

# City of Springfield, MA

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*Fiscal Year 2013*  
*Recommended Budget*

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Domenic J. Sarno, Mayor  
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**City of Springfield, Massachusetts  
Fiscal Year 2013  
Recommended Budget**



**Domenic J. Sarno  
Mayor**

**Lee C. Erdmann  
Chief Administrative and Financial Officer**

**Timothy J. Plante  
Finance Director**

**LeeAnn Pasquini  
Budget Director**

**Christopher J. Kulig, Sr. Management Analyst  
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Cheryn P. Wojcik, Grants Director**

# **Springfield City Council**

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City Council President

John Lysak, Ward 8, Vice President

Zaida Luna, Ward 1

Mike Fenton, Ward 2

Melvin A. Edwards, Ward 3

E. Henry Twiggs, Ward 4

Clodo Concepcion, Ward 5

Kenneth E. Shea, Ward 6

Tim Allen, Ward 7

Thomas Ashe, At large

Timothy J. Rooke, At large

Kateri Walsh, At large

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation  
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**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Danson Jeffrey R. Egan*

President

Executive Director

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## THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

*HOME OF THE BASKETBALL HALL OF FAME*

June 12, 2012

To the City of Springfield and the Springfield City Council:

I am respectfully submitting to you today my Fiscal Year 2013 budget recommendations that total \$551.8 million. This bottom line represents a 1.8% decrease from the current year budget that will end on June 30, 2012. This includes funding for 1,207 City-side General Fund employees or a reduction of 7% from the current fiscal year and down from 1,581 FTEs in Fiscal Year 2008, a reduction of 24%. I consider this budget to be austere in nature in order to address the City's revenue outlook for the coming year. It is balanced and sound and makes every effort to provide core City services to the best of each department's ability within the restricted resources available to City government. I would ask that these recommendations be reviewed by the Committee of the Whole so that the entire body can hear from departments both timely and efficiently.

Although we continue to cut back City services due to the triple negative forces of reduced property tax revenues, lack of increased assistance from the state, and increased non-discretionary expenditures, we weathered two major natural disasters in calendar year 2011, we developed a master plan for rebuilding, we are beginning the process of rebuilding, our momentum is gaining and we are optimistic for our future. Although our efforts to gain additional State assistance for Fiscal Year 2013 have not been very successful, we have given the State nine options and we will continue to press the State to do more for us in future years. While we know that this is not an easy fight, we will continue to fight for our residents in need of municipal core services such as police, fire and public works. We have also looked from within for continued budget cuts, use of reserves and a revenue package that is currently before the City Council. This package includes a \$10 increase to the trash fee and the implementation of the hotel/motel local option offered by the State and implemented in other large communities. Without this revenue package, more service cuts and layoffs will take place. Each year we have had to cut back, we have begun the budget process with a set of worst case assumptions and each year we have been able to generate creative and collaborative solutions to minimize the reduction in core services. We fully expect that Fiscal Year 2014 will be very difficult as well but we are confident that working together we can continue to come up with creative and collaborative solutions to minimize the reduction in core services.

We do not subscribe to the pessimistic view that things will not get better and that we should address our structural deficit in one fell swoop, no matter what the consequences for our ability to provide core services to our citizens in need.

One of the major strategies we have pursued is the consolidation of services with the School department. Procurement and Chief Financial Officer services have been successfully consolidated for at least two years now. Custodial services were consolidated this year. For Fiscal Year 2013, we are recommending the consolidation of facilities trades services and payroll services. This model can reduce costs and improve both efficiency and effectiveness. Another major theme is the series of recommendations to increase fees, which we will examine each year to ensure that we cover our costs and provide relief for our General Fund which is severely constrained by the triple forces mentioned earlier.

Developing the Fiscal Year 2013 has challenged me personally but also each Department Head and their staff to consider the work of City government and our ability to provide services in the same way as we have for the past several years. I have attempted to make the process that my Administration has struggled with for the past six months as open and honest as possible. I have tried to preserve services that I know are so important to the City and its citizens, residents and businesses which requires preserving City jobs where ever possible. However, the recommendations in this budget will impact what the public has grown to expect from our City. From departmental requests, 108 FTEs are impacted including the elimination of 96 vacant positions and 12 layoffs. Areas impacted include:

- In the Police Department, 29 newly requested positions and 31 previously funded positions that are currently vacant have been eliminated from the department's staffing complement. In light of this, our Police Commissioner will be reviewing his deployment strategies where ever possible to ensure appropriate police coverage at all hours of the day and night.
- Also, in the Police department, I will continue to fund the City's 50% portion of the Quinn bill (education incentive) funding. I am recommending, as a prudent fiscal measure, the reservation of \$1.8 million in a separate fund to be used if needed depending upon the results of current contractual negotiations for the State's portion of Quinn which the State abandoned several years ago.
- In the Fire Department, 12 vacant firefighter positions have been eliminated which requires the closure of one fire company known as Ladder 9. This area will be covered by Odessa Street, Parker Street and Mason Square companies.

If the budget recommendations are accepted, including the additional revenue options pending Council action, no lay-offs of sworn officers from our Police and Fire departments will occur.

- Our City's libraries will close 3 branches including East Forest Park, Liberty Street and Pine Point. Remaining libraries will maintain 18 hours each week. I am looking to make every effort to utilize the area in and around Dryden School to support a library branch for that neighborhood in the future. However at this time, it is not affordable to keep this branch's leased space open.
- Our City's Parks will discontinue mowing and maintenance to 10 City Parks including Walsh, Armory Commons, Gun Square, Angelina and others around the City.
- Our Department of Public Works will no longer conduct sidewalk repairs and our street sweeping program will be cut in half.
- Our Department of Public Works will no longer provide trash and recycling services for apartment complexes with 4 or more units and other commercial entities effective August 1, 2012.

Currently our State and Local Delegation has not supported the use of a portion of the Springfield Promise Trust fund to support City operations. I will continue to explore the feasibility of using a portion of these existing funds for operations including, but not limited to City libraries.

The decision to reduce or eliminate these services and positions named here, among others, did not come lightly. However the City cannot continue to maintain and sustain these services into the future based upon the revenues that are available for spending. Since most of the revenue constraints have been imposed by the State, I have already met with State Leaders to discuss the current impacts on State Aid and property taxes that our City is experiencing and have asked for a more detailed analysis of how revenues are allocated to us for the future. The process of change does not happen overnight and I will be relentless in my follow-up to ensure that Springfield is receiving its fair share of revenues to provide vital services.

Even with all of these changes, I believe that this City continues to move forward and there are certainly many programs and services that we can all continue to celebrate including:

- Our Police Department will continue its highly ranked deployment strategies such as the North End Initiative, Operation BADGE and the Ordinance/Flex Squad.
- Our shot-spotter system which detects gun shots covering six square miles continues to be funded to help react to crime.
- Our Dispatch Center will have a fully developed back-up for the primary Dispatch Center located on Pearl Street.
- Our Fire Department will continue fire prevention programs currently in place.
- Our City will have no-cost access to the State's Fire Training Facility on Grochmal Avenue in Indian Orchard.
- Our Fire department will appropriately replace turnout gear replacement and continue training in every effort to ensure firefighter safety.
- Our Parks Department's summer recreation programs are intact, including fully-staffed golf courses.
- Our pools, 5-Mile Pond and splash pads will be open during summer months.
- Terraces will be maintained across the City using the most cost effective labor available.
- Our Department of Planning and Economic Development is fully-staffed to continue all development and recovery activities that will move this City forward.
- Solid Waste division will continue to provide curbside Single Stream Recycling pick-up, curbside Yard Waste pick-up, Low Cost Bulk curbside pick-up, and some Hazardous Waste Days – all at a very low annual cost to residents.
- Animal Control will spay/neuter, micro-chip, vaccinate, blood test, and treat for parasites 100% of all the animals prior to adoption.
- Libraries will continue to offer traditional youth programs that offer homework assistance and reading programs.

Our back-office functions will continue to serve all departments as necessary for things such as:

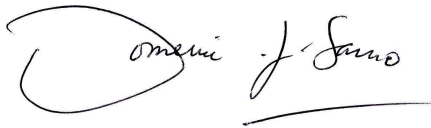
- Assessors - Utilizing a commercial appraiser to maximize commercial property values;
- Treasury - Continuing Tax Title and Collection Services to maximize the City's revenue collections;
- Elections - Reorganizing department staff to more efficiently service the residents and meet Government mandates;

- City Council – Receiving grant funds to install more cameras to televise meetings that are not currently broadcasted. This allows residents to view more public meetings and make the City more transparent;
- Information Technology – Implementing a high-speed data initiative using fiber optics.
- Human Resources / Labor Relations – Continuing to negotiate 25 collective bargaining contracts impacting almost every City employee; and
- Maximizing the City’s relationship with the School Department and cost sharing where ever possible. I would like to commend the School Committee and School Administration for being forthcoming and helpful in addressing our City’s needs.

I will continue to work tirelessly to ensure that our City is receiving its fair share of resources and that in turn, those resources are used in the most efficient and effective manner to maximize service delivery to all of you. I am proud of the efforts of my entire team – Cabinet Heads, Department Heads and staff that work hard every day for this City. I am also proud that for the fourth consecutive year, the City has received the Government Finance Officers Association’s (GFOA) “Distinguished Budget Presentation Award” and attribute the receipt of this award to having a strong team of financial professionals with over 60 years of budget experience.

Thank you for your consideration of these recommendations and look forward to your input in finalizing this budget for the start of Fiscal Year 2013 which begins July 1st.

Respectfully,



Domenic J. Sarno  
Mayor



Lee C. Erdmann  
Chief Administrative & Financial Officer



## Executive Summary

The recommended budget for FY13 is \$551,776,343. This represents a 1.8% increase over the FY12 Adopted Budget and a 1.8% decrease from the FY12 Projected Budget.

FY11 Actual	FY12 Adopted	FY12 Projected (Q3)	FY13 Recommended	% Change from FY12 Adopted	% Change from FY12 Projected (Q3)
545,187,696	542,203,022	561,722,153	551,776,343	1.8%	-1.8%

The annual budget for the City of Springfield is the financial plan for a given fiscal year. This plan outlines how much revenue will be available for spending and how that revenue will be spent on City services. The budget process for the City is a management tool that is used throughout the course of the year to ensure that the City's revenue is spent legally and in accordance with how the budget document dictates. The City budget, like any personal budget, has limits to its income (money coming in) and expenses (money being spent) and must be balanced.

Fiscal Year 2013 will be a challenging year for the City and all of its departments. The planning alone for Fiscal Year 2013 was the most difficult budget process to date. During the budget planning process, certain assumptions were made to project the amount available for spending. Although the overall economy appears to be rebounding from the Great Recession, revenues for the City are experiencing a lag in that recovery. State Aid has not grown for the fifth consecutive year, property values have not rebounded and local receipts remain relatively level. Costs, however, continue to increase with the need to support legal and contractual obligations, employee costs and other fixed costs across all City departments.

The gap created between spending and revenue must be carefully evaluated and closed using a balanced approach; spending solutions, revenue enhancements and utilizing reserve funds have all been carefully considered to balance the FY13 budget.

### Fiscal Year 2012 Budget Update

Based on the Quarterly Financial & Performance Report for the third quarter of FY12 (January—March 2012), a \$650,000 surplus is estimated for year-end. This projected surplus is smaller than prior years because the City has budgeted more appropriately in the areas that were previously driving the surpluses. For example, salary savings is one of the main drivers of the surplus. In prior years, the City budgeted an overall salary savings amount for the entire City. In FY12, the City implemented the practice of budgeting salary savings in two of the major departments – Police and Fire – in addition to a general salary savings amount for the remaining departments. Additionally, in prior years the City budgeted a premium growth rate and enrollment growth rate for Health Insurance based on estimates. For FY13, the GIC premium rates were known and factored into the analysis. No enrollment growth was included since new hires were not widely budgeted. In addition, on the revenue side, tax lien revenue is not budgeted for and in prior years any revenue collected was counted as surplus. That in combination with budgeting at a 98% collection rate drove significant surpluses to help build the City's reserves. Overall, the City is working to maintain a realistic and balanced budget throughout the fiscal year, to encourage cost savings where ever possible and to scrutinize all expenses and revenue to ensure the budget remains balanced.

In FY12, the City conducted monthly review of spending and revenue. In addition, a quarterly review of spending and revenue, including year-end projections, in an effort to estimate our position at year-end to ensure that the budget could sustain its trajectory. Based on the Quarterly Financial & Performance report for the third quarter, a surplus of \$650,000 is anticipated and is comprised as follows:

<b>Fiscal Year 2012 Budget</b>			
	<b>Adopted</b>	<b>Projected (Q3)</b>	<b>Surplus / (Deficit)</b>
FY12 Spending	542,203,022	561,074,383	18,871,361
FY12 Revenue	542,203,022	561,722,153	19,519,131
Surplus / (Deficiency)	(0)	647,770	647,770

It is important to note that the year-end surplus estimate is based on a projection made at the end of the third quarter and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State Department of Revenue (DOR). Departments are responsible for living within appropriated amounts and spending funds as responsibly as possible. A surplus projection should not be considered a reason to spend more or spend faster. All surplus funds are reviewed by the DOR for certification of “Free Cash”. Once the DOR completes their certification, the funds are available to the City to spend (subject to appropriation) or for transfer to the Stabilization reserve to replenish some of what were used in FY12. Free cash is defined as remaining unrestricted funds from operations from the previous fiscal year. The City has had positive free cash at year-end since FY05. Prior to that, however, the City had certified negative free cash from 1989 - 2004.

### **Fiscal Year 2013 Budget Challenges**

The budget process for a given fiscal year begins in January when departments submit their budget requests. Budget requests are meant to first build up the cost of providing the same level of programs and services and then add any program or policy expansion that is requested. In addition, departments were asked to submit proposals to reduce their budget by ten (10) percent below their FY12 adopted budgets and to provide impacts of those reductions. This allows the Mayor and his finance team to review requests and understand how departments would suggest living within lesser amounts.

While departments build their budget requests, the Finance Department reviews revenue projections using the Governor’s proposal for State Aid, the City’s Board of Assessors projection for property taxes and an internal projection for other local receipts. All of this work combined creates a projection for the amount of spending projected, the amount of revenue available and the gap between the two.

For FY13, the projected gap at the beginning of the process totaled \$30.1 million driven by the following spending and revenue assumptions:

- State Aid – Assumptions based on Governor’s and Legislative for UGGA & C.70
- Property Taxes – Significant decline in the overall levy
- Other Local Receipts – Collections level to FY12 budgeted
- Reserves – Declining use
- Departmental Growth – Budget submissions were \$15 million or 13% greater than FY12
- Scheduled growth for pensions, debt service

## Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue increases and a use of stabilization reserves. All of these things were considered in the context of providing vital programs and services to the City with the intention of minimizing layoffs that would impact vital services. The FY13 budget solutions include:

<b>FY13 Budget Balancing</b>	
FY13 Initial Gap (based on Departmental Budget requests submitted 1/23/12)	(30,121,049)
Spending Reductions - All Departments	15,042,414
Spending Reductions - School Transportation	1,685,378
Spending Reductions - Debt Service	1,000,000
Revenue Increases (no Council Action Required) - TJO, HHS, Assessors, Medicaid, Meals)	963,000
Revenue Increases - Schools Administrative Rate	2,121,457
Revenue Increases - (pending Council Action)	1,334,800
Revenue Increases - Additional Levy	289,000
DPW - EF Retained Earnings	300,000
Account Surplus Sweeps (Grants, Retirement Incentive)	385,000
Fire Training Center	1,000,000
Overlay Surplus	5,000,000
Additional Stabilization (7M initially built in)	1,000,000
<b>FY13 Gap as of 5/31/12</b>	<b>(0)</b>

### *Spending Reductions - All Departments*

Every department was impacted by budget reductions in the Fiscal Year 2013 budget planning process. Including \$10.2 million in reductions from personal services (salaries, benefits, elimination of vacant positions, layoffs); \$4.6 million in reductions from other than personal services (OTPS); \$269,000 in reductions in capital expenditures.

Overall, the budget reductions across departments impacted 108.0 requested FTEs which is divided into the elimination of 96.0 FTE vacancies and the layoff of 12.0 FTEs. The General Fund FTE complement is at its lowest to date at 1,207.3 FTEs. That is a reduction of 374 FTEs or 24% since Fiscal Year 2008. Some specific departmental reductions include:

- Police Department - Reduction of \$1.8 million for the separate reservation of funds for the State's share of the Quinn Bill benefit ; elimination of 29 new positions requested; elimination of 31 funded vacancies.
- Fire Department - Reduction of \$700,000 for 12 funded vacancies which will shut down Ladder 9 on a full time basis and potentially brown out another apparatus, dependent on overtime for call backs.
- Public Works - Eliminates \$109,000 for the sidewalk repairs program; Reduction of \$112,000 that reduces the street sweeping program by half; Eliminates \$315,000 in potentially Federally mandated storm water program costs; and \$176,000 shifting the costs of 3 engineers to the Chapter 90 grant which reduces funding for road projects.
- Public Works - Trash - Eliminates \$500,000 for trash service to multi-family units and apartment complexes that are not eligible for City trash service per the City's trash ordinance.

- Libraries—Reduction of \$360,000 which permanently closes 3 Library branches including East Forest Park, Liberty Street, and Pine Point.
- Parks—Eliminates \$500,000 for After School Programming; Reduction of \$223,000 to Cyr Arena in an effort to explore other funding opportunities such as advertising revenue and trust funds to maintain the rink; \$100,000 reduction to the Horticulture program which eliminates mowing and maintenance of 10 Parks across the City.

In addition, every department took some type of reduction from the request for Fiscal Year 2013 which will have varying degrees of impacts. The point is that the City has continually been asked to do more with less and is at the point where doing less with less will be the reality.

#### *Spending Reductions - School Transportation*

The City is responsible for funding 100 % of School Transportation costs, which totals \$21.7 million in Fiscal Year 2013. This is a reduction from the original request by \$1.7 million to account for current year operating efficiencies, utilizing the PVTA for some services and assuming State funding for homelessness transportation as approved by the State House of Representatives.

#### *Spending Reductions - Debt Service*

The City is responsible for 100% of all City and School department debt service for large scale capital projects. The City's debt schedule was adjusted several years ago to be on a declining schedule in an effort to not have a large spike in future years. The City has a Capital Improvement Plan (CIP) worth \$413 million. It was hoped that an investment in the issuance of new debt to help meet some of these critical capital needs could be afforded in Fiscal Year 2013. In light of the significant budget gap, however, it was decided that preserving jobs and services should be prioritized. Debt service is a non-discretionary obligation that must be funded before all other people, programs and services, including payroll. The issuance of new debt, therefore, must always be carefully considered.

#### *Revenue Increases - No Council Action Required*

Animal Control and Health and Human Services provided for fee increases controlled by their departments that will generate \$56,000 and \$92,000 respectively. These fee changes can be implemented administratively for animal adoption fees at Animal Control and 20 License fees that are provided by Health and Human Services. In addition, a \$350,000 increase in revenue from original projections for the City's Medicaid reimbursement for specific health services provided to students in special education programs. More stringent fines will also be assessed to business that are not complying with State mandated reporting requirements in the Assessor's Office which is likely to generate \$65,000 annually. Lastly, based upon recent trends for the City's disbursement of the local option meals tax , and increase of \$400,000 was built in to the base.

#### *Revenue Increases - Schools Administrative Rate*

Federal and State laws allow communities to charge an administrative rate to School department grants to recoup the costs of back office services provided in support of those grants. The City had not previously charged this rate but is instituting this charge for Fiscal Year 2013 at 4% which is lower than the 6.24% composite rate calculated in the City's Cost Allocation Plan. This will not take away from

services to children and will truly reflect the City's costs associated with these grants.

#### *Revenue Increases - Pending Council Action*

City departments submitted revenue increases totaling \$1.3 million that are pending City Council review and action. The first is a \$10 increase to the trash fee that will increase revenues by \$400,000. In addition, increasing the demand fee for trash so that it is consistent with the demand fee for taxes is estimated to generate \$20,000 in new revenue. Enacting the final municipal partnership act local option for an increase to the hotel/motel tax is expected to generate \$400,000 annually. In the past, the City was reluctant to increase its hotel/motel tax because of its already higher rate for being a convention center community. Other convention center communities in the State (Boston, Worcester, Lowell), however, have enacted this increase without adverse effect. The City Clerk has proposed fee increases to physicians fees, tag sales, charitable solicitations, raffle permits and dog licenses that would increase revenue by \$135,000. In addition, the Building Commissioner proposes updating the entire fee schedule for building permits based upon comparisons made to surrounding communities. These increases would generate \$367,000 annually. Lastly, Animal Control has submitted fee increases for boarding and impounding that will generate \$12,800 over current collections. All of the required ordinances have been submitted to Council and are currently being reviewed by their respective committees.

#### *Revenue Increases - Additional Levy*

The City's Assessors Office is continually working to update the levy through the budget planning year. As a result of this review, an additional \$289,000 in levy capacity was identified. Reviewing the values of City properties ensures that tax payers are being appropriately taxed and maximizes the amount that the City can raise.

#### *DPW Enterprise Fund - Retained Earnings*

As part of the annual Free Cash calculation completed by the Department of Revenue, the Enterprise Fund is analyzed for its free cash or surplus funds. Based upon the FY11 calculation approximately \$300,000 in Free Cash remains in the Enterprise Fund for appropriation. Since all revenues associated with trash services must stay with the Enterprise Fund, this revenue will be used to lower the General Fund subsidy to the Enterprise Fund.

#### *Account Sweeps for Surpluses*

A review of grant and other accounts maintained on the City's books revealed some residual balances that are still available for expenditure however the need of the grant or other service has been met. This allows for a sweep of these balances into the City's General Fund revenue for next year. The City is continually reviewing accounts to ensure that balances are cleaned and accounts are properly reported or closed in MUNIS, the City's financial book of record.

#### *Fire Training Center*

In Fiscal Year 2012, the City finalized the sale of its Fire Training Center to the State in order for the State to operate a western MA facility for training. The City will receive \$2 million from this sale and proposes using \$1 million toward City operating costs. The remaining \$1 million may be used to ad-

dress some capital needs of the Fire department for apparatus replacement. As part of the sale, the City has free access to the training center.

#### *Overlay Surplus*

Annually, the City's Board of Assessors reviews the overlay account to determine if obligations have been met and balances can be declared as surplus. Each year, the City reserves a new amount for that fiscal years potential obligations. The Assessors have declared surpluses in the overlay accounts for FY07, FY08, FY09 and FY10 totaling \$5 million.

#### *Additional Reserves*

The City is proposing to use a total of \$8 million in reserves from its \$40 million reserve account. The amount recommended would leave the fund balance at 6% of the overall budget which complies with the City's financial ordinances. Utilizing reserves is necessary to fund programs and services that would otherwise be decimated by that level of reductions. In addition to using reserves, the Mayor has already begun discussions with the State on the need to revisit local funding in light of the revenue constraints that the City is experiencing.

All of these actions combined make for a balanced Fiscal Year 2013 budget that preserves programs and services however changes many areas of service delivery across the City.

# City of Springfield – General Fund Revenue and Expenditures

## FY13 Revenue

To understand a budget, it is important to understand the sources of revenue available to Springfield including:

### *State Aid*

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 60% of the City's total revenue. All State Aid is distributed via the Cherry Sheet for each city and town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it used to be physically printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year's state aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as the General Appropriations Act (GAA) by July 1<sup>st</sup> of each year. For FY13, the House and Senate have generally agreed on State Aid numbers of the major categories of Aid which include Chapter 70 and Unrestricted General Government Aid (UGGA) however the final GAA is pending in Conference Committee.

### *Property Tax*

Property tax is the largest and most dependable local source revenue, but 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 property, 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 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. Springfield's property tax rate is \$19.83 per \$1,000 of value for residential property and \$39.99 per \$1,000 of value for commercial, industrial, and personal property. Estimates on the tax rate for the FY13 budget are still being reviewed and will be part of the tax rate setting process this fall.

### *Local Receipts*

Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

## *Reserves*

At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. In prior years, the City experienced negative Free Cash meaning that spending exceeded revenues for a given Fiscal Year. Through strict controls and monitoring, the City has made great strides in controlling spending and certified positive Free Cash for the last six consecutive years, which will help to continue to build the City's Stabilization Fund.

## **FY13 Spending**

The City's revenue is spent across 12 major areas of the budget that focus on varying aspects of maintaining City programs and services.

*Non-Mayoral Division* - This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the City Auditor reporting to the Council.

*General Government Division* - These departments provide a variety of functions for the city, including administrative support, expertise, oversight and supporting the vision of the Mayor.

*Administration and Finance Division* - These departments are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, data analysis, and collection of taxes.

*Development Services*- The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city.

*Public Safety Division* - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

*Public Works Division* - The department maintains and preserves the City's public way infrastructure, including streets, sidewalks, street signs and traffic signals, administers the solid waste, recycling, and yard waste programs, and maintains the City's inventory of vehicles and equipment, Public Safety assets excepted.

*Health & Human Services Division* - 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.

*Parks, Buildings, and Recreation Management Division*- 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.

*School Department* – The City's School Department operates the second largest school district in the Commonwealth and is comprised of 38 elementary schools, six middle schools, six high schools, and seven specialized schools. The District serves over 27,000 students who comprise about 17% of the total city population. With over 5,000 employees, including 2,500 teachers, the District boasts a 90% Highly Qualified rate in core subjects taught. The Springfield Public Schools system is governed by a



school committee which creates policy and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of eight (8) chiefs who are each in charge of various segments of the organization.

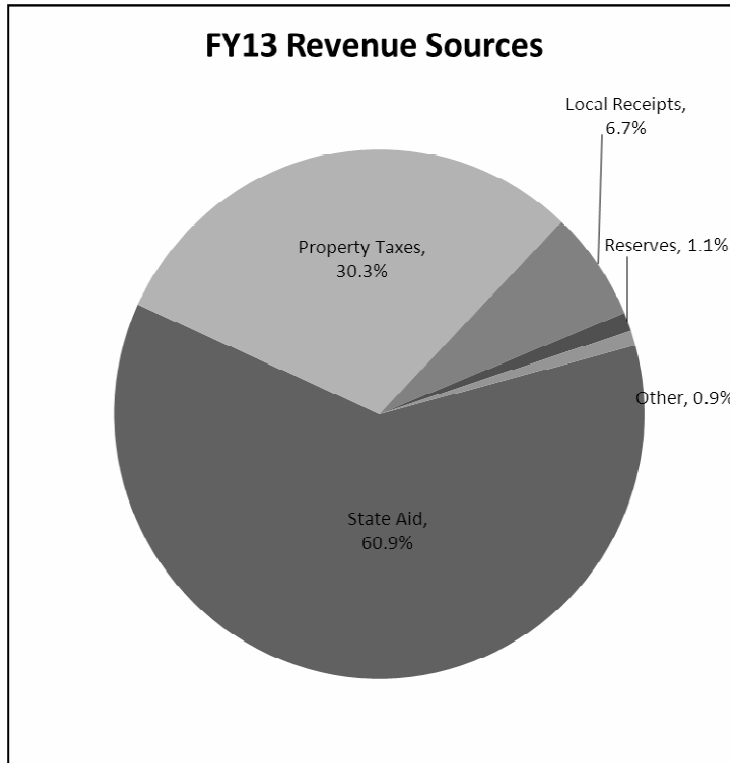
*Benefits* – This includes benefits for all City active and retired employees including Health Insurance and Retirement.

*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 lenders. 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.

*Other* – This category includes other payments made on behalf of the City to varying entities including the payment to the City’s Museum, the contract with the Springfield Parking Authority and the City’s reserve for emergency expenses that may come up throughout the year.

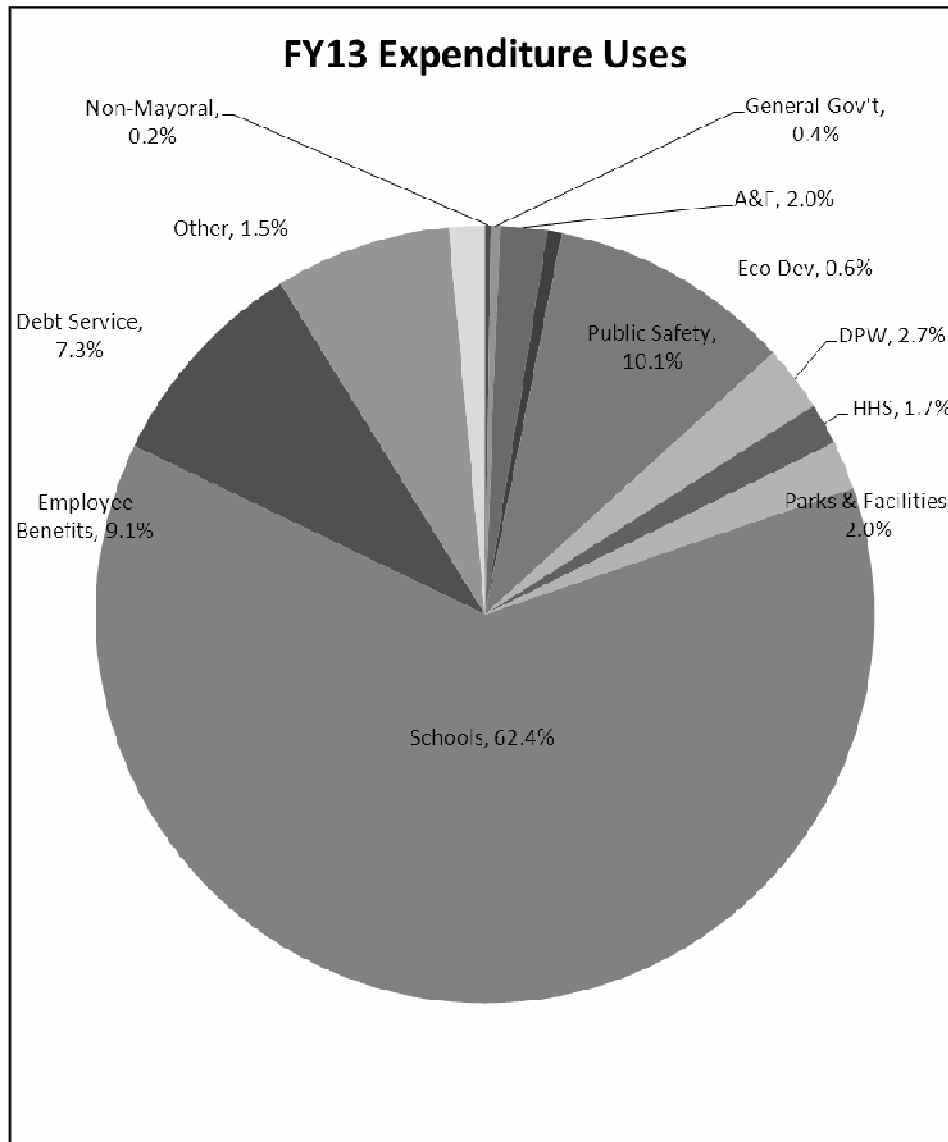
**City Revenue – Where does it come from?**

In determining the amount of revenue available to spend for each Fiscal Year, there are five major categories. For FY13, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid, representing 60% of the City’s revenue. Much of this aid dedicated to specific purposes such as Education aid, Veterans and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other needs of the City.



**City Spending – How is City Revenue Spent?**

The City spends money within its Divisions and Departments based on the needs of City residents and priorities of the Mayor. For FY13, the chart below shows how the \$551.8 million of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by the costs associated with operating our School Department. Expenses within the remaining Divisions are driven by the costs of employees. Salaries and benefits of City employees (exclusive of the School Department) represent 60% of the City’s operating budget.



## **Conclusion**

The FY13 Recommended Budget for the City is balanced and responsible. It addresses the priorities of its residents and aggressively looks for savings and efficiencies. It continues to require all City Departments to maximize its resources and do more with less. It also provides programs and services that cannot be found through any other private entity. While this budget is full of difficult decisions that will require hard work and creativity from the departments, the City will work to maintain core programs and services to its residents, business and visitors.

# **Section 1**

## **Overview**

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# Introduction

## About This Document

This document presents the City of Springfield's Fiscal Year 2013 Recommended 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 2013. Four components are included in this budget document:

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

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

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

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

## Budget Document Format

This budget is divided into 13 sections: (1) an overview complete with an organizational chart, (2) a fiscal summary, (3-11) departmental budgets, (12) Fiscal Year 2013-2017 Capital Improvement Plan, and (13) appendices. The sections are separated by divider pages.

The beginning of the budget presents the budget messages of both the Mayor and the Chief Administrative and Financial Officer. This statement contains the priorities and plans for the upcoming fiscal year, as well as, highlights of the most important issues facing the City.

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

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

The bulk of the budget, the middle nine sections, contains detailed budgets for city departments. Each departmental budget includes an organizational chart, a mission statement, a budget overview, a department summary, Fiscal Year 2012 highlights, risks and challenges for the upcoming year, strategic decisions for Fiscal Year 2013, departmental programs and the goals associated with those programs, fiscal details and performance measures.

The *Fiscal Year 2013-2017 Capital Improvement Plan* section provides a capital plan overview, highlights some of the departmental project requests, summarizes the capital scoring and selection process, and gives a detailed account of all the capital projects by department.

The final section, the *Appendices*, includes a glossary of budget terms, a general level explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Years 2009-2011 Audited Financial Statements, Fiscal Year 2013 Appropriation Orders and the City's expense budget detail for the Fiscal Year 2013.

## 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, it is published as the Recommended Budget. When approved by the City Council, 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, it is published as the Recommended School Department Budget. When approved by the City Council it is published as the Adopted School Department Budget.

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

**Access to the Budget Document Series:** All documents in this series are available for public reference at the City's Central Public Library. The Annual Operating Budget document is also available for review or download on the City's website, <http://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 405  
Springfield, MA 01103

*\* Printing and mailing charges may apply*



# Budget Administration

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

Section	Ordinance Citation	Summary
Compliance with finance laws	4.44.010	Requires compliance by all City employees with state laws, special acts and local ordinances as they relate to finance and financial management. In addition requires the Finance Department to regularly review and update the financial ordinances to reflect changes in state law.
Ordinances with regard to the budget	4.44.020	Requires the Mayor to submit a balanced budget with specific sections related to expenditures, revenues, debt, and capital. Defines the level at which the budget must be adopted, defines the deadline for the creation of the annual multi-year financial plan and requires the comptroller to submit a monthly report of spending and revenue to the City Council.
Revenue policies	4.44.030	Requires a review at least every 2 years of all fees to ensure fees are recovering costs. Requires a conservative revenue base to be used for locally generated revenues and requires updates to property tax values consistent with State law.
Policies with regard to self supporting operations	4.44.040	Requires that all enterprise fund operations are supported by revenues and requires a report to the Council if a deficit in enterprise operations occurs.
Capital planning policies	4.44.050	Defines capital purchases and requires an annual capital plan that is developed by departments and reviewed by a diverse committee. Requires the regular review of capital expenditures.
Financial reserve policies	4.44.060	Defines the requirements for the City's undesignated fund balance, stabilization reserve, free cash, capital reserve and self insurance reserve funds.
Debt Policies	4.44.070	Defines how the City will manage debt as a percentage of revenues, how debt should be utilized and the term of issuances of short term debt. Requires the City to complete an annual debt affordability analysis to evaluate the affordability of the issuance of new debt.
Policies regarding cash management	4.44.080	Requires the City to manage all cash resources in a prudent and diligent manner and to report quarterly on investment strategies.
Policies regarding financial reporting and reconciliation	4.44.090	Develops policies for reporting including notification of non-compliance with financial ordinances, monthly spending and revenue report, reconciliation of bank accounts and year end reconciliation of spending and revenue.
Policies regarding financial responsibilities of departments	4.44.100	Requires all departments to report on revenue collections (in departments where revenue is collected), requires use of the City's accounting system, prohibits departments from opening bank accounts and from over-spending appropriations. Requires the proper use of procurement policies and the diligent pursuit of delinquent taxes.
Policies regarding grants	4.44.110	Requires oversight of all grants, the establishment of grant policies, the review of all grants and the use of grant funds prior to the use of general fund appropriations for employees, goods and services.

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

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

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

The major breakdowns of expenditure categories and detailed lists of the items normally charged to each are provided below. Since all numbers in the range are not assigned, the City of Springfield has

built in additional detail by using the unassigned numbers. Use of the available numbers is conditionally permitted by the DOR as long as any modification is logically consistent with the structure set forth in the UMAS manual.

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

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

**Budget Preparation Calendar:** Budget preparation begins in the late fall/early winter of each year by distributing instructions and forms to departments. Departments submit their budget requests for review and analysis to the Finance Department by January. City departments prepare budget requests considering program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

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

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

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

**Budget Transfers:** Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to the Finance Department, where it is reviewed, and given approval by the Financial Analyst, Budget Director and Finance Director before being forwarded to the Chief Administration and Finance Officer for final authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2012 Schedule of Appropriations ("Schedule A") adopted by the City Council. Upon final authorization, the Officer of the Comptroller processes the request.

Budget Amendments: The budget can be amended during the fiscal year in several ways -

- Internal Transfers – Transfers within the budget categories of Personnel Services and Other than Personnel Services (OTPS) can be completed by the Finance Department upon request of the Department head if sufficient funds are available. For example, if the salaries category is projecting a surplus due to position vacancies and overtime is projected to be in deficit, funds can be moved from salaries to overtime to accommodate this need.
- City Council Transfers – If funds are being transferred between budget categories (i.e. from Personnel to OTPS), a request from the Mayor to the City Council must be made once it is determined by Finance and the requesting department that funds are available to transfer.
- Mayoral Budget Requests – If it is determined that additional funds are required, the Mayor can request to transfer funds from identified surplus funds or the City's Stabilization Reserve fund to address a specific need. This request must be approved by the City Council.

**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.

**Budgeted Funds:** Budgeted Funds are the primary operating funds of the City. They account for all budgeted City transactions. The main budgeted funds include the General Fund, the Stabilization Reserve Fund, and the Trash Fee Enterprise Fund.

The Fiscal Year 2013 budget is based upon revenues from the General Fund. The General Fund is the largest fund within the City and 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 basic operating services such as public safety, education, health and human services, finance, parks and recreation, and public works, among other departments. The adopted budget is strictly on General Fund revenues.

The City's Stabilization Fund is used to accumulate amounts for capital or other future spending purposes, although it may be appropriated for any lawful purpose per MGL Ch. 40 § 513. Communities may appropriate into this fund an annual amount not to exceed ten percent of the prior year's tax levy or a larger amount with the approval of the Emergency Finance Board. The aggregate of the stabilization fund shall not exceed ten percent (10%) of the community's equalized value, and any interest shall be added to and become a part of the fund. A two-thirds vote of town meeting or city council is required to appropriate money from the stabilization fund. For the purposes of the annual budget, any amounts slated for use from the stabilization fund are transferred to the General Fund and are considered General Fund revenues for the purposes of the budget.

The City's Overlay Surplus is any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated and can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.

The City's Solid Waste Enterprise Fund was established to collect revenue associated with trash pick-up including the annual Trash Fee, late fees and bulk pick up fees, among others. The Enterprise fund is supplemented with a General Fund appropriation as the fees collected do not fully support the cost of trash service.

**Non-Budgeted Special Revenue Funds:** These funds are established by law to account for specific revenue sources that have been segregated from the budgeted funds to support specific governmental activities such as federal grants or enterprise funds.

In addition to General Fund appropriations, many departments have access to Federal and State grants which have been separately applied in order to operate a specific program or service. All Departments are able to apply for grant funds and must work with the City's Grants Director within the Finance Department to ensure that funds being applied for support services are vital to the City's core mission and will not have an adverse operating impact.

The City also maintains revolving funds which raise revenue for a specific purpose and can be used without appropriation to support a service. The City's revolving funds include:

- Handicapped Parking - Handicapped parking receipts in accordance with Chapter 40 § 8J
- Mattoon Street Parking - Parking violation enforcement
- Blight Removal - Funding building demolition, enforcement, and related blight removal activities of all city departments
- Park – Banquet Facilities - Operation of the Barney Carriage House, King Phillip's Stockade, and Camp Wilder
- Police Extra Details—Police Extra Details requested by outside vendors for construction, extra security or other purposes

The following chart shows the resources available to each of the departments from sources known at this time which include the General Fund, the Solid Waste Enterprise Fund and State/Federal Grants. All funds available to departments may change during the course of a fiscal year based on new grants awarded, supplemental appropriations or access granted to other sources.

Department	FY13 Recommended	Enterprise Funds	Grant Funds	Total Available
CITY COUNCIL	346,717	-	-	346,717
MAYOR	437,294	-	180,000	617,294
FINANCE	497,608	-	-	497,608
DEPARTMENT OF ADMINISTRATION AND FINANCE	229,927	-	50,000	279,927
CITISTAT	-	-	-	-
DEPT 3-1-1	344,785	-	-	344,785
COMPROLLER	591,626	-	-	591,626
INTERNAL AUDIT	399,438	-	-	399,438
OFFICE OF PROCUREMENT	415,247	-	-	415,247
BOARD OF ASSESSORS	705,826	-	-	705,826
TREASURER	2,858,761	-	-	2,858,761
COLLECTOR	419,768	-	-	419,768
LAW	1,237,488	-	96,482	1,333,970
DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,322,842	-	-	1,322,842
PAYROLL DEPARTMENT	111,735	-	-	111,735
INFORMATION TECHNOLOGY DEPARTMENT	2,909,117	-	-	2,909,117
CITY CLERK	480,031	-	-	480,031
BOARD OF ELECTION COMMISSION	477,427	-	-	477,427
PLANNING DEPARTMENT	1,286,155	-	-	1,286,155
FACILITIES MANAGEMENT	3,592,449	-	112,327	3,704,776
CAPITAL ASSET CONSTRUCTION	382,732	-	715,000	1,097,732
POLICE	35,252,755	-	722,500	35,975,255
FIRE	19,135,621	-	774,693	19,910,314
BUILDING - CODE ENFORCEMENT	1,361,150	-	-	1,361,150
HOUSING - CODE ENFORCEMENT	619,253	-	-	619,253
CENTRALIZED DISPATCH	1,363,115	-	813,261	2,176,376
TJ O'CONNOR ANIMAL CONTROL	1,218,213	-	12,000	1,230,213
SCHOOL DEPARTMENT	344,286,266	-	76,419,440	420,705,706
DEPARTMENT OF PUBLIC WORKS	10,078,590	-	-	10,078,590
HEALTH & HUMAN SERVICES	1,337,057	-	1,918,323	3,255,380
DEPARTMENT OF ELDER AFFAIRS	298,517	-	1,240,314	1,538,831
VETERANS SERVICES	3,151,491	-	-	3,151,491
LIBRARY	3,555,318	-	473,029	4,028,347
COMMUNITY DEVELOPMENT	-	-	3,668,911	3,668,911
OFFICE OF HOUSING	-	-	4,283,791	4,283,791
MUSEUM	1,320,000	-	-	1,320,000
PARKS DEPARTMENT	7,547,672	-	262,252	7,809,924
DEBT SERVICE	37,750,576	-	-	37,750,576
STATE ASSESSMENTS	2,958,885	-	-	2,958,885
CONTRIBUTION RETIREMENT PENSION	24,322,157	-	-	24,322,157
UNEMPLOYMENT	378,069	-	-	378,069
WORKERS COMPENSATION	935,069	-	-	935,069
MEDICAL & DENTAL	1,000,000	-	-	1,000,000
HEALTH INSURANCE - CITY	23,052,239	-	-	23,052,239
NON-CONTRIB. PENSIONS	300,000	-	-	300,000
PROVISION FOR UNCOMPENSATED ABSENCES	(800,000)	-	-	(800,000)
CAPITAL RESERVE FUND	2,500,995	-	-	2,500,995
M.C.D.I. CONTRACT	-	-	-	-
RESERVE FOR CONTINGENCIES	300,000	-	-	300,000
PARKING CONTRACT	1,497,884	-	-	1,497,884
PAY-AS-YOU-GO CAPITAL	2,938,413	-	-	2,938,413
DIF Debt Service Payment	130,000	-	-	130,000
ENTERPRISE FUND SUPPLEMENT	4,940,063	4,250,000	-	9,190,063
<b>TOTAL</b>	<b>551,776,343</b>	<b>4,250,000</b>	<b>91,742,323</b>	<b>647,768,666</b>

# City of Springfield Budget Cycle



**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.

# Budget Calendar (continued)

**March (cont):** The Capital Improvement Plan and Multi Year Financial Plan are required to be published no later than March 30th of any given fiscal year.

**April:** The Mayor and Finance draft budget recommendations.

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

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

**May/June:** The Mayor submits the recommended budget to the City Council.

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

The Mayor reviews the capital requests and approves a final capital budget.

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

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

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

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

**October:** Finance conducts a second 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.

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

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

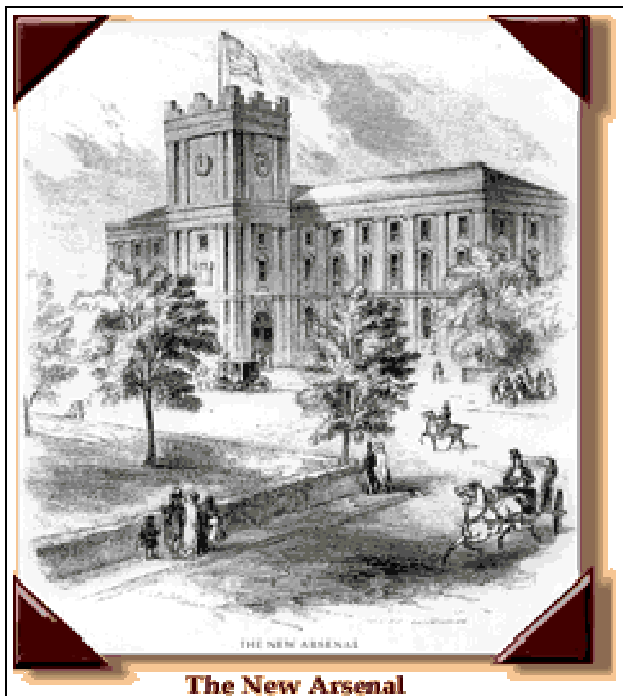
**Ongoing:** Finance works with city departments to manage expenses and revenues as to maintain a balanced budget. Either party can initiate account transfers as necessary. Also, in monitoring the City's finances, the Finance Department conducts regular payroll and expenditure forecasts.

# City of Springfield Overview

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" because of the crossing of major east-west and north-south railroads and interstate highways including Interstate 90 and Interstate 91. Occupying a land area of approximately thirty-three (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 was established in 1636 by the English colonist William Pynchon (along with a company of six men from Roxbury, MA) who, at the time, was the Assistant Treasurer of the Massachusetts Bay Colony. The land that now contains portions of Chicopee, Agawam, West Springfield, Longmeadow, and the City of Springfield was purchased by Pynchon from Native Americans to establish a trading and fur-collecting post. The settlement was originally named Agawam Plantation, but in 1640 it was renamed Springfield after the village near Chelmsford, Essex in England where Pynchon was born. Settled in 1636, Springfield was incorporated as a town in 1641 and as a city in 1852.



During the 1770s, George Washington selected Springfield as the site of the National Armory. By the 1780s the Arsenal was a major ammunition and weapons depot. The term "Springfield Rifle" often refers to any sort of arms produced by the Springfield Armory for the United States armed forces. The Armory played an important role in the early Industrial Revolution as it became a center of invention and development. In 1968, after nearly two centuries of continuous production of rifles and muskets used by America's armed forces in every war in the nation's history, the armory closed its gates and fell silent, but was re-opened in 1978 as the Springfield Armory National Historic Site, and is listed a National Historic Landmark.



Springfield is a city with a tremendous amount of character. As the cultural center of Western Massachusetts, the City is home to the James A. Naismith Memorial Basketball Hall of Fame, Dr. Seuss National Memorial and the George Walter Smith Art Museum. Entertainment venues include the City Stage Theater, the Springfield Symphony Hall and the MassMutual Convention Center. Greater Springfield boasts the second-largest concentration of institutions of higher learning in New England. The City of Springfield is home to three four-year colleges: Springfield College, Western New England University and American International College. Springfield Technical Community College, a two-year school, is situated on the grounds of the former Springfield Armory.

## Springfield Demographics

Springfield became known as the “City of Homes” due to its many Victorian style mansions built before 1939. Springfield also has seventeen neighborhoods, each possessing distinct qualities. Springfield's Forest Park Heights Historic District was named one of the Best Old House Neighborhoods of 2010 by This Old House magazine. The cost of housing in Springfield is affordable compared both to peer cities nationally and to the generally high cost in New England.

Springfield is home to a population of people that is diverse in race and ethnicity, income levels and educational attainment. According to 2010 census data, the City has over 61,000 housing units, over 51,000 households and a 49.9% homeownership rate. One-third of those households had children in them that attend schools in the third largest school district in Massachusetts with 38 elementary schools, 6 high schools, 6 middle schools (grades 6 – 8) and seven (7) specialized schools.

## Springfield Economy

The City of Springfield is working to *Make it Happen!* From newly renovated boulevards to historic downtown buildings, from new applications in technology to an emerging creative economy, from thousands of acres of green space to world class museums, from the National Basketball Hall of Fame to the halls of excellent colleges and universities - there is much to celebrate in the diversity of this city.

The City of Springfield continues to invest in many diverse economic development projects. Through a multi-faceted approach, the City hopes to revitalize neighborhoods, stimulate new investment, and create a better place for people to live, work, and enjoy their lives. Some projects of note include:

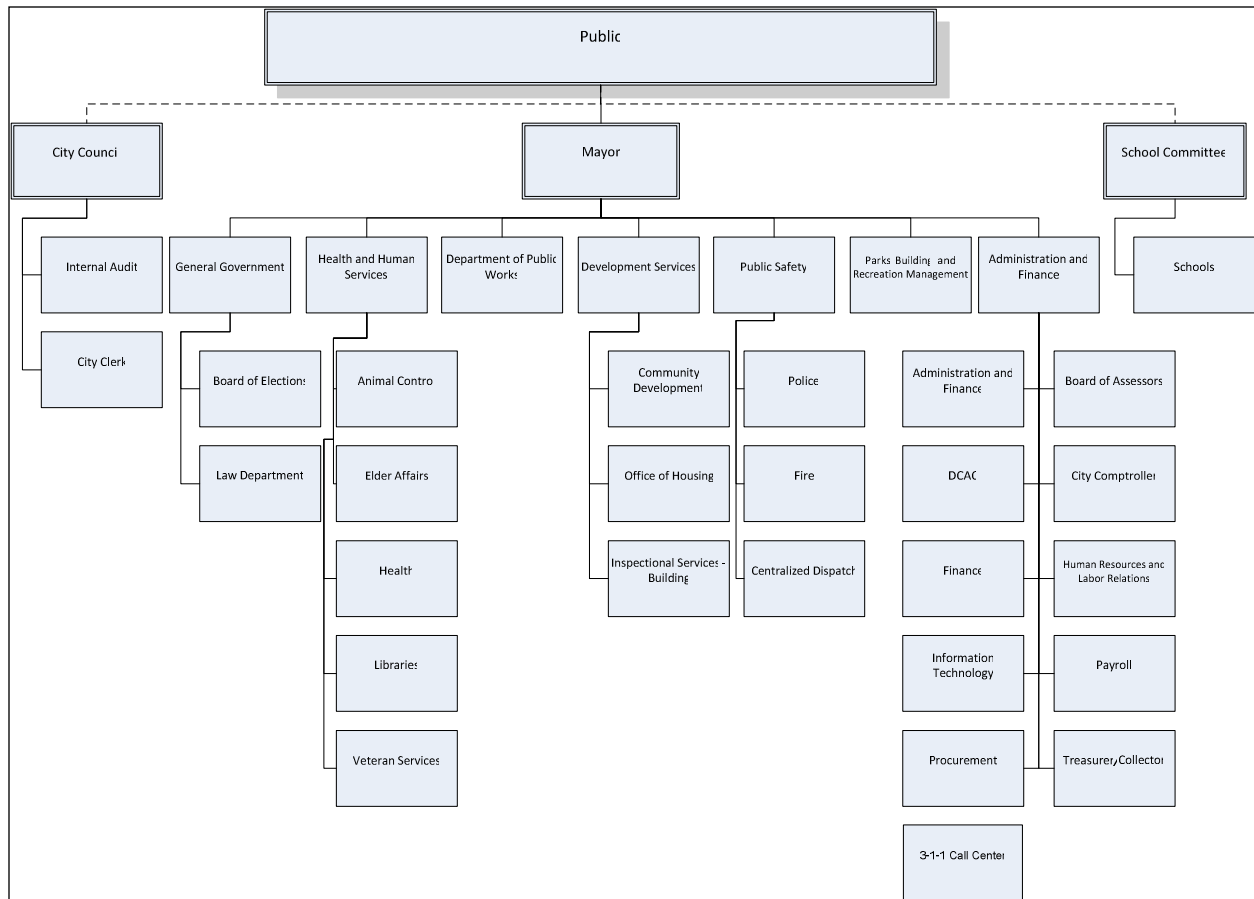
- PFG – Smith & Wesson Industrial Park - Performance Foodservice Group, a producer and distributor of food products and a large employer in the city, has become the first company to locate in the Springfield Smith & Wesson Industrial Park on Performance Blvd. The company constructed a 210,000 square foot distribution center and will create 250 new jobs over the next five years. The plans allow for a future expansion of an additional 125,000 square feet with the potential of 125 more jobs.

- Main Street Improvement Project – This is a streetscape improvement project part of the Court Square Urban Renewal Plan which included enhanced and uniform street lighting, sidewalk repair, curbing, brickwork and street landscaping/street trees, crosswalks, improved pedestrian safety, and resurfacing is designed to provide a safe and positive physical and public safety environment for retail development.
- Blight Reduction - This program aims at removing blight and improving the quality of life in the neighborhoods. In most cases, the properties have been vacant for years and have structural problems. Properties recommended for demolition are reviewed by the Structural Board before they are razed.

In addition to City sponsored projects, the local economy is driven by large employers such as Bay State Health with over 10,000 employees, Massachusetts Mutual Life Insurance Companies with 4,000 employees and Peter Pan Bus Lines with 850 employees.

<b>Springfield Data Facts (Source: 2010 U.S. Census Bureau)</b>	
<b>Government Characteristics</b>	
Founded	1636
Date of Incorporation as a City	1852
Form of Government	Mayor / Council
Number of City Councilors	13
<b>Geographic Characteristics</b>	
Land Area (Square Miles)	32
Persons Per Square Mile	4,738
<b>Population Characteristics</b>	
Population	153,060
% Male / Female	47% / 53%
Median Age	32.2
Average Family Size	3.22
Race:	
White	51.8%
Latino	38.8%
Black	22.3%
Asian	2.4%
Two or More Races	4.7%
Other	0.6%
<b>Household Characteristics</b>	
Households	56,752
Persons Per Household	3
Persons Under 5 Years Old	7.3%
Persons Under 18 Years Old	27.0%
Persons Over 65 Years	10.9%
<b>2012 Tax Rates (Per \$1,000 Value)</b>	
Residential Tax Rate	\$ 19.83
<i>Average Single Family Home Value</i>	\$ 133,800
Commercial / Industrial / Personal Property	\$ 39.99
<b>Ten Largest Employers (2008)</b>	
Baystate Health Systems	9,115
MassMutual Financial Group	4,319
US Postal Service	2,700
Sisters of Provident 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
<b>Employment Sector Information</b>	
Hospitals (positions 8,339)	11%
Ambulatory Health Service (positions 6,634)	9%
Colleges and Universities (positions 2,266)	3%
Manufacturing (positions 4,455)	6%
Finance and Industry (positions 6,429)	8%
Other Sectors (positions 47,773)	63%
<b>Parcels</b>	
Single Family	26,037
Condominiums	1,982
Two and Three Family	7,652
Vacant Land	3,117
Apartment	703
Misc Residential	99
Mixed Use Residential	171
Mixed Use Commercial	97
Commercial	2,262
Industrial	391
Personal Property	3,422
Exempt Parcels	2,267

# Organizational Structure Overview



**Mayor:** The City is governed by the Massachusetts Plan "B" form of government, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. Beginning with the November 8, 2011 election, the mayor is now elected to a 4-year term.

**Chief Administrative and Financial Officer (CAFO):** On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of a Chief Administrative and Financial Officer (CAFO). The CAFO is responsible for the overall budgetary and financial administration of the city. The CAFO is appointed by the Mayor to a term of no longer than three years and reports directly to the Mayor. The Board of Assessors, Treasurer, Collector, Finance Director, Comptroller, Director of Information Technology, Chief Procurement Officer, Director of Human Resources/Labor Relations Director, Director of Capital Asset Construction, and any other positions or departments approved by the mayor are under the direction of the CAFO. Additionally, the business and financial services of the School Department are under the authority of the CAFO.

**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-empted the authority of the City and the City Council in matters of finance, personnel and administration. The SFCB consisted of five members. Three were appointed by the Secretary; the remaining two positions were the Mayor and the City Council President. The SFCB ended on June 30, 2009.

**City Council:** Legislative powers of the City are vested in the City Council, consisting of five members elected citywide and one from each of the City's eight wards, for two-year terms. Annually, the council elects one of its members as president. If a mayoral vacancy occurs, the president of the council becomes acting mayor until a new mayor is elected. The Council holds hearings, passes ordinances, approves financial orders and resolutions, oversees city finances, votes on the budget, and may authorize the sale of bonds. Another important power of the Council is land-use regulation through zoning ordinances and the granting of special permits. Although the Council focuses on policy review, members can also discuss and question policies of the mayor's administration and review the performance of city departments. Members serve on standing committees, which study and review these matters. The Council also elects the City Clerk for a three-year term and confirms the appointment of the Director of Internal Audit.

**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.

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

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

# Strategic Planning Initiative

## Introduction

The City of Springfield began its first ever strategic action planning process in Fiscal Year 2011. The planning process incorporated the creation of a steering committee, multiple off-site planning meetings, multiple requests for public feedback and hours of independent research. In Fiscal Year 2012, the publication of the Strategic Action Plan was put on hold pending the budget adoption by City Council late in the Fiscal Year. After the Tornado struck on June 1st and the City began its Rebuild Springfield Initiative, integrating community input with planning expertise to develop a realistic action plan for neighborhoods and the city as a whole. It was then decided that this plan, the Rebuild Springfield Plan and the City's Strategic Action Plan align so both initiatives are working toward the same goals. This will be completed in Fiscal Year 2013 to be incorporated in the next budget cycle.

**Steering Committee:** The Steering Committee consists of members from Mayor Sarno's Cabinet and key members of his staff. Its first order was to create the City's Vision, Mission, Values and Priorities. Through a collaborative effort, the Mayor, along with his Cabinet, defined and established unified Vision, Mission and Value Statements and clarified five priorities for the City. The following statements are a result of those efforts.

## VISION

Building on our rich history of innovation and invention, Springfield will be a healthy, vibrant and sustainable community that embraces diversity, collaboration and growth.

## MISSION

The City of Springfield provides a high quality of life for residents, visitors, and business through the provision of public safety, education, economic development, parks, recreation, health and human services.

## VALUES

The City will operate with the following values:

### ***Accountability***

Operate with integrity, fiscal responsibility, and transparent practices

### ***Diversity***

Respect and celebrate differences in all aspects of community life

### ***Collaboration***

Provide services in partnership with residents, businesses, public agencies, and non-profit organizations throughout the region

### ***Continuous Improvement***

Encourage new ideas, creative solutions, and innovation

## STRATEGIC PRIORITIES

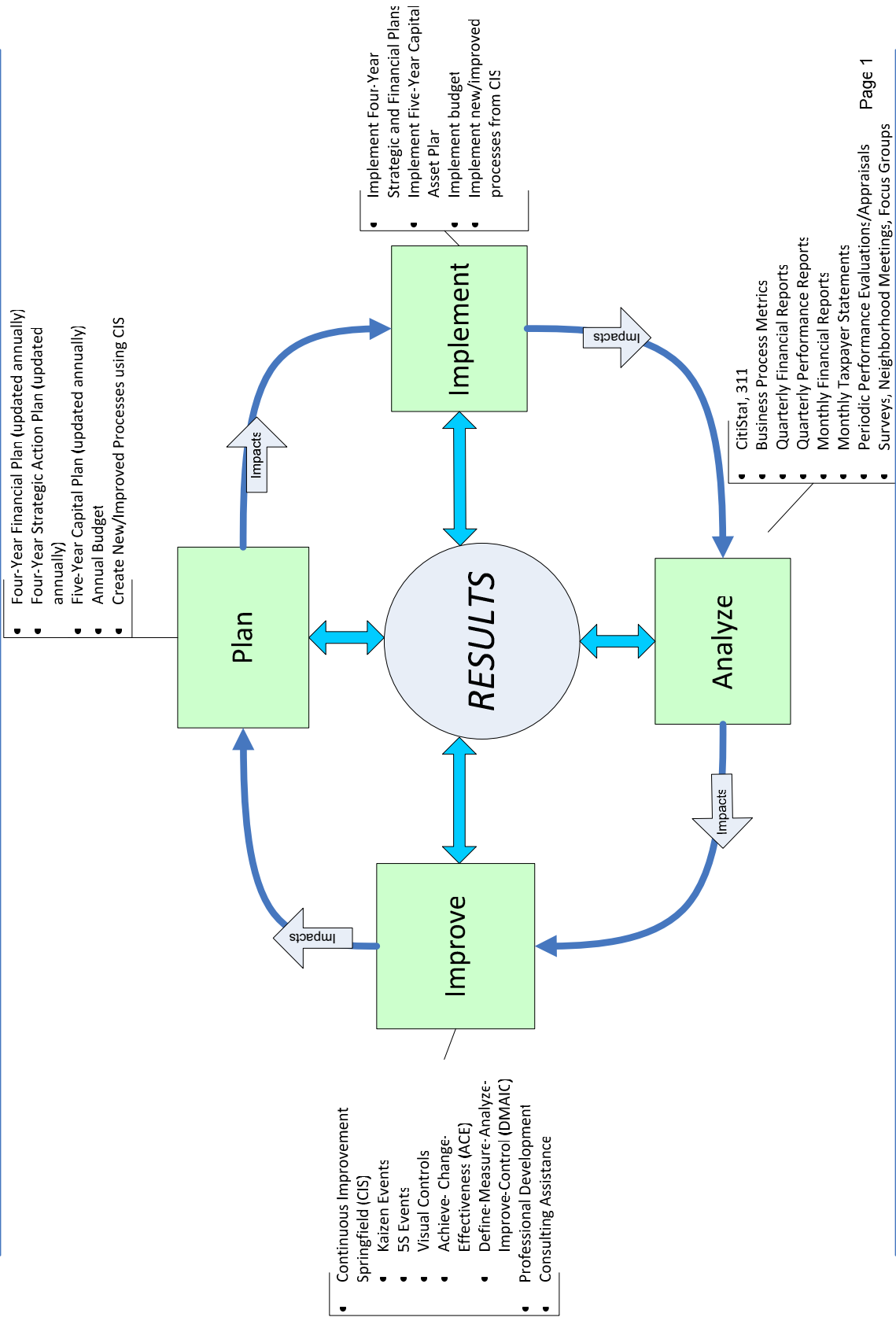
1. **Public Safety** - Preserve, maintain and improve the safety of those living, working and visiting in the City of Springfield
2. **Education** - Students realize their full potential and lead fulfilling lives as life long learners, responsible citizens and leaders
3. **Economic Vitality** - Facilitate growth and development to ensure the physical, environmental and economic health of the City
4. **Healthy Neighborhoods** - Strengthen and enhance the physical, mental, and social health of residents and neighborhoods
5. **Fiscal & Operational Excellence** - Ensure operational excellence, fiscal health, and sustainability in all divisions, departments, programs and activities

After setting the direction the Administration wanted to focus on, an off-site meeting was held, comprising all levels of management. The purpose of the meeting was to create goals, action steps and targets for the next four years all geared toward achieving the five identified priorities. The team broke into five groups, each responsible for planning the success of their specific priority. This effort helped outline the final product so that each Strategic Priority is closely matched with specific goals, action steps and metrics.

Once a draft plan was formed, the City requested public feedback through the local media. Residents and business had the opportunity to view the plan on the City's website and provide their comments, ideas and suggestions via email, phone call or fax. Feedback was received from several residents and businesses, vetted by the Steering Committee, and added into the plan.

The Strategic Action Plan included in the Fiscal Year 2013 budget reflects achievable goals and measures based on the resources available within the budget. They are not, however, currently aligned with the Rebuild Springfield Plan. Once the Strategic Action Plan is updated in Fiscal Year 2013, goals and measure will be based on achieving the overall City and neighborhood vision identified in the Rebuild Springfield Plan.

# City of Springfield Management Framework



# Timeline

The following timeline depicts the steps taken to complete the Strategic Action Plan.

## July 2010

- Commissioned Strategic Action Plan Steering Committee establishing committee policy and procedures
- Reviewed several internal and external SWOT studies and strategic plans
- Defined roles and responsibilities, planning approach, success factors, best practices, performance metrics and timeline

## August 2010

- Determined internal planning group members
- Created Stakeholder Analysis and Communication Rollout Plan for communicating Strategic Action Plan to City
- Sent communication out to employees

## September 2010

- Met with the Mayor, CAFO and Cabinet to create Vision, Mission Statement, Values and Strategic Priorities

## October 2010

- Held a Department Head meeting focused on planning work completed to date and department head roles going forward. Discussions included Vision, Mission, Values, Strategic Priorities and Planning Group Lists
- Created facilitation guidelines for planning group session including Context document templates, Logic Model examples and templates, and an inventory of budget goals
- Held half- day planning session with over seventy members of management to create goals, action steps and four-year projected measures

## November 2010

- Assembled draft strategic action plan combining strategic priorities, goals, action steps and measures created at the planning session
- Sent draft to planning groups for review and feedback

## December 2010

- Strategic Action Plan is reviewed and revised by departments and the Mayor's Office

## January 2011

- Released Strategic Action Plan to the public for feedback
- Feedback was received and vetted by the steering committee and incorporated into the draft

## February-June 2011

- Budget submissions from Departments are based on implementing the goals and action plans identified for their Department in the strategic plan
- Budget allocations are completed; Department heads will set goals for the coming year based on the strategic priorities and develop action steps that are realistic in light of budgets.



## Definition of Terms

One inevitable issue in the development of strategic plans is confusion over terminology. For some, strategic plans consist of goals, objectives, and action steps, while others include strategies and tactics. Following are the terms used in the City of Springfield's strategic plan and definitions for each. Development of this framework and these definitions was heavily based on the *Criteria for Performance Excellence* published by the Baldrige National Quality Program of the National Institute of Standards and Technology.

Vision – A statement articulating the desired future of the organization. A City of Springfield vision statement briefly describes what the City intends to become and/or how it will be perceived.

Mission – The overall function of the organization. The mission statement answers the question, “What is this organization attempting to accomplish?” The mission statement articulates what city government as a whole is attempting to accomplish, while each department has a mission statement articulating what that department is meant to accomplish.

Values – Statements that define how an organization and its members should function and behave. Values should, “reflect and reinforce the desired culture of the organization.”

Strategic Priorities – The organization's articulated aims or responses to major change or challenges. These are expressed by the Mayor and are the overall aims of municipal government.

Goals – A future condition or performance level that the City would like to achieve. While these are most often created by Departments, there can and are inter-departmental goals include in the plan. The aim or target of individual goals is something that advances or supports the strategic priorities. Goals require more than one year to complete.

In their specification goals should be SMART (**S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**angible). A goal is specific and tangible if it is clear what components of the City's operations and what processes can contribute to the goal's achievement. A goal is attainable and realistic if those who are knowledgeable of the particular operations and processes needed to achieve the goal can conceive of how it might be accomplished (it's okay if it is considered difficult to achieve). Lastly, a goal is considered measurable if the goal statement itself articulates either when the goal will be completed or what quantifiable result will be reached when it is completed.

Action Step – Action steps are specific actions that are taken to achieve a particular goal. In many cases there will be multiple action steps needed to achieve a particular goal. In addition, particular goals might require that different action steps be taken by different departments.

Metrics – Measures that provide an indicator of progress toward the achievement of strategic priorities. These are generally measures that may not be “controllable” by one City department (or even by City government as a whole), but they reflect whether the City's is making progress toward the accomplishment of its mission.

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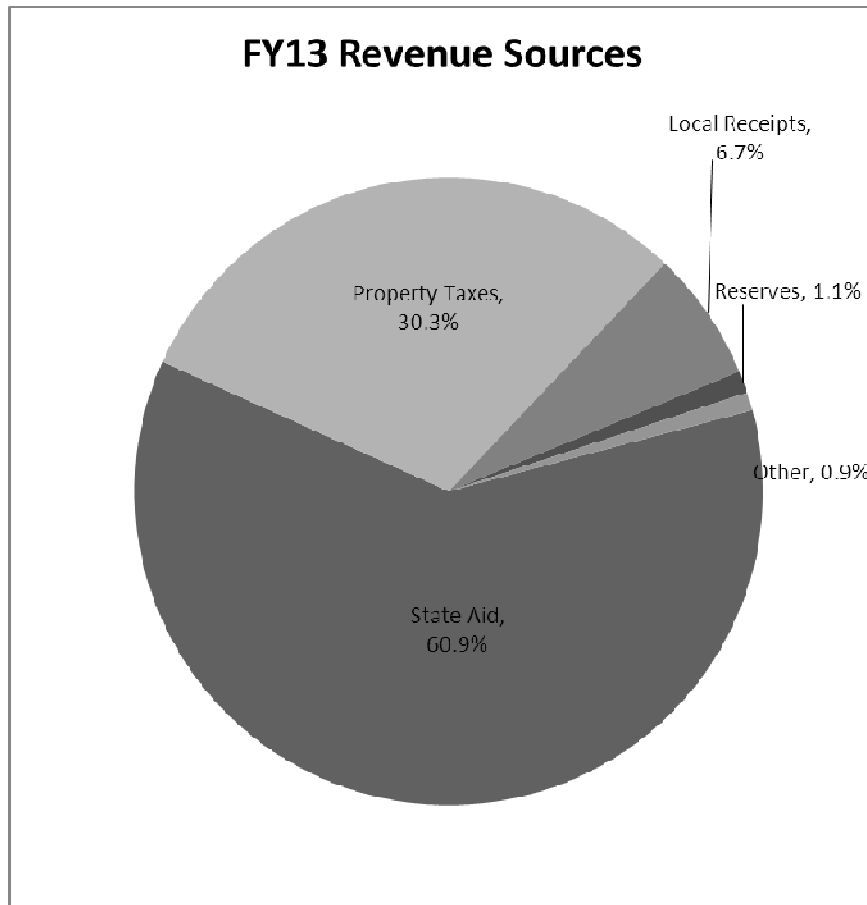
# **Section 2**

## **Fiscal Summary**

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# Fiscal Summary

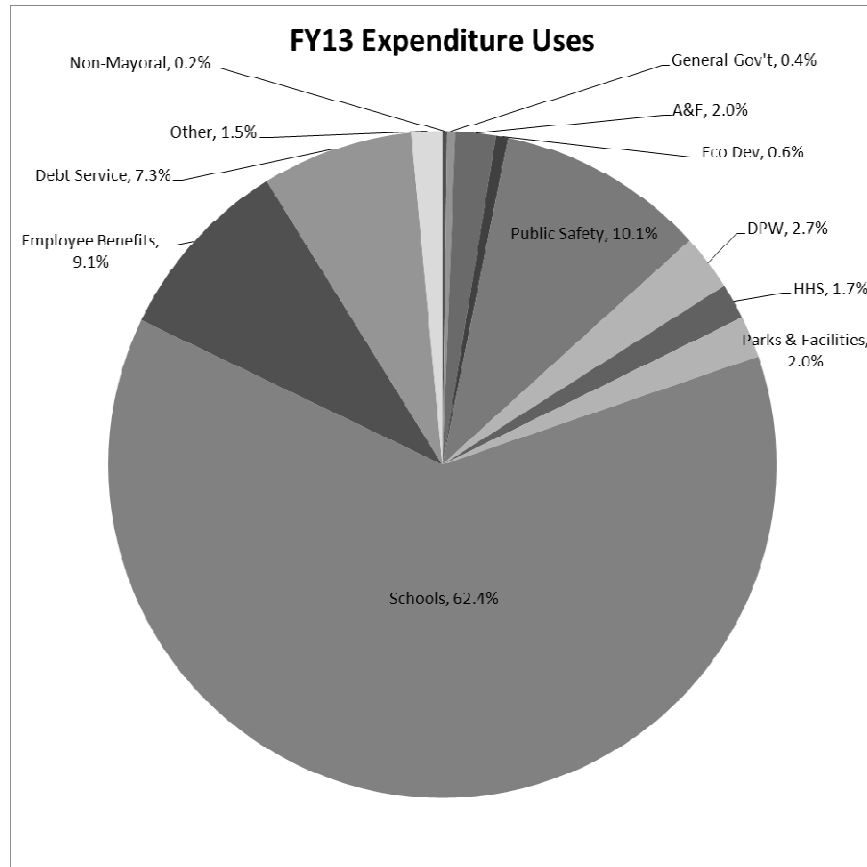
## City Revenue—Where Does It Come From?



City Revenue	FY12 Adopted	FY12 Projected (Q3)	FY13 Recommended	% of Total	\$ Change	% Change
State Aid	330,412,850	330,888,033	341,713,665	60.9%	\$ 10,825,632	3.3%
Property Taxes	164,232,988	160,948,328	157,492,170	30.3%	\$ (3,456,158)	-2.1%
Local Receipts	36,341,229	38,575,335	38,402,040	6.7%	\$ (173,295)	-0.4%
Reserves	6,215,955	6,215,955	8,000,000	1.1%	\$ 1,784,045	28.7%
Other	5,000,000	25,094,502	6,185,000	0.9%	\$ (18,909,502)	-75.4%
<b>TOTAL</b>	<b>542,203,022</b>	<b>561,722,153</b>	<b>551,792,875</b>		<b>\$ (9,929,278)</b>	<b>-1.8%</b>

# Fiscal Summary (cont.)

## City Spending—Where Does It Go?



City Spending	FY12 Adopted	FY12 Projected (Q3)	FY13 Recommended	% of Total	\$ Change	% Change
Non-Mayoral	1,186,726	1,135,491	1,226,186	0.2%	\$ 39,459	3.3%
General Gov't	2,694,478	2,857,141	2,152,209	0.4%	\$ (542,268)	-20.1%
A&F	11,550,310	11,281,122	10,789,975	2.0%	\$ (760,334)	-6.6%
Eco Dev	2,971,644	2,960,275	3,266,558	0.6%	\$ 294,914	9.9%
Public Safety	56,572,828	57,732,991	55,751,491	10.1%	\$ (821,337)	-1.5%
DPW	14,693,725	14,505,163	15,018,653	2.7%	\$ 324,928	2.2%
HHS	8,855,842	9,789,096	9,560,596	1.7%	\$ 704,754	8.0%
Parks & Facilities	13,137,499	13,198,798	11,140,122	2.0%	\$ (1,997,377)	-15.2%
Schools	330,834,330	348,670,531	344,286,266	62.4%	\$ 13,451,936	4.1%
Employee Benefits	50,105,141	48,670,054	49,987,533	9.1%	\$ (117,608)	-0.2%
Debt Service	40,778,830	40,778,829	40,381,571	7.3%	\$ (397,259)	-1.0%
Other	8,821,670	9,494,892	8,215,182	1.5%	\$ (606,487)	-6.9%
<b>TOTAL</b>	<b>542,203,022</b>	<b>561,074,383</b>	<b>551,776,343</b>		<b>\$ 9,573,321</b>	<b>1.8%</b>

## Revenue Overview

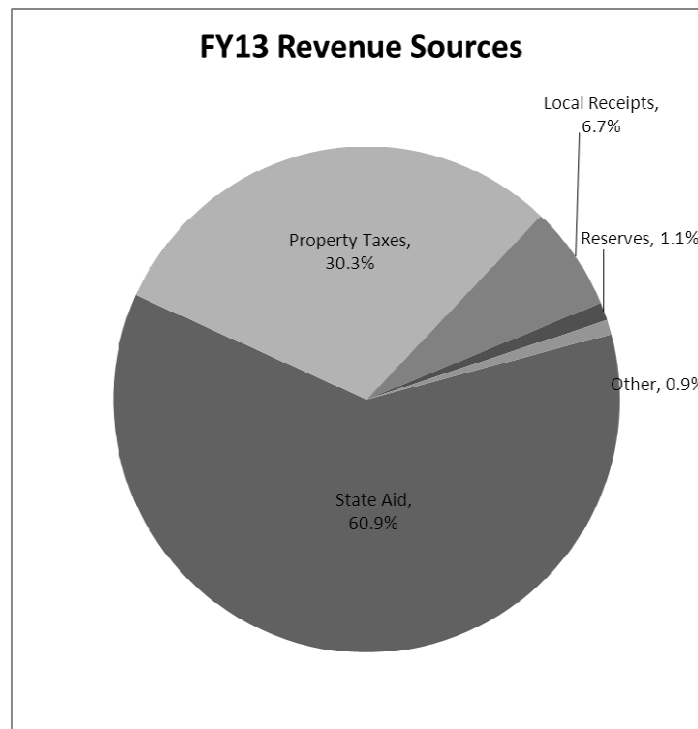
The budget for the City of Springfield is supported by revenue from varying sources including property taxes, other local receipts and state aid. Each dollar of this revenue allows the City to address the Mayor’s priorities of Public Safety, Education, Economic Vitality, Neighborhood Revitalization and Fiscal and Operational Excellence.

The City’s Fiscal Year 2013 revenue totals \$551.8 million. This represents an increase of 1.8% from the Adopted Fiscal Year 2012 budget and a decrease of 1.8% from the Fiscal Year 2012 projected budget.

FY11 Actual	FY12 Adopted	FY12 Projected (Q3)	FY13 Recommended	% Change from FY12 Adopted	% Change from FY12 Projected (Q3)
545,187,696	542,203,022	561,722,153	551,792,875	1.8%	-1.8%

The main drivers of revenue changes for Fiscal Year 2013 include:

- Increase in Chapter 70 (Education) State Aid
- Level funding in Unrestricted General Government State Aid
- Significant decrease in the City’s Property Tax levy
- Relatively flat Local Receipts Collections



To fully understand the revenue projections for the various categories of revenue, it is essential to understand the drivers of changes to these sources and the impacts that changes have on the areas of the City's budget.

### State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 60% of the City's total revenue. In Fiscal Year 2013, the City estimates to receive \$341.7 million in General Fund state aid, an increase of \$10.8 million or 3.3% above Fiscal Year 2012. Within the category of State Aid, there are several sources which are appropriated through the State budget. All State Aid is distributed via the Cherry Sheet for each City and Town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it used to be physically printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year's State Aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget recommendation, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as the General Appropriations Act (GAA) effective July 1<sup>st</sup> of each year. Categories of State Aid include:

<b>Education Aid</b>	
Chapter 70	285,844,612
School Building Assistance	15,756,614
Charter School Tuition Reimbursement	3,939,538
<b>TOTAL SCHOOL AID</b>	<b>305,540,764</b>
<b>Non-Education Aid</b>	
Unrestricted Gen. Gov't Aid	32,020,398
Meals Tax	1,600,000
Veterans Benefits	2,040,368
Exempt: Vets, Blind, Surv Spouses	482,428
State Owned Land	29,707
<b>TOTAL NON-EDUCATION AID</b>	<b>36,172,901</b>
<b>TOTAL STATE AID</b>	<b>341,713,665</b>

Prior to Fiscal Year 2010, Lottery and Additional Assistance were independent allocations on the Cherry Sheet. Beginning in Fiscal Year 2010, these two funding sources were combined under the category of Unrestricted General Government Aid (UGGA). The Fiscal Year 2013 State budget proposals maintain this structure.

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 2013 are \$33.2 million, an increase of \$2 million.



## State Aid Brief History

During the past five years, there has been a focus at the state level on State Aid to cities and towns, particularly in the form of Chapter 70 Aid. Since Fiscal Year 2008, State Aid for Education has steadily increased to a total of 10% above Fiscal Year 2008. Non-Education State Aid, however, has significantly declined by a total of 27% since Fiscal Year 2008. Although there has been growth in Education Aid, it does not keep pace with growth for fixed costs. The School system, therefore, still needs to solve for annual budget gaps.

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Education Aid	278,672,796	258,525,872	280,776,073	284,697,120	295,116,365	305,540,764
General Government Aid	49,806,486	45,564,480	35,347,683	35,162,974	35,296,485	36,172,901
<b>TOTAL STATE AID</b>	<b>328,479,282</b>	<b>304,090,352</b>	<b>316,123,756</b>	<b>319,860,094</b>	<b>330,412,850</b>	<b>341,713,665</b>

On the City side, the decrease in non-Education Aid has had direct impacts on core City services and has resulted in program reductions and layoffs. It is important to note that the categories of State Aid are strictly dedicated to specific purposes and only a portion is discretionary to the City's needs. ninety percent of Springfield's State Aid supports Education. Springfield will receive over \$305.5 million for educational purposes in Fiscal Year 2013, an increase of \$10.4 million from Fiscal Year 2012. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the State and continuously monitors State budget actions throughout the year to understand the impacts to the City.

## State Education Aid

Overall, the City estimates to receive \$305.5 million in Education Aid from the State for Fiscal Year 2013. This Aid comes in the form of the following categories:

Education Aid	
Chapter 70	285,844,612
School Building Assistance	15,756,614
Charter School Tuition Reimbursement	3,939,538
<b>TOTAL SCHOOL AID</b>	<b>305,540,764</b>

### Chapter 70

Springfield will receive \$285.8 million in Chapter 70 aid in Fiscal Year 2013, an increase of \$10.4 million or 3.8% from Fiscal Year 2012. Springfield's Chapter 70 allocation represents approximately 7% of statewide Chapter 70 aid.

The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district's End-of-Year Pupil and Financial Reports. DESE 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 NSS 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 NSS requirement increased in Fiscal Year 2013 from \$309.6 million to \$320.6 million while decreasing Springfield's local contribution from \$34.2 million to \$34.8 million.

#### *School Building Assistance Aid*

The City of Springfield will receive \$15.8 million in reimbursements from the Massachusetts School Building Authority (MSBA) for school capital projects. This represents a slight decrease from Fiscal Year 2012. Every year, Springfield and other Massachusetts municipalities can receive up to 90 percent reimbursement from the MSBA for approved school building projects. This program is meant to help communities keep building costs at a manageable level and give students first-class learning facilities. This program is invaluable to Springfield for a number of reasons. For example, 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 other communities.

#### *Charter School Tuition Reimbursement*

Springfield is estimated to receive \$3.9 million in charter tuition reimbursements, a \$159 thousand increase from Fiscal Year 2012. The charter tuition reimbursements from the State only cover a small percentage of the cost for charter school tuition assessments. Springfield's Fiscal Year 2012 costs for charter schools tuition is \$26.4 million, a \$2 million increase from Fiscal Year 2012.

Massachusetts' Chapter 70 program assigns state aid to each student in every school district, determined by DESE. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding for that student is directed to the charter school. This funding is the students' tuition and the public school is assessed for the associated charter school tuition for the student. The State phases charter tuition assessments for new students by providing temporary relief to the public school district. For all new charter school students, school districts receive 100% tuition reimbursement for the first year, 60% for the second year and 40% for the third year. In the fourth year, the school district receives no State Aid.

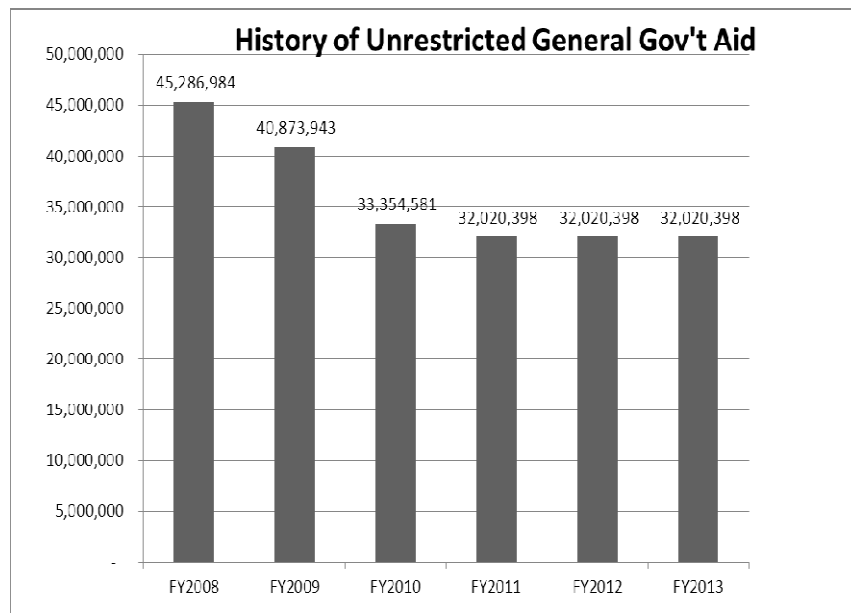
### **State Non-Education Aid**

Overall, the City estimates to receive \$36.2 million in Non-Education Aid from the State for Fiscal Year 2013. This Aid comes in the form of the following categories:

<b>Non-Education Aid</b>	
Unrestricted Gen. Gov't Aid	32,020,398
Meals Tax	1,600,000
Veterans Benefits	2,040,368
Exempt: Vets, Blind, Surv Spouses	482,428
State Owned Land	29,707
<b>TOTAL NON-EDUCATION AID</b>	<b>36,172,901</b>

*Unrestricted General Government State Aid*

In Fiscal Year 2013, Unrestricted General Government Aid is \$32 million, level funded from Fiscal Year 2012. Since Fiscal Year 2008, this category of aid has received significant reductions totaling 27%. Reductions in this category of aid have direct impacts on City services and have required program and staffing reductions to live within the reduced appropriations.



*Police Career Incentive*

For Fiscal Year 2013, the State has continued to un-fund its portion for the \$4.0 million Quinn benefit to Police Officers. The City will maintain its commitment to funding its portion for Fiscal Year 2013 and has set aside a reserve for the State’s portion, if needed, dependent on the result of current contract negotiations.

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

### *Veterans' Benefits*

Springfield will receive \$2 million, an increase of \$400,000 for Veterans' Benefits in Fiscal Year 2013. From the State, municipalities receive a 75 percent reimbursement on all spending towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

*Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly*

For Fiscal Year 2013, the State will reimburse the City \$482,428, an increase of \$2,918 from Fiscal Year 2012. 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. This exemption creates a loss of local revenue that is fully reimbursed by the State.

### *State Owned Land*

Springfield will receive \$29,707 in reimbursements for tax-exempt state-owned land in Fiscal Year 2013, a slight decrease from Fiscal Year 2012 due to a re-valuation of land conducted at the State level. The State reimburses municipalities for the tax revenue loss of state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases.

### **Local Source Revenue**

Approximately 39 percent of the City's revenue is collected in the City of Springfield and its reserves. Local source revenue includes property tax, excise tax on vehicles, fees and fines, payments-in-lieu of taxes and reserves.

<b>Local Source Revenue</b>	
Real & Personal Property Taxes, (net of refunds)	157,492,170
Motor Vehicle and other excise taxes	8,500,000
Hotel/Motel tax	1,300,000
Charges for services	163,000
Penalties and interest on taxes	1,630,000
Payments in lieu of taxes	4,012,200
Licenses and permits	2,979,370
Fines and forfeitures	397,710
Departmental and other	17,570,748
Investment Income	495,640
Not Classified	1,353,372
Other (Overlay, etc.)	6,185,000
Reserves	8,000,000
<b>Total Local Source Revenue</b>	<b>210,079,210</b>

The City continues to budget revenue conservatively since the general economy impacts these local collections.

*Property Tax*

The City of Springfield will receive \$157.5 million in property taxes in Fiscal Year 2013, a decrease of \$6.7 million from Fiscal Year 2012 revised projections. Property tax revenue accounts for 75 percent of the City’s local source recurring revenue. While property tax is the largest and most dependable revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable land, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5 percent of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community’s levy is also constrained in that it cannot increase more than 2.5 percent over the prior year’s total levy, known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality’s levy limit is only increased in three ways: 2.5 percent increase over the previous year’s levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality’s levy limit.

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

Year	Notes	Residential	Commercial	Industrial	Personal	Value	+ / -
2008	Reval	\$ 6,036,956,400	\$ 1,079,322,350	\$ 246,327,200	\$ 444,536,550	\$ 7,807,142,500	
2009		\$ 5,484,722,870	\$ 1,072,958,950	\$ 242,991,100	\$ 440,601,660	\$ 7,241,274,580	-7.2%
2010		\$ 5,252,153,800	\$ 1,052,016,750	\$ 229,288,700	\$ 461,359,650	\$ 6,994,818,900	-3.4%
2011		\$ 5,155,722,500	\$ 1,045,580,000	\$ 184,851,100	\$ 463,175,130	\$ 6,849,328,730	-2.1%
2012	Reval	\$ 5,038,856,200	\$ 1,009,971,300	\$ 166,822,500	\$ 560,357,950	\$ 6,776,007,950	-1.1%
2013	Projected	\$ 4,813,950,336	\$ 967,092,911	\$ 155,572,100	\$ 583,071,480	\$ 6,519,686,827	-3.8%

Springfield’s property tax rate for FY12 is \$19.83 per \$1,000 of value for residential property and \$39.99 per \$1,000 of value for commercial, industrial, and personal property.

The City’s current levy of \$163.0 million is at the levy ceiling. 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 percent of the total assessed value. From Fiscal Year 1996 through Fiscal Year 2000, Springfield’s tax levy was at 2.5 percent of the total assessed value, limiting the City’s ability to increase property taxes. Fiscal Year 2009 was the first year since Fiscal Year 2001 that space between the City’s tax levy and the tax ceiling decreased. While the City has made great strides towards capturing new growth, concurrently, it monitors the assessed values in a depressed economy to ensure that the City does not reach its levy ceiling as in years past.

## **Local Receipts**

The City of Springfield anticipates collecting \$38.4 million in local revenue other than personal or real property taxes, a decrease of 0.5% percent from Fiscal Year 2012 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

### *Motor Vehicle Excise*

In Fiscal Year 2013, the City will collect \$8.5 million in motor vehicle excise, an increase of \$800,000. This increase assumes normal excise collections of \$8 million and \$500,000 of excise collections through utilizing the License Plate Reader legislation passed this year by the State. Chapter 60A of the Massachusetts General Laws sets an excise tax rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

### *Hotel / Motel Excise Tax*

Springfield projects to collect \$1.3 million in hotel/motel excise taxes for Fiscal Year 2013 which includes \$400,000 for the local option increase of the tax. In FY09, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs in light of the State Aid decreases that were implemented. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three (3) cities that currently has an enhanced room occupancy tax because of the convention center housed here. Boston and Worcester have the same enhanced rate.

### *Charges for Services*

The City estimates that charges for services will total \$163,000 for Fiscal Year 2013, level to Fiscal Year 2012. The City imposes fees and charges to offset the costs of providing certain services to the public. These include the rental of municipal facilities by community groups and nonprofits.

### *Penalties and Interest on Taxes*

For Fiscal Year 2013, penalties and interest on taxes are expected to be \$1.6 million. 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.

### *Payments in lieu of Taxes (PILOTs)*

Collection of PILOT revenues for Fiscal Year 2013 is estimated to be \$4.0 million, which is \$700,000 less than the current fiscal year. 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 agreements are voluntary in nature and re-negotiated at varying points. In addition, if property changes from a previously non-taxable use to a taxable use, a change in this revenue source is seen. The City has been working on developing a policy for negotiating PILOT payments in an effort to increase revenue and to reflect the services provided to these non-profit entities. No new PILOTs from this effort are included in the revenue assumptions for FY13.

#### *Licenses and Permits*

Licenses and Permit revenue are expected to total \$3.0 million in Fiscal Year 2013, which is almost \$434,000 to FY12 projected collections. 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. This revenue source is closely related to the economic activity of the City. In Fiscal Year 2013, updates to building code fees have been proposed and are pending City Council action to achieve the increase in this revenue source.

#### *Fines and Forfeitures*

The City estimates it will collect \$397,000 in fines and forfeitures in Fiscal Year 2013 which is level to FY12 projected amounts. The City collects fines for a variety of violations from several departments, including the City Clerk's Office, the Planning and Economic Development Department and the Treasurer/Collector Department. The City is working to gain the ability to collect fines and fees in the City Clerk's Office through credit card payments for the first time, improving customer satisfaction and revenue collection.

#### *Departmental and Other Revenue*

The City's largest category includes a variety of large and small miscellaneous and departmental revenue and expects to collect \$17.6 million for Fiscal Year 2013, which is \$2 million higher than Fiscal Year 2012 mainly due to the Administrative Rate that the City will be charging grants to cover the back office functions necessary to operate those grants. One of the largest revenue sources is municipal Medicaid reimbursements for school health services. Due to Federal changes in the requirements for administrative claiming, the City estimates receiving approximately \$3.2 million, which is down significantly from prior years where upwards of \$6 million was collected. Also included in this revenue category are indirect cost reimbursements, such as the Springfield Water/Sewer Commission's reimbursement for long-term debt incurred on their behalf.

#### *Interest Earned on Investments*

Interest earned on investments will generate \$496K in Fiscal Year 2013, which is in line with the current year budget. 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. For the coming fiscal year, the City is working toward maximizing its investment earnings by looking to a broad range of investments opportunities that are available to municipalities.

*Not Classified*

The City has budgeted \$1.4 million in this source the majority of which is revenue related to our Qualified School Construction Bond Issuance that was completed in FY10. This revenue is interest earned on the sinking fund and the Federal subsidy received to help offset interest costs for the life of the bond.

*Reserves*

The City of Springfield's Fiscal Year 2013 budget includes the use of \$8.0 million from stabilization reserves. In addition, the City is using \$5 million in overlay surplus that has been certified by the Board of Assessors. Over the past 6 years, the City has worked hard to increase its reserve balances through careful planning and tracking of spending. It is estimated that the City will have a balance of \$32.1 million in its stabilization fund based on this transfer. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts.



