



**City of Springfield, Massachusetts
Fiscal Year 2009
Adopted Budget**



Domenic J. Sarno, Mayor

**Timothy J. Plante
Acting Chief Financial Officer
Budget Director**

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**City of Springfield, Massachusetts
Fiscal Year 2009
Adopted Budget**



**Domenic J. Sarno
Mayor**

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

**Patricia A. Vinchesi
Deputy Executive Director
Springfield Finance Control Board**

**Timothy J. Plante
Acting Chief Financial Officer
Budget Director**

**Karl R. Fisher, Financial Analyst
Christopher J. Kulig, Financial Analyst
Seth D. Racine, Sr. Financial Analyst
Cheryn P. Wojcik, Sr. Financial Analyst**

Springfield City Council

Bud L. Williams
City Council President

James J. Ferrara III, City Council Vice President

William T. Foley, City Councilor

Patrick J. Markey, City Councilor

Rosemarie Mazza - Moriarty, City Councilor

Timothy J. Rooke, City Councilor

Bruce W. Stebbins, City Councilor

Jose Tosado, City Councilor

Kateri B. Walsh, City Councilor



**CITY OF SPRINGFIELD, MASSACHUSETTS
MAYOR DOMENIC J. SARNO**

HOMEOF THE NATIONAL BASKETBALL HALL OF FAME

May 22, 2008

The City of Springfield is well on its way to self-governance once again. The Fiscal Year 2009 operating budget presented in this document embodies the restraint, resourcefulness and principle rules of government under which the City must operate in order to reclaim our independence and shape a bright and healthy future. I am pleased to serve as the first Mayor to craft a budget since the Finance Control Board was put in place four years ago to oversee the City's finances. I deeply appreciate the Control Board's relinquishment of that responsibility and consider it a significant milestone for the City of Springfield.

It has been an arduous process wrought with difficult decisions and questions without answers. We still await word from the State about whether the City will be granted an extension of the time it has to pay back the \$52 million loan granted when the Finance Control Board was implemented. We have also had to develop the budget without the benefit of a finalized proposal from the Springfield School Department. Despite several deadline extensions, that department failed to provide the City with a Fiscal Year 2009 operating budget. We have moved ahead with the assumption that the state will grant an extension of the loan repayment schedule and have projected a school budget that is responsible and achievable.

As with any budget, certain elements are set in stone. Non-discretionary expenses account for approximately \$416 million of the city's \$532 million budget. These costs include energy, collective bargaining and other guaranteed increases, health insurance, bond debt, State loan payback, and Pay-As-You-Go capital, to name a few. Requests from departments came in approximately \$30 million over approved revenue. My finance team and I considered each request in excruciating detail and, despite our best efforts, 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.

I am most pleased that this budget averts layoffs; does not interfere in any way with basic services; strictly adheres to allowed use of reserves and respects contractual raises.

In preparing this budget, I remained cognizant of word coming from Boston regarding possible reductions in state aid. As 63% of the City's revenue is derived from State Aid, any reduction will result in a substantial impact on local services. With these storm clouds looming, I have opted to spend conservatively now in order to protect the City as we move toward an uncertain future. During my first six months in office, I have made incremental steps toward the agenda I set forth; however, I am not willing to mortgage the City's financial future for short-term political victories.

Springfield's economic recovery is in a fragile state, yet this budget includes innovative strategies to allow the City to address issues I believe are key areas of concern. Public safety is one of the areas that is paramount to restoring confidence in our city. We have targeted 13 positions within the Police Department to be civilianized; thereby placing 13 sworn officers back onto street patrol. Five officers who had gone to work at the Chicopee Police Department following 2003 layoffs in the Springfield Police Department have been reinstated here. A full police academy of 32 officers will begin early this summer, thus placing a total of 50 additional sworn officers on the streets of our City. We will also continue to monitor our financial landscape with the goal of funding another academy in late 2008 or early 2009. The Police Department has also initiated a Quality of Life Ordinance Flex Squad and is committed to the organization of a Street Crime Strike Force. The Sarno Administration has also distinguished itself as the first Mayor's Office to contain a liaison that coordinates citywide anti-youth violence initiatives and a point person for quality of life issues.

The elimination of the trash fee is an issue that I had targeted, but I have come to understand that the City's fragile financial state makes it impossible for the City to absorb \$4 million cost of waste collection and disposal without a revenue stream to take its place or employee layoffs and significant sacrifice in other vital areas of service. I continue to look for ways to make the system fairer and more environmentally sound, and have instructed the Department of Public Works to submit appropriate applications to the Massachusetts Department of Environmental Protection to request technical and financial assistance in developing a "Pay-As-You-Throw" program that promotes environmental benefits and allows residents to pay only for the amount of trash they generate as opposed to a flat fee.

As you read through this document, you will find that the City has made bold leaps into the world of 21st-century municipal management. The continuation of CitiStat and planned implementation of the 3-1-1 Citizen Service Center are developments that have catapulted Springfield into an elite category of cities utilizing cutting-edge strategies and technology. This budget also represents the creative reorganization of the Treasurer/Collector, Purchasing, Payroll and Housing & Code Enforcement for more streamlined, efficient operation. These changes in government will allow for better management and provide a greater value for taxpayers' dollars.

Full funding of the Pay-As-You-Go capital plan is also a key component of this budget. The City is able to avoid interest payments from borrowing by using operating revenues to fund capital improvements and other preventative maintenance projects. The Fiscal Year 2009 budget appropriates \$2.88 million in Pay-As-You-Go capital projects for the upcoming fiscal year.

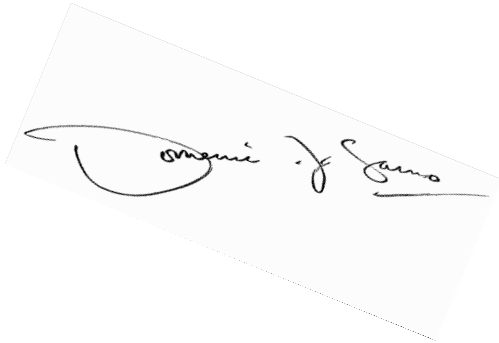
The budget process has been a team effort and I would like to thank Acting Chief Financial Officer Timothy J. Plante and his staff, Karl Fisher, Christopher Kulig, Seth Racine, and Cheryn Wojcik. My appreciation also goes out to the CitiStat staff, as well as, Acting Treasurer/Collector Patrick Burns, and City Auditor Mark J. Ianello and his staff.

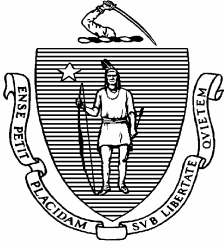
Also, I would like to recognize Finance Control Board Executive Director Stephen P. Lisauskas, FCB Deputy Director Patricia Vinchesi, and their staff for their cooperative spirit and administrative prowess. I would especially like to thank Control Board Chairman Christopher Gabrieli, City Council President and Control Board Member Bud L. Williams, Control Board Member Robert Nunes, and Control Board Member James O'S Morton for their continued support.

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

Sincerely,

Mayor Domenic J. Sarno

A handwritten signature in black ink, reading "Domenic J. Sarno", is enclosed within a white rectangular box that is tilted at an angle. The signature is written in a cursive style.



*The Commonwealth of Massachusetts
Springfield Finance Control Board
36 Court Street, Room 312
Springfield, MA 01103*

CHRIS GABRIELI
CHAIRMAN

May 22, 2008

Dear Members of the Springfield Finance Control Board:

As the City of Springfield approaches Fiscal Year 2009, it has much to reflect upon, and much to look forward to. The City has climbed from the depths of an unprecedented financial crisis, and its recovery has been equally dramatic. In times of economic uncertainty, where communities across the Commonwealth are closing schools, cutting services and seeking Proposition 2 ½ overrides, Springfield's finances are stable; major capital investments have and continue to be funded, and strategic investments are being made in public safety and other areas.

The City has experienced much success since 2004, though that success was not without sacrifice. It is the willingness to make difficult decisions that has allowed the City to recover its financial footing, improve the quality of services it provides and has allowed it to assemble financial reserves sufficient to weather the financial storm projected for the coming years.

The Fiscal Year 2009 budget reflects a continued close partnership between the Control Board and the Mayor of Springfield. It has been a pleasure to work with Mayor Domenic Sarno. His leadership, dedication and passion continue to move the City forward with a focus on critical municipal services including public safety and education.

The City's financial stability is the direct result of improvements to financial and operational management. While the City's finances are in better condition than they have been in decades, much work remains to be done to ensure the current stability is not temporary but rather that it produces long-term benefits through expanded and higher quality services, better neighborhoods and lower costs of government.

Systems and Processes

The Fiscal Year 2009 budget supports the continued improvement of Springfield's municipal government. Prior to 2004, the City lacked meaningful systems to permit the management of municipal government. The systems that did exist were often fragmented, providing contradictory, incomplete or inaccurate information, making it nearly impossible to manage a \$500 million enterprise that provides the broad variety of services offered by the City of Springfield.

The budget continues to support CitiStat, a cutting-edge municipal performance management process that has improved services and produced significant financial savings in every community where it has been used. It also continues to support the implementation of 311 which will provide

substantial data to managers to support improved management, resource allocation decisions and better customer service.

Human Capital

A municipality's greatest resource is its employees, and Springfield is no exception. The Control Board has funded a comprehensive municipal training program to support professional development for managers. Training, professional development and other investments in the City's human capital, combined with the implementation of systems and improved business processes, will allow employees to use new tools and skills to provide improved services to residents, control costs and build a sustainable future for the City. These are some of the most important investments that can be made to ensure a sustainable future for the City.

The Future

Much success has been achieved in the last four years. A variety of health insurance changes are saving tens of millions of dollars each year. Pension changes provided more than \$25 million in additional investment earnings the first year alone, and other modifications will save another \$11 million. Collection of overdue taxes has netted more than \$25 million in revenue and restructuring the City's debt has saved another \$8.5 million. The list of improvements goes on, but it is important to note that these changes represent only four years of work by the City and Control Board. Continued focus on operational improvements can increase efficiency significantly, not for the simple accumulation of financial resources but to allow the City to invest in the people of Springfield and the capital infrastructure they rely on every day.

The challenges facing Springfield are significant. Identified capital needs, the unfunded pension liability and projected retiree health care costs are an estimated \$1.2 billion. Upward pressure on operating costs will continue to require the City to manage personnel costs closely, perhaps limiting hiring and wage increases. As we continue the transition to local control, it is important to recall that the City has overcome significant hurdles over the last four years. It has turned massive deficits into meaningful surpluses without reducing services, and has made significant investments in capital while improving efficiency for the taxpayers. With continued hard work and a focus on financial management and operational improvement, the City will be able to overcome the challenges that lie ahead and continue the upward trend of growth and investment in the people of Springfield.

I would like to extend my deepest appreciation to the many State and local officials who have played such a critical role in stabilizing the finances of the City of Springfield and in improving its operations. Chief among these, of course, are you, the members of the Springfield Finance Control Board. The vision and commitment of Chairman Chris Gabrieli, Council President Bud Williams and Members Bob Nunes and James Morton have been critical to the successes we have achieved. Special thanks also go to Control Board Deputy Director Patricia Vinchesi and Executive Assistant Ann-Marie Mahnken as well as Acting-Chief Financial Officer Timothy Plante, City Auditor Mark Ianello, Deputy City Auditor Pat Burns and the countless City employees who have worked so hard to improve this great City.

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 2009 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 2009. Four components are included in this budget document:

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

Financial Planning: The budget is a financial planning tool that allocates resources based upon a 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 Communications: The budget document shall be a communication device that helps 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 governmental priorities and activities are communicated to the public.

Budget Document Format

This budget is divided into 11 sections: (1) an overview complete with an organizational chart, (2) a fiscal summary, (3-11) departmental budgets, (12) a Capital Planning Overview, 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, how it was monitored and how it can be revised. In addition, an overview which highlights the City organizational structure.

The second section is the *Fiscal Summary*, which . It 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 2008 highlights, risks and challenges for the upcoming year, strategic decisions for Fiscal Year 2009, departmental programs and the goals associated with those programs, fiscal details and performance measures.

The 12th and final section preceding the *Appendices* is the *Capital Planning Overview* section. This section summarizes the capital scoring and selection process. Further, the section describes the projects selected by the Capital Improvement Committee for the Fiscal Year 2009 bond issuance.

The final section, the *Appendices*, includes a glossary of budget terms, a high level explanation of the City's expense code classification, employment data, property tax information, the City's Financial Policies, Appropriation Orders from the day the budget was adopted, a description of Capital Projects Rating Criteria and the City's Expense Budget Detail for the Fiscal Year 2009.

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 was 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 was published as the Recommended School Department Budget. When approved by the Finance Control Board it is published as the Adopted School Department Budget.

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

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 Mass Mutual 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. When comparing Springfield to similarly sized metropolitan areas, *The Association of Workforce Mobility*, in collaboration with Bert Sterling's BestPlaces, ranked Springfield in the top 35 for the best "Cities for Relocating 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 in Springfield:

Year	2005	2006	2007
Price of Home in Springfield	\$201,800	\$209,600	\$211,900
Average for the Northeast	\$281,600	\$280,300	\$287,700
National Average	\$219,000	\$221,900	\$217,800

* Source National Association of Realtors

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 begin to draft budget recommendations.

Superintendent of Schools presents its 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 Finance Control Board and the Mayor.

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

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

June: The upcoming fiscal year budget must be passed 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 first quarter forecast from expenditure and revenue reports. Updated surplus/deficit projections are made.

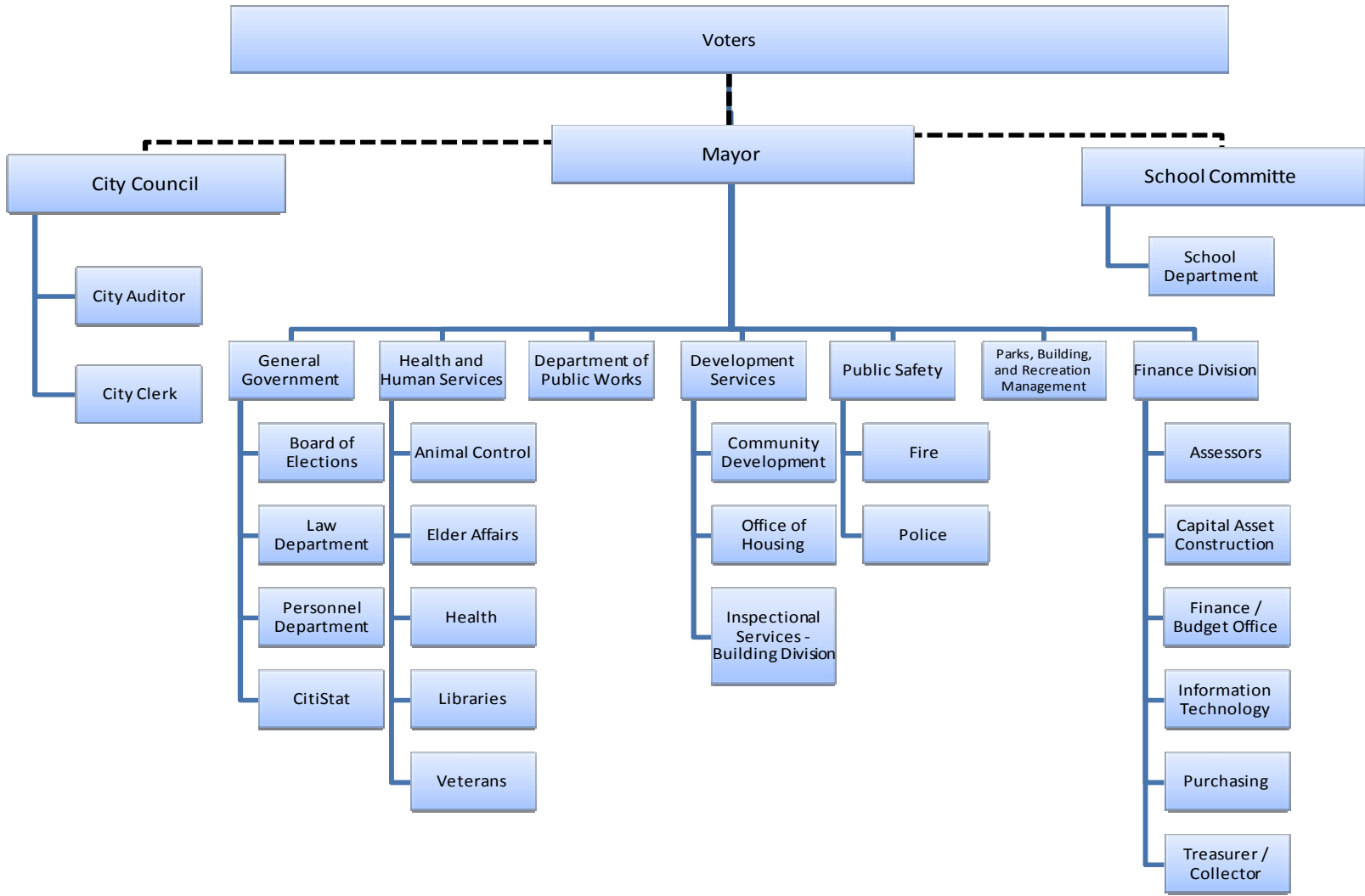
November: Finance prepares the following year's budget manual and instructions for departments.

Budget Calendar Continued

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 forecasts.



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.

Over the past two decades, the City has experienced significant financial stress due to a variety of factors, including the regional economic downturn, reductions in state aid for general government purposes, significant increases in fixed costs including health insurance, retirement assessments, health care fund deficits, and a growing debt burden. The City's initiatives to reduce the workforce through layoffs and work hour reductions could not prevent a \$41 million budget gap in 2004.

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.

On September 22, 2004 the SFCB approved a budget for Fiscal Year 2005 reflecting an estimated \$41 million operating deficit, which was expected to be funded by loans from the \$52 million Trust Fund created under Chapter 169. The City's actual operating deficit for fiscal 2005 was \$21.8 million. This significant improvement was the result of many improvements implemented by the SFCB and the City administration.

On June 29, 2005, the SFCB approved a budget for Fiscal Year 2006 with an estimated operating deficit of \$6.5 million; the City closed the year with a surplus of approximately \$6.8 million. This surplus was used to address a portion of the City's more than \$200 million backlog in deferred facility maintenance, as well as to fund a small capital reserve. The Fiscal Year 2007 and 2008 budgets were adopted as balanced budgets with no projected Trust Fund support. Fiscal Year 2007 with a surplus of \$30.5 million.

Under Chapter 169, the City is required to repay any Trust Fund loans on a schedule proposed by the SFCB and approved by the Secretary. Governor Deval Patrick recently filed legislation proposing a repayment schedule that would result in an extension of the City's loan schedule through Fiscal Year 2022. Failure to repay would result in commensurate reductions in local aid payments from the Commonwealth. A final payment schedule will be approved by the State Legislature.

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.

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 marks the first time since the implementation of the SFCB that the Council was brought back into the budget formation process. The City Council reduced the Mayor's budget by \$354,342, of which, \$12,686 was upheld by the SFCB.

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 City 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.

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 provides 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) set forth by the Springfield 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.

The City currently budgets for eight Account Codes: (1) Personnel Services, (2) Employee Benefits, (3) Purchase of Services, (4) Supplies and Materials, (5) Intergovernmental, (6) Other Charges and Expenses, (7) Capital Outlay, and (8) 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 by 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.

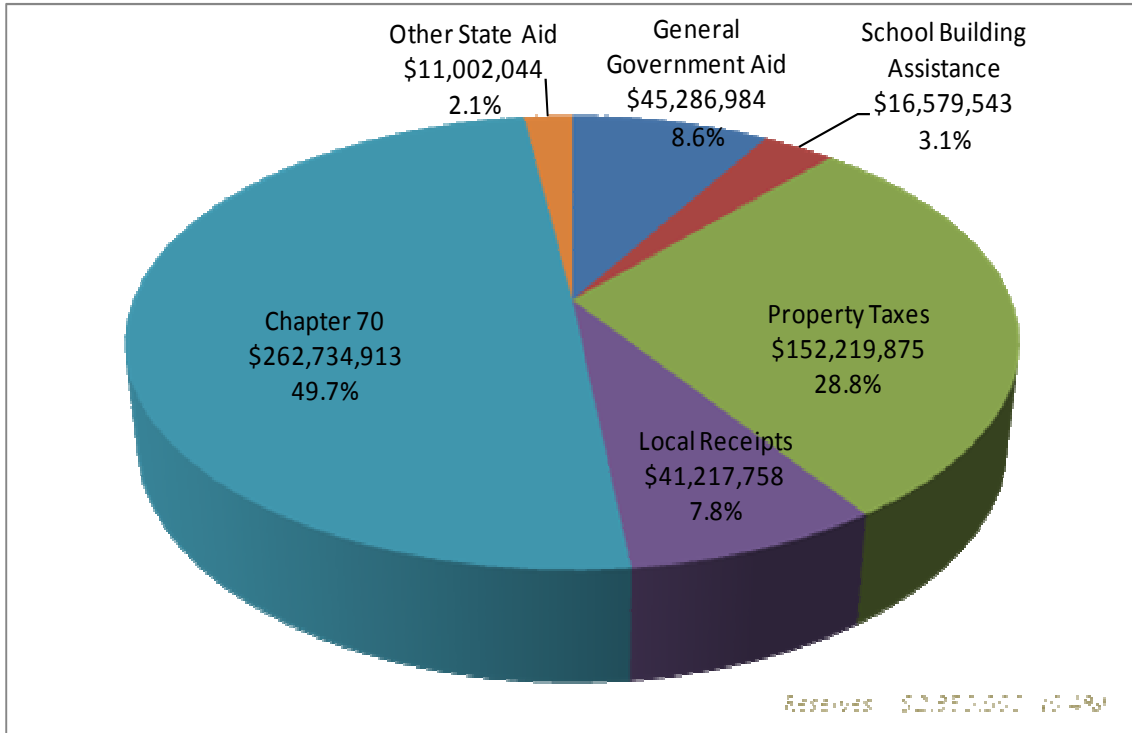
Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Request for Reclassification Form" to the Finance Department, where it is reviewed, and given approval by the Budget Director and Chief Financial Officer before being forwarded to Executive Director of the Finance Control Board for final authorization. Upon final authorization, the Auditor's Department 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.

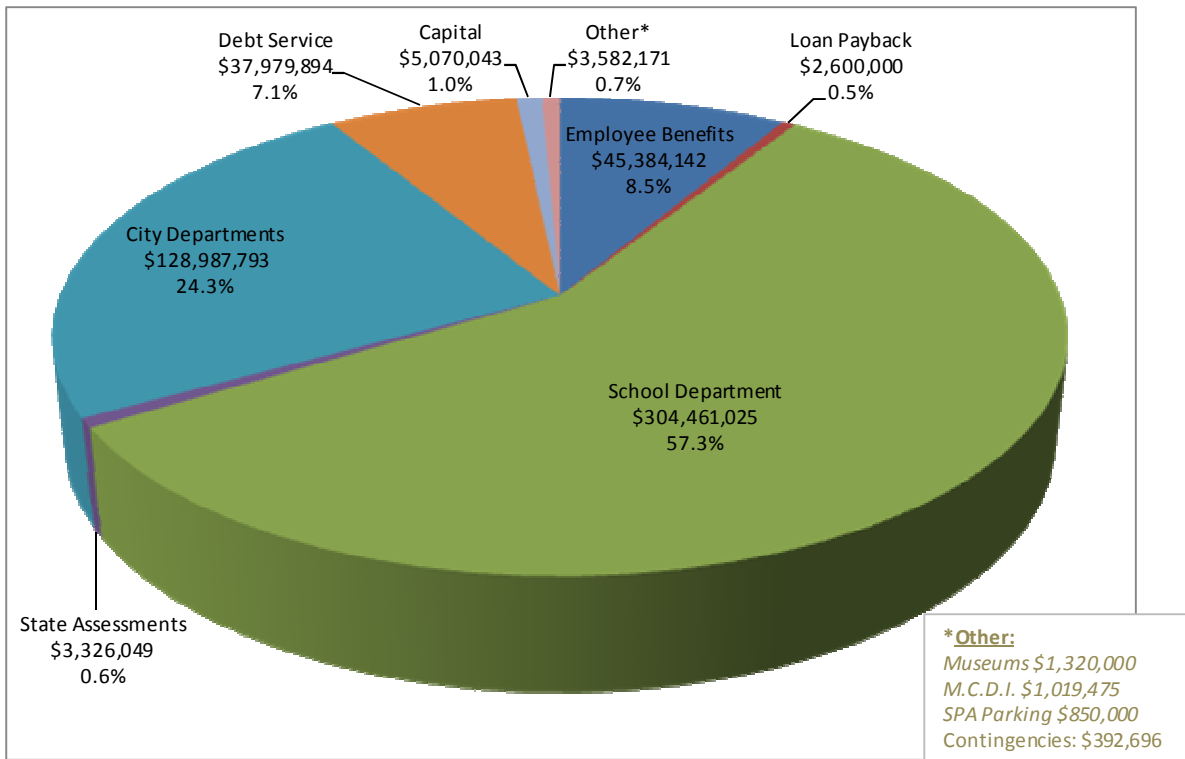
City of Springfield Fiscal Year 2009 Budget Summary

Classification	FINAL FY 2007 GENERAL FUND	ADOPTED FY 2008 GENERAL FUND	ADOPTED FY 2009 GENERAL FUND	FY08-FY09 \$ INCREASE / (DECREASE)	FY08-FY09 % INCREASE / (DECREASE)
Personal Services	238,104,663	258,023,145	266,595,317	8,572,172	3.3%
Fringe Benefits	84,725,424	83,970,959	89,161,474	5,190,515	6.2%
Purchases of Services	77,198,141	66,305,056	70,791,334	4,486,278	6.8%
Supplies and Materials	23,092,795	29,740,995	18,966,608	(10,774,387)	-36.2%
Intergovernmental	25,218,459	29,323,349	32,240,243	2,916,894	9.9%
Other Charges and Expenses	2,114,684	1,935,246	3,188,621	1,253,375	64.8%
Capital Outlay	2,546,296	3,752,816	3,575,267	(177,549)	-4.7%
Debt Service	34,399,357	34,962,072	37,979,894	3,017,822	8.6%
Interfund Operations Transfers	(854,346)	0	0	0	0.0%
Enterprise Fund Supplement	0	0	2,754,000	2,754,000	100.0%
SPA Parking Meter Contract	0	0	850,000	850,000	100.0%
Chapter 169 Repayment	0	0	2,600,000	2,600,000	100.0%
Pay-as-You-Go Capital	0	2,688,359	2,688,359	0	0.0%
TOTAL EXPENSE	486,545,473	510,701,997	531,391,117	20,689,120	4.1%
Tax Levy	138,486,189	145,527,361	153,489,174	7,961,813	5.5%
Increase 2.5%	3,462,155	3,638,184	3,837,229	199,045	5.5%
New Growth	3,592,680	2,500,000	2,500,000	0	0.0%
Tax Overlay	(6,061,827)	(4,500,000)	(4,500,000)	0	0.0%
Sub-Total Gross Tax Levy	139,479,197	147,165,545	155,326,403	8,160,858	5.5%
Property Tax	145,877,117	144,222,234	152,219,875	7,997,641	5.5%
Local Receipts	47,958,738	39,400,852	41,217,758	1,732,352	4.4%
Sub-Total	193,835,855	183,623,086	193,437,633	9,729,993	5.3%
School Building Assistance	18,930,798	16,930,798	16,579,543	(351,255)	2.1%
Chapter 70	232,799,829	254,370,403	262,734,913	8,364,510	3.3%
Lottery	44,382,546	45,286,984	45,286,984	0	0.0%
Other State Aid	9,140,981	10,490,725	11,002,044	608,560	5.8%
Reserves	0	0	2,350,000	2,350,000	0.0%
Sub-Total State Aid	305,254,154	327,078,910	337,953,484	10,971,815	3.4%
TOTAL REVENUE	499,090,009	510,701,996	531,391,117	20,689,121	4.1%

Where the City's Revenues Come From:



Where Your Tax Dollars Go:



Section 2

Fiscal Summary

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Expenditure Overview

Springfield's Fiscal Year 2009 budget appropriates \$531.4 million for municipal and educational purposes. This represents an increase of \$20.7 million from Fiscal Year 2008, a 4.1 percent increase. \$415.8 million of the 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

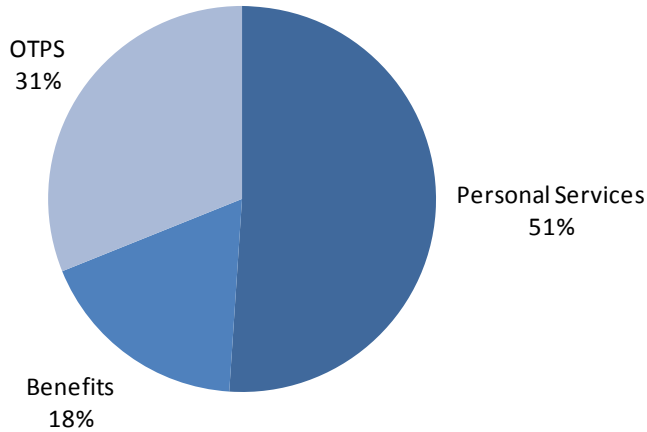
One of the largest costs in the City's budget is personnel. The Fiscal Year 2009 budget appropriates \$266.6 million for salaries and overtime, a \$8.6 million increase from Fiscal Year 2008. In addition, the budget appropriates \$89.2 million for benefits and other personnel related costs, 16.8 percent of the City's total budget. Overall, \$355.8 million is associated with personnel, 66.9 percent of the budget.

Due to the significant costs 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 2009 budget funds 4,907.8 full time employees, an increase of 106.3 FTEs from Fiscal Year 2008, with the School Department increasing its staff by 114 FTEs.

While 66.9 percent of the Fiscal Year 2009 budget is associated with personal services, Springfield is in a more advantageous position compared to other municipalities due to recent contract negotiations. Approximately 250 employees, or 4.9 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 2009 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 new financial software system (MUNIS) and an instant notification system. In addition, the Fiscal Year 2009 budget includes several department reorganizations, including the Purchasing Department, the Treasurer / Collector Department, the Payroll Division of the Human Resources Department, and the Inspectional Services - Building Division. Further, the Fiscal Year 2009 budget includes funding for the implementation of a new 311 Citizen Service Center.

FY2009 General Fund Budget



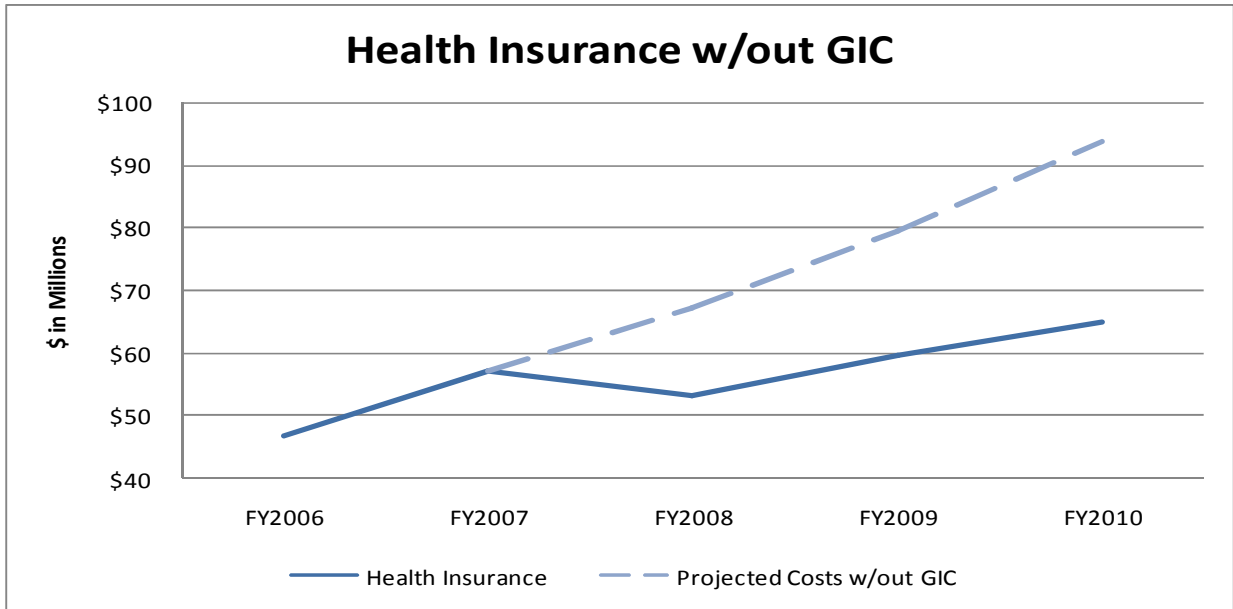
Health Insurance

Springfield's Fiscal Year 2009 budget includes \$61 million for health insurance, a 15 percent increase from Fiscal Year 2008. This includes active and retired employees. While the City's health insurance premium rates increased by 9.1 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 18 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.

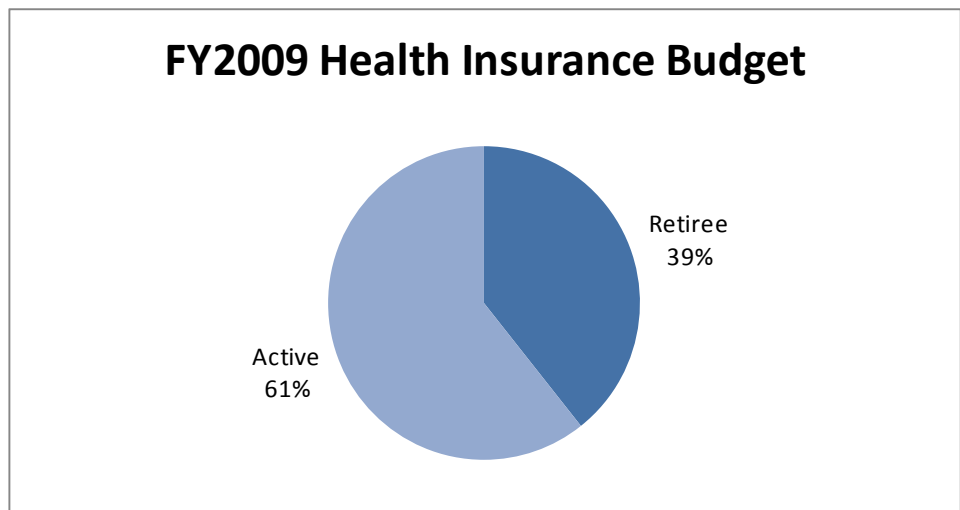


Other Post Employment Benefits

In addition to providing pension benefits, the City 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 87 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 FY2009 budget includes \$1.5 million for Medicare penalties because the City is required to pay for the associated penalties.

The City will pay \$24.1 million in Fiscal Year 2009 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.



Retirement

The Fiscal Year 2009 budget appropriates \$20.6 million for retirement costs for City employees and \$7.4 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. As of December 31, 2006, enrollment totaled 7,856 members in Springfield's retirement system.

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 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 expected 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.

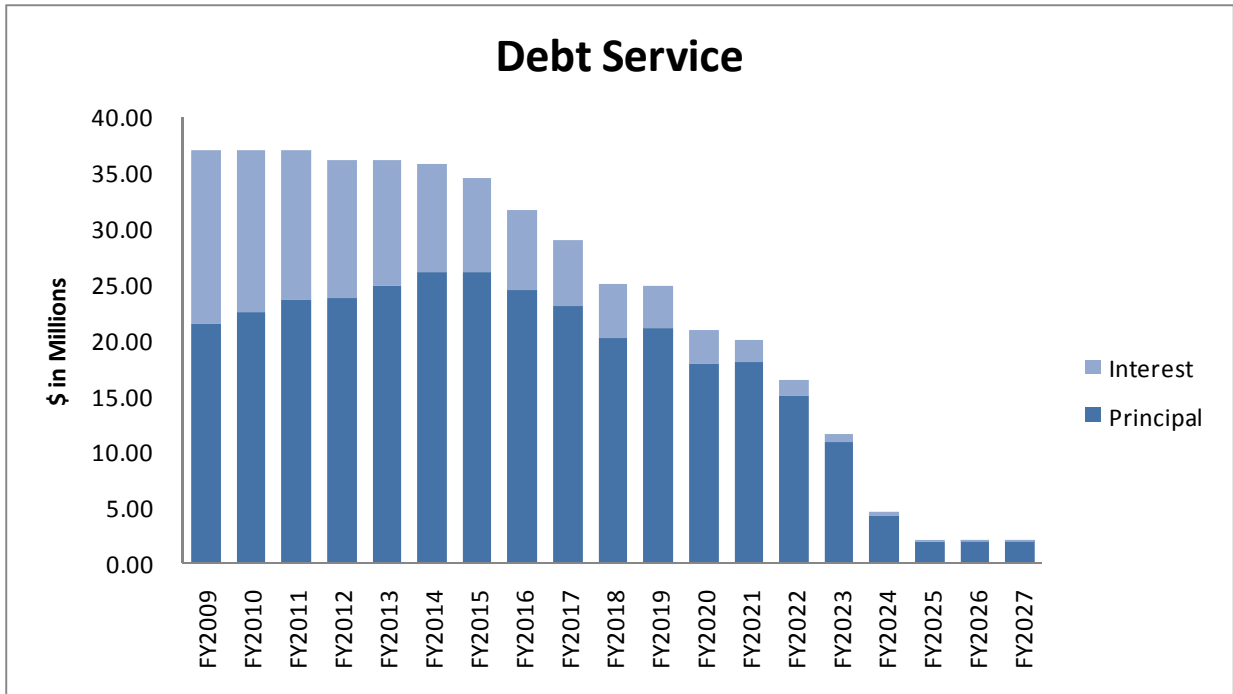
Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2028. Springfield's most recent actuarial valuation estimated the City's pension liability at \$372.7 million as of January 1, 2005. This liability may change based on a new actuarial evaluation which should be completed in the next few months.

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 2009 budget includes \$37.98 million for debt service, an increase of \$3 million from Fiscal Year 2008. Springfield's annual debt expenditures comprise a small percentage of the City's overall budget. The City's debt service is 7.1 percent of its general fund expenditures.

Overall, the City of Springfield has a strong debt management position. The City will retire approximately 68 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.



The City of Springfield has \$479.4 million in outstanding debt, of which \$316.6 million is for school projects, 66 percent of the City’s total debt. These projects include the new Putnam High School, the new High School of Science and Technology and renovation of the Van Sickle Middle School. The \$162.8 million in City debt also includes the Energy Savings Company Project (ESCO), an energy efficiency project that is expected to save \$1.2 million a year in energy savings. Additional city projects includes new sidewalks to reduce the annual cost of school busing by approximately \$779,000.

The Fiscal Year 2009 debt service appropriation includes the most recent \$11 million bond issuance for capital projects, such as street paving and sidewalk replacement, construction of a new fire station, renovations to municipal buildings and installation of information technology projects.

While the City has \$479.4 million in outstanding debt, Springfield will receive \$179 million in reimbursements, for a net debt of approximately \$300 million. \$176 million of the \$179 million is from the Massachusetts School Building Authority (MSBA) for school capital projects. Please refer to the “Revenue Section” for further discussion of the 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. 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 City of Springfield expects to receive approximately \$3.2 million in total over the next thirteen years.

The Fiscal Year 2009 budget includes \$2.19 million for a Capital Reserve Requirement and \$2.88 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 requires the City maintain a pay-as-you-go capital fund for capital investment.

State Loan Repayment

Under Chapter 169 of the Acts of 2004, the Commonwealth of Massachusetts established the Springfield Finance Control Board and provided the City with a \$52 million no-interest loan to alleviate the pressing financial needs of the City. The law currently requires the City to repay the loan beginning in Fiscal Year 2008 and ending by June 30, 2012.

The Fiscal Year 2009 budget appropriates \$2.6 million for the loan repayment, based on Governor Deval Patrick's recently filed legislation extending the loan through Fiscal Year 2023. This new schedule allows the City to repay the loan at a manageable level.

Enterprise Fund

The Fiscal Year 2009 Budget appropriates \$2.75 million to supplement the Solid Waste Enterprise Fund, an increase of \$65,641 from Fiscal Year 2008. The supplement partially funds an operating budget of \$6.6 million for the solid waste enterprise fund that is offset by \$3.87 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.

Assessments

The Fiscal Year 2009 budget appropriates \$27.9 million for state assessments, a \$2.5 million increase from Fiscal Year 2008 (9.8%). 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 \$15.97 million to \$27.9 million in Fiscal Year 2009, an increase of 74.7 percent. Springfield's state aid only increased \$56.7 million (21.6%), a net increase of \$43.5 million (17.6%).

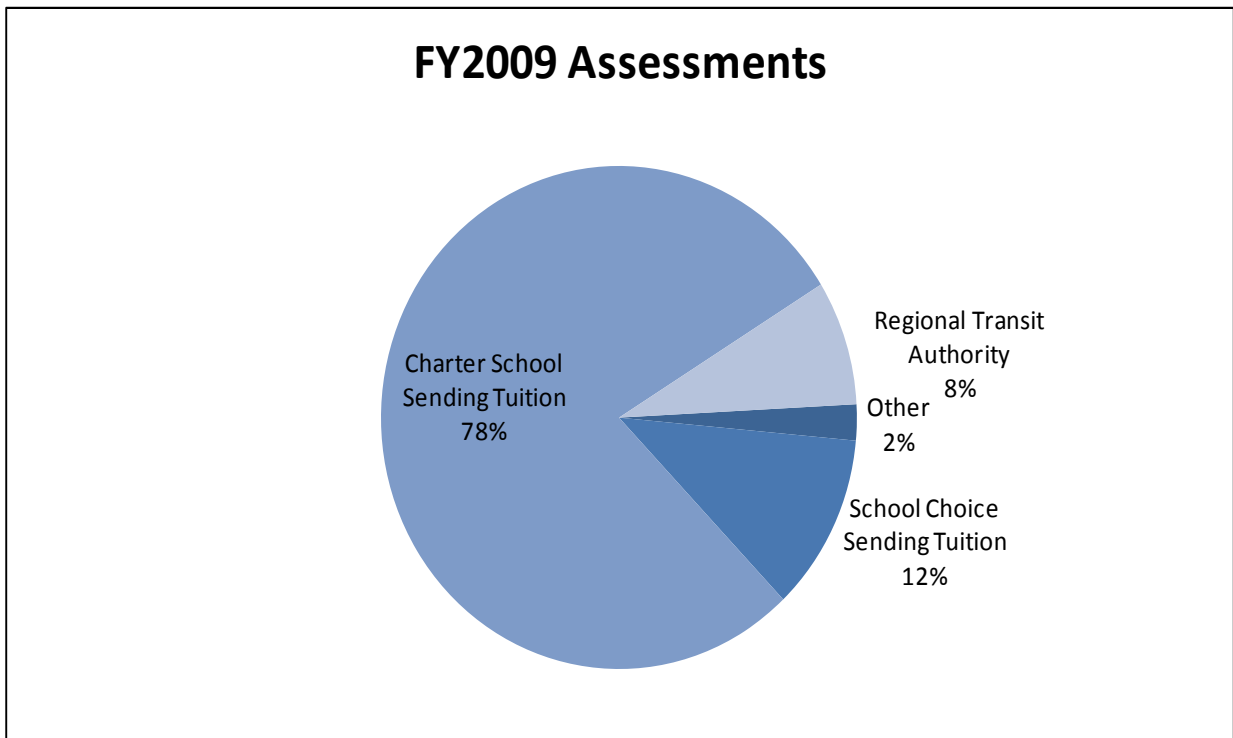
The majority of Springfield's assessments are related to education tuition. \$26.2 million is for School Choice Sending Tuition and Charter School Sending Tuition, 89.7 percent of the City's total assessments. Please refer to the *Revenue Overview* later in this section for further analysis of School Choice and Charter School tuition. In addition, Springfield was assessed \$230,617 to offset

part of the costs associated with providing special education to children in state hospital schools.

Springfield's Fiscal Year 2009 budget includes \$28,216 for Air Pollution District assessment. The Commonwealth assesses municipalities for a portion of the costs incurred 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 \$410,160 in Fiscal Year 2009 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal, a decrease of \$82,140 from Fiscal Year 2008. 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's Fiscal Year 2009 assessments includes \$2.33 million for regional transit. The Commonwealth assesses municipalities for a portion of the costs associated with providing a regional transit system through their municipality. This assessment is based on a portion of the costs per route. Springfield's assessments are associated with the Pioneer Valley Transit Authority (PVTA).



Springfield Museums Association

The Fiscal Year 2009 budget appropriates \$1.32 million for the Springfield Museums Association (SMA) non-profit. The City and SMA have an agreement that the City will provide \$1.32 million annually over the next 25 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 2009 budget appropriates \$1.019 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 2009 budget appropriates \$304.46 million of the total \$531.39 million for education. This total includes salaries, benefits, transportation, charter school and school choice tuition, and municipal costs associated with education.

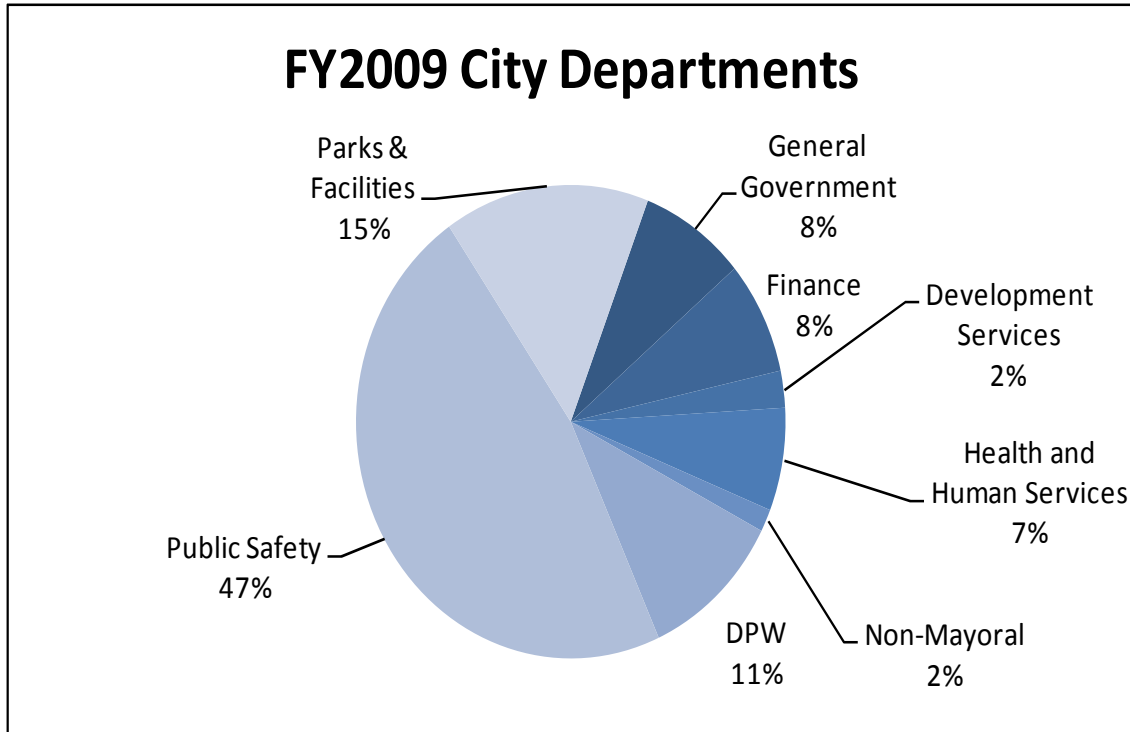
The Education Reform Act of 1993 established education spending requirements for school districts. Every year, the Commissioner of Education determines the spending requirements for each municipality to fund adequate levels of education, known as net school spending. The City's net school spending requirement increased from \$286.04 million to \$296.30, an increase of \$10.26 million (3.6%). Included in a municipality's net school spending requirement is the municipal costs associated with education. In Fiscal Year 2009, \$13 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.

A major cost factor in any school budget is personnel. \$230.3 million of the \$304.5 million total School Department budget is due to personal services, as education is labor intensive. Of the City's 4,907.8 total full time employees, 3,326.6 are in the School Department.

The Fiscal Year 2009 School Department budget includes a \$2 million decrease in school transportation costs, as the School Department is adjusting school start times to minimize the number of buses. Transportation is a major cost factor for every school district and this change allows Springfield to use the savings for other purposes.

City Departments

Springfield's Fiscal Year 2009 budget appropriates \$126.7 million for city departments, an increase of \$3.4 million from Fiscal Year 2008. The increase funds \$3.7 million increase in personal services and a \$900,000 decrease in other than personal service (OTPS) expenses. The majority of the city department costs are for the Public Safety Division, Parks and Facilities Division, and the Department of Public Works.



General Government Division

The General Government Division departments’ budget increased by \$917,493 in Fiscal Year 2009. 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 2009 budget is \$433,184, an increase of \$105,074 from the Fiscal Year 2008. 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 Fiscal Year 2009 increase is due to several new employees to expand service, including the newly created positions of Director of Constituent Services and the Youth Outreach and Violence Prevention Coordinator.

The Board of Elections Fiscal Year 2009 budget is \$444,877, a decrease of \$36,691. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. The department’s decline is due to the number of anticipated elections.

The Law Department’s Fiscal Year 2009 budget is \$2,107,582, an increase of \$265,117. The Law Department conducts all legal business of the City and administers the License Commission. The Fiscal Year 2009 increase is due to an additional employee.

The Human Resources Department Fiscal Year 2009 budget is \$6,453,846, a decrease of \$52,440. 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

2009 decrease is due to a reorganization of the Payroll Division.

The Fiscal Year 2009 budget includes \$636,432 for the new CitiStat Department. 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.

Non-Mayoral Division

The Fiscal Year 2009 budget includes \$1.97 million for the Non-Mayoral Division departments, an increase of \$198,690 from the previous fiscal year. This division consists of three departments: the City Council, the City Clerk and the City 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 2009 budget is \$262,456, an increase of \$27,897. 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 Auditor's Fiscal Year 2009 budget is \$1,148,405, an increase of \$137,602. The City Auditor is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance, and conducting internal audits. The City Auditor is appointed by and reports directly to the City Council. The increase in Fiscal Year 2009 is due to two new financial accountants hired to support the new tax module in MUNIS, the City's financial software.

Finance Division

The Finance Division departments' budgets totaled \$9,797,083 in Fiscal Year 2009. These departments are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, and collection of taxes.

The Board of Assessors' Fiscal Year 2009 budget is \$1,028,136, a decrease of \$3,379 from Fiscal Year 2008. This department provides accurate and equitable valuation of all real and personal property within the City. The department's decrease is due to additional costs in Fiscal Year 2008 for the City's reevaluation, which occurs every three years.

The Treasurer/Business Office and Collector/Customer Service Center department's Fiscal Year 2009 budget is \$3,592,031, an increase of \$165,071. In Fiscal Year 2008, 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 2009 increase reflects the costs associated with this reorganization.

The Fiscal Year 2009 budget appropriates \$618,484 for the Purchasing Department, an increase of \$30,308. The department is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. The Fiscal Year 2009 increase is due to the

department's reorganization in Fiscal Year 2008.

The Information Technology Department's Fiscal Year 2009 is \$3,273,574, an increase of \$287,742 from Fiscal Year 2008. The IT Department maintains and supports the City's electronic information infrastructure and software applications. The Fiscal Year 2009 increase is driven by additional costs for MUNIS, the City's financial software system, Connect CTY, an instant notification system, and partial funding of the City's web development team, which was previously supported by a grant.

The Finance / Budget Department's budget decreased by \$115,964, for a total of \$688,398 in Fiscal Year 2009. The department supports the Chief Financial Officer in the overall financial management of the City of Springfield.

The Finance Division's budget includes \$596,459 for the new Capital Asset Construction Department. This department coordinates and monitors the City's ongoing capital projects.

Public Safety

The Public Safety Division departmental budgets increased by \$1,886,539 in Fiscal Year 2009 for a total of \$59,707,007. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

The Police Department's Fiscal Year 2009 budget is \$39,125,469, an increase of \$1,630,860 from Fiscal Year 2008. 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 Fiscal Year 2009 budget increase is due to 50 additional patrol officers on the street, as a class of 32 patrol officers begins in the summer of 2008, 5 patrol officers are transferring from another municipality and 13 positions will be civilianized, moving the current officers to patrols.

The Fiscal Year 2009 budget appropriates \$20,581,538 for the Fire Department, an increase of \$255,679 from Fiscal Year 2008. The Fire Department provides emergency response and prevention for those living, working, and visiting the City. The Fiscal Year 2009 increase is largely due to additional staffing as a result of the Massreco Fire Station re-opening in late 2007.

Parks, Buildings, and Recreation Management

The Parks, Buildings and Recreation Management Division's Fiscal Year 2009 budget is \$19,510,363, a decrease of \$870,844. 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. A portion of this decrease is due to a transfer of the Capital Asset Construction Department from Parks and Recreation Management to the Finance Division.

The Parks Department's Fiscal year 2009 budget is \$8,986,878, a decrease of \$265,664 from Fiscal Year 2008. The Parks Department is responsible for maintaining the City's parks, golf courses, and athletic fields. The Fiscal Year 2009 budget includes funding for an evening gym program, previously funded by a grant, and maintenance of the City's award-winning parks.

The Fiscal Year 2009 budget appropriates \$10,552,785 for the Facilities Department, a decrease of

\$575,880 from Fiscal Year 2008. The Facilities Department maintains and repairs over 90 municipal and school buildings.

The Department of Elder Affairs Fiscal Year 2009 budget is \$328,099, an increase of \$43,056 from Fiscal Year 2008. The department enhances the quality of life for elderly citizens through outreach,

Public Works

The Department of Public Works budget is \$13,568,031 for Fiscal Year 2009, a decrease of \$384,751. 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. The Fiscal Year 2009 increase includes a level-funded Snow and Ice budget as mandated by the Massachusetts Department of Revenue and a consolidated fleet maintenance budget for the entire City, exclusive of Public Safety and the School Department. The decrease in funding is due to large, one-time expenditures for vehicles that were funded in the Fiscal Year 2008 operating budget.

Health and Human Services

The Fiscal Year 2009 budget appropriates \$8,871,296 for the Health and Human Services Division, an increase of \$588,992 from Fiscal Year 2008. 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 2009 budget is \$328,099, an increase of \$43,056 from Fiscal Year 2008. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. The Fiscal Year 2009 budget increased due to an additional outreach liaison.

The Health Department Fiscal Year 2009 budget decreased by \$97,592 for a total of \$1,616,752. The department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The Fiscal Year 2009 budget represents a level service budget.

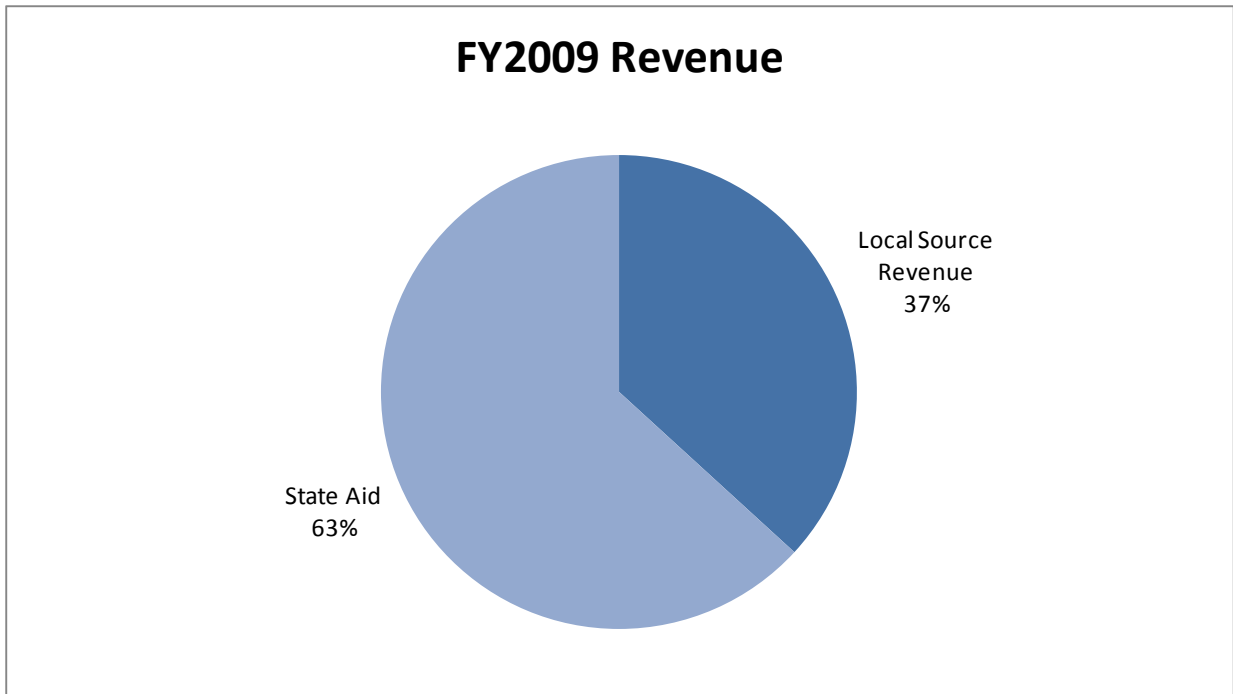
The Fiscal Year 2009 budget appropriates \$4,229,189 for the Library Department, an increase of \$64,734 from Fiscal Year 2008. The department maintains the City's libraries while providing youth and adult program service in an effort to promote the value of reading and lifelong learning. The Fiscal Year 2009 budget represents a level service budget and complies with state funding requirements.

The Thomas J. O'Connor Animal Control and Adoption Center's Fiscal Year 2009 budget increased by \$19,460 for a total of \$1,320,729. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. The Fiscal Year 2009 budget increase is due to one additional staff person.

Revenue Overview

Springfield's Fiscal Year 2009 general fund budget is supported by \$531.4 million in revenue and reserves. Revenues from property tax, fines and state aid allow the City to provide public safety, educate area students, maintain the City's streets, and provide other municipal services.

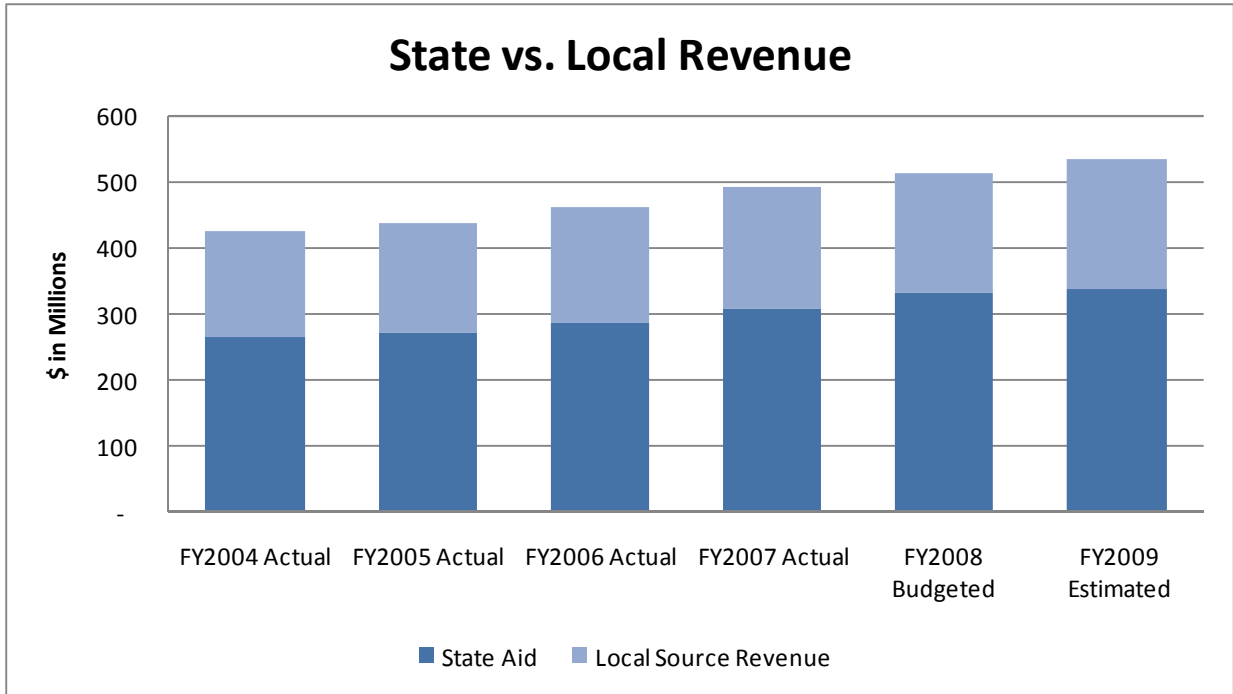
The City's Fiscal Year 2009 revenue increased by \$20.56 million (4.03%) from the previous fiscal year. This is the smallest increase in revenue since Fiscal Year 2005, due in large part to a small increase in state aid. 63.2 percent of the City's budget is supported by state aid. Historically, the City has depended largely on state aid to fund between 62 and 64 percent of the City's budget.



Since the majority of the City's revenue is from state aid, any decrease in state aid has serious consequences on the financial status of the City. In Fiscal Year 2009, General Fund state aid will increase by \$7,124,202, while local source revenue is projected to increase by \$11,087,635. This is the first time since Fiscal Year 2004 that state aid comprised less than 50 percent of the City's projected General Fund revenue increase.

A decline in state aid would require a significant increase in locally produced revenue. For example, based on Fiscal Year 2009 revenue, a 5 percent decline in state aid would require an increase of 8.6 percent in local source revenue. In addition, the City is limited in its ability to raise local source revenue. Proposition 2½ and an uncertain economic outlook limited the local source revenue increase to \$11.0 million in Fiscal Year 2009.

The following section discusses the City's major revenue sources and assumptions made for Fiscal Year 2009.



State Aid

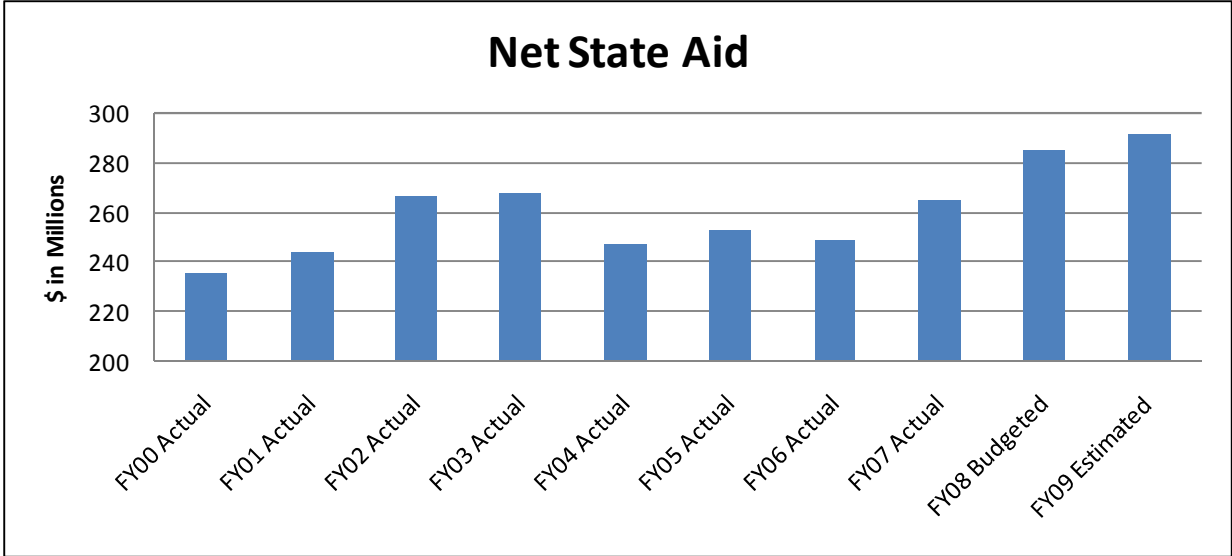
State aid is the largest source of revenue for the City of Springfield, historically comprising between 62 and 64 percent of the City’s total revenue. In Fiscal Year 2009, the City will receive \$335.6 million in General Fund state aid, an increase of \$7.12 million.

Springfield’s state aid estimates are based on the state’s approved Fiscal Year 2009 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 Lottery Aid are three of the largest sources of Cherry Sheet state aid.

Springfield State Aid			
	FY2007	FY2008	FY009
Chapter 70	232,799,829	254,370,403	262,734,913
Charter Tuition Assessment Reimbursement	4,377,548	5,371,595	6,504,898
School Lunch (Offset)	155,120	176,813	181,484
School Choice Receiving Tuition (Offset)	25,900	28,900	63,845
Lottery	44,382,546	45,286,984	45,286,984
Additional Assistance	1,829,496	1,829,496	1,829,496
Regional Public Libraries (Offset)	78,700	78,700	78,700
Police Career Incentive	2,234,992	1,950,000	1,847,200
Urban Renewal Projects	53,500	0	0
Veterans Benefits	325,404	302,707	365,789
Exempt: Vets, Blind Persons & Surviving Spouses	191,950	303,300	316,849
Exempt: Elderly	111,946	115,962	118,472
State Owned Land	16,145	18,037	19,340
Public Libraries (Offset)	336,154	344,866	357,721
School Building Assistance	18,930,798	18,930,798	16,579,543
TOTAL STATE AID	305,850,028	329,108,561	336,285,234

Included in Springfield’s Cherry Sheet are assessments charged by the Commonwealth for services, such as the Pioneer Valley Transit Authority (PVTA) regional transit system and charter school tuition. Springfield’s assessments in Fiscal Year 2009 are \$27.9 million, an increase of \$2.4 million. For further information on Springfield’s assessments, please refer to the *Expenditure Overview* at the beginning of this section.

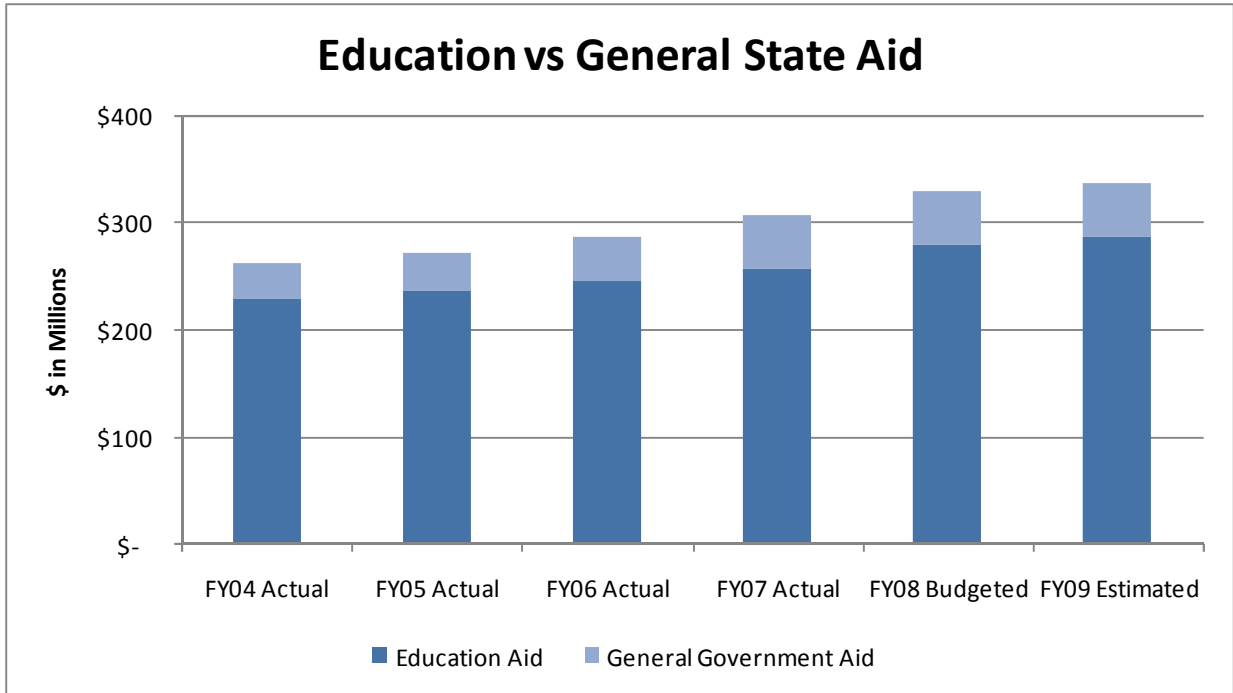
After a significant decline in Fiscal Year 2004, Springfield’s net state aid (state aid minus assessments) reached pre-Fiscal Year 2004 levels in Fiscal Year 2008. In Fiscal Year 2004, Springfield’s state aid decreased by \$6.5 million and assessments increased by \$13.7 million. The City’s net state aid decreased from \$267.2 million in Fiscal Year 2003 to \$247 million in Fiscal Year 2004. Springfield’s Fiscal Year 2009 net state aid is \$291.8 million.



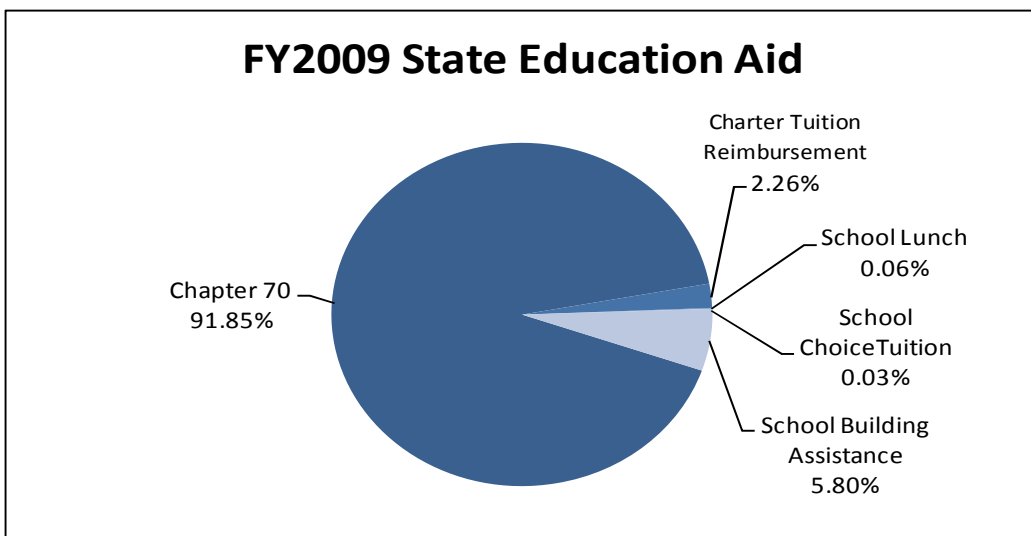
Separate from the Cherry Sheet are state reimbursements for school capital projects, discussed on page 2-21. Springfield has a 15-year reimbursement schedule for these projects.

Education Aid

The majority of state aid supports education. Springfield will receive over \$286 million for educational purposes, 85 percent of the City’s total Fiscal Year 2009 state aid. Springfield’s educational state aid increased by \$7.2 million in Fiscal Year 2009 while general state aid declined by \$9,500.



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.



Chapter 70

Springfield will receive \$262.7 million in Chapter 70 aid in FY2009, an increase of \$8.36 million (3.3%) from FY2008. Governor Patrick's FY2009 budget included \$3.948 billion in Chapter 70 aid for the Commonwealth, an increase of \$223 million from Fiscal Year 2008 (6.0%). The City will receive 6.65 percent of statewide Chapter 70 aid, the largest amount of Chapter 70 aid to a municipality.

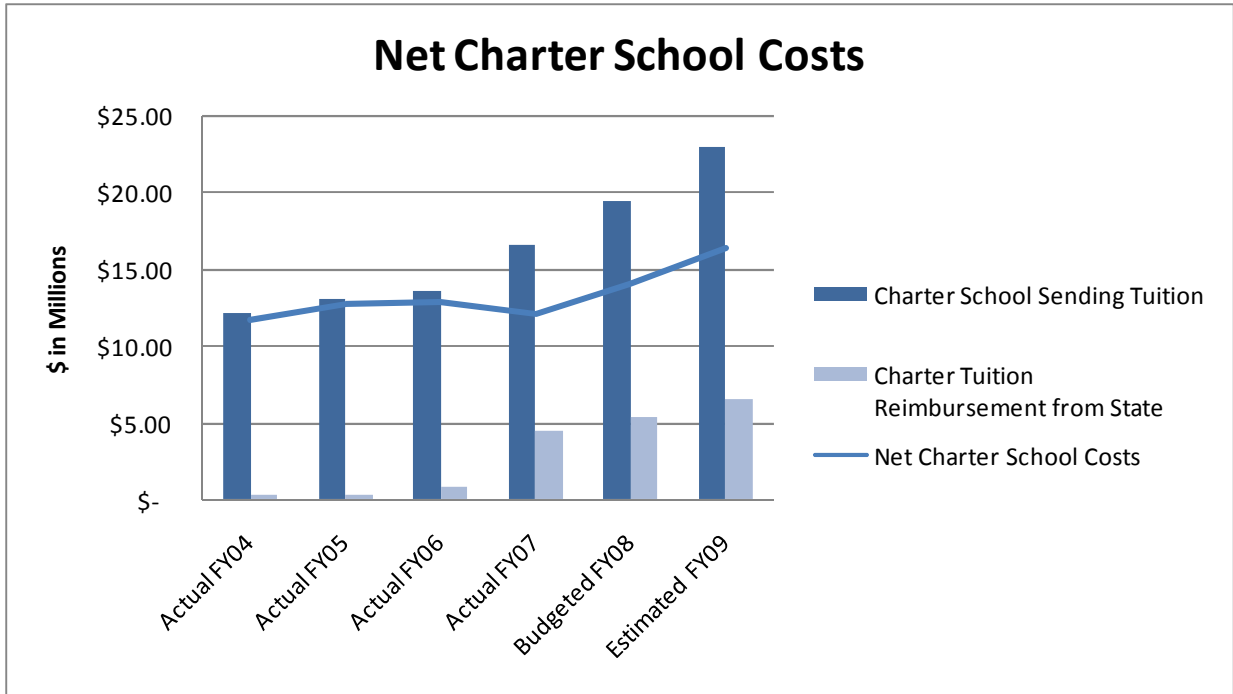
The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Every year the Commissioner of Education determines the spending requirements for each municipality to fund adequate levels of education, 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 increased from \$286.04 million to \$296.303, an increase of \$10.26 million (3.6%). Springfield's local contribution increased from \$31.67 million to \$33.57 million, an increase of \$1.9 million (6.0%). Due to the state mandated education requirement, over \$11 million of the \$20.5 million increase in the City's total revenue is appropriated to the School Department, approximately 54 percent.

