendas on the website and e-mail it to neighborhood councils, citizen associations and interested citizens the week prior to Monday night meetings.

Receive, record, and file City Council agendas, votes and actions with proper city, state and federal agencies in a timely manner. Since July 2008, we have posted agendas, votes, and city council actions on the website and sent these notices to neighborhood councils, citizen associations and interested citizens within three (3) days after the meeting via e-mail.

Intermediate Term Goals:

Continual training of staff on all aspects of accepting, recording and filing of City Council agendas, votes and actions with proper city, state and federal agencies in a timely manner.

Strategic Objectives for Fiscal Year 2010:

Develop systems and procedures for accepting, recording and filing public documents with proper city, state and federal agencies. Work with the city's IT Department to review and purchase record keeping software by July 2009.

Continue to review systems and procedures for the accepting, recording and filing of public documents to find opportunities for improvement.

Assist the nine (9) City Councilors in providing timely responses to citizens of the City, and starting the first Monday of January, 2010, provide training on Ethics and Open Meeting laws to all 13 newly elected City Councilors as a result of the change from all at-large City Councilors to 13 member City Council, a combination of 5 at-large City Councilors and 8 Ward City Councilors.

January 5, 2010, assist the Election Office with the transition from 9 City Councilors to 13 City Councilors, a combination of 5 at-large City Councilors and 8 Ward City Councilors.

Work with Facilities Management to redesign the space in the City Council Chamber to increase seating from nine (9) to thirteen (13) City Council seats by January 5, 2010.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$498,404	\$523,062	\$498,766	(\$24,296)	-4.6%
Purchase of Services	\$26,830	\$28,980	\$77,443	\$48,463	167.2%
Supplies & Materials	\$5,910	\$6,000	\$4,500	(\$1,500)	-25.0%
Intergovernmental	\$145	\$1,100	\$618	(\$482)	-43.8%
Other Charges & Expenditures	\$0	\$500	\$300	(\$200)	-40.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$531,141	\$559,642	\$581,627	\$21,985	3.9%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

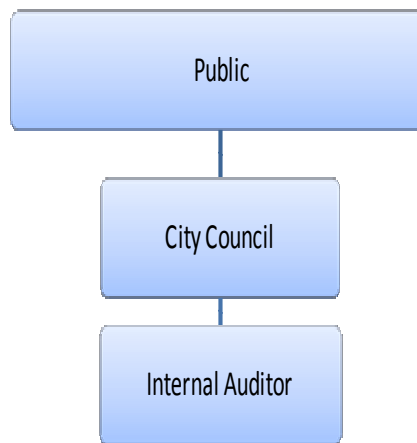
All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$531,141	\$559,642	\$581,627	\$21,985	3.9%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$531,141	\$559,642	\$581,627	\$21,985	3.9%

Performance Measures

Measurable Goal: To keep current and accurate official records of the City.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of records and licenses processed and issued within legal timeframes.	98%	100%	100%
Records processed and issued per FTE.	5,400	5,500	5,400
Number of dog licenses issued	7,000	9,000	10,000
Number of dog licenses issued as a percent of rabies shots reported to Clerk	42.9%	66.7%	70.0%
Number of Physician Registrations	2	5	100

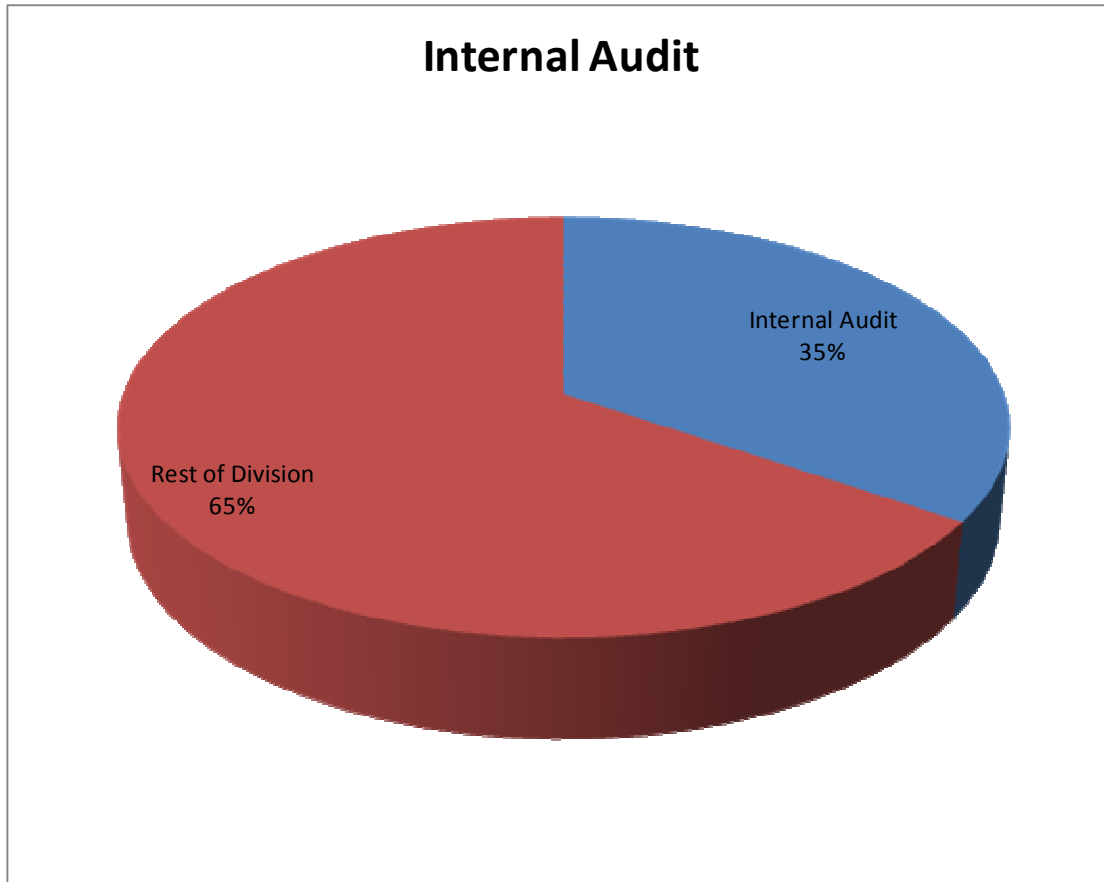
Internal Audit



Mission Statement

The mission of the Internal Audit Department is to examine the City's financial records and conducts financial and performance audits to prevent and detect waste, fraud and abuse, as well as, improve the efficiency, effectiveness and quality of municipal services.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$0	\$0	\$234,574	\$234,574	100.0%
OTPS	\$0	\$0	\$229,327	\$229,327	100.0%
Total General Fund	\$0	\$0	\$463,901	\$463,901	100.0%

Department (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Internal Auditor	0.0	0.0	3.0	3.0

City Auditor

Department Summary

In continuing a structured transition to local control, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of the Director of Internal Audit.

The Director of Internal Audit examines the City's financial records and conducts financial and performance audits to prevent and detect waste, fraud and abuse as well as improve the efficiency, effectiveness and quality of municipal services. The Director of Internal Audit is also responsible for administering the City's Fraud Hotline.

The City Auditor is the "ex-officio" member of the Springfield Retirement Board. The primary mission of the City Auditor is to perform pre-audits of all invoices and payrolls submitted for payment by City departments, producing timely and accurate financial reports and to ensure compliance with the City's budget.

Previously, the responsibilities of Comptroller and Director of Internal Audit were combined under the position of City Auditor.

Auditing

Description: The Auditing Division conducts internal financial and compliance reviews of city departments, including recommendations for improvements to processes and procedures where applicable, and provides additional analysis of financial and operating data as directed by city management and the City Council. In addition to the internal reviews, the division engages and collaborates with an independent certified public accounting firm to conduct the annual external audit of the City.

Short and Intermediate Term Goals:

Review departmental procedures for efficiencies and effectiveness, as well as, ensuring compliance with city practices.

Strategic Objectives for Fiscal Year 2010:

Update the City's fraud/risk assessment used to identify the City's vulnerability to misappropriation of assets.

Develop and implement a plan to mitigate the risks identified in the fraud/risk assessment.

Conduct internal audits/reviews of city departments for compliance with city practices and procedures.

Conduct specialized audits/reviews as necessary.

Obtain a clean opinion from external auditors, with an emphasis on management comment improvements.

Fully implement and monitor a "Fraud Hotline" which allows employees and citizens of the City of Springfield to report fraud, waste, and abuse.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$0	\$0	\$234,574	\$234,574	100.0%
Purchase of Services	\$0	\$0	\$227,933	\$227,933	100.0%
Supplies & Materials	\$0	\$0	\$794	\$794	100.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$600	\$600	100.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$0	\$0	\$463,901	\$463,901	100.0%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Flood Mitigation Assistance	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$0	\$0	\$463,901	\$463,901	100.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$0	\$463,901	\$463,901	100.0%

Performance Measures

Measurable Goal: To ensure compliance with City policies and practices.

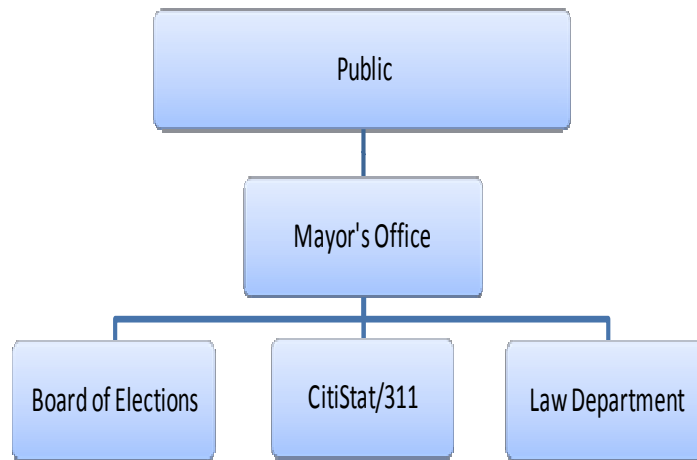
Measure	Actual FY08	Projected FY09	Goal FY10
Number of internal audits initiated	3	3	4
Number of internal audits completed	3	3	4

Section 4

General Government

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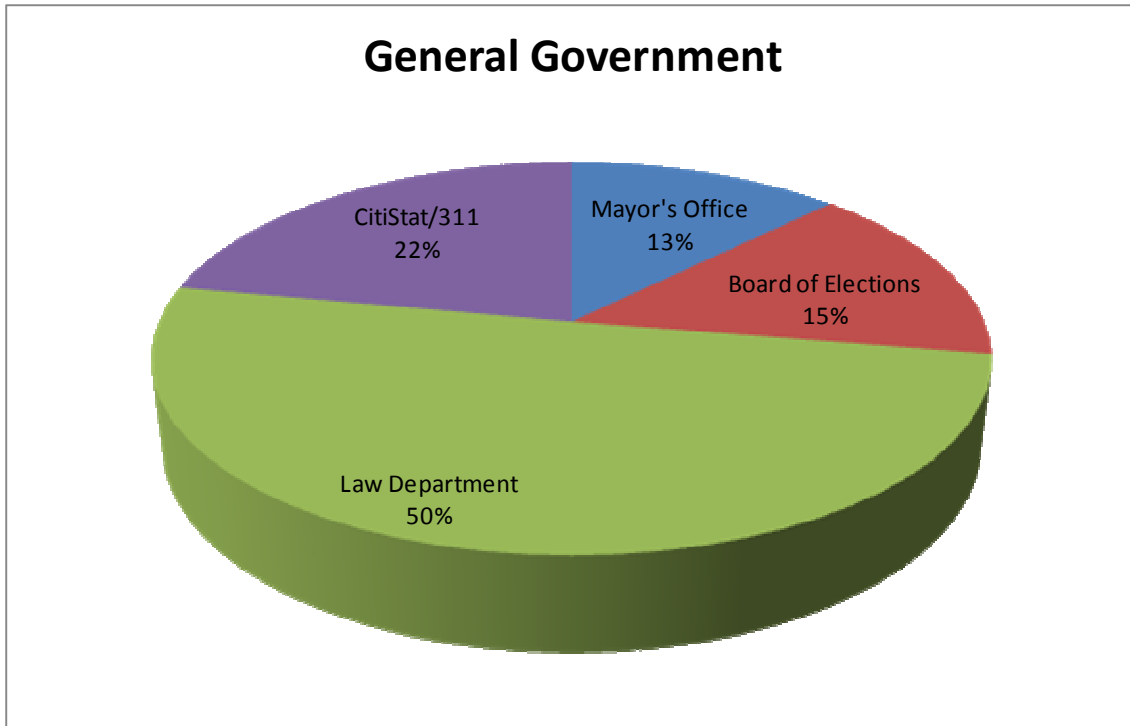
General Government Division



Mission Statement

The mission of the General Government Division is to provide core services to support the City Departments, as well as, the constituents of the City.

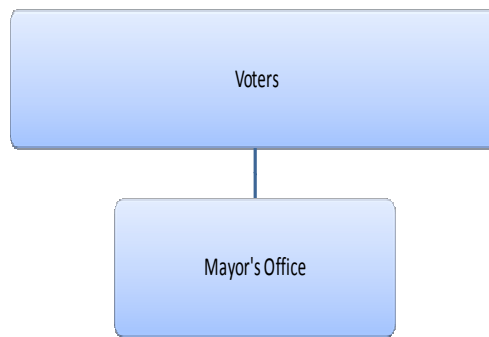
Budget Overview



Division Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Mayor's Office	\$376,344	\$433,184	\$433,565	\$381	0.1%
Board of Elections	\$444,441	\$444,877	\$519,967	\$75,090	16.9%
Law Department	\$2,310,260	\$2,107,582	\$1,738,834	(\$368,748)	-17.5%
CitiStat/311	\$148	\$636,432	\$760,314	\$123,882	19.5%
Total Division	\$3,131,193	\$3,622,075	\$3,452,680	(\$169,395)	-4.7%

Division Personnel (FTE's)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Mayor's Office	5.5	7.0	7.0	0.0
Board of Elections	5.0	5.0	4.0	-1.0
Law Department	27.0	29.6	19.5	-10.1
CitiStat/311	0.0	11.8	16.8	5.0
Total Division	37.5	53.4	47.3	-6.1

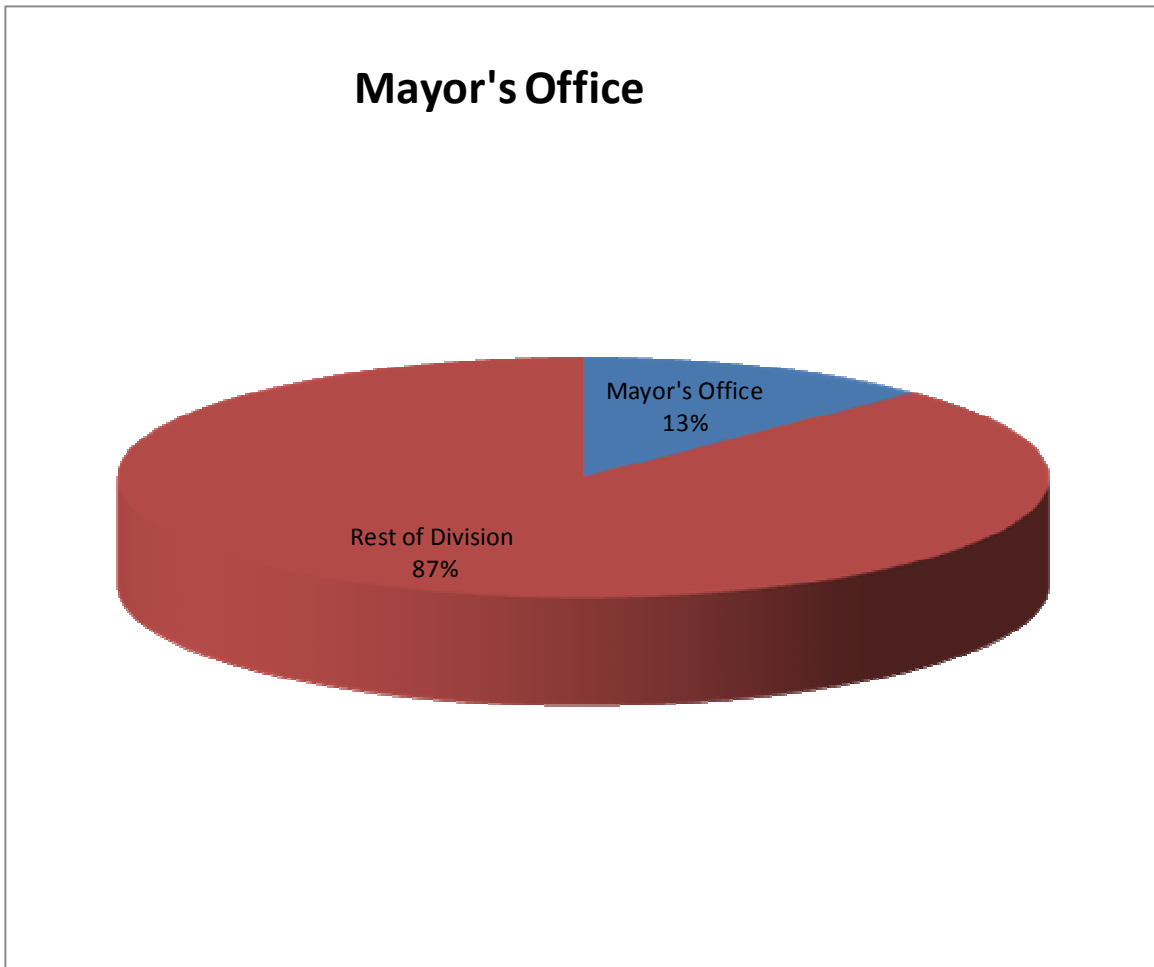
Mayor's Office



Mission Statement

The mission of the Mayor's Office is to ensure that city government is an effective partner in improving the quality of life within the City of Springfield.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$364,278	\$417,967	\$418,182	\$215	0.1%
OTPS	\$12,066	\$15,217	\$15,383	\$166	1.1%
Total General Fund	\$376,344	\$433,184	\$433,565	\$381	0.1%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Mayor's Office	5.5	7.0	7.0	0.0

Mayor's Office

Department Summary

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs.

The Mayor's Office is comprised of Mayor Domenic J. Sarno, Chief of Staff Denise Jordan, Administrative Assistant Carolyn Jackson, Mayoral Aides Jesus Arce and Darryl Moss; Constituent Services Director James Leydon and Communications Director Attorney Tom Walsh.

As Chief of Staff, Denise Jordan provides a broad range of professional support to the Mayor including the supervision of Mayoral staff. Ms. Jordan coordinates activities of the Mayor with other divisions and departments. In addition, she represents the Mayor at meetings when required and appropriate; advises the Mayor, providing extensive professional assistance, project management, and recommendations on City issues.

In addition to her role as Chief of Staff, Ms. Jordan continues to serve as coordinator of the Community Complaint Review Board. In that role, Jordan is responsible for the day-to-day administration duties of the nine-member board, whose role is the review of citizen complaints involving allegations of improper use of force by police or violations of department rules.

Communications Director Tom Walsh is responsible for developing, executing and managing internal and external communication strategies that support the objective of the City of Springfield. He coordinates message content, audience impact and is responsible for the production of materials on behalf of the City of Springfield. Finally, he works closely with members of the Mayor's staff on other various projects.

As the Constituent Services Director, James Leydon responds to all quality of life complaints lodged by citizens and is the Mayoral representative on the "Quality of Life Flex Squad," which consists of police, housing and law department officials. Further, Mr. Leydon will often partner with city departments to investigate citizen concerns on a case-by-case basis in an effort to reach a resolution.

Mayor Sarno's staff include Mayoral Aides, who are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Aides' duties include but are not limited to: responding to all quality of life complaints on a case-specific basis in an effort to work toward a resolution, acting as a Mayoral liaison to the Springfield Police Department's Ordinance Flex Squad, youth outreach and violence prevention, partner with community organizations and neighborhood associations, as well as, State and Federal agencies in a constant effort to improve the life for all who live, work, or visit the City.

The Mayor's staff includes Administrative Assistant Carolyn Jackson, who provides daily office management through the coordination of messaging, appointments and special events, as well as paperwork such as proclamations.

Risks and Challenges

The Mayor is committed to the City's constituents and all questions, comments, and complaints are taken seriously and are investigated on an individual basis. This level of care takes time and resources.

Strategic Decisions for Fiscal Year 2010

This Administration is committed to grass roots, hands-on initiatives and we anticipate partnering with several local and state agencies, as well as, City departments to conduct seminars, forums and other programs that link members of the community directly with resources and important information. In building these working relationships, the Mayor's Office can define strategies to address pressing issues related to the health, safety and financial well being of the community.

The Office of the Mayor will continue to utilize its talk show broadcast on Comcast Local Government Access Channel 17 as a tool to speak directly to constituents about governmental, business, arts and culture and other public relations news that directly affects citizens of Springfield.

The Office of the Mayor will continue to correspond with constituents in the way that has come to define the Office as a community-oriented, customer-friendly office.

We anticipate that the installation of the 311 Citizen Service Center, will greatly decrease the number of routine telephone calls coming into the office. We are also working toward acquiring an intern who will work in the office and assist members of the staff by answering phones, running errands, and performing other administrative tasks.

Mayoral Support

Description: The Mayor's staff provides a wide variety of professional support, with the Chief of Staff leading these efforts by coordinating activities, projects and policy research for the Mayor. Because most of the City divisions and department heads report directly to the Mayor, a large number of meetings and requests for inclusion are requested of the Mayor. When appropriate, the Mayor's staff will attend meetings and functions on the Mayor's behalf.

The citizens of Springfield and the quality of life in the City are the Mayor's top priorities. Constituent Services responds to all of the quality-of-life complaints lodged by citizens and partners with appropriate city departments to investigate complaints on a case-specific basis in order to work towards resolution. The Mayor also has a liaison to the newly created Police Ordinance Flex Squad, a squad comprised of four police officers charged with enforcing a range of quality-of-life issues.

The Mayor's Chief of Staff also serves as Coordinator of the Community Complaint Review Board. In that role, the day-to-day administrative duties of the nine-member board are overseen and the citizen complaints involving allegations of improper use of force by police or violations of department rules are reviewed. Combining the positions of Chief of Staff and Community Complaint Review Board Coordinator resulted in a savings of \$40,000 to the tax payers of the City of Springfield.

The Mayor's Office is highly visible and is responsible for developing, executing and managing strategic internal and external communication strategies that support the objective of the City of Springfield. It must continuously coordinate message content, audience impact and is responsible for the production of materials on behalf of the City of Springfield.

Other Mayoral staff act as liaisons to residents, elected officials, local businesses, community groups and organizations, as well as, federal and state agencies, and will represent the Mayor in public forums. More specifically, Mayoral aides are assigned to collaborate with specific neighborhood associations and youth outreach and prevention programs.

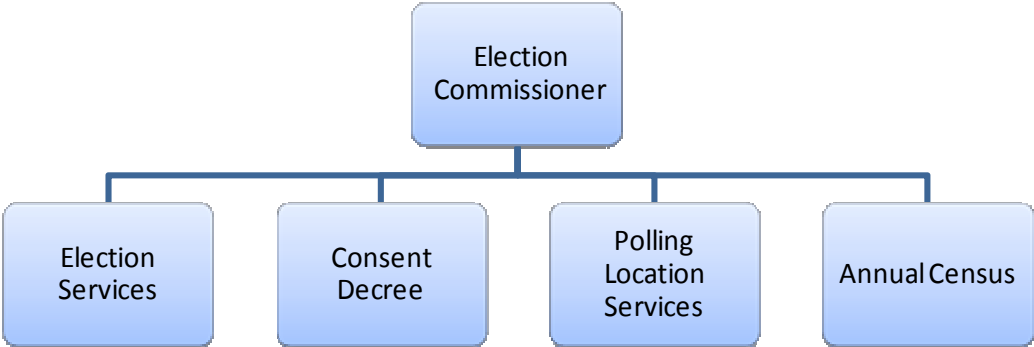
All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Salaries	\$364,278	\$417,967	\$418,182	\$215	0.1%
Purchases of Services	\$4,817	\$9,617	\$9,783	\$166	1.7%
Supplies & Materials	\$7,145	\$5,100	\$5,100	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$104	\$500	\$500	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$376,344	\$433,184	\$433,565	\$381	0.1%

External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Operating	\$376,244	\$433,184	\$433,565	\$381	0.1%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$376,244	\$433,184	\$433,565	\$381	0.1%

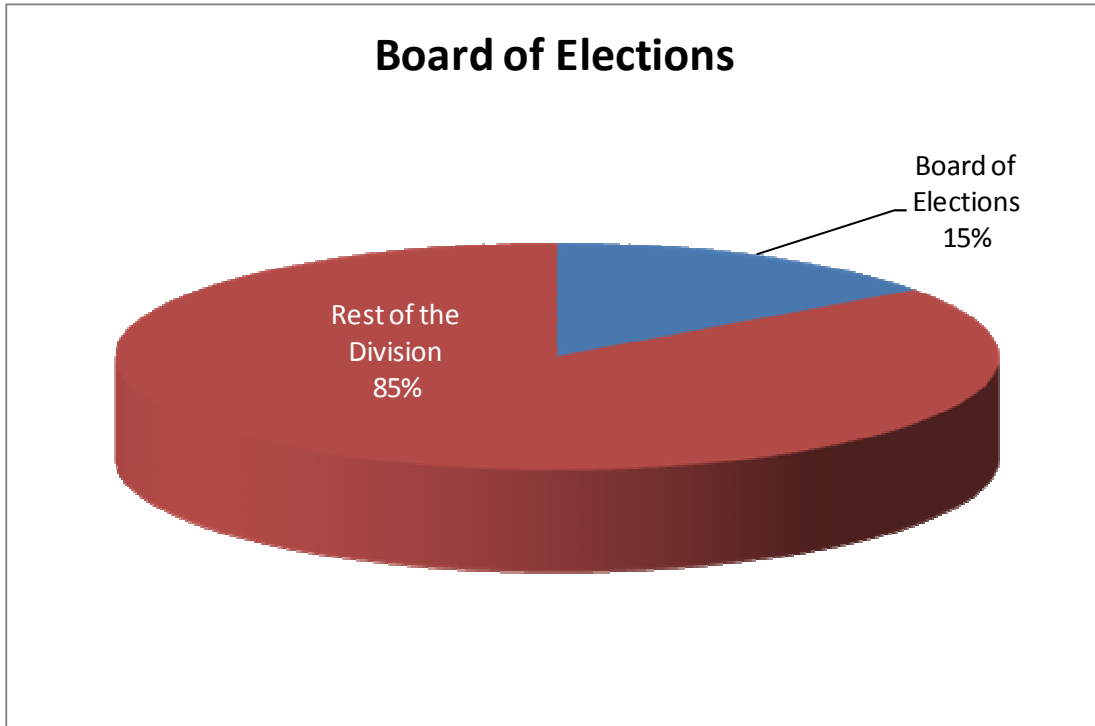
Board of Elections



Mission Statement

The Board of Elections mission is to uphold the integrity of the electoral process in the City of Springfield by holding elections in compliance with federal and state laws.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$350,793	\$347,237	\$381,827	\$34,590	10.0%
OTPS	\$93,648	\$97,640	\$138,140	\$40,500	41.5%
Total General Fund	\$444,441	\$444,877	\$519,967	\$75,090	16.9%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Board of Elections	5.0	5.0	4.0	-1.0

Board of Elections

Department Summary

As mandated by state and federal laws, the Board of Elections conducts elections that span municipal, state and federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, signatures are verified for initiative petition questions and candidates to be placed on the ballot. Polling locations are managed by the Board including procurement, staffing and operation.

The Board of Election's office conducts the Annual City Census by contacting approximately 65,000 households by mail and answering approximately 5,000 phone calls. The office supplies relevant census information to the Hampden County courts for jury selection, the Springfield School Department for children under the age of 17, federal, state and local agencies, as well as, to the general public.

The Board of Elections is responsible for implementing mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The agreement requires the Board of Elections to establish a program to help improve the City's assistance to Spanish-speaking voters with limited English proficiency in compliance with the Voting Rights Act of 1965 as amended.

Fiscal Year 2009 Highlights

The Election Department continued to implement best practices in the conduct of elections and election procedure as mandated by state and federal laws. Highlights of these efforts included:

- Implemented outreach to the Spanish language media.

- Revised and expanded poll worker training sessions.

- Updated poll worker payment method in order to comply with MUNIS.

- Increased bilingual poll worker hiring.

Risks and Challenges

Over the past two years, the Election Office was required to modify its election program to comply with Section 203 of the Voting Rights Act as part of a federal consent decree. The settlement agreement was extended until 2010 in order to ensure that changes in electoral procedure have been instituted. The increased efforts to comply with the consent decree have put an unanticipated burden on our staff.

The other major challenge facing the Election Commission will be updating our voting equipment during Fiscal Year 2010 to meet the new federal standards for voting systems. Obtaining the new voting equipment is mandatory.

Strategic Decisions for Fiscal Year 2010

The Election Commission will continue to improve the response rate to the Annual City Census, including increased efforts to publicize key information to city residents.

The Election Commission will continue to work with the Law Department and administer the Advisory Committee as part of compliance with the DOJ Consent Decree. The Election Commission will continue to improve its poll worker recruitment and retention efforts through expanded advertising and increased training.

Election Services

Description: As mandated by state and federal laws, the Board of Elections conducts elections that span municipal, state and federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, signatures are verified for initiative petition questions and candidates to be placed on the ballot.

Short and Intermediate Term Goals:

Conduct municipal, state and federal elections.

Process voter registrations.

Produce the annual voter list.

Conduct Board of Retirement elections.

Process initiative petition papers and nomination papers.

Administer Campaign and Political Finance Reporting for School Committee candidates.

Strategic Objectives for Fiscal Year 2010:

Conduct the primary and general elections in an efficient and cost-effective manner, using a precinct-based, computerized, optical scanning system.

Increase voter turnout by 30 percent including increasing absentee ballots cast by 27 percent and provisional ballots counted by 60 percent.

Implement the Motor Voter Law by extending opportunities for eligible residents to register to vote, thereby increasing new voter registrations by 27 percent and overall registration by 1.76 percent.

Broaden the use of the Board of Elections' website.

Annual Census

Description The Board of Election's office conducts the annual city census by contacting approximately 65,000 households by mail and answering approximately 5,000 phone calls. The office supplies relevant census information to the Hampden County courts for jury selection, the Springfield School Department for children under the age of 17, to federal, state and local agencies, as well as, to the general public.

Short and Intermediate Term Goals:

Mail the census to 65,000 households.

Contact and update multi-dwelling owners and managers.

Assist the City Clerk in processing dog license applications.

Produce the annual street list.

Strategic Objectives for Fiscal Year 2010:

Conduct annual city census in accordance with state law in order to maintain accurate voter and resident lists.

Increase census response by 13 percent.

Broaden the use of the Board of Elections' website to promote the annual city census and provide residents with another avenue for census response.

Consent Decree

Description: The Board of Elections is responsible for implementing mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The agreement requires the Board of Elections to establish a program to improve the City's assistance to Spanish-speaking voters with limited English proficiency, in compliance with the Voting Rights Act of 1965 as amended.

Short and Intermediate Term Goals:

Develop new and translate existing election related materials.

Recruit and hire bilingual poll workers.

Conduct poll worker training programs.

Administer the Election Advisory Committee.

Strategic Objectives for Fiscal Year 2010:

Implement the consent decree established by the U.S. Department of Justice, which includes increasing bilingual poll worker hiring by 12 percent.

Expand membership in the Election Advisory Committee.

Establish an outreach network with election offices within the Commonwealth and selected cities nationwide.

Broaden the use of the Board of Elections' Spanish information page on the City's website.

Polling Location Services

Description: The Board of Elections is responsible for the procurement, staffing and operation of polling locations throughout the city.

Short and Intermediate Term Goals:

Recruit, hire and train poll workers.

Procure polling locations in accordance with the Americans with Disabilities Act.

Implement and manage election day communication with polling locations throughout the City.

Acquire and monitor equipment for use in elections to ensure accurate results and compliance with the Help America Vote Act (HAVA).

Strategic Objectives for Fiscal Year 2010:

Work with the Office of the Secretary of the Commonwealth to implement reforms in HAVA, including 100 percent compliance of all polling locations with HAVA standards.

Research and procure new voting equipment that is 100 percent compliant with HAVA standards.

Broaden the use of the Board of Elections' website to provide HAVA information.

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$350,793	\$347,237	\$381,827	\$34,590	10.0%
Purchase of Services	\$67,316	\$60,700	\$101,200	\$40,500	66.7%
Supplies & Materials	\$26,332	\$36,940	\$36,940	\$0	0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$444,441	\$444,877	\$519,967	\$75,090	16.9%

External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$444,441	\$444,877	\$519,967	\$75,090	16.9%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$444,441	\$444,877	\$519,967	\$75,090	16.9%

Performance Measures

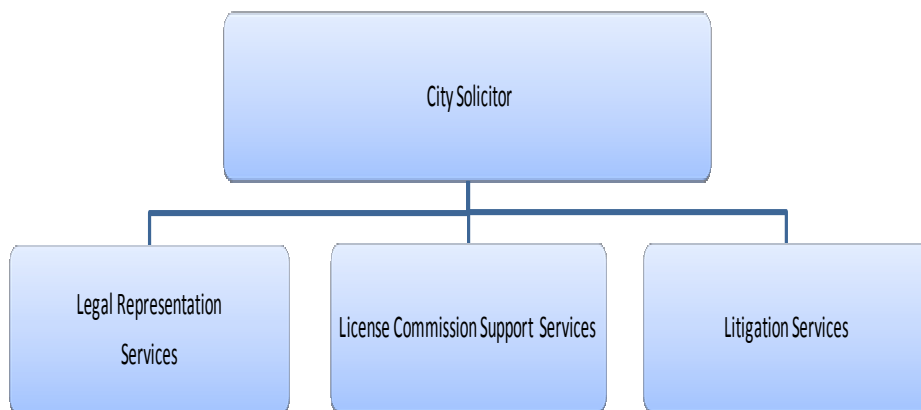
Measurable Goal: To maintain accurate voter records.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of newly registered voters	2,500	8,000	3,000
Number of households updated via the census by mail	65,000	65,000	65,000

Measurable Goal: To uphold the integrity of the electoral process.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of elections administered	2	3	2

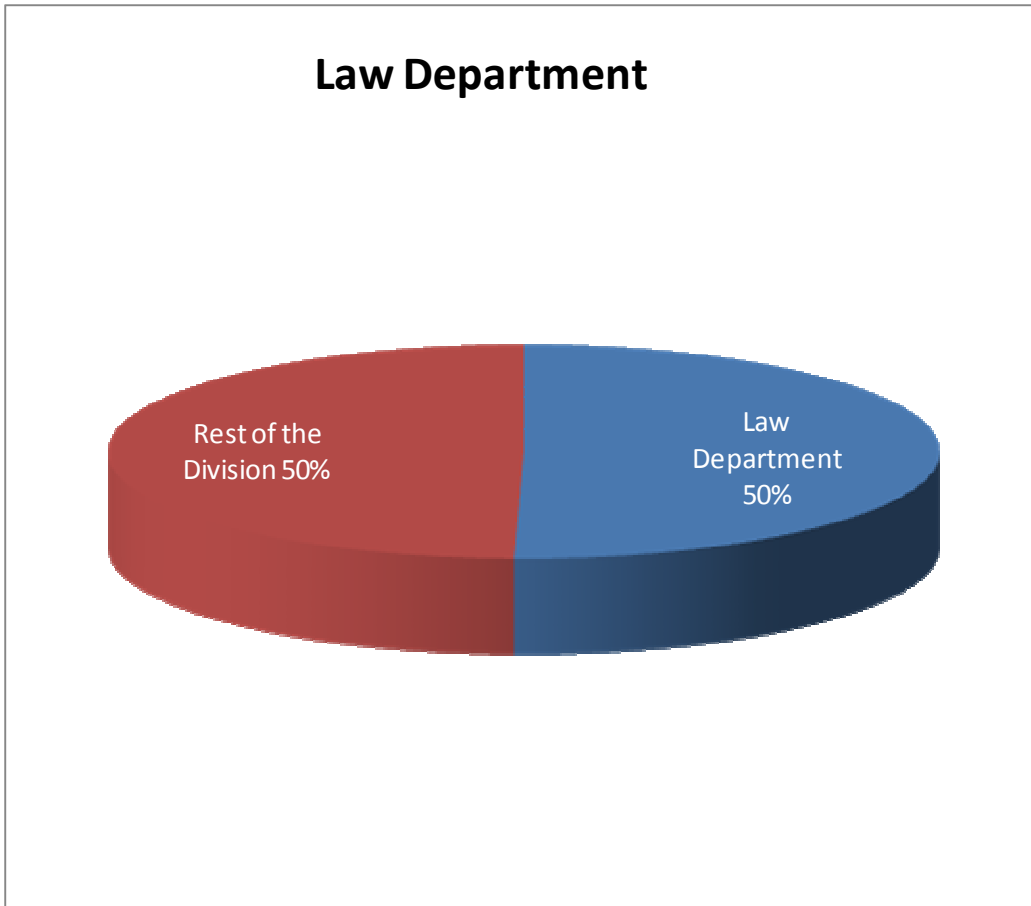
Law Department



Mission Statement

The Law Department's mission is to conduct all legal business of the City and its departments, and to administer the License Commission.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$1,283,516	\$1,453,582	\$1,229,524	(\$224,058)	-15.4%
OTPS	\$1,026,745	\$654,000	\$509,310	(\$144,690)	-22.1%
Total General Fund	\$2,310,261	\$2,107,582	\$1,738,834	(\$368,748)	-17.5%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Law Department	27.0	25.6	19.5	-10.1

Law Department Department Summary

The Law Department's services include legal advice and formal legal opinions; contract negotiation including drafting and review; and procurement issues such as drafting requests for proposals, invitations for bids, and contracts for goods and services, real estate or construction. In addition, attorneys review drafted ordinances, special acts, resolves and orders; assist departments with public records compliance; and provide legal advice and guidance to, as well as attend all meetings of the Springfield City Council and various boards and commissions as required.

Legal representation includes claims investigation and management; representing the City in all courts (Federal and State – District, Superior, Land and Housing Courts) and administrative agencies, Appellate Tax Board (ATB), Alcoholic Beverage Control Commission, etc.); provide litigation support and case management service; handle all appeals in Federal and State courts; collect monies due the City; and tax title foreclosure matters.

Finally, the Law Department provides administrative support for the License Commission and assists in the receipt and processing of license application and renewals, prosecuting enforcement actions, as well as arranging for and assisting in the holding of hearings.

Fiscal Year 2009 Highlights

During fiscal year 2009, the highlights of some of the Law Department participation included:

Cable TV License hearings and negotiations.

Initiating Reorganization of Code Enforcement and Licensing units within the Law Department to work with Police Department "Flex" Squad, Fire, and Health as well as Housing, Building and Zoning enforcement.

Provided comments to the Supreme Judicial Court committee on the proposed Massachusetts Rules of Evidence.

Initiated the creation and Distribution of a Law Department newsletter to City Department heads.

Furthered Code enforcement efforts against blight throughout the City

Successful defense of a federal jury trial alleging police misconduct by Springfield Police Department.

Successful defense in federal court of Civil Rights claim brought against the City with regard to blighted property known as Longhill Gardens.

Researched, drafted and filed 5 appeals of denials of reimbursements by the Schools and Libraries Division, an entity overseeing the distribution of E-Rate funding for the US Department of Education, received by the School Department. The appeals are pending.

Review contract and provide legal support with regard to procurement of engineering services to design the revised floodwall system as directed by the Army Corps of Engineers.

Reviewed ongoing license agreements between the City and Baystate Gas Co. to allow environmental remediation work at Riverfront Park.

Successful defense of a federal discrimination claim by Caucasian police officers alleging discrimination with regard to seniority.

Provided legal support for the re-establishing Citizen Complaint Review Board to be a watch dog over the Police internal investigations of officers alleged to have used excessive force.

Planning and implementation of a ward-based system of City Council and School Committee representation authorized by home rule legislation.

Implementation of a settlement agreement authorized through home rule legislation involving the Springfield Library and Museums Association.

Transition of the Massachusetts Career Development Institute (MCDI) to self-sufficiency.

Acted in negotiations on the removal of Hazardous materials at Gemini site in South End.

Performed a cost/benefit analysis of new case management software to allow tracking of work completed and time frames, and work on the implementation of the software.

Temporary easements taken by eminent domain for completion of Smith & Wesson traffic improvement project.

Drafted, negotiated and reviewed contracts for the School Department including leases, contracts for services and supplies, drafted form contracts for the special education department to use with out of district providers and special education service providers, supplemental education service providers, software suppliers, contracts for alternative transportation providers and the Pioneer Valley Transportation Authority (PVTA), and a contract for the purchase of groceries from Big Y stores for the Culinary Arts programs and special education program

Drafted and negotiated contract for on-street parking management with Springfield Parking Authority

Drafted and negotiated three (3) contracts between the City and WMECO for lighting projects for Performance Boulevard, Main Street and State Street to support various economic development projects with the DPW and Planning and Economic Development departments.

Drafted the Order of Taking and all necessary notices and related documents for the Roosevelt Avenue Traffic Improvement project, which required eminent domain takings of permanent and temporary easements.

Contract issues regarding Performance Food Group that included parcels purchased from the SRA; resolution of relocation claim submitted by Pride Convenience Stores, Inc. for its displacement on the Riverfront under the West Columbus Avenue Urban Renewal Plan, Amendment # 3.

Acted as Hearing officer for Fire Code Appeal Hearings with responsibilities for conducting hearings on appeals of fire code violation notices.

Risks and Challenges

Develop and improve data to initiate better understanding and analysis of exposure to unknown liability risks and allocation of in-house personnel, as well as, outside legal services to maximize efficiency through the utilization of new case management software.

Attempt to overturn or resolve \$400,000 punitive damage award in employment discrimination verdict against the Springfield Police Department.

Strategic Decisions for Fiscal Year 2010

Public Safety: Expand efforts to preserve and restore neighborhoods through consolidation of License Commission administration with Housing, Building, Fire and Health Code and Police Department "Flex" Squad Ordinance Prosecutions by Jan 1, 2009.

Tax Base and Jobs: Expand efforts to prosecute and enforce code violations concerning neglected and abandoned properties through a "Receivership" program financed through grant funds and transition the provision of legal services provided through the Control Board to the Law Department for Community Development related activities by July 1, 2009 including projects through the Springfield Redevelopment Authority including Court Square Urban Renewal Projects such as redevelopment of the old court square; disposition of remaining parcels in Springfield Smith & Wesson Industrial Park; Indian Orchard Business Park Urban Renewal Plan to assess, remediate, provide infrastructure and market for small scale commercial/light industrial development; South End Urban Renewal Plan acquiring properties with concomitant relocation, and significant road and streetscape improvements.

City Services: Purchase and implement new case management software to improve reporting to City Departments and the Public.

Environmental Stewardship: Work to revise the City's Zoning Ordinances to include incentives for "greener" development by July 1, 2010 and work with the City Public Works Department to reduce waste disposal and increase recycling by July 1, 2010; provide legal support for the redevelopment of Union Station as an inter-modal transportation facility.

Other: Utilize outside legal counsel in negotiations of cable TV contract renewal.

General Government Law Counsel

Description: The Law Department participates in all municipal government initiatives to provide legal representation, guidance, and support services to its clients so that they may conduct city business in compliance with local, state, and federal laws.

Short and Intermediate Term Goals:

Process written legal opinions within sixty (60) days of assignment.

Continue to investigate and respond to complaints on time.

File all code enforcement cases received in court.

Strategic Objectives for Fiscal Year 2010:

Minimize the value of settlements and judgments against the City to less than \$500,000.

Increase the percentage of contracts drafted and/or negotiated within sixty (60) days of assignment.

Process all disciplinary cases received.

Reduce the number of days required to prepare School Department contracts.

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Salaries	\$1,283,516	\$1,453,582	\$1,229,524	(\$224,058)	-15.4%
Purchase of Services	\$339,815	\$299,500	\$220,310	(\$79,190)	-26.4%
Supplies & Materials	\$39,999	\$49,500	\$50,000	\$500	1.0%
Intergovernmental	\$1,330	\$2,000	\$2,000	\$0	0.0%
Other Charges & Expenditures	\$644,381	\$302,500	\$237,000	(\$65,500)	-21.7%
Capital Outlay	\$0	\$500	\$0	(\$500)	-100.0%
Total Operating Funds	\$2,310,261	\$2,107,582	\$1,738,834	(\$368,748)	-17.5%

External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Mayor's Office of Consumer Information	\$61,412	\$65,000	\$65,000	\$0	0.0%
Total External Funds	\$61,412	\$65,000	\$65,000	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Operating	\$2,310,261	\$2,107,582	\$1,738,834	(\$386,748)	-17.5%
External Funds	\$61,412	\$65,000	\$65,000	\$0	0.0%
Total All Funds Budget	\$2,371,673	\$2,172,582	\$1,803,834	(\$386,748)	-17.8%

Grant Summary

GRANT NAME	Mayor's Office of Consumer Information		
Estimated Amount	\$65,000	Confirmation Date	
Scope of grant (purpose)	Local Consumer Program Fund		
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$57,246	\$62,960	\$62,960
Benefits	\$0	\$0	\$0
OTPS	\$3,938	\$2,040	\$2,040
TOTAL	\$61,184	\$65,000	\$65,000

Performance Measures

Measurable Goal: To minimize the time required to process legal opinions.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of written legal opinions processed within 60 days of assignment	90%	90%	95%

Measurable Goal: To minimize the time required to draft and review contracts.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of contracts drafted and/or negotiated within 60 days of assignment	90%	88%	90%
Percent of contracts reviewed within 7 days of assignment	99%	99%	99%

Measurable Goal: To process all disciplinary cases received.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of disciplinary cases processed/handled	80%	84%	100%

Measurable Goal: To minimize the value of settlements and judgments against the City.

Measure	Actual FY08	Projected FY09	Goal FY10
Value of settlements and judgments against the city	\$368,956	\$300,000	\$275,000

Measurable Goal: To respond to all complaints on time.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of complaints for which the city filed a response on time	99%	99%	100%

Performance Measures

Measurable Goal: To investigate all claims.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of claims investigated	70%	60%	100%

Measurable Goal: To file in court all code enforcement cases received.

Measure	Actual FY08	Projected FY09	Goal FY10
Code enforcement cases filed in court	1,238	1,238	1,238

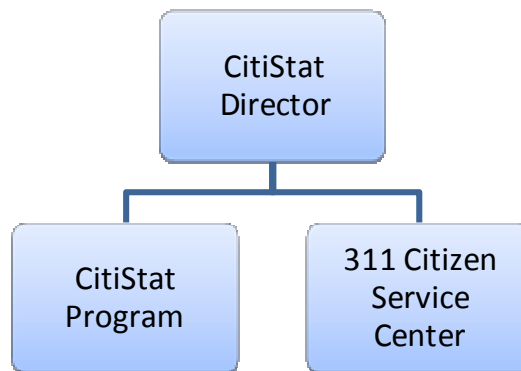
*of cases received

Measurable Goal: To reduce the time for preparing School Department contracts from 60 days to 30-45 days.

Measure	Actual FY08	Projected FY09	Goal FY10
Reduction in number of days required to prepare	60 day average	60 day average	30-45 day average

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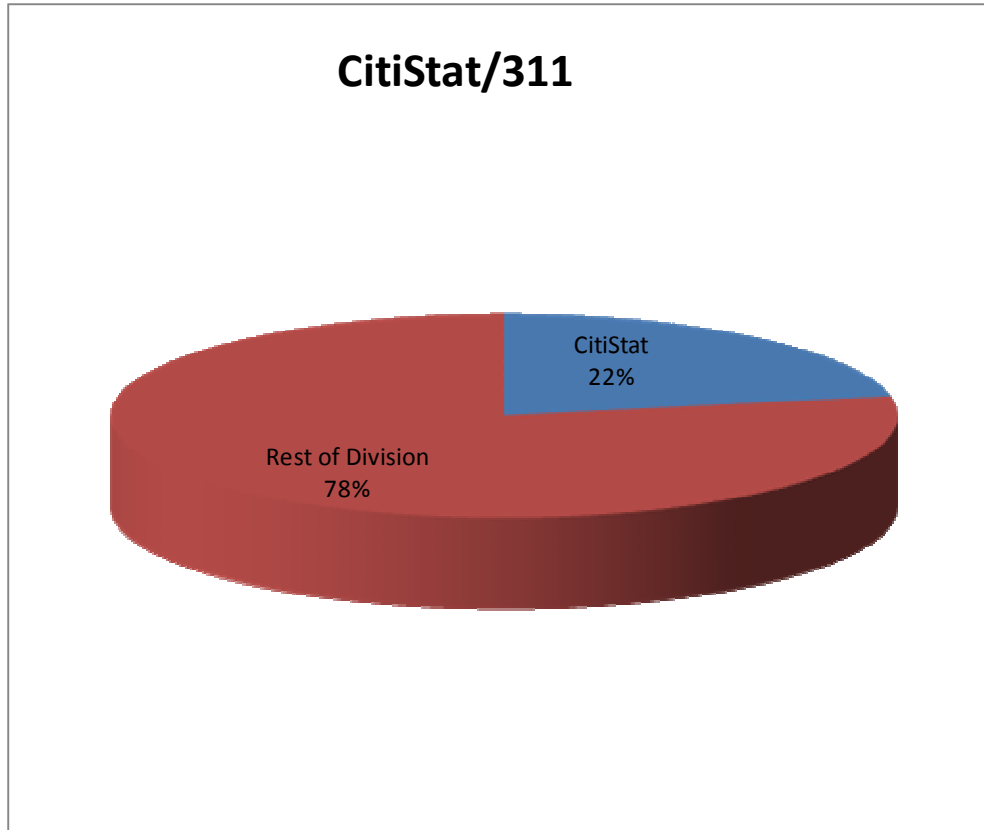
CitiStat / 311 Citizen Service Center



Mission Statement

The CitiStat Department, through the 311 Citizen Service Center, is the first point of contact between citizens and the City of Springfield. CitiStat is the process for ensuring accountability, efficiency, and results in city services. Through regular data analysis, management meetings, and consistent follow-up, the CitiStat team promotes creativity, innovation, and continuous improvement. The 311 Citizen Service Center takes calls for numerous City departments, forwarding and tracking service requests until completed.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$148	\$506,762	\$721,964	\$215,202	42.5%
OTPS	\$0	\$129,670	\$38,350	(\$91,320)	-70.4%
Total General Fund	\$148	\$636,432	\$760,314	\$123,882	19.5%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
CitiStat / 311	0.0	11.8	16.8	5.0

CitiStat / 311 Citizen Service Center

Department Summary

The CitiStat Department is responsible for promoting and measuring high performance and quality customer service throughout the City of Springfield. Through regular data analysis, management meetings, and persistent follow-up, CitiStat is the process the City uses to ensure accountability, efficiency, and results in the delivery of city services. The 311 Citizen Service Center takes calls for numerous City departments, forwarding and tracking service requests until completed.

Fiscal Year 2009 Highlights

CitiStat is committed to promoting the highest standards of customer service and performance. Highlights of CitiStat's efforts in Fiscal Year 2009 include:

Holding more than 150 CitiStat management meetings covering 21 City departments.

Preparing, in anticipation of and following CitiStat meetings, more than 150 comprehensive briefing reports and meeting follow-up memos.

Identified and tracked more than 1,500 action items and next steps.

Conducted ten NeighborhoodStat meetings, resulting in street-level action plans for two neighborhoods focused on coordinated, inter-departmental efforts to improve quality of life.

Reducing sick leave utilization through regular monitoring, quarterly sick leave reviews, and improved reporting through the Time and Labor Management system. Declines in sick leave across the City are projected to save the City more than \$360,000 in sick leave throughout Fiscal Year 2009.

Focused citywide attention on a collection rate of around 25 percent for fees and fines, resulting in steps to improve collection efforts and enforcement of City ordinances.

Reducing the number of workplace injuries through improved reporting, additional safety training, and monthly review panels to identify ways to prevent injuries. Citywide incurred worker's compensation costs are on pace to be as much as \$200,000 below Fiscal Year 2008 levels.

Initiated a conversation about recycling in Schools resulting in the launch of a lunch tray recycling program and improved paper recycling in all school buildings. Annual savings resulting from reduced trash disposal could exceed \$100,000.

Conducted an inventory of the City's passenger vehicle fleet, initiating development of city-

wide fleet management and take-home vehicle policies.

Promoted an increase in multi-departmental team inspections and proactive inspection activities. This will likely result in nearly 1,000 more proactive housing code inspections in Fiscal Year 2009 (compared to Fiscal Year 2008).

Improved data collection citywide through changing processes for data entry and reporting in departments including Buildings, Fire, and Housing.

Reducing overtime utilization through consistent monitoring and follow-up, with projected savings in the Department of Public Works of as much as \$80,000.

Launched the Intelligov Dashboard, providing real-time information on requests for service, housing complaints, fire incidents, financials, payroll, and more to the Mayor's Office and City departments.

Created the Citizen Service Center, transferring existing City employees into a single call center, improving the timeliness and consistency of customer service, and providing services in both English and Spanish.

Began taking calls for seven City departments, providing frequently requested information, mailing forms and information to residents, and forwarding service requests to department's for completion.

Took more than 100,000 calls from citizens, handling about 75 percent without ever transferring or requesting service from another department.

Answered 65 percent of calls to the Service Center within 30 seconds, with less than eight percent of calls lost.

Risks and Challenges

CitiStat's primary challenge going forward, as with most City departments, is the growing fiscal crisis and its implications for a still developing department. The 311 Citizen Service Center, during Fiscal Year 2010, is expected to take on the non-emergency calls of all departments not already included in the call center. This will require increased staffing capacity. While the call center will be handling work previously done within departments, it is not clear that needed positions in the Call Center will be filled entirely through transfers of existing positions.

An additional challenge for CitiStat going forward is the ongoing development of the department's role with respect to performance management and improvement. The first year of CitiStat allowed the development of the process and many critical data analysis tools. To continue achieving savings and results, CitiStat meetings need to take next steps toward becoming a tool for ongoing strategic planning and implementation.

Over the course of Fiscal Year 2010, the City is expected to undergo significant changes in leadership with the return to local control, a Mayoral election, and the introduction of ward representation to the City Council and School Committee. This presents a significant challenge for CitiStat in needing to adapt to ensure that the Citizen Service Center and CitiStat meetings continue to serve the management needs of the City's executive leadership.

Strategic Decisions for Fiscal Year 2010

During Fiscal Year 2010, the 311 Citizen Service Center will begin taking the non-emergency phone calls of all City departments not already integrated into the Center. This will increase the consistency of customer service citywide. To achieve this, CitiStat will identify creative strategies for staffing the call center through transfers and overflow capacity for periods of high call volume.

To address the challenge of taking next steps with CitiStat, the Department will focus on developing a process through which CitiStat meetings will be focused on measuring progress towards achieving objectives and goals that are linked to the City's strategic priorities. In addition, the data analysis and discussions in CitiStat meetings will be focused on using data to identify new goals and objectives consistent with strategic priorities.

CitiStat

Description: The mission of CitiStat is to achieve accountability, efficiency, and results through data-driven strategic planning, implementation, and management. CitiStat identifies issues for improvement through the regular collection, analysis, and collaborative discussion of financial, personnel, and performance data. Each City department has regularly scheduled meetings, usually once per month, with CitiStat staff and the CitiStat Review Team, composed of executive leadership and heads of Finance, Information Technology, Law, and Personnel. These meetings provide a forum for review of data, asking of questions, and development of solutions. In addition, regular meetings are held to discuss particular neighborhoods and multi-departmental neighborhood action plans. During Fiscal Year 2010, CitiStat will focus on the development and implementation of strategic goals.

Short and Intermediate Term Goals:

Continue the development of CitiStat by focusing meetings on department's strategic goals and accompanying action steps and performance targets.

Expand the NeighborhoodStat program to additional parts of the City, and develop strategies for engaging residents in the process.

Encourage the use of data in management and policy-making meetings within departments.

Strategic Objectives for Fiscal Year 2010:

Engage in internal and external training opportunities to improve staff's analytical skills and increase the efficiency with which departmental briefing reports are completed.

Increase CitiStat's focus on process analysis and improvement by completing at least one process flow analysis for each department participating in CitiStat.

Improve the CitiStat department's external communications through adding additional information to the department's website and identifying more opportunities to speak to business and neighborhood groups.

Participate in, through CitiStat meetings, the development of a citywide strategic plan focused on achieving the Mayor's five strategic priorities.

Increase the number of inter-departmental CitiStat meetings focused on issues emerging from CitiStat meetings.

Develop more robust performance metrics for City departments that closely relate work accomplished with resources expended.

Expand the use of the Intelligov Dashboard for near real-time reporting on management and performance metrics by developing email-able reports to be sent frequently to managers and to increase the number of individuals using the Dashboard.

311 Citizen Service Center

Description: The 311 Citizen Service Center is designed to be the first point of contact for citizens needing services or information from City government. Through Fiscal Year 2009, the calls of eleven departments were taken by the Center. In Fiscal Year 2010 it is anticipated that all other departments non-emergency calls will be integrated into the Center. Customer service representatives take calls from citizens and either provide requested information – from City Hall hours to amount of property taxes owed – or generate a service request – potholes, fallen tree limbs, and more. When requesting a service, citizens receive a ticket number and are able to track the progress of their request either online or via a return call to the Service Center. All requests are tracked and departmental performance measured against service goals.

Short and Intermediate Term Goals:

Complete the implementation of the 311 Citizen Service Center with the addition of new departments.

Encourage and support departments to make greater use of the Intelligov service request tracking system, including ongoing training.

Strategic Objectives for Fiscal Year 2010:

Begin taking non-emergency calls for all departments not already served by the Citizen Service Center.

Deploy and improve the online portal for frequently asked questions and service request entry.

Provide the Mayor's Office with daily reports on call volumes by reason for call and departmental performance metrics.

Implement service levels for all service request types logged by the Service Center.

Provide additional cross-training for all call takers to improve and increase their ability to handle calls from all departments.

Increase the Service Center's staffing through creative strategies such as transfers from other departments, overflow staffing, or a customer service staffing pool.

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$148	\$506,762	\$721,964	\$215,202	42.5%
Purchase of Services	\$0	\$24,088	\$14,000	(\$10,088)	-41.9%
Supplies & Materials	\$0	\$68,000	\$23,100	(\$44,900)	-66.0%
Other Charges & Expenditures	\$0	\$7,000	\$1,250	(\$5,750)	-82.1%
Capital Outlay	\$0	\$30,582	\$0	(\$30,582)	-100.0%
Total Operating Funds	\$148	\$636,432	\$760,314	\$123,882	19.5%

External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$148	\$636,432	\$760,314	\$123,882	19.5%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$148	\$636,432	\$760,314	\$123,882	19.5%

Performance Measures

CitiStat	Actual FY2008	Projected FY2009	Goal FY2010
Percent of departments with strategic goals reviewed in CitiStat meetings	0%	20%	100%
Number of community meetings at which CitiStat presents or solicits feedback	0	2	8
Number of departments regularly holding internal meetings focused on data	0	1	7
Number of new neighborhoods or communities discussed at NeighborhoodStat	1	2	4

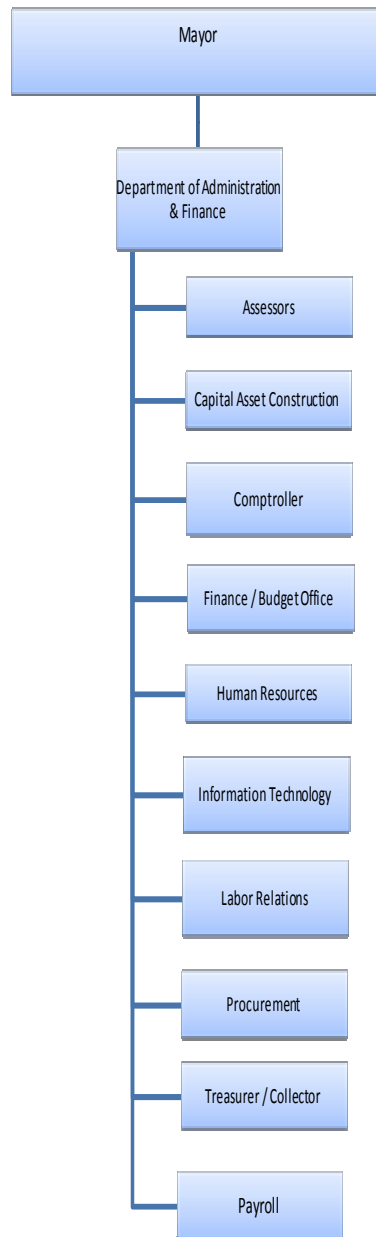
311 Call Center	Actual FY2008	Projected FY2009	Goal FY2010
Number of departments whose calls are answered by the Call Center	N/A	11	16
Percent of calls answered in 30 seconds or less	N/A	70%	75%
Average wait time for callers	N/A	45 seconds	45 seconds
Percent of calls answered by Center without transfers or service requests	N/A	75%	80%
Citywide on-time completion rate for service requests	N/A	60%	95%
Number of users regularly logging into Intelligov	N/A	35	60

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Section 5
Division of
Administration and Finance

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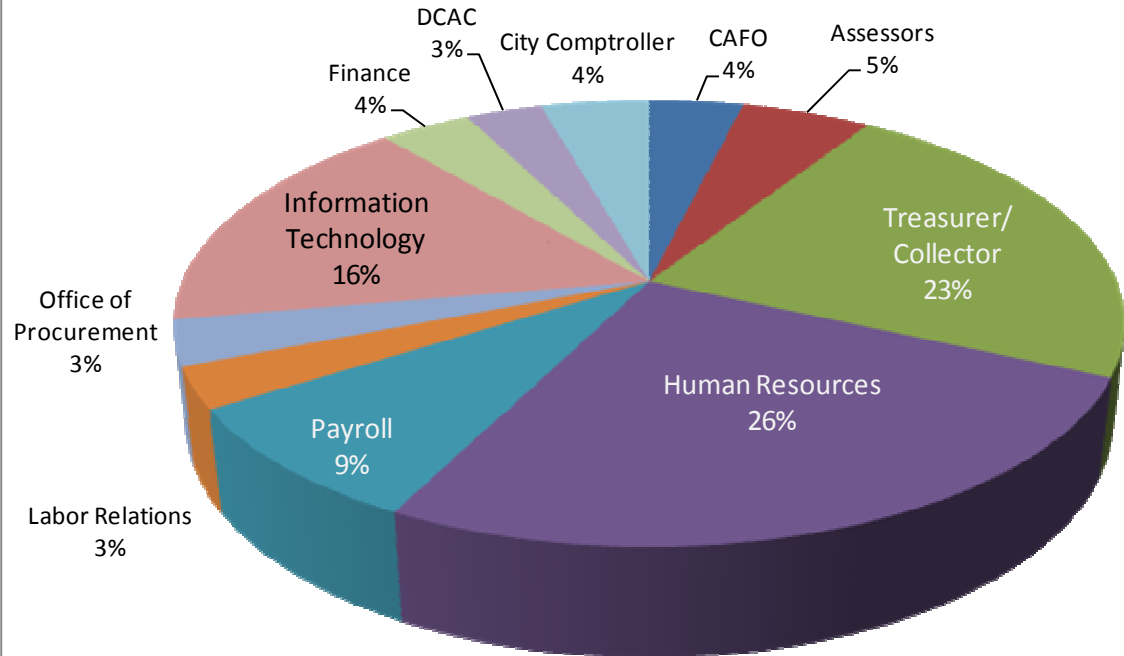
Division of Administration and Finance



Mission Statement

The Department of Administration and Finance is responsible for the overall financial, human capital, and technology management of the City of Springfield.

Division of Administration & Finance



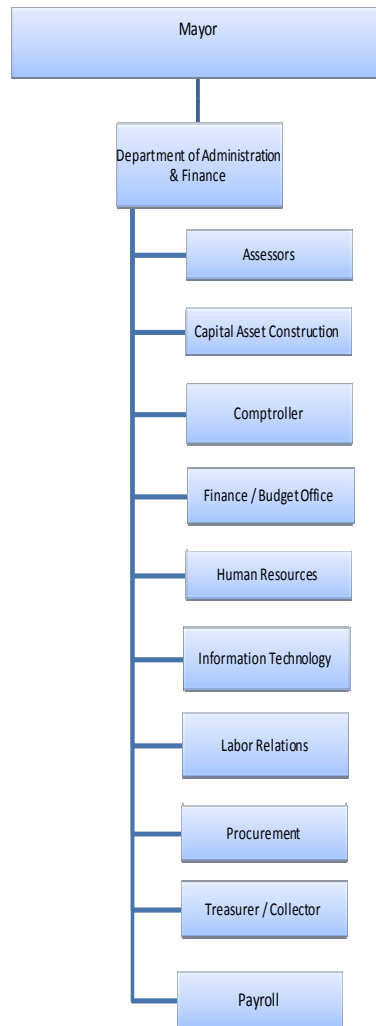
Budget Overview

Division Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Department of Administration & Finance	\$0	\$0	\$660,185	\$660,185	100%
Assessors	\$891,926	\$1,028,136	\$910,418	(\$117,718)	-11.4%
Treasurer/Collector	\$3,654,315	\$3,592,031	\$3,912,162	\$320,131	8.9%
Office of Procurement	\$423,135	\$618,484	\$565,337	(\$53,147)	-8.6%
Information Technology	\$3,048,973	\$3,273,574	\$2,850,296	(\$423,278)	-12.9%
Finance	\$678,802	\$688,398	\$638,877	(\$49,521)	-7.2%
Capital Asset Construction	\$0	\$596,459	\$534,697	(\$61,762)	-10.4%
Human Resources	\$6,047,126	\$6,453,846	\$4,440,490	(\$2,013,356)	-31.2%
Comptroller	\$924,670	\$1,148,405	\$761,619	(\$386,786)	-33.7%
Labor Relations	\$0	\$0	\$514,132	\$514,132	100.0%
Payroll	\$0	\$0	\$1,471,370	\$1,471,370	100.0%
Total Division	\$15,668,948	\$17,399,333	\$17,259,583	(\$139,750)	-0.8%

Division Personnel (FTE's)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Department of Administration & Finance	0.0	0.0	4.25	4.25
Assessors	12.0	14.0	13.0	-1.0
Treasurer/Collector	20.0	19.5	18.0	-1.5
Office of Procurement	12.0	12.8	11.0	-1.8
Information Technology	22.0	22.6	18.0	-4.6
Finance/Budget	14.0	10.0	10.5	0.5
Capital Asset Construction	0.0	4.0	4.0	0.0
Human Resources	23.0	22.0	11.8	-10.2
Comptroller	14.0	16.2	13.5	-2.7
Labor Relations	0.0	0.0	3.5	3.5
Payroll	0.0	0.0	5.0	5.0
Total FTE's	117.0	121.1	108.3	-12.8

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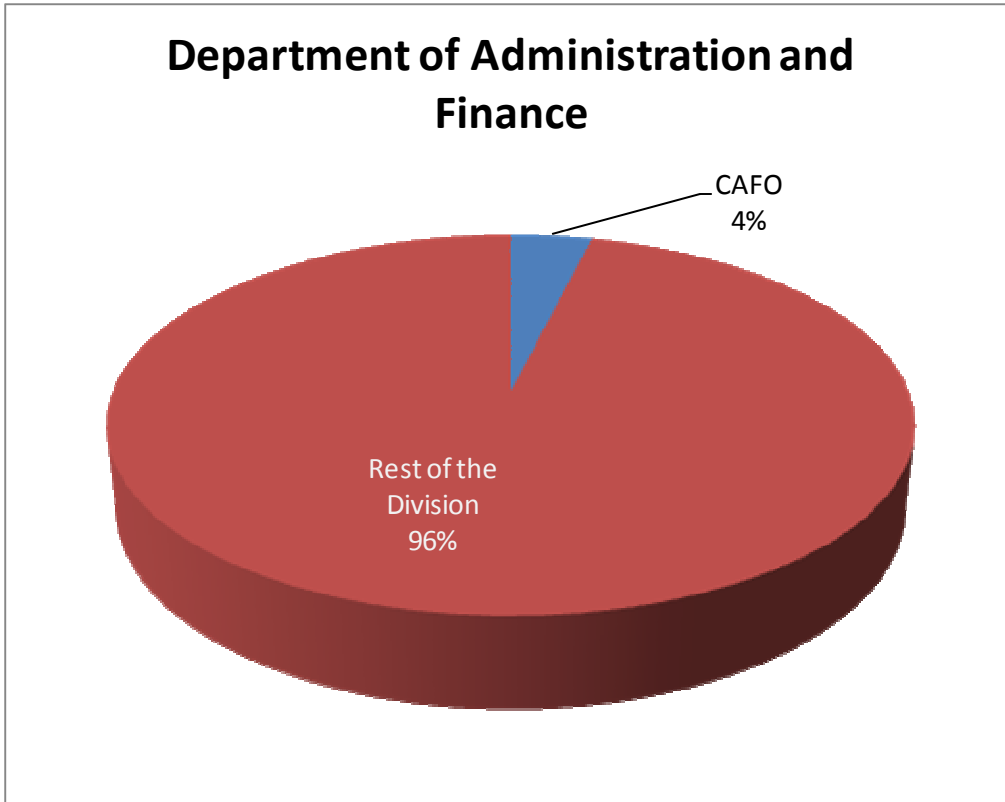
Department of Administration and Finance



Mission Statement

The Department of Administration and Finance is responsible for administering and supervising the City's financial services, information technology, human resources, and payroll.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$0	\$0	\$315,185	\$315,185	100%
OTPS	\$0	\$0	\$345,000	\$345,000	100%
Total General Fund	\$0	\$0	\$660,185	\$660,185	100%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Chief Administration and Finance Officer	0.0	0.0	4.25	4.25

Department of Administration and Finance

Department Summary

In continuing a structured transition to local control, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of the Chief Administrative and Financial Officer.