# City Revenue

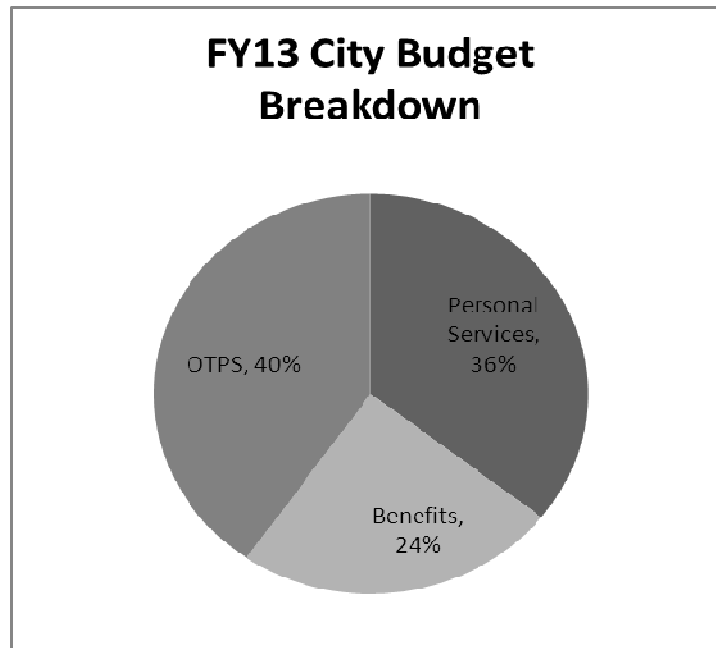
<b>CITY RECEIPTS</b>					
Real & Personal Property Taxes, net of refunds	165,100,169	160,748,781	164,232,988	160,948,328	157,492,170
<b>Local Receipts</b>	<b>42,537,995</b>	<b>38,431,505</b>	<b>36,341,229</b>	<b>38,575,335</b>	<b>38,402,040</b>
Tax Liens	3,768,128	3,448,477	-	3,638,933	-
Motor Vehicle and other excise taxes	7,480,671	7,691,115	7,650,000	7,667,068	8,500,000
Hotel/Motel tax	727,765	767,571	900,000	924,856	1,300,000
Charges for services	277,470	242,743	163,000	332,444	163,000
Penalties and interest on taxes	1,563,609	1,677,741	1,726,380	1,502,139	1,630,000
Payments in lieu of taxes	6,523,169	5,082,080	4,757,615	4,757,615	4,012,200
Licenses and permits	2,573,866	3,583,060	2,275,370	2,545,428	2,979,370
Fines and forfeitures	353,135	385,262	401,060	202,363	397,710
Departmental and other	16,338,068	12,843,357	16,618,181	15,145,332	17,570,748
Investment Income	724,942	1,397,809	495,640	233,914	495,640
Not Classified	2,207,172	1,312,290	1,353,983	1,625,243	1,353,372
QSCB Interest Earnings	-	-	-	-	-
<b>Subtotal City Receipts</b>	<b>207,638,164</b>	<b>199,180,286</b>	<b>200,574,217</b>	<b>199,523,663</b>	<b>195,894,210</b>
<b>STATE RECEIPTS</b>					
<b>School Aid</b>	<b>280,776,073</b>	<b>283,699,293</b>	<b>295,116,365</b>	<b>295,176,588</b>	<b>305,540,764</b>
School Building Assistance	16,635,321	16,703,948	15,991,611	15,991,611	15,756,614
Chapter 70	257,480,215	262,704,774	275,403,995	275,403,995	285,844,612
Charter Tuition Assessment Reimbursement	6,660,537	4,290,571	3,720,759	3,780,982	3,939,538
Prior Year State Aid	-	-	-	-	-
School Construction	-	-	-	-	-
Chater School Capital Reimbursement	-	-	-	-	-
<b>General Government Aid</b>	<b>35,347,683</b>	<b>35,925,147</b>	<b>35,296,485</b>	<b>35,711,445</b>	<b>36,172,901</b>
Unrestricted Gen. Gov't Aid	33,354,581	32,020,398	32,020,398	32,020,398	32,020,398
Meals Tax	848,785	1,513,257	1,200,000	1,616,091	1,600,000
Highway Revenue	-	620,806	-	-	-
Police Career Incentive	348,696	175,070	-	-	-
Urban Renewal Projects	41,826	5,556	-	-	-
Veterans Benefits	736,372	1,213,403	1,566,880	1,566,880	2,040,368
Exempt: Vets, Blind Persons & Surv Spouses	-	347,986	479,510	479,510	482,428
Exempt: Elderly	-	-	-	-	-
State Owned Land	17,423	28,671	29,697	28,566	29,707
<b>Subtotal State Aid</b>	<b>316,123,756</b>	<b>319,624,440</b>	<b>330,412,850</b>	<b>330,888,033</b>	<b>341,713,665</b>
<b>RESERVES</b>	<b>10,000,000</b>	<b>13,500,000</b>	<b>6,215,955</b>	<b>6,215,955</b>	<b>8,000,000</b>
Use of Reserves for Adopted Budget	10,000,000	13,500,000	6,215,955	6,215,955	8,000,000
<b>Total Revenue</b>	<b>533,761,920</b>	<b>532,304,726</b>	<b>537,203,022</b>	<b>536,627,651</b>	<b>545,607,875</b>
<b>Other Sources</b>					
Continuing Appropriations	2,845,611	1,897,128	-	-	-
NSS Shortfall	4,240,600	10,881,300	-	18,636,202	-
Certified Free Cash	726,820	-	-	1,458,300	-
Other Financing Sources	776,758	3,048,226	5,000,000	5,000,000	6,185,000
<b>Subtotal Other Sources</b>	<b>8,589,789</b>	<b>15,826,654</b>	<b>5,000,000</b>	<b>25,094,502</b>	<b>6,185,000</b>
<b>TOTAL SOURCES</b>	<b>542,351,709</b>	<b>548,131,380</b>	<b>542,203,022</b>	<b>561,722,153</b>	<b>551,792,875</b>

## Expenditure Overview

The Recommended Fiscal Year 2013 budget recommends \$551.8 million for municipal and educational purposes. This represents an increase of 1.8% from Fiscal Year 2012 Adopted budget and a 1.7% decrease from the FY12 Projected budget. The total budget funds both the School Department and the City Side of government (Police, Fire, Public Works, etc.). The budget allocation between City and Schools is as follows:

	FY12 Adopted	FY12 Projected	FY13 Recommended	% Change from FY12 Adopted	% Change from FY12 Projected
<b>City</b>	211,368,692	212,403,852	207,490,077	-1.8%	-2.3%
<b>Schools</b>	330,834,330	348,670,531	344,286,266	4.1%	-1.3%
<b>TOTAL</b>	542,203,022	561,074,383	551,776,343	1.8%	-1.7%

Of the City departments, the budget breaks out into the following major categories:



### *Personnel*

The largest expense in the City’s budget is personnel. The Fiscal Year 2013 budget appropriates \$73.8 million for salaries and overtime. This represents funding for 1,207.3 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 55.0 Trash Fee Enterprise Fund FTEs at DPW, 148.8 Grant Funded Employees across all departments and 26 Trust Funded Employees across several departments. In addition to salaries and overtime costs, the budget appropriates \$50 million for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 61 percent of the City’s total operating budget. Due to the significant cost of personnel, the City carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. Departments are always looking for ways to re-

structure and re-allocate duties in an effort to save. The City utilizes a Personnel Review Committee (PRC), comprised of representatives from the Mayor’s Office, Human Resources, CAFO and the Finance Department that reviews every hiring, including backfills, promotions, and new non-School Department positions. The Fiscal Year 2013 General Fund FTEs of 1207.3 is 95.5 fewer than those budgeted for in Fiscal Year 2012. The variance is made up of shifting employees to grant funds, elimination of vacant positions and layoffs.

In addition to annual salary and benefit costs, the majority of Springfield employees are unionized creating contractual pay increases which must be funded unless contract concessions are sought. Because only a small percentage (approximately 330) of the City’s employees are not in a union, it is important to negotiate long-term, sustainable union contracts. In FY05, the City and the Finance Control Board renegotiated long-term contracts with every union, allowing for better long-term financial planning. Those agreements all expire on June 30, 2012. The Fiscal Year 2013 budget assumes no wage increase for all employees (union and non-union).

DEPARTMENT	FY08	FY09	FY10	FY11	FY12	FY13	Change FY08 - FY13	% Change FY08 - FY13
CITY COUNCIL	12.0	11.6	15.6	15.8	15.8	15.8	3.8	32%
MAYOR	5.5	7.0	7.0	7.0	7.0	7.0	1.5	27%
INTERNAL AUDIT	0.0	0.0	3.0	3.0	2.0	3.0	3.0	0%
CITY CLERK	11.0	12.0	11.0	11.0	10.0	10.0	-1.0	-9%
BOARD OF ELECTION COMMISSION	5.0	5.0	4.0	5.0	4.0	4.5	-0.5	-10%
LAW	27.0	25.6	19.5	24.5	22.2	24.8	-2.2	-8%
<b>General Gov't Subtotal</b>	<b>60.5</b>	<b>61.2</b>	<b>60.1</b>	<b>66.3</b>	<b>61.0</b>	<b>65.1</b>	<b>4.6</b>	<b>8%</b>
DEPARTMENT OF ADMINISTRATION AND FINANCE	0.0	0.0	4.25	3.0	2.0	2.0	2.0	0%
FINANCE	14.0	10.0	10.5	9.0	7.0	6.0	-8.0	-57%
CITISTAT	4.0	4.0	4.0	5.0	-	-	-4.0	-100%
311	0.0	10.0	11.0	10.8	9.8	8.8	8.8	0%
COMPTROLLER	14.0	16.2	13.5	13.5	11.0	10.0	-4.0	-29%
OFFICE OF PROCUREMENT	12.0	12.8	11.0	9.0	6.0	6.0	-6.0	-50%
BOARD OF ASSESSORS	12.0	14.0	13.0	13.0	12.0	11.0	-1.0	-8%
TREASURER/COLLECTOR	20.0	19.5	18.0	18.0	17.0	16.0	-4.0	-20%
HUMAN RESOURCES AND LABOR RELATIONS	23.0	22.0	14.0	17.5	17.5	15.0	-8.0	-35%
LABOR RELATIONS	0.0	0.0	3.5	-	-	-	0.0	0%
PAYROLL DEPARTMENT	0.0	0.0	5.0	5.0	4.0	-	0.0	0%
INFORMATION TECHNOLOGY DEPARTMENT	22.0	22.6	18.0	18.0	15.0	14.0	-8.0	-36%
CAPITAL ASSET CONSTRUCTION	0.0	4.0	4.0	3.0	3.0	3.0	3.0	0%
<b>A&amp;F Subtotal</b>	<b>121.0</b>	<b>135.1</b>	<b>129.8</b>	<b>124.8</b>	<b>104.3</b>	<b>91.8</b>	<b>-29.2</b>	<b>-24%</b>
PLANNING DEPARTMENT	14.0	14.0	13.6	13.0	12.0	13.0	-1.0	-7%
BUILDING - CODE ENFORCEMENT	25.0	25.0	25.0	25.0	25.0	25.0	0.0	0%
HOUSING - CODE ENFORCEMENT	16.0	18.9	13.9	13.5	12.5	11.3	-4.7	-29%
<b>Planning and Eco Dev Subtotal</b>	<b>55.0</b>	<b>57.9</b>	<b>52.5</b>	<b>51.5</b>	<b>49.5</b>	<b>49.3</b>	<b>-5.7</b>	<b>-10%</b>
PARKS DEPARTMENT	103.0	101.5	86.3	92.0	73.5	72.0	-31.0	-30%
FACILITIES MANAGEMENT	56.0	56.0	65.0	68.0	58.0	23.0	-33.0	-59%
<b>PBRM Subtotal</b>	<b>159.0</b>	<b>157.5</b>	<b>151.3</b>	<b>160.0</b>	<b>131.5</b>	<b>95.0</b>	<b>-64.0</b>	<b>-40%</b>
POLICE	583.0	583.0	537.0	539.0	510.0	477.0	-106.0	-18%
FIRE	290.0	291.0	262.0	263.0	251.0	239.0	-51.0	-18%
CENTRALIZED DISPATCH	0.0	0.0	28.0	28.0	28.0	27.0	27.0	0%
<b>Public Safety Subtotal</b>	<b>873.0</b>	<b>874.0</b>	<b>827.0</b>	<b>830.0</b>	<b>789.0</b>	<b>743.0</b>	<b>-130.0</b>	<b>-15%</b>
DEPARTMENT OF PUBLIC WORKS	174.0	135.5	99.0	66.0	60.0	60.0	-114.0	-66%
<b>Public Works Subtotal</b>	<b>174.0</b>	<b>135.5</b>	<b>99.0</b>	<b>66.0</b>	<b>60.0</b>	<b>60.0</b>	<b>-114.0</b>	<b>-66%</b>
TJ O'CONNOR ANIMAL CONTROL	13.0	13.5	10.5	10.0	10.0	11.0	-2.0	-15%
HEALTH & HUMAN SERVICES	32.0	32.5	30.0	26.9	25.0	22.5	-9.5	-30%
DEPARTMENT OF ELDER AFFAIRS	6.0	6.8	6.1	5.9	5.9	6.4	0.4	7%
VETERANS SERVICES	4.0	4.0	4.0	4.0	4.0	4.0	0.0	0%
LIBRARY	84.0	79.9	62.9	64.9	62.6	59.2	-24.8	-30%
<b>HHS Subtotal</b>	<b>139.0</b>	<b>136.7</b>	<b>113.5</b>	<b>111.7</b>	<b>107.5</b>	<b>103.1</b>	<b>-35.9</b>	<b>-26%</b>
<b>City GRAND TOTAL</b>	<b>1,581.5</b>	<b>1,557.9</b>	<b>1,433.2</b>	<b>1,410.3</b>	<b>1,302.8</b>	<b>1,207.3</b>	<b>-374.2</b>	<b>-24%</b>

### Health Insurance

Springfield’s Fiscal Year 2013 budget includes \$23.1 million for health insurance for City department employees representing a 2.8% increase above the Fiscal Year 2012 projection of spending. This amount pays for active and retired City employees. The overall increase is attributed to rate increases

in the plans offered by the Group Insurance Commission (GIC) which averaged 1.9% for FY13. At this time, the GIC is not projecting increases to premium contributions, co-pays or deductibles for Fiscal Year 2013.

Prior to 2007, the City's health insurance costs were approximately 10 percent of the budget and increasing at a rate of 13 percent annually. This trend would have been unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5 percent annually. The most significant measure to controlling costs was becoming the first Massachusetts municipality to join the GIC. The GIC purchases health insurance for 265,000 state employees and retirees. 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.

#### *Other Post-Employment Benefits*

In addition to providing pension benefits, the City also provides health, dental, vision and life insurance to retired employees and their survivors, including those retired under the Massachusetts Teachers Retirement System (MTRS). This policy is in accordance with Chapter 32 of the Massachusetts General Laws. For retirees whose gross annual pension benefit is more than \$30,000, the City funds 75 percent of their health, vision, and dental premium. For retirees whose gross annual pension benefit is \$30,000 or less, the City funds 85% percent of their premium. This additional benefit will decrease each fiscal year until Fiscal Year 2016, when all retirees will pay 25 percent of their health, life, and dental premium. In addition to health, dental, and vision insurance premiums, the City provides 100 percent reimbursement for Medicare Part B penalty premiums and 50 percent on life insurance policies. The City's unfunded actuarial accrued liability for other post employment benefits is estimated to be \$903.7 million based on the valuation of the system completed in FY11. At this time, the City has not recommended funding an annual appropriation for this liability and is looking for ways to address this expense for future years.

#### *Retirement*

The Fiscal Year 2012 budget appropriates \$24.3 million for retirement costs for City employees and \$10.8 million for School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, as they receive their retirement through the MTRS.

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

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

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to a maximum of 80 percent of the employee's highest three-year average annual rate of regular compensation. Benefit payments are based on a member's age, length of creditable service, level of compensation, veteran status and group classification. Members become vested after ten years of creditable service. Management of Springfield's retirement system assets was transferred to the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM), effective in August 2005. The City expects to receive a greater rate of return by transferring the total assets. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2039.

For Fiscal Year 2012, Springfield utilizes an updated pension valuation as of January 2010 with a funding schedule extended to 2039. This valuation defines the City's accrued liabilities as \$811 million with a funded ratio of 34.3%.

*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 lenders. 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 2013 budget includes \$40.4 million for debt service, a slight decrease from the FY12 appropriation. Springfield's annual debt expenditures comprise of approximately 7.3% of the City's overall general fund expenditures.

The City published its second debt affordability analysis in March of 2012. The City has a current debt liability of 375.5 million (Principal \$286.7 + Interest \$88.7). The City's total net debt equals \$249.9 million. 35% of total debt is City related debt, 65% is school related debt. The City has significantly restructured its debt to have a declining debt repayment schedule. The full report is included in Section 12 of this document.

Below are some standard measures reported in the debt affordability analysis that are looked at by stakeholders when evaluating the City's debt capacity.

<b>Measure</b>	<b>Standard</b>	<b>Springfield</b>
Debt Service as a % of General Fund Expenditures	0% - 8%	7.7%
% of Principal Retired in Ten Years	65% - 100%	83.3%
Debt as a Percentage of EQV	0% - 5%	3.6%
Total Debt as a % of Total Personal Income	0% - 7%	11.1%
Debt Per Capita	\$0 - \$1,000	\$1,873.17
Undesignated Fund Balance as a % of Revenues	10% or greater	11.0%
General Fund Balance as a % of Revenues	15% or greater	18.8%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	7.0%

### *Enterprise Fund*

The Fiscal Year 2013 Budget appropriates \$4.9 million to supplement the Solid Waste Enterprise Fund. All solid waste functions are funded in the Enterprise Fund. In addition to the supplement provided for in the budget, the fund generates \$4.3 million in revenue and utilizes \$300K in Enterprise Fund Retained Earnings to fund operations. The City proposes a trash fee of \$85 for Fiscal Year 2013.

### *Assessments*

The Fiscal Year 2013 budget appropriates \$33.2 million for state assessments. 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. The majority of Springfield's assessments are related to education tuition. \$26.4 million is for School Choice Sending Tuition and Charter School Sending Tuition, 91 percent of the City's total assessments.

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

The Commonwealth assessed the City \$423K in Fiscal Year 2013 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset their costs for this service.

### *Springfield Museums Association*

The Fiscal Year 2013 budget appropriates \$1.32 million for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32 million annually over the next 23 years to the SMA. This agreement stems from a settlement between the SMA and the City over the Association's sale of the Mason Square Library Branch in 2003. The agreement includes free admission for City residents to the Springfield Science Museum, the Museum of Fine Arts, the Connecticut Valley Historical Museum and the George Walter Vincent Smith Art Museum.

### *Massachusetts Career Development Institute (MCDI)*

Springfield's Fiscal Year 2013 budget eliminates the subsidy to the Massachusetts Career Development Institute (MCDI) per the step down plan enacted when MCDI divested from the City several years ago. MCDI provides educational and vocational training opportunities to residents.

### *School Department*

The City operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), six middle

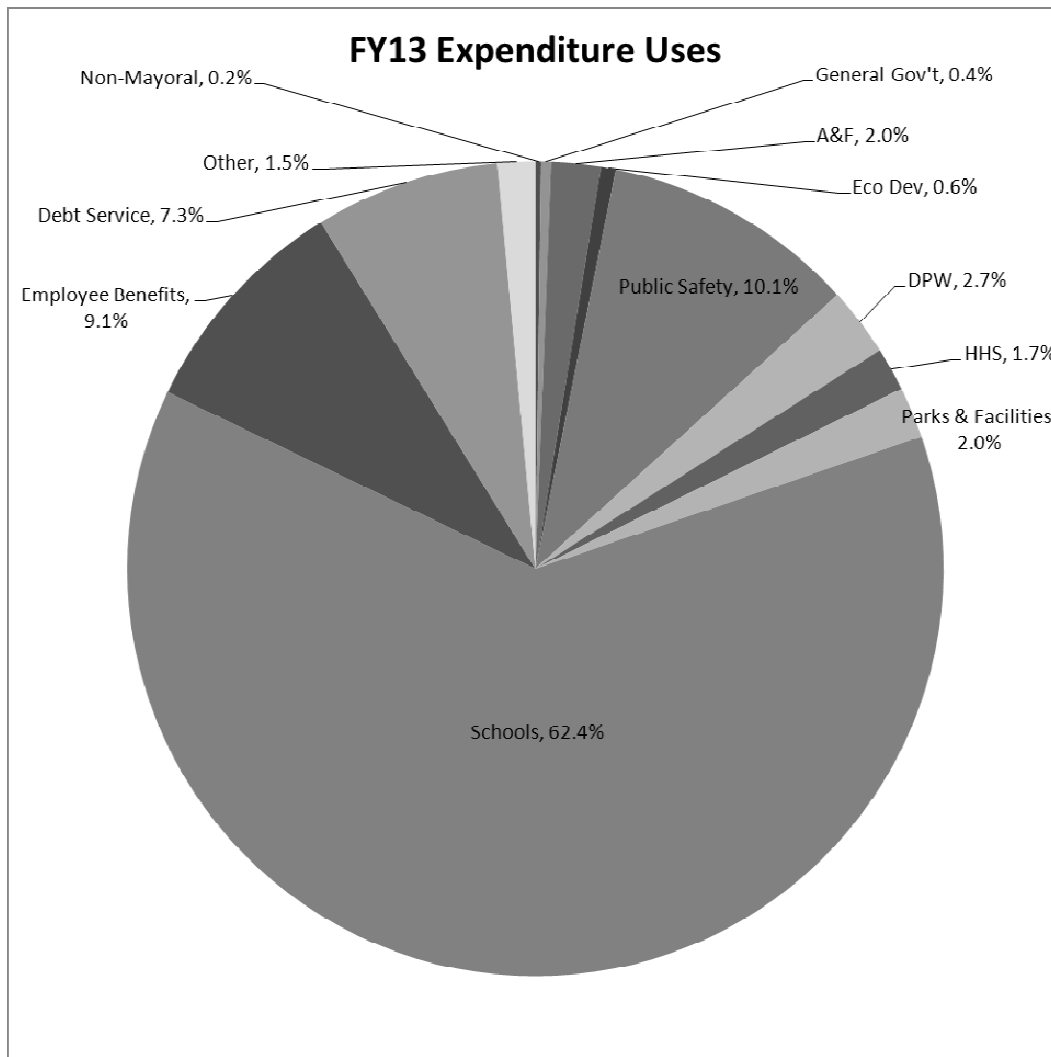
schools, six high schools, and seven specialized schools. Students also have alternative educational options of attending one of four available charter schools or participating in school choice, which allows them to attend school in another school district.

Attending public school within Springfield are over 27,950 students served by 5,000 employees.

Additionally, the City provides per pupil funding to four Charter Schools that collectively enroll approximately 2,300 students, and to other neighboring school districts that collectively enroll about 650 students who reside in Springfield but attend school in other districts under the School Choice Program.

### City Departments

Springfield's Fiscal Year 2013 budget appropriates \$207.5 million for City departments and \$344.3 million for the School Department. The allocation of funding by Division is as follows:



*Non-Mayoral Division*

The Fiscal Year 2013 budget includes \$1,226,186 for the Non-Mayoral Division departments, an increase of \$90,695 from the FY12 Projected budget. This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the Director of Internal Audit reporting to the Council.

FY13 Recommended Budget Non Mayoral Division					
	FY12 Adopted	FY12 Projected (Q3)	FY13 Recommended	% Change from FY12 Adopted	% Change from FY12 Projected
City Council	340,409	343,520	346,717	1.9%	0.9%
City Clerk	499,664	495,760	480,031	-3.9%	-3.2%
Internal Auditor	346,653	296,211	399,438	15.2%	34.8%
<b>Total</b>	<b>1,186,726</b>	<b>1,135,491</b>	<b>1,226,186</b>	<b>3.3%</b>	<b>8.0%</b>

The City Council’s Fiscal Year 2013 budget is \$346,717. 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. No reductions were taken in this department.

The City Clerk’s Fiscal Year 2013 budget is \$480,031. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The reductions taken within this department will be charged to a recurring grant that the department receives and should not impact operations.

The Internal Auditor’s Fiscal Year 2013 budget is \$399,438. The Internal Auditor is responsible for conducting internal audits. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The reductions will be partially charged to the School Department for costs associated with the annual audit. According to industry standards, ideal staffing for this department is 5-6 employees for an organization the size of Springfield.

*General Government Division*

The Fiscal Year 2013 budget includes \$2,152,209 for the General Government Division, a decrease of \$704,932 from the prior fiscal year. These departments provide a variety of functions for the city, including administrative support, expertise, oversight and supporting the vision of the Mayor.

FY13 Recommended Budget General Government Division					
	FY12 Adopted	FY12 Projected (Q3)	FY13 Recommended	% Change from FY12 Adopted	% Change from FY12 Projected
Mayor	420,607	420,219	437,294	4.0%	4.1%
Law	1,766,733	1,849,189	1,237,488	-30.0%	-33.1%
Elections	507,138	587,733	477,427	-5.9%	-18.8%
<b>Total</b>	<b>2,694,478</b>	<b>2,857,141</b>	<b>2,152,209</b>	<b>-20.1%</b>	<b>-24.7%</b>

The Mayor’s Office Fiscal Year 2013 budget is \$437,294. 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 increase reflected in the budget is caused by non-bargaining employee furloughs being restored for all in Fiscal Year 2013.

The Law Department’s Fiscal Year 2013 budget is \$1,237,488. The Law Department conducts all legal business of the City and administers the License Commission. The reductions impacting this department include a charge of some costs to a new recurring grant and the reduction of a 0.5 FTE for the position of Director of Licensing that is currently vacant. In addition, the Law Department is directly charging \$550,000 to the School Department for services provided.

The Board of Elections Fiscal Year 2013 budget is \$477,427. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. The reductions taken within this department are due to a staff restructuring that will eliminate a 0.5 FTE and reduction some OTPS expenses based on historical spending.

*Administration and Finance Division*

The Division of Administration and Finance’s budget totaled \$10,789,975 in Fiscal Year 2013, a decrease of \$491,147. These departments, reorganized under the Chief Administration and Finance Officer in FY10, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, payroll, centralized procurement, human resources, labor relations and collection of taxes.

<b>FY13 Recommended Budget Administration &amp; Finance Division</b>					
	<b>FY12 Adopted</b>	<b>FY12 Projected (Q3)</b>	<b>FY13 Recommended</b>	<b>% Change from FY12 Adopted</b>	<b>% Change from FY12 Projected</b>
Chief	277,185	257,936	229,927	-17.0%	-10.9%
Finance	475,471	471,588	497,608	4.7%	5.5%
CitiStat	-	-	-	0.0%	0.0%
3-1-1 Call Center	400,883	382,416	344,785	-14.0%	-9.8%
Comptroller	641,283	641,012	591,626	-7.7%	-7.7%
Procurement	425,881	406,031	415,247	-2.5%	2.3%
Assessors	718,822	785,294	705,826	-1.8%	-10.1%
Treasurer	2,996,477	2,998,841	2,858,761	-4.6%	-4.7%
Collector	459,564	439,618	419,768	-8.7%	-4.5%
Human Resources & Payroll	1,631,779	1,555,063	1,322,842	-18.9%	-14.9%
Information	312,803	300,597	111,735	-64.3%	-62.8%
Capital Asset	2,772,701	2,758,787	2,909,117	4.9%	5.4%
<b>Total</b>	<b>11,550,310</b>	<b>11,281,122</b>	<b>10,789,975</b>	<b>-6.6%</b>	<b>-4.4%</b>

The Department of Administration and Finance’s Fiscal Year 2013 budget is \$229,927. The Chief Administrative and Finance Officer is responsible for administering and supervising the City’s financial services, which includes developing department budgets, monitoring expenditures, reviewing trans-

fers and allotments and implementing and maintaining uniform financial systems and controls for all departments. In FY13, the CAFO's department will not be backfilling a vacant position, leaving only 2 employees. The cut to OTPS eliminates the City's membership with the Massachusetts Municipal Association.

The Finance Department's budget in Fiscal Year 2013 is \$497,608. The department supports the overall financial management of the City of Springfield including the development of the Four Year Forecast, the Annual Budget, the Capital Improvement Plan and the quarterly projections of spending and revenue. The reductions taken within this department transfers 1.0 FTE to the CAFO office reducing overall staff. In addition, all discretionary OTPS was removed which includes the department training budget and participation in several professional organizations.

The CitiStat Department was eliminated by the City Council in the Fiscal Year 2012 and despite efforts to draw on grant funds for this program, the program has not been supported.

The 3-1-1 budget for Fiscal Year 2013 is \$344,785 which is 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. The reductions taken within this department will eliminate 1.0 vacant FTE and will result in longer call wait and response times. In addition, this department is supported by the School Department for \$75,000 in Fiscal Year 2013 for the services that 311 provides to them.

The Comptroller's Office Fiscal Year 2013 budget is \$591,626. The Comptroller is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance. The reductions taken within this department transfers 1.0 FTE to the School Department to help with MUNIS and procurement functions that impact both the City and Schools.

The Fiscal Year 2013 budget appropriates \$415,247 for the Office of Procurement. The department is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. This department has been significantly reduced in size in the last 2 years therefore no reductions were taken in an effort to maintain the core functions that are provided.

The Board of Assessors' Fiscal Year 2013 budget is \$705,826. This department provides accurate and equitable valuation of all real and personal property within the City. The department's decrease eliminates 1.0 clerical position that is an anticipated retirement in Fiscal Year 2013. In addition, the salary of the vacant Assessor position has been reduced.

The Treasurer/Collector department's Fiscal Year 2013 budget is \$2,858,761 and \$419,768 respectively. The reductions taken within Treasury will result in reducing the department by 0.5 FTE for a retirement and a significant reduction to tax title services that could impact revenue. The Treasurer will need to review all contracts associated with this program in order to determine if there are efficiencies that can be made to save money without impacting revenue collections. The reductions taking in Collectors will result in the elimination of 1.0 FTE that is currently vacant.

The Human Resources and Labor Relations Department Fiscal Year 2013 budget is \$1,322,842. 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. Also, the Labor Relations division is responsible for conducting all labor relations matters for the city and its departments.

The reductions taken within this department will impact 2.0 FTES. One is vacant position previously used to provide required trainings across all City departments. The second position is a layoff of 1.0 FTE.

The Payroll Department’s Fiscal Year 2013 budget is \$111,735. The Payroll Department is responsible for conducting payroll matters for the city and school departments. The City has entered into a service level agreement with the School Department to consolidate the City and Schools payroll function. The costs included in this budget represent the School Department’s chargeback to the City for the payroll services provided for City employees.

The Information Technology Department’s Fiscal Year 2013 is \$2,909,117. The IT Department maintains and supports the City’s electronic information infrastructure and software applications. The budget for this department will be impacted for Fiscal Year 2013 with the layoff of 1.0 FTE, the elimination of the Connect CTY (reverse 911) system which will be supported by other departments and downgrading of one position. In addition, the hardware budget that supports all City departments has been reduced.

The Capital Asset Construction Department’s Fiscal Year 2013 budget is \$382,732. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. The reductions taken within this department will impact its ability to maintain management of the number of significant projects that the department manages therefore work will be delayed or stopped.

**Development Division**

The Developmental Services Division Fiscal Year 2013 budget appropriates \$3,266,558, an increase of \$306,283. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city.

<b>FY13 Recommended Budget Development Division</b>					
	<b>FY12 Adopted</b>	<b>FY12 Projected (Q3)</b>	<b>FY13 Recommended</b>	<b>% Change from FY12 Adopted</b>	<b>% Change from FY12 Projected</b>
Planning	1,079,193	1,073,716	1,286,155	19.2%	19.8%
Building Code	1,254,674	1,254,860	1,361,150	8.5%	8.5%
Housing Code	637,777	631,699	619,253	-2.9%	-2.0%
<b>Total</b>	<b>2,971,644</b>	<b>2,960,275</b>	<b>3,266,558</b>	<b>9.9%</b>	<b>10.3%</b>

The Fiscal Year 2013 budget appropriates \$1,286,155 for the Planning and Economic Development Division. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the city. The major change in planning for next fiscal year includes \$125K for a consultant’s assistance with a potential casino/host-community agreement.

The Building Inspectional Services Division’s Fiscal Year 2013 budget is \$1,361,150. The department enhances public safety through inspections and licensing of physical operations of businesses in the city. The Department submitted fee changes for Fiscal Year 2013 that will generate \$367K of additional

fees and update the fee schedule consistent with like communities.

The Housing Inspectional Services Division Fiscal Year 2013 budget is \$619,253. The Housing Inspectional Services Division investigates and documents violations of Municipal Ordinances and State Sanitary Codes. The department has completed a reorganization that created a Deputy of Housing Director and the department is under the purview of the Code Enforcement Commissioner.

The daily functions of the two Code Enforcement departments directly affect residents' quality of life by enforcing health, sanitary, and safety codes in the City of Springfield. In addition, these departments partner with the Parks Department's Mayor's Clean City initiative to clean and maintain illegal dumping sites throughout the City.

*Public Safety Division*

The Public Safety Division departmental budgets total \$55,751,491. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

<b>FY13 Recommended Budget Public Safety Division</b>					
	<b>FY12 Adopted</b>	<b>FY12 Projected (Q3)</b>	<b>FY13 Recommended</b>	<b>% Change from FY12 Adopted</b>	<b>% Change from FY12 Projected</b>
Police	37,083,693	37,214,924	35,252,755	-4.9%	-5.3%
Fire	18,066,785	19,094,820	19,135,621	5.9%	0.2%
Dispatch	1,422,349	1,423,247	1,363,115	-4.2%	-4.2%
<b>Total</b>	<b>56,572,828</b>	<b>57,732,991</b>	<b>55,751,491</b>	<b>-1.5%</b>	<b>-3.4%</b>

The Police Department's Fiscal Year 2013 budget is \$35,252,755. 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 reductions taken in this department include reducing the Quinn benefit payments consistent with funding for the City's obligation. The remaining 50% obligation previously funded by the State will be reserved in a separate fund and used if necessary pending the outcome of current contract negotiations. In addition, this budget eliminated 29 new requested positions and 31 current vacancies to the department.

The Fire Department's Fiscal Year 2013 budget is \$19,135,621. The reductions taken in the Fire Department will eliminate 12 vacant positions and result in the permanent brown out of one company (Ladder 9). In addition, the Department will need to monitor overtime based on call-backs and determine during the fiscal year if other brown-outs will be necessary.

The Dispatch Department has an appropriation of \$1,363,115 for Fiscal Year 2013. Some operational costs have been funded through the department's E911 grant funded by the State for FY13 in an effort to maintain adequate staffing levels. In addition, 2 vacant requested positions have been eliminated.

*Public Works Division*

The Department of Public Works (DPW) Fiscal Year 2013 Budget is \$15,018,653. The department monitors and preserves the City’s fleet inventory (except Public Safety vehicles) and equipment. Additionally, DPW provides preservation of public way infrastructures (streets, sidewalks, street signs, and traffic signals) and administering solid waste, recycling and yard waste programs.

<b>FY13 Recommended Budget Public Works Division</b>					
	<b>FY12 Adopted</b>	<b>FY12 Projected (Q3)</b>	<b>FY13 Recommended</b>	<b>% Change from FY12 Adopted</b>	<b>% Change from FY12 Projected</b>
DPW - General Fund	10,144,936	9,806,384	10,078,590	-0.7%	2.8%
DPW - Enterprise	4,548,790	4,698,779	4,940,063	8.6%	5.1%
<b>Total</b>	<b>14,693,725</b>	<b>14,505,163</b>	<b>15,018,653</b>	<b>2.2%</b>	<b>3.5%</b>

The reductions taken in the DPW’s General Fund account will eliminate the Sidewalk Repair program and reduce the Street Sweeping program in half impacting 7.0 FTEs. In addition, 3 FTEs will be shifted to the Chapter 90 grant funding provided by the State. Reductions to line painting, milling and paving and fleet maintenance will impact the services that the DPW currently provide to residents and other City departments.

Maintenance of the City’s storm drain system is required by the EPA in order to maintain our National Pollution Discharge Elimination System (NPDES) permit. Without proper maintenance and upkeep and as a result of the recent tornado, several water bodies could experience flooding and channel erosion if the debris is not removed. The maintenance of storm drains will be negatively impacted by the elimination of the Street Sweeping program.

In addition to the reductions taken in the General Fund, reductions were also taken in DPW’s Solid Waste Enterprise Fund which pays for all costs associated with trash service. The reductions include the elimination of trash service to multi-family units and apartment complexes that are not required to receive City trash service. Furthermore, 4 positions have been eliminated due to retirements that will not be backfilled.

*Health and Human Services*

The Fiscal Year 2013 budget appropriates \$9,560,596 for the Health and Human Services Division. 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.

<b>FY13 Recommended Budget Health &amp; Human Services Division</b>					
	<b>FY12 Adopted</b>	<b>FY12 Projected (Q3)</b>	<b>FY13 Recommended</b>	<b>% Change from FY12 Adopted</b>	<b>% Change from FY12 Projected</b>
TJO - Animal	1,248,244	1,285,183	1,218,213	-2.4%	-5.2%
Health	1,371,200	1,380,792	1,337,057	-2.5%	-3.2%
Elder	295,645	300,019	298,517	1.0%	-0.5%
Veterans	2,271,116	3,151,491	3,151,491	38.8%	0.0%
Library	3,669,638	3,671,611	3,555,318	-3.1%	-3.2%
<b>Total</b>	<b>8,855,842</b>	<b>9,789,096</b>	<b>9,560,596</b>	<b>8.0%</b>	<b>-2.3%</b>

The Thomas J. O’Connor Animal Control and Adoption Center’s Fiscal Year 2013 is \$1,218,213. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. The reductions taken within this department reduce rent and utilities based on a current RFP for their location. TJO provides 24/7 animal control services to Springfield, as well as the cities of Chicopee and Holyoke. In addition, the TJO updated some fees based on like organizations that will generate recurring revenue to the City.

The Department of Elder Affairs Fiscal Year 2013 budget is \$298,517. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. The reductions taken within this department will be offset to eligible grants.

The Veterans Services department’s Fiscal Year 2013 budget is \$3,151,491. This department provides aid and advisement to veterans and their dependents. The budget for this department is caseload driven and over the past several years caseload has significantly increased. The budget represents current year caseload which is the highest it has ever been.

The Fiscal Year 2013 budget appropriates \$3,555,318 for the Library Department. This Fiscal Year’s budget reductions require the closing of 3 branches: East Forest Park, Pine Point and Liberty Street. Five (5) positions have been removed from the budget. Two of the reductions are represented by the layoff of 2.0 full-time positions and the elimination of 2 additional full-time and one part-time vacant position.

*Parks, Buildings, and Recreation Management Division*

The Parks, Buildings and Recreation Management Division’s Fiscal Year 2013 budget is \$11,140,122. 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.

<b>FY13 Recommended Budget</b>					
<b>Parks, Building &amp; Recreation Management Division</b>					
	<b>FY12</b>	<b>FY12</b>	<b>FY13</b>	<b>% Change</b>	<b>% Change</b>
	<b>Adopted</b>	<b>Projected (Q3)</b>	<b>Recommended</b>	<b>from FY12</b>	<b>from FY12</b>
				<b>Adopted</b>	<b>Projected</b>
Parks	7,559,678	7,634,483	7,547,672	-0.2%	-1.1%
Facilities	5,577,821	5,564,315	3,592,449	-35.6%	-35.4%
<b>Total</b>	<b>13,137,499</b>	<b>13,198,798</b>	<b>11,140,122</b>	<b>-15.2%</b>	<b>-15.6%</b>

The Parks Department’s Fiscal year 2013 budget is \$7,547,672. The Parks Department is responsible for maintaining the City’s parks, golf courses, and athletic fields. Reductions in this department eliminates the After School Programming offered by the Parks department which eliminates 4.0 FTEs. In addition, funding for the operation of Cyr Arena has been transitioned to a new source. Reductions have also been taken in horticulture and athletic fields which residents will see across all City Parks.

The Fiscal Year 2013 budget appropriates \$3,592,449 for the Facilities Department. The Facilities Department maintains and repairs over 90 municipal and school buildings. The major change in this department is how it is funded in conjunction with the School Department. For next year, all School related costs are transferred to the School Department and any services utilized by the City will be charged back to the department. In addition, 2.0 layoffs and 1.0 vacant position were eliminated from the department.

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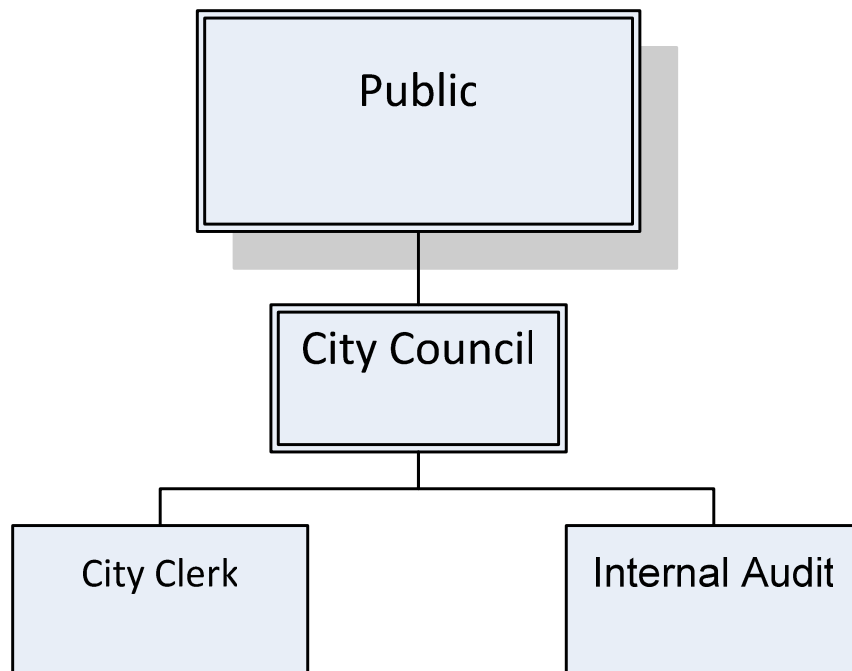


# **Section 3**

## **Non-Mayoral Division**

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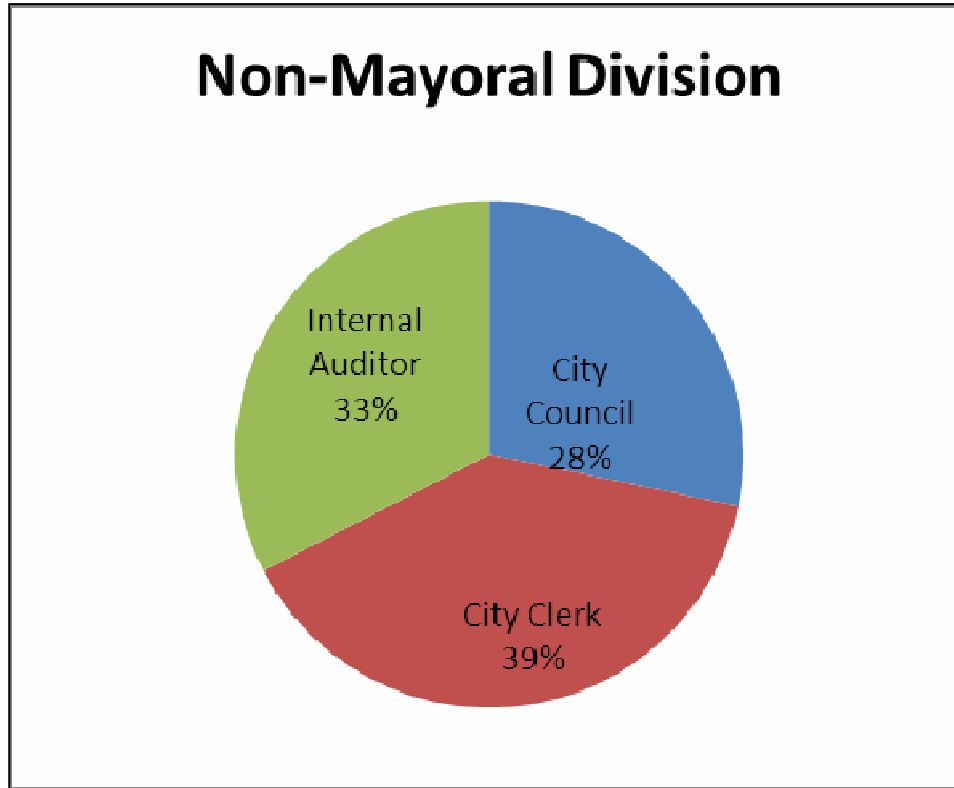
# Non-Mayoral



## Mission Statement

The mission of the Non-Mayoral Division is to adopt and 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.

# General Fund Budget and Staffing Overview



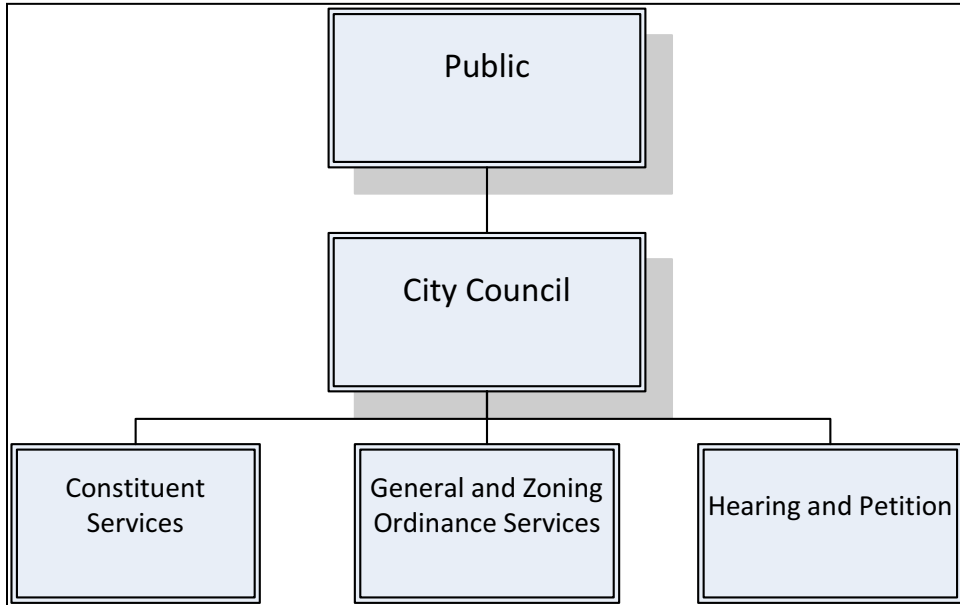
Division Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
City Council	\$324,078	\$340,409	\$343,520	\$346,717	\$6,308	1.9%
City Clerk	\$556,586	\$499,664	\$495,760	\$480,031	(\$19,633)	-3.9%
Internal Auditor	\$404,648	\$346,653	\$296,211	\$399,438	\$52,785	15.2%
<b>Total Division</b>	<b>\$1,285,312</b>	<b>\$1,186,726</b>	<b>\$1,135,491</b>	<b>\$1,226,186</b>	<b>\$39,459</b>	<b>3.3%</b>

Division Personnel (FTE's)	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
City Council	15.8	15.8	15.8	15.8	0.0	0.0%
City Clerk	11.0	10.0	10.0	10.0	0.0	0.0%
Internal Auditor	3.0	2.0	2.0	3.0	1.0	50.0%
<b>Total FTE's</b>	<b>29.8</b>	<b>27.8</b>	<b>27.8</b>	<b>28.8</b>	<b>1.0</b>	<b>3.6%</b>

# Non-Mayoral Division FY12 Funding Sources

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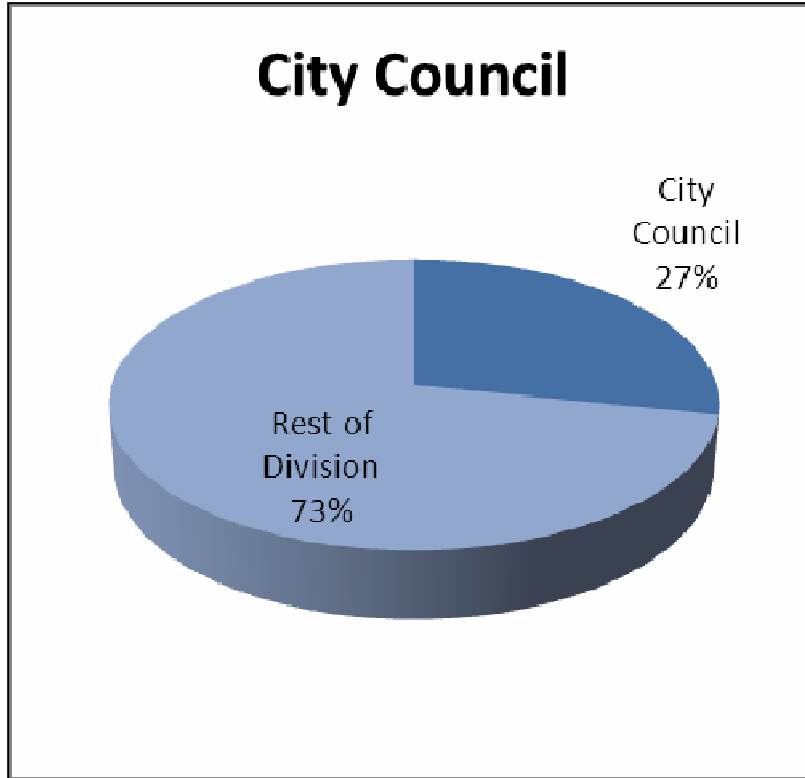
# City Council



## Mission Statement

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

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$312,506	\$328,867	\$0	\$334,979	\$6,113	1.9%
OTPS	\$11,572	\$11,543	\$0	\$11,738	\$195	1.7%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$324,078</b>	<b>\$340,409</b>	<b>\$0</b>	<b>\$346,717</b>	<b>\$6,308</b>	<b>1.9%</b>

City Council	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	15.8	15.8	15.8	15.8	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>15.8</b>	<b>-</b>	<b>0.0%</b>



## City Council Department Summary

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

## Fiscal Year 2012 Highlights

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

Provide full support for approval and posting of meeting minutes within 3 days of meeting.

Tracked and analyzed complaints (2,100 telephone calls relative to complaints and request for information) received regarding matters that affect the quality of life in Springfield.

Processed (21) proposed ordinances, (3) zone changes, (132) resolutions and orders, (55) reports of the board of public works, (32) financial orders, (168) proclamations, (41) special permits, (198) sub-committee meetings, (45) City Council meetings, (3) revocation hearings and (8) petroleum storage permits within 5 days or as requested or required by law.

## **Risks and Challenges for Fiscal Year 2013**

A continuing challenge for the City Council's Office has been to improve its ability to provide the neighborhood councils and civic associations with information on special permits and zone changes for sub-committee meeting. However, for the past four (4) years, it has been able to meet its demands with little concern from the committees.

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

Processing ordinances, zone changes, resolutions and orders, proclamations, special permits, sub-committee meetings, city council meetings, petroleum storage permits with only a staff of three (3) employees and thirteen (13) City Councilors as requested or required by law.

## **Strategic Decisions for Fiscal Year 2013**

In Fiscal Year 2013, the City Council's office will continue to meet with residents in the neighborhood to improve communication between the City Council and its staff.

The Council will seek to improve the tax factors rate setting processes by having meetings with citizens and businesses in October 2012 and setting the tax factor in November 2012 for Fiscal Year 2013.

The Council staff will assist in implementing live video streaming of City Council meetings.

## Constituent Services

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

### Fiscal Year 2013 Goals

**Goal:** Provide timely responses to public and press by answering questions, taking complaints and responding to emails, telephone calls, requests for proclamations, and resolutions

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Record and document the numbers of responses to press and public as well as responses to complaints, e-mails, telephone calls

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of responses to public and press within legal requirements	95%	97%	100%	98%	98%

**Goal:** Ensure compliance with state and federal laws Open Meeting Laws

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of public meetings that comply with Open Meeting Laws	99%	99%	100%	100%	100%

**Goal:** Track and analyze complaints for improvement in services

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of complaints reviewed and responded to	95%	97%	98%	98%	99%

## General and Zoning Ordinance Services

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

### Fiscal Year 2013 Goals

**Goal:** Through the internal committee system, conduct oversight and initiate action and consideration of proposals for special acts, general and zoning ordinances.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Conduct meetings with citizens to ensure their input through sub-committee meetings

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Numbers of sub-committee meetings conducted	195	215	225	185	225

**Goal:** Review and revise oversight systems to improve efficiency and transparency including video streaming of City Council meetings.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Initiate video streaming of City Council meetings

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of viewing audience watching via live video streaming	N/A	20%	50%	50%	70%

**Goal:** Use best practices for drafting changes to special acts, general and zoning ordinances as presented or passed by City Council.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Ensure that drafted special acts, general and zoning ordinances are in the correct format

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Number of Special Acts, Special Permits Zoning and General Ordinances proposed	25	27	30	65	75

**Goal:** Work with neighborhood councils and civic associations to promote greater communication and keep them abreast of issues that affect their neighborhood and the City.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Conduct sub-committee meeting in the affected neighborhoods

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Number of Council meetings conducted	17	25	30	28	36

## 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.

### Fiscal Year 2013 Goals

**Goal:** Use best practices for granting self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and confirmation of Mayoral appointments within 10 days including the posting of un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the website by July 1, 2011.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Revocation of permits and licenses.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of permits renewed vs. number outstanding	99%	99%	99%	99%	99%

**Goal:** Post all un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the City website by July 1, 2011.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Post all un-renewed permits and licenses on website

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of un-renewed permits and licenses posted online	5	9	7	5	5

**Goal:** Display committee and sub-committee meetings on the web page of the City Council

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

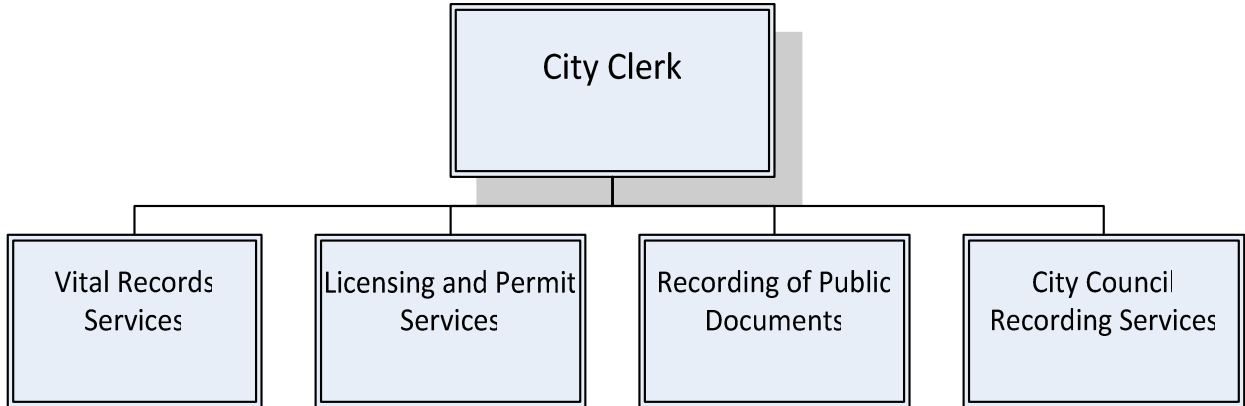
1. Ensure all meetings of the City Council and sub-committee are posted at least 48 hours prior to the meeting.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Percent of meetings posted within 48 hours as required by law	100%	100%	100%	100%	100%

# All Funds Budget



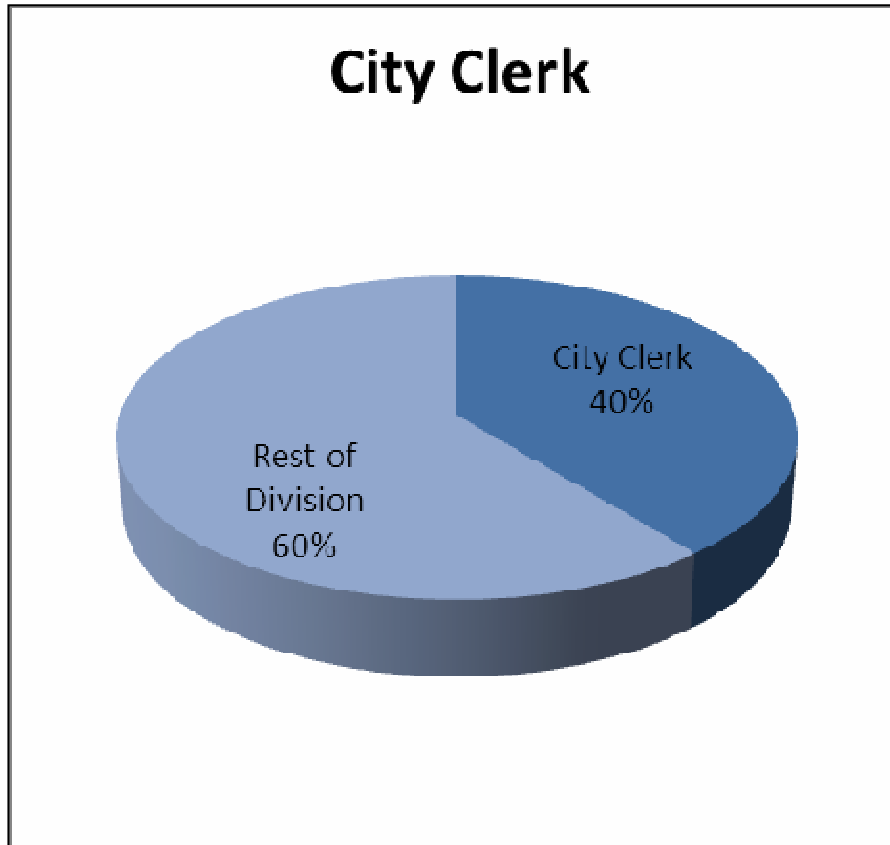
# City Clerk



## 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	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$512,152	\$466,845	\$0	\$435,713	(\$31,133)	-6.7%
OTPS	\$44,434	\$32,819	\$0	\$44,318	\$11,499	35.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$556,586</b>	<b>\$499,664</b>	<b>\$0</b>	<b>\$480,031</b>	<b>(\$19,633)</b>	<b>-3.9%</b>

City Clerk	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	11.0	10.0	10.0	10.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>11.0</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>-</b>	<b>0.0%</b>

## **City Clerk Department Summary**

As the official record keeper for the City of Springfield, the City Clerk's services include the filing, 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 2012 Highlights**

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

E-mailed tag sale permits to the Police Department each Friday for compliance and spot checks.

Mailed notice letters of time to renew Business Certificates to city businesses 45 days prior to the certificates expiration dates.

Entered rabies certificates into tracking system to compare registered dogs against rabies certificates. This increased the total number of registered dogs from 13,213 to 15,895 as of December 31, 2010.

Updated the City Clerk's website with the most frequently used/requested forms related to City Clerk services and the fees associated with these forms.

Implemented Minute Traq and Media Traq software that allows the Clerk's Office and various departments to file City Council agenda items electronically. The Clerk's Office also has the ability to produce meeting minutes electronically and provide live video streaming of City Council meetings. This service went "live" in January, 2011.

Implemented and trained two employees on a system provided by the Registry of Vital Records and Statistics that accurately and efficiently tracks new birth registration.

## **Risks and Challenges for Fiscal Year 2013**

Continue to improve the office's ability to provide efficient customer services by reducing the wait time for vital records and distribution of records of actions by the City Council. The Clerk's office must increase 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 five years the office lost four full time employees with over 15 years of experience. Since the office is one of the busiest departments for customer service, it is imperative that it retains trained and capable personnel to service the public.

## **Strategic Decisions for Fiscal Year 2013**

The City Clerks' office will take steps to continue to increase dog registrations. All dog owners will be notified in February by regular mail and election census of the need to register their dog(s). In March of each year, a list of all registered and unregistered dogs will be placed on the City Clerk's website. Further, a CD ROM will be provided to the Police Department and Thomas J. O'Connor Animal Control and Adoption Center for spot checks when they are canvassing neighborhoods.

The office will continue to explore the opportunity of issuing passports. To attain this, the City Council staff will collaborate with the City Law Department to re-file the City's application with the U.S Department of State, Boston Passport Agency. Additionally, the office will weigh the costs and benefits associated with processing passports.

Using the State physician's list, the office will notify all unregistered physicians by regular mail of their requirement to register with the City.

## Vital Records Services

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

### Fiscal Year 2012 Goals

**Goal:** Ensure that employees have the necessary training to perform their jobs effectively and efficiently.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Training hours provided per staff	7 hours	7 hours	7 hours	5 hours	7 hours

**Goal:** File 99% of birth, marriage, and death certificates within the timelines set by the State Office of Vital Records and Statistics.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of birth, marriage, and death certificates filed on time i.e. 15th of the next month.	99%	99%	99%	99%	99%

**Goal:** Implement new birth registration system as provided by the Registry of Vital Records and Statistics and provide training for two employees.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of birth records created using the new system (program began April 2011)	N/A	50%	100%	100%	100%

## 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 permits and licenses as assigned for compliance with city, state or federal laws.

### Fiscal Year 2013 Goals

**Goal:** Ensure that known dogs in the City are registered.

Citywide Strategic Priority Supported: **Public Safety, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of dogs with rabies certificates registered	53%	62%	75%	70%	75%

**Goal:** Maintain a ratio of 0.8 for business renewals versus out-of-business owners that did not renew after 4 years.

Citywide Strategic Priority Supported: **Economic Vitality**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Ratio of business renewals versus returned business renewal letters	50%	60%	70%	65%	70%

**Goal:** Maintain the renewal rate of underground storage and open air parking lot licenses and permits.

Citywide Strategic Priority Supported: **Economic Vitality**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of underground storage and open air parking lots licenses and permits renewed	99.0%	99.0%	99.5%	99.5%	99.5%

## 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.

### Fiscal Year 2013 Goals

**Goal:** Record all public documents received on time with proper City, State and Federal agencies.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of public documents recorded and filed within 10 days of receipt or as required by law	98%	98%	99%	99%	99%

# 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. 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.

## Fiscal Year 2013 Goals

**Goal:** Timely notification of all agendas, votes, and City Council actions after meetings via postings on the City website and email to neighborhood councils, citizen associations, and interested citizens

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
% agendas, votes, and City Council actions posted and emailed within 3 days after the meeting	100%	100%	100%	100%	100%

**Goal:** Provide training on the new requirements of the Open Meeting Laws and City’s Ethics Ordinance to all City Councilors by the end of FY 2011 and 90% of all board and commission members by the end of FY 2013.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

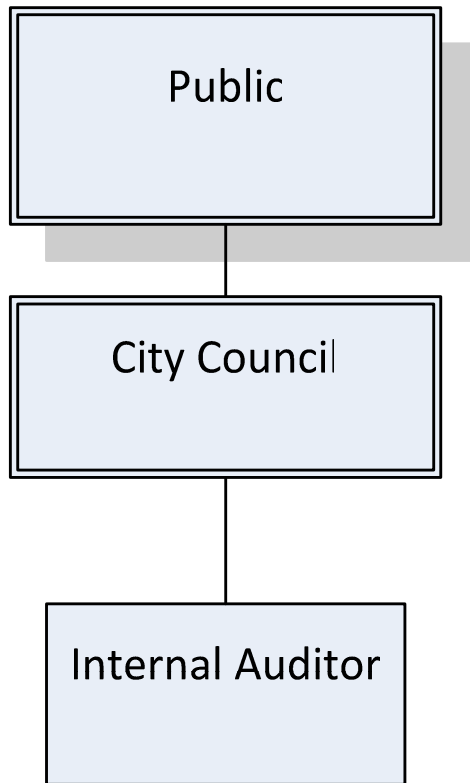
<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
% of City Councilors trained	100%	100%	100%	100%	100%
% of board and commission members trained	50%	75%	90%	75%	90%



# All Funds Budget

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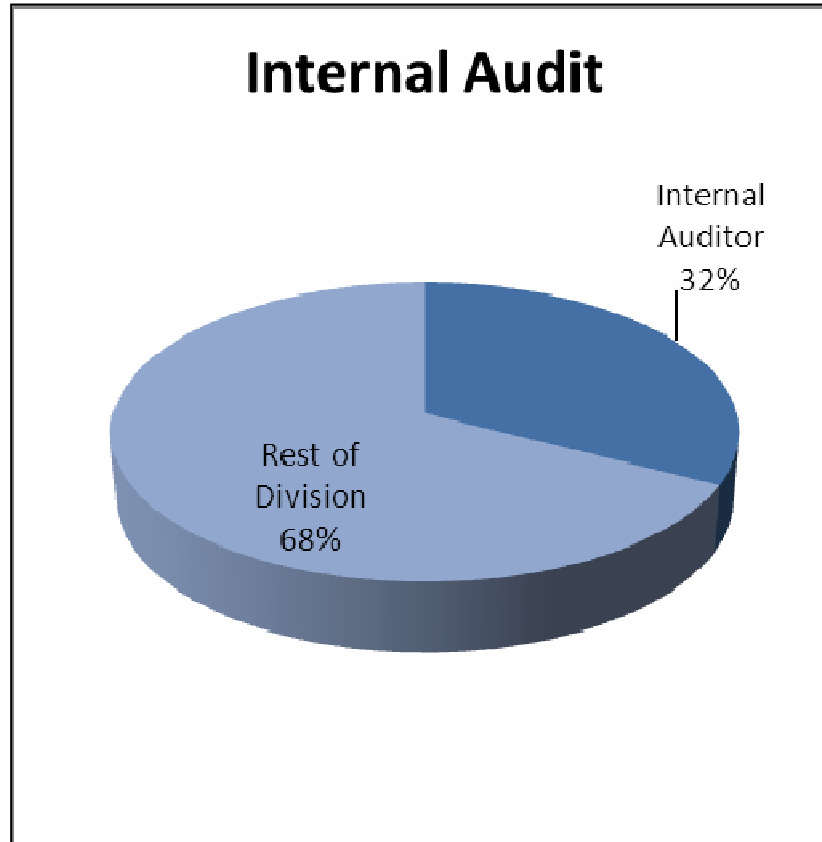
# Internal Audit



## **Mission Statement**

The mission of the Office of the Director of Internal Audit is to promote accountability and integrity in City government by providing quality audit and investigatory services.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$219,521	\$172,383	\$0	\$242,622	\$70,239	40.7%
OTPS	\$185,127	\$174,271	\$0	\$156,816	(\$17,454)	-10.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$404,648</b>	<b>\$346,653</b>	<b>\$0</b>	<b>\$399,438</b>	<b>\$52,785</b>	<b>15.2%</b>

Internal Auditor	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	3.0	2.0	2.0	3.0	1.0	50.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>1.0</b>	<b>50.0%</b>

## **Office of the Director of Internal Audit Summary**

On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation contained a series of governance changes, including the creation of the Director of Internal Audit and an Audit Committee. The Director of Internal Audit is appointed by the Mayor with the approval of the city council to a three year term. The Audit Committee acting through the Director of Internal Audit has the power to review, study, investigate, advise and make recommendations to improve city government. The Audit Committee is comprised of three city councilors appointed by the city council president.

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

## **Fiscal Year 2012 Highlights**

Conducted risk assessment audits and reviews, identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses

Maintained Fraud Hotline in working to detect fraud or abuse and assessing controls and risks to reduce opportunities for misappropriation

On-going updates to the Fraud Hotline website to assist City residents, City employees or any other concerned individual to report fraud, waste or abuse of City resources to the Office of Internal Audit.

Continued focus on preparing a comprehensive risk assessment of city operations

Departments have begun to reach out for advice for improving internal controls within city processes

Tracking system maintained for management comments identified in annual audit

## **Risks and Challenges for Fiscal Year 2013**

Limited city resources for hiring and retaining talented employees, obtaining continuing education to ensure best practices, and obtaining proper technological tools (hardware and software) necessary to identify emerging issues or risks before they become crises

Limited staff available to ensure timely mitigation of identified risks

Political influences that may create conflicts of interest, impair independence in fact and appearance, or interference in conducting and reporting issues

Audit programs and methodologies must be created and established from scratch

## **Strategic Decisions for Fiscal Year 2013**

Provide direction for Internal Audit in the development of new techniques to assist audit efficiency and effectiveness

Update current audit plan to mitigate the risks identified in the fraud risk assessment but leverage audit coverage given limited resources

Monitor the City's "Fraud Hotline" and maintain a log of all submissions including the on-going status and ultimate resolution of each solution

Continue to update and improve Office of Internal Audit and Fraud Hotline web pages

Conduct independent internal reviews of city departments for compliance with city practices, procedures and Continuous Improvement Springfield initiatives

Conduct specialized or investigatory reviews as necessary

Continue advisory services that prevent potential problems through a proactive auditing approach

Update fraud risk assessment identifying the City's vulnerability to misappropriation of assets

# Internal Audit

**Description:** The department conducts internal financial and compliance reviews of city departments, offering recommendations for improvements to processes and procedures where applicable, and providing additional analysis of financial and operating data as needed. Internal Audit strengthens public governance by enhancing accountability while detecting and deterring improper activity. In addition to internal reviews, the department engages and collaborates with an independent certified public accounting firm to conduct the annual external audit of the City.

## Fiscal Year 2013 Goals

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

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Conduct audits of items identified in risk assessment and offer recommendations for improvements to city managers
2. Fraud hotline maintenance, follow-up and investigation
3. Follow up on other matters city managers bring to our attention

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of Audit hours - risk assessment	n/a	50%	50%	50%	30%
% of Audit hours – fraud hotline	n/a	20%	20%	20%	25%
% of Audit hours – other	n/a	30%	30%	30%	45%

## Multi-Year Goals

Continue conducting reviews of items identified in risk assessment and focus Internal Audit attention on areas of high risk

Review city departments for compliance with city policies, procedures and Continuous Improvement Springfield initiatives

Continue in the development of new techniques to assist audit efficiency and effectiveness

Use effective communication with management, clients, and other stakeholders to improve working relations and increase awareness of the audit function

# All Funds Budget

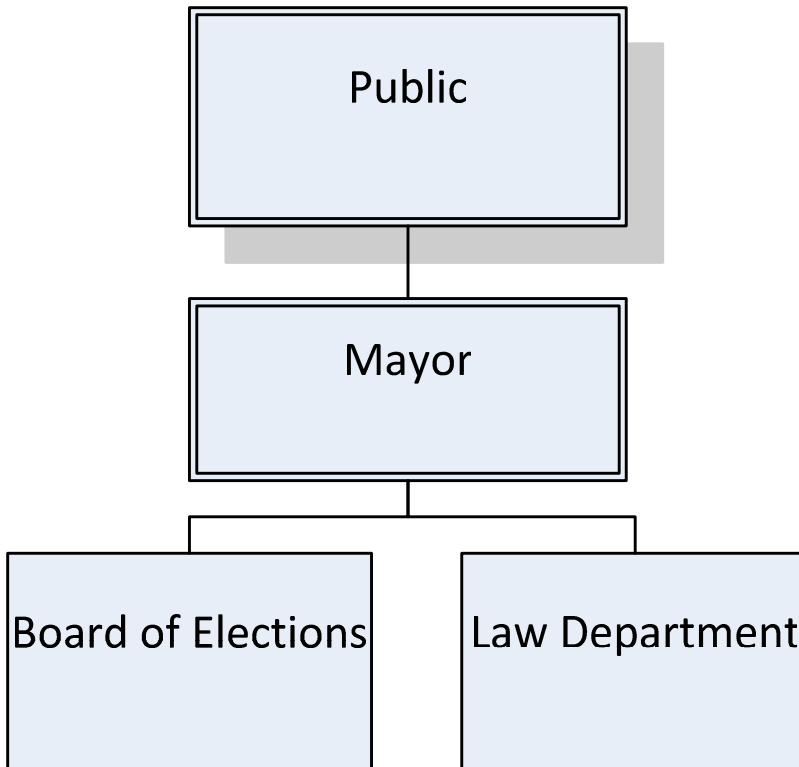


# **Section 4**

## **General Government**

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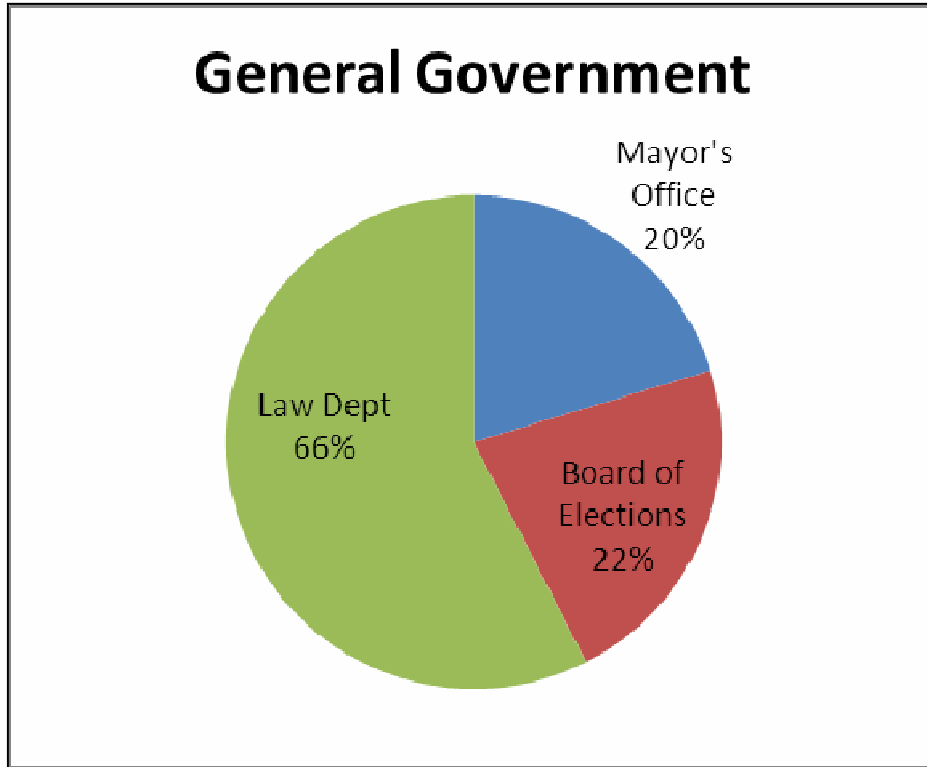
# General Government Division



## **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.

# General Fund Budget and Staffing Overview



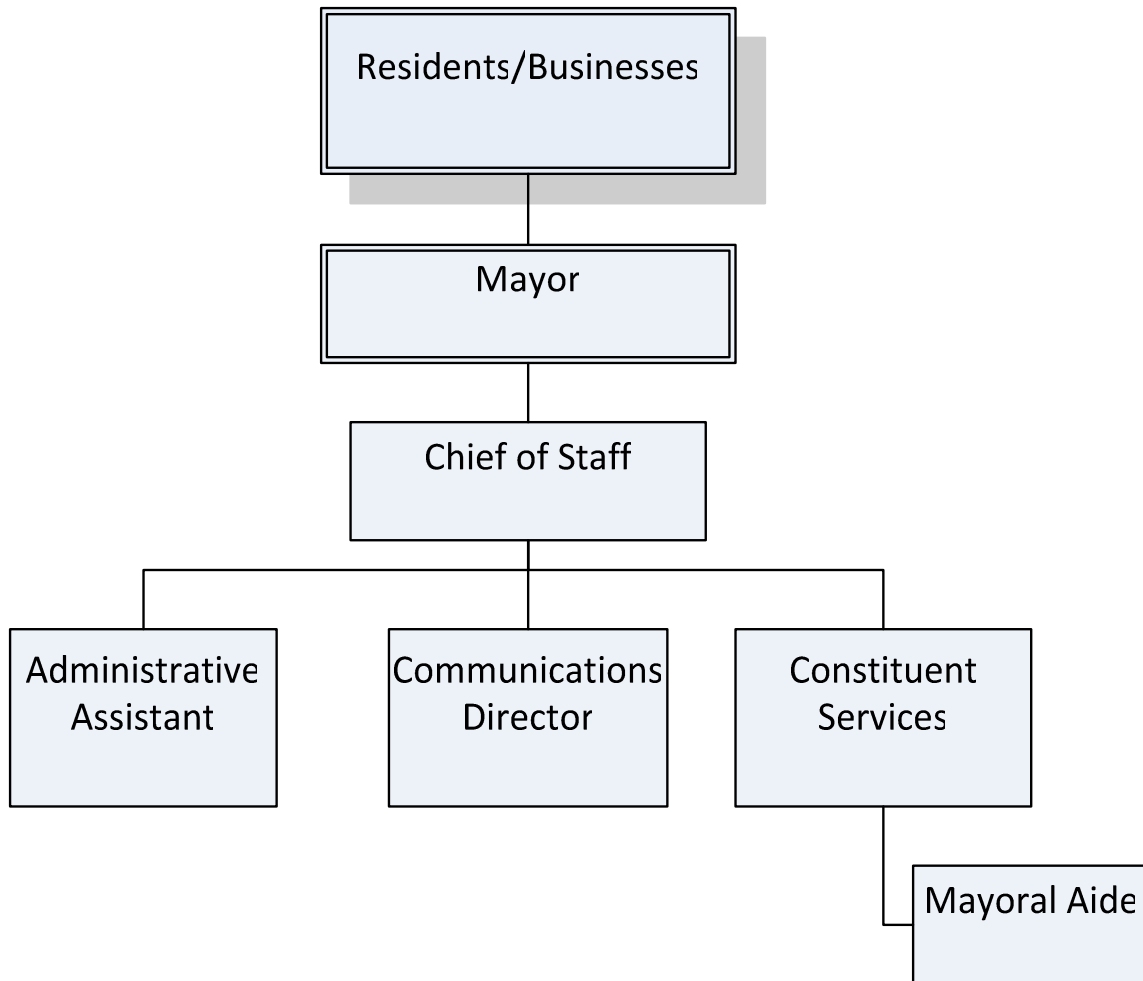
Division Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Mayor's Office	\$431,283	\$420,607	\$420,219	\$437,294	\$16,687	4.0%
Board of Elections	\$497,709	\$507,138	\$587,733	\$477,427	(\$29,711)	-5.9%
Law Department	\$1,948,959	\$1,766,733	\$1,849,189	\$1,237,488	(\$529,245)	-30.0%
<b>Total Division</b>	<b>\$2,877,951</b>	<b>\$2,694,478</b>	<b>\$2,857,141</b>	<b>\$2,152,209</b>	<b>(\$542,268)</b>	<b>-20.1%</b>

Division Personnel (FTE's)	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Mayor's Office	7.0	8.5	8.5	8.5	0.0	0.0%
Board of Elections	5.0	4.0	4.0	4.5	0.5	12.5%
Law Department	24.5	22.2	22.2	27.3	5.1	23.0%
<b>Total Division</b>	<b>36.5</b>	<b>34.7</b>	<b>34.7</b>	<b>40.3</b>	<b>5.6</b>	<b>16.1%</b>

# General Gov't Division FY12 Funding Sources

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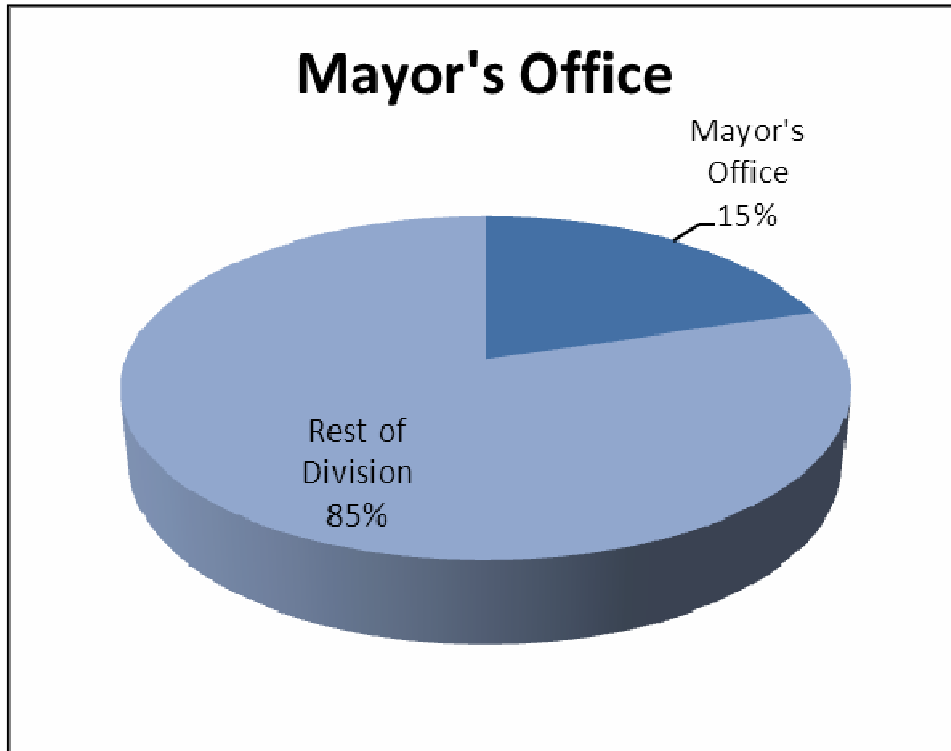
# Mayor's Office



## Mission Statement

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

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$424,330	\$406,943	\$0	\$422,911	\$15,968	3.9%
OTPS	\$6,953	\$13,664	\$0	\$14,383	\$719	5.3%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$431,283</b>	<b>\$420,607</b>	<b>\$0</b>	<b>\$437,294</b>	<b>\$16,687</b>	<b>4.0%</b>

Mayor's Office	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	7.0	7.0	7.0	7.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	1.5	1.5	1.5	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>7.0</b>	<b>8.5</b>	<b>8.5</b>	<b>8.5</b>	<b>-</b>	<b>0.0%</b>



## 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 Jose Delgado and Darryl Moss; Constituent Services Director James Leydon and Communications Director Attorney Tom Walsh.

Calendar year 2011 brought a year of unprecedented weather and the Mayor's Office served as the nerve center as the City endured an early 2011 Nor'easter, June 1<sup>st</sup> EF3 tornado, microburst, earthquake tremor and an pre-Halloween Blizzard which highlighted the need for a dedicated staff able to meet the challenges as the City responded to these disasters.

As Chief of Staff, Denise Jordan provides a broad range of professional support to the Mayor including the supervision of Mayoral staff. Ms. Jordan coordinates activities of the Mayor with other divisions and departments. In addition, she represents the Mayor at meetings when required and appropriate and advises the Mayor, providing extensive professional assistance, project management, and recommendations on City issues. In addition Ms. Jordan serves as a liaison between the City and external entities including the Springfield/UMass Amherst Partnership. Ms. Jordan also serves as the facilitator to the Springfield School Department and sits on a number of subcommittees within municipal government, including as administrator to the Community Police Hearings Board.

Administrative Assistant Carolyn Jackson provides daily office management including but not limited to, the coordination of meetings, heavy volume scheduling, coordination of expense reimbursements and travel arrangements, researching and resolving initiatives, departmental follow-ups, assisting in overseeing departmental contract processes and timely payment to vendors, investigating and responding to citizen and departmental inquiries, preparing paperwork such as proclamations and executing administrative policies and performing other duties as directed by the Mayor and Chief of Staff.

Mayoral Aides Darryl Moss and Jose Delgado are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Aides' duties include but are not limited to: responding to all quality of life complaints on a case-specific basis in an effort to work toward a resolution, acting as a Mayoral liaison to the Springfield Police Department's Ordinance Flex Squad, concentrating time on youth outreach and violence prevention, partnering with community organizations and neighborhood associations, as well as, State and Federal agencies in a constant effort to improve the life for all who live, work or visit the City. Mr. Moss serves as the Mayor's liaison to the City-wide Violence Prevention Taskforce and is the host of Springfield's Community Television Show *People are Talking*. Mr. Delgado oversees the paperwork filings for Constable Certificates.

Constituent Services Director James Leydon responds to quality of life complaints logged by citizens and is the Mayoral representative on the "Quality of Life Flex Squad," consisting of Police, Housing and Law Department officials. Further, Mr. Leydon will often partner with City Departments to investigate citizen concerns on a case-by-case basis in an effort to reach a resolution.

Communications Director Attorney Tom Walsh is responsible for developing, executing, and managing internal and external communication strategies that support the objectives of the City of Springfield. He coordinates message content, audience impact and is responsible for the production of materials on behalf of the City of Springfield. Walsh serves as the Mayor's designee to the City's Waste Reduction Action Plan Committee. Finally, he works closely with members of the Mayor's staff on other various projects as needed.

## **Fiscal Year 2012 Highlights**

FY 12 was a challenge for many departments due to the untimely forces of mother nature that descended upon the city of Springfield. As a city we encountered a devastating Tornado that stunned our city and left thousands of residents in distress. The Tornado was the start of many unprecedented weather occurrences to come i.e., an Earthquake, Hurricane Irene, a Microburst and the infamous Halloween Snow Storm in late October that left thousands of residents without power for up to eight days and in some cases more.

During all of these occurrences, specifically the Tornado and the October snow storm, the Mayor's Office was the central point of contact and coordination for the City of Springfield. Staff from the Mayor's office stepped up and manned phones, disseminated information, food and supplies throughout the city joining up with agencies like FEMA, MEMA, SBA, DOL and DTA to ensure that our residents had all of the resources and information needed to navigate during the aftermath of the Tornado.

Staff in the Mayor's office provided countless hours of manpower working alongside volunteers to do outreach on the streets, knocking on doors to reach our citizens. We took turns appearing on public radio shows disseminating information and instructions on Tornado Relief in both English and Spanish. Staff members created a critical resource guide that was printed in-house and distributed throughout the city which provided contact information and instructions regarding Tornado Relief within days of the Tornado.

The Mayoral staff were the point of contact for the Red Cross, Salvation Army, MEMA, FEMA, SBA, the United Way and any other federal, state or local organizations present in the city to provide assistance. The Mayor's staff was responsible for making the connections between all parties involved. Staff set up meetings, took phone calls and even helped set up, open and manage the Shelter at Central High School with the Health Department during the October power outage.

Currently members of the Mayor's staff continue to provide leadership and guidance to various organizations around Tornado rebuilding efforts and attend various meetings on behalf of the city of Springfield. During these extra ordinary occurrences, we still continue to provide quality service to the residents and businesses that contact our office on a daily basis for help and guidance.

The Mayor's office has received numerous calls, letters and emails commending us for the quality of service and professionalism exhibited during these unprecedented times.

## **Risks and Challenges for Fiscal Year 2013**

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

## **Strategic Decisions for Fiscal Year 2013**

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

Continue to utilize the talk show broadcast on Comcast Local Government Access Channel 17 as a tool to speak directly to constituents about governmental, business, arts and cultural and other public relations news that directly affects citizens of Springfield.

Continue to correspond with constituents, directly and often, a way that has come to define the Office as a community-oriented, customer-friendly office.

Employ an intern who will work in the office and assist members of the staff by answering phones, running errands, and performing other administrative tasks as needed.

## Mayoral Support

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

The citizens of Springfield and the quality of life in the City are the Mayor's top priorities. Constituent Services responds to all of the quality-of-life complaints logged 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 Police Ordinance Flex Squad, a squad comprised of one (1) lieutenant and nine (9) police officers charged with enforcing a range of quality-of-life issues. The Mayor's Chief of Staff also serves as facilitator to the Community Complaint Review Board. In that role, the day-to-day administrative duties of the nine-member board are overseen and the citizen complaints involving allegations of improper use of force by police or violations of department rules are reviewed. Combining the positions of Chief of Staff and Community Complaint Review Board Coordinator resulted in a savings of \$40,000 to the tax payers of the City of Springfield.

The Mayor's Office is highly visible and the Mayor's Communications Director is responsible for developing, executing and managing strategic internal and external communication strategies that support the objectives 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.

## Grants Summary: Office of the Mayor

**1. Local Consumer Aid:** For the Resolution of Citizen Complaints.

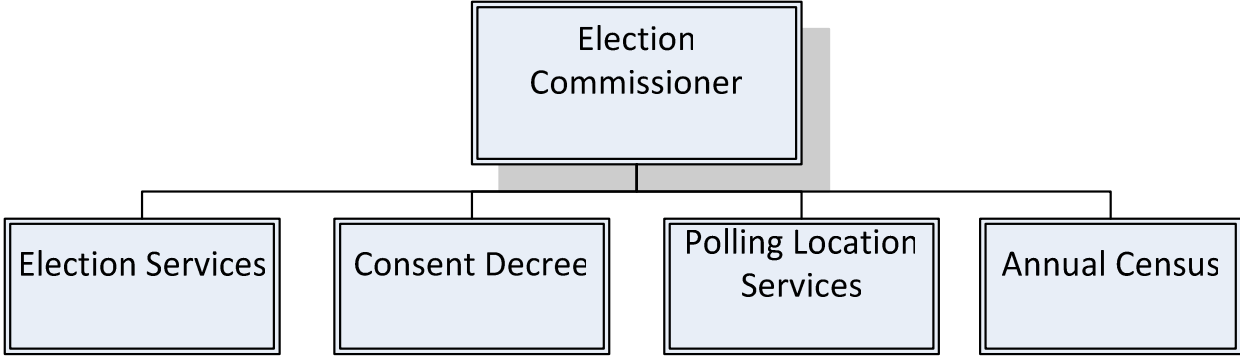
**2. Springfield Cultural Council:** To re-grant funds to artists, individuals, and organizations to meet the artistic, humanistic and cultural needs of the City.

**3. People are Talking:** To fund the "People Are Talking" program broadcast on Comcast Community Access Channel 17.

Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
<b>1. MA Attorney</b>							
General	State	70,065	75,000	78,000	78,000	3,000	3.8%
<b>2. MA Cultural</b>							
Council	State	67,115	109,782	89,652	102,000	(7,782)	-7.6%
<b>3. Springfield</b>							
Media & Telecomm. Group, Inc.	Other	19,117	0	0	0	0	#DIV/0!
<b>TOTAL</b>		<b>156,297</b>	<b>184,782</b>	<b>167,652</b>	<b>180,000</b>	<b>(4,782)</b>	<b>-2.7%</b>

# All Funds Budget

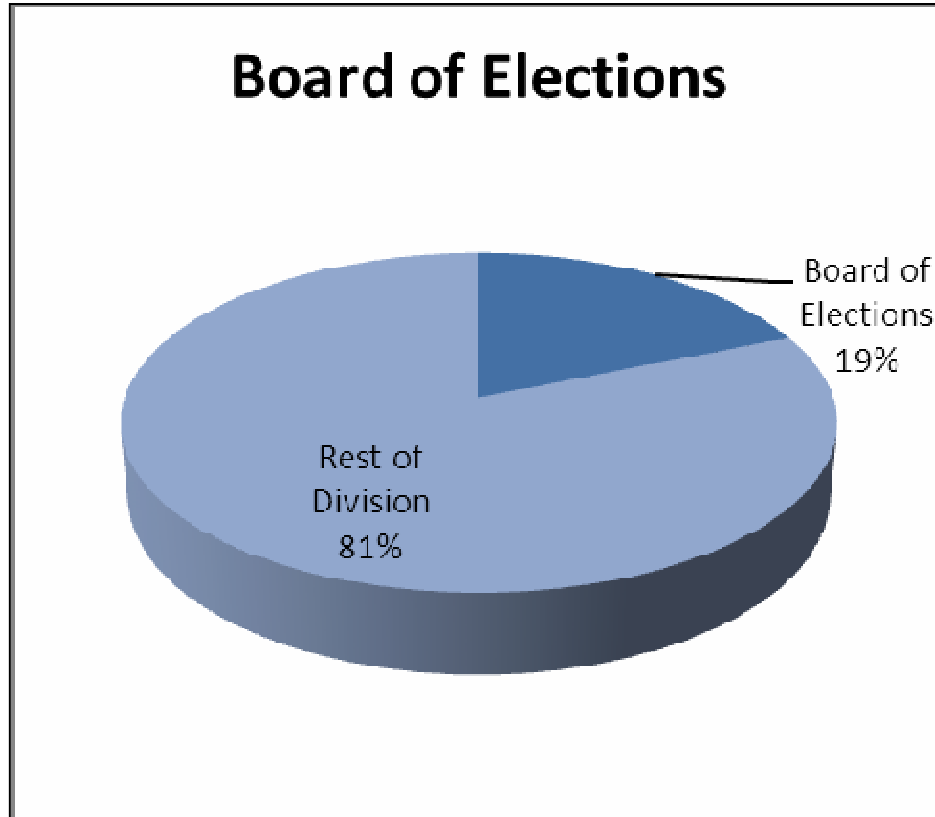
# Board of Elections



## Mission Statement

The mission of the Board of Elections is to ensure that all municipal, state and federal elections conducted within the City of Springfield are managed in accordance with City, state and federal laws. The Department also seeks to maintain an accurate list of all City residents through the conduct of the Annual City Census as required by State law.

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$368,245	\$369,516	\$0	\$378,983	\$9,467	2.6%
OTPS	\$129,464	\$137,622	\$0	\$98,444	(\$39,178)	-28.5%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$497,709</b>	<b>\$507,138</b>	<b>\$0</b>	<b>\$477,427</b>	<b>(\$29,711)</b>	<b>-5.9%</b>

	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
<b>Board of Elections</b>						
General Fund FTEs	5.0	4.0	4.0	4.5	0.5	12.5%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.5</b>	<b>0.5</b>	<b>12.5%</b>



## **Board of Elections Department Summary**

As mandated by state and federal laws, the Board of Elections (Board) 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. Procurement, staffing, and operation of polling locations are also managed by the Board.