Charter School Tuition Reimbursement

The Commonwealth provides assistance to districts whose resident students attend charter schools. Sending districts are reimbursed a portion of the costs associated with students attending charter schools, which are based on Massachusetts Department of Education enrollment projections. There are three levels of reimbursement: 100 percent of the tuition increase in the first year, 60 percent of the increase in the second year, and 40 percent of the tuition increase in the third year. Springfield will receive \$6.5 million in charter tuition reimbursements, an increase of \$1.1 million from Fiscal Year 2008 (20%).

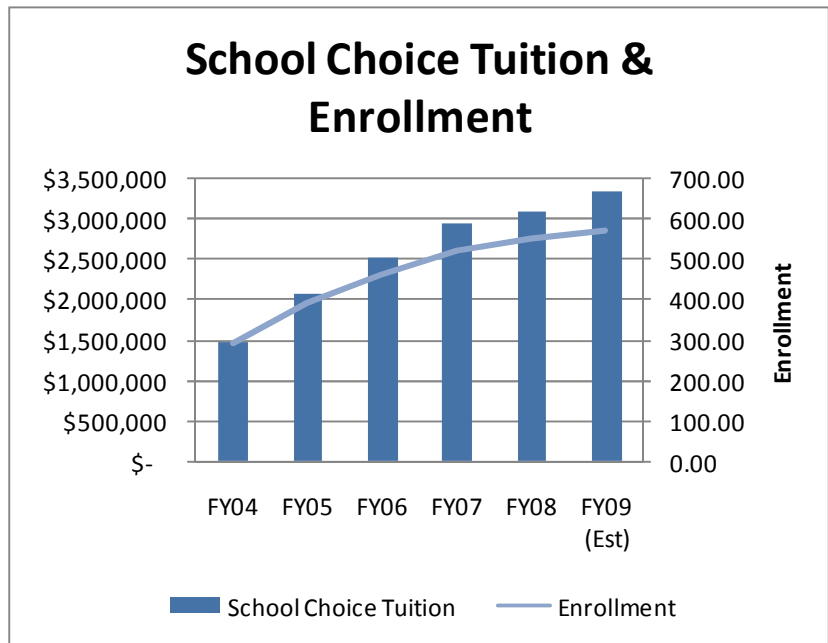
Unfortunately, state reimbursements do not fully cover charter tuition costs. The City of Springfield's Fiscal Year 2009 costs for charter school tuition is \$21.85 million, an increase of \$2.43 million from Fiscal Year 2008 (12.5%). Springfield's net cost for charter schools is \$15.38 million, an increase of \$1.32 million from Fiscal Year 2008.



School Choice Receiving Tuition

The Commonwealth provides reimbursement for resident students who attend other districts. School Choice allows parents to send their children to schools in municipalities in which they do not reside. Sending districts pay tuition costs, through the state, to the receiving district. Costs are based upon 75 percent of the prior year's per pupil expenditure and capped at \$5,000 per pupil except for special education students. The fiscal year costs are based on the previous year's enrollment.

Springfield will receive \$63,845 in school choice receiving tuition based on 11 students. Unfortunately, Springfield's school choice assessment has increased dramatically over the last few years. In Fiscal Year 2003, Springfield registered and received payment for one student in the amount of \$5,000 while 291.3 students were enrolled in other districts, at a cost of \$1.544 million. In Fiscal Year 2009, Springfield will pay \$3.19 million for 572 students to attend other districts.



School Lunch (Offset)

The Commonwealth reimburses municipalities for part of the cost incurred to serve student lunches. Springfield will receive \$181,484 in School Lunch aid in Fiscal Year 2009, an increase of \$4,671 from Fiscal Year 2008.

School Building Assistance Aid

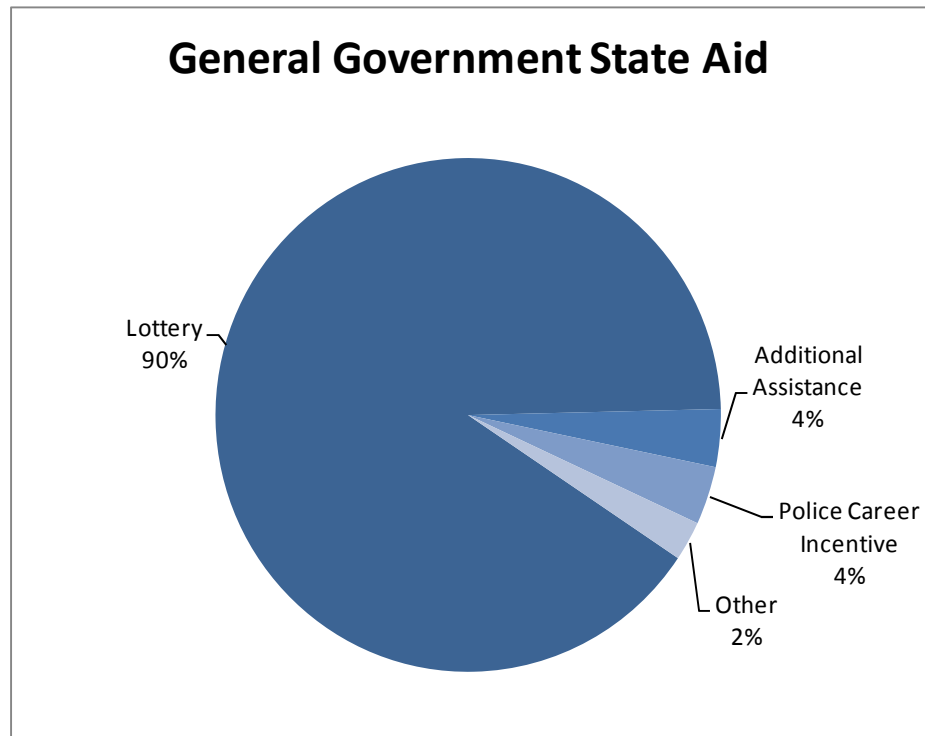
The City of Springfield will receive \$16.58 million in reimbursements from the Massachusetts School Building Authority (MSBA) for school capital projects. This is a decrease of \$2.35 million from Fiscal Year 2008 due to a reevaluation of Springfield’s capital projects by the MSBA.

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 \$176.2 million over the next fifteen years.

General Government State Aid

Approximately 15 percent of the remaining state aid is for general government, whether in the form of lottery 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, while others are for general government purposes, like additional assistance.



Lottery Aid

Springfield will receive \$45.29 million in lottery aid from the State, no change from Fiscal Year 2008. The City will receive the second most lottery aid in the State, second to Boston.

The Commonwealth distributes lottery proceeds to municipalities for general-purpose financial assistance. Municipalities with lower property values receive proportionately more aid than those with greater property values.

The State anticipates \$811 million in lottery revenue for Fiscal Year 2009, a \$124 million shortfall. Governor Patrick's Fiscal Year 2009 budget included \$124 million from casino revenues to fund the shortfall. The State Legislature voted down the Governor's casino measure, but included additional aid to cover the anticipated lottery shortfall.

Additional Assistance

Springfield receives \$1.83 million in additional assistance from the Commonwealth for general government purposes, which has remained level-funded since Fiscal Year 2004. Additional assistance was level funded from Fiscal Year 1992 to Fiscal Year 2002, but was reduced in Fiscal Year 2003. Springfield received \$2.3 million in additional assistance prior to Fiscal Year 2004 and \$2.15 million in Fiscal Year 2004.

Regional Public Libraries (Offset)

Springfield will receive \$78,700 in regional public library aid in Fiscal Year 2009. The Commonwealth provides aid to regional library services based on the population per square mile of each region. Springfield's aid has not changed since Fiscal Year 2004.

Police Career Incentive

The Commonwealth will reimburse the City \$1.847 million for financial incentives for police officer education.

In 1970, the Commonwealth created financial incentives 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. Municipalities pay each officer 100 percent of this percentage increase each year the officer remains on the force and the Commonwealth reimburses 50 percent of these expenses.

Springfield's reimbursement decreased by \$284,992 and \$130,800 in Fiscal Year 2008 and Fiscal Year 2009, respectively.

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.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

The Commonwealth will reimburse the City \$435,321 in Fiscal Year 2009 for property tax exemptions granted to qualifying veterans, blind persons, surviving spouses and elderly persons, an increase of \$16,059 from Fiscal Year 2008.

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 \$19,340 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.

Public Libraries (Offset)

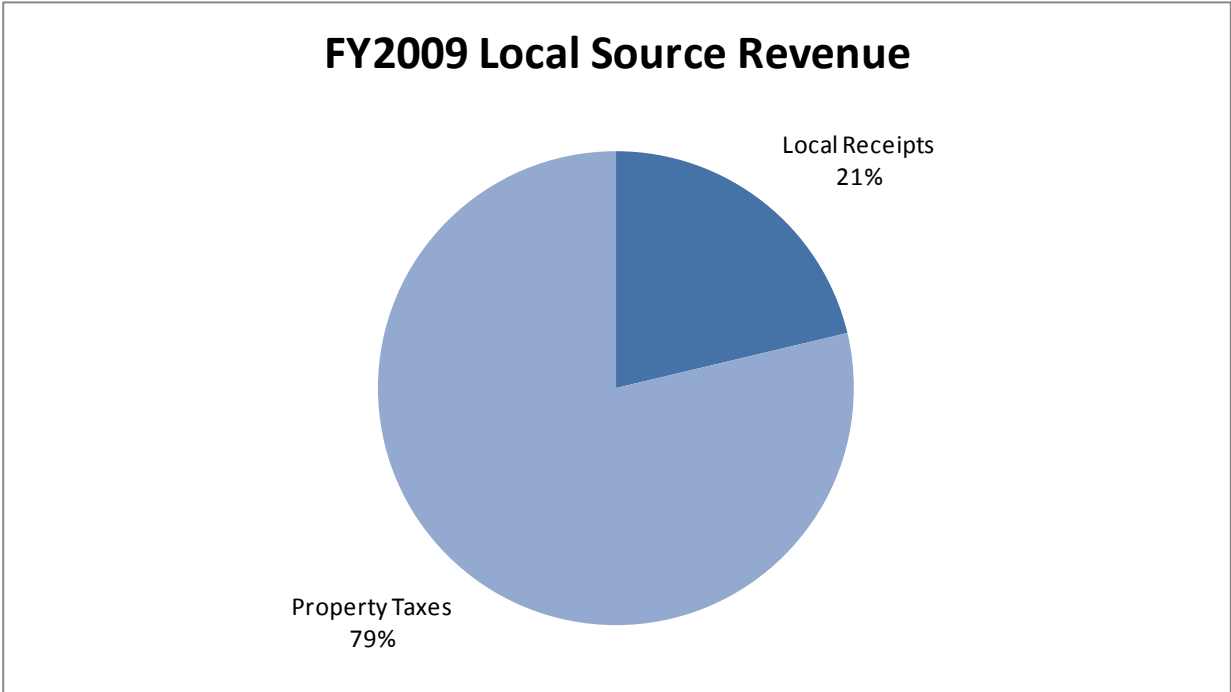
The City will receive \$357,721 in public library funds from three programs: the Library Incentive Grant (LIG), the Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). The Library Incentive Grant provides an incentive to improve library services. The Municipal Equalization Grant compensates libraries in municipalities with fewer revenue options. The Nonresident Circulation Offset compensates libraries for costs associated with circulation to other communities. Springfield's public libraries offsets remained at approximately \$344,000 since Fiscal Year 2006.

Local Source Revenue

Approximately 37 percent of the City's \$529 million budget is from revenue collected in the City of Springfield. Local source revenue includes property tax, excise tax on vehicles, fees and fines, and payments-in-lieu of taxes.

In general, the City's Fiscal Year 2009 local source revenue estimates are based on Proposition 2½ regulations, local source revenue trends and an uncertain economic outlook.

Springfield Local Source Revenue			
	FY2007 Actual	FY2008 Actual	FY2009 Adopted
Tax Levy	138,486,189	145,527,361	153,489,174
2.5% Levy Increase	3,462,155	3,638,184	3,837,229
New Growth	3,592,680	4,323,629	2,500,000
Subtotal of Gross Tax Levy	145,541,024	153,489,174	159,826,403
Less Overlay	(6,061,827)	(7,622,699)	(4,500,000)
Subtotal of Net Tax Levy	139,479,197	145,866,475	155,326,403
Estimated Property Taxes (98% Collection Rate)	136,689,613	142,949,146	152,219,875
Local Receipts	47,958,738	39,400,852	41,217,758
TOTAL LOCAL SOURCE REVENUE	184,648,351	182,349,998	193,437,633



Property Tax

The City of Springfield will receive \$152.2 million in net property taxes in Fiscal Year 2009, an increase of \$9.3 million from Fiscal Year 2008. Property tax revenue accounts for 79 percent of the City's local source revenue. While property tax is the largest and most dependable revenue source, it is also highly regulated.

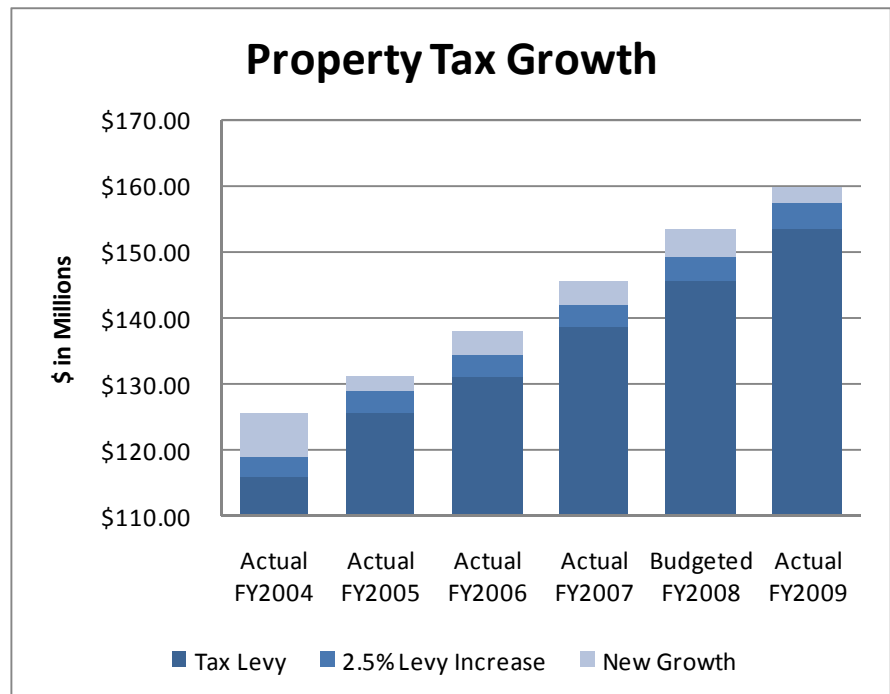
A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable land, which is revalued every three years and updated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

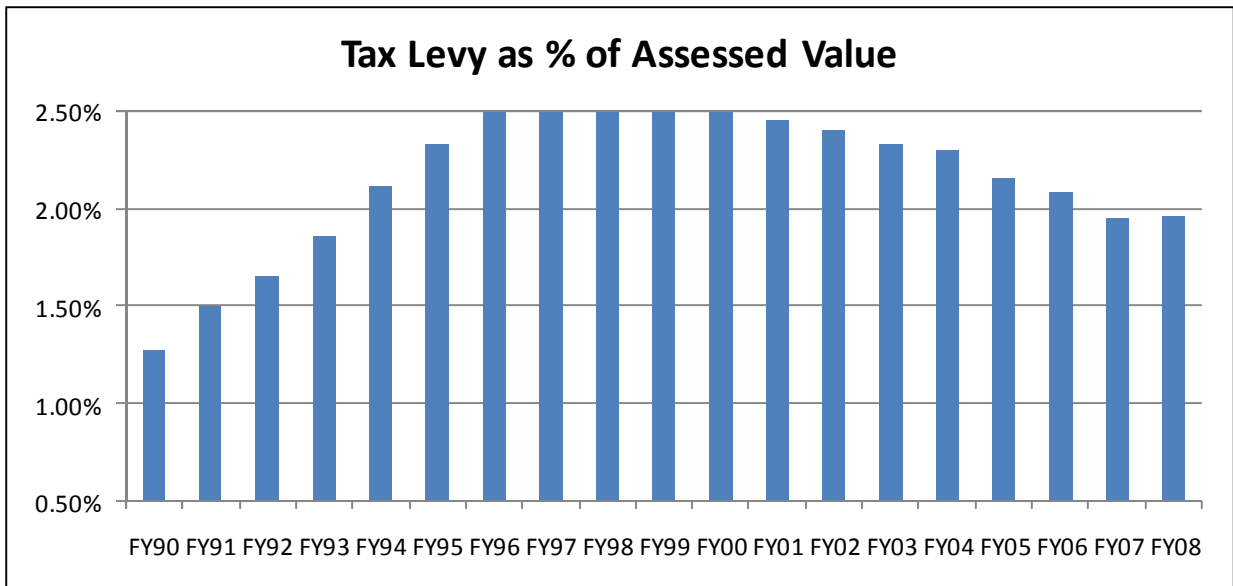
Springfield's approved tax levy in Fiscal Year 2008 was \$153.5 million, an increase of \$7.96 million from the previous fiscal year. This increase is from the 2.5 percent increase of \$3.64 million and \$4.32 million in new growth. Fiscal Year 2005 was the last time the new growth increase was less 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 \$16.03 per \$1,000 of value for residential property and \$32.04 per \$1,000 of value for commercial, industrial, and personal property. The City's total assessed value is \$7.81 billion.

The City's levy limit of \$153.5 million is below the levy ceiling of \$191.4 million, continuing a positive trend over the last few years. During the 1990's, the total assessed value of the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ 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.

Since Fiscal Year 2001, the City's total assessed value has almost doubled and provided needed space between the City's tax levy and the tax ceiling. While this is another sign of the economic turnaround of the City, the government must continue to be cautious should the City's assessed value decline in an economic downturn, limiting the City's ability to raise additional funds and maintain level services.



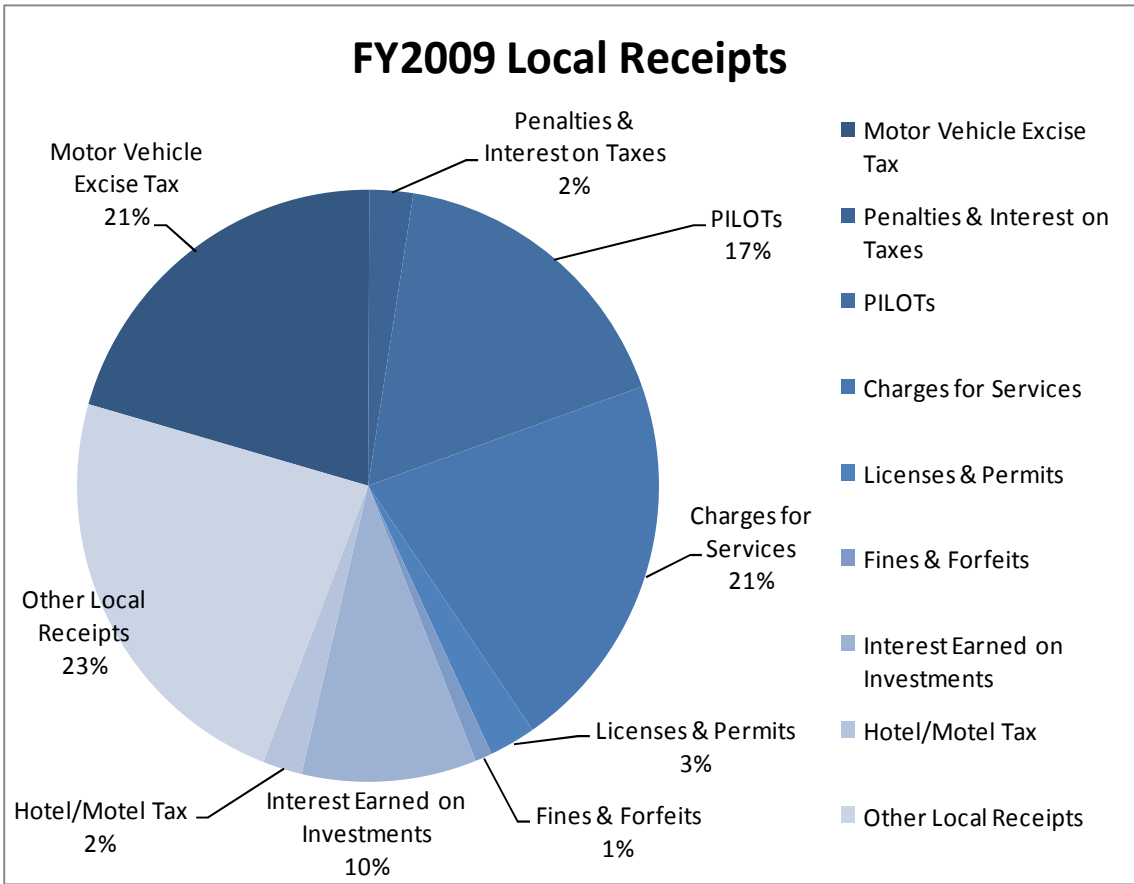
Based on the City's historically low collection rate, the Springfield Finance Control Board adopted a policy that required the City to assume a property tax collection rate of 98 percent.

Local Receipts

The City of Springfield anticipates collecting \$41.2 million in local revenue other than personal or real property taxes, an increase of 4.4 percent from Fiscal Year 2008. Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax.

The City of Springfield's recent local receipt revenue collection is due to aggressive collection of back taxes and improved investment strategies. Due to the successful collection of back taxes, the City should be conservative in its future local receipt revenue estimates as there are not as many back taxes and an uncertain economic outlook.

Springfield Local Receipts			FY2009 Recommended
	FY2007 Actual	FY2008 Adopted	
Motor Vehicle Excise Tax	8,635,626	8,500,000	8,500,000
Penalties and Interest on Taxes	3,360,115	2,481,109	1,000,000
PILOTs	7,077,264	7,033,036	7,033,036
Charges for Services	15,419,713	10,088,917	8,602,000
Licenses and Permits	3,341,714	4,564,139	1,066,000
Fines and Forfeits	1,480,434	1,773,300	397,000
Interest Earned on Investments	6,188,844	2,600,000	4,000,000
Hotel/Motel Tax	944,735	900,000	900,000
Other Local Receipts	1,510,293	1,460,351	9,719,722



Motor Vehicle Excise Tax

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

Motor Vehicle Excise Tax (continued)

Springfield's motor vehicle excise tax declined from \$9.2 million in Fiscal Year 2006 to \$8.6 million in Fiscal Year 2007. The City projected to collect \$8.5 million in excise tax for FY2008 with Fiscal Year 2009's collections remaining relatively the same. Due to the slowing economy, the City does not anticipate residents to purchase new cars, increasing the valuation of motor vehicles. The City will, however, collect additional excise fees as the City will discontinue using a contractor to issue abatements and prepare excise tax commitments. These services will now be completed in-house by the Board of Assessors.

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. 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 2009 based on the amount of back taxes to be collected and a slowing 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 several existing long-term agreements with these tax-exempt organizations and anticipates the City will collect \$7.03 million in Fiscal Year 2009, level with Fiscal Year 2008, as there have not been any additional agreements in Fiscal Year 2008.

Charges for Services & Departmental Revenue

The City imposes fees and charges to offset the costs of providing certain services to the public. These revenue sources increased from \$7.74 million in Fiscal Year 2004, \$11.09 million in Fiscal Year 2005, \$11.4 million in Fiscal Year 2006 and \$15.42 million in Fiscal Year 2007. This increase was due to a reevaluation of charges to capture the cost of providing these services as well as improved internal collection methods. The City anticipates it will collect \$8.6 million in Fiscal Year 2009, a lower estimate from previous years as a result of multiple forces including new accounting software (MUNIS) and a rewritten chart of accounts in order to correctly classify revenue. Included in this total is \$111,000 from facility rentals, \$650,000 from on-street parking, \$1.1 million from Public Safety, \$1.75 million from Housing and Code Enforcement, and \$2.0 million from Parks and Recreation program fees.

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.

Licenses and Permits (continued)

The City estimates it will receive \$1.07 million in Fiscal Year 2009 for licenses and permits, appearing down significantly from prior fiscal years, but in actuality is level-funded from Fiscal Year 2008 due to the previously mentioned software and chart of accounts changes. This revenue source is closely related to the economic activity of the City. For example, license and permit revenue increased from \$1.84 million in Fiscal Year 2004 to \$3.07 million in Fiscal Year 2005 to \$2.95 million in Fiscal Year 2006. The City's license and permit revenue estimate for Fiscal Year 2009 is based on the economic outlook for the region.

Fines and Forfeitures

The City collects fines for parking and motor vehicle violations, as well as library fines. The timely collection of fines is facilitated by a state law that prohibits drivers from renewing their drivers' licenses and registrations until all outstanding tickets are paid in full. While this revenue source has fluctuated over the last five fiscal years, the City anticipates \$397,000 in revenue from fines and forfeitures.

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 and \$3.745 million in Fiscal Year 2006. Unfortunately, interest rates have declined since late 2007. Based on anticipated cash flows for Fiscal Year 2009 and anticipated interest rates, the City estimates it will collect \$4.0 million in interest earned on investments, an increase of \$1.4 million from Fiscal Year 2008.

Hotel / Motel Excise Tax

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

Springfield collected \$934,715 in Fiscal Year 2006 and \$944,735 in Fiscal Year 2007 for hotel/motel excise tax revenue. The City estimates it will collect \$900,000 in hotel/motel excise tax revenue in Fiscal Year 2009 based on the future economic outlook where fewer people may travel in an economic downturn.

Other Local Receipts

The City's final category of local receipts is a "catch-all" that encompasses all revenue sources not previously discussed. The majority of the \$9,719,722 budgeted in this category for Fiscal Year 2009 is federal reimbursement for two types of Medicaid. The City anticipates collecting \$5.98 million in Fiscal Year 2008 and \$5.1 million in Fiscal Year 2009 in Medicaid reimbursements for School

Other Local Receipts (continued)

Department special education costs and \$950,000 for Municipal Medicaid Part D reimbursement. A new rule in calculating reimbursements dictates that the federal government will no longer reimburse cities and towns for Medicaid administrative activities performed by public schools.

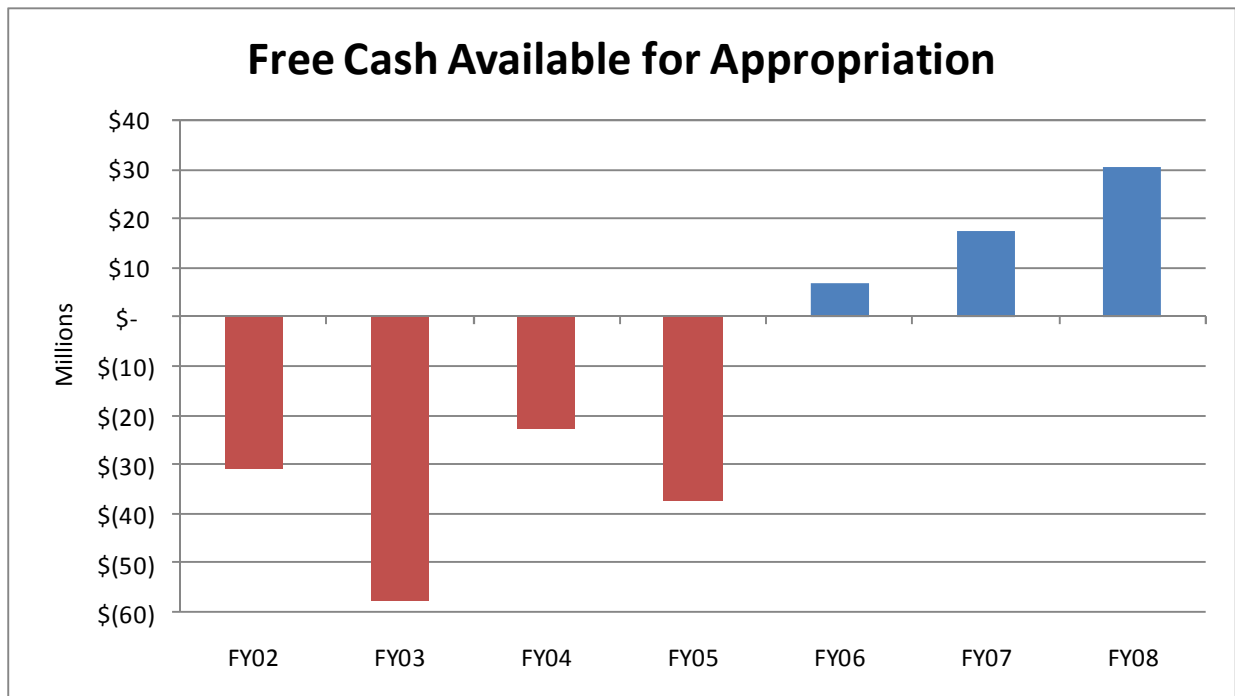
The City also expects to collect \$2,422,222 in indirect cost reimbursements during Fiscal Year 2009. Several outside, independent entities pay the city for costs it incurs on their behalf. For instance, the Springfield Water/Sewer Commission, now an independent, for-profit company, reimburses the city annually for long-term debt incurred on their behalf.

Reserves

The City of Springfield's Fiscal Year 2009 budget includes the use of \$2.35 million from reserves. The financial parameters set by the Springfield Finance Control Board included the use of five percent of the City's reserves. The use of reserves allows the City to appropriate for the Chapter 169 loan payback and fully funding the pay-as-you-go capital fund.

Free cash is 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 amounts in budget line items. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts.

The City of Springfield had negative free cash balances for many years, leading to a fiscal crisis in 2004. The City's situation led to the establishment of the Springfield Finance Control Board. The City realized positive free cash balances for the last three years due to prudent fiscal management and other efforts made by the City and Finance Control Board.



Springfield FY2009 Revenue				
	FY2007 Actual	FY2008 Adopted	FY2009 Recommended	Variance
Tax Levy	138,486,189	145,527,361	153,489,174	7,961,813
2.5% Levy Increase	3,462,155	3,638,184	3,837,229	199,045
New Growth	3,592,680	4,323,629	2,500,000	(1,823,629)
Subtotal of Gross Tax Levy	145,527,361	153,489,174	159,826,403	6,337,229
Less Overlay	(6,061,827)	(7,622,699)	(4,500,000)	3,122,699
Subtotal of Net Tax Levy	139,465,534	145,866,475	155,326,403	9,459,928
Estimated Property Taxes (98% Collection Rate)	136,676,224	142,949,146	152,219,875	9,270,729
Local Receipts	47,958,738	39,400,852	41,217,758	1,816,906
TOTAL LOCAL SOURCE REVENUE	184,634,962	182,349,998	193,437,633	11,087,635
Chapter 70 Charter Tuition Assessment Reimbursement	232,799,829	254,370,403	262,734,913	8,364,510
Lottery	4,377,548	5,371,595	6,504,898	1,133,303
Additional Assistance	44,382,546	45,286,984	45,286,984	0
Police Career Incentive	1,829,496	1,829,496	1,829,496	0
Urban Renewal Projects	2,234,992	1,950,000	1,847,200	(102,800)
Veterans Benefits	53,500	0	0	0
Exempt: Veterans, Blind Persons & Surviving Spouses	325,404	302,707	365,789	63,082
Exempt: Elderly	191,950	303,300	316,849	13,549
State Owned Land	111,946	115,962	118,472	2,510
School Building Assistance	16,145	18,037	19,340	1,303
TOTAL STATE AID	305,254,154	328,479,282	335,603,484	7,124,202
Reserves	0	0	2,350,000	2,350,000
TOTAL REVENUE	\$489,889,116	\$510,829,280	\$531,391,117	\$20,561,837

Operating Budget Employees				
Department	Actual FY07	Approp FY08	Budget FY09	Variance (FY08-FY09)
Planning and Economic Development	14.0	14.0	14.0	0.0
Inspectional Services - Housing Division	14.0	16.0	18.9	2.9
Inspectional Services - Building Division	25.0	25.0	25.0	0.0
Assessors	12.0	12.0	14.0	2.0
Treasurer/Collector	20.0	20.0	19.5	(0.5)
Purchasing	12.0	12.0	12.8	0.8
Information Technology	19.0	22.0	21.6	(.4)
Finance/Budget	10.0	14.0	10.0	(4.0)
Capital Asset Construction	0.0	0.0	4.0	4.0
Mayor's Office	5.5	5.5	7.0	1.5
Board of Elections	4.0	5.0	5.0	0.0
Law Department	27.0	27.0	25.6	(1.4)
Human Resources	20.0	23.0	22.0	(1.0)
CitiStat/311	0.0	0.0	11.8	11.8
Animal Control	12.0	13.0	13.5	0.5
Health Department	35.0	32.0	30.5	(1.5)
Elder Affairs	6.0	6.0	6.8	0.8
Veterans	4.0	4.0	4.0	0.0
Library	84.0	84.0	79.9	(4.1)
Department of Public Works	174.0	186.0	135.5	(50.5)
<i>Trash Fee Enterprise Fund</i>	0.0	0.0	29.5	29.5
City Council	12.0	12.0	11.6	(0.4)
City Clerk	12.0	11.0	12.0	1.0
City Auditor	16.0	14.0	16.2	2.2
Facilities Management	54.0	56.0	55.0	(1.0)
Parks and Recreation	110.0	103.0	101.5	(1.5)
Fire Department	278.0	290.0	291.0	1.0
Police Department	575.0	583.0	583.0	0.0
Total City	1,554.5	1,589.5	1,581.2	(8.3)
School Department	3,047.2	3,212.0	3,326.6	114.6
GRAND TOTAL	4,601.7	4,801.5	4,907.8	106.3

General Fund

Division	Department	FY07	FY08	FY09	Variance FY08-09
General Government		8,122,959	9,158,429	10,075,921	917,492
	Mayor's Office				
	Personal Services	297,319	312,610	417,967	105,357
	OTPS	15,500	15,500	15,217	-283
	Total	312,819	328,110	433,184	105,074
	Board of Elections				
	Personal Services	199,571	368,568	347,237	-21,331
	OTPS	60,362	113,000	97,640	-15,360
	Total	259,933	481,568	444,877	-36,691
	Law Department				
	Personal Services	1,216,236	1,188,465	1,453,582	265,117
	OTPS	476,333	654,000	654,000	0
	Total	1,692,569	1,842,465	2,107,582	265,117
	Human Resources				
	Personal Services	1,597,848	1,547,812	1,221,988	-325,824
	OTPS	4,259,790	4,958,474	5,231,858	273,384
	Total	5,857,638	6,506,286	6,453,846	-52,440
	CitiStat/311				
	Personal Services	0	0	506,762	506,762
	OTPS	0	0	129,670	129,670
	Total	0	0	636,432	636,432
Finance Division		10,269,916	8,836,845	9,797,080	960,235
	Board of Assessors				
	Personal Services	582,476	581,815	659,136	77,321
	OTPS	434,950	449,700	369,000	-80,700
	Total	1,017,426	1,031,515	1,028,136	-3,379
	Treasurer/Collector				
	Personal Services	754,095	782,181	823,384	41,203
	OTPS	3,891,678	2,644,779	2,768,647	123,868
	Total	4,645,773	3,426,960	3,592,031	165,071
	Purchasing				
	Personal Services	529,956	540,572	569,099	28,527
	OTPS	40,904	47,604	49,385	1,781
	Total	570,860	588,176	618,484	30,308
	Information Technology Department				
	Personal Services	1,351,155	1,409,604	1,490,440	80,836
	OTPS	1,842,589	1,576,228	1,783,134	206,906
	Total	3,193,744	2,985,832	3,273,574	287,742
	Finance/Budget				
	Personal Services	603,613	666,782	608,401	-58,381
	OTPS	238,500	137,580	79,997	-57,583
	Total	842,113	804,362	688,398	-115,964
	Capital Asset Construction				
	Personal Services	0	0	279,016	279,016
	OTPS	0	0	317,443	317,443
	Total	0	0	596,459	596,459

		FY07	FY08	FY09	Variance FY08-09
Development Services Division		2,389,814	3,100,481	3,204,007	103,526
Economic Development					
Personal Services		724,582	735,085	757,084	21,999
OTPS		18,413	118,850	115,350	-3,500
Total		742,995	853,935	872,434	18,499
Inspectional Services - Housing Division					
Personal Services		465,130	579,690	676,235	96,545
OTPS		102,895	369,180	387,800	18,620
Total		568,025	948,870	1,064,035	115,165
Inspectional Services - Building Division					
Personal Services		1,013,614	1,141,326	1,183,488	42,162
OTPS		65,180	156,350	84,050	-72,300
Total		1,078,794	1,297,676	1,267,538	-30,138
Health and Human Services Division		7,617,157	8,282,304	8,871,296	588,992
Animal Control					
Personal Services		372,487	399,937	427,497	27,560
OTPS		923,040	901,332	893,232	-8,100
Total		1,295,527	1,301,269	1,320,729	19,460
Health Department					
Personal Services		1,386,464	1,448,697	1,385,180	-63,517
OTPS		190,647	265,647	231,572	-34,075
Total		1,577,111	1,714,344	1,616,752	-97,592
Department of Elder Affairs					
Personal Services		269,852	251,683	294,939	43,256
OTPS		33,360	33,360	33,160	-200
Total		303,212	285,043	328,099	43,056
Veteran Affairs					
Personal Services		219,590	223,772	227,147	3,375
OTPS		465,543	593,421	1,149,380	555,959
Total		685,133	817,193	1,376,527	559,334
Libraries					
Personal Services		2,820,279	2,471,913	2,617,519	145,606
OTPS		935,895	1,692,542	1,611,670	-80,872
Total		3,756,174	4,164,455	4,229,189	64,734
Non-Mayoral Division		1,794,234	1,772,095	1,970,785	198,690
City Council					
Personal Services		216,372	218,791	247,570	28,779
OTPS		10,100	16,050	15,168	-882
Total		226,472	234,841	262,738	27,897
City Clerk					
Personal Services		498,836	487,191	523,062	35,871
OTPS		31,826	39,260	36,580	-2,680
Total		530,662	526,451	559,642	33,191
City Auditor					
Personal Services		814,300	786,559	924,161	137,602
OTPS		222,800	224,244	224,244	0
Total		1,037,100	1,010,803	1,148,405	137,602

		FY07	FY08	FY09	Variance FY08-09
Department of Public Works		18,716,252	13,952,782	13,568,031	-906,652
	Personal Services	7,191,004	6,085,049	6,298,123	213,074
	OTPS	11,525,248	7,867,733	7,269,908	-1,119,726
	Total	18,716,252	13,952,782	13,568,031	-906,652
Public Safety Division		53,320,000	57,820,468	59,707,007	1,886,539
	Police Department				
	Personal Services	33,202,951	35,029,924	36,811,955	1,782,031
	OTPS	1,780,228	2,464,685	2,313,514	-151,171
	Total	34,983,179	37,494,609	39,125,469	1,630,860
	Fire Department				
	Personal Services	16,906,986	18,468,956	18,744,139	275,183
	OTPS	1,429,835	1,856,903	1,782,668	-19,504
	Total	18,336,821	20,325,859	20,581,538	255,679
Parks, Building, and Recreation Management		19,381,375	20,381,207	19,539,663	-841,544
	Parks and Recreation				
	Personal Services	4,572,801	5,099,851	5,063,625	(36,226)
	OTPS	3,626,514	4,152,691	3,923,253	(229,438)
	Total	8,199,315	9,252,542	8,986,878	(265,664)
	Facilities Management				
	Personal Services	2,782,965	2,951,096	2,875,139	(75,957)
	OTPS	8,399,095	8,177,569	7,677,646	(499,923)
	Total	11,182,060	11,128,665	10,552,785	(575,880)
School Department					
	Personal Services	157,915,086	174,745,216	179,661,442	4,916,226
	Benefits	34,406,003	34,406,003	42,277,332	7,871,329
	OTPS	82,574,588	85,977,720	82,522,251	-3,455,469
	Total	274,895,677	295,128,939	304,461,025	9,332,086
	Debt Service	34,399,357	34,962,072	37,979,894	3,017,822
	State Assessments	2,834,318	2,908,793	3,326,049	417,256
	Retirement*	18,776,955	21,777,366	21,194,860	-582,506
	Early Retirement Benefits	99,095	0	0	0
	Health Insurance*	29,636,966	25,260,984	24,084,282	-1,776,702
	Unemployment*	420,000	286,021	105,000	-181,021
	Lost Time	-500,000	-500,000	-500,000	0
	M.C.D.I.	350,000	350,000	1,019,475	-669,475
	Reserve for Contingencies	400,000	400,000	392,696	-7,304
	Chapter 169 Loan Payback	0	0	2,600,000	2,600,000
	Enterprise Fund Supplement	0	2,688,359	2,754,000	65,641
	SPA Parking Contract	0	0	850,000	850,000
	Capital Reserve Fund	2,071,398	2,182,910	2,187,997	5,087
	Pay-As-You-Go Capital Fund	0	0	2,882,046	2,882,046
	Museums	1,100,000	1,300,000	1,320,000	20,000
GRAND TOTAL		486,545,473	510,701,997	531,391,117	20,689,120

*This is for City employee and retiree benefits. The School Department's FY2009 budget of \$42,226,660 includes benefits for their employees and retirees.

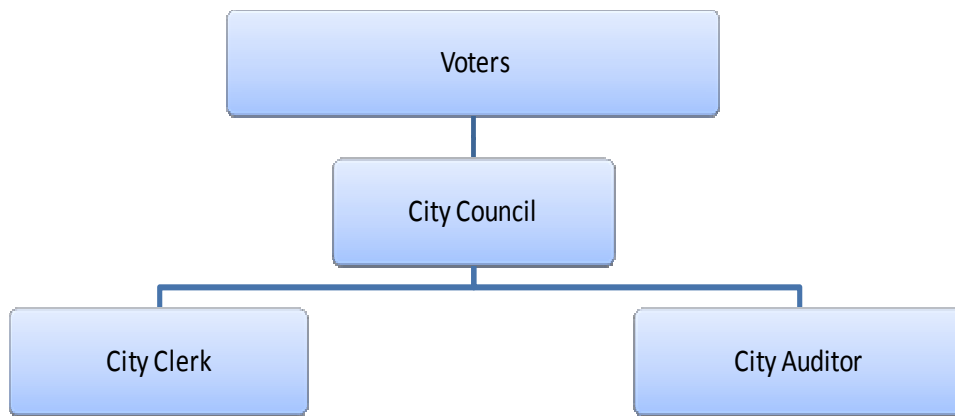
Total FY09 All Funds Budget			
Department	General	External	Total
Mayor's Office	\$433,184	\$100,250	\$533,434
Board of Elections	\$444,877	\$0	\$444,877
Law Department	\$2,107,582	\$65,000	\$2,172,582
Human Resources	\$6,453,846	\$0	\$6,453,846
CitiStat/311	\$636,432	\$0	\$636,432
Board of Assessors	\$1,028,136	\$0	\$1,028,136
Treasurer/Collector	\$3,592,031	\$0	\$3,592,031
Purchasing	\$618,484	\$0	\$618,484
Information Technology Department	\$3,273,574	\$100,000	\$3,373,574
Finance/Budget	\$688,398	\$0	\$688,398
Capital Asset Construction	\$596,459	\$0	\$596,459
Economic Development	\$872,434	\$0	\$872,434
Inspectional Services - Housing Division	\$1,064,035	\$0	\$1,064,035
Inspectional Services - Building Division	\$1,267,538	\$0	\$1,267,538
Housing Services	\$0	\$1,633,264	\$1,633,264
Community Development	\$0	\$7,422,720	\$7,422,720
Animal Control	\$1,320,729	\$0	\$1,320,729
Health Department	\$1,616,752	\$2,958,133	\$4,574,885
Department of Elder Affairs	\$328,099	\$1,043,801	\$1,371,900
Veteran Affairs	\$1,376,527	\$0	\$1,376,527
Libraries	\$4,229,189	\$890,651	\$5,119,840
City Council	\$262,738	\$0	\$262,738
City Clerk	\$559,642	\$0	\$559,642
City Auditor	\$1,148,405	\$0	\$1,148,405
Department of Public Works	\$13,568,031	\$0	\$13,568,031
<i>Trash Fee Enterprise Fund</i>	<i>\$2,754,000</i>	<i>\$3,915,405</i>	<i>\$6,669,405</i>
Police Department	\$39,125,469	\$3,674,922	\$42,800,391
Fire Department	\$20,581,538	\$7,505,673	\$28,087,211
Parks and Recreation	\$8,986,878	\$832,500	\$9,819,378
Facilities Management	\$10,552,785	\$0	\$10,552,785
School Department	\$304,461,025	\$42,562,680	\$347,023,705
Debt Service, Benefits, Other	\$97,442,300	\$0	\$97,436,916
Total	\$531,391,117	\$56,708,918	\$592,015,440

Section 3

Non-Mayoral Division

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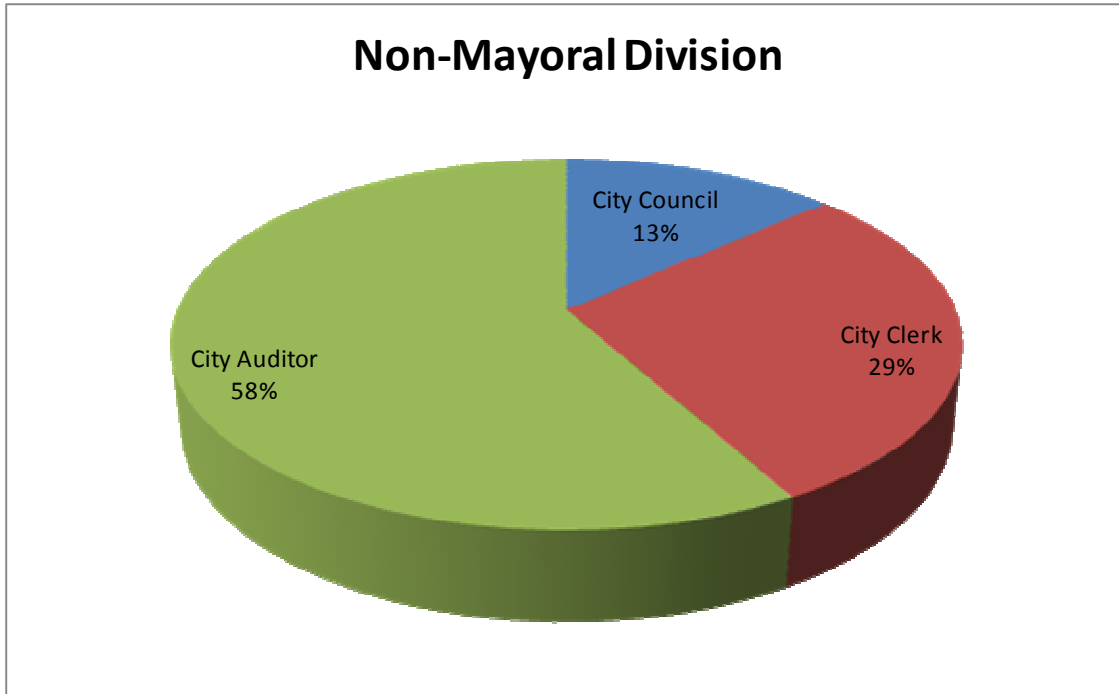
Non-Mayoral



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.

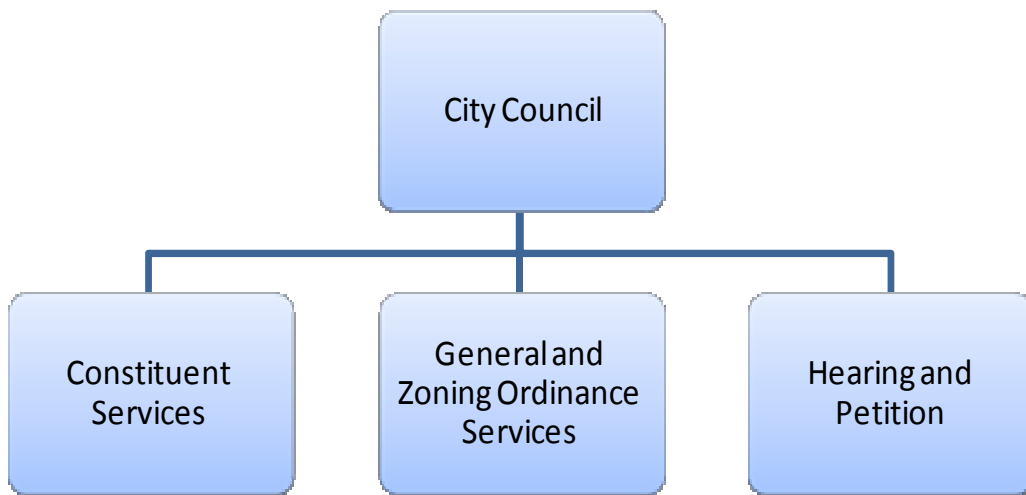
Budget Overview



Division Budget	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09	Percent Change
City Council	\$226,472	\$234,841	\$262,738	\$27,897	11.9%
City Clerk	\$530,662	\$526,451	\$559,642	\$33,191	6.3%
City Auditor	\$1,037,100	\$1,010,803	\$1,148,405	\$137,602	12.6%
Total Division	\$1,794,234	\$1,772,095	\$1,971,067	\$198,972	11.2%

Division Personnel (FTE's)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
City Council	12.0	12.0	11.6	-0.4
City Clerk	12.0	11.0	12.0	1.0
City Auditor	16.0	14.0	16.2	2.2
Total FTE's	40.0	37.0	39.8	2.8

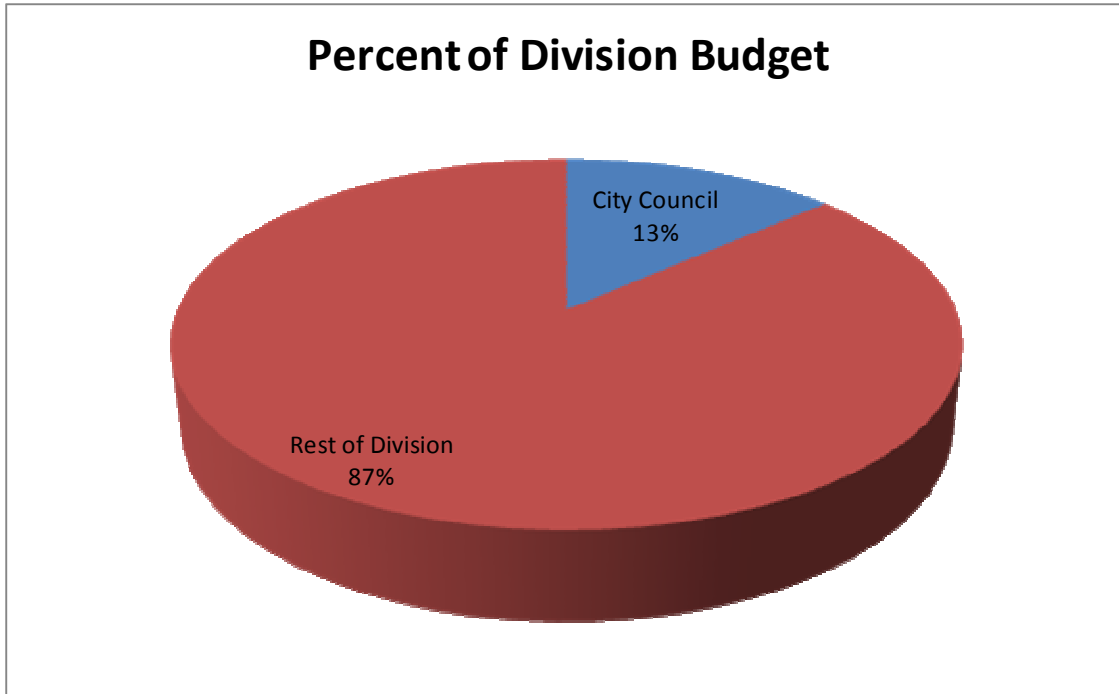
City Council



Mission Statement

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

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08 - FY09	Percent Change
Personal Services	\$216,372	\$218,791	\$247,570	\$28,779	13.2%
OTPS	\$10,100	\$16,050	\$15,168	(\$882)	-3.7%
Total General Fund	\$226,472	\$234,841	\$262,738	\$27,897	11.9%

Department (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
City Council	12.0	12.0	12.0	0.0

City Council Department Summary

The City Council drafts and files legislation, reports, orders and resolutions. The Council Office responds to requests for services by constituents and inquiries by City Councilors. Through its internal committee system, the Council provides oversight, initiates various actions and debates the consideration of different proposals. The office staff produces reports, papers and maintains accurate minutes of all City meetings, public hearings and sub-committee meetings. Finally, the Council conducts an extensive review of the Mayor's recommended budget, and, if deemed financially sound, will approve the appropriation.

Fiscal Year 2008 Highlights

The City Council provides the 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 minutes of meetings.

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.

Processed ordinances, resolutions, proclamations and special acts as requested and required by law.

Over the past two years the City Council's office has improved its ability to provide customers information regarding special permits and zone changes in the neighborhood sub-committee meetings .

Risks and Challenges

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

The City Council is currently in the process of implementing a ward representation system. When the new structure goes into effect, the current staffing may not be adequate to meet the larger City Council's needs.

Strategic Decisions for Fiscal Year 2009

The City Council's office will continue to meet with residents in the neighborhood settings to improve communication.

Constituent Services

Description: This program is responsible for acting as a conduit between the nine (9) City Councilors, the public and the press by taking questions and complaints and responding to inquiries.

Short and Intermediate Term Goals:

Provide timely responses directly to the public and the press.

Assist City Councilors in providing timely responses to City residents.

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

Strategic Objectives for Fiscal Year 2009:

Track and analyze complaints received.

Promote public awareness of City Council activities.

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 more timely manner.

General and Zoning Ordinance Services

Description: This program is responsible for drafting meeting notices and holding committee hearings. In addition, City Council staff files changes to special acts and ordinances presented to or passed by the City Council.

Short Term Goals:

Implement a system that will allow the Council to conduct oversight and initiate action and consideration of proposals, special acts and ordinances.

Conduct committee meetings regarding special permits and zone changes within affected neighborhoods.

Perform an extensive review of the Mayor's recommended budget to ensure balance and fiscal responsibility.

Intermediate Term Goals:

Review and revise oversight systems to improve efficiency and transparency.

Strategic Objectives for Fiscal Year 2009:

Use best practices for drafting changes to special acts, general and zoning ordinances as presented for or passed by 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 more timely 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:

Implement a system that will reduce the wait time for granting licenses and renewals to self-service gas stations, open-air parking lots and for storage.

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.

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

Strategic Objectives for Fiscal Year 2009:

Display committee agendas and meeting minutes on the City Council's web page.

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

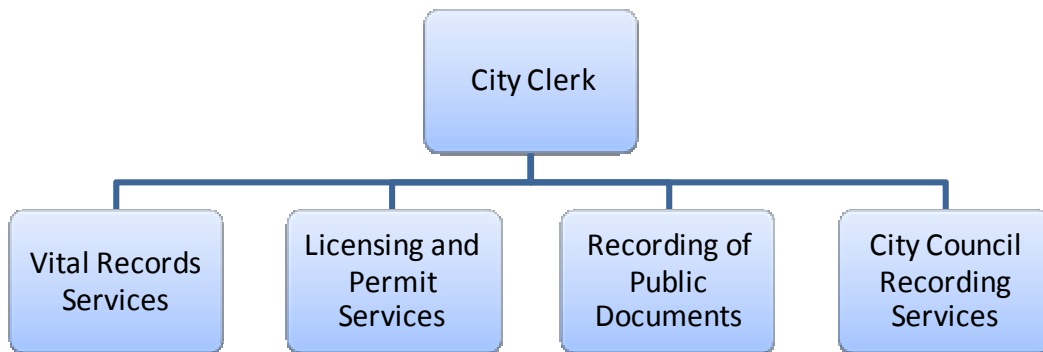
All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$216,372	\$218,791	\$247,570	\$28,779	13.2%
Purchase of Services	\$8,100	\$12,550	\$11,168	(\$1,382)	-11.0%
Supplies & Materials	\$0	\$1,500	\$2,000	\$500	33.3%
Intergovernmental	\$2,000	\$2,000	\$2,000	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$226,472	\$234,841	\$262,738	\$27,897	11.9%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$226,472	\$234,841	\$262,738	\$27,897	11.9%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$226,472	\$234,841	\$262,738	\$27,897	11.9%

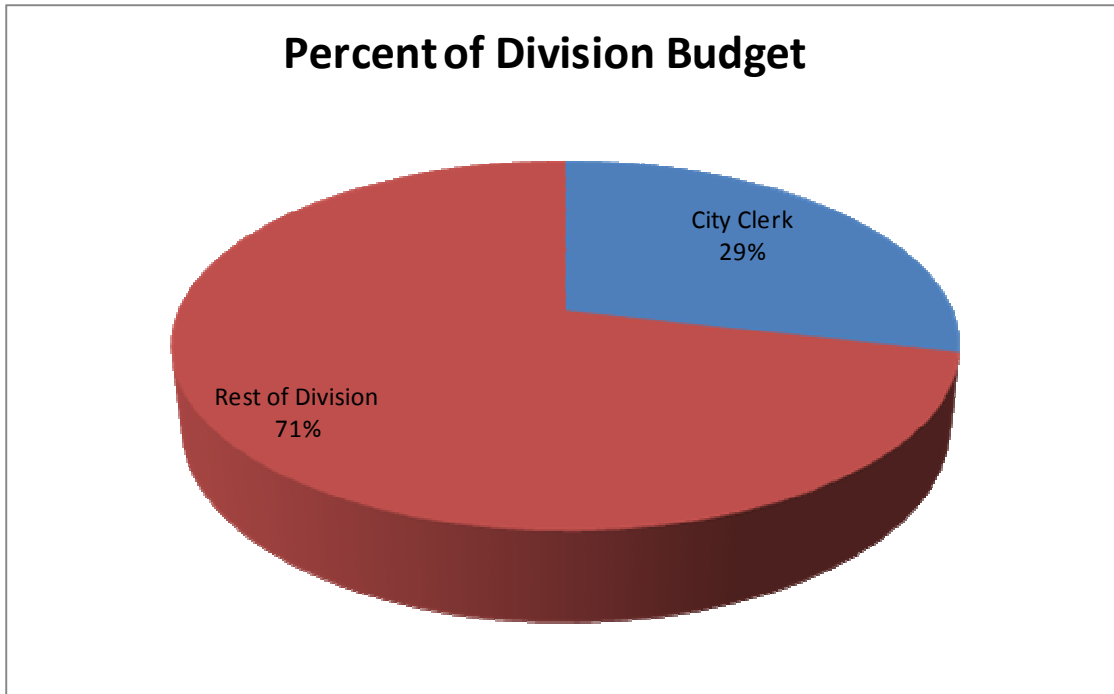
City Clerk



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$498,836	\$487,191	\$523,062	\$35,871	7.4%
OTPS	\$31,826	\$39,260	\$36,580	(\$2,680)	-6.8%
Total General Fund	\$530,662	\$526,451	\$559,642	\$33,191	6.3%

Department (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
City Clerk	12.0	11.0	11.4	0.4

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 2008 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:

- Built a database and inputted data that will allow the City to track registered dogs against rabies certificates received from veterinarians.

- Produced affidavits and delayed out of state certificates. Redesigned business certificates to add changes of location, residence, death of partner, as well as, the joining, withdrawal or discontinuation of a business.

- Posted and emailed all City Council votes and actions to neighborhood councils, citizen associations and interested citizens.

Risks and Challenges

Over the past two 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 two 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 be able to retain 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 2009

The City Clerks' office will continue to improve dog registrations. All dog owners 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 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 2009:

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.

Intermediate Term Goals:

Continual training of staff on all aspects of licensing and permitting to the citizens of Springfield.

Continue to provide to the public, online, 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 2009:

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

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

Achieve 60% compliance by dog owners with licensing ordinances.

Review systems and procedures for licensing and permits to find opportunities for improvement.

Re-file the City's application with the U.S Department of State - Boston Passport Agency.

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 Term Goals:

Continual training of 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 2009:

Develop systems and procedures for accepting, recording and filing public documents with proper City, State and Federal agencies.

Review systems and procedures for the accepting, recording and filing 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:

Post and e-mail all City Council agendas, votes and actions to neighborhood councils, citizen associations and interested citizens.

Receive, record, and file City Council agendas, votes and actions with proper City, State and Federal agencies in a timely manner.

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 2009:

Develop systems and procedures for the filing of City Council agendas, votes and actions with proper City, State and Federal agencies.

Review systems and procedures for City Council agendas, votes and actions to find opportunities for improvement.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$498,836	\$487,191	\$523,062	\$35,871	7.4%
Purchase of Services	\$25,670	\$31,810	\$28,980	(\$2,830)	-8.9%
Supplies & Materials	\$6,000	\$6,000	\$6,000	\$0	0.0%
Intergovernmental	\$0	\$1,100	\$1,100	\$0	0.0%
Other Charges & Expenditures	\$156	\$350	\$500	\$150	42.9%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$530,662	\$526,451	\$559,642	\$33,191	6.3%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

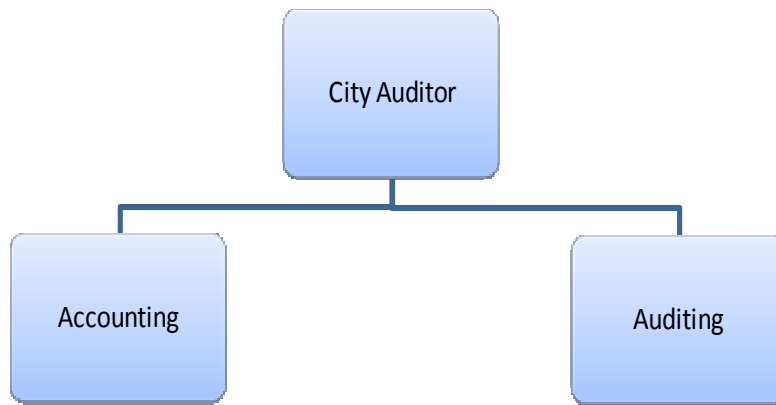
All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$530,662	\$526,451	\$559,642	\$33,191	6.3%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$530,662	\$526,451	\$559,642	\$33,191	6.3%

Performance Measures

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

Measure	Actual FY06	Actual FY07	Projected FY08	Goal FY09
Percent of records and licenses processed and issued within legal timeframes.	90%	95%	98%	100%
Records processed and issued per FTE.	4,541.8	5,342.4	5,400	5,500
Number of dog licenses issued as a percent of rabies shots reported to the Clerk.	60%	30%	42.9%	66.7%

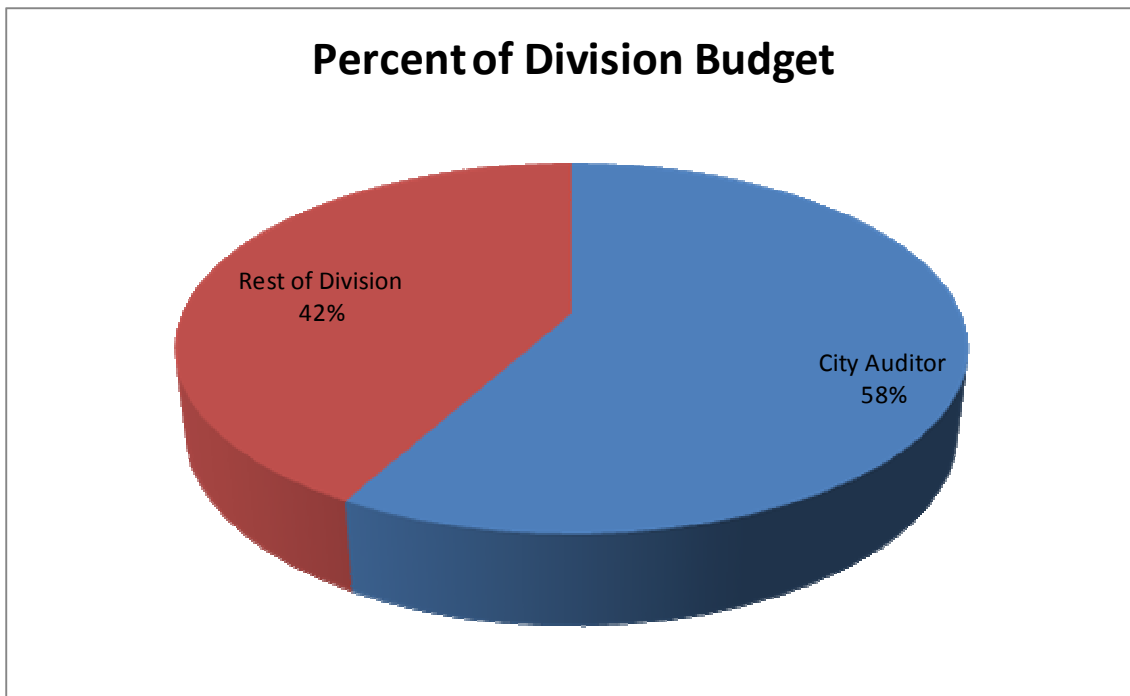
City Auditor



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, and to conduct internal audits that ensure City-wide financial propriety and best practices.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$814,300	\$786,559	\$924,161	\$137,602	17.5%
OTPS	\$222,800	\$224,244	\$224,244	\$0	0.0%
Total General Fund	\$1,037,100	\$1,010,803	\$1,148,405	\$137,602	12.6%

Department (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
City Auditor	16.0	14.0	16.2	2.2

City Auditor Department Summary

The City Auditor, appointed by the Mayor and confirmed by the City Council for a three-year term, maintains the City's financial records and prepares its financial statements. The Auditor performs an annual audit with the assistance of an independent firm, keeps track of the City's financial position, and must satisfy the Mayor, the Department of Revenue, outside leasing companies, and the bond-rating agencies as to the City's solvency.

Fiscal Year 2008 Highlights

Oversaw the successful implementation of the new MUNIS financial system. The implementation required the coordination of all city departments and involved approximately 600+ users.

Developed the subsequent work order system for facilities management and the police outside detail billing system.

Prepared a fraud risk assessment tool to identify the City's vulnerability to misappropriation of assets.

Set up a fraud hotline to enable city employees and the public to report fraud, waste and abuse.

Assisted the City's Audit Committee in the development of its operating charter to provide oversight of the internal and external audit functions.

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.

The department will be challenged with developing meaningful audit procedures in order to accomplish its goal of reviewing city department practices and procedures. Staff training will be an additional challenge for the initial years of the department.

Strategic Decisions for Fiscal Year 2009

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 Accounting Division 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 the legal compliance of transactions.

Strategic Objectives for Fiscal Year 2009:

Coordinate and support the continued conversion of all city departmental transactions to the MUNIS financial software system (Phase 2). Primary emphasis will be placed on expanded use of the work order and general billing modules in addition to the initial implementation of the bid and contract management module.

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 Finance Control Board, Mayor, City Council and other outside parties 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, 2008 in order to establish the city's tax rate for Fiscal Year 2009.

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 2009:

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 directed by city management and the City Council.

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

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$814,300	\$786,559	\$924,161	\$137,602	17.5%
Purchase of Services	\$216,050	\$217,744	\$216,344	(\$1,400)	-.6%
Supplies & Materials	\$6,000	\$4,500	\$4,500	\$0	0.0%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$750	\$2,000	\$3,400	\$1,400	70.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,037,100	\$1,010,803	\$1,148,405	\$137,602	13.6%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Flood Mitigation Assistance	\$0	\$24,220	\$0	\$0	0.0%
Total External Funds	\$0	\$24,220	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$1,037,100	\$1,010,803	\$1,148,405	\$137,602	13.6%
External Funds	\$0	\$24,220	\$0	\$0	0.0%
Total All Funds Budget	\$1,037,100	\$1,035,023	\$1,148,405	\$137,602	13.6%

Grant Summary

Flood Mitigation Assistance Grant			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$0	\$24,220	\$0
<i>Personal Services:</i>			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
<i>Scope of Services:</i>			
The grant is from the Executive Office for Public Safety to implement cost-effective measures to reduce or eliminate the long-term risks of flood damage to buildings and infrastructure.			

Performance Measures

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

Measure	Actual FY07	Projected FY08	Goal FY09
Number of internal audits initiated	N/A	3	6
Number of internal audits completed	N/A	3	6
Number of contracts/price agreements processed	636	479	650
Number of contracts/price agreements payments reviewed	N/A	30	100

Measurable Goal: To provide accurate accounting and financial records.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of invoices processed within 7 days	100%	100%	100%
Number of invoices paid	23,864	N/A	N/A
Number of transactions in temporary fund resolved	N/A	290	300
Number of months closed within 15 days	12	8	12
Number of days to complete year-end close	120	120	90

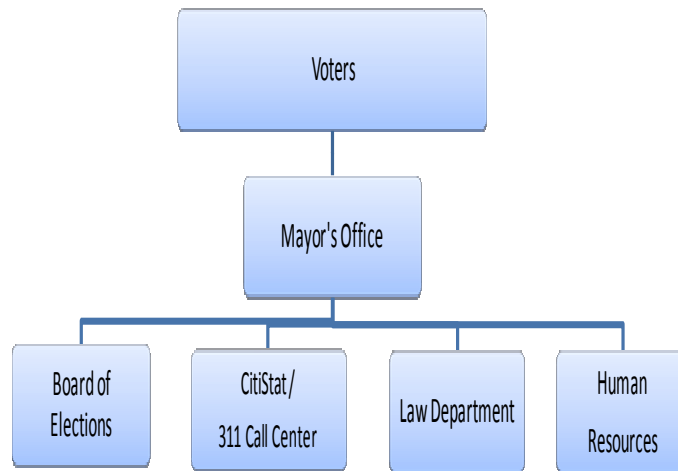
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Section 4

General Government

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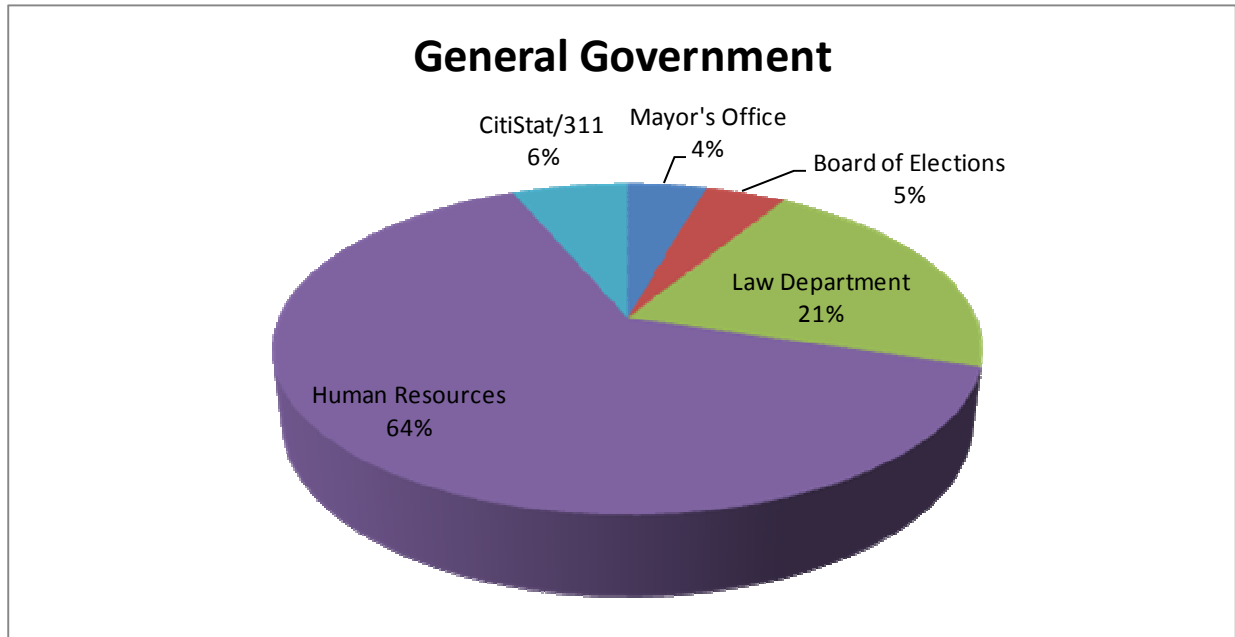
General Government Division



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.

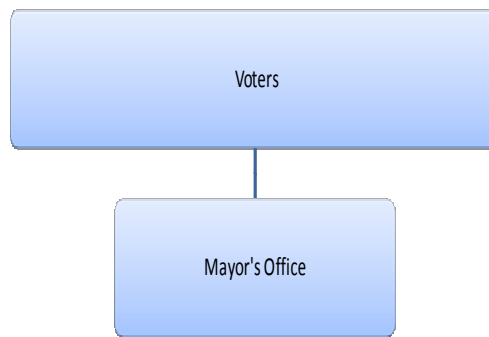
Budget Overview



Division Budget	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09	Percent Change
Mayor's Office	\$312,819	\$328,110	\$433,184	\$105,074	32.0%
Board of Elections	\$259,933	\$481,568	\$444,877	(\$36,691)	-7.6%
Law Department	\$1,692,569	\$1,842,465	\$2,107,582	\$265,117	14.4%
Human Resources	\$5,857,638	\$6,506,286	\$6,453,846	(\$52,441)	-0.8%
CitiStat/311	\$0	\$0	\$636,432	\$636,432	100.0%
Total Division	\$8,122,958	\$9,158,429	\$10,075,921	\$917,491	10.0%

Division Personnel (FTE's)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Mayor's Office	5.5	5.5	7.0	1.5
Board of Elections	4.0	5.0	5.0	0.0
Law Department	27.0	27.0	25.6	-1.4
Human Resources	22.0	23.0	22.0	-1.0
CitiStat/311	0.0	0.0	11.8	11.8
Total Division	58.5	60.5	71.2	10.7

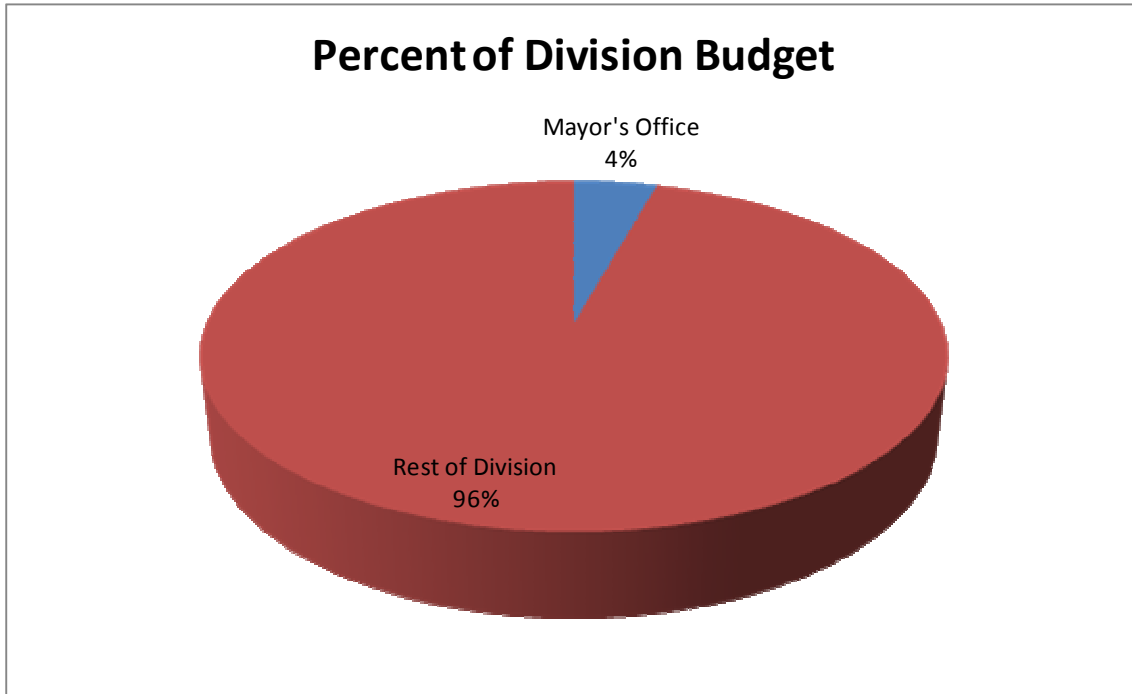
Mayor's Office



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				Variance	
Department Budget	Actual FY07	Approp. FY08	Budget FY09	FY08-FY09	Percent Change
Personal Services	\$297,319	\$312,610	\$417,967	\$105,357	33.7%
OTPS	\$15,500	\$15,500	\$15,217	(\$283)	1.8%
Total General Fund	\$312,819	\$328,110	\$433,184	\$105,074	32.0%

Department		Approp.		Variance
Personnel (FTEs)	Actual FY07	FY08	Budget FY09	FY08-FY09
Mayor's Office	5.5	5.5	7.0	1.5

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 Attorney Tom Walsh and Communications Director Azell Murphy Cavaan.