Chapter 468 created the Department of Administration and Finance, which is responsible for the overall budgetary and financial administration of the city. This department is under the control of the Chief Administrative and Financial Officer (CAFO), which reports to the mayor. The CAFO is appointed to a term of no longer than three years.

The CAFO is responsible for administering and supervising the City's financial services, information technology, human resources, and payroll which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments.

The following department heads report to the CAFO: Board of Assessors, Treasurer/Collector, Budget Director, Comptroller, Director of Information Technology, Chief Procurement Officer, Director of Human Resources, Labor Relations Director and Director of Capital Asset Construction. The business and financial services of the School Department shall be under the authority of the CAFO as well.

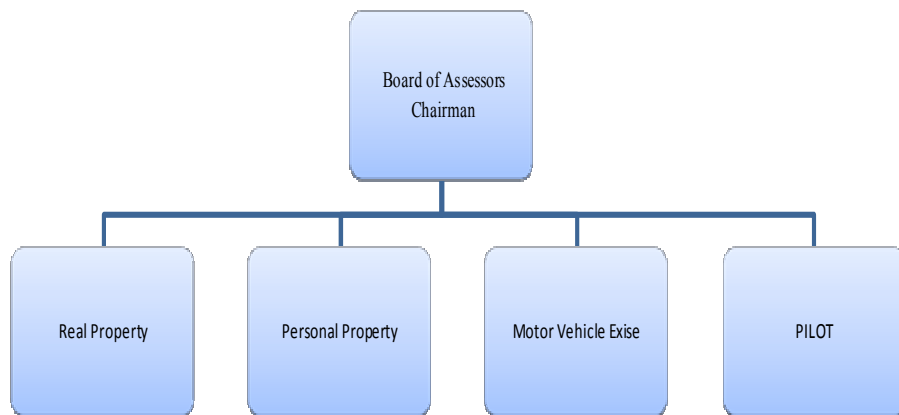
All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Salaries	\$0	\$0	\$315,185	\$315,185	100.0%
Purchase of Services	\$0	\$0	\$329,500	\$329,500	100.0%
Supplies & Materials	\$0	\$0	\$8,500	\$8,500	100.0%
Other Charges & Expenditures	\$0	\$0	\$7,000	\$7,000	100.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$0	\$0	\$660,185	\$660,185	100.0%

External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Operating	\$0	\$0	\$660,185	\$660,185	100.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$0	\$660,185	\$660,185	100.0%

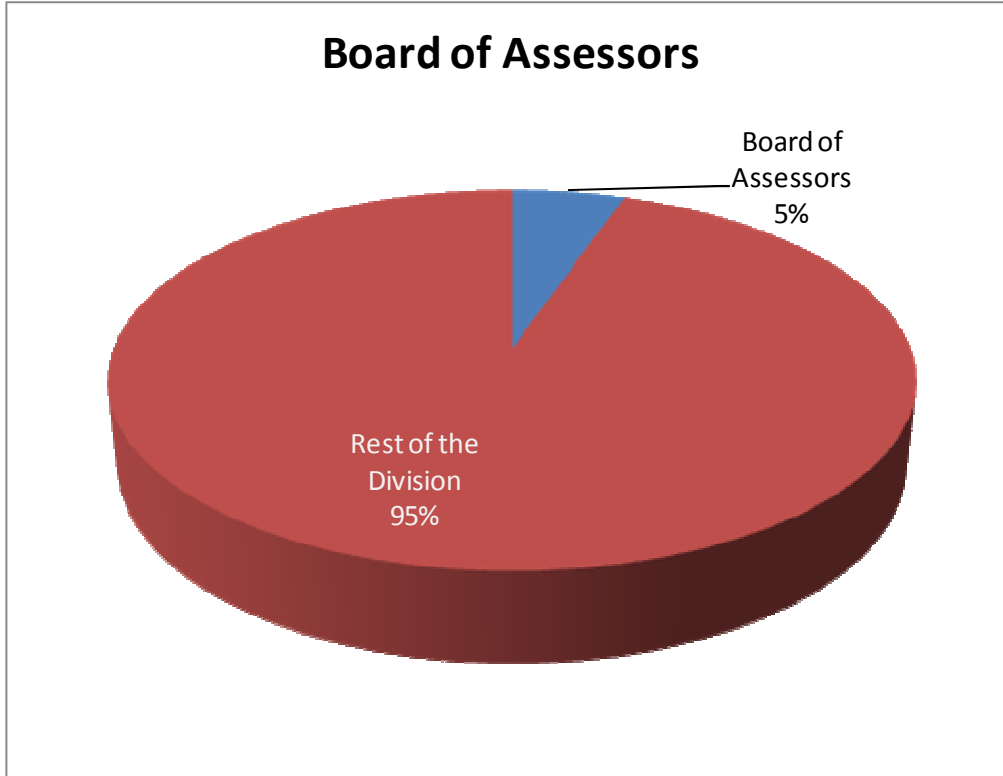
Board of Assessors



Mission Statement

The Board of Assessors (“Assessors”) provides the City of Springfield with a stable and expanding revenue stream through the accurate and equitable valuation of all taxable real and personal property, as well as, motor vehicles within the City.

Budget Overview



General Fund				Variance	
Department Budget	Actual FY08	Approp. FY09	Budget FY10	FY09-FY10	Percent Change
Personal Services	\$593,927	\$659,136	\$639,689	(\$19,447)	-3.0%
OTPS	\$297,970	\$369,000	\$270,729	(\$98,271)	-26.6%
Total General Fund	\$891,927	\$1,028,136	\$910,418	(\$117,718)	-11.4%

Department Personnel (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance
				FY09-FY10
Board of Assessors	12.0	14.0	13.0	-1.0

Board of Assessors Department Summary

The Assessor's Department is responsible for accurately determining the value of all real and personal property located within the City of Springfield for the purpose of taxation. It is obliged to assess all property at its fair market value as of January 1 of each year. The Department is responsible for the administration of all property tax data records and maintains accurate parcel ownership data based upon recorded property transactions at the Registry of Deeds. It also administers the tax billing for the motor vehicle excise.

Fiscal Year 2009 Highlights

The Board of Assessors in Fiscal Year 2009 continued to improve its assessment process and implemented new best practices for assessment administration. Highlights of these efforts include:

Implementation and installation of new modules for the CAMA (Computer Assisted Mass Appraisal) system IAS World.

Implemented the MUNIS system for bill payment and assisted in the planning and implementation of MUNIS system for tax collection.

Continued efforts to identify and capture "new growth".

Worked to resolve the telecommunication case with the Department of Revenue and other assessing jurisdictions.

Completed interim year valuation of all real and personal property in the City of Springfield.

Finalized the return of the administration of Motor Vehicle Excise to the Board of Assessor's Staff.

Risks and Challenges

Over the past several years, the Board of Assessors has continued its efforts to improve its CAMA system. With the installation of *IAS World*, the most advanced CAMA system available, the City now has a system capable of managing all aspects of assessment administration.

Springfield is the first Massachusetts community to install *IAS World*. The department is actively engaged with CLT, the system provider, to improve and customize the *IAS World* System to optimize its use in Massachusetts.

Strategic Decisions for Fiscal Year 2010

The department would like to enhance its use of *IAS World* to assess real property and manage department operations.

Through the continuation of automated operations, the department will work to implement the interface between *IAS World*, Fox Pro, Motor Vehicle Excise, and the MUNIS tax collection system.

Assessment Programs

Real Property: The Assessor's Department determines the market value of all taxable parcels in the City of Springfield as of January, which includes residential, commercial and industrial parcels. The assessment must be in compliance with applicable Massachusetts laws.

Personal Property: The Assessor's Department also determines personal property - property that is "tangible" property, and is subject to the personal property tax unless exempted by statute. Tangible personal property ranges from the chairs in a barber shop to furnishings of a doctor's waiting room; from the drills used by a dentist to the poles owned by a utility.

Motor Vehicle Excise: Chapter 60A of the M.G.L. imposes an excise on registering a motor vehicle in lieu of a tangible personal property tax. The Registry of Motor Vehicles (RMV) prepares data for excise bills according to the information on motor vehicle registrations, and sends it to the City of Springfield. Following the requirements set forth by the Massachusetts Department of Revenue, the Assessors prepare and execute bills based on the excise data sent by the RMV.

PILOTS: Payment in Lieu of Taxes (PILOTS) are tax agreements and contracts that fall outside the normal Chapter 59 M.G.L. assessment. PILOTS include 121A, TIFs and payment by exempt properties.

Short Term Goals:

Finish installation of and train staff in the use of *IAS World* and the MUNIS tax collection module.

Renovate the office and replace the office equipment to maximize efficiency.

Improve customer service by hiring additional staff and offer training to all staff.

Intermediate Term Goals:

Automate and digitalize assessment records.

Improve on-line data access for the public.

Continue to train staff on assessment practices.

Strategic Objectives for Fiscal Year 2010:

Integrate the *IAS World*, FoxPro and MUNIS software programs and office procedures.

Continue to convert Fiscal Years 2004, 2005 and 2006 UNIVERS data to *IAS World*.

Install GIS module in *IAS World*.

Operating Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$593,957	\$659,136	\$639,689	(\$19,447)	-3.0%
Purchases of Services	\$273,087	\$332,500	\$255,229	(\$77,271)	-23.2%
Supplies & Materials	\$22,132	\$33,000	\$12,000	(\$21,000)	-63.6%
Intergovernmental	\$1,303	\$2,000	\$2,000	\$0	0.0%
Other Charges & Expenditures	\$1,448	\$1,500	\$1,500	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$891,927	\$1,028,136	\$910,418	(\$117,718)	-11.4%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$891,927	\$1,028,136	\$910,418	(\$117,718)	-11.4%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$891,927	\$1,028,136	\$910,418	(\$117,718)	-11.4%

Performance Measures

Measurable Goal: To accurately value real and personal property.

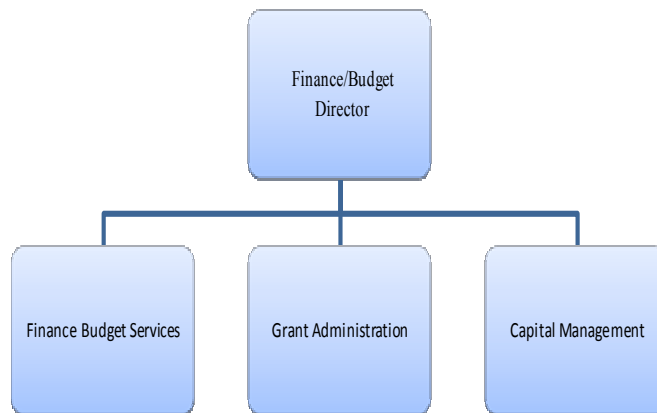
Measure	Actual FY08	Projected FY09	Goal FY10
Statutory exemptions processed	1,472	1,439	1500
Overvalue applications processed	1,555	1,236	1,200
Number of Appellate Tax Board cases	226	533	400
Change of Address forms processed	N/A	105	140

Measurable Goal: To provide the City with a stable and expanding revenue stream.

Measure	Actual FY08	Projected FY09	Goal FY10
Properties inspected	4,351	4,000	4,700
Properties inspected per full time field inspector per month	120	110	130
Property transfers processed	7,608	5,013	4,800

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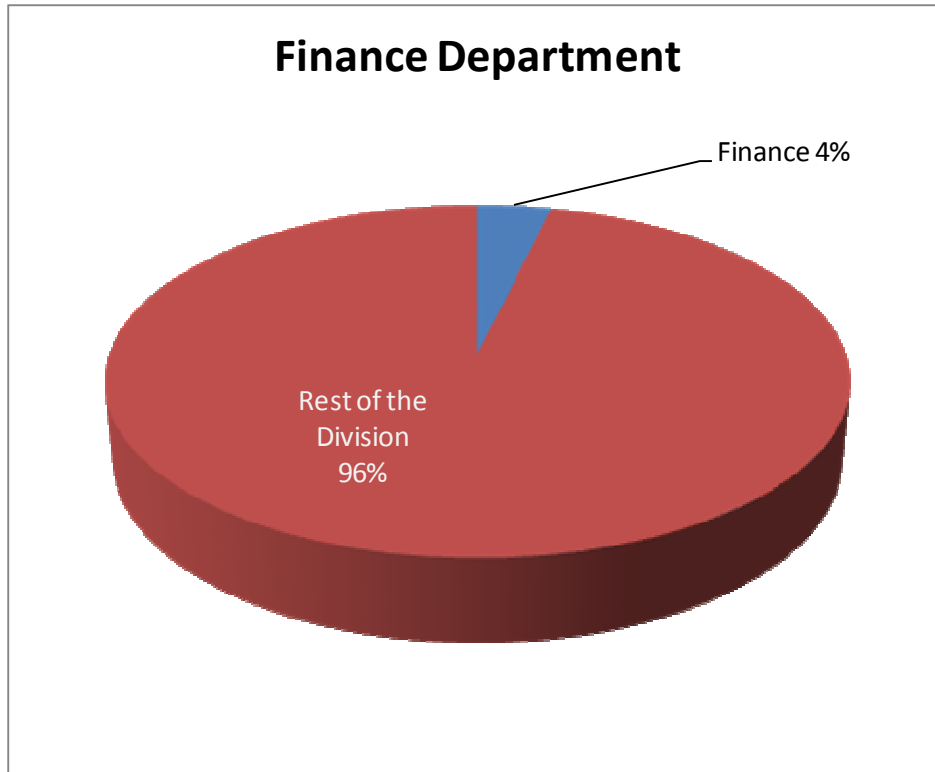
Finance Department



Mission Statement

The mission of the Finance/Budget Department (“Finance”) is to support the Chief Administration and Finance Officer in the financial management of the City of Springfield.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$597,228	\$608,401	\$582,047	(\$26,354)	-4.3%
OTPS	\$81,574	\$79,997	\$56,830	(\$23,167)	-29.0%
Total General Fund	\$678,802	\$688,398	\$638,877	(\$49,521)	-7.2%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Finance/Budget	14.0	10.0	10.5	0.5

Finance/Budget Department Summary

The Finance Department ensures that the City uses its financial resources effectively and efficiently by monitoring government spending. This includes continuously reviewing the current year's expenditures and analyzing program services. Finance is responsible for creating the City's budget before the end of every fiscal year. Finance works with the Mayor, City Council and departmental personnel to create a complete, transparent, balanced budget that reflects the needs and priorities of the City.

Fiscal Year 2009 Highlights

The Finance Department continued in Fiscal Year 2009 to implement best practices of financial management. Highlights of these efforts include:

The Finance Department was awarded the Government Finance Officer's Association's (GFOA) Distinguished Budget Award for the first time in the City's history. The City of Springfield was one of only eight municipalities in the Commonwealth to receive this prestigious award.

The City's bond rating has increased from Baa3 to Baa2 based on analysis from Moody's Investors Inc.

The Finance Department produced the City's first comprehensive five-year Capital Improvement Plan. This plan addresses one of the City's top priorities, working on deferred maintenance.

A revenue analyst was hired to review all of the City's revenue in an effort to produce one of the Department's long term goals of creating an all-funds budget.

The first step of creating a program-based budget has been accomplished and the Finance Department looks for full implementation in future years.

Risks and Challenges

The biggest risk to the City of Springfield is the overall state of the economy. Due to budget shortfalls experienced by the Commonwealth, the City of Springfield will receive less state aid than in previous years. State aid accounts for 60% of the City's operating revenue. Due to this, the City is forced to assess its programs and decide what service levels are essential to the people of Springfield while trying to maintain the City's high level of service.

Another significant challenge facing the Department is its ability to recruit and retain qualified personnel. Proper financial oversight and identification of cost-savings opportunities requires trained, capable and enthusiastic staff. Going forward, the Department's effectiveness will ultimately rest on its success in this area.

Strategic Decisions for Fiscal Year 2010

Finance will improve its ability to monitor and analyze the City's external funds and personnel budget. After the release of the Fiscal Year 2010 budget, the Department will create a system to provide monthly grant fund budgets to each department. In addition, it will create a system to capture personnel turnover savings.

The Finance Department will improve its recruitment of personnel by visiting public policy graduate schools to discuss employment opportunities with the City of Springfield.

Professional development plans will be designed and discussed with each employee.

Finance

Description: This program is responsible for the development of the City's operating budget, Capital Improvement Plan and capital budget. This includes monitoring departmental expenditures and working with departments and city officials to ensure that government expenditures are used effectively and efficiently.

Short Term Goals:

Monitor the City's finances for each department and the City as a whole.

Develop the City's operational and fund budgets.

Provide financial analysis to the Mayor, Finance Control Board, City Council and City Departments.

Provide timely financial information to CitiStat.

Create a model to capture personnel turnover savings.

Transition revenue projections to Finance Department.

Train departments on the principles of budgeting, financial management and developing department goals and objectives.

Analyze user fees and charges to ensure the fees capture costs associated with delivering the services.

Continue developing program-based budgeting.

Intermediate Term Goals:

Improve budget processes and reporting to meet national standards.

Review the implementation of the City's financial policies and procedures to ensure accurate and transparent financial management.

Create seasonal budgets for relevant departments.

Improve the payroll reporting system to prevent fraud through the processing of accurate, timely and user-friendly reports .

Enhance revenue projections and analysis.

Improve the City's bond rating.

Develop internal controls to ensure segregation of duties and mitigate financial risk.

Strategic Objectives for Fiscal Year 2010:

Produce monthly budget-to-actual reports for every department.

Develop a comprehensive, balanced Fiscal Year 2010 budget.

Receive the GFOA award for outstanding budget presentation.

Provide year-to-date budget reports and other relevant financial data to CitiStat.

Develop an all-funds budget using capital budgets, grants, and other external funds.

Grant Administration

Description: This program is responsible for the oversight of existing grants, assuring timely financial and compliance reporting, tracking grant funded positions and ensuring proper application and closing of grants.

Short Term Goals:

Review the frequency and timing of grant payments.

Identify additional grant opportunities.

Improve tracking of grant funds and positions.

Intermediate Term Goals:

Create a comprehensive review system for grants to improve transparency and accountability for the City and each department.

Strategic Objectives for Fiscal Year 2010:

Produce monthly reviews of budget-to-actual grant funds and grant-funded positions for each department.

Create a report for each department regarding how they identify, apply and receive grants, as well as, identify opportunities for improvement.

Capital Management

Description: This program analyzes the City's capital needs. The Capital Management program also creates a comprehensive, multi-year Capital Improvement Plan (CIP) .

Short Term Goals:

Review the CIP process to find opportunities for improvement.

Update the City's CIP.

Create a location-based capital analysis using ARC-GIS computer software.

Update the City's debt study.

Intermediate Term Goals:

Analyze the effectiveness of the City's CIP.

Improve the process of identifying grant funds linked to capital projects.

Create the City's five-year CIP.

Strategic Objectives for Fiscal Year 2010:

Continuously update the capital database by department.

Add locations for future projects.

Develop detailed useful lives for out-year projects.

Identify new projects for Fiscal Year 2014.

Create a separate School Department CIP.

Create a detailed document describing the CIP process.

All Funds Budget

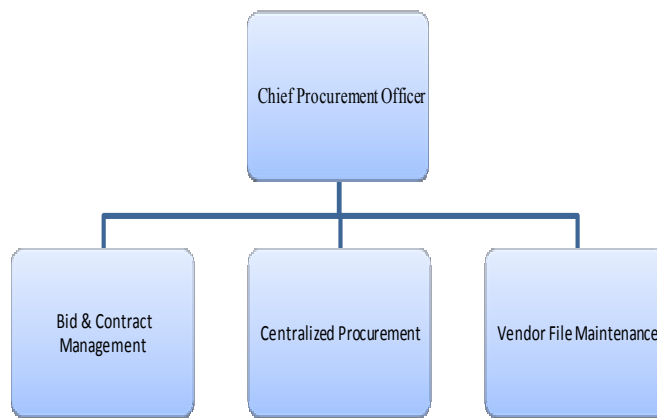
Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$597,228	\$608,401	\$582,047	(\$26,354)	-4.3%
Purchases of Services	\$69,562	\$69,597	\$37,800	(\$31,797)	-45.7%
Supplies & Materials	\$5,488	\$4,400	\$8,030	\$3,630	82.5%
Other Charges & Expenditures	\$5,303	\$4,500	\$11,000	\$6,500	144.4%
Capital Outlay	\$1,221	\$1,500	\$0	(\$1,500)	-100.0%
Total Operating Funds	\$678,802	\$688,398	\$638,877	(\$49,521)	-7.2%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$678,802	\$688,398	\$638,877	(\$49,521)	-7.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$678,802	\$688,398	\$638,877	(\$49,521)	-7.2%

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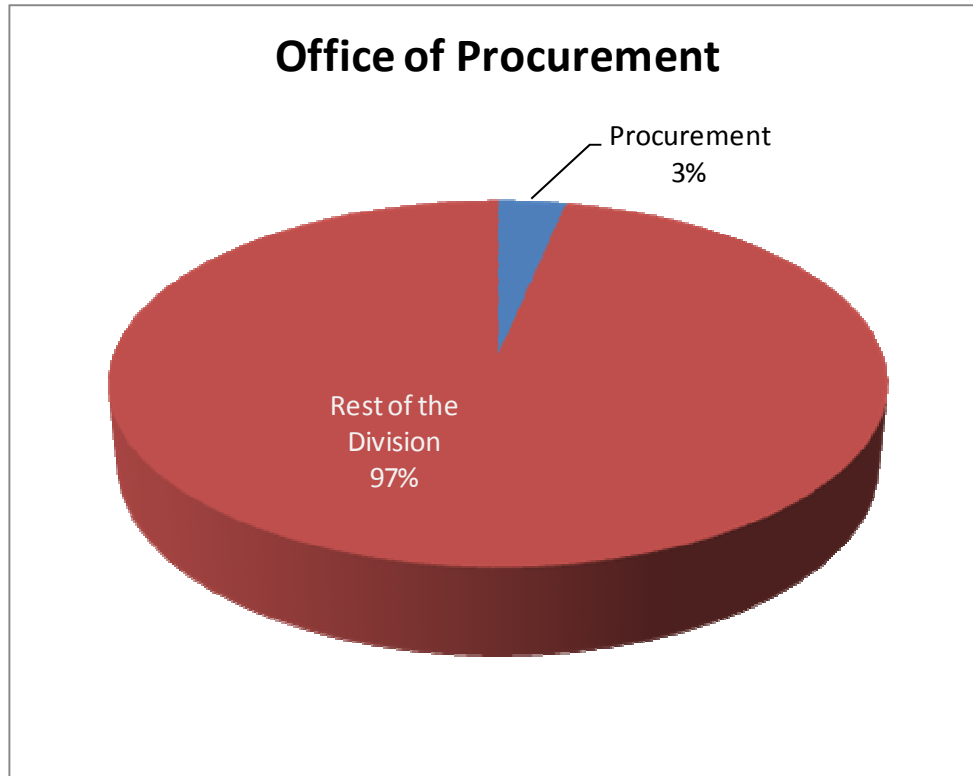
Office of Procurement



Mission Statement

Procure quality, low-cost goods and services for City departments as regulated by Massachusetts General Laws.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$374,431	\$569,099	\$518,417	(\$50,682)	-8.9%
OTPS	\$48,704	\$49,385	\$46,920	(\$2,465)	-5.0%
Total General Fund	\$423,135	\$618,484	\$565,337	(\$53,147)	-8.6%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Office of Procurement	12.0	12.8	11.0	-1.8

Office of Procurement

Department Summary

The Office of Procurement ensures all city departments are bidding by municipal procurement requirements under state law. The Department provides the City with goods and services at a low cost through a competitive and efficient contractual bidding process governed by Massachusetts General Law.

Fiscal Year 2009 Highlights

The Department's success in streamlining City department's purchases for goods and services via the MUNIS purchasing application allowed accurate and efficient access for approval processing. Areas of process improvement include: requisitions, purchase orders, vendor inquiries, expense accountability, and issuance of 1099 miscellaneous tax accounts.

The implementation of the MUNIS Bid & Contract Management application in Fiscal Year 2009, as well as, enhancing the Department's website will improve access for other City Departments to view the status of their accounts by providing the following:

Departments now have access to view only the contractual information, as well as, the status of the signature process to the awarded bidder via the Contract Management module as of January 31, 2009.

Departments can contribute input for inclusion for a one-bid specification for citywide bidding proposals via the Bid Management module as of May 1, 2009.

Enhanced the website to contain copies of bid specifications for internal and external utilization regarding future bidding processes starting as of January 31, 2009.

Enhanced the website to assist City Departments and vendors for certification requirements and regulations to contain links to the State Office of Women and Minority Owned Businesses (SOWMBA), Operational Services Division (OSD), and Division of Occupational Services (DOS) as of January 31, 2009.

Risks and Challenges

The training processing for the re-introduction of the MUNIS purchase order receiving application for City Departments to track their purchases for accountability will be a collaborative effort starting February 1, 2009 between the Office of Procurement and the newly implemented MUNIS help-desk staff.

Finally, these challenges rely on the implementation of the MUNIS upgrades to 7.2 and maintenance of the IT Department for a successful transition during the integrating static testing of all applications as of January 1, 2009, as well as, the ability to provide training to existing and newly hired staff and retaining skilled personnel.

Strategic Decisions for Fiscal Year 2010

The Office of Procurement continues to update current policies and procedures to reflect the implementation of the MUNIS purchasing and bid & contract applications to assist the staff with the procedure process of procuring goods & services.

Enhancements via the City intraweb has been an extremely productive effort during Fiscal Year 2009 and will continue into Fiscal Year 2010. Constant updates will be made on the policies and procedural process for procurement, copies of bid specifications, MUNIS "How To" manuals, links to state required certification sites, and vendor survey information to meet Chapter 30B requirements. These enhancements will assist with providing knowledge to City Departments and the Public.

Bid & Contract Management

Description: This program ensures that all bids and contracts processed by the Office of Procurement support the request for proposals (RFPs) and invitation for bids (IFBs) as regulated by the State. It also monitors all executed contracts for compliance with WBE/MBE and federal and state requirements.

Short Term Goals:

Teach departments how to utilize the guidelines and forms provided on the City's intraweb for assistance in the procurement process.

Continue to monitor the specifications of the RFPs and IFBs provided by the Departments to ensure accuracy and legal compliance.

Monitor renewals, amendments and expiring bids.

Execute vendor contracts on a timely basis for proper delivery of services and goods.

Provide assistance to City Departments with the MUNIS procurement system.

Intermediate Term Goals:

Monitor postings to *Central Register, Goods and Services Bulletin*, the City's intraweb and local newspaper, for accuracy.

Notify departments when access is available to view scanned finalized contracts posted to a specific site on the City intraweb.

Monitor vendors' contractual compliance with services, cost and delivery of goods.

Strategic Objectives for Fiscal Year 2010:

Provide instructions to City departments on the City intraweb MUNIS site on how to search the daily status of all city contracts.

Provide reports for renewals and expiring bids by date and services for City Departments.

Maintain the rate of requisitions converted to purchase orders within 1 to 2 days after scanning and recording the finalized contract.

Provide the link to the State *Comm-PASS* system (<http://www.comm-pass.com/>) and list of vendors by services to reduce the bidding process.

Centralized Procurement

Description: This program allows the department to maximize its purchasing power by ensuring an overall discounted cost for goods and services. A centralized city-wide procurement process provides better control over purchasing activities and ensures full compliance with State bidding laws.

Short Term Goals:

Continue to provide procurement support to City Departments and vendors.

Provide updates governing purchases of equipment, supplies, services, design and construction.

Intermediate Term Goals:

Combine departmental requests for goods and services in order to maximize cost savings.

Strategic Objectives for Fiscal Year 2010:

Meet with City Departments on a monthly basis for centralizing citywide procurement.

Provide procedural guidelines on viewing available bid specifications in the MUNIS.

Vendor File Maintenance

Description: This program maintains vital information of all vendors solicited for services by the City. The MUNIS application allows the department to monitor, measure, and review the qualifications supplied by the vendors.

Short Term Goals:

Analyze vendors' status quarterly to provide City Departments with current information for the selection process.

Conduct daily updates for accurate end-of-year 1099 processing.

Intermediate Term Goals:

Continue to send vendor survey applications to new vendor applicants.

Improve the process of identifying vendors by category and commodity types to match with the services required.

Strategic Objectives for Fiscal Year 2010:

Monitor the levels of satisfaction between City Departments and vendors for delivery, quality and cost.

Monitor the number of vendor conferences held with City Departments for the selection process.

Purge inactive vendor files.

Merge duplicate active vendor files.

Conduct quarterly analysis of existing vendors' tax status to ensure that high quality and responsible services are provided.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$374,431	\$569,099	\$518,417	(\$50,682)	-8.9%
Purchases of Services	\$45,031	\$41,885	\$40,150	(\$1,735)	-4.1%
Supplies & Materials	\$3,673	\$4,500	\$4,770	\$270	6.0%
Other Charges & Expenditures	\$0	\$3,000	\$2,000	(\$1,000)	-33.3%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$423,135	\$618,484	\$565,337	(\$53,147)	-8.6%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$423,135	\$618,484	\$565,337	(\$53,147)	-8.6%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$423,135	\$618,484	\$565,337	(\$53,147)	-8.6%

Performance Measures

Measurable Goal: To provide purchasing management and support services.

Measure	Actual FY08	Projected FY09	Goal FY10
Percentage of time it takes to process a requisition to a purchase order in less than 3 days	N/A	N/A	100%
Percent of all purchase orders changed	N/A	N/A	10%

Measurable Goal: To assure the best possible price.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of RFP/bids using state contracts when available	N/A	N/A	100%

Measurable Goal: To provide purchasing management and support services.

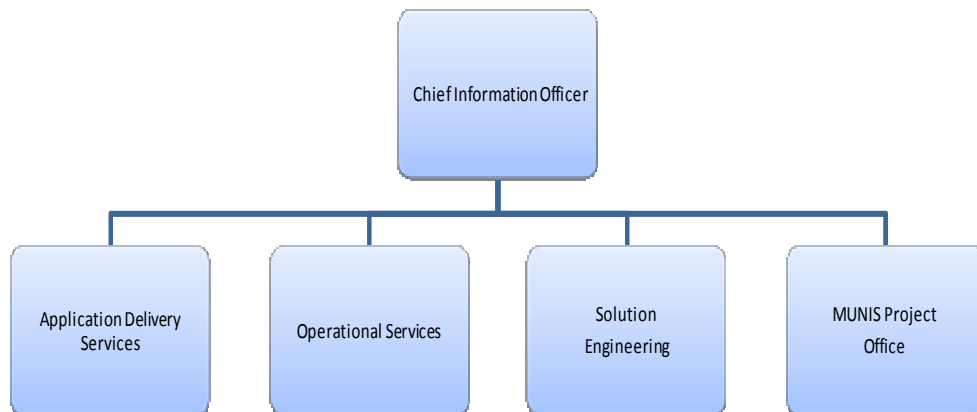
Measure	Actual FY08	Projected FY09	Goal FY10
Percent of bid protests that are successful	N/A	N/A	<1%

Measurable Goal: To ensure that the City has necessary resources in a timely manner.

Measure	Actual FY08	Projected FY09	Goal FY10
Weeks to process a requisition to a purchase order, valued \$5,000 and over (requires the contractual process)	N/A	N/A	2-4

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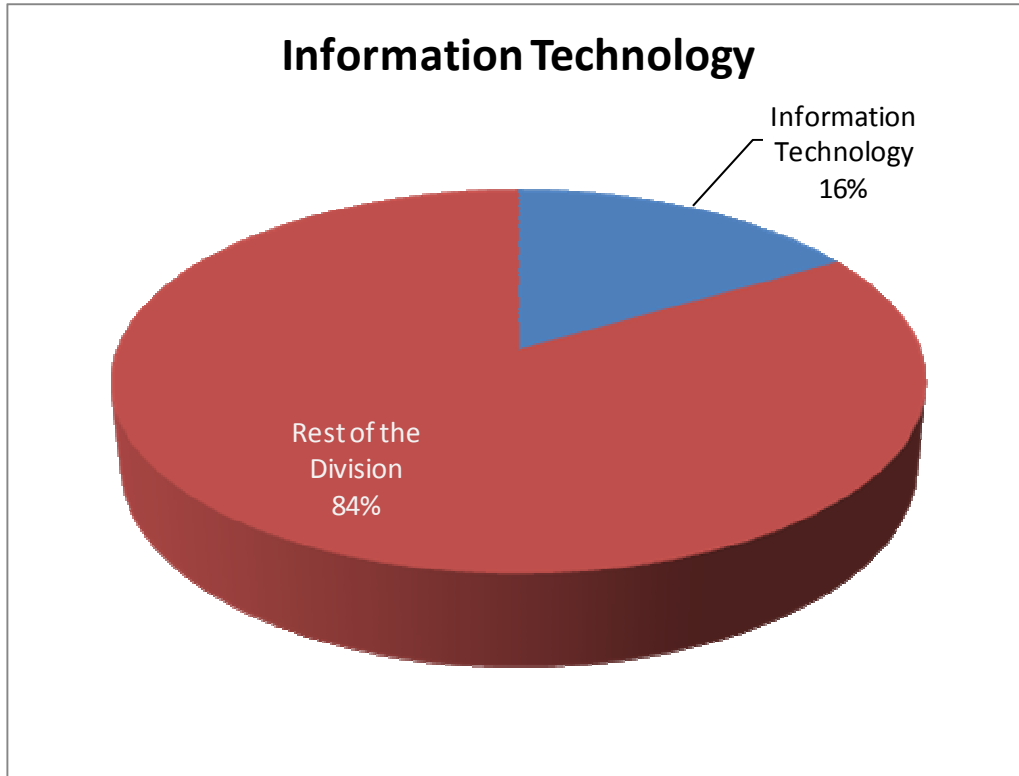
Information Technology



Mission Statement

The Information Technology Department builds, maintains and secures the electronic information infrastructure and software applications for use by departments in the City of Springfield.

Budget Overview



General Fund				Variance	
Department Budget	Actual FY08	Approp. FY09	Budget FY10	FY09-FY10	Percent Change
Personal Services	\$1,392,924	\$1,490,440	\$1,194,035	(\$296,405)	-19.9%
OTPS	\$1,656,049	\$1,783,134	\$1,656,261	(\$126,873)	-7.1%
Total General Fund	\$3,048,973	\$3,273,574	\$2,850,296	(\$423,278)	-12.9%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance
				FY09-FY10
Information Technology	22.0	22.6	18.0	-4.6

Information Technology

Department Summary

The Information Technology Department builds, maintains and secures the electronic information infrastructure and software applications for use by departments in the City of Springfield. Our services enable the efficient use of city resources, allowing staff to do more with less. Information Technology services include: (1) streamlining work processes, eliminating unnecessary steps in city department's work, (2) providing innovative solutions and new tools as needed, (3) providing project management services for City departmental projects, (4) providing hardware design and installation for city office reconfigurations, (5) analyzing, designing, programming, implementing and supporting custom developed software for effective, efficient city services, (6) planning, selecting (with end user management), testing, implementing, training and supporting purchased software systems, and, the building, maintaining, and managing a stable, secure infrastructure of computers, networks, e-mail and voice communication systems, (7) providing support, including upgrades, as needed, to the computers, printers, phone systems and networks utilized by city employees, and, (8) Administering of all voice, cellular phones, and high speed data circuits as well as all related equipment and manage associated contractors.

Fiscal Year 2009 Highlights

The Information Technology Department continued in Fiscal Year 2009 to implement best practices in application and infrastructure utilization.

Major accomplishments included:

The implementation, rollout and training of MUNIS.

311 municipal information service center is designed to be the clearinghouse for all resident non-emergency calls.

Implemented Practice Manager which provides case, document and personnel time management for the City's Law Department.

Eliminated the UNISYS mainframe computer and MAPPER applications, replacing applications with MUNIS, the permitting system, and some access database systems.

Implemented new anti virus software, Symantec Endpoint 11.0, to shield against viruses and threats of malware (worms, Trojans, spyware and adware) at the enterprise level.

Worked with Facilities Management to recycle all of the outdated computer desktops and peripherals being replaced through out the city as part of the department's "green" initiative.

Implemented Help Desk software to enable us to better track system outages and day-to-day service calls citywide.

TeleStaff scheduling system is operational in the Springfield Police and Fire Departments.

CrimeView crime mapping system (CompStat) is now operational in the Springfield Police Department.

Replaced the Police Department's Computer Aided Dispatch system.

Risks and Challenges

Risk of personnel turnover, and ability to attract experienced talent at the same or greater rate.

Staff with "mainframe only" experience need to be productive in new technologies as the mainframe is decommissioned.

With the implementation of new mission critical systems (MUNIS, IAS, E-Time, COSinfo, the public web site, permitting system), individual staff supporting these systems have become critical to keeping the systems running, maintained and upgraded. Without sufficient back up for the support staff, the ongoing stability is at risk.

As systems become critical to the activity of all departments, the need has developed to have these systems available 24x7.

ITD has implemented multiple large projects since 2007. With staff shortages, our capacity is diminished.

The need to provide proactive protection against intruders to our networks, and other information security breaches is paramount. Without someone skilled in information security on staff, the City's information infrastructure is in a vulnerable position.

Strategic Decisions for Fiscal Year 2010

Focus on retention of key staff members through professional development opportunities and competitive salaries.

Provide training and distribute work assignments to enable mainframe staff to develop new skills.

Cross training will be a priority in Fiscal Year 2010 to provide backup for all mission critical systems. We are also initiating a training plan for all existing staff to keep current on new technologies needed to keep these applications running, maintained and upgraded.

IT will develop a recovery plan for the City Hall data center, which will include an off site, real-time data backup, spare equipment for critical hardware, and an emergency generator for City Hall. In addition, recovery priorities must be established by department, and a city wide business continuity plan must be developed. IT will help drive this process along with the Emergency Management (EMA).

An existing IT staff member is being cross trained on web programming and web content management to support the requirement of the Mayor's office press releases and updates to the public and employee sites.

ITD will request funding for semi-annual network security evaluation. In addition we participate in the state Enterprise Security Board and will investigate whether or not we are eligible for State Assistance.

Application Delivery Services

Description: The Applications Delivery Division is responsible for the developing, maintaining, and retiring software applications as required for the effective and efficient running of city departments. These applications include MAPPER and COBOL on the mainframe system, Access, Excel, and Crystal Reports on the PC and Server, the City website, springfield-ma.gov, and the internal site, COSinfo for employees of the city. In addition, our services include working with departments to streamline work processes, interfacing with outsourced applications, and locating and consulting on the purchase and use of commercial software.

Application Delivery manages all MUNIS problem tickets, new releases through testing and implementation, and expanding the use of MUNIS General Billing across the city. We provide the contact for all issues related to IAS, which is used by Assessors and Planning departments. Support and time keeper functions are provided for the Time Labor Management System (TLM).

Short Term Goals:

Maximize employee productivity through training and work assignments.

Add secure sign-on for Employee Portal to be able to add functionality such as benefit signup, change, updates, pay stub delivery, classified ads.

Continue to expand functionality of the City website.

Enable departments to become independent in their ability to access needed computer-based information directly, without having to rely on IT experts.

Respond to residents' need for information through support of the 311 service center, Connect CTY, and the public web site.

Continue to enhance the MUNIS system through management of upgrades, enhancements and fixes.

Eliminate the mainframe system, providing application and access to history through server based applications.

Intermediate Term Goals:

Develop a PMI-certified project manager within existing staff.

Build a data warehouse and data marts for use in management analysis.

Create a business recovery plan for the City offices.

Provide for video of meetings to be presented through the City website for residents.

Increase use of Spanish language pages on the public website.

Strategic Objectives for Fiscal Year 2010:

Develop a formal training plan for each employee, assigning work to exercise the training.

Provide hardware and training support to the web developers. Migrate server maintenance to the network team, leaving the web team to focus on development.

Implement streaming video on the City site. Video of the City Council meetings will be used first.

Work with Emergency Management to begin the process of identifying the priority of City functions needing to be restored in an emergency and the maximum length of time that the function can be out.

Operations Services

Description: The Operations Services Division is responsible for maintaining the City's voice and data network infrastructure, supporting users of information technology with a customer-focused help desk, installing and maintaining computers, network and printer equipment, and providing for City business continuity in the case of a disaster. The Operations Services Division provides protection of the City's IT assets through perimeter security, spam blocking and anti-virus software. With the implementation of MUNIS, additional responsibility includes permission and environment management.

Short Term Goals:

De-commissioning of the mainframe and subsequent reorganization of the computer center.

New data backup software – Veritas Backup Exec.

Expand the skills of the Operations Services team to include cross training in all newly acquired systems.

Study Voice over IP (Internet protocol) as a means of providing enhanced phone services.

Expand reporting with new Help Desk Software.

Implement current anti-virus software to shield against the threats of malware, spyware and adware, at the enterprise level.

Prioritize the certifications of the operations staff needed to keep current with new technologies.

Intermediate Term Goals:

Expand on our recycling of outdated data equipment as we replace with newer technologies.

Develop plan for recovery of critical and high priority services in the event of a disaster.

Provide backup power to the City's data center.

Implement virtualization as a way of consolidating equipment and resources.

Expand upon the initiative to lower the cost related to outside vendors.

Strategic Objectives for Fiscal Year 2010:

Implement a 5-year replacement schedule for desktop and laptop computers in order to stay current with the new technologies.

New Data Backup System--Veritas Backup Exec

Specify and implement minimum professional development guidelines for operations staff, including building expertise in Linux, SQL and Routing.

Inherit the operations and maintenance of Linux web servers.

Establish a back up power source for City Hall (generator).

Study Voice over IP (Internet protocol) as a means of providing enhanced phone services.

Expand our infrastructure capabilities to backup City data, provide for growth, increase retention and disaster recovery.

Make our network more efficient and secure by implementing Microsoft's new Windows 2008 server.

Improve our email communication with Microsoft's new Exchange 2007.

Solution Engineering

Description: Solution Engineering is responsible for the design and implementation of hardware, software and related infrastructure. This work enables large scale projects, provides routine modifications to policy, procedure and infrastructure, as needed to accommodate changes in City requirements, and diagnoses root cause of any outages or failures. Solution Engineering provides technical support and direction to the Operational Services division.

Short Term Goal:

Build a long-term plan to move the City forward technologically and to integrate systems into a modular cohesive fault tolerant computing environment.

Strategic Objectives for Fiscal Year 2010:

Redundant Connectivity Communications:

Build redundant connectivity to remote sites to provide backup in the event of communications failure (s).

Business Continuity/Disaster Recovery:

Build alternate "live" computing environment.

Leverage virtualization technology to transparently shift entire data processing functions to/from alternate environment.

Construct policies and procedures regarding the handling of a disaster.

Voice over Internet Protocol:

Move previously implemented VoIP platform to next level by providing less costly telecommunications services to other City departments.

Computer Room Phase 2 Reorganization:

Removal of retired mainframe hardware and augmentation of relevant systems to accommodate future expansion and reduce costs.

MUNIS Project

Description: MUNIS is an integrated municipal financial system first implemented July 1, 2007 for financial reporting and purchasing and was extended in Fiscal Year 2009 to include Tax Revenue Billing, Work Orders, Utility Billing and Contracts and Bids.

Short Term Goal:

Support the planned multi-year program to improve financial information, controls and operational efficiencies by implementing the integrated MUNIS ERP system (via application modules) across the City and Schools.

Strategic Objectives for Fiscal Year 2010:

Plan and implement the MUNIS Payroll and Human Resources system integrated with the ADP/ Kronos Time and Labor Management (TLM) application, resulting in payroll information being integrated with MUNIS financials. The MUNIS Employee Self-Service module would also be considered for inclusion.

Plan the extension of the Work Order module for use by vehicle maintenance (Garages) at the Facilities Department, Police and Fire. Pilot the program at one of the operations.

Implement full Bid and Contract management (Stage 2 – centralized gathering of departmental requirements/needs); Vendor Self Service; and eProcurement for Purchasing.

Extend the application of General Billing to more departments, in line with the objective of continued centralization and collection of billings for City services, including Schools. Begin to rollout General Billing for grant reimbursement.

Conversant with implementation of MUNIS Payroll, begin planning for enhanced budget features including Position Control and potentially Performance Based Budgeting (dependent on Finance Department desires).

Implement MUNIS cash receipts in the two City golf courses, adding receivables for greens fees and Golf Carts immediately into MUNIS financials.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$1,392,924	\$1,490,440	\$1,194,035	(\$296,405)	-19.9%
Purchases of Services	\$971,089	\$806,017	\$830,598	\$24,581	3.0%
Supplies & Materials	\$302,129	\$550,224	\$675,517	\$125,293	22.8%
Other Charges & Expenditures	\$4,731	\$5,000	\$7,000	\$2,000	40.0%
Capital Outlay	\$378,100	\$421,893	\$143,146	(\$278,747)	-66.1%
Total Operating Funds	\$3,048,973	\$3,273,574	\$2,850,296	(\$423,278)	-12.9%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Springfield Media Technology Grant	\$229,750	\$100,000	\$0	\$0	-100%
Total External Funds	\$229,750	\$100,000	\$0	\$0	-100%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$3,048,973	\$3,273,574	\$2,850,296	(\$423,278)	-12.9%
External Funds	\$229,750	\$100,000	\$0	\$0	-100%
Total All Funds Budget	\$3,278,723	\$3,373,574	\$2,850,296	(\$423,278)	-12.9%

Grant Summary

GRANT NAME	Springfield Media Technology Grant		
Estimated Amount	\$0	Confirmation Date	N/A
Scope of grant			
To create and maintain the City's website.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$197,481	\$100,000	\$0
Benefits	\$0	\$0	\$0
OTPS	\$32,269	\$0	\$0
TOTAL	\$229,750	\$100,000	\$0

Performance Measures

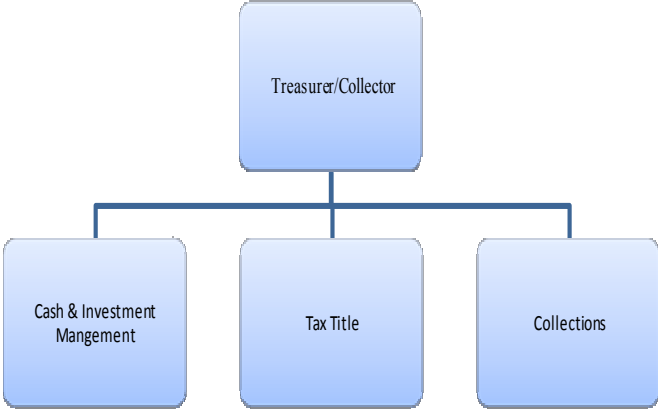
Measurable Goal: To plan, design, operate, and support the City's IT infrastructure.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of help desk requests resolved	4,911	3,418	3,000
Telephone service requests	1,002	1,053	950
Help desk requests resolved within 24 hours	N/A	94.4%	96%

Measurable Goal: To plan, design, deliver, operate, and support streamlined business processes.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of obsolete applications shutdown	30	36	5
Number of application service requests	44	107	100
Professional development hours per FTE	5.4	7.2	5.0
Percentage rate of projects completed on-time	98%	98%	99%

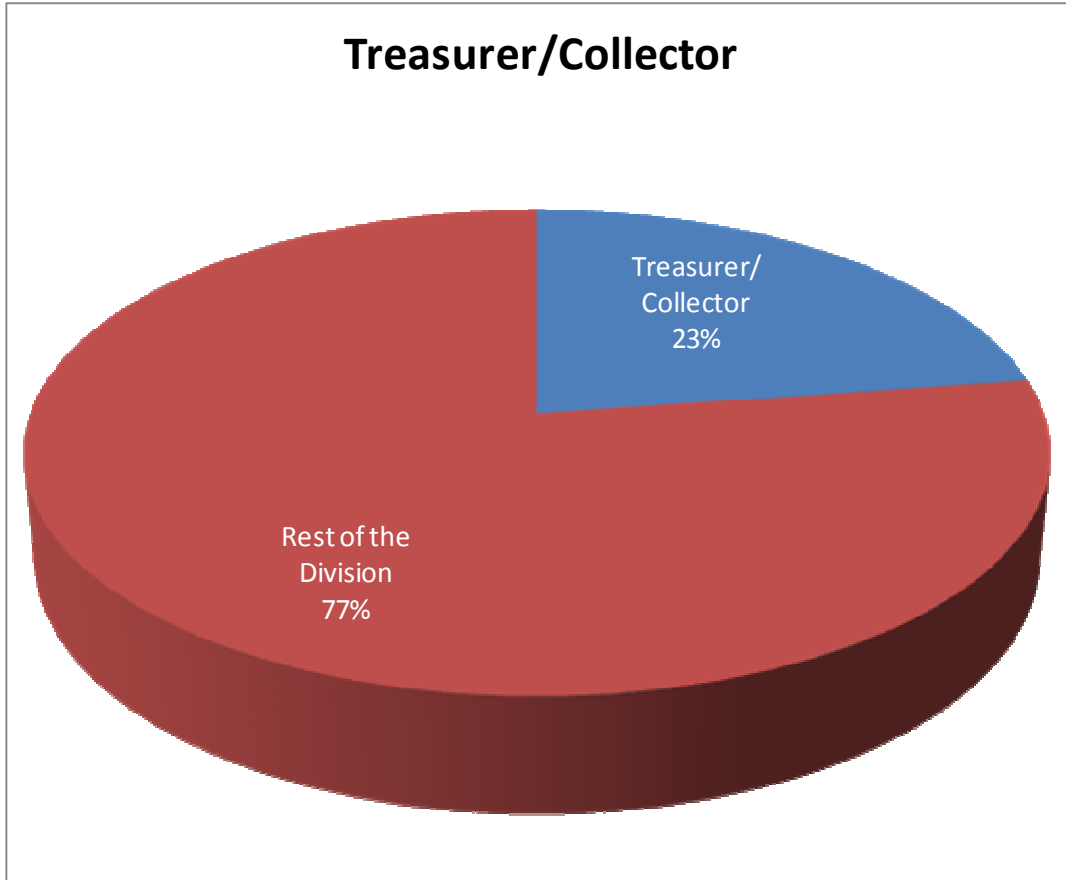
Treasurer / Collector Office



Mission Statement

Provide financial resources to the City by efficiently collecting and investing revenues to ensure that the City has ample cash available to effectively administer all programs.

Budget Overview



General Fund				Variance	
Department Budget	Actual FY08	Approp. FY09	Budget FY10	FY09-FY10	Percent Change
Personal Services	\$708,654	\$823,384	\$787,500	(\$35,884)	-4.4%
OTPS	\$2,945,661	\$2,768,647	\$3,124,662	\$356,015	12.9%
Total General Fund	\$3,654,315	\$3,592,031	\$3,912,162	\$320,131	8.9%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance
				FY09-FY10
Treasurer / Collector	20.0	19.5	18.0	-1.5

Treasurer/Collector Department Summary

The Treasurer/Business Office and Collector/Customer Service Center ensure that the City of Springfield has funds available to meet all expenses through the collection of all taxes and departmental receipts. This is done in a manner that inspires public confidence in the integrity and fairness of the Office.

Fiscal Year 2009 Highlights

Completed a reorganization of the Treasurer/Collector Office.

Contracted with an auctioneer to hold several auctions during the fiscal year. The first auction sold 21 properties for a total of \$767,000.

Risks and Challenges

Over the past several years, the Treasurer/Collector Office made many improvements to its ability to collect the City of Springfield's tax revenue more efficiently. Despite these efforts, we must continue to aggressively collect all funds due to the City through all possible means, such as land court, foreclosures and disposition of surplus properties.

The other major challenge facing the Office is the recruitment and retention of qualified personnel. In order to achieve the department's goals and best serve the taxpayers of Springfield, proper training and support must be provided for the staff.

Strategic Decisions for Fiscal Year 2010

The Treasurer/Business Office and Collector/Customer Service Center will continue to improve its ability to monitor and analyze all City collection efforts. The Treasurer/Business Office and Collector/Customer Service offices will work with the CitiStat Department to create monthly, quarterly and annual reports to show collection trends and cash management.

Cash and Investment Management

Description: This program is responsible for effectively and efficiently managing the investment of funds available in accordance with MGL Chapter 44 Section 55B and the City's investment policy. The City will strive to receive the highest rate of return reasonably available while taking into account safety, liquidity and yield.

Short Term Goals:

Develop policies for cash investments.

Develop an RFQ for Investment Advisory Services.

Provide reports relating to the City's cash and investments to the Mayor's Office, Department of Administration and Finance, City Council Finance Committee and Finance Department.

Intermediate Term Goals:

Improve reporting to better monitor the City's investments.

Create performance measures to track the City's investments.

Strategic Goals for Fiscal Year 2010:

Develop a comprehensive investment policy by working with the Mayor, Department of Administration and Finance,, City Council Finance Sub-committee and Finance Department.

Establish a Financial Advisory Committee to review the performance of the City's investments.

Tax Title Program

Description: The Tax Title Program’s main function is the oversight of all properties that the City has taken title and is responsible for the collection of delinquent real estate taxes. In this program, staff tracks the status of all tax title properties and works with taxpayers to facilitate the removal of a lien as quickly as possible and exhausts all possible efforts of collection in order to avoid foreclosure.

Short Term Goals:

Continue to improve the efficient placing of liens on delinquent properties.

Promptly inform and counsel the delinquent taxpayer in an effort to remove the lien.

Improve tracking of tax title properties.

Intermediate Term Goals:

Reduce the number of liens placed on properties each year.

Improve the efficiency of disposing of tax title properties. This will be accomplished by a public auction or request for proposal process.

Strategic Goals for Fiscal Year 2010:

Research whether any mortgages exist on tax title properties at the Registry of Deeds.

Develop the following performance measures to track the Tax Title Program:

Number of foreclosures petitioned to land court.

Annual tax taking amount.

Number of new tax title liens.

Number of foreclosures returned to the tax rolls.

Collection Program

Description: The Collection Program mails all tax bills and collects both current and delinquent taxes. The program prepares tax takings, municipal lien certificates, property redemption certificates and tax certification at the request of City departments. In addition, the program collects department-issued fees and fines and all other City revenue.

Short and Intermediate Term Goals:

Use enhanced technology to improve services, process tax payments, and handle City department deposits, ensuring the accurate recording of all funds.

Conduct monthly account reconciliation between this office and the Comptroller's Office.

Continue to issue quarterly real estate, quarterly personal property, and annual motor vehicle excise tax bills in compliance with statutory requirements.

Strategic Goals for Fiscal Year 2010:

Maximize the collection of current year real estate, personal property and motor vehicle excise tax and trash fee.

Reduce the number of new and subsequent liens placed on properties.

Certify subsequent delinquent property taxes to the existing tax title account.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$708,654	\$823,384	\$787,500	(\$35,884)	-4.4%
Purchases of Services	\$2,030,815	\$1,777,500	\$2,164,580	\$387,080	21.8%
Supplies & Materials	\$10,407	\$9,565	\$10,500	\$935	9.8%
Intergovernmental	\$904,439	\$978,582	\$948,582	(\$30,000)	-3.1%
Other Charges & Expenditures	\$0	\$3,000	\$1,000	(\$2,000)	-66.7%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$3,654,315	\$3,592,031	\$3,912,162	\$320,131	8.9%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$3,654,315	\$3,592,031	\$3,912,162	\$320,131	8.9%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$3,654,315	\$3,592,031	\$3,912,162	\$320,131	8.9%

Performance Measures

Measurable Goal: To promptly collect revenues due to the City.

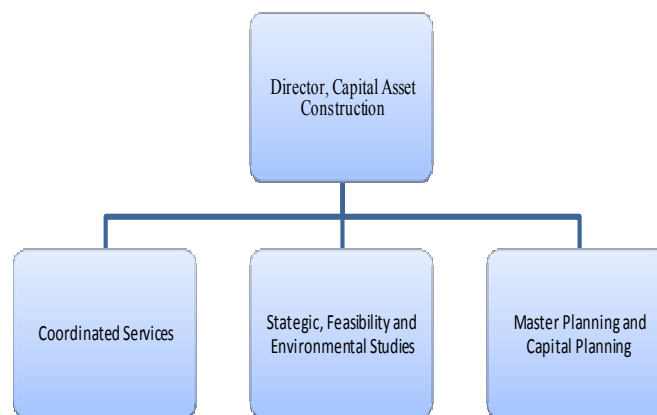
Measure	Actual FY08	Projected FY09	Goal FY10
Collection rate on the net levy current real estate & personal property taxes	98.8%	99.0%	99.0%
Collection rate of current year motor vehicle excise taxes	81.2%	83.0%	85.0%

Measurable Goal: To manage tax possession accounts.

Measure	Actual FY08	Projected FY09	Goal FY10
Properties returned to the tax rolls through public auction	45	111	120
Liens filed with Hampden County Registry of Deeds	1,624	1,009	1,000
Number of Tax Foreclosures	179	180	180
Total dollar amount of Tax Liens collected	\$4,472,030	\$4,000,000	\$4,000,000

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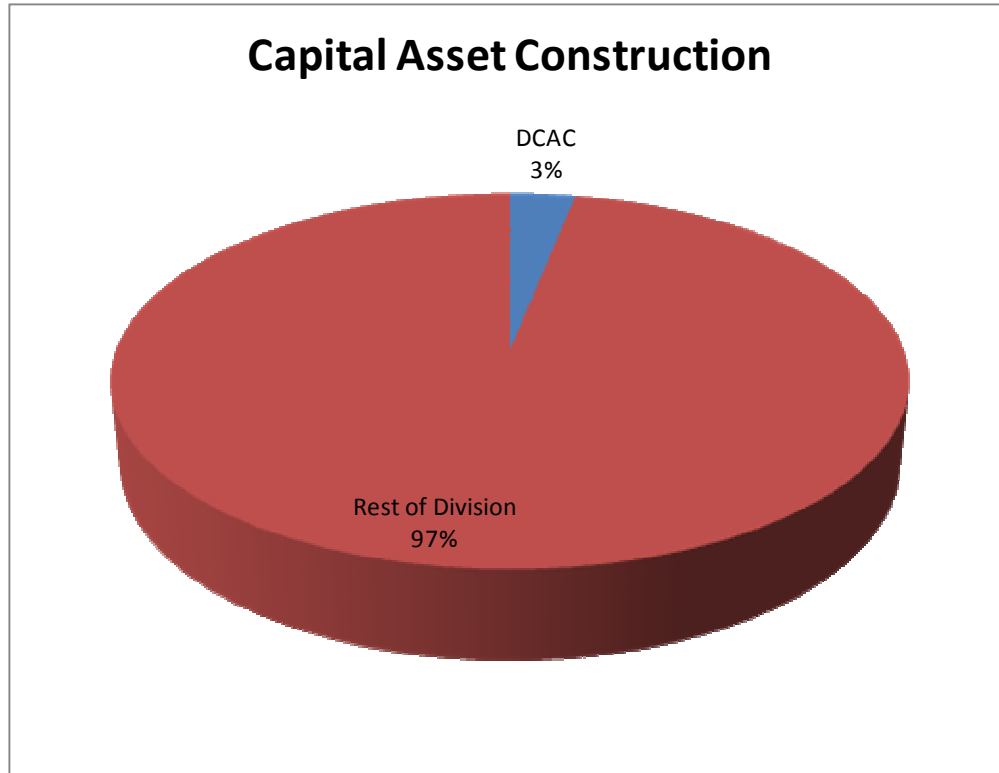
Capital Asset Construction



Mission Statement

The mission of the Department of Capital Asset Construction is to play a leading role in providing professional project management services to various City of Springfield departments.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$0	\$279,016	\$277,794	(\$1,222)	-0.4%
OTPS	\$0	\$317,443	\$256,903	(\$60,540)	-19.1%
Total General Fund	\$0	\$596,459	\$534,697	(\$61,762)	-10.4%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Capital Asset Construction	0.0	4.0	4.0	0.0

Capital Asset Construction

Department Summary

The Department of Capital Asset Construction ensures that improvements to all City buildings adhere to health and safety codes, provide access to disabled citizens, and provide energy and other operational cost savings.

Fiscal Year 2009 Highlights

Converted undeveloped woodland space - Treetop Park in the East Forest Park Neighborhood to a neighborhood park with a soccer field, restrooms, children's playground and site amenities.

Completed several restorations at the following City spaces: Myrtle Street Park, the Community Center at Hubbard Park, Marshall Roy Park, the Greenleaf Community Center and Armoury Commons.

Established a linear park with vistas, a walking path, picnic tables, benches, trash receptacles and a car top boat ramp along Water Street in the Indian Orchard Neighborhood.

Drafted Emergency Action Plans for the City's High Hazard Dams, as well as, the Phase I and Phase II Geotechnical Studies of the Van Horn Dam.

Performed emergency stabilization of the Campanile (clock tower).

Initiated a preliminary design for the new Putnam Vocational Technical High School.

Replaced the exterior doors at City Hall.

Acquired land for the construction of a new fire station at the intersection of White and Vermont Streets.

Risks and Challenges

The largest single challenge for the department is to balance the infrastructure needs of the City while at the same time working within budget constraints. As inflation continues and resources become more expensive, projects must be completed within specifications to ensure the long term vitality and safety of the City's physical attributes.

Strategic Decisions for Fiscal Year 2010

Utilize recent grant dollars to make needed improvements to Symphony Hall.

Make emergency improvements to the Campanile (clock tower).

Initiate a depreciation plan for all city schools.

Capital Asset Construction

Description: The Capital Asset Construction Department plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield. The department provides professional project management services to various City departments, ensuring that improvements to City buildings adhere to health and safety codes, provide access to disabled citizens and provide energy and other operating cost savings. This mission will be carried out in a creative, cooperative, efficient and progressive manner in an effort to achieve results in a cost effective and expedient way.

Short Term Goals:

Improve coordination and communication between the City Departments and the various utility companies relative to the completion of capital projects.

Successfully consolidate capital project functions within a single department in a continual effort to refine the City's business and fiscal practices. These functions are currently dispersed among various City departments.

Act as a liaison between the parties responsible for project implementation and the project's end users, making sure the user's needs are the principal focus of the project and its benchmark for measuring the project's success.

Intermediate Term Goals:

To develop a city wide of municipal/private sector construction schedule.

Strategic Objectives for Fiscal Year 2010:

Expand grant applications to include school grounds and enhance overall maintenance efforts of abandoned school grounds.

Implement a maintenance schedule for city schools.

Complete an assessment of current conditions of all the City's lakes and ponds.

Act as liaison between the City, the School Department, and contractors with regard to the construction of the new Putnam Vocational High School.

Design and construct a new fire station.

Make improvements to Symphony Hall utilizing recently-awarded grant funds.

Monitor ongoing emergency improvements to the Campanile (clock tower).

Implement a depreciation plan for all city schools.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$0	\$279,016	\$277,794	(\$1,222)	-0.4%
Purchase of Services	\$0	\$312,443	\$253,403	(\$59,040)	-18.1%
Supplies & Materials	\$0	\$5,000	\$3,500	(\$1,500)	-30.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$0	\$596,459	\$534,697	(\$61,762)	-10.4%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$0	\$596,459	\$534,697	(\$61,762)	-10.4%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$596,459	\$534,697	(\$61,762)	-10.4%

Performance Measures

* Note: The Capital Asset Construction Department was formed in FY08

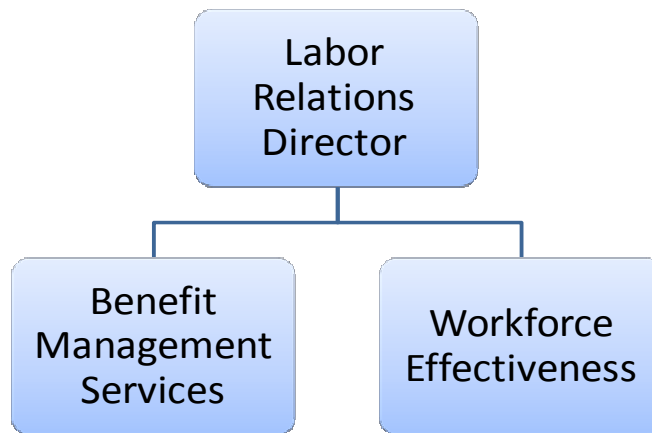
Measure	Actual FY08	Projected FY09	Goal FY10
Estimated number of "hits" on the website	N/A	N/A	50
Estimated Number of entries by City department head users	N/A	N/A	35
Estimated number of entries by private utility company end users and the Springfield Water and Sewer Commission	N/A	N/A	15

Measure	Actual FY08	Projected FY09	Goal FY10
Capital project initiating, planning, executing, monitoring/controlling and closing processes implemented	2	5	3
Total number of funded capital asset construction projects completed on schedule, on budget, on design	21	23	12
Total number of funded capital asset construction projects advanced to the next milestone of design, bidding and/or construction	16	19	10

Measure	Actual FY08	Projected FY09	Goal FY10
Total number of funded standardized strategic and feasibility studies completed	N/A	2	3
Total number of funded environmental studies completed and archived	N/A	3	5

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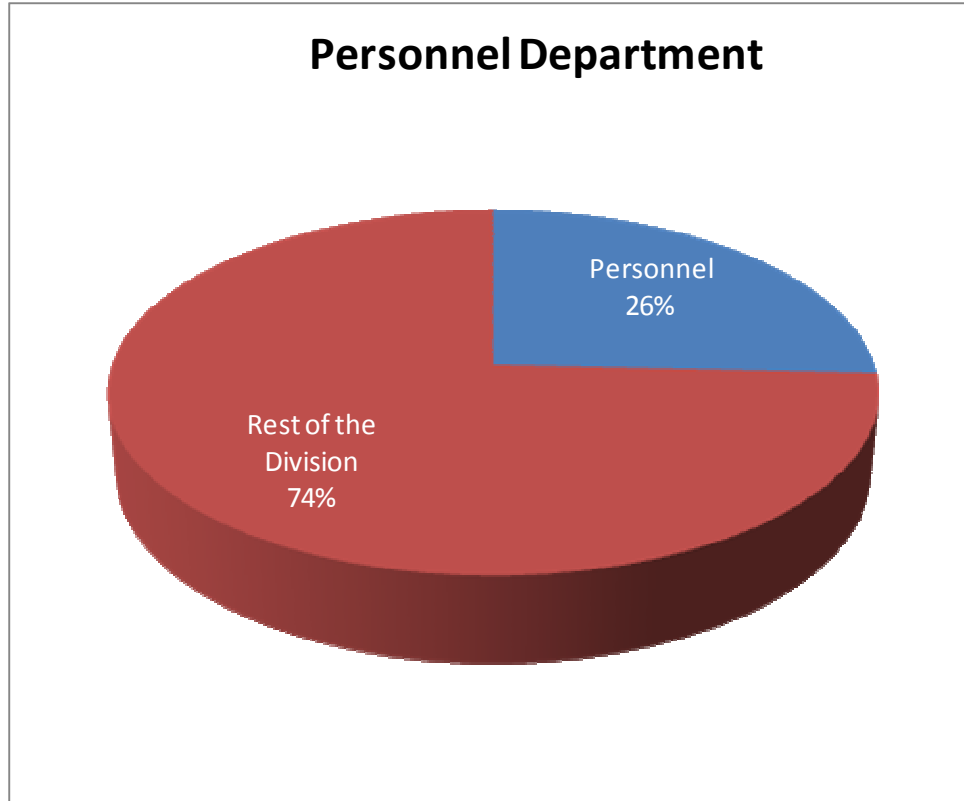
Human Resources Department



Mission Statement

Enable the City of Springfield to provide quality services by attracting and developing municipal talent, creating a climate of respect, and ensuring compliance with statutory, regulatory and ethical employment practices.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$1,088,652	\$1,221,988	\$716,606	(\$505,382)	-41.4%
OTPS	\$4,958,474	\$5,231,858	\$3,723,884	(\$1,507,974)	-28.8%
Total General Fund	\$6,047,126	\$6,453,846	\$4,440,490	(\$2,013,356)	-31.2%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Human Resources Department	23.0	22.0	11.8	-10.2

Human Resources Department

Department Summary

The Human Resources Department develops and maintains the infrastructure to hire, develop, manage, and compensate City staff. This is accomplished through several distinct functions, including staffing, benefits, affirmative action, compensation, training, employee relations, worker's Compensation and safety. Some functions are also performed on behalf of the School Department.