The Board of Elections 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, 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 the 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 2012 Highlights**

During Fiscal Year 2012, the Election Department continued to implement best practices in the conduct of the annual city census, elections and election procedure as mandated by state and federal laws. Highlights of these efforts include:

Conducted the Annual City Census

Conducted the City Preliminary and Municipal Election in an efficient and impartial manner, adhering to corresponding election law

Worked with the Planning Department, City Council and the Office of the Secretary of the Commonwealth in redrawing precinct boundaries and producing maps; redrew precinct lines to ensure balanced representation using GIS mapping technology and the 2010 Federal Census Data

Increased outreach at community events, in the Spanish language media and with neighborhood organizations to advance goals set forth under the Bilingual Election Program

Successfully relocated 7 polling locations, notifying all affected voters of changes in polling locations

Maintained a computerized elections results archive and worked with the IT Department to report election night results in timely and effective manner

Processed 3,265 voter registrations from July 1—December 31, 2011; Processed 16,274 changes in voter information records

Processed 893 Absentee Ballot Applications for the City Preliminary and City Election; voter turnout was 14.71% for the City Preliminary and 21.78% for the City Election

## **Risks and Challenges for Fiscal Year 2013**

Over the past four years, the Election Department 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 formally dissolved in March of 2010 with the expectation that the City of Springfield and the Board of Elections would continue to institutionalize the changes made in election procedures as of 2006. The increased efforts to comply with the consent decree continue to place an unanticipated burden on the Board of Elections staff.

Another major challenge facing the department will be the continued use of older voting equipment. Proper maintenance, storage and transport of the current voting equipment are necessary until new State certified voting equipment can be obtained.

## **Strategic Decisions for Fiscal Year 2013**

The Election Department will continue to expand community outreach efforts in order to promote poll worker recruitment, voter registration and education and response to the Annual City Census.

The Election Department will begin to implement the use of video media for the purposes of poll worker training and voter education.

The Election Department will continue to work with the Office of the Secretary of the Commonwealth to publicize changes in wards, precincts, Representative and Senatorial districts as a result of reprecincting.

The Election Department will conduct a review of all polling locations in order to determine the need for increased or more effective signage. No less than 2 polling locations will be relocated at the request of the current property manager/administrator for each site.

## 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.

### Fiscal Year 2013 Goals:

**Goal:** Conduct municipal, state, and federal elections in an efficient and cost-effective manner, using a precinct-based, computerized, optical scanning system.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

**Action Steps:**

1. Make all election results available by email or on the City's website
2. Create a complete database with all election results prior to 1990

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Elections Administered	4	2	3	3	2
Provisional ballots cast	115	126	650	135	500
Absentee ballots cast & counted	2,151	1,343	200	925	3,000

**Goal:** Increase voter registration by 1.76 percent and increase voter turnout to 25% percent in the Municipal Primary, 35% percent in the Municipal Election and 40% in the Presidential Primary.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

**Action Steps:**

1. Promote voter registration via neighborhood councils and community agencies.
2. Promote voter education and participation via local radio, television and print media, as well as, the internet based media.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
# of Registered Voters	89,532	93,178	92,000	87,348	90,000
# of Newly registered voters	6,034	5,119	6,000	5,821	6,000
Voter Turnout	19.1%	23.4%	40.0%	14.3%	40.0%

**Goal:** Conduct the annual Retirement Board elections.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
# of Retirement Board Elections Conducted	0	1	0	0	1

# Annual Census

**Description:** The Annual City Census is mandated by the Commonwealth to provide a list of all residents 17 years of age and older to the Jury Commission. The Board of Elections compiles the list of residents through an annual citywide census including residents of multi-dwelling units, college residences and nursing homes and shelters. 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, the general public.

## Fiscal Year 2013 Goals

**Goal:** Conduct the Annual City Census in accordance with state law.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Mail the City census to 65,000 households.
2. Contact multi-dwelling unit owners and managers.
3. Contact colleges with residential housing.
4. Produce the annual City streets list.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Census records maintained	115,470	117,252	135,000	104,188	135,000

**Goal:** Increase the response rate to the annual City census by 10 percent.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Use the City’s website to allow City census responses.
2. Reinstate the practice of a second census mailing.
3. Develop and begin implementation of a public information campaign to encourage census response.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Census response rate	34.0%	26.3%	40.0%	31.1%	40.0%

# Bilingual Election Program

**Description:** The Board of Elections is responsible for the continued standardization of mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The agreement required 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. As of February 2010 the Revised Agreed Settlement Order was officially dismissed. The Board of Elections will nevertheless continue to honor the mandates set forth in the Settlement Order with the intention of achieving institutionalization of said mandates.

## Fiscal Year 2013 Goals

**Goal:** Effectively implement the Voting Rights Act consent decree.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Gather and translate new election materials.
2. Recruit and train bilingual poll workers.
3. Conduct poll worker training programs.
4. Broaden the use of the Board of Elections Spanish information page on the City’s website.

**Goal:** Establish an outreach network with community-based organizations within the City of Springfield.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Create a database of contacts
2. Create a schedule of targeted mailings for election information and deadlines.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of community-based organizations in the outreach network	26	47	50	53	60

## Polling Location Services

**Description:** The Board of Elections is responsible for the procurement, staffing and operation of polling locations throughout the city. The Board of Elections is also responsible for equipping election sites with the proper equipment.

### Fiscal Year 2013 Goals

**Goal:** Recruit, hire, and train poll workers.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Poll workers recruited and hired (bilingual)	106	131	130	125	130
Poll workers recruited and hired (non-bilingual)	298	272	310	272	300
Poll worker training sessions administered	1	0	2	4	4

**Goal:** Implement reforms mandated by the Help America Vote Act to achieve 100 percent compliance at all polling locations.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

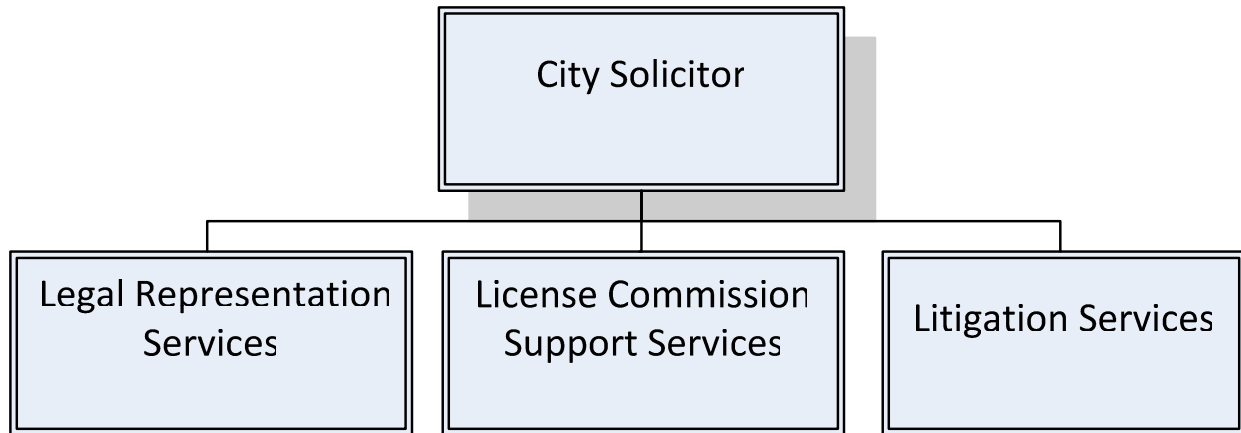
1. Acquire new election equipment.
2. Monitor implementation of new election equipment.
3. Publish Help America Vote Act (HAVA) information to the Department's website

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
HAVA compliant voter equipment maintained	61	60	60	60	60

# All Funds Budget



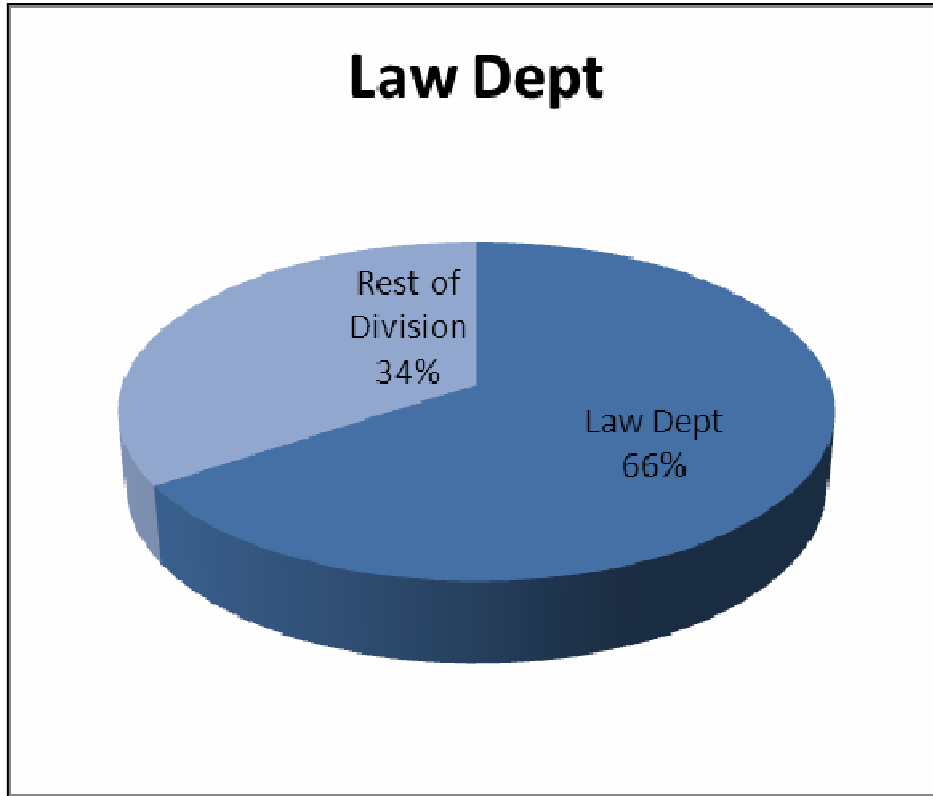
# Law Department



## 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	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$1,288,942	\$1,230,400	\$0	\$713,145	(\$517,255)	-42.0%
OTPS	\$660,017	\$536,333	\$0	\$524,343	(\$11,990)	-2.2%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$1,948,959</b>	<b>\$1,766,733</b>	<b>\$0</b>	<b>\$1,237,488</b>	<b>(\$529,245)</b>	<b>-30.0%</b>

Law Department	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	24.5	22.2	22.2	24.8	2.6	11.7%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	2.5	2.5	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>24.5</b>	<b>22.2</b>	<b>22.2</b>	<b>27.3</b>	<b>5.1</b>	<b>23.0%</b>

## Law Department Summary

The Law Department's services include: legal advice and formal legal opinions; participation in contract negotiations to include drafting and review; responding to employment laws; support with procurement matters such as drafting requests for proposals, invitations for bids, and contracts for goods and services, real estate or construction; draft and review proposed ordinances, special acts, resolves and orders; assisting departments with public records compliance; providing ethics opinions; as well as attend all meetings of the Springfield City Council and various boards and commissions. The Law Department also participates in training 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, Appellate Tax Board (ATB), Alcoholic Beverage Control Commission, etc.); prosecution of Code Enforcement matters and 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 applications and renewals, prosecuting enforcement actions, as well as arranging for and assisting in the holding of hearings.

## Fiscal Year 2012 Highlights

Through May 2012, the Law Department opened 1,062 new matters, increasing our current workload, and closed 696 matters.

Continued to support redevelopment efforts of tornado impacted areas through the provision of legal services related to emergency management, procurement, and reimbursement of FEMA funds, as well as participation in the community-wide long term recovery planning process.

Successfully resolved litigation with regard to cable TV licensing and participated in negotiations for a non-exclusive 10 year renewal license with grants in excess of \$1 million.

Represented the City as an Intervening Party in the hearings on the WMECO rate increase request before the Department of Public Utilities for the Commonwealth of Massachusetts.  
Provide legal support in the Issuance of an RFP for the TJO Animal Control facility.

Utilize Internship students to provide support for legal services.

Continued efforts to fight neighborhood blight and spur economic revitalization through the prosecution of Code Enforcement and Licensing violations in conjunction with the Police, Fire, Health, License Commission and Building Inspectors.

## **Fiscal Year 2012 Highlights (continued)**

Successful defense of Civil Rights litigation alleging police misconduct in U.S. District Court.

Successful defense of several Employment Discrimination claims involving the Springfield School Department brought before the Massachusetts Commission Against Discrimination.

Provided legal support in the Implementation of Community Police Hearings Board to conduct disciplinary hearing involving citizen complaints alleging police misconduct and be a watch dog over the Police internal investigations of officers alleged to have used excessive force and publication of annual report.

Participated in the monitoring and implementation of election administration practices to assure continued compliance with Voting Rights Act.

Oversaw eminent domain takings in support of the Renovation of Forest Park Middle School, as well as attended meeting with property owners, researched legal issues, and worked with relocation consultant.

Ongoing negotiations and mediation with WMECO over claimed overcharges for streetlights.

Continued with the implementation of new case management software to allow for improved tracking of work assignments.

Working to finalize negotiations for the purchase and sale of Industrial Land to F.W. Webb at the Smith & Wesson Industrial Park and Springfield Redevelopment Authority and implementation of Economic Development incentives involving Tax Incentive Agreements.

Participated in the regular meetings with Auditors, Finance, Procurement and School Department to ensure School Department compliance with procurement and contract requirements.

Support the implementation and compliance of the construction, design, and management contracts for the new Putnam Vocational Technical High School.

Various Attorney and Staff attended continuing education programs in various areas of municipal law, including Inspector General certification classes as to the procurement of goods, services and construction, as well as Department of Revenue Annual Update as to Municipal Law and participated as panelists in municipal law programs.

Provided legal advice with regard to the Union Station redevelopment by SRA.

Provided legal advice to create a fiber optic network in conjunction with SMTG and the Massachusetts Broadband Institute.

Provided legal support during arbitration and unemployment hearings.

Drafted releases and partial releases of deed restrictions and mortgages for various properties.

## **Fiscal Year 2012 Highlights (continued)**

Assisted City/Treasurer Collector of Taxes for the FY 2011 tax takings by working with the City's collection agency, Revenue Services, the City auctioneer, and four outside law firms in the tracking and monitoring of pending Land Court cases and drafted deeds and orders, for City Council approval and represented the City at closings for RFP sales of all foreclosed tax title properties as well as providing legal advice and opinions related to Treasurer/Collector of Taxes, Office of Housing, Assessors, Planning, Code Enforcement, Building, and various other city departments concerning tax title matters, real estate issues, bankruptcy, and collection of real estate taxes, personal property taxes, excise taxes, betterments, and trash fees.

Responded to inquiries from the public and media concerning various legal issues and Public Records requests.

Worked with the School Committee, Internal Auditor and Attorney General's Office concerning the use of student activity funds at Putnam Vocational High School.

Successfully negotiated with the Commonwealth for the acquisition of City's Fire Training Center.

Worked on the transition of the Promise Program from City to Expendable Trust: drafted Trust documents and Amendment to ACCESS contract for administration of the Program.

Draft, review and work with the Senior Review Team on Council orders sponsored by the Mayor, as well as work with the City Clerk to implement the use of Minute Trac software to create and update City Ordinances.

Worked with the School District and Massachusetts Elementary and Secondary Education to revise the Sodexo School Foodservice contract for compliance with USDA directives.

Working with School Department Transportation Consultant and public school officials to renegotiate First Student contracts for School Bus Transportation, and issue new RFP for school bus transportation if the renegotiation is unsuccessful.

Working with various City agencies and the Police Department to prepare documents authorizing SPD's occupancy of Armory Building at 50 East Street, pending the City's application to the Base Realignment and Closure Commission for ownership of the building.

Revised Allied Health Program contracts with health care facilities for Putnam HS, working with Putnam administrators to reach agreements with facilities for student clinical training.

Successfully defend appeal and marking ordinance adopted by City Council for historic preservation in lawsuit challenged in pending lawsuit alleging unconstitutional action.

Continue to work with Procurement, Comptrollers and School Department on contracts and procurement compliance through bi-weekly meetings at School Department.

## **Fiscal Year 2012 Highlights (continued)**

Provided advice and representation to the City Council on litigation involving Cyber Cafes, BioMass, and Foreclosure Ordinances.

Assist in the adoption, implementation and legal defense of litigation concerning new late Entertainment regulations promulgated by the Mayor.

Increase revenue raised through the administration of the License Commission.

Negotiated the Omnibus Agreement to revise agreements with Covanta with regard to landfill.

## **Risks and Challenges for Fiscal Year 2013**

Defense of litigation involving Revocation of Special Permit for BioMass Energy plant.

Managing numerous requests for public records to various City Departments.

Defense of complaints for violation of handicap access to Riverfront elevator before the Architectural Access Board.

Further Appellate Review in SJC of reinstatement of Superior Court judgment for \$1 Million in Lucy Jones v. Boykin.

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.

Negotiate new agreement with surrounding communities in renegotiation of Inter-Municipal Agreement and procure new lease for TJO Animal Control Center.

Transitioning legal representation on Community Development projects within the Law Department budget.

Staffing challenges and reallocation to natural disaster incidents have resulted in a decrease in the number of Housing Court filings.

Implementation of New Lobbying provisions adopted by the City Council.

Defend statewide lawsuit pending in federal court challenging 2003, 2005, and 2007 Civil Service promotional exam for police sergeants involving 10 municipal departments.

Defend appeal land-mark ordinance adopted by City Council for historic preservation in lawsuit challenged in pending lawsuit alleging unconstitutional action in violation of First Amendment.

Provide legal advice in the Implementation of City wide email and records retention policies to comply with new state and federal requirements.

## Strategic Decisions for Fiscal Year 2013

Re-establish the position of the Director of Licensing to professionalize important policy making decisions impacting public safety and economic development, healthy neighborhoods, increased revenue and more efficient service to licensees as well as the general public.

Work with general and grant funds, petition Housing Court for receivership of blighted properties to return them to the City's available housing stock.

Participate in economic redevelopment efforts by providing contract negotiation, drafting, legislation, mediation and litigation services to the City's Community and Economic Development agencies in support of Master Plan

Expand practice of utilizing Law Students to work as Legal Interns to provide support services to Law Department attorneys while providing training to students with potential pool of applicants for Law Department positions which open through attrition.

Assist with training City Employees in areas related to:

- Ethics
- Diversity
- Civil Rights



# 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.

## Fiscal Year 2013 Goals

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

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

1. **Action Step:** Draft and/or negotiate contracts within 60 days of assignment
2. **Action Step:** Measure the percentage of contracts reviewed as to form within 7 days of receipt

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	88%	90%	90%	90%	90%
Percentage reviewed and signed within 7 days	99%	99%	99%	99%	99%

**Goal:** Minimize the value of settlements and judgments against the City.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Step:** Reduce value of settlements and judgments against the City

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Target (settlements against city)	\$430,265	\$500,000	\$500,000	\$378,500	\$450,000

**Goal:** Maximize revenue collected from Licensing Fees

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Revenue Collected	\$597,537	\$534,079	\$554,000	\$715,641	\$554,000

**Goal:** To file timely answers to court complaints.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of on time responses to court complaints	99%	99%	100%	100%	100%

**Goal:** To investigate all claims received.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of claims investigated	105	125	100	100	100

**Goal:** To file all emergency code enforcement cases within three business days and prioritize non emergency code enforcement cases within 45 days of receipt

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

1. **Action Step:** File emergency code enforcement cases within three business days of receipt
2. **Action Step:** Prioritize and file non-emergency Code Enforcement cases within 45 days of receipt

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of emergency Code/Legal cases filed in 3 business days	90%	95%	85%	90%**	95%
Percentage of Non-Emergency Code/ Legal cases Prioritized and Filed within 45 days	80%	78%	75%	40%**	50%**

*\*\*Number of emergency tornado-related Code/Legal cases filed impacted the department's ability to file non-emergency cases in FY'12 and will continue into FY'13.*

## **Multi-Year 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.

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

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

Continue to assist the Police and School Departments by providing legal reviews of policy initiatives, procurement support and litigation defense.

Continue to support the Economic Development Department with legal reviews of policy initiatives; procurement support and litigation defense and prosecution of Code, Ordinance Enforcement and Licensing violations.

## Grants Summary: Law Department

**1. Community Housing Initiative:** Funding for two part-time law interns for the City of Springfield's Law Department, to work with Code Enforcement, to promote the use of receivership and other tools to stabilize properties and bring responsible ownership back to

**2. Comcast:** Legal settlement that can be used towards cable-related expenses only.

Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
<b>1. Mass Housing</b>							
Partnership	State	13,976	12,000	13,272	24,000	12,000	50.0%
<b>2. Comcast</b>	Other	0	0	7,518	72,482	72,482	100.0%
<b>TOTAL</b>		<b>13,976</b>	<b>12,000</b>	<b>20,790</b>	<b>96,482</b>	<b>84,482</b>	<b>87.6%</b>

# All Funds Budget

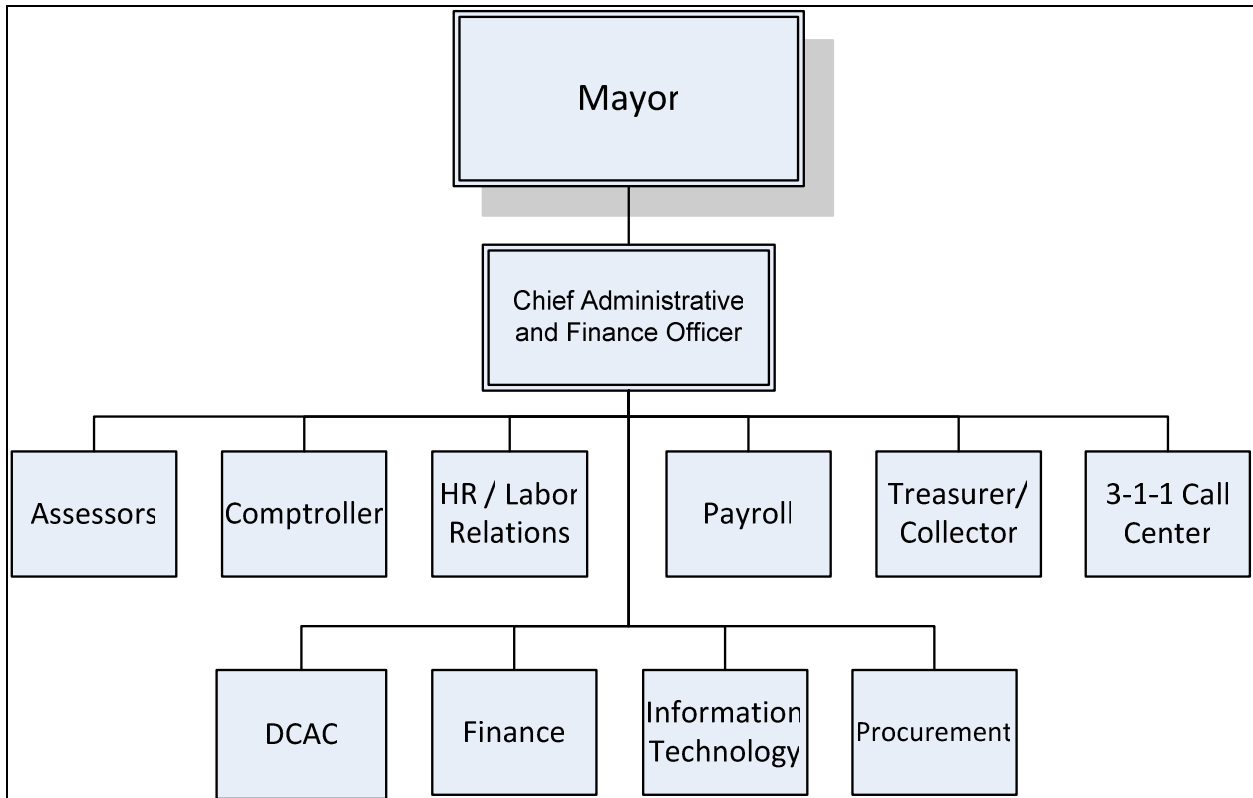
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**Section 5**  
**Division of**  
**Administration and Finance**

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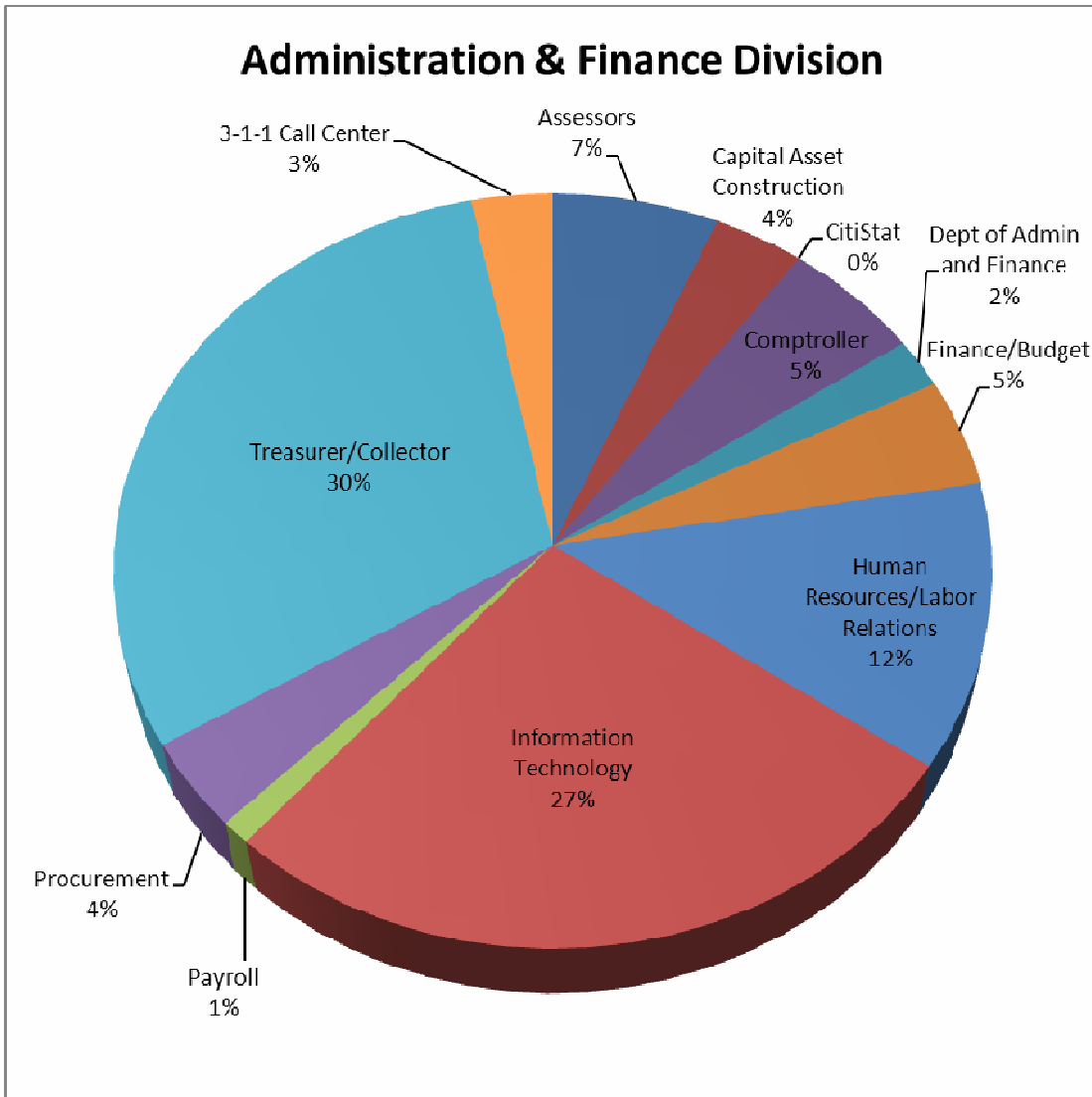
# Division of Administration and Finance



## Mission Statement

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

# General Fund Budget and Staffing Overview



# General Fund Budget and Staffing Overview

Division Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Assessors	\$925,673	\$718,822	\$785,294	\$705,826	(\$12,997)	-1.8%
Capital Asset Construction	\$531,502	\$437,462	\$283,939	\$382,732	(\$54,730)	-12.5%
CitiStat	\$198,605	\$0	\$0	\$0	\$0	0.0%
Comptroller	\$671,408	\$641,283	\$641,012	\$591,626	(\$49,657)	-7.7%
Dept of Admin and Finance	\$512,742	\$277,185	\$257,936	\$229,927	(\$47,258)	-17.0%
Finance/Budget	\$835,260	\$475,471	\$471,588	\$497,608	\$22,137	4.7%
Human Resources/Labor Relations	\$1,277,898	\$1,631,779	\$1,555,063	\$1,322,842	(\$308,937)	-18.9%
Information Technology	\$2,644,941	\$2,772,701	\$2,758,787	\$2,909,117	\$136,416	4.9%
Payroll	\$590,032	\$312,803	\$300,597	\$111,735	(\$201,068)	-64.3%
Procurement	\$532,082	\$425,881	\$406,031	\$415,247	(\$10,633)	-2.5%
Treasurer/Collector	\$3,815,351	\$3,456,040	\$3,438,459	\$3,278,530	(\$177,510)	-5.1%
3-1-1 Call Center	\$417,662	\$400,883	\$382,416	\$344,785	(\$56,098)	-14.0%
<b>Total Division</b>	<b>\$12,953,156</b>	<b>\$11,550,310</b>	<b>\$11,281,122</b>	<b>\$10,789,975</b>	<b>(\$760,334)</b>	<b>-6.6%</b>

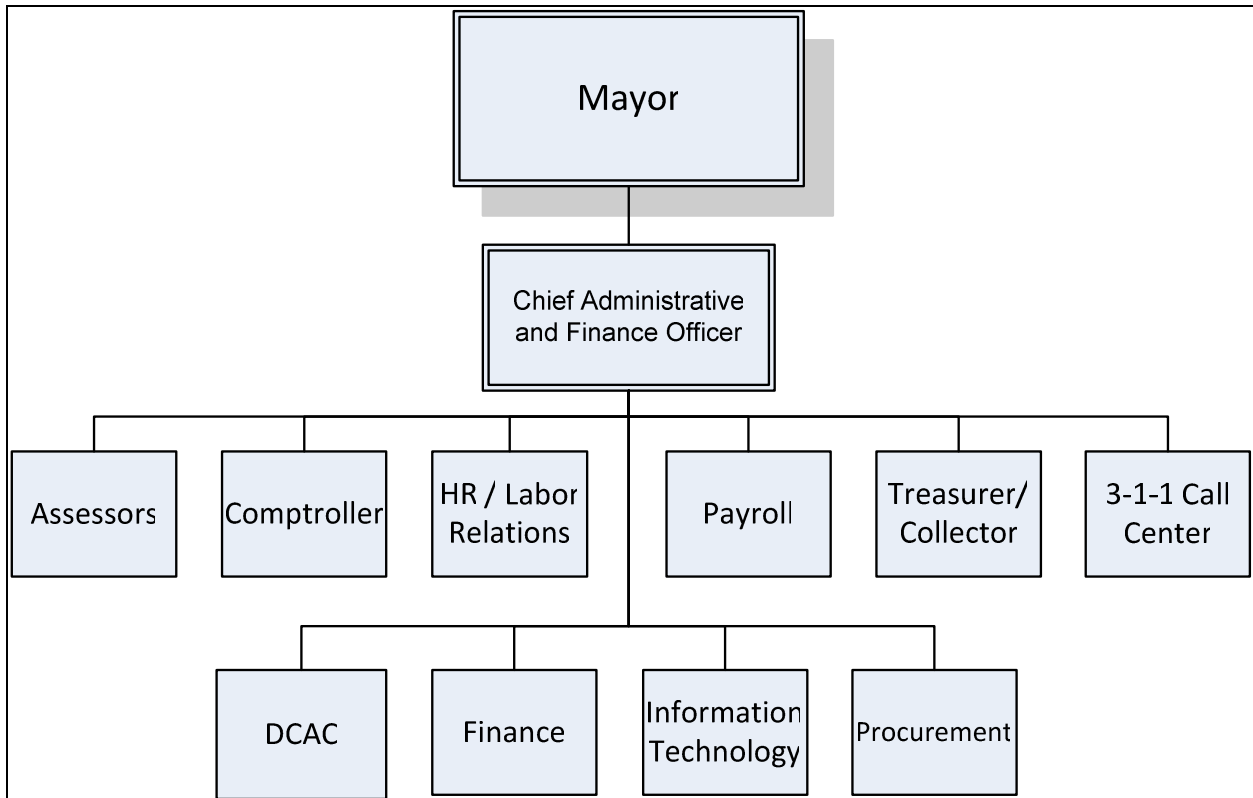
Division Personnel (FTE's)	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Assessors	13.0	12.0	12.0	11.0	-1.0	-8.3%
Capital Asset Construction	3.0	3.0	3.0	3.0	0.0	0.0%
CitiStat	5.0	0.0	0.0	0.0	0.0	0.0%
Comptroller	13.5	11.0	11.0	10.0	-1.0	-9.1%
Dept of Admin and Finance	3.0	2.0	2.0	2.0	0.0	0.0%
Finance/Budget	9.0	7.0	7.0	6.0	-1.0	-14.3%
Human Resources/Labor Relations	17.5	17.5	17.5	15.0	-2.5	-14.3%
Information Technology	18.0	16.0	16.0	15.0	-1.0	-6.3%
Payroll	5.0	4.0	4.0	0.0	-4.0	-100.0%
Procurement	9.0	6.0	6.0	6.0	0.0	0.0%
Treasurer/Collector	18.0	17.0	17.0	16.0	-1.0	-5.9%
3-1-1 Call Center	10.8	9.8	9.8	8.8	-1.0	-10.2%
<b>Total FTE's</b>	<b>124.8</b>	<b>105.3</b>	<b>105.3</b>	<b>92.8</b>	<b>-12.5</b>	<b>-11.9%</b>

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# **Admin & Finance Division FY12 Funding Sources**

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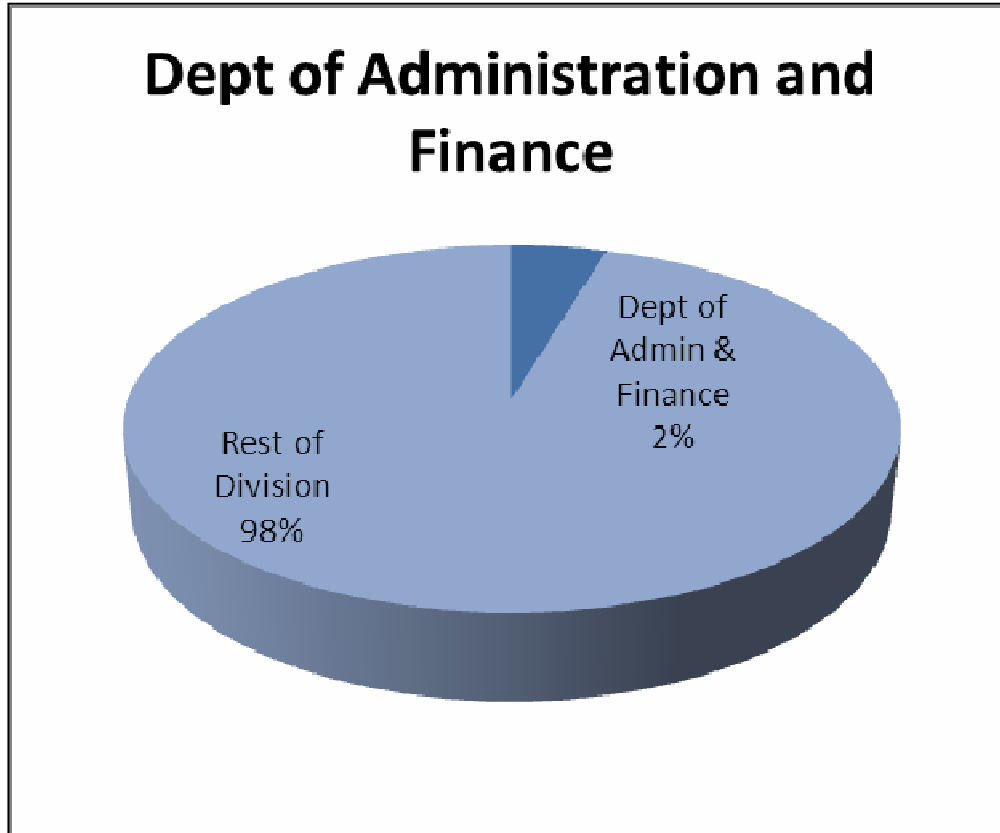
# Department of Administration and Finance



## Mission Statement

The Department of Administration and Finance oversees the City's administrative and financial support functions including twelve departments focused on ensuring financial and operational excellence throughout the City of Springfield.

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$264,649	\$213,844	\$0	\$207,061	(\$6,783)	-3.2%
OTPS	\$248,093	\$63,341	\$0	\$22,866	(\$40,475)	-63.9%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$512,742</b>	<b>\$277,185</b>	<b>\$0</b>	<b>\$229,927</b>	<b>(\$47,258)</b>	<b>-17.0%</b>

CAFO	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	3.0	2.0	2.0	2.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>	<b>0.0%</b>



# Department of Administration and Finance Summary

In continuing a structured transition to local control, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of the Department of Administration and Finance which is responsible for the overall budgetary and financial administration of the City. This department is under the control of the Chief Administrative and Financial Officer (CAFO) who reports to the mayor. The CAFO is appointed to a term of no longer than three years.

The CAFO is responsible for administering and supervising the City's financial services, information technology, human resources, and 311 Call Center, including developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments.

The following department heads report to the CAFO: the Chair of the Board of Assessors, Treasurer/Collector, Finance Director, Comptroller, Payroll Director, Director of Information Technology, Chief Procurement Officer, Director of Human Resources and Labor Relations, 311 Director, and Director of Capital Asset Construction.

## Fiscal Year 2012 Highlights

Completed a report on Other Post Employment Benefits (OPEB).

Began the process of updating the City's Four-Year Strategic Action Plan to incorporate elements of the Rebuild Springfield Master Plan.

Monitored the Springfield Promise Scholarship Program.

Completed a draft report on Payments In Lieu of Taxes (PILOTs).

Completed a report on risk management.

Assisted the Office of Procurement in the development of a business plan.

Assisted the Department of Capital Asset Construction in the development of a business plan.

Completed a business case on performance management.

## **Risks and Challenges for Fiscal Year 2013**

Balancing future year budgets in the face of uncertain state aid and the need to judiciously use reserves.

## **Strategic Decisions for Fiscal Year 2013**

Plan for and make recommendations for addressing the City's unfunded liabilities in the areas of capital improvements and other post-employment benefits (OPEB)

# Department of Administration and Finance

**Description:** Responsible for administering and supervising the City’s financial services, information technology, human resources, labor relations, payroll, 311, and capital asset construction functions.

## Fiscal Year 2013 Goals

The goals of the Department of Administration and Finance for FY2012-2013 support the mayor’s strategic priority to ensure fiscal and operational excellence.

**Goal:** Encourage organizational excellence by improving operations and increasing effectiveness of city departments.

**Action Steps:**

1. Work with Information Technology and other departments to prepare and implement the Information Technology Strategic Plan
2. Work with human resources, 3-1-1 and line departments to develop customer service training
3. Continue to encourage the consolidation of functions between the city and the school department
4. Continue to ensure the results of organizational studies are implemented and evaluated
5. Work with Finance/Budget to re-implement a performance management program

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
% of frontline employees with CSR training	N/A	N/A	60%	N/A	25%
% of departments with at least one CSR trained employee	N/A	N/A	85%	N/A	25%
% of consultant study suggestions implemented	N/A	51%	55%	51%	51%
# of consolidated functions between city and schools	1	2	3	2	3
# of Interns utilized	0	9	8	7	4
# of Leadership Pioneer Valley Participants	-	-	-	2	2

**Goal:** Continue to improve financial health through sound policies and procedures

**Action Steps:**

1. Update the 4-year financial plan and address unfunded liabilities and enterprise funding
2. Pursue regionalization opportunities with partner communities
3. Implement recommendations from review of all financial policies and practices
4. Implement recommendations from review of city-wide risk management strategies
5. Implement first two recommendations from OPEB report

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Operating surplus maintained	N/A	0.4%	<1%	<1%	<1%
Stabilization reserves as a percent of the General Fund budget	N/A	8.0%	11.00%	7.00%	6.00%
Debt as a percentage of General Fund budget	3.48%	4.6%	3.13%	3.60%	3.60%

## **Multi-Year Goals:**

Maintain the Stabilization Reserve fund at a minimum of 5.0% of operating revenues.

Work closely with community groups and the business community to advance policies that will benefit the City of Springfield, including Municipal Property Tax Reform.

Comply with all statutory requirements of the CAFO under Chapter 468 of the Acts of 2008, Chapter 169 of the Acts of 2004, Chapter 656 of the Acts of 1989 and ensure implementation of and compliance with the City's financial ordinances and General Laws and Special Acts regarding financial management.

## Grants Summary: Office of the Chief Administrative and Financial Officer

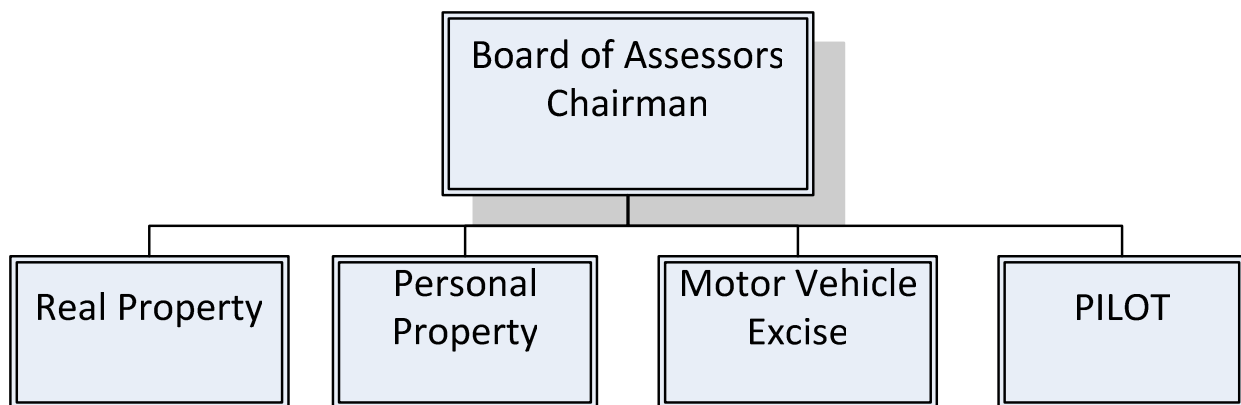
1. **State 911 Regional Dispatch Center Planning Grant:** To pay for the feasibility study for a regional Emergency 911 Dispatch Center.

2. **Continuous Improvement Springfield:** To pay for initiatives, including one staff person and professional development for City Staff that will improve the efficiency, effectiveness, and quality of programming and services.

Grant Source	Federal		Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State	Other						
1. MA EOPS	State		35,087	100,000	89,913	0	(100,000)	#DIV/0!
2. Davis Foundation	Other		895	25,000	0	50,000	0	0.0%
<b>TOTAL</b>			<b>35,982</b>	<b>125,000</b>	<b>89,913</b>	<b>50,000</b>	<b>(75,000)</b>	<b>-150.0%</b>

# All Funds Budget

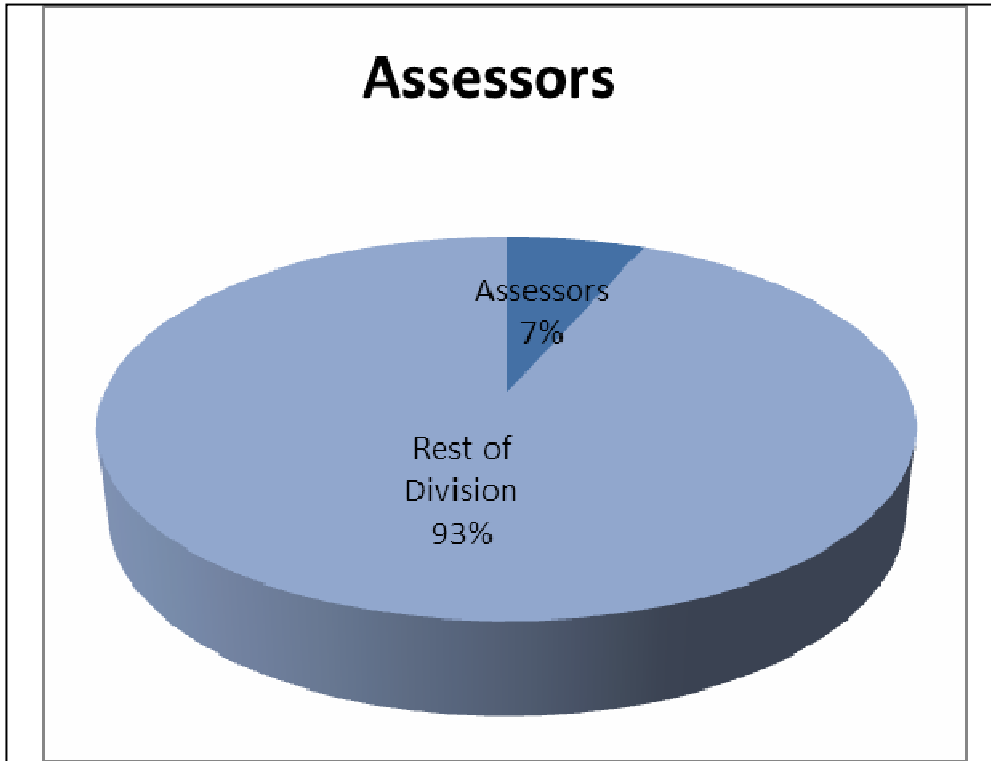
# Board of Assessors



## Mission Statement

The Board of Assessors provides the City of Springfield with its largest source of local revenue, the property tax levy, through the accurate and equitable valuation of all taxable real and personal property. The department also administers the vehicle excise and payment -in-lieu-of-tax (PILOT) programs.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$647,839	\$609,576	\$0	\$573,696	(\$35,880)	-5.9%
OTPS	\$277,834	\$109,246	\$0	\$132,130	\$22,884	20.9%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$925,673</b>	<b>\$718,822</b>	<b>\$0</b>	<b>\$705,826</b>	<b>(\$12,997)</b>	<b>-1.8%</b>

	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
<b>Assessors</b>						
General Fund FTEs	13.0	12.0	12.0	11.0	(1.0)	-8.3%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>13.0</b>	<b>12.0</b>	<b>12.0</b>	<b>11.0</b>	<b>(1.0)</b>	<b>-8.3%</b>



## **Board of Assessors Summary**

The Assessing Department determines the property tax levy, which is the primary local source of General Fund revenue. The FY13 levy is estimated to be approximately \$157 million. The Assessing Department determines the value of all real and personal property located within the city. Assessors must comply with state laws and regulations in annually assessing all real property at its full and fair cash value (FFCV) based on physical condition as of June 30 and market conditions as of January 1. The department strives to maintain accurate records on all land and buildings, and items of personal property, in establishing fair and equitable estimates of FFCV. The department researches value indicators by gathering and analyzing data from property sales and income property performance.

The department changes ownership, mailing address, and parcel records regularly based on deeds and maps filed at the Registry of Deeds. This activity is essential to the orderly collection of property taxes.

The department is also responsible for over \$10 million in local revenue through the motor vehicle excise system and the PILOT program. The City issues 105,000 motor vehicle excise bills annually, totaling \$7.5 million. The PILOT category generates \$4 million, largely through payments from Urban Redevelopment Excise (MGL Chapter 121A) corporations.

The department administers the system of abatements, exemptions, and appeals on all categories of property: real, personal, and motor vehicles. State law governs the procedures for seeking relief from taxes and excises. Our board applies principles of law and valuation in deciding these matters.

## **Fiscal Year 2012 Highlights**

The department received Department of Revenue (DOR) triennial certification of the Fiscal Year 2012 valuations to allow mailing of tax bills by December 31.

The certified taxable value and gross levy exceeded the estimates in effect at the time of the adoption of the 2012 city budget. We accomplished this by establishing valuations on the electric and gas personal property accounts in accordance with a recent SJC decision. The increased levy associated with the utility systems exceeded \$2 million.

We completed the tax rate certification process on December 19, 2011. We participated in several public meetings spanning two months with the Council's Classification Committee.

We declared surplus overlay of \$5 million, which was applied to the Fiscal Year 2012 General Fund operating budget.

In the aftermath of the June 1, 2011 tornado, staff performed field property inspections and data maintenance on over 2000 parcels. These changes were reflected in the 2012 valuations.

## **Risks and Challenges for Fiscal Year 2013**

The levy ceiling, the convergence between the historical growth of the City's levy limit under the strictures of Proposition 2 ½ and the property value declines of the last few years, presents a continuing challenge for the department and for the General Fund.

## **Strategic Decisions for Fiscal Year 2013**

The Board is actively engaged with our valuation consultants and DOR in developing 2013 valuations in a timely, responsible manner. Completing the process at an early date would permit earlier determination of the fiscal impact.

The Assessors will continue to improve the use of iasWorld software to assess real property and to manage department operations.

## Assessment Programs

**Real Property:** Assessors determine the full and fair cash value of all taxable parcels as of each January 1<sup>st</sup>. The categories of real property are residential, commercial and Industrial. Assessed valuations must be in compliance with the applicable Massachusetts laws and regulations.

**Personal Property:** Personal property is “tangible” property (that is, physical), and is subject to the personal property tax unless exempted by statute. Tangible personal property is as varied in its nature and type as the range of types of businesses.

**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 (Registry) prepares data for excise bills according to the information on the motor vehicle registration and sends it to the City of Springfield. The City prepares bills based on the excise data sent by the Registry in conformity with DOR requirements.

**Payments-in-lieu-of-taxes (PILOTS):** PILOTS are agreements in which the property owner is not subject to conventional property taxation under Chapter 59. PILOTS include Chapter 121A projects which make excise payments to the Commonwealth which are then transferred to the City. Some exempt property owners voluntarily contribute to the General Fund.

## Fiscal Year 2013 Goals

**Goal:** Certify the tax rate by December 1, 2012

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Date of tax rate certification	1/4/2011	12/8/2011	12/7/2011	12/19/2011	12/1/2012

**Goal:** Maintain accurate owner information

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Deeds reviewed and recorded	5,833	4,500	4,000	3,282	3,200

**Goal:** Maintain consistency of full and fair cash value between all property types in compliance with DOR standards

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
# Arms-Length Sales (# of verified market sales)					
Single Family House	638	N/A	1143	1,099	871
Resident Condos	54	N/A	TBD	46	TBD
Two Houses on One Parcel	4	N/A	TBD	TBD	TBD
Two Family House	231	N/A	148	152	152
Three Family House	32	N/A	20	20	22
Apartments	20	N/A	TBD	13	TBD
Vacant Residential Land	14	N/A	TBD	7	TBD
Commercial	36	N/A	TBD	17	TBD
Industrial	7	N/A	TBD	3	TBD

**Goal:** Accurately value personal property

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Form of List mailed and processed	4,051	4,312	4,000	3,943	4,000
Forms of List returned	2,088	2,266	1,975	1,736	2,000
Accounts issued tax bills	3,416	3,449	TBD	3,160	3,200

**Goal:** Inspect 140 properties monthly per full-time field inspector.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Average number of properties in- spected per fulltime inspector	110	130	140	100	110
Total number of properties inspected	3,960	4,680	5,040	5,950	5,000

## **Multi-Year Goals**

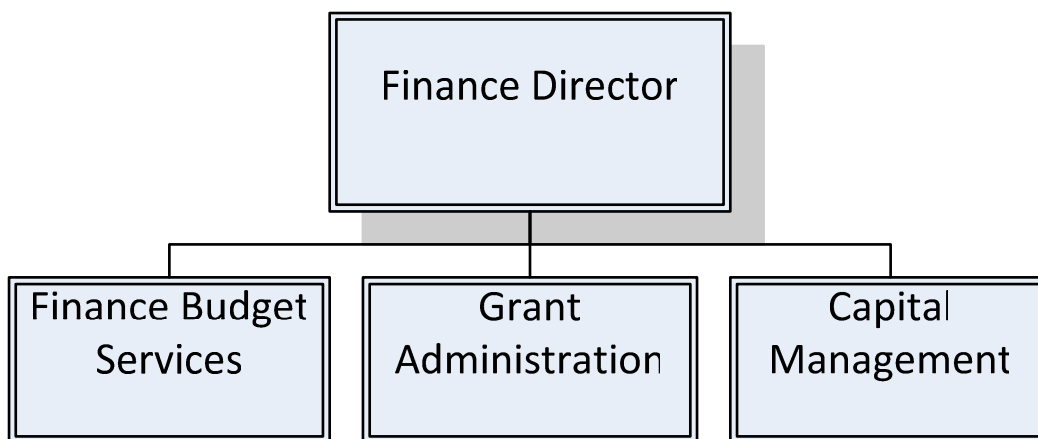
Maintain annual overlay at a level that promotes fiscal stability.

Convert property files to digital form.

Continue departmental training and professional development.

# All Funds Budget

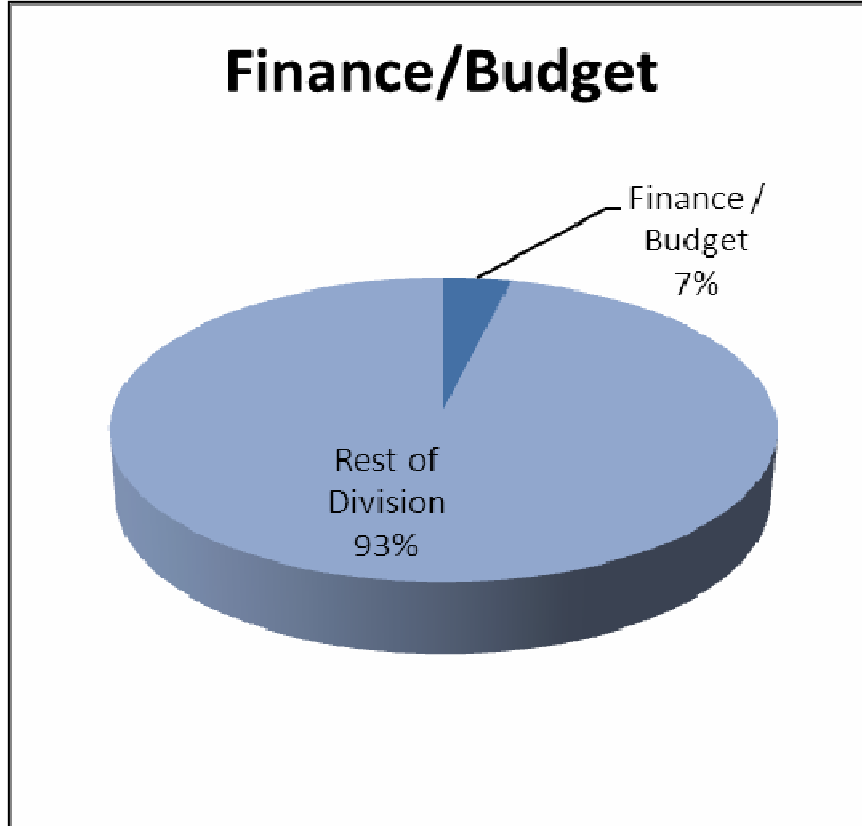
# Finance Department



## **Mission Statement**

The mission of the Finance Department is to ensure the fiscal health and sustainability of the City of Springfield by providing the Mayor, CAFO and other City Departments with timely and accurate information and advice.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$538,986	\$440,071	\$0	\$472,296	\$32,225	7.3%
OTPS	\$296,274	\$35,400	\$0	\$25,312	(\$10,088)	-28.5%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$835,260</b>	<b>\$475,471</b>	<b>\$0</b>	<b>\$497,608</b>	<b>\$22,137</b>	<b>4.7%</b>

Finance	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	9.0	7.0	7.0	6.0	(1.0)	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>9.0</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>	<b>(1.0)</b>	<b>-14.3%</b>



## Finance Department Summary

The Finance Department ensures that the City uses all of its financial resources both general fund and grants, effectively and efficiently by regularly monitoring government spending and revenue collections. This includes reviewing the current year's budget to actual figures and analyzing programs and services for continuous improvement opportunities. Finance is responsible for creating the City's operating budget, the Capital Improvement Plan (CIP) and the Multi-Year Financial (MYFP) plan on an annual basis. In addition, Finance coordinates the Quarterly Financial report, specifically the year end projection. Under the direction of the Administrative and Finance Division, Finance works with the Mayor, City Council and departmental personnel to create a complete, transparent, balanced budget that reflects the strategic priorities of the City.

## Fiscal Year 2012 Highlights

The Finance Department played an important "behind the scenes" role in the disaster recovery efforts for the June 1, 2011 Tornado, August 29, 2011 Hurricane Irene and October 29, 2011 snow-storm. Based upon working with departments, budget estimates were developed for each storm and costs were segregated into separate funds as to not impact normal City operations. The entire Finance team worked directly with FEMA to gather information and submit applications for reimbursement. Finance has been the main FEMA contact and has been responsible for ensuring application materials are complete and accurate, all relevant costs are claimed and that reimbursements are received timely. This process is an ongoing effort and will likely continue for the next several years.

Even with the financial challenges of dealing with the disasters, the Finance Department continued to maintain its other regular duties to ensure the fiscal stability of the City. The Finance Department successfully completed monthly expenditure and revenue reviews for each department and presented a year end projection in each Quarterly Financial Report in an effort to bring areas of concern to City Leaders timely and to develop solutions to maintain a balanced budget. The Finance Department used available technology to automate the reports used to complete the monthly reviews to save time. Several exposures were identified and resolved timely to ensure continuity in operations.

The Finance Department wrote and implemented procedures for all major activities such as requisition approvals, transfers, developing monthly spending and revenue reports, developing the Multi-Year Financial Plan, and utilizing the capital database in an effort to ensure that all analysts are consistently and accurately reviewing information.

The Finance Department completed the Capital Improvement Plan and Debt Affordability Analysis which determined that issuing new debt in the coming years would be affordable and meet some infrastructure needs.

The Finance Department coordinated the City's Quarterly Financial reports with the Comptroller in an effort to provide comprehensive updates to the City Council and residents on the City's financial efforts throughout the fiscal year.

## **Fiscal Year 2012 Highlights (continued)**

The Finance Department produced the City's annual Multi Year Financial Plan that serves to demonstrate the City's potential out-year's budget gaps and outlines strategies for reducing those gaps.

The Finance Department successfully worked with Federal Emergency Management Agency (FEMA), Natural Resources Conservation Services (NRCS) and Federal Highway Administration (FHWA) to submit applications for reimbursement for the Tornado, Hurricane Irene and the Late October Nor'easter that impacted the City.

## **Risks and Challenges for Fiscal Year 2013**

The City's reliance on one-time resources and increases to non-discretionary costs continue to be the biggest risks to the City. The annual budget effort requires certain non-discretionary spending to take priority over all other programs and services that continue to be crowded out each year. Items that fall within the discretionary category provide vital programs and services that no other entity besides government provides. Due to this, the City is forced to assess its programs and decide what service levels are essential to the people of Springfield while trying to maintain the City's high level of service.

## **Strategic Decisions for Fiscal Year 2013**

Finance will work with City Leaders to make strategic budget reductions and to reduce the reliance on City reserve funds.

Finance will continue to improve its ability to monitor and analyze the City's actual spending and to identify areas for continuous improvement efforts.

Finance will continue to identify processes that need standard operating procedures and develop consistent and fair procedures for all staff to follow. Finance will also keep current standard operating procedures up to date and accurate.

Finance will determine an affordable amount of debt to issue to meet infrastructure needs and to maintain a level debt service appropriation.

# Finance Department

**Description:** This program is responsible for the development of the City’s operating budget, Capital Improvement Plan, Debt Affordability Analysis, capital budget, Multi-Year Financial Plan and Quarterly Financial projections for the Quarterly Financial Report. This includes monitoring departmental expenditures and revenue collections while working with departments and City officials to ensure that all government expenditures, regardless of source are used effectively and efficiently.

## Fiscal Year 2013 Goals

**Goal:** Monitor the City’s finances for each department and the City as a whole

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Develop and provide expenditure and revenue reports to all City Departments	12	12	12	9	12
Train Departments on principles of budgeting, financial management, and developing departmental goals and objectives	N/A	0	2 annually	0	2

**Goal:** Develop city-wide budget

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Develop clear budget instructions and templates for use by Departments	11/23/09	11/29/10	12/1/11	12/16/11	12/1/12
Send completed budget to City Council for adoption	5/2/10	5/16/11	5/1/12	6/5/12	6/1/12

**Goal:** Increase cross departmental communication and planning for City-wide projects

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of cross-departmental projects planned for in budget	0	4	5	5	5

**Goal: Continue to adhere and improve upon City financial policy**

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Operating surplus maintained	N/A	2.0%	2.0%	0.12%	0.25%
Total reserves as a percentage of general fund budget	N/A	11.0%	11.3%	6.70%	5.0%
Debt as a percentage of assessed value	N/A	6.2%	6.1%	3.60%	3.60%
Long-term debt per capita	N/A	\$2,059	\$2,045	\$1,873	\$1,873

**Goal: Continue to adhere and improve upon City financial policy**

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percentage of grants compared to City General Fund budget	N/A	20.0%	22.0%	8.0%	8.0%

## **Multi-Year Goals**

Maximize the use of the MUNIS budget module.

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

Relieve some of the structural deficit created during these difficult fiscal times and continue to make healthy stabilization fund deposits

## Grants Administration

**Description:** This program’s mission is to research potential funding opportunities, write/prepare grant application packages, ensure compliance with grant requirements, and act as a centralized resource for questions regarding grant applications, contracts, procurement, and reporting.

### Fiscal Year 2012 Goals:

**Goal: Review the frequency and timing of grant payments.**

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Finance review of payments for each grant	N/A	2	12	10	12

**Goal: Identify additional grant opportunities.**

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Action Steps:

1. Publish grant opportunities on the City’s Intranet and Internet sites.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Grant Dollars Received by Council Each Year	N/A	\$16.7 M	N/A	\$17.7 M	\$20 M

**Goal: Improve tracking of grant funds and positions**

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Track each grant fund and position	N/A	1	4	2	4

### Multi-Year Goals:

Reconcile and close out all expired grant accounts

Bring \$20 million to the City in grant funds, excluding the school department

## Capital Management

**Description:** This program analyzes the City’s capital needs on an annual basis and develops a five-year Capital Improvement Plan (CIP) using input from departments and their infrastructure experts. In addition, this program analyzes the fiscal affordability of issuing new debt and its impact on the operating budget.

## Fiscal Year Goals

**Goal:** Review and identify improvements to the capital improvement process.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

**Action Steps:**

1. Continuously update the capital database by department.
2. Develop detailed useful lives for out-year projects.
3. Identify new projects for Fiscal Year 2017.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Production of the Capital Improvement Plan	3/30/10	3/30/11	3/30/12	3/30/12	3/30/13

## Multi-Year Goals

Analyze the effectiveness of the City’s CIP, making adjustments as necessary

Improve the process of identifying the operating impact of capital decisions

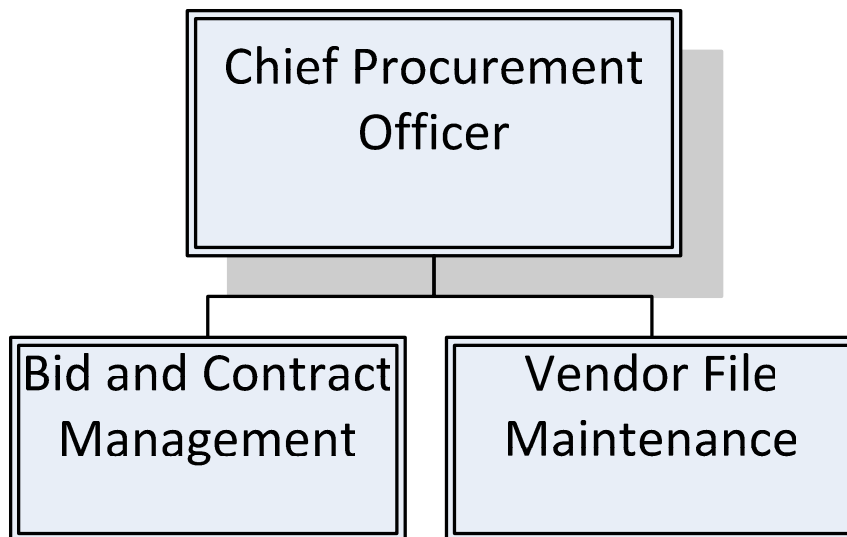
Improve the process of identifying grant funds linked to capital projects

# All Funds Budget

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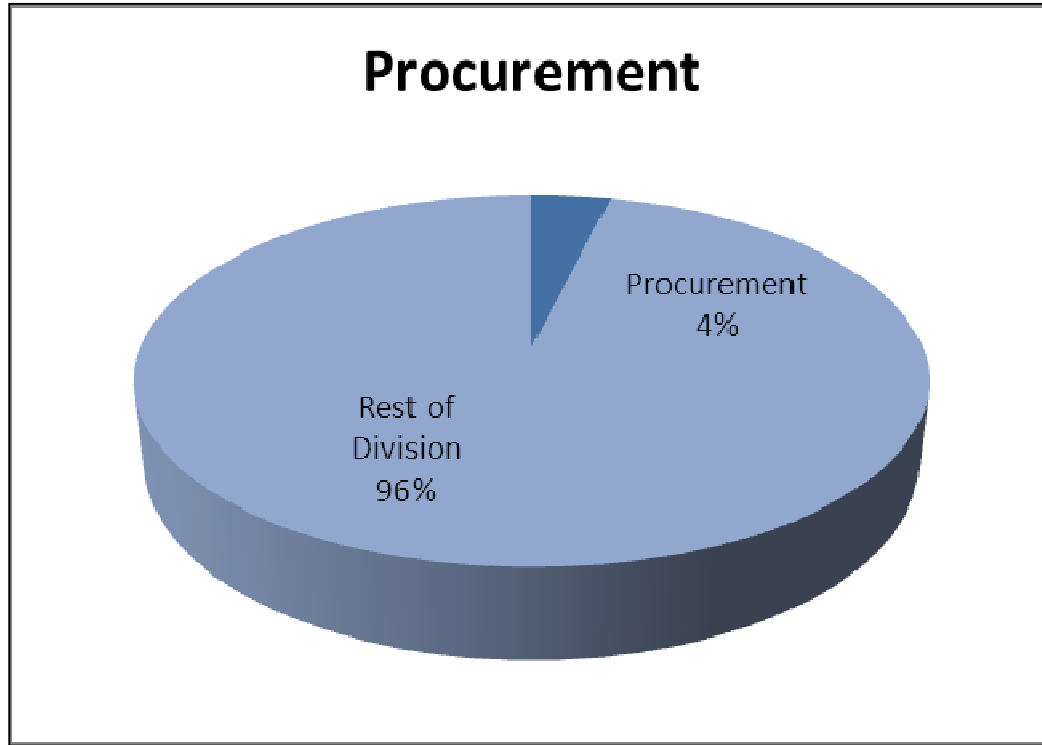
# Office of Procurement



## **Mission Statement**

The mission of the Office of Procurement is to procure quality, low-cost goods and services for City departments as regulated by Massachusetts General Law Chapters 30B, 149, 149A, 30, 39m, and 7.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$420,880	\$308,018	\$0	\$317,494	\$9,476	3.1%
OTPS	\$111,202	\$117,863	\$0	\$97,754	(\$20,109)	-17.1%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$532,082</b>	<b>\$425,881</b>	<b>\$0</b>	<b>\$415,247</b>	<b>(\$10,633)</b>	<b>-2.5%</b>

Procurement	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	9.0	6.0	6.0	6.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>9.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>-</b>	<b>0.0%</b>

## Office of Procurement Department Summary

The Office of Procurement ensures all city departments are bidding by municipal procurement requirements governed by Massachusetts General Laws. The Department provides the City with goods and services at a low cost through a competitive and efficient contractual bidding process regulated under Chapter 30B and public construction laws Chapter 149, 149A, 30/39m and Chapter 7, as well as, utilizing the statewide vendor services from the Operational Services Divisions (OSD) bidding contracts. This effort reduces the City's bidding costs as well as the time spent to procure services.

### Fiscal Year 2012 Highlights

Since the City implemented MUNIS, the Office of Procurement has seen vast improvements in the areas of: requisitions, purchase orders, vendor inquiries, expense accountability, and issuance of 1099 miscellaneous tax accounts.

Used on-line procurement services ([www.Biddocsonline.com](http://www.Biddocsonline.com)) for public construction bidding and CommPASS for supplies and service bids under Chapter 30B which has assisted with providing bidders immediate accessibility to bid documents for submission of bid proposals, and has allowed for online payment of bid deposits. This effort has streamlined internal processes relative to these tasks and will save department of postage costs.

Completed implementation of the MUNIS Bid & Contract Management application. This has allowed Departments to view relative contractual information, and the status of the signature process (for the awarded bidder). It has also given Departments the ability to provide input for a one-bid specification on City-wide bidding proposals.

Enhanced the Department's website to improve the regular sharing of information, including copies of bid specifications for internal and external utilization regarding future bidding processes.

## Risks and Challenges for Fiscal Year 2013

The need for ongoing training relative to currently implemented and/or future MUNIS modules will continue to be a challenge for the Department. A collaborative effort between the Office of Procurement, the IT Department, and the MUNIS team will need to be in place in order to properly meet demands.

In addition, due to the implementation of the MUNIS application, additional procedures have increased the workload for the staff to streamline the processes for advertising bids, initiating contractual obligations and conversion of requisitions to purchase orders associated with the contracts. The Office of Procurement handles all City and School Department purchasing needs and with the reduction of staff due to the budgetary constraints, the Office of Procurement must reorganize the current staffing level to add two assistant purchasing agents and contract clerks to process citywide requests from the forty-eight schools and thirty-five city departments.

The City will be upgraded MUNIS 8.3 which will cause changes and the Procurement will have to do testing to find out where the modules have changed/improved and learn to handle any new glitches.

We are still learning on the CommPASS module. Each bid holds unique circumstances. Purchasing agents are learning how to create bids, monitor questions and addendums on-line, add in bidder's who did receive bid and submit bid through CommPASS, create tabulations sheets, award or reject.

Following through with commitments to assist the State in developing and implementing procurement initiatives per Executive Order No. 533 will be challenging, given current staffing levels.

## **Strategic Decisions for Fiscal Year 2013**

Create a more formalized City-wide procurement effort, whereby the Office of Procurement is able to maximize its purchasing power by ensuring an overall discounted cost for goods and services. A centralized procurement process can provide stronger control over purchasing activities and will ensure full compliance with State bidding laws.

In January we will begin to implement a procurement calendar to allow City Departments to post their monthly bids for purchasing goods and services. This will enable departments to communicate their needs for combined purchasing.

The Office of Procurement will partner with the IT Department and the MUNIS team to continue to provide necessary training to City departments as additional MUNIS modules are implemented.

Update the City's website with the Department's policies and procedures, copies of bid specifications, links to State-re-quired certification sites, and vendor survey information to meet Chapter 30B requirements. These enhancements will assist with providing additional information to City Departments and to the public.

Continue to measure the effectiveness of internal processes, monitor internal and external customer satisfaction, and uncover practices or processes that require improvement.

## Bid & Contract Management

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

### Fiscal Year 2013 Goals

**Goal:** Train departments on how to utilize the guidelines and forms provided on the City's In-traweb for assistance in the procurement process.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of requisitions processed per month: City	762	730	700	504	675
% of requisitions processed per month: Schools	625	645	650	736	750
Average # of Changes per Purchase Order per month: City	316	376	325	141	300
Average # of Changes per Purchase Order per month: Schools	630	445	350	98	350

**Goal:** Ensure accuracy and legal compliance of Departments with respect to RFPs and IFBs.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Continue to monitor specifications submitted by Departments.
2. Analyze information on bids that are held up based upon their status in MUNIS.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of bids submitted that do not progress within 1 work week	N/A	N/A	15%	12%	10%

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

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Create a calendar for City-wide use to include timelines and deadlines for advertisement, bid submissions, signatures, etc.
2. Create a flow chart of the 30b and 149 processes, including deadlines and basic timelines for executing vendor contracts. Post this information on the City's IntraWeb and provide a hard copy to each City department.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of contracts processed within 60 work days (bid opening to purchase order conversion)	N/A	85%	85%	90%	92%
Average number of days to prepare and execute procurement blanket and lump sum contracts based on formal bids	N/A	N/A	60	50	45
Average number of days to prepare and execute on procurement state blanket and lump sum contracts	N/A	N/A	50	45	40

**Goal:** Provide assistance to City Departments with the MUNIS procurement system.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of Customer Service Requests answered within 2 work days	N/A	95%	95%	95%	95%
Number of monthly requests received relative to the bid and contract module	N/A	20	1,200	800	950
Number of monthly requests received relative to requisitions and purchase orders	N/A	10	1,200	800	950

**Goal:** Ensure that requisitions are converted to purchase orders within 1 to 2 work days after scanning and recording the finalized contract.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of requisitions converted to purchase orders within 1-2 work days after finalizing the contract	N/A	95%	95%	95%	95%

## **Multi-Year Goals:**

Monitor postings to Central Register, Goods and Services Bulletin, the City’s IntraWeb and local newspaper, to ensure accuracy of information.

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

Monitor renewals, amendments and expiring contracts to ensure continuous delivery of services and goods.

Provide instructions to City departments on the City IntraWeb MUNIS site on how to search the daily status of all city requisitions, purchase orders and contracts.

Provide Departments with the link to the State Comm-PASS system (<http://www.comm-pass.com/>), along with a list of vendors by services, to simplify the bidding process.



## Vendor File Maintenance

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

### Fiscal Year 2013 Goals:

**Goal:** Analyze vendors' statuses each month to provide City Departments with current information for the selection process.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of active vendor files updated per month	N/A	10	10	160	150

**Goal:** Increase the number of bids submitted by and the percent of purchasing awarded to minority and/or woman-owned business vendors.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
# of vendors issued a reconciled 1099M Form	N/A	918	993	550	1,000
% of 1099M vendors who request a corrected form	N/A	15	12	8	10
Of the 14,000 vendors # of W-9 information that is current with updated vendor information	N/A	2,000	3,000	2,000	5,000

### Multi-Year Goals:

Continue to send vendor survey applications to new vendor applicants.

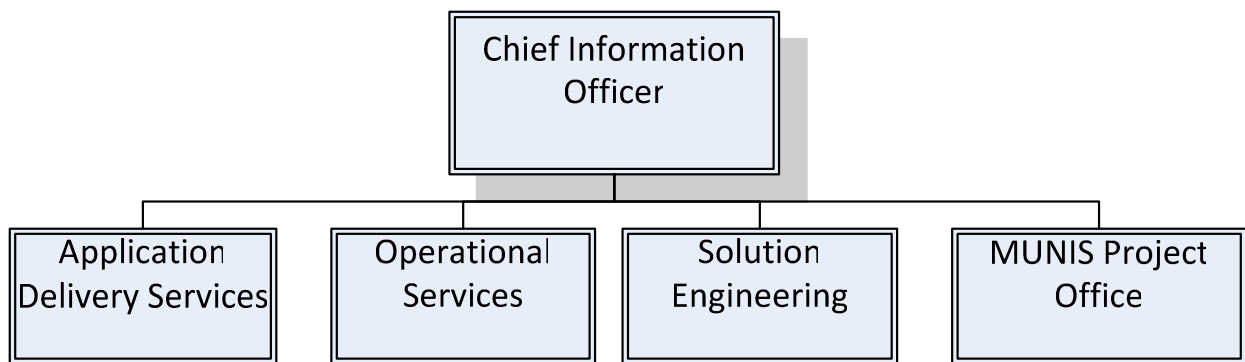
Improve the process of identifying vendors by category and commodity type in order to promote efficiency within the process.

Purge inactive vendor files and merge duplicate active vendor files.

Continually improve communications with departments to ensure the bid-to-contract process runs smoothly and efficiently.

# All Funds Budget

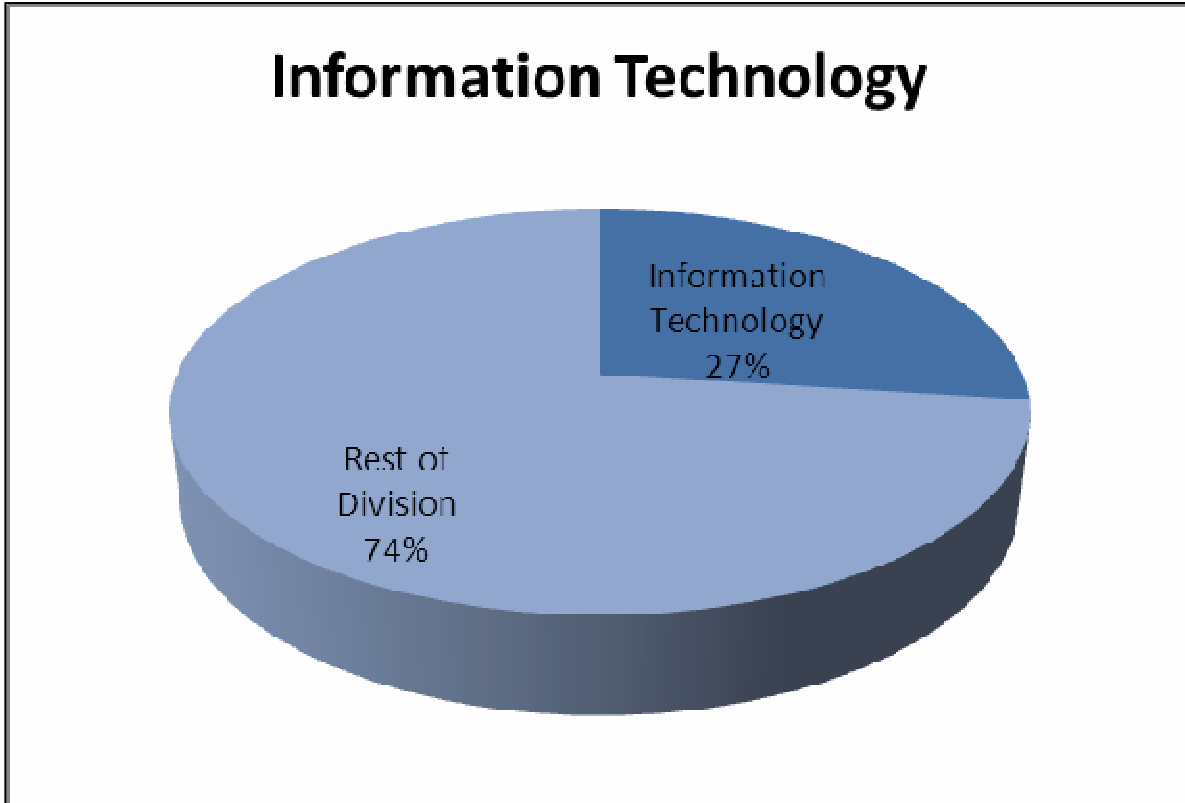
# Information Technology



## Mission Statement

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

## Budget Overview



General Fund Department	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$1,091,014	\$996,414	\$0	\$962,706	(\$33,708)	-3.4%
OTPS	\$1,410,975	\$1,663,787	\$0	\$1,846,411	\$182,624	11.0%
Capital	\$142,952	\$112,500	\$0	\$100,000	\$0	0.0%
<b>Total General Fund</b>	<b>\$2,644,941</b>	<b>\$2,772,701</b>	<b>\$0</b>	<b>\$2,909,117</b>	<b>\$136,416</b>	<b>4.9%</b>

Information Technology	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	18.0	15.0	15.0	14.0	(1.0)	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	1.0	1.0	1.0	-	0.0%
<b>Total FTEs:</b>	<b>18.0</b>	<b>16.0</b>	<b>16.0</b>	<b>15.0</b>	<b>(1.0)</b>	<b>-6.3%</b>

# Information Technology Department

**Department Summary:** The Information Technology Department takes a visionary approach to building, maintaining and securing the electronic information infrastructure and software applications for use by the departments in the City of Springfield. Our services enable the efficient use of city resources, allowing city staff to do more with less. Information Technology services include:

Provide project management services for city departmental projects.

Provide hardware design and installation for city office reconfigurations.

Analyze, design, program, implement and support custom developed software.

Lead the city departments through a selection process of purchased software solutions. Plan, test, implement, train and support these systems.

Build, maintain and manage a stable, secure infrastructure of computers, networks, e-mail and voice communication systems.

Provide support, including upgrades, as needed, to the computers, printers, phone systems and networks utilized by city employees.

Administer all voice and cellular phones, and high speed data circuits as well as all related equipment and manage associated contractors.

Provide internal and external web services to City personnel and constituents, including GIS.

Provide management and staffing support of MUNIS projects and upgrades.

Print Services, black & white and full color high speed printing up to 11x17. Finishing includes: collation, stapling, booklet and mixed color and black & white documents.

## Fiscal Year 2012 Highlights

The Information Technology Department continued in Fiscal Year 2012 to implement best practices in application and infrastructure utilization. Major accomplishments included:

Modified computer room floor plan by removing aging mainframe and related peripheral equipment

Overhauled the data center heating and air conditioning system which had been damaged as a result of the tornado

Removed old Storage Area Network (SAN) with 32 terabytes of storage and replaced with state of the art 45 terabyte mixed media SAN (solid state as well as spinning disk). This new SAN increased system performance through heavy caching and higher speed connectivity.

Replaced 10+ year old wiring throughout the City with a Cat 5E/6 wire and patch panel as well as fiber uplinks between switches to enhance performance and reliability; switches were also replaced with modern high speed switches with Power-over-Ethernet ports (POE) to facilitate the VoIP initiative.

Continued to work with Facilities Management to recycle all of the outdated computer desktops and peripherals being replaced throughout the city; this joint effort is a part of ITD's Green Initiative.

ITD has increased the ability to survive a system failure in the virtual environment by upgrading both hardware and software. This includes additional hardware and software to provide redundant systems and connectivity.

As a part of our business continuity planning phase 2, a disaster recovery location for both telecom and computing infrastructure has been selected and design, structural and technical changes are under way.

Information Technology Department represented the City in the Commonwealth's Enterprise Security Board (ESB) under the direction of Executive Order 504. The Enterprise Security Board makes decisions that affect the Commonwealth's information security infrastructure. Our City policy for information security has used the shared knowledge of the board to craft our approach to securing of the City's networks.

## Risks and Challenges for Fiscal Year 2013

Lack of sustained personnel to maintain the environment as it increases in size and complexity.

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

Systems have become critical to the success of all departments, including departments with off hour shifts. The need has developed to have these systems available 24x7. Staffing has been traditionally Monday through Friday, core business hours.

A major risk is the ability for the City to recover in case of an emergency. The city lacks a full recovery plan for critical technology and also lacks business continuity plan in case of a major emergency.

IT has been key, if not instrumental, in multiple large project implementations since 2007 when MUNIS Financials were implemented. With staff shortages, our capacity is diminished. Our ability to accomplish all that the city departments need from us is at risk.

IT needs to provide proactive protection against intruders to our networks, and other information security breaches. Without someone skilled in information security on staff, we put our information infrastructure in a vulnerable position.

Without adequate funding relating to hardware, aging hardware cannot be replaced and could have a significant impact on end-users and related infrastructure.

Loss of a project manager, while a risk, has migrated to a much needed cross-trained developer.

## Strategic Decisions for Fiscal Year 2013

Reorganize department and develop a structure conducive to ever changing/expanding roles and responsibilities.

Develop training plan and focus on cross-training (inter and intra discipline)

IT will work with Human Resources to develop policies of 24x7 staffing, on call and compensation for this time.

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

With a shortage in project development staffing, projects will need to be prioritized. Some projects may be delayed.

IT will request funding for semi-annual network security evaluation. In addition we participate in the state Enterprise Security Board and will investigate whether or not we can have the State assist us.

IT will work with various entities, both City and Vendor, to develop a carrier grade Metro Ethernet (Metro-E)/Institutional Loop. This will result in speed and performance increases and reduce monthly or annual service costs.



## Application Delivery Services

The Applications Delivery Division is responsible for the developing, maintaining, and retiring software applications as required for the effective and efficient running of city departments. These applications include server-based databases, Access, Excel, and Crystal Reports on the PC and Server, the city website, [www.springfieldcityhall.com](http://www.springfieldcityhall.com), and the internal site, COSInfo for employees of the city. Our services include working with departments to streamline work processes, interfacing with outsourced applications, and locating and consulting on the purchase and use of commercial software.

Application Delivery manages all MUNIS problem tickets, new releases through testing and implementation, and expanding the use of MUNIS General Billing across the city. We also provide management and staff to work on implementation of new MUNIS functionality. We are the contact for all issues related to IAS, the system used by Assessors and Planning departments. For TLM, we provide problem support and time keeper functions. Implementation and system troubleshooting for Accela Permits and Inspections system is also managed by ITD.

## Fiscal Year 2013 Goals

**Goal:** Maximize employee productivity through training and work assignments

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Utilize the formal training plans set up for each employee, assigning work to exercise the training.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Professional development hours per FTE	N/A	5.5	0	0	0
Number of FTE's assigned to a strategic project	N/A	7	7	7	7
Number of FTEs trained in business process analysis and design	N/A	7	0	0	0
Number of Staff trained in Accela	N/A	2	7	2	5

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

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Implement sign on to COSInfo, with the first functionality being the employee classified ads, with a long term plan of possibly enabling paperless pay stubs and online benefit enrollment

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Add Secure sign-on by year end	N/A	January	January	0	Jan-13
Direct Deposit Pay Stubs	N/A	August	TBD	0	TBD

**Goal:** Continue to expand functionality of the city web site

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of unique visitors to the public website	N/A	450,000	450,000	399,780	450,000
Number of application Service requests	N/A	N/A	50	500	600

**Goal:** Working with departments to become independent in their ability to access needed computer-based information directly, without having to rely on IT experts

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of adhoc Crystal Reports created	N/A	N/A	40	26	30
% of requests acknowledged in 48 hours with est. completion date	N/A	100%	100%	100%	100%
% of requests completed on time	N/A	90%	95%	90%	95%

**Goal:** Continue to roll out current software applications

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
MUNIS General Billing	N/A	N/A	0	0	0
Accela	N/A	N/A	August	-	-
Accela Permitting	6	N/A	20	0	3

**Goal:** Shut down obsolete applications

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Obsolete Applications to shutdown	6	4	1	1	-

## **Multi-Year Goals:**

Enhance public web-site to increase ease of use and support on various systems and browsers.

Implement projects in a timely manner.

Continually move forward with critical systems such as MUNIS, TLM and Accela.

## Operations Services

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

## Fiscal Year 2013 Goals

**Goal:** Final decommissioning of the mainframe and subsequent reorganization of the computer center.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Decommission mainframe	N/A	10/31/2010 0	8/31/2011	10/31/2011 1	-

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

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

### Action Steps:

1. Specify and implement minimum professional development guidelines for operations staff, including building expertise in Linux, SQL and Routing.
2. Prioritize the certifications of the operations staff needed to keep current with new technologies.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of Trainings	N/A	6	0	0	0

**Goal:** Study Voice over IP Internet Protocol (VoIP) as a means of providing enhanced phone services.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Issue RFP for system selection and implementation in FY13	N/A	June	0	0	13-Dec

**Goal:** Implement dual MUNIS application servers and load balancing equipment.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Implement servers by year end	N/A	June	0	2	-

**Goal:** Upgrade Accela servers to 64 bit and latest version level.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Upgrade Accela by year end		June	0	11-Nov	-

**Goal:** Implement Microsoft's Windows 2008 server

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Implement 2008 server by year end	N/A	June	0	-	-

**Goal:** Implement a replacement schedule for desktop and laptop computers in order to stay current with the new technologies on a rotating five year schedule.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of desktops to replace (contingent upon funding)	N/A	80	50	30	50
Number of laptops to replace (contingent upon funding)	N/A	25	10	6	10

Goal: Establish a backup power source for City Hall (generator)

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Establish backup power source for City Hall by year end	N/A	June	0	0	1

Goal: Respond efficiently to employee service requests

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percentage of Telephone Requests, Cell	N/A	N/A	20%	40	20
Percentage of Telephone Requests, Other	N/A	N/A	40%	70	80
% of Telephone Service Requests resolved, Cell in 3 work days	N/A	90%	90%	90	90
% of Help Desk Requests resolved in 24 hours	89%	98%	98%	87	95

Goal: Minimize Application Downtime

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of 2008 servers implemented	N/A	N/A	8	6	3
% of Telephone Service Requests resolved, Other in 5 days	N/A	90%	90%	90	90
Average number of Help Desk requests per month	242	N/A	500	421	500
MUNIS – Core – 99.5% (1 hour downtime per month)	2.2			1 99.38	
MUNIS – 24x7 – 98% (3 hours downtime per month)	98.6% 99.9%	1 3	1 3	2 99.73	1 3
TLM – core – 99.5% (1 hour downtime per month)	11.50%			.5 99.69	
TLM – 24x7 – 98% (3 hours downtime per month)	98.2 99.7	1 3	1 3	.5 99.93	1 3
Email – Core – 99.5% (1 hour downtime per month)				1.5 99.94	
Email – 24x7 – 98% (3 hours downtime per month)	100% 100%	1 3	1 3	2 99.73	1 3
Accela (when in production)	N/A	N/A	1 3	1 1	1 3

## Multi-Year Goals

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

Continually migrate older systems to new virtual environment to enhance reliability and performance.

Build out virtual infrastructure to support more mission critical functions.

Develop plan for recovery of critical and high priority services in the event of a disaster. Provide backup power to the city's data center.

Implement email archiving system to comply with state and federal mandates regarding email retention.

Upgrade PC's to the latest version of the Microsoft Office suite.

## MUNIS Project

MUNIS is an integrated municipal ERP system implemented for Financials and Purchasing in FY 2008; Tax Revenue Billing (Real Estate, Personal Property and MV Excise), Work Orders (for Facilities, Parks and Police Outside Extra Duty requests / billing), Contracts and Bids in FY 2009. Payroll / Base Human Resources and Position Control were implemented in FY10. Additional activity for FY 2011 being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past three years to improve financial information, controls and operational efficiencies across the City and Schools.

## Fiscal Year 2013 Goals

**Goal:** Plan and implement the MUNIS Human Resources System Applicant Tracking module with City and School HR Departments

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

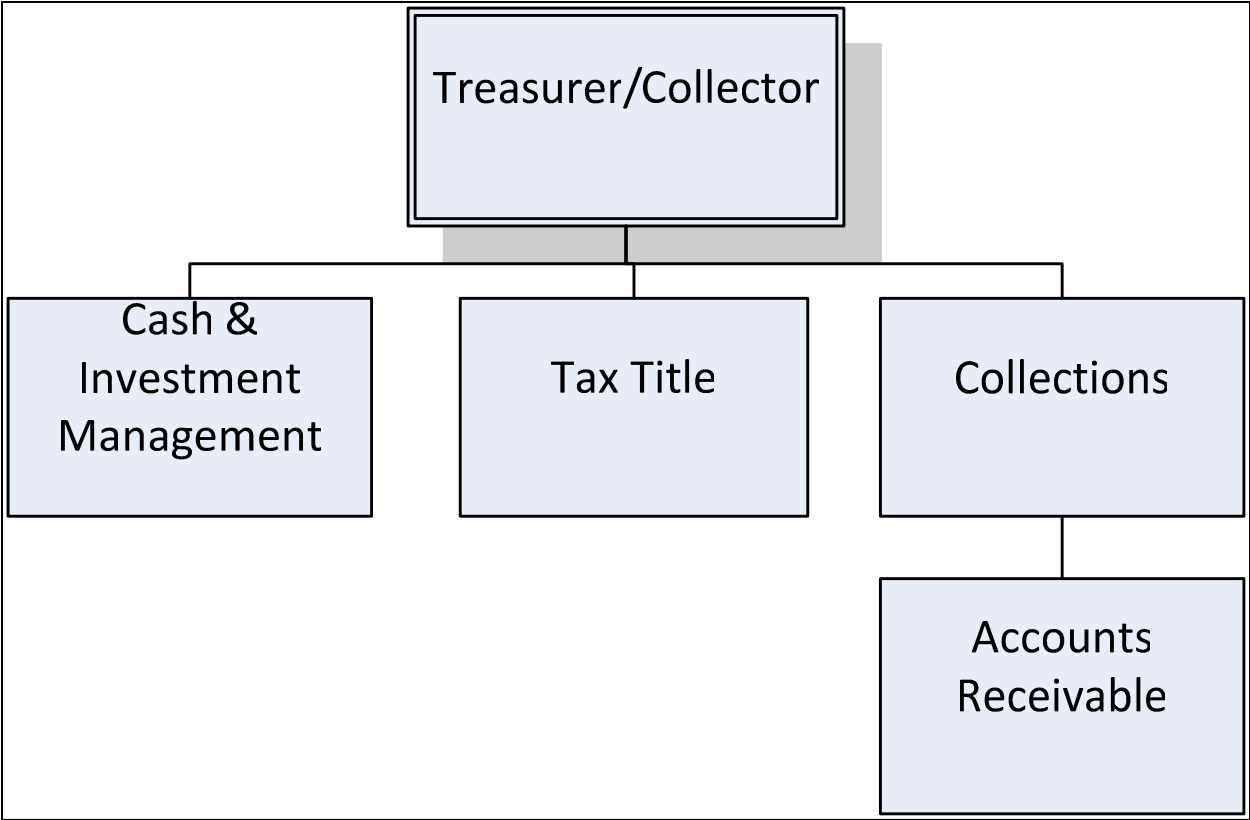
Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
MUNIS HR (applicant tracking)	N/A	March	0	-	-



# All Funds Budget

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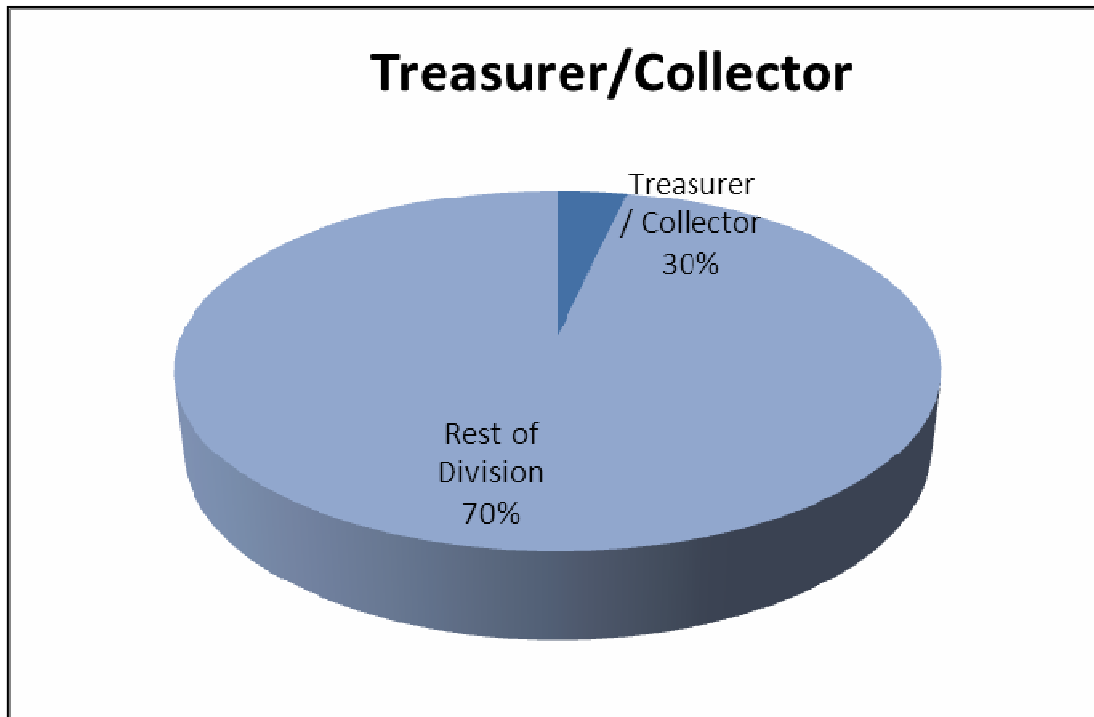
# Treasurer / Collector Office



**Mission Statement**

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

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$799,596	\$729,173	\$0	\$736,245	\$7,072	1.0%
OTPS	\$3,015,755	\$2,726,868	\$0	\$2,542,285	(\$184,583)	-6.8%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$3,815,351</b>	<b>\$3,456,040</b>	<b>\$0</b>	<b>\$3,278,530</b>	<b>(\$177,510)</b>	<b>-5.1%</b>

Treasurer / Collector	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	18.0	17.0	17.0	16.0	(1.0)	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>18.0</b>	<b>17.0</b>	<b>17.0</b>	<b>16.0</b>	<b>(1.0)</b>	<b>-5.9%</b>

## **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 2012 Highlights**

Contracted with an auctioneer to hold auctions during Fiscal Year 2012; the City received bids of \$909,479 on seventy-five (75) properties over the course of three (3) auctions .