Fiscal Year 2008 Highlights

Mayor Sarno's staff appointments include the newly created position of Director of Constituent Services. As such Tom Walsh is responsible for responding to all quality of life complaints lodged by citizens. In this role, Walsh logs complaints and partners with appropriate city departments to investigate them on a case-specific basis and work toward a resolution. Walsh is also the Mayoral 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.

Mayoral Aide Darryl Moss has taken on a unprecedented role in the Office of the Mayor. In addition to traditional duties associated with the position of Mayoral Aide, Moss serves as the Mayor's Office Youth Outreach and Violence Prevention Coordinator. In this role, Moss works closely with community organizations and is the point of contact for programs funded by an annual \$1.4 million state grant under the Senator Charles E. Shannon Jr. Community Safety Initiative. Moss' presence in the Office of the Mayor represents the first time the Office has ever had a direct link to police, community organizations, grassroots affiliations, community centers and not-for-profits with an exclusive emphasis on youth violence prevention.

Risks and Challenges

The amount of correspondence generated in this office is a constant challenge that requires postage funding that is greater than ever was anticipated. The level and nature of communication with constituents is also a challenge in that constituents often defer to the Mayor's Office with questions, comments, and complaints which, if directed to other departments, could be attended to in a manner that is more efficient and timely. Fiscal constraints also present a challenge to the staff as they seek to participate in professional growth opportunities. The personal safety of staff has presented itself as a potential challenge as the staff has been confronted from time to time by members of the community who approach the Office in a fragile mental state, very often in a manner that is hostile and belligerent. Such incidents could conceivably place the safety of Mayoral staff at risk.

Strategic Decisions for Fiscal Year 2009

This Administration is committed to grass roots, hands-on initiatives and we anticipate partnering with several local and state agencies and departments to conduct seminars, forums and other programs that link members of the community directly with resources; provide important data and information; and help define strategies to address pressing issues related but not limited to: health and safety, home mortgaging and employment within 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 and have built into our budget funding to help accomplish those goals. We also anticipate the installation of the 311 Citizen Service Center, which we believe 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. The Office of the Mayor has built into its budget modest funding to cover the cost of professional development conferences. Finally, the Office of the Mayor will conduct a cost analysis to determine the feasibility financial commitment involved in increasing personal safety. Some options include installation of a silent emergency alarm in the office, the hiring of a security guard or the installation of a metal detector.

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 decision 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 \$40,000.00 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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$297,319	\$312,610	\$417,967	\$105,357	33.7%
Purchases of Services	\$7,440	\$5,483	\$9,617	\$4,134	75.4%
Supplies & Materials	\$2,560	\$4,517	\$5,100	\$583	12.9%
Intergovernmental	\$5,000	\$5,000	\$0	(\$5,000)	-100.0%
Other Charges & Expenditures	\$500	\$500	\$500	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$312,819	\$328,110	\$433,184	\$105,074	32.0%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Springfield Cultural Council	\$102,376	\$100,250	\$100,250	\$0	0.0%
Springfield Media Technology Grant	\$0	\$14,400	\$0	(\$14,400)	-100.0%
Total External Funds	\$102,376	\$114,650	\$100,250	(\$14,400)	-12.6%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$312,819	\$328,110	\$433,184	\$105,074	32.0%
External Funds	\$102,376	\$114,650	\$100,250	(\$14,400)	-12.6%
Total All Funds Budget	\$415,195	\$442,760	\$533,434	\$90,674	20.5%

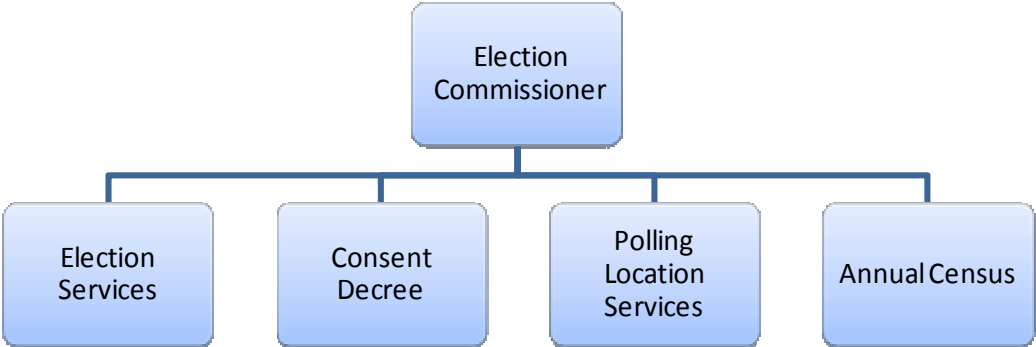
Grant Summary

Springfield Cultural Council			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$102,376	\$100,250	\$100,250
<i>Personal Services:</i>			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
<i>Scope of Services:</i>			
<p>The Massachusetts Cultural Council provides funds to each city and town in the Commonwealth to support the arts, humanities and interpretative science. The local cultural council, the Springfield Cultural Council, redistributes these funds to area nonprofit organizations and individuals.</p>			

Springfield Media Technology Grant			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$0	\$14,400	\$0
<i>Personal Services:</i>			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
<i>Scope of Services:</i>			
<p>A grant for the continued improvement and development of the City's website, intranet, and computer systems, from the non-profit Springfield Media and Telecommunications Group.</p>			

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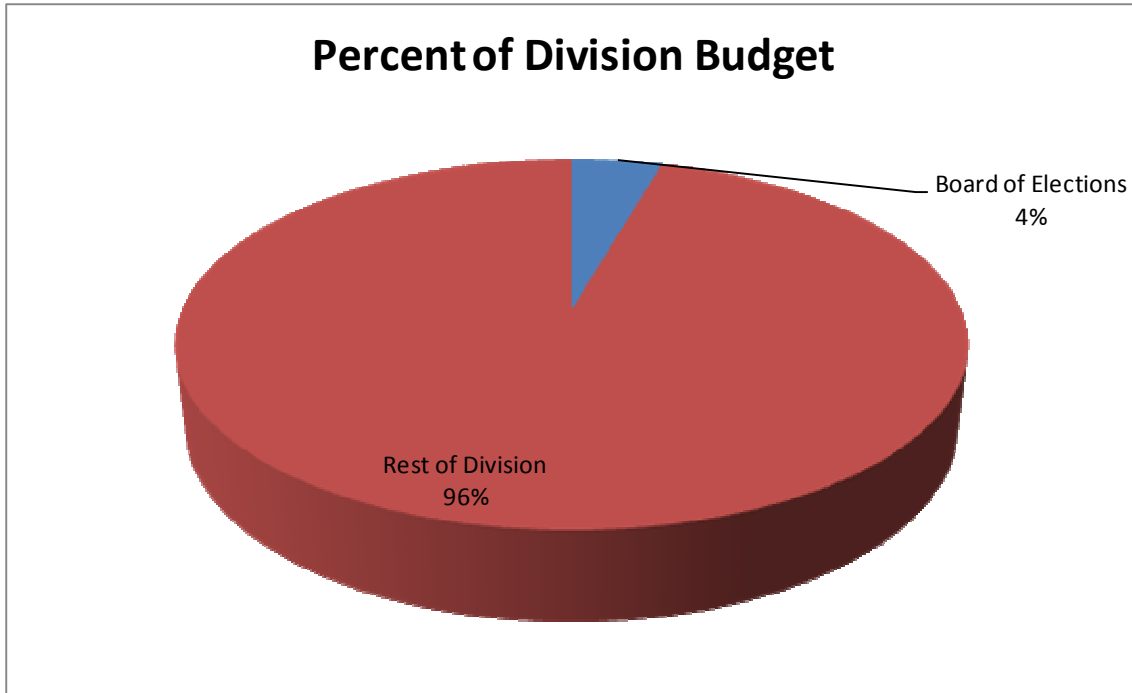
Board of Elections



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, accurately counting ballots, and maintaining accurate archived census and voter records that are accessible to the public.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$199,571	\$368,568	\$347,237	(\$21,331)	-5.8%
OTPS	\$60,362	\$113,000	\$97,640	(\$15,360)	-13.6%
Total General Fund	\$259,933	\$481,568	\$444,877	(\$36,691)	-7.6%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Board of Elections	4.0	5.0	5.0	0.0

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 2008 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:

- Implementation of outreach to the Spanish language media.
- Revise and expand poll worker training sessions.
- Update poll worker payment method in order to comply with MUNIS.
- Increase in 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 insure that changes in electoral procedure have been instituted. The increased efforts to comply with the consent decree have put an unanticipated burden on our small staff.

The other major challenge facing the Election Commission will be updating our voting equipment during Fiscal Year 2009 to meet the new federal standards for voting systems. Obtaining the new voting equipment is mandatory.

Strategic Decisions for Fiscal Year 2009

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 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 2009:

Conduct the state primary and general election in an effective 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 2009:

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 bi-lingual poll workers.

Conduct poll worker training programs.

Administer the Election Advisory Committee.

Strategic Objectives for Fiscal Year 2009:

Implement the consent decree established by the U.S. Department of Justice, which includes increasing bi-lingual 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 through 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 2009:

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

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

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

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$199,571	\$368,568	\$347,237	(\$21,331)	-5.8%
Purchase of Services	\$56,562	\$73,000	\$60,700	(\$12,300)	-16.8%
Supplies & Materials	\$3,800	\$40,000	\$36,940	(\$3,060)	-7.7%
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	\$259,933	\$481,568	\$444,877	(\$36,691)	-7.6%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$259,933	\$481,568	\$444,877	(\$36,691)	-7.6%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$259,933	\$481,568	\$444,877	(\$36,691)	-7.6%

Performance Measures

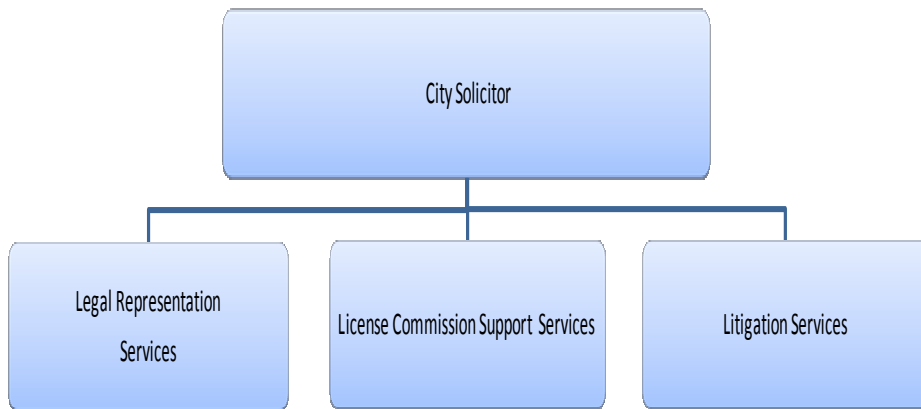
Measurable Goal: To maintain accurate voter records.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of newly registered voters	5,983	6,439	7,000
Number of households updated via the census by mail	25,269	28,096	35,000

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

Measure	Actual FY07	Projected FY08	Goal FY09
Number of election complaints per 1,000 voters	0.13	0.09	0.05
Number of elections administered	2.0	3.0	2.0

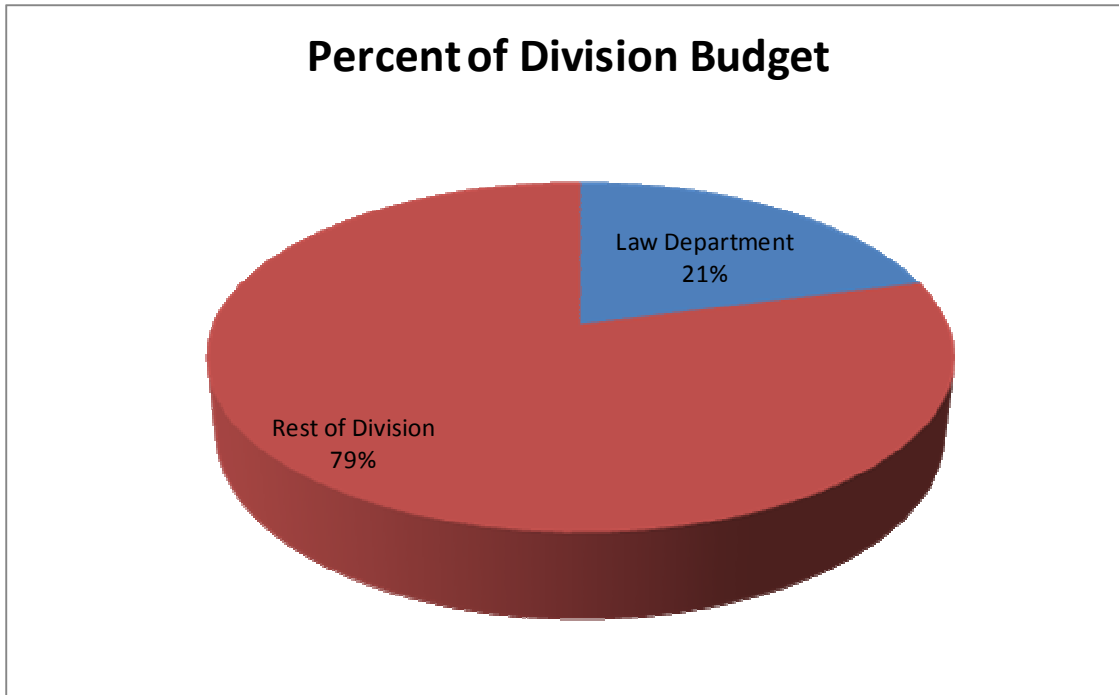
Law Department



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$1,216,236	\$1,188,465	\$1,453,582	\$265,117	22.3%
OTPS	\$476,333	\$654,000	\$654,000	\$0	0.0%
Total General Fund	\$1,692,569	\$1,842,465	\$2,107,582	\$265,117	14.4%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Law Department	27.0	27.0	25.6	-1.4

Law Department Department Summary

The Law Department's services include legal advice and formal legal opinions; contract negotiation including drafting and review; responding to labor and human resource questions, including issues involving employee benefits, disciplinary matters, grievances and collective bargaining issues; 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 (Massachusetts Commission Against Discrimination, Department of Industrial Accidents, 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 2008 Highlights

During fiscal year 2008, the highlights of some of the Law Department participation included:

The closure of the Homeless Shelter which had been located at the York Street Jail in order to demolish the building for economic development along the City's riverfront. This concluded a series of successfully defended challenges brought by the non-profit corporation operating the shelter and others who were trying to stop the demolition of the jail.

Negotiations for the creation of a homeless resource center with Friends of the Homeless in support of the Community Development Department's "Housing First" initiative.

A challenge in Superior Court to the procurement of a lease with an option to purchase a building to house the Thomas J. O'Connor Animal Shelter.

Creation and implementation of diversity policy initiatives and training.

Code enforcement efforts against blight throughout the City.

Successful defense of a federal jury trial alleging discrimination in the Police Department.

Prosecution with regard to blighted property known as Longhill Gardens.

Fiscal Year 2008 highlights continued:

Successful defense of a federal Voting Rights challenge to City's method of electing City Council and School Committee members.

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

The creation of a 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.

Planning and negotiations for a settlement agreement authorized through home rule legislation involving the Springfield Library and Museums Association.

Served as a member of the CitiStat Review Team.

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

Master lease agreement for capital equipment expenditures.

Recovery of funds from Merrill Lynch after unauthorized acquisition of securities and implementation of measures to prevent a recurrence of such incidents.

Negotiations with Covanta and ecoSpringfield involving amendments to the City's landfill services and waste management agreements.

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

Temporary easements taken by eminent domain for completion of Parker Street traffic improvement project.

White Street parcels taken by eminent domain for construction of a new fire station.

Law Department met regularly with Auditors, Finance, Purchase and School Department to ensure School Department compliance with procurement and contract requirements.

Drafted emergency school bus contracts to allow payment to transportation vendors.

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

Drafted and negotiated contract for design of the new Putnam Vocational Technical High School.

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.

Participation in negotiations of cable TV contract renewal with retention of outside legal services.

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

Strategic Decisions for Fiscal Year 2009

- Identify a dedicated, full-time public safety counsel;
- Incorporate worker's compensation legal counsel into in-house services within the Department in order to realize financial savings over contracted services;
- Incorporate Labor Relations Unit within the Department as part of the transition away from Control Board contracted legal services;
- Utilize outside legal counsel in negotiations of cable TV contract renewal;
- Participate in economic redevelopment efforts by providing contract negotiation, drafting, legislation, mediation and litigation services to the City's Community and Economic Development agencies;
- Expand License Commission administration for additional capacity of new licensing initiatives.

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 2009:

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.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$1,216,236	\$1,188,465	\$1,453,582	\$265,117	22.3%
Purchase of Services	\$130,991	\$299,000	\$299,500	\$500	.2%
Supplies & Materials	\$32,540	\$48,500	\$49,500	\$1,000	2.1%
Intergovernmental	\$11,802	\$2,000	\$2,000	\$0	0.0%
Other Charges & Expenditures	\$301,000	\$302,500	\$302,500	\$0	0.0%
Capital Outlay	\$0	\$2,000	\$500	(\$1,500)	-75.0%
Total Operating Funds	\$1,692,569	\$1,842,465	\$2,107,582	\$265,117	14.4%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Mayor's Office of Consumer Information	\$65,000	\$65,000	\$65,000	\$0	0.0%
Total External Funds	\$65,000	\$65,000	\$65,000	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$1,692,569	\$1,842,465	\$2,107,582	\$265,117	14.4%
External Funds	\$65,000	\$65,000	\$65,000	\$0	0.0%
Total All Funds Budget	\$1,757,569	\$1,907,465	\$2,172,582	\$265,117	12.2%

Grant Summary

Mayor's Office of Consumer Information			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$65,000	\$65,000	\$65,000
<i>Personal Services:</i>			
Funding	\$57,253	\$57,253	\$57,253
Number of Positions	1.5	1.5	1.5
<i>Scope of Services:</i>			
Provide education on consumer protection laws and regulations as well as scams targeting our area through mediation of consumer complaints, extensive outreach work (workshops, etc.) and monitoring deceptive business practices.			

Performance Measures

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

Measure	Actual FY07	Projected FY08	Goal FY09
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 FY07	Projected FY08	Goal FY09
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 FY07	Projected FY08	Goal FY09
Number of disciplinary cases processed/handled	80	84	100%*

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

Measure	Actual FY07	Projected FY08	Goal FY09
Value of settlements and judgments against the city	\$425,000	\$550,000	\$470,000

Measurable Goal: To respond to all complaints on time.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of complaints for which the city filed a response on time	99%	99%	100%

Performance Measures

Measurable Goal: To investigate all claims.

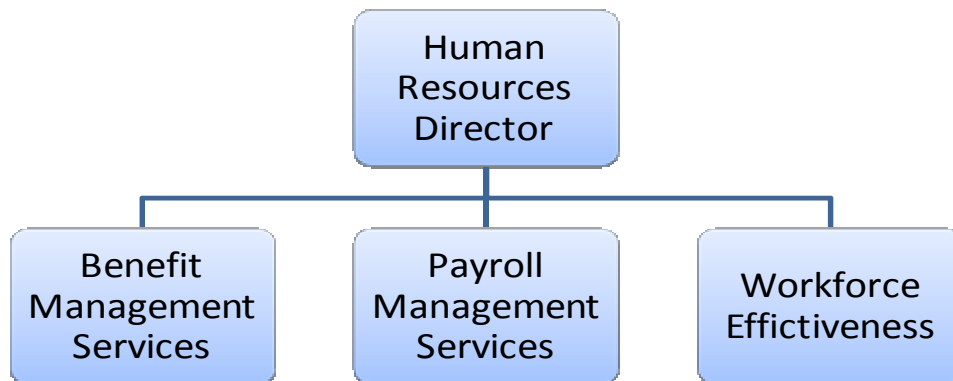
Measure	Actual FY07	Projected FY08	Goal FY09
Number of claims investigated	70	60	100%*

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

Measure	Actual FY07	Projected FY08	Goal FY09
Code enforcement cases filed in court	1,000	335	100%*

*of cases received

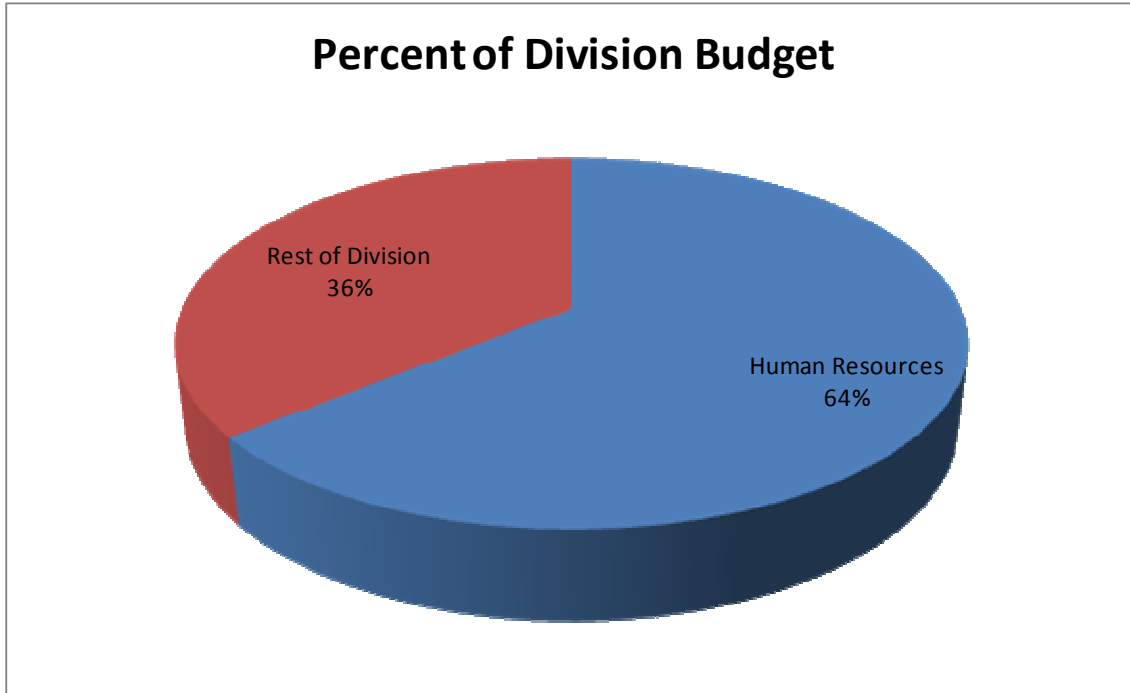
Human Resources Department



Mission Statement

Enable the City of Springfield to provide quality services by attracting and developing municipal talent, creating a climate of respect, and ensure compliance with statutory, regulatory and ethical employment practices.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$1,597,848	\$1,547,812	\$1,221,988	(\$325,824)	-21.1%
OTPS	\$4,259,790	\$4,958,474	\$5,231,858	\$273,384	5.2%
Total General Fund	\$5,857,638	\$6,506,286	\$6,453,846	(\$52,440)	-0.8%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Personnel Department	22.0	23.0	22.0	-1.0

Personnel 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, and payroll. Some functions are also performed on behalf of School Department personnel.

Fiscal Year 2008 Highlights

The Human Resources Department's FY2008 highlights included:

Implemented an improved Flexible Spending Account (FSA) benefit to provide easier access to funds for members and improved tools for the City in managing the benefit.

Completed a payroll assessment to determine opportunities for expanded use of payroll best practices, improve efficiencies and data integrity. Initiated improvements identified by the assessment.

Developed a comprehensive diversity strategy to foster an environment free from discrimination that values all employees.

Developed and implemented an introductory diversity-training program.

Implemented new strategies to attract more minorities and females into firefighting.

Implemented a performance tracking system for measuring recruiting turn-around times.

Significantly reduced the number of open workers' compensation claims, especially previous years' claims.

Risks and Challenges

Over the past four 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 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.

Strategic Decisions for Fiscal Year 2009

The Human Resources 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. Likewise, we will continue to focus on managing the payroll process rather than simply processing the payroll. Major national studies confirm that failure to take this approach generates significant and costly errors.

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 to 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 2009:

Evaluate and re-structure, as appropriate, voluntary disability insurance offerings and improve participation.

Re-structure the basic and supplemental life insurance programs to increase benefit value for younger employees.

Transition deferred compensation plans to the state-sponsored SMART Plan.

Payroll Services

Description: The Payroll program manages human resource information and payroll processing for all City employees and retirees. The program is responsible for data and process integrity, for timely and accurate payroll production, for adherence to payroll best practices, for compliance with regulatory requirements, and for managing relationship with the City's payroll vendor.

Short Term Goals:

- Process payroll accurately and on time.
- Ensure accuracy and integrity of HR information.
- Ensure compliance with regulatory requirements.
- Provide HR information and analysis of trends to City management.
- Complete unit re-organization and hiring of staff.

Intermediate Term Goals:

- Audit and correct HR data. Implement new activity reporting standards to be used by City managers to ensure data is timely and accurate.
- Expand Payroll/HR Information staff training to improve reporting and expand knowledge of regulatory requirements. Support staff in attaining APA certification.
- Continue to market direct deposit and increase participation.

Strategic Objectives for Fiscal Year 2009:

- Complete payroll re-structuring in accordance with a plan approved in conjunction with ADP.
- Complete transition of all gross pay calculations to the central payroll platform.
- Implement TLM to ensure improved management of employees' time and attendance.

Workforce Effectiveness

Description: This program is responsible for all of the activities associated with hiring, developing, and supporting the municipal workforce of approximately 2500 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:

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 turn-around times and results.

Improve hiring turn-around times and candidate quality, while increasing minority and female hiring at all levels.

Provide expanded management tools to improve performance management.

Manage unemployment compensation to ensure appropriate and timely decisions. Ensure termination practices support sound unemployment management

Intermediate Term Goals:

Improve automation of all staffing activities, including civil service.

Enhance the City's diversity program and complete introductory diversity training for all city employees.

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 2009:

Complete mandated introductory diversity training for all city employees by December 31, 2008. Establish a Diversity Committee to advise the development and implementation of expanded on-going diversity initiatives.

Conduct ongoing safety audits and safety training.

Establish an Employee Handbook.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Salaries	\$1,597,848	\$1,547,812	\$1,221,988	(\$325,824)	-21.1%
Purchase of Services	\$2,752,690	\$3,328,181	\$3,699,258	\$371,077	11.1%
Supplies & Materials	\$17,800	\$38,650	\$29,600	(\$9,050)	-23.4%
Fringe Benefits	\$1,485,500	\$1,588,643	\$1,500,000	(\$88,643)	-5.6%
Other Charges & Expenditures	\$3,800	\$3,000	\$3,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$5,857,638	\$6,506,286	\$6,453,846	(\$52,440)	-0.8%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$5,857,638	\$6,506,286	\$6,453,846	(\$52,440)	-0.8%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$5,857,638	\$6,506,286	\$6,453,846	(\$52,440)	-0.8%

Performance Measures

Measurable Goal: To provide market-competitive benefits as well as accurate and timely payroll.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of employees enrolled in optional benefits	N/A	22%	26%
Percent of customer service encounters resolved within one day (Health Plan Issues/Questions)	N/A	N/A	95%
Payroll Issues/Questions	N/A	N/A	95%

Measurable Goal: Develop and retain a qualified and productive municipal workforce.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of employees receiving training	N/A	N/A	98%
Days lost due to non-IOD work-related injuries	N/A	N/A	TBD
Average number of qualified applications received per posting	N/A	N/A	8
Percentage hired by targeted date by department (not including public safety)	N/A	N/A	25%

Measurable Goal: To refine the recruiting and hiring process.

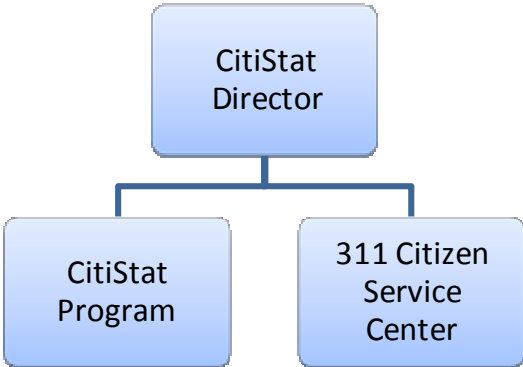
Measure	Actual FY07	Projected FY08	Goal FY09
Percent of positions filled within a targeted timeframe:			
Middle Management and Technical /Professional/ Administrative (target = 6 weeks)	N/A	N/A	95%
Clerical (target= 4 weeks)	N/A	N/A	95%
Labor Service (target = 4 weeks)	N/A	N/A	95%

Performance Measures

Measurable Goal: Develop and retain a diverse workforce.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of EEO/Sexual Harassment complaints	9	0	0
Percent of hired employees from EEO protected groups	N/A	N/A	25%

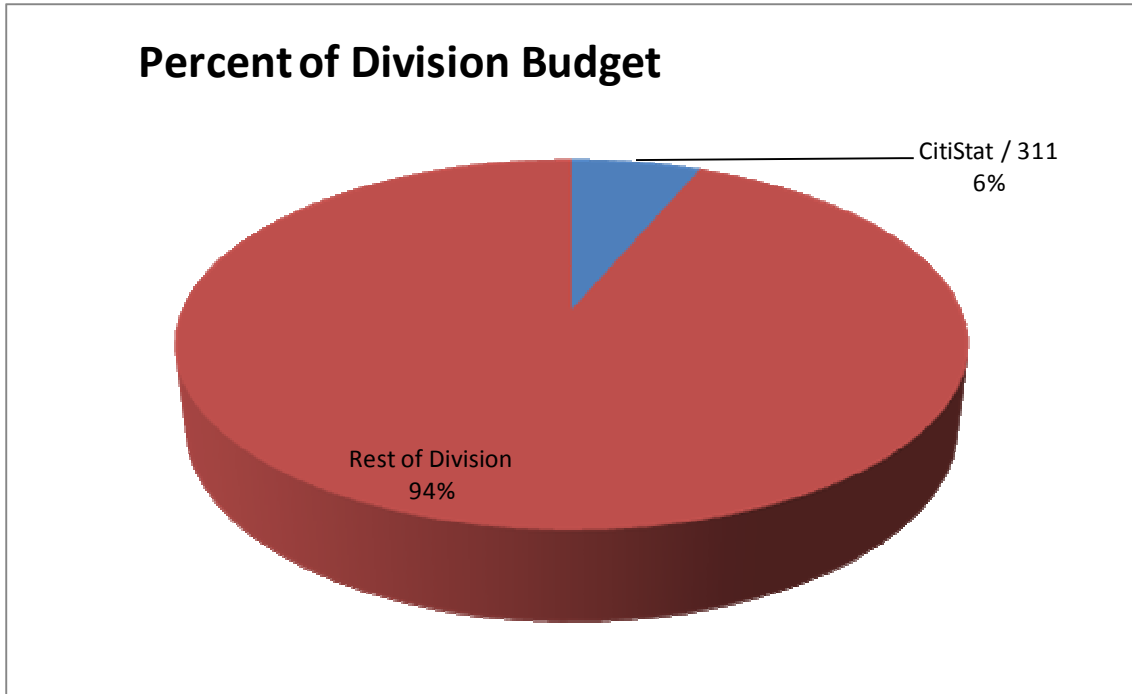
CitiStat / 311 Citizen Service Center



Mission Statement

Improve the quality of life in the City of Springfield by promoting effective and efficient city government through timely and responsive customer service, regular analysis of data, ongoing discussion of performance, and persistent follow-up.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$0	\$0	\$506,762	\$506,762	100.0%
OTPS	\$0	\$0	\$129,670	\$129,670	100.0%
Total General Fund	\$0	\$0	\$636,432	\$636,432	100.0%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
CitiStat / 311	0.0	0.0	11.8	11.8

CitiStat / 311 Citizen Service Center Department Summary

The newly-formed CitiStat Department will be the first point of contact between citizens and the City of Springfield through the 311 Citizen Service Center. It is also the City's process for ensuring that city government is increasingly effective and responsive in meeting citizen needs. The emerging 311 Citizen Service Center will track all service requests going to city departments and the CitiStat team will regularly analyze data, holding departments accountable for their performance and efficiency. CitiStat holds approximately 12 departmental review meetings per month allowing 21 departments to be reviewed regularly.

Fiscal Year 2008 Highlights

Since the launch of CitiStat in September 2007, the Department has been committed to promoting the highest standards of performance. Highlights of CitiStat's efforts include:

Holding more than 50 CitiStat meetings covering 21 city departments.

Preparing, in anticipation of and following CitiStat meetings, more than 50 comprehensive briefing reports and meeting follow-up memos.

Developing a database of follow-up items and tracking progress on more than 600 tasks.

Creation of guidelines for supervisors' monitoring and management of sick leave utilization, including changing payroll codes to differentiate between sick leave used for self, family, or worker's compensation.

Efforts to begin shifting all annual city contracts to a fiscal year calendar.

Analysis of how Family and Medical Leave Act rules are applied by departments.

Completed an inventory of the City's vehicle fleet with the intent of promoting the development or revision of the City's vehicle operation and take-home vehicle policies.

Focused attention on the issue of teacher attendance in the schools with the hope of improving management at the building level and reducing absenteeism.

Worked collaboratively with the Schools, Police, and Facilities departments to analyze data on safety and security in the schools with the goal of reducing arrests and vandalism in school buildings.

Investigated the possibility of bringing injured workers back earlier under limited-duty or light-duty contracts.

Fiscal Year 2008 Highlights continued:

Created Neighborhood Stat with regular inter-departmental meetings devoting focused attention to collaborative problem-solving and resource allocation for individual neighborhoods.

Developing the 311 Citizen Service Center including participating in the selection of software and phone system, hiring of a Director, and developing content for the system.

Redesigning departmental performance matrices for the Fiscal Year 2009 budget.

Completed a number of research projects, including an analysis of the causes of worker's compensation injuries and an analysis of the City's success in contesting unemployment insurance claims.

Developing internal and external websites for CitiStat.

Risks and Challenges

CitiStat's primary challenge going forward is the difficulty of extracting usable and meaningful data from the city's numerous information systems. The number of systems, and their inherent complexities, can cause delays in completing analyses and providing timely information. The City's recent investments in information systems are beginning to address this challenge.

A risk for the CitiStat process going forward is the possibility of a diminishing level of engagement by the City's executive leadership and department heads. CitiStat depends on the active participation of each city department in providing and interpreting data, while the City's executive leadership sets the tone and direction for CitiStat meetings.

As the 311 Citizen Service Center is deployed over the course of Fiscal Year 2009, a major challenge is the uncertainty with respect to demand for this service. While care has been taken in developing proposals for the staffing of the Center, actual staffing needs will not be known until the Center begins adding additional departments to its portfolio.

Strategic Decisions for Fiscal Year 2009

CitiStat will attempt to overcome the challenge of obtaining usable data by developing and/or implementing various new analytic tools to improve the quality and efficiency of analysis. The *Intelligov* software being deployed for the 311 Citizen Service Center is one such tool. The software's reporting tool will extract and report data from other city systems.

CitiStat

Description: CitiStat is a performance management and improvement strategy designed to analyze the effectiveness and efficiency of service delivery and the use of city resources. 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 the City's executive leadership and heads of Finance, Information Technology, Personnel, and Law. These meetings provide a forum for the review of data, asking of questions, and development of solutions. In addition, regular meetings are held to discuss particular neighborhoods and the possibility of interdepartmental neighborhood-improvement strategies. Meetings result in both improvements in daily performance and in broader discussions of city-wide issues and trends.

Short and Intermediate Term Goals:

Improve performance and the quality of service delivery in each city department.

Improve the efficiency of city government.

Cultivate communication between departments to foster a more collaborative culture city-wide.

Promote multi-departmental communication and strategies to improve the health and strength of city neighborhoods.

Strategic Objectives for Fiscal Year 2009:

Reduce the total cost of sick leave to the city.

Reduce the total cost of worker's compensation claims to the city.

Decrease the use of discretionary overtime, that is, overtime not mandated by contracts, work schedules, or emergencies.

Follow-up on all items raised at CitiStat meetings, ensuring that 100% of tasks and next steps identified at the meetings are followed through to completion.

Hold departments accountable for the timeliness and quality of service delivery.

Hold regular CitiStat meetings with city departments.

Conduct detailed research on at least 10 topics or issues identified at CitiStat meetings.

Add another neighborhood to the Neighborhood Stat program.

311 Citizen Call Center

Description: First being deployed in Fiscal Year 2009, the 311 Citizen Service Center will become the first point of contact for residents needing services or information from city government. Customer service representatives will take calls from citizens and either provide requested information – from City Hall hours to amounts owed in property taxes – or generate a service request – potholes, stray animals, fallen tree limbs, and more. When requesting service, citizens will receive a ticket number and be able to track the progress of their request online. In addition, citizens will be able to enter service requests directly through the City’s website. All requests will be tracked and departmental performance measured against service goals.

Short and Intermediate Term Goals:

Launch the 311 Citizen Service Center.

Provide exceptional customer services to Springfield’s citizens.

Work closely with all city departments to ensure that the 311 knowledge base and service request structures meet departmental needs.

Strategic Objectives for Fiscal Year 2009:

Establish the 311 number through Verizon and all local cell phone carriers.

Launch the 311 Citizen Service Center by accepting calls for the Department of Public Works and the Forestry Division of the Parks Department.

Provide training for city departments on the role of 311 and the process for developing knowledge base information (frequently asked questions) and service requests.

Provide additional training as needed to customer service representatives in order to enhance their skills and performance.

Incorporate additional departments’ calls into the 311 Center as capacity and training allows.

Develop and implement a broad-based marketing campaign to make residents and businesses aware of the 311 number and the City’s service goals associated with various service requests.

Monitor ongoing call volumes to the 911 dispatch center and other city lines to determine if calls are shifting to 311.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$0	\$0	\$506,762	\$506,762	100.0%
Purchase of Services	\$0	\$0	\$24,088	\$24,088	100.0%
Supplies & Materials	\$0	\$0	\$68,000	\$68,000	100.0%
Other Charges & Expenditures	\$0	\$0	\$7,000	\$7,000	100.0%
Capital Outlay	\$0	\$0	\$30,582	\$30,582	100.0%
Total Operating Funds	\$0	\$0	\$636,432	\$636,432	100.0%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$0	\$0	\$636,432	\$636,432	100.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$0	\$636,432	\$636,432	100.0%

Performance Measures

Measurable Goal: Improve performance and quality of service delivery in City departments.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of briefings reports developed, CitiStat meetings held and follow-up memos issued.	N/A	42	140
Number of follow-up items and next steps identified in CitiStat meetings	N/A	570	1,500
Percent of follow-up items and next steps completed	N/A	42.1%	60.0%

Measurable Goal: Provide exceptional customer service to Springfield citizens calling 311.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of calls taken at 311 Citizen Service Center	N/A	N/A	30,000
Call abandon rate	N/A	N/A	<5.0%
Percent of service requests, with a prescribed service level, completed on time	N/A	N/A	80.0%

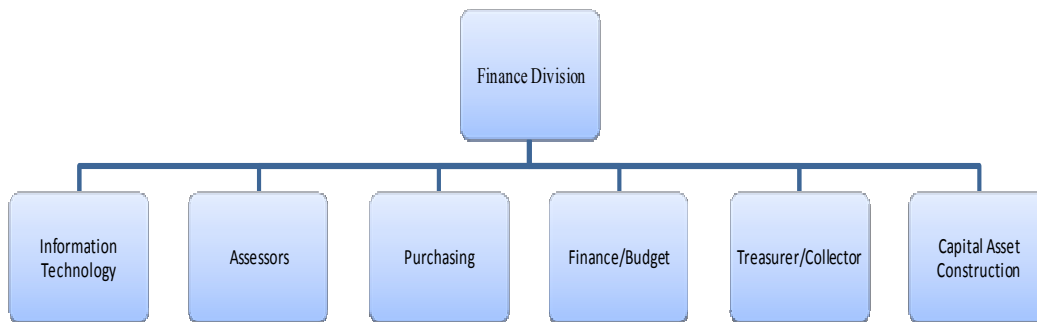
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Section 5

Finance Division

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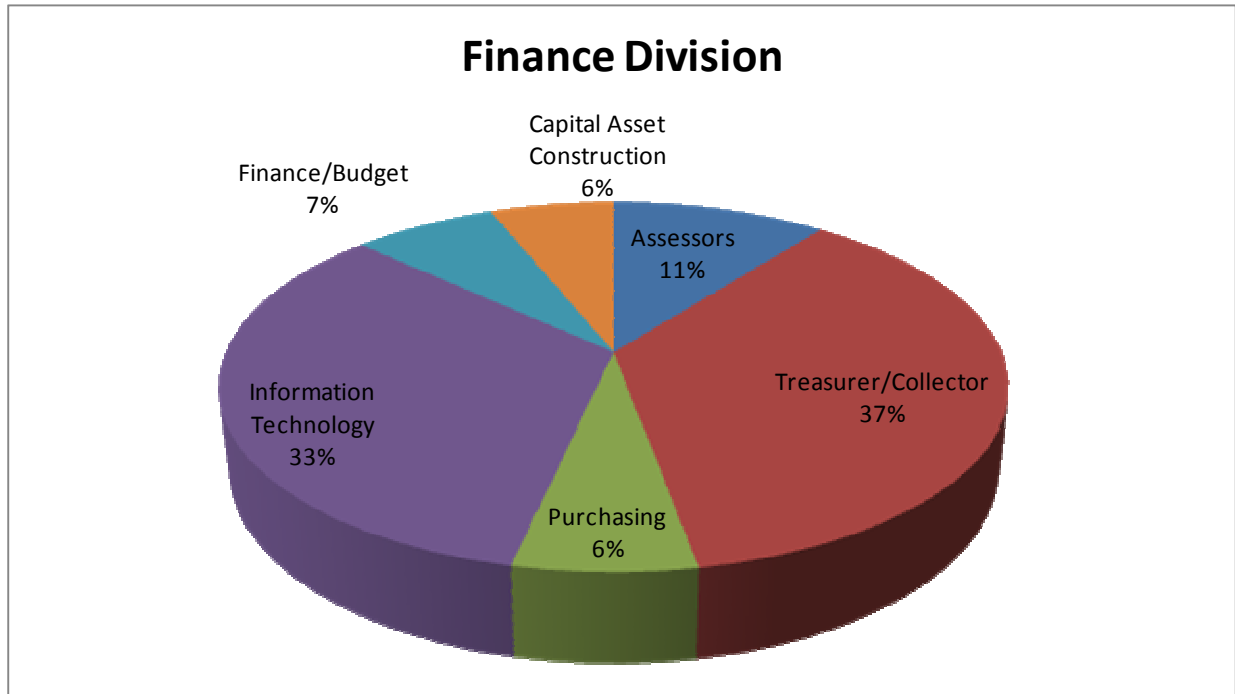
Finance Division



Mission Statement

The Finance Division is responsible for the overall financial management of the City of Springfield.

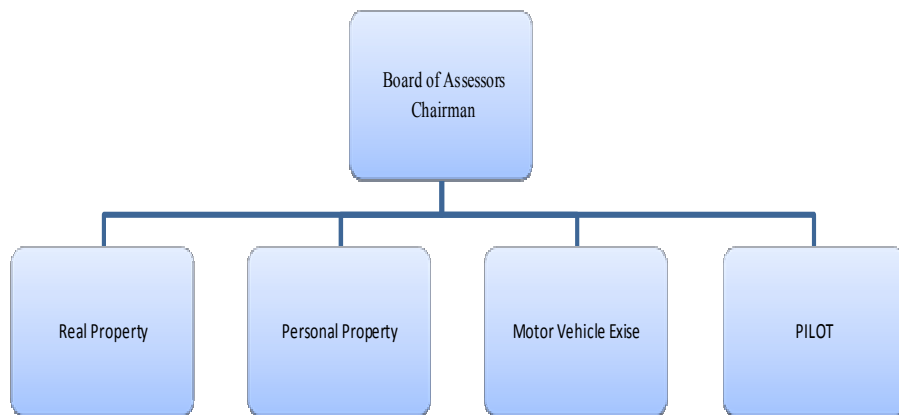
Budget Overview



Division Budget	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09	Percent Change
Assessors	\$1,017,426	\$1,031,515	\$1,028,136	(\$3,379)	-0.3%
Treasurer/Collector	\$4,645,773	\$3,426,960	\$3,592,031	\$165,071	4.8%
Purchasing	\$570,860	\$588,176	\$618,484	\$30,308	5.2%
Information Technology	\$3,193,744	\$2,985,832	\$3,273,574	\$287,742	9.6%
Finance/Budget	\$842,113	\$804,362	\$688,398	(\$115,964)	-14.4%
Capital Asset Construction	\$0	\$0	\$596,459	\$596,459	100.0%
Total Division	\$10,269,916	\$8,836,845	\$9,797,082	\$960,237	10.9%

Division Personnel (FTE's)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Assessors	12.0	12.0	14.0	2.0
Treasurer/Collector	20.0	20.0	19.5	-0.5
Purchasing	12.0	12.0	12.8	0.8
Information Technology	21.0	22.0	22.6	0.6
Finance/Budget	10.0	14.0	10.0	-4.0
Capital Asset Construction	0.0	0.0	4.0	4.0
Total FTE's	75.0	80.0	82.9	2.9

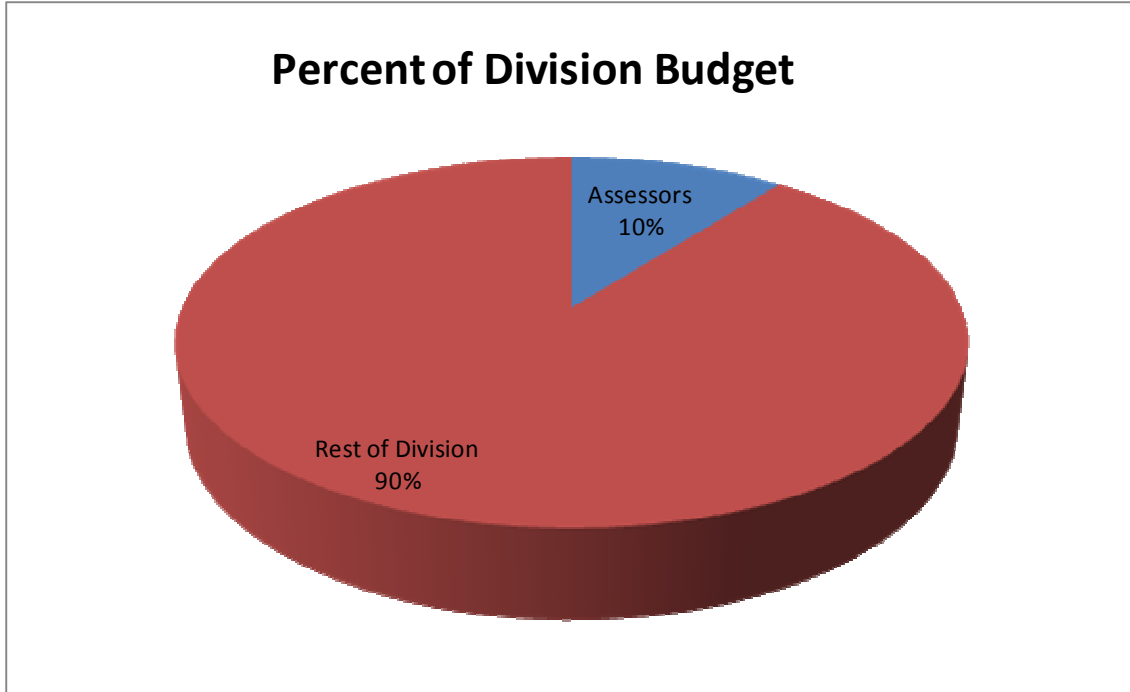
Board of Assessors



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 Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$582,476	\$581,815	\$659,136	\$77,321	13.3%
OTPS	\$434,950	\$449,700	\$369,000	(\$80,700)	-17.9%
Total General Fund	\$1,017,426	\$1,031,515	\$1,028,136	(\$3,379)	-0.3%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Board of Assessors	12.0	12.0	14.0	2.0

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 1st of each year. The department is responsible for the administration of all property tax data records and will maintain 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 2008 Highlights

Installed and implemented *IAS World*, a CAMA (Computer Assisted Mass Appraisal) system.

Reduced the total number of pending Appellant Tax Board cases.

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

Continued already strong efforts to identify and capture "new growth".

Sought to resolve the telecommunication case with the DOR and other assessing jurisdiction.

Completed the tri-annual revaluation of all real and personal property in the City of Springfield.

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 Assessors are 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 2009

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

Through the continuation of automated operations, the Board 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 each January 1st, 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 M.G.L. imposes an excise on the privilege of registering a motor vehicle in lieu of a tangible personal property tax. The Registry of Motor Vehicles prepares data for excise bills according to the information on the motor vehicle registration, 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 Registry.

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.

Return the operations of the Motor Vehicle Excise program to direct City operation and control.

Renovate the office, including 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.

Train staff and certify assessment practices.

Strategic Objectives for Fiscal Year 2009:

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

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

Install GIS module in *IAS World*.

Operating Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$582,476	\$581,815	\$659,136	\$77,321	13.3%
Purchases of Services	\$418,450	\$383,200	\$332,500	(\$50,700)	-13.2%
Supplies & Materials	\$3,000	\$60,000	\$33,000	(\$27,000)	-45.0%
Intergovernmental	\$10,000	\$2,000	\$2,000	\$0	0.0%
Other Charges & Expenditures	\$3,500	\$4,500	\$1,500	(\$3,000)	-66.7%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,017,426	\$1,031,515	\$1,028,136	(\$3,379)	-0.3%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$1,017,426	\$1,031,515	\$1,028,136	(\$3,379)	-0.3%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$1,017,426	\$1,031,515	\$1,028,136	(\$3,379)	-0.3%

Performance Measures

Measurable Goal: To accurately value real and personal property.

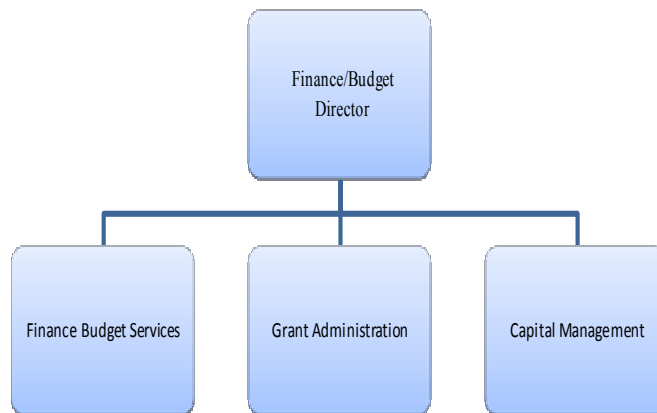
Measure	Actual FY07	Projected FY08	Goal FY09
Statutory exemptions processed	1,460	1,550	1,600
Overvalue applications processed	793	1,555	800
Number of Appellate Tax Board cases	244	226	200

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

Measure	Actual FY07	Projected FY08	Goal FY09
Properties inspected	6,500	8,300	7,500
Property transfers processed	6,953	7,608	7,500

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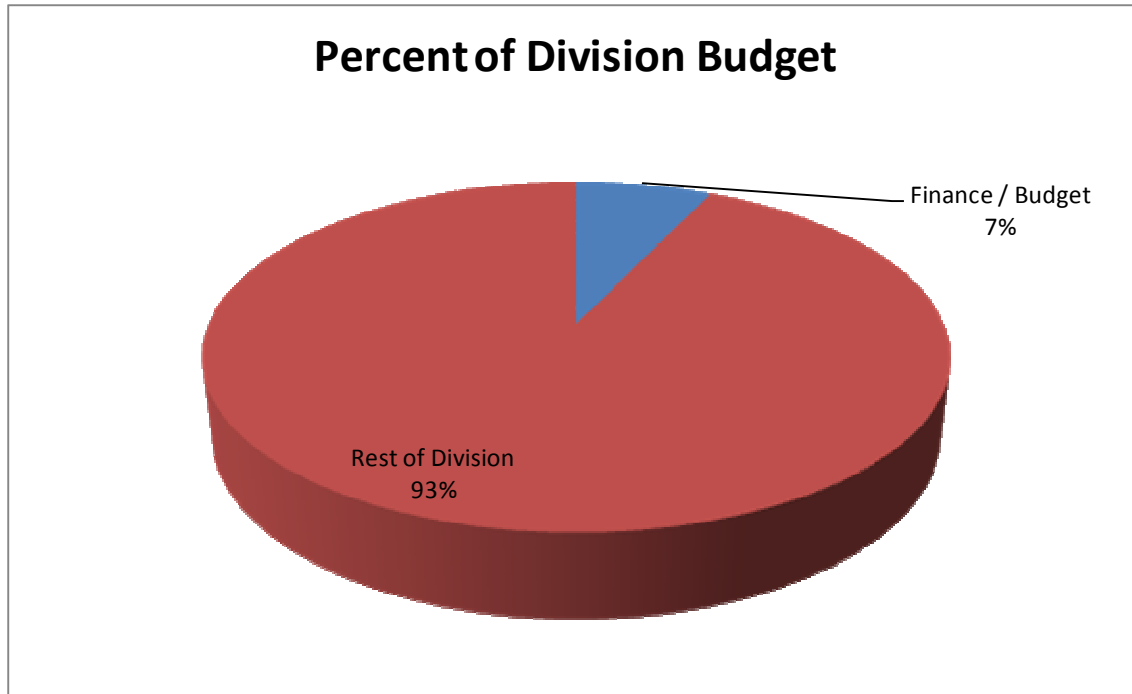
Finance/Budget Department



Mission Statement

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

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$603,613	\$666,782	\$608,401	(\$58,381)	-8.7%
OTPS	\$238,500	\$137,580	\$79,997	(\$57,583)	-45.3%
Total General Fund	\$842,113	\$804,362	\$688,398	(\$115,964)	-14.4%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Finance/Budget	10.0	14.0	10.0	-4.0

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 every department to create a complete, transparent, balanced budget that reflects the needs and priorities of the City.

Fiscal Year 2008 Highlights

The Finance Department continued in Fiscal Year 2008 to implement best practices of financial management. Highlights of these efforts include:

- A debt study for the City's current and past debt.

- Redesigned the budget document to become easier to read and meet Government Finance Officers' Association (GFOA) criteria.

- Held quarterly meetings with each department to review prior appropriations and plan for future costs.

Risks and Challenges

Over the past several years, Finance has made improvements in its ability to provide oversight and analysis of the City's financial condition. These efforts were highlighted by the implementation of the MUNIS financial accounting system. Despite these, Finance must improve its analysis of Springfield's grants and personnel budgets.

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 2009

Finance will improve its ability to monitor and analyze the City's external funds and personnel budget. After the release of the Fiscal Year 2009 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/Budget Services

Description: This program is responsible for the development of the City's Operating Budget, Capital Improvement Plan and Capital Budget. This includes monitoring department 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.

Begin to transition revenue projections to Finance Department.

Train departments and the principals 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.

Develop program-based budgeting.

Benchmark Springfield's financial condition against similar municipalities using the City's Comprehensive Annual Financial Report (CAFR).

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 seasonality budgets for relevant departments.

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

Improve the City's bond rating.

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

Strategic Objectives for Fiscal Year 2009:

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 monthly year-to-date budget reports to the Springfield Finance Control Board and City Council.

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 2009:

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 2009:

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 CIP.

Create a detailed document describing the CIP process.

All Funds Budget

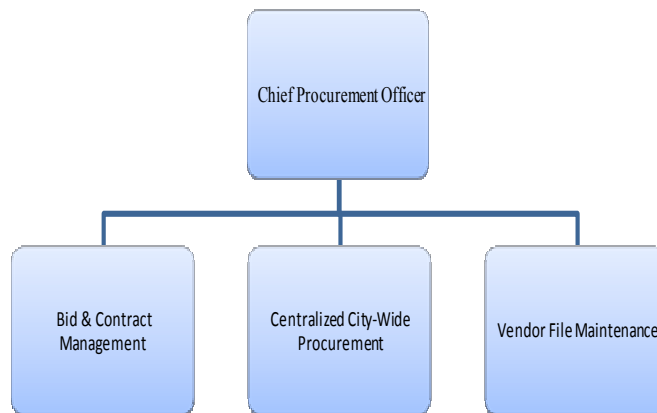
Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$603,613	\$666,782	\$608,401	(\$58,381)	-8.7%
Purchases of Services	\$226,000	\$127,180	\$69,597	(\$57,583)	-45.3%
Supplies & Materials	\$6,000	\$4,400	\$4,400	\$0	0.0%
Other Charges & Expenditures	\$4,500	\$4,500	\$4,500	\$0	0.0%
Capital Outlay	\$2,000	\$1,500	\$1,500	\$0	0.0%
Total Operating Funds	\$842,113	\$804,362	\$688,398	(\$115,964)	-14.4%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$842,113	\$804,362	\$688,398	(\$115,964)	-14.4%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$842,113	\$804,362	\$688,398	(\$115,964)	-14.4%

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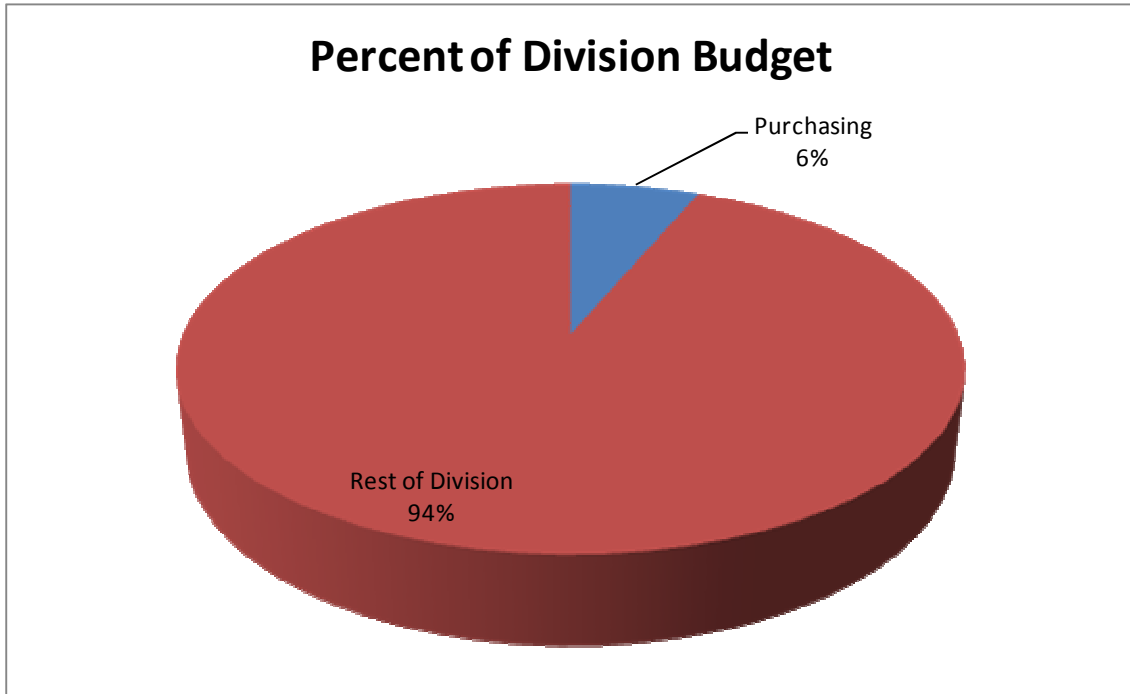
Purchasing Department



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$529,956	\$540,572	\$569,099	\$28,527	5.3%
OTPS	\$40,904	\$47,604	\$49,385	\$1,781	3.7%
Total General Fund	\$570,860	\$588,176	\$618,484	\$30,308	5.2%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Purchasing Department	12.0	12.0	12.8	.8

Purchasing Department Summary

The Purchasing Department (Purchasing) ensures all city departments are bidding by municipal procurement requirements under state law. The Department will provide the City with goods and services at a low cost through a competitive and efficient contractual bidding process governed by state law.

Fiscal Year 2008 Highlights

The Purchasing Department's implementation of the MUNIS purchase application assisted in streamlining city departments' purchasing procedures for accuracy and efficiency, including:

- Developed an electronic approval process from requisition entry to conversion of the purchase order via fax and email notification creating a reduction in overall paper cost for the Department.

- Posted "How to" manual guidelines and forms on the intraweb for easy access and assistance in procedural processes.

- Maintained the Vendor File (Vendor FM) to provide vendor, purchase order, 1099, invoice, general ledger and check processing inquiries.

Risks and Challenges

This past year, Purchasing has made progress in supplying information to city departments on purchase orders and contractual documents electronically. The implementation of the MUNIS purchasing application improved this growth towards efficiency. Regardless of these improvements, Purchasing must implement the bid & contract module, and re-introduce the purchase order receiving application for city departments to track their purchases.

Finally, these challenges rely on the ability of Purchasing to provide training and support to current staff, while recruiting and retaining skilled personnel.

Strategic Decisions for Fiscal Year 2009

Purchasing will revise the current policies and procedures document. The updated document will reflect the implementation of the MUNIS application, support the responsibilities of the staff and serve as a communication tool for City Departments. The "How to" manual will be used to explain the requirements of the procurement process, and to avoid risking the next implementation phase for the Bids & Contracts module to begin July 1, 2008-September 30, 2008.

Bid & Contract Management

Description: This program ensures that all bids and contracts processed by the Purchasing Department support the request for proposals (RFPs) and invitation for bids (IFBs) as regulated by state guidelines. 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 specifications of the RFPs and IFBs provided by the departments are accurate and abide by the law.

Monitor the access database for renewals, amendments and expiring bids.

Execute contracts to the vendors 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 by the Auditing Department.

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

Strategic Objectives for Fiscal Year 2009:

Implement the MUNIS Bid & Contract application to centralize the daily status of contracts for all city departments.

Revise the current database to provide reports for renewals and expiring bids by date for submission to City departments.

Inform City departments to utilize the State COMPASS system to reduce the bidding process.

Reduce the number of bid protests by processing the annual survey to vendors and departments regarding their satisfaction level.

Maintain the rate of requisitions converted into purchase orders within 3 to 4 days after the finalized contract.

Centralized City-Wide Procurement

Description: This program allows the department to maximize its purchasing power by ensuring an overall discount cost of 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 to deliver cost effective supplies on time.

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

Intermediate Term Goals:

Combine departmental requests for goods and services maximize cost savings.

Strategic Objectives for Fiscal Year 2009:

Create procedural guidelines for centralizing city-wide procurement.

Vendor File Maintenance

Description: This program maintains vital information of all vendors solicited for services in 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 2009:

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 the best qualified and responsible services are provided.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$529,956	\$540,572	\$569,099	\$28,527	5.3%
Purchases of Services	\$37,604	\$43,804	\$41,885	(\$1,919)	-4.4%
Supplies & Materials	\$3,120	\$3,800	\$4,500	\$700	18.4%
Other Charges & Expenditures	\$180	\$0	\$3,000	\$3,000	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$570,860	\$588,176	\$618,484	\$30,308	5.2%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$570,860	\$588,176	\$618,484	\$30,308	5.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$570,860	\$588,176	\$618,484	\$30,308	5.2%

Performance Measures

Measurable Goal: To provide purchasing management and support services.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of change orders issued	N/A	400	0

Measurable Goal: To assure the best possible price.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of RFP/bids using state contracts	N/A	5%	100%

Measurable Goal: To provide purchasing management and support services.

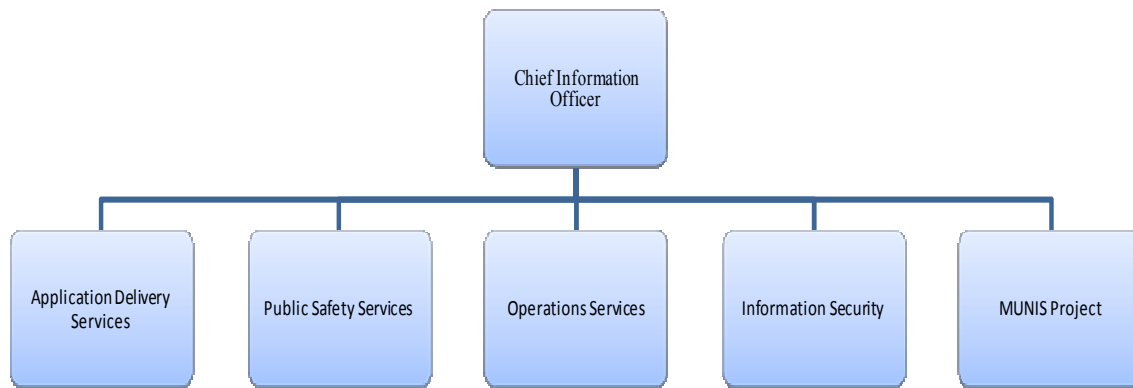
Measure	Actual FY07	Projected FY08	Goal FY09
Number of bid protests	N/A	10	0

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

Measure	Actual FY07	Projected FY08	Goal FY09
Average number of days from requisition to purchase order (under \$5,000)	N/A	1 day	1 day
Average number of days from requisition to purchase order (\$5K to \$25K)	N/A	2-3 day	1 day
Average number of days from requisition to purchase order (Over \$25K)	N/A	3-5 days	1 day

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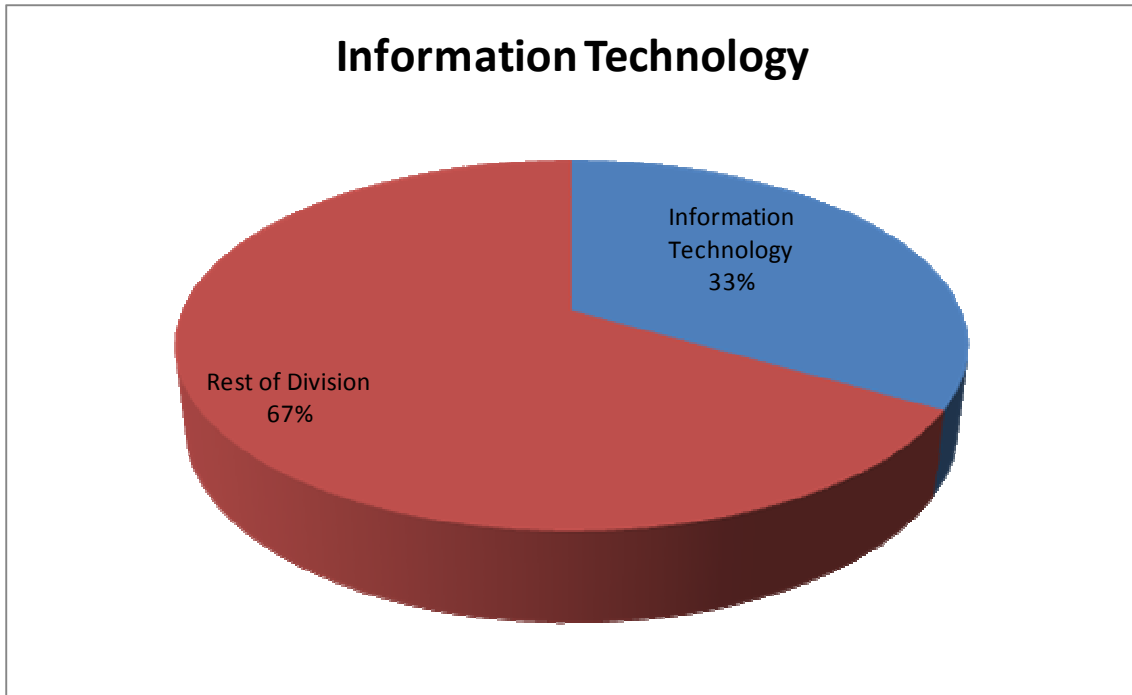
Information Technology



Mission Statement

Build, maintain, secure and support the electronic information infrastructure and software applications for use by departments in the City of Springfield.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$1,351,155	\$1,409,604	\$1,490,440	\$80,836	5.7%
OTPS	\$1,842,589	\$1,576,228	\$1,783,134	\$206,906	13.1%
Total General Fund	\$3,193,744	\$2,985,832	\$3,273,574	\$287,742	9.6%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Information Technology	21.0	22.0	22.6	0.6

Information Technology

Department Summary

The Information Technology Department enables the City to achieve its strategic goals through partnership with City departments and agencies. Our services include: streamlining work processes; project management; software design; development and support; and the building and maintenance of a stable, secure infrastructure of computers, networks and voice communication systems for the efficient and effective operation of the City government.

Fiscal Year 2008 Highlights

Implemented the MUNIS financial management system and provided software user training to over 600 users.

Redesigned the City website and employee web site - COSInfo.

Secured and protected the COS Infrastructure.

Completed the City Hall infrastructure upgrade.

Overhauled and simplified the data network at the Facilities Management offices.

As a part of the MUNIS project, a 20 person computer training facility was built at DPW.

Upgraded 75 users with new desktop computers as part of the MUNIS equipment upgrade.

Added two new locations to the wide area network (Greenleaf, Station 16 (Massreco)).

Expanded and upgraded the Health Department computer facilities (95 State St.).

Prepared for the implementation of a 3-1-1 municipal information service center.

Several improvements were made on behalf of the Police Department. The following technologies were added: TeleStaff Staff Scheduling System, CrimeView Crime Mapping System (CompStat), Extra Detail Business Process Reengineering, as well as, the Human Resource and Payroll Information Management.

Risks and Challenges

A significant risk for the Information Technology Department is in the area of personnel. This includes employee turnover, attracting talent at the same or greater level of experience than those leaving, training staff coming off the decommissioned mainframe and assimilating new staff roles with existing staff. Also, part of the Web Development team is funded by a grant, which is expected to end in June 2009.

Another major risk is the ability to recover in case of an emergency. The Department has a recovery plan for the MUNIS financial system, yet the City lacks a full recovery plan for all other critical technology and a business continuity plan in case of a major emergency.

Finally, after the initial implementation of MUNIS, the City must ensure that the system receives continued support and expanded implementation.

Strategic Decisions for Fiscal Year 2009

The Information Technology Department will focus on retention of key staff members through professional development opportunities and competitive salaries. The department will provide training and distribute work assignments in such a way as to enable staff to develop new skills. Continued focus on teamwork and project assignments will encourage the assimilation of new staff with existing staff.

The Information Technology Department will develop a full recovery plan for the City Hall Data Center, which will include an off-site, real-time data backup; provide spare equipment for critical hardware; an emergency generator for City Hall; and identify recovery priorities for departments. A city-wide business continuity plan must also be developed.

The department will establish a scope and project plan for a continued rollout of MUNIS applications, including general billing, contracts, bidding, eProcurement, permits and inspections, and support of tax billing and work orders. Key departments must maintain current documentation and provide on-going training.

Application Delivery Services

Description: The Applications Delivery Division is responsible for developing, maintaining, and retiring software applications as required for the effective and efficient running of City departments. 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, including, but not limited to, MUNIS, ADP, MAPPER, COBOL and the Microsoft Office Suite.

Short Term Goals:

Upgrade the public GIS mapping service for faster delivery and expanded content.

Continue to expand the skills of the Application Delivery team through software exposure and continuing professional development.

Increase departmental access to necessary computer based applications and data.

Facilitate the seamless transition to MUNIS Version 7.

Reduce the dependency of departments on the IT staff experts through increased training of city-wide staff.

Intermediate Term Goals:

Certify one member of our current staff as a Project Management Institute (PMI) project manager.

Build a data warehouse for use in management analysis of the most widely queried data.

Expand the City's intranet to include secure delivery of benefits and payroll information for all City employees, retirees and beneficiaries.

Migrate the Springfield HHS, Police, Fire and Library websites to the City's web content manager.

Strategic Objectives for Fiscal Year 2009:

Upgrade MUNIS to Version 7.

Provide project management opportunities to two staff members.

Provide training for the mainframe programmers in current technologies.

Migrate historical data originally created on the mainframe to Microsoft Access applications.

Provide hardware and training support to the web team.

Migrate server maintenance to the operations network support team, leaving the web team to focus on development.

Expand the knowledge of the Database Administrator and the application development team.

Implement video broadcasting capabilities on the public website.

Work with the Payroll Director to implement Time and Labor Management (TLM) software.

Develop a unified interface on the public website for all property information including tax history, assessment data, zoning and GIS maps.

Public Safety Services

Description: Public Safety Services provides information technology consulting services to the City of Springfield Police and Fire Departments. With the assistance from Public Safety departmental staff, this program searches for and implement ways to make business and information processes more productive and efficient. The Department defines and manages information technology and business process projects that support the goals and objectives of the Public Safety departments.

Short Term Goals:

Improve Public Safety staff scheduling processes.

Expand the range of data that is studied by the Crime Analysis Unit.

Provide enhanced access to crime data for Police Department commanders.

Provide the citizens of Springfield with improved access to information about the Public Safety departments by increasing their access to forms, crime data maps, etc., needed for interaction with the Public Safety departments.

Improve the Police Department Finance and Administration's business and information processes.

Provide the Fire Department with a dedicated information technology resource.