Fiscal Year 2009 Highlights

The Human Resources Department's Fiscal Year 2009 highlights included:

Re-structured the payroll system and process to centrally calculate gross pay for all employees, to streamline operations and operating costs, and to comply with payroll best practices.

Implemented a comprehensive Time & Labor Management system to ensure payroll accuracy and compliance with all union contracts and statutory requirements.

Re-evaluated all city positions to ensure compliance with FLSA requirements.

Transitioned the city's deferred compensation benefit program to the state's SMART Plan resulting in reduced plan expense factors, improved returns and streamlined operations.

Completed training all city employees in Diversity – Valuing Differences.

Developed and introduced an online application management system to streamline the employment process.

Developed and introduced workplace safety management programs to improve productivity and reduce the number and severity of workplace injuries.

Developed recruiting plans for key city positions and expanded recruiting resources to include professional publications and organizations and internet-based services.

Implemented new strategies to attract more minorities and females into firefighting.

Introduced a city-wide Human Resources Policy Manual for non-bargaining staff to ensure consistent interpretation and application of policies.

Continued to make significant progress in resolving long-standing workers' compensation claims and improved return to work results for new claims.

Risks and Challenges

Over the past five years, we have made significant reductions in the cost of the City's health plan while still providing excellent plan coverage and a wide range of options. Health care costs continue to rise at or near a double-digit rate, and the ability to accommodate these costs within a balanced budget will be a continuing challenge.

We have made progress in improving the consistency in applying HR policies and processes across city departments. There is, however, still much to accomplish in refining the policies to reflect a sustainable cost profile and sound HR management principles.

Recognizing the diversity within our city and the benefits of diversity within our workplace, we must aggressively pursue creative opportunities for increasing the diversity of our workforce.

Strategic Decisions for Fiscal Year 2010

The Personnel Department will continue to take an increasingly aggressive position in ensuring that HR policies are applied consistently throughout the City and will work with departments to ensure that variations occur only where unique characteristics of the departments demand them. Likewise, we will focus on our ownership of results in the recruiting and hiring process to improve candidate quality and timeliness of hires.

We will continue to focus significant attention in the area of benefit management. This is imperative given the cost to the City both in direct benefit costs and the impact on staff hiring and retention.

We will introduce proactive recruiting strategies to ensure an applicant flow that reflects the talent, commitment and experience necessary to support the City's objectives and the diversity of our community.

Benefits Management Services

Description: The Benefits program develops and administers benefits for all City and School Department employees and, where applicable, for retirees. The program manages a wide array of benefits including health insurance, life insurance, deferred compensation, disability insurance and the complete package of leave-related benefits. The program evaluates, on an on-going basis, whether the City's portfolio of benefits is comprehensive and competitive when compared to marketplace standards and provides optimum value to the participants. The program strives for employee satisfaction and value balanced against the need to maintain costs.

Short Term Goals:

Ensure consistent and effective administration of benefits policies.

Provide timely, accurate and responsive customer service to benefit plan participants and potential participants.

Process benefits activity accurately and on time to ensure that employees receive all benefits to which they are entitled.

Monitor and ensure that both participants and the City accurately fund all benefits on time.

Monitor and report benefit costs to support department and City financial management processes and facilitate improved management of the program.

Intermediate Term Goals:

Improve activity and performance tracking processes within the unit.

Effectively support the annual open enrollment process.

Continue development of reporting processes to support the requirements of Massachusetts Health Care Reform Act.

Improve internal workflows and processes to improve accuracy and turn-around times.

Strategic Objectives for Fiscal Year 2010:

Evaluate effectiveness and cost benefit of all optional benefit offerings. Re-structure, as appropriate, voluntary disability insurance offerings and improve participation.

Implement re-structured basic and supplemental life insurance programs to increase benefit value for younger employees.

Solicit competitive bids for dental and vision coverage to ensure that we maintain optimal value.

Workforce Effectiveness

Description: This program is responsible for all of the activities associated with hiring, developing, and supporting the municipal workforce of approximately 2,500 people. Services including recruiting and hiring, civil service management, affirmative action program management, staff development and training, employee relations support, compliance management, unemployment compensation management, workplace safety management, and workers' compensation management are provided to city employees and managers. In addition, although the School Department hires and manages their own staff, several of the services are provided for their staff as well as for city staff.

Short Term Goals:

Continue to expand recruiting sources, including increased use of professional publications, organizations, and websites for senior level positions and targeted use of online job search engines.

Improve tracking of data relative to recruiting/hiring turnaround times and results.

Improve hiring turnaround times and candidate quality, while increasing minority and female hiring at all levels.

Manage unemployment compensation to ensure appropriate and timely decisions. Ensure termination practices support sound unemployment management.

Intermediate Term Goals:

Continue to improve automation of all staffing activities, including civil service.

Enhance the City's diversity program and develop additional curriculum beyond the introductory training.

Provide compensation programs to satisfy financial objectives and compensate employees for their skills, responsibilities and performance.

Reduce days lost due to work-related injuries to improve productivity and reduce costs.

Strategic Objectives for Fiscal Year 2010:

Continue development of specialized recruiting plans to improve timeliness and applicant flow for key positions.

Develop a structured internship program to supplement applicant flow.

Develop a professional development program to improve technology skills and appreciation throughout city departments.

Establish an Employee Handbook.

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Salaries	\$1,088,652	\$1,221,988	\$716,606	(\$505,382)	-41.4%
Employee Benefits	\$1,588,643	\$1,500,000	\$1,429,000	(\$71,000)	-4.7%
Purchase of Services	\$3,328,181	\$3,699,258	\$2,277,184	(\$1,422,074)	-38.4%
Supplies & Materials	\$38,650	\$29,600	\$17,100	(\$12,500)	-42.2%
Fringe Benefits	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$3,000	\$3,000	\$600	(\$2,400)	-80.0%
Capital Outlay	\$439	\$0	\$0	\$0	0.0%
Total Operating Funding	\$6,047,126	\$6,453,846	\$4,440,490	(\$2,013,356)	-31.2%

External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Operating	\$6,223,337	\$6,453,846	\$4,440,490	(\$2,013,356)	-31.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$6,223,337	\$6,453,846	\$4,440,490	(\$2,013,356)	-31.2%

Performance Measures

Measurable Goal: To provide market-competitive benefits.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of customer service encounters resolved within one day (Health Plan Issues/Questions)		98%	95%

Measurable Goal: Develop and retain a qualified and productive municipal workforce.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of employees complying with training mandates		83%	85%
Percent of new hires receiving mandated training on-time		96%	100%

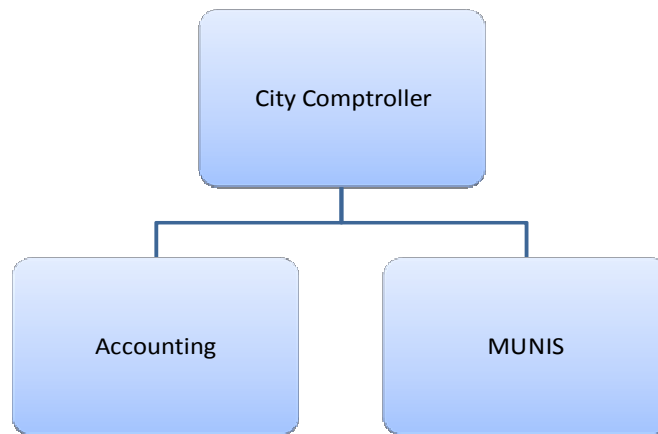
Measurable Goal: To refine the recruiting and hiring process.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of positions filled within a targeted timeframe:			
Middle Management and Technical /Professional/ Administrative (target = 12 weeks)		60%	75%
Clerical (target= 8 weeks)		25%	75%
Labor Service (target = 8 weeks)		45%	75%

Measurable Goal: Develop and retain a diverse workforce.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of EEO/sexual harassment complaints acknowledged within two days of receipt		98%	100%
Percent of hired employees from EEO protected groups: TPA/MM		Minority: 45% Female: 76%	Minority: 40% Female: 50%
Percent of hired employees from EEO protected groups: Clerical		Minority: 46% Female: 65%	Minority: 40% Female: 50%

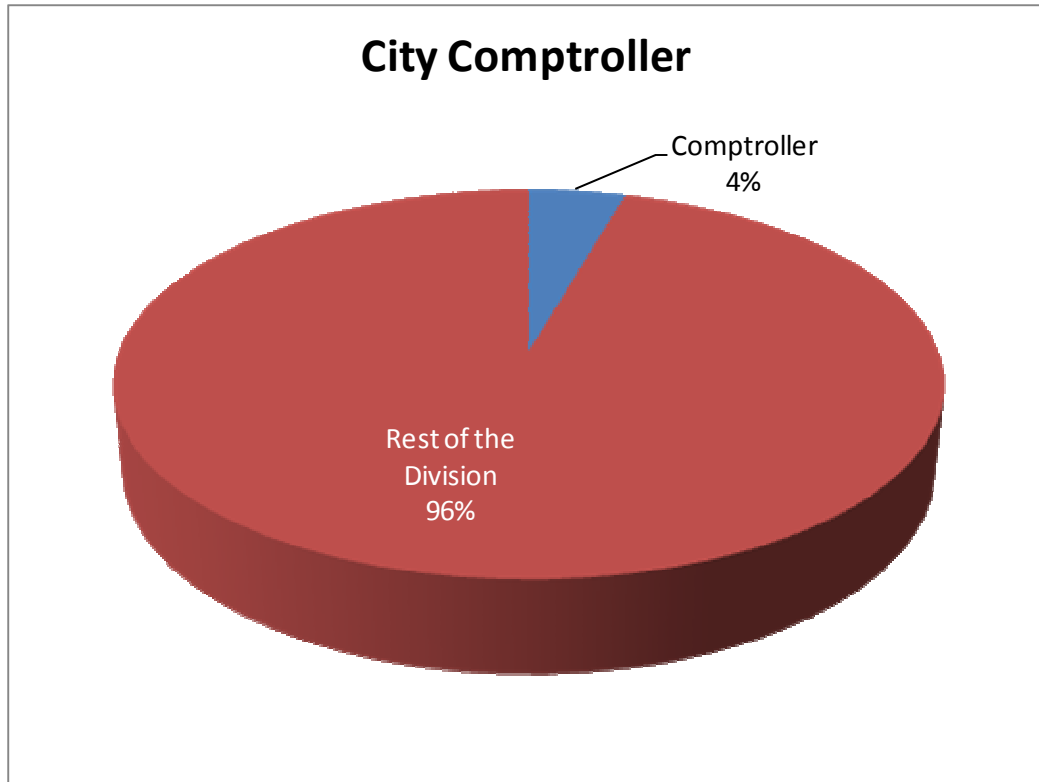
Comptroller's Office



Mission Statement

Maintain the City's financial system of record, to provide city management and other stakeholders with the accounting and financial records necessary to make sound financial decisions, to ensure that City financial transactions are in compliance with applicable accounting regulations and laws. Maintain the MUNIS software system maximizing productivity and efficiency.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$750,200	\$924,161	\$744,202	(\$179,959)	-19.5%
OTPS	\$174,470	\$224,244	\$17,417	(\$206,827)	-92.2%
Total General Fund	\$924,670	\$1,148,405	\$761,619	(\$386,786)	-33.7%

Department (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Comptroller's Office	14.0	16.2	13.5	-2.7

Comptroller's Office

Department Summary

Chapter 468 of the Acts of 2008, created in the City of Springfield the position of Comptroller. The Comptroller, appointed by the CAFO and approved by the Mayor, maintains the City's financial records and prepares its financial statements. The primary mission is to produce timely and accurate financial reports and to enforce the City's budget. The comptroller is entrusted with the powers and duties of a city auditor under Chapter 44 sections 50 to 54A, of Mass General Law, provided, however, that section 50 of said chapter 41 shall only apply to the comptroller to the extent that it does not conflict with the duties of the director of internal audit under section 3.

The City Comptroller's department has the following primary functions:

- Accounts Payable
- Accounts Receivable
- Sweeping of unexpended funds
- Payroll and vendor warrant processing
- Preparation of yearly Tax-Recapitulation
- Preparation of Schedule A for DOR
- Certification of Free Cash
- MUNIS modules implementation (including training, support, development and maintenance of accurate user training manuals.)

Fiscal Year 2009 Highlights

Continued to oversee the successful implementation of all current MUNIS modules with particular emphasis devoted to new initiatives and training for departments and approximately 600+ users.

The City of Springfield certified a positive free cash figure for the fourth consecutive fiscal year.

Performed successful year-end close of the city's ledgers on July 16, 2008 in the new MUNIS system.

Successful implementation of the MUNIS tax billing, work order and general billing modules for collector, facilities management, parks and police outside detail.

Established a new MUNIS division to ensure a coordinated and successful implementation of additional MUNIS modules with particular emphasis in identifying and implementing new business processes for improved efficiencies.

Contributed to the oversight and implementation of the new Time and Labor Management (TLM) system for City and School departments to ensure more accurate recording of payroll data.

Successful testing and upgrade of two new versions of MUNIS – (6.3 and 7.2) to improve functionality and delivery of services to city departments.

Risks and Challenges

The department faces continuing challenges with improvements to our MUNIS accounting system to provide departments with useful financial, budgetary and performance data. Implementation of additional MUNIS modules such as general billing, contract and bid management, work orders and treasury management will place additional burdens on departmental staff.

Strategic Decisions for Fiscal Year 2010

The Accounting Division's goal is to provide accurate accounting and financial records to city departments and other agencies on a timely basis in support of city operations and to ensure legal compliance of city transactions. In support of this goal the department plans to further improve the city's accounting system through implementation of additional MUNIS system modules.

Accounting

Description: The Comptroller's office prepares financial statements, records all city transactions accurately, completely and in accordance with applicable laws and regulations, and ensures adherence to the city's approved budget. In addition, the office coordinates the city's annual audit performed by an independent public accounting firm.

Short and Intermediate Term Goals:

Provide accurate accounting and financial records to city departments and other agencies on a timely basis in support of city operations to ensure legal compliance of transactions.

Strategic Objectives for Fiscal Year 2010:

Coordinate and support the continued conversion of all city departmental transactions to the MUNIS financial software system. Primary emphasis will be placed on expanded use of the Utility and general billing modules in addition to the initial implementation of the bid and contract management module.

Pre-audit all invoices for accuracy and ensure they are placed on a treasury warrant for payment within five business days.

Provide training and assistance to city departments in order to add functionality and enhancements and to achieve the full benefits and capabilities of the MUNIS financial software.

Record all financial transactions for the city accurately, completely and in accordance with governmental accounting standards and Massachusetts general laws.

Prepare statements of the city's financial condition for review by the CAFO, Mayor, City Council and other outside users such as the investment community and various levels of government on a timely basis.

Produce the required year-end reports for the Massachusetts Department of Revenue including Schedule A, Certification of Free Cash, Year-End Checklist and Snow/Ice Removal Data Sheet.

Assist external auditors in completing the annual audit by December 1, 2009 in order to establish the city's tax rate.

Upon adoption of the budget, prepare the Pro-Forma Tax Rate Recapitulation for the CAFO to be submitted to the Department of Revenue, per chapter 468 of the acts of 2008.

Continue to work towards the goal of preparing a CAFRA for the City of Springfield.

Continue to perform monthly reconciliations with the Treasurer/Collector on all tax and utility receivables.

MUNIS

Description: The MUNIS Project Department will create efficiencies and maintain and improve business practices in the City of Springfield by implementing and supporting the MUNIS Integrated Financial System. The division will provide the stable ongoing outreach and support of the MUNIS vision to over 735 end users, while reducing cost or expense through procurement, operational efficiencies, and providing enhanced management information for managers to make more informed decisions. All communication about MUNIS problems, the coordination and communication of MUNIS implementation efforts, and MUNIS Project timelines will be controlled by this division. A primary function of the division will be to develop, register, and deliver ongoing regularly scheduled and on demand module training program to meet end user needs.

Short and Intermediate Term Goals:

The short and intermediate term goals of the MUNIS Project Department is the maintenance of all MUNIS user manuals, "How-To's" and training materials, participation in MUNIS upgrade planning, testing and implementation, and the continuation of quality end user training.

Strategic Objectives for Fiscal Year 2010:

Establish and staff a MUNIS end user's support help line (via email, intranet, remote access and voice requests).

Establish an ongoing MUNIS End User news letter to communicate changes, new features, things to avoid, FAQ's to end users.

Review existing end user procedure manuals, "How-to's" and training materials and update. Put in place an ongoing program to maintain and distribute same.

Establish an ongoing MUNIS training program for City and School end users; offer (on both scheduled and ad hoc basis), deliver, register and track enrollment/feedback. Both classroom and one-on-one training will be offered depending on the need.

Represent the Comptroller's office on all MUNIS related projects (as part of the project team) both for new module implementations/extensions and version upgrades.

Participate in the test planning and testing of new module implementations and version upgrade projects

Develop a standard process for MUNIS module roll-outs.

Outreach to each Department, based on a long-range plan to strengthen the Department's MUNIS ability, knowledge and needs.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$750,200	\$924,161	\$744,202	(\$179,959)	-19.5%
Purchase of Services	\$163,930	\$216,344	\$11,912	(\$204,432)	-94.5%
Supplies & Materials	\$5,893	\$4,500	\$3,706	(\$794)	-17.6%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$4,647	\$3,400	\$1,800	(\$1,600)	-47.1%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$924,670	\$1,148,405	\$761,619	(\$386,786)	-33.7%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$924,670	\$1,148,405	\$761,619	(\$386,786)	-33.7%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$924,670	\$1,148,405	\$761,619	(\$386,786)	-33.7%

Performance Measures

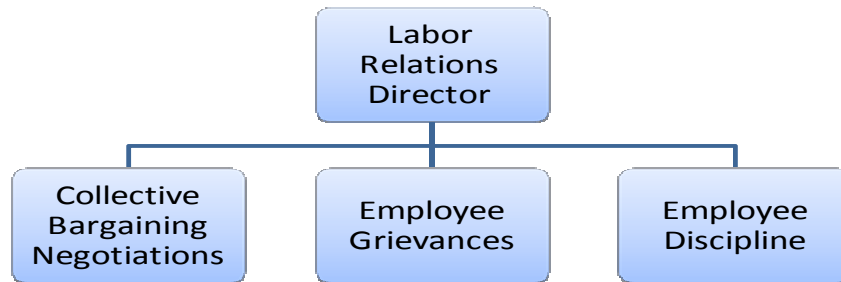
Measurable Goal: To provide accurate accounting and financial records.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of invoices processed within 7 days	100%	100%	100%
Number of invoices paid	30,000	30,000	30,000
Number of transactions in temporary fund resolved	290	300	150
Number of months closed within 15 days	11	12	12
Number of days to complete year-end close	45	45	30
Number of contracts/price agreements processed	479	650	650
Number of contracts/price agreements reviewed	30	100	100

Measurable Goal: To provide accurate accounting and financial records.

Measure	Actual FY08	Projected FY09	Goal FY10
Offer comprehensive on-going training programs to new hires or advanced users in all modules	2 classes	36 classes	50 classes
Increase the # of MUNIS telephone and email HELP support volume through awareness.	10 week	30 week	50 week
Increase attendance at all training modules.	75%	80%	100%
Outreach to each Department to strengthen the Department's MUNIS ability, knowledge, and needs	4	6	10
Revisit all MUNIS "How To's" and Desk Procedures currently available for module update.	10	25	50

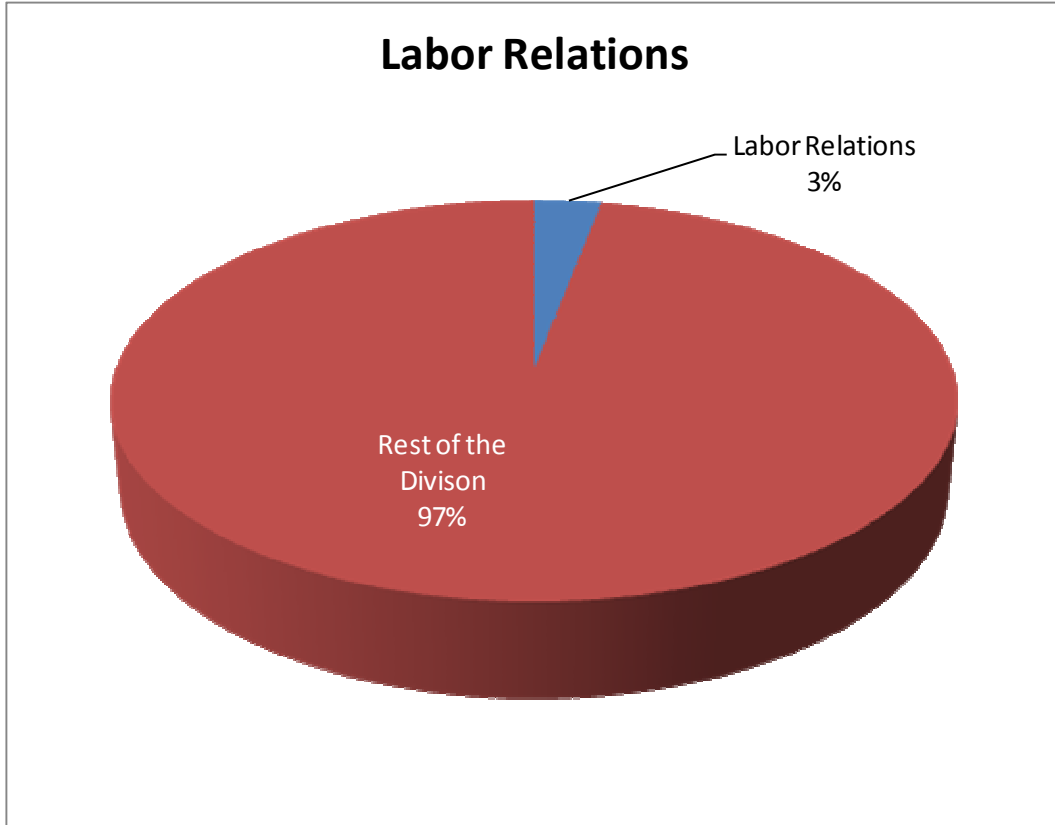
Labor Relations



Mission Statement

The Labor Relations department is responsible for conducting all labor relations matters for the city and its departments.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$0	\$0	\$248,132	\$248,132	100.0%
OTPS	\$0	\$0	\$266,000	\$266,000	100.0%
Total General Fund	\$0	\$0	\$514,132	\$514,132	100.0%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Labor Relations	0.0	0.0	3.5	3.5

Labor Relations

Department Summary

The Department of Labor Relations is responsible for overseeing all aspects of the City's labor-management activities, including, but not limited to, the negotiation of collective bargaining Contracts, settlements, employee grievances, and disciplinary measures.

In February 2009, the Finance Control Board created the Labor Relations Department. Working with the Mayor and the Chief Administrative and Financial Officer, the department will oversee and coordinate all strategies, negotiations and settlements regarding collective bargaining, grievance/arbitration, employee discipline, and all matters related to the promotion and maintenance of a harmonious labor-management relationship.

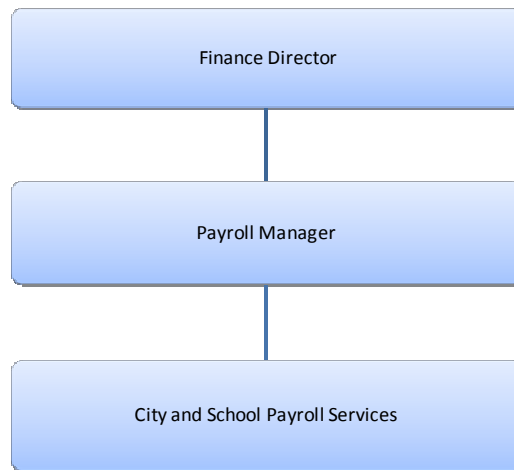
All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Salaries	\$0	\$0	\$248,132	\$248,132	100.0%
Purchase of Services	\$0	\$0	\$256,500	\$256,500	100.0%
Supplies & Materials	\$0	\$0	\$8,500	\$8,500	100.0%
Other Charges & Expenditures	\$0	\$0	\$1,000	\$1,000	100.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$0	\$0	\$514,132	\$514,132	100.0%

External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Operating	\$0	\$0	\$514,132	\$514,132	100.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$0	\$514,132	\$514,132	100.0%

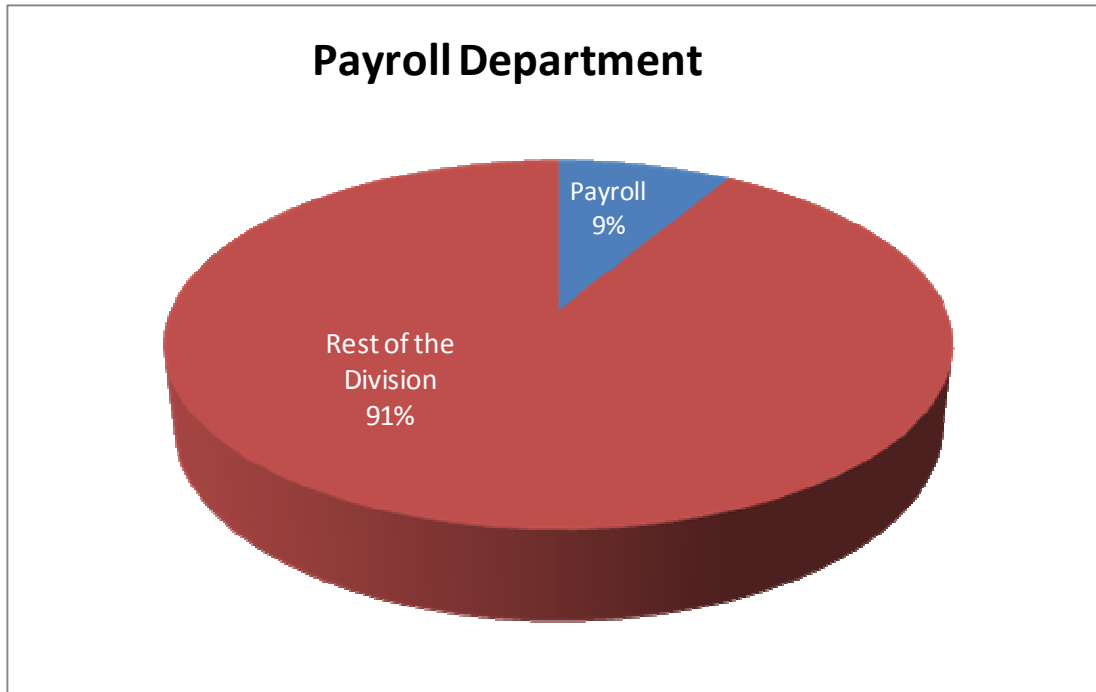
Payroll Department



Mission Statement

The Payroll Department is responsible for conducting payroll matters for the city and school departments.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$0	\$0	\$312,090	\$312,090	100.0%
OTPS	\$0	\$0	\$1,159,280	\$1,159,280	100.0%
Total General Fund	\$0	\$0	\$1,471,370	\$1,471,370	100.0%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Labor Relations	0.0	0.0	5.0	5.0

Payroll

Department Summary

The Payroll Department is responsible for overseeing all aspects of the City's (including School Department) payroll activities, including, but not limited to, managing staff payroll records and processing payroll.

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Salaries	\$0	\$0	\$312,090	\$312,090	100.0%
Purchase of Services	\$0	\$0	\$1,159,130	\$1,159,130	100.0%
Supplies & Materials	\$0	\$0	\$0	\$0	100.0%
Other Charges & Expenditures	\$0	\$0	\$150	\$150	100.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$0	\$0	\$1,471,370	\$1,471,370	100.0%

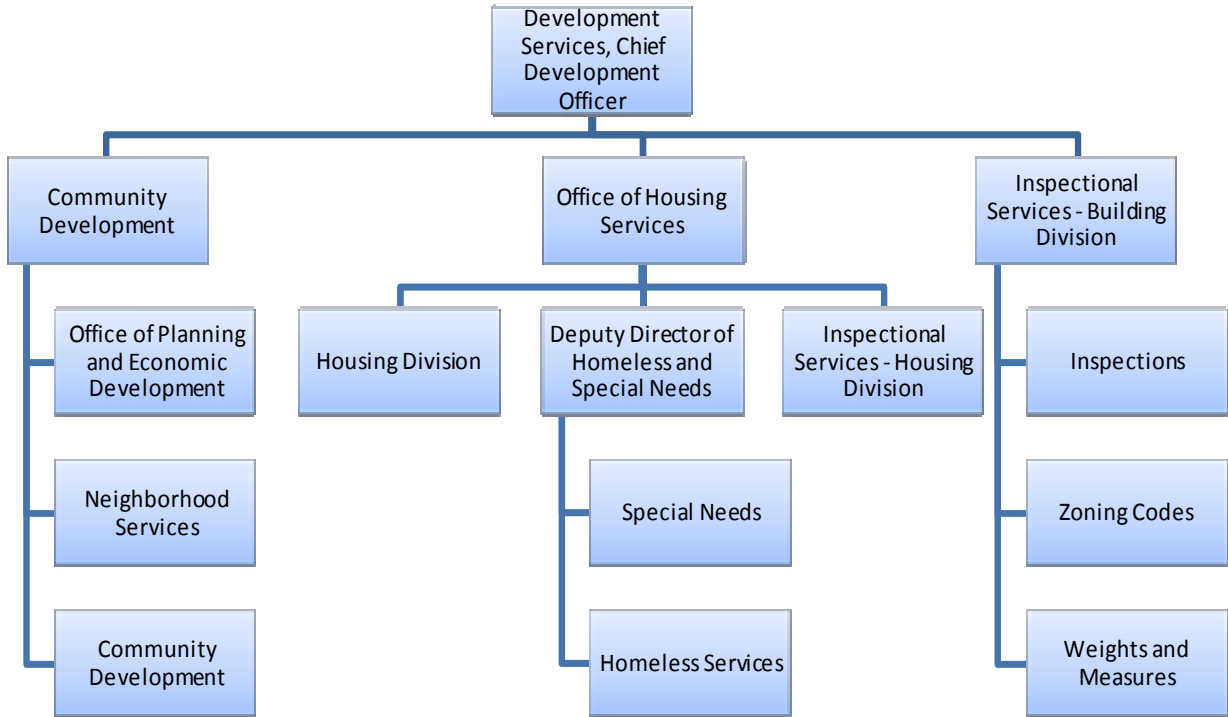
External Funds	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Chance
Operating	\$0	\$0	\$1,471,370	\$1,471,370	100.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$0	\$1,471,370	\$1,471,370	100.0%

Section 6
Development Services
Division

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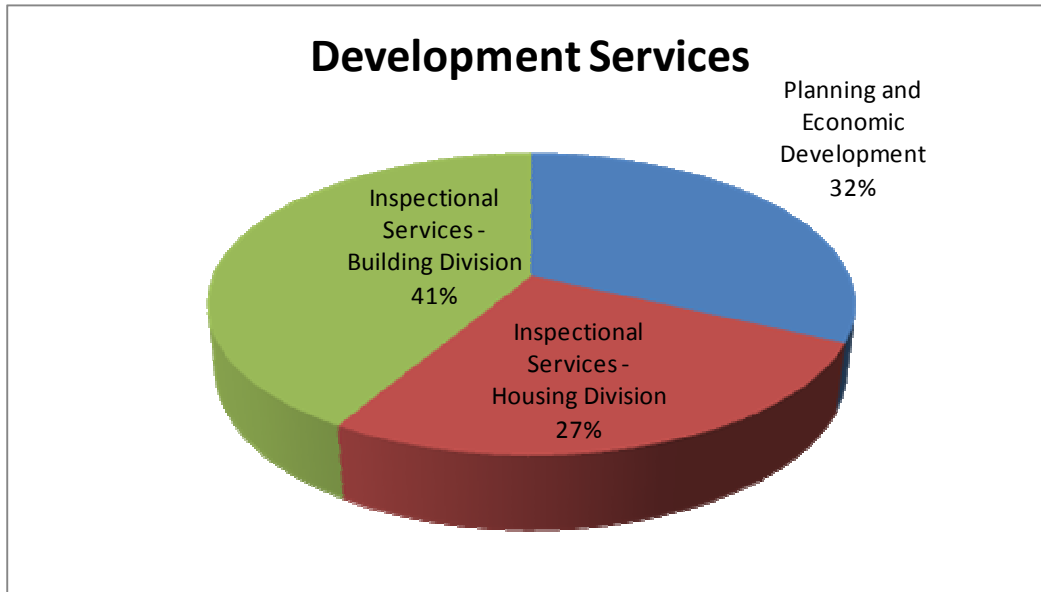
Development Services Division



Mission Statement

The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood of the City.

Budget Overview

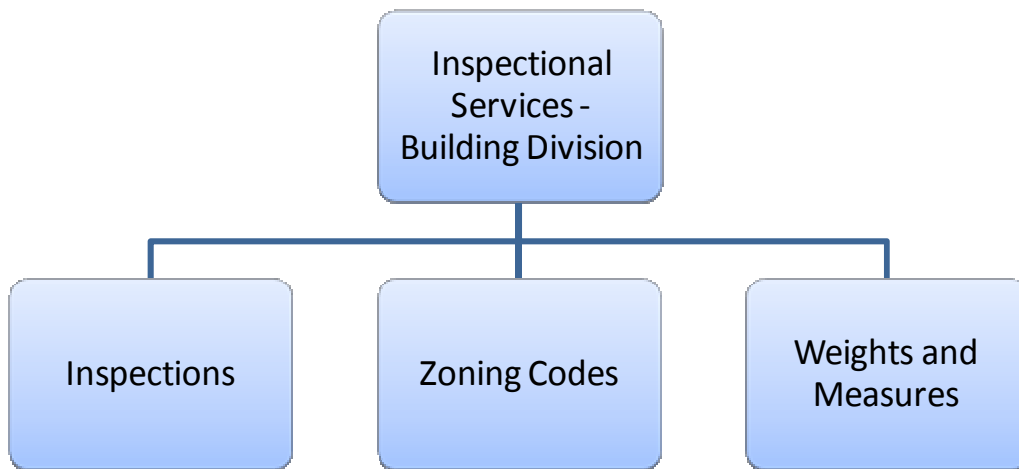


*Community Development and Housing Services are part of the Development Services Division but both are completely grant funded

Division Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Inspectational Services - Building Division	\$1,153,202	\$1,267,538	\$1,293,055	\$25,517	2.0%
Inspectational Services - Housing Division	\$775,575	\$1,064,035	\$826,002	(\$238,033)	-22.4%
Planning and Economic Development	\$831,643	\$872,434	\$995,321	\$122,887	14.8%
Total Division	\$2,760,420	\$3,204,007	\$3,114,378	(\$89,629)	-2.8%

Division Personnel (FTE's)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Inspectational Services - Building Division	25.0	25.0	25.0	0.0
Inspectational Services - Housing Division	16.0	18.9	13.9	-5.0
Planning and Economic Development	14.0	14.0	13.6	-0.4
Total FTE's	55.0	57.9	52.5	-5.4

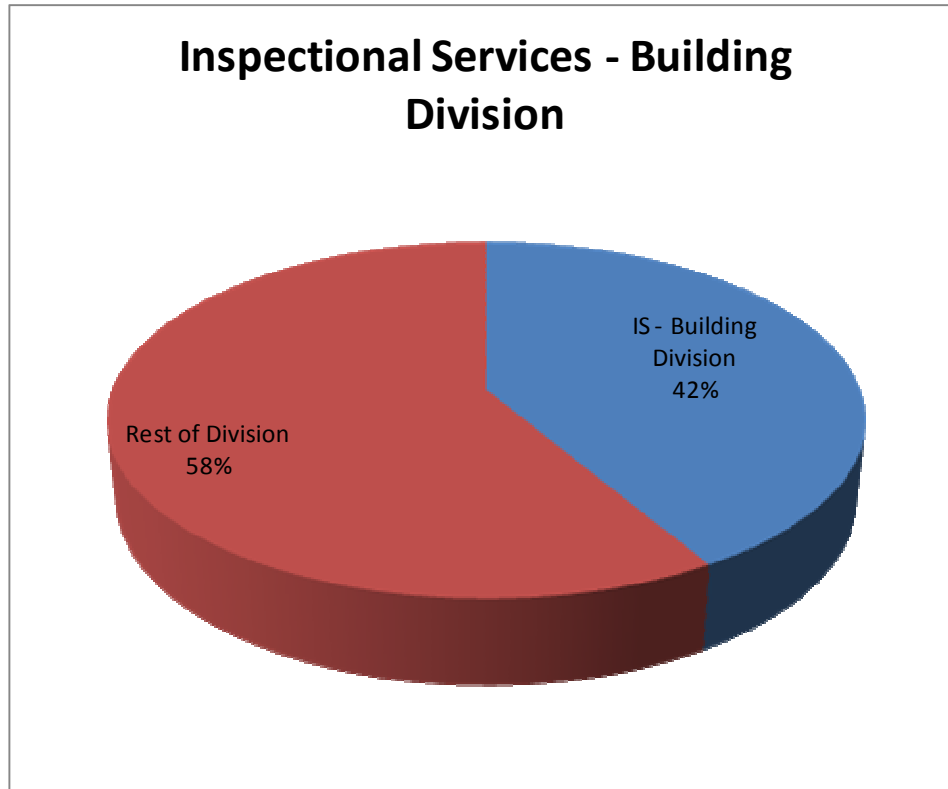
Inspectional Services: Building Division



Mission Statement

Enhance public safety by enforcing-- through inspection and licensing -- State and City laws regulating the physical operation of businesses and ensure that hazardous conditions that pose an imminent threat to the public are corrected.

Budget Overview



General Fund	Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services		\$1,094,109	\$1,183,488	\$1,233,805	\$50,317	4.3%
OTPS		\$59,093	\$84,050	\$59,250	(\$24,800)	-29.5%
Total General Fund		\$1,153,202	\$1,267,538	\$1,293,055	\$25,517	2.0%

Department	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Personnel (FTEs)				
Inspectional Services - Building Division	25.0	25.0	25.0	0.0

Building Department Department Summary

The Inspectional Services Building Division provides the citizens of the City of Springfield with independent and impartial inspection services, as required by the Commonwealth of Massachusetts. Inspectional Services Building Division plays a vital role with the enforcement of these regulations, laws and local ordinances that enhance the quality of life and help ensure stable property values all of which affect the general economic health of the community. The division also provides enforcement of the Massachusetts General Laws pertaining to weighing and measuring devices, which ensures proper equity and integrity in a multi-million dollar marketplace.

The Building Division is responsible for ensuring the homes and buildings that residents, the general public, and the business community occupy and frequent on a daily basis meet or exceed building codes and life safety requirements.

Fiscal Year 2009 Highlights

Expanded appointment dispatch through clerical staff to include new legal staff member to schedule court case inspections, re-inspection and status reports inspections for weekly court case review meetings and/or hearings.

Maintained monthly review of all open building and zoning complaints (to increase resolve rates).

Maintained monthly review of all open building permits for expiration, past completion dates, and no issuance of Certificate of Occupancy.

Maintained the implementation process of new 7th edition main building code and 7th edition of the one and two family dwelling codes with ongoing training of inspectors.

Building Division has received a full time paralegal and an Attorney three days a week to directly work on case load management to help expedite emergency condemnations, reduce case back log, increase new court filings, and track case loads.

Building Division implemented specially scheduled Saturday team street sweeps of targeted neighborhoods and streets for quality of life issues that include: Anti-blight enforcement, zoning and city ordinance violations, building code and sanitary code violations and referrals to other departments for possible enforcement issues.

Risks and Challenges

Retention of personnel and public safety code enforcement services do to possible budget cuts.

Building Division has been struggling to meet its expected modern day service level demands with an antiquated permitting system.

Aged inspectional services car fleet, the lack of efficient dependable vehicles for field inspectors and expensive repairs applied to budget.

Strategic Decisions for Fiscal Year 2010

The Building Division will continue to maintain and increase proactive Section 106 building life safety inspections of building code required use groups currently not in our database.

Increase scheduled proactive special sweeps of targeted neighborhoods and streets for quality of life issues that include anti-blight enforcement, zoning and city ordinance violations, sanitary code, and general building code violations.

Scheduled ongoing monthly information and strategies meetings between the new Director of Neighborhoods and the Zoning Administrator to work on a team effort with inspectional services to improve communication with civic groups.

Continue working with IT to implement a state of the art web-based permit and inspection software system for all of inspectional services. This will allow online web access for the business and private community to department functions such as online permits, payment and tracking, real time inspection data, historical site information, and a solution to mobile computer-assisted field inspections.

Move the 21-D ticket ordinance forward with the implementation of a new permit and inspection software system.

Appoint a building inspector to attend and represent the City of Springfield at the state inspector monthly code review meetings to review issues or amendments in the new 7th edition building code that could negatively impact the City or public safety.

Inspectional Services

Description: Enhance public safety by enforcing-- through inspection and licensing -- State and City laws regulating the physical operation of businesses, and ensure that hazardous conditions that pose an imminent threat to the public are corrected.

Short and Intermediate Term Goals:

To perform the required number of general life and safety inspections in public buildings.

To resolve complaints as quickly as possible.

To issue permits in a timely fashion.

To maintain the number of inspections required per code by the issuance of permits.

Improve Building Division's website consumer information and links to industry related information sites.

Increase ability to measure performance of department functions and goals.

Strategic Objectives for Fiscal Year 2010:

Increase regularly scheduled zoning street sweeps of targeted neighborhoods or streets to an every spring and fall schedule for quality of life issues that include: anti-blight enforcement, zoning and city ordinance violations, sanitary code, and general building code violations.

Maintain and improve communication with civic groups to foster a team effort with Inspectional Services.

Implementation of permit and inspection software system starting in the building and housing division with the future objective of all inspectional services departments working together in one system.

Move 21-D ticket ordinance forward along with the new software implementation process to enhance enforcement tools and powers for inspections to resolve complaints, reduce court case load, and increase revenue collection.

Maintain the revenue generating programs that help sustain the department as a whole and support our mission of public safety and quality of life in the City.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$1,094,109	\$1,183,488	\$1,233,805	\$50,317	4.3%
Purchase of Services	\$17,303	\$18,550	\$18,550	\$0	0.0%
Supplies & Materials	\$35,804	\$56,500	\$31,700	(\$24,800)	-43.9%
Intergovernmental	\$5,986	\$9,000	\$9,000	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,153,202	\$1,267,538	\$1,293,055	\$25,517	2.0%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$1,153,202	\$1,267,538	\$1,293,055	\$25,517	2.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$1,153,202	\$1,267,538	\$1,293,055	\$25,517	2.0%

Performance Measures

Measurable Goal: To perform the required number of general life and safety inspections in public buildings.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of Section 106 life and safety inspections conducted	860	811	900

Measurable Goal: To resolve complaints as quickly as possible.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of complaints resolved within 90 days	51.7%	53.2%	50.0%

Measurable Goal: To issue permits in a timely fashion.

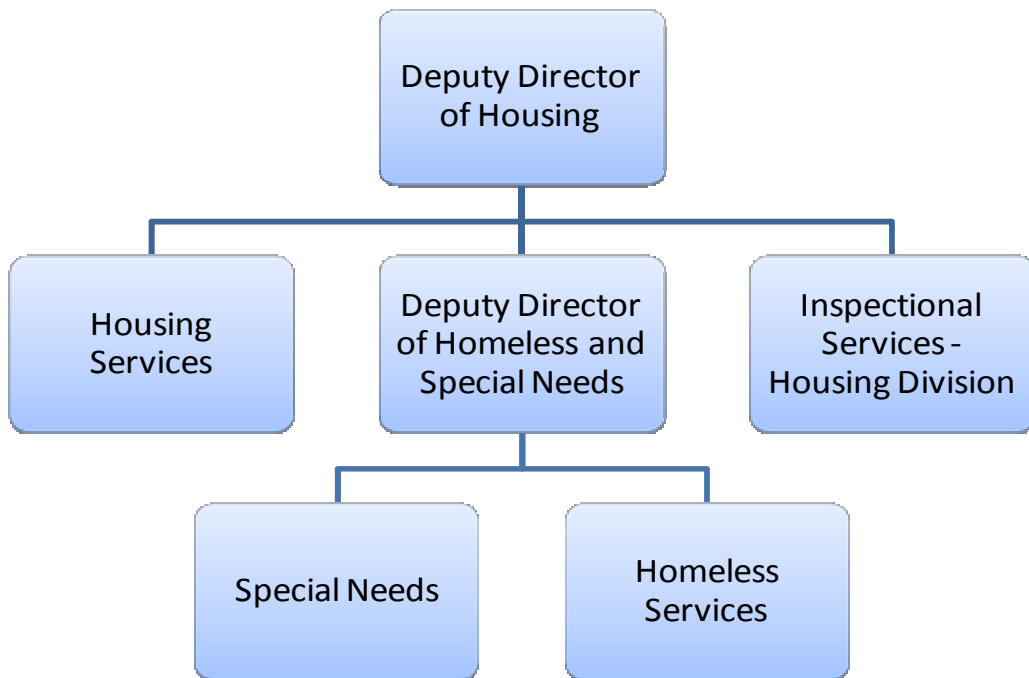
Measure	Actual FY08	Projected FY09	Goal FY10
Percent of permits issued within 14 days	85.0%	88.4%	90.0%

Measurable Goal: To maintain the number of inspections required per code by the issuance of permits.

Measure	Actual FY08	Projected FY09	Goal FY10
Average monthly number of inspections performed per FTE inspector	124	132	130

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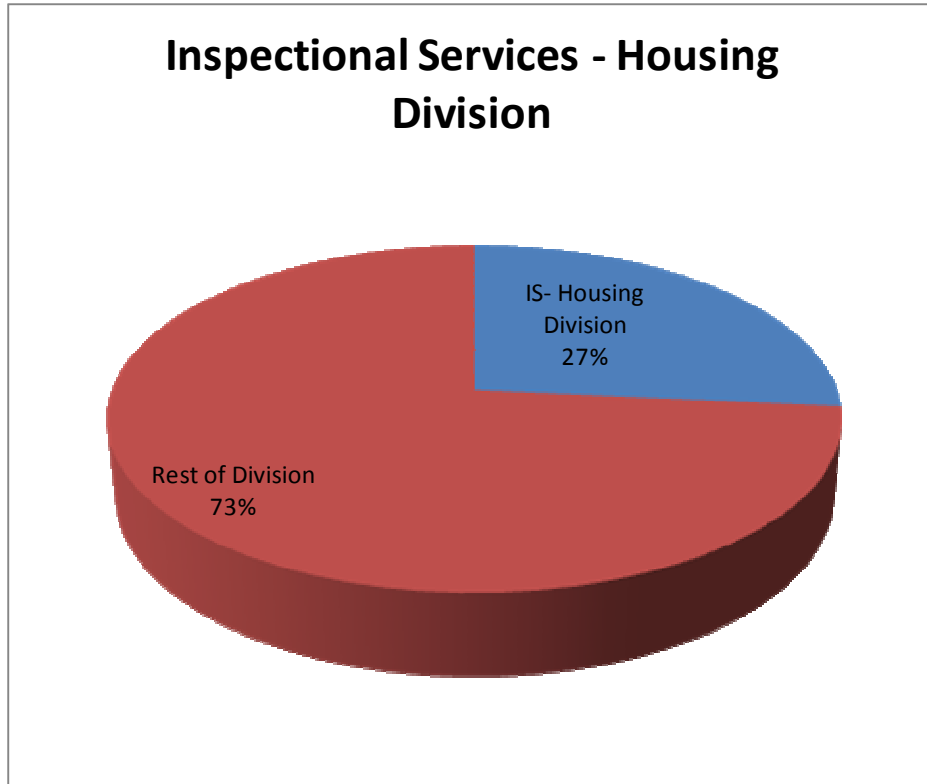
Inspectional Services: Housing Division



Mission Statement

Inspectional Services Housing Division provides on-site inspections to investigate and document violations of Municipal Ordinances and State Sanitary Codes.

Budget Overview



General Fund				Variance	Percent
Department Budget	Actual FY08	Approp. FY09	Budget FY10	FY09-FY10	Change
Personal Services	\$451,140	\$676,235	\$535,202	(\$141,033)	-20.9%
OTPS	\$324,435	\$387,800	\$290,800	(\$97,000)	-25.0%
Total General Fund	\$775,575	\$1,064,035	\$826,002	(\$238,033)	-22.4%

Department	Actual FY08	Approp. FY09	Budget FY10	Variance
				FY09-FY10
Inspectional Services - Housing Division	16.0	18.9	13.9	-5.0

Division Summary

The Inspectional Services Housing Division responds to issues such as housing violations, absence of heat, abandoned vehicles, and illegal dumping on private property. The division seeks to have owners correct violations first through mediation and then if necessary, by legal action. The programs successful operation is essential to improving the quality of Springfield's housing stock and to addressing neighborhood quality of life issues.

Fiscal Year 2009 Highlights

Expansion of a proactive strategy in targeting code violations.

Selection of new hardware and software to integrate information from all departments for use by the inspectional divisions.

Implemented a unit price blanket demolition contract to expedite the City's response to demolish blighted properties.

Received funds for and implemented a receivership program to stabilize buildings with sanitation code violations and prevent abandonment.

Worked with Receiver and Housing Court on 28 Greatwall Properties receivership to make improvements and prevent any further abandonment of these substandard properties.

Eliminate the need to immediately relocate 28 tenants through the provision of smoke detectors to tenants at Housing Court.

Risks and Challenges

Implementation and acceptance of technology advancements.

Establishing and holding accountable responsible parties with regard to management and maintenance of properties in the foreclosure process.

Redevelopment of abandoned and foreclosed properties created by the economy's downturn.

Strategic Decisions for Fiscal Year 2010

Determine the benefit of enforcing the State Sanitary Code using 21-D Non-Criminal Disposition Ticketing through amendment of current City Ordinance 1.16.010.

Divisional Goals:

To proactively inspect Housing code violations.

To resolve Housing code violations quickly.

To efficiently respond to code violations.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$451,140	\$676,235	\$535,202	(\$141,033)	-20.9%
Purchases of Services	\$178,557	\$234,600	\$154,600	(\$80,000)	-34.1%
Supplies & Materials	\$20,812	\$25,200	\$24,200	(\$1,000)	-4.0%
Intergovernmental	\$112,205	\$126,000	\$110,000	(\$16,000)	-12.7%
Other Charges and Expenditures	\$12,861	\$2,000	\$2,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$775,575	\$1,064,035	\$826,002	(\$238,033)	-22.4%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$775,575	\$1,064,035	\$826,002	(\$238,033)	-22.4%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$775,575	\$1,064,035	\$826,002	(\$238,033)	-22.4%

Performance Measures

Measurable Goal: To proactively inspect Housing code violations.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of inspections that are pro-actively generated	17.7%	23.6%	25.0%

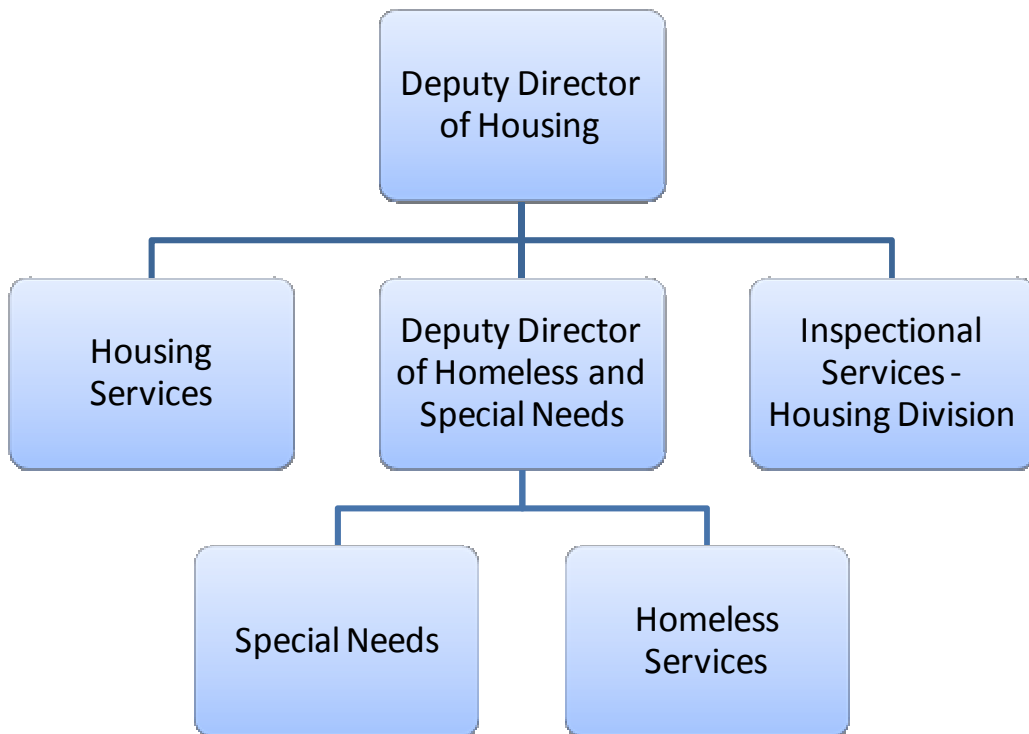
Measurable Goal: Resolve Housing code violations quickly.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of sites with violations where compliance was achieved without court action	86.3%	87.4%	85.0%
Median number of days from complaint until resolution	70	77	70

Measurable Goal: To efficiently respond to code violations.

Measure	Actual FY08	Projected FY09	Goal FY10
Average number of inspections completed per FTE inspector per week	51	60	50

Office of Housing Services



Mission Statement

Increase the availability of safe and affordable housing for all Springfield residents and improve the quality of life in Springfield neighborhoods.

Office of Housing

Department Summary

The Office of Housing is responsible for the administration of Federal and State grant funds. Currently, the department oversees the administration of seven grant programs with annual projected budgets in excess of \$7 million dollars, which are used to improve the quality and availability of housing for moderate and low income persons. The funds also seek to improve the quality of low-income neighborhoods through the eradication of blight and investment in public spaces and infrastructure.

Fiscal Year 2009 Highlights

Increased citizen and stakeholder participation in planning process of HUD entitlement funding.

Served at least 10,292 Springfield residents through public service programs, at least 51% of whom are low or moderate income persons.

Worked with WinnDevelopment to secure necessary funding and tax credit allocation for redevelopment/partial demolition of Longhill Gardens condominiums.

Secured parties to acquire and redevelop tax title properties.

Demolished eight abandoned and blighted structures.

Identified funding for implementation of a receivership program, including "heat receiverships".

Through targeted homelessness initiatives, reduced street homelessness in Springfield by 39%, and overall homelessness among individuals by 9%.

Organized second annual Project Homeless Connect, which mobilized 80 agencies, 300 volunteers, 20 faith communities, and 15 corporate donors contributing a total of \$15,000 to provide one-day, one-stop access to resources for more than 500 people experiencing or at risk of homelessness.

Implemented a Homeless Management Information System, used by all City funded providers of services to homeless individuals to track services and movement toward stable housing.

Partnered with neighboring communities to create and seek funding for a regional initiative to address homelessness.

Partnered with HAP, Inc. and the Massachusetts Fair Housing Center to establish a foreclosure education and prevention center. Produced and distributed 15,000 outreach flyers about resources for foreclosure prevention.

Obtained grant funding to produce an urban redevelopment plan for the South End.

Worked with Friends of the Homeless to secure all funding and tax credit allocation for Homeless Resource Center and 32 units of permanent supportive housing; project expected to break ground in 2009.

Risks and Challenges

Minimize long-term impact to neighborhoods from substantial increase of foreclosures. Department will actively seek improvement or demolition of distressed housing.

Disposition and redevelopment of rapidly expanding tax title portfolio in a recessionary real estate market.

Continue to work with Springfield Housing Authority to use project-based vouchers for supportive housing opportunities for chronically homeless individuals.

Continue to make progress toward goal of ending long-term homelessness.

Continue to engage the State and other communities in the region about the need to decentralize poverty and encourage opportunity through production of affordable housing and supportive housing outside of Springfield.

Strategic Decisions for Fiscal Year 2010

Ameliorate the negative perception of affordable rental housing development and redevelopment.

Short and Intermediate Term Goals:

Expand use of receivership to stabilize distressed housing.

Use Neighborhood Stabilization Program funds for redevelopment of vacant and abandoned properties in Old Hill, Six Corners, the South End and lower Forest Park.

Begin Longhill Gardens redevelopment.

Strategic Objectives for Fiscal Year 2010:

Work with leadership at the Springfield Housing Authority to identify opportunities for collaboration and partnerships.

Begin to create a long term housing plan that addresses distressed housing, achieves housing balance, and leads to achievement of the department's goals to end long-term homelessness in the City by 2017.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$0	\$0	\$0	\$0	0.0%
Purchase of Services	\$0	\$0	\$0	\$0	0.0%
Supplies & Materials	\$0	\$0	\$0	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$0	\$0	\$0	\$0	0.0%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
HOME	\$3,466,643	\$1,623,186	\$1,623,186	\$0	0.0%
ADDI	\$24,944	\$10,078	\$10,078	\$0	0.0%
Total External Funds	\$3,491,587	\$1,633,264	\$1,633,264	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$0	\$0	\$0	\$0	0.0%
External Funds	\$3,491,587	\$1,633,264	\$1,633,264	\$0	0.0%
Total All Funds Budget	\$3,491,587	\$1,633,264	\$1,633,264	\$0	0.0%

Grant Summary

GRANT NAME	HOME		
Estimated Amount	\$ 1,623,186	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide financial assistance to eligible housing projects, housing rehabilitation, down payment, closing costs, and tenant-based rental assistance.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 140,781	\$ 65,901	\$ 65,901
Benefits	\$ 20,390	\$ 9,544	\$ 9,544
OTPS	\$ 3,305,472	\$ 1,547,741	\$ 1,547,741
TOTAL	\$ 3,466,643	\$ 1,623,186	\$ 1,623,186

GRANT NAME	ADDI (American Dream Down-Payment Initiative)		
Estimated Amount	\$ 10,000	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide down payment and closing cost assistance to first-time homebuyers			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 24,944	\$ 10,000	\$ 10,000
TOTAL	\$ 24,944	\$ 10,000	\$ 10,000

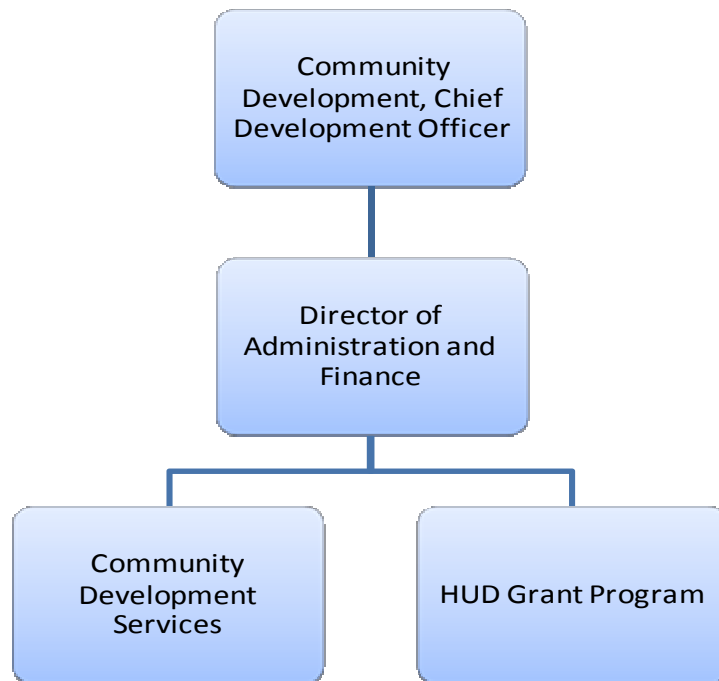
Performance Measures

Measurable Goal: To end Homelessness by 2017.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of chronically homeless persons moved to permanent housing who have remained for over 6 months	86.0%	86.0%	87.0%
Homeless population at beginning of Fiscal Year	235	235	225
Number of permanent supportive housing opportunities created for chronically homeless (cumulative)	67	92	132
Number of households provided rapid "Re-House" - Individuals (each year)	93	100	100
Number of households provided rapid "Re-House" - Families (each year)	62	65	65

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Community Development



Mission Statement

Administer programs that meet the federal government’s Housing and Urban Development policy goals of providing low and moderate-income persons safe and decent housing, a suitable living environment, and expanded economic opportunities.

Community Development Department Summary

The Office of Community Development (CD) receives funding from the Department of Housing and Urban Development and various other local, state and federal agencies. The funds are then redistributed to local service providers, agencies, contractors and homeowners. In order to comply with funding agency requirements and regulations, CD employees review documentation and reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

Additionally, CD employees review requests for reimbursements and/or payments to agencies, contractors and homeowners, schedule payment of such requests, and disburse the grant funds to the agencies, contractors, and/or homeowners in compliance with strict funding agency requirements.

Fiscal Year 2009 Highlights

Increased citizen and stakeholder participation in planning process of HUD entitlement funding.

Successfully turned over 85% of reimbursement requests within 30 days.

Served at least 4,596 Springfield residents through public service programs, at least 51% of whom are low or moderate income persons.

Risks and Challenges

Adhering to the City's new procurement procedures while complying with HUD's expectations for reporting, allocation and disbursements.

Strategic Decisions for Fiscal Year 2010

Increase community involvement in how best to expend CDBG funds and invite the involvement of Community Based Development Organizations (CBDO's).

Community Development Goals:

Effectively serve as many people and households as possible, as outlined in the City's 5-year goals.

Encourage grantees to file reports on time.

Expend as much in federal funds as possible for the benefit of City residents.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$12,026	\$0	\$0	\$0	0.0%
Purchase of Services	\$60,000	\$0	\$0	\$0	0.0%
Supplies & Materials	\$0	\$0	\$0	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$72,026	\$0	\$0	\$0	0.0%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
CDBG	\$3,755,258	\$4,095,456	\$4,095,456	\$0	0.0%
ESG	\$155,323	\$183,020	\$183,020	\$0	0.0%
HOPWA	\$397,247	\$426,000	\$426,000	\$0	0.0%
Supportive Housing	\$1,345,306	\$1,548,244	\$1,548,244	\$0	0.0%
Shelter Plus Care	\$127,151	\$175,000	\$175,000	\$0	0.0%
Alternative Lock-up	\$67,757	\$95,000	\$95,000	\$0	0.0%
Brownfields	\$60,582	\$400,000	\$400,000	\$0	0.0%
EDI	\$539	\$144,336	\$400,000	\$255,664	1.6%
MOTT-VIC	\$101,926	\$98,048	\$100,000	\$1,952	1.9%
Total External Funds	\$6,011,089	\$7,165,104	\$7,422,720	\$227,616	3.2%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$72,026	\$0	\$0	\$0	0.0%
External Funds	\$4,780,261	\$7,165,104	\$7,422,720	\$227,616	3.2%
Total All Funds Budget	\$4,852,287	\$7,165,104	\$7,422,720	\$227,616	3.2%

Grant Summary

GRANT NAME	CDBG (Community Development Block Grant)		
Estimated Amount	\$ 4,095,456	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide financial technical assistance to eligible organizations, individuals, neighborhoods, and businesses throughout Springfield.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 878,952	\$ 958,337	\$ 958,337
Benefits	\$ 223,202	\$ 241,632	\$ 241,632
OTPS	\$ 2,673,104	\$ 2,895,487	\$ 2,895,487
TOTAL	\$ 3,755,258	\$ 4,095,456	\$ 4,095,456

GRANT NAME	Emergency Shelter Grant		
Estimated Amount	\$ 183,020	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide financial assistance to eligible organizations for shelter-operations, rehab, prevention, and essential services.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 7,043	\$ 8,233	\$ 8,233
Benefits	\$ 2,122	\$ 2,489	\$ 2,489
OTPS	\$ 146,158	\$ 172,298	\$ 172,298
TOTAL	\$ 155,323	\$ 183,020	\$ 183,020

Grant Summary

GRANT NAME	HOPWA		
Estimated Amount	\$ 426,000	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide financial assistance to eligible organizations that assist with housing opportunities for people with AIDS shelter-operations, rehab, prevention, and essential services.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 31,498	\$ 33,740	\$ 33,740
Benefits	\$ 3,898	\$ 4,175	\$ 4,175
OTPS	\$ 361,851	\$ 388,085	\$ 388,085
TOTAL	\$ 397,247	\$ 426,000	\$ 426,000

GRANT NAME	Supportive Housing		
Estimated Amount	\$ 1,548,244	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide financial assistance to organizations that work with individuals that are homeless or at risk of becoming homeless.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 63,898	\$ 73,387	\$ 73,387
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 1,281,408	\$ 1,474,857	\$ 1,474,857
TOTAL	\$ 1,345,306	\$ 1,548,244	\$ 1,548,244

Grant Summary

GRANT NAME	Shelter Plus Care		
Estimated Amount	\$ 175,000	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide financial assistance to organizations that work with individuals that are homeless or at risk of becoming homeless.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 127,151	\$ 175,000	\$ 175,000
TOTAL	\$ 127,151	\$ 175,000	\$ 175,000

GRANT NAME	Alternative Lock-Up		
Estimated Amount	\$ 95,000	Date of Confirmation	Jul-09
Scope of grant (purpose)			
Juvenile justice program that is an alternative to incarceration.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 67,757	\$ 95,000	\$ 95,000
TOTAL	\$ 67,757	\$ 95,000	\$ 95,000

Grant Summary

GRANT NAME	Brownfields		
Estimated Amount	\$ 400,000	Date of Confirmation	Jul-09
Scope of grant (purpose)			
Provide funding to inventory and assess Brownfield Sites, contaminated with petroleum and hazardous waste within the City.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 60,582	\$ 400,000	\$ 400,000
TOTAL	\$ 60,582	\$ 400,000	\$ 400,000

GRANT NAME	EDI (Economic Development Initiative)		
Estimated Amount	\$ 400,000	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide funding for the construction of a public market.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 589	\$ 144,336	\$ 400,000
TOTAL	\$ 589	\$ 144,336	\$ 400,000

Grant Summary

GRANT NAME	MOTT-VIC (Mass Office of Travel & Tourism - Visitor Information Center)		
Estimated Amount	\$ 100,000	Date of Confirmation	Jul-09
Scope of grant (purpose)			
To provide funding for the operation of the Visitor Information Center on the Riverfront.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 101,926	\$ 98,048	\$ 100,000
TOTAL	\$ 101,926	\$ 98,048	\$ 100,000

Performance Measures

Measurable Goal: To effectively serve as many people and households as possible, as outlined in the City's 5-year goals.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of people served out of the 5-year goal of 24,950 people	83.8%	95.0%	100%
Percent of households served – out of the 5-year goal of 250 households	90.0%	95.0%	100%

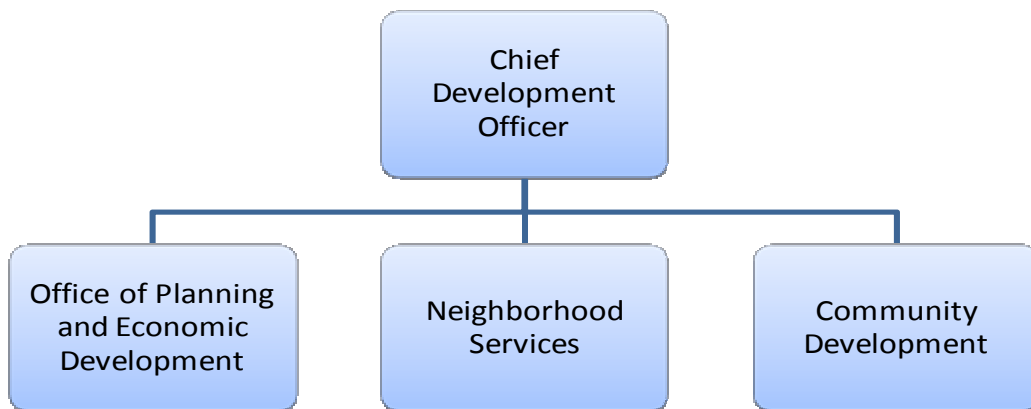
Measurable Goal: To expend as much in federal funds as possible for the benefit of City residents.