Further improved the process of collecting all monies due the City through the Revenue Recapture Program. Since the implementation of the program in FY 2010, the City has realized \$94,838 in revenue. In addition, working with other departments, the Collectors have improved the collection process for outstanding accounts receivable.

Continued the policy of investing with local banks, as guided by Massachusetts General Law Ch.44 Sec. 55, increasing the amount invested to approximately 22% of the available funds. This was done while ensuring the safety and liquidity of the funds. Additionally these funds earned a higher yield.

Working with the City Comptroller and Budget Director, ensured funds were available to pay for the recovery from the natural disasters (tornado, earthquake, late October snowstorm) that hit the City this year.

## **Risks and Challenges for Fiscal Year 2013**

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

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

## **Strategic Decisions for Fiscal Year 2013**

The Treasurer/Business Office and Collector/Customer Service Center will continue to improve its ability to monitor and analyze all City collection efforts, by maintaining and following internal policies/procedures to track and control money as it flows through the office, from receipt until disbursement.

The Treasurer/Business Office and Collector/Customer Service offices will 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 55 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.

### Fiscal Year 2013 Goals

**Goal:** Provide monthly reports relating to the City’s cash and investments to the Mayor’s Office, Department of Administration and Finance, City Council Finance Committee and Finance Department.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Investment Reports	N/A	4	4	3	4

# Tax Title Program

**Description:** The Tax Title Program’s main function is oversight of all properties the City has taken title to and is responsible for the collection of delinquent real estate taxes. In this program, staff tracks the status of all tax title properties and work with taxpayers, through payment plans, to facilitate the removal of a lien as quickly as possible and exhaust all possible efforts of collection in order to avoid foreclosure. If foreclosure cannot be avoided, a judgment of foreclosure is obtained and the property is eligible to be auctioned and returned to the City’s tax rolls

## Fiscal Year 2013 Goals

**Goal:** Increase/maintain the percent of foreclosures returned to the tax rolls.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence and Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of Foreclosures returned to tax rolls	25%	20%	25%	14%	20%
Percent of Tax Liens redeemed	29%	25%	30%	20%	25%
Percent of Foreclosures Redeemed	8%	7%	10%	7%	10%
Percent of Foreclosures sold at auction returned to the tax rolls	17%	15%	20%	7%	20%

**Goal:** Hold public auctions for tax title properties.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence and Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of public auctions held	3	4	3	3	4



## 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.

## Fiscal Year 2013 Goals

**Goal:** Maximize collection rate of current year real estate and personal property, motor vehicle excise taxes and trash fees.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Current year Real Estate and personal property tax collection rate	96%	97%	98%	96%	98%
Current motor vehicle tax collection rate	78%	80%	85%	42%	85%
Current year trash fee collection rate	72%	70%	75%	42%	75%

**Goal:** Maintain/increase delinquent tax collection rate.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Delinquent tax collection rate	17%	17%	20%	24%	25%

**Goal:** Reduce the number of liens and properties placed in tax title.

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence and Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of New Liens placed on properties	704	685	665	653	625
Number of Liens from previous years remaining	1,346	1,094	883	1,014	950
Number of properties in tax title	2,050	1,779	1,548	1,667	1,450

**Goal:** Ensure that tax taking procedures are initiated on all properties after taxes are overdue.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence and Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of eligible properties on which tax taking procedures have been initiated	100%	100%	100%	100%	100%

**Goal:** Conduct monthly account reconciliations between the Collector’s Office and the Comptrollers Office.

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of monthly account reconciliations between Collector's and Comptroller's Offices	12	12	12	9	12

**Goal:** Maximize revenue through a uniform and coordinated collection process

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
City-wide Collection Rate	N/A	70%	72%	92%	95%
Number of revenue collection training sessions provided	N/A	50	70	20	70
Percent of revenue budgeted compared to revenue received	N/A	85%	90%	73%	90%

**Goal:** Maximize revenue through a uniform and coordinated collection process

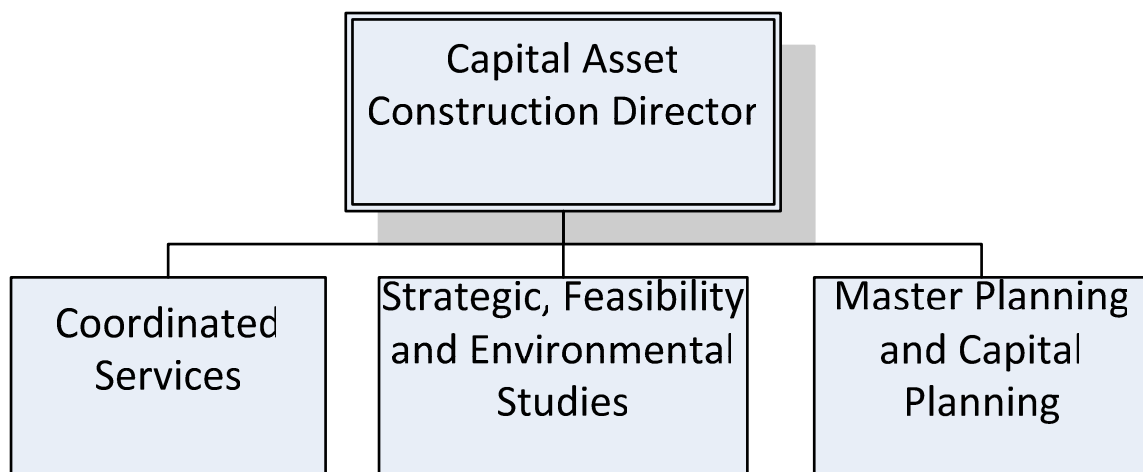
Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Tax Revenue Maintained	N/A	30%	30%	29%	30%

# All Funds Budget

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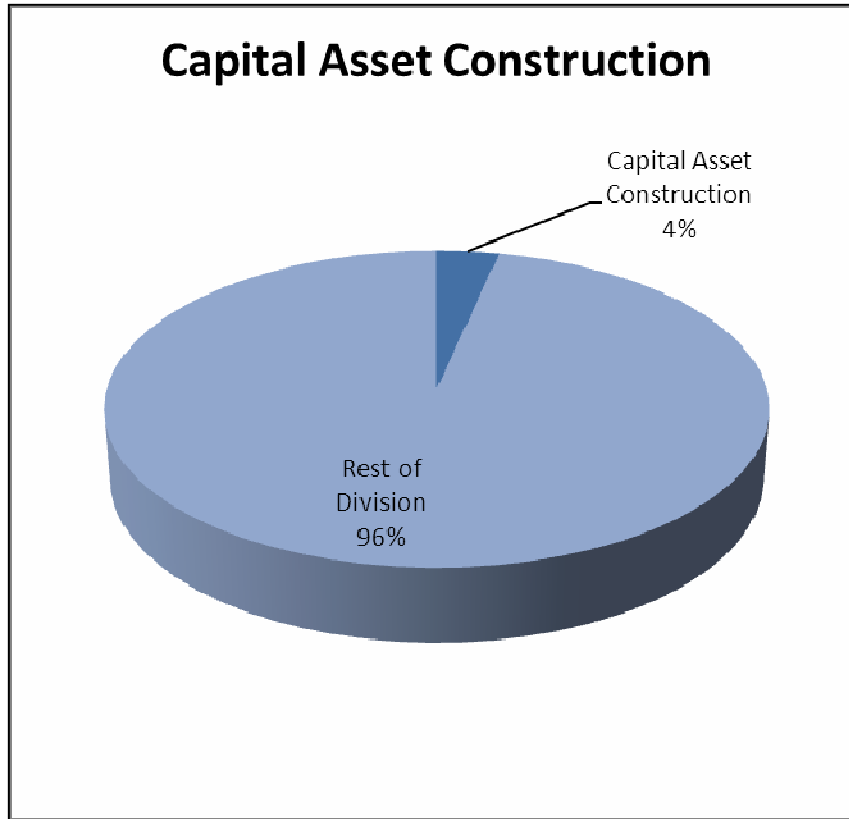
# Capital Asset Construction



## 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 Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$235,683	\$222,525	\$0	\$232,234	\$9,709	4.4%
OTPS	\$295,819	\$214,937	\$0	\$150,498	(\$64,439)	-30.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$531,502</b>	<b>\$437,462</b>	<b>\$0</b>	<b>\$382,732</b>	<b>(\$54,730)</b>	<b>-12.5%</b>

Dept of Capital Asset Construction	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	3.0	3.0	3.0	3.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>	<b>0.0%</b>

# 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, provide energy and other operational cost savings and projects are on budget and meet all municipal requirements.

## Fiscal Year 2012 Highlights

### **Putnam Vocational Technical High School**

This project continues to proceed in a positive direction, well under budget by approximately \$6M (this does not include the bid savings of almost \$15M) and ahead of schedule by about 2 months at this writing. Students will transition into the new school as of September 2012. Demolition, abatement and final landscaping and parking will be completed and the project will be closed out as of the end of 2013.

### **Forest Park Middle School**

The renovation of an historic 140,000 square foot middle school along with a 10,000 square foot gymnasium addition is proceeding on schedule. Design and bidding will be completed in 2012 and construction is expected to begin in March of 2013. Six private properties were acquired as part of this project to allow for the gym addition on Garfield Street. All tenants were successfully relocated to other Springfield locations. Two of the tenants were able to purchase their first home in Springfield as a result of the negotiations and the incentives offered as part of the relocation process.

### **Porter Lake Skate House**

This project includes an addition and renovation of the existing log cabin. Improvements will include various sustainable design elements, such as a hydro-geothermal system for heating and cooling. This is the first project in the City that will be incorporating such sustainable items as hydro-geothermal. The School Department's ECOS program is operated from this facility and the students will benefit tremendously from the "green" design elements.

### **Emerson Wight Park Design/Construction Phase**

This project's scope included a full redesign and construction of the expanded Emerson Wight Park which will include a new water spray area, multiple age specific play areas, walking paths and numerous amenity and security enhancements. The construction phase of this project is scheduled to begin in June of 2011 and be completed in May 2012. Project highlights include multiple meetings with the community where they had a chance to help design the park and the awarding of a PARC grant from the Commonwealth in the amount of \$500,000 for the construction of this project along with \$415,000 in CDBG funds.

### **Forest Park Paving Phase III**

This project is the final phase of a three year project of resurfacing many of the roadways located in Forest Park. This project is funded through a 100% grant from MassDOT. This project's scope included the repaving of multiple roadways throughout the park and repair of drainage systems which lead to increased safety for both the motoring public and those that enjoy walking, biking and running.

### **Symphony Hall Plaza Construction Phase**

DCAC has completed the design for the reconstruction of the plaza in front of Symphony Hall during the previous fiscal year. This project replaced the lower sidewalk to the plaza front steps, replaced the entire plaza with new, color correct concrete and re-pointed the stairs that lead to the entrance of Symphony Hall from the plaza level.

### **Municipal Lighting Project**

This project included the restoration of the street lamps located along Court Street in front of the Municipal Complex and the sconces located on the front of Symphony Hall. This project is funded through a grant from MassDOT. The items being refurbished were removed from their places and sent to a foundry to be restored. The process included stripping the items of their grit and grime and then applying a patina that would match the original look of the lamps. In many cases, parts of the lamps were broken or missing. In cases like this new items were molded and then new bronze pieces were cast to match the originals exactly. The lamps and sconces were then re-wired using modern lighting technology to make them efficient and bright.

### **Green Repair Projects Phase I Design**

This project includes the investigation and design of windows, roofs and doors at ten of Springfield's older schools. Eighty percent (80%) of this project is being funded by the MSBA. German Gerena Community School, Duggan Middle School, John F. Kennedy Middle School, Mary Walsh, Milton Bradley, Warner and Freedman Elementary Schools have all received designs for new roof systems. Freedman, White Street, Duggan Middle and Warner Schools have completed construction documents for new window systems. The intent of the design is to provide thermally efficient, long lasting systems that require minimal maintenance.

### **Green Repair Projects Phase I Construction**

A total of eight projects from Design Phase I were constructed during FY12. The German Gerena Community School, John F. Kennedy Middle School, Mary Walsh, Milton Bradley, Warner and Freedman Elementary Schools all received a roof replacement using a PVC membrane system. Included in the scope was complete replacement of the insulation layer that is directly below the PVC membrane. Due to replacing the insulation, all of these schools received an increase R-Value and better thermal efficiency.

Freedman, White Street and Warner Schools have all received new window systems through-out each building. These windows are thermally broken, double paned systems that exceed the stretch energy



code required by the MSBA. Also included at these buildings along with Washington School are new door systems which both increased thermal efficiency and security. Eighty percent of the cost of construction was funded by the MSBA.

### **Green Repair Projects Phase II**

This is the final phase of the MSBA Green Repair Projects. The conclusion of the program will see the design of windows, roofs and doors at eight additional schools. Eighty percent of the total cost is being funded by the MSBA. This phase will conclude with the construction of these projects starting in June of 2012 and finishing in November 2012. The intent for all of the projects is to design systems that are thermally efficient, have long life spans and require minimal maintenance. Glickman, Homer, Liberty, Kiley, Duggan Middle School, and Rebecca Johnson will all receive new roof systems. Beal, Ells, Mary Lynch and Duggan Middle School will all receive new window systems.

### **Rebecca Johnson Park**

This project - funded through a reimbursable PARC grant (70%) and CDBG grant (30%) - created a new city park behind the Rebecca Johnson Elementary School. This park is used by the public, parks programs and in the Rebecca Johnson Elementary School fitness curriculum. Tasks involved purchasing adjacent property from Boston and Maine Railroad, identifying hazardous soils and removing from site. The new park opened on July 1, 2011 and it contains an outdoor amphitheater, play structures, fitness equipment, little league ball field, splash pad, walking path, garden boxes for the school's science program, picnic tables, new water and electrical services, irrigation and landscaping.

### **Camp Star Angelina**

This camp program serves campers ages 3 to 22 and provides inclusive recreational opportunities for all, particularly those with physical disabilities, developmental delays, learning and emotional disabilities, medical concerns and hearing and visual impairments. This project's master plan includes an improved entrance road, pavilion, lodge building, activity center, outdoor amphitheater, accessible boardwalk leading to Porter Lake, a bath house and swimming pool. Phase I is being completed in fy12 and consists of design of the bath house and swimming pool, design of the infrastructure for the master plan, selective demolition and start of infrastructure work. The project funding is ongoing and consists of a CDBG grant and private donations.

### **Adolescent Health Clinic**

Health and Human Services received a Capital Improvement Program grant through the American Reinvestment and Recovery Act of 2009. Together with this grant and in partnership with Baystate Health Systems, a clinic targeting the city's homeless adolescent population was created. The project involved entering into a lease agreement with Baystate Medical Center and building out tenant space in the Mason Square Health Clinic. The clinic has three medical exam rooms, consultation rooms, staff offices, nurses' station, laboratories, two dental operation suites with state-of-the-art x-ray equipment and staff with a space they are proud to maintain.

### **German Gerena School Gym Renovation**

The DPB&RM funded the renovation of the Gerena gym, which included installing a poured rubber floor over the original 10,000 square foot rubber floor and installing on the folding partition doors new wall covering with a graphic of the school's mascot, and the lower portion of the walls were re-painted. These new finishes greatly improved the quality of the gym as a teaching space and provided the students and staff with a space they are proud to maintain.

## **Risks and Challenges for Fiscal Year 2013**

The largest challenge for the department is to balance the infrastructure needs of the City while at the same time work within budget constraints. As inflation continues to rise 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.

The City's new Responsible Employer Ordinance is increasing construction costs and decreasing the number of bidders. This ordinance is also adding to the review time of the Procurement Department in analyzing bids. The City will need to add approximately 15% to construction project budgets to cover the cost of contractors meeting this ordinance.

An additional challenge that has become more of a risk for the City as time progresses is the lack of qualified project managers to oversee the vast number of projects scheduled for completion. Currently the Department of Capital Asset Construction has over 60 projects including but not limited to a \$114M new High School; a \$43M middle school renovation, \$25M for 19 school repair projects along with two elementary schools that were damaged by the June 1<sup>st</sup> tornado. This department understands that the City will have the ability for increased bonding in the immediate future; hence the number of capital projects will increase as well.

The department is comprised of two employees, one director and one project manager. Recently a second project manager received a job offer from a local College and submitted her notice to the City. The loss of this project manager has been devastating to the department, as this department has no depth. Prior to this Project Manager departing, each employee was overburdened with many more projects than is recommended in the industry. By overburdening the staff to be responsible for more projects than one should oversee the risk of schedule delays, budget over expenditures, and contractors not adhering to project specifications is a real possibility. This department utilizes funding in its Professional Services line item to contract with private project management companies to supplement the staff. A potential cut of 10% in this line item would be devastating for this department, as it would be akin to losing an employee which we cannot afford to do and expect to properly manage the City's capital construction finances.

## Strategic Decisions Fiscal Year 2013

The Department will continue to recommend that the City contract with private project management companies to supplement the services offered by the Department of Capital Asset Construction. This will require an increase in the current line item for Professional Services vs. the current request that includes a 10% cut in this line item.

For all school construction projects, emphasize healthy learning environments as one of the top project deliverables.

Continue to develop Property Condition Assessments for schools and all Municipal Buildings.

Include Building Commissioning Services in all capital construction projects. The commissioning process for each project will involve all building systems, and will balance the long-term energy and maintenance requirements of each facility with the functional requirements of the building occupants, and operators. This process will save the City money in operating costs.

Incorporate sustainable design measures in all capital construction projects by requiring 20–30% water use reduction and 10–15% energy consumption below a building built to code. This will save the City money in operating costs.

Act as project managers and liaisons between the City, the School Department and contractors with regard to the on-going construction of the new Putnam Vocational High School, the restoration of the Forest Park Middle School and the renovations to roofs, windows and doors of the 19 school properties included in the MSBA's Green Repair Program.

Work with FEMA/MEMA, the City's Finance Department and the City's Consultants to repair/restore and/or replace the City's Capital Assets that were damaged or lost as a result of the June 1, 2011 tornado.

Continue to work with the Finance Department and FEMA to ensure that the City receives the maximum dollars for all tornado damaged facilities.

Continuous improvement of project management skills through ongoing training for all staff.

Strengthen relationships with all stakeholders through open communication and achieve a track record of completing space management, planning, design and construction projects on schedule and within budget.

## Capital Asset Construction

**Description:** The Capital Asset Construction Department plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield. The department provides professional project management services to various City departments, ensuring that improvements to City buildings adhere to health and safety codes, provide access to disabled citizens and provide energy and other operating cost savings. This mission will be carried out in a creative, cooperative, efficient and progressive manner in an effort to achieve results in a cost effective and expedient way.

### Fiscal Year 2013 Goals

**Goal:** Continue to work toward the development of a healthier environment by instituting “Green” elements and Sustainability Design in all future facility construction projects

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence,**  
**Healthy Neighborhoods, Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Include Building Commissioning Services in all capital construction projects	2	5	5	100%	100%
Plan for the rebuilding/restoration of outdated school facilities	3	7	10	21	9
Incorporate sustainable design measures in all capital construction projects.	2	5	5	100%	100%

**Goal:** Ensure that 100% of all projects are completed on schedule, on budget and on design.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of funded capital projects completed on schedule, on budget and on design	98%	100%	100%	100%	95%
Percent of funded capital projects advanced to the next milestone of design, bidding, and/or construction	92%	100%	100%	95%	95%
Percent of projects requiring change orders not due to unforeseen changes or a change in scope	22%	15%	20%	15%	15%
Percentage of change orders of total construction budget per project	N/A	5%	<5%	3%	<5%

**Goal:** Provide Professional Development opportunities for each Project Manager to increase knowledge of current laws, regulations, and practices.

Citywide Strategic Priority Supported: **Education, Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of webinars/educational seminars attended per Project Manager	7/7/8	4/4/4	4/4/4	3/4	4/4

## **Multi-Year Goals:**

Link the recently created Capital Projects Notification Web site with the City’s new permitting software to allow for electronic tracking of all capital construction 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. This will save thousands of dollars for the City by precluding redundancy and implementing proper procedures on all capital construction projects.

Expand the current number of FTE’s in the Department to include a senior level Project Manager, a Project Manager to replace the recently vacated position and a Project Coordinator position in accordance with the recently completed business case.

## Grants Summary: Capital Asset Management

1. **Rebecca Johnson Park:** To fund the restoration of Rebecca Johnson Park.
2. **Johnny Appleseed Park:** To fund the restoration of Johnny Appleseed Park.
3. **Forest Park Bikeway Phase II:** to resurface the walkways/bikeways within Forest Park.
4. **Symphony Hall:** To fund the restoration of Symphony Hall.
5. **Emerson Wight Park:** To fund construction for the park.
6. **Hubbard Park:** to fund the renovations to the park.

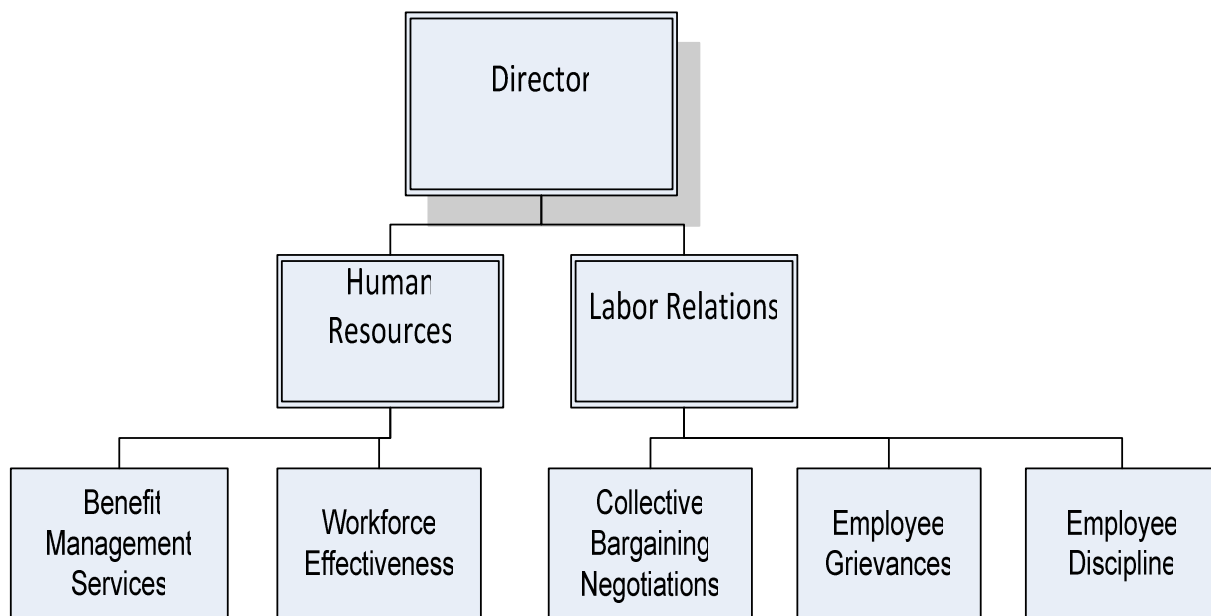
Grant Source	Federal		Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State	Other						
1. MA Energy & Environment Affairs	State		345,442	0	68,810	0	0	-100%
2. MA Energy & Environment Affairs	State		218,330	0	2,500	0	0	-100%
3. MASS DOT Bikeways and Walkways Resurfacing Grant	State		206,617	0	43,383	0	0	-100%
4. MA Development	State		204,670	0	0	0	0	-100%
5. MA Energy & Environment Affairs	State		0	500,000	500,000	0	(500,000)	0%
6. MA Energy & Environment Affairs	State		0	0	0	715,000	715,000	
<b>TOTAL</b>			<b>975,059</b>	<b>500,000</b>	<b>614,693</b>	<b>715,000</b>	<b>215,000</b>	<b>30%</b>

# All Funds Budget

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# Human Resources / Labor Relations Department



## Mission Statement

The Human Resources and Labor Relations Department provides quality services by attracting and developing municipal talent, creating a climate of respect, and ensuring compliance with statutory, regulatory and ethical employment practices in addition to conducting all labor relations matters for the City and its departments, including the Springfield Public Schools.

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$1,072,330	\$1,076,944	\$0	\$776,545	(\$300,399)	-27.9%
OTPS	\$205,568	\$554,835	\$0	\$546,297	(\$8,538)	-1.5%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$1,277,898</b>	<b>\$1,631,779</b>	<b>\$0</b>	<b>\$1,322,842</b>	<b>(\$308,937)</b>	<b>-18.9%</b>

Human Resources / Labor Relations	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	17.5	17.5	17.5	15.0	(2.5)	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>17.5</b>	<b>17.5</b>	<b>17.5</b>	<b>15.0</b>	<b>(2.5)</b>	<b>-14.3%</b>

## **Human Resources and Labor Relations Department Summary**

The Human Resources and Labor Relations Department develops and maintains the infrastructure to hire, develop, manage, compensate City employees and promote harmonious relations with their collective bargaining representatives. This is accomplished through several distinct functions, including staffing, benefits, affirmative action, compensation, training, employee relations, labor relations, worker's compensation and workplace safety. Some of the aforementioned functions are also performed on behalf of the School Department.

The Department is responsible for negotiating all City and School Department collective bargaining agreements, processing grievances, representing the City in arbitration, managing disciplinary matters, settling grievances/complaints, and addressing a myriad of other labor relations issues.

### **Fiscal Year 2012 Highlights**

The Human Resources Department's Fiscal Year 2012 highlights included:

Worked with a multi-departmental team to identify, adopt, and implement a new performance evaluation program and an application management program.

Conducted the implementation phase of a classification study of all City positions by negotiating the impact of these changes with City unions.

Continued training City employees in Sexual Harassment Prevention, Ethics, Worker's Compensation, and Diversity: Valuing Differences.

Continued to introduce and implement workplace safety management programs to improve productivity and reduce the number and severity of workplace injuries. Worked closely with our external partners to reduce worker's compensation costs and ensure adequate medical services for employees injured at work.

Developed, expanded and implemented a recruiting plan for all City positions posting on both the City's website and [www.governmentjobs.com](http://www.governmentjobs.com).

Negotiated with multiple unions in impact bargaining over school calendar changes due to the significant weather that the City experienced in the first half of FY 12.

Negotiated with two unions over the use of employees hired by Futureworks to assist in storm damage clean up. The employment of these employees was a win-win for the City, the Unions and the employees who were collecting unemployment. This temporary program was grant funded and provided the City with additional workers at no cost to the City helping clean up vast amounts of storm damage.

## **Fiscal Year 2012 Highlights (cont.)**

Continued to make significant progress in resolving long-standing workers' compensation claims and improved return to work results for new claims.

Continued cooperative internship programs with American International College and Westfield State University which provided college students with real world experience in government administration.

Issued an RFP for the City's third party administrator for injured on duty claims for police officers and firefighters as well as an RFP for third party administrative services for worker's compensation.

Coordinated a U.S. State Department and Massachusetts Municipal Association program hosting government officials from Pakistan. This program provided for the exchange of ideas and information between both countries and worked to improve relations. The program was funded by the United States State Department at no cost to the City.

Continued a successful relationship between the Lighthouse, the Library Department and the Election Department for poll worker staffing.

Implemented the new life insurance program for City employees and retirees. The result was a better program at reduced cost for City employees and the retention of equal benefits for retirees.

Issued an RFP for various supplemental insurance programs and flexible spending accounts. The successful bidder assumed the full administrative cost of the City's flexible spending accounts, saving the City our limited tax dollars while maintaining a very effective program.

Conducted safety training for 80 school custodians after the School Committee voted to bring the second shift custodial function back in-house.

Developed a temporary alternative work program for employees in the Facilities division who have been injured on the job.

## Risks and Challenges for Fiscal Year 2013

The City has realized dramatic savings by switching its group health insurance coverage to the Commonwealth's Group Insurance Commission. This switch has provided our employees with twelve plan options and our retirees with seven plan options. Our employees and retirees have received excellent coverage and low premiums. Premium increases have been kept to single digit increases. For FY12 our increase was an aggregated amount of 3.9%. For FY13 our premium increase in an aggregated amount will be 1.4%. As we discuss coverage changes in the future we must be cognizant of the associated risks with changing coverage for employees, retirees and the City, both short term and long term. The Commonwealth of Massachusetts passed health care reform legislation in FY12 making it even easier for municipalities to join the GIC and take advantage of their group purchasing power. As the purchasing pool expands to an even larger size there is the potential for greater savings and cost containment.

Progress has been made in improving the consistency in applying HR policies and processes across city departments. There is, however, still much to accomplish in refining the policies to reflect a sustainable cost profile and sound HR management principles.

Recognizing the diversity within our city and the benefits of diversity within our workplace, we must aggressively pursue creative opportunities for increasing the diversity of our workforce.

The most significant challenge the HR/LR Department faces in the FY13 is to maintain an adequately staffed department. The challenges and workload have not mitigated, in fact they have been steadily increasing. For FY13 HR/LR has been forced to downgrade one position and reduce another position to part-time status due to the City's budget constraints. These reductions follow the loss of an Insurance Clerk in FY10 and the loss of a Staffing Director prior to this.

## **Strategic Decisions for Fiscal Year 2013**

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.

Ensure that HR policies are applied consistently throughout the City and work with departments to ensure that variations occur only when unique characteristics of the department demand them.

Continue to centralize more aspects of the hiring and recruitment process, as noted in the updated HR Hiring Manual. The use of the NEO-GOV application management system should assist the HR Department in achieving this goal.

Continue the multiple sets of labor negotiations that commenced in FY 2012.

Introduce proactive recruiting strategies to ensure an applicant flow that reflects the talent, commitment and experience necessary to support the City's objectives and the diversity of our community.

Evaluate effectiveness and cost benefit of all optional benefit offerings.

The Department will continue to develop and improve its management training programs.

Develop and expand our offering of wellness programs.

## Benefits Management Services

**Description:** Benefits Management Services develops and administers benefits for all City and School Department employees, as well as retirees, if applicable. Benefits Management coordinates health insurance, life insurance, deferred compensation, disability insurance and the complete package of leave-related benefits. It 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. Benefits Management strives for employee satisfaction and value, balanced carefully with the need to maintain costs.

### Fiscal Year 2013 Goals

**Goal:** Provide timely, accurate and responsive customer service to benefit plan participants and potential participants.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of Health Plan Customer Service encounters resolved within 1 day	N/A	96%	96%	98%	98%

**Goal:** Process benefits activity accurately and on time to ensure that employees receive all benefits to which they are entitled.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	N/A	97%	97%	96%	97%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	N/A	97%	97%	100%	100%

**Goal:** Monitor and ensure that both participants and the City accurately fund all benefits on time.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent variance between actual and budgeted health insurance costs	0%	0%	0%	0%	0%

## Multi-Year Goals

Monitor and report benefit costs to support department and City financial management processes.

Improve activity and performance tracking processes within the unit.

Effectively support the annual open enrollment process and provide accurate information to employees and retirees to promote informed decision-making.

Continue development of reporting processes to support the requirements of Massachusetts Health Care Reform Act and Federal Health Care Reform.

Improve internal workflows and processes to improve accuracy and turn-around times.



## Workforce Effectiveness

**Description:** Workforce Effectiveness is responsible for all of the activities associated with hiring, developing, and supporting the municipal workforce of approximately 1,500 people. Services including recruiting and hiring, civil service management, affirmative action program management, staff development and training, employee relations support, compliance management, unemployment compensation management, workplace safety management, and workers' compensation management are provided to city employees and managers. In addition, many of these services are provided to the School Department in order to support their employees and managers.

### Fiscal Year 2013 Goals

**Goal:** Continue to expand recruiting sources, including increased use of professional publications, organizations, and websites for senior level positions and targeted use of online job search engines.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of municipal unemployment claims responded to within 9 days of receipt (at TALX)	100%	100%	100%	100%	100%

**Goal:** Improve recruiting/hiring turnaround times and results.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of MM and TPA positions filled within 12 weeks (Posting Close to Offer Letter)	92%	75%	85%	75%	N/A
Percent of Clerical positions filled within 8 weeks (Posting Close to Offer Letter)	100%	75%	68%	75%	N/A

**Goal:** Manage unemployment compensation to ensure appropriate and timely decisions.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of municipal unemployment claims responded to within 9 days of receipt (at TALX)	100%	100%	100%	100%	N/A

**Goal:** Increase minority and female hiring at all levels.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent hired employees from EEO protected groups : Officials/Administrators	N/A	N/A	Minority: 36% Female: 47%	Minority: 21.2% Female: 31.8%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Technicians	N/A	N/A	Minority: 36% Female: 47%	Minority: 17.1% Female: 36.6%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Paraprofessionals	N/A	N/A	Minority: 36% Female: 47%	Minority: 37.8% Female: 58.9%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Skilled Craft Workers	N/A	N/A	Minority: 36% Female: 47%	Minority: 30.3% Female: 0%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Professionals (TPA/MM)	N/A	Minority: 15% Female: 55%	Minority: 36% Female: 47%	Minority: 20.0% Female: 60.0%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Administrative Support (Clerical)	N/A	Minority: 30% Female: 62%	Minority: 36% Female: 47%	Minority: 45.9% Female: 76.8%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Service-Maintenance	N/A	N/A	Minority: 36% Female: 47%	Minority: 34.8% Female: 1.1%	Minority: 36% Female: 47%

**Goal:** Reduce days lost due to work-related injuries to improve productivity and reduce costs.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Total indemnity claims per year	86	79	N/A	55	75
Percent of worker's compensation claims received and closed	98%	95%	N/A	77%	98%

**Goal:** Provide timely and accurate response to all EEO and sexual harassment complaints.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of EEO/sexual harassment complaints resolved internally within 45 work days	N/A	90%	90%	N/A	N/A
Percent of EEO/sexual harassment complaints resolved internally within 30 work days	N/A	N/A	N/A	90%	N/A
Percent of EEO/sexual harassment complaints acknowledged within 2 work days	100%	100%	100%	100%	N/A

## **Multi-Year Goals:**

Continue to improve automation of all staffing activities, including civil service and maintaining an Excel tracking system for all personnel files.

Enhance the City's diversity program and develop additional curriculum beyond the introductory training.

Provide compensation programs to satisfy financial objectives and compensate employees for their skills, responsibilities and performance.

Implement the Milliman study compensation plan.

Implement the Neo-Gov performance evaluation program for all non-bargaining employees.

Develop a defensive driving course for all City civilian vehicle operators.

## Labor Relations

**Description:** Labor Relations is responsible for overseeing all aspects of the City’s labor-management activities. This includes, but is not limited to, the negotiation of collective bargaining agreements; entering into settlements with unions on various matters; administering employee grievance procedures; advocacy on behalf of the City in arbitration, at Civil Service and before the Massachusetts Commission Against Discrimination (MCAD); investigating employee misconduct; and handling the resulting imposition and resolution of disciplinary action.

## Fiscal Year 2013 Goals

**Goal:** Train departments on collective bargaining agreements that cover their staff and how specifics of the agreement should be considered in day-to-day management of unionized staff.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence, Education**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Trainings conducted (labor relations)	N/A	N/A	N/A	3	N/A

\*The Labor Relations Department was created in FY2010.

## Multi Year Goals

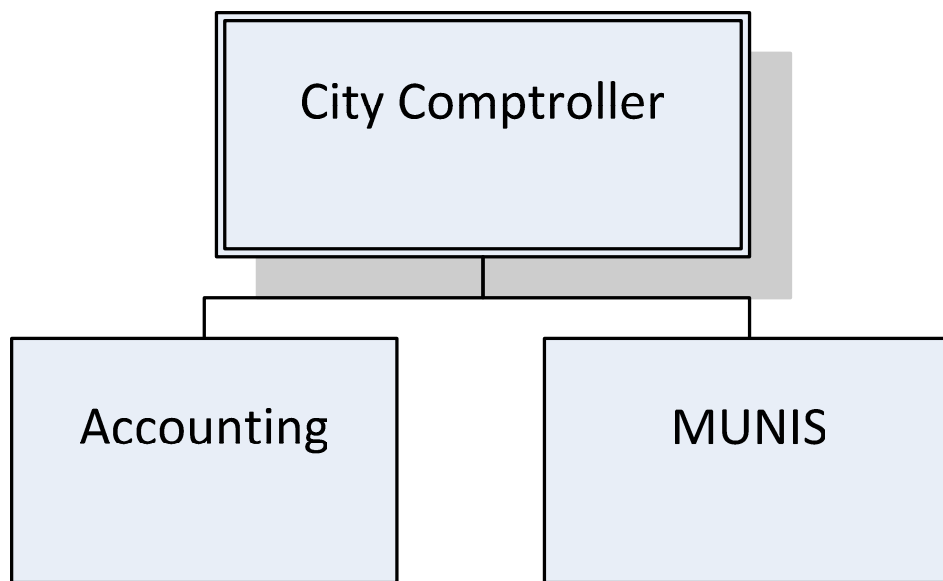
Continue to work with the Mayor and relevant departments to successfully negotiate collective bargaining contracts in a timely and fiscally responsible manner.

Cultivate in house talent to continue to reduce reliance on outside counsel through training, professional development and management of staff responsibilities in the most efficient manner.

# All Funds Budget

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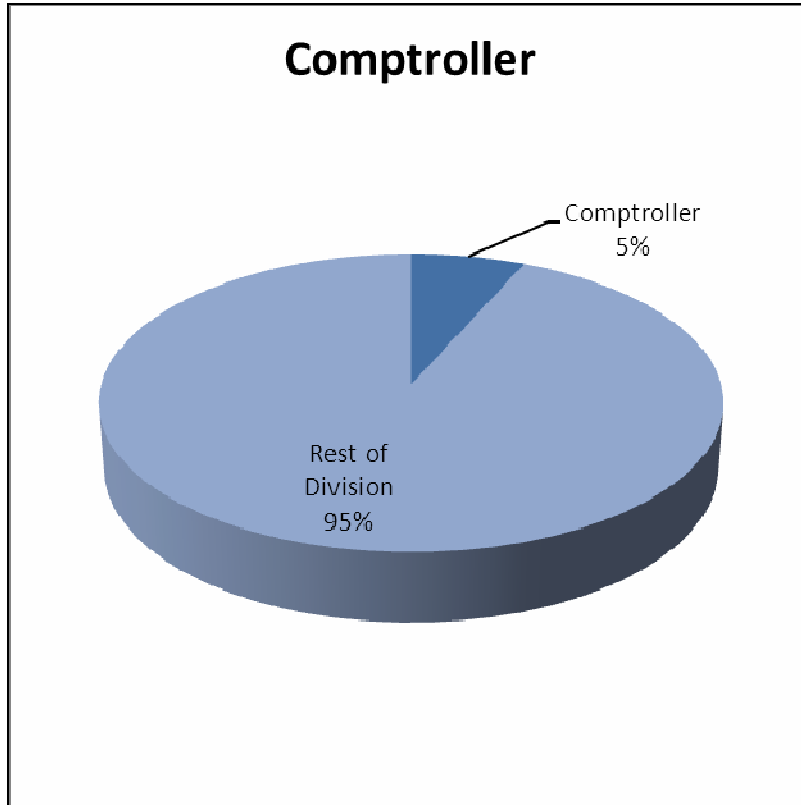
# Comptroller's Office



## Mission Statement

The mission of the Comptroller is to maintain the City's financial system of record, provide city management and other stakeholders with the accounting and financial records necessary to make sound financial decisions, ensure that City financial transactions are in compliance with applicable accounting regulations and laws, and maximize the productivity and efficiency of MUNIS.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$659,607	\$630,272	\$0	\$580,615	(\$49,657)	-7.9%
OTPS	\$11,801	\$11,011	\$0	\$11,011	(\$0)	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$671,408</b>	<b>\$641,283</b>	<b>\$0</b>	<b>\$591,626</b>	<b>(\$49,657)</b>	<b>-7.7%</b>

Comptroller	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	13.5	11.0	11.0	10.0	(1.0)	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>13.5</b>	<b>11.0</b>	<b>11.0</b>	<b>10.0</b>	<b>(1.0)</b>	<b>-9.1%</b>



## Office of the City Comptroller Summary

Chapter 468 of the Acts of 2008, created in the City of Springfield the position of Comptroller. The Comptroller, appointed by the CAFO and approved by the Mayor, maintains the City's financial records and prepares its financial statements. The primary mission is to produce timely and accurate financial reports and to enforce the City's budget. The Comptroller is entrusted with the powers and duties of a City Auditor under Chapter 44 sections 50 to 54A, of Mass General Law, provided, however, that section 50 of said chapter 41 shall only apply to the Comptroller to the extent that it does not conflict with the duties of the Director of Internal Audit under section 3.

Office of the City Comptroller has the following primary functions:

- Maintain the City of Springfield's General Ledger including start up and close of each Fiscal Year
- Preparation of three sections in the City's Quarterly Financial Review
- Preparation of Schedule A for Department of Revenue
- Certification of Free Cash
- Preparation of the Department of Revenue Year End Checklist
- Preparation of Yearly Tax-Recapitulation
- Preparation of Taxpayer Monthly Statement
- Review and approval of the School Department's End of Year Report
- Accounts Receivable/General Billing
- Accounts Payable – pre audit accounts payable invoices from all city departments
- Contract Management – Maintain and catalog all city contracts
- Prepare Weekly Vendor and Payroll Warrants
- MUNIS modules implementation (including training, support, development and maintenance of accurate user training manuals.)
- Primary contact for MUNIS troubleshooting and problem solving.
- Preparation of the Treasurer's Payroll Cash Funding Sheet
- Sweeping of unexpended surplus funds per Chapter 468
- Council order preparation and review
- Completion of Massachusetts Cultural Council revenue and expenditure report
- Completion of Municipal Appropriation Requirement Waiver Report for the Commonwealth of Massachusetts Board of Library Commissioners
- Compile reports for use by external auditor firm in preparation of audited Financial Statements, Report of Federal Award Programs and agreed upon procedures and compliance to Massachusetts Department of Elementary and Secondary Education End of Year Report
- Prepare and submit monthly Revenue vs. Expenditure report to the City Council on a timely basis

## **Fiscal Year 2012 Highlights**

The Office of the City Comptroller issued the City's first Comprehensive Annual Financial Report (CAFR). This report will provide the Mayor, City Council and the Taxpayers of Springfield with valuable Financial and Statistical information.

Continue to oversee the successful implementation of all current MUNIS modules with particular emphasis devoted to new initiatives and training for departments and approximately 950+ users.

The Office of the City Comptroller has taken the lead on the continued roll-out of the General billing MUNIS Module to continue to strive towards the Mayor's goal of transparency in the City's finances.

Continue to develop and prepare the City of Springfield's Quarterly Financial reports, including Balance Sheets, Revenue Expenditure Statements, departmental expenses, which are available to the public on the City of Springfield's website.

Collaborated with the School Department and the City's IT Department to redesign the School's Chart of Accounts in MUNIS. This change has provided the School Department with improved financial reporting and simplification of everyday operations.

## **Risks and Challenges for Fiscal Year 2013**

The Office of the Comptroller will need to have the ability to attract and retain a professional staff in the event of state aid cuts or other unforeseen circumstances.

Interdepartmental cooperation is necessary to achieve all of the Office of the City Comptroller's goals.

# Accounting Division

**Description:** The Office of the City Comptroller 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, this office coordinates the city’s annual audit performed by an independent public accounting firm.

## Fiscal Year 2013 Goals

**Goal:** Provide accurate accounting and financial record to City Departments and other agencies on a timely basis in support of City operations to ensure legal compliance of transactions.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

**Action Steps:**

1. Pre-audit all invoices for accuracy and ensure they are placed on a treasury warrant for payment within five business days.
2. Record all financial transactions for the city accurately, completely and in accordance with governmental accounting standards and Massachusetts general laws.
3. Perform monthly reconciliations with the Treasurer/Collector on all tax and utility receivables.
4. Prepare statements of the city’s financial condition for review by the CAFO, Mayor, City Council and other outside users such as the investment community and various levels of government on a timely basis.
5. Coordinate with the MUNIS division to assist in one-on-one training and problem solving for all MUNIS end users

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of invoices processed within five days.	100%	100%	100%	75%	100%
Number of invoices paid.	30,000	66,784	68,000	44,500	68,000
Number of months closed within 10 days.	5	11	12	9	12
Number of days to complete year-end close	25	25	25	N/A	25
Number of contracts/price agreements processed	1231	1217	1250	1051	1260
Number of warrants produced	218	218	241	157	233
Prepare Tax Recapitulation Sheet	12/22/09	12/8/10	12/19/11	N/A	12/1/12
Complete Annual Audit	12/1/09	3/18/11	1/31/12	On going	12/31/12
MASS DOR Year End Reports	10/31/09	10/31/10	10/31/11	N/A	10/1/12
Free Cash/Year End Checklist	1/25/10	1/25/11	11/18/11	N/A	11/15/12

## **Multi-Year Goals**

To implement and design the City's Fixed Asset listing utilizing the MUNIS ERP system. This will improve the recording of fixed assets and better reporting and accountability.

Qualify for the Certificate of Achievement for Excellence in Financial Reporting (CAFR) award.

## MUNIS Division

**Description:** The MUNIS Project Division maintains Best Business Practices for the City of Springfield's MUNIS Integrated Financial System by continuing to create effective documentation supporting a stable ongoing outreach program of the MUNIS vision to over 950 City and School end users. The primary function and responsibility of this division is to develop, register, and continue to deliver scheduled on demand workshops and one on one training sessions to meet all of the end user's needs and issues pertaining to the MUNIS financial programs, while reducing cost or expense through procurement, operational efficiencies, and providing enhanced management information for departments to make proficient decisions required to sustain financial accountability.

### Multi-Year Goals:

Increase Local Receipt Revenue through utilization of the MUNIS General Billings module in all City and School Departments.

Install the MUNIS fixed asset module in collaboration with the Office of Procurement and Comptroller.

Fully implement and support MUNIS 8.3 Contract Program for financial stability of expenses regarding multiyear contracts associated with Procurement and Accounts Payable programs.

Support accounting processes for accurate workflow procedures that will not allow inconsistencies for interdepartmental transactions utilizing citywide contractual obligations.

Support the Information Technology Department with MUNIS upgrades by reviewing and testing prior to implementation of the next versions.

Provide continuous support to end users to navigate effectively within the MUNIS programs to retrieve contractual inquiries and documentation, accounts payable entries, accounts receivable payments, general billing invoicing, requisition, and purchase order inquiries for budget reporting purposes and accountability.

## Fiscal Year 2013 Goals

**Goal:** Provide on-going MUNIS training and development including implementation and testing program.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

### Action Steps:

1. Based on the FY11, MUNIS 8.3 upgrade the existing end user procedural manuals, “How-To’s” and training materials will require to be reviewed, revised and updated.
2. Continue to increase participation of the ongoing MUNIS training program for City and School end users by offering consistent monthly online registration.
3. Outreach to each Department, based on a long-range plan to strengthen the Department’s MUNIS ability, knowledge and needs through a survey approach.
4. Improve knowledge of General Billing invoice processes with City and School Departments to increase financial stability of revenue collections.

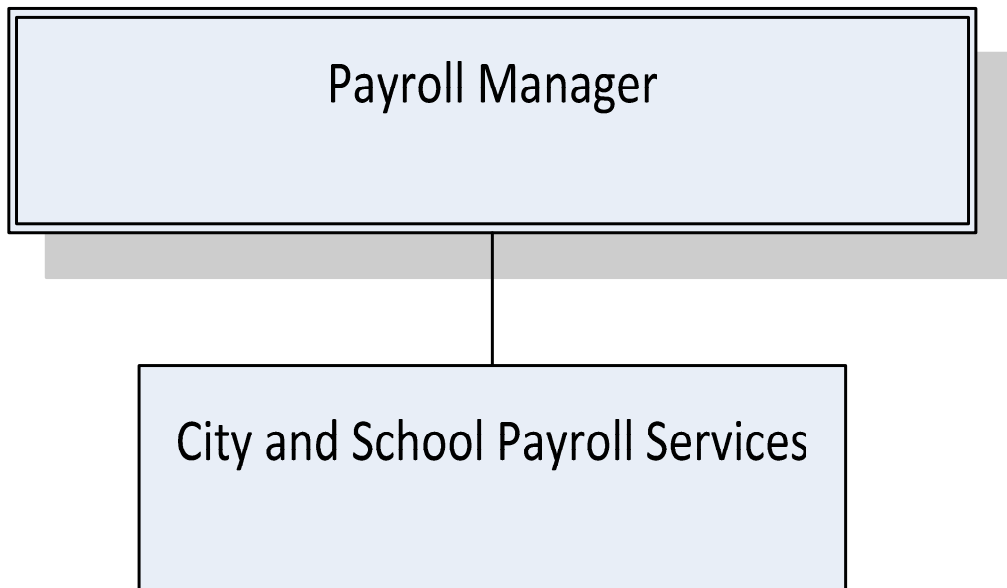
<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of employees participating in on-going training programs for City and School end users	334	150	200	207	200
Outreach to each Department to strengthen the Department’s MUNIS ability, knowledge, and needs through a survey approach	4	6	10	29	30
Revisit all MUNIS “How To’s” and Desk procedures currently available for Module update	10	25	50	38	50
Improve knowledge of GB invoice processes with City & School Departments	7	9	11	15	20

# All Funds Budget

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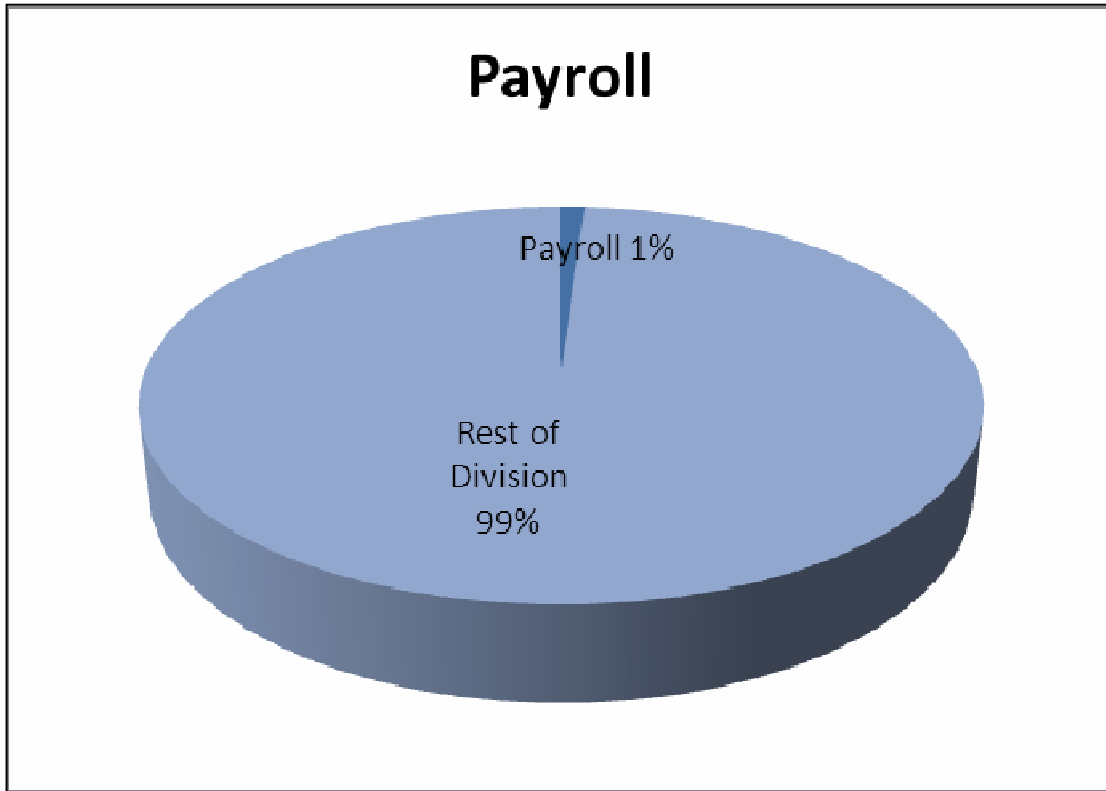
# Payroll Department



## **Mission Statement**

The Payroll Department is responsible for conducting payroll matters for the City and School departments.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$256,902	\$260,030	\$0	\$0	(\$260,030)	-100.0%
OTPS	\$332,641	\$51,092	\$0	\$111,735	\$60,643	118.7%
Capital	\$489	\$1,680	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$590,032</b>	<b>\$312,803</b>	<b>\$0</b>	<b>\$111,735</b>	<b>(\$201,068)</b>	<b>-64.3%</b>

Payroll	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	5.0	4.0	4.0	-	(4.0)	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>-</b>	<b>(4.0)</b>	<b>-100.0%</b>

## **Payroll Department Summary**

The Payroll Department is responsible for overseeing all aspects of the City's (including School Department) payroll activities, including, but not limited to, managing staff payroll records, processing weekly, bi-weekly, and monthly payroll (totaling over \$230,000,000 per year), and managing all garnishments, meeting the various legal requirements imposed on employers. The Department is also responsible for preparing all quarterly and annual payroll reports including employee W-2's.

## **Fiscal 2012 Highlights**

The City completed implementation of the Kronos timekeeping system. This system replaced the ADP product TLM or time labor management. This successful implementation resulted in an annual reduction of operating costs in this department of approximately \$275,000, previously paid to ADP for external timekeeping management services.

## **Risks and Challenges for Fiscal Year 2013**

The largest risk to achieving the Payroll Department's mission would be the loss of staffing hours or staff members, if a budget reduction is necessary. The department currently maintains employee master data, including former employees who are receiving health and/or life benefits through the City. Additionally, this department pays City employees and provides oversight to Schools payroll. With less staff time available, the Department would have a more difficult time completing these tasks.

## **Strategic Decisions for Fiscal Year 2013**

City Payroll will work to consolidate services with the School Payroll Department

In collaboration with staff, three (3) processes will be chosen to analyze and use Continuous Quality Improvement techniques to make improvements. These processes may not be limited to Payroll only processes, but include those departments where cooperation and communication are critical for overall performance. Those departments may include HR, Finance/Budget, Treasury and Comptrollers.

# Payroll

**Description:** The Payroll Department currently maintains employee master data, including former employees who are receiving health and/or life benefits through the City, processes payroll for City employees, and provides oversight to Schools payroll.

## Fiscal Year 2013 Goals

**Goal:** Reduce steps required to complete payroll process in MUNIS workflow.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of steps required	4	3	2	3	2

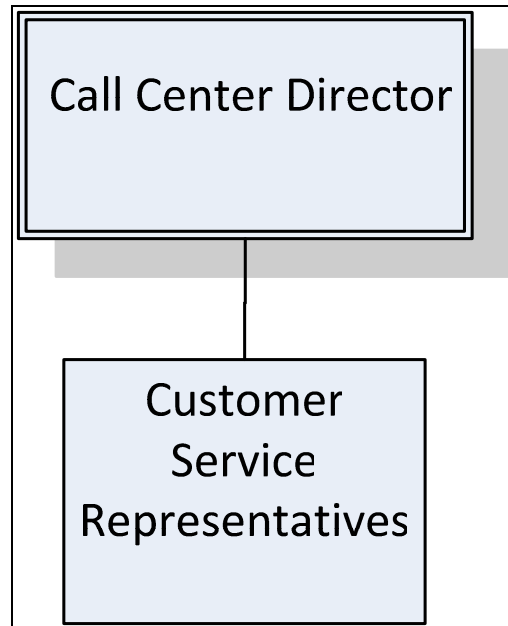
**Goal:** Implement upgrades to payroll-related modules of MUNIS

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Version 8.3 upgrade	N/A	6/30/11	6/30/12	v8.3	N/A
Number of hours spent on testing	N/A	400	100	100	100
Version 9.0 upgrade	N/A	N/A	N/A	N/A	3/31/13
Implement Employee Self-Service	N/A	N/A	N/A	N/A	9/30/12

# All Funds Budget

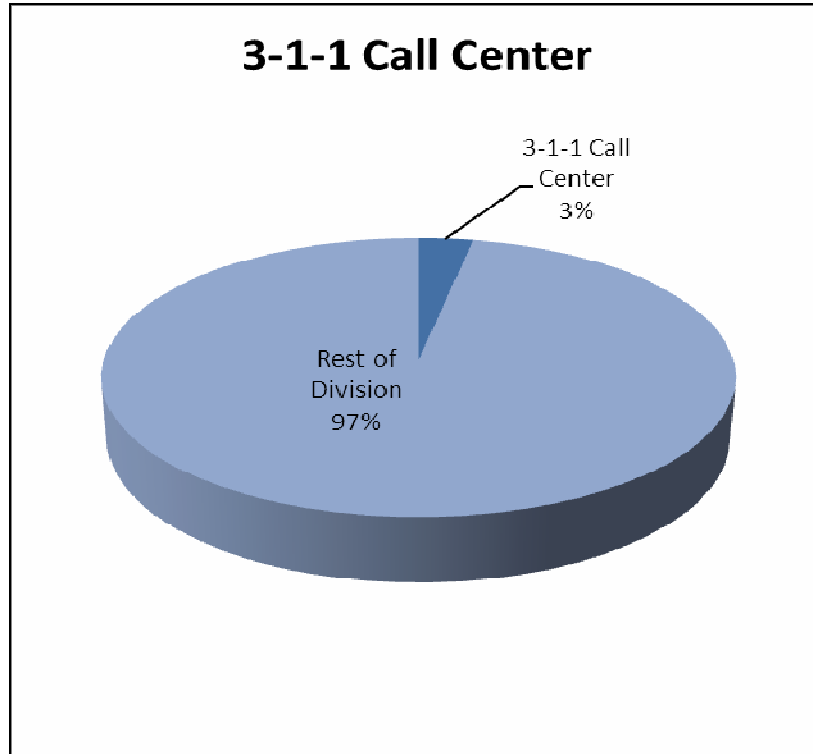
# 3-1-1 Citizen Service Center



## **Mission Statement**

Provide quality customer service for Springfield residents, businesses, and visitors through a single source for increased access and accountability to local government

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$410,832	\$394,753	\$0	\$289,735	(\$105,018)	-26.6%
OTPS	\$6,830	\$5,130	\$0	\$53,850	\$48,720	949.7%
Capital	\$0	\$1,000	\$0	\$1,200	\$0	0.0%
<b>Total General Fund</b>	<b>\$417,662</b>	<b>\$400,883</b>	<b>\$0</b>	<b>\$344,785</b>	<b>(\$56,098)</b>	<b>-14.0%</b>

	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
<b>3-1-1 Call Center</b>						
General Fund FTEs	10.8	9.8	9.8	8.8	(1.0)	-10.2%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>10.8</b>	<b>9.8</b>	<b>9.8</b>	<b>8.8</b>	<b>(1.0)</b>	<b>-10.2%</b>



## **3-1-1 Citizen Service Center Summary**

The 311 Citizen Service Centers' purpose is to provide customer service for non-emergency calls and act as the first point of contact for city offices. This is achieved through a one all-purpose telephone number for the residents of Springfield.

### **Fiscal Year 2012 Highlights**

The partnership between the city and schools was the main undertaking of the 311 center. This undertaking required training our service representatives to an environment unknown to them other than the personal interaction and experiences they may have incurred as parents. It also required training the residents in identifying that they had reached the correct department when they heard "311" on the other end of the line. The city and school websites were updated to communicate the change and correspondence was sent home to parents informing them of the change. We did find we required more resources to adequately answer the inquiries and have begun working on those fixes for FY13.

In the month prior to the beginning of the new fiscal year it was uncovered just how important it is to have one central number to the city for residents to call. On June 1, an EF3 tornado touched down in downtown Springfield and spread its wrath over many communities and neighborhoods in Hampden County. 311 was in disaster recovery mode for the months to follow by being the source of information for debris pickup, shelter, United Way coordination, tarp distribution and transportation information. The 311 Center was essential to our constituents for the aftermath following and were part of the healing process. Our call volume was 18 % over 2011; we accepted 14,417 calls in July alone following the disaster.

As the summer months and autumn set in, the city experienced a microburst and a nor'easter in October and again, 311 was the main point of contact for city residents for information regarding shelter and storm debris removal. Our call volume was increased by 18% for the months to follow.

In 2012, we continued to assist Health and Human Services with flu clinic information for residents. Additionally, we have been requested to field all calls for their emergency call out. We track the responses and forward a report to the deputy director.

An introduction to a phone application for any resident using an iPhone or Android was tested. With this tool, residents can report a service ticket 24/7. This pilot is set to be launched in the second quarter of FY12. This is one more step in having more access to city government.

## Risks and Challenges for Fiscal Year 2013

Fiscal Year 2013 is going to bring challenges in providing more with less. Our level of service took a decline this year due to the events of mother-nature and our inability to fill a vacancy that occurred in 2011 as well as a vacant position that was long standing. With the results of this year 311 is hesitant to add any additional departments. Currently, we handle all of the major resident related departments: Assessors, Collectors, Clerk, DPW, Police Ordinance, Park and Forestry, Code Enforcement, and our latest department the Parent Information Center (Schools).

The Parent Information Center was implemented during the end of the summer after the calls somewhat subsided from the tornado. We found more than 50% of the calls resulted in a transfer. This was due to the call center not having the proper access to school systems, such as: E-Link and Power School. Schools and 311 are working together for us to have access to these programs to help better serve the public in this upcoming school year.. Schools have welcomed the assistance of the 311 call handling allowing them to improve their face to face contact with parents. Although the demands are great on providing service, we are looking at taking bus transportation calls for the months of August and September.

311 continues to be the main contact for mailing vacant properties registrations. It is the intent of the Housing/Code Enforcement Department to take over much of the administrative functions such as renewals and the monthly reconciliation of bills processed. However, this will not take place until the Accela application is up and running. This year we have mailed 1,100 new, renewal or new ownership letters.

The outstanding undertaking this year will be in meeting our service level goals. Having less manpower plays a highly visible role and impacts the residents on our level of service. We are the first impression of the city and it will be reflected immediately when our services are asked for. Our quality of service is measured via performance metrics therefore we will know immediately if our commitments to the residents are not being met.

## Strategic Decisions for Fiscal Year 2013

**Marketing of the 311** – Advertising of 311 on city transportation vehicles such as buses in neighborhoods throughout the city. The Parent Information Center advertises through the distribution of 311 magnets and presence of 311 during registration builds awareness and visibility.

**Collaboration between Schools and 311** - An extension to our relationship with schools is planned on growing, 311 will be handling bus routes and transportation calls for the bus system. This will allow the department to concentrate on their counter traffic, school schedules, and assignments during the peak months of the school year. In addition it is being discussed for 311 to be part of the Putnam vocational program, 311 would train, supervise and be part of the selection process for students enrolled in experiencing working and learning in a call center environment. This would aid us during peak times such as: billing, snow events, vacation times, etc.

**Improved information for the residents to local government** – During the winter of 2011-12, Springfield experienced one of the worst blizzards in many years. Subsequently, it was determined a better communication tool was needed between the 311 center and DPW. Residents would call several times to seek information about the street being plowed, we would submit a request but we didn't receive the feedback from the DPW department. 311 worked with DPW through a lean process method and established a better line of communication. We will now have access to the roads completed, trouble spots, and unfinished routes. In this upcoming year the 311 center will have this resource. Communication between the departments and the workings of DPW will be in real time.

## 3-1-1 Citizen Service Center

**Description:** The 311 Citizen Service Center is one of two 311 centers within the Commonwealth of Massachusetts. The 311 is the first point of contact for residents needing quick and easy access to government services or information offering the highest level of customer service. Means of communicating with the service center are telephone, email, fax, and web. At this time 311 handles all calls to city hall but is the sole primary source and contact for 18 departments within the city.

## Fiscal Year 2013 Goals

**Goal:** Introduce a client services approach to the operations of the Citizen Service Center.

Citywide Strategic Priority Supported: Financial and Operational Excellence

**Action Steps:**

1. Provide appropriate training and staffing with the focus directed towards productivity, knowledge and skill.
2. Train all CSRs in the use of the City's GIS/snow plow mapping software to inform residents of the status of operations

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of calls answered by the Center	157,685	161,000	161,000	122,636	161,000
Number of calls missed (hang ups)	8,286	8,000	8,000	8,324	9,700
Percent of calls answered in 45 seconds or less (FY10)	90.3%	N/A	N/A	N/A	N/A
Percent of calls answered in 30 seconds (FY11)	N/A	85.0%	85.0%	82.0%	80.0%
Abandon rate (hang ups)	5.0%	5.0%	5.0%	6.0%	6.0%
Average speed of answered time (in seconds)	34	30	30	34	30
Percent of calls answered by the Center without transfers to another department	87.7%	85.0%	88.0%	73.6%	82.0%
Percent of surveyed residents satisfied or very satisfied with 3-1-1 service	N/A	85.0%	85.0%	85.0%	90.0%

**Goal:** Develop a partnership with the School Department's Parent Information Center (PIC).

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

**Action Steps:**

1. Consider either sharing 3-1-1 technology with the PIC for a standalone call center, or co-locate a PIC call center with 3-1-1.

**Goal:** Comnet2go to be a city wide tool for communicating to 311 for service requests

Citywide Strategic Priority Supported: **Public Safety**

**Action Steps:**

1. Work with Ed Whitley and Mayors office in building awareness of entering service requests via website or phone. Safety and quality of life issues may be recorded on demand.

**Goal:** Train CSR's in Accela permitting and complaint software.

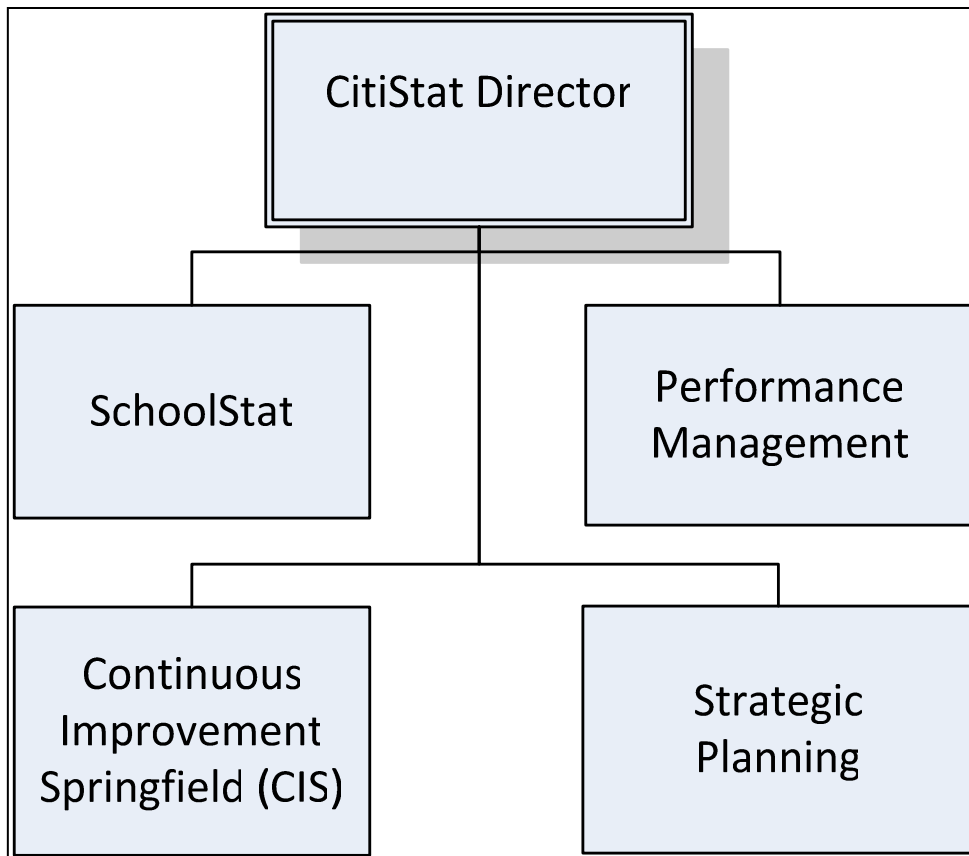
Citywide Strategic Priority Supported: **Financial and Operational Excellence**

**Action Steps:**

1. Train all CSR's in the use of the Accela permitting software when responding to residents calling 311.

# All Funds Budget

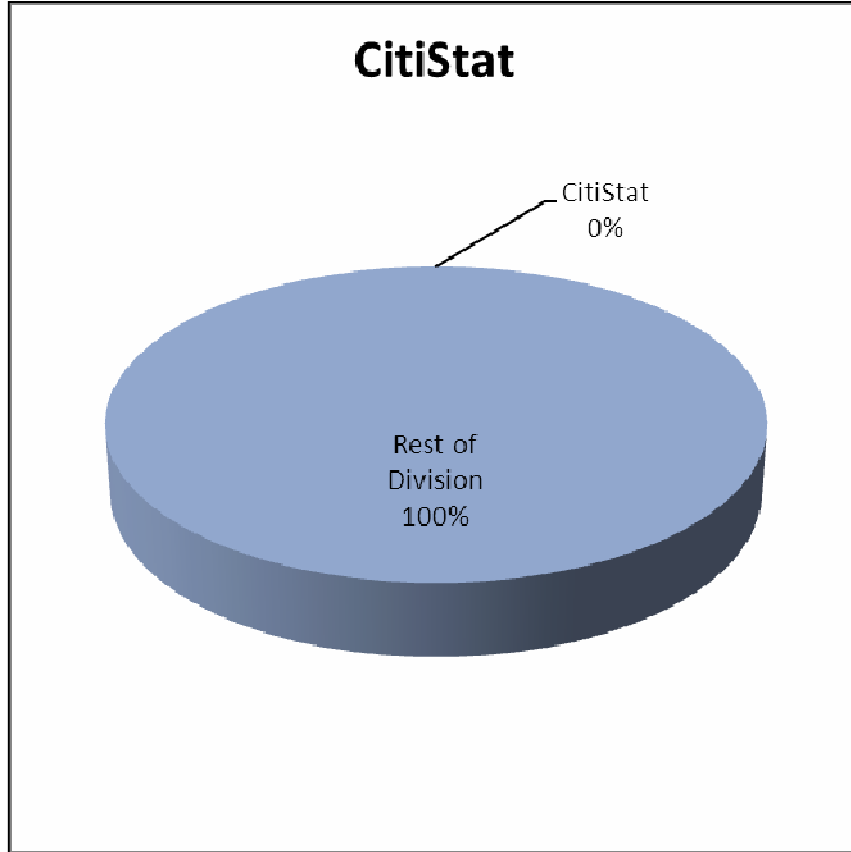
# CitiStat



## Mission Statement

The CitiStat department provides continuous improvement, information and performance management oversight and services that enable departments to deliver on the City's strategic priorities.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$188,415	\$0	\$0	\$0	\$0	0.0%
OTPS	\$10,190	\$0	\$0	\$0	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$198,605</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
<b>CitiStat</b>						
General Fund FTEs	5.0	-	-	-	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>5.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>



## CitiStat Summary

Launched in September 2007, 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.

## Fiscal Year 2012 Highlights

In June 2011, the City Council voted to de-fund the CitiStat Department. This narrative is provided for historical content.

## Fiscal Year 2013 Goals

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of Departmental Quarterly Performance Meetings Held	N/A	N/A	80%	N/A	N/A
Number of Neighborhood Council meetings attended	4	3	6	N/A	N/A
Implement dashboard	N/A	N/A	12/31/2011	N/A	N/A
# of employees attending Continuous Improvement Springfield (CIS) Awareness Overview	N/A	226	500	N/A	N/A
# of CitiStat department blog posts	N/A	N/A	TBD	N/A	N/A
# of CIS newsletters released	N/A	N/A	4	N/A	N/A
# of CIS updates to CitiStat website	N/A	N/A	4	N/A	N/A
# of certified Lean Six Sigma Yellow Belts	N/A	N/A	TBD	N/A	N/A
# of certified Lean Six Sigma Green Belts	N/A	N/A	TBD	N/A	N/A
# of certified Lean Six Sigma Black Belts	N/A	N/A	1	N/A	N/A
# of CIS Projects completed	N/A	N/A	TBD	N/A	N/A
Savings through CIS (hard and soft dollar)	N/A	N/A	\$1.3M	N/A	N/A
Number of meetings with school and district leaders incorporating data driven decision making	10	39	39	N/A	N/A
Number of research analyses completed	N/A	5	5	N/A	N/A
Percentage of analysis requests by zone 3 schools completed	N/A	90%	90%	N/A	N/A
Percentage of analysis requests by Level 4 schools completed	N/A	95%	95%	N/A	N/A

## Grants Summary: CitiStat

**1. Trailblazer Grant NCCI:** To engage the public in and report on the City's Performance Management efforts.

Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
1. National Center for Innovation	Other	\$3,500	\$3,000	\$0	\$0	-\$3,000	-100.0%
<b>TOTAL</b>		<b>\$3,500</b>	<b>\$3,000</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$3,000</b>	<b>#DIV/0!</b>

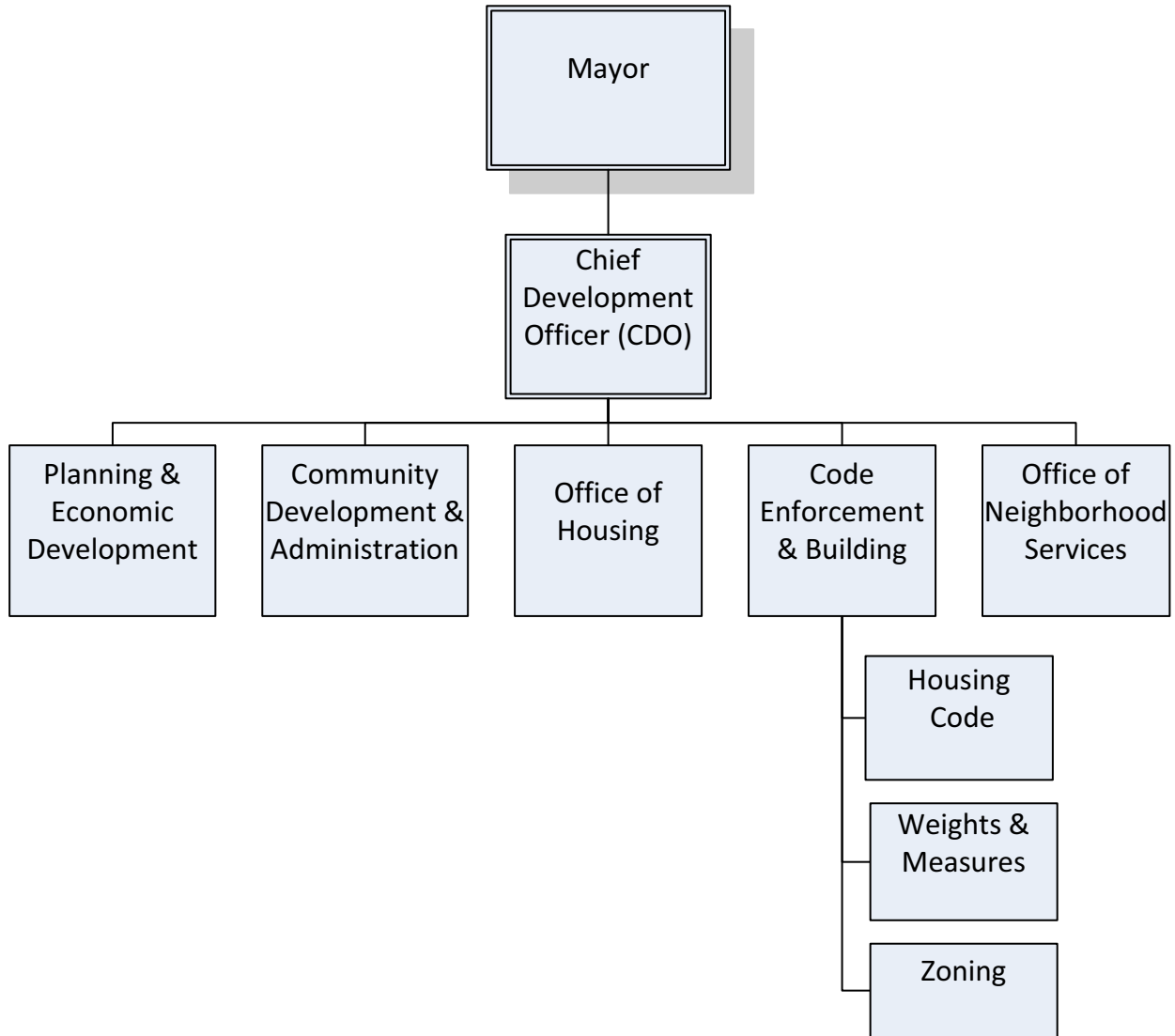
# All Funds Budget

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**Section 6**  
**Development Services**  
**Division**

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# Development Services Division

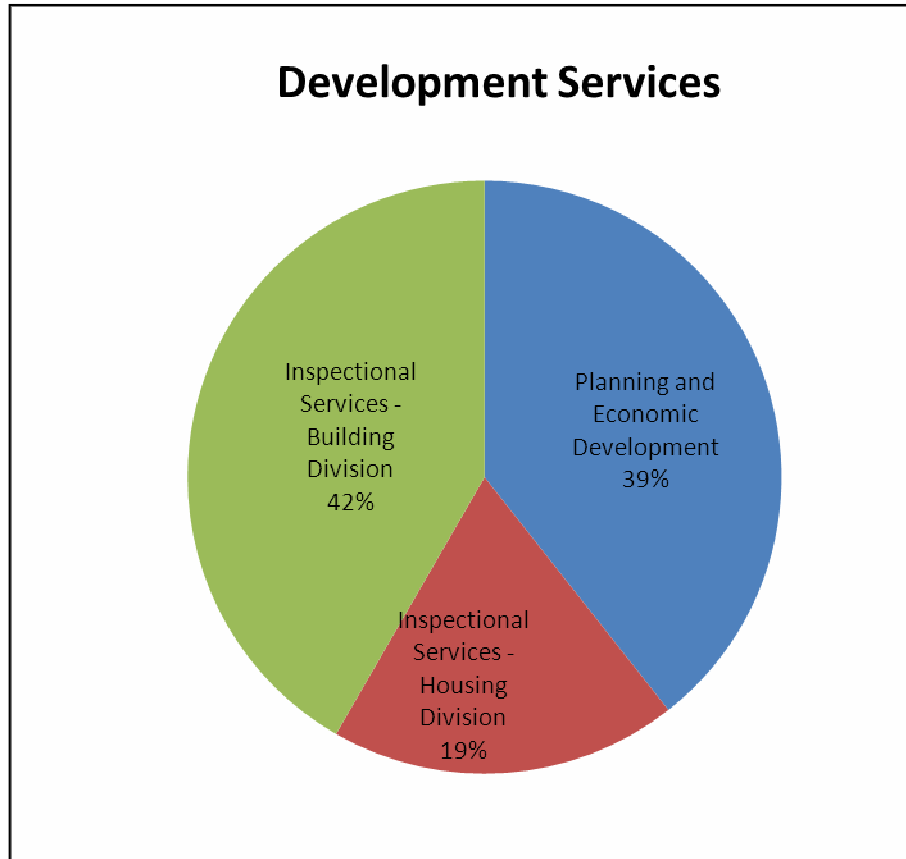


*\* Community Development and Office of Housing are part of the Development Services Division but both are completely grant funded*

## Mission Statement

The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood of the City.

# General Fund Budget and Staffing Overview



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

Division Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Planning and Economic Development	\$1,202,671	\$1,079,193	\$1,073,716	\$1,286,155	\$206,961	19.2%
Inspectional Services - Housing Division	\$631,531	\$637,777	\$1,254,860	\$619,253	(\$18,524)	-2.9%
Inspectional Services - Building Division	\$1,271,751	\$1,254,674	\$631,699	\$1,361,150	\$106,476	8.5%
<b>Total Division</b>	<b>\$3,105,953</b>	<b>\$2,971,644</b>	<b>\$2,960,275</b>	<b>\$3,266,558</b>	<b>\$294,914</b>	<b>9.9%</b>

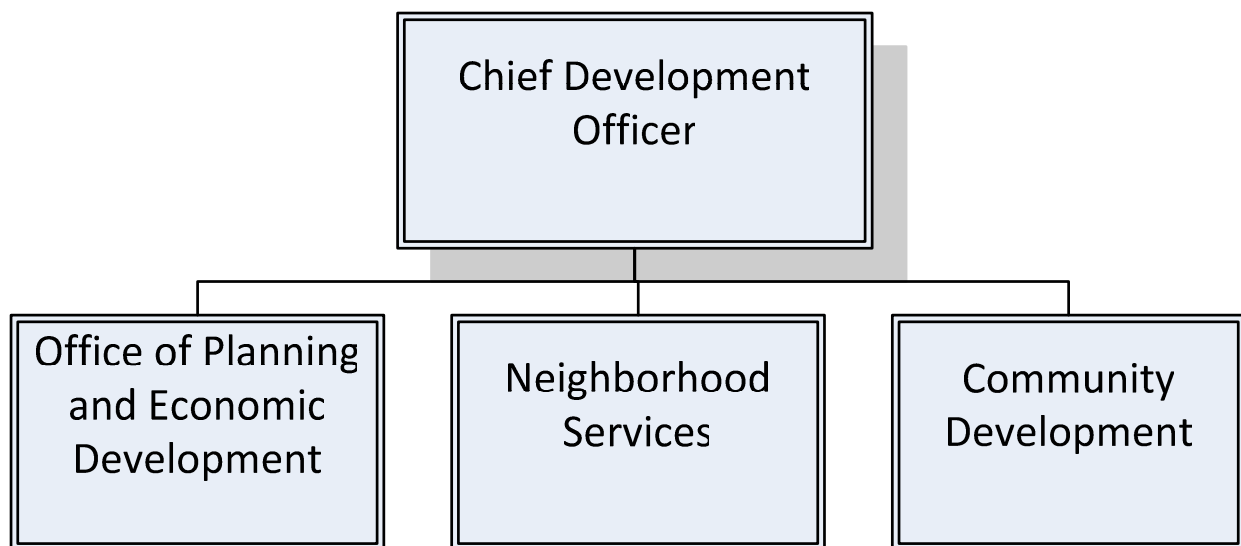
Division Personnel (FTE's)	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Planning and Economic Development	13.0	12.0	12.0	13.0	1.0	8.3%
Inspectional Services - Housing Division	13.5	12.5	12.5	11.3	(1.3)	-10.0%
Inspectional Services - Building Division	25.0	25.0	25.0	25.0	-	0.0%
<b>Total FTE's</b>	<b>51.5</b>	<b>49.5</b>	<b>49.5</b>	<b>49.3</b>	<b>(0.3)</b>	<b>-0.5%</b>



# Development Division FY12 Funding Sources

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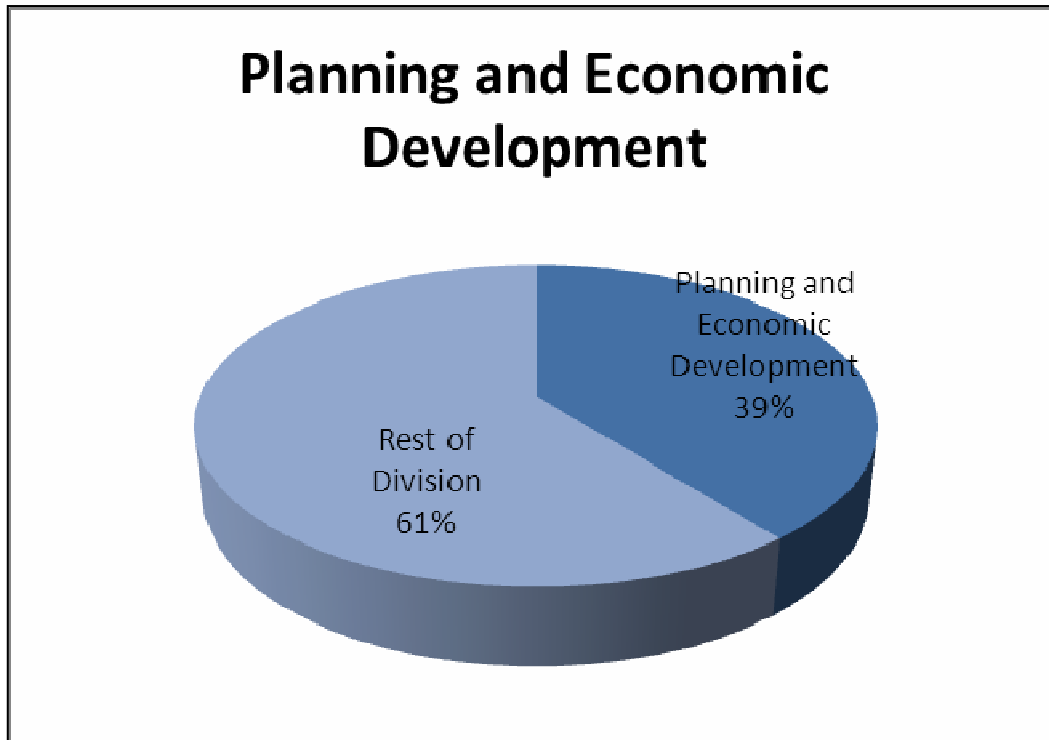
# Planning & Economic Development



## **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	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$773,281	\$717,540	\$0	\$848,801	\$131,261	18.3%
OTPS	\$429,390	\$361,654	\$0	\$437,354	\$75,700	20.9%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$1,202,671</b>	<b>\$1,079,193</b>	<b>\$0</b>	<b>\$1,286,155</b>	<b>\$206,961</b>	<b>19.2%</b>

Planning & Economic Development	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	13.0	12.0	12.0	13.0	1.0	8.3%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>13.0</b>	<b>12.0</b>	<b>12.0</b>	<b>13.0</b>	<b>1.0</b>	<b>8.3%</b>

# Planning & Economic Development Department Summary

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 basis and citywide.

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 2012 Highlights

Creation of, and partnership with, DevelopSpringfield to commission the Tornado Recovery Master Plan Strategy following the June 1<sup>st</sup> Tornado

Asylum Building at 1592 Main Street acquired and asbestos remediation completed. Partial demolition completed

Completed lease negotiations with WMECo to construct a 2.3 MW solar facility on 12 acres of former brownfields in Indian Orchard Business Park

Completed construction of South End Main Street improvements

Completed South End Urban Renewal amendment as well as Marble Street housing acquisitions and started construction on expansion of Emerson Wight Park

Continued implementation of the South End Neighborhood Revitalization Plan

Continued re-drafting of the Zoning Modernization project to be submitted to City Council for adoption in 2012

Awarded redevelopment proposal of former Visitors Center to Lustra, LLC for reuse as a restaurant

Completion of a Tax Increment Financing plan with Custom Carbide Corporation which created 21 new manufacturing jobs and added the surplus United States Post Office building downtown back to the tax rolls

On-going negotiation, completion of a Tax Increment Financing plan, and due diligence of \$1,000,000 sale of 14 acre property in the Springfield Smith & Wesson Industrial Park to F.W. Webb; construction to begin in Spring 2012

Expanded new business assistance programs – Neighborhood Storefront Improvement Program and Small Business Loan Program - funded via Community Development Block Grant

Coordinated efforts for vegetative trimming and continued improvements to Riverfront Park and the Connecticut River Walk/Bikeway

Completed the disposition of 195 State Street, the former School Department Headquarters, to College Street LLC for the development of 40 market rate housing units

Provided technical assistance in the form of funding for the newly opened Bing Arts Center  
Springfield Redevelopment Authority (SRA) received FTA designation as a “direct recipient” for Union Station funds. In addition, the SRA procured the services of an Owners Project Manager (OPM) and a designer for the Union Station project. The SRA has advanced further environment testing at the site

Provided technical assistance to Thing 5 for their relocation and the creation of up to 500 jobs

Continuing renovations of the UMass/Court Square Urban Design Center at 3-7 Elm Street. Eight (8) UMass Studio projects completed

Provided technical assistance in the form of funding, site location and site plan review for the relocation and expansion of EcoBuilding Bargains

Provided technical assistance in the form of funding, site location and site plan review for the relocation and expansion of WMDC at 273 State Street

Creation of new Historic Preservation fund for the acquisition and renovation of the city’s most endangered historic assets including 77 Maple Street, 52 Westminster Street and 278 Pine Street

Coordinated site plan review for new construction on the new state data center, including preservation of Elliot Street façade

Extended Recovery Zone Bond Authority and completed site plan reviews to medical office developments within the Wason North Urban Renewal District

Completed successful Section 108 loan application with HUD for the redevelopment of the former Holiday Inn on Dwight Street to become a LaQuinta Inn & Suites, representing a \$4.1 million private investment

## **Risks and Challenges for Fiscal Year 2013**

Given the local and regional economic conditions, there is an on-going challenge to secure sufficient resources to satisfy economic need and achieve sustainable growth, and facilitate development. Nonetheless, Springfield recently received favorable reviews for decreasing office and storefront vacancy in the downtown.

Misperceptions have often contributed to many of the challenges OPED faces inviting new investment, however the Tornado Recovery Master Plan Strategy will seek to correct misconceptions about Springfield as a residential, commercial and recreational destination, while inviting new investment.

## **Strategic Decisions for Fiscal Year 2013**

OPED will continue to develop policies, strategies and plans for the city, as well as implement target development projects and programs, as outlined by the 2007 Urban Land Institute report, which will be complimented by an economic growth initiative developed in collaboration with local and regional partners; including the Tornado Recovery Master Plan Strategy.

OPED will work to attract and retain desirable businesses, development and other economic and job creating stimulus to Springfield using the best business practices and accessing all facets of local, state and federal tools.