Provide the Fire Department with the ability to access firefighting information on-site during emergency response situations.

Intermediate Term Goals:

Replace the Public Safety Computer Aided Dispatch (CAD) and Record Management (RMS) systems with updated technology.

Improve public safety information sharing between all city, county and state public safety agencies.

Strategic Objectives for Fiscal Year 2009:

Complete TeleStaff implementation at the Police and Fire Departments.

Enhance CrimeView applications to expand the range of data that is mapped and analyzed.

Provide training and access to CrimeView applications for Police Department commanders.

Provide internet access to selected CrimeView maps to the public.

Complete the redesign and transfer of the Public Safety websites.

Complete the Police Department Extra Detail business process reengineering to include MUNIS work-order and TeleStaff integration.

Complete the transition of Human Resource and Payroll information management from the Police Department's home-grown applications to the City's enterprise systems.

Hire an information technology specialist that will be dedicated to the Fire Department and will have an office at the Fire Department. Produce monthly reviews of budget-to-actual grant funds and grant-funded positions for each department.

Begin integrating mobile computers into Fire Department apparatus.

Operations Services

Description: This division is responsible for maintaining the City's voice and data network infrastructure, installation and maintenance of computer equipment, and providing for business continuity in the event of a disaster. The Operations Services Division provides protection of the City's IT assets through perimeter security, spam blocking and antivirus software. With the implementation of MUNIS, additional responsibility includes permission and environment management.

Short and Intermediate Term Goals:

Replace PCs as prescribed in the computer equipment replacement policy.

Standardize a software blueprint for all PCs.

Increase customer satisfaction with the help desk.

Implement recommendations from security assessment.

Strategic Objectives for Fiscal Year 2009:

Reduce the cost and reliance on outside vendor services through additional staff training and professional development.

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

Information Security

Description: The role of information security is to ensure the authorized access, lawful processing, and secure transmittal of datasets related to identity. Identities come in many forms ranging from protected personal information to machine and user credentials. Every level of information security needs to be explicitly defined, managed, measured and enforced to ensure the appropriate level of trust is obtained in every stage of the data life cycle.

Short Term Goals:

- Raise information security awareness within the IntraWeb.
- Develop and deploy information security infrastructure.
- Develop and implement Information Security Policies and Procedures.
- Develop and deploy the IntraWeb Information Security Resources.

Intermediate Term Goals:

- Continue to improve the IntraWeb information security capabilities, such as intrusion detection and disruption, rapid response and disaster response capabilities.
- Monitor emerging internal and external security threats.
- Monitor information security legislation.

Strategic Objectives for Fiscal Year 2009:

- Develop the IntraWeb Information Security Policies and Procedures, including personnel action policies, equipment deployment and disposition policies, acceptable use policies, user data security policies, secure data management and incident reporting and response policies.
- Develop and implement an information assurance plan for the IntraWeb, including sensitive data inventory survey, ensuring the IntraWeb is compliant with existing data protection directives and raise information security awareness and public outreach.
- Identify and document the current IntraWeb infrastructure, including security and availability gaps, remedy existing gaps, deploy and maintain security monitoring systems and deploy and maintain security and administrative log aggregation systems.

MUNIS Project

Description: MUNIS is an integrated municipal accounting system first implemented in Fiscal Year 2008. Additional modules will be implemented in Fiscal Year 2009 and Fiscal Year 2010.

Short Term Goals:

Complete implementation of tax billing for real estate, personal property, excise, and tax title properties.

Complete implementation of work order system for Facilities and Police Department.

Complete implementation of General Billing for the City and School Department.

Intermediate Term Goals:

Plan and initiate a project to implement a new payroll and personnel management system integrated into MUNIS.

Strategic Objectives for Fiscal Year 2009:

Ensure a smooth transition into the new Tax Billing and Work Order systems.

Extend work orders to all facilities, including vehicle maintenance for DPW, Police and Fire.

Implement Bid and Contract Management, Vendor Self Service, and eProcurement for Purchasing Department.

Complete implementation of all other modules, including GASB 34 Report Writer, Performance Based Budgeting, Position Control, Risk Management and Citizen Self Service.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$1,351,155	\$1,409,604	\$1,490,440	\$80,836	5.7%
Purchases of Services	\$1,139,233	\$1,024,104	\$806,017	(\$218,087)	-21.3%
Supplies & Materials	\$501,356	\$97,124	\$550,224	\$453,100	466.5%
Other Charges & Expenditures	\$2,000	\$5,000	\$5,000	\$0	0.0%
Capital Outlay	\$200,00	\$450,000	\$421,893	(\$28,107)	-6.2%
Total Operating Funds	\$3,193,744	\$2,985,832	\$3,273,574	\$287,742	9.6%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Springfield Media Technology Grant	\$247,070	\$231,201	\$100,000	(\$131,201)	-56.7%
Total External Funds	\$247,070	\$231,201	\$100,000	(\$131,201)	-56.7%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$3,193,744	\$2,985,832	\$3,273,574	\$287,742	9.6%
External Funds	\$247,070	\$231,201	\$100,000	(\$131,201)	-56.7%
Total All Funds Budget	\$3,240,814	\$3,217,033	\$3,373,574	\$156,541	4.7%

Grant Summary

Springfield Media Technology Grant			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$247,070	\$231,201	\$100,000
<i>Personal Services:</i>			
Funding			
Number of Positions	4	4	2
<i>Scope of Services:</i>			
Develop and maintain the City's website and intranet.			

Performance Measures

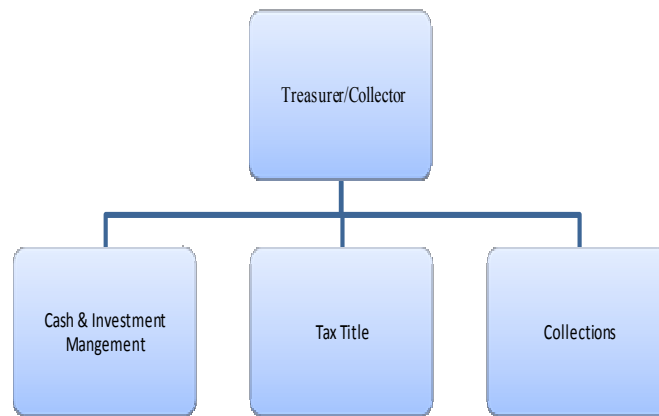
Measurable Goal: To plan, design, operate, and support the City's IT infrastructure.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of help desk requests resolved	3,359	4,911	4,700
Telephone service requests	1,041	1,002	980
Help desk requests resolved within 24 hours	N/A	N/A	90%
Amount of downtime	N/A	N/A	3%

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

Measure	Actual FY07	Projected FY08	Goal FY09
Number of obsolete applications shutdown	64	43	30
Number of application service requests	58	11	30
Professional development hours per FTE	44	46	55
Project on-time rate	94	99	99

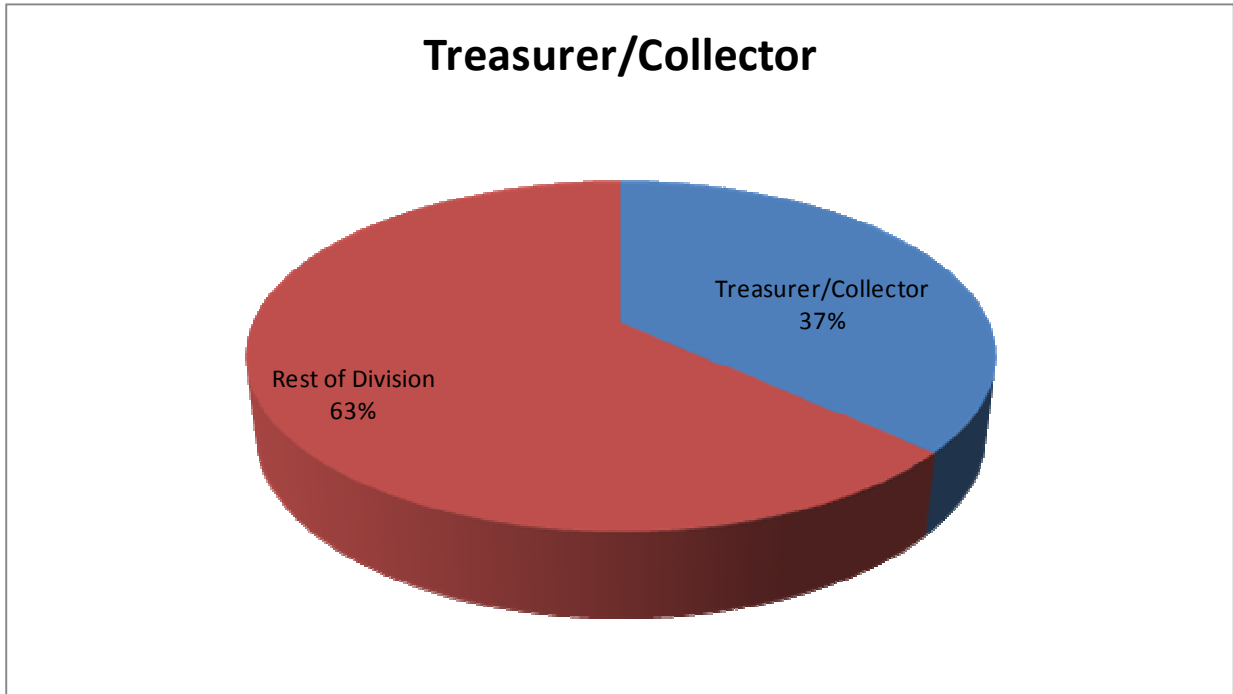
Treasurer / Collector



Mission Statement

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

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$754,095	\$782,181	\$823,384	\$41,203	5.3%
OTPS	\$3,891,678	\$2,644,779	\$2,768,647	\$123,868	4.7%
Total General Fund	\$4,645,773	\$3,426,960	\$3,592,031	\$165,071	4.8%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Treasurer / Collector	20.0	20.0	19.5	-0.5

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 2008 Highlights

Began operating in MUNIS, a new financial system, on July 1, 2007 which allows the office to monitor city departments and ensure deposits of receipts are completed in a timely and efficient manner.

Began 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 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 2009

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, Finance Control Board, 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 2009:

Develop a comprehensive investment policy by working with the Mayor, Finance Control Board, 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 2009:

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 Auditing Department.

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 2009:

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

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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$754,095	\$782,181	\$823,384	\$41,203	5.3%
Purchases of Services	\$2,831,000	\$1,680,000	\$1,777,500	\$97,500	5.8%
Supplies & Materials	\$9,065	\$10,065	\$9,565	(\$500)	-5.0%
Intergovernmental	\$1,046,113	\$954,714	\$978,582	\$23,868	2.5%
Other Charges & Expenditures	\$5,500	\$0	\$3,000	\$3,000	100.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$4,645,773	\$3,426,960	\$3,592,031	\$165,071	4.8%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$4,645,773	\$3,426,960	\$3,592,031	\$165,071	4.8%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$4,645,773	\$3,426,960	\$3,592,031	\$165,071	4.8%

Performance Measures

Measurable Goal: To promptly collect revenues due to the City.

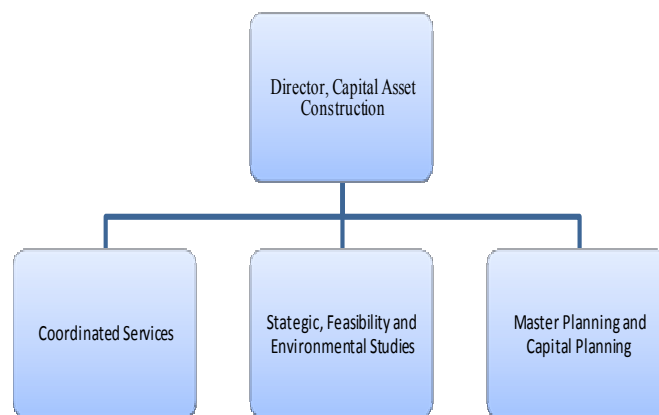
Measure	Actual FY07	Projected FY08	Goal FY09
Collection rate on the net levy current real estate and personal property taxes	99.4%	97.0%	99.0%
Collection rate of current year motor vehicle excise taxes	77.6%	82.0%	85.0%

Measurable Goal: To manage tax possession accounts.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of city properties in tax title	N/A	2,526	2,500
Properties returned to the tax rolls through public auction	0	56	90
Total dollar amount of Tax Liens collected	\$5,160,748	\$4,300,000	\$4,500,000

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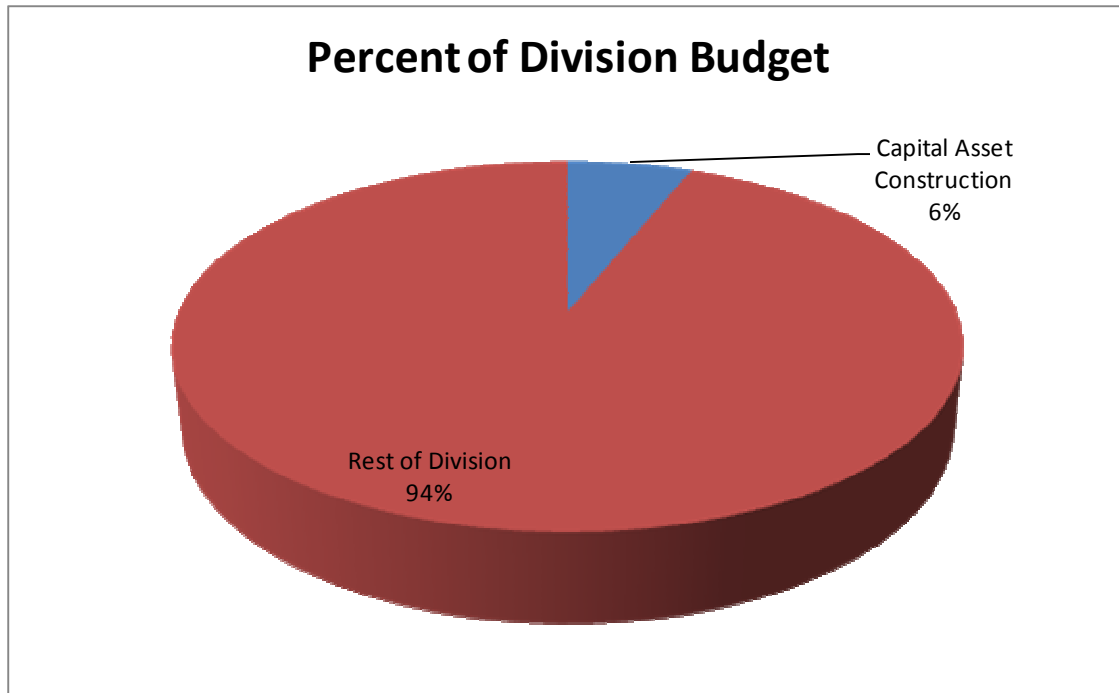
Capital Asset Construction



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personnel Services	\$0	\$0	\$279,016	\$279,016	100%
OTPS	\$0	\$0	\$317,443	\$317,443	100%
Total General Fund	\$0	\$0	\$596,459	\$596,459	100%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Capital Asset Construction	0.0	0.0	4.0	4.0

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 operating cost savings.

Fiscal Year 2008 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 2009

Utilize recent grant dollars to make much 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 Division plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield by providing professional project management services to various City of Springfield departments, thereby ensuring that improvements to all 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 2009:

Expand grant applications to include school grounds and enhance overall maintenance efforts of abandoned school grounds.

Implement a maintenance schedule for city schools to improve the quality of the learning and teaching environment.

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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$0	\$0	\$279,016	\$279,016	100.0%
Purchase of Services	\$0	\$0	\$312,443	\$312,443	100.0%
Supplies & Materials	\$0	\$0	\$5,000	\$5,000	100.0%
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	\$596,459	\$596,459	100.0%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$0	\$0	\$596,459	\$596,459	100.0%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$0	\$0	\$596,459	\$596,459	100.0%

Performance Measures

Measurable Goal: To successfully complete capital asset construction projects.

Measure	Actual FY07	Projected FY08	Goal FY09
Total number of capital asset construction projects completed	N/A	30	23

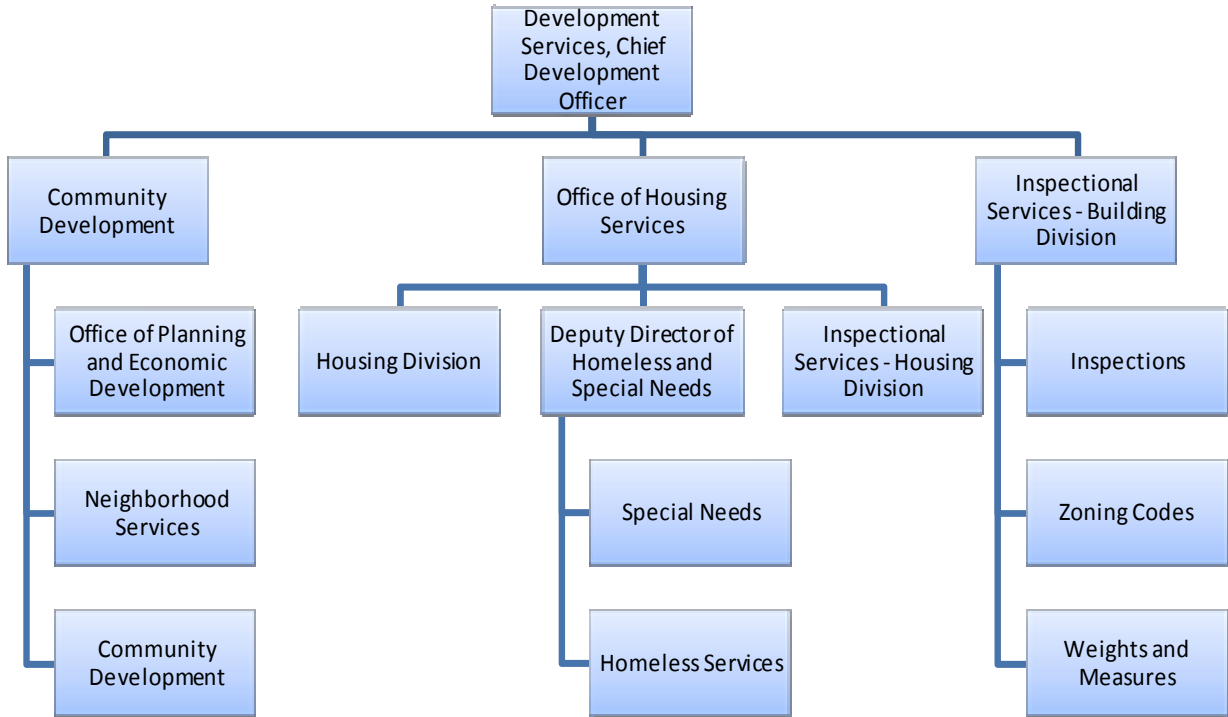
* *The Capital Asset Construction Department was formed in FY08*

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Section 6
Development Services
Division

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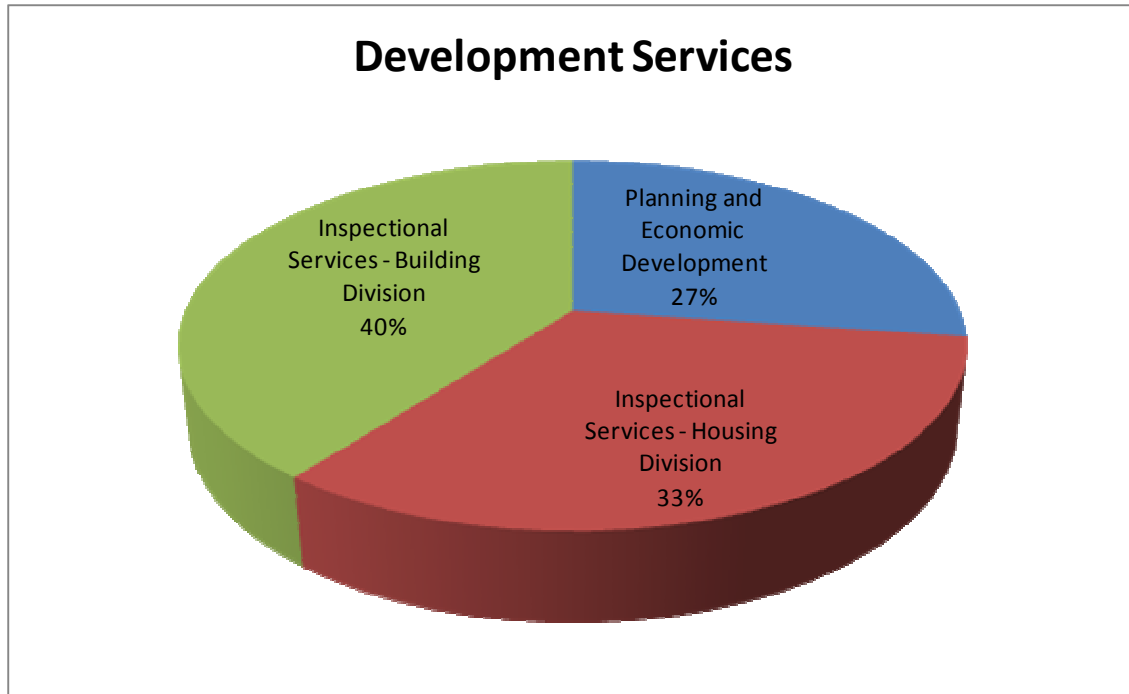
Development Services Division



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 regulatory standards are enforced and to oversee and facilitate the revitalization of each neighborhood of the City.

Budget Overview

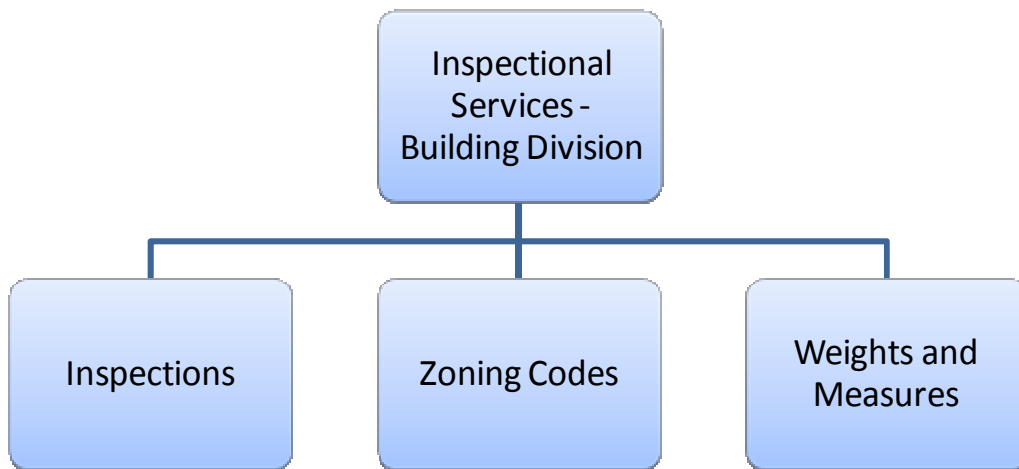


*Community Development and Housing Services are part of the Development Services Division but both are completely grant funded

Division Budget	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09	Percent Change
Planning and Economic Development	\$742,995	\$853,935	\$872,434	\$18,499	2.2%
Inspectional Services - Housing Division	\$568,025	\$948,870	\$1,064,035	\$115,165	12.1%
Inspectional Services - Building Division	\$1,078,794	\$1,297,676	\$1,267,538	(\$30,138)	-2.3%
Total Division	\$2,389,814	\$3,100,481	\$3,204,007	\$103,526	3.2%

Division Personnel (FTE's)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Planning and Economic Development	14	14	14	0
Inspectional Services - Housing Division	14	16	18.9	2.9
Inspectional Services - Building Division	25	25	25	0
Total FTE's	53	55	57.9	2.9

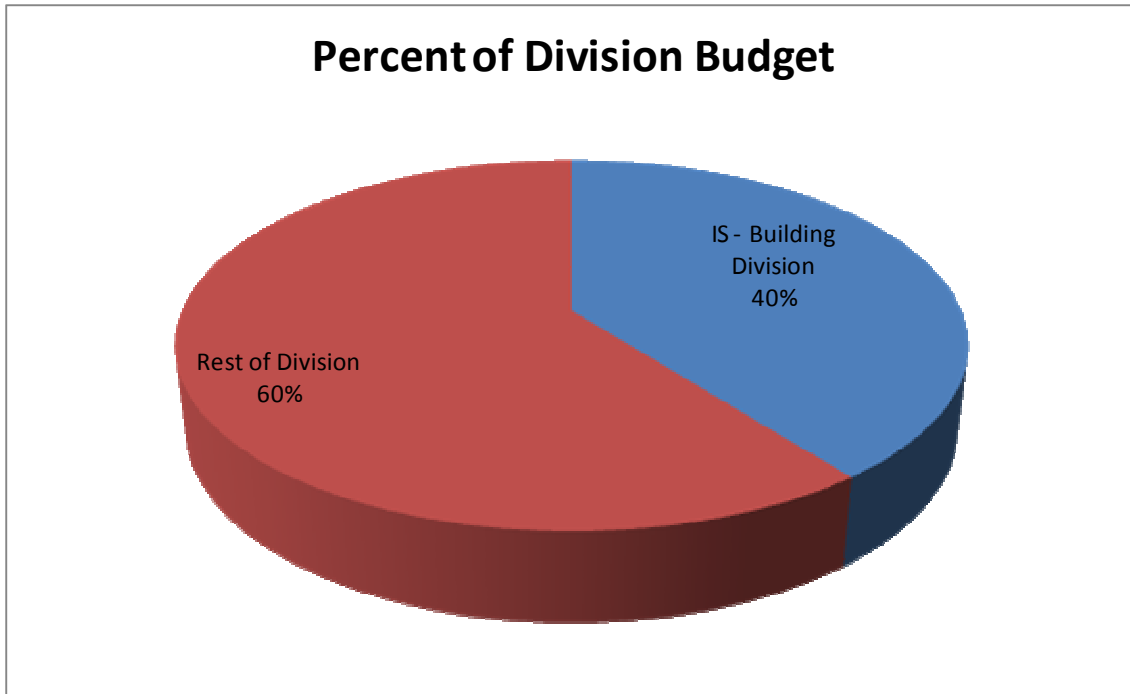
Inspectional Services: Building Division



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$1,013,614	\$1,141,326	\$1,183,488	\$42,162	3.7%
OTPS	\$65,180	\$156,350	\$84,050	(\$72,300)	-46.2%
Total General Fund	\$1,078,794	\$1,297,676	\$1,267,538	(\$30,138)	-2.3%

FTE's				
Department	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Inspectional Services - Building Division	25	25	25	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 State of Massachusetts. Inspectional services building division also 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. These services also provide 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 also 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 2008 Highlights

New appointment scheduling dispatch through clerical staff.

Monthly review of all open building and zoning complaints with a focus on increasing resolve rates.

Monthly review of all open building permits for expiration, past completion dates and no issuance of Certificate of Occupancy.

Implementation of new one and two family dwelling codes with ongoing training of inspectors.

Hired a full time paralegal to help expedite emergency condemnations, reduce case back log, new court filings and track case load etc.

Risks and Challenges

Recruitment and retention of qualified personnel.

The permitting system is antiquated which makes it difficult to meet the department's expected modern day service level demands.

The inspectional services car fleet is aging and has led to a lack of dependable vehicles for field inspectors and expensive repairs.

Strategic Decisions for Fiscal Year 2009

Continue to maintain and increase proactive Section.106 building life safety inspections of building code required use groups currently not in our data base.

Provide educational training to inspectors through special training programs by the state or other organizations.

Maintain monthly consistency meetings with inspectors to increase the ability and quality of this department work force.

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.

Strategic Objectives for Fiscal Year 2009:

Plan on regular scheduled special team sweeps of targeted neighborhoods or streets 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.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$1,013,614	\$1,141,326	\$1,183,488	\$42,162	3.7%
Purchase of Services	\$39,450	\$51,850	\$18,550	(\$33,300)	-64.2%
Supplies & Materials	\$25,080	\$98,500	\$56,500	(\$42,000)	-42.6%
Intergovernmental	\$0	\$6,000	\$9,000	\$3,000	50.0%
Other Charges & Expenditures	\$650	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,078,794	\$1,27,676	\$1,267,538	(\$30,138)	-2.3%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$1,078,794	\$1,297,676	\$1,267,538	(\$30,138)	-2.3%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$1,078,794	\$1,297,676	\$1,267,538	(\$30,138)	-2.3%

Performance Measures

Measurable Goal: To perform the required number of general life and safety inspections in public buildings.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of Section 106 life and safety inspections conducted	895	900	900

Measurable Goal: To resolve complaints as quickly as possible.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of complaints resolved within 90 days	34.0%	45.0%	50.0%

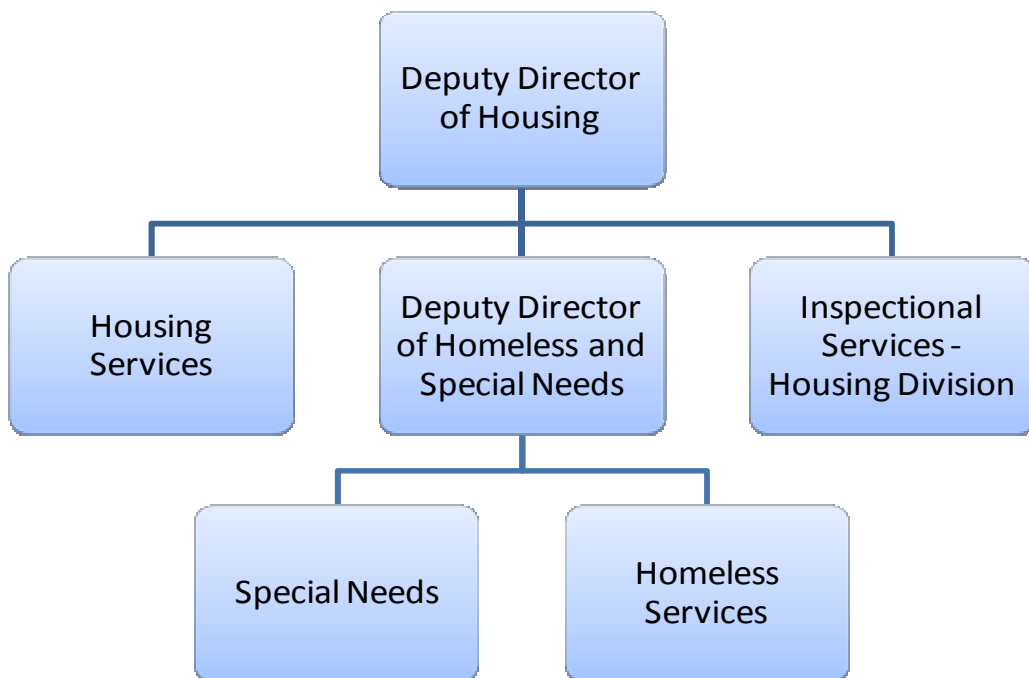
Measurable Goal: To issue permits in a timely fashion.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of permits issued within 14 days	91.3%	87.8%	90.0%

Measurable Goal: To maintain the number of inspections required per code by the issuance of permits.

Measure	Actual FY07	Projected FY08	Goal FY09
Average monthly number of inspections performed per FTE inspector	N/A	130	130

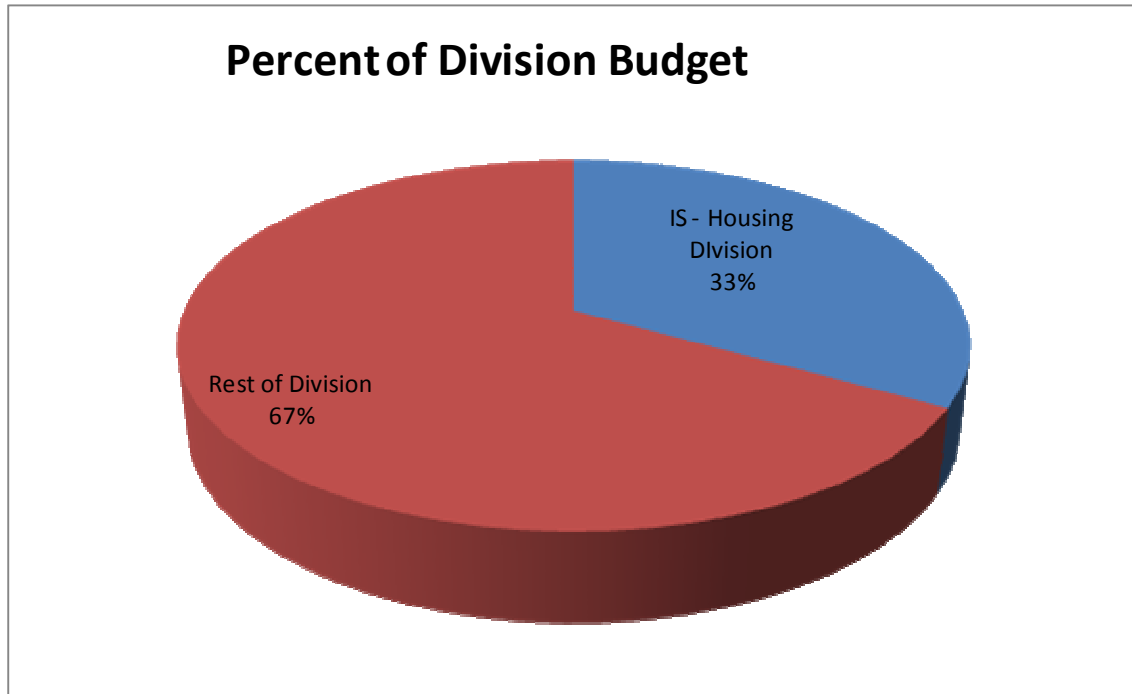
Inspectional Services: Housing Division



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 Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$465,130	\$579,690	\$676,235	\$96,545	16.7%
OTPS	\$102,895	\$369,180	\$387,800	\$18,620	4.8%
Total General Fund	\$568,025	\$948,870	\$1,064,035	\$115,165	12.1%

Department	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Inspectional Services - Housing Division	14	16	18.9	2.9

Division Summary

The program 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 2008 Highlights

Implementation of a proactive strategy in targeting code violations.

Use of new hard and software to generate violation reports and notices.

Established a receivership and orderly closure of 211 units at the Longhill Gardens Condominiums.

Received a standing judgment for \$1.3 million dollars against Longhill Gardens management to be used for renovation of the Condominiums pending SJC decision.

Established a receivership to protect tenants and make improvements to 28 substandard properties owned by Great Wall Properties. The receiver is making improvements under the oversight of the Housing Court and bringing the properties back into code compliance.

Received judgment and completed demolition of blighted properties at 2-8 ½ Parker Street and 513-519 Main Street in Indian Orchard.

Completed the demolition of Dwight Street Extension and Oswego Street structure after securing order from the court in Fiscal Year 2007.

Risks and Challenges

Repercussions from position upgrades within Building Division.

Establishing and holding accountable responsible parties with regard to management and maintenance of properties in the foreclosed process.

Strategic Decisions for Fiscal Year 2009

Identify funding and organizations to establish and implement a receivership program to address urgent needs in rental housing where the owner is unable or unavailable to resolve conditions that threaten the health and safety of occupants and can be resolved with limited time and resources.

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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$465,130	\$579,690	\$676,235	\$96,545	16.7%
Purchases of Services	\$47,895	\$269,480	\$234,600	(\$34,880)	-12.9%
Supplies & Materials	\$12,000	\$13,700	\$25,200	\$11,500	83.9%
Intergovernmental	\$43,000	\$86,000	\$126,000	\$40,000	46.5%
Other Charges and Expenditures	\$0	\$0	\$2,000	\$2,000	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$568,025	\$948,870	\$1,064,035	\$115,165	12.1%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$568,025	\$948,870	\$1,064,035	\$115,165	12.1%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$568,025	\$948,870	\$1,064,035	\$115,165	12.1%

Performance Measures

Measurable Goal: To proactively inspect Housing code violations.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of inspections that are pro-actively generated	15.5%	16.6%	30%

Measurable Goal: Resolve Housing code violations quickly.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of sites with violations where compliance was achieved without court action	85%	78%	85%
Median number of days from complaint until resolution	62	72	60

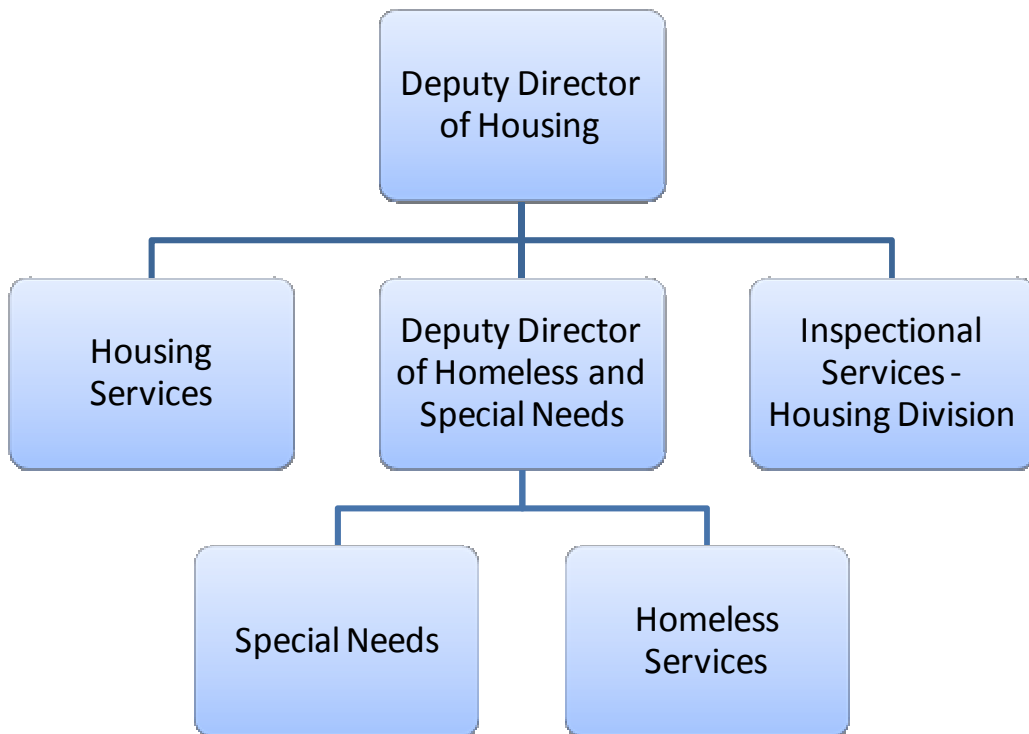
Measurable Goal: To efficiently respond to code violations.

Measure	Actual FY07	Projected FY08	Goal FY09
Average number of inspections completed per FTE inspector per week	49	48	50

Measurable Goal: End homelessness by 2017.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of chronically homeless persons moved to permanent housing who have remained for over 6 months	N/A	N/A	80%
Homeless population at beginning of Fiscal Year	259	235	225
Number of permanent supportive housing opportunities created for chronically homeless	N/A	N/A	40
Number of households provided rapid Re-House	N/A	N/A	100

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 2008 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.

Created redevelopment plan for Longhill Gardens condominiums.

Secured parties to redevelop 26 tax title properties with 26 additional properties scheduled to be auctioned in April.

Demolished 31 abandoned and blighted structures with 8 additional demolitions awaiting review and award.

Successfully relocated homeless persons residing in emergency shelter at the York Street jail, enabling the jail to be demolished.

Through targeted homelessness initiatives, reduced street homelessness in Springfield by 39%, and overall homelessness among individuals by 9%.

Organized first annual Project Homeless Connect, which mobilized 80 agencies, 150 volunteers, 20 faith communities, and 12 corporate donors contributing a total of \$6000 to provide a one-day, one-stop access to resources for more than 500 people experiencing or at risk of homelessness.

Purchased and began implementation of a Homeless Management Information System, which will be used by all providers of services to homeless individuals to track services and movement toward stable housing.

Began partnering with HAP, Inc. and the Massachusetts Fair Housing Center to establish a foreclosure education and prevention center. The Center will be a coalition of many partners throughout the city and region.

Risks and Challenges

Minimize long-term impact to neighborhoods from substantial increase of foreclosures.

Disposition and redevelopment of rapidly expanding tax title portfolio.

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.

Implementation of Homeless Management Information System with all homeless service providers in the City.

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 2009

Ameliorate the negative perception of affordable rental housing development and re-development.

Identify funding for the implementation of a receivership program.

Short and Intermediate Term Goals:

Work with developer to secure funding for and begin redevelopment of Longhill Gardens.

Aid families facing foreclosure.

Complete financing and begin construction of the Homeless Resource Center.

Strategic Objectives for 2009:

Work with leadership at the Springfield Housing Authority to identify opportunities for collaboration and partnerships.

Begin to create a long term housing plan that will lead to the department's goals to end homelessness in the City by 2017.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
HOME	\$1,690,814	\$1,678,318	\$1,623,186	(\$55,132)	-3.3%
ADDI	\$24,944	\$24,944	\$10,078	(\$14,866)	-59.60%
Total External Funds	\$1,715,758	\$1,703,262	\$1,633,264	(\$69,998)	-4.1%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$0	\$0	\$0	\$0	0.0%
External Funds	\$1,715,758	\$1,703,262	\$1,633,264	(\$69,998)	-4.1%
Total All Funds Budget	\$1,715,758	\$1,703,262	\$1,633,264	(\$69,998)	-4.1

Grant Summary

HOME			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$1,690,814	\$1,678,318	\$1,623,186
Personal Services:			
Funding			
Number of Positions			
Scope of Services:			
To Provide financial assistance to eligible housing projects, housing rehabilitation, down payment, closing costs, and tenant based rental assistance.			

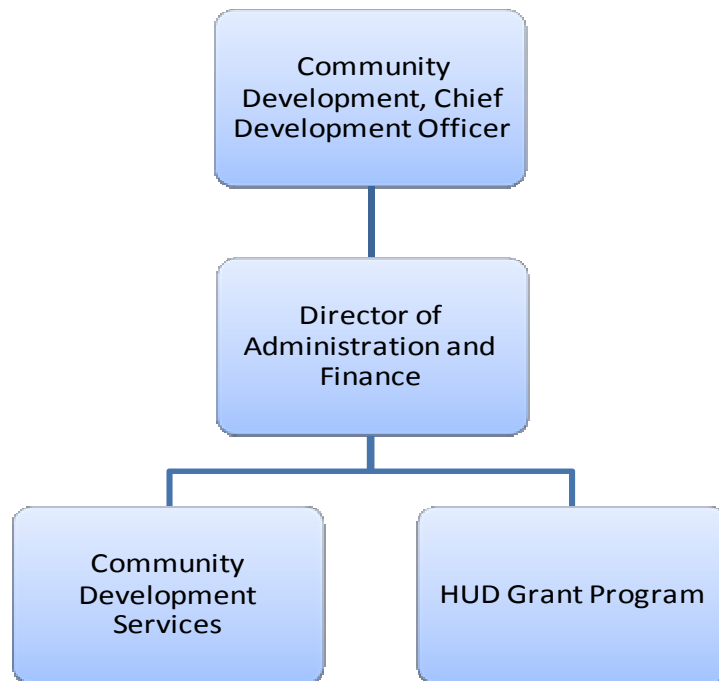
ADDI (American Dream Down-Payment Initiative)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$24,944	\$24,944	\$10,078
Personal Services:			
Funding			
Number of Positions			
Scope of Services:			
To provide down payment and closing cost assistance to first time homebuyers.			

Performance Measures

Measurable Goal: To end Homelessness by 2017.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of chronically homeless persons moved to permanent housing who have remained for over 6 months	N/A	N/A	80%
Homeless population at beginning of Fiscal Year	259	235	225
Number of permanent supportive housing opportunities created for chronically homeless	N/A	N/A	40
Number of households provided rapid "Re-House"	N/A	N/A	100

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 2008 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 2009

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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
CDBG	\$4,249,920	\$4,247,745	\$4,095,456	(\$152,289)	-3.6%
ESG	\$181,764	\$183,297	\$183,020	(\$277)	-.2%
HOPWA	\$424,000	\$418,000	\$426,000	\$8,000	1.9%
Supportive Housing	\$1,158,455	\$1,440,926	\$1,548,244	\$107,318	7.4%
Shelter Plus Care	\$166,056	\$174,504	\$175,000	\$496	.3%
Alternative Lock-up	\$94,000	\$97,000	\$95,000	(\$2,000)	-2.1%
Brownfields	\$200,000	\$0	\$400,000	\$400,000	100.0%
EDI	\$0	\$0	\$400,000	\$400,000	100.0%
MOTT-VIC	\$114,992	\$100,490	\$100,000	(\$490)	-.5%
Total External Funds	\$6,589,187	\$6,661,962	\$7,422,720	\$760,758	11.4%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$0	\$0	\$0	\$0	0.0%
External Funds	\$6,589,187	\$6,661,962	\$7,422,720	\$760,758	11.4%
Total All Funds Budget	\$6,589,187	\$6,661,962	\$7,422,720	\$760,758	11.4%

Grant Summary

CDBG (Community Development Block Grants)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$4,249,920	\$4,247,745	\$4,095,456
<i>Personal Services:</i>			
Funding			\$859,091
Number of Positions			Varies
<i>Scope of Services:</i>			
To provide financial and technical assistance to eligible organizations, individuals, neighborhoods and businesses throughout Springfield.			

ESG (Emergency Shelter Grant)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$181,764	\$183,297	\$183,020
<i>Personal Services:</i>			
Funding			\$9,151
Number of Positions			Varies
<i>Scope of Services:</i>			
To provide financial assistance to eligible organizations for shelters-operations, rehab, prevention and essential services.			

Grant Summary

HOPWA			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$424,000	\$418,000	\$426,000
<i>Personal Services:</i>			
Funding			\$21,300
Number of Positions			Varies
<i>Scope of Services:</i>			
To provide financial assistance to eligible organizations to provide housing opportunities for people with AIDS.			

Supportive Housing			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$1,158,455	\$1,440,926	\$1,548,244
<i>Personal Services:</i>			
Funding			
Number of Positions			
<i>Scope of Services:</i>			
To provide financial assistance to organizations that work with individuals that are homeless or at risk of becoming homeless.			

Grant Summary

Shelter Plus Care			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$166,056	\$174,504	\$175,000
Personal Services:			
Funding			
Number of Positions			
Scope of Services:			
To provide financial assistance to organizations that work with individuals that are homeless or in risk of becoming homeless.			

Alternative Lock-Up			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$94,000	\$97,000	\$95,000
Personal Services:			
Funding			
Number of Positions			
Scope of Services:			
Juvenile justice program that is an alternative to incarceration.			

Grant Summary

Brownfields			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$200,000	\$0	\$400,000
<i>Personal Services:</i>			
Funding			
Number of Positions			
<i>Scope of Services:</i>			
Provide funding to inventory and assess Brownfield Sites, contaminated with petroleum and hazardous waste within the City.			

EDI (Economic Development Initiative)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$0	\$0	\$400,000
<i>Personal Services:</i>			
Funding			
Number of Positions			
<i>Scope of Services:</i>			
To provide funding for the construction of a public market.			

Grant Summary

MOTT-VIC (Mass Office of Travel & Tourism – Visitor Information Center)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$114,992	\$100,490	\$100,00
<i>Personal Services:</i>			
Funding			
Number of Positions			
<i>Scope of Services:</i>			
To provide funding for the operation of the Visitor Information Center on the Riverfront.			

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 FY07	Projected FY08	Goal FY09
Percent of people served out of the 5-year goal of 9,160 people	122%	182%	250%
Percent of households served – out of the 5-year goal of 41,974 households	84%	90%	95%

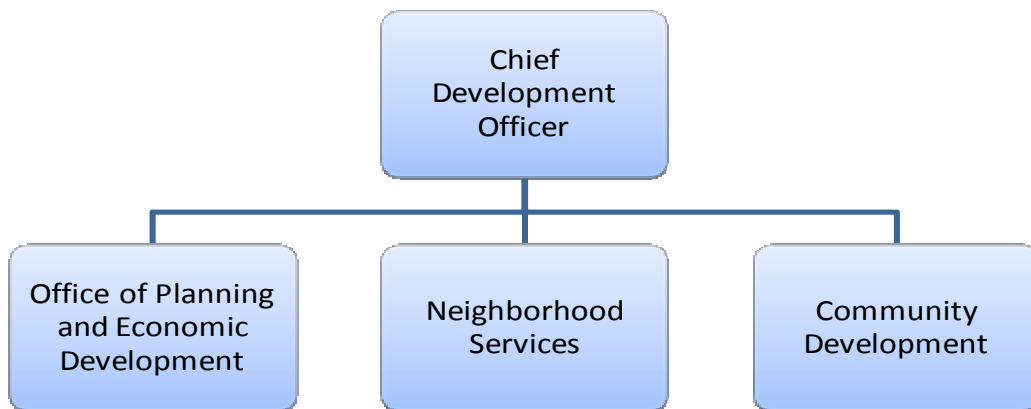
Measurable Goal: To expend as much in federal funds as possible for the benefit of City residents.

Measure	Actual FY07	Projected FY08	Goal FY09
Amount of federal funds expended for Community Development, Economic Development and Housing	\$11,124,684	\$12,000,000	\$15,000,000

Measurable Goal: Encourage grantees to file reports on time.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of grantee reports filed after deadline	N/A	N/A	50%

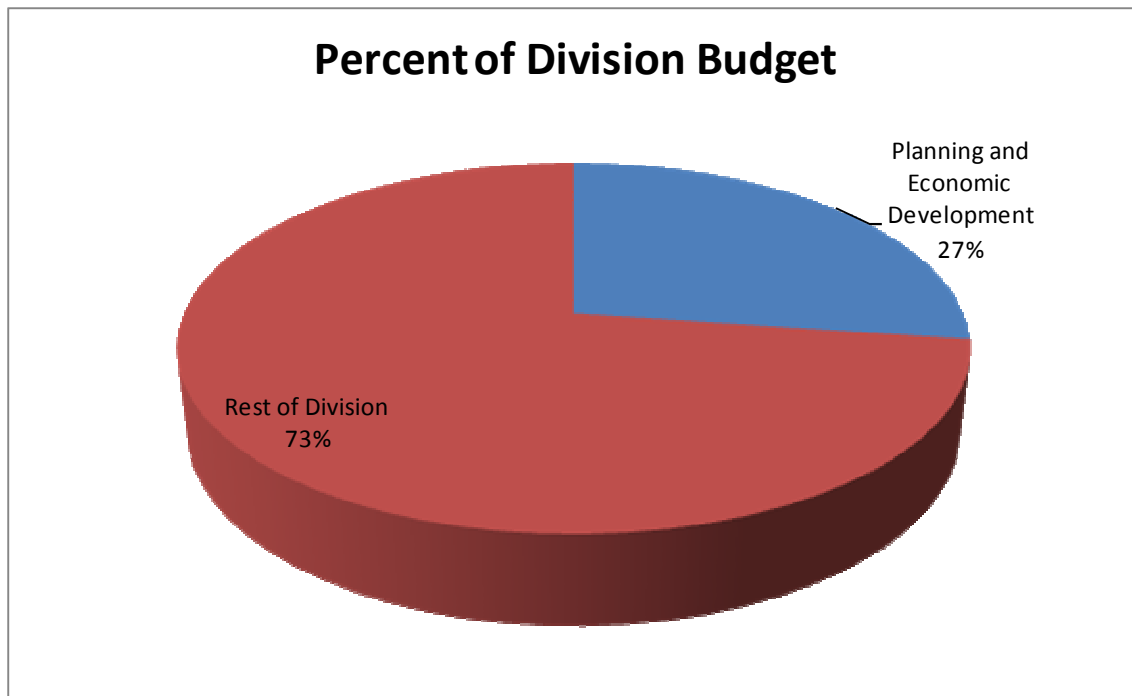
Planning & Economic Development



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$724,582	\$735,085	\$757,084	\$21,999	3.0%
OTPS	\$18,413	\$118,850	\$115,350	(\$3,500)	-2.9%
Total General Fund	\$742,995	\$853,935	\$872,434	\$18,499	2.2%

FTE's				
Department	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Economic Development	14	14	14	0

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 citywide 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 2008 Highlights

Demolition of York Street Jail.

Court Square Urban Renewal Project.

Re-use analysis of the old Federal Building.

Implementation of the South End Neighborhood Revitalization Plan.

Demolition of Warehouse at Chapman Valve.

Initiate City Workforce Development Plan.

Risks and Challenges

Given the local economic conditions, there is an on-going challenge to secure sufficient resources to achieve sustainable growth and facilitate development.

Strategic Decisions for Fiscal Year 2009

OPED will continue to develop policies, strategies and plans for the City, as well as, implement target development projects as outlined by the 2007 Urban Land Institute Report.

Short and Intermediate Term Goals:

Encourage new growth in the City.

Increase the number of jobs in the City.

Process applications as quickly as possible for possible projects or programs.

Decrease the rate of unemployment among City residents.

Strategic Objectives for Fiscal Year 2009:

OPED will work to attract and retain desirable businesses, development and other economic stimulus to Springfield by using best practices and access local, State and Federal resources.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$724,582	\$735,085	\$757,084	\$21,999	3.0%
Purchases of Services	\$15,513	\$111,150	\$107,650	(\$3,500)	-3.1%
Supplies & Materials	\$2,900	\$6,700	\$6,700	\$0	0.0%
Other Charges and Expenditures	\$0	\$1,000	\$1,000	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$742,995	\$853,935	\$872,434	\$18,499	2.2%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$742,995	\$853,935	\$872,434	\$18,499	2.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$742,995	\$853,935	\$872,434	\$18,499	2.2%

Performance Measures

Measurable Goal: To encourage new growth in the City.

Measure	Actual FY07	Projected FY08	Goal FY09
New Growth	\$3,600,262	\$4,016,102	\$4,500,000
Total value of new construction	\$27,276,260	\$20,461,381	\$25,000,000

Measurable Goal: To expend as much in federal funds as possible for the benefit of City residents.

Measure	Actual FY07	Projected FY08	Goal FY09
Total employment	75,997	N/A	76,147

Measurable Goal: Encourage grantees to file reports on time.

Measure	Actual FY07	Projected FY08	Goal FY09
Unemployment rate	7.5%	7.1%	6.9%

Measurable Goal: To process applications as quickly as possible.

Measure	Actual FY07	Projected FY08	Goal FY09
Average number of days from completed application submission to final vote for special permits	65	65	60
Average number of days from completed application submission to final vote for zone changes	90	90	85
Average number of days from completed application submission to final vote for historic district applications	25	25	20

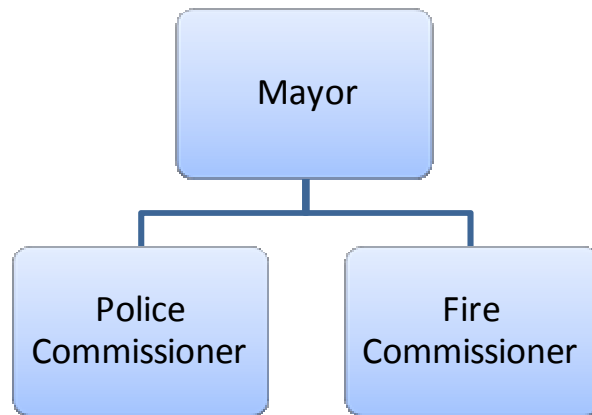
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Section 7

Public Safety

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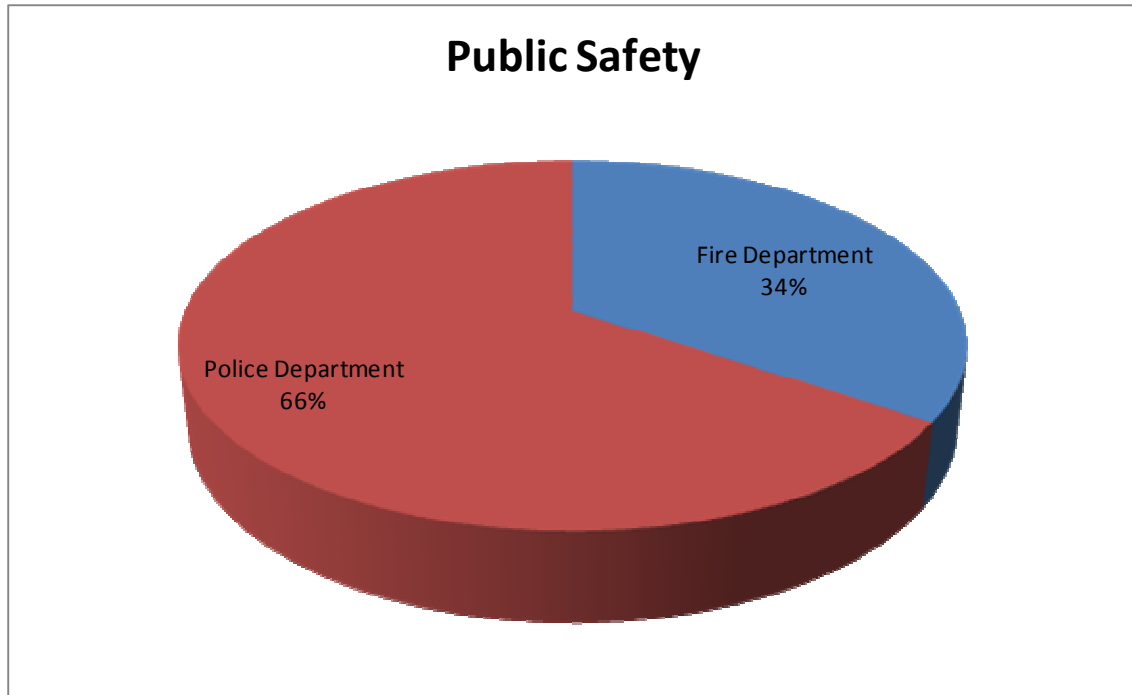
Public Safety



Mission Statement

The Public Safety departments' mission is to keep the citizens of Springfield safe.

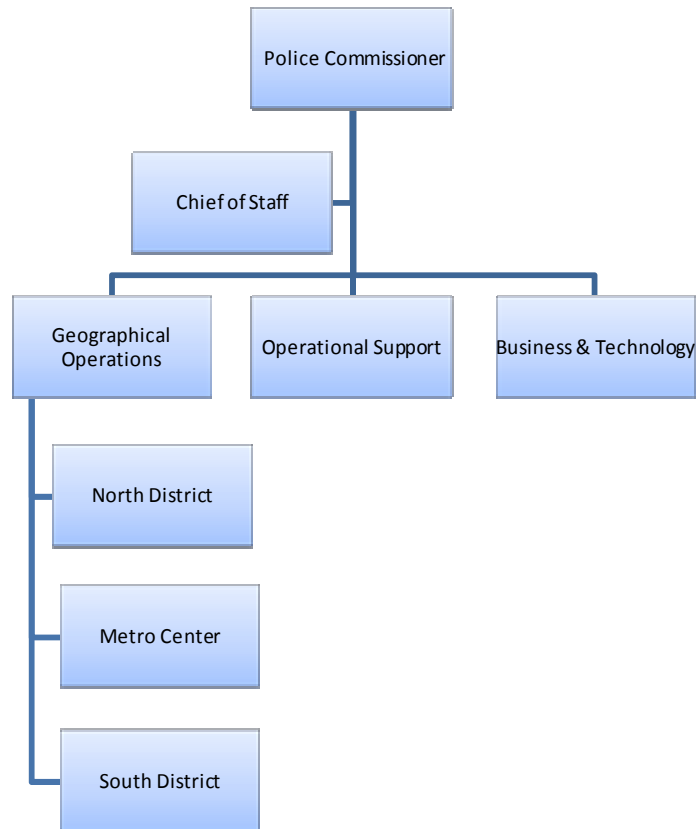
Budget Overview



Division Budget	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09	Percent Change
Fire Department	\$18,336,821	\$20,325,859	\$20,581,538	\$255,679	1.3%
Police Department	\$34,983,179	\$37,494,609	\$39,125,469	\$1,630,860	4.3%
Total Division	\$53,320,000	\$57,820,468	\$59,706,827	\$1,886,539	3.3%

Division Personnel (FTE's)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Police Department	575	583	583	0
Fire Department	278	290	291	1
Total FTE's	853	873	874	1

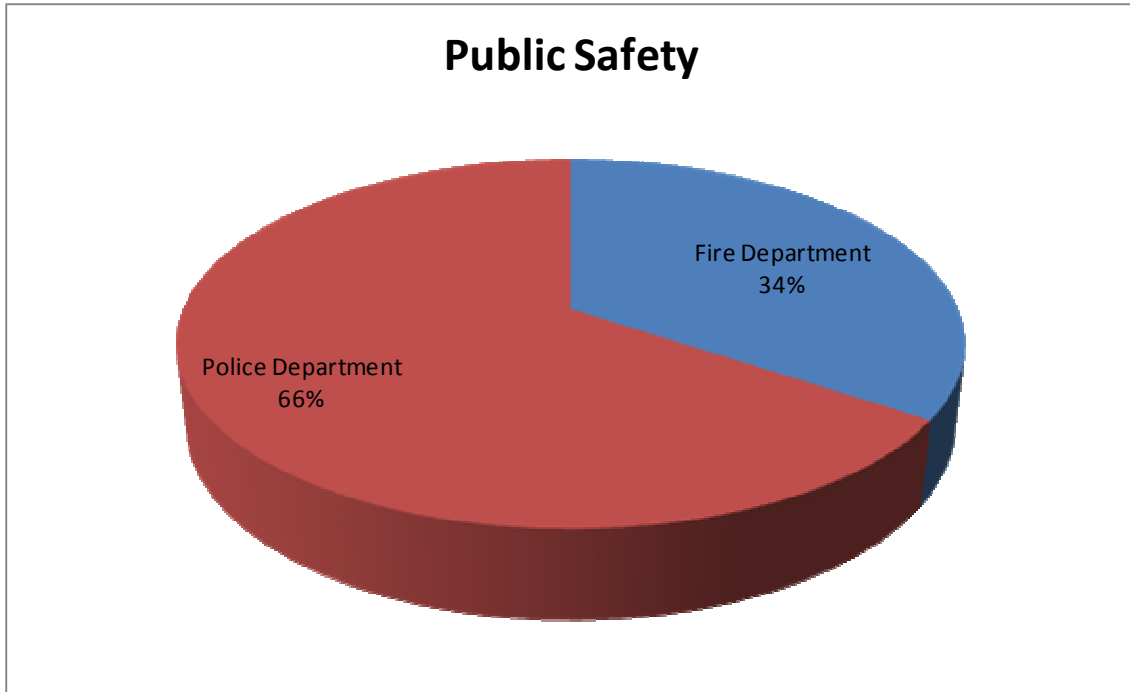
Police Department



Mission Statement

The mission of the Springfield Police Department is to provide public safety by partnering with all segments of the community to develop strategies that promote the safety of the citizens of Springfield and preserve the public peace.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$33,202,951	\$35,029,924	\$36,811,955	\$1,782,031	5.1%
OTPS	\$1,780,228	\$2,464,685	\$2,313,514	(\$151,171)	-6.1%
Total General Fund	\$34,983,179	\$37,494,609	\$39,125,469	\$1,630,860	4.3%

Division Personnel (FTEs)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Police Department	575	583	583	0
Total FTEs	575	583	583	0

Police Department Department Summary

The Springfield Police Department (SPD) has affirmatively adopted a community-based, problem-oriented, and data-driven strategy that focuses on neighborhoods as the basic building blocks of its organizational structure and policing strategy. While our neighborhoods are inherently unique and list their own priorities differently, the is equipped to respond to all their concerns in a timely and effective manner.

The department is structured with five divisions, four of which are commanded by a civil service deputy – three geographic sub-divisions and one operational support division. The fifth division is comprised of administrative functions and is led by a professional civilian manager.

Consistent with the focus on geography, the Deputy Chief of Police in command of the Operational Support Division deploys officers to the various geographic divisions in cooperation with geographically-based officers to address crime trends.

The SPD holds weekly crime meetings facilitated by the Police Commissioner. Crime meetings are attended by the commanding officer of each division, bureau captains, as well as representatives from the squads, Communications Center and Crime Analysis Unit. During these meetings, the Crime Analysis Unit presents reports about crime and quality of life issues. In accordance with the data, deployments and strategic responses are evaluated and adjusted.

Fiscal Year 2008 Highlights

The Police Department continued in FY08 to implement geographic-based policing, as well as concentrated hot spot enforcement driven by crime data. Highlights of these efforts include:

- Increase of direct-patrols.

- Increase of overtime deployments.

- Improved data reporting and analysis.

The department also began to streamline its Human Resource and payroll functions by identifying a project team within the department to implement Telestaff, a scheduling and time-and-attendance software application. This application will centralize all unit rosters, record daily attendance, and interface with ADP for weekly payroll processing.

Risks and Challenges

Identify additional funding and resources to support the improvement of the department's infrastructure.

Compilation of data from different software applications to produce cohesive reports for analysis.

Coordination and training of the entire Police department on new applications.

Strategic Decisions for Fiscal Year 2009:

Complete implementation of Telestaff.

Implement administrative protocols to better track overtime usage.

Implement department-wide task order system to track extra-details.

Geographic Divisions

Description: Uniformed members of all squads are on-call and on-patrol twenty-four hours a day, 365 days a year. Patrol Officers in the squads respond to 911 calls for emergency service received by the Communications Center, conduct traffic enforcement, perform preventive and high-visibility patrols, and engage in problem-solving activities around identified hot spots. Squad personnel are also assigned in the police station to guard detainees in the municipal lockup, address community questions and complaints, take and issue reports, and maintain and dispense equipment to patrol officers.

Based on calls for service and population, the City is divided into three geographic divisions. The men and women assigned to the North, Central, and South Divisions are responsible for the delivery of police services – that is emergency calls for service, restoration of order, and responding to citizens' requests for service. The divisions incorporate, with no change in boundaries, smaller parcels known as sectors.

The Central Division is comprised of the Metro Center (downtown Springfield). As such, it has a greater number of special events and venues that attract large numbers of people. Examples include the entertainment district, the MassMutual center, Symphony Hall, City Hall, and other government and private sector workplaces.

A deputy chief of police has around-the-clock responsibility for each of the divisions. Deputies are very visible at community and team meetings as well as business meetings and other events in their divisions. The deputies, through information shared by captain-level watch commanders, coordinate the strategy in their respective areas.

Service Goals: The program goals of the geographic sectors are to provide police presence in neighborhoods and quickly, as well as effectively, respond to community calls for service. The Springfield Police Department will continue to engage in collaborative problem solving initiatives with the public in order to reduce crime, the fear of crime, disorder, provide safety, and improve the quality of life in Springfield.

Operational Support Division

Description: The Operational Support Division is under the command of a civil service deputy chief of police who is entrusted to coordinate activities in accordance with the strategic and tactical needs of the geographic divisions. The Deputy relies on the exchange of information from formal meetings such as the daily executive staff meeting, the weekly crime meeting, and informal conversations throughout the day. The Deputy oversees four bureaus, (Criminal Investigation, Vice-Narcotics, Juvenile and Domestic Violence and the Tactical Support Bureau) each headed by a captain of police. 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, chief among them Auto Theft, Crime Scene Identification, and Major Crimes. 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 crimes of a violent or other serious nature.

Juvenile and Domestic Violence Bureau

The Juvenile and Domestic Violence Bureau is responsible for the investigation of crimes committed by youth less than seventeen years of age, incidences of child abuse, crimes against the elderly, domestic violence, and all missing person cases. The Juvenile Bureau is also responsible for booking and transportation to alternative lock-ups of all juvenile suspects placed under arrest. The Student Support Unit (Quebec Team) is also part of this bureau, providing security and investigative services to select high schools, middle schools, and alternative schools.

Vice Control Bureau

The Vice Control Division is responsible for the investigation of crimes involving the use, possession, sale, manufacture, 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 Bureau

The Tactical Operations Bureau exists to support the work of the Geographic Divisions. The sections in this Bureau operate citywide in response to needs expressed by Division Deputies. The Street Crime Unit, Traffic Bureau, Court Unit, Warrant Unit, and the Intelligence Unit provide tactical and operational support and work in concert with the whole of the police department as its divisions and sections endeavor to reduce crime, disorder, and fear of crime in the City.

Academy Training

The Police Academy recruits police officer applicants, conducts background investigations, and then trains the recruits during an intensive 22-week academy program that exceeds the mandatory Massachusetts Municipal Police Training Committee requirements. The Academy also provides in-service training for all sworn personnel that also exceeds the State's requirements.

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 key departmental 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. Additionally, the division strives to improve operations by supplying quality data in support of the department's mission to drive down crime, disorder, and fear of crime.

Chief of Staff

Description: The responsibilities of the Office of the Chief of Staff are two-fold: provide daily support to the Police Commissioner by managing his office as well as managing all civilian personnel employed by the Department. All contact with the media and elected officials is managed by this office as well. The Community Liaison reports directly to the Office of the Chief of Staff.

Service Goals: Effective communication is the key goal of this office. Communication with employees who work non-traditional business hours is complicated and must constantly be monitored in order to be truly effective. Managing and appropriately delegating all incoming written and telephonic communication is imperative in order to foster and maintain trust with all of the Springfield communities.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$33,202,951	\$35,029,924	\$36,811,955	\$1,782,031	5.1%
Purchases of Services	\$539,430	\$822,177	\$674,667	(\$147,510)	-17.9%
Supplies & Materials	\$1,228,498	\$1,030,208	\$1,077,847	\$47,639	4.6%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$12,300	\$42,300	\$25,000	(\$17,300)	-40.9%
Capital Outlay	\$0	\$570,000	\$536,000	(\$34,000)	-6.0%
Total Operating Funds	\$34,983,179	\$37,494,609	\$39,125,469	\$1,630,860	4.3%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Total External Funds	\$6,412,972	\$3,674,922	\$3,674,922	\$0.0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$34,983,179	\$37,494,609	\$39,125,469	\$1,630,860	4.3%
External Funds	\$6,412,972	\$3,674,922	\$3,674,922	\$0.0	0.0%
Total All Funds Budget	\$41,396,151	\$41,169,531	\$42,795,390	\$1,630,860	4.0%

Grant Summary

	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Narcotic Seizure - State	175,322	-	-	-	-
Narcotic Seizure - Federal	130,938	-	-	-	-
Police Outside Detail	3,456,095	-	-	-	-
JAG Technology	203,841	336,543	336,543	-	-
WMASS Regional Homeland	-	-	-	-	-
CAT 1 TARGETING VIOLENT CRIME	-	330,000	330,000	-	-
V.A.W.A.	23,103	33,685	33,685	-	-
TECHNOLOGY COPS MORE	46,658	180,535	180,535	-	-
JUSTICE GRANT	194,706	-	-	-	-
PRE-HAZMAT	-	69,282	69,282	-	-
GOVERNOR HIGHWAY SAFETY	-	112,000	112,000	-	-
STATEWIDE EMERGENCY TELE		194,000	194,000	-	-
WEED & SEED	50,000	50,000	50,000	-	-
SPD BUILDING REVOVATIONS		200,000	200,000	-	-
SHANNON ANTI-GANG	1,400,000	1,400,000	1,400,000	-	-
COMMUNITY POLICING	619,152	619,152	619,152	-	-
TASK FORCE GRANT	110,000	110,000	110,000	-	-
ANTI-GANG POLICING	3,157	-	-	-	-
POLICE DONATIONS		14,614	14,614	-	-
POLICE BENEVOLENT FUND		25,111	25,111	-	-
TOTAL GRANT FUNDS	\$6,412,972	\$3,674,922	\$3,674,922	\$0.0	0.0%

Performance Measures

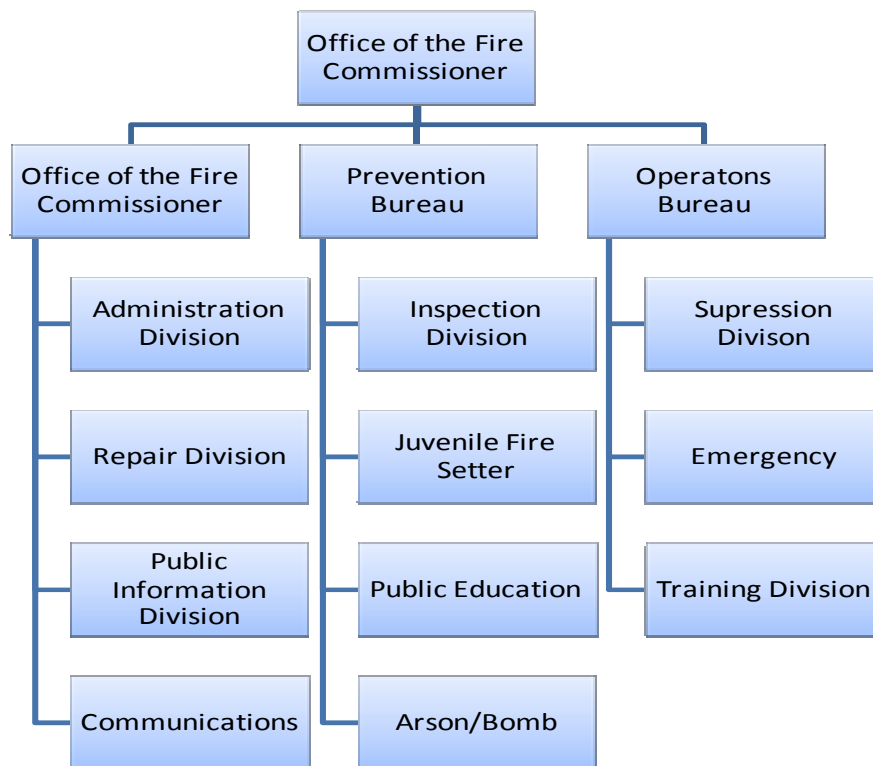
Measurable Goal: To reduce the incidence of crime.