Measure	Actual FY08	Projected FY09	Goal FY10
Amount of federal funds expended for Community Development, Economic Development and Housing	\$15,306,064	\$15,000,000	\$20,000,000

Measurable Goal: Encourage grantees to file reports on time.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of grantee reports filed after deadline	28.0%	45.0%	50.0%

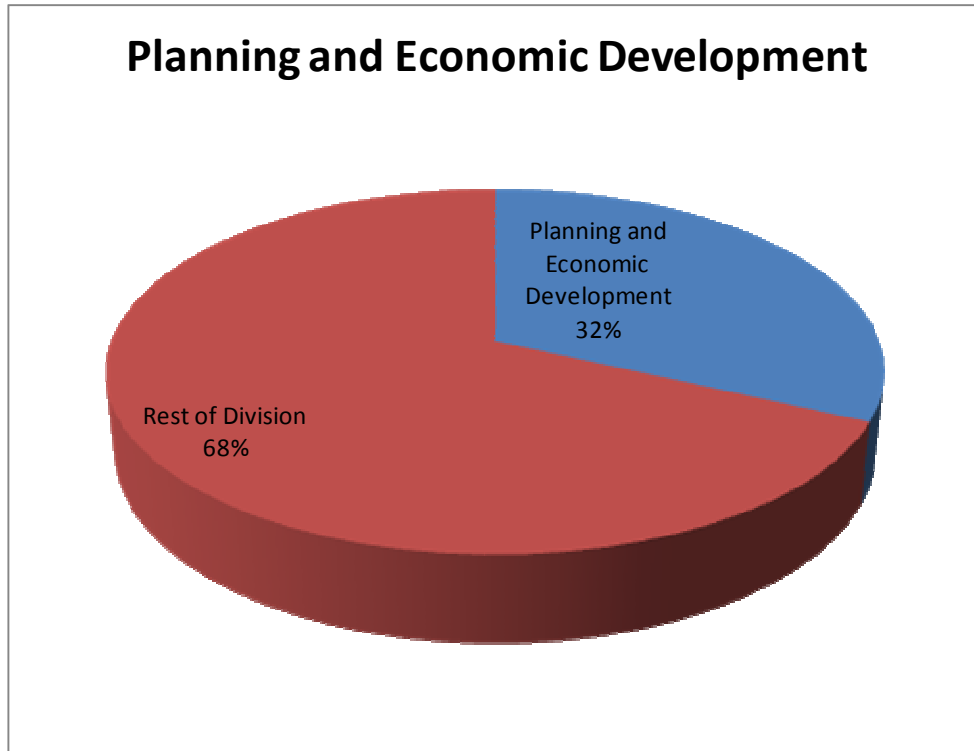
Planning & Economic Development



Mission Statement

Provide community planning services and manage programs and projects that fulfill the immediate physical, economic, and environmental needs of the city, and to assist in the development of the City's long-term vision for physical, environmental, economic, and community development.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$572,686	\$757,084	\$781,971	\$24,887	3.3%
OTPS	\$258,957	\$115,350	\$213,350	\$98,000	85.0%
Total General Fund	\$831,643	\$872,434	\$995,321	\$122,887	14.1%

Department (FTSs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Economic Development	14.0	14.0	13.6	-0.4

Planning & Economic Development

The Office of Planning and Economic Development (OPED) strives to promote and improve the economic, natural, and built environment of the City of Springfield. OPED manages this effort on behalf of Springfield's residents, businesses, work force, and visitors through economic and workforce development, zoning, urban design, neighborhood planning, open space, and geographic information services. OPED works to create short, mid and long range plans, programs and projects on a targeted neighborhood and city-wide basis.

Through the consolidated Office of Planning and Economic Development, the economic development and the planning functions collaborate to ensure that a thoughtful and equitable process can be undertaken with each development effort.

Fiscal Year 2009 Highlights

Demolition and clearing of former York Street Jail site.

Preferred developer selected for the Court Square Urban Renewal Project.

Completed reuse plan with MassDevelopment for former Federal Building.

Identification of the Asylum building for redevelopment along Main/Worthington/Fort Streets.

Continued implementation of the South End Neighborhood Revitalization Plan.

Environmental remediation of Gemini Site on Central/Morris/Main Streets-future plans for redevelopment included in South End Revitalization Plan.

Demolition and clearing of Foundry at Chapman Valve.

Downtown Main Street improvements completed.

Completion of River's Landing development on Riverfront.

Public Draft of Re-zoning modernization completed.

Relocation of Visitors Center to Basketball Hall of Fame.

Site plan review of Westinghouse Retail Center.

Site plan review of Palmer Renewable Energy Facility.

Risks and Challenges

Given the local economic conditions, there is an on-going challenge to secure sufficient resources to satisfy economic need and achieve sustainable growth and facilitate development.

Strategic Decisions for Fiscal Year 2010

OPED will continue to develop policies, strategies and plans for the City, as well as, implement target development projects and programs as outlined by the 2007 Urban Land Institute Report, which will be complimented by an Economic Growth Initiative developed in partnership with University of Massachusetts-Dartmouth and MassInc.

Short and Intermediate Term Goals:

Encourage new growth in the City.

Improve application process to reduce amount of time required for permitting.

Conclude Re-zoning modernization project.

Identify brownfield sites throughout the city.

Strategic Objectives for Fiscal Year 2010:

OPED will work to attract and retain desirable businesses, development and other economic stimulus to Springfield by making the City a destination for green industry and technology and use the best practices and access to private, local, state, and federal resources.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$572,686	\$757,084	\$781,971	\$24,887	3.3%
Purchases of Services	\$251,891	\$107,650	\$205,650	\$98,000	91.0%
Supplies & Materials	\$6,572	\$6,700	\$6,700	\$0	0.0%
Other Charges and Expenditures	\$495	\$1,000	\$1,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$831,643	\$872,434	\$995,321	\$122,887	14.1%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$831,643	\$872,434	\$995,321	\$122,887	14.1%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$831,643	\$872,434	\$995,321	\$122,887	14.1%

Performance Measures

Measurable Goal: To encourage new growth in the City.

Measure	Actual FY08	Projected FY09	Goal FY10
New Growth	\$4,016,102	TBD	\$3,212,882
Total value of new construction	\$20,461,381	\$18,612,307	\$16,369,105

Measurable Goal: Identify Brownfield sites.

Measure	Actual FY08	Projected FY09	Goal FY10
Maintain records of positively identified/ suspected Brownfield sites	N/A	N/A	TBD
Maintain records of Brownfield remediation sites	N/A	N/A	TBD

Measurable Goal: Improve permitting application process to reduce days required.

Measure	Actual FY08	Projected FY09	Goal FY10
Days from receipt of application to referral/ approval by City Council	65	50	50

Measurable Goal: Establish timeline for each phase of major projects

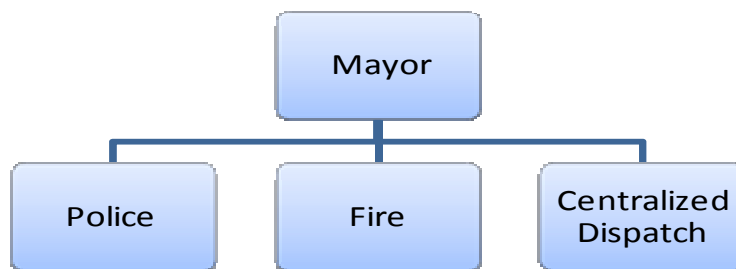
Measure	Actual FY08	Projected FY09	Goal FY10
Days to conclude Re-Zoning Modernization Project	N/A	N/A	60
Days to demolish and clear Chapman Valve site	N/A	N/A	120
Days to complete a comprehensive Work- flow Development Plan	N/A	N/A	120

Section 7

Public Safety Division

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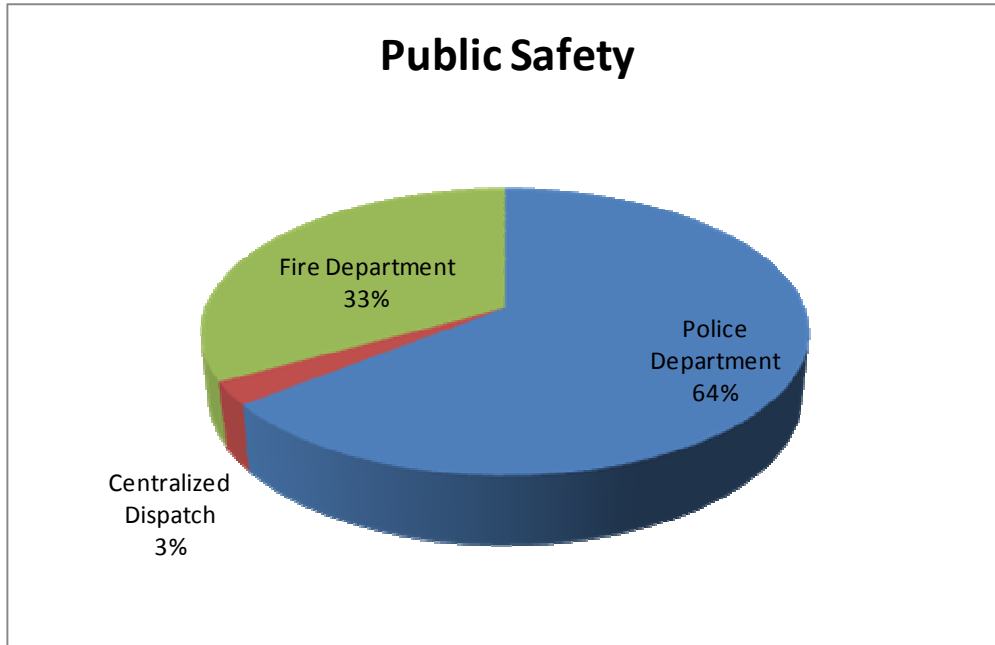
Public Safety



Mission Statement

The Public Safety departments' mission is to keep the citizens of Springfield safe.

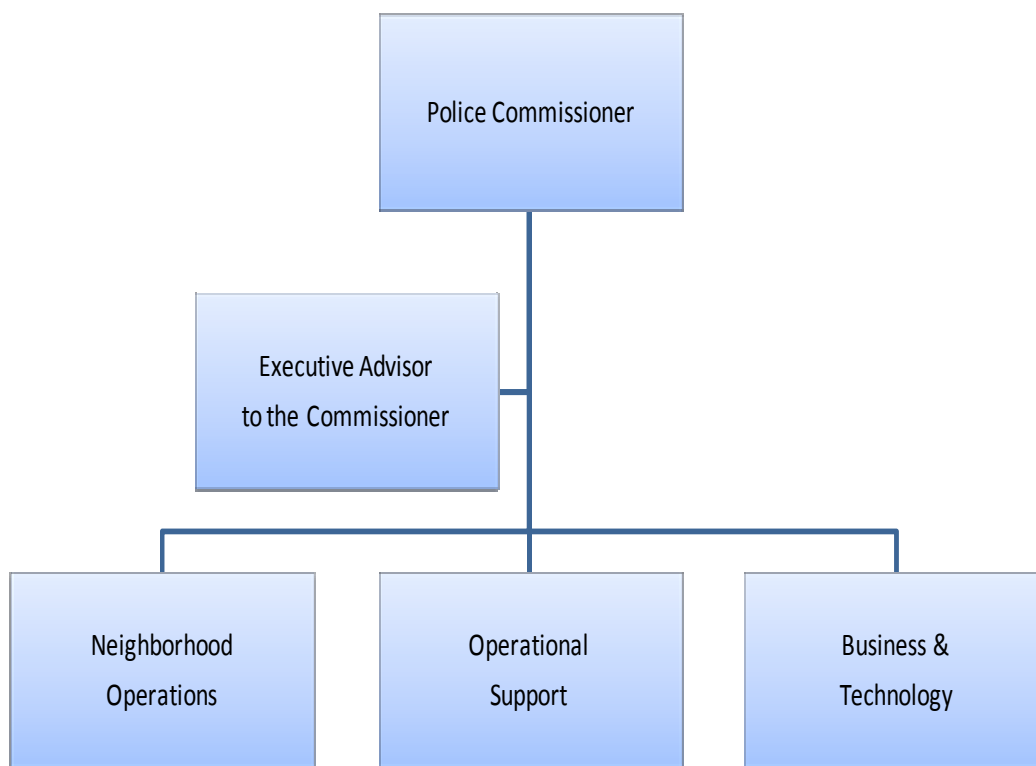
Budget Overview



Division Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Police Department	\$37,809,912	\$39,125,469	\$37,212,460	(\$1,913,009)	-4.9%
Fire Department	\$19,362,320	\$20,581,538	\$19,127,618	(\$1,453,920)	-7.1%
Centralized Dispatch	\$0	\$0	\$1,507,795	\$1,507,795	100.0%
Total Division	\$57,172,232	\$59,707,007	\$57,847,873	(\$1,859,134)	-3.1%

Division Personnel (FTE's)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Police Department	583.0	583.0	537.0	-46.0
Fire Department	290.0	291.0	262.0	-29.0
Centralized Dispatch	0.0	0.0	43.0	43.0
Total FTE's	873.0	874.0	842.0	-32.0

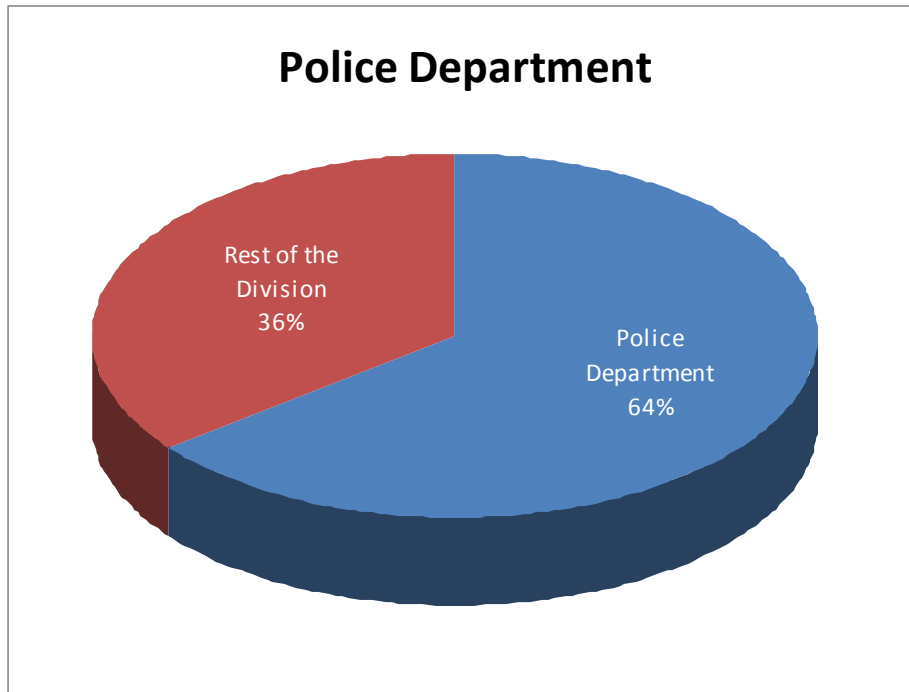
Police Department



Mission Statement

The mission of the Springfield Police Department is to establish partnerships between the public and the police in order to enhance the quality of life, law enforcement and preserve public peace.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$35,198,177	\$36,811,955	\$35,233,446	(\$1,578,509)	-4.3%
OTPS	\$2,611,735	\$2,313,514	\$1,979,014	(\$334,500)	-14.5%
Total General Fund	\$37,809,912	\$39,125,469	\$37,212,460	(\$1,913,009)	-4.9%

Division Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Police Department	583.0	583.0	537.0	-46.0
Total FTEs	583.0	583.0	537.0	-46.0

Police Department Department Summary

The SPD has affirmatively adopted a neighborhood-based, problem-oriented, and data-driven strategy that focuses on the sensitive needs and quality-of-life issues particular to neighborhoods as the basic building-blocks of its organizational structure and its policing strategy. While our neighborhoods have different issues and list their own priorities differently, the Springfield Police Department is equipped to respond to all their concerns in a timely and effective manner.

The department is structured with divisions of: Neighborhood Operations, Operational Support and Business and Technology. The Neighborhood Operations and the Operational Support divisions are commanded by four civil service Deputy Chiefs. The third division, Business and Technology, houses the administrative functions of the SPD and is led by a professional civilian manager.

Consistent with the focus on neighborhoods, the Deputy Chief of Police in command of the Operational Support division deploys officers to various neighborhood sectors in partnership with neighborhood-based officers to cooperatively address crime trends.

The SPD holds weekly crime meetings facilitated by the Police Commissioner and/or his command staff. Crime meetings are attended by the commanding officer of each division, bureau captains, and representatives from the squads, as well as the Communications Center and Crime Analysis Unit. During these meetings, reports that are compiled by the Crime Analysis Unit about crime and quality-of-life issues are reviewed. In accordance with the data and intelligence-led policing, deployments and strategic responses are developed and evaluated.

Fiscal Year 2009 Highlights

The Police Department in Fiscal Year 2009 implemented neighborhood-based policing. An Ordinance Unit was created to address the quality-of-life issues within the City's neighborhoods. This unit helped support hot spot enforcement driven by crime data. Highlights of these efforts included:

Enhanced enforcement and attention to quality-of-life issues within neighborhoods.

Increased in park and walks and direct community contact.

The department continued its centralization of its human resource and payroll functions by implementing Telestaff. Telestaff is a software application that centralizes all unit rosters, records daily time and attendance, and interfaces with ADP for weekly payroll processing.

Risks and Challenges

Continue to seek additional funding and resources to support the improvement of the department's infrastructure.

Installing and retraining personnel on a new Computer-Aided Dispatch (CAD) system.

Coordinating training within the Police Department on new applications.

Strategic Decisions for Fiscal Year 2010:

Enhance and expand the SPD's camera and Shot Spotter systems, in conjunction with other law enforcement agencies.

Implement an inventory management system.

Expand the Ordinance Unit to address quality-of-life issues.

Neighborhood Operations

Description: Police Officers assigned to the uniformed divisions of the Department are on-patrol twenty-four hours a day, 7 days a week, 365 days a year. Officers are assigned to three squads covering midnight to 8am, 8am to 4pm and 4pm to midnight. These squads patrol the City's neighborhood sectors and respond to 911 calls for emergency service, perform routine patrols, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. Each neighborhood sector has an assigned Ordinance Unit officer to work directly with neighborhood groups focusing on quality-of-life concerns.

A Deputy Chief of Police has around-the-clock responsibility for each of the neighborhood sectors assigned to him. Deputies are visible at community and team meetings, as well as, business meetings and other events in their assigned neighborhoods. The deputies, through intelligence-led policing strategies shared with Captain-level watch commanders, coordinate strategies for their respective areas.

Uniformed personnel (both supervisor and patrol officers) are utilized daily in the police station for multiple functions including guarding detainees in the municipal lockup, addressing community questions and complaints, taking reports, and maintaining and dispensing equipment to patrol officers.

Service Goals

The program goals of the neighborhood sectors are to provide police presence in neighborhoods and quickly, as well as effectively respond to community calls for service. The Springfield Police Department's intelligence-led policing methods will continue to engage in collaborative problem solving initiatives with the public in order to reduce crime, the fear of crime, disorder. It will also provide safety, and improve the quality-of-life in Springfield.

Operational Support Division

Description: The Operational Support Division is under the command of a Deputy Chief of Police and coordinates activities in accordance with the strategies developed through the intelligence-led police methodology. Strategic, tactical and quality-of-life needs of the City as a whole and the neighborhood sectors are taken into account. The Deputy relies on the exchange of information from formal meetings, direct contact with residents, and informal conversations and observations had throughout the day. The Deputy oversees four bureaus (Criminal Investigation, Vice-Narcotics, Juvenile – Special Victims/Domestic Violence Unit, and the Tactical Support Bureau), each headed by a police captain. Within each of these bureaus are sections and units that further support the work of the SPD.

Service Goals

Criminal Investigations Bureau

The Criminal Investigations Bureau has several sections. Among them are Major Crimes (Homicide, Assault, Robbery), Auto Theft, Crime Scene Identification, and Arson. All detectives assigned to the Major Crimes section of the Bureau are also assigned to a specific patrol district and are responsible for the investigation of violent crimes or other serious in nature. Crimes committed in the city relate directly to the quality-of-life perception of the residents. Bureau supervisors know this and use the intelligence-led police method for identifying patterns and deploying officers. Supervisors in the Bureau attend the weekly crime meetings and coordinate deployment strategies with the Deputy Chiefs and other Bureau supervisors.

Juvenile and Student Support

The Juvenile and Domestic Violence Division is responsible for the investigation of crimes committed by youth less than seventeen years of age, as well as, any reports of runaway or missing youth and adult missing persons reports. The Juvenile Division is also responsible for the booking and transportation of all juvenile suspects placed under arrest. The Student Support Unit (Quebec Team) and the department's student resource officers are also part of this bureau and provide security and investigative services to the City's high schools, middle schools, and alternative schools. The Student Support Unit will have an increased role interacting with city youth through mentoring programs and grant-based initiatives that will foster relationships in a pre-enforcement interaction. With the knowledge that issues revolving youth greatly affect the quality-of-life in Springfield, the Captain and supervisors of the Bureau attend the weekly crime meeting and use identified patterns and trends to deploy officers in coordinated efforts with the Deputy Chiefs and other Bureau supervisors.

Special Victims Unit

The Special Victims Unit (SVU) is responsible for the investigation of cases that are related to domestic abuse, rape and other sexual assaults, child abuse and neglect, and elder abuse and crimes against the elderly. This unit also enforces orders of protection (restraining order) violations. The SVU also assists other bureaus where specialized training is required. These detectives also assist victims and witness advocates when necessary. Numerous cases are investigated through referrals from the District Attorney's office, as well as the Department of Children and Families (DCF). Springfield's Sex Offender Registry is also maintained by this unit and they are responsible for disseminating information related to Level 3 offenders to the public.

Vice Control Division

The Vice Control Division is responsible for the investigation of crimes involving the use, possession, sale, manufacturing, and transportation of controlled substances, including liquor and tobacco, as well as prescription and illegal narcotics. Crimes that fall under the category of commercialized vice, racketeering, loan sharking, illegal gaming and lotteries, prostitution, obscene materials and pornography are also investigated by this bureau. The Vice Control Division supports the efforts of the patrol force in the neighborhoods and work on issues such as narcotics and prostitution as an adjunct and supplemental staff.

Tactical Operations Division

The Tactical Operations Division supports the work of the neighborhood sectors. The units in this division operate city-wide in response to needs expressed by the Commissioner and the Deputy Chiefs through the use of Intelligence-led Policing methodologies. The Street Crimes Unit, Traffic Bureau, Warrant Unit, and the Intelligence Unit provide tactical and operational support and work in concert with the whole of the Springfield Police Department.

Academy Training

The Police Academy recruits and trains new recruits during an intensive 22-week academy program that exceeds the mandatory Massachusetts Municipal Police Training Committee requirements. The Academy provides specialized trainings and retraining of department members as required by the Police Commissioner. The Academy also provides in-service training for all sworn personnel; this also exceeds the State's requirements. The Academy is responsible for the coordination of all trainings attended by department personnel.

Business and Technology

Description: The Division of Business and Technology is the administrative branch of the SPD. This division houses the totality of the fiscal and personnel services, Information Technology, and the Research and Standards section. There are several units that are familiar to citizens and other stakeholders, such as Records, Customer Service, Communications Center, and the Crime Analysis Unit. Training and data, as well as improved automation of the core functions, are also among the responsibilities of the division.

Service Goals

The goal of this division is to provide information and support to all members of the Police Department, as well as enhance operations and quality-of-life on the job.

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$35,198,177	\$36,811,955	\$35,233,446	(\$1,578,509)	-4.3%
Purchases of Services	\$819,885	\$756,167	\$668,167	(\$88,000)	-11.6%
Supplies & Materials	\$1,198,155	\$996,347	\$897,847	(\$98,500)	-9.9%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$35,638	\$25,000	\$17,000	(\$8,000)	-32.0%
Capital Outlay	\$558,057	\$536,000	\$396,000	(\$140,000)	-26.1%
Total Operating Funds	\$37,809,912	\$39,125,469	\$37,212,460	(\$1,913,009)	-4.9%

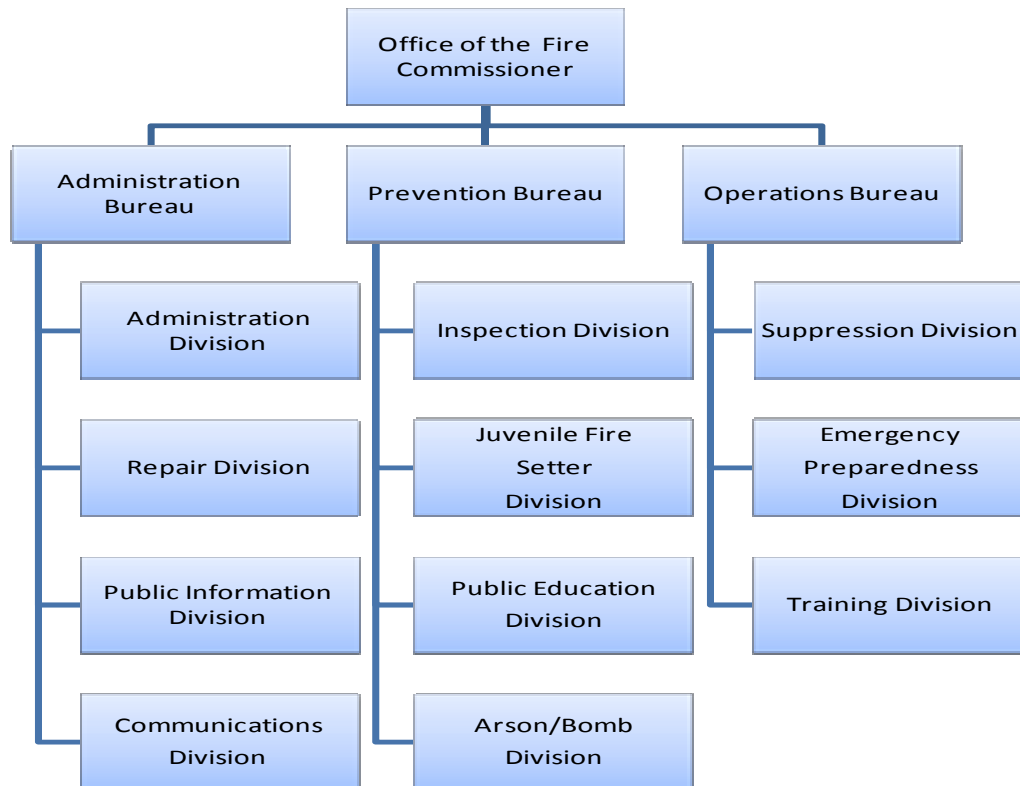
External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Various (see p. 8-14)	\$3,674,922	\$3,674,922	\$4,228,551	\$553,629	13.1%
Total External Funds	\$3,674,922	\$3,674,922	\$4,228,551	\$553,629	13.1%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$37,809,912	\$39,125,469	\$37,212,460	(\$1,913,009)	-4.9%
External Funds	\$3,674,922	\$3,674,922	\$4,228,551	\$553,629	13.1%
Total All Funds Budget	\$41,484,834	\$42,800,391	\$41,441,011	(\$1,359,380)	-3.2%

Grant Summary

Management Spreadsheet - Updated: April 10, 2009						
<u>Grant Name</u>	<u>Grant Amount</u>	<u>State/ Federal</u>	<u>Start Date</u>	<u>End Date</u>	<u>Personal Services</u>	<u>OTPS</u>
Community Policing	\$471,794	State	7/1/2008	6/30/2009	125,000	346,794
State 911 Dept. (formerly SETB)	\$98,588	State	9/3/2008	6/30/2009	78,588	20,000
Shannon Grant / Community Safety Initiative	\$1,400,000	State	11/1/2008	10/31/2009	497,105	902,895
VAWA (2008)	\$65,000	State	10/1/2008	9/30/2009	65,000	-
Governor's Highway Safety Bureau	\$132,000	State	12/1/2007	9/30/2012	120,000	12,000
State Building Grant	\$200,000	State	10/1/2007	6/30/2009	-	200,000
Weed and Seed (Mason Square)	\$37,500	Federal	6/1/2009	8/31/2009	37,500	-
Byrne Memorial Category 1	\$330,000	Federal	4/1/2009	9/30/2009	220,825	109,175
Byrne Memorial Category 3	\$540,938	Federal	4/1/2008	9/30/2009	382,563	158,375
Justice Assistance Grant (JAG - Byrne Grant)	\$336,543	Federal	10/1/2006	9/30/2010	-	336,543
Justice Assistance Grant (JAG - Byrne Grant)	\$99,481	Federal	10/1/2007	9/30/2011	-	99,481
Alcohol Enforcement	\$20,000	State	1/1/2009	5/31/2009	20,000	-
State 911 Dept. (formerly SETB)	\$496,707	State	4/5/2009	6/30/2009	391,876	104,831
TOTAL:	\$4,228,551				\$1,938,457	\$2,290,094

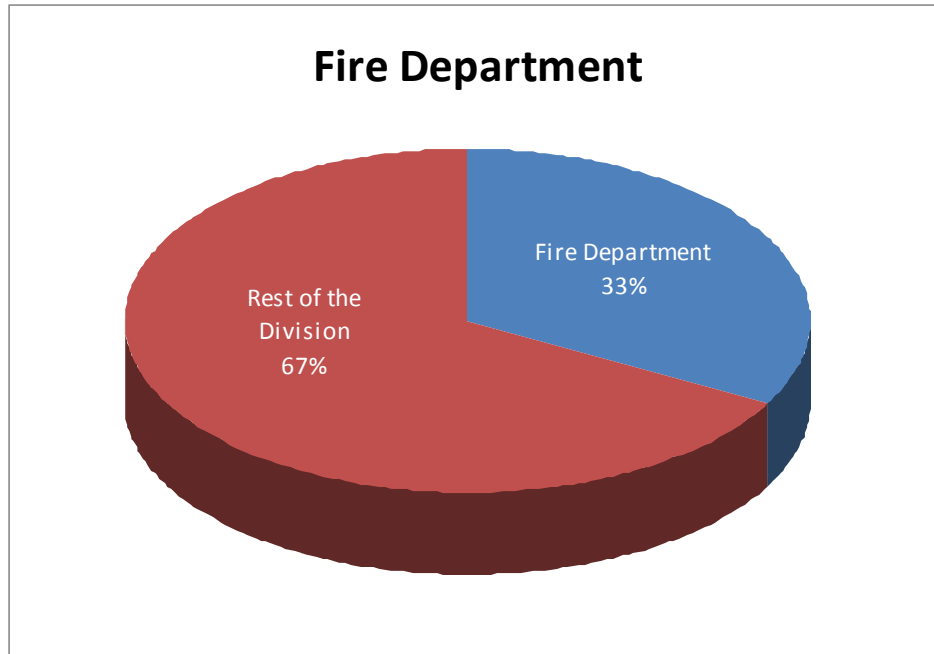
Fire Department



Mission Statement

The Springfield Fire Department is committed to providing the highest quality emergency response and fire prevention services possible for those living in, working in, or visiting the City of Springfield. This includes the timely, professional, and effective response to all fires, explosions, medical emergencies, and hazardous materials incidents. We will achieve this in conjunction with thorough arson investigation, fire safety education, and inspection services, as well as, striving to train all members to the highest possible industry standards.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal	\$17,390,000	\$18,744,139	\$17,555,826	(\$1,188,313)	-6.3%
OTPS	\$1,972,320	\$1,837,399	\$1,571,792	(\$265,607)	-14.5%
Total General Fund	\$19,362,320	\$20,581,538	\$19,127,618	(\$1,453,920)	-7.1%

Division Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Fire Department	290.0	291.0	262.0	-29.0
Total FTEs	290.0	291.0	262.0	-29.0

Fire Department Department Summary

The department is comprised of three bureaus: Administration, Operations, and Prevention. The department responds to over ten thousand calls annually for fire, rescue, hazmat and medical emergencies. The Administration Bureau consists of the Fire Alarm, Fire Repair Division, Administration, and Public Information Divisions which provide communications, administrative support, and public information, respectively. The Operations Bureau consists of fire suppression, training and emergency preparedness personnel. The Prevention Bureau consists of Fire Inspections, Arson and Bomb Squad, Public Education and the Fire Stop Program (Juvenile Fire Setter).

Fiscal Year 2009 Highlights

The Department's Fiscal Year 2009 highlights are included within each bureau's summary pages.

Administration Bureau

Description: The Administration Bureau provides leadership and support to all City of Springfield Fire Department divisions. The Administration Bureau consists of several sub-divisions: Fire Repair, Fire Alarm, Administration, and Public Information. The Administration Bureau directly supports the mission of the Fire Department by maintaining and, when possible, enhancing Fire Department apparatus and equipment, processing requests for emergency response, supporting administrative policies and procedures, and coordinating emergency scene information for the media.

Fiscal Year 2009 Highlights:

Overall sick leave has been reduced by 18%.

Grievances have been reduced by 43%.

Injuries have been reduced by 29%.

Filled vacancies in order to fully staff the dispatch center.

Received national recognition of the Public Information sub-division's efforts in *Fire House* magazine.

Risks and Challenges Fiscal Year 2010:

Budgetary constraints threaten core services.

Increase in injuries due to a reduction in staffing.

Health and safety continue to be important issues due to the lack of a comprehensive health and safety plan.

An aging fleet may have impact on budget due to increased maintenance costs.

Continued implementation of Telestaff and other technology without a dedicated IT Specialist.

Strategic Decisions for Fiscal Year 2010:

Continue to stress the importance of appointing a Health and Safety Officer who will spearhead the enhancement of the health and safety of the entire department.

Strengthen the operational systems of the department by finalizing the appointment of an IT Specialist who can broaden the use of technology within the department.

Strengthen the labor/management partnership by increasing communications between administrative personnel and bargaining unit representatives.

Short Term Goals:

Respond to union grievances within 24 hours.

Conduct preventative maintenance on at least six (6) apparatus per month.

Process facility maintenance requests within 24 hours.

Provide information to media concerning incidents responded to by the Springfield Fire Department.

Intermediate Term Goals:

Implement a comprehensive Health and Safety Program for firefighters.

Implement Injured-on-Duty and Restricted Duty programs.

Replacement of two (2) fire engines and one (1) ladder truck.

Continue to remain competitive in the Fire Act grant process.

Ongoing sick leave monitoring.

Strategic Objectives for Fiscal Year 2010:

Re-submit request for the creation of a department Health and Safety Officer.

Continue discussions with Local 648 surrounding Injured-on-Duty and Restricted Duty programs.

Maintain the fleet of departmental apparatus and vehicles.

Submit application and supporting material for Fire Act Grant.

Operations Bureau

The Operations Bureau comprises the suppression, training, and the office of emergency preparedness divisions. The Suppression Division provides emergency mitigation services to those reporting emergencies to the Springfield Fire Department. The Training Division plans, arranges, and delivers training for Springfield Fire Department personnel. The division also furnishes training and exercise in all areas of Fire/Rescue/EMS/Hazmat training, as well as, providing in-station drills to keep the companies' training up to date. The Office of Emergency Preparedness (OEP) prepares and maintains emergency response plans for the City. The OEP coordinates exercise programs to train departments with their roles in the plans and is responsible for providing management and technical support during emergency responses.

Fiscal Year 2009 Highlights:

Zero fire fatalities in 2008.

Purchase and installation of Ladder Three.

Site acquisition and architectural design was finalized for a new Station 3.

Implementation of psychological testing for new recruits.

Rapid emergency response times maintained.

Fiscal Year 2010 Risks and Challenges:

Potential budget cutbacks may result in layoffs, station closings or curtailment of services.

Establish a certified list to fill vacancies in the lieutenant's rank.

Implementation of EMT-B level EMS service within budget constraints.

Potential retirement of experienced officers.

Strategic Decisions for Fiscal Year 2010:

Allocation of resources in the event of significant cuts to local aid.

Areas of focus in the 2010 Fire Act Grant application.

How to best utilize new Ladder 3 until opening of new Station 3.

Short Term Goals:

Provide timely and effective response to emergencies involving, fire, rescue, EMS and Haz-mat incidents.

Secure sufficient funding to keep fourteen fire companies and necessary support divisions in service. Full time employees to be supplemented by overtime component.

Fulfill EMS training requirements for all members who respond to EMS calls.
Provide training needed for transition to newly acquired ladder truck 3.

Intermediate Term Goals:

Replace the Oakland Street fire station with a new facility on White Street.

Continue implementation of Mass Decontamination Unit in conjunction with area hospitals, provided state sponsored funding continues.

Objectives for Fiscal Year 2010:

Respond to 90% of structure fires in four minutes or less.

Maintain percentage of property value saved at 80% or greater.

Prevention Bureau

The Prevention Bureau consists of multiple sub-divisions. The City's Fire Inspection Division, the Arson and Bomb Squad, Public Education Officer and the Fire Stop/Juvenile Fire Setter program are all integral parts of the Prevention Bureau. This Bureau ensures the safety of the public and the environment through the enforcement of Massachusetts General Law Chapter 148, City ordinances, Code of Massachusetts Regulations (CMR) 527 and National Fire Prevention Association (NFPA) standards. Fire Prevention pursues its goals through public education, the issuance of permits, plan reviews, inspections and fire drills, complaint investigation, fire alarm and sprinkler testing, and helping maintain a clean environment by a strict observance of Underground Storage Tank/Above Ground Storage Tank removals and installations. The Bureau works closely with Elder Affairs to install smoke detectors in homes of elderly residents. The Bureau also works closely with Code Enforcement to upgrade vacant or idle properties to current fire safety standards. The Public Education Officer (PEO) provides fire safety education to the public in order to reduce the loss of life and property due to fire hazards. The Arson and Bomb Squad is composed of firefighters and police officers who provide thorough investigations of all fires and is responsible for the handling and disarmament all hazardous devices found within the City. The main purpose of the Fire Stop Program is to provide consistent and appropriate response to fire setting incidents that involve children under the age of eighteen with a comprehensive intervention and education program.

Fiscal Year 2009 Highlights:

Prevention is on track to perform a minimum of 8000 inspections.

Two Inspectors voluntarily received MA certification as Fire Inspector 1.

Arson investigated 282 incidents, with only 2 classified as "Undermined."

The Public Education Officer conducted 362 fire safety classes.

Fire Stop received 67 referrals.

Risks and Challenges Fiscal Year 2010:

Maintaining seven (7) inspectors.

Maintaining all of the current inspectional programs.

Obtaining vehicles for inspectors, Arson and Fire Stop.

Maintaining sufficient funds for training for Fire Inspectors and Fire Investigators.

Strategic Decisions for Fiscal Year 2010:

Programs may be cut if the current level of Inspectors cannot be maintained.

Possible expansion of the Public Education program.

Short Term Goals:

Prevention: Maintain current level of Inspectors.

Arson: Track fires in vacant properties to determine if the corporations/companies are owned by the same persons and determine similarities in the fires.

P.E.O: Continue the expansion of Fire and Life Safety education in the Springfield School's curriculum.

Fire Stop: Have another member assigned to the program to provide a Direct-Care Education program.

Intermediate Term Goals:

Prevention: Certify one additional inspector as Fire Inspector 2.

Arson: Have all Investigators certified as Fire Investigators.

P.E.O: Expand Fire and Life Safety education throughout elementary schools in Springfield with emphasis on 1st and 3rd grade.

Expand the Fire Extinguisher training to local businesses by 20%.

Fire Stop: Purchase and incorporate an additional facility with the Hazard House project in order to provide additional educational resources to the City of Springfield.

Strategic Objectives for Fiscal Year 2010:

Prevention: Implementation of a Fire Department website.

Arson: Have 2 additional investigators certified as Fire Investigators.

P.E.O: Provide Fire and Life Safety education to the general public.

Fire Stop: Establish a pool of regional Public Safety personnel and community leaders that are trained to perform screenings and provide fire education classes.

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$17,390,000	\$18,744,139	\$17,555,826	(\$1,188,313)	-6.3%
Purchases of Services	\$912,730	\$987,449	\$835,759	(\$151,690)	-15.4%
Supplies & Materials	\$903,339	\$839,450	\$730,033	(\$109,417)	-13.0%
Other Charges & Expenditures	\$9,340	\$8,500	\$6,000	(\$2,500)	-29.4%
Capital Outlay	\$146,911	\$2,000	\$0	(\$2,000)	-100.0%
Total Operating Funds	\$19,362,320	\$20,581,538	\$19,127,618	(\$1,453,920)	-7.1%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Total External Funds	\$2,207,240	\$1,411,874	\$331,000	(\$1,080,874)	-76.6%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$19,362,320	\$20,581,538	\$19,127,618	(\$1,453,920)	-7.1%
External Funds	\$2,207,240	\$1,411,874	\$331,000	(\$1,080,874)	-76.6%
Total All Funds Budget	\$21,569,560	\$21,993,412	\$19,458,618	(\$2,534,794)	-11.5%

Grant Summary

	Approp. FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
HOMELAND SECURITY	749,831	749,831	0	(749,7831)	-100%
EOPS - MMRS	137,115	0	0	0	0%
EOPS - MMRS		0	0	0	0%
MMRS	250,000	250,000	321,000	71,000	28.4%
FIRE ACT PROGRAM	600,000	0	0	0	0%
S.A.F.E	9,000	9,000	10,000	1,000	11.1%
FIRE SAFETY EQUIPMENT	28,005	0	0	0	0%
MDU	30,246	0	0	0	0%
FIRE DONATIONS	25,586	25,586	0	(25,586)	-100%
MES AMBULANCE	377,457	377,457	0	(377,457)	-100%
TOTAL GRANT FUNDS	\$2,207,240	\$1,411,874	\$331,000	(1,080,874)	-76.6%

Performance Measures

Measurable Goal: To continue to thoroughly investigate fires.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of investigated fires whose cause was undetermined	3.6%	5.0%	9.0%

Measurable Goal: To respond to structure fires as quickly as possible.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of structure fires responded to in 4 minutes or less	92.6%	95.4%	90.0%

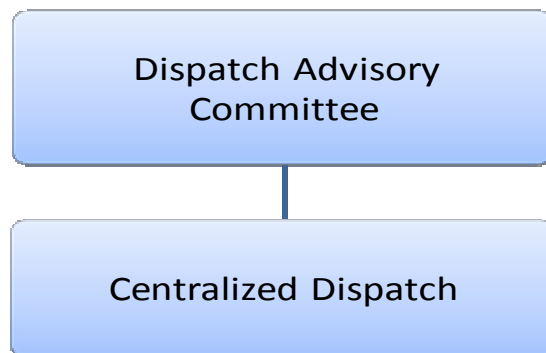
Measurable Goal: To effectively respond to fire emergencies.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of property value saved	92.1%	83.7%	80.0%

Measurable Goal: To increase public safety through the discovery and elimination of potential life safety hazards.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of fires	1,229	1,144	<1,200
Number of fires whose cause was determined to be incendiary	87	110	110
Number of routine and special inspections	8,443	6,966	6,000

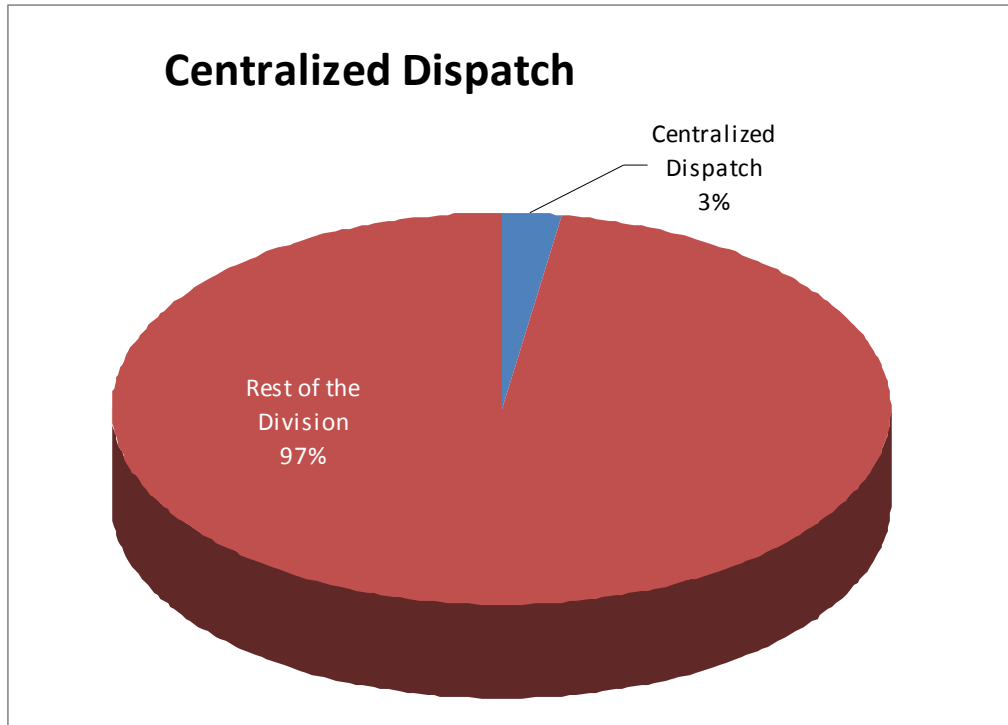
Centralized Dispatch



Mission Statement

To provide and maintain a primary and secondary public safety answering point for the city.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$0	\$0	\$1,351,295	\$1,351,295	100.0%
OTPS	\$0	\$0	\$156,500	\$156,500	100.0%
Total General Fund	\$0	\$0	\$1,507,795	\$1,507,795	100.0%

Division Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Fire Department	0.0	0.0	43.0	43.0
Total FTEs	0.0	0.0	43.0	43.0

Centralized Dispatch Department Summary

Public safety communication centers utilize a significant amount of communications equipment and systems in their daily operations. The Springfield Police and Fire Department dispatch centers each employ multiple systems. These include Computer Aided Dispatch Systems (CAD), Records Management Systems (RMS), and Geographic Information Systems (GIS), the 9-1-1 system, the radio system, and the recording system. These systems must be housed in appropriate facilities.

The 9-1-1/dispatch consolidation project that the City is considering will have wide-reaching effects on public safety operations in the City of Springfield. This project would not only be an improvement over current dispatch operations but a cutting edge example of how departments and communications operations relate to one another.

In February of 2009, the Finance Control Board established the Dispatch Department within the city under the jurisdiction of the Mayor, existing to provide and maintain a primary and secondary public safety answering point for the city.

The department will be headed by a Dispatch Director that reports to a six-member Dispatch Advisory Committee comprised of the Mayor, Police Commissioner, Fire Commissioner, Director of 3-1-1, Chief Information Officer, and the Chief Administrative Financial Officer, or their designees. The committee is responsible for setting the department's policies, procedures, goals, objectives, and performance measures while the director is tasked with the personnel administration, day-to-day operations, and long-range strategic planning for the department.

All Funds Budget

Operating Budget	Acutal FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$0	\$0	\$1,351,295	\$1,351,295	100%
Purchases of Services	\$0	\$0	\$92,500	\$92,500	100%
Supplies & Materials	\$0	\$0	\$64,000	\$64,000	100%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$0	\$0	\$1,507,795	\$1,507,795	100%

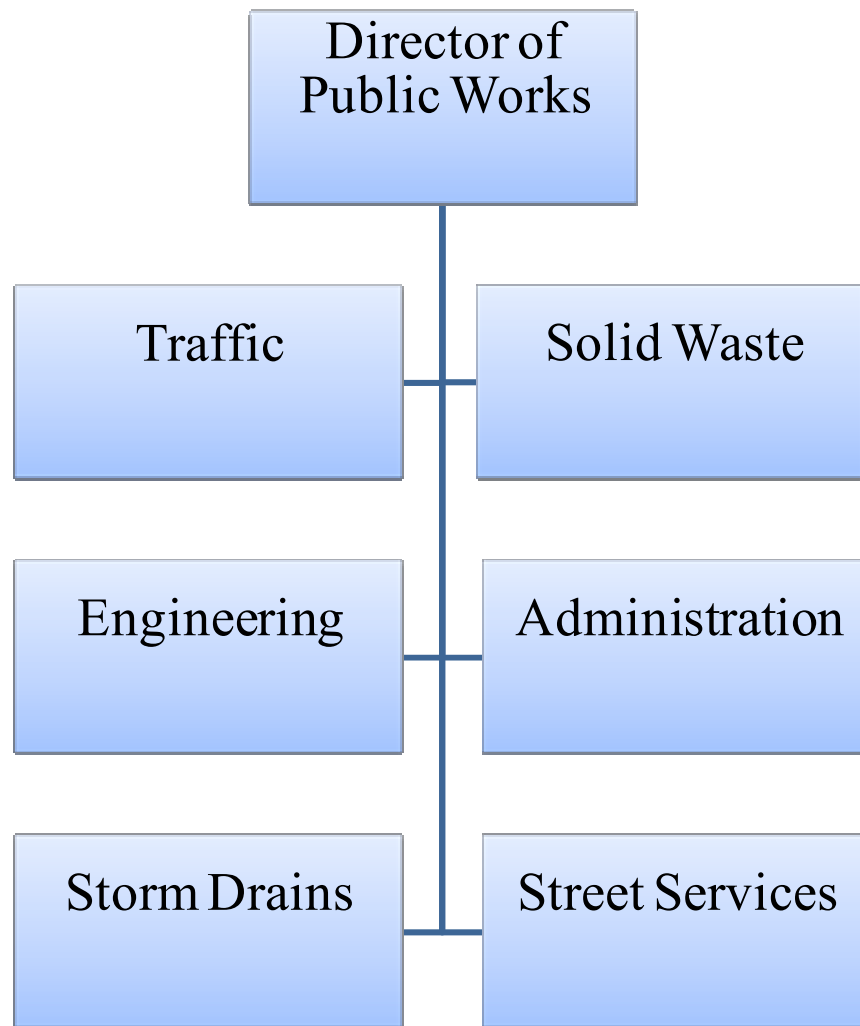
External Funds	Acutal FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Acutal FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$0	\$0	\$1,507,795	\$1,507,795	100%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$0	\$1,507,795	\$1,507,795	100%

Section 8
Department of Public Works

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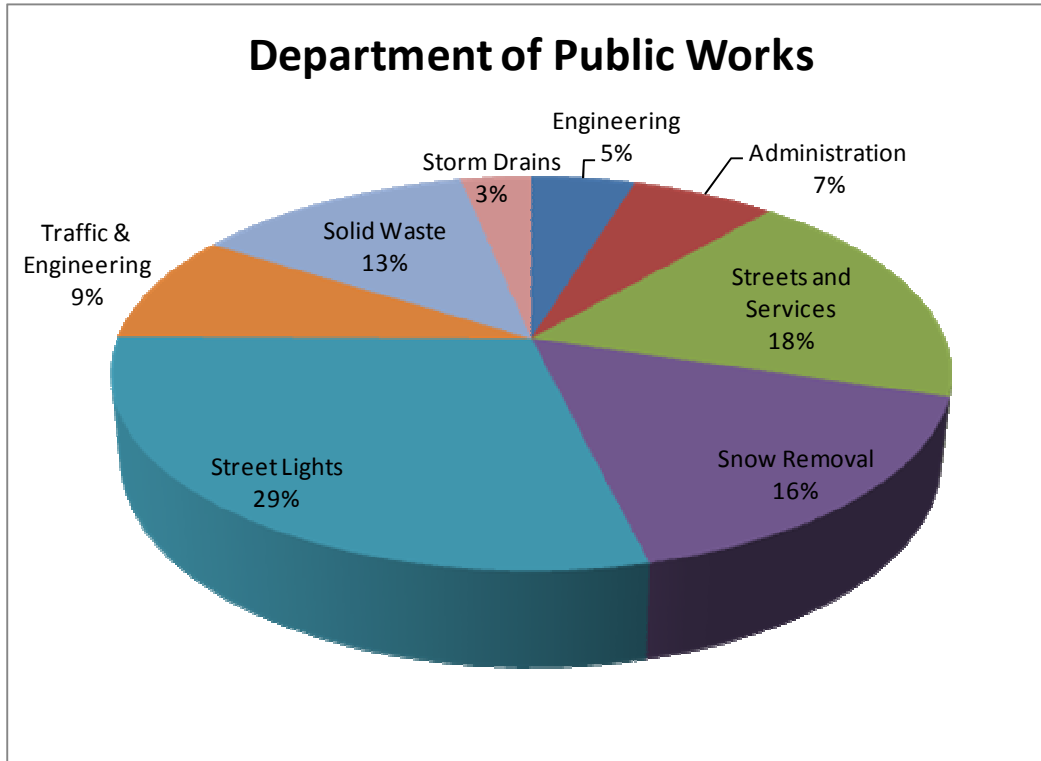
Department of Public Works



Mission Statement

The mission of the Department of Public Works (DPW) is to maintain, preserve and improve the City of Springfield's public way infrastructure.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$5,653,459	\$6,298,123	\$4,235,357	(\$1,230,497)	-22.5%
OTPS	\$8,372,551	\$7,269,908	\$5,387,790	(\$65,698)	-1.2%
Total General Fund	\$14,026,010	\$13,568,031	\$9,623,147	(\$1,296,195)	-11.9%

Division Personnel (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Department of Public Works	174.0	135.5	99.0	-36.5
Total FTEs	174.0	135.5	99.0	-36.5

Department of Public Works

Department Summary

The DPW consists of three operational divisions and one administrative division. The operational divisions are: Solid Waste, Streets Services, and Engineering. Each one of these divisions, through its normal course of business, contributes to the vibrancy of the City.

The Solid Waste division provides a curbside collection of rubbish, recycling material, yard waste and bulk items to 43,583 residential units and 1,710 small businesses, apartments and condominiums.

The Streets Maintenance subdivision is responsible for the repair and maintenance of city's 1,100 lane miles of roadways and 600 miles of sidewalks, as well as, snow and ice operations.

The Engineering division provides project management and construction management services for major city design and construction projects; water resources engineering for the US EPA Stormwater permit compliance, flood protection, dams and drainage systems; pavement management; right of way permits; and manages the cities maps.

Fiscal Year 2009 Highlights

Resurfaced \$4 million worth of roadway and constructed \$0.9 million worth of sidewalks.

Began the \$17 million State Street corridor reconstruction project.

Converted approximately 150 private ways to public streets, equating to about \$0.2 million in additional Chapter 90 funds.

In the DPW's first year of providing street sweeping service, the entire city was swept 3 times.

Developed, implemented and monitored the single stream recycling pilot program.

Continued the implementation of the CarteGraph with Traffic and Engineering modules.

Risks and Challenges

One of the challenges facing the DPW is finding an indoor location to store its vehicles and equipment. If the DPW is successful in securing such a location, the useful life of the City's vehicles will be extended considerably.

Another challenge is simplifying the procurement process to hire private contractors to plow city streets. In Fiscal Year 2009, DPW saw a decline in the number of snow plow contractors in the DPW's annual program. This loss of contracts restricted DPW's ability to clear the City's streets in a safe and timely manner. In Fiscal Year 2010, DPW plans to work with the Office of Procurement to develop incentives to bring back contractors who have left and encourage contractors to sign up earlier in the year.

Strategic Decisions for Fiscal Year 2010

The DPW will continue to work with the Office of Planning and Economic Development and the Parks and Facilities Departments to locate property in the City where we can store our vehicles and equipment indoors. Currently the City is investigating the feasibility of two different sites for vehicle storage.

The DPW will formulate a list of reasonable changes to simplify the procurement process for hiring outside contractor's to plow City streets. The DPW will present this list to the Mayor, Control Board, Finance, Procurement, and Law departments for their opinion.

Finally, the DPW will continue to investigate the feasibility of a major expansion of the single stream recycling pilot program to include other sections of the City that currently receive the dual stream recycling collection service.

Solid Waste Division

Description: The Solid Waste division provides weekly curbside pick-up of municipal solid waste and bi-weekly collection of dual stream recycling and yard waste to 43,583 residential units and 1,710 small businesses, apartments, and condominiums. The Solid Waste division also provides curbside bulk waste pickup. Residents can schedule bulk waste pick-ups through the City's 311 Call Center for a fee of \$8 per item. The Solid Waste division organizes six (6) household hazardous waste collections throughout the year. Household hazardous waste collection is free of charge. The Solid Waste division is also responsible for the management of three (3) city owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi's Island Landfill. The Solid Waste division operates five (5) automated trash trucks, nine (9) semi-automated trash trucks, six (6) recycling trucks, four yard waste trucks, one (1) bulk waste truck every other week and one (1) complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City and collecting carts in alleys and dead end streets. In Fiscal Year 2008 the DPW implemented and administered the annual \$90 trash fee. The City, through the City Auditor's Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste throughout the City.

In Fiscal Year 2010, the Springfield Department of Public Works will continue to work with the Waste Reduction Action Plan (WRAP) Committee to develop and implement a solid waste reduction programs designed to reduce the amount of solid waste disposed of by Springfield residents while, at the same time, increasing the amount of waste that is recycled and composted. The DPW will continue with enforcement of the City's mandatory recycling ordinance through the efforts of the full time recycling coordinator. An aggressive campaign will also be put in place to educate residents not only on the environmental benefits of recycling, but also on its impact to the City's budget. The City's current sticker policy and penalties associated with ordinance non-compliance will also be highlighted. Collection routes will also be routinely examined for ways to maximize efficiency based on the results of the waste reduction program. Also, the division will work with the newly formed Solid Waste Advisory Committee (SWAC) to review its current operations and produce a Solid Waste Master Plan.

Short Term Goals:

Continue to apply for DEP grants, educational materials and technical assistance.

Oversee the \$16.8 million (2007 pricing) expansion of the Bondi Island Sanitary landfill.

Recommend to integrate all components of the solid waste management operation into the Fiscal Year 2010 Enterprise Fund.

Intermediate Term Goals:

Increase recycling efforts by utilizing the grant-funded position of recycling coordinator.

In cooperation with the Solid Waste Advisory Committee, begin the evaluation process of options for municipal solid waste disposal in anticipation of the 2014 expiration of the City's disposal contract.

Assist Finance, Auditor, IT and vendor in implementing the MUNIS Utility Billing module.

Strategic Objectives for Fiscal Year 2010:

Develop, institute and administer a waste reduction plan designed to reduce the amount of solid waste disposed of by Springfield residents.

Provide compliance, monitoring, and enforcement of the City's mandatory recycling ordinance.

Install a new gate trailer at the Bondi's Island Landfill.

Develop approaches to comply with DEP 2006 Solid Waste Master Plan waste reduction goals.

Field test and evaluate the advantages of a computer in the supervisors' vehicles.

Request five (5) semi-automated truck replacements.

Streets Services

Description: The DPW maintains 1,100 lane miles of streets, 600 miles of sidewalks and three bridges. The Street Maintenance subdivision's core services include roadway and sidewalk repairs, asphalt patching, street sweeping, and snow & ice control. The Street Maintenance combats deteriorating streets with its milling and paving machines. The milling and paving program allows the subdivision to extend the life of roadways by repairing small sections where large contractors would not otherwise service. This program milled and paved over 20,000 square yards of roadway surface. In Fiscal Year 2010, the street sweeping program expects to sweep the entire City three (3) times and the Central Business District streets once a week as weather permits. Snow and Ice Control is a seasonal operation responsible for snow removal, as well as sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 20 pieces of City equipment to fight small snow and ice events. During large snow events the City supplements the City's fleet with up to 120 hired plows.

Short Term Goals:

Installation of four (4) pavement weather stations to monitor roadway conditions in times of severe weather.

Installation of twelve (12) more surveillance cameras to be used for snow and ice control as well as for traffic monitoring.

Strategic Objectives for Fiscal Year 2010:

Develop a list of recommendations to improve the process of hiring contractors to plow City streets.

Engineering Program

Description: Under the direction of the City Engineer, this division provides project management for the design, permitting and construction of roadway and utility Capitol projects; pavement management; water resources engineering for flood protection systems, dams and drainage systems; issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations to the City. The Engineering Division also provides professional Civil & Environmental Engineering technical support to various boards, City departments and public agencies.

Short and Intermediate Term Goals:

Reorganize the Division to maximize services in light of the 9C budget and staff cuts.

Revamp internal operating procedures to improve efficiency and productivity.

Continue project and construction management of over \$25 million of capitol projects.

Continue the project to convert private ways to public ways in order to increase public lane mileage eligible for Chapter 90 highway funds from the State.

Implement the State mandated trenching permit system.

Update the US EPA Phase II Stormwater Permit to ensure compliance with federal regulation

Complete the FEMA Flood Protection System certification and US Army Corps of Engineers Comprehensive Inspection.

Strategic Objectives for Fiscal Year 2010:

Complete the Division reorganization & revision of internal operating procedures.

Effectively manage multi-year, multi organizational Capital projects valued at over \$25 million.

Complete the private way conversion project.

Aggressively manage the Pavement Management & Street/ Trench Permit Programs to keep the City streets at a high level of service.

Expand water resource engineering mission to address all City flood, drainage, and dam infrastructure to ensure regulatory compliance; to update operations & maintenance procedures; and to address related emergency management planning.

Update DPW Web sites to allow customers to get information 24/7 for permits, policies, procedures, project updates, etc.

Traffic Division

Description: The Traffic subdivision is responsible for the maintenance and repair of the City's 200 signalized intersections. The subdivision manufactures and installs all transportation regulatory signs. The subdivision maintains 180 miles of pavement markings including crosswalks and administers the accident recovery program for damages to City property. Additionally, the subdivision administers in conjunction with Western Mass Electric Company, the maintenance of 14,000 street lights.

Short Term Goals:

Implement CarteGraph CMMS for signals and signs.

Strategic Objectives for Fiscal Year 2010:

Begin installation of Intelligent Transportation System (ITS) camera monitoring system.

Continue upgrading traffic signal controllers throughout the City.

Storm Drains Division

Description: This subdivision maintains the City's storm drain system. The Storm Drain division follows the Best Management Practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater General Permit. Under this permit the subdivision "must have an operation and maintenance plan to ensure that systems function as designed for all stormwater management systems." The Storm Drains subdivision estimates there are approximately 14,000 catch basins, 5,000 manholes, 280 outfalls, 24 separate drainage basins, and an unknown number of miles of storm drainage pipe of various sizes throughout the city. The subdivision consists of five maintenance personnel divided into two crews. The first crew consists of two employees and a jet/vac machine to clean catch basins while the second crew utilizes the three remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections.

Short Term Goals:

Continue facility inspection and mapping.

Work with other departments to negotiate and develop new NPDES Phase II permit.

Establish city ordinances for erosion and sediment control.

Intermediate Term Goals:

Expand maintenance program to meet or exceed the stricter requirements for a new 5-year NPDES Phase II permit.

Create specific schedule for maintenance of all drainage sedimentation chambers/areas.

Strategic Objectives for Fiscal Year 2010:

Maintain storm water collection system in compliance with current NPDES Phase II permit.

Expand on existing Computerized Maintenance Management System (CMMS) to include more facility-specific data.

Administration

Description: This division provides support to the operational divisions of the Department of Public Works. The administrative division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and accounts receivable, contract administration, information technology, and employee training and professional development. The DPW Director uses his administrative staff of the Assistant Director, Senior Financial Analyst, and Contracts Administrator to ensure the day-to-day needs of the operational divisions are met.

Short Term Goals:

Create an inventory control system that will interface with CarteGraph.

Evaluate the current fuel dispensing system Petro Vend to determine if more functional systems are available.

Increase participation of professional development opportunities.

Create an inventory control system that will interface with CarteGraph.

Increase participation of professional development opportunities.

Intermediate Term Goals:

The DPW expects a large turnover of division heads and senior managers within the next five years. The department will need to continue to retain and recruit qualified individuals for these positions.

Strategic Objectives for Fiscal Year 2010:

Work with the Procurement Office to streamline the process of hiring contractors to plow City streets.

Assist the Solid Waste division in formulating and expanding single stream recycling pilot programs.

Operating Budget by Program

Engineering	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$742,740	\$835,214	\$410,117	(\$425,097)	-50.9%
Purchase of Services	\$149,770	\$30,100	\$29,350	(\$750)	-2.5%
Supplies & Materials	\$27,219	\$28,500	\$15,500	(\$13,000)	-45.6%
Capital Outlay	\$0	\$861	\$0	(\$861)	-100.0%
Total	\$919,729	\$894,675	\$454,967	(\$439,708)	-49.1%

Administration	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$734,472	\$591,784	\$583,668	(\$8,116)	-1.4%
Purchase of Services	\$11,685	\$44,096	\$20,750	(\$23,346)	-52.9%
Supplies & Materials	\$21,762	\$37,168	\$30,000	(\$7,168)	-19.3%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$767,920	\$673,048	\$634,418	(\$38,630)	-5.7%

Streets and Services	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$1,118,264	\$1,439,539	\$1,090,233	(\$349,306)	-24.3%
Purchase of Services	\$901,058	\$461,233	\$500,560	\$39,327	8.5%
Supplies & Materials	\$202,146	\$184,220	\$174,970	(\$9,250)	-5.0%
Intergovernmental	\$205	\$300	\$0	(\$300)	-100.0%
Other Charges & Expenditures	\$2,912	\$3,000	\$0	(\$3,000)	-100.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$2,224,585	\$2,088,292	\$1,765,763	(\$322,529)	-15.4%

Operating Budget by Program

Snow Removal	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$446,321	\$400,000	\$400,000	\$0	0.0%
Purchase of Services	\$826,597	\$552,250	\$552,250	\$0	0.0%
Supplies & Materials	\$508,466	\$638,720	\$638,720	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$1,781,384	\$1,590,970	\$1,590,970	\$0	0.0%

Street Lights	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$0	\$0	\$0	\$0	0.0%
Purchase of Services	\$2,790,000	\$2,790,000	\$2,790,000	\$0	0.0%
Total	\$2,790,000	\$2,790,000	\$2,790,000	\$0	0.0%

Traffic & Engineering	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$402,008	\$499,602	\$454,170	(\$45,432)	-9.1%
Purchase of Services	\$189,181	\$304,500	\$187,000	(\$117,500)	-38.6%
Supplies & Materials	\$161,009	\$104,545	\$210,000	\$105,455	100.9%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$752,199	\$908,647	\$817,170	(\$57,477)	-6.3%

Operating Budget by Program

Solid Waste	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$1,315,081	\$1,457,715	\$1,052,252	(\$405,463)	-27.8%
Purchase of Services	\$152,754	\$168,056	\$146,440	(\$21,616)	-12.9%
Supplies & Materials	\$20,654	\$21,300	\$21,500	200	0.9%%
Intergovernmental	\$7,000	\$7,000	\$7,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$1,495,489	\$1,654,071	\$1,227,192	(\$426,879)	-25.8%

Storm Drains	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$174,264	\$242,000	\$244,917	\$2,917	1.2%
Purchase of Services	\$3,300	\$33,000	\$23,500	(\$9,500)	-28.8%
Supplies & Materials	\$42,585	\$45,500	\$40,250	(\$5,250)	-11.5%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$220,150	\$320,500	\$308,667	(\$11,833)	-3.7%

Garage/Fleet	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$720,308	\$832,269	\$0	(\$832,269)	-100.00%
Purchase of Services	\$1,154,927	\$1,051,359	\$0	(\$1,051,359)	-100.00%
Supplies & Materials	\$662,331	\$757,200	\$0	(\$757,200)	-100.00%
Other Charges & Expenditures	\$0	\$7,000	\$0	(\$7,000)	-100.00%
Capital Outlay	\$536,988	\$0	\$0	\$0	0.00%
Total	\$3,074,554	\$2,647,828	\$0	(\$2,647,828)	-13.50%

External Budget by Program

FY09 Trash Fee Enterprise Fund			
Estimated Budget			
	<u>Actual</u> <u>FY 2008</u>	<u>Approp.</u> <u>FY 2009</u>	<u>Budget</u> <u>FY 2010</u>
Personnel Costs	(\$1,315,002)	(\$1,359,702)	(\$1,318,860)
Fringe Benefits	(\$386,985)	(\$393,078)	(\$410,375)
Purchase of Services	(\$4,058,518)	(\$4,377,195)	(\$4,477,401)
Supplies & Materials	(\$455,815)	(\$539,430)	(\$542,312)
Intergovernmental	(\$20,285)	\$0	(\$20,000)
	<hr/> (\$6,236,606)	(\$6,669,405)	(\$6,768,948)
Revenue	\$3,668,679	\$3,915,405	\$2,938,530
General Fund Supplement	\$2,688,359	\$2,754,000	\$3,830,418
	<hr/>		
Surplus / (Deficit)	\$120,433	\$0	\$0

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$5,653,459	\$6,298,123	\$4,235,357	(\$2,062,766)	-32.8%
Purchase of Services	\$6,179,272	\$5,434,594	\$4,249,850	(\$1,184,744)	-21.8%
Supplies & Materials	\$1,646,174	\$1,817,153	\$1,130,940	(\$686,213)	-37.8%
Intergovernmental	\$7,205	\$7,300	\$7,000	(\$300)	-4.1%
Other Charges & Expenditures	\$2,912	\$10,000	\$0	(\$10,000)	-100.0%
Capital Outlay	\$536,988	\$861	\$0	(\$861)	-100.0%
Total Operating Funds	\$14,026,010	\$13,568,031	\$9,623,147	(\$3,944,884)	-29.1%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Enterprise Fund	\$6,236,606	\$6,669,405	\$6,768,948	\$99,543	1.5%
Total External Fund	\$6,236,606	\$6,669,405	\$6,768,948	\$99,543	1.5%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$14,026,010	\$13,568,031	\$9,623,147	(\$3,944,884)	-29.1%
External Funds	\$6,236,606	\$6,669,405	\$6,768,948	\$99,543	1.5%
Total All Funds Budget	\$20,262,616	\$20,237,436	\$16,392,095	(\$3,845,341)	-19.0%

Performance Measures

Measurable Goal: Preserve the City's public way infrastructure.

Measure	Actual FY08	Projected FY09	Goal FY10
Miles of street swept	1,166	3,500	3,500
Number of catch basins cleaned	1,761	2,500	2,500
Number of outfalls inspected	30	30	30
Number of potholes filled	12,342	10,000	8,000
Lane miles of streets resurfaced	13.1	15.0	15.0
Plowable snow storms	8	3	5
Sand and salt storms	5	10	9
Install surveillance cameras	N/A	8	12

Measurable Goal: Dispense solid waste in a cost effective and environment responsible manner.