## Fiscal Year 2013 Goals

Measures	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of special permit application recommendations provided to the City Council before the next scheduled hearing date	N/A	N/A	N/A	100%	100%
% of zoning change applications recommendations provided to the City Council before the next scheduled hearing date	N/A	N/A	N/A	100%	100%
Percent of historic applications reviewed and processed to the Historical Commission before the next scheduled hearing date	N/A	N/A	N/A	100%	100%
New construction value	\$228.3 million	\$99.4 million	N/A	\$148.7 million	\$100 million
Number of business forums held annually	2	4	N/A	8	8
Average number of weekly business visits	1	2	N/A	5	5

## Multi-Year Goals

Create a multi-year Master Plan for citywide economic development

Continue efforts to redevelop Court Square, Indian Motorcycle/Mason Square Fire Station, former Chestnut Middle School, Union Station, Old First Church, as well as the remaining space available at Indian Orchard Business Park

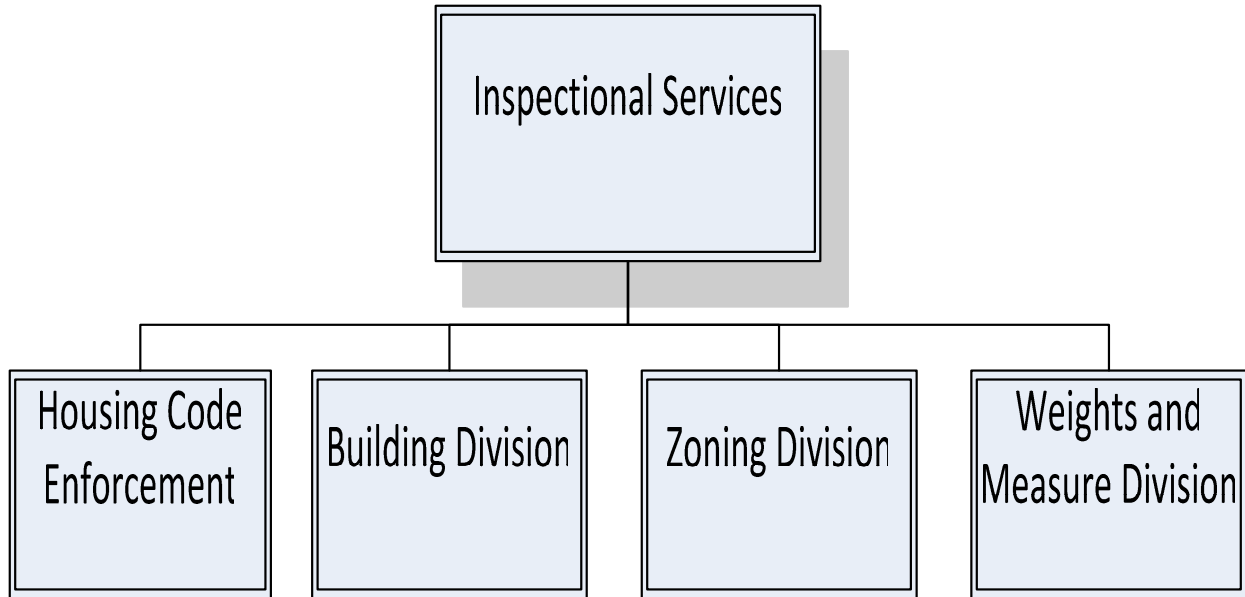
Work closely with our economic development partners to design a comprehensive workforce development plan.



# All Funds Budget

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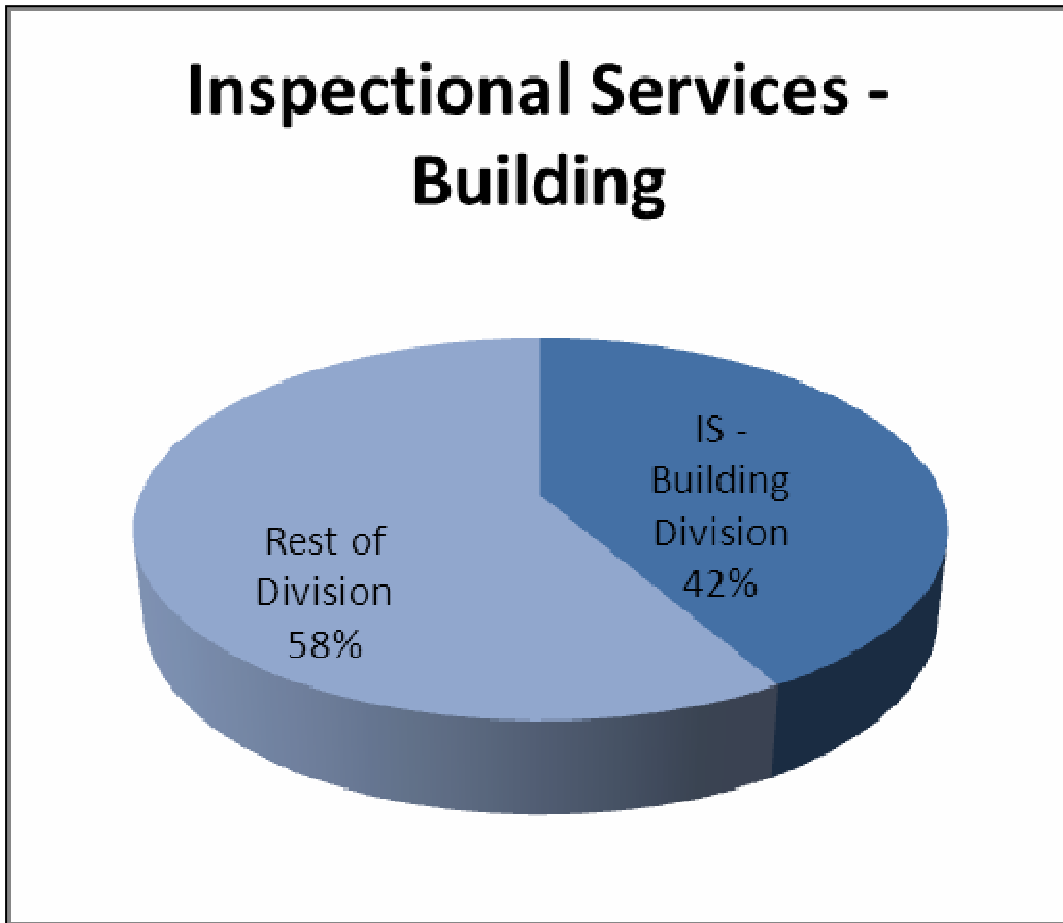
# Inspectional Services



## 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	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$1,227,523	\$1,202,092	\$0	\$1,310,300	\$108,209	9.0%
OTPS	\$44,228	\$52,583	\$0	\$50,850	(\$1,733)	-3.3%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$1,271,751</b>	<b>\$1,254,674</b>	<b>\$0</b>	<b>\$1,361,150</b>	<b>\$106,476</b>	<b>8.5%</b>

Inspectional Services - Building Division	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	25.0	25.0	25.0	25.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>-</b>	<b>0.0%</b>

## **Inspectional Services Building Department Summary**

The Inspectional Services Department provides the citizens of the City of Springfield with independent and impartial inspection services, as required by the Commonwealth of Massachusetts. Inspectional Services Division plays a vital role with the enforcement of these regulations, building codes, laws and local ordinances that enhance the quality of life and help ensure stable property values all of which affect the general economic health of the community. The division also provides enforcement of the Massachusetts General Laws pertaining to weighing and measuring devices, which ensures proper equity and integrity in a multi-million dollar marketplace.

The Inspectional Services Division is responsible for ensuring the homes and buildings that residents, the general public, and the business community occupy and frequent on a daily basis meet or exceed building codes, sanitary codes and life safety requirements.

## **Fiscal Year 2012 Highlights**

## **Risks and Challenges for Fiscal Year 2013**

Retention or loss of personnel due to possible budget cuts will create the following Risks & Challenges:

- The lack of resources to perform mandated and proactive public safety Building and Housing code enforcement inspections.
- Loss of revenue due to lost revenue generating positions.
- Increased Building Permit turnaround time adding to increased Building Permit backlog will cause delays to all construction projects.
- Increased inspection request turnaround time will cause delays to all construction projects.

Aged inspectional services car fleet, the lack of efficient dependable safe vehicles for field inspectors and expensive repairs applied to budget. A grievance has been filed by the inspectors union because of continual breaking down of their City issued vehicles and safety issues.

Loss of personnel in supporting roll of departments. Example: Law department ability to maintain legal support staff to prosecute court case backlog. The short staffing levels of our legal support staff has caused excessive backlog in the prosecution of blight cases, Building Code, Housing Sanitary Code, Zoning and quality of life cases.

## **Strategic Decisions for Fiscal Year 2013**

# Inspectional Services Building Departments

**Description:** The Inspectional Services Building Division is responsible for ensuring the homes and buildings that residents, the general public, and the business community occupy and frequent on a daily basis meet or exceed building codes, sanitary codes and life safety requirements. 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.

## Fiscal Year 2013 Goals

**Goal:** Issue a minimum of eight hundred (800) Section 106 life and safety certificates.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of Section 106 life and safety certificates issued	765	667	800	660	800

**Goal:** Resolve at least half of all complaints within 90 business days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of complaints resolved within 90 days	53.20%	58.20%	50%	17%	50%

**Goal:** Issue at least 90% of permits within 14 days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of permits issued within 14 days	85%	95%	90%	84%	90%

**Goal:** Perform a montly average of 130 inspections per full-time inspector.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods, Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of average monthly inspections per zoning inspector	139	143	130	119	130
Number of average monthly inspections per building inspector	186	191	191	86	191

**Goal:** Perform at least 40 joint building and housing inspections.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

**Action Steps:**

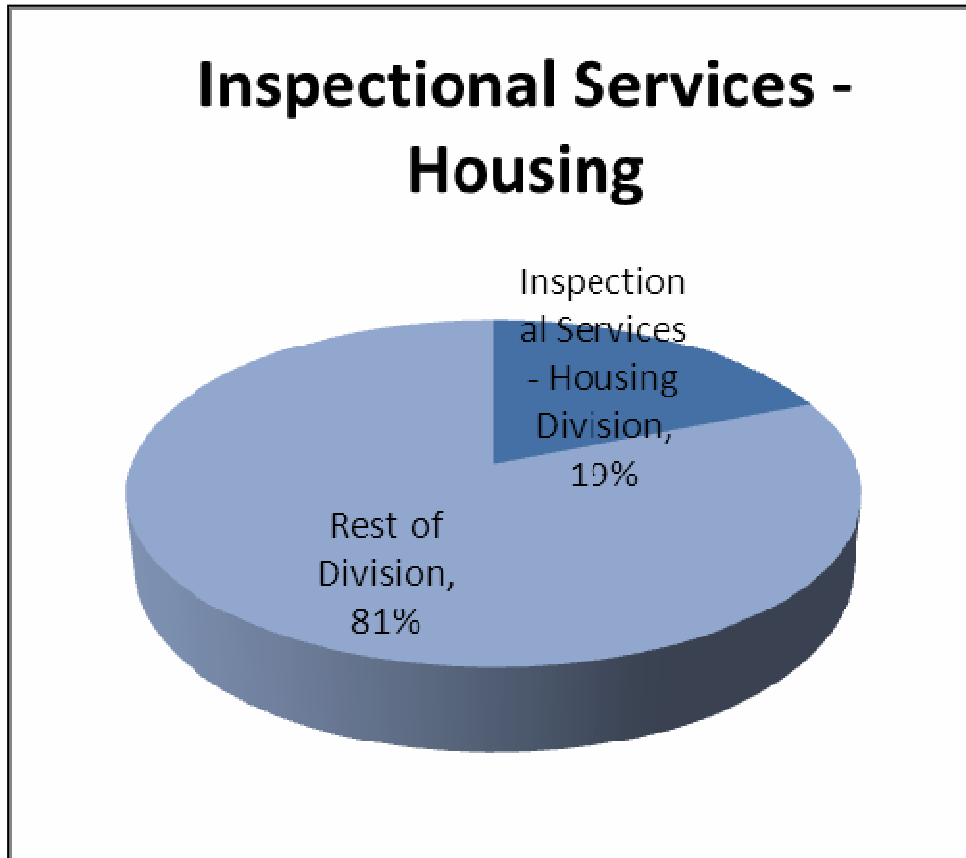
1. Increase regularly scheduled zoning street sweeps of targeted neighborhoods or streets to an every Saturday schedule for quality of life issues that include: anti-blight enforcement, zoning and city ordinance violations, sanitary code, and general building code violations.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of joint housing and building inspections	N/A	N/A	40	520	800



# All Funds Budget

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$424,779	\$494,992	\$0	\$475,953	(\$19,039)	-3.8%
OTPS	\$206,752	\$142,785	\$0	\$143,300	\$515	0.4%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$631,531</b>	<b>\$637,777</b>	<b>\$0</b>	<b>\$619,253</b>	<b>(\$18,524)</b>	<b>-2.9%</b>

Inspectional Services - Housing Division	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	13.5	12.5	12.5	11.3	(1.3)	-10.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>13.5</b>	<b>12.5</b>	<b>12.5</b>	<b>11.3</b>	<b>(1.3)</b>	<b>-10.0%</b>

# Inspectional Services Housing Department

**Description:** The Inspectional Services Housing Department 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 2013 Goals

**Goal:** Document 30% of violations through proactive deployment.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of violations found through proactive deployment	27.0%	7.1%	30.0%	17%	30%

**Goal:** Respond to at least half of all complaints within 10 business days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of complaints responded to within 10 business days	52.6%	27.0%	50.0%	65%	70%
Percent of emergency complaints responded to within 1 business day	70.9%	76.3%	100.0%	85%	85%

**Goal:** Resolve 50% of violations within 70 days.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Percent of violations resolved within 70 days	48.1%	14.0%	50.0%	34%	50%

**Goal:** Maintain at least 50 inspections per week per full-time inspector.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods, Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Average weekly inspections per inspector	57	24	50	33	50

**Goal:** Provide at least 4 trainings for housing inspectors.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Training sessions provided for inspectors	N/A	N/A	4	12	12

## Risks and Challenges for Fiscal Year 2013

Retention or loss of personnel due to possible budget cuts will create the following Risks & Challenges.

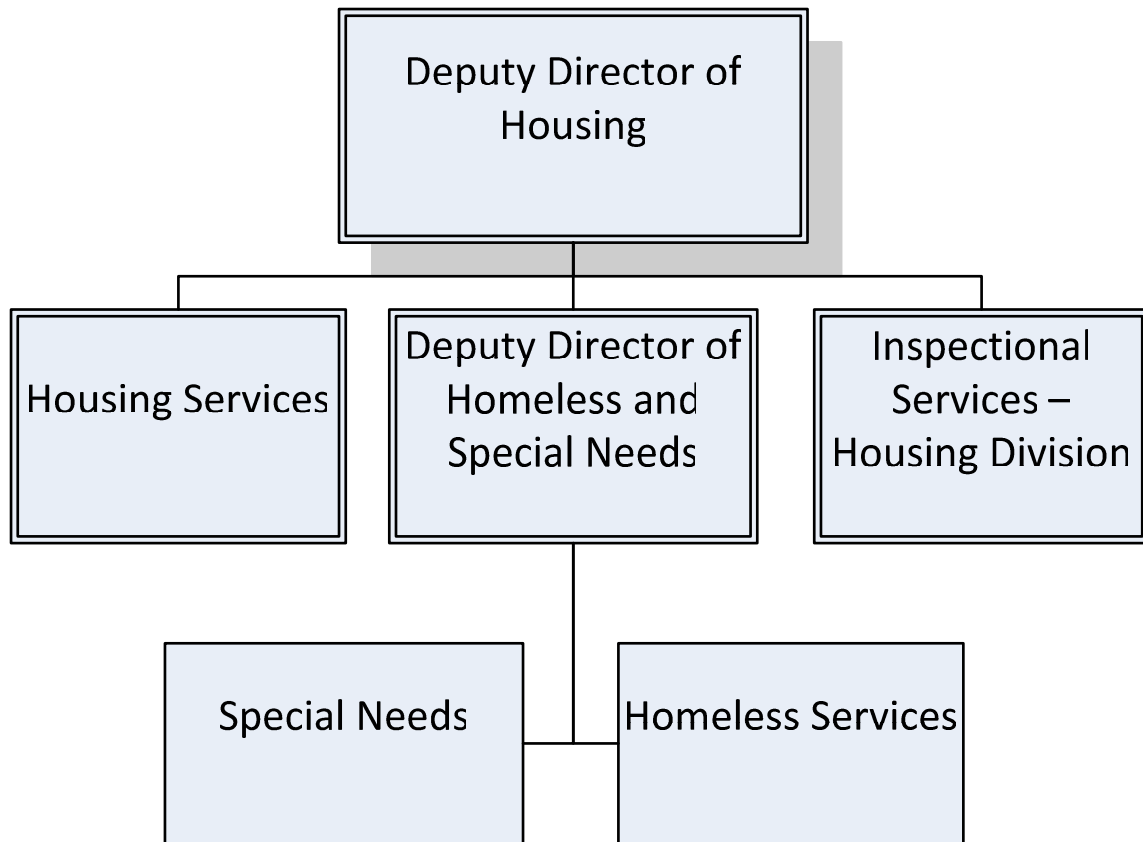
- The lack of resources to perform mandated and proactive public safety Housing Code inspections, proactive Neighborhood Quality of life enforcement inspections.
- Establishing and holding accountable responsible parties with regard to management and maintenance of properties in the foreclosure process.
- Our ability to enforce and monitor redevelopment of Blighted and abandoned foreclosed properties created by the economy's downturn.

Loss of personnel in supporting roll departments. Example: Law department ability to maintain legal support staff to prosecute court case backlog. The short staffing levels of our legal support staff has caused excessive backlog in the prosecution of blight cases, sanitary and zoning quality of life cases.

Aged inspectional services car fleet, the lack of efficient dependable safe vehicles for field inspectors and expensive repairs applied to budget. A grievance has been filed by the inspectors union because of continual breaking down of their City issued vehicles and safety issues.

# All Funds Budget

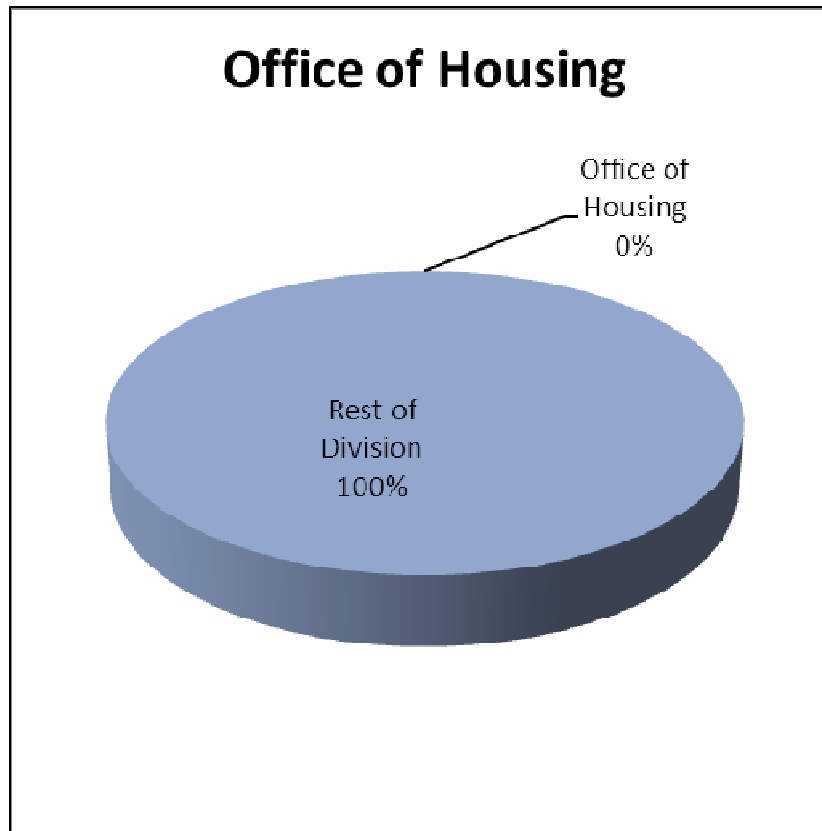
# Office of Housing Services



## Mission Statement

Increase the availability of safe and affordable housing for all Springfield residents and improve the quality of life in Springfield neighborhoods.

# Budget Overview



\*The Office of Housing is part of the Development Services Division but is completely grant funded.

General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$0	\$0	\$0	\$0	\$0	0.0%
OTPS	\$0	\$0	\$0	\$0	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

Inspectional Services - Housing Division	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	-	-	-	-	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	18.5	18.5	18.5	18.5	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>-</b>	<b>0.0%</b>



## Office of Housing Department Summary

The Office of Housing undertakes activities to improve the quality and availability of housing for moderate and low income persons, increase the rate of homeownership in the City, reduce homelessness, promote equal opportunity for all to access quality housing, and improve the quality of low-income neighborhoods through the eradication of blight and investment in public spaces and infrastructure. The Office of Housing oversees the administration of eight Federal and State grant programs with annual projected budgets in excess of \$8 million dollars.

### Fiscal Year 2012 Highlights

The Office of Housing undertook a major role in the tornado recovery. The Office's Housing Stability staff coordinated the rapid rehousing effort for displaced tornado victims. The coordinated team approach to rehousing, which used the resources of the City, HAP, Catholic Charities, the Red Cross, and multiple other community non-profit agencies, assisted over 350 displaced Springfield households in obtaining new permanent housing.

The Office's Deputy Director for Neighborhood Stabilization oversaw the demolition of buildings damaged by the tornado. In the immediate aftermath of the tornado, the office undertook 30 make-safe and emergency demolitions. Through continued efforts and coordination with the Building Department and the Law Department, another 10 structures will be demolished once FEMA approval is obtained to allow these to go forward.

Continued to work with the Mayor's Office to advance and expand the Buy Springfield Now initiative, a collaboration with lenders, realtors, retail providers and local non-profit agencies to market homeownership opportunities in the City of Springfield and create incentives for homebuyers to purchase and live in the City.

Undertook numerous neighborhood revitalization projects, including the demolition of more than 30 structures (in addition to buildings associated with tornado damage), including a large, previously condemned, vacant apartment block on Locust Street and concentrated neighborhood demolitions in Old Hill, the South End and the North End.

Continued a Residential Receivership Program with the Springfield Redevelopment Authority (SRA), which uses CDBG and Massachusetts Housing Partnership funds to make loans to court-appointed receivers for repairs to residential properties. This program enables the City to keep properties occupied, when the need for emergency repairs or lack of fuel for heat would otherwise cause condemnation.

Continued implementation of the Homeowner Emergency Repair Program, which provides forgivable deferred payment loans to City homeowners with emergency home repair needs.

Provided down payment and closing cost assistance to 100 households purchasing homes in the City of Springfield.

Continued the clean and lien of hundreds of residential properties, and the sale of more than 60 residential properties acquired by the city through tax title.

Rehabilitated or redeveloped 10 vacant or abandoned residential properties, and worked with a private developer to complete 6 new homes for homeownership on Central Street.

Worked with First Resource Development to complete redevelopment of numerous multi-family residential properties in the area of Worthington and Federal Streets. Additional multi-family property redevelopment included funding to Flores Development LLC for redevelopment of Villa Borinquen in the North End.

Through targeted homelessness initiatives, including collaboration with the Springfield Housing Authority reduced street homelessness in Springfield and overall homelessness among single individuals. Since initiation of the City's ten-year plan to end homelessness, the City has reduced street homelessness in Springfield by 69 percent and overall homelessness among single individuals.

Continued to partner with neighboring communities to advance the Western Massachusetts Network to End Homelessness, a regional approach to addressing the needs of individuals and families that become homeless. One of the goals of the Network is to ensure that homeless individuals and families receive assistance in their own communities, an approach which lessens Springfield's burden of responding to community homelessness.

## **Risks and Challenges for Fiscal Year 2013**

The continuing high rate of foreclosures and vacant/abandoned properties continues to be a major challenge for the Office of Housing. The foreclosure rate coupled with an expanding tax title portfolio and a recessionary real estate market will require a large majority of Office of Housing resources.

Continuing to respond to housing damage and destruction resulting from the 2011 tornado.

Providing leadership on implementation regarding housing issues identified in the tornado master plan.

Attending to an aged housing inventory — both multi-family and single family housing — with high maintenance and repair needs, as well as necessity for lead abatement.

Ensuring that out-of-area investors who purchase distressed housing adequately maintain it.

Increasing rates of family homelessness due to continued economic hardship.

Concentration of very-low-income households in core City neighborhoods.

New federal grants (NSP 3, Section 3 Coordination, and Choice Neighborhoods Planning Initiative), with accompanying administrative tasks and oversight.

## **Strategic Decisions for Fiscal Year 2013**

Key priorities for Fiscal Year 2013 include addressing distressed housing and neighborhoods, increasing homeownership, and leading the Choice Neighborhood Planning Initiative for the South End.

Neighborhood stabilization efforts should be concentrated primarily in the Old Hill and South End neighborhoods.

The Office of Housing needs to continue to work toward an overall long-term housing strategy which incorporates its response to distressed housing and homelessness with fair housing and balanced housing concerns.

The Office of Housing must focus efforts internally, especially with regard to grant compliance and monitoring for all eight federal grants it administers.

## Fiscal Year 2013 Goals

**Goal:** Provide fair housing assistance to 240 people.

Citywide Strategic Priorities Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of people to whom fair housing assistance was provided	247	240	240	TBD	200

**Goal:** Provide homebuyer education to 200 households

Citywide Strategic Priorities Supported: Education, Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of households provided with homebuyer education	305	250	250	60	200

**Goal:** Provide down payment assistance for first-time homebuyers and in target neighborhoods.

Citywide Strategic Priorities Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of first-time homebuyer households provided with \$3000 in down payment assistance	109	100	83	70	83
Number of households in target neighborhoods provided with \$5000 in down payment assistance	0	36	36	0	0

**Goal:** Assist in repairing 15 housing units through the Homeowner Emergency Repair program.

Citywide Strategic Priorities Supported: Public Safety, Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Housing units repaired through the Homeowner Emergency Repair program	N/A	15	15	5	15

**Goal:** Redevelop blighted properties into homeownership opportunities.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of blighted properties redeveloped into homeownership opportunities	10	10	12	9	5

**Goal:** Provide heating system or energy efficiency assistance to 1,250 homeowners.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of households provided with heating or energy efficiency assistance	1,334	1,400	1,400	923	1250

**Goal:** Provide assistance relative to the evaluation or elimination of lead paint hazards to 150 housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of housing units provided with lead paint evaluation or elimination services	550	150	150	TBD	150

**Goal:** Provide assistance in the rehabilitation of 17 housing units within multi-family rental properties.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of multi-family rental property housing units provided with rehabilitation services	52	50	50	26	17

**Goal:** Provide 0 households with assistance through Foreclosure Prevention/HomeSavers programs.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of households provided with foreclosure prevention assistance	N/A	20	20	0	0

**Goal:** Locate receivers for abandoned housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of abandoned housing units for which a receiver has been appointed	N/A	N/A	10	74	70

**Goal:** Assist in placing 80 tax-title properties back on the tax rolls.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods,  
Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of tax-title properties placed back on the tax rolls	131	80	80	66	80

**Goal:** Demolish distressed housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of distressed housing units demolished	14	20	30	14	20

**Goal:** Remove graffiti from business properties.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of business properties from which graffiti was removed	137	120	120	74	100

**Goal:** Complete one mural/mosaic project.

Citywide Strategic Priorities Supported: **Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of mural/mosaic projects completed	0	0	1	0	1

**Goal:** Provide homelessness prevention assistance to 100 households

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of households provided with homelessness prevention assistance	215	300	500	TBD	100

**Goal:** Create additional supportive housing units.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of supportive housing units created	26	11	32	8	12

**Goal:** Fund emergency shelter beds for 4,000 individuals.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of individuals provided with emergency shelter beds	4,919	4,000	4,000	TBD	4000

**Goal:** Provide shelter and services to 100 victims of domestic violence.

Citywide Strategic Priorities Supported: **Public Safety, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of individuals who have experienced domestic violence that were provided with shelter and services.	113	100	100	TBD	100

## Multi-Year Goals

In the City's 2011-2014 Consolidated Plan, the Office of Housing identified its three primary long-term goals:

- Increase housing stability throughout the City, with a particular emphasis on neighborhoods in need of revitalization;
- Improve the quality of the City's housing stock; and
- Preserve and expand housing options in order to provide opportunity for residents to access safe, sanitary and affordable homes.



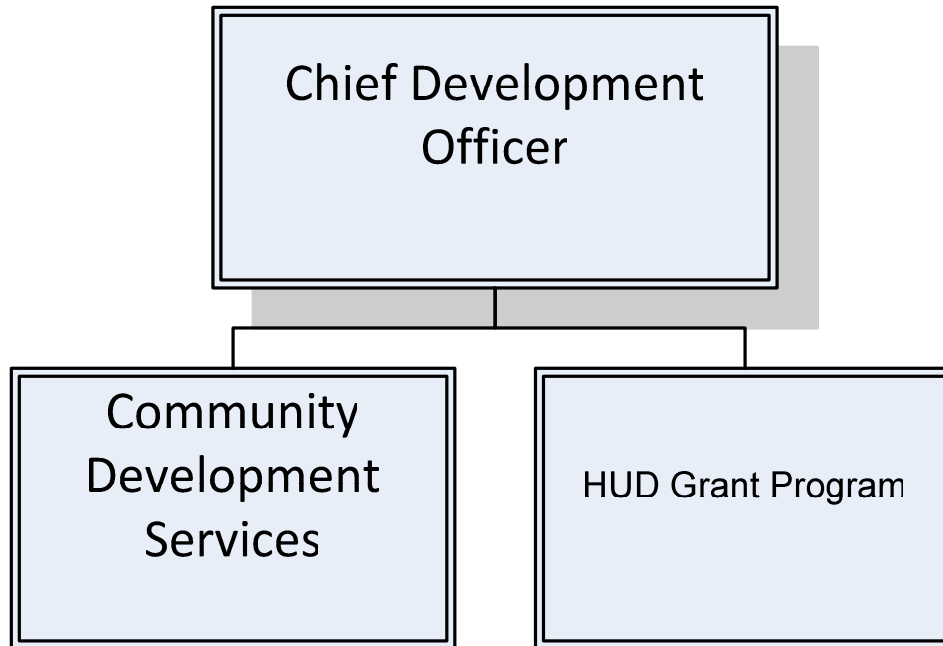
## Grants Summary: Office of Housing

1. **Neighborhood Stabilization Program:** Addresses foreclosed and vacant properties in the city.
2. **ESG Entitlement:** To provide funding for Emergency Shelters.
3. **Home Entitlement:** To provide funds to 1st time homeowners, tenant-based rental assistance, project based homeownership and rehab owner and rental properties.
4. **Shelter Plus Care:** Funding for homeless assistance.
5. **Supportive Housing Grant:** To provide funding for Supportive Housing Services.
6. **HOPWA:** To provide funding for housing opportunities for people with AIDS.
7. **Choice Planning Grant:** to provide planning for future revilaitization projects in the South End.
8. **Section 3 HUD grant:** funding for Section 3 compliance

Grant Source	Federal State Other	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Budget	Variance FY12-FY13	Percent Change
1. U.S. HUD	Federal	\$1,321,982	\$1,197,000	\$1,197,000	\$0	(\$1,197,000)	#DIV/0!
2. U.S. HUD	Federal	\$167,322	\$249,990	\$249,990	\$321,965	\$71,975	22.4%
3. U.S. HUD	Federal	\$1,795,362	\$1,591,738	\$1,591,738	\$1,194,936	(\$396,802)	-33.2%
4. U.S. HUD	Federal	\$292,523	\$331,728	\$331,728	\$1,073,664	\$741,936	69.1%
5. U.S. HUD	Federal	\$891,494	\$1,409,822	\$1,409,822	\$869,103	(\$540,719)	-62.2%
6. MA HCD	State	\$373,779	\$471,919	\$471,919	\$474,123	\$2,204	0.5%
7. U.S. HUD	Federal	\$0	\$0	\$0	\$300,000	\$300,000	100.0%
8. U.S. HUD	Federal	\$0	\$0	\$0	\$50,000	\$50,000	100.0%
<b>TOTAL</b>		<b>\$4,842,461</b>	<b>\$5,252,197</b>	<b>\$5,252,197</b>	<b>\$4,283,791</b>	<b>(\$968,406)</b>	<b>-22.6%</b>

# All Funds Budget

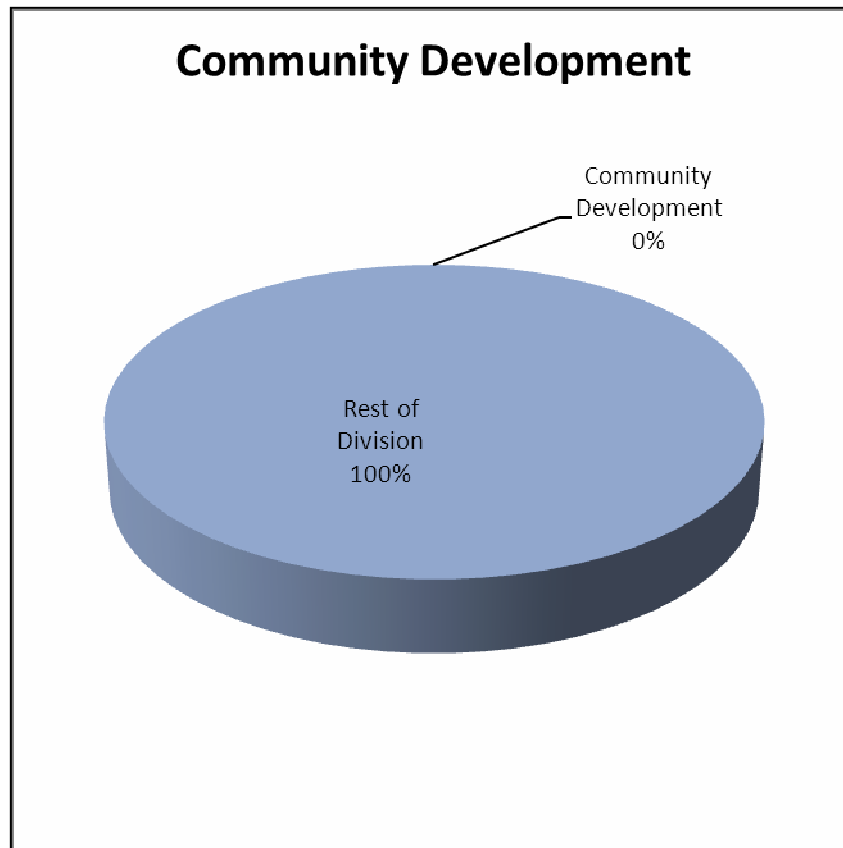
# Community Development



## Mission Statement

The mission of the Community Development department is to 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.

# Budget Overview



*\*The Office of Housing is part of the Development Services Division but is completely grant funded.*

General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$0	\$0	\$0	\$0	\$0	0.0%
OTPS	\$0	\$0	\$0	\$0	\$0	0.0%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0%</b>

Inspectional Services - Housing Division	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	-	-	-	-	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	5.7	5.7	5.7	5.7	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>5.7</b>	<b>5.7</b>	<b>5.7</b>	<b>5.7</b>	<b>-</b>	<b>0.0%</b>

## Community Development Department Summary

The Office of Community Development 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, the Office of Community Development staff 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, 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 2012 Highlights

In partnership with the Office of Planning and Economic Development, remediated brownfields at Indian Orchard Business Park and negotiated a 30-year lease with WMECo to satisfy outstanding debt obligations on property.

Coordinated with Business Development Administrator to expand business assistance programs – Neighborhood Storefront Improvement Program and Small Business Loan Program  
Promote and encourage entrepreneurship by strengthening existing businesses and expanding economic opportunities, which includes job training and job readiness programs that effectively develop a competitive work force.

Job training programs were provided to 60 low income City of Springfield residents preparing them for employment in the health care, precision manufacturing fields and construction fields.

The City served at least 5,235 Springfield residents, including youth, elderly, and homeless through public service programs, with at least 51 percent being low or moderate income persons. The program consisted of after school care, ESOL classes, summer and evening programs for youth and teens, recovery support for substance abuse, supportive services for incarcerated and newly released mothers, support services for the elderly, fuel assistance and assisting immigrants with cultural adjustments.

Funded upgrades and improvements to City parks in the CDBG target areas, including Hubbard, Myrtle Street Park, and Camp Star. Funding was also used to replace equipment at various spray structures in CDBG and NRSA neighborhood parks.

Expansion and rehabilitation of Emerson Wight Park was completed.

Continued to work with Code Enforcement to conduct proactive street sweeps on Saturdays and board and secure abandoned buildings.

Collaborated with city departments to acquire and dispose of tax-title properties; preserve historic buildings; remove graffiti from businesses and clean vacant lots.

Pro-active inspections of over 2000 units on a house-to-house and street-by-street basis, within CDBG target neighborhoods.

Street and sidewalk improvements were done to improve the infrastructure in CDBG target neighborhood which also complemented other projects undertaken by the Office of Housing and Office of Planning and Economic Development.

## **Risks and Challenges for Fiscal Year 2013**

Concise review of proposed programs to determine which meet the highest needs categories and staying within HUD's federal regulatory funding caps.

Perform concise review-and subsequent funding-of proposed programs determined to satisfy the highest-needs categories of serving low-moderate income residents; remedying slum and blight; and where necessary, providing emergency assistance while conforming with HUD's federal regulations.

## **Grant Administration**

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. Effectively serve as many people and households as possible, as outlined in the City's 5-year goals.

## **Multi-Year Goals**

Create a comprehensive review system for grants to improve transparency and accountability for programs that receive CDBG funding.

Improve tracking of grant funds and positions.



## Grants Summary: Community Development

1. **CDBG Entitlement:** To support the City's Community Development Block Grant Action Plan.
2. **Public Market:** To fund activities related to the construction of a multi-season open air market.

Grant Source	Federal State Other	FY11	FY12	FY12	FY13	Variance	Percent
		Actual	Adopted	Projected	Budget	FY12-FY13	Change
1. U.S. HUD	Federal	\$2,948,638	\$3,717,871	\$3,717,871	\$3,668,911	(\$48,960)	-1.3%
2. MA HCD	State	\$0	\$400,000	\$400,000	\$0	(\$400,000)	#DIV/0!
<b>TOTAL</b>		<b>\$2,948,638</b>	<b>\$4,117,871</b>	<b>\$4,117,871</b>	<b>\$3,668,911</b>	<b>(\$448,960)</b>	<b>-12.2%</b>

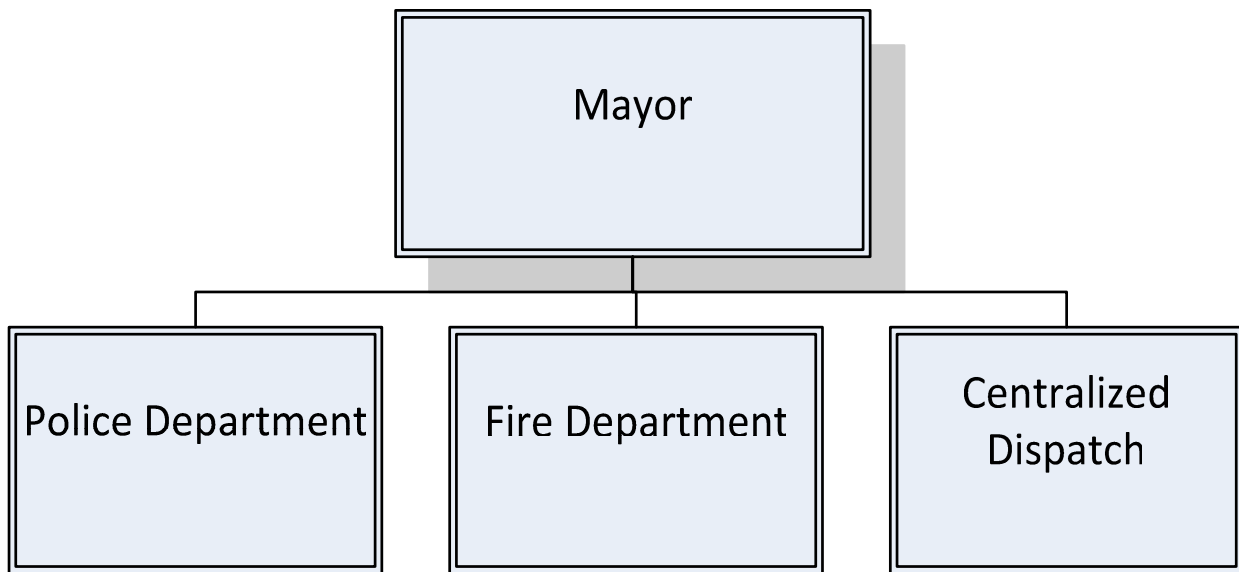
# All Funds Budget

# **Section 7**

## **Public Safety Division**

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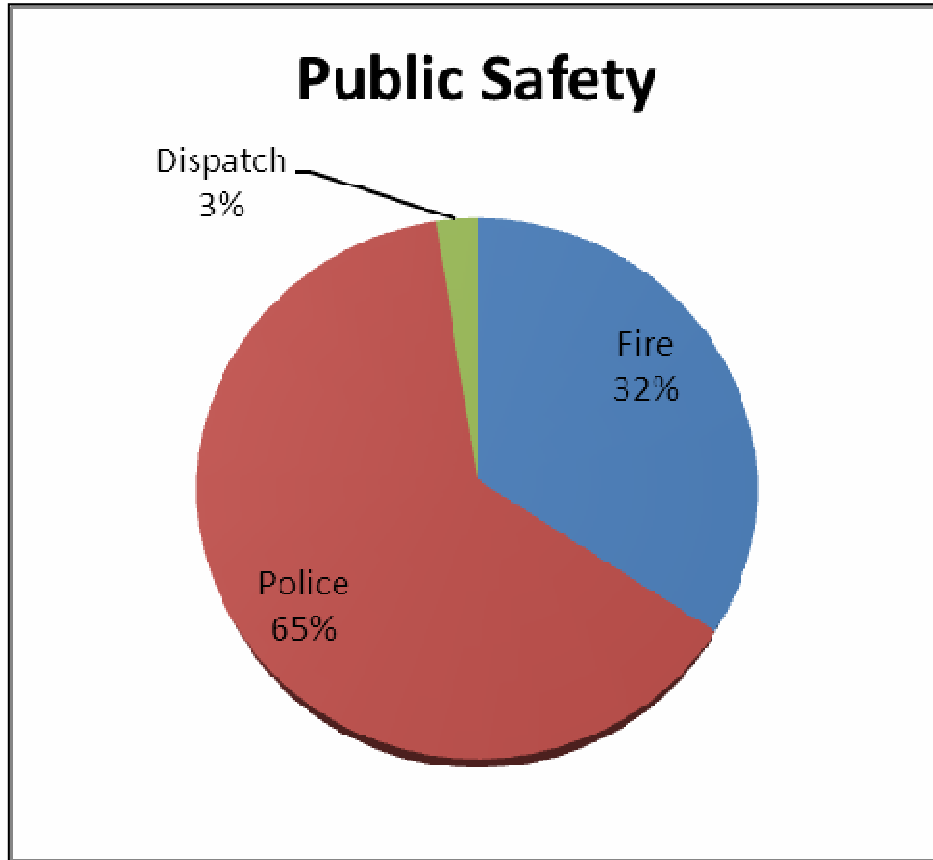
# Public Safety



## **Mission Statement**

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

# General Fund Budget and Staffing Overview



Division Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Fire Department	\$18,781,108	\$18,066,785	\$19,094,820	\$19,135,621	\$1,068,836	5.9%
Police Department	\$36,429,746	\$37,083,693	\$37,214,924	\$35,252,755	(\$1,830,938)	-4.9%
Dispatch	\$1,314,686	\$1,422,349	\$1,423,247	\$1,363,115	(\$59,234)	-4.2%
<b>Total Division</b>	<b>\$56,525,540</b>	<b>\$56,572,828</b>	<b>\$57,732,991</b>	<b>\$55,751,491</b>	<b>(\$821,337)</b>	<b>-1.5%</b>

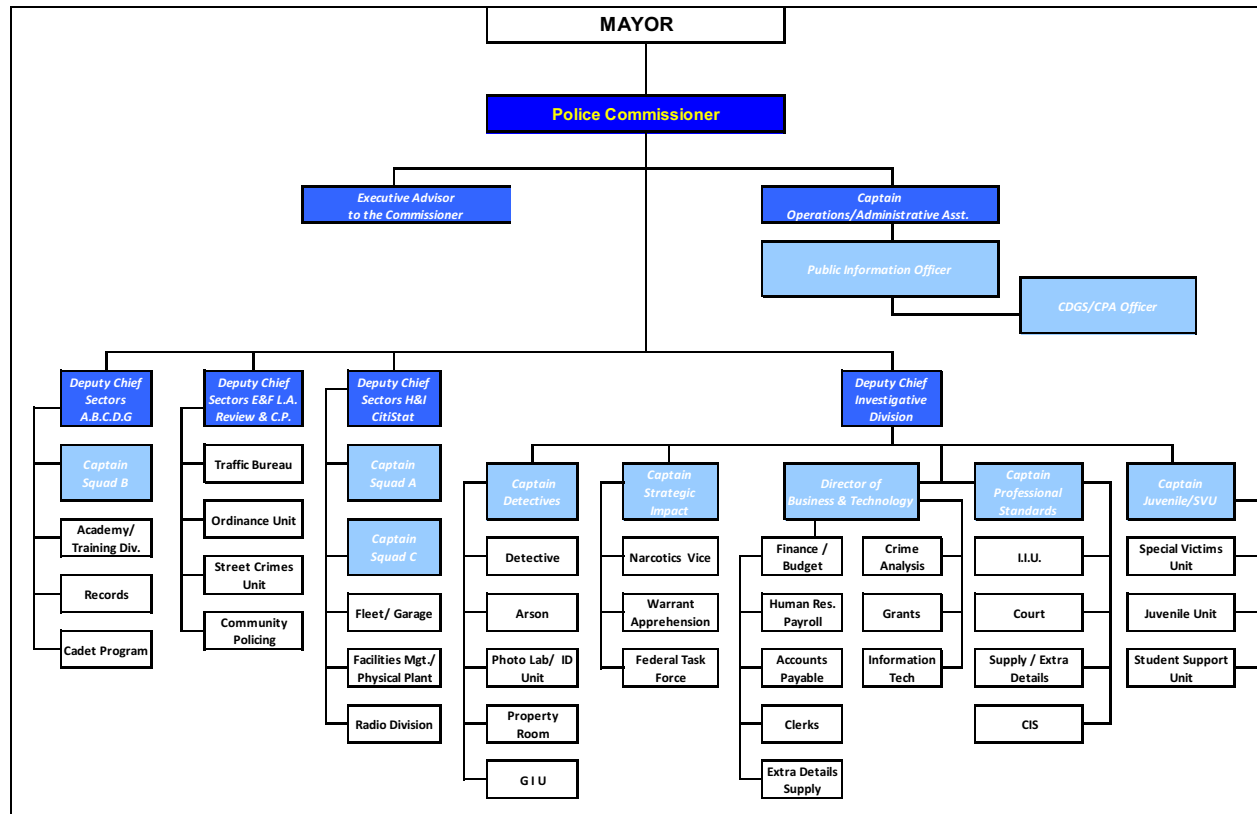
Division Personnel (FTE's)	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Fire Department	263.0	252.0	252.0	240.0	-12.0	-4.8%
Police Department	537.0	535.0	535.0	500.0	-35.0	-6.5%
Dispatch	43.0	43.0	43.0	45.0	2.0	4.7%
<b>Total FTE's</b>	<b>843.0</b>	<b>830.0</b>	<b>830.0</b>	<b>785.0</b>	<b>-45.0</b>	<b>-5.4%</b>

# Public Safety Division FY12 Funding Sources

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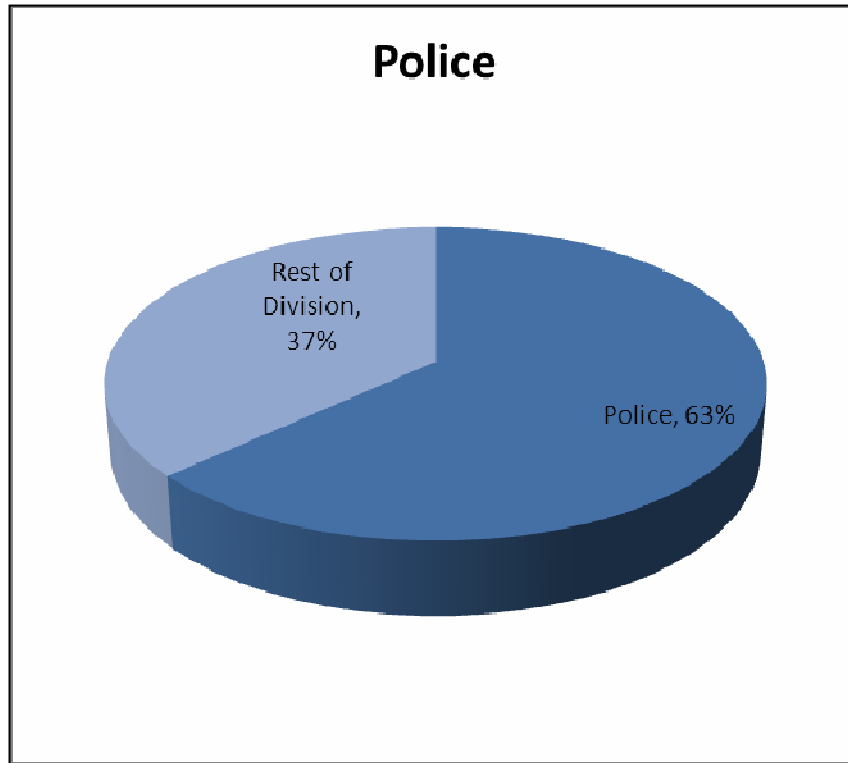
# Police Department



## Mission Statement

The Springfield Police Department is committed to serving the citizens of Springfield with the highest level of professionalism in order to address the numerous crime and disorder issues in the City of Springfield. Both sworn and civilian personnel will continue to provide excellent and compassionate service to the citizens of Springfield.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$33,970,606	\$35,111,649	\$0	\$32,983,586	(2,128,063)	-6.1%
OTPS	\$1,879,093	\$1,957,369	\$0	\$2,253,689	296,320	15.1%
Capital	\$580,047	\$14,676	\$0	\$15,480	804	0.0%
<b>Total General Fund</b>	<b>\$36,429,746</b>	<b>\$37,083,693</b>	<b>\$0</b>	<b>\$35,252,755</b>	<b>(1,830,938)</b>	<b>-4.9%</b>

Police Department	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	512.0	510.0	510.0	477.0	(33.0)	-6.5%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	3.0	3.0	3.0	1.0	(2.0)	0.0%
Trusts/Donations/Oth	22.0	22.0	22.0	22.0	-	0.0%
<b>Total FTEs:</b>	<b>537.0</b>	<b>535.0</b>	<b>535.0</b>	<b>500.0</b>	<b>(35.0)</b>	<b>-6.5%</b>

## **Police Department Summary**

The Springfield Police Department (SPD) has been working under a neighborhood-based, problem-oriented, data-driven strategy that focuses on the sensitive needs and quality-of-life issues particular to our City's unique neighborhoods. These concepts have been the basic building-blocks of the Department's organizational structure and policing strategy. While each neighborhood has different issues and lists their own priorities differently, the Police Department is equipped to respond to all their concerns in a timely and effective manner.

The department is structured by divisions: Patrol, Investigative and Support Divisions commanded by four Deputy Chiefs. Three Deputy Chiefs have command of the Neighborhood Sectors as well as having secondary duties, including supervision over the Support Division. The Deputies have 24 hour a day responsibility over their assigned neighborhoods. Consistent with the Department's focus on neighborhoods, the Deputy Chief of Police of the Investigative Division, which also oversees support units, deploys officers to various neighborhood sectors in partnership with neighborhood-based officers to cooperatively address crime trends.

The SPD holds weekly crime meetings facilitated by the Police Commissioner and his command staff. Crime meetings are attended by the commanding officer of each division, bureau captains, and representatives from the squads, as well as the Communications Center and Crime Analysis Unit. During these meetings, reports that are compiled by the Crime Analysis Unit about crime and quality-of-life issues are reviewed. Crime trends, patterns and past deployment strategies are reviewed and deployment plans are adjusted. Changes are made in accordance with the available data and the collective knowledge of the supervisors involved. This ongoing process is the heart of intelligence-led policing; future deployments and strategic responses are developed, evaluated and adjusted continually.

## **Fiscal Year 2012 Highlights**

Community Partnerships continue with Police presence at all Beat Management meetings held in each Sector on a monthly basis where information is shared and neighborhood concerns are worked on. The Department continues using deployment strategies based on information and concerns brought up during these meetings along with information gathered on a daily basis. The Department was also involved in programs that support family strengthening and battle against drugs and violence.

IMC Traffic Accident Reporting has been implemented department wide. It now enables the officer to submit a professional and detailed accident report using IMC. The report generates a unique report number that allows it to be easily located using IMC search methods. Implementation of this system has allowed the department to track locations in the city that have had the most accidents. This process also allows for supervisory review and error detection. Another goal was to work through a web based company (Docview.com) to make the reports available for purchase online. This has relieved the records personnel of clerical work and reduced the amount of foot traffic inside the department.

## **Fiscal Year 2012 Highlights (continued)**

Data-Driven Approaches to Crime and Traffic Safety (DDACTS) has been implemented as an anti-crime strategy. DDACTS integrates location-based crime and traffic data to establish effective and efficient methods for deploying law enforcement and other resources. Using geo-mapping to identify areas that have high incidences of crime and crashes, DDACTS uses traffic enforcement strategies that play a dual role in fighting crime and reducing crashes and traffic violations. Drawing on the deterrent of highly visible traffic enforcement and the knowledge that crime often involves the use of motor vehicles, the goal of DDACTS is to reduce the incidence of crime, crashes, and traffic violations across the country.

The Department's weekly senior staff meetings have been continually improved by employing and expanding on the seven guiding principles of DDACTS: Data Collection, Data Analysis, Community Partnerships, Strategic Operations, Information Sharing and Outreach, Program and Monitoring and Measuring Outcomes. The weekly meeting is constantly evolving with the goal of constant improvement and value.

The Department has increased its use of Crime Analysis (Data Driven Deployment Strategies) using Crime Data, Calls for Service Data and detailed mapping as an effective means of dealing with Crime and quality of life issues that are negatively impacting the City's neighborhoods. Strategic initiatives such as Blue Knight and Blue Heat Deployments has aided in deterring crime. These deployments throughout the city have been effective in not only targeting high crime areas and the apprehension of subjects wanted for violent crime, but have also targeted neighborhoods and citizens who want and appreciate an enhanced police presence on their streets and around their homes and businesses. The "North End Initiative" in Sector A - a joint collaboration with the Office of the Mayor, The Springfield School Department, The Mass State Police and Neighborhood Councils and groups, and area Political Leaders – is seeking to reduce crime and violence in an area of the City's North End.

The Springfield Police Department is implementing a new initiative referred to as "OPERATION BADGE". The Mission of BADGE (Business and Domicile GEO-Based Enforcement) is to stabilize the neighborhood within a well defined area of operation. Operation BADGE will concentrate on reducing crime and disorder, support and enhance economic development, and increase the quality of life and tranquility through the reduction of social harm. The Goal of BADGE is to immediately impact crime and social disorder which directly contributes to the proliferation of "social harm." BADGE enforcement focuses on collaboration with law enforcement, community members, and neighborhood stakeholders. BADGE relies on the proven elements of Intelligence Led Policing to optimize resources and ensure a successful outcome.

The Department continued with its use of Crime Analysis, Intelligence Led Policing and collaboration with Federal and State Law Enforcement Agencies, to identify emerging crime patterns, apprehend criminals and deter crime. The Department continues to concentrate on Gang Suppression and Intervention in the area of organized Posses and Gang Recruitment, with the vision of reducing crime in the city and improving the quality of life and safety for the City's youth and all its citizens and members of the Department. Partnerships with Social Service agencies are a key to this being successful.

The Police Department has entered into a partnership with the Office of the Mayor, the Department of

Youth Services, the City Law Department, the Sheriff's Department, the Hampden County DA's Office as well as other state and local agencies and political leaders for a Youth and Gang Violence Initiative.

### **Fiscal Year 2012 Highlights (continued)**

Members of the Initiative meet weekly to share intelligence, ideas, and strategies to deescalate the intensity of gang violence in the City of Springfield. Contributions of the Initiative are being used to impact how all organizations work toward this goal and will assist in significantly impacting how gang related crime is dealt with the objective of saving numerous lives.

The Department has expanded the Automated License and Registration System, ALARS. ALARS is a high speed, data driven license plate reader that expands the observation and detection abilities of traffic safety law enforcement personnel and can alert an officer to traffic violators, repeat traffic offenders, stolen vehicles, unregistered vehicles and any other high profile criminal offender. Now with two equipped cars (one assigned to the Detective Bureau and one to the Traffic Bureau), officers are able to intercept these individuals through traffic initiated stops with the objective of preventing him/her from committing further crime.

Continued improvements were made in the Department's Professional standards by successfully overseeing the coordination and administration of all Massachusetts Police Training, certificates and requirements. The Academy conducted the required in-service academy for all uniform officers and the newly added 6 month handgun training. The Academy has been tasked with coordinating training in all areas and disciplines of police.

Grant opportunities were identified and pursued in areas of identified strategic importance to the Department. Grant funded purchases of new IT equipment: computers, servers and a new dispatch system which integrated Dispatch and Records Management into single vendor linked system. Implementation of technology and other management information systems improved administrative and policing operations. The Department expanded its use of Piaggio motorcycles using them in Anti Crime Deployments throughout the City. Grant Funds were acquired and the fleet has increased from 5 to 8. This strategic use of the Piaggios has become a nationally recognized first.

Minority representation in the Police Department in both civilian and sworn positions and in promotions was increased.

FY 2012 saw the Department's Surveillance camera coverage continue to increase by 6 with the goal to add 5 or 6 more per year. Another goal met was to increase the storage capacity of the servers storing the camera footage so it can be reviewed for up to 90 days.

## **Risks and Challenges for Fiscal Year 2013**

There are two main forces that continue to present obstacles in meeting the department's goals and objectives - adequate funding and project resources. The department will continue the policy of leveraging any and all grant opportunities to accomplish upgrades in technology and putting resources on the street.

Training personnel on new technology within the Department has been a challenging task, made more difficult with the complexity of the programs being used. For example when the department implemented Telestaff, it affected all employees; over 550 employees had to be trained to use Telestaff. The SPD also has to consider that not all staff works Monday through Friday 8 a.m. to 4 p.m. Therefore it becomes difficult to keep the Department's overtime costs at a minimum when considering the training of staff working on either first or third shift. The implementation of IMC accident reporting software required overtime for trainers, and necessitated pulling police officers off the street (to learn how to use the new software). The benefits down the road for doing this are noted in the Traffic Bureau narrative.

## **Strategic Decisions for Fiscal Year 2013**

**Surveillance camera coverage:** Continue working toward the goal of increasing present coverage areas by continuously increasing the number of cameras city-wide to cover areas of high traffic and criminal activity. FY 2012 had the number increased by 6 and this goal will continue to add 5 or 6 more per year.

**Shot Spotter coverage:** The goal to increase coverage for three (3) square miles until coverage equals six (6) miles. Another goal is to coordinate the surveillance camera panning with Shot Spotter activation, meaning when the Shot Spotter sensor registers a shot the camera in that area would automatically pan to the area where the shot was heard.

**CrimeView Community:** The Department is working on a browser-based public policing application that will enable community members to access crime data in their neighborhoods quickly and easily. Using ESRI's ArcGIS Server mapping engine, this Web based solution helps support community led policing efforts. People want to know what is happening on their street. With CrimeView® Community you can provide an important public service by giving citizens access to information that they may ordinarily request directly from the police department. Creating self reliance among community members and alleviating some of our staff's work load, can be of great benefit to the department and its community outreach as well as staff productivity.

**Bar Code Readers:** Continue to develop and implement this system by increasing the number of police vehicles equipped with bar code readers. The officer, using a Bar Code Reader will be able to capture an individual's identification data and download it into IMC. That data can then be automatically entered into a report (i.e. incident, arrest, accident etc.). This will increase efficiency and reduce the human error that is involved in entering an individual's information. It will also reduce the possibility of duplication in the Master Names File in IMC.

## **Strategic Decisions for Fiscal Year 2013 (continued)**

**Asset inventory tracking system:** The Department is working towards implementing an inventory tracking system. The Police Department continues to aggressively pursue technology grants to update and enhance the department's infrastructure; an asset inventory tracking system will help manage equipment use and its replacement schedule.

**Telestaff:** The Department will continue the process of expanding the usage of Telestaff to Court and Extra Details. Telestaff is the departments scheduling and staffing application that also produces the SPD's weekly payroll. The Department's court and extra detail scheduling is currently maintained outside of Telestaff and imported each week into Telestaff to maintain the employees weekly schedule. Telestaff telephony capability will create efficiencies by reducing the data entry of Court and Extra Detail units.

**Strategic Deployments:** The Department continues to work toward enhancing and increasing the use of Crime Analysis (Data Driven Deployment Strategies) throughout the City. The Department's use of Blue Knight and Blue Heat Deployments as well as the "North End Initiative" in Sector A and "OPERATION BADGE" in Sector H are examples. These deployments throughout the city have been effective in not only targeting high crime areas and the apprehension of subjects wanted for violent crime, but have also targeted in neighborhoods for citizens who want and appreciate an enhanced police presence on their streets and around their homes and businesses. The Springfield Police Department, after evaluation of "OPERATION BADGE", will assess the goals and objectives as well as the success of the strategy and look towards a continuation and possible expansion of the mission. The concept of BADGE (Business and Domicile GEO-Based Enforcement) "to stabilize the neighborhood within a well defined area of operation" will remain as will the concentration on reducing crime and disorder, giving support and enhancing the area's economic development, continuing to work toward an increase in the quality of life and tranquility through the reduction of social harm. The Goal of BADGE will remain "to immediately impact crime and social disorder which directly contributes to the proliferation of social harm." The BADGE enforcements will continue to focus on collaboration with law enforcement, community members, and neighborhood stakeholders. BADGE as all Police Strategies will rely on the proven elements of Intelligence Led Policing to optimize resources and ensure a successful outcome.

**Youth and Gang Violence Initiative:** The Police Department will continue its partnership with the Office of the Mayor, the Department of Youth Services, the City Law Department, the Sheriff's Department, the Hampden County DA's Office along with other state and local agencies and political leaders. Members of the Initiative have met weekly to share intelligence, ideas, and strategies to deescalate the intensity of gang violence in the City of Springfield. Contributions of the initiative will continue to be assessed and adjusted with the intent on impacting how all organizations work toward the goal of significantly impacting how gang related crime is dealt with the objective of making the City of Springfield safer and preserving the lives of the City's youth.

**Building Capacity:** The Springfield Police Department will look to expand its building capacity with the continued occupancy and eventual ownership of the Arthur McArthur U. S. Army Reserve Center also known as the 50 East Street Project. Occupancy and eventual ownership of this site will alleviate current space issues at 130 Pearl Street. Police Headquarters was built in 1969 and for a police force of

## **Strategic Decisions for Fiscal Year 2013 (continued)**

about 250. Today, we have a total of 445 sworn and approximately 55 civilian staff housed at 130 Pearl Street. With this facility the department would look to relocate the Juvenile Unit from the Assessment Center at 417 Liberty Street to 50 East Street which would result in an annual savings of \$115,000 per year. The department will also look to mitigate the shortage of available storage space for property and evidence. The Department will look to renovate 50 East Street to accept and consolidate all property and evidence stored at Police Headquarters. The 50 East Street facility also has the potential to accommodate the fleet service function. A relocation of Fleet services and property and evidence would free up space for renovations at Police Headquarters.

**Academy Class:** During the course of the fiscal year the department experiences retirements, resignations and terminations that results in the department falling below its complement. Within the past fiscal year the department has encountered 15 vacancies through retirements, resignations and terminations. This is a familiar pattern the SPD has experienced in prior fiscal years. The SPD also has to contend with Officers who are sick or injured on duty (IOD). Any officer who is sick or IOD for any period of time reduces the SPD's ability to deploy its full complement of sworn personnel. The SPD proposed on a yearly basis starting in May of 2008, the department will operate a maintenance class of 25 police recruits to fill any current and potential vacancies that have or will occur, allowing the department to maintain its complement of sworn personnel. However, annual budget constraints prevented the department to maintain its annual maintenance class. The importance is not only the Department is able to maintain a fixed complement of sworn officers; it also has a positive effect on moral within the department. Officers feel that advancement within the department, not only on shift assignments (moving from a midnight to 8 a.m. shift to eventually an 8 a.m. to 4 p.m. shift) but also in rank, provides a positive career path and encourages the officer to stay with the Springfield Police Department.

**Cameras in Cruisers:** In the current collective bargaining agreement between Local 364 patrolmen and the City of Springfield it states the union agrees to outfit one marked vehicle with cameras on a test basis. The department has installed a camera in a marked cruiser in January 2012. The department will request volunteers to operate the vehicle with the camera and following the test period, assess the information gathered from the equipment and meet with union representation to discuss possible next steps. The department would like to see more cameras in marked cruisers having the potential to increase officer safety.



## Police Department

**Description:** The Springfield Police Department works under a neighborhood-based, problem-oriented, data-driven strategy that focuses on the sensitive needs and quality-of-life issues particular to our City's unique neighborhoods. The department is structured by three divisions: Patrol, Investigative and Support commanded by four Deputy Chiefs.

## Fiscal Year 2013 Service Goals

**Goal:** Using Crime Analysis, Intelligence Led Policing and collaboration with Federal and State Law Enforcement Agencies, identify emerging crime patterns, apprehend criminals, and deter crime.

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Violent Crime rate per 1,000 pop	13.067	12.412	12.412	6.52	12.403
Property crime rate per 1,000 pop.	50.417	54.00	52.815	36.61	51.145

# Patrol Operations

**Description:** Police Officers assigned to the uniformed divisions of the Department are on patrol twenty-four hours a day, 7 days a week, 365 days a year. Officers are assigned to three squads covering midnight to 8am, 8am to 4pm and 4pm to midnight. These squad officers patrol the City’s neighborhood sectors and respond to 911 calls for emergency service, perform routine patrols, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. Officers in these divisions also serve and enforce orders of protection (restraining orders). Each neighborhood sector has an assigned Ordinance Unit officer to work directly with neighborhood groups focusing on quality-of-life concerns.

A Deputy Chief of Police has around-the-clock responsibility for each of the neighborhood sectors assigned to him. Deputies are visible at community and team meetings, as well as, business meetings and other events in their assigned neighborhoods. The Deputies, through intelligence-led policing strategies shared with Captain-level watch commanders, coordinate strategies for their respective areas.

Uniformed personnel cover station house responsibilities such as: guarding detainees in the municipal lockup, addressing community questions and complaints, taking reports, and maintaining and dispensing equipment to patrol officers.

**Goal:** Continue to enhance the Quality of Life for each and every citizen.

Citywide Strategic Priorities Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
No. of Calls for Service	172,669	182,708	174,708	148,000	181,558
No. of Reports Taken	20,110	20,161	19,161	13,518	19,603
No. of Alarm Calls	14,722	15,869	14,469	11,941	15,558
No. of Adult Arrests	4,901	5,395	4,700	4,145	5,170
Avg Response Time Priority 1 calls (minutes)	6.03	6.00	6.00	5.44	6

## Fiscal Year 2013 Service Goals

The service goals of the neighborhood sectors are to provide police presence in neighborhoods. Using proactive police methods - deploying to target areas on routine patrol, using Park & Walk details and Deterrent Patrol Runs officer presence is increased throughout the neighborhoods. Officers will continue to respond to calls for service quickly, and as effectively as possible. The Police Department's intelligence-led policing methods will continue to engage in collaborative problem solving initiatives with the public in order to reduce crime, the fear of crime and disorder. It will also provide safety, and positively impact the quality-of-life in Springfield. Supervisors in the uniform division are tasked with overseeing anti crime and quality of life strategies in their sectors of responsibility – coordinating these with their respective deputy Chiefs. The Uniform Division strives to meet these goals to attain neighborhood revitalization.

**Goal:** Provide police presence in neighborhoods

Citywide Strategic Priority Supported: **Public Safety**

**Action Steps:**

1. Deploying to target areas on routine patrol
2. Use Park & Walk details and Deterrent Patrol Runs

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
No. of DPR + P&W Deployments	17,760	16,843	18,849	16,360	21,800
No. of DPR'S	12,989	13,511	14,511	15,494	17,500
No. of PARK AND WALKS	4,771	3,338	4,338	860	4,300
No. of neighborhood meetings attended by SPD	108	108	109	81	109

## Investigative Division

**Description:** The Investigative Division is under the command of a Deputy Chief of Police and coordinates activities in accordance with strategies developed through the intelligence-led police methodology. Strategic, tactical and quality-of-life needs of the City as a whole and the neighborhood sectors are taken into account. The Deputy relies on the exchange of information from formal meetings, direct contact with residents, and informal conversations and observations had throughout the day. The Deputy oversees three bureaus: Detective Bureau, Strategic Impact (Incorporating Vice-Narcotics and Officers assigned to State and Federal Task Force Units), Juvenile/ Family Services & Special Victims/Domestic Violence Unit. Each of the three units is commanded by a Police Captain.

### Detective Bureau

**Description:** The Detective Bureau provides services related to criminal investigation, identification and crime scene processing. All Part 1 Offenses (committed by adults) with the exception of rape are investigated by the Bureau. These include murder (regardless of age), robbery, gun robberies, aggravated assault, gun assaults, burglary, larceny and motor vehicle theft. The bureau also investigates Part 2 Crimes. The Bureau works in conjunction with the District Attorney's Office in the preparation and prosecution of criminal cases. The Detective Bureau is divided into specialty units, among them are Major Crimes (Homicide, Assault, Robbery), Auto Theft, Crime Scene Identification, Arson and the newly formed Gang Intelligence Unit. All detectives assigned to the Bureau are also assigned to a specific patrol district and are responsible for the investigation of violent or other serious in nature crimes, knowing that crimes committed in the city relate directly to the quality-of-life perception of the residents. Bureau supervisors know this and use the Intelligence Led police method for identifying patterns and deploying officers. Supervisors in the Bureau attend weekly crime meetings and coordinate deployment strategies with the Deputy Chiefs and other Bureau supervisors.

## Fiscal Year 2013 Service Goals

Investigate all crimes reported that are committed by adults and are within the Bureau’s investigative responsibility, as well as assist the other Bureaus. The Detective Bureau will use the forensic technologies at their disposal in the investigation of all crime as required. The Bureau has expanded the partnership with the Crime Analysis Unit for identifying patterns, tracking crime trends, mapping crime, and using Solvability Factors (elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for solution. This relationship has increased the effectiveness of anti-crime details and has produced target area strategies as well as target list subjects. This relationship will be enhanced throughout the FY 2013 timeline. The bureau will maintain a high level of communication with the Deputy Chiefs and continue aiding them in their anti crime deployment strategies.

**Goal:** Investigate all crimes reported that are committed by adults

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
No. of M/V Stolen Investigations	950	875	875	657	830
No of B&E Investigations	2,207	2,200	2,400	2,147	2,800
No of Aggravated Assault Investigations	1,196	1,300	1,000	604	900
No of Homicide Investigations	15	15	15	16	16

## **Juvenile and Family Services, and Student Support Unit**

**Description:** The Juvenile and Family Service Unit is responsible for the investigation of crimes committed by youth less than seventeen years of age, as well as, any missing person reports. The Juvenile Division is also responsible for the booking and transportation (both to court and overnight detention) of all juvenile suspects placed under arrest. The Captain and supervisors of the Bureau attend weekly crime meetings and use identified patterns and trends to deploy officers in coordinated efforts with the Deputy Chiefs and other Bureau supervisors.

### **Student Support Unit (SSU)**

**Description:** The Student Support Unit (Quebec Team) is the Department's Student Resource Officers and is also part of this Juvenile Bureau. They provide security and investigative services to the City's high schools, middle schools, and alternative schools. The Student Support Unit continues its increased role interacting with city youth through mentoring programs and grant-based initiatives that will foster relationships in a pre-enforcement interaction, with the knowledge that issues involving youth greatly affect the quality-of-life in Springfield.

## Fiscal Year 2013 Service Goals

The Juvenile Division will continue with investigation and booking responsibilities in FY2013. The Juvenile Division will continue the use of Solvability Factors to increase time spent on cases that have the potential for solution and will continue the partnership with the Crime Analysis Unit for identifying patterns, tracking crime trends and mapping crime. The Division continues to operate 24hrs/day with officers assigned to the 12am-8am and the 4pm shift. Officers assigned to the later shift will continue with their expanded investigatory roles to include all sexual crimes including rape. This has lessened the caseload of overburdened 12am-8am Detective Bureau. Working closely with the Detective Bureau the 12am-8am Juvenile Division detectives will be continually trained on the necessary investigatory tools required for sexual crimes.

The SSU will continue its role in developing mutually beneficial relationships with the youth community. Intelligence Led Policing will continue to be the main philosophy within the SSU so as to draw on and exploit the positive relationships with the youth community and those involved within the city's schools to provide optimal and efficient policing. The SSU will continue in its role as information gathering for all other bureaus. Working closely with the city's youth and school administrations information becomes available through this close connection on gang activity and violence issues that benefit the entire Department and the City. The SSU will continue its role in problem solving within the schools and continue to offer this more broadened approach with problem mediation - intervention practices between rival juvenile groups.

**Goal:** Draw on and exploit the positive relationships with the youth community and those involved within the city's schools to provide optimal and efficient policing

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
No of Juvenile Arrests	766	750	757	545	744
No of Arrests in Schools	375	444	370	264	360
No. of Runaway/Missing Rpts	1,328	1,209	1,209	939	1,226

## Special Victims Unit

**Description:** The Special Victims Unit (SVU) is responsible for the investigation of cases that are related to domestic abuse, rape and other sexual assaults, child abuse and neglect, and elder abuse. The SVU also assists other bureaus where specialized training is required. These detectives as well as two civilian Domestic Violence specialists also assist victims and witness advocates when necessary (1 civilian position is vacant). This unit comprises the City’s only Domestic Violence assistance program and shows the Department’s understanding of the importance of the issue and the dedication needed to help these victims. Collaborations have been established with outside agencies such as YWCA, DCF, and various city ethnic organizations and groups. Investigations conducted by the SVU include numerous cases resulting from referrals from the District Attorney’s office, as well as the Department of Children and Families (DCF). Springfield’s Sex Offender Registry is also maintained by this unit and they are responsible for disseminating information related to Level 3 offenders to the public.

## Fiscal Year 2013 Service Goals

The SVU will continue the use of Solvability to increase time spent on cases that have the potential for solution. The SVU will partner with the Crime Analysis Unit for identifying patterns, tracking crime trends and mapping crime. The Unit will continue to provide training using funds provided in the Violence Against Woman’s Act (VAWA) Grant. These trainings are for law enforcement personnel as well as civilian service providers. The SVU has structured new partnerships with resources never used before and will continue to expand on this methodology wherever possible.

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

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
No. of Rape Investigations	157	140	110	55	100
No of Domestic Investigations	2,904	3,100	3,100	2,609	3,126
Total Investigations	N/A	N/A	453	3,015	4,100



## Narcotics/Vice Control Division

**Description:** The Narcotics/Vice Control Division is responsible for the investigation of crimes involving the use, possession, sale, manufacturing, and transportation of controlled substances, including liquor, tobacco, 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 works on issues such as narcotics and prostitution as an adjunct and supplemental staff. This unit has become instrumental in the effort to combat gang violence and the effect it has on City neighborhoods.

### Fiscal Year 2013 Service Goals

The Narcotics/Vice unit has targeted gang and posse members in a concerted effort to deal with the drug trafficking in the city. The Bureau will continue the focus on low to mid level drug dealers – mostly these individuals are gang or posse affiliated. These individuals continue to be a major contributing factor in the City’s street violence problems – including assaults, robberies, gun violence and shots fired calls. The unit will utilize grant monies as well as general fund monies to enhance their investigation, arrest and prosecution of subjects involved in violent and dangerous activities.

**Goal:** Target gang and posse members in a concerted effort to deal with the drug trafficking in the city

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
No of Prostitution Arrests	103	116	116	93	145
No. of Drug Arrests	873	1,162	865	721	875

## Intelligence and Warrant Apprehension Units

**Description:** The Intelligence and Warrant Units provide tactical and operational support and work in concert with the whole of the Springfield Police Department. The Springfield Police Warrant Apprehension Unit, in cooperation with the US Marshals Service Fugitive Task Force work regularly with other organizations to track and apprehend wanted persons. Records for 2009 indicate that the officers made in excess of 398 arrests, including murder warrants, rape, robbery and all other felony warrants as well as unregistered sex offenders. This law enforcement activity provides an invaluable service to the local community by taking wanted and many times dangerous people off of the streets. They also track down many of those people defaulting on their appearance dates which stops the court process and creates huge backlogs.

## Fiscal Year 2013 Service Goals

The Springfield Police Warrant Apprehension Unit will continue placing an emphasis on targeting the city's gang and posse members and work to decrease their criminal activity and help better the quality of life in these affected neighborhoods. The unit will assist in the preparation of information on new releases from State's House of Corrections and Prisons – releases coming into the community whose presence criminal and gang affiliations can affect the areas of the city they are moving to or will be frequenting. The Unit will strive to improve these services it has been performing with the goal of surpassing accomplishments of previous years.

**Goal:** Target the city's gang and posse members and work to decrease their criminal activity and help better the quality of life in these affected neighborhoods.

Citywide Strategic Priority Supported: Public Safety

## Support Divisions

**Description:** The Department’s Support Division supplements the work in the neighborhood sectors. The units in this division operate city-wide in response to needs expressed by the Commissioner and the Deputy Chiefs through the use of Intelligence-led Policing methodologies.

## Street Crimes Unit

**Description:** The Street Crimes Unit functions as a quick response asset at the direction of the Police Commissioner and Deputy Chiefs to supplement anti crime efforts and safety concerns wherever needed. The Unit has placed emphasis on targeting the City’s gang and posse members working to decrease their criminal activity and help better the Quality of Life in these affected neighborhoods. The Unit works with the Parole and Probation Departments in high risk warrant service. This unit also has the responsibility of tracking of gang members and gang affiliations, and serves the role of gang information gathering thus assisting the Command staff in deployment strategies.

## Fiscal Year 2013 Service Goals

The Street Crimes Unit will continue to target the City’s gang and posse members working to decrease their criminal activity. The unit will supply the Gang Intelligence Unit information and updates as they continue with street level gang interventions citywide. The Unit will continue partnering with State and Federal Agencies, and continue its partnering with the SSU and the City’s schools placing emphasis on controlling violence around the City’s schools. The Supervisor of the unit will attend the weekly staff meetings and report on the Unit’s activities and provide information to the Commissioner and Deputy Chiefs that they have garnered. The Unit will respond as directed by the Commissioner and Deputy Chiefs to issues anywhere in the city.

**Goal:** Target the City’s gang and posse members working to decrease their criminal activity

Citywide Strategic Priority Supported: **Public Safety**

Measures	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
No of Arrests made	N/A	N/A	400	238	440
No of Field Interviews Conducted	N/A	N/A	200	548	266
No of Special Deployments	N/A	N/A	40	23	40

## Traffic Bureau

**Description:** Traffic bureau officers including the motorcycle unit, safety cars, hit and run unit and the officers assigned to the serious accident fatality unit are assigned to deal with motor vehicle accidents and violations as their primary responsibilities. Officers of the unit are also called on to assist in high profile details – escorts, funerals, and parades for example. These officers patrol the whole city and also respond to assist the patrol division in calls for crimes in progress and to emergency assists whenever needed.

## Fiscal Year 2013 Service Goals

The Traffic Bureau will continue the focus on high accident volume locations for targeting traffic law enforcement in an attempt to reduce accidents. The Bureau will use a DDACTS methodology continuing to assist the Squad and the Deputy Chiefs in their targeted patrol areas that are designated as high crime, gang or drug areas. Patrols will be developed to assist the Department's effort to reduce criminal activities. The supervisor of the Bureau will review all accident reports entered into IMC accident reporting. The Bureau will continue with the aid of the Grant's Office to seek traffic enforcement grants to further enforcement strategies citywide.

**Goal:** Focus on high accident volume locations for targeting traffic law enforcement in an attempt to reduce accidents.

Citywide Strategic Priority Supported: Public Safety

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
No. of M/V Violations	21,032	22,277	22,277	12,621	18,000
No of M/V Accidents	4,542	4,762	5,562	5,389	6,500
No of M/V Fatalities	8	7	8	8	10

## Business and Technology Division

**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, Radio Repair, Crime Analysis, Grants, Supply and Extra Details. Responsibilities of the division include tracking finance and personnel issues, report on crime trends and patterns, keeping the Department up to date with new technologies and improving the automation of core functions.

### Fiscal Year 2013 Service Goals

**Crime Analysis:** The goal of this unit is to continue and improve on the Department's strategy of "Intelligent Led Policing" reviewing all reports preparing daily and weekly crime bulletins as well as running the weekly staff meeting. The CAU will work more closely with the Deputy Chiefs and the investigative bureaus assisting with tracking crime trends and patterns to assist in anti-crime efforts. The unit will continue with the expanded partnerships with the investigative bureaus including the preparation of target zone and suspect maps. The Unit also supports the public's request for information and looks to deliver those services in a timely and professional manner.

**Radio Repair:** Upgrade, repair and maintain the City's communications equipment. Continue with improvements to existing systems and adapt new technology, all for the better service to and protection of the City and its population. The Division will continue the study of Shot Spotter Activity and expansion.

**Information Technology:** Maintain and upgrade the Department's Computer and Dispatch systems keeping up with new technological trends and equipment. Continue working with the Grants office on purchasing systems and upgrades beyond the normal Police or City's budgets. The unit will operate in supporting the Department's efforts to serve the City.

**Grants:** The Office of Grants and Planning is fully engaged and operational in the areas of grant research, grant writing, grant management and grant administration. Research, planning, application and management of state and federal grant opportunities has never been more complicated and/or competitive. Across the board, funding has been reduced in all areas. As funding becomes available throughout the year, we continuously review funding opportunities that will best support overall operations. We weight the potential of the opportunity on the following criteria: Improve operational efficiency in the delivery and application of modern police services, reduce crime, fear, and disorder and increase officer safety and public trust, improve and enhance technology infrastructure.

**Supply/Extra Details:** Monitor, equip and supply the Department with materiel and equipment and to handle the Outside Overtime Detail requests including assign officers, bill vendors and track payments.

The Springfield Police Department has continued to analyze its support services and where applicable the department will continue its civilianization process. In the past the department would have sworn officers perform administration functions and duties. Civilianization will actually create a position that will require a professional civilian with proper qualifications to be hired, thus creating additional jobs for the department. The sworn officer who held these positions are now redeployed back

# Professional Standards Division

## Internal Investigative Unit

**Description:** The Internal Investigation Unit is charged with investigating complaints against police department employees both sworn and civilian received from internal and/or external sources. The Unit currently consists of a lieutenant, three sergeants and an administrative assistant. The sworn personnel are responsible for the thorough investigation of allegations of departmental rules violations. Those violations could be purely administrative or involve alleged criminal activity. The investigations are fact finding missions and the investigators offer no opinions as to the validity of the complaint(s). The Unit is responsible to adhere to Civil Service Law and union contracts. The Unit works closely with the Springfield Law Department which is currently charged with the prosecution of cases deemed to require a hearing. The Unit is the central depository for all information concerning the discipline of department employees.

## Fiscal Year 2013 Service Goals

The Internal Investigation Unit as part of the Department’s Professional Standards function will continue working toward ensuring the Police Department operates within the Rules and Regulations and Administrative orders of the Department. The Unit will continue in their tradition of thorough investigations of all complaints made and investigations assigned to them, processing each in a professional manner so the Command Staff, the City’s Leadership and the Citizens of Springfield can feel that all complaints are handled honestly and appropriately.

**Goal:** Continue working toward ensuring the Police Department operates within the Rules and Regulations and Administrative orders of the Department.

Citywide Strategic Priority Supported: Public Safety

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
No. of Citizen Complaints Investigated	55	56	40	29	40
No. of P.I.E.s Investigated	81	91	80	49	70
No. of SOs Investigated	43	50	46	19	45

## Academy Training

**Description:** The Police Academy recruits and trains new recruits during an intensive 22-week academy program that exceeds the mandatory Massachusetts Municipal Police Training Committee requirements. The Academy provides specialized trainings and retraining of department members as required by the Police Commissioner. The Academy also provides in-service training for all sworn personnel; this also exceeds the State's requirements. The Academy is responsible for the coordination of all trainings attended by department personnel and providing legal updates and important bulletins to Department members as needed. Maintain all department weapons and AEDs. Supervises Cadets through their three year apprenticeship, and maintains and supervises the range.

## Fiscal Year 2013 Service Goals

The Academy will oversee, track and ensure all training requests are for the enhancement of the Department's abilities to better serve the City. The Academy will ensure that the quality of training meets or surpasses state and national standards. The unit will prepare for new Recruit classes as authorized as well as conduct the annual Professional Development trainings as required by the Commonwealth Training Committee. The Academy will continue to ensure the Police Commissioner's direction is brought to the In-Service classes to further the Departments efforts for professionalism at all ranks.

**Goal:** Ensure that the quality of training meets or surpasses state and national standards

Citywide Strategic Priority Supported: **Public Safety**

## Court

**Description:** The Court Unit works as the liaison with The Hampden County District, Superior and Juvenile Courts. The Unit processes court folders, request complaints on arrests, request warrants on criminal investigations and prepares show cause hearings as needed. The unit also prosecutes cases in magistrate hearings and helps to secure police witnesses for prosecution.

## Fiscal Year 2013 Service Goals

The Court assigned personnel will process court cases and assist the District Attorney's Office in criminal prosecutions. Officers assigned to the Court will work with the DA and A.D.A.s that are assigned to Springfield cases with a vision to reduce the Police witness subpoenas to only those necessary but as always to successfully prosecute all cases. The unit will strive to appropriately reduce the Department's court overtime expenses whenever possible.

**Goal:** process court cases and assist the District Attorney's Office in criminal prosecutions

Citywide Strategic Priority Supported: **Public Safety**

## Grants Summary: Police Department

1. **Justice Assistance ARRA FY10:** To support the department's Technology Improvement Program.
2. **Justice Assistance Grant (Byrne) FY11:** To support the department's Technology Improvement Program.
3. **Justice Assistance Grant (Byrne) FY12:** To support the department's Technology Improvement Program.
4. **Safe and Secure Youth Initiative Grant:** Intervention for proven risk males 14-24
5. **Shannon Grant:** gang violence reduction.
6. **V.A.W.A.:** Staffing support for the violence against women program.

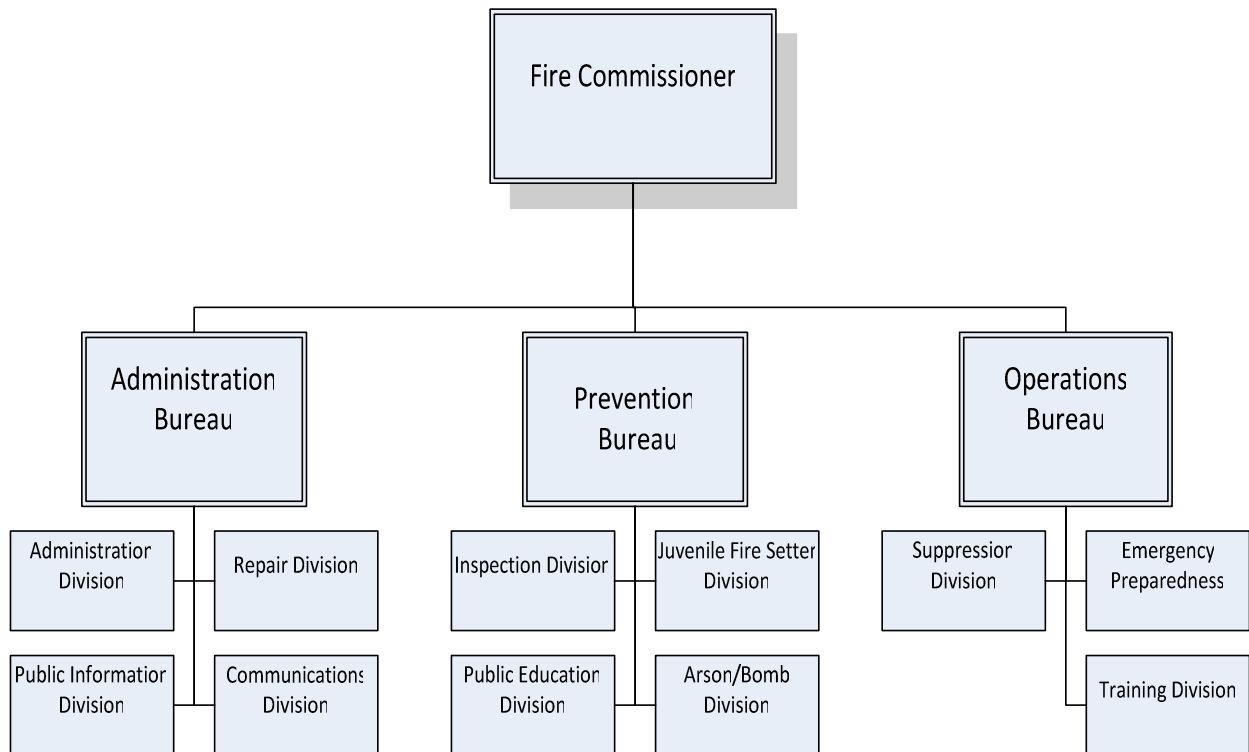
Grant Source	Federal		Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other							
1. US DOJ	Federal		32,527	200,984	67,258	133,724	(67,260)	-50%
2. US DOJ	Federal		172,185	95,518	95,518	-	(95,518)	0%
3. US DOJ	Federal		0	207,195	207,195	-	(207,195)	0%
4. MA EOPSS	State		0	0	400,000	400,000	400,000	100%
5. MA EOPSS	State		500,000	750,000	697,000	322,500	(427,500)	-133%
6. MA EOPSS	State		40,000	40,000	40,000	40,000	0	0%
<b>TOTAL</b>			<b>744,712</b>	<b>1,293,697</b>	<b>1,506,971</b>	<b>896,224</b>	<b>(397,473)</b>	<b>-31%</b>



# All Funds Budget

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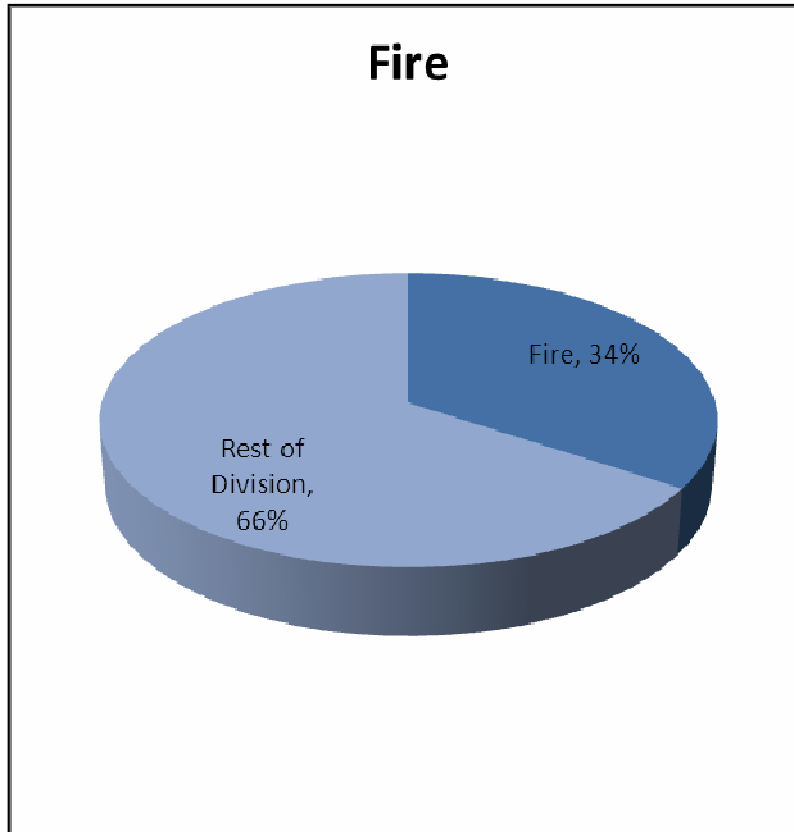
# Fire Department



## 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.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$17,287,868	\$16,724,422	\$0	\$17,614,422	890,001	5.3%
OTPS	\$1,460,278	\$1,342,364	\$0	\$1,514,087	171,723	12.8%
Capital	\$32,962	\$0	\$0	\$7,112	7,112	0.0%
<b>Total General Fund</b>	<b>\$18,781,108</b>	<b>\$18,066,785</b>	<b>\$0</b>	<b>\$19,135,621</b>	<b>1,068,836</b>	<b>5.9%</b>

Department	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	263.0	251.0	251.0	239.0	(12.0)	-4.8%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	1.0	1.0	1.0	-	0.0%
Trusts/Donations/Oth	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>263.0</b>	<b>252.0</b>	<b>252.0</b>	<b>240.0</b>	<b>(12.0)</b>	<b>-4.8%</b>

# Fire Department Summary

The Springfield Fire Department (SFD or Department) provides services and programs that ensure public safety and the preservation of life and property within the City of Springfield. SFD is the City's first responder for 9-1-1 calls and alarm alerts, and is the first responder for medical 9-1-1 calls.

The Department faces a broadening range of calls and is increasingly challenged to provide the levels and types of services needed to properly serve a diverse urban population.

Springfield Fire's suppression services include direct emergency response to fire, and emergencies related to life, property and the environment. In addition, SFD provides specialized services including a hazardous materials response team, arson investigation, water rescues and bomb/explosive mitigation.

Unique to SFD, the Office of Emergency Preparedness operates two critical services for the region: the federally funded Springfield Metropolitan Medical Response System which helps coordinate disaster and crisis medical preparedness for eleven (11) Western Massachusetts hospitals, twenty six (26) communities and the self-supporting Springfield Coordinated Emergency Medical Direction (CMED) that provides critical radio communications between ambulances and hospitals for all of the Pioneer Valley. Emergency Preparedness also provides day-to-day oversight of the City's Emergency Medical Services Contract, which operates at no cost to the City.

In addition to its role as emergency first responder, the Department provides proactive fire prevention services and ensures the City of Springfield's compliance with the Massachusetts Comprehensive Fire Safety Code (§ 527 CMR and MGL 148). As part of fire prevention and safety enforcement, SFD provides fire inspection services and coordinates with the City's building inspection program. Prevention services include an on-going and effective public education program that focuses on outreach in schools and at risk populations. The "Fire Stop" service is an innovative and well regarded prevention program that intervenes with juvenile fire starters.