Measure	Actual FY07	Projected FY08	Goal FY09
Property Crime Rate	51.825	32.3	N/A
Violent Crime Rate	14.974	8.2	N/A
Average Response Time to Priority 1 Calls	8.16 min	6.13 min	N/A

Measurable Goal: To improve the quality of life in the city.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of Calls Compared to the Number of Ordinance Violations	N/A	N/A	N/A

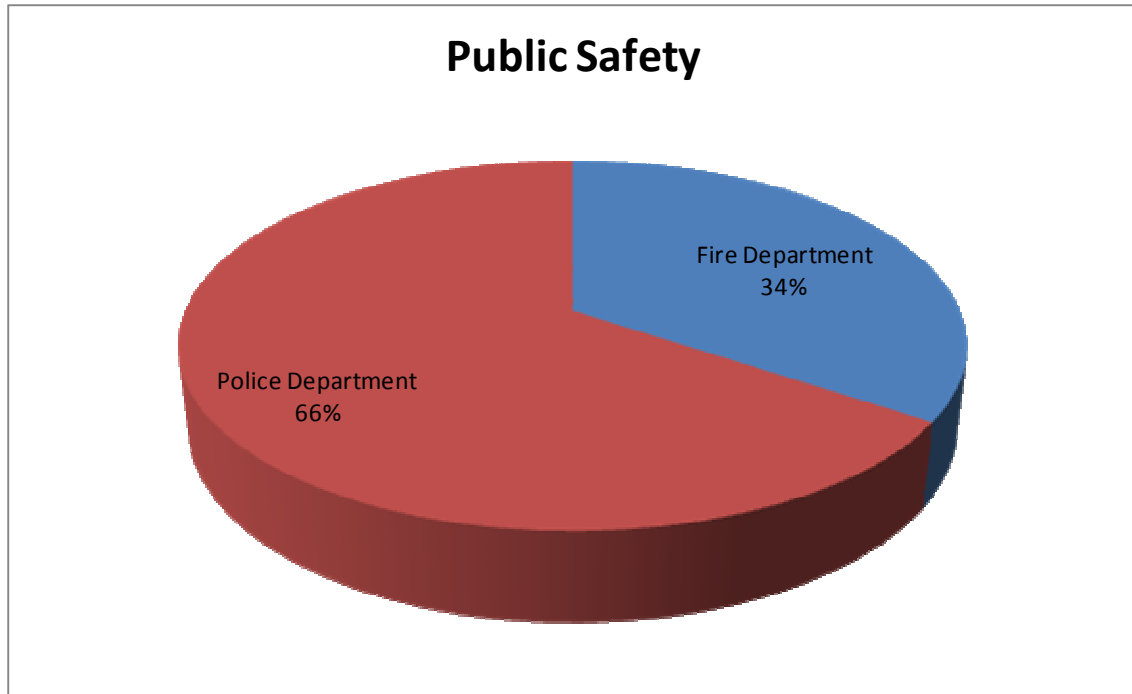
Fire Department



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.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$16,906,986	\$18,468,956	\$18,744,139	\$275,183	1.5%
OTPS	\$1,429,835	\$1,856,903	\$1,837,399	(\$19,504)	-1.1%
Total General Fund	\$18,336,821	\$20,327,859	\$20,581,538	\$255,679	1.3%

Division Personnel (FTEs)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Fire Department	238	290	291	1
Total FTEs	238	290	291	1

Fire Department Department Summary

The department is comprised of three bureaus: Administration, Operations, and Prevention. The Administration Bureau consists of the Fire Alarm, 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 department responds to over ten thousand calls annually for fire, rescue, hazmat and medical emergencies. Prevention is on track to conduct 8815 inspections; Arson has, to date, investigated a total of 367 incidents; Education will scheduled a total of 208 programs; and Fire Stop has taken in 89 referrals.

Fiscal Year 2008 Highlights

The Fire Department continued to provide high-quality emergency response and fire suppression services. Highlights of these efforts included:

The Department realized a 10% drop in the amount of sick hours due to increased monitoring.

All uniformed members received continuing education training in order to maintain EMS-response eligibility.

The Massreco Street Fire Station re-opened in October.

Prevention is on track to maintain a minimum of 8000 inspections.

The Arson Division identified causes in 95% of investigated cases.

Risks and Challenges

IAFF Local 648 has a wage re-opener clause in their collective bargaining agreement which may affect other areas of the contract. Continued increases in IOD may negatively impact the overtime budget. The ongoing implementation of the Telestaff program will present new challenges which may include collective bargaining issues. The aging fleet of apparatus and vehicles will require attention by way of replacement or increased financial resources allotted to the repair budget.

Strategic Decisions for Fiscal Year 2009

Continued attention to the labor/management relationship will be needed to combat the obstacles that may arise from wage discussions and the implementation of the Telestaff program. The updating and continued vigilance to the fleet of apparatus and vehicles will be necessary in order to keep fleet available. The viability of an EMT-B program to enhance emergency medical response is being considered.

Administration Bureau

Description: This program is responsible for providing leadership and support to all City of Springfield Fire Department Divisions, and to assist them in achieving their goals. The fire alarm division receives all emergency and service calls. While the alarm repair division provides preventative maintenance of all equipment. The repair division maintains and repairs sixty five vehicles and twelve facilities. Placing a strong emphasis on preventative repair maintenance. The Public Information Officer (PIO) gathers, prepares, and provides scene information to the incident commander to ensure accurate and timely victim assistance, property owner notification, and incident reporting. The responsibility of the PIO is media scene management and help the media put together an accurate and understandable account of the emergency.

Short Term Goals:

- Reduce number of union grievances through increased communication with union membership.
- Resolve current grievances through mediation and/or arbitration.

Intermediate Term Goals:

- Pursue grants for additional equipment.
- Reduce requests for station repairs by increasing the preventative maintenance program.
- Implement a comprehensive health and safety program.
- Revise Injured-on-Duty and Light-Duty Policies.

Strategic Objectives for Fiscal Year 2009:

- Maintain the fleet of apparatus and vehicles.
- Maintain a fully-staffed civilian dispatch center.
- Implement a 5-year strategic plan.
- Secure funding for dedicated labor council for the Fire Department within the city's Law Department.

Prevention Bureau

Description: The Prevention Bureau attempts to ensure the safety of the public through the enforcement of Massachusetts General Law—Chapter 148, City Ordinances, 527 CMR and NFPA Standards. Fire Prevention pursues its goals through public education, the issuance of permits, plan reviews, inspections and fire drills, investigation of complaints and fire alarm and sprinkler testing. The PIO 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 handling and rendering safe all hazardous devices found within the City. Many times these investigators are requested to assist surrounding communities. 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.

Short Term Goals:

Prevention: Certify 50% of Inspectors as Fire Inspector 1.

Arson and Bomb: Identify individuals who frequent or reside in vacant properties.

PEO: Educate 38% of all students in grades pre K – 12th grade in fire safety.

Fire Stop: Expand the program by adding additional staff.

Intermediate Term Goals:

Prevention: Certify 100% of Inspectors as Fire Inspector 1.

Arson and Bomb: Acquire limited arrest/detain powers for Investigators per the Buracker Report.

PEO: Expand the Fire / Life Safety Education Program in the Springfield Health curriculum targeting all elementary pupils with an emphasis on 1st graders.

Fire Stop: Continue program via expanded staff.

Strategic Objectives for Fiscal Year 2009:

Prevention: Certify two inspectors as Fire Inspector 1.

Arson and Bomb: Investigate thoroughly all fires / hazardous device incidents in a timely and professional manner.

PEO: Apply, demonstrate and evaluate the Fire / Life Safety Education Program to the public as effectively and efficiently as possible with the emphasis on 1st graders and seniors.

Fire Stop: Re-locate program into permanent facility.

Operations Bureau

Description: This program comprises the suppression, training, and the office of emergency preparedness divisions. The suppression division responds to over ten thousand incidents per year, providing mitigation services to those reporting emergencies to the Springfield Fire Department. The training division plans, delivers, and arranges training for the Fire Department. The division furnishes training and exercise in all areas of Fire/Medical/Rescue training, as well as providing in-station drills to keep the companies training up to date. The Office of Emergency Preparedness (OEP) division prepares and maintains emergency response planning 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.

Short Term Goals:

Develop and implement a program for Emergency Vehicle Operation.

Prepare for implementation of Mass Decontamination Units in conjunction with area hospitals.

Maintain EMS training requirements for all members who respond to EMS Calls.

Replace Ladder Three with a modern fire apparatus.

Intermediate Term Goals:

Acquire and integrate new technology into the training center mission.

Reduce the impact of disasters or emergencies.

Replace the Oakland Street Fire Station with a new facility on White Street.

Develop in house training capabilities and resources for technical rescue missions.

Educate and provide programs to assist those seeking to recover from catastrophic events and disasters.

Strategic Objectives for Fiscal Year 2009:

Respond to 90% of structure fires in four minutes or less.

Maintain percentage of property value saved at 80% or greater.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$16,906,986	\$18,468,956	\$18,744,139	\$275,183	1.5%
Purchases of Services	\$910,463	\$964,043	\$939,449	(\$24,594)	-2.6%
Supplies & Materials	\$511,172	\$887,360	\$887,450	\$90	-0.0%
Other Charges & Expenditures	\$8,200	\$3,500	\$8,500	\$5,000	142.9%
Capital Outlay	\$0	\$2,000	\$2,000	\$0	0.0%
Total Operating Funds	\$18,336,821	\$20,325,859	\$20,581,538	\$255,679	1.3%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Total External Funds	\$8,854,281	\$8,301,039	\$7,505,673	\$795,366	-9.6%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$18,336,821	\$20,325,859	\$20,581,538	\$255,679	1.3%
External Funds	\$8,854,281	\$8,301,039	\$7,505,673	\$795,366	-9.6%
Total All Funds Budget	\$27,191,102	\$28,628,898	\$28,087,211	\$1,051,045	-3.67%

Grant Summary

	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
HOMELAND SECURITY	-	749,831	749,831	0	-
EOPS - MMRS	-	137,115	-	(137,115)	-100%
EOPS - MMRS	-	-	-	-	-
MMRS	250,000	250,000	250,000	-	-
FIRE ACT PROGRAM	-	600,000	-	(600,000)	-100%
S.A.F.E	9,000	9,000	9,000	-	-
FIRE SAFETY EQUIPMENT	-	28,005	-	(28,005)	100%
MDU	-	30,246	-	(30,246)	100%
FIRE DONATIONS	-	25,586	25,586	-	-
MES AMBULANCE	-	377,457	377,457	-	-
TOTAL GRANT FUNDS	\$8,854,281	\$8,301,039	\$7,505,673	\$0.0	0.0%

Performance Measures

Measurable Goal: To continue to thoroughly investigate fires.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of fires determined to be accidental	174	188	<200
Number of fires determined to be undetermined	13	9	<20

Measurable Goal: To respond to structure fires as quickly as possible.

Measure	Actual FY07	Actual FY08	Goal FY09
Percent of structure fires responded to in 4 minutes or less	91.3	92.6	90.0

Measurable Goal: To effectively respond to fire emergencies.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of property value saved	90	95	80

Measurable Goal: To increase public safety through the discovery and elimination of potential life safety hazards.

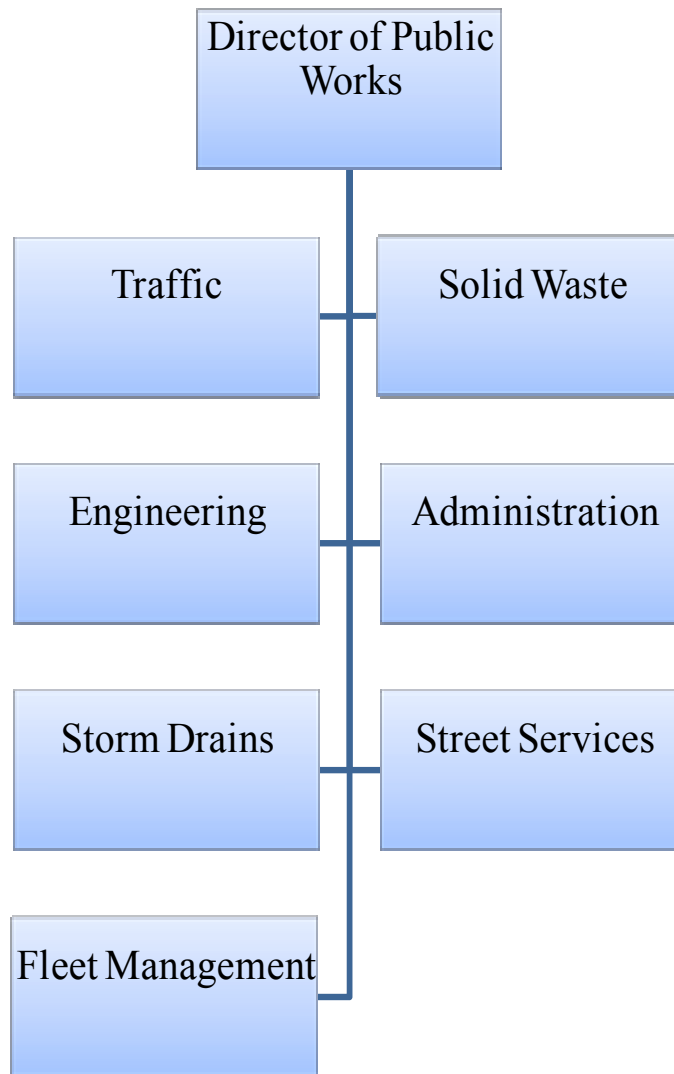
Measure	Actual FY07	Projected FY08	Goal FY09
Number of routine and special inspections	9,120	8,087	8,000

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Section 8
Department of Public Works

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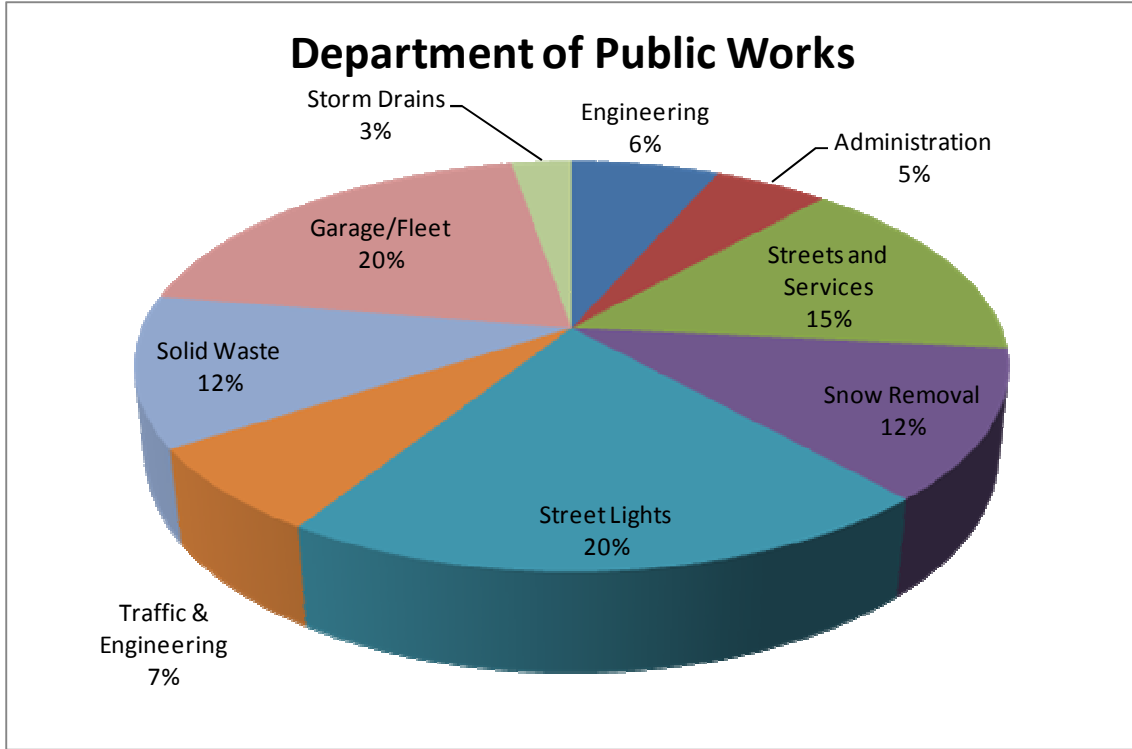
Department of Public Works



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$7,191,004	\$6,085,049	\$6,298,123	\$213,074	3.5%
OTPS	\$11,525,248	\$7,867,733	\$7,269,908	(\$1,119,726)	-13.3%
Total General Fund	\$18,716,252	\$13,952,782	\$13,568,031	(\$906,652)	-6.3%

Division Personnel (FTEs)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Department of Public Works	174	186	165.0	-21.0
Total FTEs	174	186	165.0	-21.0

Department of Public Works

Department Summary

The DPW is comprised of six operational divisions and one administrative division. The operating divisions are: Solid Waste, Streets Maintenance, Engineering, Traffic, Fleet Management, and Storm Drains. Each one of these divisions, through its normal course of business, contributes to the vibrancy of the City of Springfield.

The solid waste division collects rubbish, recycling material, yard waste and bulk items from approximately 45,500 properties on a weekly basis.

The streets maintenance division 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 oversees project and contractual design, roadway and utility construction, pavement condition assessments, as well as, right of way permits.

The traffic division repairs and maintains the city's 200 signalized intersections, as well as, manufacturing and installing all regulatory transportation signs.

The fleet management division is charged with the repair and maintenance for nearly 600 municipally-owned vehicles and pieces of equipment including city plows.

The storm drain division is a relatively new division to the Department of Public Works that attends to the large storm water system. This system includes approximately 14,000 catch basins, 500 manholes, 280 outfalls, and 24 separate drainage basins.

The administrative division's sole responsibility is to provide support for the operational divisions through department-wide human resources, fiscal year budgeting, financial oversight, information technology support and customer relations in conjunction with the newly implemented 311 Call Center.

Fiscal Year 2008 Highlights

Implemented a Computerized Maintenance Management System (CMMS) Cartegraph.

Constructed \$7.1 million of roadway resurfacing and \$1.6 million of sidewalks.

Purchased four Elgin Street Sweepers and returned to a City-operated street sweeping program.

Utilized the Connect CTY reverse-911 system to notify city residents of changes in solid waste pickups, snow storm parking bans and when the street sweepers will be in their neighborhood.

Developed, implemented and administered the Trash Fee Enterprise Fund.

Commenced vehicle purchases, repairs and maintenance by the DPW's Fleet Management division.

Risks and Challenges

In Fiscal Year 2008 the DPW experienced one instance of procedural breach in the payroll system. This breach has caused the department to analyze its departmental payroll procedures. In doing so, the DPW has discovered that changes to its payroll system are needed.

Another challenge 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.

The last major challenge is simplifying the procurement process to hire private contractors to plow city streets. In Fiscal Year 2008 the DPW saw a decline in the number of snow plow contractors in the DPW's annual program. This loss of contracts restricted the DPW's ability to clear the City's streets in a safe and timely manner. In Fiscal Year 2009 the DPW plans to work with the Purchasing Department 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 2009

The DPW will work with the Payroll Department in order to complete an analysis of the payroll practices and organizational structure in which this function is vested. Upon completion, the DPW will present its findings to the Mayor, Control Board, City Auditor, Personnel, and City Solicitor. The DPW will also include recommendations on ways to avoid future occurrences through workflow analysis and organizational changes.

The DPW will continue to work with the Office of Planning and the Department of Parks, Facilities and Recreation 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.

Finally, 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, Purchasing, and Law departments for their option.

Administration

Description: This division provides support to the six (6) operational divisions of the Department of Public Works. The administrative division is responsible for responding to residents request through the 311 Call Center, 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, Contract Administrator and Administrative Services Director to ensure the day-to-day needs of the operational divisions are met.

Short Term Goals:

Create a bar-coded inventory control system that will interface with Cartegraph.

Develop an automated process that imports fuel usage from the Petro Vend fuel system into Cartegraph.

Increase participation of professional development opportunities.

Assist the solid waste division in formulating the Enterprise Fund budget for Fiscal Year 2009.

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 formulate a plan to make that transition seamless.

Strategic Objectives for Fiscal Year 2009:

Develop a list of recommendations to improve the process of hiring contractors to plow city streets.

Perform an assessment of workflow and organizational structure to improve the business office, payroll and stores operations.

Solid Waste Division

Description: The Solid Waste division provides weekly curbside pick-up of municipal solid waste and biweekly 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 departments Customer Service Center for a fee of \$8 per item. The Solid Waste division organizes six 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 3 city owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi's Island Landfill. The Solid Waste division operates 5 automated trash trucks, 10 semi-automated trash trucks, 6 recycling trucks, 4 yard waste trucks, 2 bulk waste trucks and 1 complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the city. A common function of the complaint truck is to pickup dead animals or debris on city roads, as well as, attend to small oil spills. In Fiscal Year 2008 the DPW implemented and administered the annual \$90 trash fee. The trash fee is expected to generate \$3.8 million dollars, with a collection rate of approximately 95%, which will help offset the rising cost of solid waste collection and disposal. 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 2009, the Springfield Department of Public Works will develop and implement a solid waste reduction program 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 increase enforcement of the City's mandatory recycling ordinance by hiring a dedicated 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.

The Solid Waste Division is also engaging in other steps to reduce the total cost of solid waste disposal to the City by partnering with the Facilities Division to analyze and enhance recycling policies in the Springfield Public Schools. Collection routes will also be routinely examined for ways to maximize efficiency based on the results of the waste reduction program.

Short Term Goals:

Hire and monitor a recycling coordinator.

Continue to apply for DEP grants, educational materials and technical assistance.

Investigate and recommend the recycling program conversion to single stream vs. dual stream.

Integrate all components of the solid waste management operation into the Fiscal Year 2009 Enterprise Fund.

Intermediate Term Goals:

Increase recycling efforts by utilizing the grant-funded position of recycling coordinator.

Begin the evaluation process of options for municipal solid waste disposal in anticipation of the 2014 expiration of the City's disposal contract.

Continue to apply for DEP grants, educational materials and technical assistance.

Strategic Objectives for Fiscal Year 2009:

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.

Coordinate with the City Auditor, Collector and Law departments on the collection of overdue trash fee amounts from Fiscal Year 2008.

Install a new gate trailer at the Bondi's Island Landfill.

Continue negotiations for the proposed expansion of the Bondi's Island Landfill.

Develop approaches to comply with DEP 2006 Solid Waste Master Plan waste reduction goals.

Hire a temporary recycling coordinator under a DEP grant program.

Investigate options for the continued operations of the yard waste compost site.

Streets Services

Description: The DPW maintains 1,100 lane miles of streets, 600 miles of sidewalks and three bridges. The Street Services division core services include roadway and sidewalk repairs, asphalt patching, street sweeping, and snow & ice control. The Street Services division combats deteriorating streets with its milling and paving machines. The milling and paving program allows the Street Service division 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 2008, the city cancelled its contract for street sweeping services and purchased 4 Elgin street sweepers. In Fiscal Year 2009, the street sweeping program expects to sweep the entire city 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 30 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.

Intermediate Term Goals:

Integrate traffic operations into the streets services division.

Strategic Objectives for Fiscal Year 2009:

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 program provides project design, contractual design oversight, pavement condition assessment, surveying, roadway and utility construction management, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations to the City. The Engineering division assists the City Assessor's Department in updating their records using AutoCAD and ArcGIS software. The Engineering division lends technical support to the Parking Authority in matters of on-street parking, traffic control devices, and pavement marking regulations.

Short and Intermediate Term Goals:

Continue management of large construction program started in 2007.

Continually convert private ways to public ways in order to increase public lane mileage eligible for Chapter 90 highway funds from the State.

Strategic Objectives for Fiscal Year 2009:

Develop program within Cartegraph to compile pavement condition indices.

Convert private ways to public ways which will increase Chapter 90 allotment to the City.

Traffic Division

Description: The Traffic Program is responsible for the maintenance and repair of the City's 200 signalized intersections. The department manufactures and installs all transportation regulatory signs. The division maintains 180 miles of pavement markings including crosswalks and administers the accident recovery program for damages to City property. Additionally, the division administers in conjunction with Western Mass Electric Company, the maintenance of 14,000 streetlights.

Short Term Goals:

Complete traffic signal upgrades on Main Street.

Intermediate Term Goals:

Continue upgrading traffic signal controllers throughout the City

Strategic Objectives for Fiscal Year 2009:

Begin installation of Intelligent Transportation System (ITS) camera monitoring system.

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. Other services include tire repair and maintenance, welding services, emission inspections, body repair, road calls and vehicle specification writing for the City of Springfield. The garage operates two shifts and is available for emergency services 24/7. In addition to light cars and trucks, garage personnel repair and maintain small equipment such as lawnmowers and hand compactors; construction equipment such as excavators, rollers, graders, and loader/backhoes; as well as other equipment such as sweepers, buses, log loaders, chippers, etc. The garage utilizes oil analysis for purposes of extending operation time between oil changes. It also provides insight into engine life, transmission wear, and hydraulic system performance.

Short Term Goals:

Research the feasibility of purchasing vehicles that use alternative fuel sources.

Relocate the Police Department vehicle repair facility.

Institute an automated fuel dispensing system which would eliminate our current gas key system.

Research the feasibility of purchasing a vehicle/equipment washing system.

Intermediate Term Goals:

Resurface the garage area floor.

Strategic Objectives for Fiscal Year 2009:

Find a location within the city to store DPW's vehicles and equipment indoors.

Implement vehicle replacement policies and procedures.

Establish a machine shop which includes a lathe, drill press, and all peripheral tools.

Storm Drains Division

Description: A relatively new program for the DPW, this program was established in FY 2005 to maintain 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 division "must have an operation and maintenance plan to ensure that systems function as designed for all stormwater management systems." The Storm Drains division estimates there are approximately 14,000 catch basins, 5000 manholes, 280 outfalls, 24 separate drainage basins, and an unknown number of miles of storm drainage pipe of various sizes throughout the city. The division 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 wash-out 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 2009:

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.

Operating Budget by Program

Engineering	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$793,362	\$700,787	\$835,214	\$134,427	19.2%
Purchase of Services	\$35,600	\$34,100	\$30,100	(\$4,000)	-11.7%
Supplies & Materials	\$8,500	\$28,500	\$28,500	\$0	0.0%
Capital Outlay	\$2,100	\$2,100	\$861	(\$1,239)	-59.0%
Total	\$839,562	\$765,487	\$894,675	\$129,188	16.9%

Administration	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$603,489	\$744,051	\$591,784	(\$152,267)	-20.5%
Purchase of Services	\$7,225	\$17,225	\$44,096	\$26,871	156.0%
Supplies & Materials	\$2,168	\$22,168	\$37,168	\$15,000	67.7%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$612,882	\$783,444	\$673,048	(\$110,396)	-14.1%

Streets and Services	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$1,044,680	\$1,230,643	\$1,439,539	\$208,896	17.0%
Purchase of Services	\$995,551	\$793,630	\$461,233	(\$332,397)	-41.9%
Supplies & Materials	\$101,970	\$231,970	\$184,220	(\$47,750)	-20.6%
Intergovernmental	\$300	\$300	\$300	\$0	0.0%
Other Charges & Expenditures	\$3,000	\$3,000	\$3,000	\$0	0.0%
Capital Outlay	\$1,750	\$0	\$0	\$0	0.0%
Total	\$2,147,251	\$2,259,543	\$2,088,292	(\$171,251)	-7.6%

Operating Budget by Program

Snow Removal	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$550,000	\$550,000	\$400,000	(\$150,000)	-27.3%
Purchase of Services	\$502,250	\$502,250	\$552,250	\$50,000	10.0%
Supplies & Materials	\$524,720	\$538,720	\$638,720	\$100,000	18.6%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$1,576,970	\$1,590,970	\$1,590,970	\$0	0.0%

Street Lights	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$0	\$0	\$0	\$0	0.0%
Purchase of Services	\$2,490,000	\$2,790,000	\$2,790,000	\$0	0.0%
Total	\$2,490,000	\$2,790,000	\$2,790,000	\$0	0.0%

Traffic & Engineering	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$486,485	\$430,470	\$499,602	\$69,132	16.1%
Purchase of Services	\$188,500	\$189,500	\$189,500	\$0	0.0%
Supplies & Materials	\$167,983	\$195,545	\$219,545	\$24,000	12.3%
Capital Outlay	\$4,000	\$0	\$0	\$0	0.0%
Total	\$846,968	\$815,515	\$908,647	\$93,132	11.4%

Operating Budget by Program

Solid Waste	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$2,574,985	\$1,317,085	\$1,457,715	\$140,630	10.7%
Purchase of Services	\$5,416,594	\$233,556	\$168,056	(\$65,500)	-28.0%
Supplies & Materials	\$20,400	\$21,300	\$21,300	\$0	0.0%
Intergovernmental	\$7,000	\$7,000	\$7,000	\$0	0.0%
Capital Outlay	\$0	\$30,000	\$0	(\$30,000)	-100.0%
Total	\$8,018,979	\$1,608,941	\$1,654,071	\$45,130	2.8%

Garage/Fleet	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$948,754	\$915,967	\$832,269	(\$83,698)	-9.1%
Purchase of Services	\$94,750	\$1,469,998	\$1,051,359	(\$418,639)	-28.5%
Supplies & Materials	\$860,587	\$673,371	\$757,200	\$83,829	12.4%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$7,000	\$7,000	100.0%
Capital Outlay	\$6,250	\$0	\$0	\$0	0.0%
Total	\$1,910,341	\$3,059,336	\$2,647,828	(\$411,508)	-13.5%

Storm Drains	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$189,249	\$196,046	\$242,000	\$45,954	23.4%
Purchase of Services	\$42,000	\$38,000	\$33,000	(\$347,003)	-91.3%
Supplies & Materials	\$42,050	\$45,500	\$45,500	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$273,299	\$279,546	\$320,500	(\$301,049)	-48.4%

External Budget by Program

Parking Fund	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$0	\$0	\$0	\$0	0.0%
Purchase of Services	\$109,761	\$117,701	\$0	(\$117,701)	-100.0%
Supplies & Materials	\$347	\$347	\$0	(\$347)	-100.0%
Capital Outlay	\$61,850	\$61,850	\$0	(\$61,850)	-100.0%
Total	\$171,958	\$179,898	\$0	(\$179,898)	-100.0%

FY09 Trash Fee Enterprise Fund Estimated Budget			
	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>
Personnel Costs	\$0	(\$1,394,721)	(\$1,359,702)
Fringe Benefits	\$0	(\$478,448)	(\$393,078)
Purchase of Services	\$0	(4,661,388)	(\$4,377,195)
Supplies & Materials	\$0	(443,665)	(\$539,430)
Intergovernmental	\$0	(\$20,286)	\$0
	\$0	(\$6,998,508)	(\$6,669,405)
Revenue	\$0	\$4,310,150	\$3,915,405
General Fund Supplement	\$0	\$2,688,358	\$2,754,000
Surplus / (Deficit)	\$0	\$0	\$0

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$7,191,004	\$6,085,049	\$6,298,123	\$213,074	3.5%
Purchase of Services	\$9,772,470	\$6,068,259	\$5,319,594	(\$1,208,369)	-18.5%
Supplies & Materials	\$1,728,378	\$1,757,074	\$1,932,153	\$174,732	9.9%
Intergovernmental	\$7,300	\$7,300	\$7,300	\$0	0.0%
Other Charges & Expenditures	\$3,000	\$3,000	\$10,000	\$7,000	233.3%
Capital Outlay	\$14,100	\$32,100	\$861	(\$93,089)	-99.1%
Total Operating Funds	\$18,716,252	\$13,952,782	\$13,568,031	(\$812,702)	-5.7%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Enterprise Fund	\$0	\$6,998,508	\$6,669,405	(\$329,103)	-4.7%
Chapter 169 (Paving)	\$0	\$342,003	\$0	(\$342,003)	-100.0%
Parking Fund	\$171,958	\$179,898	\$0	(\$179,898)	-100.0%
Total External Fund	\$171,958	\$7,520,409	\$6,669,405	(\$851,004)	-11.3%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$18,716,252	\$13,952,782	\$13,568,031	(\$384,751)	-2.76%
External Funds	\$171,958	\$7,520,409	\$6,669,405	(\$851,004)	-11.32%
Total All Funds Budget	\$18,888,210	\$21,473,191	\$20,237,436	(\$1,235,755)	-5.75%

Performance Measures

Measurable Goal: Preserve the City's public way infrastructure.

Measure	Actual FY07	Projected FY08	Goal FY09
Miles of street swept	2,573	1,166	3,500
Number of catch basins cleaned	1,454	1,761	2,500
Number of potholes filled	14,157	12,342	10,000
Lane miles of streets resurfaced	17.6	13.1	15.0
Plowable snow storms	3	8	3
Sand and salt storms	9	5	10

Measurable Goal: Dispense solid waste in a cost effective and environment responsible manner.

Measure	Actual FY07	Projected FY08	Goal FY09
Recycling as a percent of total solid waste collected	6.8%	6.7%	10.0%
Tons of solid waste collected	49,812	36,123	45,000
Tons of yard waste collected	9,077	5,395	6,000

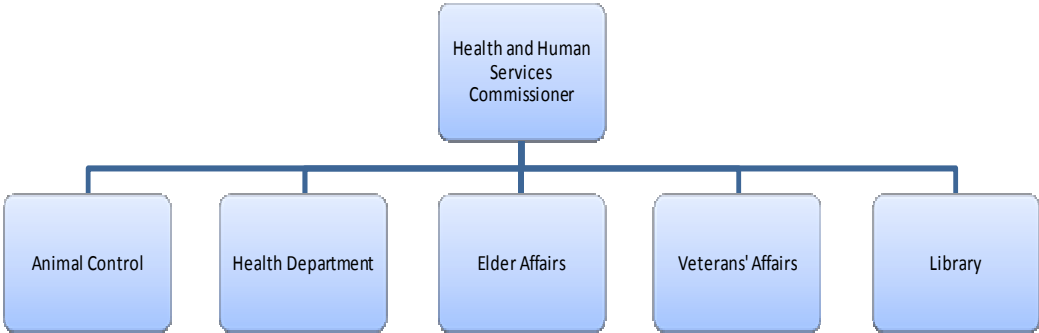
Measurable Goal: Provide an economical and professional fleet service center.

Measure	Actual FY07	Projected FY08	Goal FY09
Vehicle preventive maintenance checks completed	N/A	434	600

Section 9
Health and Human
Services Division

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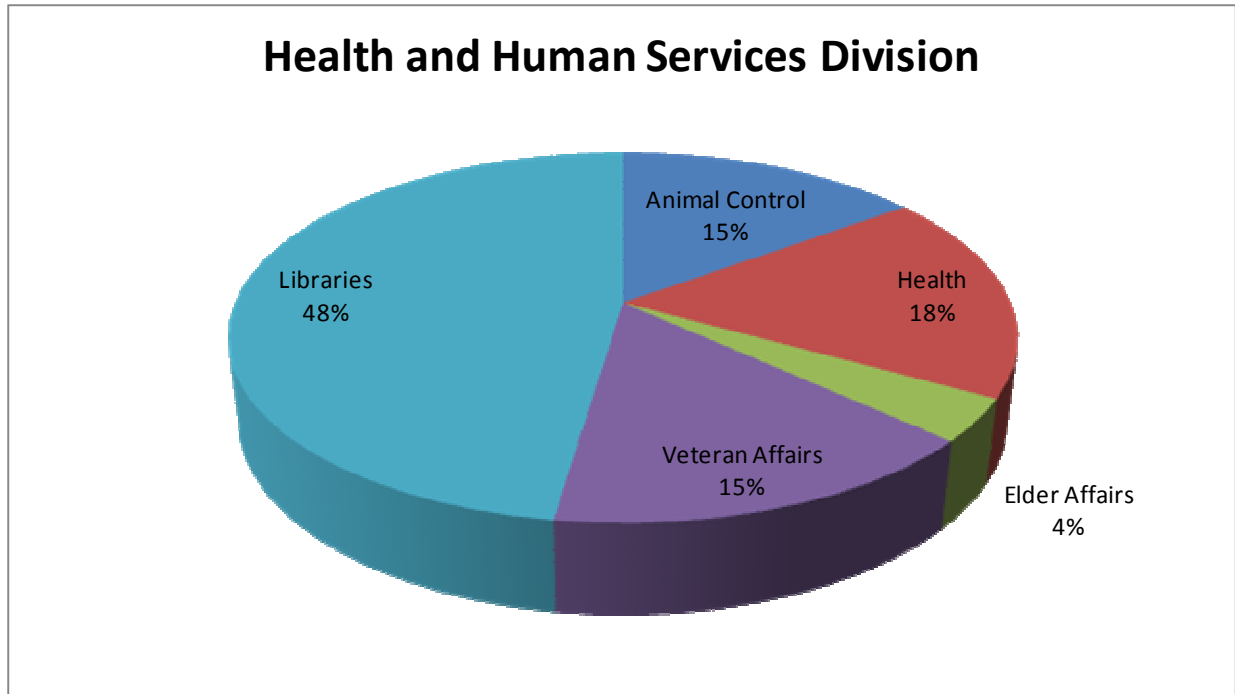
Health and Human Services Division



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.

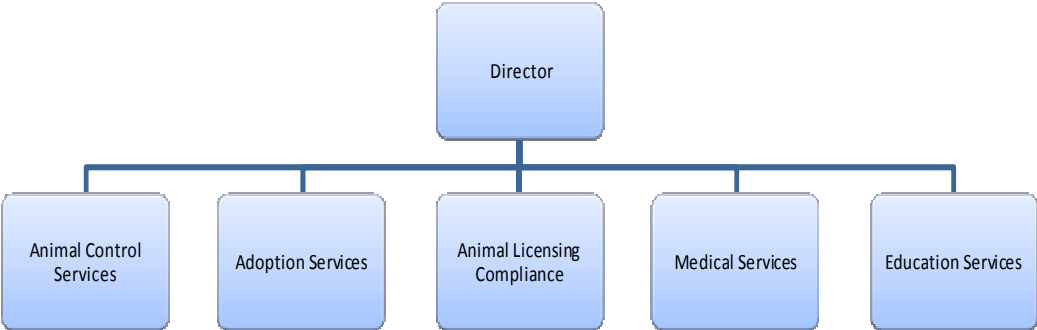
Budget Overview



Division Budget	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09	Percent Change
Animal Control	\$1,295,527	\$1,301,269	\$1,320,729	\$19,460	1.5%
Health Department	\$1,577,111	\$1,714,344	\$1,616,752	(\$97,592)	-5.7%
Elder Affairs	\$303,212	\$285,043	\$328,099	\$43,056	15.1%
Veteran Services	\$685,133	\$817,193	\$1,376,527	\$559,334	68.4%
Libraries	\$3,756,174	\$4,164,455	\$4,229,189	\$64,734	1.6%
Total Division	\$7,617,157	\$8,282,304	\$8,871,296	\$588,992	6.6%

Division Personnel (FTEs)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Animal Control	12.0	13.0	13.5	0.5
Health Department	35.0	32.0	30.5	-1.5
Elder Affairs	6.0	6.0	6.8	0.8
Veteran Services	4.0	4.0	4.0	0.0
Library	84.0	84.0	79.9	-4.1
Total FTEs	141.0	139.0	134.7	-4.3

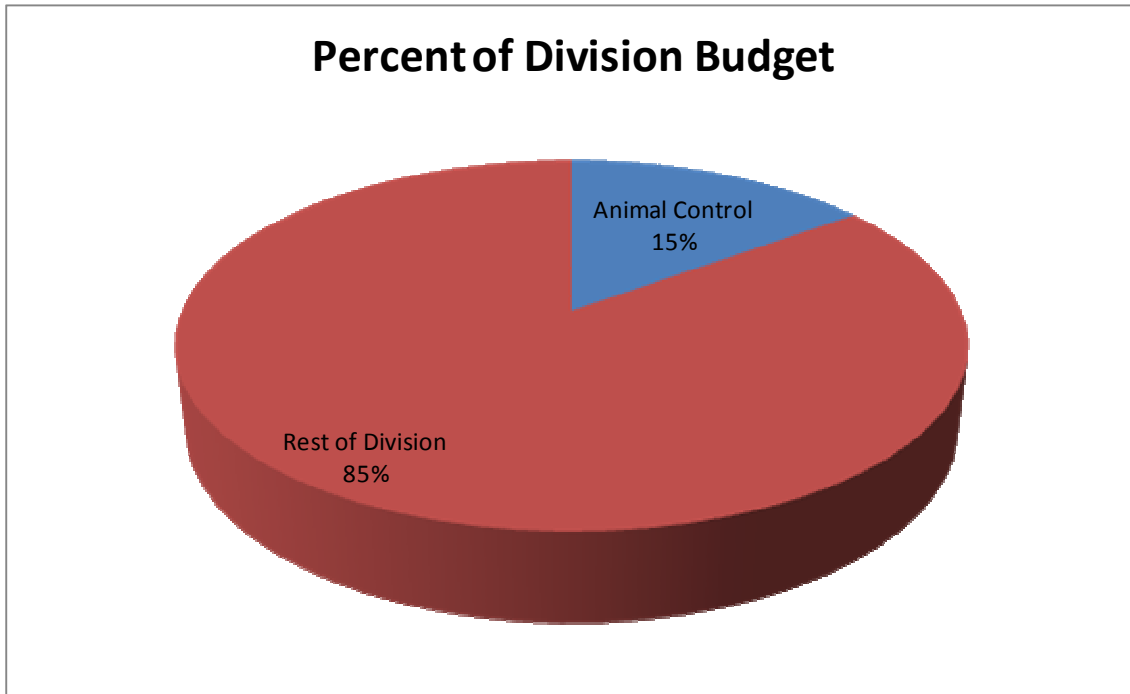
Thomas J. O'Connor Animal Control & Adoption Center



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. Where appropriate, the Center will responsibly place unclaimed animals into new adoptive homes.

Budget Overview



General Fund Expenditures	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personnel Services	\$372,487	\$399,937	\$427,497	\$27,560	6.9%
OTPS	\$923,040	\$901,332	\$893,232	(\$8,100)	-.9%
Total General Fund	\$1,295,527	\$ 1,301,269	\$1,320,729	\$19,460	1.5%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Animal Control	12.0	13.0	13.5	0.5

Department Summary

Animal Control

The Thomas J. O'Connor (TJO) Animal Control and Adoption Center ("Center") provides services to five (5) communities that contract services. 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 2009, 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 2008 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 has received several grants and a number of donations from supporters.

TJO also initiated a comprehensive disaster plan in conjunction with the city's Emergency Preparedness Office. Several staff members have received *Disaster Planning Certification*, and our goal is to have all staff members included in this training over time.

As a means to increase community outreach efforts, TJO staff attended numerous community meetings, providing better visibility for the Center on a number of media outlets and websites.

Risks and Challenges

The public perception of TJO has improved as it realizes that the Center will respond to all animal-related concerns - leading to an increased volume and complexity of calls. 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.

With the significant reduction in staff and service abilities offered by the MSPCA, TJO is housing more animals than ever before.

There has been a rise in the number of cruelty/neglect calls.

The current per capita rate for TJO's services is \$2.60 per citizen. From a feasibility study completed in 2001, the report 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 2009 approaches, we are 15 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 2009

Because TJO is finding it difficult to keep up with the expectations for service, both in the field and in the Center, it would like to examine every available alternative for continued growth and positive results.

The Center would like to examine the impact of raising per capita rates and the possibility of losing some of its contract cities as a result of that decision. It will continue to seek all other available revenue sources.

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. Further, 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: respond to *Priority 1* calls within 1 hour, *Priority 2* within 2 hours, *Priority 3* within 24 hours, *Priority 4 and 5* within 7 days.

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.

Reduce animal bites through education and strong ordinance enforcement.

Intermediate Term and Long Term Goals:

Explore different mechanisms of dispatching animal control officers. The current method is not effective and results in dissatisfaction from residents.

Implement a license canvassing team.

Institute effective means of collecting revenue due to the City by offenders.

Outfit animal control vehicles with laptops for faster communication.

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 work 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% 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:

Maintain full staffing levels as much as possible, adhering to the Humane Society of the United States (HSUS) recommendation for kennel staffing of 11 full-time animal care/adoption staff (16 animal care staff during summer months) for kennel volume equal to TJO.

Provide ongoing training/education for all adoption center staff and volunteers.

Ensure that all equipment and supplies are in good working order and available at all times.

Intermediate and Long-term Goals:

Recruit and maintain core volunteer force to assist with daily operations.

Hire 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, it has made significant changes to the way in which veterinary services are performed at the Center. 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-three full days per week. 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 spay/neuter all of our adopted animals.

Short Term Goals:

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, the Center is offering dog bite prevention classes for children. It has established a number of relationships within the community which enables it to further promote animal welfare and sheltering. The TJO partnerships include: Holyoke Community College and Becker College Veterinary Technician programs, UMass Amherst Pre-Veterinary program, Springfield College, Western New England College and 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.

Get all facility’s materials translated into Spanish in addition to English.

Intermediate Term Goals:

Build volunteer program to the point that experienced and knowledgeable volunteers can act as ambassadors for TJO.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$372,487	\$399,937	\$427,497	\$27,560	6.9%
Purchase of Services	\$682,000	\$666,700	\$654,000	(\$12,700)	-1.9%
Supplies & Materials	\$105,000	\$129,092	\$134,692	\$5,600	4.3%
Intergovernmental	\$109,040	\$102,540	\$102,540	\$0	0.0%
Other Charges & Expenditures	\$27,000	\$3,000	\$2,000	(\$1,000)	-33.3%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,295,527	\$1,301,269	\$1,320,729	\$19,460	1.5%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$1,295,527	\$1,301,269	\$1,320,729	\$19,460	1.5%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$1,295,527	\$1,301,269	\$1,320,729	\$14,460	1.1%

Performance Measures

Measurable Goal: To provide comprehensive animal control services.

Measure	Actual FY07	Projected FY08	Goal FY09
Average recorded response time to priority 1 calls	16 minutes	16 minutes	16 minutes
Average recorded response time to priority 2 calls	16 minutes	24 minutes	20 minutes

Measurable Goal: To protect public health and safety.

Measure	Actual FY07	Projected FY08	Goal FY09
Vet services performed such as neuter and spay	32 in-house 255 local vet	700 in-house 400 local vet	1200 in-house

Measurable Goal: To protect animals.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of animals housed at the shelter more than once during year	<1%	<1%	<1%

Measurable Goal: To provide comprehensive animal control services.

Measure	Actual FY07	Projected FY08	Goal FY09
Total revenue received from outside source	\$172,803	\$219,995	\$240,000

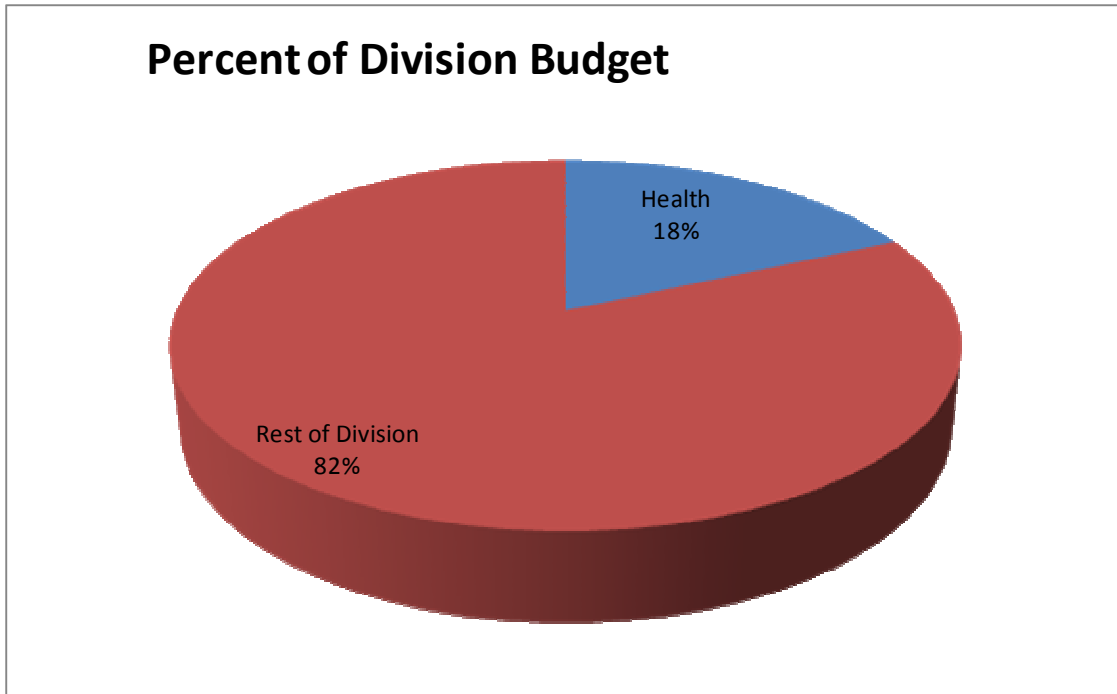
Health Department



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personnel Services	\$1,386,464	\$1,448,697	\$1,385,180	(\$63,517)	-4.4%
OTPS	\$190,647	\$265,647	\$231,572	(\$34,075)	-12.8%
Total General Fund	\$1,577,111	\$1,714,344	\$1,616,752	(\$97,592)	-5.7%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Health Department	35.0	32.0	30.5	-1.5

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 services 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 2008 Highlights

Implemented an electronic medical records and billing system for Health Services for the Homeless.

Initiated legislation passed by the City Council to ban smoking in private clubs.

Initiated legislation passed by the City Council to strengthen the youth access ordinance banning tobacco sales to minors.

Implemented a neighborhood-based disaster training curriculum to over 1000 residents to encourage personal preparedness plans.

Provided flu vaccinations for over 4000 Springfield residents.

Maintained and expanded Dental Services. Completed treatment plans for 500 students at the "No Tooth Left Behind" dental clinic.

Expanded medical interpreting training to Putnam High School and MCDI, enabling students who pass the required courses to be hired as professional medical interpreters.

Risks and Challenges

The Environmental Health Division is understaffed. There are currently only two active food inspectors and one Director, with one inspector currently unable to work due to a long term disability. The low staffing level creates the possibility of a back log in the number of food inspections that can be done, possibility putting residents at risk. Another area of concern for that unit is the need for a bilingual (English/Spanish) food inspector.

The Mayor's Office for Citizens with Disabilities has not been staffed for the past year. It was the decision of the previous administration not to hire a person to oversee the department. This has caused a void in citizen response. While the Commission on Disability has done an excellent job of filling the gap, as time goes on, a fragmentation in communication will occur and implementation of signage and other concrete work outputs are not possible. Currently, staff of the Department of Health and Human Services are filling in to ensure essential services are maintained.

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 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. Last year, the salaries of the nursing staff were increased to be competitive with the nursing market in and around the City of Springfield. Although the department has had some minor success (one new hire), 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 2009

It is important to continue to have a strong inspection and investigation force to ensure sanitary and safe conditions in our food establishments. Toward this end, I have met with the Executive Director of the Springfield Finance Control Board to request the creation an additional inspector position and backfill the position of an inspector on long-term disability.

The administrative unit of the Department is the backbone of the work that we do by incorporating all internal and external activities essential for strong fiscal accountability. Our staff members are highly qualified and competent individuals who have developed excellent relationships. They are unselfish with their time and talents to ensure that other departments in the Health and Human Services Division are adequately supported. I have asked the Executive Director of the FCB to add additional fiscal staffing for the purposes of supporting the current staff.

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. It is my intention 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.

In 2003, the Department of Justice issued a report that was critical of ADA compliance in the City of Springfield. The report set forth a series of benchmarks that the City is required to meet over time. The city has worked to achieve some of the measurements such as training for personnel on TTY machine, policies and procedures for police officers when dealing with persons with disabilities, and assuring that voting booths were accessible. It is imperative that the City continue to meet the mandates set forth by the Department of Justice report. Re-staffing of the Mayors Office for Citizens with Disabilities is an example of one such way to monitor compliance.

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.

Having a person to write grants is a critical function for any city department. HHS believes it would benefit all City departments to combine resources in order to establish the position of Grant Writer. Accordingly, we will collaborate with the Finance Department to further this goal in any way we can.

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 vaccine for the State 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 city web site.

Increase staffing levels.

Strategic Objectives for Fiscal Year 2009:

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.

Increase pandemic education and training.

Strengthen communicable disease reporting relationship with Baystate Medical Center.

Intermediate Term Goals:

Expand flu clinic sites.

Increase the number of health screenings held in the community.

Increase the visibility of the Child Maternal Health Program.

Increase the number of chronic disease screenings at Senior Centers.

Strategic Objectives for Fiscal Year 2009:

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:

Expand staffing to include bilingual employees to assist in the inspection process of Spanish-speaking restaurateurs.

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 2009:

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:

- Hire a Health Services for the Homeless Coordinator.
- Expand dental services.
- Expand case management services.
- Increase coordination with Open Pantry and Mercy Medical Center.
- Appoint a homeless person to the Public Health Council.

Intermediate Term Goals:

- Hire a Medical Director.
- Hire 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 2009:

- Standardize policies and procedures with Mercy Medical Center and Open Pantry.
- Standardize forms.
- Formalize Health Services for the Homeless reporting structure.
- Hire a Clinical Director.

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 2009.

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.

Increase clerical capacity.

Decrease the number of persons transported to treatment facilities outside of the City.

Strategic Objectives for Fiscal Year 2009:

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 life style. The program also develops policy on a city-wide level.

Short Term Goals:

Increase compliance checks of authorized tobacco product retailers.

Hire a bilingual/bicultural youth to work in the program.

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 2009:

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 an on-line mediation training.

Strategic Objectives for Fiscal Year 2009:

Increase funding for program.

Violence Prevention

Description: The Violence Prevention Coordinator is responsible for implementing components of a prevention and intervention program for youth.

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 2009:

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:

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 2009:

Increase awareness of infant mortality data.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$1,386,464	\$1,448,697	\$1,385,180	(\$63,517)	-4.4%
Purchase of Services	\$163,697	\$236,897	\$194,752	(\$42,145)	-17.8%
Supplies & Materials	\$22,050	\$24,400	\$29,820	\$5,420	22.2%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$4,900	\$4,350	\$7,000	\$2,650	60.9%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$1,577,111	\$1,714,344	\$1,616,752	(\$97,592)	-5.7%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
HSH	\$1,776,547	\$2,474,372	\$2,474,372	\$0	0.0%
HIV/AIDS	\$100,000	\$100,000	\$100,000	\$0	0.0%
Tobacco	\$84,100	\$69,600	\$69,600	\$0	0.0%
Pioneer Valley AHEC—Core	\$111,320	\$111,320	\$111,320	\$0	0.0%
AHEC— Model	\$59,450	\$59,450	\$59,450	\$0	0.0%
AHEC- MIT	\$53,391	\$53,391	\$53,391	\$0	0.0%
Oral Health	\$390,438	\$168,974	\$75,000	(\$93,974)	-55.6%
Senior Centers (2)	\$15,000	\$15,000	\$15,000	\$0	0.0%
Total External Funds	\$2,590,246	\$3,052,107	\$2,958,133	(\$93,974)	-3.2%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$1,577,111	\$1,714,344	\$1,616,752	(\$97,592)	-5.7%
External Funds	\$2,590,246	\$3,052,107	\$2,958,133	(\$93,974)	-3.2%
Total All Funds Budget	\$4,167,357	\$4,766,451	\$4,572,884	(\$193,567)	-4.1%

Grant Summary

City of Springfield, Health Services for the Homeless (HSH)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$1,776,547	\$2,474,372	\$2,474,372
Personal Services:			
Funding	\$483,868	\$817,344	\$817,344
Number of Positions	10.7	14.2	14.2
Scope of Services:			
<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>			

HIV/AIDS			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$100,000	\$100,000	\$100,000
Personal Services:			
Funding	\$44,825	\$44,825	\$44,825
Number of Positions	1.0	1.0	1.0
Scope of Services:			
<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>			

Grant Summary

Tobacco			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$84,100	\$69,600	\$69,600
<i>Personal Services:</i>			
Funding	\$52,960	\$54,186	\$54,186
Number of Positions	1.1	1.1	1.1
<i>Scope of Services:</i>			
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.			

Pioneer Valley AHEC—Core			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$111,320	\$111,320	\$111,320
<i>Personal Services:</i>			
Funding	\$104,230	\$104,230	\$104,230
Number of Positions	2.5	2.5	2.5
<i>Scope of Services:</i>			
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.			

Grant Summary

AHEC—Model			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$59,450	\$59,450	\$59,450
Personal Services:			
Funding	\$40,999	\$40,999	\$40,999
Number of Positions	1.1	1.1	1.1
Scope of Services:			
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.			

AHEC—MIT			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$53,391	\$53,391	\$53,391
Personal Services:			
Funding	\$21,325	\$21,325	\$21,325
Number of Positions	.7	.7	.7
Scope of Services:			
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.			

Grant Summary

Oral Health			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$188,974	\$168,974	\$75,000
<i>*Revenue generated from services</i>	\$201,464	\$221,610	\$325,771
Personal Services:			
Funding	\$275,841	\$303,425	\$333,768
Number of Positions	4.4	4.4	5
Scope of Services:			
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 .			

Senior Centers (2)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$15,000	\$15,000	\$15,000
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
To provide indirect support for two Senior Centers to provide health, wellness, and nutrition through various activities and programs. The Centers are located in the Hungry Hill and Pine Point neighborhoods.			

Performance Measures

Measurable Goal: To ensure compliance with State Codes at all food establishments in Springfield.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of food inspections	2,150	2,150	2,150

Measurable Goal: To provide preventative health services to Springfield's residents.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of flu shots dispensed to residents	2,483	2,500	2,550
Number of health screenings provided (per UDS stats)	1,508	1,510	1,520
Number of active/latent Tuberculosis cases managed	120	110	123

Measurable Goal: To provide access to counseling programs and treatment for the City's drug users.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of substance users transported for treatment	480	536	600

Measurable Goal: To ensure compliance with the Youth Access to Tobacco ordinance.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of compliance checks on tobacco retailers (Decrease due to business closures)	950	825	800

Measurable Goal: To provide health education to Springfield's residents.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of residents receiving disaster preparedness training	338	236	400

Performance Measures

Measurable Goal: To expand the level and number of services available to Springfield's residents.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of agencies and organizations working in partnership with HHS	100	100	100

Measurable Goal: To provide dental care to Springfield's Middle School students.

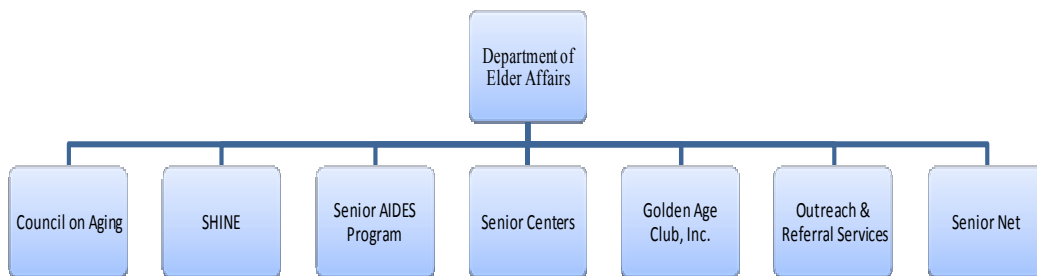
Measure	Actual FY07	Projected FY08	Goal FY09
Number of treatment plans completed by the Oral Health Project	100	235	240
*Project fully operational mid FY 07			

Measurable Goal: Increase the number of homeless receiving health and dental care.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of homeless clients served (Based on UDS Unduplicated Count)	3,447	4,791	4,850

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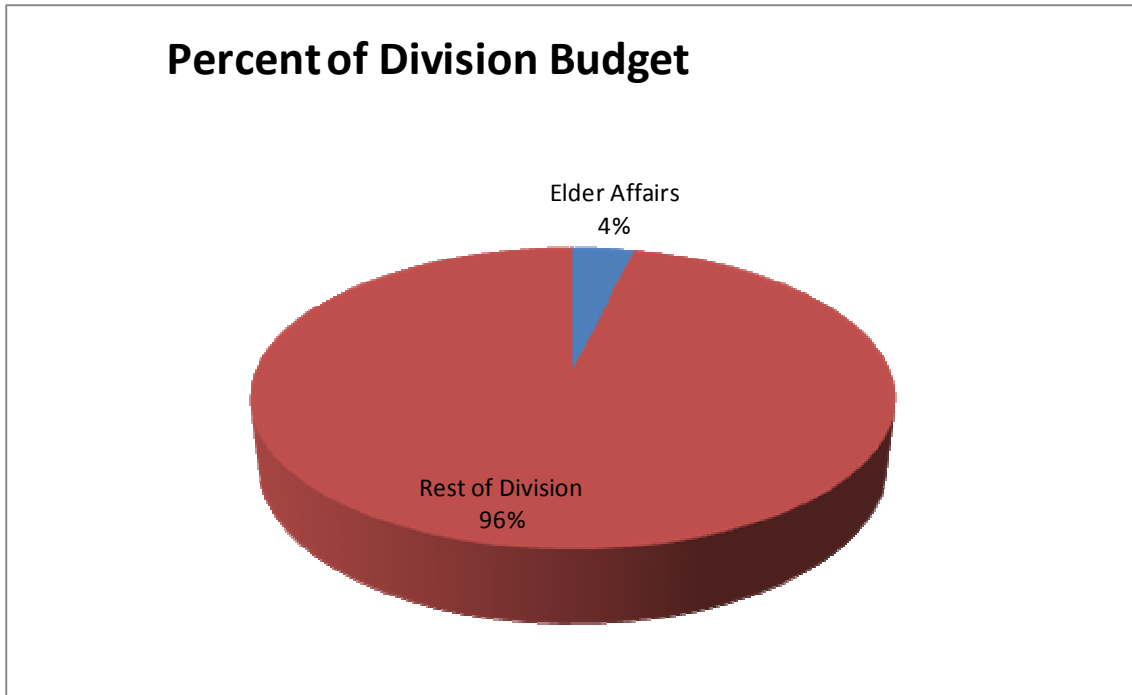
Elder Affairs



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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personnel Services	\$269,852	\$251,683	\$294,939	\$43,256	17.2%
OTPS	\$34,360	\$33,360	\$33,160	(\$200)	.6%
Total General Fund	\$303,212	\$285,043	\$328,099	\$43,056	15.1%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Elder Affairs	6.0	6.0	6.8	0.8

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 city-wide. The department offers recreational and educational programs at seven program sites throughout the city utilizing Council on Aging funding from the State of Massachusetts and general funds from the City of Springfield. The Department provides outreach and referral services to access resources for the elder citizen by funding from the Greater Senior Services Agency. Elder Affairs administers the Senior Aide program that retrains 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 recreation club that promotes travel and tours along with weekly meetings at eleven locations through out the City.

Fiscal Year 2008 Highlights

Created Smoke Detector Installation Program in collaboration with Springfield Fire Department.

Opened two new City-operated program sites: Riverview Senior Center and Greenleaf Community Center.

Increased scope of services offered by the May Flower Senior Center by relocating to a new facility.

Resurrected and enhanced the "Senior Spotlight Show," one of the highest rated cable shows on Comcast.

Created a monthly newsletter.

Created a Senior Savings Guide.

Created a system for data collection from all of our programs.

Achieved compliance in our grant-funded programs.

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.

In the very near future, Springfield's senior population (aged 65 and older) will reach 40,000 residents, a figure representing approximately 25% of the City's total population. This growth creates the necessity to perform a capacity and needs assessment of the senior population in Springfield, with the challenge of finding resources to properly and thoroughly conduct this assessment. The degree of difficulty increases when factoring in the lack of a centralized City grant office that looks at grants and development opportunities to support the needs of departments both now and in the future.

An important challenge is the overall fiscal and personnel management of our operating budget. The department has increased programs and services at different locations throughout the city and this places additional strain on existing personnel.

Another major challenge is the Department of Elder Affairs' relationship with The Golden Age Club, Inc, a private, non-profit 501c3 organization. While the department has worked with the club to bring their accounting practices in line with generally accepted accounting principles as well as their own bylaws, significant work remains in revising the policies and procedures of the Club.

Strategic Decisions for Fiscal Year 2009

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. We will be looking to local colleges and universities as well as our state liaisons to identify funding that will facilitate a capacity assessment on the immediate and future needs of our senior population. Cooperative efforts with appropriate city departments will occur in creating policy and procedures for operating the GAC. We will also partner with the Health and Human Services Department and our assigned Finance Department contact to assist in supporting our departments fiscal and personnel management.

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 community.

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.

Strategic Objectives for Fiscal Year 2009:

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 2009:

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, and subsequently amended in, the Older American Act of 1965.

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 2009:

Effectively market the program by advertising in multiple media outlets.

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 across the city.

Short Term Goals:

- Promote health, nutrition and exercise 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, lower diabetic numbers.
- City Services delivered in center.

Strategic Objectives for Fiscal Year 2009:

- Senior centers will collaborate with community partners, team members and other city departments to offer information on a variety of health topics including: Heart healthy Obesity, Dental and the importance of exercise.
- Senior centers will provide culturally diverse activities according to their community.
- Senior Centers will provide meals at least once a week .
- Senior Centers will participate in the brown bag program.

Greater 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 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.

Short-term Goals:

- Conduct visits to elder housing facilities and organizations.
- Distribute development materials used to promote senior services available.
- Maintain the network of services offered to seniors.
- Provide documentation and referrals to senior services.
- Provide referrals to client driven support services.

Intermediate Goals:

- Senior Population access the Outreach program for all their basic need questions.
- Increases the outreach contract for all of the outreach to the city.
- All program sites have a outreach worker.

Strategic Objectives for Fiscal Year 2009:

- Contact all senior housing complexes, senior centers, senior programs, to conduct presentation on services.
- Maintain accurate records on problem and referral service and when appropriate outcome.
- Outreach to the service provider to access services.
- Provide service in Spanish and English.

Senior Net

Description: Senior Net is an international community of computer-using senior citizens aged 50 and older. It includes a nonprofit membership organization based in San Francisco, CA., an online network-based service called “Senior Net Online”, and on-site learning centers where older adults can learn 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 2009:

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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$269,852	\$251,683	\$294,939	\$43,256	17.2%
Purchase of Services	\$25,660	\$27,860	\$26,160	(\$1,700)	-6.1%
Supplies & Materials	\$7,700	\$4,000	\$5,500	\$1,500	37.5%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$1,500	\$1,500	\$0	0.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$303,212	\$285,043	\$328,099	\$43,056	15.1%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Greater Senior Services Outreach and Referral Contract	\$10,000	\$30,000	\$30,000	\$0	0.0%
SHINE	\$63,128	\$67,000	\$53,900	(\$13,100)	-19.6%
Senior Aides Program	\$557,707	\$806,901	\$806,901	\$0	0.0%
Council on Aging	\$146,000	\$153,000	\$153,000	\$0	0.0%
Total External Funds	\$776,835	\$1,056,901	\$1,043,801	(\$13,100)	-1.2%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$303,212	\$285,043	\$328,099	\$43,056	15.1%
External Funds	\$776,835	\$1,056,901	\$1,043,801	(\$13,100)	-1.2%
Total All Funds Budget	\$1,080,047	\$1,341,944	\$1,371,900	\$29,956	2.2%

Grant Summary

Greater Senior Services Outreach and Referral Contract			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$10,000	\$30,000	\$30,000
<i>Personal Services:</i>			
Funding			
Number of Positions	.5	.5	.5
<i>Scope of Services:</i>			
<p>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.</p>			

SHINE (Serving the Health Information Needs of Elders)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$63,128	\$67,000	\$53,900
<i>Personal Services:</i>			
Funding			
Number of Positions	1.0	1.0	1.0
<i>Scope of Services:</i>			
<p>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 health care options.</p>			

Grant Summary

Senior Community Service Employment Program (Senior Aides Program)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$557,707	\$ 806,901	\$806,901
Personal Services:			
Funding			
Number of Positions			
Scope of Services:			
<p>The Senior Aide program promotes the transition of the unemployed mature worker enrollee from subsidized to unsubsidized employment. The major objective of the program is to address 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.</p>			

Council on Aging			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$146,000	\$153,000	\$153,000
Personal Services:			
Funding			
Number of Positions			
Scope of Services:			
<p>The Council on Aging provides professional services for the fiscal management of grants, payroll, personnel files and the purchasing of supplies and equipment. 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.</p>			

Performance Measures

Measurable Goal: Enhance the quality of life of Springfield's elder citizens.

Measure	Actual FY07	Projected FY08	Goal FY09
Unduplicated number of senior citizens participating in senior activities	N/A	5,000	9,000

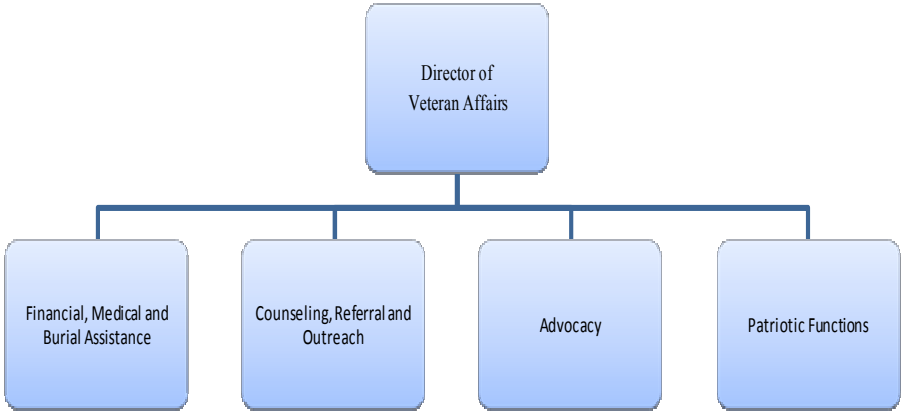
Measurable Goal: Enhance employment opportunities for elders.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of unsubsidized job placements	39	39	45

Measurable Goal: To provide free health information and services to Springfield's elder citizens.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of SHINE counseling sessions	552	450	500

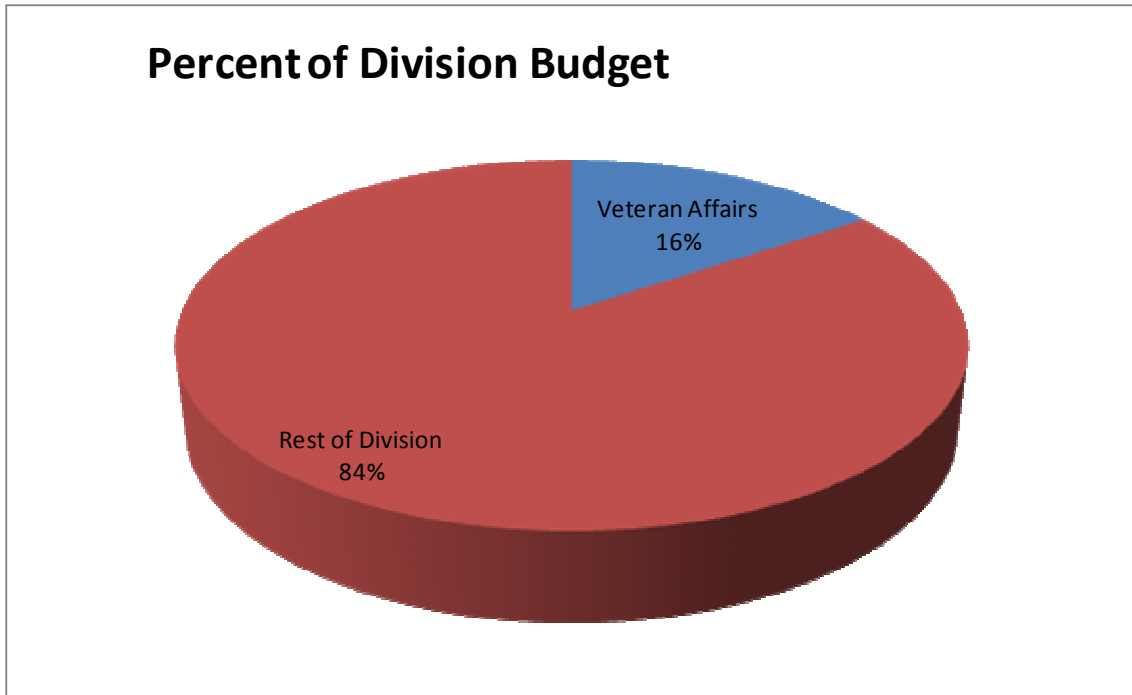
Veteran Services



Mission Statement

The Veterans Affairs Department’s 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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personnel Services	\$219,590	\$223,772	\$227,147	\$3,375	1.5%
OTPS	\$465,543	\$593,421	\$1,149,380	\$555,959	48.4%
Total General Fund	\$685,133	\$817,193	\$1,376,527	\$559,334	68.4%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
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 veterans' benefits and for 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 2008 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 2009

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 veterans and their dependents in procuring federal and state benefits or entitlements for which they may be eligible.

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 veterans' hospitals or clinics.

Make appropriate referrals to programs under the Social Security Administration.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$219,590	\$223,772	\$227,147	\$3,375	1.5%
Purchase of Services	\$4,373	\$5,454	\$6,733	\$1,279	23.5%
Supplies & Materials	\$721	\$801	\$1,191	\$390	48.7%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$460,449	\$587,166	\$1,141,456	\$554,290	94.4%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total Operating Funds	\$685,133	\$817,193	\$1,376,527	\$559,334	68.4%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$685,133	\$817,193	\$1,376,527	\$559,334	68.4%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$685,133	\$817,193	\$1,376,527	\$559,334	68.4%

Performance Measures

Measurable Goal: stabilize the financial situation of Springfield’s eligible veterans and their dependents.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent increase in the number of eligible participants receiving benefits	23%	9%	34%

Measurable Goal: provide access to benefits for all eligible veterans and their dependents.