Measure	Actual FY08	Projected FY09	Goal FY10
Recycling as a percent of total solid waste collected	6.7%	8.5%	10.0%
Tons of solid waste collected	49,500	48,500	47,000
Tons of yard waste collected	5,395	6,000	6,000

Measurable Goal: Provide an economical and professional fleet service center.

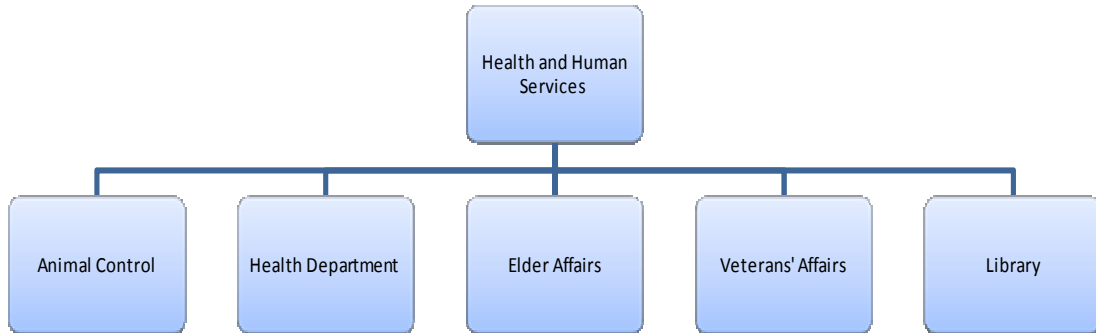
Measure	Actual FY08	Projected FY09	Goal FY10
Vehicle preventive maintenance checks completed	434	600	450

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Section 9
Health and Human
Services Division

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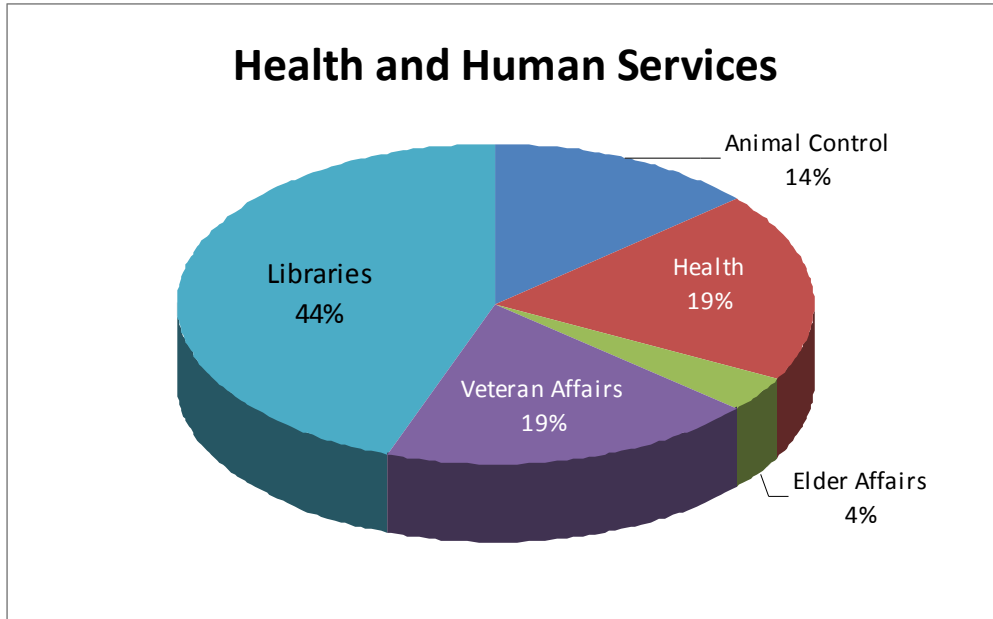
Health and Human Services Division



Mission Statement

The Health and Human Services (“HHS”) Division serves to provide awareness of contemporary health issues, as well as, advocate for and provide health services to the citizens of Springfield.

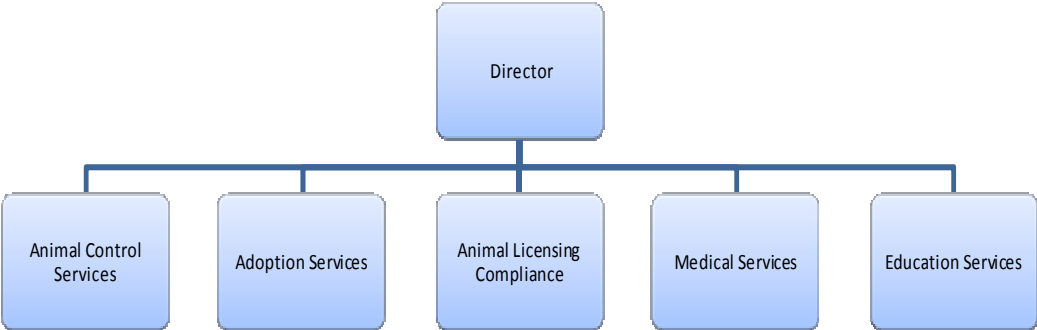
Budget Overview



Division Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Animal Control	\$1,285,349	\$1,320,729	\$1,138,332	(\$182,397)	-13.8%
Health Department	\$1,279,728	\$1,616,752	\$1,604,165	(\$12,587)	-0.8%
Elder Affairs	\$285,198	\$328,099	\$298,177	(\$29,922)	-9.1%
Veteran Services	\$1,302,540	\$1,376,527	\$1,596,509	\$219,982	16.0%
Libraries	\$4,164,455	\$4,229,189	\$3,711,209	(\$517,980)	-12.2%
Total Division	\$8,317,270	\$8,871,296	\$8,348,392	(\$522,904)	-5.9%

Division Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Animal Control	13.0	13.5	10.5	-3.0
Health Department	32.0	32.5	30.0	-2.5
Elder Affairs	6.0	6.8	6.1	-0.7
Veteran Services	4.0	4.0	4.0	0.0
Library	84.0	79.9	62.9	-17.0
Total FTEs	139.0	134.7	111.5	-25.2

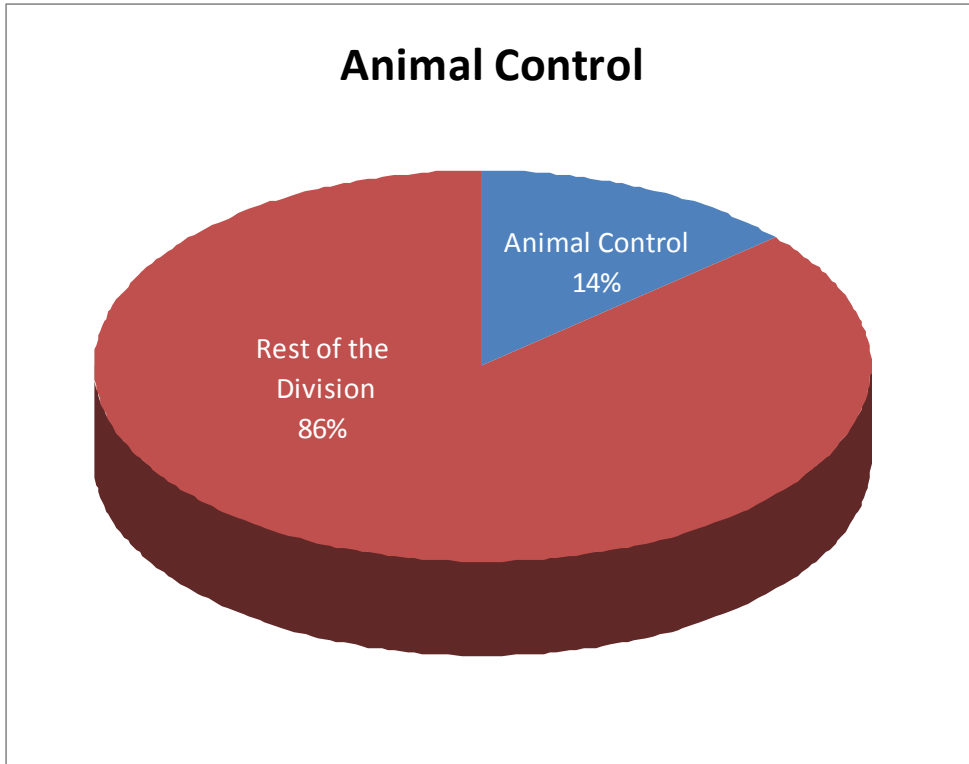
Thomas J. O'Connor Animal Control & Adoption Center



Mission Statement

The mission of the Thomas J. O'Connor Animal Control and Adoption Center is to provide comprehensive animal control services and programs to our communities for the protection of animals, as well as, for public health and safety.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$400,005	\$427,497	\$378,702	(\$48,795)	-11.4%
OTPS	\$885,344	\$893,232	\$759,630	(\$133,602)	-15.0%
Total General Fund	\$1,285,349	\$1,320,729	\$1,138,332	(\$182,397)	-13.8%

Department Personnel (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Animal Control	13.0	13.5	10.5	-3.0

Department Summary

Animal Control

The Thomas J. O'Connor (TJO) Animal Control and Adoption Center ("Center") provides animal control services to five (5) communities. Having implemented compelling animal control ordinances for the City of Springfield during Fiscal Year 2008, TJO will continue to pursue similar measures in each of the contract cities and towns. In Fiscal Year 2010, all adopted animals, and many "reclaimed-by-owner" animals will be sterilized prior to leaving the Center. As a result, the TJO facility will reduce the number of stray and unwanted animals in the community, improving the quality of life for area residents. Services and programs are modeled closely to the standards, practices and protocols of other humane care agencies, including the Humane Society of the United States. The highest level of care and commitment is guaranteed to each animal in need of services.

Fiscal Year 2009 Highlights

The Fiscal Year 2008 update to Springfield's animal ordinances has increased spay/neuter compliance within the community. Further, the updated ordinances have added more leverage to address dangerous animals, thereby attempting to reduce/eliminate serious attacks.

In August of 2007, a separate 501c3 organization (The Thomas J. O'Connor ACAC *Foundation*) was established to assist with medical care, medical equipment purchases, and operational enhancements for the animals and facility. The result of this endeavor has led to less financial burden on taxpayers. The Foundation continues to receive several grants and donations from supporters.

In Fiscal Year 2009, all animal control vehicles have been equipped with a wireless laptop that has improved response time.

Risks and Challenges

The public perception of TJO has improved as it realizes that the Center will respond to all animal-related concerns. In addition, the public expects that staff will be able to act in a timelier manner than is often reasonable. The Center has not added to the number of animal control officers in the field, so the ability to devote time needed to many cases is severely lacking. The closing of the Western New England MSPCA in March 2009 will result in the number of homeless animals at TJO doubling over the next year. State mandated 9C cuts had a devastating impact on the animal control department. The cuts made to the department were felt in all line items, including the loss of two animal care counselors and an animal control officer which has led to decreased time spent caring for animals and increased responsibility for current staff. With the significant reduction in staff and the closing of MSPCA, TJO is housing 60% more animals as compared to 3 years ago.

The current per capita rate for TJO's services is \$2.60 per citizen. A feasibility study completed in 2001 ascertains that "The International City/County Managers Association, Management Information Services Report produced in 1993, on the topic of Animal Control suggests that \$3.00-\$5.00 per capita is the amount necessary to provide adequate animal control services." As Fiscal Year 2010 approaches, T. J. O'Connor Animal Center is 17 years beyond this dollar recommendation. Raising per capita rates will most assuredly jeopardize our contracts with several other cities, but TJO is struggling to keep up the pace with the minimal number of staff and the increasingly high expectations of our communities.

Strategic Decisions for Fiscal Year 2010

Due to difficulty in keeping up with the expectations for service, both in the field and in the Center, the Department would like to examine every available alternative for continued growth and positive results. The Center has explored privatization possibilities, however, it seems less likely now that another private humane organization has expressed interest in occupying the former MSPCA building.

Animal Control Services

Description: Animal control officers are on duty 24 hours each day, 7 days per week, providing animal control services to Springfield, West Springfield, Chicopee, Holyoke and Hampden. Officers respond to a variety of calls for assistance, giving top priority to calls regarding ill or injured animals, aggressive animals at-large, investigating animal bite cases and assisting state and local police and sheriff's departments, and retrieving free-roaming animals.

TJO responds primarily to calls regarding dogs and cats, though its response is not exclusive to those species. The staff assist utility workers, property owners and the general public as required. Nuisance animal issues are addressed and dangerous dog ordinances are enforced. Furthermore, the staff assists with dog licensing compliance and waste removal ordinances. Historically, alleged cruelty or neglect offenses were handled by MSPCA law enforcement officers, but increasingly, the TJO animal control officers have become first responders to these events. Each animal control officer is required to be certified by the State.

Short Term Goals:

Establish a tiered response time policy.

Ensure that all animal control officers are committed to accurate and thorough record-keeping.

Continue to work with the City Clerk's office on effective licensing protocols.

Ensure that all officers receive continuing education.

Intermediate Term and Long Term Goals:

Participate in the City's 311 telephone system to increase the officer response time to calls.

Implement a license canvassing team.

Institute effective means of collecting revenue due to the City by offenders.

Reduce animal bites through education and strong ordinance enforcement.

Adoption Services

Description: The TJO Adoption Center has become increasingly busy over the past few years as the Center's popularity has significantly increased, with hundreds of visitors to the facility each week. Animal care staff not only works daily to make the Center clean and bright, but also to make appropriate matches between animals and adopters. The animal care/adoption staff are well-versed on a variety of health and behavior topics. Adoptable animals are marketed in a number of venues including television, newspaper, radio and several websites. A group of dedicated volunteers walk adoptable dogs at Forest Park each Saturday morning. The dogs wear bright orange *ADOPT ME* vests to give them further exposure to potential adopters. The TJO Adoption Center boasts a 90 percent placement rate for adoptable animals. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable.

Short-term Goals:

Formulate innovative ways to utilize volunteers.

Develop offsite adoption locations to place more animals into new homes.

Create a transfer schedule to move animals into other shelters as available to reduce overcrowding and disease in the Center.

Intermediate and Long-term Goals:

Recruit and maintain core volunteer force to assist with daily operations.

Hire most qualified and committed staff.

Increase staffing levels in order to offer evening hours at least one night per week.

Medical Services

Description: As part of TJO's restructuring over the past three years, the Center has made significant changes to the way in which veterinary services are performed. Three years ago, a veterinarian visited the facility once per week for approximately one hour to administer rabies vaccines and euthanize dangerous, terminally ill, or un-adoptable animals. Today, veterinary services are provided two to three full days per week. We hope to add additional veterinary hours in this fiscal year as we continue to grow. Veterinarians perform routine spay/neuter surgeries in the surgical suite that was launched three years ago. Animal care staff are now trained to perform euthanasia. Adopted animals, and many animals reclaimed by their owners, are now sterilized before leaving the building. Over time, it is our hope to control the pet overpopulation problem and aggression incidents in the city and surrounding area. The TJO veterinarians examine each animal, and often perform additional surgical services such as hernia repairs, limb amputations and tumor removal. Our adoption center has proven to be so popular that despite the availability of in-house veterinary care, we are still using outside veterinary assistance to ensure that all of our adopted animals are spayed or neutered.

Short Term Goals:

Seek grant funds to assist with the increasing veterinary needs and costs.

Increase surgical productivity through the purchase of additional medical equipment via TJO Foundation.

Decrease outsourcing of veterinary care.

Decrease the surgical wait-time for adopted and reclaimed animals.

Implement a sterilization-before-departure plan for all animals, as individual health allows.

Explore different operational tactics that will allow for adequate veterinary technician assistance, while not compromising adoption center customer service.

Increase rabies vaccine compliance throughout the service area by offering frequent vaccine clinics, both at the Center and in various locations within the service area.

Intermediate and Long Term Goals:

Institute community-assisted programs for low-cost spay/neuter procedures.

Enhance the ability to perform all non-emergency procedures in-house.

Move away from *per diem* plan for veterinary services. Dollar cost per surgery/procedure would be greatly reduced if a full-time veterinary position were made available.

Education Services

Description: TJO does not currently have a specific “Education Department” or service. Most of its educational efforts are at point-of-contact or via website, email or telephone. As time and staffing permit, dog bite prevention classes for children are offered. The center has established a number of relationships within the community which enables it to further promote animal welfare and sheltering. TJO partnerships includes Holyoke Community College and Becker College Veterinary Technician programs, UMass Amherst Pre-Veterinary program, Springfield College, Western New England College, and the Western Massachusetts Correctional Drug and Alcohol Center. This is an ongoing area of opportunity for us to continue to expand.

Short Term Goals:

Continue to build relationships within the community wherever possible/practical.

Make facility available for youth tours as often as practical.

Recruit volunteers to host shelter/education tours.

Intermediate Term Goals:

Build volunteer program to the point that experienced and knowledgeable volunteers can act as ambassadors for TJO.

Increase donor base through increased educational outreach opportunities.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$400,005	\$427,497	\$378,702	(\$48,795)	-11.4%
Purchase of Services	\$676,092	\$654,000	\$556,600	(\$97,400)	-14.9%
Supplies & Materials	\$126,341	\$134,692	\$119,710	(\$14,982)	-11.1%
Intergovernmental	\$80,320	\$102,540	\$80,320	(\$22,220)	-21.7%
Other Charges & Expenditures	\$2,591	\$2,000	\$3,000	\$1,000	50.0%
Capital Outlay	\$0	\$0	\$0	\$0	N/A
Total Operating Funds	\$1,285,349	\$1,320,729	\$1,138,332	(\$182,397)	-13.8%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$1,285,349	\$1,320,729	\$1,138,332	(\$182,397)	-13.8%
External Funds	\$0	\$0	\$0	\$0	N/A
Total All Funds Budget	\$1,285,349	\$1,320,729	\$1,138,332	(\$182,397)	-13.8%

Performance Measures

Measurable Goal: To provide comprehensive animal control services.

Measure	Actual FY08	Projected FY09	Goal FY10
Average recorded response time to Priority 1 calls	16 mins	25 mins	20 mins
Average recorded response time to Priority 2 calls	20 mins	40 mins	60 mins

Measurable Goal: To protect public health and safety.

Measure	Actual FY08	Projected FY09	Goal FY10
Veterinary services performed such as neuter and spay	1,200	1,100	1,500

Measurable Goal: To protect animals.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of animals housed at the shelter more than once during year	N/A	N/A	<1%
Percent of animals receiving preventative vaccinations on intake	N/A	N/A	100%

Measurable Goal: To provide comprehensive animal control services.

Measure	Actual FY08	Projected FY09	Goal FY10
Percentage increase of revenue from outside sources	N/A	N/A	20%

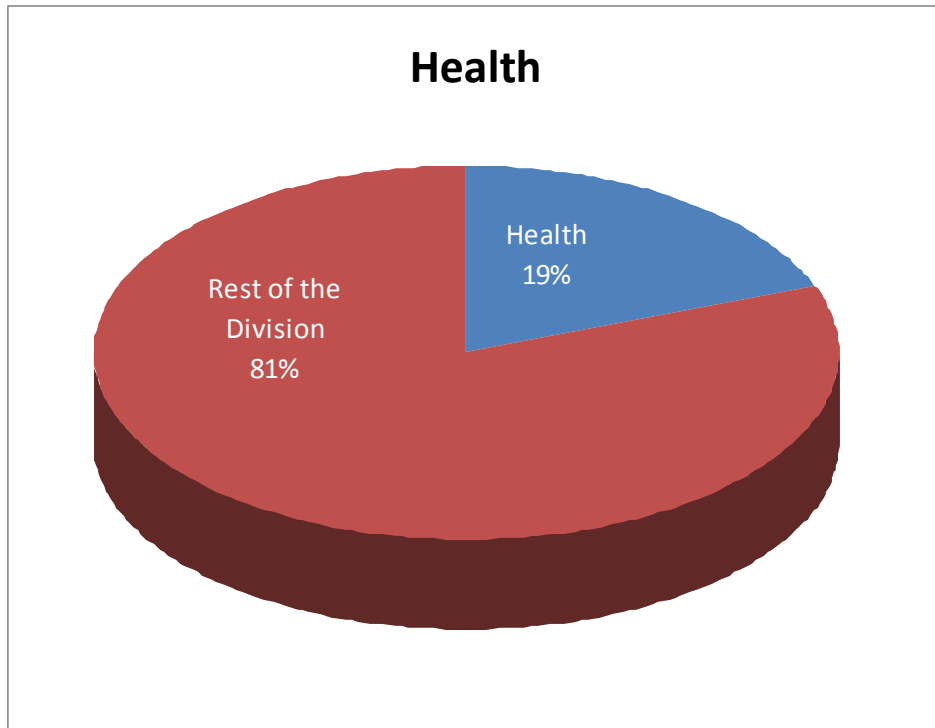
Health Department



Mission Statement

The mission of the Springfield Health Department is to promote physical and mental health, and to prevent disease, injury and disability. The Department is also mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$1,096,972	\$1,385,180	\$1,369,445	(\$15,735)	-1.1%
OTPS	\$182,756	\$231,572	\$234,720	\$3,148	1.4%
Total General Fund	\$1,279,728	\$1,616,752	\$1,604,165	(\$12,587)	-0.8%

Department Personnel (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Health Department	32.0	32.5	30.0	-2.5

Health Department

Department Summary

The Springfield Department of Health and Human Services works closely with governmental and community-based organizations through a collaborative process to determine the health and human service needs of the residents of the City of Springfield. Additionally the department is charged with initiating and advocating for policies that will protect the health and well-being of the residents of the City. Another area of primary focus is the development of a quality healthcare workforce by improving access to education, employment and health services.

Fiscal Year 2009 Highlights

Expanded an electronic medical records and billing system for Health Services for the Homeless.

Secured two new grants to expand substance abuse and dental services.

Participated in the planning process for the development of a dental operatory in Putnam High School.

Expanded disaster training curriculum to childcare organizations to encourage organization preparedness plans.

Provided flu vaccinations for over 4,000 Springfield residents.

Developed a memorandum of understanding for students enrolled in the Area Health Education Center (AHEC) program within Springfield Technical Community College.

Acquired unit certification with Medical Reserve Corp. of Massachusetts.

Hired a Health Services for the Homeless coordinator as well as a bilingual and bicultural food inspector.

Risks and Challenges

The current economic downturn had a devastating effect on Health and Human Service organizations across the Commonwealth of Massachusetts, in particular, 9C budget reductions have impacted the Springfield Department of Health and Human Services. Our mobile outreach program was reduced by 50% which created a potential layoff of one employee and a salary reduction for another. In addition, revenue that fueled our Health Services for the Homeless Health Center has been reduced, potentially causing a reduction in medical services to our Homeless population.

Health Services for the Homeless, our 330 Health Center partnership with Mercy Medical Center and Open Pantry, continues to struggle because of decreased revenue. Health centers across the Commonwealth are facing similar challenges. Healthcare reform, while having a positive impact by providing a medical home for many of our residents, has also created a strain on health centers that serve the homeless because of decreased capacity. Staffing challenges continue as nurse practitioners and other medical providers become increasingly scarce.

A major health concern continues to be that Springfield adolescents are disproportionately represented in all statewide sexual health data including unplanned pregnancy, and STDs including chlamydia and gonorrhea. Other health concerns for adolescents are violence among children continues to trend upwards and access to oral health services continues to be a challenge.

Since September 11, 2001, public health departments have been on the forefront of disaster planning. This requires consistent staff education and training. It is critical that there be a staff person assigned to work across the city to ensure communication and collaboration with Fire, Police, AMR and area hospitals. While multiple staff members have been assigned to fill that role, the City would be better served with a dedicated person whose sole function is the dissemination of information in a clear, concise, and timely manner.

Over the past five years, it has been nearly impossible to recruit and retain nursing staff. Although we have had minor successes in hiring two nurses, a staffing void remains. Ideally, the Nursing Unit should have eight members, but is currently staffed with only four. Nursing shortage levels are also at the nurse practitioner level. The department has been unable to hire a nurse to work with our homeless population despite offering a competitive salary.

Ongoing management is critical to overall maintenance of current grants, as well as, grant writing, implementation, tracking and evaluation. Generating and maintaining funding sources outside of the City budget remains a challenge. Activities include conducting research for innovative ways to bring in resources and monies that will aid the office in its multidivisional efforts to combat a variety of health problems.

Strategic Decisions for Fiscal Year 2010

As a result of a 50% reduction in the Massachusetts Department of Public Health grant, the salaries of grant positions are currently being funded through the general fund. The grant services continue despite being short staffed by one person and operating three days a week. In addition to the Mobile Outreach service, the grant is responsible for street outreach to substance abusers in the City. Based on the projected deficit, it appears that the Commonwealth will not fund the program in Fiscal Year 2010. Based on the completion of a transportation service analysis, it has been determined that the Mobile Outreach service can continue if the salaries remain on the general fund as well as an increased investment from the City of \$25,000 in order to continue providing transportation services. An alternative strategy that will be considered is reaching out to the agencies and organizations that treat the substance users to provide transportation for their clients. This should be the option of last resort as these agencies have also received 9C reductions in their funding and anticipate reductions in Fiscal Year 2010 as well.

Health Services for the Homeless had a federal review of our program in October 2008, in which Health Resources Services Administration (HRSA) representatives from Boston and Washington, D.C. spent two days in Springfield. Health Services for the Homeless received a favorable review. As part of the process, we were able to ask for technical assistance in staffing and maximizing billing. The technical assistance should continue into Fiscal Year 2010 and will enhance our overall performance.

The administrative unit of the department incorporates all activities that are essential for strong fiscal accountability internally and externally. The staff members are highly qualified and competent individuals who have developed excellent working relationships with partnering departments, agencies, and organizations. The administrative staff also provides support to the other departments within the Health and Human Services Division.

The Commonwealth of Massachusetts funds, on a per capita basis, regional health coalitions for pandemic planning. Springfield's funding comes through a fiscal agency known as the Pioneer Valley Planning Commission. The department intends to work with the Massachusetts Department of Public Health to request that the per capita funding be sent to the city in order to hire a person to manage our emergency preparedness process.

By working with area colleges to identify recent graduates who desire a public health experience, the Department is hoping to increase its nursing staff. Another strategy is to increase the outreach through print media in hopes of recruiting qualified candidates.

Mayor Sarno has identified sexual health among Springfield school children as a priority and has met with the Springfield Public Health Council. The department will work with the Springfield School Department, the Youth Coalition, and other stakeholders to identify gaps in health education. The data supports the need for immediate intervention. In order to facilitate this process, the department will request a Health Educator position in Fiscal Year 2010.

The Violence Prevention Coordinator will continue to work closely with the Violence Prevention Taskforce which includes police, schools, and recipients of the Shannon grant to assure a coordinated effort. The department will continue to explore and implement innovative strategies to provide intervention to troubled adolescents.

Three new grants have been secured by the department that will provide services in Fiscal Year 2010. Two of the grants support substance abuse services and the other grant facilitates the expansion of the dental services in the homeless shelter.

Administrative Services

Description: The Administrative Services unit provides assistance to ensure that public health services and information are accessible and helpful to the citizens of Springfield. Functions include distribution of vaccines for the Commonwealth of Massachusetts and issuing burial permits for all deaths that occur in Springfield.

Short Term Goals:

- Standardize process for cataloging department equipment.
- Standardize intake of equipment.
- Increase the number of trainings attended by administrative support staff.
- Implement an evaluation questionnaire for funeral directors to streamline services.

Intermediate Term Goals:

- Improve on-line customer services.
- Computerize burial permit process.
- Post downloadable forms on the City's website.
- Increase staffing levels.
- Cross-training initiatives throughout departments.

Strategic Objectives for Fiscal Year 2010:

- Initiate a time study process for clerical staff.
- Develop cross-training curriculum for implementation.

Community Health Nursing

Description: The goal of this unit is to reduce disease, premature death, discomfort and disability for the citizens of Springfield by providing health promotional assessments, prevention, treatment and other mandated services as outlined in Chapter 111 of the State's Public Health Code.

Short Term Goals:

Increase the number of nursing staff.

Increase the number of community-based sites offering various services.

Expand pandemic education and training.

Strengthen communicable disease reporting relationship with Baystate Medical Center.

Intermediate Term Goals:

Implement additional flu clinic sites.

Increase the number of health screenings held in the community.

Increase the visibility of the Child Maternal Health Program.

Offer additional chronic disease screenings at Senior Centers.

Strategic Objectives for Fiscal Year 2010:

Implement a chronic disease tracking tool.

Environmental Division

Description: The Environmental Division is charged with ensuring compliance with all State sanitary codes through inspection of restaurants and food-handling establishments.

Short Term Goals:

Computerize field inspections.

Partner with the Housing Department to ensure rodent control when buildings are demolished.

Intermediate Term Goals:

Work closely with Animal Control to strictly enforce quarantine regulations.

Adjust permit and inspection fees to reflect current market costs.

Strategic Objectives for Fiscal Year 2010:

Establish concrete communication system with the City's Code Enforcement Division.

Establish a taskforce with Animal Control, Public Works and Police to centralize the process for handling citizen animal complaints.

Health Services for the Homeless

Description: Health Services for the Homeless provides direct health care, social services, advocacy and outreach to homeless persons at thirty two sites throughout the City.

Short Term Goals:

- Expand dental services to the new Putnam High School.
- Enhance case management services.
- Increase coordination with Open Pantry and Mercy Medical Center.
- Appoint a homeless person to the Public Health Council.

Intermediate Term Goals:

- Recruit additional Nurse Practitioners to work with the City of Springfield.
- Expand electronic medical records.
- Increase billable hours for providers.
- Develop concrete quality assurance standards.

Strategic Objectives for Fiscal Year 2010:

- Standardize policies and procedures with Mercy Medical Center and Open Pantry.
- Standardize forms.
- Formalize Health Services for the Homeless reporting structure.

HIV/AIDS

Description: The HIV/AIDS unit serves as a liaison between community-based organizations and the City of Springfield to enhance the quality of life for persons living with HIV and AIDS. The unit also provides transportation for intravenous drug users to appropriate medical treatment facilities.

Short Term Goals:

Reinstate the Youth Against AIDS coalition.

Reestablish partnership with New North Citizens Council and Northern Educational Services.

Work with legislators to secure funding for Fiscal Year 2010.

Increase trainings for outreach team.

Intermediate Term Goals:

Increase substance abuse services beds in the western region of the state.

Develop an outreach support group across agencies.

Hire additional clerical support staff.

Decrease the number of persons transported to treatment facilities outside of the City.

Strategic Objectives for Fiscal Year 2010:

Standardize forms between New North, Northern Educational Services and the City of Springfield.

Streamline intake process for persons needing transportation.

Tobacco Control

Description: The Tobacco Control Program is dedicated to helping the residents of Springfield understand the hazards of tobacco smoke as well as educating the public about living a healthier, smoke-free lifestyle. The program also develops policy on a city-wide level.

Short Term Goals:

Continue compliance checks of authorized tobacco product retailers.

Advocate for increased funding.

Increase electronic compliance checks.

Increase enforcement of workplace smoking ban in private clubs.

Intermediate Term Goals:

Develop an educational partnership with area colleges and universities.

Advocate for increased treatment services for nicotine addiction.

Compile a catalog of current treatment services.

Initiate a comprehensive media campaign.

Strategic Objectives for Fiscal Year 2010:

Advocate for increased funding for the Tobacco Control Program.

Mediation Services

Description: The mediation program provides non-adversarial problem solving to neighborhood and community disputes by training volunteers in mediation skills.

Short Term Goals:

Increase the number of volunteers in the training program.

Increase the number of Police/Court Officers attending training.

Intermediate Term Goals:

Develop a mediation course for community-based organizations.

Develop on-line mediation training.

Strategic Objectives for Fiscal Year 2010:

Increase funding for program.

Violence Prevention

Description: The Violence Prevention Coordinator is responsible for implementing components of a prevention and intervention program for youth by working with community-based organizations and other city departments.

Short Term Goals:

Increase participation with the District Attorney's office and the Office of Domestic Violence.

Intermediate Term Goals:

Develop a media campaign with the Domestic Violence Coordinator.

Strategic Objectives for Fiscal Year 2010:

Reinstate the Violence Prevention Taskforce.

Child Maternal Health

Description: The Springfield Infant/Child/Adolescent Health and Safety Division addresses the issues associated with child and family health in Springfield and promotes the health and well being of mothers, infants, children, adolescents and families.

Short Term Goals:

Reduce the infant mortality rate in Springfield.

Strengthen the Child Maternal Health Commission.

Establish a stronger relationship with Community Health Centers providing prenatal care to women.

Increase participation at the annual city-wide baby shower.

Intermediate Term Goals:

Publish results of FIMUR process.

Increase the number of women obtaining prenatal care during their first trimester.

Increase awareness among providers of the need for culturally specific prenatal services.

Strengthen transportation system to provide greater access to those requiring care.

Strategic Objectives for Fiscal Year 2010:

Increase awareness of infant mortality data.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$1,096,972	\$1,385,180	\$1,369,445	(\$15,735)	-1.1%
Purchase of Services	\$152,124	\$194,752	\$195,300	\$548	0.3%
Supplies & Materials	\$26,282	\$29,820	\$32,420	\$2,600	8.7%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$4,350	\$7,000	\$7,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,279,728	\$1,616,752	\$1,604,165	(\$12,587)	-0.8%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
HSB	\$589,872	\$2,782,748	\$2,782,748	\$0	0.0%
HIV/AIDS	\$82,946	\$380,247	\$50,000	(\$330,247)	-8.7%
Tobacco	\$101,611	\$73,100	\$73,100	\$0	0.0%
Pioneer Valley AHEC—Core	\$124,240	\$112,320	\$112,320	\$0	0.0%
AHEC— Model	\$47,366	\$59,450	\$59,450	\$0	0.0%
AHEC- MIT	\$34,471	\$48,486	\$48,486	\$0	0.0%
Oral Health	\$169,376	\$236,868	\$236,868	\$0	0.0%
MCDI	\$0	\$92,640	\$92,640	\$0	0.0%
Total External Funds	\$1,149,882	\$3,785,859	\$3,455,612	(\$330,247)	-8.7%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$1,279,728	\$1,616,752	\$1,604,165	(\$12,587)	-0.8%
External Funds	\$1,149,882	\$3,785,859	\$3,455,612	(\$330,247)	-8.7%
Total All Funds Budget	\$2,429,610	\$5,402,611	\$5,059,777	(\$342,834)	-6.3%

Grant Summary

GRANT NAME	City of Springfield, Health Services for the Homeless (HSH)		
Estimated Amount	\$ 2,782,748	Date of Confirmation	Nov-09
Scope of grant			
<p>Health Services for the Homeless (HSH) is a collaboration of the applicant organization, SDHHS, and its subcontracted organizations, Mercy Medical Center’s Health Care for the Homeless (HCH) program and Open Pantry Community Services. HSH is an integrated delivery system of comprehensive services to the homeless. The City of Springfield’s HSH and Mercy’s HCH provide primary medical services for all health issues including chronic diseases—diabetes, hypertension, asthma—that disproportionately affect the homeless. Additionally, the City of Springfield HSH provides case management, dental and oral health care.</p>			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 72,480	\$ 990,949	\$ 990,949
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 517,392	\$ 1,791,799	\$ 1,791,799
TOTAL	\$ 589,872	\$ 2,782,748	\$ 2,782,748

Grant Summary

GRANT NAME	HIV/AIDS																						
Estimated Amount	\$ 50,000	Date of Confirmation	Oct-09																				
Scope of grant																							
<p>The HIV/AIDS Coordination grant's goal is to provide outreach, education, and transportation to IV drug users in order to reduce the incidence of HIV infection, and to enhance the quality of life of persons infected with HIV/AIDS.</p> <p>The HIV/AIDS coordination grant provides several programs to treat, educate, and reach IV drug users. Through an increasingly intense model, the team tracks and provides follow-up services for their clients. The Springfield AIDS Council is comprised of city residents appointed by the Mayor. They make recommendations regarding ways to address HIV/AIDS to the department and the Public Health Council. The council has successfully facilitated many focus groups and public forums regarding HIV/AIDS and related issues. The coalition brings information to the public and makes recommendations to the HIV/AIDS coordinator and the director of the department regarding HIV/AIDS prevention among adolescents. Through public service announcements and by sponsoring, as well as co-sponsoring educational events, HIV/AIDS coordination increases the awareness of Springfield's HIV/AIDS epidemic.</p>																							
<table border="1"> <thead> <tr> <th></th> <th>Actual FY2008</th> <th>Budgeted FY2009</th> <th>Estimated FY2010</th> </tr> </thead> <tbody> <tr> <td>Salaries</td> <td>\$ 24,411</td> <td>\$ 44,825</td> <td>\$ 0</td> </tr> <tr> <td>Benefits</td> <td>\$ 58,535</td> <td>\$ 0</td> <td>\$ 0</td> </tr> <tr> <td>OTPS</td> <td>\$ 58,535</td> <td>\$ 335,422</td> <td>\$ 50,000</td> </tr> <tr> <td>TOTAL</td> <td>\$ 82,946</td> <td>\$ 380,247</td> <td>\$ 50,000</td> </tr> </tbody> </table>					Actual FY2008	Budgeted FY2009	Estimated FY2010	Salaries	\$ 24,411	\$ 44,825	\$ 0	Benefits	\$ 58,535	\$ 0	\$ 0	OTPS	\$ 58,535	\$ 335,422	\$ 50,000	TOTAL	\$ 82,946	\$ 380,247	\$ 50,000
	Actual FY2008	Budgeted FY2009	Estimated FY2010																				
Salaries	\$ 24,411	\$ 44,825	\$ 0																				
Benefits	\$ 58,535	\$ 0	\$ 0																				
OTPS	\$ 58,535	\$ 335,422	\$ 50,000																				
TOTAL	\$ 82,946	\$ 380,247	\$ 50,000																				

Grant Summary

GRANT NAME	Tobacco		
Estimated Amount	\$ 73,100	Date of Confirmation	Oct-09
Scope of grant			
The Tobacco Control Program provides policy promotion and enforces local tobacco ordinances, as well as Massachusetts Law. The program educates merchants and communities regarding tobacco control legislation and youth access to tobacco.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 53,950	\$ 54,186	\$ 54,186
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 47,661	\$ 18,914	\$ 18,914
TOTAL	\$ 101,611	\$ 73,100	\$ 73,100

GRANT NAME	Pioneer Valley AHEC - Core		
Estimated Amount	\$ 112,320	Date of Confirmation	Jul-09
Scope of grant			
Provides Youth to Health Careers Program; health careers exploration; internships and mentoring; and after school, in-school, and summer enrichment programs. Also providing Medical Interpreter Training, this will increase the availability of bilingual and bicultural interpreters in healthcare settings and support for community based learning for health profession students.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 99,377	\$ 107,497	\$ 107,497
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 24,862	\$ 4,823	\$ 4,823
TOTAL	\$ 124,240	\$ 112,320	\$ 112,320

Grant Summary

GRANT NAME	AHCE - Model		
Estimated Amount	\$ 59,450	Date of Confirmation	Sep-09
Scope of grant			
Provides Youth to Health Careers Program; health careers exploration; internships and mentoring; and after school, in-school, and summer enrichment programs. Also providing Medical Interpreter Training, this will increase the availability of bilingual and bicultural interpreters in healthcare settings and support for community based learning for health profession students.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 43,035	\$ 49,122	\$ 49,122
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 4,331	\$ 10,328	\$ 10,328
TOTAL	\$ 47,366	\$ 59,450	\$ 59,450

GRANT NAME	AHEC - MIT		
Estimated Amount	\$ 48,486	Date of Confirmation	Jul-09
Scope of grant			
Provides Youth to Health Careers Program; health careers exploration; internships and mentoring; and after school, in-school, and summer enrichment programs. Also providing Medical Interpreter Training, this will increase the availability of bilingual and bicultural interpreters in healthcare settings and support for community based learning for health profession students.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 1,051	\$ 21,325	\$ 21,325
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 33,420	\$ 27,161	\$ 27,161
TOTAL	\$ 34,472	\$ 48,486	\$ 48,486

Grant Summary

GRANT NAME	Oral Health		
Estimated Amount	\$ 236,868	Date of Confirmation	Nov-09
Scope of grant			
The project's focus is to deliver on-site, comprehensive dental care to the neediest neighborhood population in Springfield. This will serve to address the issues of limited MassHealth providers and transportation problems with very little time out of the classroom for each child seen in the clinic.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 133,508	\$ 201,000	\$ 201,000
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 35,868	\$ 35,868	\$ 35,868
TOTAL	\$ 169,376	\$ 236,868	\$ 236,868

GRANT NAME	MCDI		
Estimated Amount	\$ 92,640	Date of Confirmation	Oct-09
Scope of grant			
This grant is a pass-through contract with the Commonwealth ORI for funding that supports the objectives of Massachusetts Career Development Institute, Inc.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 18,797	\$ 18,797
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 0	\$ 73,843	\$ 73,843
TOTAL	\$ 0	\$ 92,640	\$ 92,640

Performance Measures

Measurable Goal: To ensure compliance with State Codes at all food establishments in Springfield.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of food inspections	979	718	2,150

Measurable Goal: To provide preventative health services to Springfield's residents.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of flu shots dispensed to residents	2,483	2,978	3,100
Number of health screenings provided (per UDS stats)	1,508	2,283	1,670
Number of active/latent Tuberculosis cases managed	110	252	135

Measurable Goal: To provide access to counseling programs and treatment for the City's drug users.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of substance users transported for treatment	506	353	600

Measurable Goal: To ensure compliance with the Youth Access to Tobacco Ordinance.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of compliance checks on tobacco retailers completed	805	556	900
(Decrease due to business closures)			

Measurable Goal: To provide health education to Springfield's residents.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of residents receiving disaster preparedness training	231	520	475

Performance Measures

Measurable Goal: To expand the level and number of services available to Springfield’s residents.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of agencies and organizations working in partnership with HHS	N/A	N/A	100

Measurable Goal: To provide dental care to Springfield’s Middle School students.

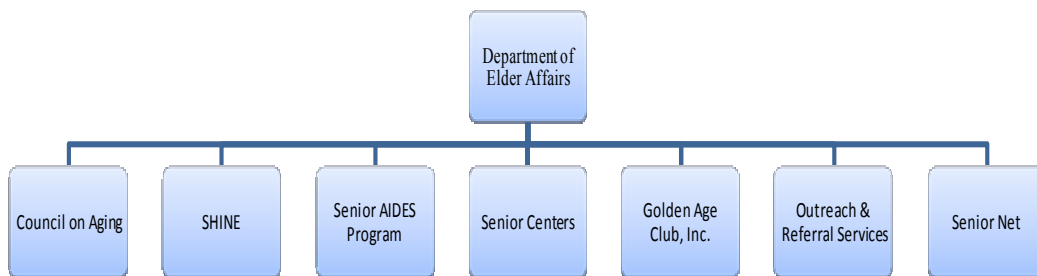
Measure	Actual FY08	Projected FY09	Goal FY10
Number of treatment plans completed by the Oral Health Project	235	420	350

Measurable Goal: Increase the number of homeless receiving health and dental care.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of homeless clients served (Based on UDS unduplicated count)	4,328	5,170	4,850

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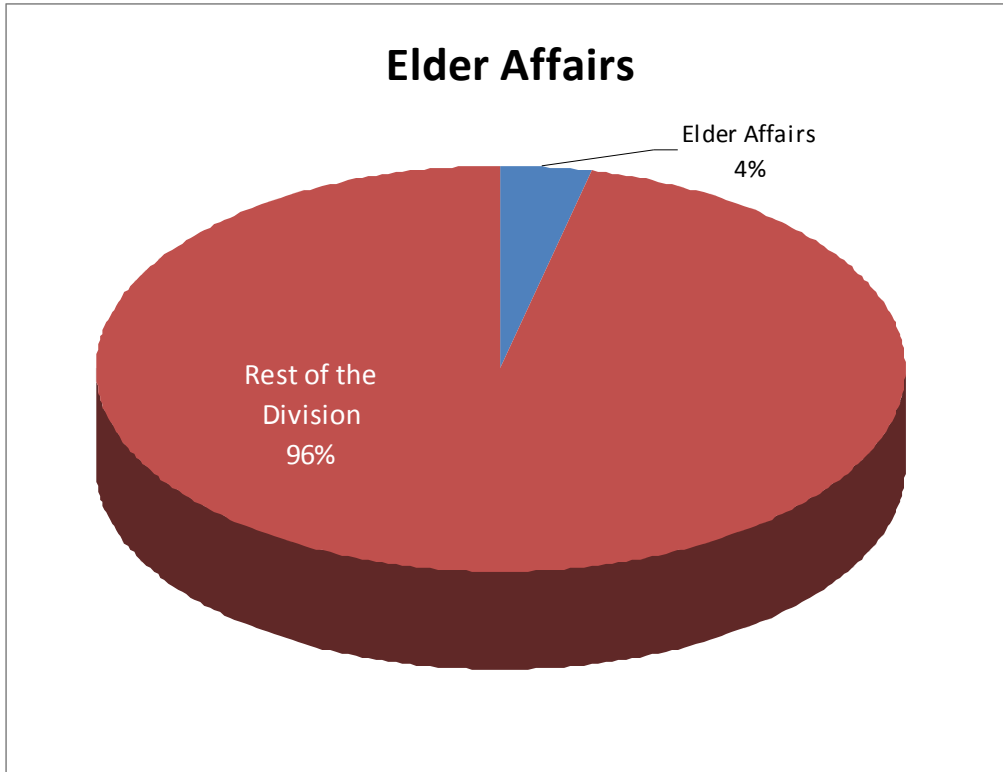
Elder Affairs



Mission Statement

The Department of Elder Affairs is dedicated to enhancing the quality of life for elderly citizens in the City of Springfield.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$258,897	\$294,939	\$269,886	(\$25,053)	-8.5%
OTPS	\$26,301	\$33,160	\$28,291	(\$4,869)	-14.7%
Total General Fund	\$285,198	\$328,099	\$298,177	(\$29,922)	-9.1%

Department Personnel (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Elder Affairs	6.0	6.8	6.1	-0.7

Department Summary

Elder Affairs

The Department of Elder Affairs is dedicated to enhancing the quality of life for citizens of Springfield by providing a continuum of services from center-based programs to advocating for the needs of elders citywide. The department offers recreational and educational programs at seven program sites throughout the city utilizing Council on Aging funding from the Commonwealth of Massachusetts and general funds from the City of Springfield. The department provides outreach and referral services to access resources for elder citizens with funding from the Greater Senior Services Agency. Elder Affairs administers the Senior Aide program that re-trains and places low-income, unemployed, mature workers back into the workforce from the Department of Labor provider Senior Service America. Elder Affairs also administers the Serving Health Information Needs of Elders (SHINE) program from the state Department of Elder Affairs. This program assists seniors to understand their Medicare and Mass Health benefits and other health insurance options. The Department oversees the private non-profit 501c3 Golden Age Club, Inc. The Director of Elder Affairs is the Executive Director of the Golden Age Club, Inc. The club is a recreational club that promotes travel and tours along with weekly meetings at eleven locations throughout the City.

Fiscal Year 2009 Highlights

Installed over 3,000 smoke detectors in 500 homes owned by senior citizens.

Smoke Detector program was recognized as the highest performing smoke detector installation program in the state and was also highlighted by the Massachusetts Municipal Association.

Increased funding in all Elder Affairs grants.

The Golden Age Club has been successful in following the Attorney General's Guidelines for operating a 501c3, including holding Board of Directors elections.

Encouraged and enhanced senior citizen participation in advocating for senior needs.

Expanded fitness program to all sites.

Collaborated with community partners to provide health and safety programs including blood pressure screenings and diabetic foot clinics.

Collaborated with the Parks Department to have seniors in the park programs.

Collaborated with the Thomas J. O'Connor Center to include seniors in supporting center needs.

Risks and Challenges

The department has expanded both in services and in locations to better meet the needs of our senior population by reallocating existing resources as well as partnering with City departments and community partners. The challenge has been to meet the senior population needs of the city with no increase in personnel or funding from the General Fund. The City's elderly population faces increased costs for essential needs such as food, heating, and shelter.

In the very near future, Springfield's senior population (aged 65 and older) will increase due to the retirement of the baby boomer generation. The increased retiree population is expected to stay in their homes longer and utilize municipal services to support that longevity.

An ongoing challenge for the department is to continue providing services in the Good Life Center due to the difficult access seniors encounter when going to the center.

Strategic Decisions for Fiscal Year 2010

The Department of Elder Affairs will continue to collaborate with community partners and other City departments in order to find ways to meet the needs of the City's elderly population.

The department will work with the Springfield Community Policing unit assigned to Springfield neighborhoods to conduct workshops and strengthen the relationship with law enforcement to combat criminal activity in neighborhoods. The department will also work with community partners and the Attorney General to increase the dissemination of information on fraudulent activities targeted towards seniors.

The department will work with the School Department to increase senior volunteer participation in schools also allowing students to participate in intergenerational projects at senior centers.

The Department of Public Works has developed a recycling program targeted to senior households through workshops and the Green Volunteer program.

Cooperative efforts with appropriate city departments and community partners will occur in determining an appropriate Good Life Center location, and conducting information sessions on obtaining city services.

Council on Aging

Description: The Council on Aging (COA) provides senior center outreach programs that promote fitness, education, health screenings, recreational activities, trips, and special events. The COA staffs all senior centers and employs a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation. Senior Center program sites, located across the city, are Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point and Green Leaf Community Center.

Short Term Goals:

Promote healthful living and physical fitness by means of additional and expanded senior educational outreach programs.

Increase outreach to members of the Latino and Vietnamese communities.

Hold functions that represent the celebrated ethnic customs of Springfield residents.

Reduce isolation and enhance companionship among the senior population.

Intermediate Term Goals:

Increase the Latino community's activity level at all program sites.

Expand program sites to reach into all areas of the City.

Create volunteer opportunities that promote intergenerational and recycling activities.

Strategic Objectives for Fiscal Year 2010:

Perform diabetes, blood pressure, foot, obesity, dental, heart health, and other screenings at each of the program sites.

Hold health information workshops throughout the City.

Offer elder-focused fitness classes and information at all sites.

Support activities in the Latino population by providing English and Spanish language workshops and information in all programs and at all sites.

SHINE (Serving the Health Information Needs of Elders)

Description: The SHINE program assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits. The SHINE program ensures that elderly and disabled people have access to impartial and up-to-date information regarding health care.

Short Term Goals:

Assist Medicare beneficiaries in understanding their benefits and other health insurance options in an impartial manner.

Expand SHINE services offered to multiple sites throughout Hampden County.

Maintain the core of staff counselors who currently provide services.

Provide up-to-date and continuous training for all volunteers and staff.

Remain current on changes in health insurance programs and legislation.

Intermediate Term Goals:

Increase senior awareness of SHINE services.

Assist seniors in advocating for their rightful benefits.

Establish a 24-hour SHINE hotline.

Implement home visits by SHINE volunteers.

Strategic Objectives for Fiscal Year 2010:

Advertise services through public presentations, direct outreach, media campaigns, and local health fairs.

Place SHINE counselors at all senior centers.

Recruit volunteers through the use of media outlets such as print media, radio, television, and internet.

Conduct a minimum of three volunteer trainings.

Provide updates on Medicare changes at the monthly volunteer meetings.

Increase the SHINE Coordinator's effectiveness by attending workshops, conferences and reading the latest trade information.

Senior Community Service Employment Program

Description: The Senior Aide program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc.

Short Term Goals:

Maintain an authorized level of enrollees throughout the program year.

Assign eligible individuals into unsubsidized part-time community service positions that comply with rates and hours set forth in the Older American Act of 1965 as amended.

Transition current participants into unsubsidized employment during the program year.

Provide training and skills refresher courses to program participants.

Intermediate Term Goals:

Provide useful and meaningful community service employment to eligible low-income disadvantaged mature workers.

Strategic Objectives for Fiscal Year 2010:

Maintain participant recruitment, enrollment, and funding levels in the new fiscal year.

Recruit additional host agencies to participate in the program.

Partner with boards and organizations that support the mission of the Senior Aide program .

Coordinate in-house or vendor-provided workshops for necessary skills training.

Senior Centers (Program Sites)

Description: Senior Centers (program sites) provide health and recreational activities for Springfield senior residents. The Centers are Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point and Green Leaf Community Center. These centers are located throughout the city.

Short Term Goals:

- Promote health, nutrition and exercise in senior programs.
- Provide information on various health issues that affect seniors.
- Promote functions that celebrate ethnic customs and socio and economic inclusion.
- Provide information and referral services.
- Ensure access to food programs.

Intermediate Term Goal:

- Reduce isolation.
- Enhance companionship.
- Participants healthier with lower blood pressure and lower diabetic numbers.
- City services delivered in centers.

Strategic Objectives for Fiscal Year 2010:

- Senior centers will collaborate with community partners, team members and other city departments to offer information on a variety of health topics including heart health, obesity, dental hygiene and the importance of exercise.
- Senior centers will provide culturally diverse activities according within their communities.
- Senior centers will provide meals at least once per week.
- Senior centers will participate in the brown bag program.
- Create a committee to increase volunteer opportunities including intergenerational and green initiatives.

Greater Springfield Senior Services Outreach and Referral

Description: The Greater Springfield Senior Services, Inc. (GSSSI) program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

Short-term Goals:

- Conduct visits to elder housing facilities and organizations.
- Distribute development materials used to promote available senior services.
- Maintain the network of services offered to seniors.
- Provide documentation and referrals to senior services.

Intermediate Goals:

- Increase senior population access to the outreach program.
- Increase the outreach contract.
- Staff all program sites with a outreach worker.

Strategic Objectives for Fiscal Year 2010:

- Contact all senior housing complexes, senior centers, and senior programs, to conduct presentation on services.
- Maintain accurate records on problem and referral service and, when appropriate, the outcome.
- Outreach to the service provider to access services.
- Provide services in Spanish and English.

Senior Net

Description: Senior Net is an international community of computer-using senior citizens aged 50 and older, including a nonprofit membership organization based in San Francisco, CA, an online network-based service called “Senior Net Online”, and on-site learning centers are utilized in order to educate older adults about computer technology.

Short Term Goals:

Offer a variety of computer skills training courses that include web page design, basic programming, word processing, and internet navigation and safety.

Intermediate Term Goals:

Develop a program that offers access to on-site instructors from the homes of senior program participants.

Expand computer skills training classes to all program sites.

Strategic Objectives for Fiscal Year 2010:

Offer courses including computer fundamentals, web design, and word processing as well as digital media and internet fundamentals.

Collaborate with the Springfield Public Libraries to offer computer courses located in library buildings or at Council on Aging program sites.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$258,897	\$294,939	\$269,886	(\$25,053)	-8.5%
Purchase of Services	\$22,695	\$26,160	\$21,041	(\$5,119)	-19.6%
Supplies & Materials	\$2,343	\$5,500	\$6,500	\$1,000	18.2%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$1,264	\$1,500	\$750	(\$750)	-50.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$285,198	\$328,099	\$298,177	(\$29,922)	-9.1%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Greater Senior Services Outreach and Referral Contract	\$10,000	\$30,000	\$30,000	\$0	0.0%
SHINE	\$42,061	\$62,000	\$62,000	\$0	0.0%
Senior Aides Program	\$931,971	\$846,897	\$846,897	\$0	0.0%
Council on Aging	\$108,657	\$153,706	\$153,706	\$0	0.0%
Total External Funds	\$1,092,689	\$1,092,603	\$1,092,603	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$285,198	\$328,099	\$298,177	(\$29,922)	-9.1%
External Funds	\$1,092,689	\$1,092,603	\$1,092,603	\$0	0.0%
Total All Funds Budget	\$1,377,887	\$1,420,702	\$1,390,780	(\$29,922)	-2.1%

Grant Summary

GRANT NAME	Greater Senior Services Outreach and Referral Contract		
Estimated Amount	\$ 30,000	Date of Confirmation	Oct-09
Scope of grant			
The Greater Springfield Senior Services, Inc. (GSSSI) program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits and referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under insured, uninsured or homeless.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 10,000	\$ 12,875	\$ 12,875
Benefits	\$ 0	\$ 4,250	\$ 4,250
OTPS	\$ 0	\$ 12,875	\$ 12,875
TOTAL	\$ 10,000	\$ 30,000	\$ 30,000
GRANT NAME	SHINE (Serving the Health Information Needs of Elders)		
Estimated Amount	\$ 62,000	Date of Confirmation	Apr-09
Scope of grant			
The SHINE program assists seniors to understand their Medicare and Mass Health benefits and other health insurance options. The SHINE Program ensures that elderly and disabled people have access to impartial and up-to-date information about their			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 32,349	\$ 41,334	\$ 38,737
Benefits	\$ 1,319	\$ 11,550	\$ 11,510
OTPS	\$ 8,394	\$ 9,116	\$ 11,753
TOTAL	\$ 42,061	\$ 62,000	\$ 62,000

Grant Summary

GRANT NAME	Senior Community Service Employment Program (Senior Aides Program)		
Estimated Amount	\$ 846,897	Date of Confirmation	Jul-09
Scope of grant			
The Senior Aide program promotes the transition of the unemployed mature worker enrollee from subsidized to unsubsidized employment. The program addresses the needs commonly experienced by low-income mature workers, which include additional income, re-entering the workforce, and economic independence. Funds are furnished by a federal agency, Senior Service of America, Inc.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 890,657	\$ 811,528	\$ 824,005
Benefits	\$ 19,109	\$ 19,109	\$ 19,109
OTPS	\$ 22,205	\$ 16,260	\$ 3,783
TOTAL	\$ 931,971	\$ 846,897	\$ 846,897
GRANT NAME	Council on Aging		
Estimated Amount	\$ 153,706	Date of Confirmation	Jul-09
Scope of grant			
The Council on Aging provides professional services for administrative and operation support. COA also provides the funding for senior center programs such as fitness, education, screenings, special events, trips. COA provides staff for senior centers and the van driver.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 82,541	\$ 73,667	\$ 91,487
Benefits	\$ 0	\$ 14,474	\$ 14,474
OTPS	\$ 26,116	\$ 65,565	\$ 47,745
TOTAL	\$ 108,657	\$ 153,706	\$ 153,706

Performance Measures

Measurable Goal: Enhance the quality of life of Springfield's elder citizens.

Measure	Actual FY08	Projected FY09	Goal FY10
Unduplicated number of senior citizens participating in senior activities	2,648	5,000	9,000

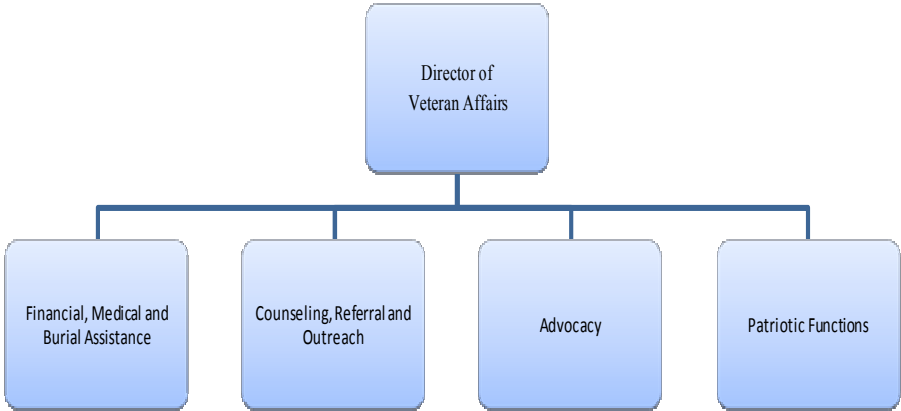
Measurable Goal: Enhance employment opportunities for elders.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of unsubsidized job placements	31	29	29

Measurable Goal: To provide free health information and services to Springfield's elder citizens.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of SHINE counseling sessions	649	500	700

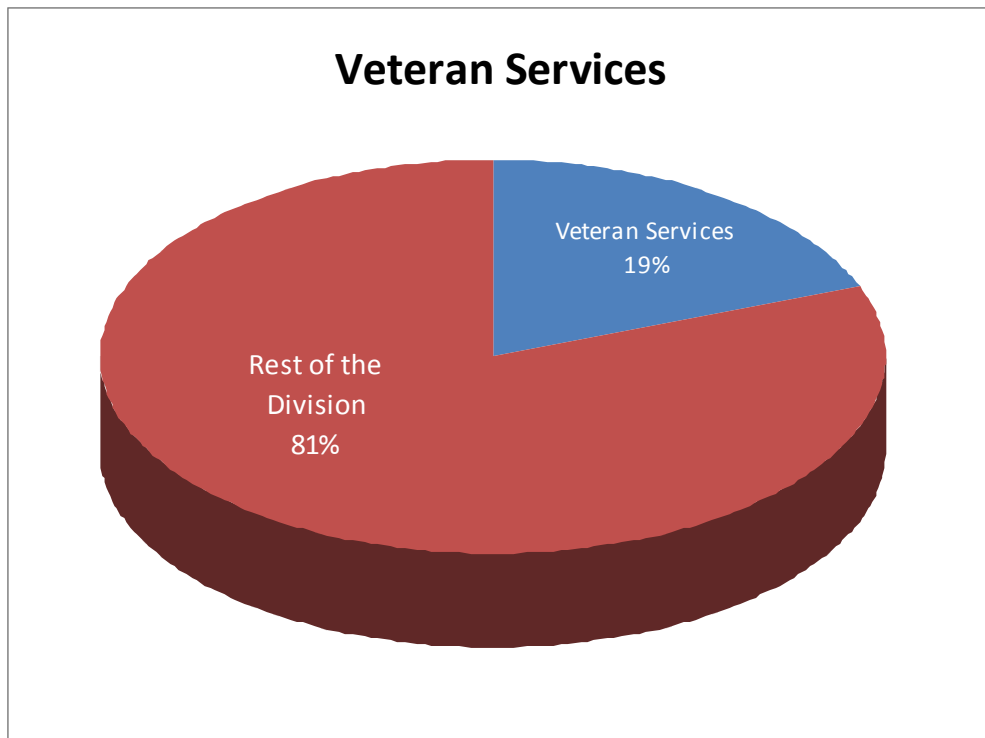
Veteran Services



Mission Statement

The Veterans Affairs departmental mission is to aid and advise veterans and their dependents in identifying veteran specific entitlements, as well as, grant financial and medical assistance as mandated by Massachusetts General Law Chapter 115.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$223,242	\$227,147	\$231,302	\$4,155	1.8%
OTPS	\$1,079,298	\$1,149,380	\$1,365,207	\$215,827	18.8%
Total General Fund	\$1,302,540	\$1,376,527	\$1,596,509	\$219,982	16.0%

Department Personnel (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Veteran Affairs	4.0	4.0	4.0	0.0

Department Summary

Veteran Affairs

In accordance with Massachusetts General Law Chapter 115, Section 3, the Veterans Affairs Department is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified, needy veterans and their dependents. The department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The department acts as the burial agent for the city and arranges for proper internment of deceased veterans in accordance with state regulations.

Fiscal Year 2009 Highlights

Responded to approximately 9,300 telephone inquiries regarding veterans benefits, available programs, and referrals to local and federal agencies.

Filed approximately 1,600 discharges for recently released veterans and copies of discharges on file for veterans and their dependents.

Directed financial assistance to approximately 300 wartime veterans and their dependents.

Assisted with payment of burial expenses and graves registration for indigent wartime veterans.

Placed American flags on approximately 17,500 veterans' graves for Memorial Day and Veterans Day.

Risks and Challenges

In 2004, the Commonwealth redefined the eligibility requirements of those able to apply for veterans benefits to include all those who have served 180 days or more of active duty. As the number of veterans grows, the cost to provide them with benefits will grow as well.

Currently, the Veterans Affairs Department is staffed with four full-time employees. If the current rate of growth continues, present staffing levels will be inadequate.

Strategic Decisions for Fiscal Year 2010

Aggressively place clients in programs which will 'fast track' them into the labor market or result in the realization of long-term disability assistance.

Department Program

Veterans' Benefits

Short and Intermediate Term Goals:

Receive approval for additional staffing to aid the department with the increased workload.

Aid in the disbursement of monetary and medical benefits to eligible veterans or their dependents.

Counsel, advise and assist eligible veterans and their dependents in procuring federal and state benefits or entitlements.

Provide assistance to veterans and their families with housing, employment, medical, and educational needs. Find food, clothing, shelter, and medical care for homeless veterans or those in need with physical or mental impairments.

Attend all appeals by veterans or their dependents that are litigated through the Massachusetts Department of Veterans' Services, the Division of Administrative Law Appeals, or the Governor's Council.

Coordinate with local nursing homes and eldercare facilities to insure that veterans or their widows are receiving proper treatment and all benefits to which they are entitled.

Visit hospitalized veterans and those in nursing homes and eldercare facilities.

Organize and direct patriotic events such as parades, ceremonies and public assemblies associated with specific veterans groups or holidays.

Actively participate in patriotic and veteran-related issues and organizations.

Advocate on a local level for veterans and their dependents.

Act as liaison between veterans or veterans' organizations and the elected officials in the City.

Arrange for providing transportation to hospitals or clinics.

Make appropriate referrals to programs under the Social Security Administration.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$223,242	\$227,147	\$231,302	\$4,155	1.8%
Purchase of Services	\$4,263	\$6,733	\$6,522	(\$211)	-3.1%
Supplies & Materials	\$1,133	\$1,191	\$1,852	\$661	55.5%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$1,073,902	\$1,141,456	\$1,356,833	\$215,377	18.9%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,302,540	\$1,376,527	\$1,596,509	\$219,982	16.0%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$1,302,540	\$1,376,527	\$1,596,509	\$219,982	16.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$1,302,540	\$1,376,527	\$1,596,509	\$219,982	16.0%

Performance Measures

Measurable Goal: Stabilize the financial situation of Springfield’s eligible veterans and their dependents.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent increase in the number of eligible participants receiving benefits	130	175	182

Measurable Goal: Provide access to benefits for all eligible veterans and their dependents.

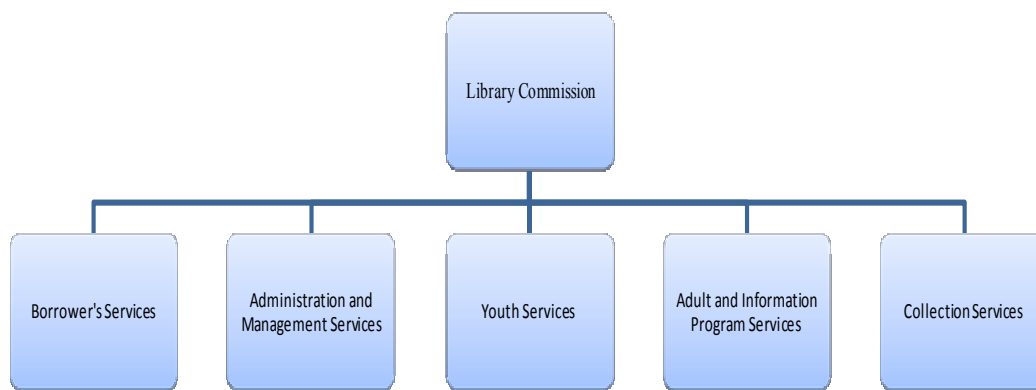
Measure	Actual FY08	Projected FY09	Goal FY10
Average amount of assistance to eligible participants	\$5,400	\$7,480	\$8,000

Measurable Goal: Assist veterans in receiving all available benefits.

Measure	Actual FY08	Projected FY09	Goal FY10
Total annuities year to date	245	270	298

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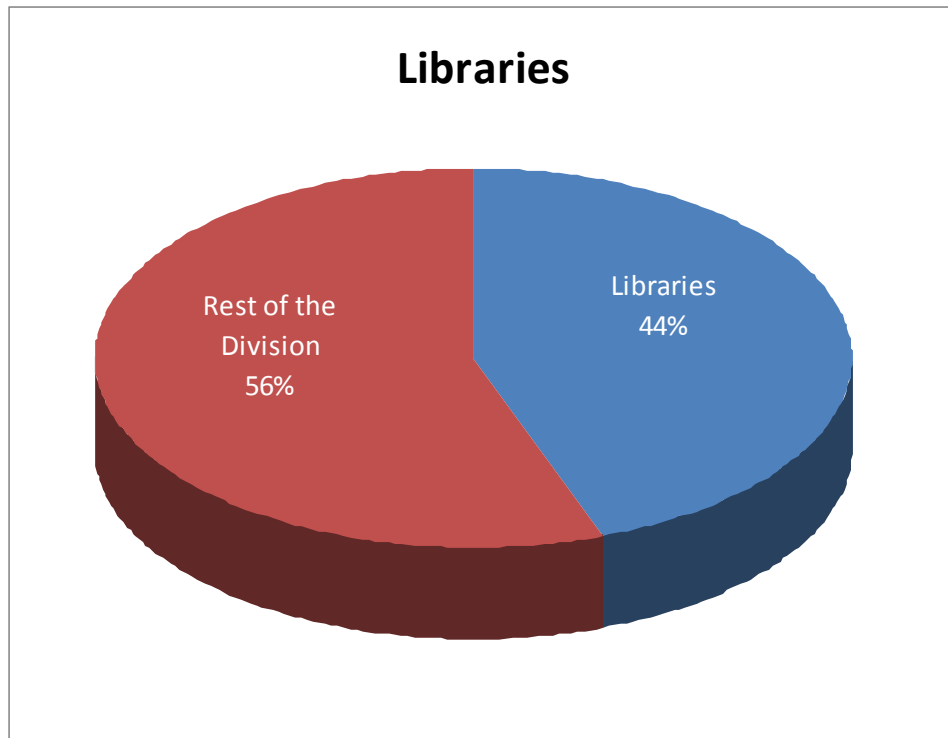
Libraries



Mission Statement

The mission of the Library Department is to engage a diverse population and connect them to timely, accessible resources through responsive public service; to promote the value of reading and self-expression in young people; to promote lifelong learning, independence, and individual personal achievement for citizens of all ages; to provide opportunities for community members to challenge and examine their world and to explore the diversity of other worlds and heritages.