Organizationally, the department has three bureaus: Administration, Operations, and Prevention:

- The Administration Bureau includes the Repair, Alarm, Administration and Public Information. These divisions provide 24/7 repair of apparatus and safety equipment, alarm systems support and administrative support for the department. Administration also includes the department's senior command structure of the Fire Commissioner, Deputy Chiefs and District Chiefs. Administration provides a single point-of-contact for clear and consistent public information.
- The Operations Bureau consists of the complement of fire suppression personnel assigned to engines, ladders and/or direct service stations who respond to service calls. It also includes the Department's training division as well as the Office of Emergency Preparedness function.
- The Prevention Bureau consists of Fire Prevention, the Arson Division / Bomb Squad, Public Education and the "Fire Stop" juvenile fire setter program.

## **Administration Bureau**

The Administration Bureau provides leadership and support to the Department's line divisions. Administration contains the department's senior command structure of District Chiefs, Deputy Chiefs and the Fire Commissioner. The Administration Bureau supports the mission of the Department by maintaining and, when possible, enhancing apparatus and equipment, supporting administrative policies and procedures, and providing a consistent single point of contact for emergency coordination and public information.

### **Fiscal Year 2012 Highlights**

Fire administration provided, in a timely fashion, information to City Finance required by FEMA and/or other funding agencies for three separate FEMA-declared disasters.

100% of union grievances were responded to within 24 hours.

10% of repairs were unscheduled (indicating effective preventative maintenance of apparatus and vehicles).

After declining for several years, sick leave use has seen a small increase, possibly due to a heavy disaster year and/or an aging workforce.

Injuries continue to decline, reduced by 9% over the previous year.

SFD met a 2011 goal by hiring a dedicated IT specialist that spearheads the Department's drive to automate and modernize as many processes and systems as possible to increase efficiency and accuracy.

## Strategic Decisions for Fiscal Year 2013

Strengthen the labor/management partnership by continuing to increase communications between administrative personnel and bargaining unit representatives.

Pursue reasonable and creative ways to reduce overtime and overtime costs while maintaining full and appropriate staffing.

Move toward a model of hiring small numbers of trained, entry-level firefighters each year. This avoids paying training costs in-house including overtime, avoids the period “bump” of large and expensive classes, and—down the road—avoids clustered retirements that disrupt Department continuity.

Maximize the types of required firefighter training that can be done in house, both EMT/ EMS but also training that will increase effectiveness and productivity (for example, management training for newly promoted personnel).

Aggressively identify and pursue new funding sources via competitive grants and foundations. Continue to monitor the status of funding submissions completed in Spring of 2012 (Leary Foundation, Fireman’s Fund) to cover one-time costs.

Continue to foster new collaboration, started in Spring 2012, with Police.

Continue to foster new collaboration, started in Spring 2012, with Police. Foster an on-going process that includes a monthly public safety grant collaboration meeting. Include the City’s centralized Dispatch department. Consider reach outs to other city departments (Elder Affairs, Schools, Public Health) to work more closely on grants.

As a new funding source, explore with City policy makers whether Springfield should—as other communities sometimes do—use Community Development Block Grants (CDBG) for one-time Fire costs.

Explore with City Finance the CDBG-DR (disaster related) program and Fire’s role.

Consider ways to consolidate administrative functions with other public safety departments.

React to national trends as both emergency and medical first responders by looking for ways to increase medical certifications among Fire line personnel.

Continue to stress the importance of appointing a Health and Safety Officer who will spearhead the enhancement of the health and safety of the entire department.

Broaden the use of technology within the department. Fire’s FY 2013 budget submission supports automation and best practices by asking for minimal funds for IT and communications tools, with prioritization given to safety and regulatory compliance.

Dedicate resources to complete the automation of its staffing, reporting and payroll systems, and increase productivity and accuracy for the Department and for City’s payroll processes.

## Fiscal Year 2013 Goals

**Goal:** Perform preventative maintenance on vehicles in order to maintain the percent of unscheduled repairs at 10%.

Citywide Strategic Priority Supported: Public Safety, Fiscal Management

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of repairs that are unscheduled	6.6%	6.6%	<10%	3.0%	<10%

**Goal:** Provide information to the media on 75% of major incidents.

Citywide Strategic Priority Supported: Public Safety

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
% of major incidents for which information was provided to the media	75%	75%	75%	100%	75%

**Goal:** Maintain current number of injuries occurring while on duty.

Citywide Strategic Priority Supported: Public Safety, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
# of reported injuries	114	204	204	46	67

**Goal:** Maintain department norm of 1 or fewer instances of sick leave of 2 tours or less per employee.

Citywide Strategic Priority Supported: Public Safety, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
# of instances of sick leave of 2 tours or less	276	226	226	220	280



**Goal:** Improve the perception of public safety throughout the entire City

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
# of neighborhood meetings attended by Fire Dept personnel	N/A	12	13	0	6

## Multi-Year Goals

Continue to maximize ways, including non-binding grants, to increase SFD’s compliment of sworn personnel to levels that support best practices and that are comparable to peer jurisdictions.

Increase medical training among line staff.

Continue pursuit of ways to reduce overtime and overtime costs while maintaining full and appropriate staffing.

Pursue implementing a model of hiring small numbers of trained, entry-level firefighters each year, rather than large classes during single years

Continue efforts to minimize injured on duty instances, including implementation of a comprehensive firefighter health and safety program.

Modernize equipment by equipping vehicles with integrated mobile data terminals.

Continue to secure annual grants.

Continue to aggressively identify and pursue new funding sources via competitive grants.  
Finish automation of systems used for the administrative process of permitting, revenue collection, payroll and incident reporting.

Implement injured-on-duty and restricted duty programs.

## **Operations Bureau**

The Operations Bureau consists of Suppression, Training, and the Office of Emergency Preparedness. The Suppression Division provides emergency mitigation services to those emergencies reported by alarm, dispatch or within larger emergency events. Training plans, arranges, and delivers training for department personnel including fire, Rescue, EMS, and HazMat training. Training also provides in-station drills that keep companies' training up-to-date. The Office of Emergency Preparedness (OEP) prepares and maintains emergency response plans for the City and the region. The OEP coordinates exercise programs to train departments, both Springfield and neighboring communities, with their roles in the plans and is responsible for providing management and technical support during emergency responses.

### **Fiscal Year 2012 Highlights**

Responded to over 16,000 calls for emergency services, an increase of 14% over FY2011.

Responded to two federally-declared city-wide disasters: Tropical Storm Irene in August 2011 and Winter Storm Alex in October 2011.

The SFD exceeded its goal of 80% by responding to structure fires at a rate of 86% in under four minutes.

Finalized the sale of the City's training center to the State.

Established a certified list to and filled all vacancies in the lieutenant rank.

## **Risks and Challenges for Fiscal Year 2013**

Required by NFPA standards, the replacement cycle of worn or damaged bunker gear (the turn out gear worn by line fire fighters) needs to resume after being interrupted for one year due to the FY12 5% cut to OTPS. This raises OTPS costs for FY13.

Potential budget cutbacks may result in layoffs, fire companies being put out of service, station closings and/or curtailment of services.

Retirement of experienced command staff and firefighters resulting in reduced overall experience and an increased need for training.

Ensuring a smooth transition of the City's Fire Training Center to State ownership, and monitor that usage agreements are in place and meeting the City's needs.

## **Strategic Decisions for Fiscal Year 2013**

Consider acquiring and using "chase vehicles" (equipped SUVs) for medical responses rather than responding with an engine or ladder truck.

Allocation of resources in the event of significant cuts to local aid.

Continue to increase grant applications. Pursue competitive grants and smaller fund sources, including foundations.

Define an area of focus in the 2012 Fire Act Grant application.

Pursue creative ways to begin a replacement program for line responder vehicles (all of which are 2001 or older).

Determine appropriate Fire updates, if any, for the City's capital Improvement plan.

With the Federal closure in FY12 of the Emergency Preparedness MMRS grant program, manage the program's phasing out.

With the Federal closure in FY12 of the Emergency Preparedness MMRS grant program, collaborate with city policy makers and other departments regarding use of one-time state funds of \$150,000 to "bridge" and provide closure to MMRS.

## Fiscal Year 2013 Goals

**Goal:** Respond to 90 percent of fires within 5 minutes or less from time of dispatch.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of structure fires responded to within 5 minutes from time of dispatch	92%	94%	90%	94%	90%

**Goal:** Preserve 80 percent or more of property value of all properties that have experienced structure fire.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of property value saved	85%	85%	80%	75%	80%

**Goal:** Fulfill EMS training requirements for all members who respond to EMS calls.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of members trained in EMSFR	23%	33%	33%	43%	33%
Percent of members trained in AED/CPR	100%	100%	100%	83%	100%

**Goal:** Replace the Training Center with a new state owned and operated facility on Grochmal Avenue by June 30, 2013.

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of Days from July 1 to the opening of the W. Mass Fire Academy.	N/A	N/A	365	2 years from sale (pending, Spring 2012)	N/A

**Goal:** Provided state-sponsored funding continues, fulfill training requirements for all members of the Mass Decon Unit.

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of members trained in Mass Decon	195	160	160	63	90

**Goal:** Participate in joint exercises with local hospitals.

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of joint exercises participated in	4	4	2	5	7

## Multi-Year Goals

To increase efficiency and cost savings, evaluate the feasibility of providing required EMS training in-house rather than by contract for a higher level of training and a potential annual savings of \$30,000.

Increase grant applications by 50%, or a reasonable amount given available grants. Pursue competitive grants and smaller fund sources, including foundations.

Participate in the construction and maximize SFD's benefit from the new state regional training center that will be at the Department's old training site

Lay groundwork for replacement of Station 12 in Sixteen Acres.

To ensure maximum public safety and preservation of property, pursue avenues to increase line personnel numbers to begin to approach the staffing levels of Springfield's peer cities (an increase of approximately 20%).

To ensure maximum public safety and preservation of property, pursue avenues to increase the Department's budget to the level of Springfield's peer cities (approximate 40-50% increase).

## **Prevention Bureau**

The Prevention Bureau consists of Fire Prevention, Arson and Bomb Squad, Public Education and the Fire Stop/Juvenile Fire Setter program. The Prevention Bureau ensures the safety of the public and the environment through the enforcement of Massachusetts General Law Chapter 148, City ordinances, Code of Massachusetts Regulations (CMR) 527 and National Fire Prevention Association (NFPA) standards.

Prevention provides public education programs to Springfield residents (focusing on youth and at risk populations), issues fire permits, reviews plans for fire safety, investigates safety complaints, conducts mandated fire inspections, conducts fire alarms and sprinklers acceptance testing, and tracks under and above ground storage tank removals and installations. Prevention creates invoices, charges the appropriate fees, and submits revenue to the city throughout the fiscal year.

Prevention works closely with other city entities. Prevention works with Elder Affairs to install smoke detectors in homes of elderly residents and with Code Enforcement (through fire code violation referrals) to upgrade vacant or idle properties to current fire safety standards.

The Public Education Officer (PEO) provides fire safety education to the general public and schools in order to reduce the loss of life and property due to fire hazards.

The Arson and Bomb Squad is composed of firefighters and police officers who provide thorough investigations of all fires and is responsible for the handling and disarmament of hazardous devices found within the City. Fire Stop Program provides consistent and appropriate response to fire setting incidents that involve children under the age of eighteen with a comprehensive intervention and education program.

## **Fiscal Year 2012 Highlights**

Despite a reduction in staffing, exceeded its goal of 6,000 inspections in FY12.

Maintained collection rates to maximize fee revenue remitted to the City's general fund.

One additional fire investigator took the Certified Fire Investigators exam and now a total of three inspectors are internationally certified.

Through a grant from the Western Massachusetts Homeland security grant, the SFD bomb squad acquired new equipment in 2012 including new x-ray machine, two bomb suits and an interactive smart board for training and reviewing.

Public education programs in grades one and three reached 90% of all Springfield Public School District students, a drop in 10% from the last year

Fire Stop program continued to expand services for the community and address fire-setting issues for crisis cases in a timely fashion and provided educational programming for committed referrals to the Juvenile Fire Setter Program.

## **Risks and Challenges for Fiscal Year 2013**

Budget constraints and/ or reduced staff would put the following programs at risk: apartment building inspections, gas station inspections, and could mean the full elimination of the juvenile offender Fire Stop program and the Fire Education in schools program.

Maximize outreach and prevention by acquiring a bi-lingual (Spanish speaking) assistant to the Public Education Officer.

If awarded an applied for Fire Prevention and Safety grant (Federal) that funds a new, one time, one year public education campaign for at risk youth and elderly, be prepared to immediately implement the proposal with limited lead time.

Acquiring a minimum of two support vehicles to replace inspection vehicles (all older than 2001).

Maintain current success in fire prevention school curriculum despite staffing issues.

Maintain funding in the budget to staff the Arson and Bomb Squad 24/7. To maximize safety and efficacy of a critical service, ensure funding within the overtime budget for the Bomb Squad to train together a minimum of three times a year.

## **Strategic Decisions for Fiscal Year 2013**

Ensure significant expansion into non-English speaking populations served by the Department's public education program.

Increasing of fees, while possible, is a difficult decision because it could impact collectability.

Target high-hazard areas and structures for smoke detector giveaway program, possibly enhanced by a one-time, targeted program funded by a federal fire safety and prevention grant, if awarded.

Implementation of the city-wide Accela program for automation of certain aspects of inspections and for improved service to the public through coordination with other city departments (former multi-year goal).

To increase efficiency and preventative public safety measures, incorporation of fire companies into commercial and/ or industrial inspection program.

The Federal Assistance for Firefighters grant focuses this year on fire prevention. Work with operations, public education and city grant personnel to put together a proposal and program.

Pursue reimbursement from jurisdictions that receive Fire Stop services.

# Fiscal Year 2013 Goals

**Goal:** Decrease total fires.

Citywide Strategic Priority Supported: **Public Safety**

Action Steps:

1. Track accidental fire causes for common factors to be used in future education classes.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of investigations made	132	300	300	268	300
Number of fires whose cause was determined to be incendiary	35	56	56	67	75

**Goal:** Increase monthly inspections per full-time inspector to 90.

Citywide Strategic Priority Supported: **Public Safety, Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Avg. monthly inspections per inspector	84	75	90	65	90

**Goal:** Perform a minimum of 150 residential inspections as requested by residents.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Residential units inspected	N/A	N/A	150	0	150

**Goal:** Achieve Fire Inspector 1 certification for all Inspectors.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
# Inspectors certified to level of Fire Inspector 1	4	4	5	5	5



**Goal:** Determine a fire cause for at least 97 percent of fire investigations.

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of investigated fires whose cause was determined	95.9%	97.0%	97.0%	84.0%	97.0%

**Goal:** Send an Arson Squad representative to at least 4 fire and 3 bomb investigator classes.

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of fire investigator classes attended	15	20	20	15	20
Number of bomb investigator classes attended	8	10	10	8	8

**Goal:** Hold Fire and Life Safety classes for all first and third graders in the City.

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of first-grade classes that participated in a Fire and Life Safety class.	90.0%	100.0%	100.0%	80.0%	90.0%
Percent of third-grade classes that participated in a Fire and Life Safety class.	60.0%	100.0%	100.0%	80.0%	90.0%

**Goal:** Maintain the number of Fire and Life Safety education classes offered to businesses, elderly, apartment complexes.

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of classes held for businesses	18	10	12	7	12
Number of classes held for elderly	19	3	12	7	12
Number of classes held in a language other than English	0	1	0	2	0
Number of classes held in apartment complexes	0	2	4	7	4

**Goal:** Ensure that all children referred to the Fire Stop program complete an education program within 6 months of referral.

Citywide Strategic Priority Supported: **Public Safety**

**Action Steps:**

1. Obtain grant funding to pay for additional interns.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of juvenile fire-setter referrals screened within 2 weeks	49.0%	80.0%	100.0%	39.0%	75.0%
Percent of juvenile fire-setter referrals that completed an appropriate education program within 6 months	18.0%	N/A	100.0%	15.0%	50.0%

## **Multi-Year Goals**

Create a formalized community-based program with assistance from personnel in area (satellite) Fire Departments trained as Intervention Specialists, thereby having a pool of community leaders who can perform screenings and provide education classes.

Pursue ways to automate inspection payments so they can be made electronically at the inspection site.

## Grants Summary: Fire

1. **Central Medical Emergency Direction (CMED).** Regional use by Emergency Operations, used by all the communities in the Pioneer Valley. Funds kept in reserve to replace Emergency Management system in an emergency.

2. **S.A.F.E.:** Supports public education programs, used by the Public Education Officer.

3. **EMPG Grant:** To purchase a public safety response vehicle with accessories & equipment.

4. **MMRS:** To support emergency preparedness program. Regional use through the Emergency

5. **Mass Decontamination Unit (MDU):** Emergency preparedness for hospitals and health centers. More specifically, this funding is spent for overtime to conduct training/drills during the year for the use of the Mobile Decontamination Units (MDU).

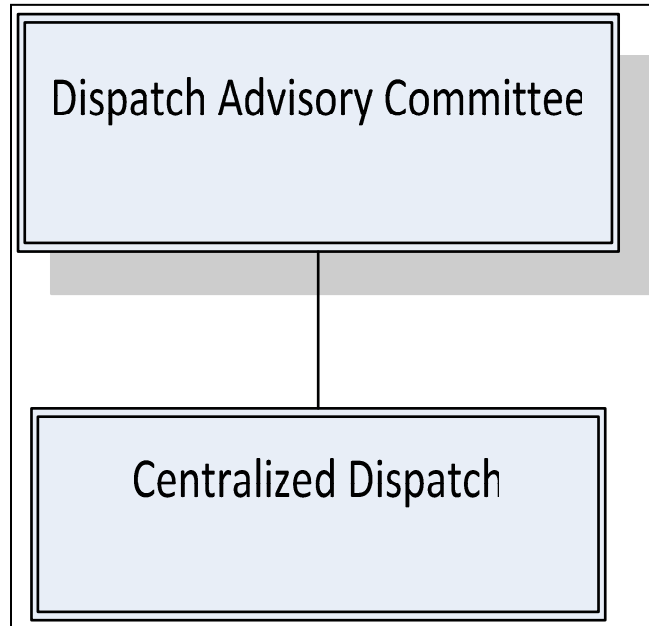
6. **Assistance to Firefighters Grant (A.F.G.):** FY13 award is for upgrades to mobile radios and radio

7. **ExxonMobile pipeline funds:** ExxonMobile provides pipeline communities an small annual award for fire and emergency preparedness use. With two years of funds collected, Fire is planning to use these funds for a small emergency response equipment purchase.

Grant Source	Federal State Other	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
1. Central Medical Emergency Direction (CMED)	Federal	247,000	0	0	247,000	0	0.0%
2. S.A.F.E.	State	11,200	11,200	11,200	11,365	165	1.5%
3. MEMA	State. MEMA	70,000	69,800	69,800	70,000	0	0.0%
4. MEMA	State	281,000	281,000	281,000	275,000	(6,000)	-2.2%
5. Mobile Decontamination Unit (MDU) program	State	9,000	9,000	9,000	9,000	0	0.0%
6. FEMA	Federal	0	0	0	160,328	160,328	100.0%
7. EXXON Mobile	Private	2,000	0	0	2,000	0	0.0%
<b>TOTAL</b>		<b>620,200</b>	<b>371,000</b>	<b>371,000</b>	<b>774,693</b>	<b>154,493</b>	<b>19.9%</b>

# All Funds Budget

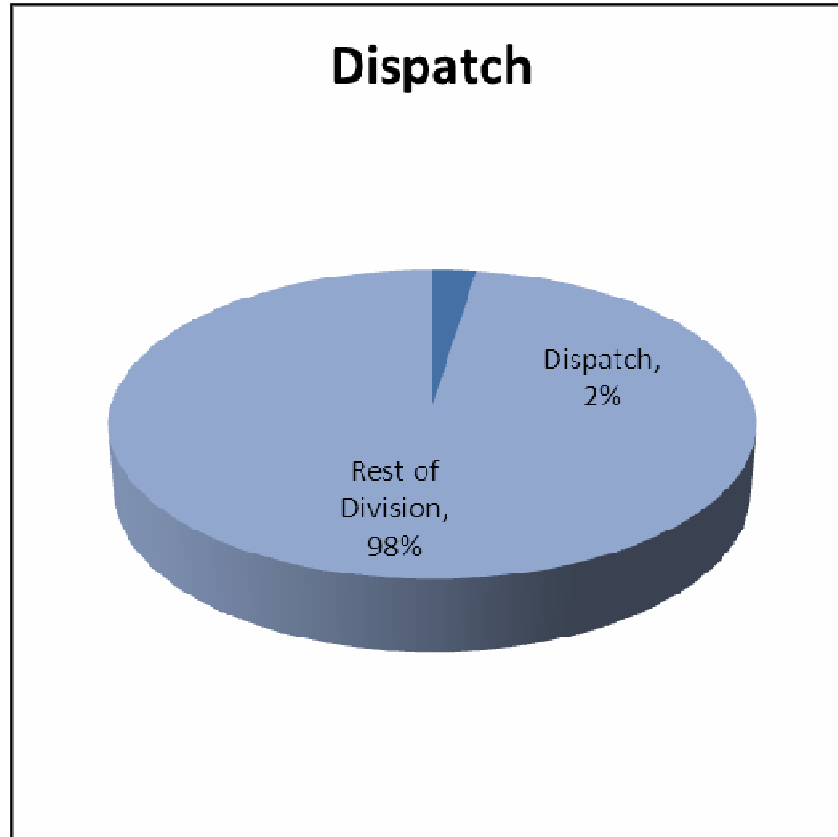
# Centralized Dispatch



## Mission Statement

The mission of the Centralized Dispatch Department is to improve the quality of life of Springfield residents and visitors by providing and maintaining a primary 9-1-1 Public Safety Answering Point (PSAP) and backup answering point to effectively receive and process emergency calls in order to dispatch the appropriate emergency responders in a prompt, efficient, courteous and professional manner, to help save lives, protect property and assist the public.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$1,238,644	\$1,284,029	\$0	\$1,291,165	\$7,136	0.6%
OTPS	\$74,142	\$138,320	\$0	\$66,950	(\$71,370)	-51.6%
Capital	\$1,900	\$0	\$0	\$5,000	\$5,000	0.0%
<b>Total General Fund</b>	<b>\$1,314,686</b>	<b>\$1,422,349</b>	<b>\$0</b>	<b>\$1,363,115</b>	<b>(\$59,234)</b>	<b>-4.2%</b>

Department	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	43.0	28.0	28.0	27.0	(1.0)	-3.6%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	15.0	15.0	18.0	3.0	20.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>43.0</b>	<b>43.0</b>	<b>43.0</b>	<b>45.0</b>	<b>2.0</b>	<b>4.7%</b>

## Centralized Dispatch Department Summary

Public safety communication centers utilize a significant amount of communications equipment and systems in their daily operations. The Springfield Police and Fire Department dispatch centers each employ multiple systems. These include Computer Aided Dispatch Systems (CAD), Records Management Systems (RMS), and Geographic Information Systems (GIS), the 9-1-1 system, the radio system, and the recording system. These systems must be housed in appropriate facilities.

The 9-1-1/dispatch consolidation project that the City is pursuing will have wide-reaching effects on public safety operations in the City of Springfield. This project would not only be an improvement over current dispatch operations but a cutting edge example of how departments and communications operations relate to one another and the efficiencies that can be realized by operational consolidation.

In February of 2009, the Finance Control Board established the Central Dispatch Department within the city under the jurisdiction of the Mayor, existing to provide and maintain a primary and secondary public safety answering point for the city.

The department is headed by a Central Dispatch Director that reports to a six-member Dispatch Advisory Committee comprised of the Mayor, Police Commissioner, Fire Commissioner, Director of 3-1-1, Chief Information Officer, and the Chief Administrative and Financial Officer, or their designees. The committee is responsible for setting the department's policies, procedures, goals, objectives, and performance measures while the director is tasked with the personnel administration, day-to-day operations, and long-range strategic planning for the department.

## **Fiscal Year 2012 Highlights**

Completed an upgrade for the Primary PSAP

Identified critical gap in emergency communications redundancy and planned an upgrade for the Backup PSAP (Dispatch Department Fire Division) as well as requested replacement of radio console positions at both CAD and Fire Alarm to mitigate this gap

Created statistical evaluation tools for monitoring staffing, call volume, call answering statistics and 9-1-1 regulation compliance

Established an employee/management working group to discuss operational needs, improvements to resources, and training topics

Participated in a Regionalization Feasibility Study with Chicopee, West Springfield, Longmeadow, East Longmeadow and Wilbraham

Spearheaded and participated in a CAD system needs analysis for the Police Department, Fire Department, Dispatch Department and City using an outside consultant

Completed \$1.5 million in State 9-1-1 Department reimbursement requests from FY09, FY10 and FY11

Identified content of and started drafting a policy/procedure manual for Dispatch Department

The Police Division of the Dispatch Department handled 183,153 calls for service in 2011 and processed over 1450 requests for electronic information (1200 from DCF and 250 from the DA's office).

The Fire Division of the Dispatch Department handled 16,268 calls for service in 2011.



## Risks and Challenges for Fiscal Year 2013

24/7 operations, including 9-1-1 services, non-emergency call answering and radio dispatching, must function regardless of unforeseen issues in the community or catastrophic equipment failure; redundancy is critical. As became apparent following the Tornado and October 2011 snow storm, there is a critical need for upgraded equipment and infrastructure at the Fire Division (Secondary PSAP/Back-up Facility) to ensure redundancy of the emergency communications system for the City. Additionally, the City's dispatching equipment located at both Police and Fire Divisions of the Dispatch Department had reached the end of its serviceable life. Updates to this hardware should include built-in redundancy components which do not currently exist.

FY13 will see several regulations and legislations go into effect:

- A change in certification and training requirements for all 9-1-1 call takers will make it too costly to maintain sworn personnel as a back-up to staffing needs in the 9-1-1 call center at Police Headquarters. All staffing must be handled internally without contingency plans to use sworn officers in case of emergency. Properly staffing the department becomes critical to ensuring the City meet its obligation to provide 24/7 emergency communications to its first responders, residents and visitors.
- Effective July 1, 2012, the City will be required by statute to provide Emergency Medical Dispatch (EMD) services to all 9-1-1 callers requesting medical assistance.
- Effective January 1, 2013, all City radio systems and equipment must be licensed and operating on narrow-banded frequency channels. In most cases, this requires a planned reprogramming of all equipment, but in some cases, non-compliant hardware will need to be replaced with hardware that meets the narrow-banding standards. Any licensees in violation of the FCC rules could be subject to enforcement action.

## Strategic Decisions Fiscal Year 2013

As a newly formed department, the internal operations model had not been fully implemented in FY12. Although the proposed model was to be finalized and built out in FY13, additional Administrative Division positions, such as a Grants/Financial Manager, Training Coordinator, and Administrative Services Coordinator have been identified, but not funded, for the FY13 budget cycle as part of the FY13 Reductions plan. This strategy shall require the filling and empowerment of all existing positions (Director, Operations Manager, Sr. QA/QI Analyst, CAD System Administrator, Lead Dispatchers) to manage the existing divided operational model (two separate locations) as well as the new regulations that go into effect in FY13. The fully executed, civilianized operational model is required before consolidation of services can be achieved. Until consolidation of Police and Fire Dispatch Divisions occurs, no operational efficiencies will be realized.

In order to mitigate the current vulnerability due to lack of suitable emergency communication back-up, during FY13 the department shall continue to develop the current Secondary PSAP as back-up for Primary PSAP should catastrophic failure occur. The department shall also continue efforts towards consolidation (through Steering Committee and its Working Groups) including committing to location and identifying a transitional plan.

In order for employees to comply with updated Statutory Mandate M.G.L. c. 6A, § 18B(g) and associated CMR 560 regarding minimum training and certification requirements for certified 9-1-1 telecommunicators in Massachusetts, a training program shall be established for new hires and a continuing education management program shall be established for existing employees utilizing State 9-1-1 Department Training Grant funds.

Instead of providing EMD services in-house, the department has opted to maintain its contractual relationship with an outside EMS provider, who shall maintain its status as an EMD Resource for the City of Springfield, in compliance with CMR 560. This solution eliminates the need to implement a costly new program to the department.

The Dispatch Department is supporting the effort of the Radio Repair division in achieving full compliance with the FCC Narrow-banding Mandate, and addressing internal radio communication needs that align with the mandate and the City's need to provide seamless public safety services.

## Centralized Dispatch

**Description:** The Centralized Dispatch department provides 24/7 operations, including 9-1-1 services, non-emergency call answering and radio dispatching for the Police and Fire Departments.

### Fiscal Year 2013 Goals:

**Goal:** Continue to work toward the efficient and accurate processing of 9-1-1 services, non-emergency calls and radio dispatching

Citywide Strategic Priorities Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of 9-1-1 calls to be answered in no more than ten (10) seconds in normal peak operating periods	70.30%	72.60%	90%	78.10%	90%
Percentage of 9-1-1 calls processed and prioritized accurately	N/A	N/A	Establish Baseline	N/A	Establish Baseline

### Multi-Year Goals:

Establish stand-alone, redundant emergency communications department for Police and Fire first responders that integrates technology, and promotes information sharing, with other City Departments to reduce inefficiencies

Complete consolidation project

Consider regionalization

## Grants Summary: Dispatch

**1. State 911 Regional Emergency Communications Support & Incentive Grant:** To support and operate Primary 911 PSAP.

**2. State 911 Training Grant:** To train 911 Telecommunicators.

Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
1. MA EOPSS	State	571,875	663,261	663,261	663,261	0	0.0%
1. MA EOPSS	State	62,100	120,000	164,000	150,000	30,000	20.0%
<b>TOTAL</b>		<b>633,975</b>	<b>783,261</b>	<b>827,261</b>	<b>813,261</b>	<b>30,000</b>	<b>3.7%</b>

# All Funds Budget

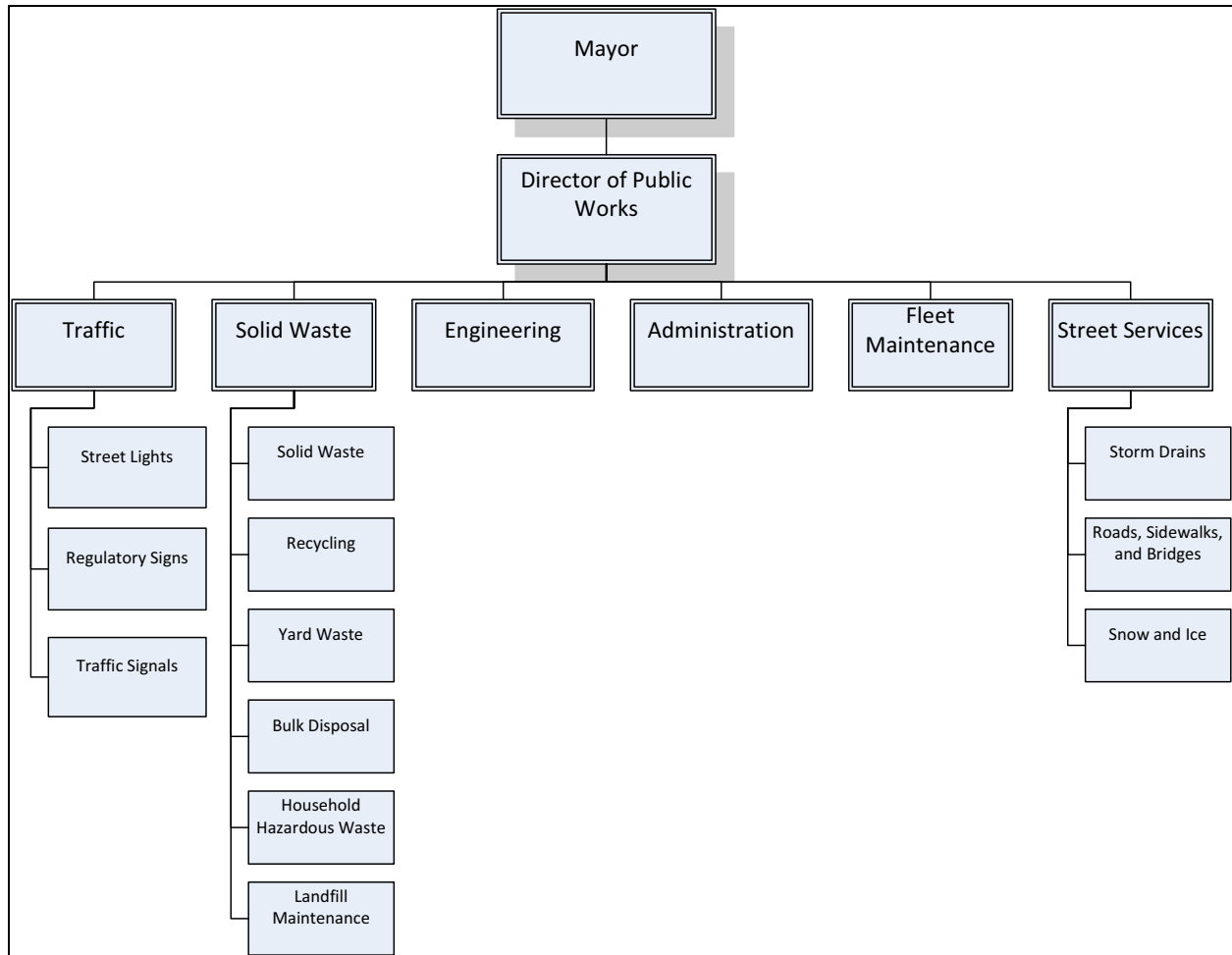
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**Section 8**  
**Department of Public Works**

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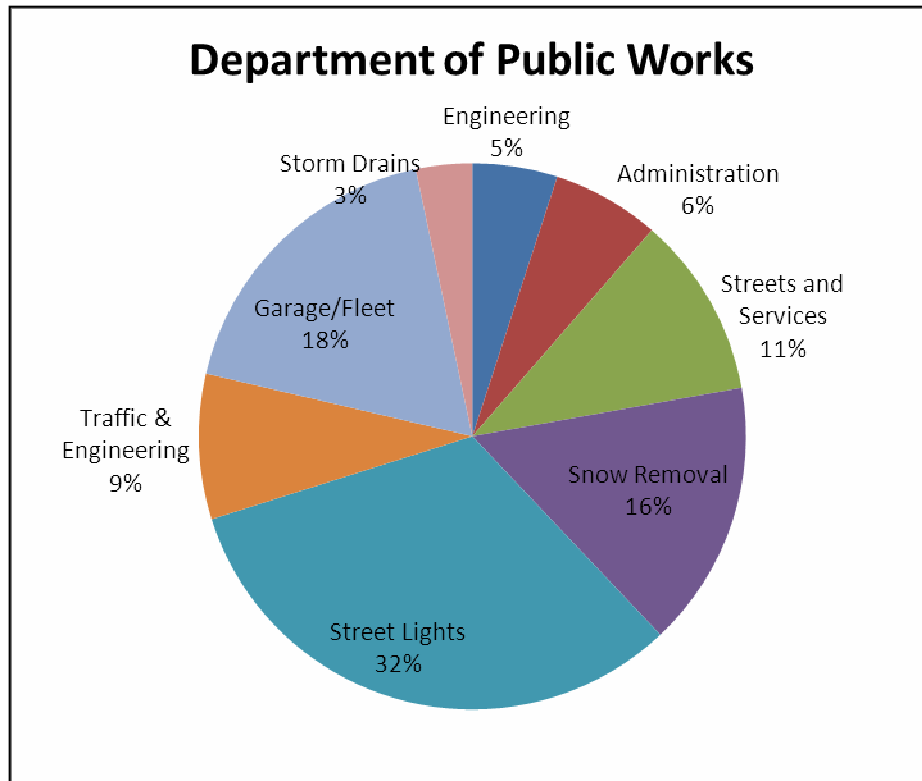
# Department of Public Works



## 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.

# General Fund Budget and Staffing Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$3,356,854	\$3,542,156	\$0	\$3,347,478	(\$194,677)	-5.5%
OTPS	\$7,903,060	\$6,602,780	\$0	\$6,731,112	\$128,331	1.9%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$11,259,914</b>	<b>\$10,144,936</b>	<b>\$9,806,384</b>	<b>\$10,078,590</b>	<b>(\$66,346)</b>	<b>-0.7%</b>

Department of Public Works	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	66.0	60.0	60.0	60.0	-	0.0%
Enterprise Fund FTEs	60.0	53.0	53.0	55.0	2.0	3.8%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	4.0	4.0	3.0	(1.0)	-25.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>126.0</b>	<b>117.0</b>	<b>117.0</b>	<b>118.0</b>	<b>1.0</b>	<b>0.9%</b>

# Public Works Division FY12 Funding Sources

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# Department of Public Works Summary

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

The Engineering division provides project management and construction management services for major city design and construction projects; water resources engineering for EPA Stormwater permit compliance, flood protection, dams and drainage systems; pavement management; right of way permits; and manages the plans of the city's infrastructure.

The Fleet Maintenance division supports the department's operational divisions, as well as, the City's motor fleet (excluding the Police and Fire departments) by providing vehicle and equipment safety and emission inspections, repairs and maintenance.

The Solid Waste division provides a curbside collection of rubbish, recycling material, yard waste and bulk items to approximately 43,000 residential units.

The Streets Services division is responsible for the repair and maintenance of City's 1,100 lane miles of roadways and snow and ice operations.

The Storm Drain division maintains an estimated 14,000 catch basins, 5,000 manholes, 325 outfalls, 24 separate drainage basins, and miles of storm drainage pipe of various sizes throughout the City.

The Traffic division is responsible for the City's 200 signalized intersections, 180 miles of pavement markings, regulatory transportation and street name signage.

## **Fiscal Year 2012 Highlights**

Began the construction of a 960,000 cubic yard expansion at the Bondi's Island sanitary landfill

Resurfaced \$5 million worth of public roadways

Completed the FEMA (Federal Emergency Management Agency) Flood Control system inspection and certification

Began the \$4 million North Main Street enhancement project

Implemented a new Pavement Management System that will allow for improved condition analysis of the City's roadways

Implemented an oversight committee and developed task determination protocol to address issues related to the new National Pollutant Discharge Elimination System (NPDES) phase II permit from the Environmental Protection Agency (EPA).

Managed the design and construction of \$1 million worth of roadway and sidewalk improvements under a Community Development Block Grant program

Initiated the design of the \$9 million improvement to Boston Road from Pasco Road in Springfield to Stony Hill Road in Wilbraham

Completed the design of the \$2.5 million reconstruction of Allen Street/Bicentennial Highway Project

Managed the collection of 180,000 cubic yards of debris created from the June 1, 2011 tornado

Managed the collection of 500,000 cubic yards of debris created from the October 29, 2011 snow storm

The Fleet Division has created and implemented a 5-year vehicle replacement plan.

Initiated a metals recycling program at Bondi's Island landfill

Completed the Solid Waste Master plan

Converted 4 semi-automated trash routes to automated

Increased the City's recycling rate from 16% to 19%

Re-negotiated the city's recycling contract in an effort to ensure that market fluctuations will not result in additional expenses to the City

Sent our Solid Waste Manager to speak at a national and a regional trade show to illustrate the successes of the waste collection programs in the City of Springfield

## Risks and Challenges for Fiscal Year 2013

One of the ongoing challenges facing the DPW is finding an indoor location to store its vehicles and equipment. If the DPW is successful in securing such a location, the useful life of the City's vehicles will be extended considerably.

In the wake of Hurricane Katrina, the United States Army Corp of Engineers (USACE) mandated changes to how Springfield maintains the Connecticut River levee system. These new mandates required the DPW to secure and oversee a vendor to perform inspections, repairs, and maintenance activities in accordance to USACE standards.

In a continuing effort to address the quality of surface waters throughout the United States, the federal government, through its regional EPA offices, has initiated the draft Phase II permit of its National Pollutant Discharge Elimination System (NPDES) program. In order to comply with the permit, municipalities such as Springfield will have a significant investment of capital funds and manpower to address compliance issues. This federal mandate has been imposed without any financial support from either state or federal sources.

A majority of the City's fleet is beyond its useful life cycle. The City will need to make a substantial investment in vehicle and equipment replacements in the next five (5) years.

The City will need to consider the re-establishment of the sidewalk replacement program to address the backlog of sidewalk repairs and replacement applications.

The City's waste disposal costs continue to escalate. As of January 2012, Solid Waste tonnage is up 7% from the same time last year. In addition to waste tonnage increasing, waste disposal costs increase by 3.05% from FY11 to FY12. The City of Springfield needs to address the rising tonnage and costs by looking at new and innovative ways to reduce the amount of waste disposed of by the residents.

The DPW will continue to work with the City's Finance Department, FEMA, MEMA, FHWA and other federal agencies to complete the reimbursement process required for the June 1, 2011 tornado and the October Snow Storm.

## Strategic Decisions for Fiscal Year 2013

The DPW will create and implement an inventory control system with Cartegraph.

The DPW has requested funding through the Capital Asset Construction Department to contract with a vendor to perform all mandated levee inspections, repairs, and maintenance activities.

The DPW will continue to work with the Office of Planning and Economic Development and the Parks and Facilities Departments to locate property in the City where we can store our vehicles and equipment indoors.

The DPW will utilize its new Cartegraph pavement management system to better identify and prioritize roadway improvements throughout the City.

The DPW will provide the US Army Corp of Engineers with mandated quarterly inspection reports about the Connecticut River Levee System.

The DPW and the City's Vehicle Review Committee will work together to conduct a complete review of each department's fleet needs and usage habits.

The DPW will work with the Fire Department, Park, Buildings, and Recreation department to explore the feasibility of relocating the city's Emergency Operations Center to 160 Tapley Street.

Finally, the DPW will work with the Finance Department to identify funding to begin the replacement of the City's outdated fleet.

The DPW will become a member of the Dig Safe program, which will provide notice of all excavations being planned for City Streets. By joining this program the City is expecting to increase revenues from permit fees from entities who presently do not obtain the proper permit for excavations.



## Administration

**Description:** This division provides support to the operational divisions of the Department of Public Works. The administrative division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and accounts receivable, contract administration, information technology, and employee training and professional development. The DPW Director uses his administrative staff to ensure the day-to-day needs of the operational divisions are met.

## Fiscal Year 2013 Goals

**Goal:** Improve the perception of public safety throughout the entire City

Citywide Strategic Priorities Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of neighborhood meetings attended by DPW	N/A	6	8	N/A	8

## Engineering Program

**Description:** Under the direction of the City Engineer, this division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations. The Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This division will be responsible for the issuance and oversight of excavation permits within the City.

## Fiscal Year 2013 Goals

**Goal:** Convert private ways to public streets

Citywide Strategic Priorities Supported: Healthy Neighborhoods; Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of private ways converted	20	20	0	N/A	20

**Goal:** Conduct a pavement rating analysis

Citywide Strategic Priorities Supported: Healthy Neighborhoods, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of streets analyzed	464	618	618	N/A	620
Percentage of streets analyzed	25%	33%	33%	N/A	33%

## Multi-Year Goals

## Fleet Maintenance Division

**Description:** The Fleet Management Division is responsible for the repair and maintenance of approximately 550 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor / mowers, light maintenance equipment, and a variety of trailers and trailered equipment. Services provided by the Division also include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, 24-hours-per-day, year-round emergency response, and procuring replacement vehicles/equipment for the Departments served.

The Division is committed to being environmentally responsible and follows DEP guidelines regarding the use and disposal of any regulated items. Measures are also taken to reduce the amount of regulated waste generated. An example of this is our research and use of a parts washer cleaning solvent that is permitted to be disposed with our waste oil. We utilize two DEP-approved Clean Burn waste oil burners which also provide an alternative heat source and support the Mayor’s green initiative program.

## Fiscal Year 2013 Goals

**Goal:** Improve repair time for vehicles

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of fleet available	N/A	N/A	90%	N/A	90%
Average downtime / repair	N/A	N/A	TBD	N/A	TBD
Percentage of repairs that were scheduled	N/A	N/A	90%	N/A	90%
Percentage of preventative maintenance repairs	N/A	N/A	TBD	N/A	TBD

**Goal:** Recover costs to damaged City property

Citywide Strategic Priorities Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of claims issued	N/A	N/A	TBD	N/A	TBD
Percentage of claims recovered	N/A	N/A	TBD	N/A	TBD
Value of claims recovered	N/A	N/A	TBD	N/A	TBD

## Solid Waste Division

**Description:** The Solid Waste division provides weekly curbside pick-up of municipal solid waste and bi-weekly collection of single stream recycling and yard waste to 43,583 residential units. The Solid Waste division is responsible for the management of three (3) City owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi’s Island Landfill. The Solid Waste division operates nine (9) automated trash trucks, five (5) semi-automated trash trucks, six (6) semi-automated recycling trucks, four (4) yard waste trucks, one (1) bulk waste truck and one (1) complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and dead end streets. The Solid Waste division also provides curbside bulk waste pickup for a fee of \$8 per item. Residents can schedule bulk waste pick-ups through the City’s 3-1-1 Call Center. The Solid Waste division offers household hazardous waste collections twice a year. Household hazardous waste collection is free of charge to residents. The City, through the City Comptroller’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 2013, the Springfield Department of Public Works will continue to work to develop and initiate new solid waste reduction programs. The DPW will continue to enforce the City’s mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign will also be put in place to educate residents on the environmental benefits of recycling as well as its impact to the City’s budget. In Fiscal Year 2013, the DPW plans on organizing two (2) electronic drop-off days. These electronic drop-off days will allow city residents to dispose of common household electronic items at no cost to City residents. Collection routes will be routinely examined for ways to maximize efficiency based on the results of the waste reduction program. Also, the division will work with the Solid Waste Advisory Committee (SWAC) to review its current operations and produce a Solid Waste Master Plan.

## Fiscal Year 2013 Goals

**Goal:** Decrease complaints for missed collections

Citywide Strategic Priority Supported: Healthy Neighborhoods, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
# of complaints for missed collection	N/A	N/A	TBD	N/A	TBD

**Goal:** Secure grants from DEP for education and technical assistance

Citywide Strategic Priority Supported: Healthy Neighborhoods, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Total grant funds received	\$20,000	\$30,000	\$50,000	N/A	\$200,000

**Goal:** Reduce residential solid waste tonnage

Citywide Strategic Priority Supported: **Healthy Neighborhoods, Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Total Trash Tonnage	45,292	42,000	42,000	N/A	40,000

**Goal:** Increase the City’s recycling rate

Citywide Strategic Priority Supported: **Economic Vitality, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Recycling Rate	9%	15%	17%	N/A	23%

**Goal:** Increase the amount of hazardous waste collected

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Gallons of hazardous waste collected	4,410	4,465	5,953	N/A	6,500

**Goal:** Increase the amount of electronics collected

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Pounds of electronic waste collected	62,059	72,355	80,000	N/A	80,000

## Storm Drains Division

**Description:** This division maintains the City’s storm drain system. The Storm Drain division follows the best management practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater General Permit. Under this permit this subdivision “must have an operation and maintenance plan to ensure that the systems function as designed for all stormwater management systems.” The Storm Drains Division estimates there that are approximately 14,000 catch basins, 5,000 manholes, 325 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 six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections.

## Fiscal Year 2013 Goals

**Goal:** Ensure storm water systems function as designed

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of storm water outfalls inspected	10%	5%	12.5%	N/A	12.5
Number of storm water outfalls inspected	28	14	35	N/A	35
Number of sweeps around bodies of water	4	5	4	N/A	3

**Goal:** Increase the number of catch basins receiving annual cleaning

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of catch basins cleaned	1,640	2,000	2,800	N/A	2,400

## Streets Services

**Description:** The Street Service division maintains 1,100 lane miles of roads, 600 miles of sidewalks and is responsible for fifteen (15) bridges. The Street Maintenance division's core services include roadway repair, asphalt patching, street sweeping, support to the storm water division, and respond to snow & ice events. The Street Maintenance division combats deteriorating streets with its milling and paving machines. The milling and paving program allows the division to extend the life of roadways by repairing small sections which large contractors would not otherwise service. This program milled and paved over 10,000 square yards of roadway surface. In Fiscal Year 2013, the street sweeping program expects to sweep the entire City once and the Central Business District streets as needed. Snow and Ice Control is a seasonal operation responsible for snow removal, as well as, sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 20 pieces of City equipment to fight small snow and ice events. During large snow events the City fleet is supplemented with up to 185 hired plows.

### Fiscal Year 2013 Goals

**Goal:** Improve the City's response to crime and quality of life issues regarding safety

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Response time to pot hole complaints (days)	2	2	2	N/A	2
DPW average response time to snow complaints (based on 24 hour days)	N/A	N/A	50%	N/A	1 Day
Number of city drivers available for snow operations	22	16	32	N/A	32

**Goal:** Re-establish the pavement milling and overlay program

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Yards of streets milled and paved by DPW (sq. yards)	0	10,000	10,000	N/A	0

**Goal:** Maintain the number of streets receiving regular sweeping

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of times the streets have been swept	3	4	3	N/A	3

## Traffic Division

**Description:** The Traffic division is responsible for the maintenance and repair of the City's 200 signalized intersections and 14 school zone flashers. The division manufactures and installs all regulatory, warning and guide signs. The division maintains 180 miles of pavement markings including crosswalks and administers the accident recovery program for damages to City property. Additionally, this division administers in conjunction with Western MA Electric Company, the maintenance of 14,000 city street lights.

## Fiscal Year 2013 Goals

**Goal:** Maintain transportation regulatory signs

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of stop signs geocoded (replacement plan)	50%	70%	100%	N/A	100%
Percentage of stop signs Repaired / Replaced within 1-2 days	N/A	N/A	TBD	N/A	100%

**Goal:** Improve the City's response to crime and quality of life issues regarding safety

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of old traffic signal controllers replaced	8	6	10	N/A	0
Response time to signal knockdowns in hours	N/A	24	24	N/A	24



## Grants Summary: Department of Public Works

**1. Wheeled Recycling Carts Grant:** To purchase recycling equipment.

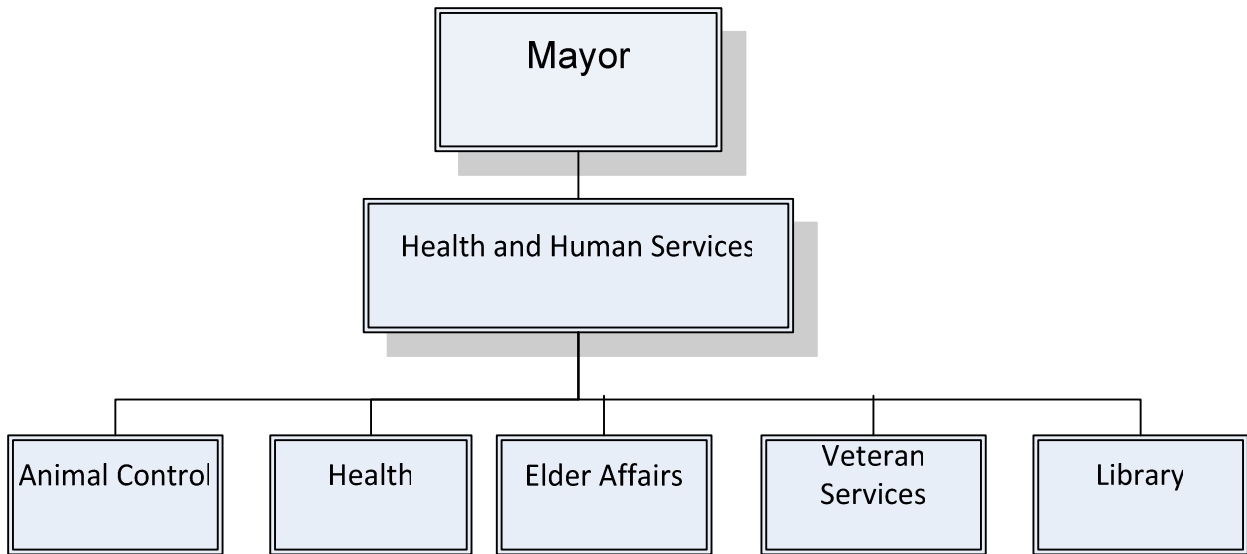
Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance	Percent Change
	State Other					FY12- FY13	
1. Mass Housing Partnership	State	100,000	0	0	0	0	0.0%
<b>TOTAL</b>		<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>

# All Funds Budget

**Section 9**  
**Health and Human**  
**Services Division**

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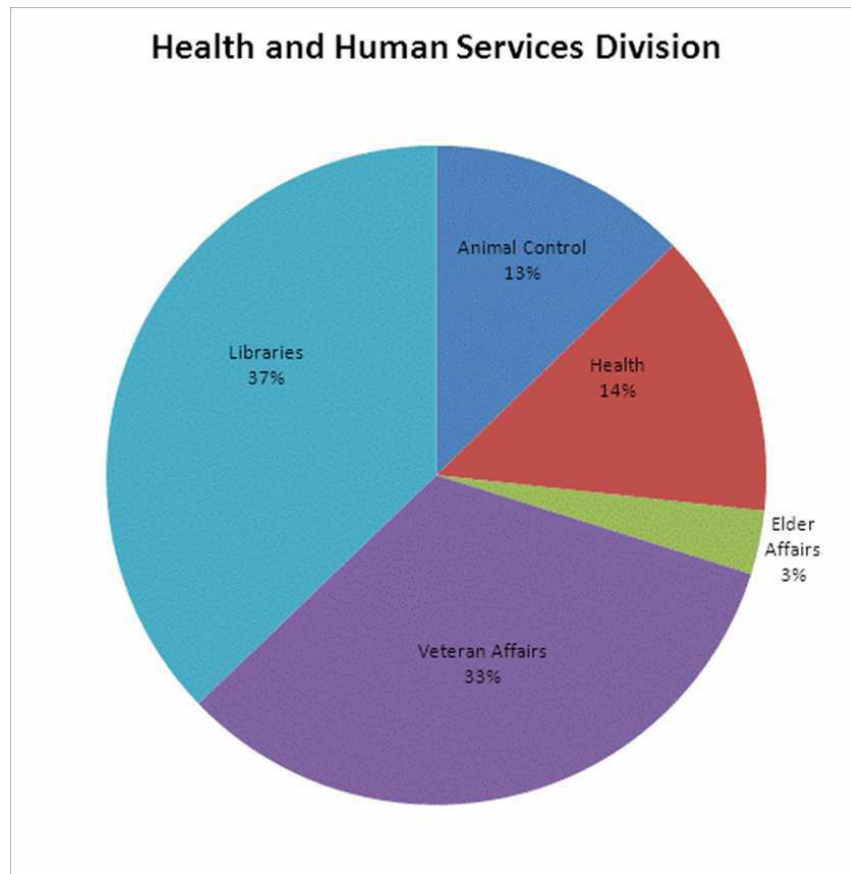
# Health and Human Services Division



## 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.

# General Fund Budget and Staffing Overview



Division Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Animal Control	\$1,067,324	\$1,248,244	\$1,285,183	\$1,218,213	(\$30,031)	-2.4%
Health	\$1,466,112	\$1,371,200	\$1,380,792	\$1,337,057	(\$34,143)	-2.5%
Elder Affairs	\$300,349	\$295,645	\$300,019	\$298,517	\$2,872	1.0%
Veteran Affairs	\$2,484,399	\$2,271,116	\$3,151,491	\$3,151,491	\$880,375	38.8%
Libraries	\$3,960,154	\$3,669,638	\$3,671,611	\$3,555,318	(\$114,320)	-3.1%
<b>Total Division</b>	<b>\$9,278,338</b>	<b>\$8,855,842</b>	<b>\$9,789,096</b>	<b>\$9,560,596</b>	<b>\$704,754</b>	<b>8.0%</b>

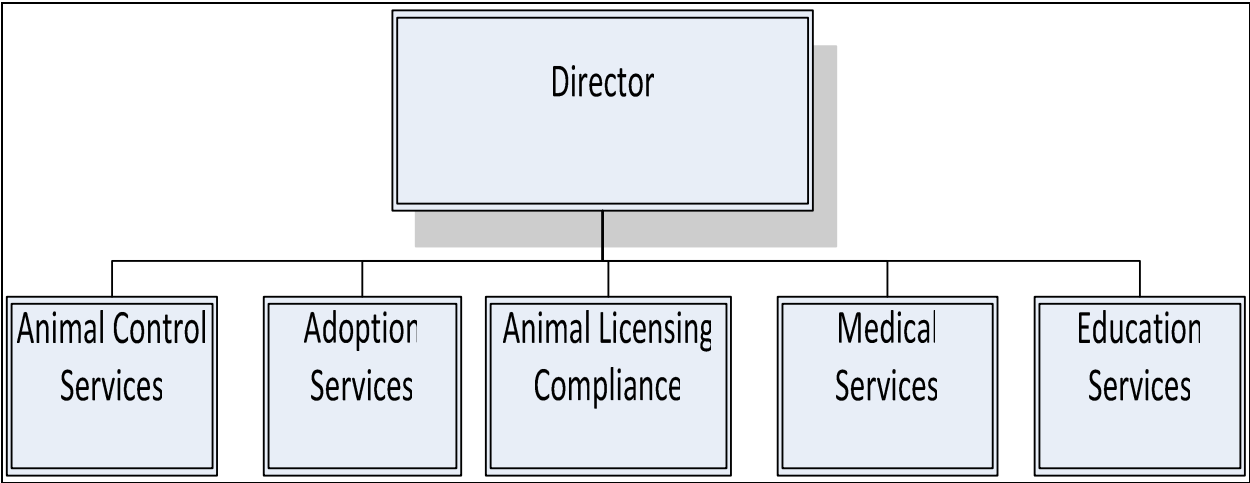
Division Personnel (FTE's)	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Animal Control	10.0	10.0	10.0	11.0	1.0	10.0%
Health	26.9	44.1	44.1	43.7	-0.4	-0.8%
Elder Affairs	5.9	14.5	14.5	14.4	-0.1	-0.7%
Veterans	4.0	4.0	4.0	4.0	0.0	0.0%
Library	64.9	74.1	74.1	70.0	-4.1	-5.5%
<b>Total FTE's</b>	<b>111.7</b>	<b>146.7</b>	<b>146.7</b>	<b>143.1</b>	<b>-3.6</b>	<b>-2.4%</b>

# HHS Division FY13 Funding Sources

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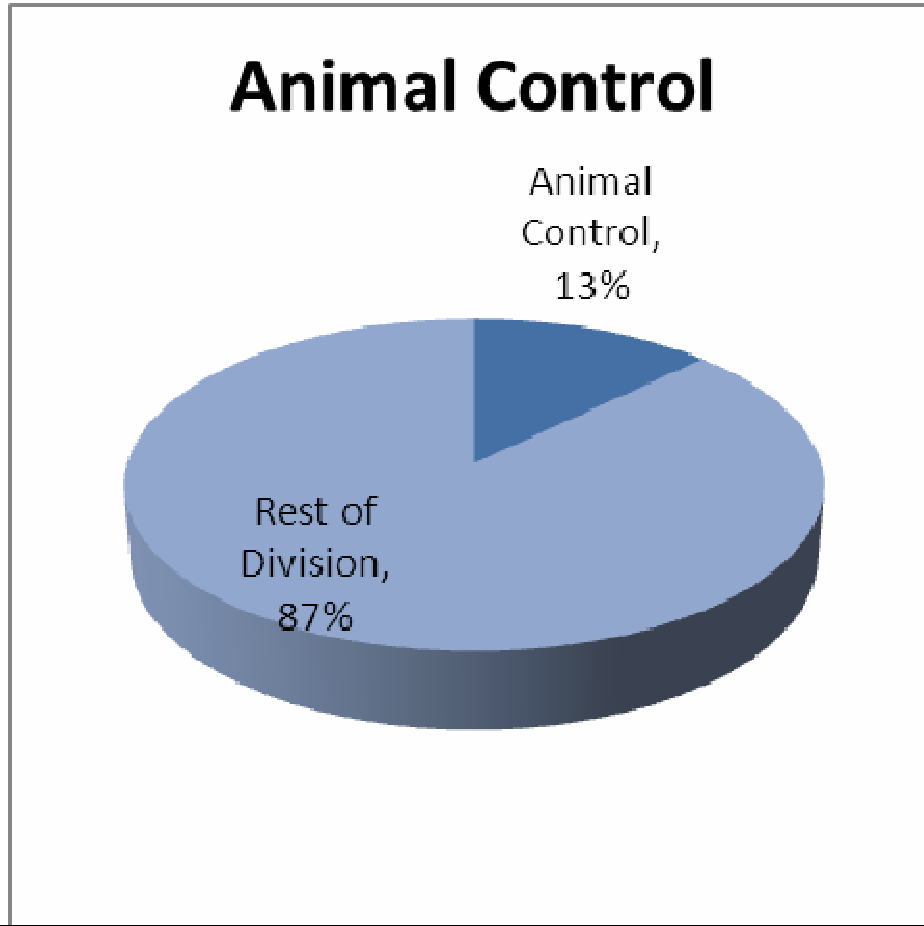
# Thomas J. O'Connor Animal Control & Adoption Center



### 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 public health and safety as well as for animals in a homeless state.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$357,340	\$343,686	\$0	\$373,382	\$29,696	8.6%
OTPS	\$709,984	\$904,558	\$0	\$844,831	(\$59,727)	-6.6%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$1,067,324</b>	<b>\$1,248,244</b>	<b>\$0</b>	<b>\$1,218,213</b>	<b>(\$30,031)</b>	<b>-2.4%</b>

	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
<b>Animal Control</b>						
General Fund FTEs	10.0	10.0	10.0	11.0	1.0	10.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>11.0</b>	<b>1.0</b>	<b>10.0%</b>

# Animal Control Department Summary

The Thomas J. O'Connor Animal Control and Adoption Center (TJO) provide animal control services to the cities of Springfield, Chicopee and Holyoke. It conducts operations out of one facility, a multi-service adoption center, often referred to as TJO or the "Center", located at 627 Cottage Street in Springfield. 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. Four Animal Control Officers focus on providing professional, knowledgeable field service. In Fiscal Year 2012, TJO provided respectable response times, meeting 95% of targeted goals. The focus of TJO's four Animal Care and Adoption Counselors is to provide the best possible care for in-shelter animals while maintaining responsive customer service. Due to limited staff, TJO has expanded the opportunities and responsibilities of its 150 volunteers. TJO collaborates with animal welfare organizations across the state and northeast to transfer animals, resulting in increased animal placements, decreased euthanasia, reduced holding times for animals and reduced expenditure of City resources.

## Fiscal Year 2012 Highlights

Within an hour of the tornado, TJO staff arrived at the MassMutual Center emergency shelter providing crates and supplies to tornado victims who were accompanied by their animals. Animal control officers were in neighborhoods conducting search and rescue and staying in constant communication with residents missing their animals or sighting stray, often injured animals. The Center received 87 displaced animals as a result of the tornado. Temporary care was provided for animals whose owners were left homeless. An animal food and supply bank serving displaced families with pets was immediately set up and stayed open daily through mid-July.

TJO animal control officers responded to priority 1 and 2 field calls (those involving (1) a human being threatened or (2) an animal in distress) in less than 19 minutes 95 % of the time.

TJO networked with over 50 groups to transfer nearly 900 animals to smaller shelters for adoption. These relationships have been forged just since FY09 when a mere 50 animals were transferred to receiving groups. Transferring animals from our very busy adoption center to smaller, private groups allows more animals to be adopted more quickly and considerably reduces expenditure of resources at the Center.

TJO's team of over 150 volunteers provided 11,000 hours of service in all areas such as: greeting; matchmaking; cleaning/disinfecting; veterinary assistance; housekeeping; maintenance; special events; animal transport; website updates; telephones; volunteer training; animal behavior counseling and more.

TJO received a \$12,000 grant from the Massachusetts Animal Coalition's Animal Friendly license plates. These funds provide for the sterilization (spay/neuter) of shelter animals to help fight animal overpopulation/homelessness.

## **Fiscal Year 2012 Highlights (continued)**

TJO sterilized 100% of animals prior to adoption, meeting the FY12 goal. This ensures that TJO adopted animals do not reproduce and risk adding to the already staggering burden of animal overpopulation/homelessness.

TJO collaborated with Dakin Pioneer Valley Humane Society (DPVHS) on Union Street in Springfield for sterilization services, sheltering, educational efforts and more. Currently, 50% of our spay/neuter surgeries are performed at a reduced cost at DPVHS.

TJO staff and volunteers participated in 90 community and special events with educational messages about safety around animals and responsible pet ownership. In addition, youth and civic groups frequented TJO for tours and educational presentations.

As a result of being out and about in the community continually, support of the TJO Facebook page soared to over 5, 500 people. This provides TJO an opportunity to broadcast special events, reunite more animals with their families, promote adoptable animals and share important reminders such as vaccination and license deadlines.

We partnered with Holyoke Community College, UMass and Becker College to give veterinary students hands on opportunities to perform needed vaccinations and blood tests to animals allowing them to gain valuable experience in their field.

## Risks and Challenges for Fiscal Year 2013

The staff at TJO is extremely conscious of the broad affects, both positive and negative, that animals can have on the quality of life of the City's residents. TJO remains committed to listening and responding to the communities' needs regarding animal control but the staff is sometimes stymied in these efforts due to budgetary restrictions.

Annually increase public awareness and perception of TJO as a full service animal agency that responds to all animal-related concerns. This combined with the poor economic climate has presented an increase in field service requests by residents. TJO handled over 500 additional field calls this fiscal year than last. In addition, the MSPCA who typically responded to complaints of animal cruelty and neglect has scaled back their law enforcement division, leaving TJO Officers to respond as the primary cruelty investigators.

Despite recent successes, the current staffing level causes TJO's operations to be more reactive, than proactive. It is a concerted but seriously strained effort to maintain service levels. In the field, four animal control officers respond to calls during the hours of 8 am to midnight every day with emergency response available 24/7. This low Officer level leaves an Officer on duty alone (1.2 officers/day) presenting safety concerns.

At the Center, four staff members provide animal and customer care seven days a week in a remarkably busy environment. Growth in programs at this time is unlikely. Three years of budget reductions at the same time TJO is realizing a significant increase in cost of supplies/vendor services is programmatic growth prohibitive.

It is critical that TJO continues to reach 100% spay/neuter compliance rate of adoptable animals to reduce the potential burden that animals place on the community if left reproductively intact. To continue 100% sterilization before adoption rate funding will be needed. While the funding is needed up front, these costs are largely, and often, wholly, made up through adoption fees.

## **Strategic Decisions for Fiscal Year 2013**

As a result of increased expectations for service, both in the field and in the Center, TJO will examine every available option for continued growth and positive results.

TJO will continue to forge new relationships for the transfer of animals in a timely fashion, significantly reducing expenditure of human and other resources.

To increase revenue to the general fund and better reflect the value of services an animal up for adoption receives, TJO will work with various city departments to increase the fees associated with adopting an animal. Currently, every animal is spayed or neutered, micro-chipped, vaccinated appropriate to age, blood tested, treated for intestinal and external parasites and more, all prior to adoption. Current adoption fees are drastically below market value and do not reflect the value of the investment made by TJO into an individual animal. Proposed increases will help offset expenses and increase revenue to the general fund by an anticipated \$56,000 annually.

# Animal Control Services

**Description:** Animal control officers (ACO) are on duty 24 hours each day, 7 days per week, providing animal control services to Springfield, Chicopee, and Holyoke. Officers respond to a variety of calls for assistance, giving top priority to calls regarding at-large aggressive animals, ill or injured animals, 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 assists utility workers, property owners and managers and the general public as required. Dangerous/nuisance animal issues are quickly addressed and Springfield’s strong dangerous dog ordinance is enforced. Furthermore, ACOs assist 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 certified through Animal Control Officers Association of Massachusetts.

## Fiscal Year 2013 Goals

**Goal:** Improve the perception of public safety throughout the entire City (and participating cities)

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of neighborhood meetings attended	N/A	3	4	2	4

**Goal:** Improve the City’s response to crime and quality of life issues regarding safety

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Average response times to Priority One calls (minutes)	20	19	18.5	14	17.5
Average response times to Priority Two calls (minutes)	20	19	18.5	20	18.5
Average recorded response times for calls non priority 1 and 2	N/A	3 days	2 days	1 day	1 day

## **Multi-Year Goals**

Implement a license canvassing team

Institute effective means of collecting revenue owed

Reduce animal bites through education and strong ordinance enforcement

Seek grant funding to implement a free Pit Bull spay/neuter program for residents reclaiming their lost dogs.



## Adoption Services

**Description:** The TJO Adoption Center has become increasingly popular over the past few years, with hundreds of patrons visiting the facility each week. Animal care staff not only work daily to make the Center clean and keep the animals healthy, but also to make appropriate matches between animals and adopters. The animal care/adoption staff is well-versed on a variety of animal health and behavior issues. TJO's adoptable animals are marketed in a number of venues including television, newspaper, radio, social networking sites and several websites. Adopted animals are vaccinated, micro-chipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable. Each dog is given a multi-point behavioral assessment prior to adoption to help ensure safe dogs are being returned to the community.

## Fiscal Year 2013 Goals

**Goal:** Formulate innovative ways to expand volunteer opportunities and training.

Citywide Strategic Priority Supported: **Public Safety; Fiscal & Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of new recruits	N/A	28	35	62	60
Number of new training opportunities	N/A	6	15	32	30

**Goal:** Increase the rate of transfer of TJO animals.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of animals transferred	736	860	900	628	750

**Goal:** Increase adoption fees to better reflect value of services invested by TJO prior to adoption.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Revenue generated through cat and dog adoption fees	\$102,150	\$102,150	\$167,891	\$105,665	\$155,000

## **Multi-Year Goals**

Increase staffing levels to ensure that at least two animal care staff members are working each day to ensure a safe work environment, adequately care for animals, and provide optimal customer service

Collaborate with Dakin Pioneer Valley Humane Society on a large scale pit bull spay/neuter effort targeting specific neighborhoods in need

Increase recruitment and retain core volunteers to assist with daily operations. Develop volunteer phone tree so each shift is covered.

## Medical Services

**Description:** Veterinary services are provided two full days per week. The TJO veterinarian examines every animal presented with a medical problem as well as each animal placed up for adoption. The veterinarian administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries such as limb amputation, tumor removals and hernia repairs for animals receiving temporary housing at the Center. Expenses for elective surgeries and treatments are not funded by the City, but instead, are funded by the Thomas J. O'Connor Animal Control and Adoption Center Foundation.

Approximately half of needed spay/neuter surgeries are currently outsourced to Dakin Pioneer Valley Humane Society's Community Spay/Neuter Clinic. Through increased spay/neuter efforts, it is our hope to control the high pet population problem, reduce intake numbers (and therefore reduce expenses) and reduce aggressive animal incidents in Springfield and the surrounding area.

## Fiscal Year 2013 Goals

**Goal:** Outsource the majority of spay/neuter surgeries to Dakin's spay/neuter clinic.

Citywide Strategic Priority Supported: Fiscal & Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of outsourced spay/neuter surgeries	507	690	800	561	800

**Goal:** Decrease the surgical wait-time for adopted and reclaimed animals.

Citywide Strategic Priority Supported: Fiscal & Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Average surgical wait time	11 days	7 days	6 days	7 days	5 days

**Goal:** Sterilize 100% of all animals prior to leaving the Center, as individual health allows.

Citywide Strategic Priority Supported: Fiscal & Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percent of animals sterilized before departure	N/A	98%	100%	100%	100%

**Goal:** Increase rabies vaccine compliance throughout the service area.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

**Action Step:**

1. Offer vaccine clinics both at the Center and other locations throughout the service area.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of animals vaccinated per clinic	66	90	100	N/A	40
Number of rabies clinics held	1	1	2	N/A	6

**Goal:** Increase the identification rate of animals in the community through low-cost, accessible micro-chipping.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

**Action Step:**

1. Offer micro-chipping clinics, in conjunction with rabies clinics, both at the Center and other locations throughout the service area.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Animals microchipped per clinic	26	30	40	N/A	20
Number of microchip clinics held	1	1	2	N/A	6

## Multi-Year Goals

Work toward hiring a full-time veterinarian to reduce overall costs and increase quality of care

Network with veterinarians in the community who may be able to provide free or low-cost specialty services (ex: ultrasounds, ophthalmic exams, and exotic species exams)

Seek grant funds to assist with the increasing costs of animal sterilization

Enhance the ability to perform most non-emergency procedures in-house

## Education Services

**Description:** Most of TJO’s educational efforts are at point-of-contact or via website, email or telephone. Although current staffing levels do not allow public education courses such as dog bite prevention to be offered, the Center does provide tours and informational talks to a large number of youth groups each year. The Center has established many relationships within the community which enables it to further promote animal welfare and responsible pet ownership. TJO partnerships include Holyoke Community College and Becker College Veterinary Technician programs, UMass Amherst Pre-Veterinary program, Springfield College and Western New England College.

## Fiscal Year Goals

**Goal:** Ensure that the Center is available for youth tours at least twice each month.

Citywide Strategic Priority Supported: **Fiscal & Operational Excellence**

**Action Step:**

1. Put trained volunteers in place to run these tours regularly.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of youth tours/year	13	15	24	28	28

## Multi-Year Goals

Partner with Dakin Pioneer Valley Humane Society’s humane educator to reach disadvantaged youth and adults with a humane message of increasing responsible pet guardianship.

Expand the volunteer program so that experienced and knowledgeable volunteers can act as Ambassadors for TJO.

Revise all educational handouts and make them available in Adoption Center lobby and in each Animal Control vehicle.

## Grants Summary: Animal Control

1. **Mass Animal Coalition:** To pay for the spay and neuter of animals at the shelter.

2. **ASPCA:** To pay for the spay and neuter of animals at the shelter.

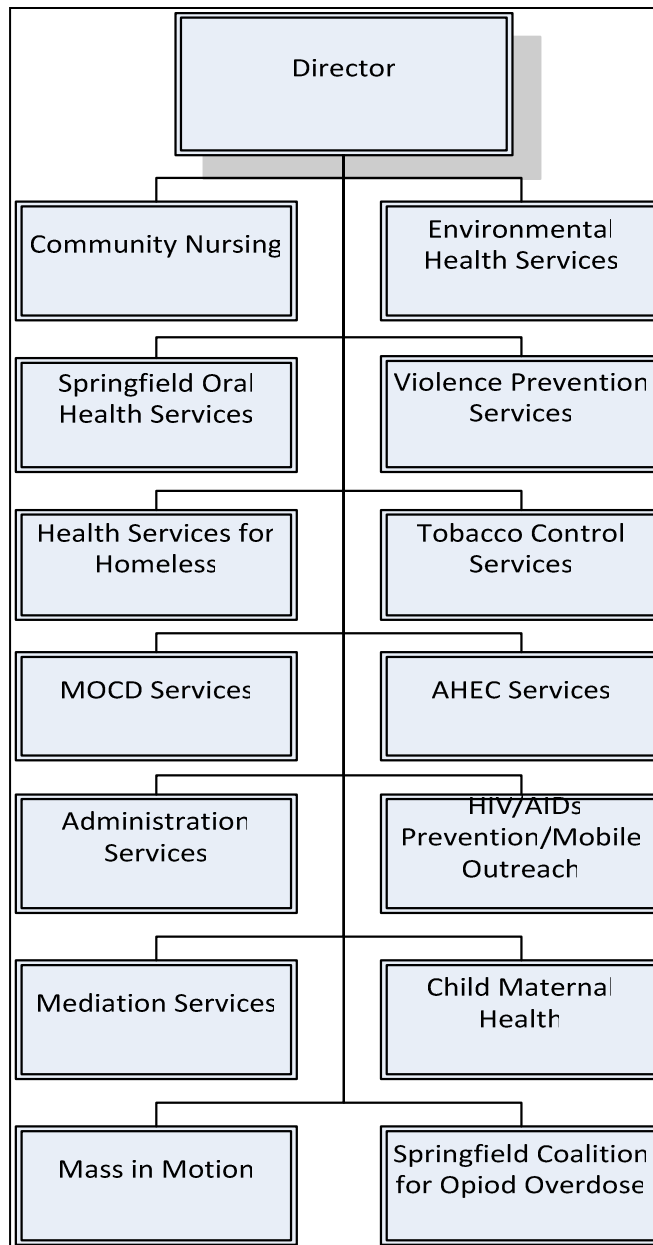
Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
<b>1. MA Animal</b>							
Coalition	Other	12,435	0	12,000	12,000	12,000	100.0%
<b>2. ASPCA</b>							
	Other	10,000	0	0	0	0	#DIV/0!
<b>TOTAL</b>		<b>22,435</b>	<b>0</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>100.0%</b>

# All Funds Budget

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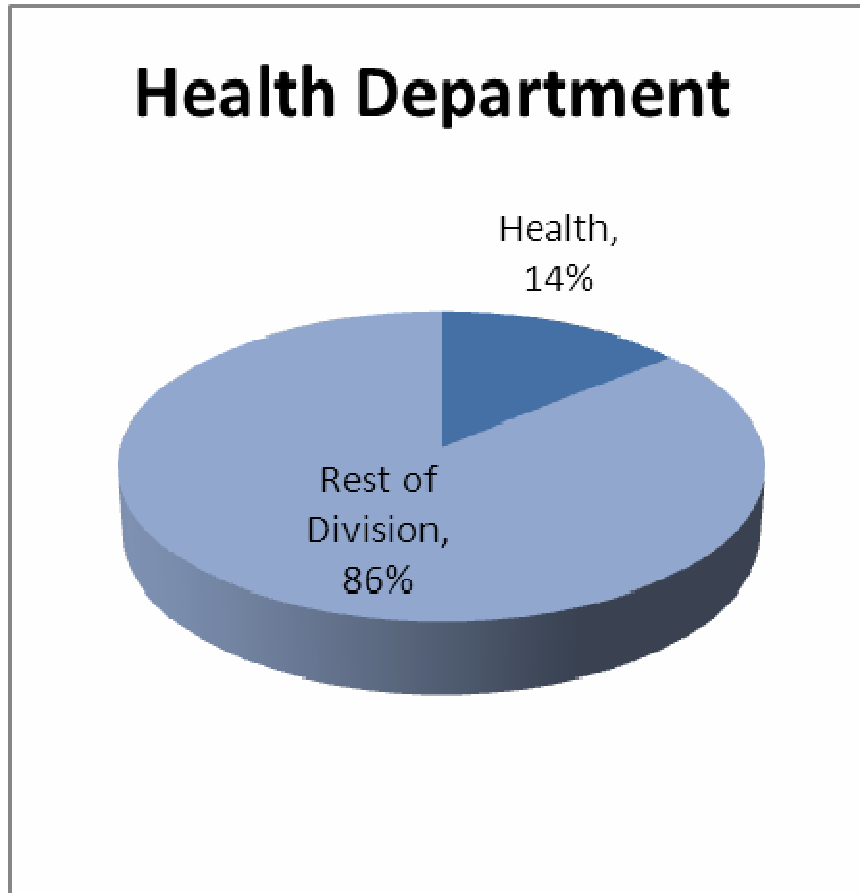
# Health Department



## Mission Statement

The mission of the Springfield Health Department is to promote physical and mental health, control communicable diseases, sanitize the environment, and to prevent disease, injury and disability for the residents of the City of Springfield. The Department is also mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$1,270,893	\$1,159,084	\$0	\$1,140,868	(\$18,216)	-1.6%
OTPS	\$195,219	\$212,116	\$0	\$196,189	(\$15,927)	-7.5%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$1,466,112</b>	<b>\$1,371,200</b>	<b>\$0</b>	<b>\$1,337,057</b>	<b>(\$34,143)</b>	<b>-2.5%</b>

Health and Human Services						
General Fund FTEs	26.90	25.00	25.00	22.53	(2.47)	-9.9%
Enterprise Fund FTEs	-	-	-	-	-	#DIV/0!
Revolving Fund FTEs	-	-	-	-	-	#DIV/0!
Grant FTEs	-	19.10	19.10	21.20	2.10	11.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	#DIV/0!
<b>Total FTEs:</b>	<b>26.90</b>	<b>44.10</b>	<b>44.10</b>	<b>43.73</b>	<b>(0.37)</b>	<b>-0.8%</b>

# **Health and Human Services Department Summary**

The Springfield Department of Health and Human Services (SDHHS) works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. In addition SDDHS is charged with developing policies that will protect the health and well-being of residents and assuring a quality diverse healthcare workforce by improving access to education, employment and health services.

## **Fiscal Year 2012 Highlights**

### **Springfield Department of Health and Human Services for the Homeless Health Center**

Health Services for the Homeless (SHS) Health Center located at 755 Worthington Street was licensed by the Commonwealth of MA, DPH and officially opened on January 10, 2011.

The Springfield Department of Health and Human Services Adolescent Health Center (SDHHS) was built and licensed during this fiscal year. Open house was held for the SDHHS Adolescent Health Center located at 11 Wilbraham Road on October 27, 2011. Mayor Sarno was a part of the ribbon cutting ceremony. This health center adds another two dental chairs and three exam rooms. The first patient was examined on May 8, 2012.

HSH Health Center, a 330 Health Center, is eligible for Health Safety Net (HSN) plan benefits. We will have the ability to access some of the funds from this program to pay for dental care for those homeless adult patients in need. The billing department is working with HSN to set up the HSH Health Center with their reimbursement program. HSH would cover some of the services MassHealth dropped for adults in 2010 – mainly restorative services. HSH has been credentialed with Health New England.

HSH was able to bring on board three new staff members; a physician who specializes in pediatrics as well as internal medicine, a finance analyst and a registered nurse who will work primarily with our adolescent population.

HSH Program staff has worked consistently in developing relationships with community based organizations and programs, therefore insuring that our community knows that we are a resource and what we can provide. With this strategy we hope to also increase our revenue stream.

## **Fiscal Year 2012 Highlights (continued)**

### **Springfield Department Health and Human Services – Coalition for the Opioid Overdose Prevention (SCOOP)**

During the fiscal year 2012, Springfield Coalition for Opioid Overdose Prevention (SCOOP) collaborated with the DEA, to implement a prescription drug disposal event at Springfield Central High. In September 2010, the amount of prescription drugs properly disposed of in Hampden County was 257.8 lbs. In April 2011, with the efforts of the SCOOP coalition, the amount of properly disposed prescription drugs was 836 lbs. (Drug Enforcement Agency, May 13, 2011).

SCOOP trained/educated all of the Springfield Police Department's cadets and seasoned officers during their mandated in-service training on opioid overdose reversal techniques and how to address the barrier for contacting EMS during an overdose incident with community stakeholders.

SCOOP contracted to create a culturally competent opioid overdose prevention curriculum as an effort for substance abuse serving agencies to work more effectively with individuals they serve.

SCOOP held a highly successful conference at the Basketball Hall of Fame to present data on opioid overdose. Those in attendance included the Mayor of Agawam.

### **Springfield Department of Health and Human Services – Child Maternal Health Commission**

Completed Child Maternal Healthy Start Plan for the City of Springfield in conjunction with the Healthy Start Coalition we formed last fiscal year.

Child Maternal Health Plan to be presented to the community at the Basketball Hall of Fame on June 15<sup>th</sup>.

Child Maternal Health Commission held a teen summit for pregnant and parenting teens in March at Mercy Medical Center. Over 100 teens participated.

Child Maternal Health Commission will hold a Community Baby Shower on May 16<sup>th</sup> and expect in excess of 500 participants.

### **Springfield Department of Health and Human Services – Mass in Motion – Springfield Wellness Leadership Council (SWLC)**

Springfield Wellness Leadership Council (SWLC) wellness council formed a subcommittee to map all the places where people can be physically active in the city and identify areas that were in most need of places to be active. We partnered with the parks department and our city's planning department and gained access to open space maps to help us determine the areas of greatest need.

## **Fiscal Year 2012 Highlights (continued)**

SWLC ran 4 open gym programs from January – April 2011. The gyms were open 3-4 nights/week from 5:30-8:30 and offered basketball to school-aged kids. The gyms were at capacity each night and showed the need for safe places for kids to go to be physically active.

SWLC gained funding from Mass in Motion, the Davis Foundation, and Health New England (\$27,680 in total) to operate open gyms for the 2011-12 winter. Three gyms will be open and running basketball for school-aged kids and swim programs for the whole family.

SWLC has also established a relationship with Dunbar Community Center and have funded a hip-hop dance program for teen-age girls, as an effort to draw more girls to the open gyms program. All programs will be free to residents.

We are working to establish a joint-use agreement with AIC to allow the public access to their track in the off-hours.

The Walking School Bus (WSB) task force was created and is comprised of Mass in Motion, Live Well Springfield, Brightwood Elementary School, Housing Department, members from the School Department, the YMCA, and Safe Routes to School. “The Walking School Bus Task Force (WSBTF) works to create an opportunity for students to add more minutes of physical activity to their day, while at the same time improving their attendance, attention to learning, and reducing tardiness.

Mass in Motion is part of the subcommittee formed out of the Springfield Food Policy Council that is comprised of Mass in Motion, Live Well Springfield, Mason Square Health Task Force, UMass, Sodexo, a food pantry, as well as parents, to improve the quality of food in Springfield schools.

Mass in Motion worked in conjunction with the Food Policy Council to pass the Community Garden Ordinance.

## **Springfield Department of Health and Human Services – Emergency Preparedness**

Neighborhoods that are prepared for public health emergencies and disaster events save lives, reduce the severity of injuries, trauma and reduce property damage. Individuals and neighbors work together to help develop stronger communities and improve the quality of life.

The department contributed to the following meetings and trainings:

Community Emergency Preparedness trainings	(11)
Staff Incident Command System trainings	(5)
Hampden County Health Coalition meetings	(15)
Staff/Community Partners Exercises (TTX)	(2)

## **Fiscal Year 2012 Highlights (continued)**

Call-down exercises for all participating staff & partners	(3)
Medical Reserve Corps trainings	(11)
Medical Reserve Corps Outreach (Tabling)	(4)
Medical Reserve Corps Quarterly Meetings	(3)
Medical Reserve Corps Disaster Call Out	(5)
Medical Reserve Corps Badging Ceremonies Events	(4)
EP Planning Meeting with staff and community partners	(1)

## **June 1, 2011 Tornado**

Springfield Medical Reserve Corp established presence immediately by Bettye Anderson Frederic, Medical Reserve Corps Coordinator/Deputy Director.

Department of Health and Human Services and Medical Reserve Corps volunteers were at the shelter day and night for ten days.

Department of Health and Human Services staff coordinated transportation activities throughout the shelter experience.

### **During Phase I**

Immediately care was given to wounds and trauma from the tornado. Hundred treated.

Provided blood pressure, blood glucose, pregnancy tests, insulin as needed, infant formula, milk, wheelchairs, walkers, crutches, socks, diapers.

### **During Phase II**

Medical Reserve Corp transitioned to delivering health maintenance/prevention and infection control.

Developed a system of transportation services for residents needing prescription refills, doctors' appointments specialist and laboratory appointments.

Medical Reserve Corps asked to "stand down" on June 12, 2011.

## **Fiscal Year 2012 Highlights (continued)**

### **October 29<sup>th</sup>/Snowstorm**

Springfield Department of Health and Human Services established a shelter at Central High School from October 30, 2011 – November 6, 2012.

Total Visitors Captured – 496

Average Days Occupied – 3.5 days

Highest Concentration of Visitors was from the Hill McKnight, East Springfield, Forest Park, and Indian Orchard neighborhoods.

Primary Language English 54%

### **Springfield Department of Health and Human Services – Springfield Adolescent Sexual Health Advisory (SASHA)**

SASHA in conjunction with the Springfield School Department advocated for a condom availability policy to be implemented in the Springfield Public Schools.

SASHA held a community forum at the Basketball Hall of Fame on January 25, 2012 to gather input from the community.

The Springfield School committee passed a condom availability policy.

SASHA will hold an implementation forum for parents on May 30, 2012.

### **Springfield Department of Health and Human Services – Community Health Nursing**

Community Health Nursing distributed over 2,000 flu shots to city residents. In addition, the unit managed over 100 tuberculosis cases.

### **Springfield Department of Health and Human Services – Environmental Health**

The Environmental Health initiated over 3,000 inspections for food handling.

### **Springfield Department of Health and Human Services – Tobacco Control Program**

On March 21, 2012, the Public Health Council passed a regulation banning the sale of tobacco products in Healthcare Institutions, including pharmacies. The ban is scheduled to go into effect on May 21, 2012.

## Risks and Challenges for Fiscal Year 2013

Changes to Mass Health/DentalQuest dental benefits as of July 1, 2010 have had an adverse effect on both dental clinics.

Although there have been many attempts at the State level by various groups, adult dental care remains in the same position as last year, providing only the most basic services to MassHealth recipients.

Although there have been no changes in this area since the 2010 report, MassHealth has held steady with the changes imposed in July 2010 for children's benefits. There was a slight increase in the fees associated with covered services for children.

No Tooth Left Behind Dental Clinic is not a federally funded clinic and must rely on the revenues generated to carry out its mission in the community. During this year, policies and procedures (P/P) were drafted for the collection of cash payments for services rendered to those without a dental insurance plan. The P/P was approved and we are waiting to get an account set up to accept funds generated. The past year has been difficult in that we have had to turn away a lot of our adult patients with MassHealth.

Health Services for the Homeless continues to face many challenges, we are revenue driven, we are however, working towards, cross-training more staff so that clients are receiving the services that we offer and staff able to provide more comprehensive services.

Springfield Department of Health and Human Services continues cut back on all levels, one of our biggest challenges continues being how to maintain an excellent level of care for those in the community who are most vulnerable.

Health Services for the Homeless must maximize revenue in order to remain viable.

The Springfield Wellness Leadership Council (SWLC) was trying to run the open gyms program with no money. The program absolutely requires paying parks and recreation staff to supervise the kids. We brought this issue to our council and one of our council members who are a Director at Health New England said they could offer \$10K (they had some year-end money they had to spend).

Another obstacle for SWLC has been to implement changes for all school vending machines when there are 15+ vendors in the city. We had a hard time tracking down vendors and getting contact info, so we decided to work with Sodexo who has about 7 vending contracts in the schools. Ideally, the city would issue an RFP and put all vending under one vendor.

The loss of the HIV/AIDS position in last year's budget process has severely hampered our ability to work with community based organizations to decrease the number of new city residents infected with HIV. Violence Prevention Coordinator has taken on the role of doing the "death watch" to assure no homeless people are on the street when the temperature dips below 10 degrees. SDHHS is mandated to provide these services.



## Strategic Decisions for Fiscal Year 2013

This report represents the organization, manpower and requirements that will be necessary to enhance and revitalize the City of Springfield Health and Human Services organizations for the period of 2011-2015. To begin with, and to set the tone, the philosophy and mission of the Department is as follows: "The Springfield Department of Health and Human Services shall strive to secure a healthy physical and environmental setting for all residents. It shall endeavor to safeguard the public health from disease, disability and premature death by providing services, health education and surveillance activities." The challenges facing a healthy Springfield are becoming more obvious by statistical evidence and citation by the Massachusetts Department of Public Health identifying those areas to which this department must respond. These include:

Violence Prevention	Health Services for Homeless
Infant Mortality	Drug and Alcohol Abuse
Teenage Pregnancy	Community Based Health Centers
Lead Poisoning	School Health Curriculum
Pandemic Preparedness	Oral Health
Health and Wellness	Sexually Transmitted Diseases – HIV/AIDS Prevention

We must achieve "a vision for a healthy Springfield", characterized by significant reductions in preventable death and disability, enhanced quality of life, and greatly reduced disparities in the health status of populations within our society." (Healthy People 2010). Some of the factors and evidence leading us to specific challenges for targeted populations within our city are as follows:

- In the City of Springfield, Infant Mortality is a critical health issue. The health of the City as a whole is reflected in the rates of infant morbidity and mortality; the health of our children is imperative to the City's future and development.
- Substance abuse is a highly critical health issue requiring immediate public health intervention. It is estimated that 4,984 Springfield residents were admitted into treatment programs in 2005. Among these admissions, 852 were admitted to treatment programs for intravenous drug use. The rate of admission to treatment programs among Springfield residents (3,232 per 100,000) is twice as high as the overall admissions to treatment programs in the Commonwealth (1,436 per 100,000).
- HIV/AIDS has reached an epidemic high, and is a major health issue requiring immediate and sensitive attention.
- Violent and abuse behavior extracts a larger toll on the physical and mental health of Springfield residents. Although much remains unknown regarding effective means of reducing violent behavior, important steps can now be taken. The objectives for this public health problem have been developed within six key areas; homicide and assaultive violence, domestic violence, child abuse, sexual assault, suicide and firearm injury.

During 1985, the Surgeon General and the U.S. Public Health Service provided a focus on violence as a leading public health problem in the U.S., and the incidence of crime in Springfield is representative of this finding.

- Immunizations among children, as well as adults, are an important health issue. Immunizations assure the health of our children and hinder morbidity and mortality due to preventable illnesses.
- The rate of teenage pregnancy in the City is currently the fourth highest in the Commonwealth of Massachusetts.
- In the City, high blood lead levels among children are one of the most prevalent childhood environmental threats. Among children ages 6 months to six years screened for lead poisoning, 50 of every 1000 were found to have elevated blood lead levels, with many believed to be elevated, but have not been screened by health professionals. The percent of children with reported elevated levels in the City (6.0 %) is twice as high as the percentage of children across the state (3.1%).

While it is imperative that we respond to these issues, we must concurrently address the total health needs of Springfield. Our citizens must be educated and empowered to take better care of themselves. We must preserve a proper physical environment that supports human life, and enhance each individual's inherent abilities to respond and to act on their own behalf to assure that all citizens of Springfield achieve and maintain a maximum level of functioning. This brings into play activities involving public health education, health screening services, increased administration, planning, research and development, greater capacities for sanitary inspections, community field work, epidemiological functions, violence prevention and other specialized health care provisions.

The Institute of Medicine has recommended that "every health department should regularly and systematically collect, assemble, analyze and make available information on the health of the community including statistics on health status and community needs, epidemiological and other health studies of health problems."