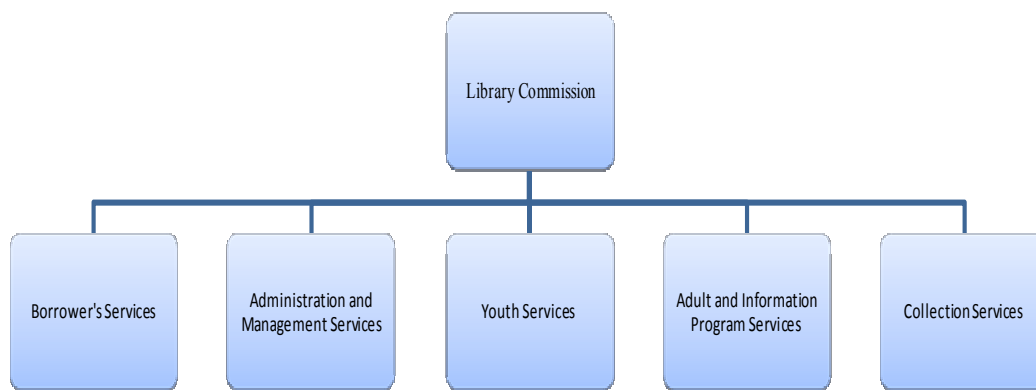
Measure	Actual FY07	Projected FY08	Goal FY09
Average number of contacts receiving counseling and referrals	764	10,060	11,981

Measurable Goal: assist veterans in receiving all available benefits.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent of successful advocacy claims/appeals	63%	75%	85%

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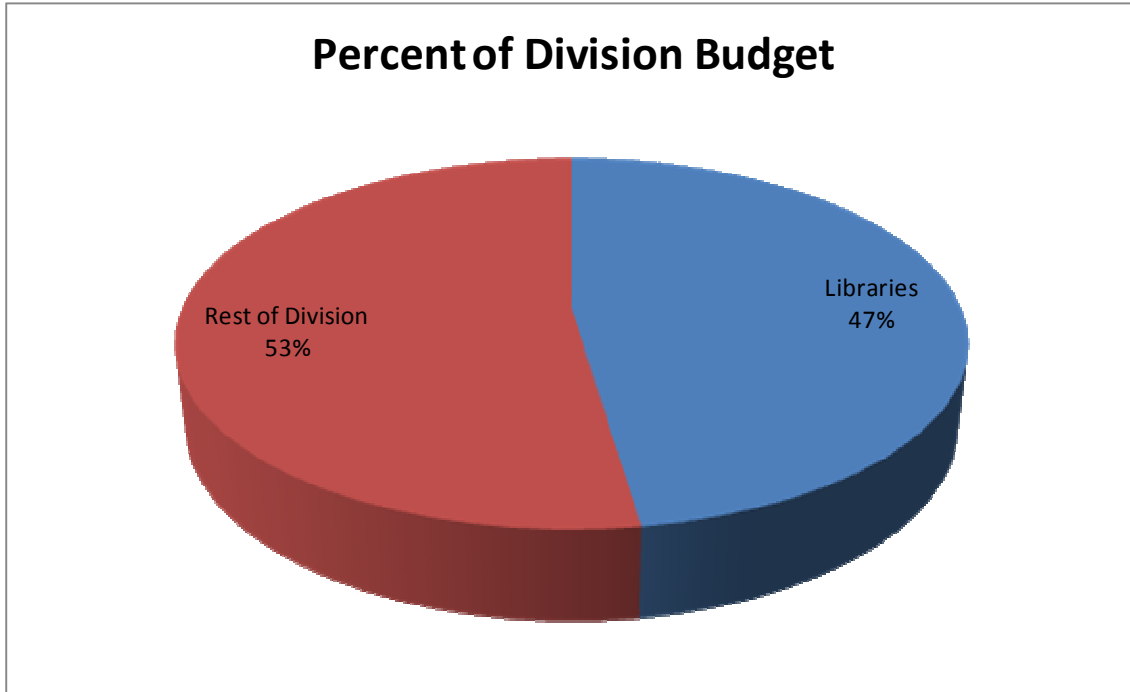
Libraries



Mission Statement

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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personnel Services	\$2,820,276	\$2,471,913	\$2,617,519	\$145,606	5.9%
OTPS	\$935,895	\$1,692,542	\$1,611,670	(\$80,872)	-4.8%
Total General Fund	\$3,756,171	\$4,164,455	\$4,229,189	\$64,734	1.6%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Libraries	84.0	84.0	79.9	-4.1

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 & 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 2008, 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 2008 Highlights

Focused on improved customer service, including training for all staff at the Library's annual Staff Development Day, established customer service standards and implemented an online customer service survey.

The Central Library received designation as a *Cooperating Collection of the Foundation Center*.

Established an adult programming initiative, the goal of which is to enhance and expand program offerings for adults.

Made improvements to the library environment through a collaborative effort of the Library Department and the Department of Facilities Management.

Risks and Challenges

Branch library staffing patterns are not aligned with existing branch hours of operation. In July 2003, branch library schedules were established based on the express preferences of neighborhood residents. In order to maximize library access, branch libraries are open a large number of half days, and the Library originally hired the appropriate number of part-time staff to accommodate the half-day schedules. Over the past three years, however, the Library has consolidated a number of part-time position vacancies into full-time positions in an effort to manage the rapidly increasing cost of health care benefits, resulting in ineffective staffing ratios. Current staffing levels at both the Central Library and branches are so tight that any vacancy creates an emergency staffing situation that disrupts the Library's ability to offer core services and accomplish key initiatives.

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 is putting a burden on the materials budget and prohibiting 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.

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 impacting residents' ability to participate in state resource sharing initiatives.

Strategic Decisions for Fiscal Year 2009

Using a model that has been successful at other libraries, the Springfield City Library looks to adopt a formal process for recruiting, training, and retaining substitute library staff. Adequate funding must be budgeted for this effort.

Review potential sources of funding to supplement Library programs and services.

Fiscal Year 2009 budget planning includes funding for increased bandwidth, expansion of wireless internet access in additional branch library locations, hardware and software upgrades, and the expansion of *Envisionware PC* management software to selected locations.

Review and analyze the adequacy of existing security efforts.

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 via electronic means.

Provide unmediated access to information via the library website, subscription databases, and the online public catalog.

Maintain content-rich website (in English and Spanish) that enables 24/7 access to library resources and provides RSS feed for improved customer service.

Expand informational and recreational programming for adults.

Continue to offer adult basic education through the *Read/Write/Now* adult learning center.

Strategic Objectives for Fiscal Year 2009:

Seek funding to offer programs targeting the health and legal needs of older adults and their caregivers.

Continue to offer all popular programs, including the city-wide poetry contest, creative writing workshops, author visits, book discussion groups, and small business workshops.

Through a combination of site visits and publicity, increase the number of *Library in Your Mailbox* customers.

Increase the number of adult residents who take advantage of library resources through active participation in fall 2008 library card registration campaign.

Provide expanded opportunities for English-as-a-Second-Language (ESL) programming through implementation of the Library Services and Technology Act (LSTA) "conversation circles" grant proposal at the Brightwood Branch Library.

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 & Outreach Services staff provides and supports high quality educational and leisure opportunities for Springfield youth, 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 out-of-school activities for Springfield students.

Enhance participation in library activities by increasing the number of Springfield youth who are library card holders.

Increase summer reading club participation.

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 2009:

Improve outreach efforts aimed at underserved Springfield youth and families through creation of a new Youth Outreach Specialist position.

Visit twelve Springfield Head Start parent meetings.

Implement a 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 school vacation week activities and a summer reading program for youth of all ages.

Purchase equipment and software for teen gaming programs at selected library branches.

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:

Improve the turnaround time of materials in the Technical Services Department by seeking and adopting the most effective methods of ordering, cataloging and processing materials.

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.

Produce staff documentation in both the Technical Services and Collection development areas to enhance staff effectiveness and awareness.

Develop and expand customer-oriented reader advisory services for adult leisure readers.

Strategic Objectives for Fiscal Year 2009:

Meet MBLC standard for Regional Reference Centers by spending 20% of Central Library materials budget for reference materials (including databases).

Allocate at least 4 percent of the Library's total materials budget for materials in languages other than English.

Implement a formal schedule for database maintenance projects.

Conduct at least two (2) site visits to the Technical Services Departments of similar library systems in order to comparatively evaluate methods and processes.

Complete an investigation of current and emerging vendor-supplied media processing, adopting those that are more cost-effective.

Update collection development guidelines used by staff to supplement the Collection Development Policy and conduct training sessions regarding them.

Develop and expand mechanisms for customers to receive both general and customized reading lists.

Enhance staff's reader advisory skills by completing one genre study, offering at least one additional reader advisory training session, and coordinating the sharing of staff reading.

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 the records of all library materials circulated.

Provide Springfield residents with library materials not available in Springfield City Library 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 2009:

Train circulation staff in all Springfield City Library locations.

Monitor the effectiveness of the collection agency.

Purge patron records annually according to Springfield City Library 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.

Oversee administration of fall 2008 library card registration campaign.

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.

Ensure adequate staffing to accomplish all library objectives.

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 and Recreation Management to implement approved capital projects for various library locations.

Collaborate with the Springfield Library Foundation and other relevant organizations to plan and build a new Mason Square branch library.

Strategic Objectives for FY09:

Upgrade and expand existing library computer equipment through participation in the Gates Foundation library computer grant program.

Collaborate with the Facilities Department to improve security measures and restroom facilities at the East Springfield, Forest Park, and Liberty Street branch libraries.

Improve customer service efforts through active monitoring of customer responses on the Library's online customer satisfaction survey, *Counting Opinions*. Make adjustments as indicated.

Ensure that each staff member is engaged in one or more professional development activities.

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$2,820,279	\$2,471,913	\$2,617,519	\$145,606	5.9%
Purchase of Services	\$896,448	\$929,650	\$968,290	\$38,640	4.2%
Supplies & Materials	\$733,900	\$617,267	\$508,880	\$(108,387)	-17.6%
Intergovernmental	\$57,000	\$48,956	\$64,000	\$15,044	30.7%
Other Charges & Expenditures	\$52,893	\$6,224	\$5,500	\$(724)	-11.6%
Interfund Transfers	(\$854,346)	\$0	\$0	\$0	0.0%
Capital Outlay	\$50,000	\$90,445	\$65,000	(\$25,445)	-28.1%
Total Operating Funds	\$3,756,174	\$4,164,455	\$4,229,189	\$64,734	1.6%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Mass Dept. of Ed. ABE	\$183,210	\$191,963	\$191,963	\$0	0.0%
Regional Employment Board	\$31,455	\$31,455	\$31,455	\$0	0.0%
Mass Cultural Council	\$7,100	\$7,100	\$7,100	\$0	0.0%
Springfield Cultural Council	\$5,000	\$5,000	\$5,000	\$0	0.0%
Regional C- 2	\$78,700	\$78,700	\$78,700	\$0	0.0%
State Aid	\$346,470	\$345,734	\$345,734	\$0	0.0%
LSTA	\$7,500	\$16,240	\$3,760	(\$12,480)	-76.8%
Springfield School Dept.	\$75,000	\$75,000	\$75,000	\$0	0.0%
Trusts	\$165,743	\$115,420	\$115,575	\$155	0.1%
Endowment Interest	\$182,196	\$36,364	\$36,364	\$0	0.0%
Total External Funds	\$1,082,374	\$902,976	\$890,651	(\$12,325)	-1.4%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$3,756,174	\$4,164,455	\$4,229,189	\$64,734	1.6%
External Funds	\$1,082,374	\$902,976	\$890,651	(\$12,325)	1.4%
Total All Funds Budget	\$4,838,548	\$5,067,431	\$5,119,840	\$52,409	2.4%

Grant Summary

Mass Department of Education ABE Grant			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$183,210	\$191,963	\$191,963
Personal Services:			
Funding	\$144,261	\$176,290	\$180,024
Number of Positions	5.5	5.5	5.5
Scope of Services:			
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.			

Regional Employment Board Grant			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$31,455	\$31,455	\$31,455
Personal Services:			
Funding	\$18,654	\$19,300	\$19,460
Number of Positions	.5	.5	.5
Scope of Services:			
Teach staff for the Read/Write Now Adult Learning Center.			

Mass Cultural Council			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$7,100	\$7,100	\$7,100
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Provides organizational support for cultural programming.			

Grant Summary

Springfield Cultural Council			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$5,000	\$5,000	\$5,000
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
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 \$5000.			

Regional C-2 Funding			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$78,700	\$78,700	\$78,700
Personal Services:			
Funding	\$78,700	\$78,700	\$78,700
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Provides funding for services in compliance with Regional Reference Center Standards.			

Mass Board of Library Commissioners State Aid to Public Libraries			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$346,470	\$345,734	\$345,734
Personal Services:			
Funding	\$136,058	\$106,300	\$140,668
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Administers the State Aid to Public Libraries program which grants annual awards to municipalities whose public libraries meet statutory and regulatory requirements.			

Grant Summary

Library Services and Technology Act (LSTA)			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$7,500	\$16,240	\$3,760
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
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.			

Springfield School Department Reimbursement			
	Actual 2007	Appropriated FY08	Budget FY09
Grant	\$75,000	\$75,000	\$75,000
Personal Services:			
Funding	\$75,000	\$75,000	\$75,000
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Reimbursement for Library services provided by the Brightwood Branch Library located inside the Chestnut Middle School.			

Corcoran Trust			
	Actual 2007	Appropriated FY08	Budget FY09
Trust	\$62,986	\$56,789	\$46,789
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures. Restrictions on endowments vary by specific endowment.			

Grant Summary

Garvey Trust			
	Actual 2007	Appropriated FY08	Budget FY09
Trust	\$7,582	\$5,810	\$5,810
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures. Restrictions on endowments vary by specific endowment.			

Moses Trust			
	Actual 2007	Appropriated FY08	Budget FY09
Trust	\$24,770	\$24,638	\$24,638
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures. Restrictions on endowments vary by specific endowment.			

Walker Trust			
	Actual 2007	Appropriated FY08	Budget FY09
Trust	\$70,405	\$28,183	\$38,338
Personal Services:			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
Scope of Services:			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures. Restrictions on endowments vary by specific endowment.			

Grant Summary

Endowment Interest			
	Actual 2007	Appropriated FY08	Budget FY09
Endowment Interest	\$182,196	\$36,364	\$36,364
<i>Personal Services:</i>			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
<i>Scope of Services:</i>			
Funds from the trusts and endowments are restricted. Trusts are restricted for library materials expenditures. Restrictions on endowments vary by specific endowment.			

Performance Measures

Measurable Goal: Engage a diverse population and connect them to resources.

Measure	Actual FY07	Projected FY08	Goal FY09
Total cardholders as a percent of total population	51.45%	49.72%	52.0%

Measurable Goal: Provide timely and accurate reference services.

Measure	Actual FY07	Projected FY08	Goal FY09
Number of mediated reference questions answered	115,386	115,879	115,000

Measurable Goal: Promote lifelong learning.

Measure	Actual FY07	Projected FY08	Goal FY09
Items circulated per capita	4.07	4.3	4.3

Measurable Goal: Provide learning opportunities.

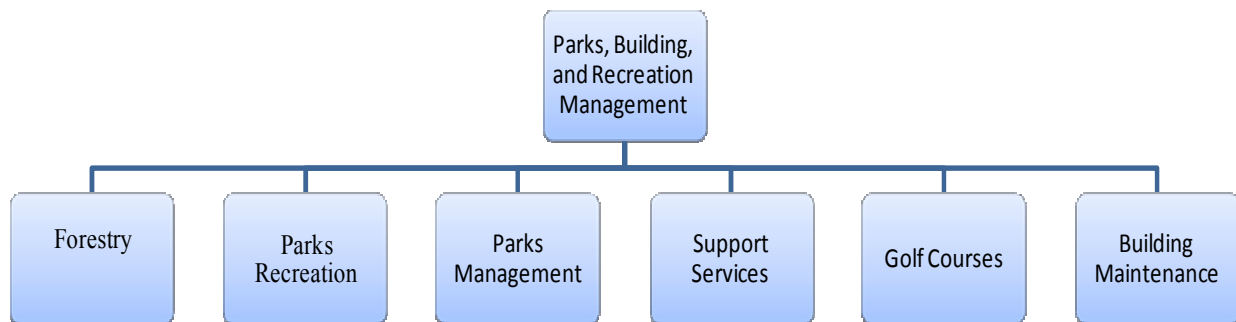
Measure	Actual FY07	Projected FY08	Goal FY09
Program attendance	4.07	4.3	4.3
Average attendance per program	20.6	18.8	32.0

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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 buildings, City-owned facilities including schools.

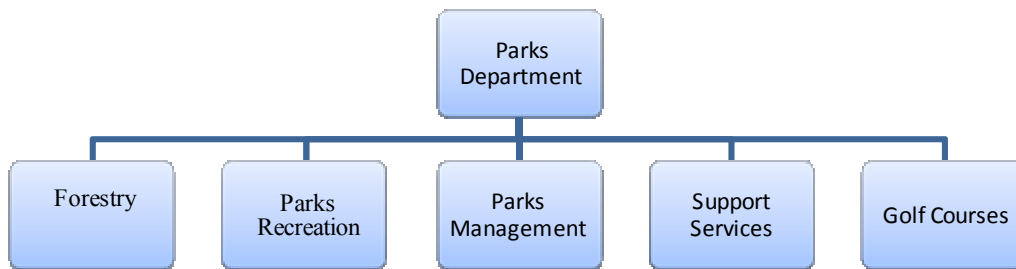
Budget Overview



Division Budget	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09	Percent Change
Facilities Management	\$11,182,060	\$11,128,665	\$10,552,785	(\$575,880)	-5.2%
Parks and Recreation	\$8,199,315	\$9,252,542	\$8,986,878	(\$265,664)	-2.9%
Total Division	\$19,381,375	\$20,381,207	\$19,539,663	(\$841,544)	-4.1%

Division Personnel (FTEs)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
Parks	110.0	103.0	101.5	-1.5
Facilities	54.0	56.0	55.0	-1.0
Total FTEs	164.0	159.0	156.5	-2.5

Parks Department



Mission Statement

Maintain and improve the City's parks and open space, as well as, offer a diverse range of recreation programs.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$4,572,801	\$5,099,851	\$5,063,625	(\$36,226)	-.7%
OTPS	\$3,626,514	\$4,152,691	\$3,923,253	(\$229,438)	-5.5%
Total General Fund	\$8,199,315	\$9,252,542	\$8,986,878	(\$265,664)	-2.9%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Parks Department	110.0	103.0	101.5	-1.5

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 2008 Highlights

Parks

The Park 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 139 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 systems.

The Parks Division currently manages all vegetation on parks, city terraces, and recreational woodlands. The Woodland Management Program purpose is to develop long-term and comprehensive woodland management plan to be used throughout all parks. Currently, the Department is developing a cooperative agreement with the University of Massachusetts' Department of Natural Resources to develop a science-based plan for managing our parks for passive recreational value. The Division is also working with the state's service forester to develop a woodland management program to increase the health and productivity of the City's forests.

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 the lining ball fields and athletic fields, raking infields, and mowing grass.

Terraces

Fiscal '08 represents the third and final year of the terrace maintenance contract which accounts for the turf maintenance and care of 139 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, invasive vegetation, and infrastructure on the terraces including fencing, fountains, and benches, to further improve the quality of these open spaces. Last fall the parks division over-seeded and fertilized all 160 terraces. These actions are expected to improve overall growing conditions, nutrient uptake, and turf health.

Parks structure

The Parks structure division maintains day to day maintenance for 55 buildings and approximately 25 structures including two banquet facilities. The Park structure 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 July1, 2008.

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, which 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 Department is continuing to struggle with inadequate personnel for the amount of open space that is maintained. It is our estimation that the maintenance district staff be increased by six positions in FY09.

The need for environmental studies, analysis, and needs assessments are needed for the further development of our Woodlands Program. Currently there is little funding available to develop long-term plans and needs assessments for impacted areas such as Forest Park, the Mill River Corridor, the Van Horn Reservoirs, and the Watershops Pond areas. The Commonwealths Office of Dam Safety and the Army Corps of Engineers are directing efforts to improve high 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 describe (s) the responsibilities of maintaining a “high-risk” dam facility.

Department Program

Short Term Goals:

Parks

Implement comprehensive integrated pest management system for park and terrace properties.

Implement maintenance item checklist, with online capability, to park maintenance foreman to improve communication, response and documentation including “vandalism” items identify and schedule for environmental studies for three locations in the City for the Woodland Management Program Assessment.

Athletic Fields

Renovate six athletic field facilities and identify ten more.

Terraces

Renovate four (4) gateway terraces and two (2) terraces that incorporate horticultural elements and plantings.

Fertilize 20% trees and shrubs located on the terraces and granular fertilizer.

Infrastructure

Develop comprehensive database for park buildings and structures.

Convert to MUNIS Work Order System 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 15% more flowers at designated locations to include parks, terraces, and gateways.

Clean City

Identify and implement roadside debrushing program to improve safety and the integrity of the City’s ROW system.

Identify illegal hotspot list and signage to improve and educate the community about illegal dumping.

Intermediate Term Goals:

Develop terrace maintenance owners manual that accurately identifies features, track maintenance items and incorporates needs assessment and recommendations for terraces.

Initiate an integrated pest management system and fertilizer schedule for all terraces and parks.

Develop on-line management system for open space throughout the City.

Develop comprehensive signing program for park properties and illegal dumping locations.

Develop a web based and publicly available scheduling system for recreational activities.

Update and redesign park system website.

Identification and implementation of synthetic turf athletic facilities.

Formalize cooperative agreements towards the development of a comprehensive analysis on our City woodlands.

Strategic Objectives for Fiscal Year 2009:

Providing the athletic field maintenance crew with seven-day per week coverage during spring and summer.

Run "pilot" maintenance checklist for one district or eight parks.

Develop a existing conditions report and assessment on City owned woodlands.

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: special events; 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 MA 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.

Renovate Walker Grandstand classroom areas and run year-round programming on site.

Increase in-door space at Camp STAR to accommodate participants during inclement weather.

Strategic Objectives for Fiscal Year 2009:

Strengthen our relationships with the Department of Health and Human Services and other community-based organization and City-wide initiatives to address the issues affecting City youth.

Diversify our funding sources by setting more grants or trust funds.

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 Golf Course 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 (BMP) to ensure that we are maximizing the experience of all our patrons on a daily basis.

Short Term Goals:

The Golf program 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 2009:

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:

The Forestry goal is to provide tree maintenance for the City's street and municipal trees, consequently improving the safety and quality of life for all.

Safety routes for fire and trash trucks.

Adopt A Tree Program.

Improve communication with homeowners.

Intermediate Term Goals:

Develop a five year master plan that takes into consideration Western Mass Electric Company tree trimming operation.

Strategic Objectives for Fiscal Year 2009:

Continue Tree Removal Program.

Continue Trimming Program to trim trees on all major arteries throughout the city with contractual crews.

Continue contractual tree planting replacement program.

Continue working with business and neighborhood groups on tree planting grants. Increase awareness of Friends of Springfield Trees and the value of trees in our community.

Increase Forestry staff to better maintain street, park and public trees. Develop a position to assist in the day to day operations to manage tree work.

Review day to day management tool to find systems that are user friendly and offers access to GIS mapping system.

Support Services Department Summary

The Support Services program provides support and guidance in the operation of a 2500-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 to work, learn, and play. It is our intent to continue to be in 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 the workforce to be 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 2009:

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

Forestry & Horticulture	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$431,639	\$450,020	\$381,587	(\$68,433)	-15.2%
Purchases of Services	\$167,600	\$638,600	\$341,393	(\$297,207)	-46.5%
Supplies & Materials	\$51,499	\$167,499	\$102,499	(\$65,000)	-38.8%
Capital Outlay	\$5,558	\$18,558	\$8,558	(\$10,000)	-53.9%
Total	\$656,296	\$1,274,677	\$834,037	(\$440,640)	-34.6%

Recreation	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$707,229	\$1,026,859	\$1,091,906	\$65,047	36.3%
Purchases of Services	\$37,252	\$53,104	\$68,580	\$15,476	29.1%
Supplies & Materials	\$21,085	\$52,955	\$50,831	(\$2,124)	-4.0%
Other Charges and Expenditures	\$9,700	\$0	\$6,343	\$6,343	100.0%
Total	\$775,266	\$1,132,918	\$1,217,659	\$84,741	7.5%

Franconia Golf Course	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$452,251	\$251,601	\$254,911	\$3,310	1.3%
Purchases of Services	\$239,005	\$253,279	\$253,279	\$0	0.0%
Supplies & Materials	\$148,165	\$118,125	\$124,375	\$6,250	5.3%
Capital Outlay	\$1,200	\$0	\$0	\$0	0.0%
Total	\$840,621	\$623,005	\$632,565	\$9,560	1.5%

Veteran's Golf Course	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$327,195	\$258,656	\$261,656	\$3,400	1.3%
Purchases of Services	\$214,937	\$2223,944	\$218,944	(\$5,000)	-2.2%
Supplies & Materials	\$148,072	\$123,299	\$134,549	\$11,250	9.1%
Capital Outlay	\$1,200	\$0	\$0	\$0	0.0%
Total	\$691,404	\$605,499	\$615,149	\$9,650	1.6%

Operating Budget by Program

Administration	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$1,188,366	\$1,258,492	\$1,278,169	\$19,677	1.3%
Purchases of Services	\$525,902	\$557,903	\$529,506	(\$38,397)	-5.1%
Supplies & Materials	\$33,397	\$39,807	\$37,021	(\$2,786)	-7.0%
Other Charges & Expenditures	\$30,370	\$1,500	\$1,395	(\$105)	0.0%
Total	\$1,778,035	\$1,857,702	\$1,846,091	(\$11,612)	-.6%

Clean City	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$0	\$0	\$304,019	\$304,019	100.0%
Purchases of Services	\$0	\$0	\$93,372	\$93,372	100.0%
Supplies & Materials	\$0	\$0	\$25,110	\$25,110	100.0%
Capital Outlay	\$0	\$0	\$4,650	\$4,650	100.0%
Total	\$0	\$0	\$427,151	\$427,151	100.0%

Maintenance	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$1,466,121	\$1,854,623	\$1,491,377	(\$363,246)	-19.6%
Purchases of Services	\$885,656	\$1,346,049	\$1,472,791	\$126,742	9.4%
Supplies & Materials	\$930,076	\$543,070	\$440,758	(\$102,312)	-18.8%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$175,840	\$15,000	\$9,300	(\$5,700)	-38.0%
Total	\$3,457,693	\$3,758,742	\$3,414,226	(\$344,516)	-9.2%

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$4,572,801	\$5,099,851	\$5,063,625	(\$36,226)	-7%
Purchases of Services	\$2,070,352	\$3,072,879	\$2,977,864	(\$95,015)	-3.1%
Supplies & Materials	\$1,332,294	\$1,044,755	\$915,143	(\$129,612)	-12.4%
Intergovernmental	\$0	\$0	\$0	\$0	0.0%
Other Charges & Expenditures	\$40,070	\$1,500	\$7,738	\$6,238	415.8%
Capital Outlay	\$183,798	\$33,558	\$28,558	(\$11,050)	-32.9%
Total Operating Funds	\$8,199,315	\$9,252,542	\$8,986,878	(\$265,665)	-2.9%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
21 st Century - Zanetti	\$0	\$85,000	\$85,000	\$0	0.0%
21 st Century – Middle Schools	\$0	\$100,000	\$100,000	\$0	0.0%
21 st Century – Elementary School	\$0	\$552,500	\$552,500	\$0	0.0%
Mass Mutual	\$0	\$0	\$20,000	\$20,000	100.0%
Davis Foundation	\$0	\$0	\$25,000	\$25,000	100.0%
After School and Out of School Time	\$0	\$50,000	\$50,000	\$0	0.0%
Total External Funds	\$0	\$787,500	\$832,500	\$45,000	5.7%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$8,199,315	\$9,252,542	\$8,986,878	(\$265,665)	-2.9%
External Funds	\$0	\$787,500	\$832,500	\$45,000	5.7%
Total All Funds Budget	\$8,199,315	\$10,040,042	\$9,819,378	(\$220,664)	-2.2%

Grant Summary

	Actual 2007	Appropriated FY08	Budget FY09
Grant			
<i>Personal Services:</i>			
Funding	\$0	\$0	\$0
Number of Positions	0.0	0.0	0.0
<i>Scope of Services:</i>			

Performance Measures

Measurable Goal: Improve quality of life through tree maintenance.

Measure	Actual FY07	Projected FY08	Goal FY09
Percent increase in number of trees	89%	42%	10%

Measurable Goal: Improve quality of life through diverse recreation activities.

Measure	Actual FY07	Projected FY08	Goal FY09
Average participation in recreation programs per program	15,150	15,150	15,150

Measurable Goal: To provide an enjoyable, safe, affordable, environmentally friendly golf experience

Measure	Actual FY07	Projected FY08	Goal FY09
Net revenue from golf courses	1,377,077	1,400,000	1,430,000

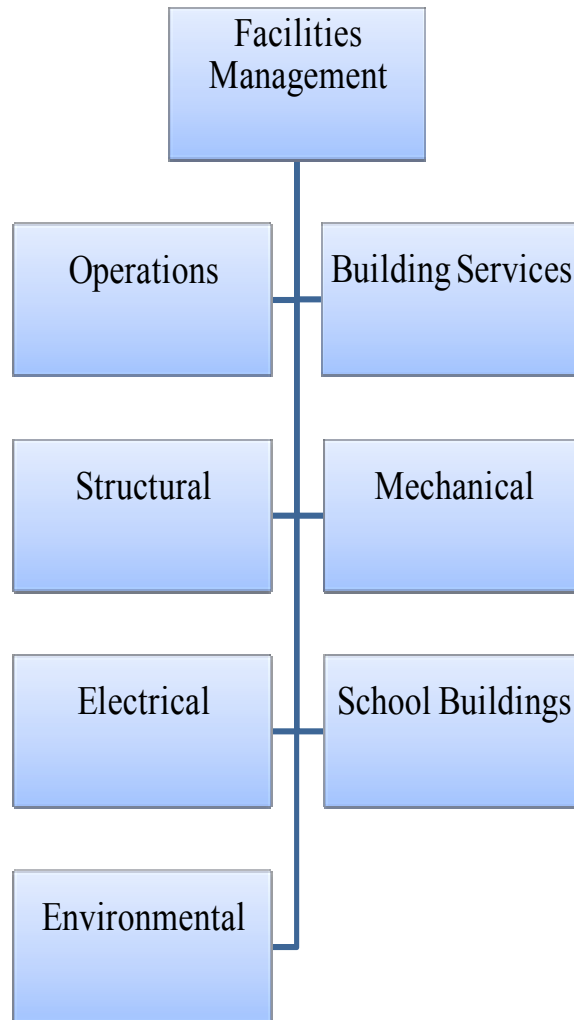
Measurable Goal: To provide clean, safe, and well-maintained parks and terraces

Measure	Actual FY07	Projected FY08	Goal FY09
Number of park/terrace/tree belt complaints	27	15	10

Measurable Goal: To provide enjoyable, safe, and environmentally friendly fields

Measure	Actual FY07	Projected FY08	Goal FY09
Field utilization for parks vs schools by park vs school: Parks	95%	90%	90%
Field utilization for parks vs schools by park vs school: Schools	60%	60%	60%

Facilities



Mission Statement

The Facilities Department is responsible for the all aspects of the day-to-day maintenance, repairs and daily preparation for use for all municipal buildings, school buildings and grounds.

Budget Overview



General Fund Department Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$2,782,965	\$2,951,096	\$2,875,139	(\$75,957)	-2.6%
OTPS	\$8,399,095	\$8,177,569	\$7,677,646	(\$499,923)	-6.1%
Total General Fund	\$11,182,060	\$11,128,665	\$10,552,785	(\$575,880)	-5.2%

Department Personnel (FTEs)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09
Facilities	54.0	56.0	55.0	-1.0

Buildings Maintenance Department Summary

The Building Maintenance program is responsible for the all aspects of the day-to-day maintenance repairs and or 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 (Hope Academy).

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 requires 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 and 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 2008 Highlights

The Department continues to ensure all buildings meet safety/building codes and at this time as 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 – February has resulted in \$1,180,000 in energy savings.

The department has completed \$3,000,000 in maintenance to school buildings which projects included new bathrooms at Lincoln school, Courtyard and sidewalk repairs at Liberty School, painting projects floor tile replacement. It is the goal of the department to initiate a five year plan that will detail a timely maintenance program rather than a reactionary maintenance.

The department is also managing the city's fuel cost and procurement which will ensure stabilization of these costs and savings.

Risks and Challenges

The Department's largest concern is the \$120,000,000 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 2009

The department has reviewed and is recommending the city continue to invest in building improvements that provide a return in the investment. The department is recommending the continuation of this program to implement Block 2. It is clear the savings are proven to pay back bond proceeds. We are recommending the hiring of 8 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 have cleaning filters, maintaining building systems, and overall air quality in school buildings. This crew will ensure savings due 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. It is our understanding vehicle requests are funded through lease purchase bond appropriations.

This budget requests includes an allocation of \$100,000 to improve the building envelope at city hall. The number one complaint is the condition of the buildings and the condition of the wooden frames are poor and 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 coordinate 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 by 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 Springfield's Schools and also 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 2009:

Improve the quality of all buildings.

Transition from the current "home grown" work order system into the new MUNIS based system by end of FY 2008.

Continue capital repairs, improvements and maintenance.

Develop and complete a five and ten-year master plan that incorporate building improvements and energy efficiencies.

Seek assistance from the Commonwealth and federal government to assist in the rebuilding of facilities 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.

Operating Budget by Program

Facilities	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$296,411	\$319,900	\$0	(\$319,900)	-100.0%
Purchases of Services	\$467,976	\$0	\$0	\$0	0.0%
Supplies & Materials	\$428,826	\$0	\$0	\$0	0.0%
Total	\$1,193,213	\$319,900	\$0	(\$319,000)	-100.0%

Operations	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$40,945	\$77,111	\$78,029	\$918	1.2%
Purchases of Services	\$21,526	\$855,401	\$833,640	(\$21,761)	-2.5%
Supplies & Materials	\$191,919	\$54,046	\$57,067	\$3,021	5.6%
Capital Outlay	\$0	\$10,800	\$9,800	(\$1,620)	-15.0%
Total	\$254,390	\$997,358	\$977,916	(\$19,442)	-1.9%

Building Services	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$577,030	\$589,462	\$596,647	\$7,185	1.2%
Purchases of Services	\$858,048	\$604,048	\$361,068	(\$242,980)	-40.2%
Supplies & Materials	\$459,345	\$194,345	\$150,193	\$44,152	-22.7%
Capital Outlay	\$25,000	\$0	\$0	\$0	0.0%
Total	\$1,919,423	\$1,387,855	\$1,107,908	(\$279,947)	-20.2%

Structural	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$666,172	\$701,692	\$717,507	\$15,815	2.3%
Purchases of Services	\$0	\$50,000	\$42,500	(\$7,500)	-15.0%
Supplies & Materials	\$165,843	\$404,843	\$339,117	(\$65,726)	-16.2%
Total	\$832,015	\$1,156,535	\$1,099,124	(\$57,411)	-5.0%

Operating Budget by Program

Mechanical	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$910,863	\$886,586	\$906,017	\$19,431	2.2%
Purchases of Services	\$0	\$170,627	\$140,033	(\$30,594)	-17.9%
Supplies & Materials	\$176,938	\$110,785	\$89,167	(\$21,618)	-19.5%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$1,087,801	\$1,167,998	\$1,135,217	(\$32,781)	-2.8%

Electrical	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$291,544	\$376,345	\$378,978	\$2,633	0.7%
Purchases of Services	\$0	\$174,000	\$127,900	(\$46,100)	-26.5%
Supplies & Materials	\$168,370	\$113,370	\$92,477	(\$20,893)	-18.4%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$459,914	\$663,715	\$599,355	(\$64,360)	-9.7%

School OTPS	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Purchases of Services	\$1,176,293	\$3,004,872	\$3,004,872	\$0	0.0%
Supplies & Materials	\$4,259,011	\$2,389,873	\$2,389,873	\$0	0.0%
Capital Outlay	\$0	\$40,559	\$40,559	\$0	0.0%
Total	\$5,435,304	\$5,435,304	\$5,435,304	\$0	0.0%

Environmental	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Salaries	\$0	\$0	\$197,961	\$197,961	100.0%
Total	\$0	\$0	\$197,961	\$197,961	100

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Salaries	\$2,782,965	\$2,951,096	\$2,875,139	(\$75,957)	-2.6%
Purchases of Services	\$2,523,843	\$4,858,948	\$4,510,013	(\$348,935)	-7.2%
Supplies & Materials	\$5,850,252	\$3,267,262	\$3,117,894	(\$149,368)	-4.6%
Capital Outlay	\$25,000	\$51,359	\$49,739	(\$1,620)	-3.2%
Total Operating Funds	\$11,182,060	\$11,128,665	\$10,552,785	(\$575,880)	-5.2%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
N/A	\$0	\$0	\$0	\$0	0.0%
Total External Funds	\$0	\$0	\$0	\$0	0.0%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$11,182,060	\$11,128,665	\$10,552,785	(\$575,880)	-5.2%
External Funds	\$0	\$0	\$0	\$0	0.0%
Total All Funds Budget	\$11,182,060	\$11,128,665	\$10,552,785	(\$575,880)	-5.2%

Performance Measures

Measurable Goal: To improve all municipal, school, and city-owned buildings

Measure	Actual FY07	Projected FY08	Goal FY09
Number of ESCO projects completed	0	15	28

Measurable Goal: To maintain all municipal, school, and city-owned buildings

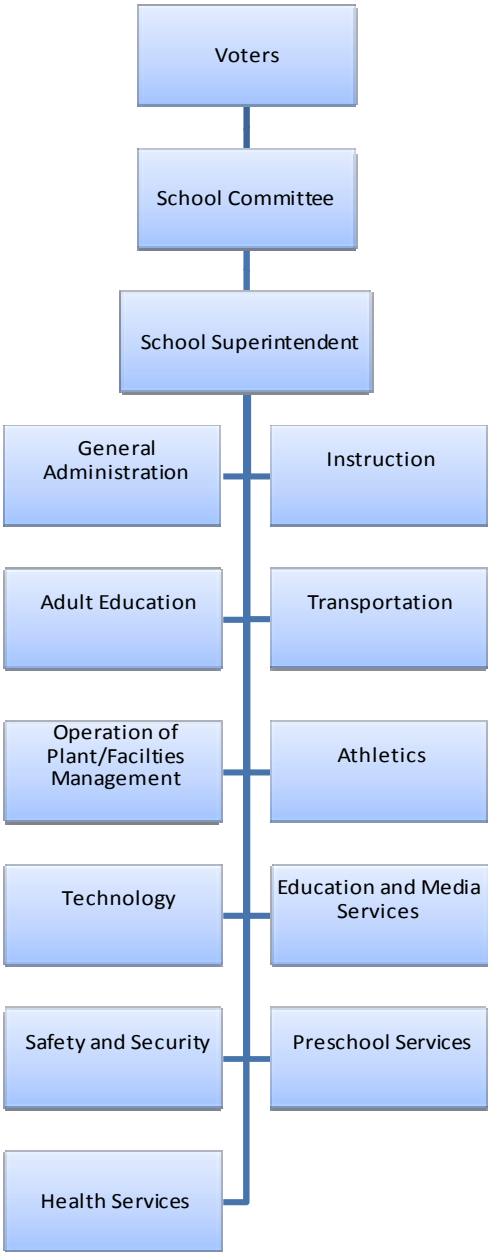
Measure	Actual FY07	Projected FY08	Goal FY09
Number of outstanding work orders	8,000+	4,000+	3,500+
Number of preventative maintenance jobs completed	N/A	6,500	6,500
Number of custodial/cleanliness complaints	N/A	800	600

Section 11

Public Schools

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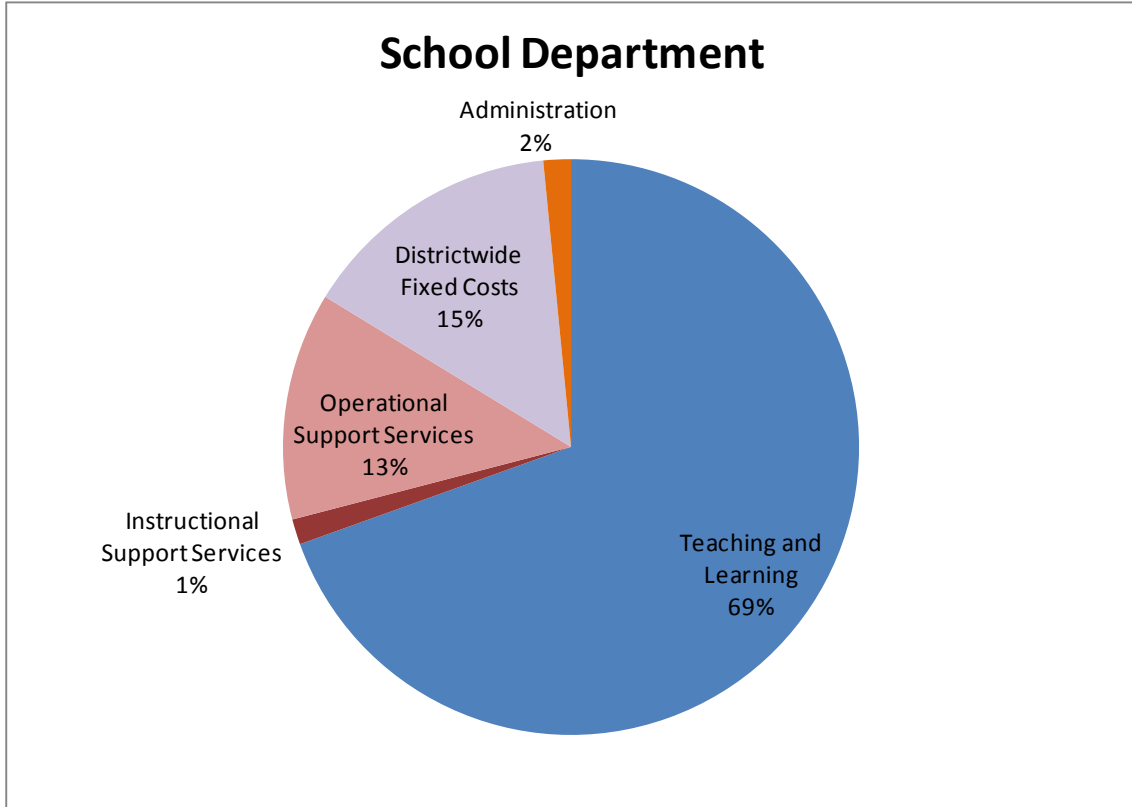
School Department



Mission Statement

To build a culture of achievement 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 FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$194,969,669	\$212,007,299	\$224,485,917	\$12,478,618	5.9%
OTPS	\$79,926,008	\$83,121,640	\$79,975,108	(\$3,146,532)	-3.8%
Total General Fund	\$274,895,677	\$295,128,939	\$304,461,025	\$9,332,086	3.2%

Division Personnel (FTEs)	Actual FY07	Approp FY08	Budget FY09	Variance FY08-FY09
School Department	3,047.2	3,212.0	3,326.6	114.6
Total FTEs	3,047.2	3,212.0	3,326.6	114.6

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.

Fiscal Year 2008 Highlights

The Springfield School Department's highlights in Fiscal Year 2008 included:

Reorganizing the Human Resources Office in order to improve operational efficiency.

Implementing a new-teacher induction process designed to increase staff retention and better prepare new teachers for the classroom.

Implemented MUNIS financial accounting software to enhance budgeting, reporting, tracking and fiscal transparency.

Reduced the number of students who needed to be placed out of district to meet their educational needs.

Negotiated scholarships in the amount of \$20,000 for graduation Springfield students.

Accepted a three-year, federal Department of Education grant in the amount of \$10,102,295 to initiate a Science, Technology, Engineering, and Mathematics Coalition (STEM) program.

Implemented Phase I of Destiny Library software to automate media services use within schools.

Converted oil-burning boilers to natural gas resulting in a potential annual savings of \$500,000 per annum as part of an energy conservation program.

The Zanetti School was recognized as a School of Distinction by the Magnet Schools of America.

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 2009

Increase district-wide MCAS Composite Performance Index (CPI) scores by 5% in English Language Arts and Mathematics.

Increase the number of schools meeting Adequate Yearly Progress (AYP) as defined by the federal No Child Left Behind Act by at least 5%.

Increase MCAS scoring in the proficient or advanced level by 5%.

Increase district-wide student attendance by 1%.

Increase district-wide staff attendance by 10%.

Implement a comprehensive electronic system to improve accountability and accuracy of employee attendance.

Increase the number of highly qualified teachers in critical need subject areas by 3%.

Implement site-based budgeting at five (5) school sites as part of a budgeting pilot program.

Process 95% of invoices within 40 days.

Expend at least 97% of grant funds (95% of Title 1 only) within each grant's fiscal year.

Reduce Special Education referrals by 10%.

Reduce the number of out-of-district special education placements by 1%.

Reduce the number of reportable offenses of violent and disruptive incidents by 10%.

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 2009 with the improved utilization of equipment. Also, the Transportation Department—via consolidation and efficiency—reduced 56 bus runs for 2007. 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 country, 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

General Administration	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$2,902,460	\$3,183,853	\$4,257,466	\$1,073,613	33.7%
Fringe Benefits	\$10,000	\$10,000	\$0	(\$10,000)	-100.0%
Purchases of Services	\$293,270	\$361,168	\$248,233	(\$112,935)	-31.3%
Supplies and Materials	\$57,229	\$34,087	\$35,687	\$1,600	4.7%
Other Charges and Expenses	\$195,084	\$130,600	\$129,600	(\$1,000)	-0.8%
Capital Outlay	\$0	\$52,000	\$0	(\$52,000)	-100.0%
Total	\$3,458,043	\$3,771,708	\$4,670,986	\$899,278	23.8%

Instruction	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$70,188,176	\$144,681,591	\$150,442,176	\$5,760,585	4.0%
Fringe Benefits	\$410,000	\$651,000	\$0	(\$651,000)	-100.0%
Purchases of Services	\$2,429,913	\$21,999,178	\$18,891,205	(\$3,107,973)	-14.1%
Supplies and Materials	\$919,700	\$1,783,622	\$3,005,427	\$1,221,805	68.5%
Inter-governmental	\$0	\$23,071,946	\$25,174,040	\$2,102,094	9.1%
Other Charges and Expenses	\$60,299	\$70,676	\$92,176	\$21,500	30.4%
Total	\$74,008,088	\$192,258,013	\$197,605,024	\$5,347,011	2.8%

Adult Education	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$96,180	\$96,180	\$80,081	(\$16,099)	-16.7%
Purchases of Services	\$40,320	\$40,320	\$114,020	\$73,700	182.8%
Total	\$136,500	\$136,500	\$194,101	\$57,601	42.2%

Substitute Teaching	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$2,800,000	\$4,000,003	\$3,774,111	(\$225,892)	-5.6%
Total	\$2,800,000	\$4,000,003	\$3,774,111	(\$225,892)	-5.6%

Operating Budget by Program

Transportation	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$2,699,000	\$2,699,000	\$2,712,314	\$13,314	0.5%
Fringe Benefits	\$50,000	\$50,000	\$0	(\$50,000)	-100.0%
Purchase of Services	\$14,670,150	\$13,295,150	\$11,470,912	(\$1,824,238)	-13.7%
Supplies and Materials	\$12,000	\$12,000	\$6,500	(\$5,500)	-45.8%
Other Charges and Expenses	\$0	\$0	\$0	\$0	0.0%
Capital Outlay	\$0	\$0	\$1,000	\$1,000	100.0%
Total	\$17,431,150	\$16,056,150	\$14,190,726	(\$1,865,424)	-11.6%

Operation of Plant (Maintenance/Cleaning)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$7,932,472	\$5,933,050	\$5,935,550	\$2,500	0.0%
Fringe Benefits	\$203,900	\$203,900	\$0	(\$203,900)	-100.0%
Purchases of Services	\$5,498,084	\$0	\$9,700,308	\$9,700,308	100.0%
Supplies and Materials	\$5,758,689	\$14,316,708	\$3,175,000	(\$11,141,708)	-77.8%
Other Charges and Expenses	\$2,880	\$2,880	\$2,880	\$0	0.0%
Total	\$19,396,025	\$20,456,538	\$18,813,738	(\$1,642,800)	-8.0%

Althetic Programs	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$449,500	\$449,499	\$559,954	\$110,455	24.6%
Purchases of Services	\$317,000	\$317,000	\$202,500	(\$114,500)	-36.1%
Supplies and Materials	\$78,000	\$95,500	\$123,000	\$27,500	28.8%
Other Charges and Expenses	\$18,500	\$1,000	\$1,500	\$500	50.0%
Capital Outlay	\$0	\$0	\$0	\$0	0.0%
Total	\$863,000	\$862,999	\$886,954	\$23,955	2.8%

Operating Budget by Program

Technology	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$1,516,712	\$1,862,598	\$2,193,876	\$331,278	17.8%
Purchases of Services	\$996,162	\$926,513	\$1,078,824	\$152,311	16.4%
Supplies and Materials	\$619,078	\$537,340	\$444,505	(\$92,835)	-17.3%
Other Charges & Expenses	\$8,008	\$3,800	\$4,100	\$300	7.9%
Capital Outlay	\$0	\$284,944	\$62,000	(\$222,944)	
Total	\$3,139,960	\$3,615,195	\$3,783,305	\$168,110	4.7%

Educational Media	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$1,463,818	\$1,577,251	\$1,537,046	(\$40,205)	-2.5%
Purchases of Services	\$75,000	\$0	\$0	\$0	0.0%
Supplies and Materials	\$100,000	\$175,000	\$220,000	\$45,000	25.7%
Intergovernmental	\$0	\$75,000	\$0	(\$75,000)	-100.0%
Total	\$1,638,818	\$1,827,251	\$1,757,046	(\$70,205)	-3.8%

Safety & Security	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$1,647,698	\$1,653,943	\$469,465	(\$1,184,478)	-71.6%
Purchases of Services	\$297,745	\$297,745	\$1,708,378	\$1,410,633	473.8%
Supplies and Materials	\$7,000	\$7,000	\$7,000	\$0	0.0%
Other Charges & Expenses	\$300	\$300	\$600	\$300	100.0%
Total	\$1,952,743	\$1,958,988	\$2,185,443	\$226,455	11.6%

Preschool Services	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$2,999,410	\$4,117,569	\$2,538,912	(\$1,578,657)	-38.3%
Fringe Benefits	\$20,000	\$20,000	\$0	(\$20,000)	-100.0%
Supplies and Materials	\$140,000	\$140,000	\$140,000	\$0	0.0%
Total	\$3,159,410	\$4,277,569	\$2,678,912	(\$1,598,657)	-37.4%

Operating Budget by Program

Health Services	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$2,018,673	\$2,090,679	\$2,483,474	\$392,795	18.8%
Fringe Benefits	\$25,000	\$25,000	\$0	(\$25,000)	-100.0%
Purchases of Services	\$60,500	\$60,500	\$70,540	\$10,040	16.6%
Supplies and Materials	\$15,000	\$15,000	\$24,000	\$9,000	60.0%
Other Charges & Expenses	\$100	\$100	\$0	(\$100)	-100.0%
Total	\$2,119,273	\$2,191,279	\$2,578,014	\$386,735	17.6%

Instruction (School Allotment)	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Purchases of Services	\$700,000	\$0	\$0	\$0	0.0%
Supplies and Materials	\$2,540,990	\$3,424,563	\$2,278,190	(\$1,146,373)	-33.5%
Total	\$3,240,990	\$3,424,563	\$2,278,190	(\$1,146,373)	-33.5%

Fringe Benefits	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Fringe Benefits - Health Insurance	\$27,348,766	\$27,348,766	42,277,332	14,928,566	54.6%
Fringe Benefits - Retirement	\$5,237,387	\$5,237,387	\$0	(5,237,387)	-100.0%
Fringe Benefits - Unemployment	\$659,950	\$659,950	\$0	(659,950)	-100.0%
Fringe Benefits - Workers Comp	\$200,000	\$200,000	\$0	(200,000)	-100.0%
Purchases of Services	\$806,080	\$806,080	\$0	(806,080)	-100.0%
Intergovernmental	\$1,842,500	\$2,050,000	2,547,143	497,143	24.3%
Total	\$36,094,683	\$36,302,183	44,824,475	8,522,292	23.5%

New Leadership Charter School	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$0	\$2,400,000	\$2,677,017	\$277,017	11.5%
Purchases of Services	\$0	\$1,590,000	\$1,562,983	(\$27,017)	-1.7%
Total	\$0	\$3,990,000	\$4,240,000	\$250,000	6.3%

Operating Budget by Program

In Fiscal Year 2008, the Springfield School Department underwent a financial reorganization in conjunction with the implementation of MUNIS, the City's new financial reporting software. In the course of the implementation process, the School Department's account structure was rewritten to conform with the Uniform Massachusetts Accounting System (UMAS) and the Department of Education (DOE). These changes caused several programs to be consolidated under other divisions within the School Department. The following programs are presented for historical purposes only and do not necessarily represent the elimination of programs and services offered by the School Department.

Alternative Programs	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$6,265,092	\$0	\$0	\$0	0.0%
Purchases of Services	\$721,082	\$0	\$0	\$0	0.0%
Total	\$6,986,174	\$0	\$0	\$0	0.0%

Grant Making	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$5,000	\$0	\$0	\$0	0.0%
Purchases of Services	\$23,000	\$0	\$0	\$0	0.0%
Supplies and Materials	\$25,000	\$0	\$0	\$0	0.0%
Other Charges & Expenses	\$0	\$0	\$0	\$0	0.0%
Total	\$53,000	\$0	\$0	\$0	0.0%

School Choice Assessment	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Intergovernmental	\$2,853,143	\$0	\$0	\$0	0.0%
Total	\$2,853,143	\$0	\$0	\$0	0.0%

Comm Charter Assessment	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Intergovernmental	\$16,397,243	\$0	\$0	\$0	0.0%
Total	\$16,397,243	\$0	\$0	\$0	0.0%

Operating Budget by Program

Professional Development	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$1,122,717	\$0	\$0	\$0	0.0%
Purchase of Services	\$773,635	\$0	\$0	\$0	0.0%
Supplies and Materials	\$50,000	\$0	\$0	\$0	0.0%
Other Charges & Expenses	\$74,789	\$0	\$0	\$0	0.0%
Total	\$2,021,141	\$0	\$0	\$0	0.0%

Pupil Support	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$3,102,714	\$0	\$0	\$0	0.0%
Fringe Benefits	\$20,000	\$0	\$0	\$0	0.0%
Purchase of Services	\$22,280	\$0	\$0	\$0	0.0%
Supplies and Materials	\$53,400	\$0	\$0	\$0	0.0%
Other Charges & Expenses	\$2,000	\$0	\$0	\$0	0.0%
Total	\$3,200,394	\$0	\$0	\$0	0.0%

Vocational Programs	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$2,643,492	\$0	\$0	\$0	0.0%
Fringe Benefits	\$1,000	\$0	\$0	\$0	0.0%
Purchases of Services	\$115,500	\$0	\$0	\$0	0.0%
Supplies and Materials	\$336,123	\$0	\$0	\$0	0.0%
Other Charges & Expenses	\$4,200	\$0	\$0	\$0	0.0%
Total	\$3,100,315	\$0	\$0	\$0	0.0%

Horace Mann Charter	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$2,400,000	\$0	\$0	\$0	0.0%
Purchases of Services	\$1,590,000	\$0	\$0	\$0	0.0%
Total	\$3,990,000	\$0	\$0	\$0	0.0%

Operating Budget by Program

Bureau of Pupil Services	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$34,537,228	\$0	\$0	\$0	0.0%
Fringe Benefits	\$140,000	\$0	\$0	\$0	0.0%
Purchases of Services	\$20,727,036	\$0	\$0	\$0	0.0%
Supplies and Materials	\$219,400	\$0	\$0	\$0	0.0%
Other Charges and Expenses	\$17,076	\$0	\$0	\$0	0.0%
Total	\$55,640,740	\$0	\$0	\$0	0.0%

English Language Learning	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Personal Services	\$11,124,744	\$0	\$0	\$0	0.0%
Fringe Benefits	\$80,000	\$0	\$0	\$0	0.0%
Supplies and Materials	\$10,000	\$0	\$0	\$0	0.0%
Other Charges & Expenses	\$100	\$0	\$0	\$0	0.0%
Total	\$11,214,844	\$0	\$0	\$0	0.0%

All Funds Budget

Operating Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08- FY09	Percent Change
Personal Services	\$157,915,086	\$174,745,216	\$179,661,442	\$4,916,226	2.8%
Fringe Benefits	\$34,406,003	\$34,406,003	\$42,277,332	\$7,871,329	22.9%
Purchase of Services	\$50,156,757	\$39,693,654	\$45,047,903	\$5,354,249	13.5%
Supplies and Materials	\$10,941,609	\$20,540,820	\$9,459,309	(\$11,081,511)	-53.9%
Intergovernmental Other Charges and Expenses	\$21,092,886 \$383,336	\$25,196,946 \$209,356	\$27,721,183 \$230,856	\$2,524,237 \$21,500	10.0% 10.3%
Capital Outlay	\$0	\$336,944	\$63,000	(\$273,944)	-81.3%
Total	\$274,895,677	\$295,128,939	\$304,461,025	\$9,332,086	3.2%

External Funds	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Various Grants	\$37,709,190	\$43,172,279	\$42,562,681	(\$609,598)	1.4%
Total External Fund	\$37,709,190	\$43,172,279	\$42,562,681	(\$609,598)	1.4%

All Funds Total Budget	Actual FY07	Approp. FY08	Budget FY09	Variance FY08-FY09	Percent Change
Operating	\$274,895,677	\$295,128,939	\$304,461,025	\$9,332,086	3.2%
External Funds	\$37,709,190	\$43,172,279	\$42,562,681	(\$609,598)	1.4%
Total All Funds Budget	\$312,604,867	\$338,301,218	\$347,023,706	\$8,722,488	2.6%

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Section 12

Capital Planning Summary

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Capital Planning Overview

The City of Springfield's \$475 million, five-year Capital Improvement Plan (CIP) is an investment program for the City's future. This plan was put together with the underlying themes of fixing the City's aging infrastructure and facilities, economic development, and leaving the City's seventeen neighborhoods in a position for future prosperity. The CIP is considered the City's roadmap for the next five years and should be strategically implemented to provide the City of Springfield's residents with a quality environment in which to live.

A capital improvement plan is a document that projects major spending for equipment and projects for the next five years. Long term projections are necessary to allow city officials to adequately plan for what lies ahead and make decisions that are in the City's best interest.

A capital project, according to the financial 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."

The Capital Budget is the first year of the five year Capital Improvement Plan. These projects are selected based on the most immediate needs of the City. The City of Springfield will spend \$22.8 million on capital improvements for Fiscal Year 2009. This includes pay-as-you go capital and bonded projects.

The City of Springfield's Finance Department is responsible for developing the City's Capital Budget and five year plan. The Finance Department oversees the financial aspects of each Capital project and keeps record of the total expense for each project as displayed in periodic financial reports. The City's Capital Asset Construction Department has the responsibility of the implementation and oversight of construction projects and major renovations or repairs.

Department Requests

The Fiscal Years 2009 through 2013 Capital Improvement planning process uses a new methodology of determining the Capital Budget and the five year Capital Improvement Plan. It begins when departments submit their capital budget requests along with supporting documentation for consideration. These requests are captured when departments enter each request into a project database. This database is designed to capture all relevant information about the project including the following:

Project Name	Project Description	Estimated Project Cost
Project Identification Number	Project Benefits	Project Funding Sources
Project Category	Fiscal Impact	Prior Phase of Project
Project Type	Legal Obligations	Department Priority

To establish consistency in categorizing and evaluating projects, the CIP is comprised of the following six “Program Categories”:

Building - The replacement, renovation, addition to, acquisition through purchase, construction or long-term lease of a building structure or a major component thereof.

Infrastructure – This category would include such things as water and sewer mains, pumping stations, roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature but not related to building structures.

Equipment (Vehicular) – All equipment that meets the definition of a capital project item 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. The item may be transportable but is not capable of self-propulsion; if it is capable of moving under its own power it should be classified under *Equipment (Vehicular)*. If the item is a piece of equipment that is intended to be permanently installed in a building such as an air handling unit or a furnace, that item should be classified under *Building*.

Land/Parks/Fields - The acquisition through purchase, long-term lease, with or without conditions, of undeveloped real estate. 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. This category would also include the replacement, renovation, addition to, construction or acquisition through purchase or long-term lease of parks and playing fields.

Technology – All purchases that meet the definition of a capital item in the area of technology (computers, digital copiers, printers, telephone systems, software programs, etc.).

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, additional 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

Preparation of the Capital Improvement Plan is done under the authority of the Capital Improvement Committee, consistent with the financial policies of the City of Springfield. The Committee is comprised of the City's Chief Financial Officer, a representative of the City Council, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of Capital Asset Construction and the Director of Economic Development and Planning for the City. It is the goal of this committee to identify the City's needs and coordinate them with the operating budget.

The Capital Improvement Committee is charged with holding meetings to review each submission and determine which project requests should be funded. Departments that had submitted requests were invited to meetings to answer questions from the committee and to provide clarification as well as additional relevant back up documentation. The departments were also instructed to rank the projects based on six ratings criteria. The Committee reviews the rankings and makes the final determination of ranking scores.

The following criteria, discussed in more detail in Appendix G, are used in weighting the projects:

Overall fiscal impact - Is funding coming from sources other than the general fund? Will the project bring in additional revenue or will it cost additional money to operate?

Legal obligations - Does a federal law, state law, or local ordinance mandate the City to fund the capital project?

Impact on service to the public - Will residents receive better service if the project is funded? 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 or can it last a few more years?

Prior phases - Is the project a multi-year project? If yes, have prior phases been previously funded?

Department priority - How does the department director rank his/her project submissions? Is it a high priority or low priority?

Once the weighted scores are determined, the committee places the projects in to four priority levels: Priority A, Priority B, Priority C, and Priority D. In this Capital Plan, those projects that received a score of 60 or above earned a Priority A designation. The projects that received a score of 50 to 59 earned a Priority B designation. The projects that received a score of 40 to 49 earned a Priority C designation. And finally, those projects that received a score of 39 or below earned a Priority D designation. The Capital Committee was also cognizant of those projects that would be mandated for Fiscal Year 2009 and ranked those projects in Priority A.

Important (Priority A)

Corrects or prevents an emergency or condition dangerous to the public health, safety or welfare.

Complies with City, State or Federal Requirements whose implementation time frame is too short to allow for longer range planning.

Is consistent with an adopted or anticipated element of the City's Master Plan whose implementation time frame allows longer range planning.

Is required to complete a major public improvement and the City has funded the design phase.

Is vital to the economic stability of the City.

Provides for a critical need.

Is considered a project that utilizes "green" technology and improved construction techniques.

Is a project that has received grant funding and is awaiting a City match.

Beneficial (Priority B)

Needed to correct an inequitable distribution of past public improvements.

Worthwhile if funding becomes available.

Can be postponed without detriment to present services.

Short-Term Goals (Priority C)

Projects that are in the foreseeable future for the City.

Will help sustain equipment and land for the City and its departments.

Can be postponed without detriment to present services.

Long-Term Goals (Priority D)

Projects that should be reconsidered in Fiscal Year 2010 and beyond.

Can be postponed without detriment to present or possibly future services.

In the ensuing years, the Capital Improvement Committee will review all capital project requests on an annual basis, and utilizing the six weighted criteria each project will be rated and submitted for final review and approval to the Mayor and City Council. 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.

The following is a description of some of the projects that are located in priorities A and B. These can be funded through PayGo Capital, bond, general fund, or through other means. These projects represent an effort by the City to ensure its infrastructure is sound, preventative maintenance continues, and avenues for cost savings are always explored.

Priority A

Breckwood Pond Dam - The Breckwood Pond Dam project will consist of vegetation removal, grubbing, filling, and regarding dam surfaces. This project will also address slope stabilization, installation of a low level pond drain, reconstruct the roadway storm drain outlet, and design and implement a methodology to remove and replace the existing stop logs.

Building Accessibility - Forest Park Branch of the Springfield Library – This project consists of renovation to provide a wheel chair lift at the entrance of the library and will also provide handicap accessible bathrooms. With these renovations this library branch will be Americans with Disabilities Act (ADA) compliant.

Deberry School - Outdoor Classroom – This project will renovate the existing parking area in Deberry school in order to build an outdoor classroom.

Demolition of Structures - The City will have the necessary funds to be able to acquire and destroy buildings that have become a danger to the neighborhood.

Flood Control Plan - The Flood Control Plan project is mandated by the Federal Emergency Management Agency (FEMA) and the United States Army Corps of Engineers and will take place at the flood wall along the Connecticut River. This project includes de-brushing, repairs to the flood wall, replacing sections of flood wall that were removed, removing trees in the earthen dike north of Clinton Street, and repairs to expansion joints in the wall.

Portable Jack Hydraulic Lift System - The City will use funds to purchase a portable jack hydraulic lift system for use at the City's fire repair facility on Roosevelt Avenue. This system will save repair time at the repair facility and lessen the chance for injuries while it allows personnel to work on a variety of vehicles.

Replacement of Arson Vehicles - Funds will be available for the replacement of the Arson/1995 Suburban. The current vehicle has been deemed to have very high mileage. In the past this vehicle has been totaled and repaired. A new vehicle will allow the Fire Department to use more equipment and be able to operate in a reliable vehicle.

Replacement of Repair Vehicle - Funds will be available to replace a repair pickup/1993 Ford with plow due to its age and mileage. This needs to be replaced for everyday use to ensure its reliability. A one ton pickup with plow will be the replacement.

Talmadge – North Wall - Reconstruction of the North Wall of the school which is pulling away from the building. This project has been ranked as a top priority by the Facilities Department

Priority B

City-Wide Lake Management Program - Continue to manage the City's many natural water resources with herbicides, lake level draw downs, and maintenance of existing detention basins.

Fountain Lake Dam - Correct dam deficiencies, which include removal of trees and brush on slopes and backfill, repair spalled concrete on piers of culverts, and install new secondary spillway and culvert. In addition to lessening the risk of loss of life and property in the even of dam failure, this project will produce an operation a maintenance manual.

Johnny Appleseed Improvements - Park renovation to include new benches, trash receptacles, permitting fencing, new basketball court vegetation management, trash removal from the riverbanks, new walkways, and new play equipment.

Loon Pond Beach - Funding will provide vegetation management of beach area and aquatic vegetation management in swimming area. This project expands the opportunities for inner city swimming for City residents.

Security Cameras - Funding will provide the City with more security cameras that can be used for a variety of purposes. One of the uses will be to put cameras in strategic locations to catch illegal dumping of garbage. Another use will be to increase security cameras in schools.

Stormwater Improvements - Washout repair at any location is beneficial to the water way that it contributes in to. This is a direct impact on reducing the amount of silt that eventually contributes to the deterioration of any wetland.

Fiscal Year 2009 Bonded Projects

For Fiscal Year 2009, the City of Springfield has bonded for \$19,500,000 to be used for capital projects. The following summarizes the projects included in the latest bond issuance:

- \$6,200,000 **South End Redevelopment** – Planning and Economic Development
This project will fund the renewal of the South End neighborhood in downtown Springfield, including street, sidewalk, park and related improvements.
- \$5,000,000 **White Street Fire Station** – Fire Department
This project will fund the design and construction of a new fire station for the City on White Street. This station will replace and consolidate two outdated stations and improve response times in a high-activity area of the City.
- \$2,200,000 **Paving** – Department of Public Works
This project will fund road and sidewalk paving for the City, a continuation of its annual program to fund recurring paving needs and eliminate the backlog of deferred investment in streets and sidewalks.
- \$2,000,000 **Information Technology** – Information Technology Department.
This will fund a variety of information technology investments, specifically the implementation of a time and attendance computer system for all City and School Department employees (\$0.95 million), installation of a centralized payroll system to allow internal payroll processing (\$0.6 million), funding for additional work for the previously-approved MUNIS financial system (\$0.2 million) and installation of a consolidated license and permits computer system for City departments (\$0.25 million). This permitting software is expected to increase revenue because it will increase the efficiency of generating permits.
- \$1,700,000 **Chapman Valve Economic Development Project** – Planning & Economic Development.
This project will fund the acquisition of property adjacent to municipal property at the former Chapman Valve manufacturing facility in the Indian Orchard neighborhood in Springfield. This project will be conducted consistent with an Urban Renewal Plan and will include site assembly, environmental remediation and subdivision of the property into saleable lots for development for mid-sized office and industrial businesses.
- \$900,000 **Old First Church** – Capital Asset Construction
This project funds the acquisition of the Old First Church in downtown Springfield. Across from City Hall, Symphony Hall and the City’s most prime redevelopment site – 31 Elm Street – and situated on the historic Court Square Park, this property will provide the City with a potential site for the consolidation of municipal office space, as well as, a site for future economic development.

- \$750,000 **Demolition** – Planning and Economic Development
 This project is a continuation of a multi-year program of blight removal through the demolition of derelict buildings. This program is conducted under special legislative authorization and consistent with the requirements contained therein. This project is expected to increase economic development, strengthen neighborhoods and beautify residential space.
- \$350,000 **Forest Park Maintenance Facility** – Facilities Management
 This project will fund the design and construction of a new maintenance equipment facility in Forest Park, as well as the incidental work required to remove the former facility. This project is expected to lengthen the useful life of equipment because these items will be stored and protected from inclement weather. Further, it will increase staff efficiency because all equipment will be in one centralized location.
- \$175,000 **Van Horn Dam Study** – Parks Department
 This project will fund a study of the Van Horn dam in compliance with unfunded federal mandates with regard to levees, dikes and other protective structures. This is a continuation of the City’s work to comply with these mandates, as the City has already funded a variety of mitigation and capital improvement activities in this regard. Once this study is completed, work will begin on the damn, utilizing capital funds.

These projects show the City of Springfield’s commitment to renovating the its ageing infrastructure, spurring economic development, and demolition of abandoned or condemned properties. The projects were selected directly through the City’s Capital Planning process which is a testament to the newly adopted Capital Improvement Plan.

Pay-as-You-Go Capital

New to the Fiscal Year 2009 Budget is a \$2.88 million Pay-as-You-Go Capital program. This is meant to finance capital projects identified throughout the fiscal year through the Capital Improvement Plan. It is also meant to fund emergency capital projects when necessary. Selection of these projects will be the responsibility of the Mayor and the Executive Director of the Springfield Finance Control Board.

ESCO Project

One project that is being continued in FY209 is the Energy Savings Company Project, or ESCO, which was part of a bond issuance by the City in FY2008. This project’s goal is to make the city and school buildings in the City more energy efficient which will not only save the City money in energy costs, but also leads to the City’s ambition to be “Green”. In FY2008, the City saved over \$400,000 in natural gas and oil with only 14 buildings becoming more energy efficient. The City is expected to save this much or more in Fiscal Year 2009 because the ESCO project will continue with 21 sites and 22 boiler rooms.

Section 13

Appendices

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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 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.

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.

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. Additional detail on these expenditure classifications can be found in Appendix B.

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.

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.

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

Employment Data

Employment by Industry

<u>Industry</u>	<u>Calendar Year Average</u>				
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007*</u>
Construction	1,943	1,883	1,996	1,947	1,600
Manufacturing	5,141	5,233	5,015	4,622	4,534
Trade, Transportation and Utilities	13,966	13,850	12,933	12,624	12,510
Information	2,255	1,983	1,936	1,859	1,895
Financial Activities	8,293	8,071	7,597	7,484	7,509
Professional and Business Services	6,348	6,354	6,302	6,568	6,703
Education and Health Services	26,369	26,274	26,524	27,207	27,956
Leisure and Hospitality	5,670	5,599	5,381	5,161	5,197
Other Services	4,869	5,069	5,396	5,501	5,561
Public Administration	3,047	2,885	2,892	2,847	2,905
Total Employment	77,901	77,201	75,972	75,820	76,370
Number of Establishments	5,235	5,459	5,476	5,361	5,383
Average Weekly Wage	\$762	\$795	\$820	\$849	\$828 **
Total Wages	\$3,088,673,412	\$3,193,018,378	\$3,238,722,945	\$3,348,197,101	\$1,757,882,539 ***

* Average of first six months

** For second quarter

*** Sum of first and second quarters

2008 LARGEST EMPLOYERS

<u>Business / Company Name</u>	<u>Number of Springfield-Based Employees</u>
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
Verizon	491
BankNorth, N.A.	478
Performance Food Group	459
Springfield Technical Community College	413
Park View Specialty Hospital	400
American International College	400
Center for Human Development / Behavioral Health Network	347
First Student	325
American Medical Response	303
Richco Janitor Services, Inc.	301
Farmland Foods, Inc.	282
United Personnel Services	270
Shriners Hospital for Children	256
Peter Pan Bus Lines	246
Transit Express - PVTA	224
Bay State Gas	221
NuVisions Manufacturing	219
Western Mass Electric Company	215
Van-Pak, Inc.	213
RM Sullivan Transportation	190
Falcon Hotel Corp. (SHERATON - Springfield)	183
Marriot International, Inc. - Springfield	170

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Appendix D
Property Tax Levy Data

**Percentage Share of City's Assessed Valuation of Real Estate
FY03 - FY08**

<u>Classification</u>	<u>2003 % of Total</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>
Residential	78.2%	79.1%	79.7%	80.7%	82.4%	77.3%
Commercial	17.1%	16.4%	16.2%	15.5%	14.3%	13.8%
Industrial	<u>4.7%</u>	<u>4.5%</u>	<u>4.1%</u>	<u>3.8%</u>	<u>3.3%</u>	<u>3.2%</u>
Total Real Estate	100.0%	100.0%	100.0%	100.0%	100.0%	94.3%

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, 2007</u>	
				<u>Dollar Amount</u>	<u>% of Net Levy</u>	<u>Dollar Amount</u>	<u>% of Net Levy</u>
2007	\$145,527,361	\$6,061,827	\$139,465,534	\$138,660,946	99.4%	\$138,660,946	99.4%
2006	\$138,486,189	\$6,700,000	\$131,786,189	\$130,093,942	98.7%	\$130,093,942	98.7%
2005 (1)	\$131,027,439	\$6,798,667	\$124,228,772	\$122,864,076	98.9%	\$124,212,342	100.0%
2004	\$125,591,475	\$5,407,439	\$120,184,036	\$117,137,994	97.5%	\$121,262,220	100.9%
2003	\$115,874,803	\$2,498,585	\$113,376,218	\$106,804,739	94.2%	\$111,364,175	98.2%
2002 (1)	\$111,317,506	\$2,411,106	\$108,906,400	\$102,353,095	94.0%	\$106,943,857	98.2%

(1) Revaluation Years

(2) Actual Dollar collections. Does not include abatements or other non-cash credits.

Top Twenty Five Taxpayers for Fiscal Year 2008

FY 08 LEVY: \$153,489,174

	PROPERTY OWNER	NATURE OF BUSINESS	FY 08 TOTAL VALUE	TOTAL FY 08 TAX LEVY	% OF LEVY
1	WESTERN MASSACHUSETTS ELECTRIC	UTILITY	139,561,070	\$4,470,602	2.91%
2	MASSFON COMPANY	UTILITY	75,198,910	\$2,409,373	1.57%
3	MASSACHUSETTS MUTUAL	INSURANCE	59,485,200	\$1,892,216	1.23%
4	BAY STATE GAS COMPANY	UTILITY	55,315,720	\$1,772,316	1.15%
5	VERIZON NEW ENGLAND	TELECOM	45,369,500	\$1,453,639	0.95%
6	SOLUTIA, INC	CHEMICALS	26,404,200	\$845,946	0.55%
7	SPRINGFIELD CENTER 1 ASSOCIATES	RETAIL	25,487,600	\$816,045	0.53%
8	HUBBARD REAL ESTATE INVESTMENTS	RETAIL	22,910,300	\$734,046	0.48%
9	EASTFIELD ASSOCIATES	RETAIL	22,997,100	\$722,450	0.47%
10	LOWE'S HOME CENTERS	RETAIL	15,018,980	\$481,208	0.31%
11	BERKSHIRE-BROOKDALE, LLC	DISTRIBUTION	13,613,800	\$436,186	0.28%
12	SPRINGFIELD FOODSERVICE CORP	DISTRIBUTION	13,162,000	\$421,710	0.27%
13	SPFLD COLLEGE/WEST. MA LIFE CARE	HEALTH CARE	22,618,930	\$398,287	0.26%
14	INLAND WESTERN SPRINGFIELD	RETAIL	10,918,300	\$349,822	0.23%
15	SPRINGFIELD VF, LLC	RETAIL	10,756,300	\$344,023	0.22%
16	COMCAST OF MASSACHUSETTS II	COMM.	10,527,350	\$337,296	0.22%
17	HAYMARKET SQUARE ACCOCIATES	RETAIL	10,332,600	\$331,057	0.22%
18	SMITH & WESSON	ARMAMENTS	10,171,100	\$325,882	0.21%
19	LEVENTHAL NORMAN & EDWIN	HOUSING	19,561,100	\$313,564	0.20%
20	SEARS ROEBUCK & COMPANY	RETAIL	9,555,550	\$306,160	0.20%
21	AMERICAN MASTERS VILLAGE	HEALTH CARE	18,791,000	\$301,220	0.20%
22	D'AMOUR GERALD	RETAIL	9,255,400	\$296,543	0.19%
23	BOSTON ROAD PROPERTY, LLC	RETAIL	8,923,600	\$285,912	0.19%
24	WINDALIER SPRINGDALE ASSOCIATES	RETAIL	8,901,700	\$285,210	0.19%
25	RELATED SPRINGFIELD ASSOCIATES	HOUSING	16,008,370	\$275,928	0.18%
	TOTAL		\$680,845,680	\$20,606,642	\$13.4%

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Appendix E
City of Springfield Financial Policies

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Financial Policies of the City of Springfield



**Approved June 19, 2007
by the Springfield Finance Control Board**

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Please note, throughout this document, “departments” shall mean any department or agency of the City of Springfield, including the School Department.