Budget Overview



General Fund Expenditures	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	\$2,523,297	\$2,617,519	\$2,309,127	(\$308,392)	-11.8%
OTPS	\$1,641,158	\$1,611,670	\$1,402,082	(\$209,588)	-13.0%
Total General Fund	\$4,164,455	\$4,229,189	\$3,711,209	(\$517,980)	-12.2%

Department Personnel (FTEs)	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10
Libraries	84.0	79.9	62.9	-17.0

Department Summary

Library

The Library collects and organizes materials to meet the informational, educational, and recreational needs of Springfield residents of every age. These include, but are not limited to books, newspapers, and magazines, CDs, DVDs, and licensed databases that provide a wealth of on-line information accessible within the library or from a home computer. Library reference staff is available to answer questions from walk-in customers, over the telephone, and via e-mail. The Library also participates in *MassAnswers*, a live, on-line chat service that makes professional librarians available to answer reference questions 24/7. *MassAnswers* and most other on-line services are available through the Library's content-rich website, www.springfieldlibrary.org.

In addition to collections, the Library provides a broad range of public programs. These include story times, homework assistance, school vacation and summer reading programs for youth, author visits, book discussion groups, film programs and computer training workshops for adults. In Fiscal Year 2010, the Library expects that more than 30,000 Springfield residents will attend a library program.

One of the Library's most popular and fastest-growing offerings is free access to the Internet available at computers in the Central Library and all nine branches. Residents may also utilize their own laptop computers to access the Internet through the Library's wireless network at the Central Library and the East Springfield, Forest Park and Sixteen Acres Branches.

The Library's highly regarded *Read/Write/Now* adult learning center, located at the Pine Point Branch Library, provides adult basic education and pre-GED training for adult learners. The program focuses on helping adults meet their short-term literacy goals, such as getting a driver's license or reading to their children, as well as long-term goals of getting a GED or going to college.

Fiscal Year 2009 Highlights

Design as the Early Childhood Resource Center for Western Massachusetts by the Commonwealth's Department of Early Education and Care. State funds were used to facilitate the availability of current early childhood resource materials to early childhood professionals and families in Western Massachusetts.

In collaboration with Mass Humanities, the department sponsored *Family Adventures In Reading (FAIR)* fall and spring program series at the Central Library and selected branches. The program will continue into Fiscal Year 2010 and beyond.

Installed additional security cameras at the Central Library and training for all staff on issues of safety and violence prevention in the workplace.

Developed of a substitute librarian program to fill staffing gaps created by illness, vacancies, etc.

Participated in the Gates Foundation *Online Opportunity Grant* to upgrade and expand computer hardware at most branch libraries.

Risks and Challenges

The reductions in both state aid and endowment income will have a dramatic effect on the Library's ability to sustain existing services and implement new initiative. The Library also experienced Fiscal Year 2009 staff reductions and departmental restructuring that directly resulted from the Governor's 9C budget cuts. This reduction will require careful monitoring to ensure successful implementation.

In order to remain relevant and meet the expectations of 21st century library users, the Springfield City Library must continue to meet the exponential growth in the demand for online services. Heavy demand for materials in community languages, media items, and the Library's continued transition to online materials places a burden on the materials budget and prohibit the Library from purchasing some of the more traditional items that the public still continues to expect from its library.

Annual security costs continue to rise and negatively impact the overall budget. Currently, the Library utilizes electronic monitoring and security guards at most locations to protect patrons, reduce property damage and discourage theft of library materials. Material recovery costs are also increasing as the Library takes steps to recover items that are borrowed but not returned.

Planning for a new Mason Square Branch Library will require the in-depth attention of the Library Director and other administrative and branch library staff. Uncertainties surrounding the timing of this effort further compound the staffing issues discussed above. The Library will need to balance planning for increased operational costs at the Mason Square Branch Library with budget reductions that are being required throughout the organization.

Any budget action that negatively impacts the Library's ability to maintain state certification has the potential to reduce or eliminate Springfield's Cherry Sheet allocation for library service. This would negatively impact residents' ability to participate in state resource sharing initiatives.

Strategic Decisions for Fiscal Year 2010

Review potential sources of funding to supplement Library programs and services and continue to review all areas of the operation for potential re-structuring for cost savings.

Fiscal Year 2010 budget planning must include funding to meet the required match for the GATES Foundation *Opportunity Online Hardware Grant*.

Ensure that Fiscal Year 2010 budget recommendations and library service plan meet all Massachusetts Board of Library Commission standards for receipt of State Aid to Libraries, including the Municipal Appropriation Requirement.

Administration and Management Services

Description: Administration and Management Services provides administrative, managerial, and operational support for the Library Department in order to produce more effective services and enable successful accomplishment of all department objectives. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, and volunteer coordination.

Short Term Goals:

Meet all Massachusetts Board of Library Commissioners requirements for receipt of state aid to libraries, which will require adequate municipal funding to meet the State's Municipal Appropriation Requirement.

Examine all areas of the operation for potential cost savings and operating efficiencies.

Ensure an environment that enables quality library services providing facilities that are safe, accessible, cost effective and comfortable.

Provide and expand the range of relevant, innovative technologies to make library resources more accessible to the community and attract new users to the Library.

Identify and secure support for the library system from foundations, corporations, and other non-municipal sources.

Intermediate Term Goals:

Collaborate with the Facilities Department to implement approved capital projects for various library locations.

Partner with the Springfield Library Foundation and other relevant organizations to plan and build a new Mason Square branch library.

Strategic Objectives for Fiscal Year 2010:

Upgrade and expand existing library computer equipment through participation in the *Gates Foundation* library computer hardware grant program and the bandwidth initiative.

Apply for a waiver of the Municipal Appropriation Requirement according to timelines established by the Massachusetts Board of Library Commission.

Initiate a community-based strategic planning process for Fiscal Year 2011 through Fiscal Year 2015 as required by the Massachusetts Board of Library Commission.

Investigate cost savings and staffing issues related to the establishment of an in-house mailroom for the library system, as well as, implementing "floating collections" to reduce delivery costs.

Adult and Information Services

Description: Adult and Information Services (AISP) staff provide timely and accurate reference services for Springfield adults, as well as reading and program opportunities that meet their informational and leisure-time needs and preferences.

Short Term and Intermediate Goals:

Mediate reference services to walk-in customers, by telephone, and on-line.

Provide access to information via the library website, subscription databases, and the online public catalog.

Provide training for the public on the use of electronic resources.

Expand informational and recreational programming.

Continue to offer basic education through the *Read/Write/Now* learning center.

Strategic Objectives for Fiscal Year 2010:

Increase reference question activity for the central library through promoting the Regional Reference Services toll-free number.

Incorporate e-government training into the HiTech schedule and increase staff's ability to assist customers using e-government and other electronic resources.

Offer focused workshops to assist adults in attaining U.S. citizenship, driver's license, and increasing work-related skills.

Continue offering citywide writing contests, creative writing workshops, book discussion groups and small business workshops.

Complete and implement the re-designed library website to improve and increase 24/7 access to library resources and provide RSS feed for improved customer service.

Meet or exceed all five performance standards set by the Massachusetts Department of Education for adult basic education programs.

Youth and Outreach Services

Description: Youth and Outreach Services staff provides and supports high quality educational and leisure opportunities for Springfield youth, from birth through age seventeen. Books, films, and other materials are purchased for preschoolers, elementary aged children and teens, as well as, for parents and teachers. Programs are offered for the education, entertainment, and enlightenment of these groups. The Youth Services Manager also oversees the Library's marketing and public relations efforts, as well as, outreach to underserved population groups.

Short and Intermediate Term Goals:

Provide early literacy support services for parents of pre-school aged children.

Offer school-related programs as well as out-of-school activities for Springfield students.

Aggressively market library resources, ongoing programs and new initiatives.

Maintain active and collaborative relationships with a variety of community-based organizations and institutions that serve youth.

Strategic Objectives for Fiscal Year 2010:

Improve use of the *Early Childhood Resources Center* for the western region of Massachusetts for early childhood professionals and Springfield families.

Implement an elementary age child/parent book discussion series in collaboration with the Massachusetts Foundation for the Humanities.

Collaborate with Indian Orchard Mills artists to offer art lessons, expanded collections and related activities at the Indian Orchard Branch Library.

Offer traditional youth programs and increase participation in summer reading programs.

Collaborate with the South End Community Center, the Martin Luther King Community Center, and the Vietnamese Civic Association for increased outreach efforts and enrichment activities.

Collection Services

Description: Collections Services provides, in the timeliest manner possible, quality library collections that will meet the informational and recreational needs of Springfield residents. This division also provides customer-oriented reader advisory services for adult leisure readers.

Short and Intermediate Term Goals:

Maintain Massachusetts Board of Library Commissioners minimum materials expenditure standards for receipt of state aid and for certification as a Regional Reference Center.

Make new materials available to the public.

Increase the accuracy of the public catalog through continued database maintenance projects.

Gather and analyze community input into collections and collection-use data to ensure the most effective possible collection methods.

Strategic Objectives for Fiscal Year 2010:

Meet MBLC standard for Regional Reference Centers by spending 20% of Central Library materials budget for reference materials (including databases).

Allocate 12% of the Library's total operating budget towards library materials.

Re-evaluate technical service assignments and workflow as a result of the 30% reduction in staff.

Implement a formal schedule for database maintenance projects.

Conduct site visits to similar library systems in order to comparatively evaluate their methods and processes.

Complete an investigation of current and emerging vendor-supplied media processing, adopting those that are more cost-effective.

Increase collection access by adding bibliographic records for subscription databases to the public catalog.

Evaluate methods for streamlining collection development activities and continue the production and usage of reports and surveys for the collection development projects.

Borrowers Services

Description: Borrowers Services provides direct support for access to all circulating library materials in order to meet the information and reading needs of Springfield residents.

Short Term and Intermediate Goals:

Register new library users and maintain a patron records database in accordance with C/WMARS and Springfield City Library policies.

Maintain records of all library materials circulated.

Provide Springfield residents with library materials not available in Springfield City Libraries by borrowing from our network partners, and, reciprocally, share Springfield materials with users in other network libraries.

Maintain collections in good order for easy retrieval and use.

Prepare items for delivery throughout the state and oversee delivery services.

Increase the number of library cardholders who receive notices by email.

Strategic Objectives for Fiscal Year 2010:

Participate in marketing and outreach efforts to increase the number of new registered borrowers.

Monitor the effectiveness of the collection agency.

Purge patron records annually according to Springfield Library Commission policies.

In collaboration with the Community Relations Coordinator, develop a program to encourage more library users to receive library notices by email.

Conduct regular, more-frequent checks and updates of library materials with unresolved statuses.

Streamline the preparation of the 1,128,000 items delivered throughout the library system by implementing the use of routing slips generated from circulation receipt printers.

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$2,523,297	\$2,617,519	\$2,309,127	(\$308,392)	-11.8%
Purchase of Services	\$916,199	\$968,290	\$856,482	(\$111,808)	-11.5%
Supplies & Materials	\$588,509	\$508,880	\$446,100	(\$62,780)	-12.3%
Intergovernmental	\$47,317	\$64,000	\$55,500	(\$8,500)	-13.3%
Other Charges & Expenditures	\$5,139	\$5,500	\$4,000	(\$1,500)	-27.3%
Interfund Transfers	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$83,994	\$65,000	\$40,000	(\$25,000)	-38.5%
Total Operating Funds	\$4,164,455	\$4,229,189	\$3,711,209	(\$517,980)	-12.2%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Mass Dept. of Ed. ABE	\$201,925	\$191,963	\$198,363	\$6,400	3.3%
Regional Employment Board	\$31,455	\$31,455	\$31,455	\$0	0.0%
Mass Cultural Council	\$7,100	\$7,400	\$7,400	\$0	0.0%
Springfield Cultural Council	\$2,370	\$5,000	\$5,000	\$0	0.0%
Regional C- 2	\$78,700	\$78,700	\$66,700	(\$12,000)	-15.2%
State Aid	\$183,575	\$305,791	\$299,830	(\$5,961)	-1.9%
LSTA	\$12,978	\$9,349	\$9,500	\$151	1.6%
Springfield School Dept.	\$75,000	\$75,000	\$75,000	\$0	0.0%
Trusts	\$104,104	\$115,575	\$90,800	(\$24,775)	-21.4%
Endowment Interest	\$8,268	\$36,364	\$8,260	(\$28,104)	-77.3%
Total External Funds	\$705,475	\$856,597	\$792,308	(\$64,289)	-7.5%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$4,164,455	\$4,229,189	\$3,711,209	(\$517,980)	-12.2%
External Funds	\$705,475	\$856,597	\$792,308	(\$64,289)	-7.5%
Total All Funds Budget	\$4,869,930	\$5,085,786	\$4,503,517	(\$582,269)	-11.4%

Grant Summary

GRANT NAME	Mass Department of Education ABE		
Estimated Amount	\$ 198,363	Date of Confirmation	Aug-09
Scope of grant			
The Read/Write/Now adult learning center, located at the Pine Point branch library, provides adult basic education and pre-GED training for adult learners.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 176,261	\$ 161,492	\$ 161,492
Benefits	\$ 11,768	\$ 11,768	\$ 11,768
OTPS	\$ 13,896	\$ 25,103	\$ 25,103
TOTAL	\$ 201,925	\$ 198,363	\$ 198,363

GRANT NAME	Regional Employment Board		
Estimated Amount	\$ 31,455	Date of Confirmation	Jun-09
Scope of grant			
Teaching staff for the Read/Write Now Adult Learning Center.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 19,526	\$ 19,526	\$ 19,526
Benefits	\$ 4,882	\$ 4,882	\$ 4,882
OTPS	\$ 7,047	\$ 7,047	\$ 7,047
TOTAL	\$ 31,455	\$ 31,455	\$ 31,455

Grant Summary

GRANT NAME	Mass Cultural Council		
Estimated Amount	\$ 7,400	Date of Confirmation	Jul-09
Scope of grant			
Provides organizational support for cultural programming.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 7,100	\$ 7,400	\$ 7,400
TOTAL	\$ 7,100	\$ 7,400	\$ 7,400

GRANT NAME	Springfield Cultural Council		
Estimated Amount	\$ 5,000	Date of Confirmation	Dec-09
Scope of grant			
Provides funding for art and cultural programs such as the One Book, One Springfield project in FY07 and the poetry contest in FY08. Funding applications are due in October of 2008 for FY09 projects. Projected project funding for FY09 is \$5,000.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 2,370	\$ 5,000	\$ 5,000
TOTAL	\$ 2,370	\$ 5,000	\$ 5,000

Grant Summary

GRANT NAME	Mass Board of Library Commissioners Staid Aid to Public Libraries		
Estimated Amount	\$ 299,830	Date of Confirmation	Nov-09
Scope of grant			
Administers the State Aid to Public Libraries program which grants annual awards to municipalities whose public libraries meet statutory and regulatory requirements.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 77,117	\$ 92,330	\$ 87,330
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 106,458	\$ 213,461	\$ 212,500
TOTAL	\$ 183,575	\$ 305,791	\$ 299,830

GRANT NAME	Regional C-2 Funding		
Estimated Amount	\$ 66,700	Date of Confirmation	Jun-09
Scope of grant			
Provides funding for services in compliance with Regional Reference Center Standards.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 78,700	\$ 78,700	\$ 66,700
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 0	\$ 0	\$ 0
TOTAL	\$ 78,700	\$ 78,700	\$ 66,700

Grant Summary

GRANT NAME	Library Services and Technology Act (LSTA)		
Estimated Amount	\$ 9,500	Date of Confirmation	TBD
Scope of grant			
Provides funding for expansion of services for teens at the Forest Park Branch , including collections, programs and creating a teen area for FY08 and FY09. FY07 LSTA funds were used for the One Book, One Springfield community-wide book discussion project. Funding will be requested for FY10 for Outreach to Spanish Speaking Springfield residents and for providing e-government services to low -income and non-english speaking Springfield residents. Grants will be reviewed in the spring of 2009. Successful applicants will be notified in July 2009 for funding to begin in October 2009. Grant proposals are being developed and are due in March 2009			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 2,119	\$ 2,280	\$ 2,280
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 10,859	\$ 7,069	\$ 7,220
TOTAL	\$ 12,978	\$ 9,349	\$ 9,500

Grant Summary

GRANT NAME	Springfield School Department Reimbursement		
Estimated Amount	\$ 75,000	Date of Confirmation	N/A
Scope of grant			
Reimbursement for library services provided by the Brightwood Library branch located inside Chestnut Middle School			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 75,000	\$ 75,000	\$ 75,000
TOTAL	\$ 75,000	\$ 75,000	\$ 75,000

GRANT NAME	Corcoran Trust		
Estimated Amount	\$ 35,000	Date of Confirmation	N/A
Scope of grant			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures. Restrictions on endowments vary by specific endowment.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 33,855	\$ 46,789	\$ 35,000
TOTAL	\$ 33,855	\$ 46,789	\$ 35,000

Grant Summary

GRANT NAME	Garvey Trust		
Estimated Amount	\$ 4,800	Date of Confirmation	N/A
Scope of grant			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 1,605	\$ 5,810	\$ 4,800
TOTAL	\$ 1,605	\$ 5,810	\$ 4,800

GRANT NAME	Moses Trust		
Estimated Amount	\$ 19,000	Date of Confirmation	N/A
Scope of grant			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures.			
Actual FY2008 Budgeted FY2009 Estimated FY2010			
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 19,032	\$ 24,638	\$ 19,000
TOTAL	\$ 19,032	\$ 24,638	\$ 19,000

Grant Summary

GRANT NAME	Walker Trust		
Estimated Amount	\$ 32,000	Date of Confirmation	N/A
Scope of grant (purpose)	Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures.		
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 49,612	\$ 38,338	\$ 32,000
TOTAL	\$ 49,612	\$ 38,338	\$ 32,000

GRANT NAME	Endowment Interest		
Estimated Amount	\$ 8,260	Date of Confirmation	N/A
Scope of grant (purpose)	Funds from the trusts and endowments are restricted. Restrictions on endowments vary by specific endowment.		
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$ 0	\$ 0	\$ 0
Benefits	\$ 0	\$ 0	\$ 0
OTPS	\$ 8,268	\$ 36,364	\$ 8,260
TOTAL	\$ 8,268	\$ 36,364	\$ 8,260

Performance Measures

Measurable Goal: Engage a diverse population and connect them to resources.

Measure	Actual FY08	Projected FY09	Goal FY10
Total cardholders as a percent of total population	51.45%	49.72%	52.0%

Measurable Goal: Provide timely and accurate reference services.

Measure	Actual FY08	Projected FY09	Goal FY10
Number of mediated reference questions answered	115,386	115,879	115,000

Measurable Goal: Promote lifelong learning.

Measure	Actual FY08	Projected FY09	Goal FY10
Items circulated per capita	4.07	4.3	4.3

Measurable Goal: Provide learning opportunities.

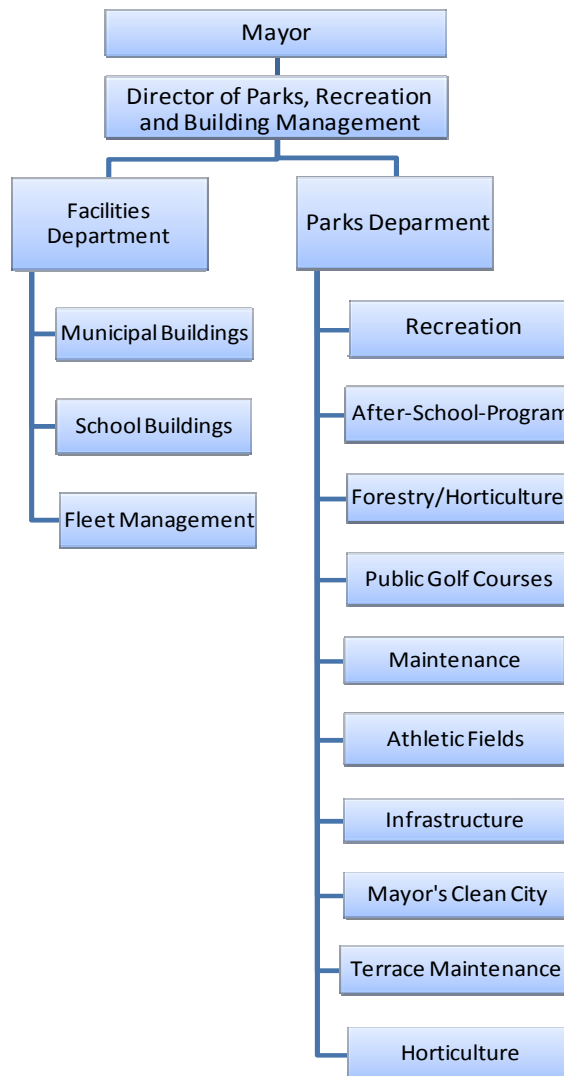
Measure	Actual FY08	Projected FY09	Goal FY10
Program attendance	4.07	4.3	4.3
Average attendance per program	20.6	18.8	32.0

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Section 10
Parks, Recreation and
Building Management

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Parks, Recreation and Building Management



Mission Statement

The Parks and Facilities Managements mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

Budget Overview

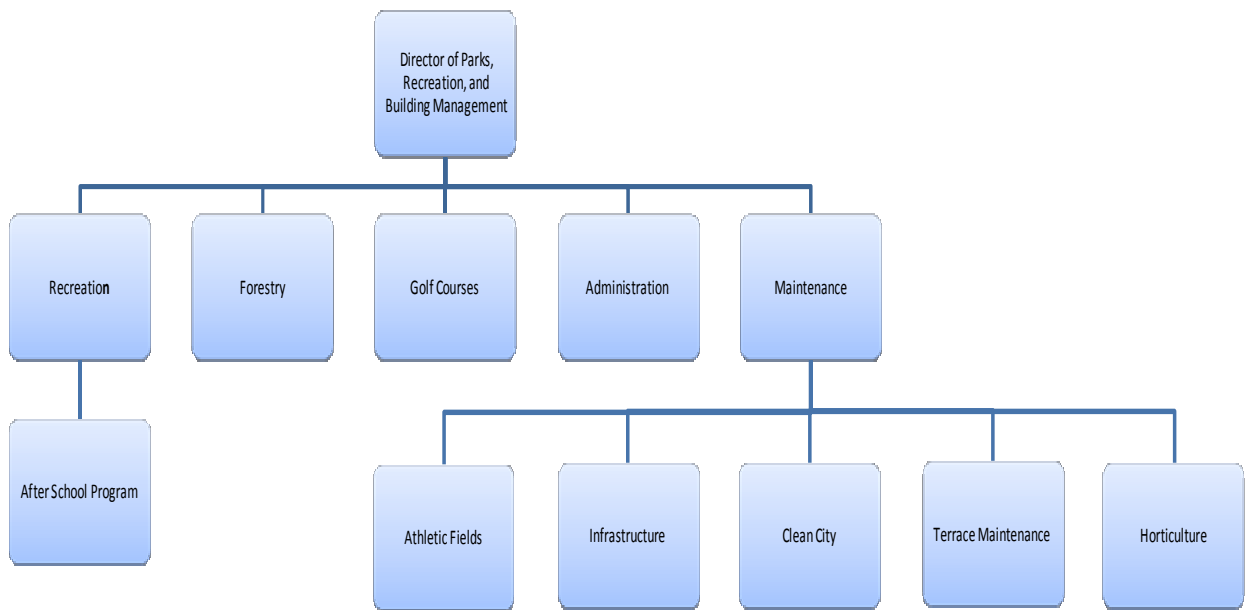


Division Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Parks and Recreation	\$8,851,435	\$8,986,878	\$8,526,635	(\$460,243)	-5.1%
Facilities Management	\$11,307,819	\$10,552,785	\$12,583,066	\$2,030,281	19.2%
Total Division	\$20,159,254	\$19,539,663	\$21,109,701	\$1,570,038	8.0%

Division Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Parks	103.0	101.5	86.3	-15.2*
Facilities	54.0	56.0	65.0	-9.0
Total FTEs	157.0	157.5	151.3	-6.2

* the FTE count is regular staff only - excludes temporary and summer staff

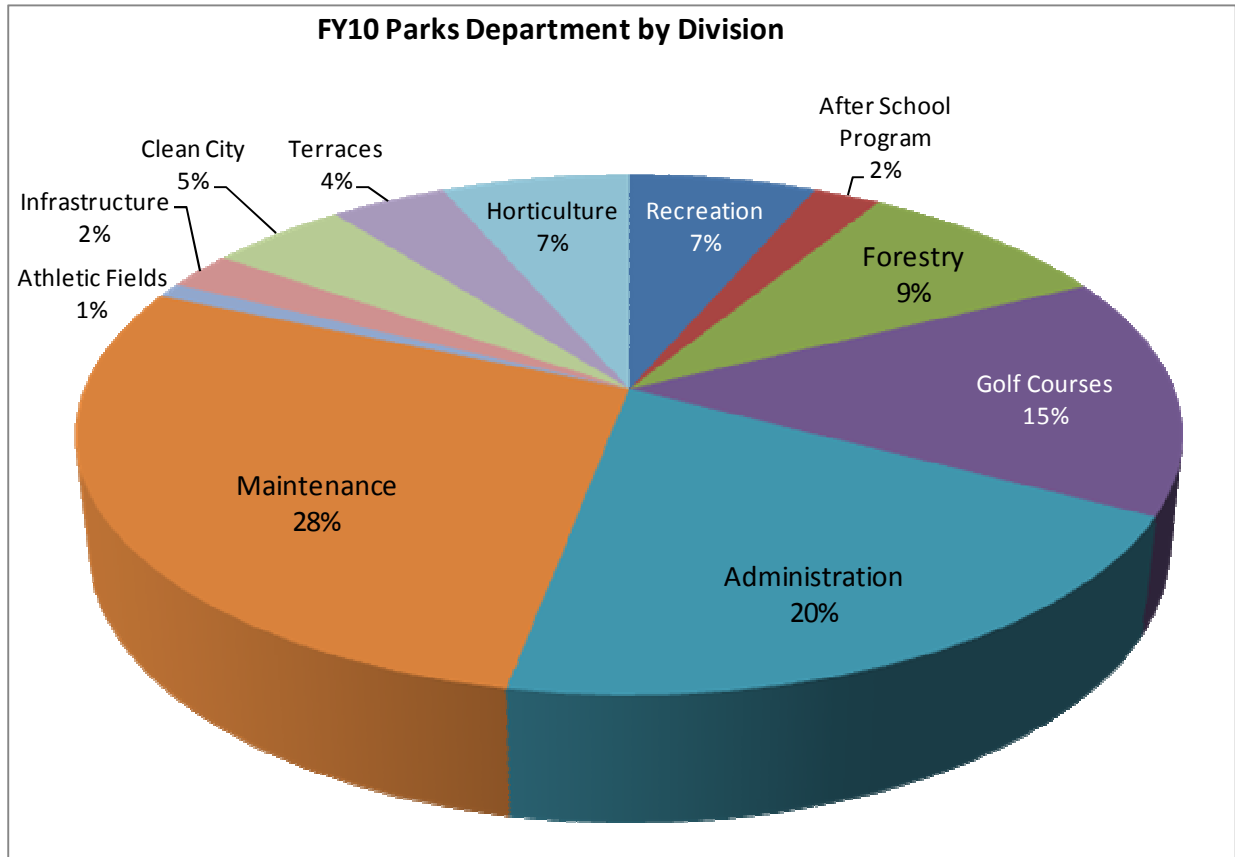
Parks Department



Mission Statement

Maintain and improve the City's parks and open space, as well as, offer a diverse range of recreational programs.

Parks Maintenance Department Summary



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal	\$4,723,275	\$5,063,624	\$4,229,348	(\$834,276)	-16.5%
OTPS	\$4,128,160	\$3,923,254	\$4,297,287	\$374,033	9.5%
Total General Fund	\$8,851,435	\$8,986,878	\$8,526,635	(\$460,243)	-5.1%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Parks Department	103.0	101.5	86.3	-15.2*

*the FY10 number excludes temporary and summer staff

Parks Maintenance

Department Summary

The park maintenance program is responsible for the care and maintenance of 35 parks (2,500 acres), 43 schools (60 acres), and 160 traffic islands and terraces (70 acres). Its responsibilities include playground equipment repair; park building maintenance and repair; trash and litter clean-up and removal; athletic field maintenance, mowing, trimming, leaf and fall clean-up and disposal; vegetation management; and illegal dumping reporting and remediation. The program also conducts small construction projects aimed at expanding and reclaiming parkland and open space to increase, diversify, and improve quality recreational programming and leisure activities.

Fiscal Year 2009 Highlights

Parks

The Parks Division has cooperatively worked with a private vendor to conduct mowing, trimming, spring/fall clean-ups, and snow removal services for 25 parks, 43 schools, and 153 terraces. Continued collaboration has resulted in a regular maintenance schedule that satisfies the turf maintenance requirements for each location and has allowed park personnel to further improve athletic field surfaces by conducting overseeding, aeration, and sod improvements throughout the park and terrace system.

The Parks Division currently manages all vegetation on parks, city terraces, and recreation woodlands. Maximizing recreational opportunities has included specific attention to dam facilities and flood control projects, shared space initiatives, and reclaiming property for active use, such as trail maintenance in our regional parks.

Athletic Fields

The ball field maintenance crew is beginning its second year of operation. Their goal is to improve the condition of the City's ball fields and athletic fields based on the recreational needs of the City. The City currently has 31 facilities that accommodate 93 operational field locations throughout the spring, summer and fall. The ball field crew is responsible for communicating the condition of the infrastructure, including fencing and backstop repairs and replacements, mounds and base path integrity, and conducting regular maintenance activities for games. This includes lining ball fields and athletic fields, raking infields, and mowing grass.

Terraces

Fiscal Year 2009 represents the third and final year of the terrace maintenance contract which accounts for the turf maintenance and care of 153 terraces. The Adopt-A-Terrace Program has retained 25 groups or individuals who maintain existing terraces throughout the City. The division is inventorying and replacing signage, replacing benches, and other infrastructure on the terraces including fountains to further improve the quality of these open spaces.

Parks structure

The Parks structure division maintains day to day maintenance for 55 buildings and approximately 25 structures including two banquet facilities. The division is currently constructing databases using formats designed by the Facilities Division in preparation of implementing the MUNIS Work Order System to report, collect and distribute repair needs. This system will be implemented for July 1, 2009.

Clean City

The Clean City Project will continue to identify City property and roadsides that are compromising the safety of pedestrians, traffic, and the integrity and infrastructure of City roads, curbing and tree belts. Their objectives are to appropriately respond to work orders issued through the Office of Housing and Neighborhood Services, Facilities Division, Department of Public Works, and the Parks Division to maintain open space outside of park property. They will continue to be the authority on illegal dumping identification, reporting, and remediation, as well as providing property management services for the "abandoned house" portfolio. This includes the boarding and securing of vacant property, pursuant to code.

Horticulture

The City's horticultural program provides advanced plant care for terraces, gateways, and parks throughout the entire year. These services include the pruning of shrubs and ornamentals and the removal of unwanted plants. The horticulture division also adds seasonal interest to the gateways, terraces and parks by planting flowers through the growing season, seasonal signage and displays, and evergreen arrangements in the winter months.

Risks and Challenges

The Parks Maintenance Division is building various databases to initiate the MUNIS Work Order System. This system will supply administrators with information that will assist them to prioritize, manage, and identify opportunities to improve the quantity and quality of divisional services. The Facilities Division is experiencing the benefits of this program.

The Commonwealth's Office of Dam Safety and the Army Corps of Engineers are directing efforts to improve high and moderate risk flood control systems that exist in two locations in the City which will also create additional maintained open space. Studies and analysis will facilitate recreational programming, erosion controls, repair culverts and water control measures, and a long-term management manual that describes the responsibilities of maintaining a "high or moderate-risk" dam facility.

Department Program Goals

Short Term Goals:

Parks

Implement the MUNIS Work Order system in various divisions.

Conduct bimonthly maintenance checklists for each district for a total of six reports per district, as well as, presenting these findings in an annual report.

Identify three seasonal safety seminars for employees to stress the importance of wearing PPE and work zone safety.

Athletic Fields

Renovate six athletic field facilities and identify ten more for future renovation.

Perform “pooling” maintenance checks in the spring and summer; perform maintenance activities to lower their occurrence.

Complete comprehensive athletic field master plan for Springfield parks and school fields.

Terraces

Renovate two (2) gateway terraces and two (2) terraces that incorporate horticultural elements and low-maintenance planting (s).

Replace 3 benches.

Conduct terrace inventory of amenities.

Infrastructure

Develop a comprehensive database for park buildings and structures.

Develop a comprehensive needs assessment for park buildings and structures.

Clean all park properties with 100% “green safe” detergents.

Horticulture

Plant 25% more grasses to lower maintenance and accentuate designs.

Develop materials list to streamline ordering and purchases.

Clean City

Identify and implement roadside debrushing program to improve safety and the integrity of the City’s ROW system.

Post illegal hotspot signage to improve and educate the community about illegal dumping.

Intermediate Term Goals:

Develop terrace maintenance owners manual that accurately identifies features, tracks maintenance items, and incorporates needs assessment and recommendations for terraces.

Develop on-line management system for open space throughout the City.

Develop a signage replacement program for park properties, illegal dumping, and adopt-a-terrace locations.

Develop a web-based, publicly available scheduling system for recreational activities.

Update park system website.

Complete existing conditions mapping and master plan.

Strategic Objectives for Fiscal Year 2010:

Providing the athletic field maintenance crew with seven-day per week coverage from spring into summer.

Biweekly maintenance reviews per district with follow-up action plan.

Develop monthly reports package for administration review by division.

Develop a needs assessment survey analyzing the existing condition of spray structures and youth activity equipment throughout the parks system.

Recreation

Department Summary

Currently, the Recreation program provides a variety of programming, including: after-school and out-of-school time, special events, concerts, therapeutic recreation for adults and children, and scheduling of athletic fields for youth and adult organizations in 35 parks and playgrounds. The division also serves as a central clearinghouse of program information for all sports activities and seasonal youth-serving programs located within the City of Springfield.

Short Term Goals:

Provide city-wide leadership, coordination and monitoring of neighborhood academic enrichment and recreational activities through programming and scheduling that is both creative and stimulating to residents of all ages.

Create a special events committee consisting of Recreation staff who will be charged with scheduling and overseeing all special events held in City parks.

Intermediate Term Goals:

Diversify programming through the identification and development of multi-generational programs for City residents. Staff will continue to identify and monitor under-served neighborhoods and develop proposed programming. Recreation staff will also work with the Department of Health and Human Services to identify program participants who are in need of services and create a referral system.

To comply with the Massachusetts Department of Education's 21st Century Community Learning Center Grant the division must have a sustainability plan in place which funds all full-time grant employees with City funds and continue programming beyond the grant period.

Renovate Walker Grandstand classroom areas and run year-round programming on site.

Increase indoor space at Camp STAR to accommodate participants during inclement weather.

Strategic Objectives for Fiscal Year 2010:

Strengthen our relationships with the Department of Health and Human Services and other community-based organization and citywide initiatives to address the issues affecting City youth.

Diversify our funding sources by identifying and accessing other grants sources or trust funds and investigating fee-based programming.

Identify a community partner to compile and publish the Summer Youth Activity Guide.

Locate funding sources and vendor for the construction of a ropes challenge course at Camp Wilder.

Create non-traditional recreation and additional passive recreation opportunities in City parks.

Work with the Facilities Division to track after school participants who may be suffering from asthma and develop a plan for controlling the environment.

Municipal Golf Courses

Department Summary

Since 1929, the City of Springfield has provided residents and neighbors with quality golf facilities by operating Franconia and Veteran’s Memorial Golf Courses. These 18-hole facilities generate approximately 65,000 rounds of golf. The Springfield Park Commission has taken an active role in the management of the usage to ensure that operation costs and capital improvements are all covered by revenues. The commission also keeps rates competitive with area’s surrounding municipal golf courses. It continues to be the department’s intention to provide the highest quality experience at the most affordable cost to each patron.

Franconia Golf Course and Veterans’ Memorial Golf Course have gone through significant changes in recent times. Each golf course has had a new Superintendent appointed to ensure that playing conditions remain first rate in our area. The golf operation has also been reconfigured and consolidated to include a General Manager to oversee all aspects of both courses. It is our intent to continually review and determine the best management practice to ensure that we are maximizing the experience of all our patrons on a daily basis.

Short Term Goals:

The golf program’s goal is to provide local golfers from surrounding communities with an enjoyable, affordable, safe, and environmentally friendly golf experience on two pristinely conditioned courses operated by first rate staff.

Intermediate Term Goals:

The interim goal of this division is to develop a strategy for a comprehensive rate increase study.

Strategic Objectives for Fiscal Year 2010:

Continue to recover all costs associated with the courses’ operation including General Fund and capital debt expenses.

Continue to comply with State and Federal guidelines for environmental and safety standards.

Implement a patron’s survey regarding golf course services and conditions.

Forestry

Department Summary

The Forestry program is responsible for the care and maintenance of all public shade trees growing along City streets. This work includes planting, trimming, removal of hazardous trees and stump grinding. The program also interacts with various City departments, as well as, neighborhood and business groups on grants and tree related projects. Management of the street tree population is done through the use of Tree Keeper Online Inventory System.

Short Term Goals:

Successfully transition to managing contracts with outside vendors who will maintain the City's tree population.

Ensure that there are safety routes for the fire and trash trucks in the event of a tree in the road.

Increase the involvement of the city's "Adopt-A-Tree Program".

Improve communication with homeowners.

Intermediate Term Goals:

Develop a five-year master plan that takes into consideration the Western Mass Electric Company's tree trimming operation.

Strategic Objectives for Fiscal Year 2010:

Continue tree removal program.

Develop quarterly updates to compare work orders and master plan information.

Re-inventory street trees.

Develop pilot cyclical trimming plan by neighborhood.

Continue working with business and neighborhood groups on increasing the awareness of Asian Longhorn Beetle, including using volunteer groups such as Arbor Allies to further promote the value of trees in our community.

Support Services

Department Summary

The Support Services program provides support and guidance in the operation of a 2,500-acre park system, the management and maintenance of 52 municipal and school buildings, and the development and continuation of recreational opportunities for all residents. The department ensures safe environments for work, learning, and recreation. It is our intent to continue to be at the forefront for grant opportunities, leverage private foundation grants, and begin to work with our local business community in promoting quality facilities. Well-maintained, enjoyable facilities will encourage people to live and work in Springfield. Additionally, the department will develop a workforce that is proactive and responsive to customer service and assist in the development of all open space in the City of Springfield.

Short Term Goals:

The Support Services program goal is to provide operational support to City departments so they have the necessary tools to perform their jobs.

Intermediate Term Goals:

To provide the workforce with updated technical equipment necessary to execute their tasks more effectively and efficiently.

Strategic Objectives for Fiscal Year 2010:

Institute and monitor sick time and workers compensation cases on a quarterly basis.

Improve communication with public through work order system.

Implement a Building and Field Permit invoice tracking system.

Operating Budget by Program

Recreation	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$813,424	\$1,091,907	\$508,301	(\$583,606)	-53.4%
Purchases of Services	\$42,318	\$37,888	\$30,253	(\$7,635)	-20.2%
Supplies & Materials	\$33,315	\$20,022	\$13,262	(\$6,760)	-33.8%
Total	\$889,057	\$1,149,817	\$551,816	(\$598,001)	-52.0%

After-School-Program	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$127,384	\$0	\$131,054	\$131,054	100.0%
Purchases of Services	\$8,024	\$29,212	\$64,123	\$34,911	119.5%
Supplies & Materials	\$15,605	\$32,288	\$3,720	(\$28,568)	-88.5%
Other Charges and Expenditures	\$0	\$6,343	\$0	(\$6,343)	-100.0%
Total	\$151,013	\$67,843	\$198,897	\$131,054	193.2%

Forestry	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$374,757	\$381,587	\$0	(\$381,587)	-100.0%
Purchases of Services	\$599,673	\$341,393	\$725,004	\$383,611	119.5%
Supplies & Materials	\$155,007	\$102,499	\$40,000	(\$62,499)	-88.5%
Capital Outlay	\$18,555	\$8,558	\$0	(\$8,558)	-100.0%
Total	\$1,147,992	\$834,037	\$765,004	(\$69,033)	193.2%

Golf Courses	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$418,340	\$516,567	\$522,685	\$6,118	1.2%
Purchases of Services	\$470,406	\$472,224	\$483,307	\$11,083	2.3%
Supplies & Materials	\$233,424	\$258,924	\$267,229	\$8,305	3.2%
Total	\$1,122,170	\$1,247,715	\$1,273,220	\$25,505	2.0%

Operating Budget by Program

Infrastructure	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$0	\$0	\$0	\$0	0.0%
Purchases of Services	\$136,973	\$159,473	\$148,513	(\$10,960)	-6.9%
Supplies & Materials	\$29,665	\$54,906	\$50,739	(\$4,167)	-7.6%
Capital Outlay	\$0	\$9,300	\$0	(\$9,300)	-100.0%
Total	\$166,638	\$223,679	\$199,252	(\$24,427)	-10.9%

Maintenance	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$1,489,077	\$1,491,376	\$1,505,260	\$13,884	0.9%
Purchases of Services	\$539,678	\$739,269	\$691,543	(\$47,726)	-6.5%
Supplies & Materials	\$397,313	\$262,255	\$229,289	(\$32,966)	-12.6%
Capital Outlay	\$9,897	\$0	\$0	\$0	0.0%
Total	\$2,435,966	\$2,492,900	\$2,426,092	(\$66,808)	-2.7%

Athletic Fields	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Purchases of Services	\$199,265	\$0	\$0	\$0	0.0%
Supplies & Materials	\$16,801	\$104,997	\$79,227	(\$25,770)	-24.5%
Total	\$215,865	\$104,997	\$79,227	(\$25,770)	-24.5%

Administration	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$1,207,711	\$1,278,169	\$1,168,816	(\$109,353)	100.0%
Purchases of Services	\$516,161	\$529,505	\$526,505	(\$3,000)	100.0%
Supplies & Materials	\$28,467	\$37,020	\$32,020	(\$5,000)	100.0%
Other Charges & Expenditures	\$4,477	\$0	\$1,171	\$1,171	100.0%
Capital Outlay	\$0	\$1,395	\$0	(\$1,395)	100.0%
Total	\$1,756,815	\$1,846,089	\$1,728,512	(\$117,577)	100.0%

Operating Budget by Program

Mayor's Clean City	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$292,582	\$304,018	\$277,728	(\$26,290)	-8.6%
Purchases of Services	\$81,604	\$93,372	\$101,662	\$8,290	8.9%
Supplies & Materials	\$37,662	\$25,110	\$26,271	\$1,161	4.6%
Capital Outlay	\$4,473	\$4,650	\$0	(\$4,650)	-100.0%
Total	\$416,321	\$427,150	\$405,661	(\$21,489)	-5.0%

Terrace Maintenance	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Purchases of Services	\$299,700	\$300,000	\$343,872	\$43,872	14.6%
Total	\$299,700	\$300,000	\$343,872	\$43,872	14.6%

Horticulture	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$0	\$0	\$115,504	\$115,504	100.0%
Purchases of Services	\$8,527	\$274,050	\$428,396	\$154,346	56.3%
Supplies & Materials	\$0	\$18,600	\$11,182	(\$7,418)	-39.9%
Total	\$8,527	\$292,650	\$555,082	\$262,432	89.7%

All Funds Budget

Operating Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$4,723,275	\$5,063,624	\$4,229,348	(\$834,276)	-16.5%
Purchases of Services	\$2,902,129	\$2,976,387	\$3,543,177	\$566,790	19.0%
Supplies & Materials	\$947,258	\$916,621	\$752,939	(\$163,682)	-17.9%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$4,477	\$6,343	\$1,170	(\$5,173)	-81.5%
Capital Outlay	\$32,925	\$23,903	\$0	(\$23,903)	-100.0%
Total Operating Funds	\$8,610,065	\$8,986,878	\$8,526,635	(\$460,243)	-5.1%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
21 st Century CCLC Continuation Grant	\$652,500	\$652,500	\$652,500	\$0	0.0%
21 st Century CCLC Grant New	\$0	\$285,000	\$285,000	\$0	0.0%
Total External Funds	\$652,500	\$832,500	\$832,500	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$8,610,065	\$8,986,878	\$8,526,635	(\$460,243)	-5.1%
External Funds	\$652,500	\$832,500	\$832,500	\$0	0.0%
Total All Funds Budget	\$9,262,565	\$9,819,378	\$9,359,135	(\$460,243)	-4.7%

Grant Summary

GRANT NAME	21st CCLC Continuation Grant		
Estimated Amount	\$ 652,500	Confirmation Date	Aug-08
Scope of grant			
To provide school- aged children with after-school and summer educational activities designed to complement their regular academic programs.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$329,387	\$329,387	\$329,387
Benefits	\$3,077	\$3,077	\$3,077
OTPS	\$320,036	\$320,036	\$320,036
TOTAL	\$652,500	\$652,500	\$652,500

GRANT NAME	21st CCLC Grant New		
Estimated Amount	\$ 285,000	Confirmation Date	Aug-08
Scope of grant			
To provide school- aged children with after-school and summer educational activities designed to complement their regular academic programs.			
	Actual FY2008	Budgeted FY2009	Estimated FY2010
Salaries	\$0	\$161,736	\$182,222
Benefits	\$0	\$1,279	\$19,672
OTPS	\$0	\$121,985	\$83,106
TOTAL	\$0	\$285,000	\$285,000

Performance Measures

Measurable Goal: To maintain all City open spaces.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of open vandalism work orders older than 7 days	N/A	N/A	80%
Percent of open vandalism work orders older than 1 month old	N/A	N/A	60%
Percent of open vandalism work orders older than 3 months old	N/A	N/A	60%

Measurable Goal: To provide enjoyable, safe, and environmentally friendly ball fields.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of open work orders older than 1 month old	N/A	N/A	60%
Percent of open work orders older than 3 months old	N/A	N/A	60%

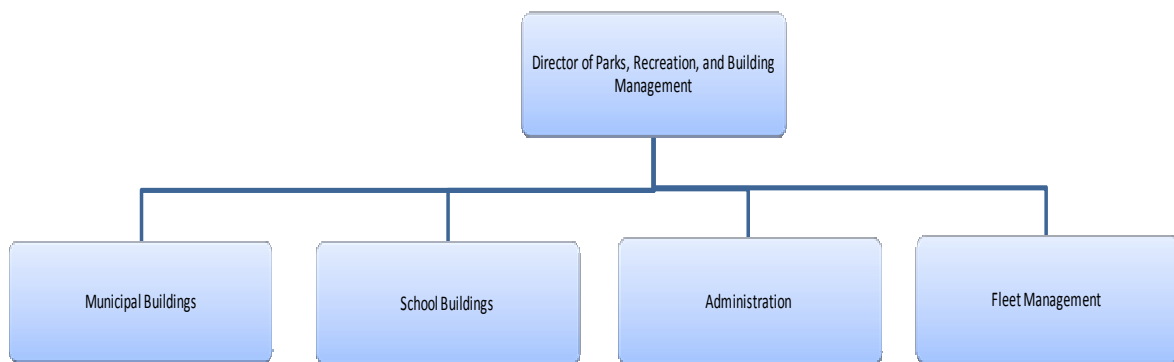
Measurable Goal: To process and complete work orders from Springfield's Office of Housing and Community Development and to identify City property and roadsides that are compromising the safety of pedestrians, traffic, and the integrity and infrastructure of City roads, curbing and tree belts.

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of open vandalism work orders older than 1 month old	N/A	N/A	60%
Percent of open vandalism work orders older than 3 months old	N/A	N/A	60%
Percent of illegal dumping open work orders less than 1 week old	N/A	N/A	80%
Percent of complaint work orders less than 1 week old	N/A	N/A	80%

Measurable Goal: To provide an enjoyable, safe, affordable, environmentally friendly golf experience.

Measure	Actual FY08	Projected FY09	Goal FY10
Gross revenue raised at both golf courses	N/A	N/A	\$1,400,000

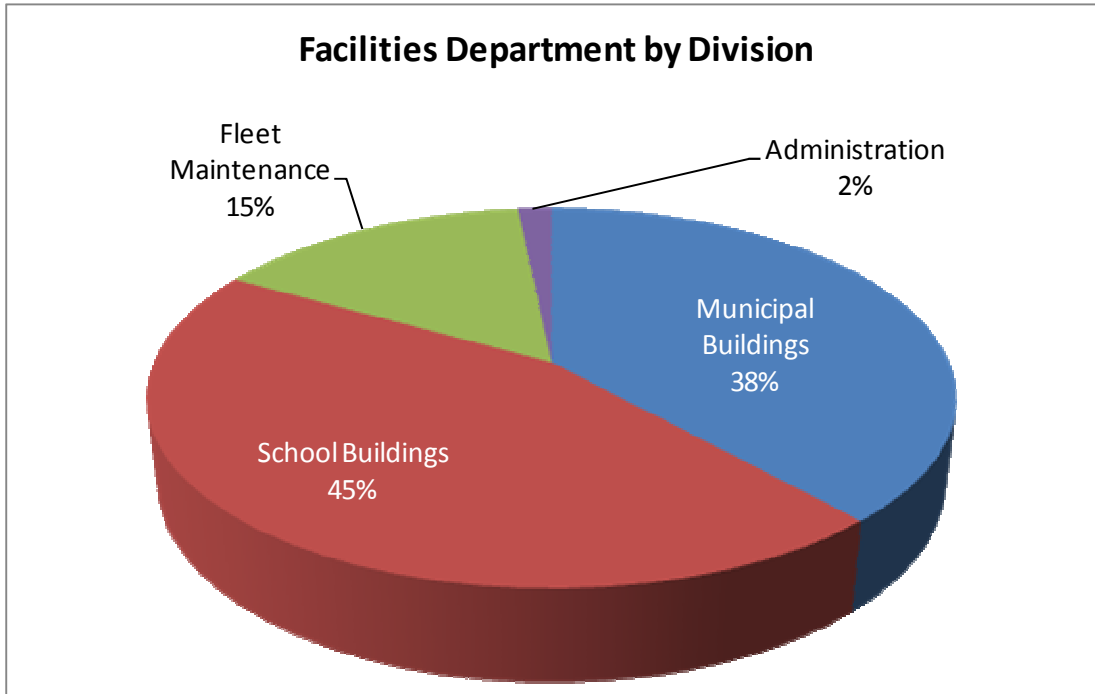
Facilities



Mission Statement

The Facilities Department is committed to maintaining our public buildings and city vehicles in a manner that will sustain a safe, healthy and productive learning and working environment for the occupants and visitors of all of our schools, municipal buildings and grounds.

Budget Overview



General Fund Department Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$2,850,135	\$2,875,139	\$2,859,251	(\$15,888)	-0.6%
OTPS	\$8,457,684	\$7,677,646	\$9,723,815	\$2,046,169	26.7%
Total General Fund	\$11,307,819	\$10,552,785	\$12,583,066	\$2,030,281	19.2%

Department Personnel (FTEs)	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10
Facilities	56.0	56.0	65.0	9.0

Buildings Maintenance

The Building Maintenance program is responsible for all aspects of the day-to-day maintenance repairs and daily preparation for use for all municipal buildings, school buildings and grounds. The maintenance program covers over 90 buildings and approximately 6.5 million square feet with building ages ranging from the late 1800's through 2007.

The division has a skilled trade staff numbering 33, including electricians, plumbers, carpenters, HVAC technicians, glaziers, oil burner technicians, sheet metal workers, masons, a telecommunications specialist and a painter. In addition to the in-house staff, the department is responsible for maintaining and managing a vendor base to assist in responding to emergencies and/or projects that require specialty trades or quick turn around times.

The department reviews all operations and maintains a comprehensive master plan (including maintenance) for all buildings. This will allow the administration to determine/review the need for timely repairs and begin to improve the indoor environment of our buildings. The department utilizes electronic work order system to input, track and distribute work orders to the appropriate trade's workers and/or outside vendors. The department will be issuing a separate maintenance plan and capital plan for each building.

Fiscal Year 2009 Highlights

The Department continues to ensure all buildings meet safety/building codes and, at this time, has developed an inspection with the building department to ensure all buildings have current certificates of occupancy.

The department has successfully inspected all elevators and emergency generators and provided the necessary repairs.

The department has submitted requests to the Massachusetts School Building Authority (MSBA) for school repairs and will continue to advocate for funding for overdue building repairs.

The Energy Saving Company (ESCO) project was implemented and the results from July 2008 through February 2009 has resulted in over \$1 million in energy savings.

The department has completed \$3,000,000 in maintenance to school buildings. Projects included new Life Skills rooms at Van Sickle Middle School, the remodeling of Melanie Kasparian Center into the STEM Middle School and the renovation of portions of the School Department's IT function into Duggan Middle School. In addition, there have been numerous plumbing and electrical enhancements along with painting and floor tile replacement projects. It is the goal of the department to initiate a five-year plan that will detail a timely maintenance program rather than reactionary maintenance.

Risks and Challenges

The Department's largest concern is the \$130,000,000 identified in school building repairs. The department has identified a five year program that includes roof replacement, window replacement and restroom renovation projects for our aging school system.

Strategic Decisions for Fiscal Year 2010

The department is recommending the City continue to invest in building improvements that provide a return on investment. We are recommending the hiring of eight trades men to be assigned to the existing four in the ESCO crew. This will provide an ESCO crew to each zone. This crew will have the sole responsibility of cleaning filters, maintaining building systems, and overall air quality in school buildings. This crew will ensure savings due to equipment efficiencies and improve the air quality. The department has submitted requests for vehicles to support staff both in the facilities and parks division under separate cover. Many of the vehicle requests are funded through lease purchase bond appropriations.

This budget request includes an allocation of \$100,000 to improve the building envelope at City Hall. The number one complaint is the poor condition of the buildings and the wooden frames that could pose a safety hazard. It is the intent of the department to replace the windows over a two to three year period. The department was successful with a grant for symphony hall and looks forward to coordinating both window projects. This budget also includes funds to ensure all buildings meet the new ordinance fire code for wireless fire boxes. The department has successfully completed 12 school buildings and will complete this project for the spring 2009.

The department has bid its electrical procurement and selected World Energy. The department will continue to monitor the success to-date through its work with the lower pioneer valley collaborative in the purchase of natural gas.

Finally the department will work closely with the MSBA to determine the viability of the availability of funds to improve the Springfield Schools and determine the long-term approach by the City to ensure timely maintenance of our infrastructure.

Department Program

Short Term Goals:

The Building Maintenance program goal is to ensure that public buildings are safe, clean and provide a comfortable atmosphere throughout the year.

Intermediate Term Goals:

The Building Maintenance intermediate goal is to develop a maintenance plan and capital plan for each building.

Strategic Objectives for Fiscal Year 2010:

Improve the quality of all buildings.

Transition from the current “home grown” work order system into the new MUNIS based system by end of Fiscal Year 2008.

Continue capital repairs, improvements and maintenance.

Develop and complete a five and ten-year master plan that incorporates building improvements and energy efficiencies.

Seek assistance from the Commonwealth and the federal government to assist in the rebuilding of the department’s resources.

Create a specialty trades team to assist to ESCO related upgrades and repairs (HVAC, Electrical and Plumbing).

Implement ESCO project and repair all associated equipment in-house.

Implement a summer maintenance program utilizing MCDI students and our building coordinators to assist with the ESCO teams and grounds maintenance staff throughout the school district.

Fleet Maintenance Division

Description: The Fleet Management division is responsible for the repair and maintenance of nearly 600 vehicles and pieces of heavy equipment, including 81 plows. Some examples of the types of vehicles and equipment under our care are: light cars and trucks, hand compactors, excavators, rollers, graders, loader/backhoes, sweepers, buses, log loaders, and chippers. The Fleet Maintenance division is also responsible for: tire repair and maintenance, welding services, emission inspections, body repair, road calls and vehicle specification writing for the City of Springfield. The Fleet Maintenance division is available for emergency services all hours of the day, everyday of the year. The Fleet Maintenance division utilizes oil analysis for purposes of extending operation time between oil changes. The oil analysis also provides insight into engine life, transmission wear, and hydraulic system performance. In keeping with the Mayor's green initiative, the used motor oil waste is burned onsite as an alternative heat source.

Short Term Goals:

Research the feasibility of purchasing vehicles that use alternative fuel sources.

Work with the Facilities Management department to replace the fuel pumps and upgrade the fuel island.

Evaluate the current automated fuel dispensing system to determine if a more functional system exists.

With the assistance from the Facilities Management department, research the feasibility of purchasing and locating a vehicle/equipment washing system.

Intermediate Term Goals:

Resurface the garage area floor.

Strategic Objectives for Fiscal Year 2010:

Find a location within the City to store DPW's vehicles and equipment indoors.

Continue to replace vehicles and equipment according to the replacement policies and procedures.

Continue to standardize the fleet purchases to lower repair and maintenance costs.

Operating Budget by Program

Municipal Buildings	Actual FY08	Approp FY09	Budget FY10	Variance FY09- FY10	Percent Change
Salaries	\$2,508,933	\$2,677,178	\$2,490,068	(\$187,110)	-7.0%
Purchases of Services	\$1,862,975	\$1,475,842	\$1,710,556	\$234,714	15.9%
Supplies & Materials	\$1,153,867	\$757,320	\$624,295	(\$133,025)	-17.6%
Capital Outlay	\$10,648	\$9,180	\$0	(\$9,180)	-100.0%
Total	\$5,536,424	\$4,919,520	\$4,824,919	(\$94,601)	-1.9%

School Buildings	Actual FY08	Approp FY09	Budget FY10	Variance FY09- FY10	Percent Change
Purchases of Services	\$3,047,672	\$3,004,872	\$3,211,480	\$206,608	6.9%
Supplies & Materials	\$2,346,123	\$2,389,873	\$2,389,873	\$0	0.0%
Capital Outlay	\$36,399	\$40,559	\$40,559	\$0	0.0%
Total	\$5,430,194	\$5,435,304	\$5,641,912	\$206,608	3.8%

Fleet Management	Actual FY08	Approp FY09	Budget FY10	Variance FY09- FY10	Percent Change
Personal Services	\$0	\$0	\$167,263	\$167,263	100%
Purchases of Services	\$0	\$0	\$1,014,352	\$1,014,352	100%
Supplies & Materials	\$0	\$0	\$732,700	\$732,700	100%
Total	\$0	\$0	\$1,914,316	\$1,914,316	100%

Administration	Actual FY08	Approp FY09	Budget FY10	Variance FY09- FY10	Percent Change
Salaries	\$341,202	\$197,961	\$201,920	\$3,959	2.0%
Total	\$341,202	\$197,961	\$201,920	\$3,959	2.0%

All Funds Budget

Operating Budget	Actual FY08	Approp FY09	Budget FY10	Variance FY09-FY10	Percent Change
Salaries	\$2,850,135	\$2,875,139	\$2,859,251	(\$15,888)	-0.6%
Purchases of Services	\$4,910,647	\$4,480,714	\$5,936,388	\$1,455,674	32.5%
Supplies & Materials	\$3,499,990	\$3,147,193	\$3,746,868	\$599,675	19.1%
Capital Outlay	\$47,047	\$49,739	\$40,559	(\$9,180)	-18.5%
Total Operating Funds	\$11,307,819	\$10,552,785	\$12,583,066	\$2,030,281	19.2%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$11,307,819	\$10,552,785	\$12,583,066	\$2,030,281	19.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$11,307,819	\$10,552,785	\$12,583,066	\$2,030,281	19.2%

Performance Measures

Measurable Goal: To improve all municipal, school, and city-owned buildings

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of outstanding work orders related to the School Department's cleaning contract (Edu Clean) older than 2 days old	N/A	N/A	5%
Percent of outstanding work orders related to the School Department's cleaning contract (Edu Clean) older than 1 month old	N/A	N/A	5%

Measurable Goal: To maintain all municipal, school, and city-owned buildings

Measure	Actual FY08	Projected FY09	Goal FY10
Percent of outstanding work orders less than 2 months old	N/A	N/A	25%
Percent of outstanding work orders less than 3 months old	N/A	N/A	15%
Percent of outstanding work orders less than 4 months old	N/A	N/A	10%

Measurable Goal: To perform preventative maintenance on school systems

Measure	Actual FY08	Projected FY09	Goal FY10
Number of elementary schools that had work completed by the preventative maintenance crew	N/A	N/A	4
Number of middle schools that had work completed by the preventative maintenance crew	N/A	N/A	1

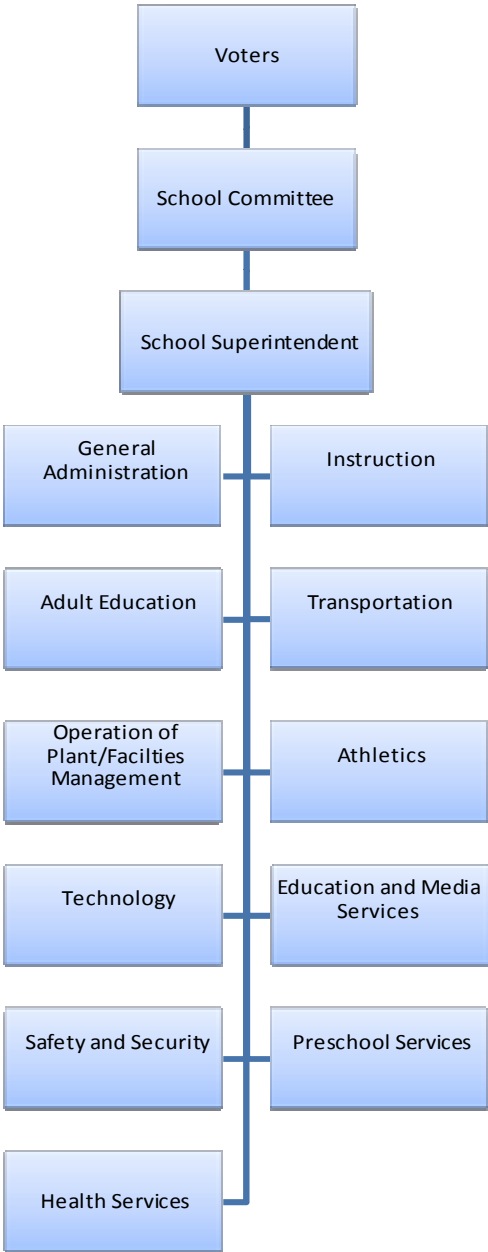
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Section 11

Public Schools

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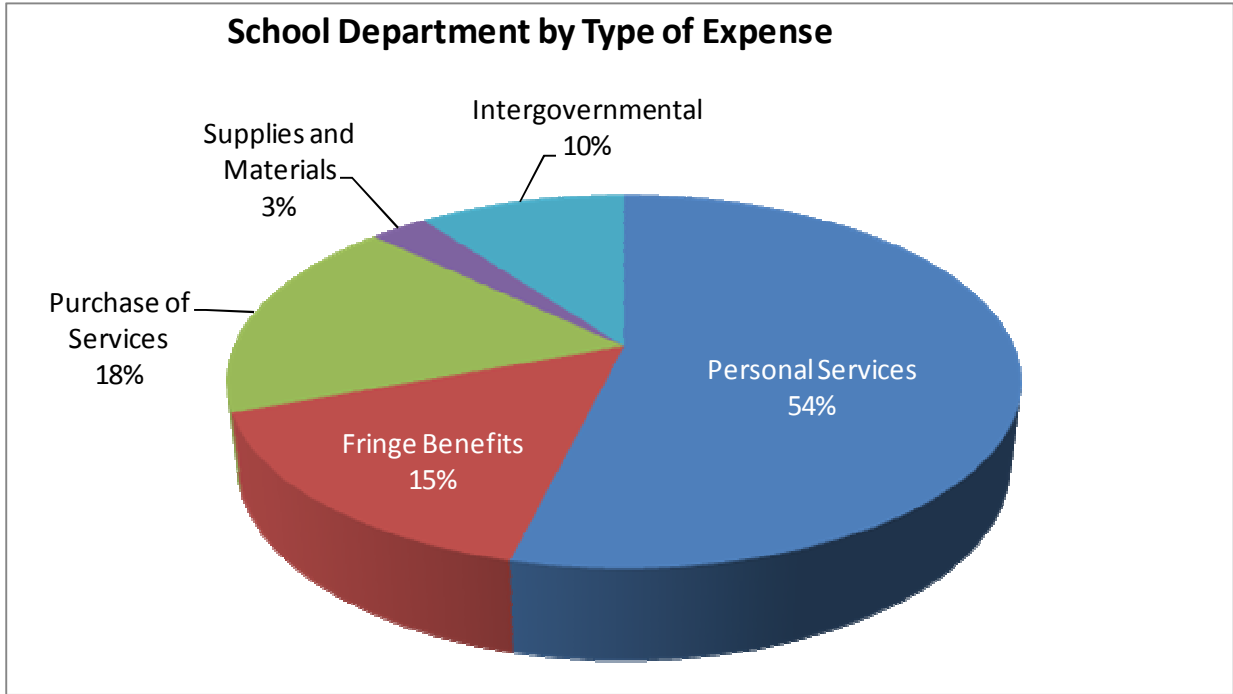
School Department



Mission Statement

To build a culture of educational excellence in all schools and in all classrooms to ensure the delivery of educational experiences in which all learners succeed.

Budget Overview



General Fund Department Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal	\$ 175,481,221	\$ 179,661,442	\$ 163,907,789	\$ (15,753,653)	-8.8%
OTPS	\$ 115,400,022	\$ 124,799,583	\$ 141,119,155	\$ 16,319,572	13.1%
Total General Fund	\$ 290,881,243	\$ 304,461,025	\$ 305,026,944	\$ 565,919	0.2%

Department	Approp. FY08	Budget FY09	Budget FY10	Variance FY09-FY10
School Department	3,047.2	4,110	3,664	-446.0

School Department Department Summary

The School Department focuses its attention on creating a system-wide approach to academic achievement in which behaviors reflect belief. The system-wide goal is to maximize opportunities to learn so that all students can achieve certain standards. In a culture of academic achievement, everyone believes and acts in accordance with the belief that all learners can achieve. All actions with students and parents illustrate and confirm commitment to the belief that all learners can achieve. All resources focus on actualizing this belief. Students learn continually and are surrounded by others—teachers, administrators and other adults - who are also learning all the time. Creating a community of learners in the public schools will require a dedication to continuous improvement in learning on the part of all students, staff and parents.

Risks and Challenges

The School Department struggles to provide adequate facilities that would enable our students to participate in classrooms on the same level as students in other school districts. There is a large number of maintenance needs for all forty three (43) schools and addressing all of these needs will take time.

Strategic Decisions for Fiscal Year 2010

To accomplish this work, it will take the support and assistance of everyone: students, parents, teachers, support staff, administrators and the community. Through an aligned management system, each of the following strategic priorities will serve to help ensure system-wide accountability:

High Academic Achievement For 21st Century Success

Increase district wide proficiency in ELA (English Language Arts), Mathematics, Science and Social Studies for all students.

Increase attendance rate for all students.

Increase post secondary options for all students.

Increase participation and performance in AP (Advanced Placement) and IB (International Baccalaureate) programs for all students.

Increase participation and performance for all students on PSAT (Preliminary Scholastic Aptitude Test), SAT (Scholastic Aptitude Test) and ACT (American College Test).

Decrease dropout rate for all students.

Increase graduation rate for all students.

Safe, Nurturing, Respectful Working and Learning Environment

Create and maintain a nurturing, respectful safe environment for the Springfield Public Schools students, staff and families.

Ensure an accountability system that holds all staff, students, parents and the community responsible for the safety of the SPS community.

Assess, update and maintain all SPS facilities and surrounding grounds to ensure safety.

Highly Qualified Staff at all Levels

Attract and retain highly qualified staff at all levels.

Use timely and accurate performance data for all decision making.

Create a performance management system that ensures accountability for all and rewards successful outcomes.

Provide professional development that is differentiated, targeted and monitored for results.

Ensure all staff is accountable for achieving clear and aligned system-wide performance goals.

Strategic Decisions for Fiscal Year 2010 (cont.)

Effective Parent and Community Partnerships

Assist and support parents and guardians to help improve learning. .

Create a structure for families which provides referral services to help them be effective partners in their child's education.

Develop a comprehensive system that supports, encourages, values, and manages community partnerships.

Equitable, Efficient and Appropriate Use of Resources & Funding

Provide 21st Century technology to support teaching and learning, to ensure technological literacy, and support system-wide management needs.