Introduction

Financial policies set the boundaries within which governments make financial decisions. Unlike the budget adopted for a single fiscal year, financial policies are long-range in nature. They are carried over from one year to the next, adding continuity and stability to a government's financial structure.

Financial policies can also serve as the foundation for a government's long-range financial plan. By adopting and adhering to these policies the City will improve its ability to provide a balanced level and quality of services while protecting and improving the public health, safety, education and general well-being of its citizens. Adherence to proper financial policies will help the City develop flexibility to withstand disruptions caused by factors over which it has no control while meeting the demands and challenges of natural growth, decline and change within the community.

These policies draw on the fundamental principles of public financial management and reflect best practices from high-performing local and regional governments from across the nation. They have been further refined to meet the particular needs of the City of Springfield and its experience of poor financial performance and significant management difficulty.

These policies are intended as positive steps toward improving the City's financial performance. Even so, it may be instructive to review the City's prior difficulties with financial management to highlight areas for future public scrutiny:

- Failure to collect or seek collection of approximately \$50 million in taxes, parking fines and other revenue
- Budgeting revenue in excess of known collection rates, contributing to an accumulated deficit of \$41 million
- Failure to take constructive steps to reverse a persistently eroded financial position
- Illegal forgiveness of property tax debts for certain residents and businesses
- Use of bond proceeds to fund operating expenditures
- Use of bond proceeds and State reimbursements to fund projects other than those for which the bonds were sold or reimbursements approved
- Back loading debt service to create a partially inclining debt structure
- Failure to invest cash in an appropriate manner, and at times to invest it at all
- Failure to examine costs in order to reduce them, and service quality in order to improve it
- Failure to manage vendor contract compliance, resulting in significant overcharges
- Failure to provide financial information to the City Council, public or bond rating agencies
- Failure to maintain infrastructure, with public construction serving as a nexus for mismanagement
- Failure to reconcile financial books, establish a capital plan and fund reserves
- Failure to manage grants from an accounting, reporting or financial perspective
- Use of extensive cash-flow borrowing to make payroll and for other needs

These and other financial difficulties – combined with a lack of focus on appropriate management – created deep operational problems which the City and Springfield Finance Control Board have been working to reverse since 2004. The City should comply with these financial policies to the greatest extent possible understanding that policy non-compliance is likely during this period of continued restructuring. Non-compliance with these policies, though expected, should be reported pursuant to Reporting Policy 1. Upon the expiration of the Finance Control Board, the City should fully comply with the enclosed policies; occasional non-compliance will occur and must be reported to the public pursuant to Reporting Policy 1.

Compliance With Finance Laws

Legal Policy 1: The City shall comply with all General Laws and Special Acts of the Commonwealth, and City ordinances that relate to finance and financial management.

Legal Policy One requires that the City adhere to all State and local laws and ordinances regarding finance and financial management. This policy touches on all areas of financial management, including those regulated in this document. Individual policies may not specifically require compliance with State law or City ordinance, but compliance is required by the fact that they are laws and ordinances; this overarching policy also mandates compliance with these laws and ordinances.

Budget Policies

Budget Policy 1: The Mayor shall propose to the City Council and the City Council shall adopt balanced budgets in which current revenues (non-one-time) equal or exceed current expenditures.

Budget Policy 2: The City will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from Free Cash and the Stabilization Reserve Fund shall be the only exception.

Budget Policy 3: The City will not use budgetary procedures that balance the budget at the expense of future years, such as: postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

The purpose of Budget Policies One, Two and Three is to prevent the use of procedures that appear to balance the budget at the expense of our future. Delaying building and equipment maintenance or postponing the cost of operations are two of the most common procedures used to artificially create the appearance of a balanced budget. These actions merely pass today's costs onto future taxpayers and residents, and these costs usually grow as they are deferred.

Budget Policy One was developed to ensure that the City does not spend more than it receives in revenue in any one year and therefore does not degrade its overall financial condition. This ensures that the City does not “live beyond its means” and build a structural deficit into its budget.

Budget Policy Two helps ensure that the City does not use one-time revenue to support ongoing operations. Simply put, this policy prevents the use of temporary funding to support recurring needs. Such expenditures are considered inadvisable because the ongoing expenditure need will still exist after the non-recurring revenue disappears. Use of non-recurring revenue for recurring purposes only delays appropriate action to correct an imbalanced budget; this delay typically increases the cost of the required corrective action.

Budget Policy Three prevents deferral of expenses already incurred by the City, booking future revenue in the current fiscal year or the inappropriate rolling over of debt. These fiscal maneuvers generally occur in times of poor financial performance and only serve to delay necessary budgetary adjustments. This serves to increase the long-term cost of services for the taxpayers of a community.

Budget Policy 4: The budget proposed by the Mayor 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, an analysis of outstanding debt and a summary of the City’s capital condition (buildings, infrastructure, equipment, rolling stock and information technology).

Budget Policy 5: The City’s annual budget shall be adopted by the City Council at the level of departmental salaries, expenses and capital.

Budget Policies Four and Five guide the development of the City’s annual budget. Budget Policy Four requires that certain information be provided to the City Council and the public along with the budget. This policy mandates communication regarding the most pressing financial issues before the City – overall fiscal condition, debt, revenues and capital needs and condition. This information will allow the City Council to make decisions on the annual budget with necessary information regarding the City’s overall financial condition, the condition of its capital assets and other matters of importance.

Budget Policy Five sets forth the form of budget passage by the City. This provides the City Council with oversight with regard to budgetary expenditures but permits some level of flexibility to departmental managers by allowing them to transfer funding among certain line items that were approved by the City Council in the annual budget.

Budget Policy 6: 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 is not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

Budget Policy Six requires that the annual operating budget funds necessary maintenance and capital investment. Required maintenance is critical if taxpayers are to receive the maximum return on their dollars invested. Delaying routine maintenance to a roof, for instance, may lead to the premature replacement of the roof and may cause avoidable damage within the building. Budget Policy Six is intended to prevent this. In the event that sufficient funding is not available for maintenance and capital investment, however, this policy requires that City to report on the funding shortfall and identify the maintenance and capital projects which will not be funded. This will help ensure that the public is aware of the ramifications of funding shortfalls and may help inform decisions regarding potential revenue increases necessary to address capital backlogs.

Budget Policy 7: The City Auditor shall produce and issue within the budget submitted to the City Council a three-year financial forecast for the City. Said forecast 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.

Budget Policy Seven requires the City Auditor to present a conservative long-term financial projection for the City as part of the budget submitted to the City Council. This will assist policymakers and the public in understanding the context in which the proposed budget exists; if the City is projecting future financial difficulties, it may be unwise to implement spending increases in a proposed budget. Similarly, it may be prudent to begin service expansion if financial improvements are projected in future years. Long-term financial projections are important because they help policymakers take early action to avert problems. This can significantly reduce the cost and difficulty of the required solutions and therefore minimize their negative impact on residents, businesses and employees. It will also help reduce the tendency toward a crisis management approach to municipal operations which can negatively impact efficiency, effectiveness and community and employee morale.

Budget Policy 8: The City Auditor shall provide to the Mayor and City Council a monthly report of revenues and expenditures at the line item level.

Budget Policy Eight provides a tool for the Mayor, City Council and the public to monitor expenditures and ensure that revenue and expenditure projections are being met. Provision of this information is necessary to ensure accountability and prevent problems from going unnoticed by the public and policymakers.

Revenue Policies

- Revenue Policy 1: The City’s annual budget shall include a revenue budget that is created in line item detail for City operations.
- Revenue Policy 2: The City will estimate its revenue using conservative methods and present this along with the balanced budget.
- Revenue Policy 3: The City shall review and update the fee schedule of each of its departments no less than every two years to ensure the cost of services is being adequately recovered.

Significant attention is provided to the City’s expenditure budget to ensure that taxpayer money is expended prudently. The City’s revenue budget does not receive a similar level of attention but is equally as important; the revenue budget provides the funding that is expended in the expenditure budget. Pursuant to Budget Policy One, the City cannot expend more money than it expects to receive in revenue; the manner in which revenue is estimated is very important.

Revenue Policy One ensures that the City’s revenue projections will be disclosed to policymakers and the public along with the expenditure budget. This will facilitate an examination of the procedures used to estimate revenue as well as provide information to the public regarding the City’s revenue condition.

Revenue Policy Two requires that revenue estimation be conducted prudently, in a conservative manner. Overly optimistic estimates can create the appearance of a balanced budget when in reality a deficit will result. According to Massachusetts General Law, any deficit that remains at the end of one fiscal year will be automatically deducted from the budget of the next, reducing the amount of money available to provide services in that year.

Many services provided by the City benefit all residents, though others benefit only the specific users of services (building inspections, marriage licenses, participation in recreation services). Revenue Policy Three is designed to ensure that user fees – fees charged for specific services provided to individuals – appropriately cover the costs of providing those services. If fee revenue is insufficient to support these services then the costs of these individual services will be paid by all taxpayers. The general taxpayer will be forced to pay the cost of a plumbing inspection, for instance, that does not benefit them.

There may be instances in which policymakers decide to set a fee at an “adequate” level that is less than the total cost of providing the fee-based service, such as when a fee-based service provides a public benefit to all residents. This general public benefit would justify financial support from all taxpayers. An example of this would include the cost of maintaining an athletic field that is primarily used by one sports group, but is available to the general public at other times. Policymakers may decide that an “adequate” fee level is lower than the “full cost recovery” level. Revenue Policy Three requires that policymakers regularly review these decisions, however, to ensure fee levels are appropriate.

Revenue Policy 4: 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 3%, with the exception of real and personal property taxes, Chapter 70 (school) aid and school building assistance payments from the Commonwealth.

Revenue Policy 5: Any revenue increase in excess of the 3% limit established in Revenue Policy Four shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

Revenue Policies Four and Five relate to “upwardly volatile revenue”. In brief, upwardly volatile revenue occurs when one or more revenue sources increase at an atypically fast rate, as occurred with State Aid for some cities and towns during the 1990’s, and with certain income tax revenues for the Commonwealth. The danger of upward revenue volatility is that a community can become dependant on an artificially high level of revenue that exists merely because of a strong economy. This revenue may decrease sharply or disappear entirely when the economy contracts, leaving critical services under-funded. This expansion and contraction of public service can be avoided – as can the resultant layoffs and unemployment costs – if upwardly volatile revenue is managed wisely.

Revenue Policy Four prevents the City from building into the “base” of its revenue model an increase in any revenue source of greater than 3%. Property tax revenue is excepted from this limitation because it is already limited – to a lower level – by Proposition 2 ½. Chapter 70 school aid and school building assistance are also excepted from this limitation because they are provided by the Commonwealth for a specific purpose and can not be redirected for any other use.

Revenue Policy Five limits the use of upwardly volatile revenue to ways that will prevent the City from becoming dependent on unstable sources of revenue. It also simultaneously strengthens the City’s financial position. Use of this revenue to build reserve fund balances will help the City prepare for cyclical revenue contractions while strengthening its financial condition and giving it much-needed financial flexibility. Use of this revenue to make non-recurring capital investments will provide a service benefit to the City’s taxpayers by improving Springfield’s physical infrastructure. It will also develop a soft reserve fund by allowing the City to “get ahead” of its capital plan. This will allow the City to forego a portion of its capital investment in the future if necessary, saving operating money without impacting the City’s long-term capital plan.

Revenue Policy 6: The City will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

Revenue Policy Six ensures that the City continues to regularly assess the value of property in Springfield. Regular reassessments are required by Massachusetts General Law and are critical to ensuring the fairness of the City’s system of property taxation.

Revenue Policy 7: 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.

Revenue Policy Seven ensures that the City will actively pursue revenue collection. This is important, as failure to collect revenue actually increases costs for taxpayers. As one example, poor revenue collection may force the City to conduct cash flow borrowing. Low rates of tax collection also result in higher tax rates in order to generate a given amount of revenue. Poor revenue collection processes can also create significant unfairness by allowing certain people to avoid payment of taxes, and can provide the opportunity for political favoritism and corruption as specific individuals may be given preferential treatment regarding tax debts.

Policies With Regard to Self Supporting Operations

Self Supporting Policy 1: The Mayor shall annually propose to the City Council the rates and fees for all enterprise fund activities, and shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in City government.

Self Supporting Policy 2: Proposed rates and fees shall include all direct and indirect costs (such as the costs of payroll, property and liability insurance, legal services, etc.).

Self Supporting Policy 3: All enterprise funds shall be fully supported solely by the revenue from their rates, fees and other revenue generating operations. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the Chief Financial Officer shall make a report to City Council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

Self-supporting operations are generally those that provide specific benefits to individual service users rather than the general public. Because benefits accrue to individuals and not the general public, these services should be paid for by service users through user fees, not through general tax revenue. Use of general tax revenue to support these services forces all residents to help pay for services that benefit certain individuals, not everyone.

Generally speaking, tax dollars should not be used to finance self-supporting operations because doing so forces a reduction in other government services that could benefit the community as a whole. These policies do provide the City the flexibility to establish fees and rates for self-supporting operations that are below the levels required to fully fund their operation, however, as long as the public is informed of the deficit and the reason it occurred.

Self Supporting Policy One requires that rates and fees be proposed regularly for adoption by the City Council. This will help ensure that fees and rates associated with self-supporting operations are adjusted on a regular basis, and that the public has frequent opportunities to comment on the level of rates and fees. Regular consideration of rates and fees can help prevent fee-supported costs from shifting to the general tax base by facilitating small rate increases as the cost to provide these services increases.

Self Supporting Policy Two requires that rates and fees reflect the true and total cost of providing those services. This is intended to prevent these operations from forcing costs upon the general taxpayer who may not receive the benefit of these services. A corollary to this is that the rates and fees for these departments should not provide for the unnecessary appropriation of money to the City's General Fund, as to do so would force costs on ratepayers in excess of those needed to provide the service they are receiving.

Self Supporting Policy Three is a reflection of the unique circumstances surrounding certain enterprise funds in which actual revenue is less than the cost of providing the enterprise fund service. Under Massachusetts General Law, the General Fund is required to fund any deficits in an enterprise fund. This policy provides the City the flexibility to do this, but requires that the City Council receive a report of the activities of the enterprise fund to ensure oversight. This will help inform the public that an enterprise fund has experienced a deficit while also explaining why the deficit – either planned or unplanned – has occurred.

Capital Planning Policies

For purposes of these policies, the term "Capital" shall refer to 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.

It will require time to develop the robust, data-driven capital improvement planning process described below. The City should continue its current capital planning process until June 30, 2008 while a new process is developed. Until that time, the City will be subject to the capital planning policies below to the greatest extent possible, and will be subject to all of the policies as soon as the new capital planning process is implemented.

Capital Policy 1: The Capital Improvement Program will directly relate to the long-range plans and policies of the City.

- Capital Policy 2: The Capital Improvement Plan shall be in a form designated by the City’s Chief Financial Officer. At a minimum, the Plan shall be a “rolling” five-year plan, proposed by the Mayor and adopted by the City Council annually. The first year of the Capital Improvement Plan shall include the proposed capital improvements for the forthcoming fiscal year.
- Capital Policy 3: 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.
- Capital Policy 4: The Capital Improvement Planning Committee shall be comprised of the City’s Chief Financial Officer, a representative from the City Council, the Director of Parks, Buildings and Recreation, the Budget Director, the Planning Director and the Director of Community and Economic Development. 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, including a request that changes the order in which projects shall be conducted, shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.
- Capital Policy 5: 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.
- Capital Policy 6: 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.

Capital Policy One merely states that the Capital Improvement Plan (CIP) must conform to the policies and long-term plans of the City. The Plan must be consistent with the City’s financial plans – it cannot cause an unacceptably high level of debt to be incurred, for instance – and should be something that strengthens and provides an overall benefit to the community.

Capital Policy Two provides the Chief Financial Officer the flexibility to determine the best form for the Capital Improvement Plan but requires that it be a five-year plan that is updated annually and submitted to the Mayor and City Council each year. The CIP is a “rolling plan” in that the first year of the plan is always the upcoming year, and years two through five represent the next four years. In this way the CIP always looks ahead four years, facilitating the planned and rational replacement, upgrade and acquisition of capital.

Capital Policy Three requires that all requested capital expenditures be published in the Capital Improvement Plan in order to provide policymakers a full understanding of the City’s capital needs. This policy also requires that capital requests be vetted by a multidisciplinary Committee, that the Committee recommend which capital projects the City should undertake and that the Committee propose the manner to finance recommended capital expenditures. This will provide policymakers with significant input from City staff from a variety of backgrounds, thereby improving deliberation and decision-making.

Capital Policy Four establishes the membership of the Capital Improvement Planning Committee, consistent with existing City practice. This policy requires that the Committee’s recommendations be provided to the Mayor and City Council, and establishes the strong preference that capital funding requests be consistent with the Committee’s recommendations. Policymakers retain the flexibility to vary from the plan recommended by the Capital Improvement Planning Committee but, in doing so, must issue a report justifying the change, including a comparison of the cost-benefit analyses to help demonstrate that the most beneficial projects are being pursued.

Capital Policy Five requires that all capital projects approved for funding be part of the CIP. The CIP is a long-term document that will facilitate planning and improve the means by which capital investment decisions are made. Funding items that are not in the CIP will undermine the effectiveness of the CIP – “why should I spend the time to plan if items can be funded without planning?” – and will likely result in inefficiency. Capital investments can often be made in ways that are complimentary to each other, reducing cost or inconvenience through proper sequencing. Funding capital projects that have not been approved through the capital planning process will likely lead to wasted time, effort and money, and will undermine the City’s effort to rationally plan for its future and long-term growth.

Capital Policy Five also provides flexibility for the City to make unplanned capital investments in the event of an emergency, but requires a written report to ensure that policymakers and the public are aware that an emergency has occurred.

Capital Policy Six requires that capital expenditures consider “green” technologies and improved construction techniques such as alternative fuel technologies, the use of products with a lesser environmental impact, technologies that can increase fuel and energy efficiency and construction techniques that divert waste products that have other practical uses. In some instances, these technologies are more expensive initially but have lower life-cycle costs. This policy requires that the City analyze these technologies to ensure they are considered when making capital investment decisions.

- Capital Policy 7: 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.
- Capital Policy 8: Each capital item in the Capital Improvement Plan shall be accompanied by a cost-benefit analysis which shall include the identification and cost estimation of additional operational funding and personnel requirements associated with that capital improvement.
- Capital Policy 9: All proposals for capital improvements shall include sources of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.
- Capital Policy 10: 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 net operating revenues.

Capital Policy Seven ensures that the CIP demonstrates the full cost (principal and interest) of approved projects that require the issuance of debt. This analysis will help policymakers make decisions based on the total impact of a project on the community. This will help facilitate longer term planning as current decisions can be made based on their future implication on the City's debt service budget and overall financial capacity.

Capital Policy Eight requires that all proposed capital investments include a cost-benefit analysis. This analysis is required to include not only capital spending but also increased personnel and operating costs that result from the capital investment (new teachers and additional utility costs in an expanded school, for example). The City may choose to pursue a capital project that has an unfavorable cost-benefit analysis because significant, non-quantifiable benefits are provided to residents. This policy requires, however, that capital investments are made with full knowledge of the cost and benefits of projects.

Capital Policy Nine requires the identification of a funding source for each proposed capital investment. This policy helps make each proposal more "real" by ensuring that funding is tied to each capital item. The CIP is intended to be both an identification of needs and a working document that results in the actual funding of capital. To do so requires that each capital item be proposed with funding sources attached so individual investments can be undertaken after they are reviewed and approved.

Capital Policy Ten sets forth the requirement that 1.5% of the City's net operating revenue be used to finance capital investment on a pay-as-you-go basis. Using operating revenues to conduct capital improvements permits the City to reduce its overall borrowing costs by avoiding interest payments on debt that would otherwise be issued. Because this funding comes from the operating budget (that is, cash), it also allows the City to conduct smaller routine projects for which it would be less-than-optimal to issue debt. Using 1.5% of net operating revenues for capital investment also builds into the City's budget a type of a reserve because this money can be used for operating purposes – with a required reporting to the public for failure to comply with this Capital Policy – should severe budget difficulties arise.

"Net operating revenues" are gross City revenues less enterprise fund operations, debt exclusion funds, school building assistance revenue from the Commonwealth, fund transfers, non-appropriated charges, special revenue and grants and non-recurring revenues.

Capital Policy Eleven: The Chief Financial Officer 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 months of project completion. For a construction-related capital expenditure, the City shall conduct project close out within nine months of the end of construction. The City shall release unexpended bond proceeds within six months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

Capital Policy Eleven requires that the City regularly review all capital projects and that it conduct close outs within a reasonable period of time after project completion. This will return available funding to productive use and prevent it from remaining in a project account where it may be used for ongoing maintenance of the project or for other purposes not directly related to the original intent of the appropriation.

Financial Reserve Policies

The City of Springfield has experienced a number of financial crises in its recent history. These financial reserve policies are designed to significantly reduce the impact of future crises on the City's taxpayers, its operations and on municipal finances. It should be noted, however, that the City is unlikely to comply with some of these policies in the immediate term because it continues to recover and rebuild its financial capacity. Temporary non-compliance with some of these policies is therefore expected. Reporting Policy One sets forth the City's reporting responsibilities associated with policy non-compliance.

Reserve Policy 1: The City shall maintain an undesignated fund balance of between 5% and 15% of general fund revenues, less debt exclusions¹ and Chapter 70 aid.

¹ A debt exclusion is a voter-approved override of Proposition 2 ½ that allows a community to fund specific projects outside of the City's normal property tax limitations. This authorization can only pay for costs related to the approved projects. Funding authorization expires when project costs are repaid.

- Reserve Policy 2: In the event that the City’s undesignated fund balance falls below 5% of general fund revenues, less debt exclusions and Chapter 70 aid, (the “Fund Balance Floor”), 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.
- Reserve Policy 3: The City shall maintain a reserve for extraordinary expenses of at least 1% and not greater than 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.
- Reserve Policy 4: The amount of money to be held in ‘Free Cash’ shall not be less than 3% or more than 6% of the approved General Fund operating revenue, less debt exclusions and Chapter 70 (school) aid.
- Reserve Policy 5: The City shall maintain a stabilization reserve fund equal to between 5% and 10% of operating revenues, less debt exclusions and Chapter 70 (school) aid. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year’s real property tax levy, nor can the fund exceed 10% of the equalized value of the City.
- Reserve Policy 6: The City shall annually fund a capital reserve of at least 1.5% of the committed property taxes from the prior fiscal year. Said fund may be expended for capital purposes for which the City may borrow for 10 years or longer as provided for in Chapter 44 of the Massachusetts General Laws.
- Reserve Policy 7: Whenever the City is self insured for the purposes of property, liability and 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. This Fund shall be in an amount not less than 5% of the assessed valuation of the City Hall/Symphony Hall/Campanile Complex, with said value to be established every three years by an appraiser licensed to conduct work in Massachusetts.

Financial reserves protect the City from unforeseen increases in expenditures, reductions in revenues, unforeseen downturns in the economy, or other extraordinary events. Reserves are also a source of funding for capital construction and replacement projects. Springfield – because of its revenue characteristics, expenditure needs and history of financial difficulty – should maintain reserves between 10% and 15% of its General Fund operating revenue, less debt exclusions and Chapter 70 (school) aid.

The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the City as a whole. Adequate operating reserves are an integral part of the financial structure of the City and allow it to mitigate current and future financial risks associated with revenue shortfalls, unanticipated expenditures and natural disasters.

Reserve Policy One requires the maintenance of an undesignated fund balance of between 5% and 15% of General Fund operating revenues. This will ensure sufficient cash flow to finance ongoing operations and permit the City to absorb unpredictable revenue shortfalls. Sufficient cash flow is also required to avoid cash flow borrowing, something that cost the City of Springfield \$400,000 per year in recent years.

Reserve Policy Two requires that specific action be taken if the City's undesignated fund balance falls below 5%. Fund balances below this level result in a risk that the City may not be able to finance ongoing cash needs. This policy mandates that corrective action be taken during the next budget cycle to restore adequate undesignated fund balance levels.

Reserve Policy Three requires that the City retain a reserve for extraordinary expenditures in an amount of 1% to 3% of the prior fiscal year's tax levy. The tax levy is only a portion of the City's revenue stream. As such, this policy provides the City with a moderately sized reserve that can be used to supplement existing budget items when the original appropriation is not sufficient to meet actual expenditure needs. This reserve would not be available to support new spending but rather could be used to prevent deficits in volatile expenditure areas such as snow plowing and snow removal.

The reserve for extraordinary expenditures established under Reserve Policy Three is consistent with the requirements of Section 7 of Chapter 656 of the Acts of 1989; the existence of this reserve shall satisfy the requirements of this Act. It should be noted, however, that the reserve fund established pursuant to Reserve Policy Three can be larger than the minimum fund required by Chapter 656 of the Acts of 1989 if the City chooses to reserve more than the minimum required funding.

Reserve Policy Four requires that between 3% and 6% of General Fund operating revenues be held as Free Cash. Free Cash is the portion of undesignated fund balance certified by the Department of Revenue, Division of Local Services, as available for appropriation during the current fiscal year, or which may be used as revenue during the next budget cycle. Free Cash provides for the temporary financing of unforeseen opportunities or needs of an emergency nature and is the most flexible of all general reserves.

Reserve Policy Five requires that between 5% and 10% of the City's General Fund operating revenue be held in the Stabilization Reserve Fund. The purpose of this reserve is to provide long term financial stability for the City while improving our financial flexibility and credit worthiness. The legal structure for stabilization reserve funds is detailed in Chapter 40 section 5B of Massachusetts General Law.

Money in the stabilization reserve fund may be appropriated for any purpose for which the City would be authorized to borrow money under sections seven and eight of Chapter 44 of the General Laws, or for any other lawful purpose. Appropriations from the Fund require a recommendation from the Mayor and a 2/3 affirmative vote of the City Council.

Consistent with the requirements of Section 8 of Chapter 169 of the Acts of 2004, Reserve Policy Six requires the City to fund a capital reserve of no less than 1.5% of the prior fiscal year's amount of committed property taxes. This account can remain as a static reserve, or its proceeds can be expended for any capital purpose for which the City can issue debt for a term of 10 years or longer as defined by Chapter 44 of the Massachusetts General Laws. Expenditures from the capital reserve may be used to fund debt service payments or pay-as-you-go capital investment. Expenditures from this fund can count toward the City's requirement under Capital Policy Nine if they are used to pay for pay-as-you-go (non-debt related) capital investment.

Reserve Policy Seven addresses the fact that the City of Springfield is "self insured", meaning it does not purchase property or liability insurance. The City pays all damage claims awarded against it, and pays for the loss or damage to its property without the benefit of payments from insurance companies. While the City is able to avoid paying large insurance premiums by being self insured, it is accepting financial risk by not having the benefit of property and liability insurance.

The Self Insurance Reserve Fund is designed to provide the City a financial cushion should a disaster occur, should the City be forced to pay a large award of damages or should damage occur to municipal property. The City may be impacted by river flooding, may be forced to pay a claim of civil rights violations or may lose a large number of vehicles due to accidental or malicious activity. This reserve fund will assist the City in paying these costs without impacting its overall financial condition, or draining reserve that should be used in a disaster to ensure the continued provision of critical municipal services.

Debt Policies

Debt policies are intended to sustain or enhance a government's financial stability, to evaluate a government's long-term capability to issue and repay debt, and to control debt issuances. Strong debt policies that are adhered to by a community can also improve credit worthiness by establishing controls on the amount of debt that can be issued while improving debt practices and structures in such a way that costs are reduced. Effective debt practices also can improve bond ratings, resulting in lower interest rates and reduced costs for taxpayers.

Debt Policy 1: The City shall comply with debt limitations as detailed in Massachusetts General Law.

Debt Policy One requires that the City limit the total amount of debt it issues pursuant to Massachusetts General Law. In brief, the City may issue bonds without approval of the Commonwealth if the proposed bond issuance, combined with the aggregate value of outstanding bonds, is less than 5% of the equalized valuation of taxable property in Springfield. If the proposed issuance, combined with the aggregate outstanding debt, is greater than 5% of the equalized valuation, the City may only issue the proposed debt with prior approval from the Commonwealth. Even with the approval of the Commonwealth, the value of the City's debt portfolio may not exceed 10% of its equalized valuation.

Debt Policy 2: The City shall manage the issuance of debt in line with the following debt ratios:

- General Fund debt service as a percentage of net general fund revenues (as defined in 'Capital Planning' section) – not to exceed 5%.
- Enterprise Fund debt service as a percentage of enterprise operating revenue – not to exceed 15%.
- Percentage of Total Debt that will be retired at the end of ten years - 65% (minimum).

Debt Policy Two sets forth the total amount of debt the City of Springfield will have outstanding at any one time. Debt Policy Two provides stricter standards for debt issuance than State law and requires that outstanding debt conform to various ratios deemed appropriate for the City and for debt issuers in general. This provides a finer level of control than the overall debt ceiling authorized by Massachusetts General Law and can help ensure that the City's debt does not negatively impact its taxpayers.

It should be noted that the City's overall debt burden will change over time as infrastructure and equipment ages and becomes worn or damaged. Reporting Policy One provides guidance should the City fail to comply with one or more of the requirements of Debt Policy Two.

Debt Policy 3: 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.

Debt Policy 4: Any bond anticipation debt will be retired within six months after completion of the project it financed.

Debt Policy 5: Short-term debt will not be rolled over beyond two years without a principal pay down or as prescribed by state law.

Debt Policy 6: 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 must be repaid by June 30th of each year.

Debt Policy Three permits the City to issue short-term debt to meet immediate capital financing needs. The primary reason for issuing short-term debt is to provide "bridge financing" for capital projects. This financing may be necessary to conduct bond-funded capital projects, and it allows the City to avoid the expense of issuing bonds multiple times, which may be required if short-term borrowing was not permitted. This policy also permits borrowing in anticipation of the receipt of awarded grants, borrowing for cash flow purposes in anticipation of revenue and the temporary use of short-term debt when it is preferable to the issuance of long-term debt.

Debt Policy Four requires that all bond anticipation notes (BAN's) issued to finance a capital project be extinguished within six months of the completion of the project they financed. This policy prevents the City from carrying BAN's beyond the period in which they are necessary. This will reduce the interest rate risk the City will face and ensures the timely close out of capital projects.

Debt Policy Five requires that principal pay down occur on short-term debt carried for more than two years. Short-term debt generally only places an interest cost on a community (that is, no principal pay down is required). This may provide an incentive to carry short-term debt for as long as possible, though the result is a debt balance that never gets smaller. This policy is consistent with Internal Revenue Service rules regarding short-term debt and will help the City reduce the long-term cost of capital projects by paying down principal before long-term bonds are issued.

Debt Policy Six permits the City to issue internal loans from one fund or account to another to temporarily finance specific needs. This allows the City to borrow from itself instead of banks and therefore will save taxpayers the interest costs on the short-term debt that would otherwise be issued. An example of this policy is the use of inter-fund borrowing to avoid the issuance of Grant Anticipation Notes. Massachusetts General Law authorizes inter-fund borrowing so long as the fund or account that borrows the money repays it by the end of the fiscal year.

Debt Policy 7: Revenue used to finance debt shall be projected in a conservative manner.

Debt Policy Seven requires that revenue dedicated to debt payments be estimated in a conservative manner. This is the same requirement placed on the estimation of general City revenues in Revenue Policy Two.

Debt Policy 8: The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

Debt Policy Eight ensures that debt will not be outstanding beyond the useful life of the asset it purchased or improved. This is consistent with best practices in municipal finance and prevents future taxpayers from paying for capital investments from which they are not benefiting.

Debt Policy 9: 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.

Debt Policy Nine requires that the sale of City debt be conducted in a competitive manner (that is, sold on the open market) unless there is an advantage to negotiating the sale with large investors. This policy provides flexibility to conduct negotiated sales in instances when it is preferable to do so (in complicated bond issuances and when unique circumstances surround a community and its credit quality).

Debt Policy 10: The Chief Financial Officer 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.

Debt Policy Ten requires the City to issue each year an analysis of its outstanding debt, the affordability of the debt and the City's future debt capacity. This report will provide the public and policymakers with information to support decisions regarding capital investments and proposed bond issuances. It will also allow the public and policymakers to evaluate the City's debt burden against established benchmarks to better analyze existing debt and future capital bond issuances.

Debt Policy 11: 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.

Debt Policy 12: 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 3% of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

Debt Policy Eleven requires newly issued bonds to be efficiently structured and coordinated with the City's existing debt portfolio. The City's current debt service schedule is the product of its uniform use of level debt service bond structures, which are significantly more expensive than equal principal bond structures.

The City's debt schedule also includes a significant "debt spike" in which net debt service increases from \$9.4 million in 2017 to \$16.2 million in 2019. This creates a large future demand for funding that is likely to cause a financial crisis in 2019. The City and Control Board are planning to minimize the impact of this debt spike by prudently structuring the debt issuances scheduled for Fiscal Year 2007.

Debt Policy Eleven requires the City to consider its existing debt portfolio when issuing new debt and establishes a strong preference for the most efficient bond structure during these future issuances. This policy will help prevent "debt spikes" in future years and can save the taxpayers millions of dollars in interest costs when compared to the City's traditional practice in issuing debt.

Debt Policy Twelve establishes minimum policies for the issuance of refunding bonds. Municipal debt issuers are limited to one advanced refunding of each bond issuance. The result is that the City of Springfield will have only one advanced opportunity to lock in savings associated with a particular bond issuance. The City must choose carefully in deciding to issue refunding bonds, as it does not wish to lock in marginal savings when greater savings may have been possible had it waited for better market conditions.

Debt Policy Twelve authorizes the City to issue refunding bonds when there is a minimum threshold of financial savings. Further, it requires that the refunding bonds have positive financial savings in each year of the refunding issuance and that the overall bond issuance achieves a minimum of 3% present value savings. This helps reduce the potential to "front load" refunding bonds. "Front loading" can create large financial savings in one year but negative savings in others, effectively increasing the cost of the bonds for future taxpayers. Debt Policy Twelve seeks to prevent this by requiring that a refunding bond provide positive savings in every year in which the refunding bonds are outstanding. This policy also prevents the City from using refunding bonds to extend the term of the debt to be refinanced. Extending the term of refunding bonds can increase interest costs with little long-term financial benefit to the City.

Debt Policy 13: The City may not use bond proceeds to finance operating expenses. The City may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

Debt Policy Thirteen prevents the City from using capital bond funds to support the operating budget and also prevents the City from using these funds as a source for inter-fund and inter-account operating loans. It is important for the City to properly account for and control bond funds to prevent them from being used in a manner that is illegal or contrary to the public interest. Bond funds are intended for use only for capital purposes; this policy prevents bond funds from supporting the operating budget or from being used as a source of loans to support the operating budget. It should be noted that this policy does not prevent the City from using bond funds as a source of inter-fund and inter-account transfers for capital purposes.

Policies Regarding Cash Management

CM Policy 1: 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 City shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

Cash Management Policy One requires the City and any organization investing cash on its behalf to invest the City's cash in a conservative manner, as required by Massachusetts General Law.

The City should pursue maximum return on invested proceeds, but must do so in a way that balances other important considerations. Money in the accounts of the City is taxpayers' money, and it is prudent for this money to be invested in a manner that does not inappropriately risk principal. It is also important that the City retain sufficient cash liquidity to meet its ongoing financial obligations. Doing otherwise can force the City to borrow money to fund cash flow. This causes additional costs to the City's taxpayers that could be avoided with appropriate cash management procedures. Cash Management Policy One seeks to minimize the risk of losing principal while preventing cash investments that would negatively impact cash flow and force unnecessary borrowing costs onto taxpayers. With these considerations in mind, the City may pursue maximum investment return subject to investment limitations established by the Commonwealth of Massachusetts through the so-called "legal list" of investments.

CM Policy 2: All fees, fines and other revenue shall be collected by the Office of the City Collector. The Chief Financial Officer 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.

Cash Management Policy Two requires that all revenue be collected by the City Collector. Employees in the Office of the City Collector are trained to properly collect and manage revenue receipts and are bonded to insure the City in event of a loss. This policy does allow the Chief Financial Officer to authorize other departments to collect revenue and forward it to the City Collector in the event that sufficient policies and controls are in place to do so, and the Chief Financial Officer believes it is in the City's best interest to allow collection by these departments. The City should periodically audit the compliance of all departments with established revenue collection and accounting policies and procedures.

Policies Regarding Financial Reporting and Reconciliation

Reporting Policy 1: All department heads shall notify the Chief Financial Officer in writing within one week of becoming aware of non-compliance with any financial 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.

Reporting Policy One requires that department heads notify the Chief Financial Officer, and that the Chief Financial Officer reports to the City Council, any time the City has not complied with a financial policy. It should be expected that the City will, from time to time, fail to comply with one or more of these financial policies. This is especially the case as the City of Springfield continues its recovery from its most recent financial difficulties. Municipal finance is extremely complicated and must balance multiple levels of regulation, changing economic conditions and growing service needs. These growing and changing requirements may force the City to violate a financial policy for a short period of time; Reporting Policy One requires that notification be given of any non-compliance so potential problems can be identified, discussed by policymakers and solutions developed.

Reporting Policy 2: The City Auditor shall produce a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

Reporting Policy Two requires that the City regularly review expenditures and revenues during a fiscal year and that they be compared to budgeted amounts. This will assist the City in identifying potential problems sooner than would occur if the City did not conduct these regular reviews. Early identification of potential problems will provide the City the maximum time to develop and implement solutions; absent this policy, the City may become aware of problems late in the fiscal year. This would require larger budgetary reductions to address problems that could more easily have been addressed had they been identified earlier.

Reporting Policy 3: The City shall reconcile its revenues on a monthly basis, within fifteen business days of the close of each month.

Reporting Policy 4: The City shall reconcile revenues and expenditures for each fiscal year within two months of the end of the fiscal year.

Reporting Policy Three requires the City to regularly reconcile revenues to ensure the records of the City Collector and the City Auditor agree, and that bank account records accurately reflect the City's cash deposits and investment returns. This policy will also support the monthly comparison of actual revenue to budgetary estimates.

Reporting Policy Four requires the City to promptly reconcile revenues at the conclusion of each fiscal year as part of its year-end closing procedure.

Policies Regarding Financial Responsibilities of Departments

Department Policy 1: All departments authorized to collect receipts by the Chief Financial Officer shall remit them to the City Collector on a daily basis, or on another schedule approved by the Chief Financial Officer on a case by case basis.

Department Policy One requires that all departments authorized to collect receipts send these receipts to the City Collector each day, or on a different schedule if determined prudent and appropriate by the Chief Financial Officer. This facilitates rapid deposit of revenue and improves cash investment returns for the City. It also helps improve internal control by reducing the time revenue is un-deposited, and therefore the likelihood that checks or cash may become lost.

Department Policy 2: All departments shall utilize the City's central accounting system and shall post all financial transactions thereto in a timely manner.

Department Policy Two requires that all financial transactions be posted to the City's central accounting system. This policy will help ensure that the City's accounting system provides an accurate representation of the City's financial condition. By creating a single record of the City's financial transactions, this policy will also prevent "shadow" computer systems from negatively impacting the City's ability to track and manage its finances.

Department Policy 3: 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 expressed approval of the Chief Financial Officer and may not make any payment outside of the City's central financial system.

Department Policy Three prevents departments from opening their own bank accounts and checkbooks to receive or disburse money. Some cities and towns that have not prevented this practice have experienced significant thefts. The existence of separate bank accounts and checkbooks also prevents the City from fully understanding its revenues and expenditure needs. The policy also reinforces the requirements under Massachusetts General Law that all revenue is General Fund revenue (unless it is associated with an enterprise fund) and helps ensure that all expenditures are properly budgeted for and appropriated.

Department Policy 4: 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 required to make payment to the City in the amount of the over-expenditure.

Except for very limited instances in which deficit spending can be authorized, Massachusetts General Law forbids departments from exceeding budgetary appropriations. Department Policy Four reminds departments of this requirement as well as the possible financial risk that exists to department heads if authorized appropriations are exceeded. It is important that all departments remain within their approved funding levels to ensure the City's budget remains balanced and that future taxpayers are not burdened by overspending from prior years.

Policies Regarding Grants

Grant Policy 1: The Chief Financial Officer shall manage and oversee all grants for the City of Springfield and the Springfield Public School Department. He/She shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

Grant Policy One centralizes grants management under the Chief Financial Officer. Coordination in grant submission and management is critical to ensure the City does not compete with itself in pursuit of grant opportunities, that grant applications are of a consistently high quality and that financial management of grants is transparent and consistent with Massachusetts General Law. At times, grant funding can exist outside of the close regulation of Massachusetts General Law and can provide the opportunity for funding carry-over from one fiscal year to the next. Grant Policy One will assist the City in managing this important area of financial support, and will help ensure compliance with grant terms and conditions as well as City policies and applicable State statute.

Appendix F
Fiscal Year 2009
City of Springfield
Finance Control Board
Appropriation Orders

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COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

APPROPRIATIONS ORDER

#06-23-05-2008

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, sections 4(c) and 4(d)(1).

Fiscal Year 2009 Budget Appropriations Order

July 1, 2008 to June 30, 2009

Date of Vote: June 23, 2008

GENERAL FUND

ORDERED:

That to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2008, and ending June 30, 2009, General Fund Appropriations in the amount of \$528,637,117 as itemized on the attached Schedule of Appropriations, and \$2,754,000 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, the City Council and the Executive Director of the Control Board.

SOURCES

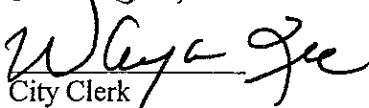
Estimated FY 2009 General Fund Revenue	\$ 531,391,117
TOTAL	\$ 531,391,117

USES

Total General Fund Financing	\$ 528,637,117
Other Financing Uses – Trash Enterprise Fund	<u>2,754,000</u>
TOTAL	\$ 531,391,117

Approved by a 2/3rds vote of the Finance Control Board on June 23, 2008:


Chris Gabrieli, Chairman


City Clerk

**SUMMARY OF RECOMMENDED CHANGES TO
BUDGET APPROVED BY THE CITY COUNCIL**

1) **CITY COUNCIL APPROVED BUDGET:**

SOURCES

Estimated FY 2009 General Fund Revenue	\$ 531,049,461
TOTAL	<u>\$ 531,049,461</u>

USES

Total General Fund Financing	\$ 528,295,461
Other Financing Uses – Trash Enterprise Fund	<u>2,754,000</u>
TOTAL	<u>\$ 531,049,461</u>

2) **RECOMMENDED CHANGES:**

(a) Maintain Reductions: \$12,686.86

<u>Dept.</u>	<u>Reduction Amount</u>	<u>From</u>
City Council	\$ 282.10	Purchase of Services
Mayor	\$ 283.02	Purchase of Services
Finance	\$ 1,487.85	Purchase of Services
Citistat	\$ 2,411.71	Purchase of Services
Purchasing	\$ 918.51	Purchase of Services
Reserve for Contingencies	<u>\$ 7,303.67</u>	Purchase of Services
TOTAL	<u>\$12,686.86</u>	

(b) Restore Funding: \$341,656.02

<u>Dept.</u>	<u>Restore Amount</u>	<u>From</u>
Auditor	\$ 4,094.51	Purchase of Services
Collector	\$ 5,003.01	Purchase of Services
Personnel	\$300,000.00	Purchase of Services
Info. Technology	<u>\$ 32,558.55</u>	Purchase of Services
TOTAL	<u>\$341,656.07</u>	

3) **RECOMMENDED BUDGET AMOUNTS:**

SOURCES

Estimated FY 2009 General Fund Revenue	\$ 531,391,117
TOTAL	<u>\$ 531,391,117</u>

USES

Total General Fund Financing	\$ 528,637,117
Other Financing Uses – Trash Enterprise Fund	<u>2,754,000</u>
TOTAL	<u>\$ 531,391,117</u>

COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD
FINANCE CONTROL BOARD

CONTINUING APPROPRIATIONS ORDER

#06-23- 09 -2008

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 2009 Budget Appropriations Order

July 1, 2008 to June 30, 2009

Date of Vote: June 23, 2008

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, 2009, 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.

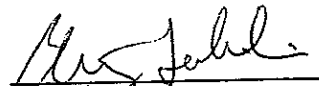
SOURCES

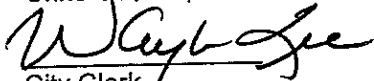
Estimated FY 2009 Trash Enterprise Fund Revenue	\$ 3,915,405
Other Financing Source - General Fund	<u>2,754,000</u>
TOTAL	\$ 6,669,405

USES

Total Trash Enterprise Fund Financing	<u>\$ 6,669,405</u>
TOTAL	\$ 6,669,405

Order approved by a 2/3rd vote of the Finance Control Board on June 23, 2008:


Chris Gabrieli, Chairman


City Clerk

COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD
FINANCE CONTROL BOARD

APPROPRIATIONS ORDER

#06-23-03-2008

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, sections 4(c) and 4(d)(1).

=====

FY'08 Budget Appropriations Order

Date of Vote: June 23, 2008

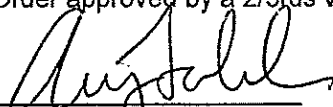
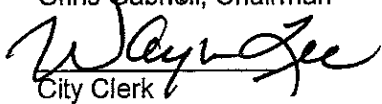
ORDERED:

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 FY 2007 Free Cash to the General Fund City Treasurer – Long Term Debt Principal in the amount of \$2,600,000 for the purpose of paying the City's Fiscal Year 2008 Trust Fund Loan Payment:

From: FY 2007 Certified Free Cash \$2,600,000.00

To: City Treasurer – Long Term Debt \$2,600,000.00
0100-70-145-0000-0000-0010-000000-0000000-591000

Order approved by a 2/3rds vote of the Finance Control Board on June 23, 2008:


Chris Gabrieli, Chairman

City Clerk

COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

APPROPRIATIONS ORDER

#06-23-06-2008

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, sections 4(c) and 4(d)(1).

=====

Budget Appropriations Order

Date of Vote: June 23, 2008

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 – Financial Reserves" to FY'09 Estimated Revenues in accordance with the City of Springfield Financial Policies.

From: Stabilization Reserve Fund – Financial Reserves \$2,350,000.00

To: FY 2009 Estimated Revenues \$2,350,000.00

Order approved by a 2/3rds vote of the Finance Control Board on June 23, 2008:


Chris Gabrieli, Chairman


City Clerk

Appendix G

CITY OF SPRINGFIELD PROJECT REQUEST RATING SHEET DESCRIPTION OF RATING CRITERIA AND SCALES

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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%).

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Appendix H
Fiscal Year 2009 - 2013
Capital Improvement Plan

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City of Springfield, Mass. - Fiscal Year 2009
FY 2009 to FY 2013 Capital Improvement Plan - By Department

Current Year Requests

Number

Value

Funded

of Budget to CIP

in debt

in cash

Category Codes (CC)

Bu=Building
 Inf=Infrastructure
 Ev=Equipment (Vehicular)
 Eo=Equipment (Other)
 LPF=Land/Parks/Fields
 IT=Technology

Type Codes (TC)

N=New
 Maj=Major Repair/Renovation
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Cate	Type	Project	Total Cost	Group	2008		2009		2010		2011		2012		2013	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Department of Public Works</u>																
Inf	RR	BOSTON ROAD CORRIDOR	\$10,000,000	B	0		500,000		9,500,000		0		0		0	
Inf	N	FLOOD CONTROL PLAN	\$600,000	A	0		600,000		0		0		0		0	
Ev	RR	REPLACEMENT EQUIPMENT	\$3,320,000	B	0		900,000		350,000		900,000		700,000		470,000	
Eo	N	REPLACEMENT EQUIPMENT - PUBLIC	\$80,000	E	0		80,000		0		0		0		0	
Ev	RR	REPLACEMENT EQUIPMENT - VARIOUS	\$4,269,000	B	0		1,030,000		989,000		943,000		678,000		629,000	
Inf	RR	ROAD RESURFACING AND SIDEWALK	\$23,300,000	A	0		4,500,000		4,700,000		4,700,000		4,700,000		4,700,000	
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	
Department of Public Works (8 Records)			\$44,319,000		\$0		\$10,160,000		\$15,589,000		\$6,593,000		\$6,128,000		\$5,849,000	
<u>Elections</u>																
Eo	RR	NEW VOTING MACHINES	\$442,000	E	0		442,000		0		0		0		0	
Elections (1 Record)			\$442,000		\$0		\$442,000		\$0		\$0		\$0		\$0	
<u>Facilities Management</u>																
Bu	RR	BALLIET - BATHROOM AND PARTITION	\$600,000	B	0		600,000		0		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	BALLIET - ELECTRICAL FPE PANEL RE	\$70,000	B	0		0		70,000		0		0		0	
Bu	N	BALLIET - NEW SCHOOL	\$25,000,000	D	0		0		0		0		25,000,000		0	
Bu	RR	BALLIET - PLAYGROUND REPLACEMEN	\$60,000	D	0		0		0		60,000		0		0	
Bu	RR	BALLIET - REPOINT EXTERIOR BRICK	\$100,000	A	0		100,000		0		0		0		0	
Bu	RR	BALLIET - ROOF REPLACEMENT	\$300,000	E	0		300,000		0		0		0		0	
Bu	RR	BALLIET - WINDOW REPLACEMENT	\$300,000	A	0		300,000		0		0		0		0	
Bu	Maj	BEAL - BATHROOM RENOVATION	\$120,000	C	0		120,000		0		0		0		0	
Bu	RR	BEAL - CLASSROOM CABINETRY	\$25,000	D	0		0		25,000		0		0		0	
Inf	N	BEAL - DESIGN AND INSTALL BUS DRO	\$100,000	D	0		0		100,000		0		0		0	
Bu	RR	BEAL - ELECTRICAL PANELS	\$200,000	B	0		0		200,000		0		0		0	
Bu	RR	BEAL - PLAYGROUND REPLACEMENT	\$60,000	D	0		60,000		0		0		0		0	
Inf	Rpr	BEAL - REPAVE PARKING LOT	\$100,000	D	0		0		100,000		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	RR	BEAL - ROOF REPLACEMENT	\$450,000	A	0		450,000		0		0		0		0	
Bu	RR	BEAL - WINDOW AND DOOR REPLACE	\$750,000	A	0		750,000		0		0		0		0	
Eo	RR	BOLAND - HVAC SYSTEM	\$60,000	D	0		0		0		60,000		0		0	
Inf	N	BOWLES - ADD ADDITIONAL PARKING	\$85,000	D	0		0		85,000		0		0		0	
Eo	RR	BOWLES - ELECTRICAL FPE PANEL RE	\$70,000	B	0		0		0		70,000		0		0	
Bu	RR	BOWLES - FLOOR TILE REPLACEMENT	\$60,000	D	0		0		0		0		60,000		0	
Bu	N	BRIDGE - ADA REQUIREMENTS	\$80,000	A	0		80,000		0		0		0		0	
Bu	RR	BRIDGE - FLOOR TILE REPLACEMENT	\$50,000	C	0		0		50,000		0		0		0	
Bu	Maj	BRIDGE - INTERIOR RENOVATIONS	\$700,000	A	0		700,000		0		0		0		0	
Inf	RR	BRIDGE - REPAVE PARKING LOT	\$180,000	D	0		180,000		0		0		0		0	
Bu	Rpr	BRIDGE - REPOINT EXTERIOR BRICK	\$50,000	A	0		50,000		0		0		0		0	
Bu	RR	BRIDGE - WINDOWS AND DOORS REPL	\$650,000	A	0		650,000		0		0		0		0	
Bu	Rpr	BRIGHTWOOD - BASEMENT VENTILATI	\$30,000	A	0		30,000		0		0		0		0	
Bu	N	BRIGHTWOOD - DROP CEILING INSTAL	\$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	
Eo	Rpr	BRIGHTWOOD - REPAIR HEATING SYS	\$125,000	E	0		125,000		0		0		0		0	
Bu	Rpr	BRIGHTWOOD - REPOINT EXTERIOR B	\$150,000	A	0		0		0		150,000		0		0	
Bu	RR	BRIGHTWOOD - RESTROOM REPLACE	\$350,000	A	0		350,000		0		0		0		0	
Bu	Rpr	BROOKINGS - BASEMENT VENTILATIO	\$45,000	A	0		45,000		0		0		0		0	
Bu	Rpr	BROOKINGS - BRICK REPOINT BACK B	\$50,000	A	0		0		0		50,000		0		0	
Eo	RR	BROOKINGS - ELECTRICAL FPE PANEL	\$100,000	B	0		0		100,000		0		0		0	
Bu	Maj	BROOKINGS - RENOVATE 3 BATHROO	\$450,000	B	0		450,000		0		0		0		0	
Inf	Rpr	BROOKINGS - SIDEWALK REPAIRS	\$30,000	D	0		30,000		0		0		0		0	
Bu	RR	BROOKINGS - WINDOWS AND DOORS	\$650,000	B	0		650,000		0		0		0		0	
Bu	RR	BRUNTON - CARPET	\$40,197	D	0		0		40,197		0		0		0	
Bu	N	BRUNTON - DROP CEILING INSTALLATI	\$65,000	C	0		0		0		65,000		0		0	
Eo	RR	BRUNTON - ELECTRICAL FPE PANEL R	\$30,000	B	0		0		30,000		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 - FLOOR TILE REPLACEMEN	\$80,000	C	0		0		80,000		0		0		0	
Eo	Maj	BRUNTON - LIBRARY HEATING SYSTE	\$35,000	C	0		35,000		0		0		0		0	
Bu	RR	BRUNTON - REPLACE PORTABLE CR'S	\$250,000	A	0		250,000		0		0		0		0	
Bu	RR	BRUNTON - WINDOW AND DOOR REPL	\$1,000,000	B	0		1,000,000		0		0		0		0	
Bu	RR	CAMPANILE RESTORATION	\$9,098,301	A	0		6,098,301		3,000,000		0		0		0	
LPF	N	CENTRAL HIGH - ASTRO-TURF AND DE	\$1,700,000	B	0		255,000		1,445,000		0		0		0	
Bu	RR	CENTRAL HIGH - FIELD HOUSE ROOF	\$42,500	C	0		42,500		0		0		0		0	
Bu	RR	CENTRAL HIGH - INTERIOR CLASSROO	\$66,000	D	0		66,000		0		0		0		0	
Bu	Rpr	CENTRAL HIGH - MASONARY REPAIRS	\$75,000	C	0		0		75,000		0		0		0	
Bu	RR	CENTRAL- ROOF REPLACEMENT	\$1,642,500	A	0		1,642,500		0		0		0		0	
Bu	Rpr	CHESTNUT - INTERIOR COUNTRYARD R	\$45,000	D	0		45,000		0		0		0		0	
Bu	Rpr	CHESTNUT - POOL REPAIRS	\$90,000	B	0		90,000		0		0		0		0	
Bu	Rpr	CHESTNUT - SEAL BRICK TOWERS	\$35,000	C	0		35,000		0		0		0		0	
Bu	Maj	CITY HALL - BOILER PLANT	\$2,000,000	A	0		2,000,000		0		0		0		0	
Bu	Maj	CITY HALL, SYMPHONY HALL BRONZE	\$155,000	E	0		155,000		0		0		0		0	
Bu	N	CITYWIDE - WIRELESS RADIO FIRE BO	\$304,500	A	0		304,500		0		0		0		0	
Bu	Maj	COMMERCE - BATHROOM/WATER-FOU	\$300,000	B	0		150,000		150,000		0		0		0	
Bu	Maj	DEBERRY - BASEMENT VENTILATION	\$25,000	A	0		25,000		0		0		0		0	
Bu	Rpr	DEBERRY - CHIPPING AND SPALDING	\$150,000	C	0		0		150,000		0		0		0	
Bu	N	DEBERRY - DROP CEILING INSTALLATI	\$60,000	B	0		0		0		60,000		0		0	
Eo	RR	DEBERRY - ELECTRICAL FPE PANEL R	\$10,000	A	0		0		0		10,000		0		0	
Bu	RR	DEBERRY - FLOOR TILE REPLACEMEN	\$50,000	A	0		50,000		0		0		0		0	
Inf	Maj	DEBERRY - OUTDOOR CLASSROOM	\$250,000	A	0		250,000		0		0		0		0	
Bu	Maj	DORMAN - BASEMENT VENTILATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	DORMAN - FLOOR TILE REPLACEMENT	\$30,000	B	0		0		30,000		0		0		0	
Inf	Rpr	DORMAN - REPAVE PARKING LOT	\$80,000	D	0		80,000		0		0		0		0	
Bu	Rpr	DORMAN - REPOINT EXTERIOR BRICK	\$50,000	A	0		0		50,000		0		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	Maj	DRYDEN - BASEMENT VENTILATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	Maj	DRYDEN - CLASSROOM EXPANSION (B	\$150,000	C	0		150,000		0		0		0		0	
Bu	RR	DRYDEN - FLOOR TILE REPLACEMENT	\$60,000	A	0		0		0		0		60,000		0	
Inf	Maj	DRYDEN - PARKING LOT PAVING/EXTE	\$85,000	D	0		0		85,000		0		0		0	
Bu	RR	DRYDEN - ROOF REPLACEMENT	\$500,000	A	0		500,000		0		0		0		0	
Bu	Rpr	DUGGAN - DRYWELL	\$25,000	D	0		0		25,000		0		0		0	
Eo	RR	DUGGAN - EMERGENCY LIGHTING	\$30,000	A	0		0		30,000		0		0		0	
Bu	Maj	DUGGAN - INTERIOR RENOVATION	\$6,000,000	A	0		0		3,000,000		3,000,000		0		0	
Bu	Rpr	DUGGAN - REPAIR EXTERIOR STAIRCA	\$30,000	A	0		0		0		30,000		0		0	
Inf	Rpr	DUGGAN - REPAVE PARKING LOT	\$200,000	D	0		0		0		200,000		0		0	
Bu	RR	DUGGAN - ROOF REPLACEMENT	\$1,200,000	A	0		1,200,000		0		0		0		0	
Bu	Rpr	DUGGAN - UNIVENT REPAIRS	\$100,000	A	0		0		100,000		0		0		0	
Bu	RR	DUGGAN - WINDOW AND DOOR REPLA	\$2,500,000	B	0		0		2,500,000		0		0		0	
Bu	Maj	ELLS - BATHROOM UPGRADE	\$30,000	C	0		30,000		0		0		0		0	
Inf	Maj	ELLS - REDESIGN PARKING LOT ISLAN	\$25,000	D	0		25,000		0		0		0		0	
Bu	RR	ELLS - REPLACE TILE	\$40,000	A	0		40,000		0		0		0		0	
Bu	RR	ELLS - WINDOW AND DOOR REPLACE	\$850,000	C	0		850,000		0		0		0		0	
Bu	N	ESCO PHASE 2	\$15,000,000	A	0		15,000,000		0		0		0		0	
Bu	Maj	ESCO PHASE 3	\$15,000,000	A	0		0		15,000,000		0		0		0	
Bu	N	FOREST PARK - NEW SCHOOL	\$42,000,000	A	0		0		42,000,000		0		0		0	
Bu	Maj	FOREST PARK MAINTENANCE FACILIT	\$350,000	E	0		350,000		0		0		0		0	
Bu	Maj	FREEDMAN - BATHROOM RENOVATION	\$20,000	C	0		20,000		0		0		0		0	
Bu	RR	FREEDMAN - FLOOR TILE REPLACEME	\$125,000	A	0		0		125,000		0		0		0	
LPF	Rpr	FREEDMAN - GROUNDS CAPITAL IMPR	\$500,000	C	0		0		500,000		0		0		0	
Bu	RR	FREEDMAN - ROOF REPLACEMENT	\$500,000	A	0		0		0		500,000		0		0	
Bu	RR	FREEDMAN - WINDOW AND DOOR REP	\$1,600,000	B	0		1,600,000		0		0		0		0	
Bu	RR	GERENA - FLOOR TILE REPLACEMENT	\$150,000	A	0		0		0		150,000		0		0	

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	Maj	GERENA - GYM FLOOR	\$182,500	A	0		182,500		0		0		0		0	
Bu	Maj	GERENA - PUMP HOUSE/FLOOD	\$1,300,000	A	0		1,300,000		0		0		0		0	
Bu	RR	GERENA - ROOF REPLACEMENT	\$1,300,000	A	0		0		1,300,000		0		0		0	
Bu	Maj	GLENWOOD - BATHROOM RENOVATIO	\$600,000	B	0		0		300,000		300,000		0		0	
Bu	Maj	GLENWOOD - CLASSROOM EXPANSIO	\$250,000	A	0		250,000		0		0		0		0	
Eo	RR	GLENWOOD - ELECTRICAL FPE PANEL	\$250,000	A	0		250,000		0		0		0		0	
Bu	RR	GLENWOOD - FLOOR TILE REPLACEME	\$30,000	C	0		0		30,000		0		0		0	
Bu	RR	GLICKMAN - BATHROOM PARTITIONS	\$25,000	B	0		25,000		0		0		0		0	
Bu	RR	GLICKMAN - FLOOR TILE REPLACEMEN	\$25,000	A	0		25,000		0		0		0		0	
Bu	RR	GLICKMAN - PLAYGROUND REPLACEM	\$45,000	E	0		0		45,000		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	
Inf	N	HARRIS - ADD ADDITIONAL PARKING	\$100,000	D	0		0		0		0		0		100,000	
Bu	RR	HARRIS - BATHROOM PARTITIONS	\$20,000	B	0		20,000		0		0		0		0	
Bu	Maj	HOMER - BASEMENT VENTILATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	HOMER - BATHROOM REPLACEMENT	\$240,000	A	0		240,000		0		0		0		0	
Eo	RR	HOMER - ELECTRICAL PANEL	\$100,000	A	0		100,000		0		0		0		0	
Inf	Rpr	HOMER - REPAVE DRIVEWAY	\$80,000	D	0		0		80,000		0		0		0	
Bu	RR	HOMER - SPRINKLER (CODE)	\$25,000	A	0		25,000		0		0		0		0	
Bu	RR	INDIAN ORCHARD - BATHROOM TILE	\$15,000	E	0		15,000		0		0		0		0	
Bu	RR	INDIAN ORCHARD - PARAPET REPAIR	\$60,000	C	0		0		60,000		0		0		0	
Bu	Rpr	JOHNSON - DUCT CLEANING	\$25,000	A	0		25,000		0		0		0		0	
LPF	Rpr	JOHNSON - SINK HOLES, PARK LOT AN	\$300,000	C	0		0		300,000		0		0		0	
Bu	RR	JOHNSON - WINDOW HARDWARE	\$25,000	D	0		25,000		0		0		0		0	
Bu	RR	KENNEDY - BATHROOM REPLACEMEN	\$30,000	B	0		0		30,000		0		0		0	
Bu	RR	KENNEDY - FLOOR TILE REPLACEMEN	\$100,000	B	0		0		0		100,000		0		0	
Bu	RR	KENNEDY - POOL REPLACEMENT	\$2,500,000	A	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	KENNEDY - REPLACE GYM FLOOR	\$90,000	A	0		0		90,000		0		0		0	
Bu	RR	KENNEDY - SPRINKLER (CODE)	\$30,000	A	0		0		30,000		0		0		0	
Bu	RR	KENNEDY - WINDOW AND DOOR REPL	\$2,500,000	B	0		0		2,500,000		0		0		0	
Inf	N	KENSINGTON - ADD ADDITIONAL PARKI	\$100,000	D	0		100,000		0		0		0		0	
Bu	Maj	KENSINGTON - BASEMENT VENTILATIO	\$35,000	A	0		35,000		0		0		0		0	
Eo	RR	KENSINGTON - ELECTRICAL FPE PANE	\$120,000	A	0		0		120,000		0		0		0	
Bu	RR	KENSINGTON - FLOOR TILE REPLACEM	\$30,000	B	0		0		0		0		30,000		0	
Bu	N	KENSINGTON - PLAYGROUND UNIT	\$80,000	D	0		0		80,000		0		0		0	
Bu	RR	KENSINGTON - REPLACE STAIRCASE T	\$30,000	A	0		30,000		0		0		0		0	
Bu	Rpr	KENSINGTON - REPOINT EXTERIOR BR	\$90,000	B	0		90,000		0		0		0		0	
Bu	RR	KENSINGTON - SPRINKLER (CODE)	\$10,000	E	0		10,000		0		0		0		0	
Bu	RR	KENSINGTON - WINDOWS AND DOORS	\$350,000	C	0		0		350,000		0		0		0	
Bu	RR	KENSINGTON - BATHROOM REPLACEM	\$145,000	A	0		145,000		0		0		0		0	
Eo	RR	KILEY - ELECTRICAL FPE PANEL REPL	\$200,000	A	0		0		200,000		0		0		0	
Bu	RR	KILEY - FLOOR TILE REPLACEMENT	\$200,000	C	0		0		200,000		0		0		0	
Bu	RR	KILEY - ROOF REPLACEMENT	\$850,000	A	0		850,000		0		0		0		0	
Bu	RR	KILEY - WINDOW AND DOOR REPLACE	\$2,500,000	C	0		0		2,500,000		0		0		0	
Inf	N	LIBERTY - ADD ADDITIONAL PARKING	\$35,000	D	0		0		35,000		0		0		0	
Bu	RR	LIBERTY - BATHROOM REPLACEMENT	\$240,000	A	0		240,000		0		0		0		0	
Bu	RR	LIBERTY - FLOOR TILE REPLACEMENT	\$45,000	B	0		0		45,000		0		0		0	
Bu	Maj	LIBERTY - REDESIGN ADA ENTRANCES	\$25,000	A	0		25,000		0		0		0		0	
Bu	Rpr	LIBERTY - REPOINT EXTERIOR BRICK	\$150,000	B	0		0		150,000		0		0		0	
Bu	RR	LIBERTY - ROOF REPLACEMENT	\$650,000	A	0		0		650,000		0		0		0	
Eo	RR	LINCOLN - ELECTRICAL FPE PANEL RE	\$650,000	A	0		650,000		0		0		0		0	
Bu	Rpr	LINCOLN - REPOINT EXTERIOR BRICK	\$150,000	B	0		150,000		0		0		0		0	
Bu	RR	LINCOLN - SPRINKLER (CODE)	\$30,000	A	0		30,000		0		0		0		0	
Bu	RR	LYNCH - REPLACE PORTABLE CLASS R	\$250,000	A	0		250,000		0		0		0		0	

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Cate	Type	Project	Total Cost	Group	2008		2009		2010		2011		2012		2013	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Facilities Management</i>																
Bu	RR	LYNCH - WINDOW AND DOOR REPLAC	\$900,000	B	0		900,000		0		0		0		0	
Bu	Rpr	MILTON BRADLEY - REPAIR PIPING	\$200,000	D	0		200,000		0		0		0		0	
Bu	Maj	OIL TANK REMOVAL	\$450,000	A	0		150,000		100,000		100,000		100,000		0	
Bu	Maj	POTTENGER - BASEMENT VENTILATIO	\$35,000	A	0		35,000		0		0		0		0	
Inf	Rpr	POTTENGER - REPAVE PARKING LOT/S	\$150,000	D	0		0		150,000		0		0		0	
Bu	RR	POTTENGER - REPLACE HALLWAY & C	\$32,000	B	0		0		32,000		0		0		0	
Bu	Rpr	POTTENGER - REPOINT EXTERIOR BRI	\$50,000	B	0		0		50,000		0		0		0	
Bu	RR	POTTENGER - ROOF REPLACEMENT	\$800,000	A	0		800,000		0		0		0		0	
Bu	Rpr	PROPERTY CONDITION ASSESSMENT -	\$60,000	E	0		60,000		0		0		0		0	
Bu	Rpr	PROPERTY CONDITION ASSESSMENT -	\$1,320,000	E	0		1,320,000		0		0		0		0	
Eo	RR	PUTNAM - EMERGENCY LIGHTING	\$25,000	E	0		25,000		0		0		0		0	
Bu	N	PUTNAM - NEW SCHOOL	\$125,000,000	E	0		125,000,000		0		0		0		0	
Bu	Rpr	PUTNAM - STEAM PIPE REPAIRS	\$200,000	A	0		200,000		0		0		0		0	
Bu	RR	SCHOOLS - CLOCKS	\$120,000	B	0		120,000		0		0		0		0	
Bu	Rpr	SCHOOLS - E-RATE	\$2,750,000	A	0		1,375,000		1,375,000		0		0		0	
Bu	N	SCHOOLS - EXTERIOR STORAGE BUIL	\$288,000	B	0		288,000		0		0		0		0	
Bu	Maj	SCHOOLS - FIRE ALARMS	\$566,200	A	0		566,200		0		0		0		0	
Bu	RR	SCHOOLS - FLOOR REPLACEMENT	\$1,250,000	A	0		250,000		250,000		250,000		250,000		250,000	
Eo	N	SCHOOLS - INTERCOM	\$200,000	A	0		200,000		0		0		0		0	
Bu	Rpr	SCHOOLS - MS ARCHITECT/ENGINEERI	\$1,200,000	A	0		1,200,000		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	Rpr	SCHOOLS - PAINTING PROJECTS	\$2,310,000	C	0		462,000		462,000		462,000		462,000		462,000	
Bu	N	SCHOOLS - SAFETY/FIRE CAMERAS	\$798,500	A	0		159,700		159,700		159,700		159,700		159,700	
Bu	RR	SCI-TECH - BATHROOM PARTITIONS	\$25,000	B	0		25,000		0		0		0		0	
Bu	RR	SCI-TECH - FLOOR TILE REPLACEMEN	\$25,000	C	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	Maj	SPRINGFIELD MUNICIPAL GROUP - CIT	\$2,594,000	E	0		2,594,000		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	SPS BERKSHIRE - BATHROOM PARTITI	\$90,000	B	0		90,000		0		0		0		0	
Bu	RR	SPS BERKSHIRE - REPLACE EXTERIOR	\$40,000	B	0		0		0		40,000		0		0	
Bu	RR	SPS BERKSHIRE - WINDOWS AND DOO	\$650,000	B	0		650,000		0		0		0		0	
Bu	RR	SUMNER - BATHROOM PARTITIONS	\$15,000	B	0		15,000		0		0		0		0	
Bu	Maj	SYMPHONY HALL - LIGHTING AND WIN	\$628,000	B	0		628,000		0		0		0		0	
Bu	Rpr	TALMADGE - NORTH WALL	\$317,750	A	0		317,750		0		0		0		0	
Inf	RR	TALMADGE - REPAVE PARKING LOT	\$80,000	D	0		0		80,000		0		0		0	
Bu	RR	TALMADGE - REPLACE EXTERIOR DOO	\$40,000	A	0		0		40,000		0		0		0	
Bu	RR	TALMADGE - WINDOW AND DOOR REP	\$900,000	A	0		900,000		0		0		0		0	
Bu	Maj	TAPLEY RENOVATION (2ND FLOOR)	\$8,000,000	E	0		8,000,000		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	VAN SICKLE - REPLACE FLOOR AND C	\$90,000	C	0		0		0		90,000		0		0	
Bu	Maj	WALSH - CONVERT LOCKER ROOM INT	\$30,000	B	0		30,000		0		0		0		0	
Eo	RR	WALSH - ELECTRICAL FPE PANEL REP	\$100,000	A	0		0		0		100,000		0		0	
Bu	RR	WALSH - ROOF REPLACEMENT	\$500,000	A	0		0		0		500,000		0		0	
Inf	RR	WALSH - TRAFFIC ROUTE REPAY BUS	\$150,000	C	0		150,000		0		0		0		0	
Bu	RR	WARNER - DRYWELLS BY FRONT AND	\$30,000	D	0		30,000		0		0		0		0	
Bu	RR	WARNER - REPLACE BATHROOM PART	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	WARNER - WINDOW AND DOOR REPLA	\$900,000	A	0		900,000		0		0		0		0	
Bu	Maj	WASHINGTON - BASEMENT VENTILATI	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	WASHINGTON - BATHROOM REPLACE	\$250,000	A	0		250,000		0		0		0		0	
Bu	RR	WASHINGTON - DOOR REPLACEMENT	\$150,000	A	0		150,000		0		0		0		0	
Bu	RR	WASHINGTON - FLOOR TILE REPLACE	\$60,000	B	0		0		60,000		0		0		0	
Bu	Rpr	WASHINGTON - REPOINT EXTERIOR B	\$200,000	B	0		0		0		200,000		0		0	
Bu	RR	WASHINGTON - ROOF REPLACEMENT	\$260,000	E	0		260,000		0		0		0		0	
Bu	RR	WASHINGTON - SPRINKLER (CODE)	\$25,000	A	0		25,000		0		0		0		0	