Pursue alternative and supplemental funding that support district goals and priorities.

Assure an equitable distribution of funding aligned with district priorities.

Provide for and equitably distribute approved instructional materials and supplies to support teaching and learning.

Improve and maintain district buildings.

Recruit, hire, retain and equitably allocate highly qualified diverse personnel.

Provide student/staff support services as needed for all.

Responsive, Effective and Accountable Leadership at all Levels

Develop and support a high performing educational culture.

Develop and support effective leadership skills.

Develop and support a culture of shared accountability.

Responsive, Multi-Cultural and Effective Communications at all Levels

Establish a common understanding of shared goals and challenges.

Improve community engagement and commitment to district goals and mission.

Develop an interactive communication system that is respectful and responsive to the needs of staff and the community

General Administration

Description: General Administration includes activities associated with the general regulations, direction and control activities for establishing and administering school system policy, providing fiscal and internal services, supporting all other instructional and support service and assisting the instructional staff with the content and process of providing learning experiences for students. The emphasis of General Administration is to provide the highest level of customer service to all stakeholders.

Instruction

Description: The core of the School Department is instruction with over 2,500 adults providing direct academic and vocational instruction to more than 25,000 students. Instructional services provide students with the proper curriculum framework where all learners can achieve success, including demonstrated improvement in students' MCAS test scores. Additional experiences are also provided to enhance student learning opportunities. Within the instructional component, students are given the opportunity to learn environmental sciences through the ECOS program. These students are given the opportunity to obtain early exposure to lifelong work and learning by building ethics, responsibility, teamwork and problem solving skills. Within instruction, the career development program supports a freshmen transition course and a middle school portfolio program. Springfield School volunteers function as a bridge between the community and the Springfield Public Schools, marshalling the resources of the community for the benefit of the students and the staff.

Adult Education

Description: The Adult Education program provides quality alternative education for adults who have not obtained a high school diploma. Included in Adult Education are courses of study for trade development, nursing and General Education Development (GED) certificate study. The program assists in meeting the demand for adult education services and testing in the Springfield and surrounding communities. In addition, instruction is provided to learners whose primary language is other than English. The trades program provides mandatory code and theory classes for plumbing and electrical journeymen to obtain licensing and certification. The nursing prerequisite program provides instruction and courses for candidates to the nursing programs at area colleges. The GED instructional program provides preparation instruction for students attempting to take the GED exam. The program also serves as one of the two Department of Education's official GED testing centers in Springfield for those seeking equivalency diplomas.

Transportation

Description: With the consolidation of both regular and special education transportation into one vendor, the School Department saved approximately \$2 million in transportation costs. Ideally, additional funds can be saved in Fiscal Year 2010 with the improved utilization of equipment. Further, Traffic supervisors have been placed at intersections throughout the city to ensure the safety of all students as the number of children walking to school increases.

Operation of Plant/Facilities Management

Description: The Operation of Plant/Facilities Management is responsible for the day-to-day maintenance and cleaning of school buildings and complexes. The workforce is the first to respond to the needs of the teachers, students and any other person(s) who come to utilize school buildings.

Athletics

Description: The Athletic Department provides students the opportunity to compete on the interscholastic level. The Springfield Public Schools provides thirteen interscholastic sports to its high school students on three levels; varsity, junior varsity and freshman for boys and girls. Sports offered include baseball, basketball, cross county, field hockey, football, golf, ice hockey, soccer, softball, swimming, tennis, volleyball and wrestling. The program exists so that students may participate and compete with fellow students from area schools.

Technology

Description: The Technology Department provides reliable and accurate access to the data and tools necessary to facilitate data-driven decision making, promote high student achievement and develop successful partnerships between Springfield schools and the community.

Education and Media Services

Description: The Education and Media Services program provides students and teachers with a quality library collection that supports instruction.

Safety and Security

Description: The Safety and Security Department addresses safety issues to maintain a secure educational environment for staff and students. The department is responsible for maintaining safety records from all the Public Schools (incident reports, accident reports, fire drills and physical restraint reports). The department also coordinates the safety alarm systems in all the schools, which covers the monitoring, maintenance and video surveillance for each school's facilities.

Preschool Services

Description: The Preschool Services program consists of 36 classrooms offering half-day and full-day preschool programs in integrated settings with special education services and therapies. The program offers an array of high-quality programming from young children with and without disabilities, ages 3 to 5, in accordance with the Preschool Standards and Guidelines for Preschool Experiences as set forth by the Massachusetts Department of Education in 2003.

Health Services

Description: The Health Services program provides and supports the health needs of students. Its purpose is to treat acute and chronically ill students, to administer prescribed medications, complete the required health mandates for school age children and respond to all emergencies throughout the building.

Operating Budget by Program

Instruction	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$145,748,479	\$150,442,176	\$136,433,473	(\$14,008,703)	-9%
Fringe Benefits	\$1,156,242	\$0	\$0	\$0	0%
Purchase of Services	\$18,720,920	\$18,891,205	\$16,665,467	(\$2,225,738)	-12%
Supplies and Materials	\$2,353,489	\$3,005,427	\$1,276,752	(\$1,728,675)	-58%
Intergovernmental	\$22,232,132	\$25,174,040	\$28,211,257	\$3,037,217	12%
Other Charges and Expenses	\$126,177	\$92,176	\$71,240	(\$20,936)	-23%
Capital Outlay	\$130,424	\$0	\$0	\$0	0%
Total	\$190,467,863	\$197,605,024	\$182,658,189	(\$14,946,835)	-8%

Fringe Benefits	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Fringe Benefits - Health Insurance	\$35,325,008	\$42,277,332	\$47,360,111	\$5,082,779	12%
Intergovernmental	\$2,338,023	\$2,547,143	\$2,456,024	(\$91,119)	-4%
Total	\$37,663,031	\$44,824,475	\$49,816,135	\$4,991,660	11%

Operation of Plant (Maintenance/Cleaning)	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$5,457,076	\$5,935,550	\$5,879,648	(\$55,902)	-1%
Purchase of Services	\$8,489,683	\$9,700,308	\$11,069,748	\$1,369,440	14%
Supplies and Materials	\$3,756,432	\$3,175,000	\$4,268,548	\$1,093,548	34%
Intergovernmental	\$16,150	\$0	\$0	\$0	0%
Other Charges and Expenses	\$150	\$2,880	\$2,880	\$0	0%
Capital Outlay	\$360	\$0	\$0	\$0	0%
Total	\$17,719,850	\$18,813,738	\$21,220,824	\$2,407,086	13%

Operating Budget by Program

Transportation	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$2,678,229	\$2,712,314	\$2,932,215	\$219,901	8%
Purchase of Services	\$13,022,033	\$11,470,912	\$17,108,904	\$5,637,992	49%
Supplies and Materials	\$4,642	\$6,500	\$23,500	\$17,000	262%
Other Charges and Expenses	\$0	\$0	\$0	\$0	0%
Capital Outlay	\$4,015	\$1,000	\$0	(\$1,000)	-100%
Total	\$15,708,919	\$14,190,726	\$20,064,619	\$5,873,893	41%

Administration	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$3,480,183	\$4,257,466	\$3,908,382	(\$349,084)	-8%
Fringe Benefits		\$0	\$0	\$0	0%
Purchase of Services	\$554,183	\$248,233	\$1,799,731	\$1,551,498	625%
Supplies and Materials	\$100,274	\$35,687	\$559,517	\$523,830	1468%
Intergovernmental	\$227,707	\$0	\$0	\$0	0%
Other Charges and Expenses	\$151,621	\$129,600	\$250,640	\$121,040	93%
Capital Outlay	\$6,816	\$0	\$20,000	\$20,000	0%
Total	\$4,520,784	\$4,670,986	\$6,538,270	\$1,867,284	40%

New Leadership Charter School	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$2,431,058	\$2,677,017	\$0	(\$2,677,017)	-100%
Purchase of Services	\$1,733,376	\$1,562,983	\$4,319,752	\$2,756,769	176%
Total	\$4,164,434	\$4,240,000	\$4,319,752	\$79,752	2%

Substitute Teaching	Actual FY08	Approp FY09	Approp FY10	Variance FY09- FY10	Percent Change
Personal Services	\$4,478,785	\$3,774,111	\$4,172,824	\$398,713	11%
Total	\$4,478,785	\$3,774,111	\$4,172,824	\$398,713	11%

Operating Budget by Program

Technology	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$1,806,274	\$2,193,876	\$2,072,266	(\$121,610)	-6%
Purchase of Services	\$1,104,827	\$1,078,824	\$787,266	(\$291,558)	-27%
Supplies and Materials	\$752,643	\$444,505	\$412,290	(\$32,215)	-7%
Other Charges and Expenses	\$30,031	\$4,100	\$23,020	\$18,920	461%
Capital Outlay	\$295,443	\$62,000	\$206,986	\$144,986	234%
Total	\$3,989,218	\$3,783,305	\$3,501,828	(\$281,477)	-7%

Preschool Services	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$2,422,932	\$2,538,912	\$3,114,023	\$575,111	23%
Purchase of Services	\$0	\$0	\$8,000	\$8,000	0%
Supplies and Materials	\$727	\$140,000	\$7,000	(\$133,000)	-95%
Other Charges and Expenses	\$0	\$0	\$2,000	\$2,000	0%
Capital Outlay	\$0	\$0	\$15,000	\$15,000	0%
Total	\$2,423,659	\$2,678,912	\$3,146,023	\$467,111	17%

Health Services	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$2,153,256	\$2,483,474	\$2,537,069	\$53,595	2%
Purchase of Services	\$1,792	\$70,540	\$49,920	(\$20,620)	-29%
Supplies and Materials	\$7,509	\$24,000	\$31,000	\$7,000	29%
Other Charges and Expenses	\$643	\$0	\$1,620	\$1,620	0%
Capital Outlay	\$668	\$0	\$0	\$0	0%
Total	\$2,163,867	\$2,578,014	\$2,619,609	\$41,595	2%

Operating Budget by Program

Safety & Security	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$1,580,789	\$469,465	\$483,571	\$14,106	3%
Purchase of Services	\$262,541	\$1,708,378	\$1,632,930	(\$75,448)	-4%
Supplies and Materials	\$5,569	\$7,000	\$10,856	\$3,856	55%
Other Charges and Expenses	\$641	\$600	\$1,200	\$600	100%
Total	\$1,849,541	\$2,185,443	\$2,128,557	(\$56,886)	-3%

Instruction (School Allotment)	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Purchase of Services	\$482,915	\$0	\$0	\$0	0%
Supplies and Materials	\$2,497,351	\$2,278,190	\$1,849,800	(\$428,390)	-19%
Other Charges and Expenses	\$11,997	\$0	\$0	\$0	0%
Capital Outlay	\$86,665	\$0	\$0	\$0	0%
Total	\$3,078,928	\$2,278,190	\$1,849,800	(\$428,390)	-19%

Educational Media	Actual FY08	Approp FY09	Approp FY10	Variance FY09- FY10	Percent Change
Personal Services	\$1,478,077	\$1,537,046	\$1,460,525	(\$76,521)	-5%
Purchase of Services	\$10,240	\$0	\$31,000	\$31,000	0%
Supplies and Materials	\$159,284	\$220,000	\$59,938	(\$160,062)	-73%
Capital Outlay	\$11,926	\$0	\$0	\$0	0%
Total	\$1,659,527	\$1,757,046	\$1,551,463	(\$205,583)	-12%

Operating Budget by Program

Althetic Programs	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$543,976	\$559,954	\$683,400	\$123,446	22%
Purchase of Services	\$204,561	\$202,500	\$362,769	\$160,269	79%
Supplies and Materials	\$120,429	\$123,000	\$101,400	(\$21,600)	-18%
Other Charges and Expenses	\$12,848	\$1,500	\$4,500	\$3,000	200%
Capital Outlay	\$2,138	\$0	\$0	\$0	0%
Total	\$883,953	\$886,954	\$1,152,069	\$265,115	30%

Adult Education	Actual FY08	Approp FY09	Approp FY10	Variance FY09-FY10	Percent Change
Personal Services	\$65,864	\$80,081	\$186,770	\$106,689	133%
Fringe Benefits	\$0	\$0	\$43,623	\$43,623	0%
Purchase of Services	\$43,020	\$114,020	\$53,960	(\$60,060)	-53%
Intergovernmental	\$0	\$0	\$2,629	\$2,629	0%
Total	\$108,884	\$194,101	\$286,982	\$92,881	48%

All Funds Budget

	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personal Services	\$174,324,978	\$179,661,442	\$163,864,166	(\$15,797,276)	-8.8%
Fringe Benefits	\$36,481,250	\$42,277,332	\$47,403,734	\$5,126,402	12.1%
Purchase of Services	\$44,630,091	\$45,047,903	\$53,889,447	\$8,841,544	19.6%
Supplies and Materials	\$9,758,350	\$9,459,309	\$8,600,601	(\$858,708)	-9.1%
Intergovernmental	\$24,814,012	\$27,721,183	\$30,669,910	\$2,948,727	10.6%
Other Charges and Expenses	\$334,108	\$230,856	\$357,100	\$126,244	54.7%
Capital Outlay	\$538,454	\$63,000	\$241,986	\$178,986	284.1%
Total	\$290,881,243	\$304,461,025	\$305,026,944	\$565,919	0.2%

External Funds	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Various Grants	\$62,181,345	\$53,148,589	\$44,933,557	(8,215,032)	-15.5%
Total External Fund	\$62,181,345	\$53,148,589	\$44,933,557	(8,215,032)	-15.5%

All Funds Total Budget	Actual FY08	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Operating	\$290,881,243	\$304,461,025	\$305,026,944	\$565,919	0.2%
External Funds	\$62,181,345	\$53,148,589	\$44,933,557	(8,215,032)	-15.5%
Total All Funds Budget	\$353,062,588	\$357,609,614	\$349,960,501	(\$7,649,113)	-2.1%

Section 12
Fiscal Year 2010 - 2014
Capital Improvement Plan

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Capital Planning Overview

The City of Springfield's \$538 million, five-year Capital Improvement Plan (CIP) is an investment program in the City's future. This plan was created with the underlying themes of upgrading and modernizing the City's ageing infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important neighborhoods. The Capital Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life and a more efficient and effective government.

A Capital Improvement Plan (CIP) documents and details major spending for equipment and construction projects over the next five years, providing policymakers the opportunity to finance projects, coordinate them, and plan for future risks and needs. A capital project, according to the financial ordinances and policies of the City of Springfield, is "...a fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more. Projects and assets that do not meet both of these requirements shall be considered operating expenses and shall be included in the operating budget."

Each year the City will develop and present a capital *plan*. The capital *budget* represents the funding for the first year of that plan each year. Projects in the plan are based on a quantitative analysis of project need and merit. Projects in the annual budget represent the City's most immediate investment priorities and are the projects with the highest return on investment for the taxpayers of Springfield.

The Finance Department oversees the financial aspects of each capital project, keeps record of the expenses for each project and reports the information in periodic financial reports. The City's Capital Asset Construction Department is responsible for the management oversight of most maintenance, construction, major renovation, and repair projects. The City's Facilities Management Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City's facilities.

Departmental Requests

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices and the City's recent prior practice regarding capital investment.

- Project Category
- Project Type
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Description of the Project's Prior Phases Completed
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact

Projects are categorized in the CIP by the following:

Building - The acquisition, replacement, renovation, addition to, construction or long-term lease through purchase, construction or long-term lease of a building or a major component thereof.

Infrastructure – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.

Equipment (Vehicular) – This includes equipment that is capable of self-propulsion from one location to another.

Equipment (Other) – All other equipment that meets the definition of a capital project item but is not capable of self-propulsion.

Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project should be categorized in those respective categories.

Technology – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems, and software programs.

In addition to these six categories, each project is further classified into one of four different types of projects:

New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.

Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or piece of capital equipment. This may entail the demolition of an existing asset and its replacement “in place” or the abandonment of an asset and the construction or acquisition of a new asset to replace it.

Major Repair/Renovation – Large-scale renovations and repairs to capital assets, such as system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.

Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

Capital Improvement Committee

The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the City's Finance Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item.

The Capital Improvement Committee reviews each submission and conducts project hearings with departments. After appropriate review and consideration, the committee establishes project priorities given quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Each project is ranked on six criteria:

Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there any funding sources other than the general fund for this project?

Legal obligations - Does the project improve compliance with federal, state law, or local ordinance?

Impact on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?

Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?

Prior phases - If the project is a multiyear project, have prior phases been previously funded?

Department priority – What priority does the department place on the projects?

Each criterion above receives a different weight as seen in Appendix B. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital budget is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.

Capital Improvement Calendar

Springfield's Capital Improvement Plan is updated annually with new projects and updated cost estimates for previously submitted projects. Planning for each year of the CIP begins in the fall of the previous fiscal year. The Fiscal Year 2010 capital improvement plan process began in October of 2008 with a letter to all department heads asking for new projects to be submitted as well as recent updates for previously submitted projects. The Finance Department reviewed the scope of each request and

investigated the finances of each project in November and December. The Capital Improvement Committee project hearings are held in January and February where additional background information and finalized cost estimates were gathered.

The Capital Improvement Committee reviews each project and the priority score proposed by the requesting department. The score of each project is discussed and finalized by the committee which submits the proposed Capital Improvement Plan to the Mayor and Chief Administrative Financial Officer for approval. The final list is submitted to the City Council as part of the overall budget process.

Fiscal Years 2009-2014 Overview

The Fiscal Years 2009-2014 Capital Improvement Plan contains a total of 337 projects valued at \$538 million. These projects range from new facilities to equipment to the rehabilitation of roads. As mentioned previously, this plan is viewed as a road map for the City's future capital investments over the next five years. This plan demonstrates that Springfield's priorities for the next five years are improvement of infrastructure, the rehabilitation of facilities, improvement to parks and open space, and equipment needed by the Fire and Police Departments for the safety of the community.

Financing the Fiscal Year 2009 - 2014 Capital Plan

The City uses several funding sources to finance capital projects, including: issuing debt; using operating funds, known as "pas-as-you-go;" and remaining funds from previous bonded projects, known as unexpended bond proceeds.

Debt Funded Capital Projects

For Fiscal Year 2009, the City of Springfield bonded \$19,500,000 in debt to be used for capital projects. The following summarizes the projects included in that bond issuance:

\$6,200,000 **South End Redevelopment** – Planning and Economic Development

\$5,000,000 **Building of the White Street Fire Station** – Fire Department

\$2,200,000 **Paving** – Department of Public Works

\$2,000,000 **Information Technology** – Information Technology Department

Funded a variety of information technology investments, including the implementation of a time and attendance computer system for all City and School Department employees, installation of a centralized payroll system to allow internal payroll processing, funding for additional work for the previously-approved MUNIS financial system and installation of a consolidated license and permits computer system for City departments.

\$1,700,000 **Chapman Valve Economic Development Project** – Planning and Economic Development

\$900,000 **Acquisition of Old First Church** – Capital Asset Construction

\$750,000	Demolition – Planning and Economic Development
	This project is a continuation of a multi-year program of blight removal through demolition of derelict buildings. It is conducted under the authority of special legislation.
\$350,000	Construction of a Maintenance Facility in Forest Park – Facilities Management
\$175,000	Van Horn Dam Study – Parks Department

Pay-as-You-Go Capital Projects

In Fiscal Year 2009 the City of Springfield also budgeted for “pay-as-you-go” capital. The use of pay-as-you-go financing avoids interest costs associated with bond financing and allows the City to address immediate capital needs. This is a relatively new capital funding source for the City and is one of the many benefits of the City’s improved financial position.

Projects that were financed by the \$2.9 million pay-as-you-go capital fund in Fiscal Year 2009 include: demolition of property on White Street for the new White Street Fire Station; the purchase of vehicles; development of a flood control plan for the Connecticut River bank; construction of the Deberry Outdoor Classroom; purchase of portable jacks/hydraulic lifts; installation of the MUNIS Utility Module; rehabilitation of the Aquatic Gardens/Pecousic Brook; pavement of Greenleaf Road; Amphitheatre Parking Lot and fire alarm systems in school buildings.

In Fiscal Year 2010 the City of Springfield has allocated \$3 million for the pay-as-you-go capital fund.

Unexpended Bond Proceeds

In Fiscal Year 2009 the City of Springfield used unexpended bond proceeds to fund capital projects. Unexpended bond proceeds are the remaining amounts of bonded projects that were either not finished or were finished under budget. According to Massachusetts General Law, unexpended bond proceeds can only be used for projects that have equal or longer terms than the original project. The projects that were funded using unexpended bond proceeds in Fiscal Year 2009 are the reconstruction Talmadge School wall, the rehabilitation of the Symphony Hall lighting and windows, and the improved building accessibility for the Forest Park Library by making it compliant with the Americans with Disabilities Act (ADA).

Four projects have been identified to be financed using unexpended bond proceeds capital money in Fiscal Year 2010. These projects are the replacement of the Duggan School basement floor (\$400,000), the replacement of the Gerena gym floor (\$190,000), demolition of abandoned facilities and structures (\$300,000), additional funds for the construction of the new Putnam School to satisfy the City’s ten percent match of Massachusetts School Building Authority’s grant to the project (\$500,000).

Capital Need

The City’s largest capital need is addressing the deferred maintenance of the facilities. Due to financial issues in the past, there were not enough funds available to address annual maintenance needs of the

buildings. In addition, previously there was not a comprehensive capital plan or a process that selects those projects with the highest return on investment. This is evident as more than 60 percent of the projects in the CIP are for school and city buildings (Chart 1), of which more than 50 percent involve reconstruction and major repairs (Chart 2). The CIP is the first step in addressing these needs by establishing a timeline based on priority for when these projects will be funded.

Chart 1: FY 2009 — FY 2014 CIP: Categories

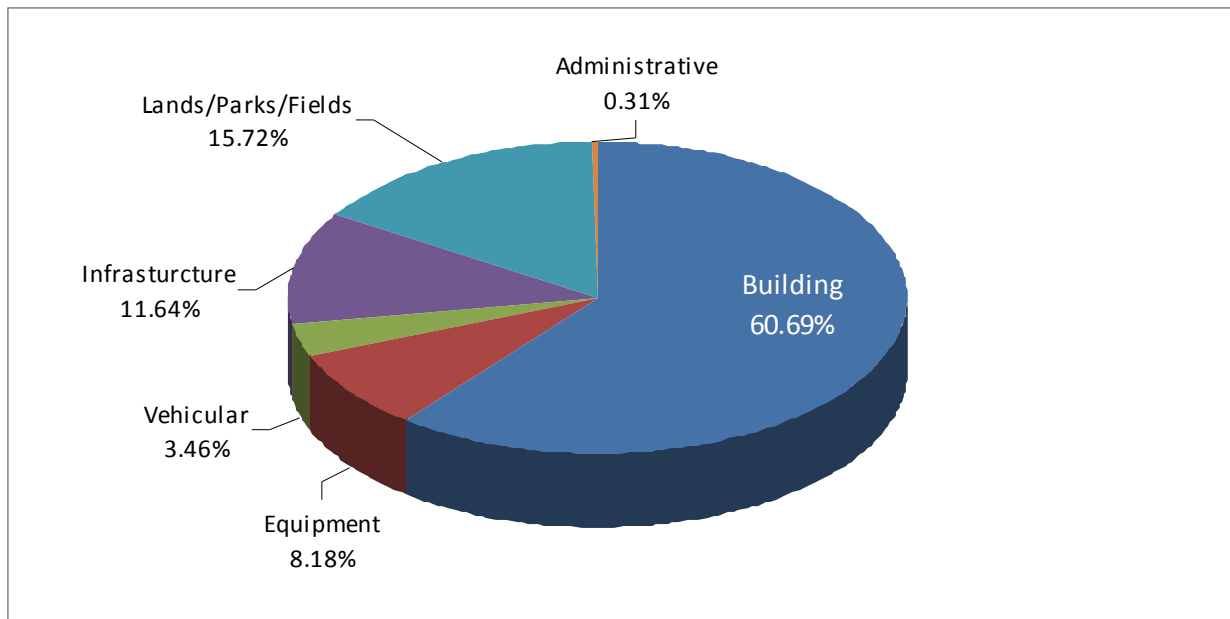
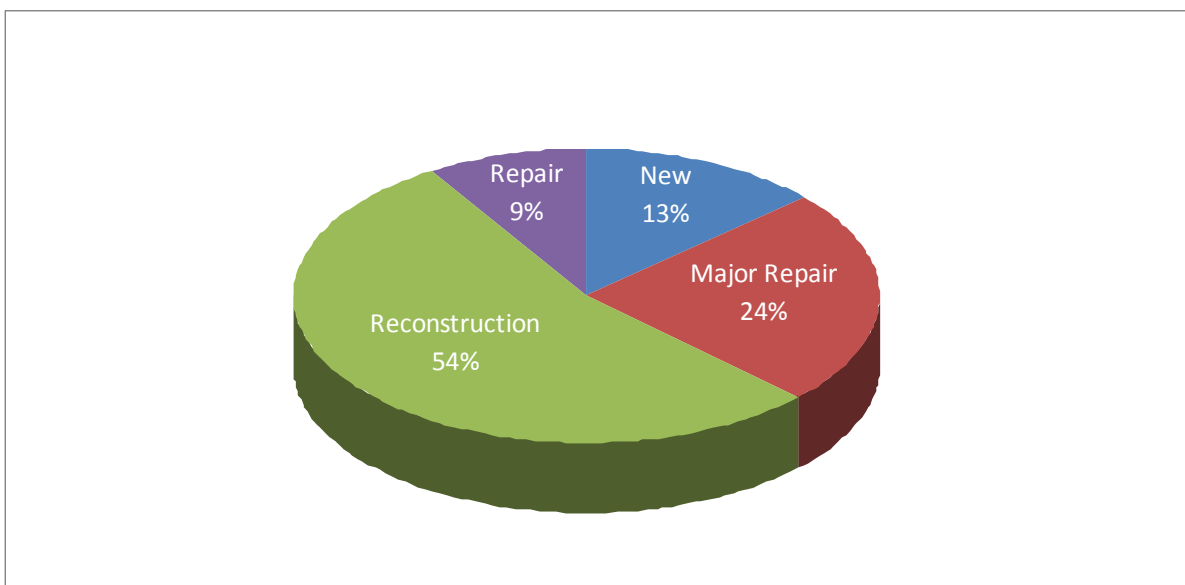


Chart 2: FY 2009 – FY 2014 Building Project Types



While the City is replacing at least one school - Putnam Vocational Technical High School - the main focus of the City, when possible and practical, is to renovate and repair existing municipal and school buildings. The City continues to explore all options for new school buildings, but it is often more cost efficient to invest in the reconstruction and major repair of existing schools. This will be done by investing in programs such as roof replacements, restroom replacements, and ensuring ADA compliance for all buildings. Included in the capital improvement plan are efficiency studies of all older schools, school and library roof replacements, school bathroom replacements, reconstruction of the Campanile clock tower, and the replacement of windows in City Hall.

Chart 3: FY 2009 — FY2014 Facility Projects: City and School

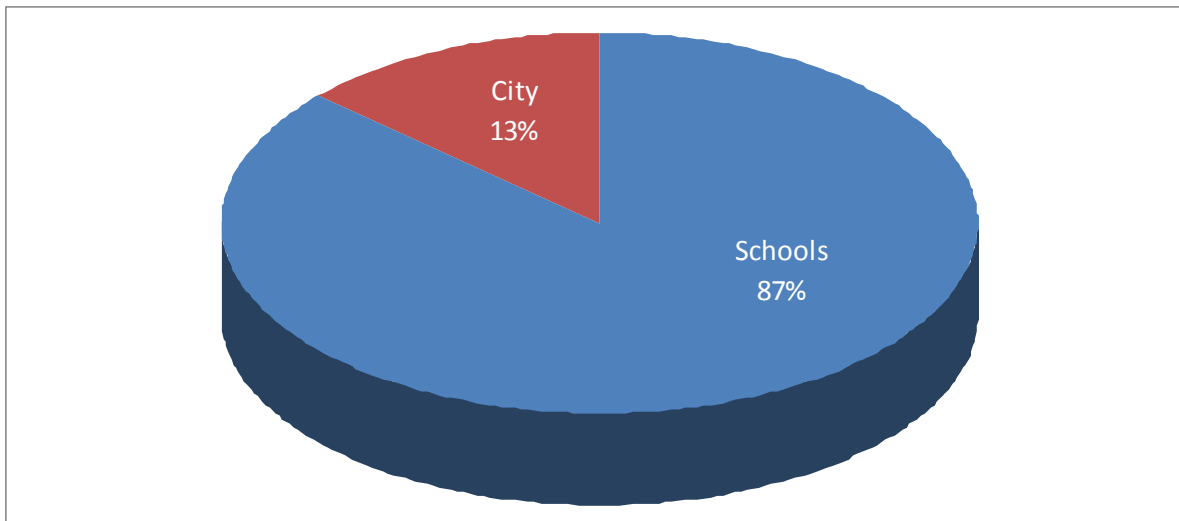
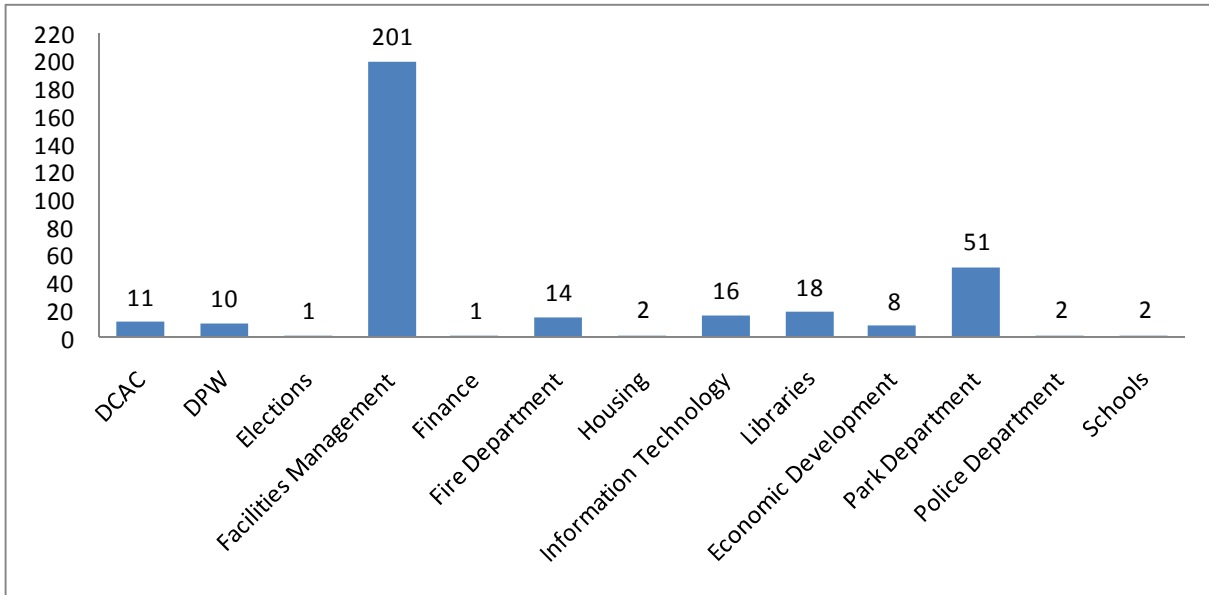


Chart 3 shows the difference in proposed spending between City and School buildings. These projects range from the replacement of treads in stair wells to the replacement of roofs. This graph clearly shows that school maintenance needs vastly outweigh the needs of City buildings. It has become increasingly evident that the deferred maintenance of school buildings is an issue the City will have to address. As more school projects are funded by the City the percentage of school related projects should decrease. The total amount for facility projects in the Capital Plan is \$334 million, 87 percent of which is associated with school buildings.

While facility projects comprise more than three-quarters of all project submissions, the CIP represents projects from across the city (Chart 4). The CIP continues to invest in the City's parks and open space. Fifteen percent of the plan is dedicated to the City's parks and fields, including the addition of ball fields, rehabilitation of existing parks, and the acquisition of new open space. Infrastructure also continues to be a priority in the CIP with nearly twelve percent of projects dedicated to improvement of roads and sidewalks.

Chart 4: FY2009 — FY 2014 CIP: Department Projects



The City will continue to look at information technology as a way to streamline services that produce savings that are realized in the annual budget. One of the most important investments the City has made within the past five years was the MUNIS financial system. This hardware and software package provides financial clarity within the City and also provides accountability for the financial transactions. This investment has provided significant savings for City in the areas of procurement and financial management.

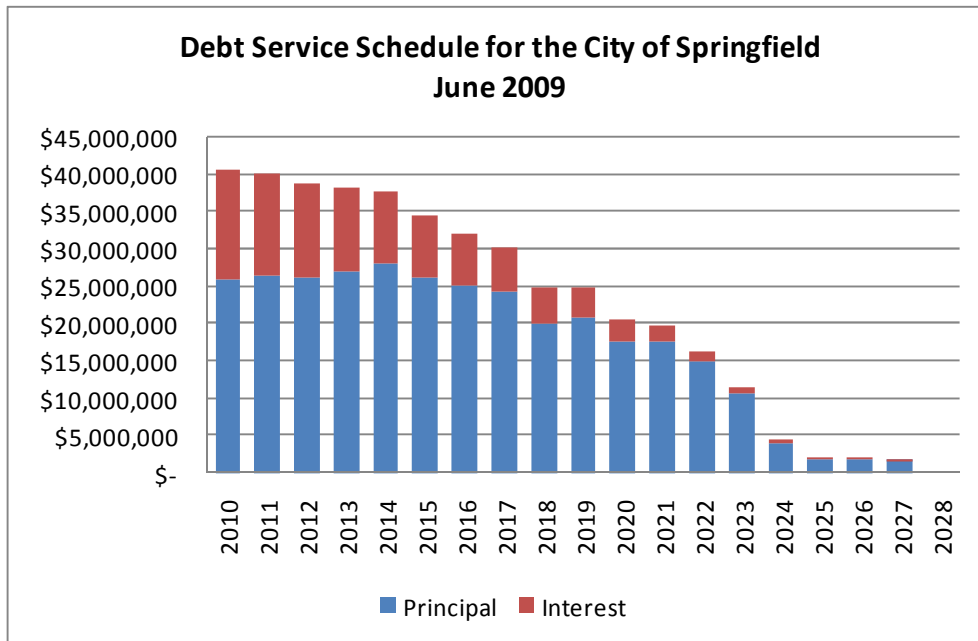
Debt Service Summary

Chart 5 shows the debt service payments for the City as of June 30, 2009. This chart shows the amounts the City needs to pay for its current debt portfolio.

In April of 2009 the City completed the restructuring of the debt service schedule to have a declining payment schedule every year. This is important because the City will be able to add new debt without raising operating budget appropriations. In future years the City will be able to fund more capital projects through bonding because of the decreasing schedule.

On average, the City will pay off 59 percent of the principal borrowed in ten years. This is considered “good” by the rating agencies and shows the aggressive nature in which the City is managing/repaying its debt service. Because of this schedule, the City will be able to bond for more capital projects in future years.

Chart 5: Debt Service Scheduled for the City of Springfield June 2009



Ratings History

In April of 2009 Standard and Poor’s raised the City’s rating from BBB to BBB+. This is a significant accomplishment considering, prior to 2006, the City was rated junk bond status.

In June of 2008, the City of Springfield received a bond upgrade to Baa2 from Baa3 from Moody’s Investors Service. This rating was reaffirmed in 2009 with a stable outlook. This is a significant achievement for the City as all municipalities in the nation were put on negative look by Moody’s Investor Services on April 7, 2009.

The stable outlook provided by Moody’s Investors Service and the upgrade from Standard and Poor’s are major accomplishments in our nation’s difficult economic times. A bond rating is a statement of credit quality is used to determine the interest rate on municipal bonds. Higher credit ratings result in lower interest rates and savings to the City’s budget. The City will continue to strengthen its financial position and look to increase its bond rating through future issuances.

Conclusion

The Capital Improvement Plan is a multi-year guide that informs the City’s leadership to determine how to use limited financial resources to address the City’s capital needs. These projects were selected through a methodical capital process that captures, analyzes and manages the City’s infrastructure. Projects were reviewed and selected based on their long-term costs and benefits to the City. This process will ensure the City’s infrastructure is analyzed annually based on quantitative measures.

Due to the size of the CIP, the City must strive to maximize the rate of return for every local dollar

invested. The City should continually seek and evaluate the use of external funds to maximize the number of projects financed at the lowest net cost. Federal and state funds, such as reimbursements and grants, are often available to offset the cost of capital needs, such as the Massachusetts School Building Authority. These external funds will allow the City to finance more projects in its CIP at a lower cost to the taxpayer. Due to the number of buildings and parks, the City may be able to increase its rate of return by coordinating similar types of projects during the same time period. For example, rather than fund one school roof repair, establish a plan that repairs multiple roofs annually in order to secure contracts at a lower cost.

The City needs to continue to finance ongoing building maintenance and resist the urge to postpone needed maintenance during economic recessions or revenue declines. Due to years of neglect and a lack of investment, the CIP includes \$334 million for facility projects, many of which can be associated with deferred maintenance. Preventative maintenance may have avoided costly reconstruction and replacement projects. The City should consider the future cost of any project that it may consider funding in the future instead of addressing today.

Before issuing bonds for any capital project, the City must examine the impact to its debt structure as well as any opportunities to restructure its debt schedule. Prior to 2004, the City's debt service was structured by "back-loading" payments, making it difficult for the City to add more debt in future years. The Finance Department's debt analysis will inform the City's leadership as to the City's capacity to add debt and the ability of local source revenue to support the new payments.

Due to the size, scope and life of capital projects, significant analysis and consideration should be taken before approving such investments. The Capital Improvement Plan will allow the City to invest in infrastructure that will improve its neighborhoods and expand its economic base, in a cost effective manner based on quantitative analysis.

Proposed Capital Improvement Projects and Associated Operating Budget Impact

Replacement of Duggan Flooring



Fiscal Year: 2010

Costs: \$400,000

Department: Facilities Department

Source: City Unexpended Bond Proceeds

Priority: A

Project Description: Currently one wing of Duggan School is not being utilized due to floor contamination of oil and by-products of an old technologies shop formally housed in the wing. This project calls for the removal of the current wooden flooring to be replaced with a new flooring material.

This space will either be used for an increase in classrooms and students or will house the school department's information technology department.

Operating Budget Impact: This project will give the school the opportunity to use an area that has not been utilized for some time. This ultimately means that Duggan School will have room for more students if the need arises, eliminating the possibility of having to purchase portable classrooms or finding classroom space elsewhere.

If the information technology department for the School Department is moved to Duggan School, then the space that at the Kasparian Center currently houses the mainframes can be used as classroom space (which is currently being used as a school).

Replacement of Gerena School Gym Floor



Fiscal Year: 2010

Costs: \$190,000

Department: Facilities Department

Source: City Unexpended Bond Proceeds

Priority: A

Project Description: The gym floor at the Gerena School has surpassed its useful life. Because of this, students can trip easily on the floor and possibly become injured. This has become one of the highest priorities for the facilities department because of the safety issue posed by the current floor.

The gym floor is used everyday in the school. The replacement will become an asset not only for the school but the community as well.

Operating Budget Impact: By replacing the gym floor, the school department will save on unnecessary repair costs that the floor has incurred over the past years. With proper preventative maintenance, the new gym floor should not cause large expenses in the future. Also the City will be protecting itself from lawsuits due to personal injury caused by the floor.

Demolition of Structures



Fiscal Year: 2010

Costs: \$300,000

Department: Code Inspection - Housing

Source: City Unexpended Bond Proceeds

Priority: A

Project Description: The City will use capital funds to acquire and destroy buildings that have become a danger to neighborhoods. This project will allow the City to remove structures that have become abandoned and pose a risk to the health and safety of the neighborhood it is located in.

Funding of this project will be a priority to the City for the foreseeable future. A large number of abandoned buildings in the City of Springfield serve as a blight on the community.

Operating Budget Impact: By removing buildings that are abandoned or pose a risk to the community the City not only increases its chances to selling the properties to residents, but may also be able to positively impact the City's economic development. There are many industrial buildings and factories in throughout the City that are abandoned but hold great potential for the City if the structures are destroyed.

Balliet School – New School



Fiscal Year: 2010

Costs: \$4,000,000 (proposed)

Department: Facilities Department

Source: City Capital Funds; MSBA Funds

Priority: A

Project Description: In order to relocate Balliet School, the City plans to spend \$4 million on the purchase of the current Our Lady of Sacred Heart building. The current Balliet School building is one of the oldest buildings in the Springfield school system. Not only will the project move the school to a newer building, but it will help to instill pride in the community and the students.

Operating Budget Impact: By moving the Balliet School, the City has the opportunity to save in current operating costs associated with the inefficiencies of an older building. The school will also have more space to operate and therefore handle more students in future years.

Boston Road Corridor



Fiscal Year: 2010

Costs: \$700,000 (proposed)

Department: Department of Public Works

Source: City Capital Funds; Mass Highway Grant

Priority: A

Project Description: Boston Road is one of the main arterial streets in the City of Springfield. This road connects East Springfield with State Street which ultimately connects the downtown area to the eastern part of the City. As a principal retail corridor within the City, this project will provide much needed infrastructure and streetscape improvements to enhance the business climate and overall character, traffic, and vehicular/pedestrian safety. This project includes transportation upgrades to pavement surfaces, new traffic signals, sidewalks and enhanced streetscape to provide for safer and more efficient vehicular and pedestrian movement along the Boston Road corridor.

The City is required to fund the design portion for all Mass Highway/Federally funded road improvements and reconstruction projects. The preliminary estimate for the project is \$10,000,000. A \$700,000 appropriation for design is needed. MHD anticipates advertising for construction in Fiscal Year 2010 and the design will take up to 12 months.

In April of 2007, DPW sought proposals from various engineering firms to conduct a preliminary corridor assessment. The firm of VHB was selected. This assessment was the first phase of the three phase project, with design and construction to follow.

Operating Budget Impact: While potential economic development is hard to quantify, one of the most important aspects to this project is to make the Boston Road corridor more business friendly. This project has the hopes of not only expanding the tax base, but also bringing more vehicular and foot traffic in the City. The larger retail stores on Boston Road continue to be located in the Eastfield Mall area.

Other operating budget impacts include savings in patching material, fewer man hours allocated to fixing Boston Road on a routine basis, and increased safety for the general public.

ESCO Phase II



Fiscal Year: 2010

Costs: \$15,000,000 (proposed)

Department: Facilities Department

Source: City Capital Funds

Priority: A

Project Description: In 2007, the City of Springfield received bond proceeds for the Energy Saving Company Project (ESCO) for \$15,000,000. Springfield is the largest city in the Commonwealth to undertake this complex energy savings initiative. The first phase, which included 23 school buildings, provided new energy efficient boilers, basic energy management systems, new lighting, pool covers, and network controllers for a total cost of \$15,000,000. It is estimated that upon the completion of these projects, the city will save over \$1.2 million a year in energy savings from Phase I.

ESCO Phase II includes more than 20 plus buildings and is projected to increase the yearly costs savings. This project will be entirely covered through City capital funds.

Operating Budget Impact: It has been estimated that Phase I of the ESCO project saved the City approximately \$1.2 million in energy costs. This was accomplished through the replacement of antiquated and energy wasting equipment.

Fuel Pumps at Tapley Street



Fiscal Year: 2010

Costs: \$225,000 (proposed)

Department: Facilities Department

Source: City Capital Funds

Priority: A

Project Description: The fueling station at Tapley Street is utilized by most of the City's vehicles. The gas tanks underneath the fuel station will be replaced in addition to the actual pumps and fuel island. These pumps are currently located at the Department of Public Works headquarters.

This project will not only increase the efficiency of the fuel pumps but also increase the safety of the underground tanks to prevent gas leaks and contamination.

Operating Budget Impact: This project is a preventative measure in order for the City to avoid will not have to pay contamination clean up costs in the future. It also increases the efficiency of the fuel pumps using more up-to-date technology.

Relocation of New Leadership Charter School



Fiscal Year: 2010

Costs: \$1,500,000 (proposed)

Department: Facilities Department

Source: City Capital Funds

Priority: A

Project Description: This project is for the relocation of the Horace Mann New Leadership Charter School, to leased classroom, office and activity space at the former Holy Name School at 37 Alderman Street, Springfield, MA.

The New Leadership Charter School is currently housed in portable modular structures. Some of these structures were purchased and installed about 3-1/2 years ago by DPBRM/City of Springfield. The remaining portable modular structures that New Leadership currently uses are more than 20 years old, owned by Western New England College (WNEC) and are leased to the City for the school. The modular structures are located on land owned by WNEC.

The lease of the old modular structures and the land is set to retire by this July 31st, 2009, and WNEC has indicated that they are not willing to extend the lease beyond this time frame. There is not enough available space within existing City or School buildings that could adequately house the charter school. With the consolidation of a number of parochial schools within Springfield, the opportunity exists to relocate the New Leadership School to leased spaces that have previously been used for school children.

Operating Budget Impact: This project should have very little impact to the operating budget.

Property Condition Assessments



Fiscal Year: 2010

Costs: \$1,320,000 (proposed)

Department: Facilities Department

Source: City Capital Funds

Priority: A

Project Description: Property Condition Assessments (PCAs) are prepared with a focus on both the immediate and long-term needs of a property, including estimated costs for repair, replacement, or significant renovations. Interviews are conducted with various maintenance personnel regarding the condition of the building and reviews are performed on construction plans, records of capital expenditures and historical repairs, budgets for improvements, and other relevant documents.

Other physical features that are analyzed are site features, pavement and sidewalks in the vicinity of the building, exterior building walls, exposed structural components, roof coverings, utility connections, HVAC systems, plumbing systems, electrical systems, fire protection, and conveyance.

This project will consist of PCAs for all schools worth about \$30,000 each.

Operating Budget Impact: The most immediate operating budget impact is potential cost savings on facility projects in the future. The PCAs will take an inventory of potential problems the facilities may have and then the operating budget or capital budget will be used to fix the problems. Small present day problems can be taken care of with the hope that these problems do not become bigger, and therefore more expensive, larger expense, in the future years.

Purchase of Recycling Barrels



Fiscal Year: 2010

Costs: \$800,000 (proposed)

Department: Department of Public Works

Source: City Capital Funds

Priority: A

Project Description: The City of Springfield will be switching to single stream recycling in Fiscal Year 2010. Residents will be able to throw all recycling into one barrel without having to separate paper from glass, metal and plastic. This method has been proven in other communities to increase recycling by the citizens.

By funding this request, 14,000 recycling barrels will be purchased and added to the City's current inventory.

Operating Budget Impact: The main budgetary impact of this project would reduce the waste tonnage the City currently process and lower the disposal costs. As the cost of waste disposal increases, this is a proactive way to decrease the costs the City will incur in future years.

Relocation of School Department



Fiscal Year: 2010

Costs: \$3,500,000 (proposed)

Source: City Capital Funds

Priority: A

Project Description: School Department offices are currently located at 95 State Street in Springfield. The problems associated with this building are the lack of air conditioning, proper heating, lack of office space, lack of parking, antiquated windows, and storage space is insufficient for department needs.

This project amount will be sufficient to move the School Department to the vacated Federal Building on Main Street in downtown Springfield. This building has sufficient space to house all of the main offices for the School Department. Included in the cost is the reconfiguration of the Federal Building to suit the needs of the School Department as well as the wiring for its technological needs. New furniture and equipment will also be part of the project. A parking garage located in the back of the Federal Building will provide sufficient parking for employees.

The City's plan is to lease the building in order to house the school department. This will be a yearly cost and ultimately not part of the capital project.

Operating Budget Impact: This project will have a number of positive impacts on the operating budget. The first being the possible sale of the building or land and having the property back on the tax rolls. The second impact is the savings on energy costs. Currently, the HVAC system is in need of replacement but can not be replaced until the windows meeting proper energy standards. These are two rather large projects that would need to be funded. As a result, the City is spending more funds heating the building because the windows simply can not hold in the heat. Another factor is the lack of air conditioning in the building. On days that are extremely hot and humid employees are forced to go home because of the unsafe working conditions which results in lost productivity. By moving the offices this type of problem will not happen again.

Road Resurfacing and Sidewalk Construction



Fiscal Year: 2010

Costs: \$2,200,000 (City) (proposed); \$2,300,000 (Chapter 90)

Department: Department of Public Works

Source: City Capital Funds; State Chapter 90 funds

Priority: A

Project Description: This project includes arterial, residential, school, and resident sidewalk replacement. The goal is to upgrade and improve the conditions of City streets and sidewalks to ensure vehicular and pedestrian safety.

The City has committed funds for a five-year arterial and residential roadway resurfacing program to be supplemented with Chapter 90 funds. Also, in order to reduce school transportation costs, the City committed funds for a four-year sidewalk replacement and construction is also supplemented with the Chapter 90 funds.

This is a very high priority project not only for the Department of Public Works, but the City as well. One of the Department of Public Works' core responsibilities is to maintain the City's network of roadways and sidewalks.

Operating Budget Impact: Operating budget impacts include savings in patching material, fewer man hours allocated to fixing arterial roads, residential roads, and sidewalks on a routine basis, and increased safety for the general public.

In an effort to reduce school transportation costs, the replacement and construction of sidewalks will give more students the opportunity to walk to school. In the past several years, school transportation has proven to be a large expense for the School Department budget.

Zetron Fire Station Alert System



Fiscal Year: 2010

Costs: \$50,000 (proposed)

Department: Fire Department

Source: City Capital Funds

Priority: A

Project Description: This upgrade will allow communication and control of the alert system via a VHF radio frequency that would need to be licensed for this operation. The following will be furnished and installed: 10 control station radios, 10 power supplies, 10 antennas, 10 runs of cable with connectors, 1 base radio, and miscellaneous mounting supplies.

The Zetron System would connect the Dispatch Center to the various fire stations and replace the wired system that is used to transmit alarms to the stations. The Fire Department can offset the cost in both salary and overtime savings, making it cost effective in either a combined or independent public safety dispatch center.

Operating Budget Impact: If implemented immediately, this radio controlled system could have immediate cost savings for the City and the Fire Department in staffing costs of the Fire Alarm/Dispatch operation.

Project Request Rating Sheet

Description of Rating Criteria and Scales

CRITERIA A- OVERALL FISCAL IMPACT

Weight: 4

Limited resources exist for competing projects, requiring that each project's full impact on the City's budget be considered when rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations:

- Capital cost of the project relative to all other project requests.
- Impact of the project on City operating costs and personnel levels.
- Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- Impact on the City's tax revenue or fee revenue.
- Will external funding be lost should the project be delayed?

Illustrative Ratings:

- 5- Project requires less than 10% City funding.
- 4- Project requires less than 50% City funding.
- 3- Project requires more than 50% City funding, decreases operating costs and increases City revenues.
- 2- Project requires more than 50% City funding, increases operating costs and increases City revenues.
- 1- Project requires more than 50% City funding, decreases operating costs and decreases City revenues.
- 0- Project requires more than 50% City funding, increases operating costs and decreases City revenues.

Note: Projects which do not impact either revenues or operating costs will receive the score of a project that is more favorable in the category (for revenue, the score will be the "increasing revenue" score and for costs, the "decreasing costs" score). This score will then be reduced by 0.5 to reflect the lack of actual increase in revenue or decrease in costs.

CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations:

- Whether the City is under direct court order to complete this project.
- Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

- 5- City or Department is currently under court order to take action.
- 4- Project is necessary to meet existing state and federal requirements.
- 3- Legislation is under discussion that would require the project in future.
- 2- There is no legal or court order or other requirement to conduct the project.
- 1- Project requires change in state law to proceed.
- 0- Project requires change in federal law to proceed.

CRITERIA C- IMPACT ON SERVICES PROVIDED TO THE PUBLIC

Weight: 3

Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues, as well as, those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents or improved operations of an existing department.

Considerations:

- Whether the service is already being provided by existing agencies.
- Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- Whether the project focuses on a service that is currently a “high priority” public need.

Illustrative Ratings:

- 5- The service itself addresses an immediate public health, safety, accreditation, or maintenance need.
- 4- Service is improved and addresses a public health, safety, accreditation, or maintenance need.
- 3- Service is greatly improved.
- 2- Service is improved.
- 1- Service is minimally improved and addresses a public health, safety, accreditation, or maintenance need.
- 0- Service is minimally improved.

CRITERIA D- URGENCY OF MAINTENANCE NEEDS

Weight: 3

The City's most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore services that have been interrupted due to the failure of capital assets will receive the highest rating in this criterion.

Considerations:

- Whether a service is currently interrupted.
- Whether the project as requested will result in full restoration of an interrupted service.
- Whether the project is the most cost-effective method of providing or maintaining a service.
- Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- Whether costs of the project will increase (beyond inflation) if the project is delayed.
- Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

- 5- Service is currently interrupted and the project will restore service in the most cost- effective manner possible.
- 4- Service is likely to be disrupted in a five-year horizon if the project is not funded.
- 3- The project is necessary to maintain an orderly schedule for maintenance and replacement.
- 2- The cost of the project will increase in the future (beyond inflation) if it is delayed at this time.
- 1- There is a minor risk that costs will rise (beyond inflation) or service will be interrupted if the project is not funded.
- 0- There is no financial or service risk in delaying or not funding the project (e.g., the project is new and has no impact on current service).

CRITERIA F – DEPARTMENTAL PRIORITY

Weight: 2

Departments are expected to provide an indication of which projects are most important to their individual mission.

Considerations:

- Departmental ranking of each individual project.
- The total number of project requests that are submitted by a department.

Illustrative Ratings:

- 5- The project is within the top 20% of departmentally-ranked project requests (81% to 100%).
- 4- The project is within the next 20% of projects (61% to 80%).
- 3- The project is within the next 20% of projects (41% to 60%).
- 2- The project is within the next 20% of projects (21% to 40%).
- 1- The project is within the bottom 20% of ranked projects (0% to 20%).

Fiscal Year 2010 - 2014
Capital Improvement Plan Detail

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**City of Springfield, Mass. - Fiscal Year 2010
FY 2010 to FY 2014 Capital Improvement Plan - By Department**

Current Year Requests

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Cate	Type	Project	Total Cost	Group	2009		2010		2011		2012		2013		2014	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>DCAC</u>																
Bu	N	PUTNAM VOCATIONAL TECHNICAL HIG	\$400,000	A	400,000		0		0		0		0		0	
Bu	N	PUTNAM VOCATIONAL TECHNICAL HIG	\$700,000	A	0		0		0		0		700,000		0	
Bu	N	FOREST PARK MIDDLE SCHOOL	\$7,500,000	A	500,000		4,500,000		2,500,000		0		0		0	
LPF	Maj	CITY DAMS	\$3,000,000	A	0		600,000		600,000		1,100,000		450,000		250,000	
Inf	Maj	KENNEDY POOL BUILDING ENVELOPE	\$800,000	A	0		800,000		0		0		0		0	
LPF	Maj	SWAN POND DAM	\$250,000	A	0		250,000		0		0		0		0	
LPF	Maj	ZOO FLOODING	\$150,000	A	0		150,000		0		0		0		0	
Bu	RR	CAMPANILE RESTORATION	\$9,098,301	A	0		6,098,301		3,000,000		0		0		0	
Bu	Maj	CITY COUNCIL CHAMBERS	\$500,000	A	0		500,000		0		0		0		0	
LPF	N	ARTIFICIAL TURF FOOTBALL FIELD	\$2,200,000	D	0		0		2,200,000		0		0		0	
LPF	Maj	AQUATIC GARDENS RESTORATION	\$400,000	D	0		400,000		0		0		0		0	
DCAC (11 Records)			\$24,998,301		\$900,000		\$13,298,301		\$8,300,000		\$1,100,000		\$1,150,000		\$250,000	
<u>Department of Public Works</u>																
Inf	RR	BOSTON ROAD CORRIDOR	\$700,000	A	0		700,000		0		0		0		0	
Inf	RR	ROAD RESURFACING AND SIDEWALK	\$12,500,000	A	2,200,000		2,200,000		2,700,000		2,700,000		2,700,000		0	
Ev	N	PURCHASE OF VEHICLES	\$313,000	A	313,000		0		0		0		0		0	
Eo	N	PURCHASE OF RECYCLING BARRELS	\$800,000	A	0		800,000		0		0		0		0	
Inf	N	FLOOD CONTROL PLAN	\$720,000	A	720,000		0		0		0		0		0	
Ev	RR	REPLACEMENT EQUIPMENT	\$3,320,000	B	0		900,000		350,000		900,000		700,000		470,000	
Ev	RR	REPLACEMENT EQUIPMENT - VARIOUS	\$4,269,000	B	0		1,030,000		989,000		943,000		678,000		629,000	
Inf	Maj	STORMWATER IMPROVEMENTS	\$250,000	B	0		50,000		50,000		50,000		50,000		50,000	
Bu	N	VEHICLE AND EQUIPMENT STORAGE	\$2,500,000	C	0		2,500,000		0		0		0		0	
Eo	N	REPLACEMENT EQUIPMENT - PUBLIC	\$80,000	D	0		80,000		0		0		0		0	

**City of Springfield, Mass. - Fiscal Year 2010
FY 2010 to FY 2014 Capital Improvement Plan - By Department**

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Department of Public Works</u>																
Department of Public Works (10 Records)			\$25,452,000		\$3,233,000		\$8,260,000		\$4,089,000		\$4,593,000		\$4,128,000		\$1,149,000	
<u>Elections</u>																
Eo	RR	NEW VOTING MACHINES	\$384,000	D	0		384,000		0		0		0		0	
Elections (1 Record)			\$384,000		\$0		\$384,000		\$0		\$0		\$0		\$0	
<u>Facilities Management</u>																
Bu	Maj	SACRED HEART PURCHASE AND RENO	\$7,350,000		0		7,350,000		0		0		0		0	
Bu	Maj	BALLIET - RENOVATION FOR PROGRA	\$2,000,000		0		2,000,000		0		0		0		0	
Inf	Maj	DEBERRY - OUTDOOR CLASSROOM	\$181,250	A	181,250		0		0		0		0		0	
Bu	RR	DEBERRY - REBUILDING FLOOR	\$1,200,000	A	0		1,200,000		0		0		0		0	
Bu	Maj	DORMAN - BASEMENT VENTILIATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	BEAL - ROOF REPLACEMENT	\$450,000	A	0		450,000		0		0		0		0	
Bu	Maj	DUGGAN - INTERIOR RENOVATION	\$6,000,000	A	0		0		3,000,000		3,000,000		0		0	
Bu	RR	ELLS - REPLACE TILE	\$40,000	A	0		40,000		0		0		0		0	
Bu	RR	DRYDEN - FLOOR TILE REPLACEMENT	\$60,000	A	0		0		0		0		60,000		0	
Bu	Maj	GERENA - GYM FLOOR	\$190,000	A	0		190,000		0		0		0		0	
Bu	Rpr	DUGGAN - UNIVENT REPAIRS	\$100,000	A	0		0		100,000		0		0		0	
Bu	Rpr	DUGGAN - REPAIR EXTERIOR STAIRCA	\$30,000	A	0		0		0		30,000		0		0	
Eo	RR	DUGGAN - EMERGENCY LIGHTING	\$30,000	A	0		0		30,000		0		0		0	
Bu	N	FOREST PARK - NEW SCHOOL	\$42,000,000	A	0		0		42,000,000		0		0		0	
Bu	RR	LYNCH - REPLACE PORTABLE CLASS R	\$250,000	A	0		250,000		0		0		0		0	
Eo	RR	LINCOLN - ELECTRICAL FPE PANEL RE	\$650,000	A	0		650,000		0		0		0		0	
Bu	Maj	LIBERTY - REDESIGN ADA ENTRANCES	\$25,000	A	0		25,000		0		0		0		0	
Eo	RR	KILEY - ELECTRICAL FPE PANEL REPL	\$200,000	A	0		0		200,000		0		0		0	
Bu	RR	KENSINGTON - REPLACE STAIRCASE T	\$30,000	A	0		30,000		0		0		0		0	

**City of Springfield, Mass. - Fiscal Year 2010
FY 2010 to FY 2014 Capital Improvement Plan - By Department**

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Eo	RR	KENSINGTON - ELECTRICAL FPE PANE	\$120,000	A	0		0		120,000		0		0		0	
Bu	Maj	KENSINGTON - BASEMENT VENTILATIO	\$850,000	A	0		850,000		0		0		0		0	
Bu	RR	KENNEDY - SPRINKLER (CODE)	\$30,000	A	0		0		30,000		0		0		0	
Bu	RR	KENNEDY - REPLACE GYM FLOOR	\$90,000	A	0		0		90,000		0		0		0	
Eo	RR	HOMER - ELECTRICAL PANEL	\$100,000	A	0		100,000		0		0		0		0	
Bu	RR	GERENA - FLOOR TILE REPLACEMENT	\$150,000	A	0		0		0		150,000		0		0	
Bu	Maj	HOMER - BASEMENT VENTILATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	FREEDMAN - FLOOR TILE REPLACEME	\$125,000	A	0		0		125,000		0		0		0	
Bu	Maj	GLICKMAN - ROOF	\$500,000	A	0		0		500,000		0		0		0	
Bu	RR	GLICKMAN - WINDOWS AND DOORS R	\$1,200,000	A	0		0		1,200,000		0		0		0	
Bu	RR	GLICKMAN - FLOOR TILE REPLACEMEN	\$25,000	A	0		25,000		0		0		0		0	
Bu	Maj	POTTENGER - BASEMENT VENTILATIO	\$35,000	A	0		35,000		0		0		0		0	
Bu	N	CITYWIDE - FIRE ALARM SYSTEMS	\$780,000	A	780,000		0		0		0		0		0	
Bu	RR	BRUNTON - REPLACE PORTABLE CR'S	\$250,000	A	0		250,000		0		0		0		0	
Bu	Maj	GLENWOOD - CLASSROOM EXPANSIO	\$250,000	A	0		250,000		0		0		0		0	
Bu	RR	LINCOLN - SPRINKLER (CODE)	\$30,000	A	0		30,000		0		0		0		0	
Bu	Maj	GERENA - PUMP HOUSE/FLOOD	\$50,000	A	0		50,000		0		0		0		0	
Eo	RR	GLENWOOD - ELECTRICAL FPE PANEL	\$250,000	A	0		250,000		0		0		0		0	
Bu	RR	HOMER - SPRINKLER (CODE)	\$25,000	A	0		25,000		0		0		0		0	
Bu	RR	FREEDMAN - ROOF REPLACEMENT	\$500,000	A	0		0		0		500,000		0		0	
Bu	RR	HOMER - BATHROOM REPLACEMENT	\$240,000	A	0		240,000		0		0		0		0	
Bu	RR	BRIGHTWOOD - RESTROOM REPLACE	\$350,000	A	0		350,000		0		0		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	RR	BEAL - WINDOW AND DOOR REPLACE	\$750,000	A	0		750,000		0		0		0		0	
Bu	RR	WHITE - WINDOW AND DOOR REPLAC	\$524,000	A	0		524,000		0		0		0		0	
Bu	RR	WASHINGTON - DOOR REPLACEMENT	\$150,000	A	0		150,000		0		0		0		0	
Bu	RR	WARNER - WINDOW AND DOOR REPLA	\$900,000	A	0		900,000		0		0		0		0	
Bu	RR	TALMADGE - WINDOW AND DOOR REP	\$900,000	A	0		900,000		0		0		0		0	
Bu	Rpr	SCHOOLS - OIL TANK REMOVAL	\$14,865,544	A	0		6,845,522		8,020,022		0		0		0	
Bu	RR	WALSH - ROOF REPLACEMENT	\$500,000	A	0		0		0		500,000		0		0	
Bu	RR	WASHINGTON - BATHROOM REPLACE	\$250,000	A	0		250,000		0		0		0		0	
Bu	RR	GERENA - ROOF REPLACEMENT	\$1,300,000	A	0		0		1,300,000		0		0		0	
Bu	RR	LIBERTY - ROOF REPLACEMENT	\$650,000	A	0		0		650,000		0		0		0	
Bu	RR	KILEY - ROOF REPLACEMENT	\$850,000	A	0		850,000		0		0		0		0	
Bu	RR	POTTENGER - ROOF REPLACEMENT	\$800,000	A	0		800,000		0		0		0		0	
Bu	RR	CENTRAL- ROOF REPLACEMENT	\$1,642,500	A	0		1,642,500		0		0		0		0	
Bu	RR	DUGGAN - ROOF REPLACEMENT	\$1,200,000	A	0		1,200,000		0		0		0		0	
Bu	RR	DRYDEN - ROOF REPLACEMENT	\$500,000	A	0		500,000		0		0		0		0	
Bu	RR	BALLIET - WINDOW REPLACEMENT	\$300,000	A	0		300,000		0		0		0		0	
Bu	Rpr	SCHOOLS - E-RATE	\$2,750,000	A	0		1,375,000		1,375,000		0		0		0	
Bu	Rpr	BRIGHTWOOD - BASEMENT VENTILATI	\$850,000	A	0		850,000		0		0		0		0	
Bu	Maj	BRIDGE - INTERIOR RENOVATIONS	\$700,000	A	0		0		0		0		700,000		0	
Bu	N	BRIDGE - ADA REQUIREMENTS	\$80,000	A	0		0		0		0		80,000		0	
Bu	RR	BRIDGE - WINDOWS AND DOORS REPL	\$650,000	A	0		650,000		0		0		0		0	
Bu	RR	BEAL - REPLACE PORTABLE CR'S	\$250,000	A	0		250,000		0		0		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	N	BALLIET - NEW SCHOOL	\$5,650,000	A	0		5,650,000		0		0		0		0	
Bu	RR	SCHOOLS - FLOOR REPLACEMENT	\$1,250,000	A	0		250,000		250,000		250,000		250,000		250,000	
Bu	RR	KENNEDY - POOL REPLACEMENT	\$2,500,000	A	0		0		2,500,000		0		0		0	
Eo	RR	PUTNAM - EMERGENCY LIGHTING	\$25,000	A	0		25,000		0		0		0		0	
Bu	RR	ZANETTI - BATHROOM REPLACEMENT	\$450,000	A	0		450,000		0		0		0		0	
Bu	Maj	DRYDEN - BASEMENT VENTILATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	N	SCHOOLS - SAFETYCAMERAS	\$3,925,000	A	0		3,925,000		0		0		0		0	
Bu	Rpr	SCHOOLS - MS ARCHITECT/ENGINEERI	\$1,200,000	A	0		1,200,000		0		0		0		0	
Bu	N	ESCO PHASE 2	\$15,000,000	A	0		15,000,000		0		0		0		0	
Bu	RR	WHITE - BATHROOM REPLACEMENT	\$600,000	A	0		600,000		0		0		0		0	
Bu	RR	LIBERTY - BATHROOM REPLACEMENT	\$240,000	A	0		0		240,000		0		0		0	
Bu	RR	KENSINGTON - BATHROOM REPLACEM	\$145,000	A	0		145,000		0		0		0		0	
Bu	Rpr	BROOKINGS - BASEMENT VENTILATIO	\$850,000	A	0		850,000		0		0		0		0	
Eo	N	SCHOOLS - INTERCOM	\$200,000	A	0		200,000		0		0		0		0	
Bu	Maj	SPRINGFIELD MUNICIPAL GROUP - CIT	\$2,594,000	A	0		2,594,000		0		0		0		0	
Bu	Rpr	PROPERTY CONDITION ASSESSMENT -	\$1,320,000	A	0		1,320,000		0		0		0		0	
Bu	Maj	ESCO PHASE 3	\$15,000,000	A	0		0		15,000,000		0		0		0	
Bu	Maj	WHITE - BASEMENT VENTILATION	\$850,000	A	0		850,000		0		0		0		0	
Bu	RR	TALMADGE - REPLACE EXTERIOR DOO	\$40,000	A	0		0		40,000		0		0		0	
Eo	RR	WALSH - ELECTRICAL FPE PANEL REP	\$100,000	A	0		0		0		100,000		0		0	
Bu	Maj	WASHINGTON - BASEMENT VENTILATI	\$850,000	A	0		850,000		0		0		0		0	
Bu	Rpr	TALMADGE - NORTH WALL	\$317,763	A	317,763		0		0		0		0		0	

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FY 2010 to FY 2014 Capital Improvement Plan - By Department**