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Cate	Type	Project	Total Cost	Group	2008		2009		2010		2011		2012		2013	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Facilities Management</u>																
Bu	Maj	WHITE - BASEMENT VENTILATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	WHITE - BATHROOM REPLACEMENT	\$600,000	A	0		600,000		0		0		0		0	
Bu	Maj	WHITE - INSTALL DROP CEILING	\$60,000	C	0		0	60,000		0		0		0		0
Bu	RR	WHITE - SPRINKLER (CODE)	\$25,000	A	0		25,000		0		0		0		0	
Bu	RR	WHITE - WINDOW AND DOOR REPLAC	\$524,000	A	0		524,000		0		0		0		0	
Bu	Maj	ZANETTI - BASEMENT VENTILATION	\$35,000	A	0		35,000		0		0		0		0	
Bu	RR	ZANETTI - BATHROOM REPLACEMENT	\$450,000	A	0		450,000		0		0		0		0	
Bu	RR	ZANETTI - DOOR REPLACEMENT PROJ	\$200,000	E	0		200,000		0		0		0		0	
Bu	Maj	ZANETTI - INSTALL DROP CEILING	\$45,000	C	0		0		0	45,000		0		0		0
Bu	RR	ZANETTI - SPRINKLER (CODE)	\$30,000	A	0		30,000		0		0		0		0	
Facilities Management (214 Records)			\$335,394,742		\$0		\$202,240,723		\$96,308,919		\$9,751,700		\$26,121,700		\$971,700	
<u>Finance</u>																
Sa	N	CAPITAL ASSET CONSTRUCTION ADMI	\$125,000	E	0		125,000		0		0		0		0	
Finance (1 Record)			\$125,000		\$0		\$125,000		\$0		\$0		\$0		\$0	
<u>Fire Department</u>																
Ev	RR	2 ENGINE REPLACEMENTS	\$850,000	E	0		850,000		0		0		0		0	
Ev	N	COMMISSIONER/DEPARTMENT AUXILIA	\$257,400	E	0		257,400		0		0		0		0	
Eo	N	EMERGENCY GENERATORS AT FIRE S	\$45,000	E	0		45,000		0		0		0		0	
Bu	Maj	HEALTH & WELLNESS (ADDL. STATION	\$115,000	E	0		115,000		0		0		0		0	
Ev	RR	LADDER #1 REPLACEMENT	\$1,000,000	B	0		1,000,000		0		0		0		0	
Eo	N	PORTABLE JACK (6) HYDRAULIC LIFT S	\$56,000	A	0		56,000		0		0		0		0	
Ev	RR	REPLACEMENT ARSON/1995 SUBURBA	\$45,000	A	0		45,000		0		0		0		0	
Ev	RR	REPLACEMENT REPAIR PICK UP/1993 F	\$42,000	A	0		42,000		0		0		0		0	
Bu	N	WHITE STREET FIRE STATION	\$5,000,000	E	0		5,000,000		0		0		0		0	
Fire Department (9 Records)			\$7,410,400		\$0		\$7,410,400		\$0		\$0		\$0		\$0	
<u>Housing and Neighborhood Services</u>																
Bu	RR	DEMOLITION OF STRUCTURES	\$3,750,000	A	0		750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	
Housing and Neighborhood Services (1 Record)			\$3,750,000		\$0		\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	
<u>Information Technology</u>																

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					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Information Technology</u>																
IT	N	E-MAIL ARCHIVING	\$100,000	D	0		100,000		0		0		0		0	
IT	N	INTEGRATED PAYROLL SYTEM	\$660,000	B	0		660,000		0		0		0		0	
IT	N	LAW DEPT CASE MANAGEMENT SYSTE	\$100,000	B	0		100,000		0		0		0		0	
IT	N	PERMITTING AND INSPECTION SYSTE	\$250,000	A	0		250,000		0		0		0		0	
IT	N	RELIABILITY AND DISASTER RECOVER	\$138,190	C	0		138,190		0		0		0		0	
IT	N	TIME REPORT SYSTEM (ADP TLM)	\$920,000	A	0		920,000		0		0		0		0	
IT	N	UPGRADE OF OBSOLETE EQUIPMENT	\$125,000	A	0		125,000		0		0		0		0	
Information Technology (7 Records)			\$2,293,190		\$0		\$2,293,190		\$0		\$0		\$0		\$0	
<u>Libraries</u>																
Bu	N	ADD FIRE ALARM SYSTEMS TO FOUR B	\$160,000	C	0		160,000		0		0		0		0	
Bu	Maj	BUILDING ACCESSIBILITY - E. SPRINGF	\$330,000	C	0		330,000		0		0		0		0	
Bu	Maj	BUILDING ACCESSIBILITY - FOREST PA	\$361,617	A	0		361,617		0		0		0		0	
Bu	Maj	BUILDING ACCESSIBILITY - LIBERTY B	\$330,000	C	0		330,000		0		0		0		0	
Bu	N	CENTRAL AIR CONDITIONING AT THE C	\$650,000	C	0		650,000		0		0		0		0	
Eo	N	CENTRAL AIR CONDITIONING FOR 3 BR	\$115,000	D	0		115,000		0		0		0		0	
Eo	N	EXTERIOR SECURITY SYSTEM WITH C	\$51,000	C	0		51,000		0		0		0		0	
Inf	N	NEW PARKING LOT AT LIBERTY BRANC	\$75,000	C	0		75,000		0		0		0		0	
Inf	Rpr	OIL TANK REMOVAL	\$44,000	D	0		44,000		0		0		0		0	
Bu	RR	PINE POINT BRANCH -REPLACE HVAC	\$150,000	C	0		150,000		0		0		0		0	
Inf	RR	RENOVATE BASEMENT AREA AT INDIA	\$75,000	D	0		75,000		0		0		0		0	
Inf	RR	REPAVE PARKING LOT AT PINE POINT	\$35,000	D	0		35,000		0		0		0		0	
Bu	RR	ROOF REPLACEMENT AT EAST SPRIN	\$65,000	D	0		65,000		0		0		0		0	
Inf	N	STATE STREET PARKING LOT ADJACE	\$75,000	C	0		75,000		0		0		0		0	
Bu	Maj	WINDOW REPLACEMENT AT CENTRAL	\$200,000	D	0		200,000		0		0		0		0	
Bu	Maj	WINDOW REPLACEMENTS AT BRANCH	\$250,000	D	0		250,000		0		0		0		0	
Libraries (16 Records)			\$2,966,617		\$0		\$2,966,617		\$0		\$0		\$0		\$0	
<u>Office of Planning and Economic Devel</u>																
Bu	RR	ACQUISITION OF THE ASYLUM.	\$600,000	C	0		600,000		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 Devel</u>																
LPF	Maj	CHAPMAN VALVE INDUSTRIAL PROJEC	\$4,700,000	B	0		1,700,000		1,000,000		2,000,000		0		0	
Bu	Maj	FIRST CHURCH	\$900,000	E	0		900,000		0		0		0		0	
Inf	RR	MAIN STREET IMPROVEMENTS	\$3,189,000	B	0		0		3,189,000		0		0		0	
LPF	Maj	PYCHON PARK RESTORATION	\$1,500,000	D	0		0		1,500,000		0		0		0	
Inf	RR	SOUTH END URBAN RENEWAL	\$6,200,000	A	0		6,200,000		0		0		0		0	
Bu	N	WORTHINGTON STREET HOMELESS R	\$2,000,000	E	2,000,000		0		0		0		0		0	
Office of Planning and Economic Development (7			\$19,089,000		\$2,000,000		\$9,400,000		\$5,689,000		\$2,000,000		\$0		\$0	
<u>Park Department</u>																
Inf	N	AMPHITHEATRE PARKING LOT	\$31,000	A	0		31,000		0		0		0		0	
LPF	Maj	AQUATIC GARDENS/PECOUSIC BROOK	\$38,600	A	0		38,600		0		0		0		0	
Bu	N	BARNEY MAUSOLEUM	\$1,500,000	D	0		0		0		0		0		1,500,000	
LPF	N	BLUNT PARK BIKEWAY/WALKWAY	\$1,500,000	C	0		0		0		1,500,000		0		0	
Bu	N	BLUNT PARK NEW MAINTENANCE BUIL	\$800,000	D	0		0		0		0		800,000		0	
LPF	Maj	BOWLES FOUNTAIN RESTORATION	\$400,000	D	0		0		0		0		400,000		0	
Inf	Maj	BRECKWOOD POND DAM	\$450,000	A	0		450,000		0		0		0		0	
LPF	N	CAMEROTA PROPERTY	\$750,000	B	0		0		0		750,000		0		0	
LPF	RR	CAMP SECO RENOVATIONS	\$2,500,000	C	0		0		900,000		1,600,000		0		0	
LPF	Maj	CITY WIDE BASKETBALL COURT IMPR	\$300,000	D	0		0		0		150,000		150,000		0	
LPF	Maj	CITY WIDE TENNIS COURT IMPROVEM	\$250,000	C	0		0		150,000		0		100,000		0	
LPF	Rpr	CITY-WIDE LAKE MANAGEMENT PROG	\$600,000	B	0		120,000		120,000		120,000		120,000		120,000	
LPF	N	CONSTRUCTION OF A NEW DRIVING R	\$3,000,000	D	0		0		0		0		0		3,000,000	
LPF	RR	COTTAGE HILL PARK	\$450,000	D	0		0		0		0		450,000		0	
LPF	N	CRAFTSMEN CORNER AND ICIE JONES	\$750,000	C	0		0		0		750,000		0		0	
LPF	RR	DAVINCI PARK IMPROVEMENTS	\$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	
LPF	N	FOREST PARK BIKE PATH	\$500,000	D	0		0		0		500,000		0		0	
LPF	RR	FOREST PARK PLAYGROUND EQUIPM	\$125,000	C	0		125,000		0		0		0		0	

City of Springfield, Mass. - Fiscal Year 2009
FY 2009 to FY 2013 Capital Improvement Plan - By Department

Current Year Requests

Number

Value

Funded

of Budget to CIP

in debt

in cash

Category Codes (CC)

Bu=Building
 Inf=Infrastructure
 Ev=Equipment (Vehicular)
 Eo=Equipment (Other)
 LPF=Land/Parks/Fields
 IT=Technology

Type Codes (TC)

N=New
 Maj=Major Repair/Renovation
 RR=Reconstruction/Replacement
 Rpr=Repair

Funding Codes (FC)

Tax=Tax Levy/Free Cash
 Bnd=General Fund Debt
 DE=Debt Exclusion
 DIF=District Improve Financing
 EFg=Golf Course Enterprise Fund
 EFw=Water and Sewer

FND - Funded
 IG=Intergovernmental
 Cont=Contingent
 Othr=Other

Cate	Type	Project	Total Cost	Group	2008		2009		2010		2011		2012		2013	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<i>Park Department</i>																
Eo	RR	FOREST PARK SIGN REPLACEMENT P	\$100,000	D	0		50,000		50,000		0		0		0	
Inf	Maj	FOUNTAIN LAKE DAM	\$500,000	B	0		0		500,000		0		0		0	
Inf	RR	GREENLEAF ROAD	\$31,000	A	0		31,000		0		0		0		0	
LPF	RR	HANDICAP ACCESSIBLE PARK PROGR	\$500,000	E	0		100,000		100,000		100,000		100,000		100,000	
Bu	N	HORTICULTURAL CENTER/BOTANICAL	\$5,000,000	D	0		0		0		2,000,000		3,000,000		0	
LPF	Maj	HUBBARD PARK IMPROVEMENTS	\$850,000	C	0		0		0		850,000		0		0	
LPF	N	IRRIGATION OF STATE STREET	\$100,000	E	0		100,000		0		0		0		0	
LPF	Maj	JAIME ULLOA PARK IMPROVEMENTS	\$300,000	D	0		0		0		0		300,000		0	
LPF	Maj	JOHNNY APPLESEED IMPROVEMENTS	\$400,000	B	0		0		400,000		0		0		0	
LPF	Rpr	LOON POND BEACH	\$250,000	B	0		50,000		50,000		50,000		50,000		50,000	
LPF	Maj	MCKNIGHT GLEN IMPROVEMENTS	\$180,000	D	0		0		0		180,000		0		0	
LPF	RR	MEADOW BROOK RAVINE RESTORATI	\$150,000	D	0		0		0		0		0		150,000	
LPF	Maj	MERRICK PARK PEDESTRIAN WALKWA	\$275,000	D	0		0		275,000		0		0		0	
LPF	RR	MILL POND	\$2,000,000	C	0		0		0		2,000,000		0		0	
LPF	N	OPEN SPACE - CHICOPEE/SPRINGFIEL	\$600,000	C	0		0		0		0		600,000		0	
Inf	Maj	PORTER LAKE DAM	\$450,000	B	0		450,000		0		0		0		0	
Bu	Maj	PORTER LAKE SKATE HOUSE	\$1,500,000	C	0		1,500,000		0		0		0		0	
LPF	RR	REPLACEMENT OF CITY-WIDE PLAYGR	\$850,000	C	0		170,000		170,000		170,000		170,000		170,000	
LPF	N	RIVERFRONT PARK MASTER PLAN	\$3,000,000	D	0		0		0		3,000,000		0		0	
Bu	N	RUTH ELIZABETH NEW COMMUNITY B	\$800,000	D	0		0		0		0		0		800,000	
LPF	N	SOLUTIA PARK	\$1,200,000	D	0		0		0		0		1,200,000		0	
LPF	Maj	STEARNS SQUARE RENOVATION	\$50,000	D	0		0		0		0		0		50,000	
LPF	Maj	TRAIL RENOVATIONS	\$500,000	D	0		100,000		100,000		100,000		100,000		100,000	
LPF	RR	TREE REPLACEMENT PROGRAM	\$3,000,000	D	0		600,000		600,000		600,000		600,000		600,000	
LPF	Maj	TRIANGLE/TERRACE RESTORATIONS	\$500,000	D	0		100,000		100,000		100,000		100,000		100,000	
LPF	Maj	UPGRADE SCHOOL ATHLETIC FIELDS	\$3,100,000	C	0		620,000		620,000		620,000		620,000		620,000	
Inf	N	VAN HORN DAM STUDY	\$175,000	E	0		175,000		0		0		0		0	

**City of Springfield, Mass. - Fiscal Year 2009
FY 2009 to FY 2013 Capital Improvement Plan - By Department**

Current Year Requests

Number

Value

Funded

of Budget to CIP

in debt

in cash

Category Codes (CC)

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FND - Funded
IG=Intergovernmental
Cont=Contingent
Othr=Other

Cate	Type	Project	Total Cost	Group	2008		2009		2010		2011		2012		2013	
					Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund	Cost	Fund
<u>Park Department</u>																
LPF	RR	VAN HORN PARK	\$3,000,000	D	0		0		0		0		0		3,000,000	
Inf	Maj	VAN HORN PARK LOWER DAM	\$1,100,000	A	0		0		1,100,000		0		0		0	
LPF	Maj	VETERAN'S GOLF COURSE IMPROVEM	\$3,600,000	C	0		0		3,600,000		0		0		0	
Bu	Maj	WALKER GRANDSTAND RENOVATION	\$1,000,000	D	0		0		1,000,000		0		0		0	
LPF	Maj	WALSH STREET PLAYGROUND RENOV	\$1,300,000	C	0		0		1,300,000		0		0		0	
LPF	RR	WATERSHOPS POND	\$2,300,000	B	0		0		1,500,000		0		0		800,000	
Inf	Maj	WATERSHOPS POND DAM	\$450,000	B	0		450,000		0		0		0		0	
LPF	N	ZIMMERMAN PROPERTY	\$350,000	D	0		0		0		0		0		350,000	
LPF	RR	ZOO IMPROVEMENTS	\$4,000,000	C	0		0		0		600,000		3,400,000		0	
Park Department (55 Records)			\$59,055,600		\$0		\$5,260,600		\$12,635,000		\$17,240,000		\$12,260,000		\$11,660,000	
<u>Police Department</u>																
Bu	Maj	RENOVATION OF POLICE DEPARTMEN	\$3,000,000	C	0		3,000,000		0		0		0		0	
Police Department (1 Record)			\$3,000,000		\$0		\$3,000,000		\$0		\$0		\$0		\$0	
Grand Total			\$477,845,549		\$2,000,000		\$244,048,530		\$130,971,919		\$36,334,700		\$45,259,700		\$19,230,700	

Appendix I
Fiscal Year 2005-2007
City of Springfield
Audited Financial Statements

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GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2005

	General	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:			
Real estate and personal property taxes, net of tax refunds.....	\$ 122,261,374	\$ -	\$ 122,261,374
Tax liens.....	5,926,760	-	5,926,760
Motor vehicle and other excise taxes.....	9,206,553	-	9,206,553
Hotel/motel tax.....	694,458	-	694,458
Charges for services.....	566,753	14,647,451	15,214,204
Penalties and interest on taxes.....	3,892,106	-	3,892,106
Payments in lieu of taxes.....	6,785,417	-	6,785,417
Licenses and permits.....	3,067,713	-	3,067,713
Fines and forfeitures.....	1,672,981	-	1,672,981
Intergovernmental.....	303,343,558	90,721,737	394,065,295
Departmental and other.....	15,470,115	3,689,088	19,159,203
Contributions.....	-	2,267,323	2,267,323
Investment income.....	1,173,429	73,341	1,246,770
TOTAL REVENUES.....	474,184,456	111,398,940	585,583,396
EXPENDITURES:			
Current:			
General government.....	17,880,283	17,724,380	35,604,663
Public safety.....	49,766,762	7,594,048	57,360,810
Education.....	221,575,681	71,246,857	292,822,538
Public works.....	17,372,031	12,481,680	29,853,711
Health and welfare.....	1,890,115	3,203,644	5,093,759
Culture and recreation.....	8,513,065	2,043,592	10,556,657
Finance Control Board Expenses.....	871,757	-	871,757
Pension benefits.....	22,446,447	-	22,446,447
Employee fringe benefits.....	470,127	-	470,127
Employee health benefits.....	56,898,020	-	56,898,020
Claims and judgments.....	413,721	-	413,721
State, county and district assessments.....	17,997,676	-	17,997,676
Debt service:			
Principal.....	19,324,296	-	19,324,296
Interest.....	15,598,461	-	15,598,461
TOTAL EXPENDITURES.....	451,018,442	114,294,201	565,312,643
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....	23,166,014	(2,895,261)	20,270,753
OTHER FINANCING SOURCES (USES):			
Issuance of bonds and notes.....	-	49,236,000	49,236,000
State loan issuance.....	21,871,757	-	21,871,757
Transfers in.....	-	16,529,942	16,529,942
Transfers out.....	(6,697,806)	(9,832,136)	(16,529,942)
TOTAL OTHER FINANCING SOURCES (USES).....	15,173,951	55,933,806	71,107,757
NET CHANGE IN FUND BALANCES.....	38,339,965	53,038,545	91,378,510
FUND BALANCES AT BEGINNING OF YEAR (as restated).....	12,611,082	(24,369,805)	(11,758,723)
FUND BALANCES AT END OF YEAR.....	\$ 50,951,047	\$ 28,668,740	\$ 79,619,787

See notes to basic financial statements.

**GOVERNMENTAL FUNDS
BALANCE SHEET**

JUNE 30, 2005

ASSETS	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Cash and cash equivalents.....	\$ 34,603,376	\$ 43,805,826	\$ 78,409,202
Investments.....	31,715,023	330,097	32,045,120
Receivables, net of uncollectibles:			
Real estate and personal property taxes.....	5,513,679	-	5,513,679
Tax liens	5,323,696	-	5,323,696
Motor vehicle excise taxes.....	2,795,868	-	2,795,868
Departmental and other.....	-	564,903	564,903
Special assessments.....	169,644	-	169,644
Intergovernmental.....	133,892,825	3,327,000	137,219,825
Loans.....	-	9,602,761	9,602,761
TOTAL ASSETS.....	\$ 214,014,111	\$ 57,630,587	\$ 271,644,698
LIABILITIES AND FUND BALANCES			
LIABILITIES:			
Warrants payable.....	\$ 2,127,338	\$ 13,588,639	\$ 15,715,977
Accrued liabilities.....	123,441	-	123,441
Accrued payroll.....	3,172,550	1,021,544	4,194,094
Tax refunds payable.....	12,292,686	-	12,292,686
Other liabilities.....	614,208	-	614,208
Deferred revenues.....	144,732,841	13,254,664	157,987,505
Notes payable.....	-	1,097,000	1,097,000
TOTAL LIABILITIES.....	163,063,064	28,961,847	192,024,911
FUND BALANCES:			
Reserved for:			
Encumbrances and continuing appropriations.....	20,047,085	-	20,047,085
Chapter 656 Reserve.....	4,341,962	-	4,341,962
Unreserved:			
Undesignated, reported in:			
General fund.....	26,562,000	-	26,562,000
Special revenue funds.....	-	12,805,678	12,805,678
Capital projects funds.....	-	14,963,595	14,963,595
Permanent funds.....	-	899,467	899,467
TOTAL FUND BALANCES.....	50,951,047	28,668,740	79,619,787
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 214,014,111	\$ 57,630,587	\$ 271,644,698

**GOVERNMENTAL FUNDS
BALANCE SHEET**

JUNE 30, 2006

ASSETS	General	Nonmajor Governmental Funds	Total Governmental Funds
Cash and cash equivalents.....	\$ 60,572,729	\$ 23,384,282	\$ 83,957,011
Investments.....	37,800,010	8,030,589	45,830,599
Receivables, net of uncollectibles:			
Real estate and personal property taxes.....	9,170,942	-	9,170,942
Tax liens	3,571,000	-	3,571,000
Motor vehicle excise taxes.....	2,513,442	-	2,513,442
Departmental and other.....	-	549,338	549,338
Special assessments.....	170,057	-	170,057
Intergovernmental.....	123,345,064	10,744,239	134,089,303
Loans.....	-	8,372,779	8,372,779
Working capital deposit.....	100,000	-	100,000
TOTAL ASSETS.....	\$ 237,243,244	\$ 51,081,227	\$ 288,324,471
LIABILITIES AND FUND BALANCES			
LIABILITIES:			
Warrants payable.....	\$ 3,168,518	\$ 5,946,137	\$ 9,114,655
Accrued unemployment liability.....	134,027	-	134,027
Accrued payroll.....	1,455,115	283,870	1,738,985
Tax refunds payable.....	14,785,424	-	14,785,424
Other liabilities.....	1,271,056	2,636	1,273,692
Deferred revenues.....	132,613,253	11,799,017	144,412,270
TOTAL LIABILITIES.....	153,427,393	18,031,660	171,459,053
FUND BALANCES:			
Reserved for:			
Encumbrances and continuing appropriations.....	30,904,387	-	30,904,387
Chapter 656 Reserve.....	4,869,332	-	4,869,332
Unreserved:			
Designated for subsequent year's expenditures.....	9,726,500	-	9,726,500
Undesignated, reported in:			
General fund.....	38,315,632	-	38,315,632
Special revenue funds.....	-	18,752,274	18,752,274
Capital projects funds.....	-	12,777,318	12,777,318
Permanent funds.....	-	1,519,975	1,519,975
TOTAL FUND BALANCES.....	83,815,851	33,049,567	116,865,418
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 237,243,244	\$ 51,081,227	\$ 288,324,471

See notes to basic financial statements.

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2006

	General	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:			
Real estate and personal property taxes, net of tax refunds.....	\$ 130,987,539	\$ -	\$ 130,987,539
Tax liens.....	7,194,890	-	7,194,890
Motor vehicle and other excise taxes.....	9,211,096	-	9,211,096
Hotel/motel tax.....	934,715	-	934,715
Charges for services.....	495,521	12,936,050	13,431,571
Penalties and interest on taxes.....	3,537,692	-	3,537,692
Payments in lieu of taxes.....	6,363,640	-	6,363,640
Licenses and permits.....	2,953,760	-	2,953,760
Fines and forfeitures.....	2,187,751	-	2,187,751
Intergovernmental.....	317,286,516	88,967,069	406,253,585
Departmental and other.....	14,083,962	-	14,083,962
Contributions.....	-	2,991,764	2,991,764
Investment income.....	3,745,453	58,657	3,804,110
Miscellaneous.....	69,200	-	69,200
TOTAL REVENUES.....	499,051,735	104,953,540	604,005,275
EXPENDITURES:			
Current:			
General government.....	22,264,855	12,758,189	35,023,044
Public safety.....	50,156,654	7,259,076	57,415,730
Education.....	292,468,591	59,732,406	352,200,997
Public works.....	16,835,923	12,369,372	29,205,295
Health and welfare.....	2,357,675	11,095,547	13,453,222
Culture and recreation.....	9,976,615	3,163,275	13,139,890
Finance Control Board Expenses.....	2,017,262	-	2,017,262
Pension benefits.....	17,479,734	-	17,479,734
Employee fringe benefits.....	1,068,473	-	1,068,473
Employee health benefits.....	18,074,765	-	18,074,765
Claims and judgments.....	532,192	-	532,192
State, county and district assessments.....	2,837,845	-	2,837,845
Debt service:			
Principal.....	18,952,085	-	18,952,085
Interest.....	13,790,706	-	13,790,706
TOTAL EXPENDITURES.....	468,813,375	106,377,865	575,191,240
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....	30,238,360	(1,424,325)	28,814,035
OTHER FINANCING SOURCES (USES):			
Issuance of refunding bonds.....	98,274,000	-	98,274,000
State loan issuance.....	3,642,262	-	3,642,262
Premium from issuance of bonds.....	-	3,463,068	3,463,068
Premium from issuance of refunding bonds.....	10,195,602	-	10,195,602
Payments to refunded bond escrow agent.....	(107,143,336)	-	(107,143,336)
Transfers in.....	-	3,476,574	3,476,574
Transfers out.....	(2,342,084)	(1,134,490)	(3,476,574)
TOTAL OTHER FINANCING SOURCES (USES).....	2,626,444	5,805,152	8,431,596
NET CHANGE IN FUND BALANCES.....	32,864,804	4,380,827	37,245,631
FUND BALANCES AT BEGINNING OF YEAR.....	50,951,047	28,668,740	79,619,787
FUND BALANCES AT END OF YEAR.....	\$ 83,815,851	\$ 33,049,567	\$ 116,865,418

See notes to basic financial statements.

**GOVERNMENTAL FUNDS
BALANCE SHEET**

JUNE 30, 2007

ASSET	General	Financial Reserve Stabilization	Capital Reserve Stabilization	Energy Services Stabilization	Nonmajor Governmental Funds	Total Governmental Funds
Cash and cash equivalents.....	\$ 56,955,106	\$ 17,317,051	\$ 3,194,186	\$ 702,000	\$ 49,682,456	\$ 127,850,799
Restricted cash and cash equivalents.....	-	-	-	-	4,847,324	4,847,324
Investments.....	37,126,023	-	-	-	27,009,637	64,135,660
Receivables, net of uncollectibles:						
Real estate and personal property taxes.....	6,135,261	-	-	-	-	6,135,261
Tax liens	2,953,652	-	-	-	-	2,953,652
Motor vehicle excise taxes.....	3,296,522	-	-	-	-	3,296,522
Departmental and other.....	-	-	-	-	184,601	184,601
Special assessments.....	155,216	-	-	-	-	155,216
Intergovernmental.....	122,126,847	20,000,000	-	-	8,069,563	150,196,410
Loans.....	-	-	-	-	6,941,170	6,941,170
TOTAL ASSETS.....	\$ 228,848,627	\$ 37,317,051	\$ 3,194,186	\$ 702,000	\$ 96,734,751	\$ 366,796,615
LIABILITIES AND FUND BALANCES						
LIABILITIES:						
Warrants payable.....	\$ 10,340,613	\$ -	\$ -	\$ -	\$ 11,490,020	\$ 21,830,633
Accrued unemployment liability.....	237,153	-	-	-	-	237,153
Accrued payroll.....	1,940,888	-	-	-	244,745	2,185,633
Tax refunds payable.....	11,833,033	-	-	-	-	11,833,033
Due to granting agencies.....	-	-	-	-	11,357,000	11,357,000
Other liabilities.....	1,275,687	-	-	-	66,347	1,342,034
Deferred revenues.....	129,968,778	-	-	-	531,771	130,500,549
TOTAL LIABILITIES.....	155,596,152	-	-	-	23,689,883	179,286,035
FUND BALANCES:						
Reserved for:						
Encumbrances and continuing appropriations...	14,563,295	-	-	-	-	14,563,295
Chapter 656 Reserve.....	5,049,684	-	-	-	-	5,049,684
Unreserved:						
Undesignated, reported in:						
General fund.....	53,639,496	-	-	-	-	53,639,496
Special revenue funds.....	-	37,317,051	-	702,000	18,803,249	56,822,300
Capital projects funds.....	-	-	3,194,186	-	51,895,634	55,089,820
Permanent funds.....	-	-	-	-	2,345,985	2,345,985
TOTAL FUND BALANCES.....	73,252,475	37,317,051	3,194,186	702,000	73,044,868	187,510,580
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 228,848,627	\$ 37,317,051	\$ 3,194,186	\$ 702,000	\$ 96,734,751	\$ 366,796,615

See notes to basic financial statements.

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2007

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
REVENUES:					
Real estate and personal property taxes, net of tax refunds.....	\$ 134,083,189	\$ 134,264,189	\$ 140,205,996	\$ -	\$ 5,941,807
Tax liens.....	-	-	5,160,748	-	5,160,748
Motor vehicle and other excise taxes.....	7,981,624	7,981,624	8,635,626	-	654,002
Hotel/motel tax.....	900,000	900,000	944,735	-	44,735
Charges for services.....	443,539	443,539	509,217	-	65,678
Trash fees.....	2,625,000	-	-	-	-
Penalties and interest on taxes.....	2,804,383	2,804,383	3,360,657	-	556,274
Payments in lieu of taxes.....	7,033,036	7,033,036	7,077,264	-	44,228
Licenses and permits.....	3,180,745	3,180,745	3,341,714	-	160,969
Fines and forfeitures.....	1,707,781	1,707,781	1,480,434	-	(227,347)
Intergovernmental.....	305,332,854	305,332,854	305,366,377	-	33,523
Departmental and other.....	10,224,623	12,224,623	15,161,771	-	2,937,148
Investment income.....	1,267,445	1,267,445	7,303,991	-	6,036,546
TOTAL REVENUES.....	477,584,219	477,140,219	498,548,530	-	21,408,311
EXPENDITURES:					
Current:					
General government.....	27,494,949	27,675,949	23,028,694	954,365	3,692,890
Public safety.....	65,170,896	65,170,896	61,854,024	1,638,404	1,678,468
Education.....	298,854,913	298,854,913	290,564,262	6,190,307	2,100,344
Public works.....	19,795,788	19,795,788	19,005,303	502,666	287,819
Health and welfare.....	2,689,308	2,689,308	2,358,015	58,103	273,190
Culture and recreation.....	13,022,826	13,022,826	12,474,181	254,152	294,493
Finance Control Board Expenses.....	3,860,981	3,860,981	1,648,086	1,734,704	478,191
Pension benefits.....	18,815,216	18,815,216	18,655,982	-	159,234
Employee fringe benefits.....	3,808,000	3,808,000	3,636,276	-	171,724
Employee health benefits.....	26,282,843	26,282,843	23,041,303	3,230,594	10,946
Claims and judgments.....	567,104	567,104	566,750	-	354
Reserve Fund.....	-	2,000,000	-	-	2,000,000
State, county and district assessments.....	2,900,062	2,900,062	2,877,262	-	22,800
Debt service:					
Principal.....	20,346,244	20,651,654	20,528,965	-	122,689
Interest.....	15,362,429	15,057,019	15,057,019	-	-
TOTAL EXPENDITURES.....	518,971,559	521,152,559	495,296,122	14,563,295	11,293,142
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES.....	(41,387,340)	(44,012,340)	3,252,408	(14,563,295)	32,701,453
OTHER FINANCING SOURCES (USES):					
State loan issuance.....	3,860,981	6,485,981	6,007,790	-	(478,191)
Transfers out.....	(1,179,528)	(22,242,912)	(21,150,466)	-	1,092,446
TOTAL OTHER FINANCING SOURCES (USES).....	2,681,453	(15,756,931)	(15,142,676)	-	614,255
NET CHANGE IN FUND BALANCE.....	(38,705,887)	(59,769,271)	(11,890,268)	(14,563,295)	33,315,708
BUDGETARY FUND BALANCE, Beginning of year.....	94,273,155	94,273,155	94,273,155	-	-
BUDGETARY FUND BALANCE, End of year.....	\$ 55,567,268	\$ 34,503,884	\$ 82,382,887	\$ (14,563,295)	\$ 33,315,708

See notes to required supplementary information.

Appendix J
Fiscal Year 2009
City of Springfield
Schedule A Documents

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City of Springfield Fiscal Year 2009 Expense Budget Detail

Fund	Dept	Object	Classification	FINAL FISCAL 2007 GENERAL FUND	ADOPTED FISCAL 2008 GENERAL FUND	ADOPTED FISCAL 2009 GENERAL FUND	FY08-FY09 \$ INCREASE / (DECREASE)	FY08-FY09 % INCREASE / (DECREASE)
0100	111	0000	CITY COUNCIL	226,472	234,841	262,738	27,897	11.9%
0100	111	0100	Personal Services	216,372	218,791	247,570	28,779	13.2%
0100	111	5200	Purchases of Services	8,100	12,550	11,168	(1,382)	-11.0%
0100	111	5400	Supplies and Materials	0	1,500	2,000	500	33.3%
0100	111	5600	Intergovernmental	2,000	2,000	2,000	0	0.0%
0100	121	0000	MAYOR	312,819	328,110	433,184	105,074	32.0%
0100	121	0100	Personal Services	297,319	312,610	417,967	105,357	33.7%
0100	121	5200	Purchases of Services	7,440	5,483	9,617	4,134	75.4%
0100	121	5400	Supplies and Materials	2,560	4,517	5,100	583	12.9%
0100	121	5600	Intergovernmental	5,000	5,000	0	(5,000)	-100.0%
0100	121	5700	Other Charges and Expenses	500	500	500	0	0.0%
0100	133	0000	FINANCE	842,113	804,362	688,398	(115,964)	-14.4%
0100	133	0100	Personal Services	603,613	666,782	608,401	(58,381)	-8.8%
0100	133	5200	Purchases of Services	226,000	127,180	69,597	(57,583)	-45.3%
0100	133	5400	Supplies and Materials	6,000	4,400	4,400	0	0.0%
0100	133	5700	Other Charges and Expenses	4,500	4,500	4,500	0	0.0%
0100	133	5800	Capital Outlay	2,000	1,500	1,500	0	0.0%
0100	134	0000	CITISTAT	0	0	636,432	636,432	100.0%
0100	134	0100	Personal Services	0	0	506,762	506,762	100.0%
0100	134	5200	Purchases of Services	0	0	24,088	24,088	100.0%
0100	134	5400	Supplies and Materials	0	0	68,000	68,000	100.0%
0100	134	5700	Other Charges and Expenses	0	0	7,000	7,000	100.0%
0100	134	5800	Capital Outlay	0	0	30,582	30,582	100.0%
0100	135	0000	AUDITOR	1,037,100	1,010,803	1,148,405	137,602	13.6%
0100	135	0100	Personal Services	814,300	786,559	924,161	137,602	17.5%
0100	135	5200	Purchases of Services	216,050	217,744	216,344	(1,400)	-0.6%
0100	135	5400	Supplies and Materials	6,000	4,500	4,500	0	0.0%
0100	135	5700	Other Charges and Expenses	750	2,000	3,400	1,400	70.0%
0100	138	0000	PURCHASING	570,860	588,176	618,484	30,308	5.2%
0100	138	0100	Personal Services	529,956	540,572	569,099	28,527	5.3%
0100	138	5200	Purchases of Services	37,604	43,804	41,885	(1,919)	-4.4%
0100	138	5400	Supplies and Materials	3,120	3,800	4,500	700	18.4%
0100	138	5700	Other Charges and Expenses	180	0	3,000	3,000	100.0%
0100	141	0000	BOARD OF ASSESSORS	1,017,426	1,031,515	1,028,136	(3,379)	-0.3%
0100	141	0100	Personal Services	582,476	581,815	659,136	77,321	13.3%
0100	141	5200	Purchases of Services	418,450	383,200	332,500	(50,700)	-13.2%
0100	141	5400	Supplies and Materials	3,000	60,000	33,000	(27,000)	-45.0%
0100	141	5600	Intergovernmental	10,000	2,000	2,000	0	0.0%
0100	141	5700	Other Charges and Expenses	3,500	4,500	1,500	(3,000)	-66.7%
0100	145	0000	TREASURER	3,963,106	2,810,151	2,932,866	122,715	4.4%
0100	145	0100	Personal Services	419,428	439,372	438,219	(1,153)	-0.3%
0100	145	5200	Purchases of Services	2,489,500	1,411,000	1,509,000	98,000	6.9%
0100	145	5400	Supplies and Materials	5,065	5,065	5,565	500	9.9%
0100	145	5600	Intergovernmental	1,046,113	954,714	978,582	23,868	2.5%
0100	145	5700	Other Charges and Expenses	3,000	0	1,500	1,500	100.0%
0100	145	5900	Debt Services	0	0	0	0	0.0%
0100	146	0000	COLLECTOR	682,667	616,809	659,165	42,356	6.9%
0100	146	0100	Personal Services	334,667	342,809	385,165	42,356	12.4%
0100	146	5200	Purchases of Services	341,500	269,000	268,500	(500)	-0.2%
0100	146	5400	Supplies and Materials	4,000	5,000	4,000	(1,000)	-20.0%
0100	146	5700	Other Charges and Expenses	2,500	0	1,500	1,500	100.0%
0100	146	5800	Capital Outlay	0	0	0	0	0.0%
0100	151	0000	LAW	1,692,569	1,842,465	2,107,582	265,117	14.4%
0100	151	0100	Personal Services	1,216,236	1,188,465	1,453,582	265,117	22.3%
0100	151	5200	Purchases of Services	130,991	299,000	299,500	500	0.2%
0100	151	5400	Supplies and Materials	32,540	48,500	49,500	1,000	2.1%
0100	151	5600	Intergovernmental	11,802	2,000	2,000	0	0.0%
0100	151	5700	Other Charges and Expenses	301,000	302,500	302,500	0	0.0%
0100	151	5800	Capital Outlay	0	2,000	500	(1,500)	-75.0%
0100	152	0000	PERSONNEL	5,857,638	6,506,286	6,453,846	(52,440)	-0.8%
0100	152	0100	Personal Services	1,597,848	1,547,812	1,221,988	(325,824)	-21.1%
0100	152	5100	Fringe Benefits	1,485,500	1,588,643	1,500,000	(88,643)	-5.6%
0100	152	5200	Purchases of Services	2,752,690	3,328,181	3,699,258	371,077	11.1%
0100	152	5400	Supplies and Materials	17,800	38,650	29,600	(9,050)	-23.4%
0100	152	5700	Other Charges and Expenses	3,800	3,000	3,000	0	0.0%
0100	152	5800	Capital Outlay	0	0	0	0	0.0%
0100	155	0000	INFORMATION TECHNOLOGY DEPARTMENT	3,193,744	2,985,832	3,273,574	287,742	9.6%
0100	155	0100	Personal Services	1,351,155	1,409,604	1,490,440	80,836	5.7%
0100	155	5200	Purchases of Services	1,139,233	1,024,104	806,017	(218,087)	-21.3%
0100	155	5400	Supplies and Materials	501,356	97,124	550,224	453,100	466.5%
0100	155	5700	Other Charges and Expenses	2,000	5,000	5,000	0	0.0%
0100	155	5800	Capital Outlay	200,000	450,000	421,893	(28,107)	-6.2%
0100	158	0000	MGMT. TAX TITLE	450,000	0	0	0	0.0%
0100	158	5200	Purchases of Services	400,000	0	0	0	0.0%
0100	158	5700	Other Charges and Expenses	50,000	0	0	0	0.0%
0100	161	0000	CITY CLERK	530,662	526,451	559,642	33,191	6.3%
0100	161	0100	Personal Services	498,836	487,191	523,062	35,871	7.4%
0100	161	5200	Purchases of Services	25,670	31,810	28,980	(2,830)	-8.9%

Fund	Dept	Object	Classification	FINAL	ADOPTED	ADOPTED	FY08-FY09	FY08-FY09
				FISCAL 2007 GENERAL FUND	FISCAL 2008 GENERAL FUND	FISCAL 2009 GENERAL FUND	\$ INCREASE / (DECREASE)	% INCREASE / (DECREASE)
0100	161	5400	Supplies and Materials	6,000	6,000	6,000	0	0.0%
0100	161	5600	Intergovernmental	0	1,100	1,100	0	0.0%
0100	161	5700	Other Charges and Expenses	156	350	500	150	42.9%
0100	161	5800	Capital Outlay	0	0	0	0	0.0%
0100	162	0000	BOARD OF ELECTION COMMISSION	259,933	481,568	444,877	(36,691)	-7.6%
0100	162	0100	Personal Services	199,571	368,568	347,237	(21,331)	-5.8%
0100	162	5200	Purchases of Services	56,562	73,000	60,700	(12,300)	-16.8%
0100	162	5400	Supplies and Materials	3,800	40,000	36,940	(3,060)	-7.7%
0100	162	5700	Other Charges and Expenses	0	0	0	0	0.0%
0100	175	0000	PLANNING DEPARTMENT	742,995	853,935	872,434	18,499	2.2%
0100	175	0100	Personal Services	724,582	735,085	757,084	21,999	3.0%
0100	175	5200	Purchases of Services	15,513	111,150	107,650	(3,500)	-3.1%
0100	175	5400	Supplies and Materials	2,900	6,700	6,700	0	0.0%
0100	175	5700	Other Charges and Expenses	0	1,000	1,000	0	0.0%
0100	192	0000	FACILITIES MANAGEMENT-FACILITIES	1,193,213	319,900	0	(319,900)	-100.0%
0100	192	0100	Personal Services	296,411	319,900	0	(319,900)	-100.0%
0100	192	5200	Purchases of Services	467,976	0	0	0	0.0%
0100	192	5400	Supplies and Materials	428,826	0	0	0	0.0%
0100	193	0000	FACILITIES MANAGEMENT-OPERATIONS	254,390	997,358	977,916	(19,442)	-1.9%
0100	193	0100	Personal Services	40,945	77,111	78,029	918	1.2%
0100	193	5200	Purchases of Services	21,526	855,401	833,640	(21,761)	-2.5%
0100	193	5400	Supplies and Materials	191,919	54,046	57,067	3,021	5.6%
0100	193	5800	Capital Outlay	0	10,800	9,180	(1,620)	-15.0%
0100	194	0000	FACILITIES MANAGEMENT- BUILDING SERVE.	1,919,423	1,387,855	1,107,908	(279,947)	-20.2%
0100	194	0100	Personal Services	577,030	589,462	596,647	7,185	1.2%
0100	194	5200	Purchases of Services	858,048	604,048	361,068	(242,980)	-40.2%
0100	194	5400	Supplies and Materials	459,345	194,345	150,193	(44,152)	-22.7%
0100	194	5800	Capital Outlay	25,000	0	0	0	0.0%
0100	195	0000	FACILITIES MANAGEMENT- STRUCTURAL	832,015	1,156,535	1,099,124	(57,411)	-5.0%
0100	195	0100	Personal Services	666,172	701,692	717,507	15,815	2.3%
0100	195	5200	Purchases of Services	0	50,000	42,500	(7,500)	-15.0%
0100	195	5400	Supplies and Materials	165,843	404,843	339,117	(65,726)	-16.2%
0100	195	5800	Capital Outlay	0	0	0	0	0.0%
0100	196	0000	FACILITIES MANAGEMENT- MECHANICAL	1,087,801	1,167,998	1,135,217	(32,781)	-2.8%
0100	196	0100	Personal Services	910,863	886,586	906,017	19,431	2.2%
0100	196	5200	Purchases of Services	0	170,627	140,033	(30,594)	-17.9%
0100	196	5400	Supplies and Materials	176,938	110,785	89,167	(21,618)	-19.5%
0100	196	5800	Capital Outlay	0	0	0	0	0.0%
0100	197	0000	FACILITIES MANAGEMENT- ELECTRICAL/P.M.	459,914	663,715	599,355	(64,360)	-9.7%
0100	197	0100	Personal Services	291,544	376,345	378,978	2,633	0.7%
0100	197	5200	Purchases of Services	0	174,000	127,900	(46,100)	-26.5%
0100	197	5400	Supplies and Materials	168,370	113,370	92,477	(20,893)	-18.4%
0100	197	5800	Capital Outlay	0	0	0	0	0.0%
0100	198	0000	FACILITIES MANAGEMENT- SCHOOL OTPS	5,435,304	5,435,304	5,435,304	0	0.0%
0100	198	5200	Purchases of Services	1,176,293	3,004,872	3,004,872	0	0.0%
0100	198	5400	Supplies and Materials	4,259,011	2,389,873	2,389,873	0	0.0%
0100	198	5800	Capital Outlay	0	40,559	40,559	0	0.0%
0100	193	0000	FACILITIES MANAGEMENT-ENVIRONMENTAL	0	0	197,961	197,961	100.0%
0100	193	0100	Personal Services	0	0	197,961	197,961	100.0%
0100	193	5200	Purchases of Services	0	0	0	0	0.0%
0100	193	5400	Supplies and Materials	0	0	0	0	0.0%
0100	210	0000	POLICE	34,983,179	37,494,609	39,125,469	1,630,860	4.3%
0100	210	0100	Personal Services	33,202,951	35,029,924	36,811,955	1,782,031	5.1%
0100	210	5200	Purchases of Services	539,430	822,177	776,178	(45,999)	-5.6%
0100	210	5400	Supplies and Materials	1,228,498	1,030,208	1,077,847	47,639	4.6%
0100	210	5700	Other Charges and Expenses	12,300	42,300	25,000	(17,300)	-40.9%
0100	210	5800	Capital Outlay	0	570,000	536,000	(34,000)	-6.0%
0100	210	5600	5% CUT TO BALANCE	0	0	(101,511)	(101,511)	-100.0%
0100	220	0000	FIRE	18,336,821	20,325,859	20,581,538	255,679	1.3%
0100	220	0100	Personal Services	16,906,986	18,468,956	18,744,139	275,183	1.5%
0100	220	5200	Purchases of Services	910,463	964,043	939,449	(24,594)	-2.6%
0100	220	5400	Supplies and Materials	511,172	887,360	887,450	90	0.0%
0100	220	5700	Other Charges and Expenses	8,200	3,500	8,500	5,000	142.9%
0100	220	5800	Capital Outlay	0	2,000	2,000	0	0.0%
0100	241	0000	BUILDING DEPARTMENT	1,078,794	1,297,676	1,267,538	(30,138)	-2.3%
0100	241	0100	Personal Services	1,013,614	1,141,326	1,183,488	42,162	3.7%
0100	241	5200	Purchases of Services	39,450	51,850	18,550	(33,300)	-64.2%
0100	241	5400	Supplies and Materials	25,080	98,500	56,500	(42,000)	-42.6%
0100	241	5600	Intergovernmental	0	6,000	9,000	3,000	50.0%
0100	241	5700	Other Charges and Expenses	650	0	0	0	0.0%
0100	242	0000	INSPECTIONAL SERVICES	568,025	948,870	1,064,035	115,165	12.1%
0100	242	0100	Personal Services	465,130	579,690	676,235	96,545	16.7%
0100	242	5200	Purchases of Services	47,895	269,480	234,600	(34,880)	-12.9%
0100	242	5400	Supplies and Materials	12,000	13,700	25,200	11,500	83.9%
0100	242	5600	Intergovernmental	43,000	86,000	126,000	40,000	46.5%
0100	242	5700	Other Charges and Expenses	0	0	2,000	2,000	100.0%
0100	292	0000	COUNTY DOG CONTROL	1,295,527	1,301,269	1,320,729	19,460	1.5%
0100	292	0100	Personal Services	372,487	399,937	427,497	27,560	6.9%

Fund	Dept	Object	Classification	FINAL	ADOPTED	ADOPTED	FY08-FY09	FY08-FY09
				FISCAL 2007	FISCAL 2008	FISCAL 2009	\$ INCREASE /	% INCREASE /
				GENERAL FUND	GENERAL FUND	GENERAL FUND	(DECREASE)	(DECREASE)
0100	292	5100	Fringe Benefits	0	0	0	0	0.0%
0100	292	5200	Purchases of Services	682,000	666,700	654,000	(12,700)	-1.9%
0100	292	5400	Supplies and Materials	105,000	129,092	134,692	5,600	4.3%
0100	292	5600	Intergovernmental	109,040	102,540	102,540	0	0.0%
0100	292	5700	Other Charges and Expenses	27,000	3,000	2,000	(1,000)	-33.3%
0100	292	5800	Capital Outlay	0	0	0	0	0.0%
0100	399	0000	NEW LEADERSHIP CHARTER SCHOOL	0	3,990,000	4,240,000	250,000	6.3%
0100	399	0100	Personal Services	0	2,400,000	2,677,017	277,017	11.5%
0100	399	5200	Purchases of Services	0	1,590,000	1,562,983	(27,017)	-1.7%
0100	300	0000	SCHOOL-GENERAL CONTROL	3,458,043	3,771,708	4,670,986	899,278	23.8%
0100	300	0100	Personal Services	2,902,460	3,183,853	4,257,466	1,073,613	33.7%
0100	300	5100	Fringe Benefits	10,000	10,000	0	(10,000)	-100.0%
0100	300	5200	Purchases of Services	293,270	361,168	248,233	(112,935)	-31.3%
0100	300	5400	Supplies and Materials	57,229	34,087	35,687	1,600	4.7%
0100	300	5700	Other Charges and Expenses	195,084	130,600	129,600	(1,000)	-0.8%
0100	300	5800	Capital Outlay	0	52,000	0	(52,000)	-100.0%
0100	301	0000	SCHOOL-INSTRUCTION	74,008,088	192,258,013	197,605,024	5,347,011	2.8%
0100	301	0100	Personal Services	70,188,176	144,681,591	150,442,176	5,760,585	4.0%
0100	301	5100	Fringe Benefits	410,000	651,000	0	(651,000)	-100.0%
0100	301	5200	Purchases of Services	2,429,913	21,999,178	18,891,205	(3,107,973)	-14.1%
0100	301	5400	Supplies and Materials	919,700	1,783,622	3,005,427	1,221,805	68.5%
0100	301	5600	Intergovernmental	0	23,071,946	25,174,040	2,102,094	9.1%
0100	301	5700	Other Charges and Expenses	60,299	70,676	92,176	21,500	30.4%
0100	302	0000	SCHOOL-ADULT EDUCATION	136,500	136,500	194,101	57,601	42.2%
0100	302	0100	Personal Services	96,180	96,180	80,081	(16,099)	-16.7%
0100	302	5200	Purchases of Services	40,320	40,320	114,020	73,700	182.8%
0100	303	0000	SCHOOL-TRANSPORTATION	17,431,150	16,056,150	14,190,726	(1,865,424)	-11.6%
0100	303	0100	Personal Services	2,699,000	2,699,000	2,712,314	13,314	0.5%
0100	303	5100	Fringe Benefits	50,000	50,000	0	(50,000)	-100.0%
0100	303	5200	Purchase of Services	14,670,150	13,295,150	11,470,912	(1,824,238)	-13.7%
0100	303	5400	Supplies and Materials	12,000	12,000	6,500	(5,500)	-45.8%
0100	303	5700	Other Charges and Expenses	0	0	0	0	0.0%
0100	303	5800	Capital Outlay	0	0	1,000	1,000	100.0%
0100	304	0000	SCHOOL-OPERATION OF PLANT	19,396,025	20,456,538	18,813,738	(1,642,800)	-8.0%
0100	304	0100	Personal Services	7,932,472	5,933,050	5,935,550	2,500	0.0%
0100	304	5100	Fringe Benefits	203,900	203,900	0	(203,900)	-100.0%
0100	304	5200	Purchases of Services	5,498,084	0	9,700,308	9,700,308	100.0%
0100	304	5400	Supplies and Materials	5,758,689	14,316,708	3,175,000	(11,141,708)	-77.8%
0100	304	5700	Other Charges and Expenses	2,880	2,880	2,880	0	0.0%
0100	306	0000	SCHOOL-BUREAU OF PUPIL SERVICES	55,640,740	0	0	0	0.0%
0100	306	0100	Personal Services	34,537,228	0	0	0	0.0%
0100	306	5100	Fringe Benefits	140,000	0	0	0	0.0%
0100	306	5200	Purchases of Services	20,727,036	0	0	0	0.0%
0100	306	5400	Supplies and Materials	219,400	0	0	0	0.0%
0100	306	5700	Other Charges and Expenses	17,076	0	0	0	0.0%
0100	307	0000	SCHOOL-FRINGE BENEFITS	36,094,683	36,302,183	44,824,475	8,522,292	23.5%
0100	307	5100	Fringe Benefits - Health Insurance	27,348,766	27,348,766	42,277,332	14,928,566	54.6%
0100	307	5100	Fringe Benefits - Retirement	5,237,387	5,237,387	0	(5,237,387)	-100.0%
0100	307	5100	Fringe Benefits - Unemployment	659,950	659,950	0	(659,950)	-100.0%
0100	307	5100	Fringe Benefits - Workers Comp	200,000	200,000	0	(200,000)	-100.0%
0100	307	5200	Purchases of Services	806,080	806,080	0	(806,080)	-100.0%
0100	307	5600	Intergovernmental	1,842,500	2,050,000	2,547,143	497,143	24.3%
0100	308	0000	SCHOOL-ATHLETIC PROGRAMS	863,000	862,999	886,954	23,955	2.8%
0100	308	0100	Personal Services	449,500	449,499	559,954	110,455	24.6%
0100	308	5200	Purchases of Services	317,000	317,000	202,500	(114,500)	-36.1%
0100	308	5400	Supplies and Materials	78,000	95,500	123,000	27,500	28.8%
0100	308	5700	Other Charges and Expenses	18,500	1,000	1,500	500	50.0%
0100	308	5800	Capital Outlay	0	0	0	0	0.0%
0100	309	0000	SCHOOLS-INSTRUCTION (SCHOOL ALLOTMENT)	3,240,990	3,424,563	2,278,190	(1,146,373)	-33.5%
0100	309	5200	Purchases of Services	700,000	0	0	0	0.0%
0100	309	5400	Supplies and Materials	2,540,990	3,424,563	2,278,190	(1,146,373)	-33.5%
0100	312	0000	SCHOOL-ELL	11,214,844	0	0	0	0.0%
0100	312	0100	Personal Services	11,124,744	0	0	0	0.0%
0100	312	5100	Fringe Benefits	80,000	0	0	0	0.0%
0100	312	5400	Supplies and Materials	10,000	0	0	0	0.0%
0100	312	5700	Other Charges & Expenses	100	0	0	0	0.0%
0100	314	0000	SCHOOL-PROFESSIONAL DEVELOPMENT	2,021,141	0	0	0	0.0%
0100	314	0100	Personal Services	1,122,717	0	0	0	0.0%
0100	314	5200	Purchase of Services	773,635	0	0	0	0.0%
0100	314	5400	Supplies and Materials	50,000	0	0	0	0.0%
0100	314	5700	Other Charges & Expenses	74,789	0	0	0	0.0%
0100	315	0000	SCHOOL-PUPIL SUPPORT	3,200,394	0	0	0	0.0%
0100	315	0100	Personal Services	3,102,714	0	0	0	0.0%
0100	315	5100	Fringe Benefits	20,000	0	0	0	0.0%
0100	315	5200	Purchase of Services	22,280	0	0	0	0.0%
0100	315	5400	Supplies and Materials	53,400	0	0	0	0.0%
0100	315	5700	Other Charges & Expenses	2,000	0	0	0	0.0%
0100	316	0000	SCHOOL-VOCATIONAL PROGRAMS	3,100,315	0	0	0	0.0%
0100	316	0100	Personal Services	2,643,492	0	0	0	0.0%

Fund	Dept	Object	Classification	FINAL	ADOPTED	ADOPTED	FY08-FY09	FY08-FY09
				FISCAL 2007 GENERAL FUND	FISCAL 2008 GENERAL FUND	FISCAL 2009 GENERAL FUND	\$ INCREASE / (DECREASE)	% INCREASE / (DECREASE)
0100	316	5100	Fringe Benefits	1,000	0	0	0	0.0%
0100	316	5200	Purchases of Services	115,500	0	0	0	0.0%
0100	316	5400	Supplies and Materials	336,123	0	0	0	0.0%
0100	316	5700	Other Charges & Expenses	4,200	0	0	0	0.0%
0100	318	0000	SCHOOL-HORACE MANN CHARTER	3,990,000	0	0	0	0.0%
0100	318	0100	Personal Services	2,400,000	0	0	0	0.0%
0100	318	5200	Purchases of Services	1,590,000	0	0	0	0.0%
0100	319	0000	SCHOOL-TECHNOLOGY	3,139,960	3,615,195	3,783,305	168,110	4.7%
0100	319	0100	Personal Services	1,516,712	1,862,598	2,193,876	331,278	17.8%
0100	319	5200	Purchases of Services	996,162	926,513	1,078,824	152,311	16.4%
0100	319	5400	Supplies and Materials	619,078	537,340	444,505	(92,835)	-17.3%
0100	319	5700	Other Charges & Expenses	8,008	3,800	4,100	300	7.9%
0100	319	5800	Capital Outlay	0	284,944	62,000	(222,944)	
0100	320	0000	SCHOOL-EDUCATIONAL MEDIA	1,638,818	1,827,251	1,757,046	(70,205)	-3.8%
0100	320	0100	Personal Services	1,463,818	1,577,251	1,537,046	(40,205)	-2.5%
0100	320	5200	Purchases of Services	75,000	0	0	0	0.0%
0100	320	5400	Supplies and Materials	100,000	175,000	220,000	45,000	25.7%
0100	320	5600	Intergovernmental	0	75,000	0	(75,000)	-100.0%
0100	321	0000	SCHOOL-SAFETY & SECURITY	1,952,743	1,958,988	2,185,443	226,455	11.6%
0100	321	0100	Personal Services	1,647,698	1,653,943	469,465	(1,184,478)	-71.6%
0100	321	5200	Purchases of Services	297,745	297,745	1,708,378	1,410,633	473.8%
0100	321	5400	Supplies and Materials	7,000	7,000	7,000	0	0.0%
0100	321	5700	Other Charges & Expenses	300	300	600	300	100.0%
0100	322	0000	SCHOOL-PRESCHOOL SERVICES	3,159,410	4,277,569	2,678,912	(1,598,657)	-37.4%
0100	322	0100	Personal Services	2,999,410	4,117,569	2,538,912	(1,578,657)	-38.3%
0100	322	5100	Fringe Benefits	20,000	20,000	0	(20,000)	-100.0%
0100	322	5400	Supplies and Materials	140,000	140,000	140,000	0	0.0%
0100	323	0000	SCHOOL-HEALTH SERVICES	2,119,273	2,191,279	2,578,014	386,735	17.6%
0100	323	0100	Personal Services	2,018,673	2,090,679	2,483,474	392,795	18.8%
0100	323	5100	Fringe Benefits	25,000	25,000	0	(25,000)	-100.0%
0100	323	5200	Purchases of Services	60,500	60,500	70,540	10,040	16.6%
0100	323	5400	Supplies and Materials	15,000	15,000	24,000	9,000	60.0%
0100	323	5700	Other Charges & Expenses	100	100	0	(100)	-100.0%
0100	325	0000	SCHOOL-ALTERNATIVE PROGRAMS	6,986,174	0	0	0	0.0%
0100	325	0100	Personal Services	6,265,092	0	0	0	0.0%
0100	325	5200	Purchases of Services	721,082	0	0	0	0.0%
0100	326	0000	SCHOOL-SUBSTITUTE TEACHING	2,800,000	4,000,003	3,774,111	(225,892)	-5.6%
0100	326	0100	Personal Services	2,800,000	4,000,003	3,774,111	(225,892)	-5.6%
0100	327	0000	SCHOOL-GRANT MATCHING	53,000	0	0	0	0.0%
0100	327	0100	Personal Services	5,000	0	0	0	0.0%
0100	327	5200	Purchases of Services	23,000	0	0	0	0.0%
0100	327	5400	Supplies and Materials	25,000	0	0	0	0.0%
0100	327	5700	Other Charges & Expenses	0	0	0	0	0.0%
0100	329	0000	SCHOOL-SCHOOL CHOICE ASSESSMENT	2,853,143	0	0	0	0.0%
0100	329	5600	Intergovernmental	2,853,143	0	0	0	0.0%
0100	330	0000	SCHOOL-COMM CHARTER ASSESSMENT	16,397,243	0	0	0	0.0%
0100	330	5600	Intergovernmental	16,397,243	0	0	0	0.0%
0100	411	0000	DPW-ENGINEERS	839,562	765,487	894,675	129,188	16.9%
0100	411	0100	Personal Services	793,362	700,787	835,214	134,427	19.2%
0100	411	5200	Purchases of Services	35,600	34,100	30,100	(4,000)	-11.7%
0100	411	5400	Supplies and Materials	8,500	28,500	28,500	0	0.0%
0100	411	5800	Capital Outlay	2,100	2,100	861	(1,239)	-59.0%
0100	421	0000	DPW-ADMINISTRATION	612,882	783,444	673,048	(110,396)	-14.1%
0100	421	0100	Personal Services	603,489	744,051	591,784	(152,267)	-20.5%
0100	421	5200	Purchases of Services	7,225	17,225	44,096	26,871	156.0%
0100	421	5400	Supplies and Materials	2,168	22,168	37,168	15,000	67.7%
0100	421	5700	Other Charges and Expenses	0	0	0	0	0.0%
0100	421	5800	Capital Outlay	0	0	0	0	0.0%
0100	422	0000	DPW-STREETS AND SERVICES	2,147,251	2,259,543	2,088,292	(171,251)	-7.6%
0100	422	0100	Personal Services	1,044,680	1,230,643	1,439,539	208,896	17.0%
0100	422	5200	Purchases of Services	995,551	793,630	461,233	(332,397)	-41.9%
0100	422	5400	Supplies and Materials	101,970	231,970	184,220	(47,750)	-20.6%
0100	422	5600	Intergovernmental	300	300	300	0	0.0%
0100	422	5700	Other Charges and Expenses	3,000	3,000	3,000	0	0.0%
0100	422	5800	Capital Outlay	1,750	0	0	0	0.0%
0100	423	0000	DPW-SNOW REMOVAL	1,576,970	1,590,970	1,590,970	0	0.0%
0100	423	0100	Personal Services	550,000	550,000	400,000	(150,000)	-27.3%
0100	423	5200	Purchases of Services	502,250	502,250	552,250	50,000	10.0%
0100	423	5400	Supplies and Materials	524,720	538,720	638,720	100,000	18.6%
0100	423	5700	Other Charges and Expenses	0	0	0	0	0.0%
0100	423	5800	Capital Outlay	0	0	0	0	0.0%
0100	424	0000	DPW-STREET LIGHTS	2,490,000	2,790,000	2,790,000	0	0.0%
0100	424	5200	Purchases of Services	2,490,000	2,790,000	2,790,000	0	0.0%
0100	430	0000	DPW-TRAFFIC	846,968	815,515	908,647	93,132	11.4%
0100	430	0100	Personal Services	486,485	430,470	499,602	69,132	16.1%
0100	430	5200	Purchases of Services	188,500	189,500	189,500	0	0.0%

Fund	Dept	Object	Classification	FINAL	ADOPTED	ADOPTED	FY08-FY09	FY08-FY09
				FISCAL 2007 GENERAL FUND	FISCAL 2008 GENERAL FUND	FISCAL 2009 GENERAL FUND	\$ INCREASE / (DECREASE)	% INCREASE / (DECREASE)
0100	430	5400	Supplies and Materials	167,983	195,545	219,545	24,000	12.3%
0100	430	5800	Capital Outlay	4,000	0	0	0	0.0%
0100	433	0000	DPW-SOLID WASTE	8,018,979	1,608,941	1,654,071	45,130	2.8%
0100	433	0100	Personal Services	2,574,985	1,317,085	1,457,715	140,630	10.7%
0100	433	5200	Purchases of Services	5,416,594	233,556	168,056	(65,500)	-28.0%
0100	433	5400	Supplies and Materials	20,400	21,300	21,300	0	0.0%
0100	433	5600	Intergovernmental	7,000	7,000	7,000	0	0.0%
0100	433	5800	Capital Outlay	0	30,000	0	(30,000)	-100.0%
0100	439	0000	DPW-FLEET MANAGEMENT	1,910,341	3,059,336	2,647,828	(411,508)	-13.5%
0100	439	0100	Personal Services	948,754	915,967	832,269	(83,698)	-9.1%
0100	439	5200	Purchases of Services	94,750	1,469,998	1,051,359	(418,639)	-28.5%
0100	439	5400	Supplies and Materials	860,587	673,371	757,200	83,829	12.4%
0100	439	5600	Intergovernmental	0	0	0	0	0.0%
0100	439	5700	Other Charges and Expenses	0	0	7,000	7,000	100.0%
0100	439	5800	Capital Outlay	6,250	0	0	0	0.0%
0100	443	0000	DPW-STORM DRAINS	273,299	279,546	320,500	40,954	14.7%
0100	443	0100	Personal Services	189,249	196,046	242,000	45,954	23.4%
0100	443	5200	Purchases of Services	42,000	38,000	33,000	(5,000)	-13.2%
0100	443	5400	Supplies and Materials	42,050	45,500	45,500	0	0.0%
0100	443	5800	Capital Outlay	0	0	0	0	0.0%
0100	520	0000	HEALTH & HUMAN SERVICES	1,577,111	1,714,344	1,616,752	(97,592)	-5.7%
0100	520	0100	Personal Services	1,386,464	1,448,697	1,385,180	(63,517)	-4.4%
0100	520	5200	Purchases of Services	163,697	236,897	194,752	(42,145)	-17.8%
0100	520	5400	Supplies and Materials	22,050	24,400	29,820	5,420	22.2%
0100	520	5700	Other Charges and Expenses	4,900	4,350	7,000	2,650	60.9%
0100	541	0000	DEPARTMENT OF ELDER AFFAIRS	303,212	285,043	328,099	43,056	15.1%
0100	541	0100	Personal Services	269,852	251,683	294,939	43,256	17.2%
0100	541	5200	Purchases of Services	25,660	27,860	26,160	(1,700)	-6.1%
0100	541	5400	Supplies and Materials	7,700	4,000	5,500	1,500	37.5%
0100	541	5700	Other Charges and Expenses	0	1,500	1,500	0	0.0%
0100	543	0000	VETERANS SERVICES	685,133	817,193	1,376,527	559,334	68.4%
0100	543	0100	Personal Services	219,590	223,772	227,147	3,375	1.5%
0100	543	5200	Purchases of Services	4,373	5,454	6,733	1,279	23.5%
0100	543	5400	Supplies and Materials	721	801	1,191	390	48.7%
0100	543	5700	Other Charges and Expenses	460,449	587,166	1,141,456	554,290	94.4%
0100	610	0000	LIBRARY	3,756,174	4,164,455	4,229,189	64,734	1.6%
0100	610	0100	Personal Services	2,820,279	2,471,913	2,617,519	145,606	5.9%
0100	610	5100	Fringe Benefits	0	0	0	0	0.0%
0100	610	5100	Fringe Benefits	0	0	0	0	0.0%
0100	610	5200	Purchases of Services	896,448	929,650	968,290	38,640	4.2%
0100	610	5400	Supplies and Materials	733,900	617,267	508,880	(108,387)	-17.6%
0100	610	5600	Intergovernmental	57,000	48,956	64,000	15,044	30.7%
0100	610	5700	Other Charges and Expenses	52,893	6,224	5,500	(724)	-11.6%
0100	610	5800	Capital Outlay	50,000	90,445	65,000	(25,445)	-28.1%
0100	610	5960	Interfund Operations Transfers	(854,346)	0	0	0	0.0%
0100	613	0000	MUSEUM	1,100,000	1,300,000	1,320,000	20,000	1.5%
0100	613	5200	Purchases of Services	1,100,000	1,300,000	1,320,000	20,000	1.5%
0100	294	0000	PUBLIC PARKS - FOREST & HORT.	656,296	1,274,677	834,037	(440,640)	-34.6%
0100	294	0100	Personal Services	431,639	450,020	381,587	(68,433)	-15.2%
0100	294	5200	Purchases of Services	167,600	638,600	341,393	(297,207)	-46.5%
0100	294	5400	Supplies and Materials	51,499	167,499	102,499	(65,000)	-38.8%
0100	294	5800	Capital Outlay	5,558	18,558	8,558	(10,000)	-53.9%
0100	630	0000	PARKS - RECREATION	775,266	1,132,918	1,217,659	84,741	7.5%
0100	630	0100	Personal Services	707,229	1,026,859	1,091,906	65,047	6.3%
0100	630	5200	Purchases of Services	37,252	53,104	68,579	15,475	29.1%
0100	630	5400	Supplies and Materials	21,085	52,955	50,831	(2,124)	-4.0%
0100	630	5700	Other Charges and Expenses	9,700	0	6,343	6,343	100.0%
0100	631	0000	PARKS - CLEAN CITY CREW	0	300,171	427,151	126,980	42.3%
0100	631	0100	Personal Services	0	300,171	304,019	3,848	1.3%
0100	631	5200	Purchases of Services	0	0	93,372	93,372	0.0%
0100	631	5400	Supplies and Materials	0	0	25,110	25,110	0.0%
0100	631	5800	Capital Outlay	0	0	4,650	4,650	0.0%
0100	633	0000	PARKS - FRANCONIA GOLF COURSE	840,621	623,005	632,565	9,561	1.5%
0100	633	0100	Personal Services	452,251	251,601	254,911	3,310	1.3%
0100	633	5200	Purchases of Services	239,005	253,279	253,279	1	0.0%
0100	633	5400	Supplies and Materials	148,165	118,125	124,375	6,250	5.3%
0100	633	5800	Capital Outlay	1,200	0	0	0	0.0%
0100	633	5960	Interfund Operations Transfers	0	0	0	0	0.0%
0100	634	0000	PARKS - VETERANS GOLF COURSE	691,404	605,499	615,149	9,651	1.6%
0100	634	0100	Personal Services	327,195	258,256	261,656	3,400	1.3%
0100	634	5200	Purchases of Services	214,937	223,944	218,944	(5,000)	-2.2%
0100	634	5400	Supplies and Materials	148,072	123,299	134,549	11,250	9.1%
0100	634	5800	Capital Outlay	1,200	0	0	0	0.0%
0100	634	5960	Interfund Operations Transfers	0	0	0	0	0.0%
0100	650	0000	PARKS - ADMINISTRATION	1,778,035	1,857,702	1,846,091	(11,611)	-0.6%
0100	650	0100	Personal Services	1,188,366	1,258,492	1,278,169	19,677	1.6%
0100	650	5200	Purchases of Services	525,902	557,903	529,506	(28,397)	-5.1%
0100	650	5400	Supplies and Materials	33,397	39,807	37,021	(2,786)	-7.0%
0100	650	5700	Other Charges and Expenses	30,370	1,500	1,395	(105)	-7.0%

Fund	Dept	Object	Classification	FINAL FISCAL 2007 GENERAL FUND	ADOPTED FISCAL 2008 GENERAL FUND	ADOPTED FISCAL 2009 GENERAL FUND	FY08-FY09 \$ INCREASE / (DECREASE)	FY08-FY09 % INCREASE / (DECREASE)
0100	651	0000	PARKS - GENERAL OPERATIONS	3,457,693	3,458,571	3,414,226	(44,345)	-1.3%
0100	651	0100	Personal Services	1,466,121	1,554,452	1,491,377	(63,075)	-4.1%
0100	651	5200	Purchases of Services	885,656	1,346,049	1,472,791	126,742	9.4%
0100	651	5400	Supplies and Materials	930,076	543,070	440,758	(102,312)	-18.8%
0100	651	5600	Intergovernmental	0	0	0	0	0.0%
0100	651	5700	Other Charges and Expenses	0	0	0	0	0.0%
0100	651	5800	Capital Outlay	175,840	15,000	9,300	(5,700)	-38.0%
0100	193	0000	FINANCE - CAPITAL ASSET CONSTRUCTION	0	0	596,459	596,459	100.0%
0100	193	0100	Personal Services	0	0	279,016	279,016	100.0%
0100	193	5200	Purchases of Services	0	0	312,443	312,443	100.0%
0100	193	5400	Supplies and Materials	0	0	5,000	5,000	100.0%
0100	710	0000	TREASURER - DEBT MATURITIES	18,983,011	18,567,699	21,849,366	3,281,667	17.7%
0100	710	5900	Debt Service	18,983,011	18,567,699	21,849,366	3,281,667	17.7%
0100	751	0000	TREASURER - DEBT INTEREST	15,416,346	16,394,373	16,130,528	(263,845)	-1.6%
0100	751	5900	Debt Service	15,416,346	16,394,373	16,130,528	(263,845)	-1.6%
0100	830	0000	STATE ASSESSMENTS	2,834,318	2,908,793	3,326,049	417,256	14.3%
0100	830	5600	Intergovernmental	2,834,318	2,908,793	3,326,049	417,256	14.3%
0100	911	0000	CONTRIBUTION RETIREMENT PENSION	18,185,495	21,237,366	20,654,860	(582,506)	100.0%
0100	911	5100	Fringe Benefits	18,185,495	21,237,366	20,654,860	(582,506)	100.0%
0100	913	0000	UNEMPLOYMENT	420,000	286,021	105,000	(181,021)	-63.3%
0100	913	5100	Fringe Benefits	420,000	286,021	105,000	(181,021)	-63.3%
0100	914	0000	CONTR. GROUP INSURANCE	29,636,966	25,912,926	24,084,282	(1,828,644)	-7.1%
0100	914	5100	Fringe Benefits	29,636,966	25,912,926	24,084,282	(1,828,644)	-7.1%
0100	915	0000	NON-CONTRIB. PENSIONS	591,460	540,000	540,000	0	100.0%
0100	915	5100	Fringe Benefits	591,460	540,000	540,000	0	100.0%
0100	916	0000	PROVISION FOR UNCOMPENSATED ABSENCES	(500,000)	(500,000)	(500,000)	0	0.0%
0100	916	0100	Personal Services	(500,000)	(500,000)	(500,000)	0	0.0%
0100	917	0000	EARLY RETIREMENT BENEFITS	99,095	0	0	0	0.0%
0100	917	0100	Personal Services	99,095	0	0	0	0.0%
0100	920	0000	CAPITAL RESERVE FUND	2,071,398	2,182,910	2,187,997	5,087	0.2%
0100	920	5800	Capital Outlay	2,071,398	2,182,910	2,187,997	5,087	0.2%
0100	921	0000	M.C.D.I. LIABILITY	350,000	350,000	1,019,475	669,475	191.3%
0100	921	5700	Other Charges and Expenses	350,000	350,000	1,019,475	669,475	191.3%
0100	951	0000	RESERVE FOR CONTINGENCIES	400,000	400,000	392,696	(7,304)	-1.8%
0100	951	5700	Other Charges and Expenses	400,000	400,000	392,696	(7,304)	-1.8%
6500	400	0000	ENTERPRISE FUND SUPPLEMENT	0	0	2,754,000	2,754,000	100.0%
400	0000		Enterprise Fund Supplement	0	0	2,754,000	2,754,000	100.0%
0100	147	0000	SPA PARKING METER CONTRACT	0	0	850,000	850,000	100.0%
0100	147	5200	SPA Parking Meter Contract	0	0	850,000	850,000	100.0%
0100	710	0000	CHAPTER 169 LOAN REPAYMENT	0	0	2,600,000	2,600,000	0.0%
0100	710	5900	Chapter 169 Loan Payback	0	0	2,600,000	2,600,000	0.0%
0100	133	0000	PAY-AS-YOU-GO CAPITAL	0	2,688,359	2,882,046	193,687	100.0%
0100	133	5800	Pay-as-you-go Capital	0	2,688,359	2,882,046	193,687	100.0%
			TOTAL	486,545,473	510,701,996	531,391,117	20,689,120	4.1%