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	RR	WARNER - REPLACE BATHROOM PART	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	WHITE - SPRINKLER (CODE)	\$25,000	A	0		25,000		0		0		0		0	
Bu	Maj	STATEMENT OF INTEREST DESIGNS	\$3,500,000	A	0		1,750,000		800,000		950,000		0		0	
Eo	RR	FUEL PUMPS AT TAPLEY ST.	\$225,000	A	0		225,000		0		0		0		0	
Bu	Rpr	DUGGAN - REPAIRS (SHORT TERM)	\$750,000	A	0		750,000		0		0		0		0	
Bu	N	RELOCATION OF NEW LEADERSHIP CH	\$1,500,000	A	0		1,500,000		0		0		0		0	
Bu	Maj	FOREST PARK MAINTENANCE FACILIT	\$350,000	A	350,000		0		0		0		0		0	
Bu	N	RELOCATION OF THE SCHOOL DEPAR	\$3,500,000	A	0		3,500,000		0		0		0		0	
Bu	Maj	CITY HALL - BOILER PLANT	\$2,000,000	A	0		2,000,000		0		0		0		0	
Bu	Maj	OIL TANK REMOVAL	\$450,000	A	0		150,000		100,000		100,000		100,000		0	
Bu	RR	ZANETTI - SPRINKLER (CODE)	\$30,000	A	0		30,000		0		0		0		0	
Bu	N	DEBERRY - DROP CEILING INSTALLATI	\$60,000	B	0		0		0		60,000		0		0	
Bu	RR	DORMAN - FLOOR TILE REPLACEMENT	\$30,000	B	0		0		30,000		0		0		0	
Bu	RR	GLICKMAN - BATHROOM PARTITIONS	\$25,000	B	0		25,000		0		0		0		0	
LPF	N	CENTRAL HIGH - ASTRO-TURF AND DE	\$1,700,000	B	0		255,000		1,445,000		0		0		0	
Eo	RR	BRUNTON - ELECTRICAL FPE PANEL R	\$30,000	B	0		0		30,000		0		0		0	
Bu	Maj	GLENWOOD - BATHROOM RENOVATIO	\$600,000	B	0		0		300,000		300,000		0		0	
Bu	RR	BROOKINGS - WINDOWS AND DOORS	\$650,000	B	0		650,000		0		0		0		0	
Bu	Maj	COMMERCE - BATHROOM/WATER-FOU	\$300,000	B	0		150,000		150,000		0		0		0	
Bu	Maj	BALLIET - CAFETERIA IMPROVEMENT/	\$6,900,000	B	0		900,000		3,000,000		3,000,000		0		0	
Bu	RR	FREEDMAN - WINDOW AND DOOR REP	\$1,600,000	B	0		1,600,000		0		0		0		0	
Bu	RR	KENNEDY - WINDOW AND DOOR REPL	\$2,500,000	B	0		0		2,500,000		0		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	RR	BRUNTON - WINDOW AND DOOR REPL	\$1,000,000	B	0		1,000,000		0		0		0		0	
Bu	RR	DUGGAN - WINDOW AND DOOR REPLA	\$2,500,000	B	0		0		2,500,000		0		0		0	
Bu	RR	LYNCH - WINDOW AND DOOR REPLAC	\$900,000	B	0		900,000		0		0		0		0	
Bu	RR	KENNEDY - BATHROOM REPLACEMEN	\$30,000	B	0		0		30,000		0		0		0	
Bu	RR	BRIGHTWOOD - DRYWELL/ROOF DRAI	\$86,000	B	0		86,000		0		0		0		0	
Bu	RR	SCHOOLS - CLOCKS	\$120,000	B	0		120,000		0		0		0		0	
Bu	Maj	BROOKINGS - RENOVATE 3 BATHROO	\$450,000	B	0		450,000		0		0		0		0	
Bu	RR	BEAL - ELECTRICAL PANELS	\$200,000	B	0		0		200,000		0		0		0	
Eo	RR	BOWLES - ELECTRICAL FPE PANEL RE	\$70,000	B	0		0		0		70,000		0		0	
Bu	RR	BALLIET - ELECTRICAL FPE PANEL RE	\$70,000	B	0		0		70,000		0		0		0	
Bu	N	BRIGHTWOOD - DROP CEILING INSTAL	\$30,000	B	0		0		30,000		0		0		0	
Bu	Maj	SYMPHONY HALL - LIGHTING AND WIN	\$628,000	B	628,000		0		0		0		0		0	
Eo	RR	BROOKINGS - ELECTRICAL FPE PANEL	\$100,000	B	0		0		100,000		0		0		0	
Bu	RR	BALLIET - BATHROOM AND PARTITION	\$600,000	B	0		600,000		0		0		0		0	
Bu	RR	KENSINGTON - FLOOR TILE REPLACEM	\$30,000	B	0		0		0		0		30,000		0	
Bu	RR	LIBERTY - FLOOR TILE REPLACEMENT	\$45,000	B	0		0		45,000		0		0		0	
Bu	RR	POTTENGER - REPLACE HALLWAY & C	\$32,000	B	0		0		32,000		0		0		0	
Bu	RR	HARRIS - BATHROOM PARTITIONS	\$20,000	B	0		20,000		0		0		0		0	
Bu	RR	VAN SICKLE - REPLACE BATHROOM PA	\$35,000	B	0		35,000		0		0		0		0	
Bu	RR	VAN SICKLE - REPLACE CERAMIC TILE	\$145,000	B	0		145,000		0		0		0		0	
Bu	RR	KENNEDY - FLOOR TILE REPLACEMEN	\$100,000	B	0		0		0		100,000		0		0	
Bu	N	SCHOOLS - EXTERIOR STORAGE BUIL	\$288,000	B	0		288,000		0		0		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	RR	SUMNER - BATHROOM PARTITIONS	\$15,000	B	0		15,000		0		0		0		0	
Bu	RR	SPS BERKSHIRE - BATHROOM PARTITI	\$90,000	B	0		90,000		0		0		0		0	
Bu	RR	SPS BERKSHIRE - WINDOWS AND DOO	\$650,000	B	0		650,000		0		0		0		0	
Bu	RR	WASHINGTON - FLOOR TILE REPLACE	\$60,000	B	0		0	60,000		0		0		0		0
Bu	RR	SCI-TECH - BATHROOM PARTITIONS	\$25,000	B	0		25,000		0		0		0		0	
Bu	RR	SCI-TECH - ROOF REPLACEMENT AND	\$108,250	B	0		108,250		0		0		0		0	
Bu	RR	SPS BERKSHIRE - REPLACE EXTERIOR	\$40,000	B	0		0		0	40,000		0		0		0
Bu	Rpr	CHESTNUT - SEAL BRICK TOWERS	\$35,000	C	0		35,000		0		0		0		0	
Inf	RR	WALSH - TRAFFIC ROUTE REPAY BUS	\$150,000	C	0		150,000		0		0		0		0	
Bu	Maj	WHITE - INSTALL DROP CEILING	\$60,000	C	0		0	60,000		0		0		0		0
Bu	Rpr	CENTRAL HIGH - MASONARY REPAIRS	\$75,000	C	0		0	75,000		0		0		0		0
Bu	RR	CENTRAL HIGH - FIELD HOUSE ROOF	\$42,500	C	0		42,500		0		0		0		0	
Bu	Maj	DRYDEN - CLASSROOM EXPANSION (B	\$150,000	C	0		150,000		0		0		0		0	
Bu	RR	BRUNTON - FLOOR TILE REPLACEMEN	\$80,000	C	0		0	80,000		0		0		0		0
Bu	N	BRUNTON - DROP CEILING INSTALLATI	\$65,000	C	0		0		0	65,000		0		0		0
Bu	Maj	BEAL - BATHROOM RENOVATION	\$120,000	C	0		120,000		0		0		0		0	
Bu	RR	KENSINGTON - WINDOWS AND DOORS	\$350,000	C	0		0	350,000		0		0		0		0
Bu	RR	KILEY - FLOOR TILE REPLACEMENT	\$200,000	C	0		0	200,000		0		0		0		0
Eo	Maj	BRUNTON - LIBRARY HEATING SYSTE	\$35,000	C	0		35,000		0		0		0		0	
LPF	Rpr	FREEDMAN - GROUNDS CAPITAL IMPR	\$500,000	C	0		0	500,000		0		0		0		0
Bu	RR	GLENWOOD - FLOOR TILE REPLACEME	\$30,000	C	0		0	30,000		0		0		0		0
Bu	Maj	ZANETTI - INSTALL DROP CEILING	\$45,000	C	0		0		0	45,000		0		0		0

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	RR	INDIAN ORCHARD - PARAPET REPAIR	\$60,000	C	0		0		60,000		0		0		0	
LPF	Rpr	JOHNSON - SINK HOLES, PARK LOT AN	\$300,000	C	0		0		300,000		0		0		0	
Bu	Maj	FREEDMAN - BATHROOM RENOVATION	\$20,000	C	0		20,000		0		0		0		0	
Bu	RR	BRIDGE - FLOOR TILE REPLACEMENT	\$50,000	C	0		0		50,000		0		0		0	
Bu	Maj	ELLS - BATHROOM UPGRADE	\$30,000	C	0		30,000		0		0		0		0	
Bu	RR	SCI-TECH - FLOOR TILE REPLACEMENT	\$25,000	C	0		25,000		0		0		0		0	
Bu	RR	KILEY - WINDOW AND DOOR REPLACE	\$2,500,000	C	0		0		2,500,000		0		0		0	
Bu	RR	ELLS - WINDOW AND DOOR REPLACE	\$850,000	C	0		850,000		0		0		0		0	
Bu	Rpr	SCHOOLS - PAINTING PROJECTS	\$2,310,000	C	0		462,000		462,000		462,000		462,000		462,000	
Bu	RR	VAN SICKLE - REPLACE FLOOR AND C	\$90,000	C	0		0		0		90,000		0		0	
Inf	N	BEAL - DESIGN AND INSTALL BUS DRO	\$100,000	D	0		0		100,000		0		0		0	
Bu	RR	RELOCATION OF RENAISSANCE SCHO	\$10,000,000	D	0		10,000,000		0		0		0		0	
Inf	N	BOWLES - ADD ADDITIONAL PARKING	\$85,000	D	0		0		85,000		0		0		0	
Eo	RR	BOLAND - HVAC SYSTEM	\$60,000	D	0		0		0		60,000		0		0	
Bu	N	PUTNAM - NEW SCHOOL	\$125,000,000	D	0		125,000,000		0		0		0		0	
Inf	RR	BRIDGE - REPAVE PARKING LOT	\$180,000	D	0		180,000		0		0		0		0	
Bu	RR	WARNER - DRYWELLS BY FRONT AND	\$30,000	D	0		30,000		0		0		0		0	
Inf	Maj	DRYDEN - PARKING LOT PAVING/EXTE	\$85,000	D	0		0		85,000		0		0		0	
Inf	Rpr	BEAL - REPAVE PARKING LOT	\$100,000	D	0		0		100,000		0		0		0	
Bu	RR	JOHNSON - WINDOW HARDWARE	\$25,000	D	0		25,000		0		0		0		0	
Bu	RR	BEAL - PLAYGROUND REPLACEMENT	\$60,000	D	0		60,000		0		0		0		0	
Bu	RR	BALLIET - PLAYGROUND REPLACEMEN	\$60,000	D	0		0		0		60,000		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	Rpr	MILTON BRADLEY - REPAIR PIPING	\$200,000	D	0		200,000		0		0		0		0	
Inf	Rpr	POTTENGER - REPAVE PARKING LOT/S	\$150,000	D	0		0		150,000		0		0		0	
Bu	RR	BEAL - CLASSROOM CABINetry	\$25,000	D	0		0		25,000		0		0		0	
Bu	RR	BALLIET - ROOF REPLACEMENT	\$300,000	D	0		300,000		0		0		0		0	
Bu	RR	ZANETTI - DOOR REPLACEMENT PROJ	\$200,000	D	0		200,000		0		0		0		0	
Bu	Rpr	DUGGAN - DRYWELL	\$25,000	D	0		0		25,000		0		0		0	
Bu	RR	GLICKMAN - PLAYGROUND REPLACEM	\$45,000	D	0		0		45,000		0		0		0	
Inf	N	HARRIS - ADD ADDITIONAL PARKING	\$100,000	D	0		0		0		0		0		100,000	
Inf	Rpr	HOMER - REPAVE DRIVEWAY	\$80,000	D	0		0		80,000		0		0		0	
Inf	RR	TALMADGE - REPAVE PARKING LOT	\$80,000	D	0		0		80,000		0		0		0	
Bu	Maj	RENOVATION OF MULBERRY BUILDING	\$5,000,000	D	0		5,000,000		0		0		0		0	
Inf	Maj	ELLS - REDESIGN PARKING LOT ISLAN	\$25,000	D	0		25,000		0		0		0		0	
Inf	Rpr	DUGGAN - REPAVE PARKING LOT	\$200,000	D	0		0		0		200,000		0		0	
Bu	RR	BOWLES - FLOOR TILE REPLACEMENT	\$60,000	D	0		0		0		0		60,000		0	
Bu	Maj	CITY HALL, SYMPHONY HALL BRONZE	\$175,000	D	0		175,000		0		0		0		0	
Bu	Maj	TAPLEY RENOVATION (2ND FLOOR)	\$8,000,000	D	0		8,000,000		0		0		0		0	
Inf	Rpr	DORMAN - REPAVE PARKING LOT	\$80,000	D	0		80,000		0		0		0		0	
Bu	RR	INDIAN ORCHARD - BATHROOM TILE	\$15,000	D	0		15,000		0		0		0		0	
Bu	Rpr	PROPERTY CONDITION ASSESSMENT -	\$60,000	D	0		60,000		0		0		0		0	
Bu	Rpr	CHESTNUT - INTERIOR COUNTRYARD R	\$45,000	D	0		45,000		0		0		0		0	
Bu	RR	WASHINGTON - ROOF REPLACEMENT	\$260,000	D	0		260,000		0		0		0		0	
Bu	RR	CENTRAL HIGH - INTERIOR CLASSROO	\$66,000	D	0		66,000		0		0		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Inf	N	LIBERTY - ADD ADDITIONAL PARKING	\$35,000	D	0		0		35,000		0		0		0	
Inf	N	KENSINGTON - ADD ADDITIONAL PARKI	\$100,000	D	0		100,000		0		0		0		0	
Bu	RR	KENSINGTON - SPRINKLER (CODE)	\$10,000	D	0		10,000		0		0		0		0	
Bu	N	KENSINGTON - PLAYGROUND UNIT	\$80,000	D	0		0		80,000		0		0		0	
Inf	Rpr	BROOKINGS - SIDEWALK REPAIRS	\$30,000	D	0		30,000		0		0		0		0	
Bu	RR	BRUNTON - CARPET	\$40,197	D	0		0		40,197		0		0		0	
Facilities Management (201 Records)			\$345,981,004		\$2,257,013		\$237,248,772		\$93,789,219		\$10,132,000		\$1,742,000		\$812,000	
<i>Finance</i>																
Sa	N	CAPITAL ASSET CONSTRUCTION ADMI	\$225,000	A	225,000		0		0		0		0		0	
Finance (1 Record)			\$225,000		\$225,000		\$0		\$0		\$0		\$0		\$0	
<i>Fire Department</i>																
IT	N	ZETRON STATION ALERT SYSTEM	\$50,000	A	0		50,000		0		0		0		0	
Eo	N	PORTABLE JACK (6) HYDRAULIC LIFT S	\$56,000	A	56,000		0		0		0		0		0	
Bu	N	WHITE STREET FIRE STATION	\$5,000,000	A	5,000,000		0		0		0		0		0	
Ev	RR	REPLACEMENT REPAIR PICK UP/1993 F	\$42,000	A	42,000		0		0		0		0		0	
Ev	RR	REPLACEMENT ARSON/1995 SUBURBA	\$45,000	A	45,000		0		0		0		0		0	
Ev	RR	LADDER #1 REPLACEMENT	\$1,000,000	B	0		1,000,000		0		0		0		0	
Ev	RR	2 ENGINE REPLACEMENTS	\$850,000	D	0		850,000		0		0		0		0	
Bu	Maj	HEALTH & WELLNESS (ADDL. STATION	\$115,000	D	0		115,000		0		0		0		0	
Ev	N	COMMAND VEHICLE REPLACEMENT (2)	\$104,000	D	0		0		104,000		0		0		0	
Ev	N	ENGINE/TRUCK REPLACEMENT-ENGIN	\$1,150,000	D	0		0		0		1,150,000		0		0	
Ev	RR	AERIAL LADDER #5-INDIAN ORCHARD	\$850,000	D	0		0		0		0		850,000		0	
Eo	N	EMERGENCY GENERATORS AT FIRE S	\$45,000	D	0		45,000		0		0		0		0	
Ev	N	REPLACEMENT VEHICLES AND VEHICU	\$355,000	D	0		355,000		0		0		0		0	

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Cate	Type	Project	Total Cost	Group	2009		2010		2011		2012		2013		2014	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Fire Department</u>																
Inf	RR	REPAVING CRUMBLING APPARATUS B	\$230,000	D	0		0		0		0		0		230,000	
Fire Department (14 Records)			\$9,892,000		\$5,143,000		\$2,415,000		\$104,000		\$1,150,000		\$850,000		\$230,000	
<u>Housing and Neighborhood Services</u>																
Bu	Maj	DEMOLITION OF WHITE ST. FIRE STATI	\$75,000	A	75,000		0		0		0		0		0	
Bu	RR	DEMOLITION OF STRUCTURES	\$3,750,000	A	750,000		750,000		750,000		750,000		750,000		0	
Housing and Neighborhood Services (2 Records)			\$3,825,000		\$825,000		\$750,000		\$750,000		\$750,000		\$750,000		\$0	
<u>Information Technology</u>																
IT	N	TIME REPORT SYSTEM (ADP TLM)	\$950,000	A	950,000		0		0		0		0		0	
IT	N	MUNIS SOFTWARE UPGRADE	\$200,000	A	200,000		0		0		0		0		0	
IT	N	PERMITTING AND INSPECTION SYSTE	\$250,000	A	250,000		0		0		0		0		0	
IT	N	MUNIS UTILITY MODULE	\$136,440	A	136,440		0		0		0		0		0	
IT	N	INTEGRATED PAYROLL SYTEM	\$600,000	B	600,000		0		0		0		0		0	
IT	N	LAW DEPT CASE MANAGEMENT SYSTE	\$100,000	B	0		100,000		0		0		0		0	
IT	N	SCANNING ARCHIVAL DOCUMENTS FO	\$500,000	B	0		250,000		250,000		0		0		0	
IT	N	INCREASE STORAGE CAPACITIES	\$30,000	B	0		30,000		0		0		0		0	
IT	N	RELIABILITY AND DISASTER RECOVER	\$250,000	C	0		250,000		0		0		0		0	
IT	Rpr	DESKTOP COMPUTER REPLACEMENT	\$609,700	D	0		121,940		121,940		121,940		121,940		121,940	
IT	Rpr	NETWORK SWITCH REPLACEMENT	\$240,000	D	0		42,000		42,000		42,000		42,000		72,000	
IT	Rpr	LAPTOP REPLACEMENT	\$56,400	D	0		28,200		28,200		0		0		0	
IT	Rpr	NETWORK SERVERS	\$237,500	D	0		59,375		59,375		59,375		59,375		0	
Inf	RR	VOIP/PBX PLATFORM FOR CITY TELEC	\$1,200,000	D	0		1,200,000		0		0		0		0	
Inf	Rpr	CISCO ROUTER REPLACEMENT	\$36,000	D	0		36,000		0		0		0		0	
IT	N	E-MAIL ARCHIVING	\$100,000	D	0		100,000		0		0		0		0	
Information Technology (16 Records)			\$5,496,040		\$2,136,440		\$2,217,515		\$501,515		\$223,315		\$223,315		\$193,940	

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Cate	Type	Project	Total Cost	Group	2009		2010		2011		2012		2013		2014	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Libraries</u>																
Bu	Maj	BUILDING ACCESSIBILITY - FOREST PA	\$361,617	A	361,617		0		0		0		0		0	
Eo	N	FOREST PARK CIRCULATION DESK	\$30,000	A	0		30,000		0		0		0		0	
Bu	RR	PINE POINT BRANCH -REPLACE HVAC	\$150,000	B	0		150,000		0		0		0		0	
Inf	N	NEW PARKING LOT AT LIBERTY BRANC	\$75,000	B	0		75,000		0		0		0		0	
Eo	N	RFID - ALL BRANCHES	\$801,000	C	0		0		271,803		529,197		0		0	
Bu	Maj	BUILDING ACCESSIBILITY - E. SPRINGF	\$33,000	C	0		0		0		33,000		0		0	
Bu	N	ADD FIRE ALARM SYSTEMS TO FOUR B	\$160,000	C	0		0		160,000		0		0		0	
Eo	N	EXTERIOR SECURITY SYSTEM WITH C	\$51,000	C	0		0		51,000		0		0		0	
Bu	Maj	BUILDING ACCESSIBILITY - LIBERTY B	\$330,000	C	0		0		0		330,000		0		0	
Inf	N	STATE STREET PARKING LOT ADJACE	\$75,000	C	0		0		0		0		75,000		0	
Bu	N	CENTRAL AIR CONDITIONING AT THE C	\$650,000	C	0		0		0		650,000		0		0	
Bu	Maj	WINDOW REPLACEMENTS AT BRANCH	\$250,000	D	0		0		0		0		0		250,000	
Inf	RR	REPAVE PARKING LOT AT PINE POINT	\$35,000	D	0		0		0		0		35,000		0	
Eo	N	CENTRAL AIR CONDITIONING FOR 3 BR	\$115,000	D	0		0		0		115,000		0		0	
Inf	Rpr	OIL TANK REMOVAL	\$44,000	D	0		0		0		0		0		44,000	
Bu	RR	ROOF REPLACEMENT AT EAST SPRIN	\$71,000	D	0		0		71,000		0		0		0	
Bu	Maj	WINDOW REPLACEMENT AT CENTRAL	\$200,000	D	0		0		0		0		200,000		0	
Inf	RR	RENOVATE BASEMENT AREA AT INDIA	\$75,000	D	0		0		0		0		0		75,000	
Libraries (18 Records)			\$3,506,617		\$361,617		\$255,000		\$553,803		\$1,657,197		\$310,000		\$369,000	
<u>Office of Planning and Economic Develo</u>																
Inf	RR	SOUTH END URBAN RENEWAL	\$6,200,000	A	6,200,000		0		0		0		0		0	
LPF	Maj	PYCHON PARK RESTORATION	\$1,500,000	A	0		0		1,500,000		0		0		0	
Bu	Maj	FIRST CHURCH	\$900,000	A	900,000		0		0		0		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Office of Planning and Economic Develo</u>																
Inf	Maj	COURT SQUARE REDEVELOPMENT	\$5,000,000	A	0		0		5,000,000		0		0		0	
LPF	Maj	CHAPMAN VALVE INDUSTRIAL PROJEC	\$6,200,000	B	1,700,000		1,500,000		1,500,000		1,500,000		0		0	
Inf	RR	SOUTH END STREET IMPROVEMENTS	\$3,189,000	B	0		0		3,189,000		0		0		0	
Bu	RR	ACQUISITION OF THE ASYLUM.	\$3,337,570	C	0		3,337,570		0		0		0		0	
Bu	N	WORTHINGTON STREET HOMELESS R	\$2,000,000	D	0		2,000,000		0		0		0		0	
Office of Planning and Economic Development (8			\$28,326,570		\$8,800,000		\$6,837,570		\$11,189,000		\$1,500,000		\$0		\$0	
<u>Park Department</u>																
Inf	N	VAN HORN DAM STUDY	\$175,000	A	175,000		0		0		0		0		0	
Inf	RR	GREENLEAF ROAD	\$31,000	A	31,000		0		0		0		0		0	
Inf	N	AMPHITHEATRE PARKING LOT	\$31,000	A	31,000		0		0		0		0		0	
LPF	Maj	AQUATIC GARDENS/PECOUSIC BROOK	\$38,600	A	38,600		0		0		0		0		0	
LPF	Maj	FOREST PARK PAVING INCLUDING GR	\$300,000	A	0		300,000		0		0		0		0	
Inf	Maj	VAN HORN PARK LOWER DAM	\$1,100,000	A	0		1,100,000		0		0		0		0	
LPF	N	CAMEROTA PROPERTY	\$750,000	B	0		0		0		750,000		0		0	
LPF	RR	WATERSHOPS POND	\$2,300,000	B	0		0		1,500,000		0		0		800,000	
LPF	Maj	JOHNNY APPLESEED IMPROVEMENTS	\$400,000	B	0		0		400,000		0		0		0	
LPF	Rpr	CITY-WIDE LAKE MANAGEMENT PROG	\$600,000	B	0		120,000		120,000		120,000		120,000		120,000	
LPF	RR	FOREST PARK PLAYGROUND EQUIPM	\$125,000	C	0		125,000		0		0		0		0	
LPF	Maj	CITY WIDE TENNIS COURT IMPROVEM	\$250,000	C	0		0		150,000		0		100,000		0	
LPF	N	CRAFTSMEN CORNER AND ICIE JONES	\$750,000	C	0		0		0		750,000		0		0	
LPF	Maj	UPGRADE SCHOOL ATHLETIC FIELDS	\$3,100,000	C	0		620,000		620,000		620,000		620,000		620,000	
Bu	Maj	PORTER LAKE SKATE HOUSE	\$1,500,000	C	0		1,500,000		0		0		0		0	
LPF	RR	MILL POND	\$2,000,000	C	0		0		0		2,000,000		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Park Department</i>																
LPF	RR	CAMP SECO RENOVATIONS	\$2,500,000	C	0		0		900,000		1,600,000		0		0	
LPF	Maj	VETERAN'S GOLF COURSE IMPROVEM	\$3,600,000	C	0		0		3,600,000		0		0		0	
LPF	RR	ZOO IMPROVEMENTS	\$4,000,000	C	0		0		0		600,000		3,400,000		0	
LPF	Maj	HUBBARD PARK IMPROVEMENTS	\$850,000	C	0		0		0		850,000		0		0	
LPF	N	OPEN SPACE - CHICOPEE/SPRINGFIEL	\$600,000	C	0		0		0		0		600,000		0	
LPF	RR	REPLACEMENT OF CITY-WIDE PLAYGR	\$850,000	C	0		170,000		170,000		170,000		170,000		170,000	
LPF	N	BLUNT PARK BIKEWAY/WALKWAY	\$1,500,000	C	0		0		0		1,500,000		0		0	
LPF	Maj	WALSH STREET PLAYGROUND RENOV	\$1,300,000	C	0		0		1,300,000		0		0		0	
LPF	N	IRRIGATION OF STATE STREET	\$100,000	D	0		100,000		0		0		0		0	
Bu	N	HORTICULTURAL CENTER/BOTANICAL	\$5,000,000	D	0		0		0		2,000,000		3,000,000		0	
LPF	Maj	MCKNIGHT GLEN IMPROVEMENTS	\$180,000	D	0		0		0		180,000		0		0	
LPF	Maj	JAIME ULLOA PARK IMPROVEMENTS	\$300,000	D	0		0		0		0		300,000		0	
LPF	RR	DAVINCI PARK IMPROVEMENTS	\$150,000	D	0		0		0		0		0		150,000	
LPF	N	RIVERFRONT PARK MASTER PLAN	\$3,000,000	D	0		0		0		3,000,000		0		0	
Eo	RR	FOREST PARK SIGN REPLACEMENT P	\$100,000	D	0		50,000		50,000		0		0		0	
LPF	Maj	BOWLES FOUNTAIN RESTORATION	\$400,000	D	0		0		0		0		400,000		0	
LPF	Maj	TRAIL RENOVATIONS	\$500,000	D	0		100,000		100,000		100,000		100,000		100,000	
LPF	N	FOREST PARK BIKE PATH	\$500,000	D	0		0		0		500,000		0		0	
LPF	RR	MEADOW BROOK RAVINE RESTORATI	\$150,000	D	0		0		0		0		0		150,000	
LPF	RR	FIVE MILE POND PARK COVE DREDGIN	\$1,500,000	D	0		0		0		1,500,000		0		0	
Bu	N	RUTH ELIZABETH NEW COMMUNITY B	\$800,000	D	0		0		0		0		0		800,000	
LPF	RR	VAN HORN PARK	\$3,000,000	D	0		0		0		0		0		3,000,000	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Park Department</u>																
Bu	N	BLUNT PARK NEW MAINTENANCE BUIL	\$800,000	D	0		0		0		0		800,000		0	
LPF	RR	HANDICAP ACCESSIBLE PARK PROGR	\$500,000	D	0		100,000		100,000		100,000		100,000		100,000	
Bu	Maj	WALKER GRANDSTAND RENOVATION	\$1,000,000	D	0		0		1,000,000		0		0		0	
LPF	RR	COTTAGE HILL PARK	\$450,000	D	0		0		0		0		450,000		0	
Bu	N	BARNEY MAUSOLEUM	\$1,500,000	D	0		0		0		0		0		1,500,000	
LPF	Maj	CITY WIDE BASKETBALL COURT IMPR	\$300,000	D	0		0		0		150,000		150,000		0	
LPF	Maj	TRIANGLE/TERRACE RESTORATIONS	\$500,000	D	0		100,000		100,000		100,000		100,000		100,000	
LPF	Maj	MERRICK PARK PEDESTRIAN WALKWA	\$275,000	D	0		0		275,000		0		0		0	
LPF	N	CONSTRUCTION OF A NEW DRIVING R	\$3,000,000	D	0		0		0		0		0		3,000,000	
LPF	RR	TREE REPLACEMENT PROGRAM	\$3,000,000	D	0		600,000		600,000		600,000		600,000		600,000	
LPF	Maj	STEARNS SQUARE RENOVATION	\$50,000	D	0		0		0		0		0		50,000	
LPF	N	SOLUTIA PARK	\$1,200,000	D	0		0		0		0		1,200,000		0	
LPF	N	ZIMMERMAN PROPERTY	\$350,000	D	0		0		0		0		0		350,000	
Park Department (51 Records)			\$57,255,600		\$275,600		\$4,985,000		\$10,985,000		\$17,190,000		\$12,210,000		\$11,610,000	
<u>Police Department</u>																
Bu	Maj	RENOVATION OF POLICE DEPARTMEN	\$3,000,000	C	0		3,000,000		0		0		0		0	
IT	Rpr	RADIO UPGRADES	\$130,000	D	0		130,000		0		0		0		0	
Police Department (2 Records)			\$3,130,000		\$0		\$3,130,000		\$0		\$0		\$0		\$0	
<u>Schools</u>																
IT	N	SCHOOLS IT PROJECTS AND EQUIPME	\$25,980,554	A	0		9,028,290		10,393,156		6,559,108		0		0	
Eo	N	SECURITY CAMERAS AND EQUIPMENT	\$3,925,000	D	0		3,925,000		0		0		0		0	
Schools (2 Records)			\$29,905,554		\$0		\$12,953,290		\$10,393,156		\$6,559,108		\$0		\$0	

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Cate g	Type	Project	Total Cost	Group	2009		2010		2011		2012		2013		2014	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
Grand Total			\$538,377,686		\$24,156,670		\$292,734,448		\$140,654,693		\$44,854,620		\$21,363,315		\$14,613,940	

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Appendices

Appendix A

Glossary of Municipal Finance Terms *

* The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

Account Code: An expenditure classification based upon the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

Accounting System: The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

Accrual Basis of Accounting: Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

Appropriated Fund Balance: The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

Appropriation: An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

Assessed Value Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Assets: Property owned by the City, which has a monetary value and must be recorded.

Balanced Budget: A budget in which funding sources are equal to estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

Bond Anticipation Notes (BANs): Short-term interest-bearing securities issued in anticipation of a long-term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Budget: A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Document: The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

Budget Message: An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

Budget Transfer: Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

Capital Assets: A fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

Capital expenditures : expenditures creating future benefits. A capital expenditure is incurred when funds are expended either to buy fixed assets or to add to the value of an existing fixed asset.

Capital Improvements: Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

Capital Outlay: Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Carryover: If goods or services which have been encumbered in the year are not received by June 30th of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

Contingency: A budgetary reserve set aside for unforeseen expenditures.

Debt Service: The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

Delinquent Taxes: Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

Designated Fund Balance: A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

Disbursement: Payment for goods and services.

Employee Benefits: Employee benefits includes, but is not limited to, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods or services have been received or rendered and payment is made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

Equalized Valuations (EQV): The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year.

Expenses: Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Generally Accepted Accounting Principles (GAAP): A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

General Fund: The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

General Obligation Bonds: (GOBs): Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

Interest: The price paid for the use of money, or the return on investment obtained from investing money.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Line-Item Budget: A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

Long Term Debt: Debt with a maturity date of more than one year after the date of issuance.

Major Fund – Governmental, enterprise, and other funds should be reported as major funds based on these criteria: (a.) Total assets, liabilities, revenues, or expenditures/expenses of that individual governmental or enterprise fund are at least 10 percent of the corresponding total (assets, liabilities, and so forth) for all funds of that category or type (that is, total governmental or total enterprise funds), and, (b.) Total assets, liabilities, revenues, or expenditures/expenses of the individual Governmental fund or enterprise fund are at least 5 percent.

Management Initiatives: Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

Maturity Date: The date at which full and/or final payment of principal and interest is due on debt obligations.

Mission Statement: A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement is a written statement of purpose that can be used to initiate, evaluate, and refine business activities.

Modified Accrual Basis of Accounting: The modified accrual basis is used for all funds except for the proprietary funds. Accounting transactions for revenue are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. “Available” means collectible in current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Bond: Bond issued by a state, local or government authority in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue.

Non-Major Fund - All Special Revenue, Capital Projects and Permanent Funds not otherwise classified as Major funds.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue Forecast: A projection of future City revenue collections.

Reserved Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Stabilization Fund – A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any

year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

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Appendix B
Expense Code Classifications

Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by Massachusetts Department of Revenue (DOR) by the Uniform Massachusetts Accounting System (UMAS) most recently updated in August 2007 and is applicable to all political subdivisions in the Commonwealth.

The major breakdowns of expenditure categories and detailed lists of the items normally charged to each are provided below. Since all numbers in the range are not assigned, the City of Springfield has built in additional detail by using the unassigned numbers. Use of the available numbers is conditionally permitted by the DOR as long as any modification is logically consistent with the structure set forth in the UMAS manual.

- 5000 Personal Services
- 5100 Fringe Benefits
- 5200 Purchase of Services
- 5400 Supplies and Materials
- 5600 Intergovernmental Expenditures
- 5700 Other Charges & Expenditures
- 5800 Capital Outlay
- 5900 Debt Service

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

5000 - Personal Services

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

5100 - Fringe Benefits

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other

stipends determined by the City.

5200 - Purchase of Services

Generally used to code the cost of purchased professional services; specifically for services, which require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

5400 - Supplies and Materials

A supply item is any article or material, which meets at least one of the following conditions:

It is consumed in use;

It loses its original shape or appearance with use;

It is expendable; that is, if the article is damaged or some of its parts are lost or worn out, and is usually better to replace it with an entirely new unit rather than repair it;

It is an inexpensive item whose small unit cost (less than \$5,000) makes it inadvisable to capitalize the item; it loses its identity by incorporation into a different or more complex item.

5600 – Intergovernmental Expenditures

Any payments made to Federal, State, or County agencies for services provided to the City of Springfield are classified as Intergovernmental Expenditures. State Assessments that are listed on the Cherry Sheet are also considered to be Intergovernmental Expenditures.

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans' benefits are all examples of charges that are classified here.

5800 - Capital Outlay

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

Plant - Expenditures for the acquisition of or major capital improvements to existing buildings used to provide utility services (e.g., water pumping station. electric generating station). Capitalized lease obligations for plant would be charged here along with new plant construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of five).

Replacement Equipment - Expenditures for equipment, which replaces existing assets. For example, purchase of a new or used ambulance to replace one which has or will be sold would be recorded here.

5900 – Debt Service

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

Appendix C
Property Tax Levy Data

**Percentage Share of City's Assessed Valuation of Real Estate
FY04 - FY09**

<u>Classification</u>	<u>2004 % of Total</u>	<u>2005 % of Total</u>	<u>2006 % of Total</u>	<u>2007 % of Total</u>	<u>2008 % of Total</u>	<u>2009 % of Total</u>
Residential	79.1%	79.7%	80.7%	82.4%	82.2%	80.8%
Commercial	16.4%	16.2%	15.5%	14.3%	14.6%	15.8%
Industrial	<u>4.5%</u>	<u>4.1%</u>	<u>3.8%</u>	<u>3.3%</u>	<u>3.2%</u>	<u>3.4%</u>
Total Real Estate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Tax Collections

<u>Fiscal Year</u>	<u>Gross Tax Levy</u>	<u>Overlay Reserves for Abatements</u>	<u>Net Tax Levy</u>	<u>Collections as of Fiscal Year - End (2)</u>		<u>Collections as of June 30, 2008</u>	
				<u>Dollar Amount</u>	<u>% of Net Levy</u>	<u>Dollar Amount</u>	<u>% of Net Levy</u>
2009	\$163,078,974	\$5,752,571	\$157,326,403	N/A	N/A	153,830,484 (3)	97.8%
2008 (1)	\$153,489,174	\$7,622,699	\$145,866,475	\$144,079,497	98.8%	144,079,497	98.8%
2007	\$145,527,361	\$6,061,827	\$139,465,534	\$138,203,504	99.1%	\$138,047,496	99.0%
2006	\$138,486,189	\$6,700,000	\$131,786,189	\$130,093,942	98.7%	\$132,228,999	100.3%
2005 (1)	\$131,027,439	\$6,798,667	\$124,228,772	\$123,321,518	99.3%	\$124,149,235	99.9%
2004	\$125,591,475	\$5,407,439	\$120,184,036	\$117,137,994	97.5%	\$121,208,424	100.9%

(1) Revaluation Years

(2) Actual Dollar collections. Does not include abatements or other non-cash credits.

(3) Fiscal Year 2009 collections are as of May 31, 2009.

Top Twenty Five Taxpayers for Fiscal Year 2009

FY 09 LEVY: \$163,078,974

	PROPERTY OWNER	NATURE OF BUSINESS	FY 09 TOTAL VALUE	TOTAL FY 09 TAX LEVY	% OF LEVY
1	WESTERN MASSACHUSETTS ELECTRIC	UTILITY	133,759,260	4,946,417	3.0%
2	MASSACHUSETTS MUTUAL	INSURANCE	101,957,400	3,760,045	2.3%
3	BAY STATE GAS COMPANY	UTILITY	54,516,690	2,016,027	1.2%
4	VERIZON NEW ENGLAND	TELECOM	45,741,100	1,691,505	1.0%
5	MASSFON COMPANY	UTILITY	34,265,550	1,267,140	0.8%
6	IOEOS NOVA LLC	MANUFACTURING	26,771,040	989,993	0.6%
7	SOLUTIA, INC	CHEMICALS	26,356,000	974,591	0.6%
8	SPRINGFIELD CENTER 1 ASSOCIATES	RETAIL	25,552,100	944,277	0.6%
9	HUBBARD REAL ESTATE INVESTMENTS	RETAIL	22,323,100	825,508	0.5%
10	EASTFIELD ASSOCIATES	RETAIL	21,006,000	769,545	0.5%
11	SPRINGFIELD FOODSERVICE CORP	DISTRIBUTION	12,999,900	480,736	0.3%
12	BERKSHIRE-BROOKDALE, LLC	DISTRIBUTION	12,841,200	474,867	0.3%
13	LOWE'S HOME CENTERS	RETAIL	12,837,200	474,719	0.3%
14	SPFLD COLLEGE/WEST. MA LIFE CARE	HEALTH CARE	42,437,000	412,003	0.3%
15	INLAND WESTERN SPRINGFIELD	RETAIL	10,844,600	401,033	0.2%
16	HAYMARKET SQUARE ACCOCIATES	RETAIL	10,245,800	378,889	0.2%
17	NORMAN LEVENTHAL & EDWIN SIDMAN	HOUSING	20,925,900	374,364	0.2%
18	SPRINGFIELD VF, LLC	RETAIL	10,003,700	369,936	0.2%
19	COMCAST OF MASSACHUSETTS II	COMM.	9,621,760	355,812	0.2%
20	GERALD & DONALD D'AMOUR	RETAIL	9,255,400	342,264	0.2%
21	AMERICAN MASTERS VILLAGE	HEALTH CARE	18,557,900	332,000	0.2%
22	WINDALIER SPRINGDALE ASSOCIATES	RETAIL	8,669,500	320,598	0.2%
23	SEARS ROEBUCK & COMPANY	RETAIL	8,487,400	313,864	0.2%
24	BOSTON ROAD PROPERTY, LLC	RETAIL	8,328,700	307,995	0.2%
25	SPRINGFIELD INDUSTRIAL CENTER	RETAIL	8,143,600	301,150	0.2%
	TOTAL		696,447,800	23,825,278	11.6%

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Appendix D
City of Springfield Financial Policies

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COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

EXECUTIVE ORDER

#04-09-13-2009

This Executive Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004, *An Act Relative to the Financial Stability of the City of Springfield*.

Pursuant to the authority granted under section 4(d)(7) of Chapter 169 of the Acts of 2004, the Springfield Financial Control Board hereby amends Title 4 of the Revised Ordinances of the City of Springfield, 1986, as amended, through further amendment, by adding a new Chapter 4.44 thereto: Financial Ordinances

AMENDING TITLE 4, OF THE REVISED ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS AMENDED HEREBY FURTHER AMENDED BY ADDING A NEW CHAPTER 4.44 THERETO: FINANCIAL POLICIES.

Title 4, of the Revised Ordinances of the City of Springfield, 1986, as amended, hereby further amended by adding the following new Chapter 4.44 thereto:

Chapter 4.44

FINANCIAL ORDINANCES

Sections:

- 4.44.010 Compliance with finance laws
- 4.44.020 Ordinances with regard to the budget.
- 4.44.030 Revenue policies.
- 4.44.040 Policies with regard to self-operations.
- 4.44.050 Capital planning policies.
- 4.44.060 Financial reserve policies.
- 4.44.070 Debt policies.
- 4.44.080 Policies regarding cash management.
- 4.44.090 Polices regarding financial reporting and reconciliation.
- 4.44.100 Polices regarding financial responsibilities of departments.
- 4.44.110 Policies regarding grants.

4.44.010 Compliance with finance laws. A. All city employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and city ordinances that relate to finance and financial management.

B. By September 30 of each year, the finance department shall provide to all departments an update regarding the financial policies and ordinances of the city of Springfield. By November 1 of each year, the law department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

4.44.020 Ordinances with regard to the budget. A. The mayor shall propose to the city council and the city council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The city will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the chief administrative and financial officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the city will finance these recurring expenses in upcoming fiscal years.

C. The city will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the city's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the city's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The city's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event

that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the city will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two (2) weeks of the start of the fiscal year, the comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The comptroller shall provide to the mayor and city council a monthly report of revenues and expenditures at the line item level.

4.44.030 Revenue policies. A. The city's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The chief administrative and financial officer shall review and propose to the city council an updated fee schedule for each of the city's departments no less than every two (2) years to ensure the cost of services is being adequately recovered.

D. The city may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than three percent (3%), with the exception of

1. Real and personal property taxes, whose increase shall not exceed the revenue permitted under law, with New Growth set at a level certified by the Assessors as reasonable.

2. Chapter 70 (school) aid and school building assistance payments from the Commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts, and

3. Certain fees and fines, which may increase more than three percent (3%) only if the underlying cost of the fee or fine is increased. In such an instance, the city may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the chief administrative and financial officer.

E. Any revenue increase in excess of the three percent (3%) limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

F. The city will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

G. The city shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30th of each year, the city shall commence tax title proceedings against all properties that owe property taxes to the city.

4.44.040 Policies with regard to self supporting operations. A. The city shall annually adopt the rates and fees for all enterprise fund activities, and the chief administrative and financial officer shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in city government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the finance director and relevant department head shall make a report to city council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

4.44.050 Capital planning policies. A. For purposes of this ordinance, the term "capital" shall refer to a facility, object or asset costing more than twenty-five thousand dollars (\$25,000) with an estimated useful life of ten (10) years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the city.

C. The capital improvement plan shall be issued by March 30th of each year and shall be produced by and in the form designated by the chief administrative and financial officer. At a minimum, the capital improvement plan shall be a "rolling" five (5) year plan which shall be submitted to the city council for approval annually.

D. The capital improvement plan shall be reviewed by the capital improvement planning committee and shall include all capital expenditures proposed by the various departments. The committee shall recommend in each year of the plan the capital investments to be funded, and how these expenditures should be financed.

E. The capital improvement planning committee shall be comprised of the city's chief administrative and financial officer or his/her designee, the finance director, a representative from the city council, the director of parks, buildings and recreation management, the budget director, the planning director, the director of capital asset construction, the director of public works and the director of community and economic development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the committee shall recuse him/herself from deliberations regarding said items. The committee shall provide its recommendations in writing to the mayor and city council. Any capital funding request that is at variance from the committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the city council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel/energy efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multi-year forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the city shall maintain net tax-financed capital improvement expenditures (pay as you go) at a level of one and one-half percent of local source revenue.

L. The finance director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the city shall conduct project close out within six (6) months of project completion.

For a construction-related capital expenditure, the city shall conduct project close out within nine (9) months of the end of construction. The city shall release unexpended bond proceeds within six (6) months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

4.44.060 Financial reserve policies. A. The city shall maintain an undesignated fund balance of between five percent (5%) and fifteen percent (15%) of general fund revenues, less debt exclusions.

B. In the event that the city's undesignated fund balance falls below five percent (5%) of general fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the city into compliance with the minimum fund balance requirement shall be submitted to the city council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the city shall maintain a reserve for extraordinary expenses of at least one percent (1%) and not greater than three percent (3%) of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than three percent (3%) or more than six percent (6%) of General Fund operating revenue, less debt exclusions.

E. The city shall maintain a primary stabilization reserve fund equal to between five percent (5%) and fifteen percent (15%) of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed ten percent (10%) of the equalized value of the city.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the city shall annually fund a capital reserve of at least one and half percent (1.5%) of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the city may issue bonds for a term of ten (10) years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the city is self insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, whose loss or damage would be covered by property and liability

insurance had the city purchased it. Said Reserve may also be used to pay justified damage, liability and workers' compensation claims against the city and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

4.44.070 Debt policies. A. The city shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

1. General Fund debt service as a percentage of general fund revenues, net of debt exclusions - not to exceed eight percent (8%).

2. Enterprise fund debt service as a percentage of enterprise operating revenue - not to exceed fifteen percent (15%).

3. Percentage of total debt that will be retired at the end of ten (10) years - at least sixty-five percent (65%).

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The city may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30th of each year.

E. Any bond anticipation debt will be retired within six (6) months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two (2) years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The city shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the city would be better served through a negotiated financing.

I. In all instances in which the city issues bonds or notes of a term exceeding twelve (12) months, the city shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said

firm may not have served as underwriter for a city debt transaction during the thirty-six (36) months prior to the issuance of the bonds or note then being financed.

J. The finance director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the city, using established and generally accepted benchmarks as a basis for comparison.

K. The city shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least three percent (3%) of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The city may not use bond proceeds to finance operating expenses other than those certified by the chief administrative and financial officer as being specifically related to implementation of the project. The city may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all Federal and State government laws and polices with regard to arbitrage earnings on bond proceeds.

4.44.080 Policies regarding cash management. A. The city shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The treasurer/collector shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the city shall not invest cash in instruments with a term exceeding three hundred sixty-five (365) days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The city shall not invest in derivatives of cash products or any structured financial vehicle.

C. The treasurer/collector shall submit a written report with regard to the city's cash investments to the office of internal audit no less than quarterly. Said report shall be in

the form required by the director of internal audit and shall document the city's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the office of the city collector. The finance director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the city collector on a daily basis or on another schedule as may be approved in writing by the finance director.

E. The finance director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

4.44.090 Policies regarding financial reporting and reconciliation. A. All department heads shall notify the chief administrative and financial officer in writing within one (1) week of becoming aware of non-compliance with any financial ordinance or policy of the city of Springfield. The chief financial officer shall provide a written report to the city council when the city fails to comply with any financial policy of the city of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional non-compliance, such as the use of non-recurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The comptroller shall produce and present to the mayor and chief administrative and financial officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The treasurer/collector shall reconcile the city's revenues and bank accounts on a monthly basis, within fifteen (15) business days of the close of each month.

D. The city shall reconcile revenues and expenditures for each fiscal year within two (2) months of the end of the fiscal year.

4.44.100 Policies regarding financial responsibilities of departments. A. All departments authorized to collect receipts

by the finance director shall remit them to the city collector on a daily basis, or on another schedule approved by the finance director in writing on a case by case basis.

B. All departments shall utilize the city's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the finance director and may not make any payment outside of the city's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said Laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends their budget may be held individually and personally liable and required to make payment to the city in the amount of the over-expenditure, with determination of said liability made by the mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously-identified funding source, said department must seek and receive the approval of the finance director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and city ordinance shall provide written monthly reports to the finance director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The city shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest timeframe permitted by law.

4.44.110 Policies regarding grants. A. The grant director shall oversee all grants for the city of Springfield and, to the extent permitted by law, for the Springfield public school department. With the approval of the chief administrative and financial officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the city.

C. All grant applications shall be reviewed by the grant director prior to submission. Departments shall provide all information requested by the grant director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which can not pay for fringe benefits shall stipulate to the grant director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of general fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the finance director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the finance director no later than three (3) months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a city match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the grant director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the finance director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the finance director.

Approved as to Form

Associate City Solicitor

Appendix E
Fiscal Year 2010
City of Springfield
Finance Control Board
Appropriation Orders

COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

APPROPRIATIONS ORDER

#06-30-10D-2009

This Appropriations Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004,
An Act Relative to the Financial Stability of the City of Springfield.

=====

Fiscal Year 2010 Budget Appropriations Order

July 1, 2009 to June 30, 2010

Date of Vote: June 30, 2009

GENERAL FUND

ORDERED:

That to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2009, and ending June 30, 2010, General Fund Appropriations in the amount of \$525,396,713 as itemized on the attached Schedule of Appropriations, and \$3,260,789 in Other Financing Uses, are hereby voted from the following sources, pursuant to Massachusetts General Laws Chapter 44, Section 32, Massachusetts General Laws Chapter 59, Section 23, and the recommendations of the Mayor and the Executive Director of the Control Board.

SOURCES

Estimated FY 2010 General Fund Revenue	<u>\$528,657,502.00</u>
TOTAL	\$528,657,502.00


USES

Total General Fund Financing	\$525,396,713.00
Other Financing Uses - Trash Enterprise Fund	<u>\$ 3,260,789.00</u>
TOTAL	\$528,657,502.00

Voted:



Chris Gabrieli, Chairman
Springfield Finance Control Board


City Clerk

COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD
FINANCE CONTROL BOARD

APPROPRIATIONS ORDER

#06-30-10E-2009

This Appropriations Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004, *An Act Relative to the Financial Stability of the City of Springfield.*

=====

Fiscal Year 2010 Budget Appropriations Order July 1, 2009 to June 30, 2010

Date of Vote: June 30, 2009

TRASH ENTERPRISE FUND

ORDERED:

That pursuant to the requirements of section 53F ½ of Chapter 44 of Massachusetts General Laws, the following Trash Enterprise Fund shall be authorized for the fiscal period July 1, 2008 through June 30, 3009, provided that expenditures shall not be made or liabilities incurred for the fund in excess of the balance of said fund, nor in excess of the total authorized expenditures of said fund.

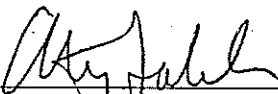
SOURCES

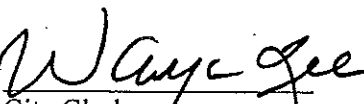
Estimated FY 2010 Trash Enterprise Fund Revenue	\$3,526,236.00
Other Financing Source – General Fund	\$3,260,789.00
TOTAL	\$6,787,025.00

USES

Total Trash Enterprise Fund Financing	\$6,787,025.00
TOTAL	\$6,787,025.00

Voted:


Chris Gabriel, Chairman
Springfield Finance Control Board


Wayne Lee
City Clerk

COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

APPROPRIATIONS ORDER

#06-30-10A-2009

This Appropriations Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004,
An Act Relative to the Financial Stability of the City of Springfield.

=====

Budget Appropriations Order

Date of Vote: June 30, 2009

ORDERED:

In accordance with the provisions of the Massachusetts General Laws Chapter 59, Section 23 and Chapter 40 Section 5B, the Finance Control Board authorizes a transfer from the "Stabilization Reserve Fund" to FY2010 Estimated Revenues in accordance with the City of Springfield Financial Policies.

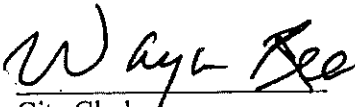
From:		
	Stabilization Reserve Fund	\$10,000,000.00
	8213-00-000-0000-0000-000000-0000000-359000	

To:		
	FY 2010 Estimated Revenues	\$10,000,000.00

Order Approved by a 2/3rds vote of the Finance Control Board on June 30, 2009

Voted:


Chris Gabrieli, Chairman
Springfield Finance Control Board


City Clerk

Appendix F
Fiscal Year 2010
City of Springfield
Schedule A Documents

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City of Springfield Fiscal Year 2010 General Fund

Fund	Dept	Classification	FINAL FISCAL 2008 GENERAL FUND	ADOPTED FISCAL 2009 GENERAL FUND	ADOPTED FISCAL 2010 GENERAL FUND	ADOPTED \$ INCREASE / (DECREASE)	ADOPTED % INCREASE / (DECREASE)
0100	111	CITY COUNCIL	233,998	262,738	294,713	31,975	12.2%
0100	111	Personal Services	230,496	247,570	281,413	33,843	13.7%
0100	111	Expenses	3,502	15,168	13,300	(1,868)	-12.3%
0100	111	Capital	-	-	-	-	
0100	121	MAYOR	376,344	433,184	433,565	381	0.1%
0100	121	Personal Services	364,278	417,967	418,182	215	0.1%
0100	121	Expenses	12,066	15,217	15,383	166	1.1%
0100	121	Capital	-	-	-	-	
0100	133	FINANCE	678,802	688,398	638,877	(49,521)	-7.2%
0100	133	Personal Services	597,228	608,401	582,047	(26,354)	-4.3%
0100	133	Expenses	81,574	79,997	56,830	(23,167)	-29.0%
0100	133	Capital	-	-	-	-	
0100	129	DEPARTMENT OF ADMINISTRATION AND FINANCE	-	-	660,185	660,185	100.0%
0100	129	Personal Services	-	-	315,185	315,185	100.0%
0100	129	Expenses	-	-	345,000	345,000	100.0%
0100	129	Capital	-	-	-	-	
0100	134	CITISTAT	148	636,432	760,314	123,882	19.5%
0100	134	Personal Services	148	506,762	721,964	215,202	42.5%
0100	134	Expenses	-	129,670	38,350	(91,320)	-70.4%
0100	134	Capital	-	-	-	-	
0100	135	COMPTROLLER	924,670	1,148,405	761,619	(386,786)	-33.7%
0100	135	Personal Services	750,200	924,161	744,202	(179,959)	-19.5%
0100	135	Expenses	174,470	224,244	17,417	(206,827)	-92.2%
0100	135	Capital	-	-	-	-	
0100	136	INTERNAL AUDIT	-	-	463,901	463,901	100.0%
0100	136	Personal Services	-	-	234,574	234,574	100.0%
0100	136	Expenses	-	-	229,327	229,327	100.0%
0100	136	Capital	-	-	-	-	
0100	138	OFFICE OF PROCUREMENT	423,135	618,484	565,337	(53,147)	-8.6%
0100	138	Personal Services	374,431	569,099	518,417	(50,682)	-8.9%
0100	138	Expenses	48,704	49,385	46,920	(2,465)	-5.0%
0100	138	Capital	-	-	-	-	
0100	141	BOARD OF ASSESSORS	891,926	1,028,136	910,418	(117,718)	-11.4%
0100	141	Personal Services	593,957	659,136	639,689	(19,447)	-3.0%
0100	141	Expenses	297,969	369,000	270,729	(98,271)	-26.6%
0100	141	Capital	-	-	-	-	
0100	145	TREASURER	3,133,185	2,932,866	3,331,076	398,210	13.6%
0100	145	Personal Services	375,786	438,219	477,414	39,195	8.9%
0100	145	Expenses	2,757,399	2,494,647	2,853,662	359,015	14.4%
0100	145	Capital	-	-	-	-	
0100	146	COLLECTOR	521,130	659,165	581,086	(78,079)	-11.8%
0100	146	Personal Services	332,868	385,165	310,086	(75,079)	-19.5%
0100	146	Expenses	188,262	274,000	271,000	(3,000)	-1.1%
0100	146	Capital	-	-	-	-	
0100	151	LAW	2,310,260	2,107,582	1,738,834	(368,748)	-17.5%
0100	151	Personal Services	1,283,516	1,453,582	1,229,524	(224,058)	-15.4%
0100	151	Expenses	1,026,744	654,000	509,310	(144,690)	-22.1%
0100	151	Capital	-	-	-	-	
0100	152	PERSONNEL	6,223,337	6,453,846	4,440,490	(2,013,356)	-31.2%
0100	152	Personal Services	1,088,652	1,221,988	716,606	(505,382)	-41.4%
0100	152	Expenses	5,134,685	5,231,858	3,723,884	(1,507,974)	-28.8%
0100	152	Capital	-	-	-	-	

Fund	Dept	Classification	FINAL FISCAL 2008 GENERAL FUND	ADOPTED FISCAL 2009 GENERAL FUND	ADOPTED FISCAL 2010 GENERAL FUND	ADOPTED \$ INCREASE / (DECREASE)	ADOPTED % INCREASE / (DECREASE)
0100	154	PAYROLL DEPARTMENT	-	-	1,471,370	1,471,370	100.0%
0100	154	Personal Services	-	-	312,090	312,090	100.0%
0100	154	Expenses	-	-	1,159,280	1,159,280	100.0%
0100	154	Capital	-	-	-	-	-
0100	155	INFORMATION TECHNOLOGY DEPARTMENT	3,048,973	3,273,574	2,850,296	(423,278)	-12.9%
0100	155	Personal Services	1,392,924	1,490,440	1,194,035	(296,405)	-19.9%
0100	155	Expenses	1,656,049	1,361,241	1,513,115	151,874	11.2%
0100	155	Capital	-	421,893	143,146	(278,747)	-66.1%
0100	161	CITY CLERK	531,289	559,642	581,627	21,985	3.9%
0100	161	Personal Services	498,404	523,062	498,766	(24,296)	-4.6%
0100	161	Expenses	32,885	36,580	82,861	46,281	126.5%
0100	161	Capital	-	-	-	-	-
0100	162	BOARD OF ELECTION COMMISSION	444,441	444,877	519,967	75,090	16.9%
0100	162	Personal Services	350,793	347,237	381,827	34,590	10.0%
0100	162	Expenses	93,648	97,640	138,140	40,500	41.5%
0100	162	Capital	-	-	-	-	-
0100	175	PLANNING DEPARTMENT	831,643	872,434	995,321	122,887	14.1%
0100	175	Personal Services	572,686	757,084	781,971	24,887	3.3%
0100	175	Expenses	258,957	115,350	213,350	98,000	85.0%
0100	175	Capital	-	-	-	-	-
0100	180	COMMUNITY DEVELOPMENT	72,026	-	-	-	0.0%
0100	180	Personal Services	12,026	-	-	-	-
0100	180	Expenses	60,000	-	-	-	-
0100	180	Capital	-	-	-	-	-
0100	190	FACILITIES MANAGEMENT	11,308,995	10,552,785	12,583,066	2,030,281	19.2%
0100	190	Personal Services	2,850,135	2,875,139	2,859,251	(15,888)	-0.6%
0100	190	Expenses	8,458,860	7,637,087	9,683,256	2,046,169	26.8%
0100	190	Capital	-	40,559	40,559	-	-
0100	193	CAPITAL ASSET CONSTRUCTION	-	596,459	534,697	(61,762)	-10.4%
0100	193	Personal Services	-	279,016	277,794	(1,222)	-0.4%
0100	193	Expenses	-	317,443	256,903	(60,540)	-19.1%
0100	193	Capital	-	-	-	-	-
0100	199	LABOR RELATIONS	-	-	514,132	514,132	100.0%
0100	199	Personal Services	-	-	248,132	248,132	100.0%
0100	199	Expenses	-	-	266,000	266,000	100.0%
0100	199	Capital	-	-	-	-	-
0100	210	POLICE	37,809,912	39,125,469	37,212,460	(1,913,009)	-4.9%
0100	210	Personal Services	35,198,177	36,811,955	35,233,446	(1,578,509)	-4.3%
0100	210	Expenses	2,611,735	1,777,514	1,583,014	(194,500)	-10.9%
0100	210	Capital	-	536,000	396,000	(140,000)	-26.1%
0100	220	FIRE	19,362,320	20,581,538	19,127,618	(1,453,920)	-7.1%
0100	220	Personal Services	17,390,000	18,744,139	17,555,826	(1,188,313)	-6.3%
0100	220	Expenses	1,972,320	1,837,399	1,571,792	(265,607)	-14.5%
0100	220	Capital	-	-	-	-	-
0100	250	CENTRALIZED DISPATCH	-	-	1,507,795	1,507,795	100.0%
0100	250	Personal Services	-	-	1,351,295	1,351,295	100.0%
0100	250	Expenses	-	-	156,500	156,500	100.0%
0100	250	Capital	-	-	-	-	-
0100	241	BUILDING - CODE ENFORCEMENT	1,153,202	1,267,538	1,293,055	25,517	2.0%
0100	241	Personal Services	1,094,109	1,183,488	1,233,805	50,317	4.3%
0100	241	Expenses	59,093	84,050	59,250	(24,800)	-29.5%
0100	241	Capital	-	-	-	-	-
0100	242	HOUSING - CODE ENFORCEMENT	775,575	1,064,035	826,002	(238,033)	-22.4%
0100	242	Personal Services	451,140	676,235	535,202	(141,033)	-20.9%

Fund	Dept	Classification	FINAL FISCAL 2008 GENERAL FUND	ADOPTED FISCAL 2009 GENERAL FUND	ADOPTED FISCAL 2010 GENERAL FUND	ADOPTED \$ INCREASE / (DECREASE)	ADOPTED % INCREASE / (DECREASE)
0100	242	Expenses	324,435	387,800	290,800	(97,000)	-25.0%
0100	242	Capital	-	-	-	-	-
0100	292	TJ O'CONNOR ANIMAL CONTROL	1,285,349	1,320,729	1,138,332	(182,397)	-13.8%
0100	292	Personal Services	400,005	427,497	378,702	(48,795)	-11.4%
0100	292	Expenses	885,344	893,232	759,630	(133,602)	-15.0%
0100	292	Capital	-	-	-	-	-
0100	300	SCHOOL DEPARTMENT	296,909,519	304,461,025	305,026,945	565,920	0.2%
0100	300	SCHOOL DEPARTMENT	296,909,519	304,461,025	305,026,945	565,920	0.2%
0100	400	DEPARTMENT OF PUBLIC WORKS	14,026,010	13,568,031	9,623,147	(3,944,884)	-29.1%
0100	400	Personal Services	5,653,459	6,298,123	4,235,357	(2,062,766)	-32.8%
0100	400	Expenses	8,372,551	7,269,908	5,387,790	(1,882,118)	-25.9%
0100	400	Capital	-	-	-	-	-
0100	520	HEALTH & HUMAN SERVICES	1,279,728	1,616,752	1,604,165	(12,587)	-0.8%
0100	520	Personal Services	1,096,972	1,385,180	1,369,445	(15,735)	-1.1%
0100	520	Expenses	182,756	231,572	234,720	3,148	1.4%
0100	520	Capital	-	-	-	-	-
0100	541	DEPARTMENT OF ELDER AFFAIRS	285,198	328,099	298,177	(29,922)	-9.1%
0100	541	Personal Services	258,897	294,939	269,886	(25,053)	-8.5%
0100	541	Expenses	26,301	33,160	28,291	(4,869)	-14.7%
0100	541	Capital	-	-	-	-	-
0100	543	VETERANS SERVICES	1,302,540	1,376,527	1,596,509	219,982	16.0%
0100	543	Personal Services	223,242	227,147	231,302	4,155	1.8%
0100	543	Expenses	1,079,298	1,149,380	1,365,207	215,827	18.8%
0100	543	Capital	-	-	-	-	-
0100	610	LIBRARY	4,164,455	4,229,189	3,711,209	(517,980)	-12.2%
0100	610	Personal Services	2,523,297	2,617,519	2,309,127	(308,392)	-11.8%
0100	610	Expenses	1,557,164	1,546,670	1,362,082	(184,588)	-11.9%
0100	610	Capital	83,994	65,000	40,000	(25,000)	-
0100	613	MUSEUM	1,320,000	1,320,000	1,320,000	-	0.0%
0100	613	Personal Services	-	-	-	-	-
0100	613	Expenses	1,320,000	1,320,000	1,320,000	-	0.0%
0100	613	Capital	-	-	-	-	-
0100	630	PARKS DEPARTMENT	8,851,735	8,986,878	8,526,635	(460,243)	-5.1%
0100	630	Personal Services	4,723,275	5,063,624	4,229,348	(834,276)	-16.5%
0100	630	Expenses	4,128,460	3,923,254	4,297,287	374,033	9.5%
0100	630	Capital	-	-	-	-	-
0100	145	DEBT SERVICE	36,922,411	37,979,894	38,556,818	576,924	1.5%
0100	145	Personal Services	-	-	-	-	-
0100	145	Expenses	-	-	-	-	-
0100	145	Capital	36,922,411	37,979,894	38,556,818	576,924	1.5%
0100	145	STATE ASSESSMENTS	2,591,642	3,326,049	3,212,359	(113,690)	-3.4%
0100	145	Personal Services	-	-	-	-	-
0100	145	Expenses	2,591,642	3,326,049	3,212,359	(113,690)	-3.4%
0100	145	Capital	-	-	-	-	-
0100	911	CONTRIBUTION RETIREMENT PENSION	21,194,541	20,654,860	22,191,730	1,536,870	7.4%
0100	911	Personal Services	-	-	-	-	-
0100	911	Expenses	21,194,541	20,654,860	22,191,730	1,536,870	7.4%
0100	911	Capital	-	-	-	-	-
0100	152	UNEMPLOYMENT	110,656	105,000	668,703	563,703	536.9%
0100	152	Personal Services	-	-	-	-	-
0100	152	Expenses	110,656	105,000	668,703	563,703	536.9%
0100	152	Capital	-	-	-	-	-
0100	152	HEALTH INSURANCE - CITY	23,824,214	24,084,282	23,961,561	(122,721)	-0.5%
0100	152	Personal Services	-	-	-	-	-

Fund	Dept	Classification	FINAL FISCAL 2008 GENERAL FUND	ADOPTED FISCAL 2009 GENERAL FUND	ADOPTED FISCAL 2010 GENERAL FUND	ADOPTED \$ INCREASE / (DECREASE)	ADOPTED % INCREASE / (DECREASE)
0100	152	Expenses	23,824,214	24,084,282	23,961,561	(122,721)	-0.5%
0100	152	Capital	-	-	-	-	
0100	911	NON-CONTRIB. PENSIONS	490,918	540,000	340,000	(200,000)	-37.0%
0100	911	Personal Services	-	-	-	-	
0100	911	Expenses	490,918	540,000	340,000	(200,000)	-37.0%
0100	911	Capital	-	-	-	-	
0100	135	PROVISION FOR UNCOMPENSATED ABSENCES	-	(500,000)	(500,000)	-	0.0%
0100	135	Personal Services	-	(500,000)	(500,000)	-	0.0%
0100	135	Expenses	-	-	-	-	
0100	135	Capital	-	-	-	-	
0100	145	CAPITAL RESERVE FUND	-	2,187,997	2,545,124	357,127	16.3%
0100	145	Personal Services	-	-	-	-	
0100	145	Expenses	-	-	-	-	
0100	145	Capital	-	2,187,997	2,545,124	357,127	16.3%
0100	135	M.C.D.I. CONTRACT	-	1,019,475	1,025,000	5,525	0.5%
0100	135	Personal Services	-	-	-	-	
0100	135	Expenses	-	1,019,475	1,025,000	5,525	0.5%
0100	135	Capital	-	-	-	-	
0100	135	RESERVE FOR CONTINGENCIES	-	392,696	400,000	7,304	1.9%
0100	135	Personal Services	-	-	-	-	
0100	135	Expenses	-	392,696	400,000	7,304	1.9%
0100	135	Capital	-	-	-	-	
6500	400	ENTERPRISE FUND SUPPLEMENT	2,688,359	2,754,000	3,260,789	506,789	18.4%
6500	400	Personal Services	-	-	-	-	
6500	400	Expenses	2,688,359	2,754,000	3,260,789	506,789	18.4%
6500	400	Capital	-	-	-	-	
0100	147	PARKING CONTRACT	285,611	850,000	1,397,072	547,072	64.4%
0100	147	Personal Services	-	-	-	-	
0100	147	Expenses	285,611	850,000	1,397,072	547,072	64.4%
0100	147	Capital	-	-	-	-	
0100	145	CHAPTER 169 LOAN REPAYMENT	2,600,000	2,600,000	-	(2,600,000)	-100.0%
0100	145	Personal Services	-	-	-	-	
0100	145	Expenses	-	-	-	-	
0100	145	Capital	2,600,000	2,600,000	-	(2,600,000)	
0100	133	PAY-AS-YOU-GO CAPITAL	-	2,882,046	3,005,406	123,360	4.3%
0100	133	Personal Services	-	-	-	-	
0100	133	Expenses	-	-	-	-	
0100	133	Capital	-	2,882,046	3,005,406	123,360	
0100	133	HOMELESS INITIATIVE	-	-	150,000	150,000	100.0%
0100	133	Personal Services	-	-	-	-	
0100	133	Expenses	-	-	150,000	150,000	100.0%
0100	133	Capital	-	-	-	-	
0100		TOTAL	511,188,198	531,391,117	528,657,502	(2,733,615)	-0.5%