The Tobacco Control Program will begin to mobilize with the Public Health Council to ban Tobacco Products from Health Care Institutions including Pharmacies. Increase tobacco permit fee from \$50.00 to \$100 and increase for smoking bar to \$200 to increase revenue to the general fund. Increase the fine for out-of-pocket sales of cigarettes from \$100 for the first offense, \$200 for the second, and subsequent violations seven (7) day suspension and \$300.

The fees charged by the Environmental Health Division have not been updated for the number of years. In FY2012 we will assess the fees and make recommendations for increase. In addition, to the Environmental Health Division will begin to offer Safe Serve Courses so that we can educate the food services community in the City of Springfield.

Violence Prevention and Mediation will continue to actively train, recruit and assure that interventions are implemented that will keep youth and the larger Springfield community engaged in prevention activities such as mediation training and engaging the community.

Work with Greater Springfield Senior Services to develop a Strategic Plan to assure Senior Citizens are able to cool in place. Opening centers in Senior Centers are important to the overall health of the com-

munity. However, by strategically decentralizing the effort more seniors will be served.

The Public Health Council has developed an ambitious agenda that includes revisiting water fluoridation and to consider banning Trans Fats.

Develop a coalition to respond to the high Infant Mortality Rate. Healthy Start Coalition meets on a bi-week basis.

Our providers create treatment plans and practice quadrant dentistry for each patient in both clinics. Services provided in this manner cut down on personal protection equipment used by the clinical staff and disposable set-up supplies associated with each time a patient is seated for dental care. Quadrant dentistry is also a more efficient approach to care for the somewhat transient population we serve.

The school-based clinic is in the process of meeting with North End community organizations to see what can be done to promote the Gerena Elementary School based dental clinics use during nontraditional hours.

Pioneer Valley Area Health Education Center (PVAHEC) will develop a strategic plan for the organization and continue to seek other forms of revenue and develop a preparatory medical interpreter program for refugees and immigrants. PVAHEC will partner with Central Mass AHEC to develop a Community Health Worker Certificate Program.

Mayor Sarno has identified Teen Pregnancy as one of his priority Public Health initiatives. The Task-force appointed by the Mayor has continued to meet and develop strategic objectives. The department through the Springfield Adolescent Health Advisory continues to work with YEAH network and other advocates to assure that funding is provided to support Adolescent Health.

A forum to gather community input on condom availability in schools was held on January 25 at the Basketball Hall of Fame.

Going into FY13, our funder has indicated additional initiatives for Mass in Motion to work on. These initiatives will be consistent across the state and all 30 Mass in Motion communities will be working on them. Trainings will be uniform to address our work and all cities will essentially be acting as partners. This should bring our programs more success. We will be focusing on:

1. Implementing a city-wide Safe Routes to School Program.
2. Implementing the new MA school nutrition regulations.
3. Partnering with the YMCA on a corner store program.
4. Working to get a health element incorporated into a city plan.
5. Continuing our work on creating more joint-use agreements in the city.

A strong public health surveillance system is lacking in the City of Springfield. The following is a set of recommendations that are suggested to enhance the capacity of the Department of Health and Human Services.

- **Make disease surveillance a high priority for the Springfield Department of Health and Human Services recognizing that disease surveillance is the foundation for all public health activities.**

Establish technical and administrative leadership committed to building the capacity of the surveillance system by investing in staffing, training and resources, specifically in the specialty of epidemiology and surveillance. Springfield needs 1 or 2 full time epidemiologists, trained as specialist in disease surveillance and dedicated to disease surveillance, to expand its current focus on data collection to include basic epidemiologic data analysis and interpretation to support outbreak detection, investigation and control.

- **Move beyond “fire-fighting” and foster the use of epidemiologic data to develop a strategic prevention and control plan.** A common strategy for planning and prioritizing involves forming a consortium of available health agencies, developing inventories of available resources and reviewing available data from disease reports, morbidity databases (e.g. diseases registries) and mortality data. An outline of the epidemiologic-based planning process is found in the Institute of Medicine’s report on “Improving the health of the community – A role of Performance Monitoring” (1197) and summarized in Appendix I (Overview of Epidemiologic-based Planning Methods). Planning should help develop a broad consensus about the population’s public health needs and include specific goals to reduce rates of the occurrence of reportable diseases using benchmarking (e.g. reduce STD rates by 30% by year 2)
- **Move beyond data collection to data analysis and interpretation.** Analyze surveillance data monthly, quarterly, and annually. Perform descriptive epidemiologic analysis by age, race, sex, neighborhood, graph trends of occurrence using histograms and review risk factor data using EXCEL, EPI-INFO or other computer software designed for PCs. EPI-INFO software is free and use of EPI-INFO for cluster investigations is taught in the “Epi in Action” courses. SAS is a widely used statistical analysis program, however, it is an expensive and more difficult program to learn and not generally required for the number of events observed in Springfield. The specific software package should be matched to the knowledge, expertise and training of the surveillance team. Review the data for geographic clustering (e.g. by neighborhood using EPI-MAP) and for clustering in traditionally high risk groups as appropriate (e.g. Jails/prisons, migrants, drug users, homeless shelters, nursing homes, colleges and schools).
  - ◇ Integrate infectious disease surveillance with other health data (e.g. chronic disease, injuries) to create a central data center that can readily produce reports.
  - ◇ Develop neighborhood profiles of disease occurrence.
- **Raise the visibility and profile of the Department of Health and Human Services in the city by developing and distributing annual reports of disease occurrence to the public.** Include data on trends, disparities, “success stories”, opportunities for prevention and control, current activities and future plans and needs.
- **Foster collaboration between the LHD and the health care community and laboratories through on-going communication and feedback.**
  - ◇ Implement educational programs for healthcare providers (e.g. through grand rounds, hospital staff offices, credentialing, physician newsletters, departmental meetings and general mailings) to clarify their reporting responsibilities.

- **Laboratories are the major source of reporting. Labs are currently reporting using paper records and communicating by mail.** The level of compliance with the state’s reporting requirements by area labs is unknown. Work with area clinical laboratories to urge participation in the electronic laboratory reporting (ELR) system. The transition period may take some time; thus, implement a study to verify current compliance of reporting regulations by the labs.
  - ◇ Urge community-based laboratories to distribute information the patterns of resistance (e.g. for GC, MRSA, TB, invasive Strep) observed by laboratory testing of Springfield residents through a quarterly report to the LHD and medical community (Of note, one large hospital-based lab considers then patterns of resistance “proprietary” information and only provides this information to hospital staff doctors through their private intranet communication system. Community-based practitioners who are not on staff do not have access to this information).
  
- **Foster on-going communication, cooperation and collaboration between the LHD and the MDPH to assure that cases are being property coded and recorded by checking and comparing the MDPH data with the LHD.**
  - ◇ Initiate use of the internet-based epidemiology network (MAVEN) as soon as possible to foster timeliness, communication and assure better organization of work flow.
  - ◇ Utilize the suggested surveillance protocol that expands the current data collection process to include basic descriptive analysis and dissemination of data.
  - ◇ Submit a “standing data request” to the MDPH for periodic line listings and basic descriptive epidemiologic data monthly to assure that the LDG and MDPH data are consistent with each other.
  - ◇ Routinely request the MDPH’s Bureau of Communicable Disease Control to provide epidemiologic analysis of Springfield surveillance data to identify opportunities for prevention and control as well as epidemiologic consultation as appropriate.
  - ◇ Request training in basic epidemiology for LHD staff form the MDPH.
  - ◇ Request that MDPH plan an epidemiologist regionally or at the LHD to foster collaboration between MDPH and LHD and build epidemiologic capacity.
  
- **Build capacity for the rapid detection, investigation and response to outbreaks.**
  - ◇ Establish an outbreak response team.
  - ◇ Establish and provide training on outbreak investigation techniques.
  - ◇ Establish protocols for the investigation of outbreaks. Assure close and on-going collaboration and alignment with the protocols established in the emergency preparedness plan.

- ◇ Establish a method for routine documentation of the occurrence of outbreaks that occur in the community. Outbreaks should be well documented and reported to the healthcare community. Reports regarding outbreaks should be distributed to the healthcare community to: a) communicate lessons learned, b) evaluate the effectiveness of surveillance systems, c) evaluate the effectiveness of disease prevention and control activities and d) raise the visibility of the LHD by documenting the activities of the LHD.
- **Consider implementing one or more of the enhanced surveillance systems as described above that rely on redundant reporting sources, non-traditional data-sources or sentinel health events (SHE) designed to increase the likelihood of reporting or identify opportunities for prevention and control.**
- **Consider implementing the concept of integrated disease surveillance described above to consolidate and link data with prevention and control activities.**
- **Consider establishing a set of public health performance standards, as described above.**
- **Establish collaborative linkages with area professionals (e.g. area epidemiologists, nurses and infectious disease specialists) to develop a network of technical, research and hand-on support.**
  - ◇ Establish an on-going relationship with the local School of Public Health (UMASS, Amherst), Department of Biostatistics & Epidemiology to collaborate on issues related to applied epidemiology and analysis of surveillance data.
  - ◇ Establish a working relationship with nurses at area schools, nursing homes, infection control programs, prisons/jails, neighbor LHDs, colleges, etc.
  - ◇ Establish working relationships with local infectious disease medical specialists who can provide consultation for unusual case presentations, toxicologists to assist with chemical exposures and radiation health specialist to assist with incidents involving exposure to ionizing radiation.
- **Re-evaluate the surveillance system in to determine progress, potential gaps and needed enhancements.**

# Springfield Coalition for Opioid Overdose Prevention (SCOOP)

Our mission is to train, educate, advocate, and provide support and resources to all who are affected by opiate abuse and overdoses for both users and non-users.

SCOOP is comprised of a diverse group of people who live and work in Springfield and who are concerned with the health of the Springfield community, particularly with the impact of opiate overdoses in the community. By reducing the stigma associated with opiate use and the barriers to seeking assistance, SCOOP's goal is to decrease the number of fatal and non-fatal opiate overdoses and thereby saving lives.

## Department Summary:

Although SCOOP's mission is specific to Springfield, it is the only MassCALL2 initiative in Western MA, with the Department of Health and Human Services being the lead agency. SCOOP has worked closely with the only legal Naloxone (Narcan) pilot program in Western MA, Tapestry Health La Voz Program, to insure that information is disseminated to the public in a comprehensive manner. SCOOP has ensured that services and resources are not duplicated, in order to increase the number of newly informed and trained community stakeholders. Since SCOOP's inception, the program has trained/educated over 2500 individuals within Springfield.

## Multi-Year Goals

Educate prescribers on safe Opioid prescribing practices and developing better mechanisms for opioid dispensing.

Educate individual stakeholders on safe storage and disposal of prescription medications and potential consequences of misuse or abuse of prescription opioids.

Enhance efforts to drug users, families, provider, first responders and others to identify and manage an overdose.

Diminish real or perceived barriers to contacting EMS services in the event of an overdose.

Increase evidence based overdose management awareness throughout the Greater Springfield area.

Increase the timeliness and specificity of overdose data.

Build a network of collaborating agencies to work with the Department of Health and Human Services in Springfield.

Work closely with Tapestry Health, the La Voz Program, which is Western MA's Narcan pilot program in order to distribute comprehensive resources throughout the city of Springfield.

Assist and contribute to the Hampden County Sheriff's Department's vision of implementing a culturally appropriate

## Administrative Services

**Description:** The Administrative Services unit provides assistance to ensure that public health services and information are accessible and helpful to the citizens of Springfield. Functions include distribution of vaccines for the Commonwealth of Massachusetts and issuing burial permits for all deaths that occur in Springfield.

## Fiscal Year 2013 Goals

**Increase the number of trainings attended by administrative support staff**

Citywide Strategic Priority Supported: Education, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of trainings attended per staff member	N/A	3	3	2	3

## Multi-Year Goals

Standardize process for cataloging department equipment.

Standardize intake of equipment.

Increase the number of trainings attended by the administrative support staff.

Implement an evaluation questionnaire for Funeral Directors to streamline services.

Improve on-line customer services and post downloadable forms on the City's website.

Computerize burial permit process.

Increase staffing levels.

Cross training initiatives throughout department

Initiate a time study process for clerical staff

Develop a cross-training curriculum for implementation.



## Child Maternal Health

**Description:** The Springfield Infant/Child/Adolescent Health and Safety Program 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.

### Fiscal Year 2013 Goals:

**Goal:** Reduce the infant mortality rate in Springfield

Citywide Strategic Priority Supported: **Public Safety**

**Action Step:**

1. Convene a city wide Healthy Start planning taskforce in conjunction with the Child Maternal Health Commission to update the Child Maternal Health Plan.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Infant Mortality Rate per 100,000	7.9	7.6	6	N/A	6
Number of participants at community events providing maternal health education	280	300	300	536	600

### Multi-Year 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 Annual Baby Shower.

Publish results of FIMUR process and increase awareness of infant mortality data.

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.

Develop a coalition to respond to the Healthy Start RFP.

# 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.

## Fiscal Year 2013 Goals

**Goal:** Increase prevention

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Flu Shots dispensed	2,800	3,000	3,000	1,732	2500
Pneumonia Shots dispensed	N/A	3	TBD	72	100

**Goal:** Increase treatment

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Tuberculosis active/latent cases managed	123	100	100	100/156	90/130
Number of visits for patients receiving treatment/follow-up visits	N/A	300	300	600	550

**Goal:** Increase the number of community-based sites offering various services

Citywide Strategic Priority Supported: **Public Safety; Healthy Neighborhoods; Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of agencies and organizations in partnership with HHS	204	238	220	200	175

**Goal:** Expand pandemic education and training

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of residents receiving disaster pre- paredness training	600	700	700	300	400

## **Multi-Year Goals**

Increase the number of nursing staff in the Unit.

Increase the number of Community Based Sites.

Increase pandemic education and training.

Strengthen Communicable Disease reporting relationship with Baystate Medical Center.

Expand Flu Clinic Sites.

Increase the number of health screenings held in the community.

Increase the visibility of the Child Maternal Health Program.

Offer additional chronic disease screenings at Senior Centers.

Implement a chronic disease tracking tool.

## **Environmental Health Department**

Inspection and issuance of permits pertaining to food establishments such as Restaurants, Markets, Bakeries, Convenience Stores, Bars, and Mobile Units. Also institutional food establishments such as Colleges, Hospitals, Nursing Homes, Public and Private Schools, and Daycare Centers. Temporary food events such as festivals.

Inspection and issuance of permits pertaining to public, semi-public, and private swimming pools.

Inspection and issuance of permits pertaining to Health Clubs.

Inspection and issuance of permits pertaining to Tanning Salons.

Inspection and issuance of permits pertaining to Body Art Establishments.

Inspection and issuance of permits pertaining to Recreational, Sports, Residential, and Day Camps.

Collection of water samples for analysis at Bathing Beaches.

Vector control program – Mosquito larvicide of wetland areas.

Rodent control program – Bait replacement in sewers.

Issue Quarantine orders pertaining to animal bites and investigate suspected rabid animal complaints.

Enforce MA Department of Environmental Protection Regulations (DEP) relating to subsurface disposal system (septic).

Investigate complaints relating to Public Health.

## Multi-Year Goals

To institute a food handlers certification training program for food establishments in the City. This goal has two purposes. One is to train food handlers to acquire a certain level of public health knowledge that is specific to food protection. Two, is to improve the public relations with the food service industry. The first part, certifying an instructor has been completed. Second part, which should be completed by March, consists of on-line tutorials related to proctoring exams. Final part, purchasing of instructional and exam materials, should be completed by May.

Review all Permit Fees. Increases to fees may be warranted. Also the inclusion of new permit categories to reflect the changes in the MGLs to allow for permitting of farmer markets, bathing beaches, and seasonal permits.

Institute a certification program for anti-choke procedures to food service personnel.

Institute a certification program for blood borne pathogens to the body art practitioners.

## 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 (32) sites throughout the City.

### Fiscal Year 2013 Goals

**Goal:** Provide health, social, advocacy and outreach services to homeless persons efficiently

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of homeless persons receiving services	3,964	3,964	4000	3,622	4500
Percentage of homeless persons controlling hypertension disease	N/A	21%	23%	45%	60%
Percentage of homeless persons controlling diabetes disease	N/A	16%	19%	30%	50%

### Multi-Year Goals

Expand Dental / Case Management Services.

Increase coordination with Open Pantry and Mercy Medical Center and Baystate Health.

Recruit additional Nurse Practitioners to work with the City of Springfield.

Expand electronic medical records.

Increase billable hours for providers.

Develop concrete quality assurance standards.

Appoint a Homeless person to the Public Health Council.

## Fiscal Year 2013 Goals

**Goal:** Ensure compliance with all State Sanitary Codes and Standards

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence;**  
**Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of facilities inspected for proper disposal of medical waste	N/A	N/A	7	N/A	N/A
Percentage of facilities closed	N/A	N/A	N/A	N/A	N/A
Number of recreation camps inspected for proper sanitary standards	N/A	N/A	28	N/A	N/A
Percentage of recreational camps closed	N/A	N/A	0%	N/A	N/A
Number of public pools inspected for proper sanitary standards	N/A	N/A	35	N/A	35
Percentage of public pools closed	N/A	N/A	N/A	0	N/A
Number of food handling establishments inspected for proper food handling	1,075	1,069	3223	3,125	3000
Number of food handling establishments inspections	2,150	2,138	2,138	1,921	2100
Percentage of facilities warned for non-compliance	N/A	N/A	N/A	N/A	N/A
Number of investigations for food-borne illness	N/A	N/A	10	N/A	N/A
Number of code complaints received	N/A	N/A	110	14	N/A
Percentage of code complaints resolved	N/A	100%	100%	100%	100%

# Tobacco Control

**Description:** The Tobacco Control Program is dedicated to helping the residents of Springfield understand the hazards of tobacco smoke as well as educating the public about living a healthier, smoke-free lifestyle. The program also develops policy on a city-wide level.

## Fiscal Year Goals

**Goal:** Ensure compliance with all State and Local Mandated Trainings

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of employees completing Ethics Training	40	52	125	49	52
Percentage of employees completing Ethics Training	77%	100%	100%	100%	100%

**Goal:** Ensure Compliance with local Youth Access Tobacco Ordinance

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Under Age Sale Attempts	500	250	250	109	280
Percentage of Failed Inspections	N/A	0%	TBD	10%	8.00%
Number of compliance checks on tobacco retailers	486	500	250	313	350

## Multi-Year Goals

Ban sales of tobacco products from pharmacies.

Increase the percentage of youth involved in prevention activities from 5.7% to 9.3%.

Increase the compliance rate of local retailers from 94% to 97%.

Increase the cost of tobacco sales permit from \$50 to \$100 to supplement the tobacco program.



## Mediation Services

**Description:** The mediation program provides non-adversarial problem solving to neighborhood and community disputes by training volunteers in mediation skills. Mediation Services offers a thirty hour Medication Certificate Course and a one day Conflict Management Course.

## Fiscal Year Goals

**Goal:** Increase trained volunteers in mediation

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of volunteers trained in mediation	24	40	48	25	40
Number of clients intakes for mediation services	237	250	275	161	250

## Multi-Year Goals

Increase the number of volunteers in the training program.

Increase the number of Police/Court Officers attending training.

Develop a mediation course for community-base organizations.

Develop on-line mediation training.

Initiate/Expand collaboration with Springfield Public School.

# Violence Prevention

**Description:** The Violence Prevention unit implements components of a prevention and intervention program for youth by working with community-based organizations and other city departments.

## Fiscal Year Goals

**Goal:** Increase trained students in mediation / violence prevention / anti-bullying

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of students trained city-wide in mediation / violence prevention / anti-bullying	300	350	400	450	500

## Multi-Year Goals

Increase participation with the DA's office; and the Office of Domestic Violence.

Develop a media campaign to educate residents.

Develop a taskforce to enhance violence prevention communication activities.

Increase educational programs at Springfield Public Schools.

Increase after school activity.

## Oral Health Program

The Oral Health Program delivers quality dental care to those members of the community which seek dental services. The program provides education, preventive, and restorative dental services within the community and strives to bridge the gap between overall health and oral health by raising each patient's level of dental health awareness, preventing dental disease where possible and restoring to dental health those patients with dental diseases. The oral health program tries to be as visible as possible within the community and rarely turns down an invitation to be a part of a community event.

## Fiscal Year 2013 Goals

Increase our revenues for NTLBDC by 10% by developing and implementing strong policy/procedures to accept payments for services rendered not covered by a patient's insurance plan or in another area community health center. We would also need to develop a plan (& sliding fee schedule) for the patient that has no insurance coverage.

**Goal:** Start collecting revenue from the Health Safety Net program to realize a 10% increase in revenues.

### Action Steps:

1. Produce public service announcements for oral health services offered by the City.
2. Website development and launch for oral health services offered by the City.
3. Develop and implement a media campaign showcasing the school-based and homeless shelter programs as community resources for those in need.
4. Increase visibility of the dental program through community outreach/service.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of visits (oral health)	330	450	500	439	500
Number of completed treatment plans based on total visits	307	310	300	129	250
Percentage of completed treatment plans based on total visits	68%	69%	100%	32%	52%

## Multi-Year Goals

Require dental examinations for all incoming students at the K/2/6/9 grade levels.

Expansion of educational partnerships to include dental students to stimulate and promote public health interest options in Western MA for graduating students.

## **Area Health Education Center (AHEC)**

The Pioneer Valley Area Health Education Center (AHEC) is one of six regional AHEC's (MassAHEC Network) in the Commonwealth of Massachusetts. Administered by the City of Springfield since 1996, the mission is to reduce health disparities by enhancing the skills and increasing the diversity of the health-care workforce. AHEC staffs and coordinates a coalition of community outreach workers that provides professional development and networking opportunities and an annual one-day conference to greater Springfield community outreach workers. In addition, AHEC administers a preparatory training on the profession of a medical interpreter.

### **Multi-Year Goals**

Increase awareness of health and human services careers among 25+ youth in an after-school, in-school and pre-health summer academic enrichment programs with an emphasis on public health and oral health career options, including foundations of college preparatory and workplace readiness skills.

COWNT Coalition will provide professional development and networking opportunities through bi-monthly meetings, quarterly trainings and an annual one-day conference to greater Springfield community outreach workers.

To increase the knowledge of community outreach worker workforce.

Preparatory medical interpreter training program for 20-30 participants.

To increase the workforce of medical interpreters.

## **Mayor's Office for Citizens with Disabilities**

**Description:** The Mayor's Office for Citizens with Disabilities is charged with assisting Citizens with Disabilities and Community Based Organizations by facilitating a process that initiates referrals to meet the needs of Springfield Residents with Disabilities. The office also assures that the American with Disabilities Act is complied with in the City of Springfield.

### **Multi-Year Goals**

Provide an annual training on ADA to City Employees.

Assure the City of Springfield has sufficient TTY machines.

Update current housing information as it relates to accessibility.

Access Handicap Parking policies and procedures for application and removal of signs.

## Grants Summary: Health

1. **UMASS Med. Sch., Pioneer Valley AHEC-CORE:** To support the promotion careers in health, as well as health education and promotion. Anticipated State funding to continue.
2. **UMASS Med Sch., Pioneer Valley AHEC-MODEL:** To support the promotion careers in health, as well as health education and promotion. Anticipated State funding to continue.
3. **UMASS MED SCH., DENTAL HCOP:** One time for equip. of AHEC programs the Dental field, hope for renewal Summer FY13
4. **DPH-TOBACCO Program:** To enforce and ensure compliance with State and City tobacco regulations within the City.
5. **DPH-STOP ACCESS:** To provide Spfld. Stop Access program with behavioral health, education and prevention services.
6. **DPH-MASS CALL2:** An initiative to reduce opioid overdoses and provide prevention education and services.
7. **DPH-ORITAG:** Provides assistance to refugees and immigrants to register for benefits and services. This is done through a subcontract with JFS.
8. **Medical Foundation-Mass in Motion:** Municipal wellness and leadership program to support healthier eating and active living within the community.
9. **DPH-Mass in Motion:** To support the Municipal Wellness and Leadership program to support healthier eating and living within the community.
10. **Mass Development Community Health:** One time award for purchase of laptops, printers, and medical bags for Spfld. HSH program.
11. **HRSA-Health Services for the Homeless (HSH):** To provide Medical, Dental and Case Mgmt. to homeless community.

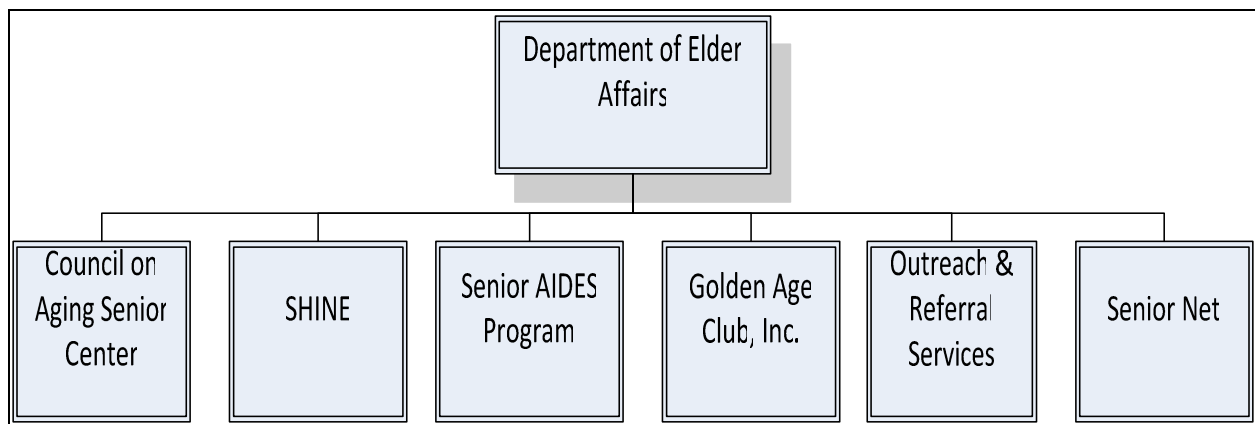
Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
1. UMASS Med School	State	\$116,250	\$111,000	\$111,000	\$111,000	\$0	0.0%
2. UMASS Med School	State	\$70,450	\$70,450	\$70,450	\$70,450	\$0	0.0%
3. UMASS Med School	State	\$32,038	\$32,038	\$32,038	\$32,038	\$0	0.0%
4. MA DPH	State	\$63,000	\$60,832	\$60,832	\$60,832	\$0	0.0%
5. MA DPH		\$188,000	\$160,000	\$160,000	\$160,000	\$0	0.0%
6. MA DPH	State	\$155,000	\$120,000	\$120,000	\$120,000	\$0	0.0%
7. MA Office of Refugees & Immigrants	State	\$810,000	\$100,000	\$100,000	\$100,000	\$0	0.0%
8. Medical Foundation	Other	\$60,000	\$60,000	\$60,000	\$0	(\$60,000)	-100.0%
9. MA DPH	State	\$0	\$40,000	\$40,000	\$70,000	\$30,000	75.0%
10. Mass Dev Comm Health	Private	\$0	\$24,700	\$24,700	\$0	(\$24,700)	0.0%
11. HRSA	Federal	\$1,194,003	\$1,194,003	\$1,194,003	\$1,194,003	\$0	0.0%
<b>TOTAL</b>		<b>\$2,688,741</b>	<b>\$1,973,023</b>	<b>\$1,973,023</b>	<b>\$1,918,323</b>	<b>(\$54,700)</b>	<b>-2.8%</b>

# All Funds Budget

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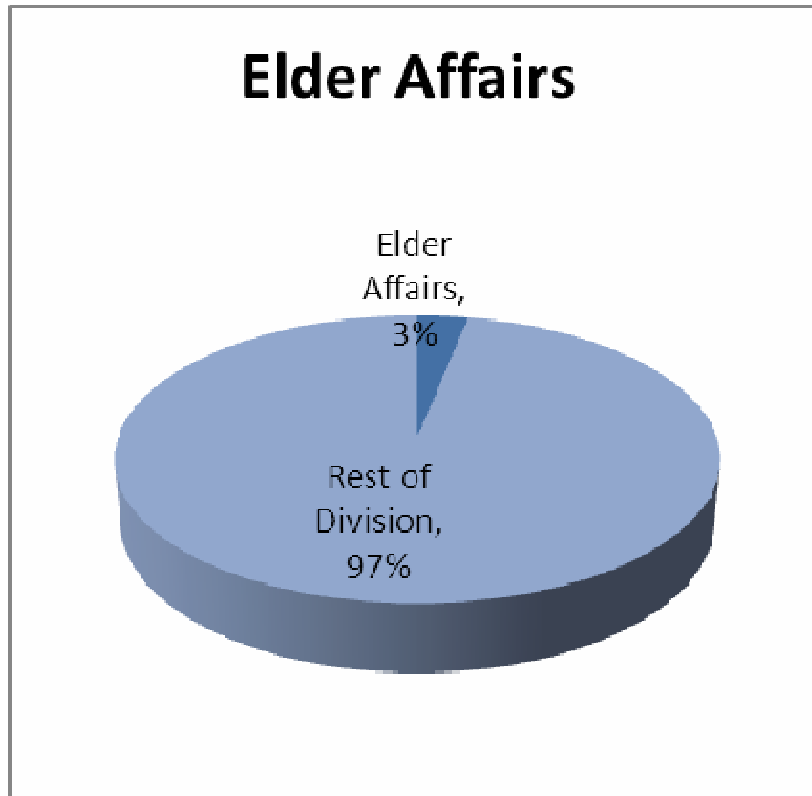
# Elder Affairs



## 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 Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$274,183	\$273,365	\$0	\$282,838	\$9,473	3.5%
OTPS	\$26,166	\$22,279	\$0	\$15,678	(\$6,601)	-29.6%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$300,349</b>	<b>\$295,645</b>	<b>\$0</b>	<b>\$298,517</b>	<b>\$2,872</b>	<b>1.0%</b>

Elder Affairs	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	5.9	5.9	5.9	6.4	0.5	8.5%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	8.6	8.6	8.0	(0.6)	-7.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>5.9</b>	<b>14.5</b>	<b>14.5</b>	<b>14.4</b>	<b>(0.1)</b>	<b>-0.7%</b>

## **Elder Affairs Department Summary**

The Department of Elder Affairs provides a continuum of services from center-based programs, to advocating for the needs of elders citywide. The Department offers recreational and educational programs at seven program sites throughout the City. It provides outreach and referral services, providing elder citizens access to resources. The Department re-trains and places low-income, unemployed, mature workers back into the workforce through its Senior Aide program. This program is supported by the Department of Labor provider, Senior Service America. The Department of Elder Affairs also administers the Serving Health Information Needs of Elders (SHINE) program from the state Department of Elder Affairs. This program assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. In addition, the Department oversees the private non-profit 501c3 Golden Age Club, Inc., a recreational club that promotes travel, tours and holds weekly meetings at eleven locations throughout the City. Lastly, the Department of Elder Affairs collaborates with the Springfield Fire Department to administer the Smoke Detector Program. This program protects the City and its residents by installing 10-year lithium smoke detectors in senior owned homes.

## **Fiscal Year 2012 Highlights**

The biggest highlight of the year to date has been The Department of Elder Affairs' Team response to the Tornado, Micro Burst and Blizzard. DEA Team was phenomenal. DEA Team was on the ground immediately when disaster struck helping with shelter and resources for elders. The DEA Team was able to work collaboratively with all departments and community partners to support elders from shelter into permanent homes. This team not only supported those activities but was able to continue to support the day to day functioning of their sites. During the Tornado alone the DEA placed over 35 elders from shelter into permanent homes. During the October Blizzard shelter over 60 elders were housed and 100s came in for food and warmth. DEA Team again showed what exemplars they are. The DEA Team focused on creating supports for the elders regardless of their needs. By the time the shelter closed each and every elder was going to a safe and warm environment. Today DEA Team is still working on supporting elders in the aftermath of those storms. The Springfield Department of Elder Affairs recently received the Step Up Award by the Massachusetts Association of Council On Aging for the tremendous response given to elders during the Tornado disaster.

The Department of Elder Affairs Team provided service to over 12,000 individuals; this is a three thousand increase over last year. The senior centers and specific programming in particular the AARP Tax program and the Fuel assistance program have been a great draws in having elders come to the senior center sites for one program and staying for all of the other wonderful programs. The DEA Team has done tremendous work in partnering with our community partners to provide quality programming in light of programmatic cuts during FY12. Commonwealth Care Foundation and the Visiting Nurses Association have been wonderful partners in creating health focused programs from foot clinics, diabetes classes, weight and blood pressure management.

The Department of Elder Affairs was awarded \$60,280 in grant funding from Medicare Improvements for Patients and Providers Act of 2004 (MIPPA) to compliment the Department's SHINE program. DEA SHINE was awarded the additional funding due to its success in identifying and recruiting hard to reach eligible individuals.

The Department of Elder Affairs was awarded an additional year of funding from the Massachusetts Fire Marshal for the smoke detector installation program. To date the Department of Elder Affairs with the Springfield Fire Department has installed over 5,000 detectors in elder owner occupied homes.

The Department of Elder Affairs through their Golden Age Club, Inc. partner was awarded a \$2,500 grant from the TD Bank North foundation. This grant allowed the Golden Age Club, Inc. to purchase Carbon Monoxide detectors for their entire home owner occupied members. In light of the 4 recent deaths of Elderly in surrounding communities from Carbon Monoxide poisoning we were very pleased to receive this funding to ensure the safety of our elders.

The Department of Elder Affairs through the Outreach Program has created a Triage Program with the Housing and Code enforcement Departments. DEA Outreach staff work with these departments to ensure safety and smooth transitions to a more secure environment for our elderly residents.

The Department of Elder Affairs has collaborated with the Park Department to continue the ongoing process of building a new senior center. A brochure has been developed to begin the funding process for our new senior center.

The Department of Elder Affairs collaborated with Partners for a Healthier Community and the Enterprise farms to create a Mobil Farmers Market to address the food insecurities for our elder citizens. The Mobil Market was able to go to 2 senior centers and 1 large elder housing complex.

## **Risks and Challenges for Fiscal Year 2013**

Springfield's senior population (aged 65 and older) is increasing due to the retirement of the baby boomer generation. Springfield is expected to have the elder population grow to over 40,000. This senior population is expected to stay in their homes longer than previous senior populations. Further, there is an increase in use of municipal services to support that longevity.

The Good Life Center has limited access available to seniors because of its location and old design. Providing services at this location presents an ongoing challenge for the Department.

Decrease in funding that provides activities with in centers in particular fitness wellness and nutrition. Elders will continue to seek outside grant opportunities to assist with this initiative  
To plan accordingly for increased growth working with all elder groups and University of Massachusetts Gerontology to create a long term needs plan

The Senior Aide grant was decreased by over 50% to \$650,000 from over 1 Million. The senior aide program is a vital component of our Department. This program allows our centers and many departments within the city to be highly functional to our residents.

A challenge for the Department of Elder Affairs will be to implement the Tax work off program with no added staff members.

## **Strategic Decisions for Fiscal Year 2013**

Now that architectural designs are complete, the Department of Elder Affairs will work with the Mayor's Office to move forward with identifying funds and soliciting bids for the construction of a new senior center.

The Department continues to expand both in services and in locations to better meet the needs of our senior population by reallocating existing resources and increasing grants when possible.

The Council on Aging board will explore partnering with University of Massachusetts Geriatric Institute to assess elder needs.

The Department is determining the proper implementation of a program where seniors may volunteer to work in lieu of taxes. This is intended to help those seniors struggling to meet tax obligations and assist the City in continuing to deliver quality services to its residents.

The Department of Elder Affairs with our community partners hope to expand the Mobil Farmers Market to all of senior center sites.

## Council on Aging Senior Centers

**Description:** Senior Centers (program sites) provide health and recreational activities for Springfield senior residents. These Centers are Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point, Forest Park Manor and Green Leaf Community Center. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. This grant partially funds programs that promote fitness, education, health screenings, recreational activities, trips, and special events. COA grants also partially fund staffing at the Senior Centers and a City-wide van driver to assist elder citizens who are unable to provide their own transportation.

## Fiscal Year 2013 Goals

**Goal:** Promote healthful living and physical fitness by means of additional and expanded senior educational outreach programs

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

**Action Steps:**

1. Two staff members will be trained in the Chronic Disease Management model from the Department of Public Health
2. Open a fitness center in a city owned building strictly for the use of physical fitness

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of community based partnerships established to enhance services	N/A	80	100	N/A	N/A
Unduplicated number of senior citizens participating in senior activities	11,902	12,402	12,500	11,000	13,000
Duplicated number of senior citizens participating in senior activities	93,058	93,598	93,700	70,275	93,800
Number of outreach programs offered (including health information workshops)	N/A	50	55	N/A	N/A

**Goal:** Provide information on various health issues that affect seniors

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of health and wellness programs offered	N/A	50	55	40	55
Number of participants in health and wellness programs	N/A	4,625	4,650	3,250	5,000

**Goal:** Ensure access to food programs

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of meals provided per week	560	600	625	576	650
Number of participants in Brown Bag program	5,328	8,165	8,300	7,687	8,400

**Goal:** Provide information and referral services

Citywide Strategic Priority Supported: **Education**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of participants in Brown Bag program	5,328	8,165	8,300	7,687	8,400

**Goal:** Increase outreach to members of the Latino and Vietnamese communities

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

**Action Steps:**

1. Participate with Latino and Vietnamese agencies on Health Disparity Coalition
2. Meet with Latino and Vietnamese recreational & social groups to gather input on senior needs
3. Provide weekly activities in the Forest Park Manor housing complex to the Vietnamese older adults
4. Support activities in the Latino population by providing English and Spanish language workshops and information in all programs and at all sites.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of participation: Latino	N/A	10%	15%	22%	24%
Percent of participation: Vietnamese	N/A	50%	3%	2%	3%

## **Multi-Year Goals**

Increase the Baby Boomers participation activity level at all program sites where appropriate

Support the expanded program sites to reach into all areas of the City

Perform diabetes, blood pressure, foot clinics, obesity, dental, heart health, and other screenings at each of the program sites

Reduce individual isolation among the elder population

Collaborate with community partners, team members and city departments to offer information on a variety of health topics including heart health, obesity, dental hygiene and the importance of exercise

Continue to provide culturally and socio-economically diverse activities within the community.



# 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.

## Fiscal Year 2013 Goals

**Goal:** Assist Medicare beneficiaries in understanding their benefits and other health insurance options in an impartial manner

Citywide Strategic Priority Supported: Education, Healthy Neighborhoods

**Action Steps:**

1. Advertise services through public presentations, direct outreach, media campaigns, and local health fairs
2. Hold counseling sessions to provide information to area seniors

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of SHINE counseling sessions	690	700	2,400	2571	2600

**Goal:** Expand SHINE services offered to multiple sites throughout Hampden County

Citywide Strategic Priority Supported: Education, Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of community based partnerships established to enhance services	7	8	10	10	11

**Goal:** Remain current on changes in health insurance programs and legislation

Citywide Strategic Priority Supported: Education

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of health/Medicare-related trainings held	28	33	38	108	120

**Goal:** Increase the percentage of new SHINE volunteers

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

**Action Steps:**

1. Recruit volunteers through the use of media outlets such as print media, radio, television, and internet.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Percent of new volunteers	3.5%	3.75%	4.0%	4.20%	4.00%

**Goal:** Expand the number of home visits by SHINE volunteers.

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of home visits	91	120	130	195	200

**Goal:** Provide up-to-date training for all volunteers.

Citywide Strategic Priority Supported: **Education**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of volunteer trainings	12	12	14	10	13

## **Multi-Year Goals**

Increase senior awareness of SHINE services

Assist seniors in advocating for their rightful benefits

Establish a 24-hour SHINE hotline

Increase seniors utilizing web-based information

Advertise services through public presentations, direct outreach, media campaigns, and local health fairs

Increase the SHINE Coordinator's effectiveness by attending workshops, conferences and reading the latest trade information

# Senior AIDES Program

**Description:** The Senior Aides 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.

## Fiscal Year 2013 Goals

**Goal:** Develop workforce job skills

Citywide Strategic Priority Supported: Economic Vitality

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of additional Senior Aide program training sites	N/A	N/A	1	1	1
Percent of unsubsidized job placements for the Senior Aid Employment Program (does not take into account other participants exits from the program)	N/A	N/A	33%	25%	33%

**Goal:** Maintain an authorized level of enrollees throughout the program year

Citywide Strategic Priority Supported: Economic Vitality

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of enrollees	130	100	105	75	80

**Goal:** Assign eligible individuals into unsubsidized part-time community service positions that comply with rates and hours set forth in the Older American Act of 1965 as amended

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of unsubsidized job placements	34	39	25	19	20

**Goal:** Transition current participants into unsubsidized employment during the program year

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of community based partnerships established to increase change of placement	210	215	215	215	215
Number of new host agencies recruited	17	15	10	10	10
Average number of days at host agencies	261	261	261	261	261

**Goal:** Provide training and refresher courses to program participants

Citywide Strategic Priority Supported: **Education**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of participants per training	59	60	60	58	55
Number of training sessions provided	150	150	150	150	150

## **Multi-Year Goals**

Provide useful and meaningful community service employment to eligible low-income disadvantaged mature workers.

Coordinate in-house or vendor-provided workshops for necessary skills training.

# Greater Springfield Senior Services Outreach and Referral

**Description:** The Greater Springfield Senior Services, Inc. (GSSSI) program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

## Fiscal Year 2013 Goals

**Goal:** Conduct visits to elder housing facilities and organizations

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of visits to elder housing facilities and organizations	150	183	200	200	200

**Goal:** Work with community agencies to promote and enhance available senior services

Citywide Strategic Priority Supported: Education, Healthy Neighborhoods, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of community based partnerships established	45	60	60	85	100

**Goal:** Maintain the network of services offered to seniors

Citywide Strategic Priority Supported: Healthy Neighborhoods

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of services offered by DEA	90	120	120	120	180

**Goal:** Provide documentation and referrals to senior services

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number of referrals provided	610	1,500	1,500	2,009	2,000

## **Multi-Year Goals**

Increase senior population access to the outreach program.

Staff all program sites with one outreach worker.

Contact all senior housing complexes, senior centers, and senior programs, to conduct presentation on services.

Maintain accurate records on problem and referral services provided and, when appropriate, the outcome.

# Computer Learning Center

**Description:** The Computer Learning Center is a room within the Good Life Center dedicated to the training of older adults in computer technology.

## Fiscal Year 2013 Goals

**Goal:** Offer a variety of computer skills training courses that include web page design, basic programming, word processing, and internet navigation and safety

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of courses offered (web design, basic programming, word processing, internet navigation)	4	5	5	5	5
Average number of participants per course	4	6	6	6	6
Number of community based partnerships established to enhance services	3	3	5	5	5

**Goal:** Utilize Generations Online grant dollars to enhance computer-related education provided to seniors

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of courses offered (utilize generations online grant dollars to enhance computer related education provided to seniors)	4	4	4	4	4
Average number of participants per course	6	3	6	6	6

## Multi-Year Goals

Expand computer skills training classes to all program sites

Offer courses including computer fundamentals, web design, and word processing as well as digital media and internet fundamentals

Collaborate with the Springfield Housing Authority and other nonprofits including Human Resources Unlimited. Offer computer courses located in Senior Housing complexes and to offer course at the Computer Lab for our community partners.

## Grants Summary: Elder Affairs

**1. Senior Aides Program:** Promotes the transition of the unemployed mature worker enrollee from subsidized to unsubsidized employment by addressing the needs commonly experienced by low-income mature workers, which include additional income, re-entering the workforce, and economic independence.

**2. Greater Springfield Senior Services:** Provides information on benefits and services available to seniors.

**3. SHINE:** Helps seniors to understand their Medicare and Mass Health benefits and other Health insurance options.

**4. Council of Aging:** Provides funding for personnel, professional services and supplies that support senior programming.

**5. MIPPA:** Helps seniors to understand their Medicare and Mass Health benefits.

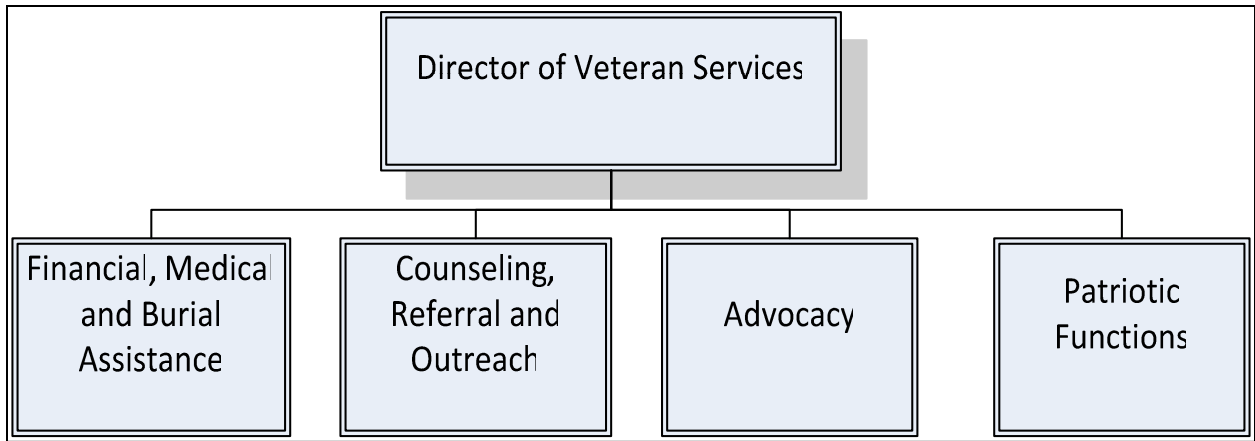
Grant Source	Federal	Actual FY11	Approp FY12	Projected FY13	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
<b>1. Senior Service America</b>	Federal	1,172,263	855,907	855,907	855,907	0	0.0%
<b>2. Greater Springfield Senior Svs.</b>	State	93,153	88,980	88,980	88,980	0	0.0%
<b>3. Office of Elder Affairs (SHINE)</b>	State	115,897	91,347	91,347	91,347	0	0.0%
<b>4. Council on Aging</b>	State	174,338	142,000	142,000	142,000	0	0.0%
<b>5. MA MIPPA</b>	State	34,092	62,080	62,080	62,080	0	0.0%
<b>TOTAL</b>		<b>1,589,743</b>	<b>1,240,314</b>	<b>1,240,314</b>	<b>1,240,314</b>	<b>0</b>	<b>0.0%</b>



# All Funds Budget

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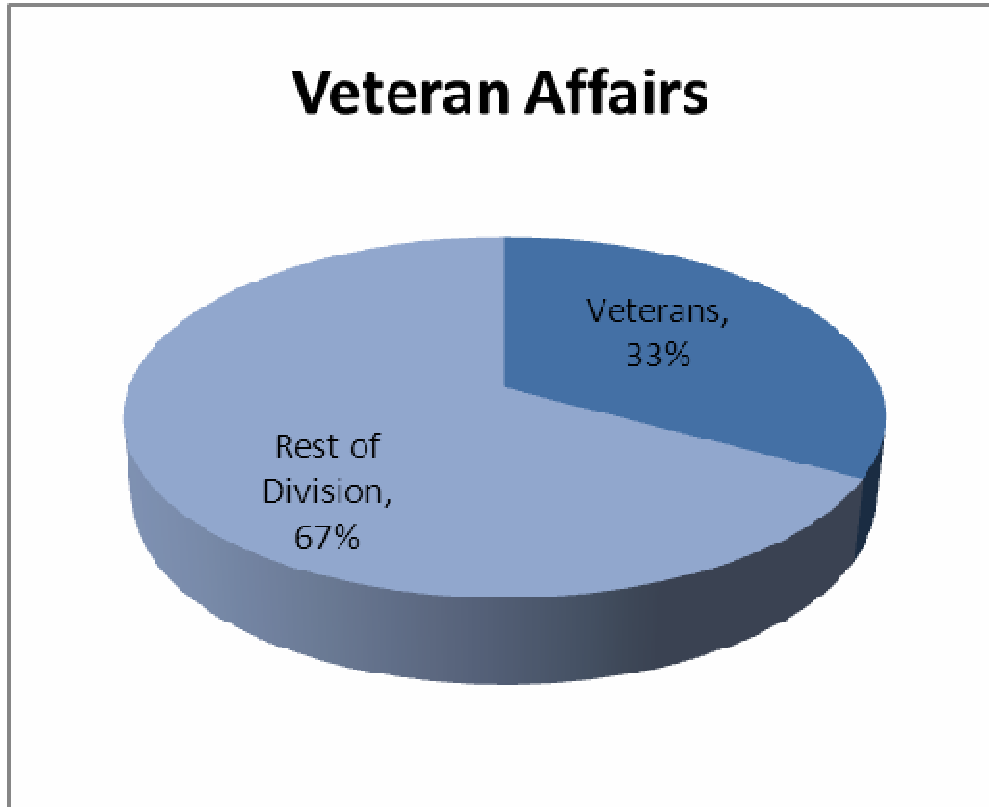
# Veteran Services



## Mission Statement

The mission of the Department of Veterans' Services is to advocate on behalf of all the Commonwealth's Veterans and provide them with quality support services and to direct an emergency financial assistance program for those Veterans and their dependents who are in need.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$210,244	\$226,973	\$0	\$226,973	\$0	0.0%
OTPS	\$2,274,155	\$2,044,143	\$0	\$2,924,518	\$880,375	43.1%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$2,484,399</b>	<b>\$2,271,116</b>	<b>\$0</b>	<b>\$3,151,491</b>	<b>\$880,375</b>	<b>38.8%</b>

Veteran's Service	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	4.0	4.0	4.0	4.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	-	-	-	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>-</b>	<b>0.0%</b>

## **Veteran Services Department Summary**

In accordance with Massachusetts General Law Chapter 115, Section 3, the Veteran Services Department is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper interment of deceased veterans in accordance with state regulations.

### **Fiscal Year 2012 Highlights**

Responded to approximately 30,300 telephone inquiries locally, state, and out-of-state.

Conducted ten (10) workshops to educate veterans on the various job search skills required to maximize their employability

Directed financial assistance to approximately 1,212 wartime veterans and their dependents.

Assisted with payment of burial expenses and graves registration for indigent wartime veterans.

Placed American flags on approximately 24,200 veterans' graves for Memorial Day and Veterans Day.

Educated Veterans on Chapter 115 Benefits

Collaborated with the Northampton VA on presenting Veteran Homelessness Summit

Update policies, procedures and the Agreement to Reimburse, which were needed for greater efficiency and smoother operations

Implemented a Department of Revenue Child Support Enforcement program to assist veteran in becoming current with their payments.

Revised Pearl Harbor Remembrance Day Ceremony, Daniel P. O'Sullivan Award.

Designed and created a successful Student Art Contest on What Veterans Day Means to Me

Expanded outreach services by collaborating with Health and Human Services homelessness program and FutureWorks.

Provided application, information and assistance to applicants for the Federal Aide and Attendance Pension program.

Expanded services to include on-site National Veterans Service Officers twice a month.

Selected by State Department of Veterans Service for a pilot video conference program for veterans appeals

Created a social media page to better inform and communicate with our local community.

Chosen by the State to participate in creating improved benefits website

Increased collaboration with Housing Authority and VA Vash program case managers to house and decreasing number of homeless veterans.

Provided veterans with informational package for the required documentation to complete an application for Chapter 115 benefit.

Continued to strengthen the department's staff performance by attending training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members sitting on various boards.

## **Risks and Challenges for Fiscal Year 2013**

Long ago George Washington said: "The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the veterans of earlier wars were treated and appreciated by their nation." Cutbacks on the department's budget are not recommended at this time because of the following;

1. Downsizing of current armed forces
2. Increased numbers of returning veterans
3. Increased needs for our aging veterans population
4. Slow changes to poor economic conditions in the area.
5. Increased time in processing alternative sources of income

Budget cuts will damage the ability to provide adequate care for those who have made sacrifices in Iraq, Afghanistan, or in previous wars.

In Springfield the case load of clients is estimated to be around 400 in FY13. While the cases continue to increase, the number of employees has remained level over the past 5 years. The Department of Veterans' Services employees are needed to meet the complex needs of modern-day veterans.

The amount of time it takes to complete an application has increased due to the issues that veterans are experiencing. However, the amount of time it takes a veteran to actually receive their benefits has remained the same.

The Department of Veterans' Services hopes to minimize the cuts in order to provide better service to veterans, spouses and their families. The cuts to the Department of Veterans' Services over the past fifteen years are of concern to the City of Springfield.

Past assumptions were misleading by saying budget cuts and staff reductions will not have a negative impact on the department in their ability to provide Chapter 115 Veterans Benefits State Mandated by 108 CMR. As a result, there has been a direct impact to the services for our veterans.

## **Strategic Decisions for Fiscal Year 2013**

Due to increasing demand for service, the department will continue efforts to have various National Veterans Services Organizations (NVSOS) in their office on a monthly basis. The NVSO will assist and aid the preparation, presentation and prosecution of claims under laws administered by the VA. This effort does aid in the process of Chapter 115 benefits.

Continue to provide monthly workshops on job placement and job development skills for veterans which will assist them to fast track in the labor market

Continue coaching and counseling employable veterans in preparing mentally for civilian work life which will assist the veteran with greater job retention and less need for benefits.

## Fiscal Year 2013 Goals

**Goal:** Advocate on behalf of eligible city veterans and their dependents on a local, state and federal level so that they may receive all benefits available.

Citywide Strategic Priority Supported: Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Prevail in case appeals	N/A	N/A	N/A	N/A	97.0%
Process Notice of Intent in a timely manner	N/A	N/A	N/A	N/A	100.0%
Process Notice of Action will be issued 14 after Notice of Intent is issued.	N/A	N/A	N/A	N/A	100.0%

**Goal:** Provide monetary benefits to eligible city veterans and their dependents to maximize their financial stability.

Citywide Strategic Priority Supported: Healthy Neighborhoods; Economic Vitality; Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Process all initial applications for benefits within 10 working days as per 108CMR	N/A	N/A	N/A	N/A	50.0%

**Goal:** Provide and support military personnel, city veterans, and all city residents both ceremonially and educationally in order to maximize all services available.

Citywide Strategic Priority Supported: Healthy Neighborhoods

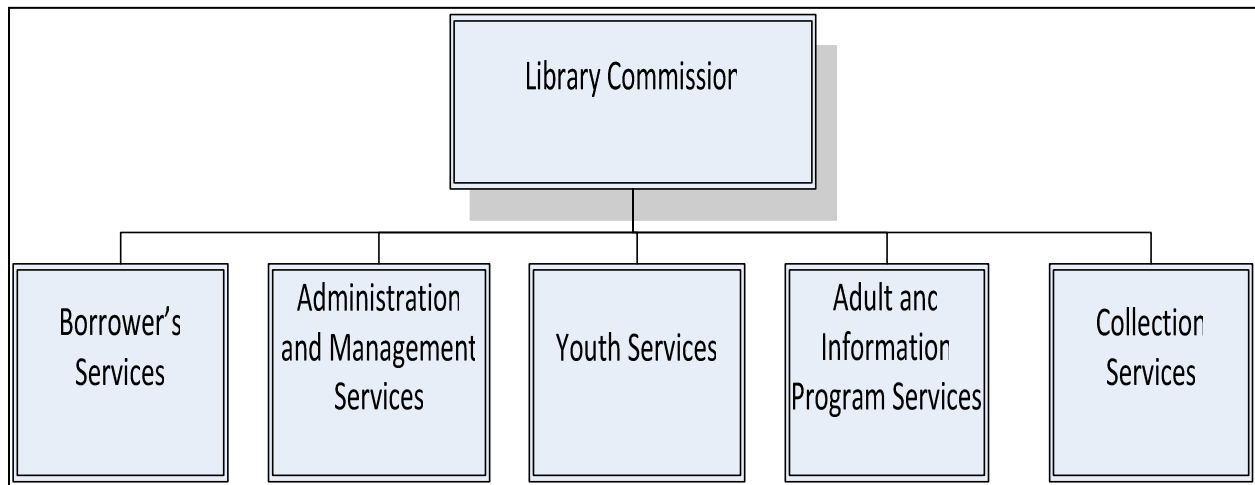
Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of veteran events organized	N/A	N/A	N/A	N/A	10



# All Funds Budget

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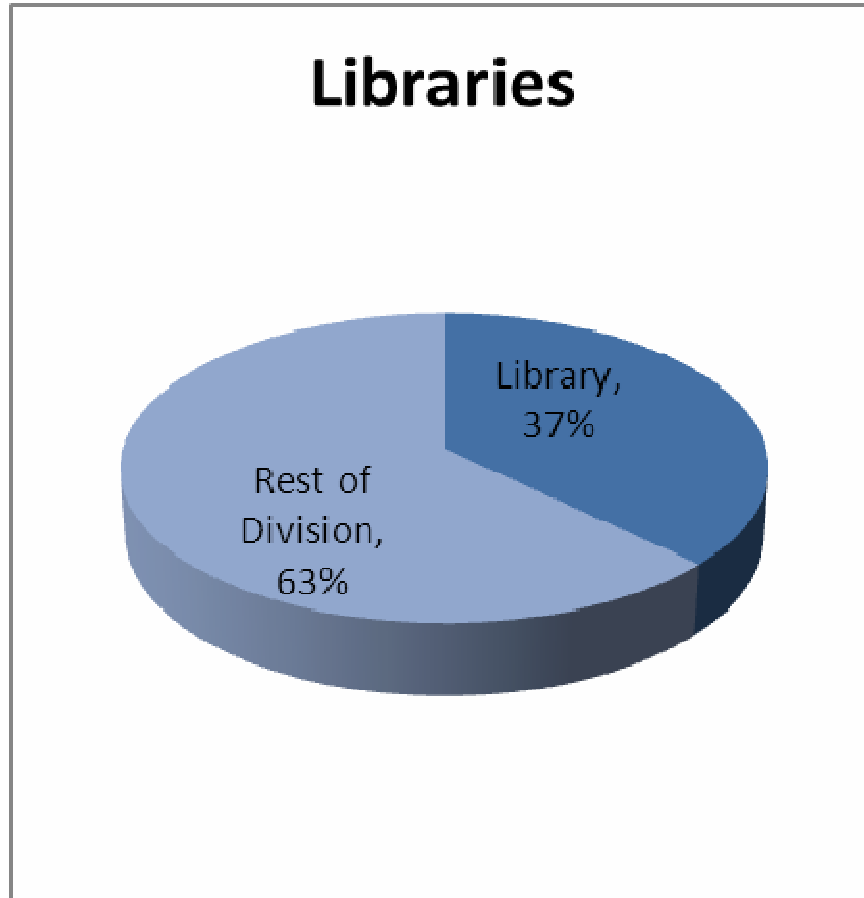
# Libraries



## Mission Statement

The mission of the Library Department is to build connections, broaden horizons, and strengthen the community by being the community's source for literacy, technology and information.

## Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$2,405,837	\$2,258,628	\$0	\$2,155,059	(\$103,569)	-4.6%
OTPS	\$1,515,784	\$1,373,110	\$0	\$1,360,259	(\$12,851)	-0.9%
Capital	\$38,533	\$37,900	\$0	\$40,000	\$0	0.0%
<b>Total General Fund</b>	<b>\$3,960,154</b>	<b>\$3,669,638</b>	<b>\$0</b>	<b>\$3,555,318</b>	<b>(\$114,320)</b>	<b>-3.1%</b>

	FY11 Actual	FY12 Adopted	FY12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
<b>Library</b>						
General Fund FTEs	64.9	62.6	62.6	59.2	(3.4)	-5.4%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	9.2	9.2	10.8	1.6	17.4%
Trusts/Donations/Other FTEs	-	2.3	2.3	-	(2.3)	-100.0%
<b>Total FTEs:</b>	<b>64.9</b>	<b>74.1</b>	<b>74.1</b>	<b>70.0</b>	<b>(4.1)</b>	<b>-5.5%</b>

# Library Department Summary

The Central Library and six branches of the Library Department provide essential services to all residents and neighborhoods of Springfield through materials, services and programs, selected and developed to meet the specific needs of Springfield residents.

Collections in a wide variety of formats and languages support the educational, cultural and recreational needs of Springfield residents of all ages. These include electronic materials such as online databases, e-books, and downloadable media that are available in the library during public service hours and from a home computer 24/7. The Library's wireless network allows residents to use their laptop computers and other devices in all Library locations. Our highly trained professional library staff provides accurate, personalized answers to instructional, educational, technical, scientific, and leisure reading questions from walk-in, telephone and e-mail customers, and through our content rich website: <http://www.springfieldlibrary.org>. The Library is designated as a Selective Depository for Federal government documents and a Depository for Massachusetts State government documents.

In addition to collections, the Library provides a broad range of public programs, including some in Spanish and other non-English languages, with a focus on early childhood literacy, homework assistance, enrichment programs for teens and lifelong learning opportunities for adults. According to the National League of Cities Institute for Youth Education and Families, quality early learning experiences for children from birth to age 5 pay long-term dividends, including school and employment success, stronger families and reduced crime. Every dollar invested in increasing early childhood education yields seven dollars in long-term social and economic benefits. The Reading Success by Fourth Grade: Blueprint for Springfield recognizes the critical role that libraries play in fostering a culture of literacy in Springfield.

Library programs enhance 21<sup>st</sup> century literacy skills to provide a foundation for long-term economic success. These programs also support civic engagement and cultural awareness. Computer training workshops, which provide information literacy, workforce literacy, and current relevant technology training, are constantly in demand. Programs that connect individuals with job opportunities and the skills they need to succeed in today's workforce contribute to the economic vitality of Springfield.

The Library Department supports Springfield's economic growth by providing programs that enhance 21<sup>st</sup> century literacy skills from early childhood through lifelong learning; helping residents learn new technical skills to increase their employability, find job opportunities and improve their application and interview skills. In particular, our collections, programs and services support Springfield residents through the current difficult economy with free access to these resources.

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 and provides the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as citizens and workers. 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 obtaining a GED, finding a job or going to college.

One of the Library's most in-demand services is free access to the Internet, available at 130 public use computers in the library system. The workstations ensure that all Springfield residents have equal access to the Internet, online information, electronic databases and other resources. Many residents use the Internet to research education, career and job opportunities, and complete online job applications which are increasingly becoming the only way to apply for many jobs. With current unemployment rates in the city at nearly 10 percent, the Library's free Internet access is more critical than ever. Programs focusing on small business topics and grant resources, available through the Library's designation as a Cooperating Collection of the National Foundation Center, serve the needs of area businesses and non-profit service and arts organizations, which have been significantly impacted by the current economic climate.

In Fiscal Year 2011, more than 641,000 people visited the libraries, an increase of 13% over the prior fiscal year. Library staff loaned 601,553 items, answered 98,698 information requests, and offered 1,905 programs attended by 35,243 people. Our public computers provided free Internet access to approximately 75,000 users, 73,323 searches of online databases, 495,137 website visits and over 15 million website hits. Our 45 volunteers contributed 2,217 hours of service to the library. There are 73,117 registered borrowers.

## Fiscal Year 2012 Highlights

The Springfield City Library's Strategic Plan "A Brighter Future for Springfield Today" received a National Innovation Award from the Urban Libraries Council. The Plan focuses not so much on the Library itself but on the role it can play in improving the City and celebrating the many positives of the City. The Urban Libraries Council is a membership organization made up of America's premier public libraries and the corporations that support them.

The Library Department has been nominated for the Institute of Museum and Library Services National Medal of Honor.

Received grants from the Barker Foundation and Fidelity Charitable Trust in the amount of \$216,000 to renovate and transform the Forest Park Children's Room into a Family Place Library. Planning and design was completed in FY2012. The project will be completed in FY13.

Developed a staff team approach focused on areas like programming, signage, customer service, promotion and marketing, teen services, website development and emerging technologies. The teams have undertaken much planning work for a series of programs and services to celebrate the diversity and history of Springfield.

The Early Childhood Resource Center for Western Massachusetts, funded by a contract with the State's Department of Early Education and Care, has proven to be a valued resource for local child care providers, preschool educators, and families by lending books, kits, educational toys and curriculum kits. Professional development workshops were offered to the target audience and multiple childcare centers have scheduled staff meetings at the Library to learn about the Center and take advantage of the resources to enrich the literacy environment in their classrooms. The Library and collaborator Preschool Enrichment Team received funding from the Davis Foundation to create a research-based language and literacy curriculum in English and Spanish and deliver trainings on using library books and boosting literacy skills in family childcare settings, an underserved population. The two-year grant will instruct approximately 80 early childhood educators.

In collaboration with Mass Humanities, the Library Department sponsored the Family Adventures in Reading (FAIR) fall and spring program series at the Central Library and the Indian Orchard Branch. Participants (six to eleven year olds and their families) were engaged in thoughtful discussion about books and their themes of courage, honesty and determination. The books reflect Springfield's diverse population.

Participated in the Gates Foundation Online Opportunity Grant to upgrade and expand computer hardware at the following locations: Brightwood, East Forest Park, Forest Park, Indian Orchard and Pine Point. Laptops were also purchased for East Forest Park and Indian Orchard for participation in the Library's In-house Laptop Loan Program (Note—East Forest Park and Pine Point computer hardware will be reallocated to the other library branches.). The total grant for the first year was \$104,000, with \$78,000 from the Gates Foundation and \$26,000 matched by the Library. The second year is a total of \$91,000, with \$45,000 from the Gates Foundation and \$45,000 matched by the Library.

Implemented a two year LSTA grant to establish Conversation Circles improve services at the Brightwood Branch Library. This program offers adults learning to speak English the opportunity to develop

confidence and build vocabulary by joining a conversation group to practice speaking English. The Read/Write/Now Adult Learning Center (RWN) surpassed state standards in attendance, goals set and met by learners, learning gains as measured by required standardized tests and in average attended hours. As a result, the program was raised from a Tier 4 to a Tier 3 program. Read/Write/Now also implemented a pilot project called STAR (Students Achievement in Reading).

RWN also published the sixth annual Springfield Adult Basic Education Directory, which lists 17 programs for adults and out-of-school youth offering services in Springfield for basic literacy, English for speakers of other languages, family literacy, GED pre-testing, preparation, and testing, adult high school diploma, MCAS remediation, pre-GED and transitions to college. The directory is distributed more widely each year. This year multiple copies went to both Department of Transitions Assistance offices, to the Parent Information Center, to Parent Liaisons at the School Department and to many other community service agencies.

Continued a successful series of health programs for the public in collaboration with Baystate Health Sciences Library.

Submitted a waiver application to the Massachusetts Board of Library Commissioners to receive State Aid to Public Libraries Funding. Waiver applications must be submitted when Library budgets do not meet the State's Municipal Appropriation Requirement (MAR). The FY12 budget is 15 % below the MAR.

Reviewed existing statistical collection, content and reporting processes and revised as needed to: provide statistics that better reflect the scope, depth and effectiveness of services to Springfield residents; incorporate statistical reports into on-going management review of library planning; encourage effective management; and support requests for additional resources by seeking other sources of funding.

Continue working with the Library's and City's IT departments to develop a library intranet housed on the City's server to: simplify and centralize the Library's statistical collection process; provide easy access to Library statistics for all Library staff and authorized city officials; provide flexible, easy to use reports on-demand; provide a central repository of library statistics; and provide a central, easily accessible repository of important library documents.

Expanded the E-Reader Loan Program to include the general public. In December of 2010, the library began lending e-Book readers to Springfield seniors, thanks to the Springfield Office of Elder Affairs for 10 Sony Readers for this group.

Continued the focus of the successful LSTA-funded Libraries for Job Seekers Grant by developing new trainings and collections (print and online) to meet the needs of individuals seeking employment opportunities. It also helped establish a new web presence highlighting services and resources for job seekers. Collections and workshops were expanded to neighborhood branches.

Conducted several series with the Small Business Association to provide information for Springfield residents interested in starting their own business.

Library staff actively participated in Develop and Rebuild Springfield efforts by attending all of the neighborhood and citywide meetings, as well as targeted focus groups. As a result, the Library will be



included in the Master Plan as a vital city resource.

Investigated the feasibility of building a new East Forest Park Branch on the Mary Dryden property.

Investigated the feasibility of applying for a Planning and Design Grant from the Massachusetts Board of Library Commissioners to plan for a new state of the art library to replace the East Springfield and Liberty Branches. The new Branch would be located geographically between the existing branch locations.

Developed and implemented a new Reference Service model, allowing staff to interact with the public both in the library and in the community.

Celebrated the 100<sup>th</sup> Anniversary of the Central Library through citywide programming and outreach, and conducted programs, exhibits and events focusing on Springfield's community, diversity, culture and history.

Developed a new branch and logo to reflect the Library's new plan and to market library services to all segments of the Springfield community.

Increased the number of partnerships with community organizations including business, education and cultural

## Risks and Challenges for Fiscal Year 2013

The FY12 reductions in Municipal Funding will continue to have a dramatic effect on the Library's ability to sustain existing services and implement new initiatives. The budget reductions for fiscal year 2012 seriously impact our ability to effectively manage and staff 10 library locations. The budget reductions will require closing branches; East Forest Park, Pine Point and Liberty Street.

To remain relevant and meet the expectations of 21<sup>st</sup> century library users, the Springfield City Library must continue to meet the exponential growth in the demand for online services. Heavy demand for materials in community languages, media items, and the Library's continued transition to online materials places a burden on the materials budget and impacts purchasing many of the more traditional items that the public still continues to expect from its library.

Annual security costs continue to rise and reduce the funds available for other library resources and services. 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.

Any budget action that causes the Library to lose State Certification has the potential to reduce or eliminate Springfield's State Aid allocation for library service. Not only would this affect the library budget negatively, it could threaten the guarantee that Springfield residents can borrow materials directly from other area libraries and prevent them from borrowing materials through state resource sharing networks like C/W MARS. In Fiscal Year 2011 Springfield residents received 38, 378 items in different formats through these networks. At least 10 percent of the requests were for children or young adults. In addition to being an enormously popular service, network borrowing strongly supplements the Library's acquisition budget which has been reduced by percent over the past several years and is not now adequate by itself to meet the needs of Springfield residents. Online Databases Licensing by the Mass Library System and the Central /Western Mass Automated Resource Sharing Network provide funding for and access to sixty six Online Databases and electronic books, media and video. (Value: app. \$250,000)

Reductions in Fiscal Year 2012 State funding from the Mass Board of Library Commissioners eliminated Regional Reference Centers in Massachusetts. As one of these Centers, the Springfield Library system lost state funds used for staffing the Central Library on Sundays. Funding for Sunday Hours needs to be addressed. The loss of Sunday hours would result in a further reduction of State Aid, since the Sunday Hours are needed to be in compliance with the Unique Hours State Standard. Sources of other possible funding will be explored to continue to offer this valuable service to the residents of Springfield, to provide a safe cultural and educational resource for Springfield's downtown community, and to attract visitors to Springfield's downtown commercial area.

A consistent reduction in the Library's materials budget has resulted in an overall reduction of 28 percent as of Fiscal Year 2011. Any further reductions will have a significant impact on the library's ability to meet the community's needs and interests through its collections.

The Read/Write/Now program continues to have a waiting list of approximately 150 adults who need

basic Adult Literacy services.

While the Substitute program does help, staffing continues to be a challenge. The Library system is currently open 189 hours every week, with a public service staff of FTEs (to staff public service desks, plan and provide programs, assist the public with computers, and perform numerous off desk duties). While the library is in effect a first responder to the economic crisis by providing essential services, the biggest challenge affecting the library's ability to help job seekers is a lack of staff to effectively help them.

Meeting the needs of Springfield residents in neighborhoods with branches open 18 hours a week and a Central Library that is open 40 hours a week, continues to be a challenge. Access to Library resources including information, collections, computers, programs and community based services is only available 12 days a month in each of the six branch libraries. Hours at the Central Library and Branches are at a minimum and cannot be reduced any further.

New technologies and media formats are constantly emerging, and keeping the library's collections and equipment up to date to meet user expectations is a serious challenge.

Despite Gates funding, which has increased and upgraded the number of Internet computers available to the public, there are not enough computers to meet demand. The library is limited both by budget constraints and in some locations by space constraints as well as staff to maintain the computers.

## Strategic Decisions for Fiscal Year 2013

All Strategic Decisions for Fiscal Year 2013 will support the Strategic Priorities of the Library and the Mayor's Priorities.

Library Strategic Priorities:

- Success in education, work and life: The Library will build strong programs and collections to promote success for Springfield residents in education, work and life.
- Celebrate Springfield: The library will be an advocate for the City and the community with programs and collections that celebrate the rich culture, people, history and achievements in Springfield.
- Community Leadership: The Library will strengthen its relationships with local leaders to inspire community members to use Springfield City Resources to start a business, advance their education and explore new careers.
- Springfield City Library—A place for you: The library will continue to enhance the Central and neighborhood branches to provide resources, programs and collections and physical spaces to encourage community, learning, fun and reflection.
- Library awareness and advocacy: The library will expand efforts to improve awareness of library programs and resources to attract new users and to build library advocates.
- Institutional effectiveness: The Library will continue to focus on effective services and programs and will develop metrics that demonstrate library contributions to Springfield.

Review potential sources of new funding to supplement Library programs and services and continue to review all areas of the operation for potential re-structuring for cost savings.

Examine the feasibility of building a new East Forest Park Branch on the Mary Dryden property.

Apply for a Planning and Design Grant from the Massachusetts Board of Library Commissioners to plan for a new state of the art library to replace the East Springfield and Liberty Branches. The new Branch would be located geographically between the existing branch locations.

Continue to participate in Rebuild Springfield efforts and recommendations based on the Master Plan for Springfield.

Continue to review staffing, services and programs to identify what is most essential and useful to Springfield residents and what can be consolidated, streamlined or eliminated.

Work with the staff of the C/W MARS, NOBLE, and MVLC networks to implement an Evergreen open source integrated library system to replace the Innovative Interfaces, Inc system now in place.

Continue to maintain and improve the physical infrastructure, collections, staffing and innovative programs and services with a focus on new areas of strategic partnerships, collaborations and opportunities, including Museums, Schools, Cultural Institutions and other city departments.

Develop an annual theme “Celebrate Springfield” for public marketing programs to increase usage and awareness of library services, resources and programs.

Investigate funding for expanding out-of school programming to all Library locations through collaborative planning with the Springfield School and Park Departments. Funding would need to include additional funding for staff for additional hours. Some of our branches are only open one afternoon per week.

Increase access to online resources and staff training to ensure that every location has the capabilities to assist patrons with their information needs as well as providing Library customers access to online resources in an easy-to-navigate virtual library through a new Library website and Social Media platforms to increase services to current and potential new customers of the library.

Meet or exceed all five performance standards set by the Massachusetts Department of Education for adult basic education programs.

Offer traditional youth programs, homework assistance and increase participation in reading programs through a teen author fair and other marketing efforts, including Social Media Platforms.

Continue to refine technical service assignments and workflow as staffing and budgetary constraints indicate.

Expand Summer Reading Club participation. Research shows that children who do not read during the summer lose six to eight weeks of what they learned the previous year in school. By the end of fifth grade, students who did not read during the summer were behind their peers by an average of two years.

Expand workforce development programming and services and establish new career centers. Job-Seeking services include providing access to job databases and other online resources, providing access to resources to help individuals create resume and other employment materials, help individuals complete online job applications and offer classes on job seeking strategies.

Continue to provide technology training. Many people coming to the library are first-time computer users. At the library, they learn how to use a mouse, how to open an email account, do research, apply for government assistance, as well as attend introductory classes in office software products, including Word and Excel.

Expand services to Teens by developing new welcoming spaces for teens, collections and programs. Apply for funding for Teen Digital media services.

Expand RFID and implementation of patron self-checkout by developing a proposal for implementing RFID tagging at Sixteen Acres.

Investigate new service models and processes to help the library meet increased demand with no increase in personnel, such as patron holds self pickup, floating collections, additional self checkouts and self check in equipment.

Increase number of public access computers at designated locations.

Determine if the Central Library building is adequate to serve as Springfield's library today and in the future, continue to promote a state of the art Downtown Library able to meet the future needs of the City of Springfield.

Develop the Library's website to strengthen its role as Springfield's gateway to information and expand library services through a digital Branch. Develop mobile website to promote use of our resources and expand our services to smart phone users.

Investigate the feasibility of a satellite site for the Library in Tower Square for downtown workers.

# Administration and Management Services

**Description:** Administration and Management Services provides administrative, managerial, and operational support for the Library Department in order to make the most effective, efficient use of the funding, technology, and staff available, and to produce the most relevant and useful services. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing and volunteer coordination.

## Fiscal Year 2013 Goals

**Goal:** Improve the perception of public safety throughout the entire City

Citywide Strategic Priorities Supported: Public Safety

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of library displays posting public safety information in public areas	N/A	5	10	9	11

**Goal:** Provide and expand the range of relevant, innovative technologies to increase the use and accessibility of library resources.

Citywide Strategic Priorities Supported: Education, Healthy Neighborhoods, Fiscal and Operational Excellence.

**Action Steps:**

1. Utilize webcasts and podcasts to promote online programming, i.e. High Tech on Demand.
2. Promote library services and programs on social networking sites like Facebook and Twitter.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of users of online programming.	N/A	N/A	500	N/A	N/A
Number of fans on Facebook and numbers of followers on Twitter.	N/A	801	1,000	1,171	1,464

**Goal:** Begin implementation of the library’s new five-year Strategic Plan

Citywide Strategic Priorities Supported: **Education, Healthy Neighborhoods, Fiscal and Operational Excellence.**

**Action Steps:**

1. Work with CIS and Library staff to manage data gathering and analysis, surveying and re-  
sults, and changes to Library practices and procedures to reflect findings.
2. Monitor progression of plan development and ensure timeline targets are met.
3. Review and implement operational and service model recommendations from the  
Lyrasis Study as appropriate to improve efficiency, effectiveness and user services.
4. Review existing telephone and virtual information services model to improve effec-  
tiveness and customer service.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Increase use of telephone, text messaging and e- mail information services	N/A	825	800	10,053	12,566

**Goal:** Establish internship opportunities to assist Department managers in achieving Fiscal Year 2013 goals and participate in the internship program initiated by the Mayor’s Office involving Springfield Public School Students.

Citywide Strategic Priority Supported: **Healthy Neighborhoods, Fiscal and Operational Excellence.**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Number of internships available	N/A	1	2	3	4



## Multi-Year Goals

Identify and secure additional revenue support for the library system from foundations, grants, corporations, and other public and private sources.

Continue to advocate for strong financial support from the City of Springfield and develop additional financial resources to meet and support community needs.

Ensure an environment that enables quality library services providing facilities that are safe, accessible, cost effective and comfortable.

Continue collaboration with the Downtown Springfield BID (Business Improvement District) to integrate Central Library programs and services into overall Downtown Springfield planning.

Apply for funding from MBLC, LSTA, MCC, SCC, and other federal, state and corporate sources to fund collections, services and programs that meet community needs.

Review existing statistical collection and revise as needed to provide metrics that will evaluate goals and objectives and establish assessment priorities that address contributions to the community, user satisfaction, efficient processes and stewardship of library funds

Evaluate current procedures, operations, service models and staffing patterns and ensure that metrics demonstrate contributions to and impact on the Springfield community.

Continue working with C/W MARS on data connection switchover at the branches and Central Library to improve customer service by increasing bandwidth connectivity which will improve speed and access to the Internet. Add Mass Broadband Institute initiatives as applicable. Determine if fiber optic pricing from the Massachusetts Broadband Institute is affordable and advisable.

Evaluate RFID pilot project at Mason Square Branch and continue to introduce RFID Technology throughout the system for operational and fiscal effectiveness.

Continue to work with the Springfield Library Foundation and the Friends of the Library in fundraising efforts.

Provide training that enhances the staff's ability to deliver excellent service and emphasize continuous learning as a core.

Provide the technological infrastructure needed to support library operations and utilize technology for the most efficient and cost-effective delivery of library services.

Develop the Library's website to strengthen its role as Springfield's gateway to information and expand library services through its Digital Branch.

Collaborate with the Facilities Department to implement approved capital projects for various Library locations as outlined and prioritized in the City Capital plan for the Library Department.

Develop a marketing and communications plan that promotes the library's programs and services.

Explore possibility of equipment and other actions to improve the ergonomics, safety and efficiency of the library's delivery (box packing) operation.

Consideration of the suitability of the Central Library and current Branch locations and develop a long range plan for Library services for the future.

Determine ROI for existing public service points and adjust as appropriate.

Expand fundraising capabilities by increasing the current web presence for Friends of the Springfield Library and establishing a web page for the Springfield Library Foundation.

## Adult and Information Services

**Description:** Adult and Information Services staff provides timely and accurate information services for Springfield adults, as well as outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences. Residents will be provided with the resources and skills that they need to explore topics of personal interest and continue to learn throughout their lives.

### Fiscal Year 2013 Goals

**Goal :** Provide accurate personalized answers and resources for the specific information questions of individual walk-in, telephone, and online customers.

Citywide Strategic Priority Supported: **Education, Economic Vitality, Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of questions answered	98,637	92,076	100,000	72,174	90,218

**Goal:** Use the library’s website and online catalog to highlight and access the wealth of resources in all subjects and formats available to library users.

Citywide Strategic Priority Supported: **Education, Economic Vitality, Healthy Neighborhoods.**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of visits to online resources	16,592,478	17,252,272	17,500,000	13,811,635	17,264,544
Number of unique visits to online resources	495,137	406,970	500,000	299,214	374,018
Number of Database Searches	73,323	77,477	78,500	60,363	75,454
Use of wi-fi	N/A	N/A	N/A	16,170	20,213
Use of computers	N/A	N/A	N/A	71,667	89,584

**Goal:** Maintain an average of at least 15 adult participants per program offered.

Citywide Strategic Priorities Supported: **Education, Healthy Neighborhoods, and Economic Vitality**

**Action Steps:**

1. Based on the results of the Strategic Planning Process, develop community responsive programming standards and guidelines for all locations and market effectively and appropriately.
2. Train job seekers in identifying job opportunities, applying for positions and interviewing skills.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of adult programs offered	576	516	480	445	556
Total adult program attendance	9,669	8,135	8,160	6,728	8,410
Average adult participants per program offered	17	16	17	15	19
Career Transition and job training programs	N/A	14	12	18	23

**Goal:** Provide adults with print and non-print materials to further education and meet the needs of the community.

Citywide Strategic Priority Supported: **Education, Healthy Neighborhoods, Economic Vitality**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of print adult items circulated	227,259	222,748	240,000	153,860	192,325
Number of non- print adult items circulated	142,328	152,790	149,000	108,045	135,056

## Multi-Year Goals

Offer focused workshops to assist adults in attaining U.S. citizenship, driver's licenses, and increasing work-related skills.

Continue to meet the needs of adults with low literacy skills for reading, writing, and other necessary lifelong learning skills.

Respond to societal changes with information to help Adults and Seniors manage and improve their lives.

Provide access to collections in ever-increasing formats to further educational opportunities and meet the needs of the Adult and Senior community.

Conduct programs, exhibits and events focusing on Springfield's community, diversity, culture and history.

Develop and promote collections that showcase local history and achievements.

Provide services that enhance skills and resources required to identify career opportunities and job seeking skills.

Continue to enrich and support Springfield's arts, cultural, business communities by offering citywide writing contests, creative writing workshops, book discussion group's, author programs, participate in Citywide and neighborhood programs and events.

Expand Web 2.0 programs and services, such as blogs and social networking sites to promote and evaluate library services and receive feedback from Springfield residents through Social Media to increase residents' participation and awareness of library programs and services.

Continue to provide programs that improve technology literacy to increase job skills for long-term employability.

Expand health related programs through collaborations with local institutions and the Springfield Health Department.

## Borrowers Services

**Description:** Borrowers' Services works directly with individual library users and library staff across the state to loan materials from the Springfield Library, and other libraries collections, to Springfield residents and other users. Borrowers' Services provides direct support and access to all circulating library materials in order to meet the information and reading needs of patrons.

### Fiscal Year 2013 Goals

**Goal:** Increase total circulation in the Library system, while maintaining at least 4 items circulated per capita.

Citywide Strategic Priority Supported: **Education, Economic Vitality, Fiscal and Operational Excellence.**

Action Step:

1. Based on the new strategic goals, market and merchandise collections and outreach efforts to increase circulation

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Total circulation	608,946	616,581	625,000	435,973	544,966
Items circulated per capita	4	4	4	3	3

**Goal:** Increase the number of library cardholders who receive notices by email and text messages.

Citywide Strategic Priorities Supported: **Education, Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of library cardholders receiving notices by e-mail	N/A	10,582	15,000	13,225	16,531

**Goal:** Register new library users and maintain a patron records database in accordance with C/W MARS and Springfield City Library policies.

Citywide Strategic Priorities Supported: **Education, Healthy Neighborhoods, Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of total cardholders	77,829	78,333	78,500	78,267	78,523

## Multi-Year Goals

Participate in marketing and outreach efforts to increase the number of new registered borrowers.

Monitor the effectiveness of the collection agency to assure that borrowed materials are returned or replaced.

Continue to conduct regular, more-frequent checks and updates of library materials with unresolved statuses to maintain the accuracy of the database and improve customer service and satisfaction.

Continue to participate in C/W MARS functional committees (Resource Sharing, Circulation, PAC, and Cataloging) to make sure that Springfield's concerns are considered in network policies and to bring all new network developments and resources back to the Springfield Library.

Investigate Evergreen Open Source Software capabilities to streamline operations and reduce costs associated with Delivery.

## Youth and Outreach Services

**Description:** Youth and Outreach Services staff provides and supports high quality educational and leisure opportunities for Springfield youth, from birth through age seventeen. Books, films, and other materials are purchased for preschoolers, elementary aged children and teens, as well as for parents and teachers. Programs are offered for the education, entertainment, and enlightenment of these groups.

### Fiscal Year 2013 Goals

**Goal:** Offer programs, activities, and reading opportunities for Springfield teens to enhance available social, educational, and quality of life opportunities within the community.

Citywide Strategic Priorities Supported: **Education, Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of teen print items circulated	52,034	53,724	56,000	37,784	47,230
Number of teen non- print items circulated	5,319	5,669	6,200	4,857	6,071
Number of teen programs offered	116	187	130	309	386
Total number of teen program attendance	1,309	2,059	1,400	11,621	14,526

**Goal:** Contribute to the growth and development of Springfield families and children by providing services, programs and collections that promote literacy and academic success.

Citywide Strategic Priorities Supported: **Education, and Public Safety**

**Action Step:**

1. Partner with Level 4 neighborhood schools to support students' academic proficiency by providing library cards, homework support resources, computer access, educational databases for research, and recreational reading materials.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of children's print items circulated	129,388	118,708	135,000	94,974	118,718
Number of children's non- print items circulated	45,671	45,985	48,500	36,553	45,691
Number of children's programs	957	1,156	800	1,001	1,251
Total children's program attendance	19,436	17,817	18,000	13,584	16,980
Activities with Level 4 Schools	N/A	10	10	9	11



**Goal:** Improve the City's response to crime and quality of life issues regarding safety

Citywide Strategic Priorities Supported: **Healthy Neighborhoods, and Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Number of after school program attendees at Library branches	N/A	335	400	7,394	9,243

**Goal:** Increase proficiency rate for all students

Citywide Strategic Priorities Supported: **Education, and Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Number of after school programs	N/A	34	42	584	730
Number of students attending after school programs	N/A	335	430	7,394	9,243

## Multi-Year Goals

Aggressively market library resources, ongoing programs, and new initiatives to maintain high levels of attendance and patronage.

Maintain active and collaborative relationships with a variety of community-based organizations and institutions that serve youth and adults.

Continue to develop a leadership role and presence on citywide collaborations to improve early childhood literacy.

Continue to define, design, and provide programs and collections that promote literacy and academic success for Springfield Youth, and contribute to the growth and development of Springfield Families and Children.

Offer programs, activities, and information and reading opportunities for Springfield Teens for their social, educational and civic development.

Strengthen and provide collections in a variety of formats that continue to support the information and reading needs of Springfield Youth and families.

Expand use of the Early Childhood Resources Center for the Western region of Massachusetts for early childhood professionals and Springfield families through outreach and collaborations with Springfield Partners for Community Action, Preschool Enrichment Team, and family child care centers.

Provide access to high-quality early literacy materials and assist children, parents and caregivers in developing age-appropriate literacy skills that support language development.

Continue implementing an elementary age child/parent book discussion series in collaboration with Mass Humanities (formerly the Massachusetts Foundation for the Humanities).

Collaborate with Springfield Head Start classrooms, the Martin Luther King Community Center, and the Vietnamese Civic Association on outreach efforts, enrichment activities and increased library use.

Continue to offer story hours during times convenient for working families, including nights and weekends. During the story hours, library staff will model how to read aloud to children in ways that are interactive and build children's literacy skills. Library staff and volunteers will also lead story hours in other community settings, such as childcare programs, family shelters and community centers.

Reach out to schools, cooperate and collaborate.

## Collection Services

**Description:** Collection Services provides, in the timeliest manner possible, quality library collections that will meet the informational and recreational needs of Springfield residents and provide the resources they need to meet their personal information, reading, viewing and listening interests.

### Fiscal Year 2013 Goals

**Goal:** Ensure the variety of system-wide materials meet the ever-changing needs of the community.

Citywide Strategic Priorities Supported: Healthy Neighborhoods, Education, Fiscal and Operational Excellence

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Average number of circulations for each type of material during its first year of circulation	N/A	4	6	6	6
Adult Fiction average	N/A	8	10	8	8
DVD's (all levels)	N/A	12	15	17	17

**Goal:** Increase circulation at the Forest Park Branch by conducting a comprehensive collection development project.

Citywide Strategic Priorities Supported: Neighborhood Revitalization, Education

**Action Steps:**

1. Use collection maintenance guidelines to evaluate collection use and maintain and purchase only high interest materials.
2. Market revamped collections through merchandising and promotions.

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-11	FY13 Goal
Number of Adult Items circulated at Forest Park Branch	13,094	16,874	22,500	16,988	21,235
Number of Teen Items circulated at Forest Park Branch	3,893	4,651	5,000	5,269	6,586
Number of Children's items circulated at Forest Park Branch	7,568	8,294	10,500	12,835	16,044

**Goal:** Make new materials available to the public in a timely and accurate manner.

Citywide Strategic Priority Supported: **Education, Fiscal and Operational Effectiveness**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-11</b>	<b>FY13 Goal</b>
Average number of days from items received to items cataloged.	N/A	5 days	5 days	5 days	5 days
Average number of days that items needing special cataloguing attention take to be cataloged from processing to shelf placement	N/A	30 days	25 days	25 days	25 days

## Multi-Year Goals

Increase the accuracy of the public catalog through continued database maintenance projects and addition of records for currently uncaptioned uncataloged materials.

Analyze information gathered from the strategic planning process to ensure that collections are remaining responsive to community needs and interests. Begin process in Fiscal Year 2011, to be completed in Fiscal Year 2013 of updating the collection development policy and associated collection guidelines.

Develop and implement a formal schedule, along with necessary documentation and training, for database maintenance projects to increase the accuracy of the catalog and improve customer service.

Conduct or host site visits with similar library systems in order to comparatively evaluate their methods and processes.

Continue process of reshaping collections to meet current patron needs and interests through aggressive weeding projects.

Continue to investigate emerging vendor-supplied media processing, adopting those that are more cost-effective than current practices.

Work with other libraries within the network to define scope of reasonable cooperative collection development efforts; participate in planning and implementation of such cooperation as feasible.

Participate in the development of open source software functionality for Acquisitions, Cataloging, and Serials as CWMARS network prepares to migrate to open source from current ILS vendor.

Continue to improve collection access by adding full bibliographic records for at least 100 currently uncataloged or partially catalogued materials (documents, stack materials, etc.)

Evaluate Central Library's closed stack collections of uncataloged items to determine which items should be added to the catalog for public access.

## Grants Summary: Libraries

- 1. Massachusetts Bureau of Library Commissioner's State Aid:** Administers the State Aid to Public Libraries program which grants annual awards to municipalities whose public libraries meet statutory and regulatory requirements.
- 2. Adult Basic Education (ABE):** 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.
- 3. Regional Employment Board Adult Basic Education:** Provides undereducated and limited English proficiency adults to access to free and highly effective adult basic education services.
- 4. Mass Cultural Council:** Provides organization support for cultural programming
- 5. Library Services and Technology – (LSTA):** Provides funding for special projects
- 6. Early Childhood Resource Center:** Facilitate the availability and accessibility of current early childhood resource materials to early childhood professionals & families in Western Mass.

Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
1. MBLC	State	220,005	230,606	223,103	223,103	(7,503)	-3.4%
2. MA DESE	State	204,238	148,773	201,586	181,571	32,798	18.1%
3. REB	State	29,184	31,355	31,355	31,355	0	0.0%
4. MA Cultural Council	State	8,545	7,800	10,000	10,000	2,200	22.0%
5. Library Services and Technology (LSTA)	State	3,250	7,500	12,500	20,000	12,500	-100.0%
6. MA EEC	State	6,917	7,000	7,000	7,000	0	0.0%
<b>TOTAL</b>		<b>472,140</b>	<b>433,034</b>	<b>485,544</b>	<b>473,029</b>	<b>39,995</b>	<b>8.5%</b>

# All Funds Budget

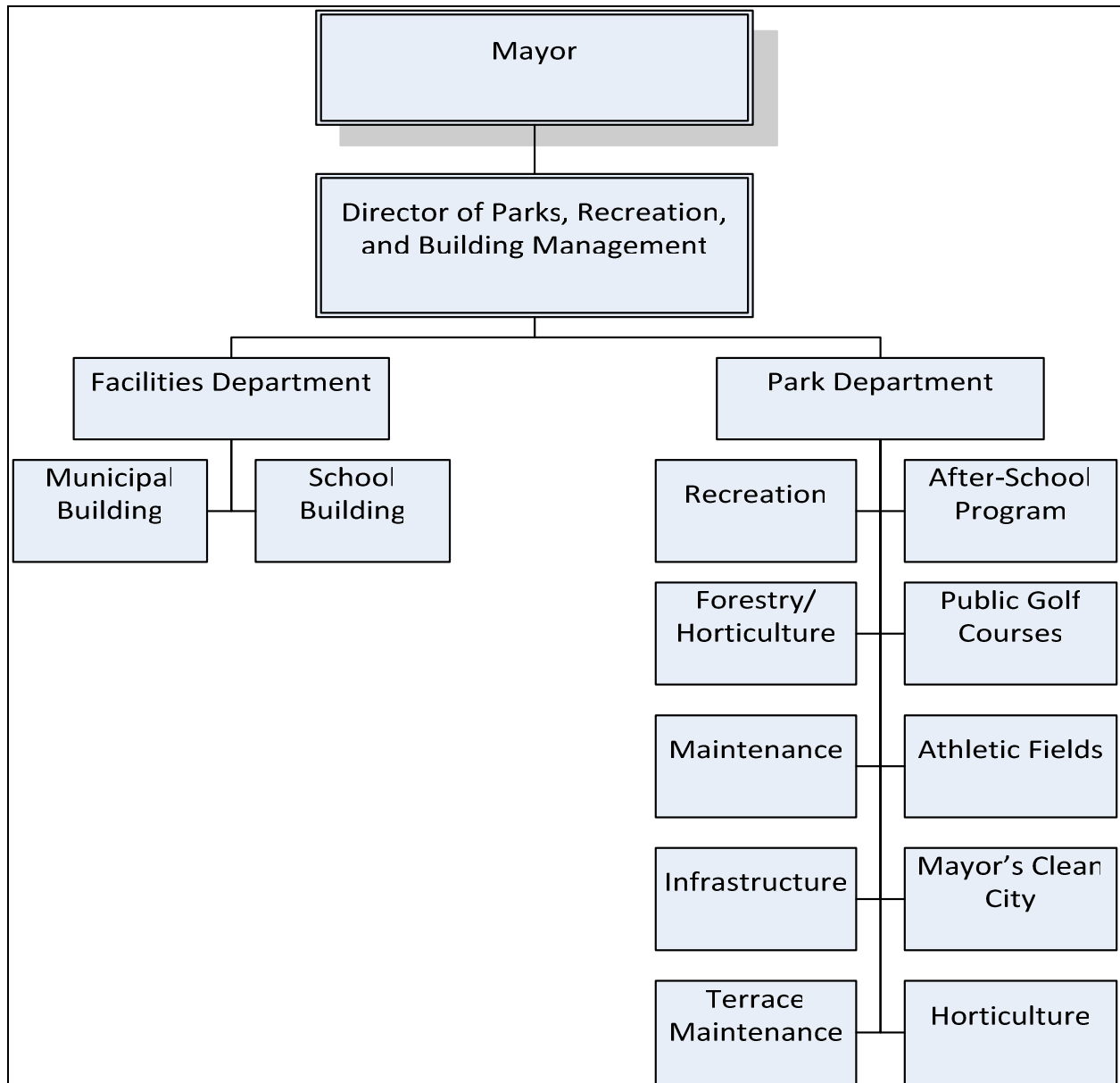
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**Section 10**  
**Parks, Recreation and**  
**Building Management**

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# Parks, Recreation and Building Management



## Mission Statement

The Parks and Facilities Management's 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

# General Fund Budget and Staffing Overview



Division Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Facilities Management	\$12,953,293	\$5,577,821	\$5,564,315	\$3,592,449	(\$1,985,372)	-35.6%
Parks and Recreation	\$8,487,302	\$7,559,678	\$7,634,483	\$7,547,672	(\$12,006)	-0.2%
<b>Total Division</b>	<b>\$21,440,595</b>	<b>\$13,137,499</b>	<b>\$13,198,798</b>	<b>\$11,140,122</b>	<b>(\$1,997,377)</b>	<b>-15.2%</b>

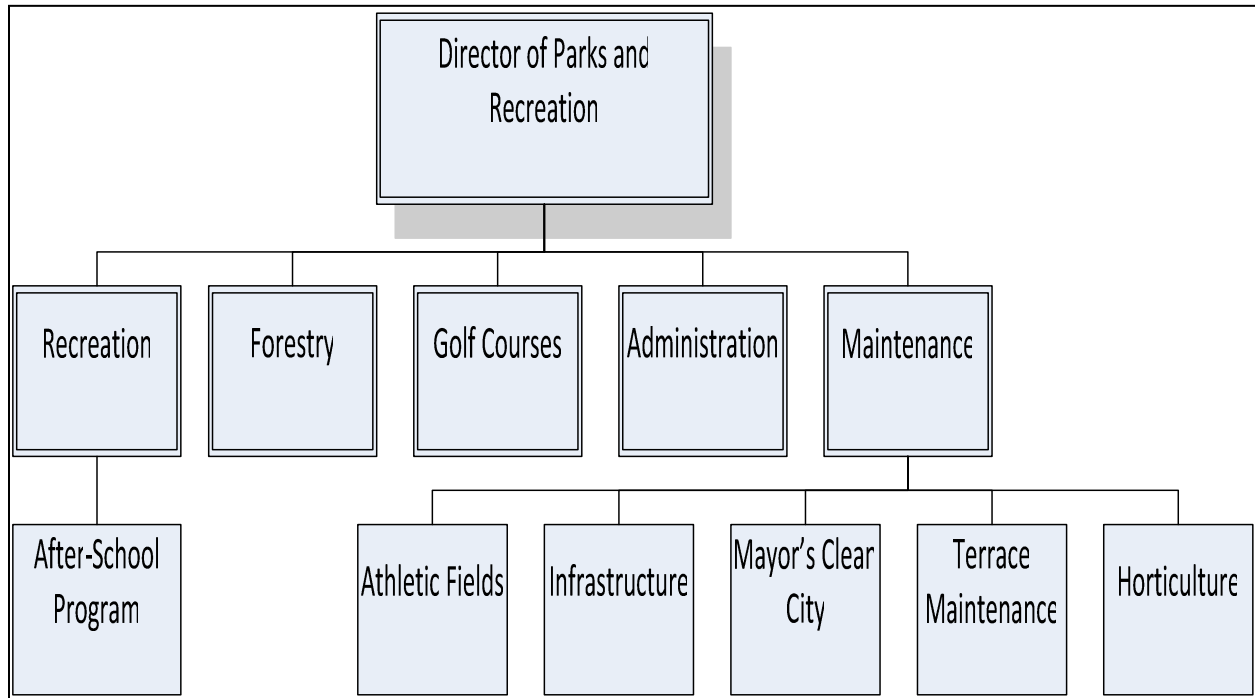
Division Personnel (FTE's)	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Facilities Management	68.0	63.0	63.0	24.0	-39.0	-61.9%
Parks and Recreation	92.0	79.5	79.5	78.0	-1.5	-1.9%
<b>Total FTE's *</b>	<b>160.0</b>	<b>142.5</b>	<b>142.5</b>	<b>102.0</b>	<b>-40.5</b>	<b>-28.4%</b>

\* the FTE count is for permanent staff only - excludes temporary and summer staff

# PRBM Division FY12 Funding Sources

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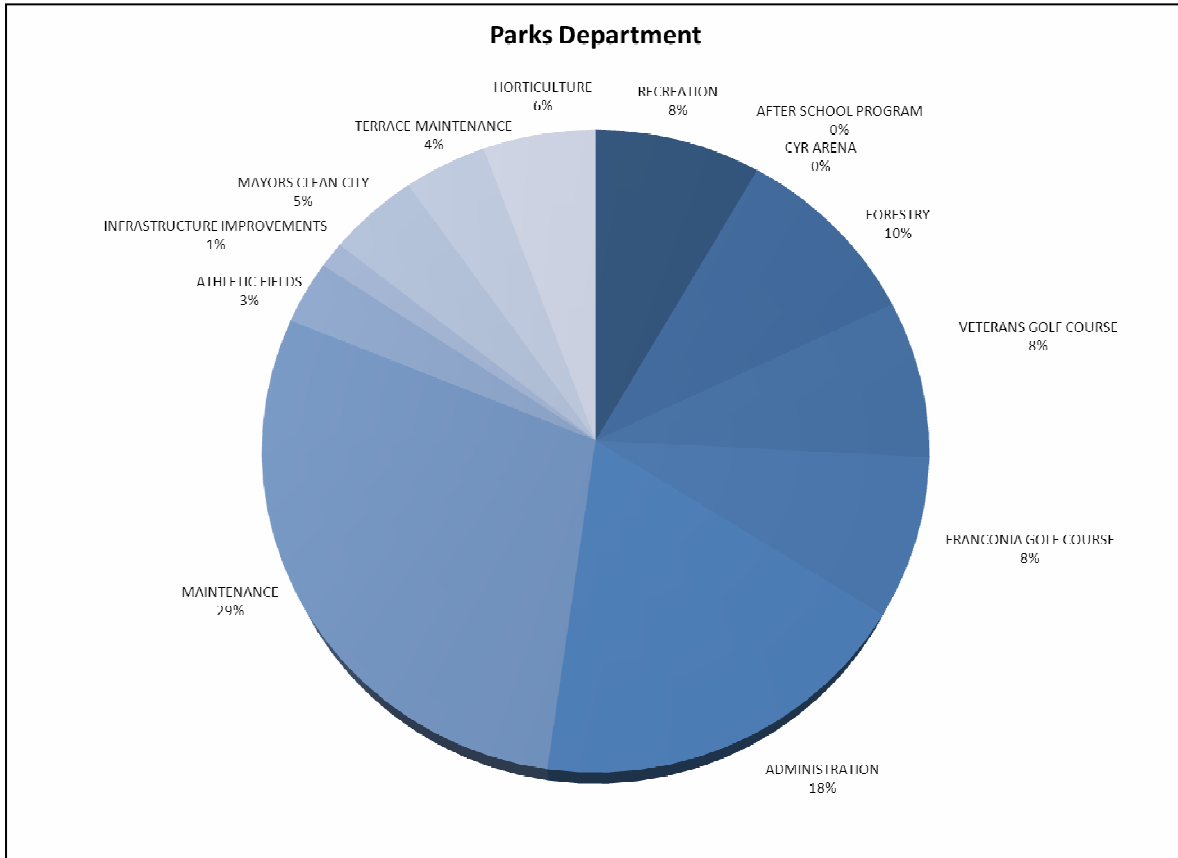
# Parks Department



## Mission Statement

Maintain and improve the City's parks and open space, as well as offer a diverse range of recreational programs.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$4,259,076	\$3,879,193	\$0	\$3,842,673	(\$36,520)	-0.9%
OTPS	\$4,228,226	\$3,680,485	\$0	\$3,704,999	\$24,514	0.7%
Capital	\$0	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$8,487,302</b>	<b>\$7,559,678</b>	<b>\$0</b>	<b>\$7,547,672</b>	<b>(\$12,006)</b>	<b>-0.2%</b>

Parks Department	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	92.0	73.5	73.5	72.0	(1.5)	-2.0%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	3.0	3.0	3.0	-	0.0%
Trusts/Donations/Other FTEs	-	3.0	3.0	3.0	-	0.0%
<b>Total FTEs:</b>	<b>92.0</b>	<b>79.5</b>	<b>79.5</b>	<b>78.0</b>	<b>(1.5)</b>	<b>-1.9%</b>

\*excludes temporary and summer staff



## Department Summary

The park maintenance program is responsible for the care and maintenance of 35 parks (2,500 acres), 52 schools (65 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/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 2012 Highlights

### Parks and Open Spaces

The Parks Department has cooperatively worked with a private vendor to conduct mowing, trimming, spring/fall clean-ups, and snow removal services for 25 parks, 52 schools, and 175 terraces. Budget reductions over the past few fiscal years have limited turf improvement activities including fertilization, over-seeding, aeration, and sod improvements. The impact of limiting these activities has created a stock of turf that is more susceptible to disease and pathogens, more reliant on watering, and less hearty, causing areas of poor turf development. The department is exploring donations of grass seed and fertilizer from vendors and “Parent Companies” that manufacture these products.

The Parks Department currently manages all vegetation on parks, city terraces, and recreation woodlands. Maximizing recreational opportunities has included specific attention to dam facilities and flood control projects, shared space initiatives, and reclaiming property for active use, such as trail maintenance in our regional parks. Parks such as Riverfront Park, Forest Park, and Van Horn Park require annual tree maintenance services, as well as improved and increased path maintenance and de-brushing to satisfy the needs of the pedestrian commuter, walking student and recreational park user.

### Athletic Fields

The ball field maintenance crew’s goal is to improve the condition of the City’s ball fields and athletic fields based on the recreational needs of park users. The City currently has 31 facilities that accommodate 93 operational field locations utilized throughout the spring, summer and fall. Our ball field crew is responsible for maintaining the condition of the fields and infrastructure. Additional responsibilities include fencing and backstop repairs and replacements, mounds and base path integrity, lining ball fields and athletic fields, and conducting regular ground maintenance for games. Recommended management improvements include forming a seasonal workforce that will facilitate seven day per week coverage to adequately provide services to the leagues and games being played on Springfield ball fields.

### Terraces

The Parks Department is continuing efforts to inventory and replace old signage, benches, and other infrastructure on the terraces including fountains to further improve the quality of these open spaces.

### **Park Buildings/Infrastructure**

The Parks Department maintains day to day maintenance for 55 buildings and approximately 25 structures, including two banquet facilities. We are currently constructing databases using formats designed by the Facilities Division in preparation of implementing MUNIS Work Order Module to report, collect, and distribute repair needs. The Myrtle Street Park Field House, used also by the Indian Orchard Citizens Council, has been totally remodeled and renovated. Work has begun on a new maintenance building at Forest Park that will be used as a repair shop, storage area, and a facility to securely park vehicles and equipment.

### **Clean City**

Our Clean City Department 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. Objectives are to appropriately respond to work orders issued through the Office of Housing and Neighborhood Services, Facilities Department, Department of Public Works, and the Parks Department to maintain open space outside of park property. Clean City will continue to act as the authority on illegal dumping identification, reporting, and remediation, as well as providing property management services for the “abandoned house” portfolio. This work includes the boarding and securing of vacant property, pursuant to code.

### **Horticulture**

The Park Department’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.

### **Magawiska Road, Forest Park**

The Springfield Water and Sewer Commission and Baystate Gas have primary utility services located beneath Magawiska Road in Forest Park. A one hundred-foot portion of the road and hillside that support these utilities is sliding or sloping towards a twenty-five foot ravine. The objectives of the assessment and design are to protect major, high pressure, utilities; provide adequate access for maintenance and recreation, and appropriate storm water collection and control systems to limit harmful sediment from entering the ecosystem in Forest Park. Work has been performed on the road, including placing two 16 inch water mains and a major gas line under pressure beneath the road to eliminate any threat to the health and safety of the ecosystem, as well as our visitors and residents.

### **Weather Events**

The City of Springfield experienced a series of devastating weather events since January 2011. Above-average snowfalls, a tornado, micro-burst, hurricane, and an October early snowstorm wreaked havoc upon city residents and produced massive damage to parks, trees, fencing, playground equipment, infrastructure, and other Park structures. The parks maintenance staff spent much of the latter half of CY’2012 cleaning debris from the storms to make the parks and open spaces once again safe for public use.

## **Risks and Challenges for Fiscal Year 2013**

The Parks Maintenance Department is building various databases to initiate the MUNIS Work Order System. This system will supply administrators with information that will assist them to prioritize, manage, and identify opportunities to improve the quantity and quality of departmental services. The Facilities Department of PBRM has been experiencing the benefits of this system. The Department is also exploring the feasibility of instituting the use of palm pilots to collect field data and to report daily updates to park grounds in real time.

The Commonwealth's Office of Dam Safety and the Army Corps of Engineers are directing efforts to improve high and moderate risk flood control systems that exist in two locations in the City which will create additional maintained open space. Studies and analysis will facilitate recreational programming, erosion controls, repair culverts and water control measures, and a long-term management manual that describes the responsibilities of maintaining a "high or moderate-risk" dam facility.

Phase One of the Camp STAR Angelina renovation will begin in the spring. Phase One consists of building a new swimming pool and bathhouse, entryway and road improvements, landscaping, and new utility infrastructure.

The department has identified the following infrastructure/environmental issues throughout the park system. The City needs to strategize how it can accomplish these necessary services.

### **Forest Park Zoo Drainage**

The Parks Department and the Department of Capital Asset Management have received quotes for the work needed to repair a significant drainage problem within and around the Forest Park Zoo. Work includes conducting site improvements to establish grade, installation of catch basins and proper drainage infrastructure, incorporation of new and existing drainage systems into an underground detention facility, and the replacement of landscaping and plantings that will need to be removed for the project. Currently, the standing water located within the zoo facility is a health and safety risk for the animals, employees and visitors in the area.

### **Splash Pads**

Since 1998 the City's Parks Department has installed fourteen splash pads which house and drain sprinklers and water jets for summer recreation at various parks. The condition of the pavement at many parks has deteriorated to degrees that cause danger to users. Foot traffic, constant watering, and heating and cooling of the asphalt contribute to the splash pads degradation. This produces irregularities, peeling/crumbling paint and other materials to collect in the drains. Six parks requiring immediate attention are Ruth Elizabeth Park, Emily Bill Park, Barrow's Park, Kenefick Park, Forest Park, and Calhoun Park.

### **Five Mile Pond Bathhouse and Beach Sand Replacement**

A new sewer ejection pump will be installed at the Five Mile Pond bath and concession building. Also, the Five Mile Pond beach area consists of beach sand mixed with native soils. Due to the high volume of waterfowl present during spring, summer and fall, it is a constant challenge to keep the beach and area free from excrement. The City and DEP test the water daily, when E-Coli levels reach

a certain unsafe level, the beach is closed. Over 2008-2009, the beach was closed on ten occasions due to high levels of harmful bacteria. One of the ways we can clean up the water is to better control the geese and replace the sand every five to ten years.

### **Fleet**

PBRM is working with the city's Fleet Manager to develop a plan to trade-in some older vehicles and purchase new vehicles such as bucket-loaders, pick-up trucks, and passenger vehicles. We also are conducting a field study to determine our additional department needs, including tractors, snow-removal equipment, and skid steerers.

### **Horticulture**

The Horticulture Program has plans to renovate the Marsha's Rest area in Forest Park, including restoring flower and shrub beds, minor redesigning of the area, and additional plantings. There are plans also for planting spruce trees near Precousic Brook, as well as planting new white pine trees on North and South Greeting Roads inside Forest Park. Much structural pruning is planned for ornamental trees and shrubbery damaged from recent weather events, including buffer areas such as trails and perimeter open spaces.

# Administration Services

**Description:** This program provides administrative, managerial, and operational support for the Parks Department in order to make the most effective, efficient use of the funding, technology, and staff available, and to produce the most relevant and useful services. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing and volunteer coordination.

## Fiscal Year 2013 Goals

**Goal:** Decrease work related injuries by organizing three seasonal safety seminars stressing the importance of wearing PE and Work Zone Safety

Citywide Strategic Priority Supported: **Public Safety**

**Action Step:**

1. Collaborate with HR to schedule safety trainings

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Complete 3 safety seminars administered by safety and training coordinator per year	2	1	3	24	15

**Goal:** Update park system website with new programs and times within one week

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

**Action Steps:** Assign personnel to communicate to IT when there are program updates and time changes

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Number of days taken to post updated program and time notification to website	N/A	7	7	1	1

## Maintenance

**Description:** The parks 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 2013 Goals

**Goal:** Efficiently maintain all City Open Spaces

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
80% of open vandalism work orders are less than 7 days old	N/A	90%	80%	80%	80%
60% of all open work orders are less than 1 month old	N/A	60%	60%	60%	60%
80% of all open work orders are less than 3 months old	N/A	95%	80%	85%	80%

## Athletic Fields

**Description:** The ball field crew is responsible for maintaining fields and the condition of the infrastructure, including fencing and backstop repairs and replacements, mounds and base path integrity, and conducting regular maintenance activities for games. This includes lining ball fields and athletic fields, raking infields and mowing grass.

## Fiscal Year 2012 Goals

**Goal:** Renovate six athletic field facilities identified and prioritized by master plan

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

**Action Step:**

1. Complete Athletic Field master plan to aid in prioritizing which fields to renovate

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Renovate three fields in fall and three in spring	N/A	8	6	2	2

**Goal:** Decrease field utilization to 85%

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

**Action Steps:**

1. Collaborate with IT to automate MUNIS and current field scheduling system to aid in capturing labor costs

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Increase the number of fields available as dictated by field utilization calculation.	N/A	4	2	0	2

## Terraces

**Description:** The Parks Department is inventorying and replacing signage, replacing benches, and other infrastructure on the terraces including adding fountains to further improve the quality of these open spaces.

## Fiscal Year 2013 Goals

**Goal:** Renovate two (2) gateway terraces and replace 3 benches

Citywide Strategic Priority Supported: Healthy Neighborhoods

**Goal:** Renovate two (2) terraces that incorporate low-maintenance plantings

Citywide Strategic Priority Supported: Healthy Neighborhoods



## Infrastructure

**Description:** The Parks Department maintains day to day maintenance for 55 buildings and approximately 25 structures including the Carriage House and Emma’s Place, two banquet facilities. The City may soon be acquiring the former Plastics Park property and we will maintain the structures there. Work on infrastructure and park buildings includes repairs, renovations, painting, carpentry, general maintenance, upkeep of HVAC systems and so forth.

## Fiscal Year 2013 Goals

**Goal:** Improve response time to critical and routine work orders by one day

Citywide Strategic Priority Supported: **Public Safety**

**Action Steps:**

1. Assign personnel to ensure scheduling priority field is entered on the work order ticket

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Emergency work orders are less than 2 days old	N/A	N/A	85%	85%	85%
Critical work orders are less than 1 week old	N/A	66%	75%	75%	75%
Routine work orders are less than 2 weeks old	N/A	49%	75%	75%	75%
Citizens complaint work orders are less than 2 days old	N/A	N/A	75%	75%	75%

## Clean City

**Description:** The Clean City Program responds to work orders issued through the Office of Housing and Neighborhood Services, Facilities Department, Department of Public Works, and the Parks Department to maintain open space outside of park property. This includes the lot cleanup, trash and debris removal, and boarding and securing of vacant property, pursuant to code. Clean city also responds to complaints submitted to the Mayor’s Office, illegal dumping, performs litter sweeps of neighborhoods, roadside overgrowth de-brushing, and snow removal on city-owned properties.

## Fiscal Year 2013 Goals

**Goal:** Develop a signage replacement program for illegal dumping

Citywide Strategic Priority Supported: **Public Safety**

**Action Steps:**

1. Assign personnel to audit current signage inventory

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Complete Audit by June (Audit Est. completion in June)	N/A	N/A	June	N/A	N/A

**Goal:** Process and complete work orders from Springfield’s Office of Housing and Community Development

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
60% of all open work orders are less than 1 month old	N/A	85%	60%	40%	60%
80% of all open work orders are less than 3 months old	N/A	90%	80%	60%	80%
80% of illegal dumping open work orders are less than 1 week old	N/A	95%	80%	60%	80%
80% of complaint work orders are less than 1 week old	N/A	90%	80%	60%	80%

# Horticulture

**Description:** 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 program also adds seasonal flavor to the gateways, terraces and parks by planting flowers through the growing season, seasonal signage and displays, and evergreen arrangements in the winter months. Horticulture staff collects seeds from summer flowers in the fall and replants these seeds in the spring.

## Fiscal Year 2013 Goals

**Goal:** Plant more grass to lower maintenance and accentuate designs

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

**Action Steps:**

1. Track what and where plantings are happening

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Grass as a % of total plantings	N/A	100%	100%	100%	100%

# Multi-Year Goals

## Athletic Fields

Decrease utilization of current athletic fields using data from new automated scheduler and decrease water pooling on athletic fields.

## Terraces

Develop a terrace maintenance owner's manual that accurately identifies features, tracks maintenance items, and incorporates needs assessment and recommendations for terraces. We will need to repair and replace sprinkler systems at many terraces throughout the city.

## Infrastructure

Improve response time to critical and routine work orders.

## Clean City

Increase communications with citizens concerning illegal dumping and identify and implement a road-side de-brushing program to improve safety and the integrity the City's ROW system. Also, we will conduct an audit of illegal dumping signs and post additional signs as needed.

## Safety and Security

There is a great need for light repair/installation and security system upgrades at many parks and park buildings.

## Horticulture

Prune, salvage or replace the many trees that were damaged in last year's storms. Restore park beds, including weeding and mulching.

## Maintenance

The Parks Department plans to renovate and remodel the old Monkey House in Forest Park, possibly for a Forest Park Museum. This work would include new windows for the building and a new heating system.

## Infrastructure

Replacing the dam and sleuth gate mechanics at Lake Massasoit. Also, repair the high water controls at the Van Horn Dam.

# Forestry Department Summary

This division was established in 1898 and is responsible for care and maintenance of all public shade trees. The division also assists in the management and care of all trees on public property.

## Strategic Objectives for Fiscal Year 2013

The division is staffed with a combination of six in-house employees and several contractual vendors. In FY11, the majority of work was completed by the City's contractual vendors. Four vacant positions were filled near the end of FY11. As we move forward, the workload will shift towards a more even balance between in-house and contractual work assignments. A focus will be put on increasing street tree planting with a focus on tornado damaged areas as well as areas previously underserved by trees.

### In house staff

- Develop a Strategic Forestry Master Plan
- Develop a Strategic Planting Master Plan
- Inspect outstanding work requests
- Concentrate on backlog of trimming
- Focus on addressing all emergency work
- Continue tree removal operation as needed
- Develop young tree structural pruning program
- Work on updating current tree inventory
- Continue planting projects for re-greening street trees
- Develop cyclical pruning program

### Contracted Services

- Continue tree removal program
- Address back log of stump removals
- Assist in emergency work as needed
- Implement Planting Master Plan with increased tree planting in the tornado zone

# Fiscal Year 2013 Goals

**Goal:** Increase the involvement of the city’s “Adopt-A-Tree Program”

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

**Action Steps:**

1. Recruit additional “Adopt –A-Tree Program” volunteers

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Increase Volunteer Involvement	N/A	36	36	65	65

**Goal:** Remove Dead or Dying Trees

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Remove Trees	N/A	401	500	477	500

**Goal:** Prune Trees

Citywide Strategic Priority Supported: **Healthy Neighborhoods**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Prune Trees	N/A	736	900	838	900

**Goal:** Respond to Citizen Inquiries within 6 days

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Inspect Trees within 6 days	N/A	5.3 days	4 days	14 days	4 days

## **Multi-Year Goals**

Develop quarterly updates to compare work orders and master plan information.

Re-inventory street trees.

Develop pilot cyclical trimming plan by neighborhood.

Continue working with business and neighborhood groups on increasing the awareness of Asian Long-horn Beetle; including using volunteer groups such as Arbor Allies to further promote the value of trees in our community.

Develop a five-year master plan that takes into consideration the Western Mass Electric Company's tree trimming operation.

Implement Master Planting Plan to increase the number of street trees and tree canopy cover.

## Recreation Department Summary

The Recreation program provides a variety of programming including: after-school and out-of-school time, special events, concerts, therapeutic recreation for adults and children, and scheduling of athletic fields for youth and adult organizations in 35 parks and playgrounds. The program also serves as a central program information center for all sports activities and seasonal youth-serving programs located within the City of Springfield.

## Fiscal Year 2012 Highlights

In FY2012, the Recreation Department was awarded a \$123,900 21<sup>st</sup> Century Community Learning Centers (21<sup>st</sup> CCLC) Summer Pilot Enhancement Grant from the MA Department of Elementary and Secondary Education (DESE). Springfield was one of four stated-wide districts to receive this funding. The program which was housed at Van Sickle Middle School served a total of 145 City youth. In addition, the Department of Parks, Buildings and Recreation Management continued to be the lead organization of three separate 21<sup>st</sup> CCLC grants totaling \$789,000 per year. Grant funded summer and after-school programs continued to be offered at eight school sites across the City; while City General funds, maintained minimal programming for an additional year at four school sites.

A major highlight was for the district to provide the Recreation Department with full access to their student data base which has long been an obstacle in DESE required reporting.

In FY2012, the Recreation Department applied for and received funding under the Community Initiatives Program offered by Baystate Health Systems. The grant was for a total of \$15,000 to fund out-of-school-time programming in the North End. The overall enrollment was over 400 individual participants and regular participation was over 70 per night which represented a dramatic increase over FY2011.

In FY2012, Recreation also applied for and received funding from the Hasbro Summer Learning Initiative in the amount of \$9000. The award was intended to enhance FY2012 summer programming. The Hasbro funds were utilized by three of the departments summer enrichment programs (two of which are Level 4 schools) as designated by DESE to enhance their summer literacy program offerings.

The Recreation Department hired a third bi-lingual staff member to oversee three of the 21<sup>st</sup> CCLC sites (Chestnut, Van Sickle and Liberty). The addition of this staff member has improved communication with parents/guardians and families of the students we serve, as well as the public in general.

The 21<sup>st</sup> CCLC Summer Enrichment Program continues to be in the forefront of developing quality, academic enrichment programs with a STEMS (science, technology/engineering and mathematics) focus. In FY2012, the department partnered with the University of Massachusetts at Amherst to develop a STEMS Robotics curriculum for use in the FY2012 Van Sickle Summer Program. The 21<sup>st</sup> CCLC staff has developed emergency response preparedness plans for both the after-school and summer programs in collaboration with school principals and district security administrators.



## **Fiscal Year 2012 Highlights (continued)**

The 21<sup>st</sup> CCLC after-school staff is pleased to announce an increase in the overall attendance and participation rates from FY 2010 to FY2011 at the following sites: (Liberty 14%; Pottenger 7%; Van Sickle 29%; and White 1%). The summer programs also saw increases in enrollment at the following sites: (Duggan 1%; Forest Park 1%; Homer 66%; Kennedy 13%; Liberty 26%, Lincoln 69%; and Van Sickle 12%).

The 21<sup>st</sup> CCLC programs have an unprecedented staff retention rate for teachers, paraprofessionals and head recreation leaders with 80% of staff consistently returning year-after-year.

Recreation staff assisted in the development and implementation of an online Park Use Calendar to schedule and track park and facility usage more effectively.

Therapeutic Recreation Programs, in particular, Fun and Fitness have seen an increase in the number of program participants in FY2012 as compared to FY2011. An overall increase of 5% -10% was realized in FY2011 programming with a minimum of 30 participants per trip.

Camp SECO launched a capital campaign in FY2012 and received a challenge grant from MassMutual for \$150,000.

Expeditionary Learning Program at Beal School, offered by one of the district recreation supervisors, expanded in FY2012 to include two additional grade levels (including grades K-4).

On the Wilder Side Summer Camp Program in FY2012 increased its enrollment from FY2009 by 35% and the Summer Soccer Camp more than doubled its enrollment from the previous year, despite severe tornado damage to Camp Wilder.

The Recreation Department created a special events committee consisting of Recreation staff that is charged with scheduling and overseeing all special events held in City parks.

In FY2012, the Tennis Program increased its overall participation by 25% and the Team Tennis Program increased by 50%.

The Recreation Department hosted the Vintage Baseball Weekend which included vintage baseball and American League games. The weekend culminated with a special tribute to the Springfield American Legion Post 21's baseball team from 1934. That year the post's team withdrew from the tournament in North Carolina upon learning that the squad's lone black player would not be allowed to play.

All three sessions of the Learn to Swim Program were filled to capacity and this year adult participation increased by 70%.

In FY2012 Recreation received funding from the Shannon Grant, Mass in Motion and Health New England for a total of \$22,200 to open the Evening Gym Program at three sites.

The department celebrated its 33<sup>rd</sup> year of Fabulous February events coordinated with the City's 375<sup>th</sup> anniversary.

## **Fiscal Year 2012 Highlights (continued)**

Due to staff mentoring, participants in the Evening Gym Program have subsequently been hired to work in the program. Other participants have been successful in making varsity basketball teams and four went on to higher education.

The Department has also been involved in the development of the Re-green Springfield effort.

Greenleaf Community Center was setup as an emergency and warming center for countless residents affected by the October 2011 snowstorm.

## Risks and Challenges for Fiscal Year 2013

The Recreation Department is currently facing several challenges due to budgetary constraints. In FY2012, one of the four district recreation supervisors retired and the position was not funded leaving his duties to be absorbed by the remaining three staff members.

Sustainability of our current programming levels remains a constant challenge for the Recreation Department. Eight-out-of-12 of the after-school and summer programs are grant funded. Funding for five of the eight will end in August, 2012. Now that the programs are well accepted and have been well received by students, parents/guardians and school administrators, the challenge is to keep providing these vital programs once the grant period has expired.

An ongoing challenge for the after-school programs is maintaining open lines of communication among all school and park administrators. One of the greatest challenges is operating a network of out-of-school-time programs to run parallel with the school districts and for the district to consider the programs as value-added.

A continuing challenge is to provide services in Level 4 schools and to access the space and building amenities required.

Promoting all of our programs and educating parents/guardians about our offerings is another ongoing challenge that we continually try to address.

Securing funding to continue the Evening Gym Program is a yearly challenge. In previous years, the Department at its peak offered 12 sites across the City. This program offers a vital service to City youth by providing them with free programming in safe and supervised places during non-school hours.

In difficult fiscal times, Recreation is always concerned about its ability to maintain its current level of programming. The pools are no exception. In FY2012, the Department was only able to open three pools in FY2012 (Forest Park, Gerena and Five Mile Pond). The impact of this reduction was felt by all residents across the City.

There was no funding for the FY2012 summer concert series.

With unknown funding sources and levels, it is always a challenge to maintain programming at the level of quality that the community has come to expect.

To fully restore the ropes course and landscaping at Camp Wilder to provide the level of programming we have offered in the past.

Unfortunately, in FY2013 the Department will yet again lose another of the remaining three district recreation supervisors, leaving a great void in the Department and his work to be absorbed by the two remaining district recreation supervisors.

The renovation of Camp SECO will provide a serious challenge to Therapeutic Summer Recreation Program to identify a suitable, available, substitute site.

The ongoing need to purchase appropriate transportation for clients and staff .

Minimizing vandalism to program vans is a continual program with this year resulting in over \$2000 worth of damage.

The restoration of Forest Park's tennis courts is a challenge in order to attract some of the larger tournaments.

## Strategic Decisions for Fiscal Year 2013

In order to address sustainability of the 21<sup>st</sup> CCLC Programs, we have eliminated bus transportation for the elementary sites as a cost-savings measure. This change will not adversely affect the access as the majority of students walk to school due to the school boundary plan.

Recreation will continue to explore fee-based programming and the establishment of a revolving account as a means of sustainability. Other efforts will include diversifying our funding sources by identifying and accessing other grant sources, trust funds and fee-based programming.

Recreation will increase the summer pre-registration fees in FY2013 and complete a review of field usage and walkathon/special events, etc. fees based on a comparison with other communities. In addition, the Department will revise the park use application and review all associated fees.

**Camp STAR/Angelina** - is administered through the City of Springfield's Department of Parks, Buildings and Recreation Management. Camp STAR/Angelina is an inclusive camp for children of with disabilities, ages 3-to-22 years old. Some of the special needs populations the camp has worked with, to name just a few, includes: developmental delays, ADD/ADHD, emotional problems and learning disabilities, visual and hearing impairments. Camp STAR/Angelina is a six-week summer program, Monday through Friday, from 10:00 a.m. to 3:00 p.m., during the months of June, July, and August.

**Fun and Fitness** - is a recreational program for adults 18 to 60 years of age with developmental delays that encourages socialization and friendship building. The program has existed since 1984 and consists of shows and sporting events, a weekly bowling league, social events such as movie/dinner nights, comedy shows, dinner/dancing nights, week-long vacations, and a variety of day trips such as attending the Tall Ships opening, Boston tourist activities, apple picking, whale watches and more.

The staff consists of seven people who have worked with the special needs population for a total of over 150 years. We plan activities three times a year with a fall, winter and spring/summer calendar. The program has a fee schedule that ranges from \$25 to \$75 per activity with the more expensive activities being ticketed shows such as the *Lion King* or shows at Symphony Hall.

The clientele are independent to semi-independent individuals who live with their parents, in group homes or shared living arrangements. Participants must be continent and be independent enough to thrive in a group with a 1:7 staff/client ratio.

**The 21<sup>st</sup> Century Community Learning Centers Programs** - provides free academic enrichment programs for City youth for thirty-two weeks during the school year and six-weeks during the summer. The school year programs are aligned with and have direct and intentional links to school day programming. Both the school year and summer programs offer project-based learning activities which engage participants in hands-on and expeditionary learning. The programs are housed in public school buildings.

**The Community Initiatives Fund Activities** – provide free programming for residents of the North End. The programming is overseen by two of the Recreation Department’s district recreation supervisors. Programming to date has included learn to swim lessons, a summer basketball and handball league; as well as, dance and open-gym activities.

**The Open Pool Program** – provides area residents with opportunities to engage in swimming during the summer months.

**Tennis Lessons** – one of the Recreation Department’s district recreation supervisors oversee a fee-based summer tennis program which includes group and individual lessons and team tennis. Area youth learn tennis skills as taught by the division’s tennis pro.

**Scheduling and Coordinating of Park Properties** – Recreation staff has absorbed the work of the retired district recreation supervisor which consists of overseeing the scheduling and coordination of all park ball fields for soccer (fall and spring); basketball; baseball; softball; special events; walkathon; weddings and wedding photographs. He also schedules use of the City’s band shell.

## Fiscal Year 2013 Goals - Five Mile

**Goal:** To provide a safe and fun aquatic environment for the City's citizens

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Five Mile Pond on the average to serve 90 people/day in July and 50/day in August	140	122/day Jul 39/day Aug	140	140	140

## Fiscal Year 2013 Goals - After School Program

**Goal:** To provide safe and academically enriched programming that aligns with and supports school-day programming for City youth

Citywide Strategic Priority Supported: **Public Safety**

**Action Steps:**

1. Provide participants in hands-on and expeditionary learning

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Number & percentage of students attending after school academic programs 50-74% of the time	120	114	131 15.1%	N/A*	N/A*
Number & percentage of students attending after school academic programs 75-100% of the time	150	170	264 29.9%	N/A*	N/A*

*\* **NOTE:** At this time, the Parks Department is in discussions with the School Department to administer and implement the After School Programs for all future fiscal years.*



## Fiscal Year 2013 Goals - Summer Enrichment Program

**Goal:** To provide safe and academically enriched programming including project-based and expeditionary learning activities for City youth.

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Percentage of all students attending Summer Enrichment Program 50-74% - 160 students maximum	N/A	N/A	159 21.5%	N/A	160
Percentage of all students attending Summer Enrichment Program 75-100% - 433 students maximum	N/A	N/A	433 58.4%	N/A	433

## **Municipal Golf Courses 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 other 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 and Veteran's Memorial Golf Courses strive daily to provide an exceptional golfing experience for area residents by combining pristine playing conditions, unparalleled customer service, and attractive pricing for our goods and services. Operational excellence, extreme preparedness, and genuine concern for our patrons drive us on a daily basis. Continually exceeding all customer expectation levels is the cornerstone of our operation.

## **Fiscal Year 2012 Highlights**

Expansion of our website to become more interactive to our customers.

Updating of our interactive website to allow Golf Leagues and tournaments the ability to host weekly standings and statistics through a password protected interface.

Our 5-year tree restoration program at Veteran's Memorial Golf Course remains on time and within budget.

Developed , in coordination with arborists from Northern Tree Company, a master plan to introduce specimen trees, wild grasses, and shrubs into the tornado affected areas of Veterans Golf Course

Franconia and Veterans hosted the 2010 Connecticut Section PGA junior Championship to outstanding reviews.

Franconia hosted the Division II Western Massachusetts Golf Championships on 10/24/11

Veterans hosted the Division 1 Women's Western Mass Golf Championships on 10/8/11

Both golf courses have seen strong 2011 bookings prior to the June 1 tornado that severely affected bookings at Veteran's Memorial. This course was shut down for a period of time in order to accommodate debris cleanup and repair. Out of our standard 225 day season, Veteran's was closed for 82 days due to the result of the June 1<sup>st</sup> tornado and October 29<sup>th</sup> snowstorm. The very large majority of post tornado tournament and league bookings cancelled for the year due to the condition of the course after the clean up.

## **Risks and Challenges for Fiscal Year 2013**

**Economic Environment:** While some stability has begun in the economy, the biggest challenge facing Springfield's two golf courses is the deep discounting that area golf courses have undertaken. Discounts of up to 50% have drawn some business away and this strategy by competitors shows no sign of letting up in the near term

## **Strategic Decisions for Fiscal Year 2013**

Ensure pricing is competitive with area courses.

Purchase materials in bulk to stabilize costs.

Continue to carry out best management practices.

Increase areas in which we advertise.

Increase youth golf programs – future golfers.

# Municipal Golf Courses Summary

Franconia and Veteran’s Memorial Golf Courses strive daily to provide an exceptional golfing experience for area residents by combining pristine playing conditions, unparalleled customer service, and attractive pricing for our goods and services. Operational excellence, extreme preparedness, and genuine concern for our patrons drive us on a daily basis. Continually exceeding all customer expectation levels is the cornerstone of our operation.

## Fiscal Year 2013 Goals

**Goal:** Maintain golf course usage level

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Host 66,000 rounds of golf	65,000	53,500	55,000	N/A	66,000

**Goal:** Create a maintenance plan for all equipment.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Complete maintenance plan by year end	0	June	June	N/A	June

**Goal:** Conduct 2-3 trainings per year to improve employee efficiencies in health and safety aspects

Citywide Strategic Priority Supported: **Public Safety**

Metrics	FY10 Actual	FY11 Actual	FY12 Goal	FY12 YTD 3-31-12	FY13 Goal
Complete one training in fall and one in spring	0	2	2	2	2

**Goal:** Update the five-year course improvement plan during the season

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Complete course plan by year-end.	0	June	June	N/A	June

## **Multi-Year Goals**

Host additional regional tournaments to showcase our courses.

Market with convention bureau and downtown tourism.

Measure success of hotel initiative.

Work with the Fleet Manager to create maintenance plan.

Work with the Safety and Training Coordinator to conduct health and safety trainings.

Strategize funding of capital plan to ensure operations are self-sufficient.

## **Cyr Arena Summary**

Currently Cyr Arena has a number of area youth organizations that rent ice time for both practices and games. Also area high schools rent time for practices, J.V. League games and Varsity games. Furthermore, there are two (2) adult leagues and four (4) adult one-hour rentals during the week.

Public skating sessions are held regularly on Friday and Saturday evenings and on Sunday afternoons. There are additional public skating sessions held on the school vacation weeks in December and February.

## **Strategic Objectives for Fiscal Year 2013**

Through a survey of ice rental rates at area arenas conducted earlier this year, the Department set its rates lower to try and fill the existing rental hours that are available. Also we are currently exploring the possibility of having theme based public skating sessions.

## **Risks and Challenges for Fiscal Year 2013**

Upon taking over the arena operations in September the Department realized a significant number of available rental hours that were not booked for the 2010/2011 ice season. Trying to fill those hours will be challenging due to the fact that most if not all organizations/ leagues book their ice time by May or June of 2011, couple that with the 5 other skating arenas in the area in competition with Cyr Arena it is a very competitive market. The department will ensure the ice rentals are booked for the 2012-2013 season by April 30, 2012. This will allow the city to review the income vs. expenses in the operation of this facility.

## **Fiscal Year 2013 Goals**

The Department is looking to increase the adult and youth rental schedule to increase the percent of capacity rented to 80%. We look to promote additional skating events to increase paid admissions and skate rentals. Finally, the Department is exploring the increase the use of the facility in the off season with possible soccer and lacrosse camps or leagues.

## **Multi Year Goals**

Host additional regional tournaments

## **Support Services Division Summary**

The Support Services program provides support and guidance in the operation of a 2,500-acre park system, the management and maintenance of 52 municipal and school buildings, and the development and continuation of recreational opportunities for all residents. The department ensures safe environments for work, learning, and recreation. It is our intent to continue to be at the forefront for grant opportunities, leverage private foundation grants, and begin to work with our local business community in promoting quality facilities. Well-maintained, enjoyable facilities will encourage people to live and work in Springfield. Additionally, the department will develop a workforce that is proactive and responsive to customer service and assist in the development of all open space in the City of Springfield.

## **Strategic Objectives for Fiscal Year 2013**

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.

## **Multi Year Goals**

To provide the workforce with updated technical equipment necessary to execute their tasks more effectively and efficiently.



## Grants Summary: Parks and Recreation

**1. 21st Century Continuation:** To support community learning centers that operate during out-of-school hours and provide students with academic enrichments.

**2. 21st Century Summer Enrichment:** To support community learning centers that operate during the summer to provide students with academic enrichments.

**3. Hasbro Summer Learning:** To support literacy learning for school-aged children during the summer.

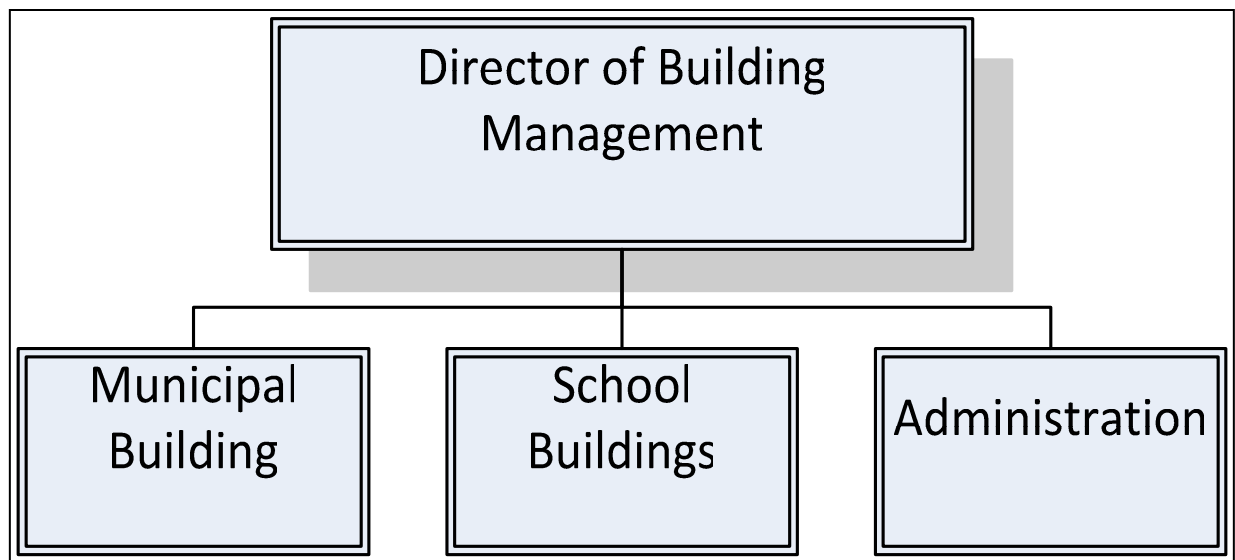
**4. Old First Church:** To support infrastructure and other improvements at Old First Church.

**5. Trees:** Tree replacements and plantings in tornado areas and heritage areas throughout the city.

Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
1. MA DESE	State	279,868	250,000	300,000	50,000	(200,000)	-400.0%
2. MA DESE	State	0	0	118,177	107,252	107,252	100.0%
3. Hasbro	Other	0	0	0	9,000	9,000	100.0%
4. Community Foundation	Other	0	0	0	51,800	51,800	100.0%
5. MA DCR	State	0	0	0	44,200	44,200	100.0%
<b>TOTAL</b>		<b>279,868</b>	<b>250,000</b>	<b>418,177</b>	<b>262,252</b>	<b>12,252</b>	<b>4.7%</b>

# All Funds Budget

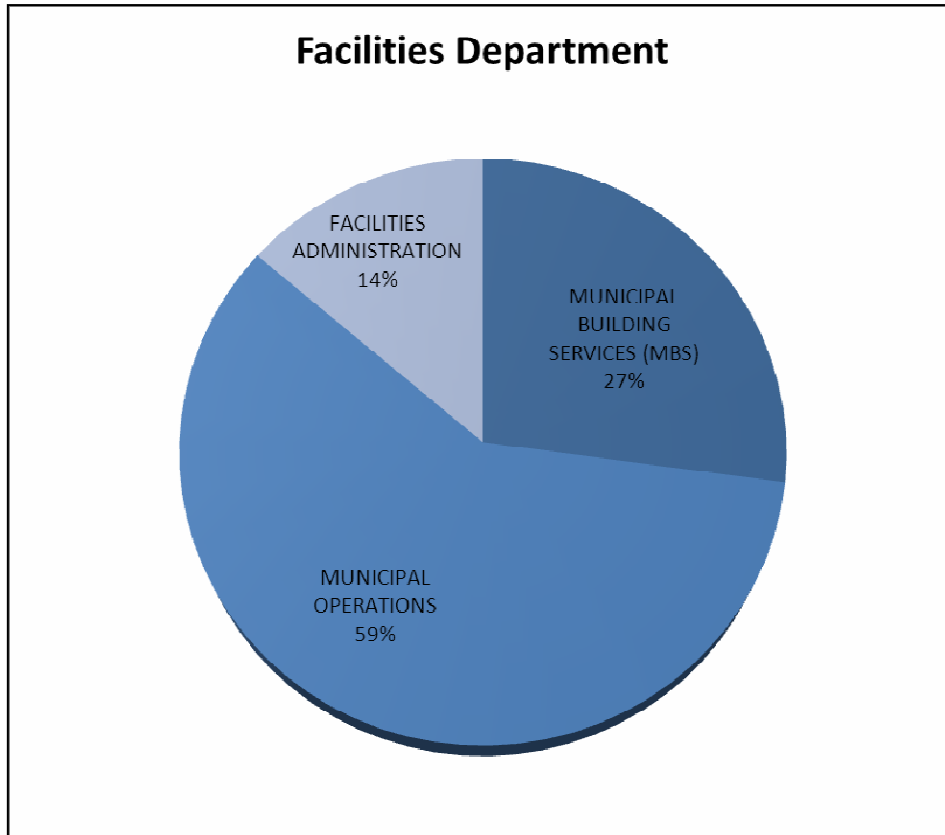
# Facilities



## Mission Statement

The Facilities Department is committed to maintaining our public buildings and city vehicles in a manner that will sustain a safe, healthy and productive learning and working environment for the occupants and visitors of all of our schools, municipal buildings and grounds.

# Budget Overview



General Fund Department Budget	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
Personal	\$2,791,376	\$3,094,376	\$0	\$1,079,430	(\$2,014,946)	-65.1%
OTPS	\$10,047,246	\$2,483,445	\$0	\$2,513,019	\$29,574	1.2%
Capital	\$114,671	\$0	\$0	\$0	\$0	0.0%
<b>Total General Fund</b>	<b>\$12,953,293</b>	<b>\$5,577,821</b>	<b>\$0</b>	<b>\$3,592,449</b>	<b>(\$1,985,372)</b>	<b>-35.6%</b>

Facilities	FY11 Actual	FY12 Adopted	FY 12 Projected	FY13 Recommended Budget	Variance FY13-FY12	Percent Change
General Fund FTEs	68.0	58.0	58.0	23.0	(35.0)	-60.3%
Enterprise Fund FTEs	-	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	-	0.0%
Grant FTEs	-	5.0	5.0	1.0	(4.0)	-80.0%
Trusts/Donations/Other FTEs	-	-	-	-	-	0.0%
<b>Total FTEs:</b>	<b>68.0</b>	<b>63.0</b>	<b>63.0</b>	<b>24.0</b>	<b>(39.0)</b>	<b>-61.9%</b>

## **Buildings Maintenance Summary**

The Building Maintenance program is responsible for all aspects of the day-to-day maintenance repairs and daily preparation for use of all municipal buildings, school buildings and grounds. The maintenance program covers over 90 buildings and approximately 6.5 million square feet with building ages ranging from the late 1800's through 2007.

The Department has thirty three (33) skilled trade staff members, including electricians, plumbers, carpenters, HVAC technicians, glaziers, oil burner technicians, sheet metal workers, masons, and a telecommunications specialist. In addition to the in-house staff, the department is responsible for maintaining and managing a vendor base to assist in responding to emergencies and/or projects that require specialty trades or quick turn around times.

The department reviews all operations and maintains a comprehensive master plan for all buildings, including maintenance. This allows the administration to determine/review the need for timely repairs and begin to improve the indoor environment of our buildings. The department utilizes an electronic work order system to input, track and distribute work orders to the appropriate trade's workers and/or outside vendors. The department issues a separate maintenance plan and capital plan for each building.

## **Fiscal Year 2012 Highlights**

The Department continues to ensure all buildings meet safety/building codes and, at this time, has developed an inspection schedule 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 successfully completed an installation schedule for the new fire alarm radio boxes that are required for our public schools and municipal buildings.

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 department has completed over \$5,000,000 in maintenance to Schools and Municipal buildings. Projects included renovations and upgrades to the three newly acquired parochial schools to accept the students from the old Balliet elementary school, Zanetti Montessori School and New Leadership.

The department continued to remodel the second floor of the Melanie Kasparian Center into the STEM Middle School and has successfully relocated the copy center from the first floor to a new location at Duggan Middle school.

Three major roofing construction projects were completed at Mary O’Pottenger, Alice Beal and the Mary Dryden Memorial Schools.

Over the past year, 31 gymnasium floors were sanded and refinished in school buildings.

Extensive safety work was done on all ten pools.

The department continued to provide extensive maintenance and repairs to the specialized pumps at the German Gerena Magnet School.

At the Police department, a much needed parking lot improvement project added over 30 new parking spaces needed and a new fence has enhanced the overall security of the facility.

The department completed kitchen renovations to the Mason Square, North Main and Sixteen Acres Fire stations. In addition, a new three (3) phase electrical service has been installed at the Sixteen Acres station to allow for the installation of an emergency generator.

The department has completed cosmetic repairs and upgrades to five of the city’s public libraries. Projects included painting, new shades, flooring and lighting along with bathroom renovations at the Forest Park, Liberty, Brightwood, and Central libraries.

Finally, there have been numerous plumbing and electrical enhancements along with painting and floor tile replacement projects. It is the goal of the department to initiate a five-year plan that will detail a timely maintenance program rather than reactionary maintenance.

## **Risks and Challenges for Fiscal Year 2013**

The Department's largest concern is the \$130,000,000 identified in school building repairs coupled with an average age of buildings over 50 years old. 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 2013**

The department is recommending the City continue to invest in building improvements that provide a return on investment. We are recommending the hiring of eight (8) trades men to be assigned to the existing four (4) in the ESCO crew. This will provide an ESCO crew to each zone. This crew will have the sole responsibility of cleaning filters, maintaining building systems, and overall air quality in school buildings. This crew will ensure savings due to equipment efficiencies are realized while improving the air quality. The department has submitted requests for vehicles to support staff both in the facilities and parks division under separate cover. Many of the vehicle requests are funded through lease purchase bond appropriations.

The department will also be reviewing and studying improvements of the building envelope of City Hall. The number one complaint is the poor condition of the buildings and the wooden window frames that could pose a safety hazard. It is the intent of the department to replace the windows over a two to three year period. The department was successful with a grant for symphony hall and looks forward to coordinating both window projects.

The department has bid its electrical procurement and selected World Energy. The department will continue to monitor the success to-date through its work with the Lower Pioneer Valley collaborative in the purchase of natural gas.

Finally, the department will work closely with the Massachusetts School Building Authority (MSBA) to determine the availability of funds to help improve the Springfield Schools and determine the long-term approach by the City to ensure timely maintenance of our infrastructure.

## Fiscal Year 2013 Goals

**Goal:** Reduce the response time to emergency, critical and routine work orders for City-owned buildings

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
% of Emergency Work Orders completed within 2 days	50%	15%	50%	50%	50%
% of Critical Work Orders completed within 14 days	50%	50%	50%	50%	50%
% of Routine Work Orders completed within 30 days	60%	65%	60%	60%	60%
% of Cleaning Contract Work Orders completed within 2 days	95%	6%	95%	N/A*	N/A*
% of Cleaning Contract Work Orders completed within 30 days	98%	99%	98%	N/A*	N/A*

**\*NOTE:** This function has been transferred to the School Department for all future fiscal years.

**Goal:** Reduce outstanding work orders

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Reduce the number of open emergency and safety emergency work orders by 15%	N/A	12	42	42	42
Reduce the number of work orders three to four months old by 10%	N/A	180	260	26	26
Reduce the number of work orders two to three months old by 15%	N/A	316	216	216	216
Reduce the number of work orders one to two months old by 25	N/A	307	250	250	250

**Goal:** Employee participation in Ethics Training

Citywide Strategic Priority Supported: **Public Safety**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Ethics Training	N/A	100%	100%	100%	100%



**Goal:** Improve recycling in schools.

Citywide Strategic Priority Supported: **Fiscal and Operational Excellence**

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Reduce Trash Tonnage from Schools	N/A	1,724	2,000	2,600	2,000
Increase Recycling tonnage from Schools	N/A	278	250	260	250
Improve Recycling Rate from Schools	N/A	14%	12%	12%	12%

**Goal:** Maintain minimum environmental legal requirements in all city-owned buildings (municipal and school)

Citywide Strategic Priority Supported: **Education**

**Actions steps:**

1. Perform an environmental audit in all municipal owned facilities
2. Develop a compliance plan with the DEP for all city facilities based on findings from the audit.
3. Develop and implement environmental health and safety (EHS) building assessment tools.
4. Enhance Springfield’s electronic databases such as MUNIS and other intranet databases to collect and manage building EHS assessment data.
5. Develop and implement EHS Health Tracking System for building-based health complaints including a reference library. The reference library should include Indoor Air Quality, Integrated Pest Management, AHERA (Asbestos in Schools), Hazardous Waste Management, Toxics Use Reduction, Cleaning for Health, Hazardous Waste Site, etc.
6. Facilitate training of EHS program to school teams and PBRM staff.
7. Identify pilot schools to implement EHS program.
8. Roll out EHS program including facilitating building assessments, action plans, and program outreach and evaluation.
9. Assist the SPS school nurses and the Pioneer Valley Asthma Coalition in enhancing PBRM’s ability to identify and reduce building based asthma triggers.

10. Assist in educating SPS and PBRM staff about these triggers and conditions that exacerbate or cause asthma.
11. Assist Recycling Program development and implementation throughout the school district.
12. Identify and assist the City in writing grants, and participate in community based grant projects.

<b>Metrics</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Goal</b>	<b>FY12 YTD 3-31-12</b>	<b>FY13 Goal</b>
Perform an environmental audit in all municipal owned facilities	N/A	May-11	Jun-12	N/A	Jun-13
Develop and implement EHS Health Tracking System for building based health complaints	N/A	May-11	Jun-12	N/A	Jun-13

## Multi-Year Goals

Improve the quality of all public buildings

Continue capital repairs, improvements and maintenance.

Develop and complete a five and ten-year master plan that incorporates building improvements and energy efficiencies.

Seek assistance from the Commonwealth and the federal government to assist in the rebuilding of the department's resources.

Create a specialty trades team to assist with ESCO related upgrades and repairs (HVAC, Electrical and Plumbing).

Continue the summer maintenance program utilizing Midwest Clean Diesel Initiative (MCDI), Putnam students and our building coordinators to assist with the ESCO teams and grounds maintenance staff throughout the school district.

Manage the environmental issues for all city owned facilities to maintain compliance with the required testing, monitoring, reporting and maintenance per the Department of Environmental Protection (DEP), Environmental Protection Agency (EPA) and local government. Review current technology to clean up oil and other spill issues to close out contaminated sites.

Audit each facility to meet current code and reporting requirements. Current sites with known Environmental issues that require a Licensed Site Professional (LSP) to sign off are: JF Kennedy Middle School Oil release, Roger Putnam High School oil release, Springfield Police Station Gasoline release, City Hall Boiler Plant oil release, Armory Street Land Fill (Boland and SAFE schools), Nathan Bill Park. Further funds will be required to meet the DEP required testing for asbestos and lead in schools and municipal facilities.

## Grants Summary: Facilities Management

**1. EECBG:** To pay for the replacement of boilers, energy management systems, solar equipment, and an Energy Conservation Manager.

**2. Climate Showcase Communities:** To pay for four (4) technicians for a 2-year period to aid the city in its energy conservation strategies.

**3. Green Communities:** To pay for the replacement of boilers, energy management systems, and vending misers.

Grant Source	Federal	Actual FY11	Approp FY12	Projected FY12	Budget FY13	Variance FY12-FY13	Percent Change
	State Other						
1. U.S. DOE	Federal	935,750	413,210	411,302	62,000	(351,210)	-566.5%
2. U.S. EPA	Federal	227,397	268,142	213,343	50,327	(217,815)	-432.8%
3. MA DOER	State	561,776	98,810	426,326	0	(98,810)	#DIV/0!
<b>TOTAL</b>		<b>1,724,923</b>	<b>780,162</b>	<b>1,050,971</b>	<b>112,327</b>	<b>(667,835)</b>	<b>-594.5%</b>

# All Funds Budget

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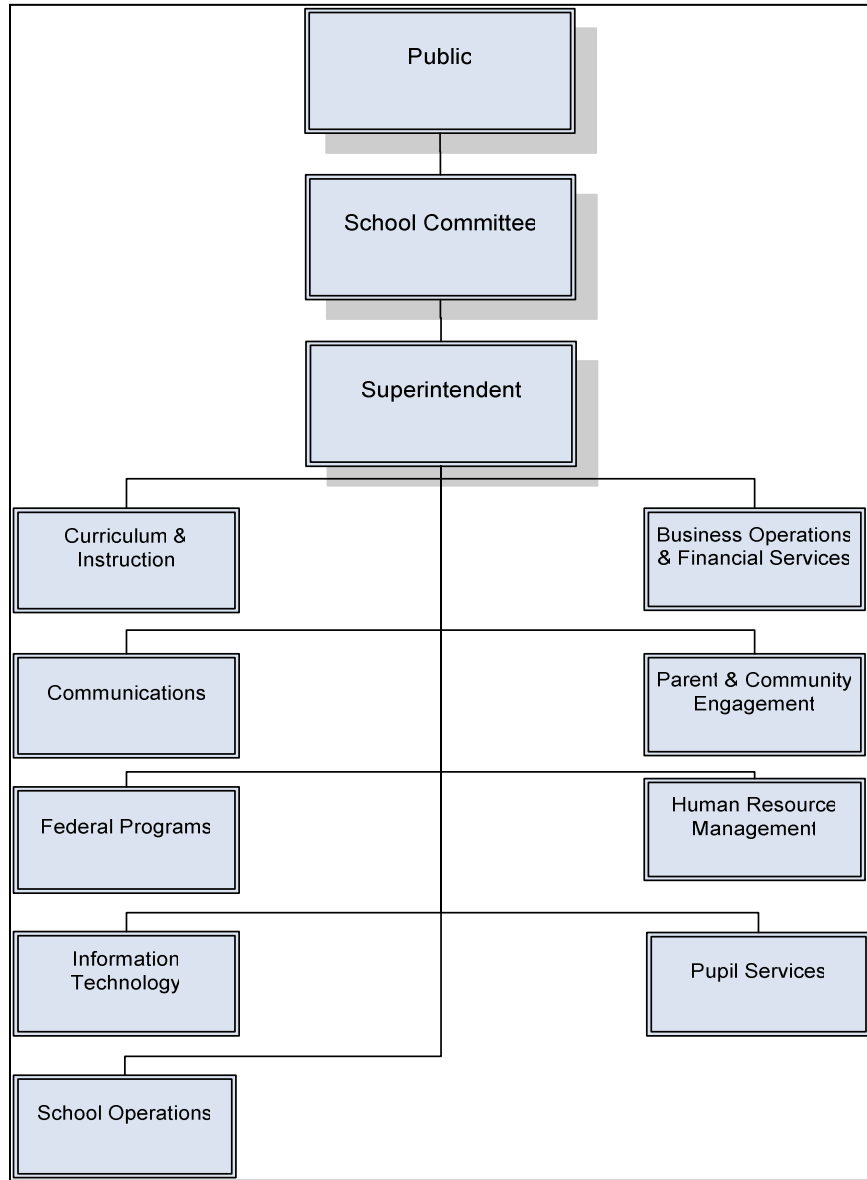
# **Section 11**

## **Public Schools**

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# School Department

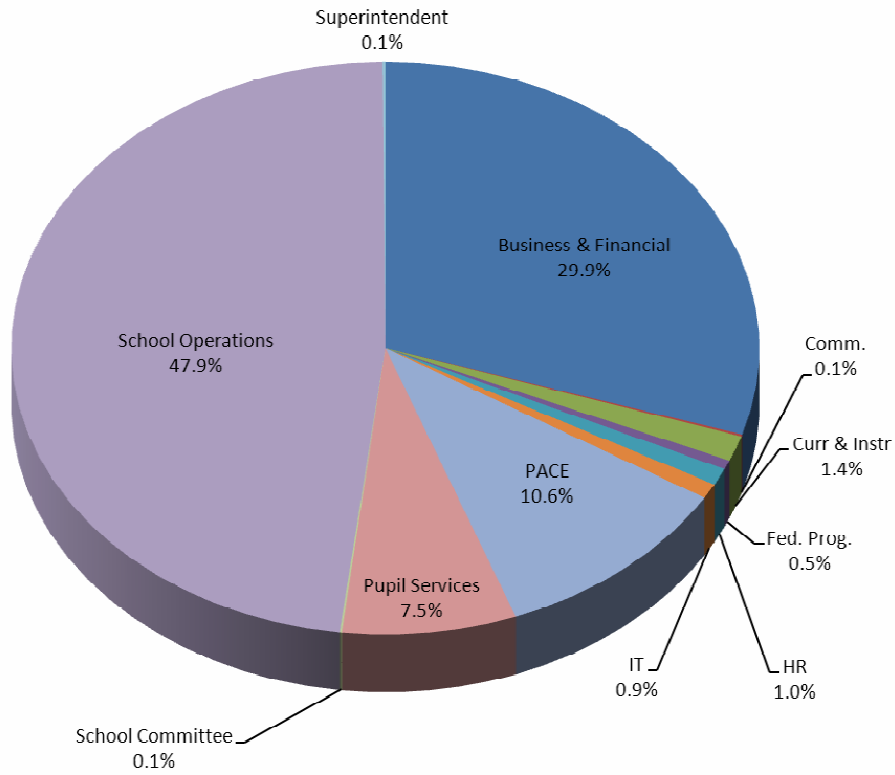


## Mission Statement

The mission of the Springfield Public Schools is to provide the highest quality of education so that all of our students are empowered to realize their full potential and lead fulfilling lives as lifelong learners, responsible citizens and leaders in the 21st Century.

# General Fund Budget

Fiscal Year 2013 Projected Expenses by Division



	2009 Actual	2010 Actual	2011 Actual	2012 Adopted	2013 Budget	Change	% Chg
<b>Business &amp; Financial</b>	87,593,840	83,235,598	86,067,330	108,514,208	102,871,974	(5,642,234)	(5.2%)
<b>Communications</b>	28,471	195,757	209,635	390,584	398,784	8,200	2.1%
<b>Curriculum &amp; Instruction</b>	3,194,844	3,712,915	3,588,265	4,277,949	4,962,218	684,269	16.0%
<b>Federal Programs</b>	308,413	1,172,546	909,358	727,919	1,770,720	1,042,801	143.3%
<b>Human Resources</b>	2,089,439	2,821,890	1,567,827	3,254,135	3,302,933	48,798	1.5%
<b>Information Technology</b>	2,709,772	3,203,278	6,248,801	3,612,443	2,935,198	(677,245)	(18.7%)
<b>Parent &amp; Community</b>	29,370,907	32,828,172	31,905,857	33,912,348	36,390,542	2,478,194	7.3%
<b>Pupil Services</b>	22,719,737	25,282,088	26,194,623	28,122,185	25,907,391	(2,214,795)	(7.9%)
<b>School Committee</b>	39,408	140,417	169,772	434,783	306,518	(128,265)	(29.5%)
<b>School Operations</b>	129,191,051	145,207,636	142,272,890	147,197,458	165,039,299	17,841,842	12.1%
<b>Superintendent</b>	69,457	379,031	370,509	390,318	400,690	10,372	2.7%
<b>Total General Fund</b>	<b>277,315,339</b>	<b>298,179,328</b>	<b>299,504,867</b>	<b>330,834,330</b>	<b>344,286,266</b>	<b>13,451,936</b>	<b>4.1%</b>

# Springfield Public Schools FY13 Funding Sources

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# School Department Summary

The City of Springfield opened its first schoolhouse in 1679. Today the City operates the second largest school district in the Commonwealth of Massachusetts with thirty-one elementary schools, one kindergarten through eighth-grade school, eight middle schools, one sixth through twelfth-grade school, four high schools, and eight alternative schools. Students also have the option of attending a local charter school or participating in school choice, which allows them to attend school in another school district.

Over 28,000 of Springfield's residents (approximately 18%) are students who attend public schools, and of those 28,000 students, just under 25,000 attend Springfield Public Schools. With over 4,500 employees, including 2,144 teachers, the District boasts a 97.7% *Highly Qualified Teacher* rate in core subjects taught. Additionally, the City provides per pupil funding to four charter schools that collectively enroll approximately 2,400 students, and to other neighboring school districts that collectively enroll 629 students who reside in Springfield, but attend school in other districts under the School Choice Program.

The Springfield Public Schools are fortunate to have 258 businesses and organizations that serve as partners in providing schools with valuable financial material and human resources. Additionally, the Springfield School Volunteers, a non-profit organization working with the community on behalf of the children of Springfield Public Schools since 1969, contributes to bringing approximately 2,400 volunteers yearly.

Similar to other large urban school districts, the student population demographics in Springfield include 85% minority. The first language of about 24% of Springfield's students is one of nearly 50 languages other than English. Poverty is common among students and is evidenced by about 88.1% of the student body receiving free or reduced price meals. Each day, over 28,257 school meals are served including 9,175 breakfasts and 19,082 lunches.

Springfield's Public School theory of action is "If WE focus on the instructional core, provide appropriate support, monitor performance with shared accountability -Then...WE will dramatically improve student achievement and close the achievement gap in A Culture of Educational Excellence."

## Fiscal Year 2012 Highlights

Springfield was named to the Advanced Placement Honor Roll - a prestigious honor signifying an increase in access to AP courses and improved rates at which AP students earn scores of three or higher on AP exams.

Dryden School was recognized by the Commonwealth for its success in narrowing proficiency gaps for high needs students based on 2011 MCAS and AYP results.

The Springfield Renaissance School was recognized by the Magnet Schools of America (MSA) as one of the top magnet schools in the United States citing the school's commitment to high academic standards, curriculum innovation, diversity, specialized teaching staffs, and parent and community involvement.

The organization also recently bestowed the school with the Magnet School of Excellence award, the highest award given by MSA. Over the past year, 100% of the 2011 class was accepted to a college or university and seven teachers were recognized on local, regional, and national levels for outstanding performance.

Alice Beal Elementary School Physical education teacher Cindy Coughlin received a national award from the White House as part of President Obama's "Winning the Future" health initiative, for success in imparting her passion for healthy outdoor activity to her students.

Springfield Public Schools had twenty-six teachers receive the 2012 "Pioneer Valley Excellence in Teaching Award," awarded for high degree of professionalism, subject knowledge, effectiveness, creativity, student impact, and support for colleagues.

Four Springfield Public School teachers were nominated for the Presidential Awards for Excellence in Mathematics and Science Teaching (PAEMST) award.

Central High School student Phung Bui was invited by The Alliance for Young Artists & Writers to participate in a ceremony that took place in the spring at the prestigious Carnegie Hall. The ceremony paid tribute to highly talented high school writers and artists from across the nation. As a national medalist of the 2012 Scholastic and Writing Awards, Bui is now included in the country's longest running, and most highly regarded award and recognition program for creative teenagers.

The College Board recognized Central High School as a finalist in the Inspirational Schools Award. Central High School was one of eight schools in the country to receive this prestigious award.

In fiscal year 2012, Central High School moved from number 34 to 20 on the Washington Post's list of the best high schools in Massachusetts on their measure of college preparedness.

## **Risks and Challenges for Fiscal Year 2013**

By utilizing the framework for developing the budget, which included aligning resources to support the strategic plan, Springfield Public Schools has closed a \$5.6M budget shortfall without negatively affecting the classroom. With an all funds budget of \$418.3M, this budget is a success that we can be proud.

Though we continue to operate in a tough economic environment, the Springfield Public Schools will continue to move forward toward a culture of educational excellence for all students. By that standard, this budget is not a process of fiscal operations, but a part of the larger process to close the achievement gap and raise the bar of achievement for all.

## **Strategic Decisions for Fiscal Year 2013**

The Chief Financial Officer for the school district, Timothy J. Plante and his team have met individually with each department chief to comb through every department budget line by line. Through an aligned management system, each of the following strategic priorities will serve to help ensure system-wide accountability that targets the following:

High Academic Achievement for 21st Century Success

Safe, Nurturing, Respectful Working and Learning Environment

Highly Qualified Staff at all Levels

Effective Parent and Community Partnerships

Equitable, Efficient and Appropriate Use of Resources & Funding

Responsive, Effective and Accountable Leadership at all Levels

Responsive, Multi-Cultural and Effective Communications at all Levels

## Curriculum and Instruction

**Description:** Curriculum and Instruction (C&I) under the direction of the Chief Academic Officer, provides instructional leadership and curriculum support across academic disciplines to influence student achievement and promote lifelong learning. C&I ensures the alignment of all instructional programs to current standards and evidenced based teaching practices, supports of a variety of instructional programs and support services for core instructional programs, plans and delivers targeted professional development for teachers and administrators, and supports remedial and accelerated learning opportunities to provide an optimal and equitable education for all students.

## Fiscal Year 2013 Goals

Increase the District CPI score in the appropriate academic area(s)/level(s) by four points (i.e., ELA, Math, and Science).

Increase the high school cohort graduation rate by 2%.

Increase the District's MCAS Growth Percentile score to 45 in both ELA and Math.

Reduce the achievement gap between Limited English Proficient (LEP) and non-LEP students by two CPI points.

Increase the percentage of high school graduates completing MassCore by 2%.



## Office of Communications

**Description:** The Office of Federal Programs seeks to align federal resources to improve teaching and learning performance outcomes. Specific areas of responsibility include the Elementary and Secondary Education Act/No Child Left Behind (NCLB) reporting and regulatory accountability, Title I services for disadvantaged students, Title II initiatives to support highly qualified teachers and administrators, Magnet Schools Assistance Program, extended instructional services, night school, summer school programming, and adult basic education programs. It is through these efforts that the Office of Federal Programs collaborates cross-functionally, with mutual accountability, a shared vision, responsibility, and collaboration with all partners: departments, programs, schools, district, and community to provide support to improve student achievement and close the achievement gap in *A Culture of Educational Excellence*.

## Fiscal Year 2013 Goals

Revise and monitor successful implementation of the District-wide communications plan.

Improve the quality of customer service provided by Springfield Public Schools' to the public, faculty, and staff.

Develop communication strategies to help support District priorities and goals.

Improve the perception of Springfield Public Schools in the community.

Increase the Springfield Public Schools communication system's level of interaction and responsiveness to the needs of students, families, and staff.

## Pupil Services

**Description:** The Department of Pupil Services is comprised of the Special Education, Nursing and Health Services, student attendance units, and supervision of the Public Day Schools. Special Education is the largest of all the units in the department and is charged with meeting the educational needs approximately 5,000 students with disabilities in the District, while maintaining compliance with state and federal regulations. Health Services oversees all nursing and health services for students in partnership with the Department of Public Health and community health providers. The student attendance unit is responsible for the deployment of School Attendance Officers and the Springfield Student Attendance Resource Center (SSARC) to support schools towards goals of improving student attendance and reducing truancy rates. Supervision of the elementary, middle, and high public day schools requires ongoing monitoring of implementation of special education services, staffing and budget, student outcomes and safety.

## Fiscal Year 2013 Goals

Improve district-wide student attendance rate from 90.8%-92%.

Increase CPI in ELA, Math, and Science by three points for Public Day Schools.

Increase the percentage of high school graduates completing MassCore by 2%.

Increase the high school cohort graduation rate by 2%.

Decrease the number of high school dropouts by 10%.

Increase the District CPI score for the SPED subgroup in appropriate academic areas/levels by four points.

## Office of Federal Programs

**Description:** The Office of Federal Programs seeks to align Federal resources to improve teaching and learning performance outcomes. Specific areas of responsibility include the Elementary and Secondary Education Act/No Child Left Behind (NCLB) reporting and regulatory accountability, Title I services for disadvantaged students, Title II initiatives to support Highly Qualified Teachers and Administrators, Title IV Safe and Drug Free Schools, Magnet Schools Assistance Program, extended instructional services, night school, summer school programming, and Adult Basic Education Programs.

## Fiscal Year 2013 Goals

Operating within the framework of the Elementary and Secondary Education Act/No Child Left Behind and the District's vision, mission and strategic priorities, the focus of the Office of Federal Programs staff is specific and clear:

Deliver educational services that supplement core academic instruction.

Integrate high-impact strategies in schools to serve special needs, targeted student groups, and/or core content areas.

Create effective partnerships, internally and externally, to leverage federal program resources.

Acquire external resources and maintain funding innovation.

Effectively manage program resources and provide support services to schools.

## Information, Instructional Tech., Research & Accountability

**Description:** The Department of Information, Instructional Technology, and Accountability addresses planning, evaluation, assessment, and research; information systems, including student information systems, data warehouse, internal systems development; test use of technology in instruction; project and process management; and technology operations, including computer networks, computer maintenance/support, and e-Rate application preparation and oversight. The vast majority of this work is accomplished by providing leadership, expertise, and guidance in the use of existing and emerging technologies, assessment and research, and continuous improvement strategies to support high student achievement. Robust, reliable communications are ensured through monitoring and improvement of computer network infrastructure and technology assets.

### Fiscal Year 2013 Goals

Design and implement accountability systems to improve effectiveness of instruction and efficiency of operations, including an expanded SchoolStat program with dashboard indicators to support principals and senior leaders.

Implement and manage revised project and process management systems for the District and provide project and process management to district departments to promote operational improvement and sound decision-making.

Revise the project and process management systems for the District and provide improved project and portfolio management to District departments to promote operational improvement and sound decision-making.

Improve the Department's responsiveness and timeliness in delivery of technology and information systems support to departments and schools.

Increase the District aggregate CPI score in ELA, Math, and Science by four points through classroom-instructional technology enhancements, and piloting emerging technologies.

Support technology solutions to compliment and expand course offerings and improve use of data across the district to help decrease the number of high school dropouts by 10%.

## Office of Business and Financial Services

**Description:** The Office of Business and Financial Services (OBFS), under the direction of the Acting Chief Financial Officer and in collaboration with Principals and administrative department heads, develops individual school and department budgets which comprise the Operating Budget for the District; provides support and oversight; and maintains compliance with federal, state, and local laws as well as policies set by the School Committee. The OBFS is responsible for the filing of financial reports required by the Massachusetts Department of Elementary and Secondary Education (DESE) and the United States Department of Education.

### Fiscal Year 2013 Goals

Increase school-level support by implementing school visits and one-to-one support and collaboration from business office analysts with principals, clerks, and administrative departments on a quarterly basis.

Improve school and district accountability and compliance with federal state and local laws by developing and implementing a new Student Activity Account process for all principals.

Increase the proficiency level of principals in the utilization of financial data by increasing the number of principals participating in MUNIS/Business Training to 100% participation.

Improve overall business management and performance by providing a system-wide resource of policies, procedures, guidelines, and processes through the development of a Finance Procedures manual, vetting through the School Committee where appropriate.

Reduce by a minimum of 50% the number of school requisitions that are rejected by city hall.

Improve the quality of services and on-time arrivals for student transportation at schools.

## Parent & Community Engagement

**Description:** Parent & Community Engagement was recently reorganized and restructured, and they will continue to build on the skills, talents, and abilities of their staff for continuous improvement. Due to a seasoned (33-year) veteran retirement, they will be hiring, training, and developing a new administrator for the Parent Information Center. Capacity building will be their core work.

PACE's professional development at the school level began this year and will continue strong into FY13. Helping principals, teachers and counselors implement research-based parent and community engagement strategies with fidelity, is one of their overarching goals.

Building the capacity of families and other caring adults is essential. Therefore, a citywide infrastructure was designed for the Springfield Parent Academy, which offers parents and families *FREE* learning opportunities. These opportunities (workshops) are designed to help children succeed and help parents and caring adults attain personal and professional goals. The Springfield Public Schools, in partnership with community representatives, have launched an initiative to help families link to a network of community learning opportunities, support student learning and success, and strengthen communication between home and school. Next year and ongoing, they will continue to expand partner and family participation

## Fiscal Year 2013 Goals

Expand partner participation by 20% to build parent capacity by creating and delivering training workshops that improve student outcomes.

Implement improved NCLB/SES and McKinney-Vento Programs, providing diverse and high quality educational opportunities with integrity.

Increase the District CPI by four points, focusing on increasing graduation rates and decreasing dropouts.

Improve District-wide parent Engagement by providing strategic parent engagement professional development at all Level IV and High Schools.

Improve District-wide student attendance rate from 90.8% to 92%.

## School Committee

**Description:** The School Committee is an oversight board that, according to M.G.L. Ch. 71 §37, is responsible for creating policy and appointing a superintendent to manage the day-to-day operations of the District. They monitor and maintain the proficiency of the school department operations, and are in charge of approving each fiscal year's budget.

## Fiscal Year 2013 Goals

N/A

# School Operations

**Description:** School Operations ensures the alignment and delivery of instructional programs for support services to 44 schools and 7 alternative education program sites through oversight provided by the Assistant Superintendent of Schools. With the support of three Chief School Officers assigned geographically by zones, School Operations focuses on student achievement, home-school connections, and improved school performance. Through their work with assigned schools, each School Officer provides teachers and principals with the supervision and technical support services they need to deliver a quality education to our students.

## Fiscal Year 2013 Goals

**Goal: Increase the District/Zone CPI score in the appropriate academic areas/levels by 4 points (e.g., ELA, Math, and Science)**

Citywide Strategic Priority Supported: Education

**Goal: Improve district-wide student attendance rate from 90.4%-92%**

Citywide Strategic Priority Supported: Education

**Goal: Reduce the percentage of student suspensions and physical assaults in schools by 5%**

Citywide Strategic Priority Supported: Education

**Goal: Increase the high school cohort graduation rate by 2%, and decrease the number of dropouts by 10%**

Citywide Strategic Priority Supported: Education

**Goal: Reduce the number of schools identified as Commonwealth Priority Schools and the number of schools with Accountability Status**

Citywide Strategic Priority Supported: Education



## Superintendent

**Description:** The superintendent attempts to maintain clear direction of Springfield Public Schools mission statement of, Culture of Educational Excellence, through the closure of the achievement gap. His actions are directly representative of the District's progress and success. The superintendent is also responsible for the adherence and oversight of the District priorities: high academic achievement for 21st century success; safe, nurturing, respectful working and learning environments; high quality staff at all levels; effective parent and community partnerships; equitable, efficient, and appropriate use of resources and funding; responsive, effective and accountable leadership at all levels; responsive, multi-cultural and effective communication.

## Fiscal Year 2013 Goals

**Goal: Increase District Composite Performance Index (CPI) scores by 4 points in English language arts (ELA), math and Science**

Citywide Strategic Priority Supported: Education

**Goal: Increase the District's high school cohort graduation rate and reduce the dropout rate by 2%**

Citywide Strategic Priority Supported: Education

**Goal: Improve the District's Student Attendance Rate from 90.4% to 92%**

Citywide Strategic Priority Supported: Education

**Goal: Increase Percentage of District's Highly Qualified Teachers (HQT) from 91.2% to 95%**

Citywide Strategic Priority Supported: Education

**Goal: Improve overall business management and performance by providing a system-wide re-source of policies, procedures, guidelines and key work processes vetted through the School Committee where appropriate.**

Citywide Strategic Priority Supported: Education

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**Section 12**  
**Fiscal Year 2013 - 2017**  
**Capital Improvement Plan**

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**City of Springfield, Massachusetts**  
**Fiscal Years 2013-2017 Capital Improvement Plan**



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- Appendix B: Rating Criteria
- Appendix C: FY13 through FY17 Capital Improvement Plan
- Appendix D: Debt Affordability Analysis



## **INTRODUCTION**

March 30, 2012

Mayor Domenic Sarno and Members of the City Council:

As the City's Chief Administrative and Financial Officer, I am pleased to present the City's five year Capital Improvement Plan for Fiscal Years 2013-2017. As dictated by Chapter 468 of the Acts of 2008, the CAFO is required to submit a five year capital plan to the Mayor and City Council no later than March 30<sup>th</sup> of each fiscal year. This document will be updated annually and will continue to be an evolving look at the City of Springfield's capital needs.

This plan provides a detailed view of the capital needs within the City of Springfield. The total amount for the capital plan is \$413.3 million for Fiscal Years 2013-2017. One of the City's top priorities with this plan is to address facilities affected by the June 1<sup>st</sup> tornado and projects that have been deferred due to lack of funding. These projects include City and School facilities projects, vehicle replacements, and infrastructure improvement. The Capital Improvement Plan also offers capital policy decisions to be implemented in the future.

The City's projected Fiscal Year 2013 capital budget is still to be determined and will be evaluated based on the coming year's overall budgetary needs. This document should be viewed as a planning tool for the City's leadership and will be subject to change based upon the availability of funds.

I look forward to your feedback and to working with the City Departments on these important projects.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lee C. Erdmann".

Lee C. Erdmann  
Chief Administrative and Financial Officer



## CAPITAL PLAN OVERVIEW

The City of Springfield's \$413.3 million five-year Capital Improvement Plan is an investment program for the City's future. This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important neighborhoods. The Capital Plan is the City's investment roadmap for the next five years and should be strategically implemented to address the Mayor's five essential priorities for sustaining a vibrant community; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City's mission: To provide a high quality of life for residents, visitors and businesses through the provision of public safety, education, economic development, parks, recreation, health and human services.

The CIP documents detail major spending for equipment and construction projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and needs. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is "...a 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."

Annually, the City develops and presents a capital improvement *plan*. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital *budget* represents the funding for the first year of that plan each year. Projects in the annual budget represent the City's most immediate investment priorities and are the projects with the highest return on investment for the taxpayers of Springfield.

The Finance Department oversees the financial aspects of each capital project, maintains a record of the expenses for each project and reports the information in periodic financial reports. The City's Capital Asset Construction Department is responsible for the management oversight of most maintenance, construction, major renovation, and repair projects of existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The City's Facilities Management Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City's facilities. Lastly, the Department of Public Works is responsible for the repair and maintenance of the City's roadways and sidewalks - a key piece to the City's infrastructure.

In order to understand specific projects within the plan it is important to understand the context of the City's capital improvement review process. In prior years, the City did not have a system in place to capture all capital project requests and needs from each department or a process for evaluating requested projects for approval. There was also no rating or prioritization system in place to evaluate all requests and make decisions based on a set of criteria. As a result the City may not have been aware of the true capital need or deferred maintenance of the City's assets.





In FY09 the City produced its first comprehensive Capital Improvement Plan. City Departments were asked for a comprehensive list of capital needs, those needs were organized in a database managed by the Finance Department and a panel of City departments evaluated the submissions based upon a set of criteria. The major benefit of the capital process is to evaluate all department requests and analyze projects based on the benefit to the City rather than funding projects on an ad-hoc basis. The projects funded during the first year of implementing this process included large equipment and vehicle purchases, park projects, road and sidewalk projects, and ensured locations within the City are compliant with the Americans with Disabilities Act. In fiscal year 2010 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over \$15 million in order to fund the Forest Park Middle School renovation project as well as the renovation of two parochial schools for City use. In FY2011 and FY2012, the City did not have the capacity to go out to bond but rather used its Pay-As-You-Go Capital to fund emergency related projects as well as the City's higher priority projects.

Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. Over the years many projects on buildings and roads were deferred due to budgetary issues. While financial shortcomings will always be an issue within City government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased. The following are ideas and policy decisions that can be used to help the City fund some of the CIP:

- Increased use of grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, fire engine replacements, repair of dams, the rehabilitation of roads, and energy efficiency projects (such as the ESCO project). Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of pay-as-you-go capital funds – The pay-as-you-go capital account was established in the financial ordinances in order to fund smaller capital projects through the annual operating budget. The City must fund those projects that move the City's strategic goals forward. Review use of bond funds – On an annual basis the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt since debt service is a legal requirement that must be paid before all other City expenses.
- Complete more master plans for potential building projects – By funding property condition assessments for school buildings, the City can be strategic in the way which projects need to be funded. Because of this, funds would not be put toward a school for a normal renovation or repair when the entire building should be renovated or even replaced.



- Enter in to a lease program for vehicles and computer equipment – Develop a program that cost effectively allows the City to update vehicle and computer equipment on a scheduled basis.
- Use reserves or other one-time funds for certain one-time capital projects.
- Increase the amount of pay-as-you-go capital – Determine how much can be afforded through the operating budget for pay go projects in order to fund small projects and routine maintenance on City assets
- Increase the frequency of asset inventory – By regularly taking inventory of City assets, the need for certain pieces of small equipment for replacement can be determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended capital funds – Starting in Fiscal Year 2009, the Finance Department began compiling a list of projects funded by bond proceeds since 1980 in an effort to find if there were proceeds that were unexpended. Due to this exercise, the City was able to certify the existence of unexpended funds and the Finance Control Board voted to use those funds for other projects while following bond proceed laws. The City continues to monitor bonded projects, and is also vigilant in capturing the funds from projects that used non-borrowed funds. In Fiscal Year 2012, \$3 million dollars was identified in unexpended bond proceeds which will be used for other projects.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the need within the City.



## **CAPITAL IMPROVEMENT PROCESS**

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Finance Department and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

**Database Requirements** - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Description of the Project's Prior Phases Completed

**Categories** - Capital projects are categorized into one of seven categories:

- Building – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Technology – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.

**Types** - Each project is further classified into one of five different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.



- Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.
- Demolition – This includes commercial and residential building demolition.
- Major Repair/Renovation – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

**Capital Improvement Committee** - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Finance Officer, the Director of Finance, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY12 planning process the Committee members included:

- CAFO – Lee C. Erdmann
- Finance Director – TJ Plante
- Public Works Director – Al Chwalek
- PBRM Director – Patrick Sullivan
- Capital Asset Construction Director – Rita Coppola
- Planning and Economic Development Director – Kevin Kennedy
- City Council Representative – Timothy Rooke

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities given quantitative measures of need and justification as established by the rating department and reviewed by the committee.

**Criteria** - Each project is ranked on six criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?
- Legal obligations – Does the project improve compliance with federal law, state law, or local ordinance?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?
- Prior phases - If the project is a multiyear project, have prior phases been previously conducted?



- Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

Each criterion above receives a different weight as seen in Appendix B. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



**REVIEW: FY12 CAPITAL BUDGET**

During FY12, no new debt was issued, however existing debt has been used to complete projects along with Pay-As-You-Go capital funds, appropriated in the operating budget, were used to complete some priority need.

The Department of Public Works (DPW) continues to make investments in the City's trash collection more efficient. In FY12, the City invested in a 5 year lease for 4 Semi-Automated trash trucks to maintain an updated fleet of trash vehicles.

DPW has also been involved with repairing the City's roads and sidewalks affected by the June 1<sup>st</sup> tornado, October 29<sup>th</sup> snowstorm and summer microburst. Uprooted trees in several areas including the South End, East Forest Park and Indian Orchard neighborhoods caused heavy damage to sidewalks, curbing and roads.

In conjunction with Western Mass Electric Company, DPW is also working on improving the City's North End neighborhood by installing energy efficient decorative street lights to improve visibility, save costs and increase the neighborhood's curb appeal. This initiative includes the removal of existing light poles and the installation of decorative street lighting at various locations on Main Street and Plainfield Street.

DPW is also working with the Department of Capital Asset Construction (DCAC) on specific emergency road projects in the areas of Tiffany and Dickinson Streets where a wash out has occurred. This project will study the area, model potential drainage options, study the success of those options and prepare recommendations for a more permanent solution to the drainage issue.

DCAC has been working on other capital projects including stabilizing the handicap entrance to the Central Library. Temporary staging was erected and at the same time a study is being prepared to redesign and rebuild the State Street ramp. This project will ensure that the ramp does not collapse. In addition, DCAC will be conducting property condition assessments of 5 under performing schools to understand the future capital need of these facilities from the roof to the basement.

DCAC is also working with the School Dept to build and furnish a dental clinic in the new Putnam High School. These funds help pay for necessary medical and dental equipment specific to the needs of a teaching dental clinic.

The Park Department's collaboration and effort led to a new astro turf slated for Central High School. The Cal Ripken Sr Foundation has chosen Springfield for its latest youth development park project based on a demonstrated need, extraordinary vision and support of Mayor Sarno and the Springfield Department of Parks and Recreation. The Ripken Foundation has secured approximately 70% of the funds required and will be campaigning over the next few months to secure the remaining funds necessary to complete the project. The City and School Department have committed \$200,000 to support this initiative.



The City’s Information Technology Department (IT) along with DCAC is completing a project to replace the IT cooling system destroyed by the June 1<sup>st</sup> tornado. This cooling system is essential to keep an optimum temperature for the City’s technological infrastructure.

The City has minimal remaining Pay-As-You-Go capital funds that will be used to complete capital planning work later this fiscal year and into next year based on priority need.

<b>Department</b>	<b>FY12 Projects</b>	<b>Amount</b>	<b>Source</b>	<b>Status</b>
ALL	VRC - Vehicle Replacements	575,000	Pay-Go	Completed
ALL	VRC - Vehicle Replacements	425,000	Pay-Go	In Progress
DCAC	Dickinson Street Washout	450,000	Pay-Go	In Progress
DCAC	ECOS Center Construction Document Phase	90,000	Pay-Go	Completed
DCAC	ECOS Center Construction Document Phase - Redi Check	4,995	Pay-Go	Completed
DCAC	Putnam Dental Equipment	119,034	Pay-Go	Completed
DPW	IO Sidewalk Damage from Microburst and Tornado	100,000	Pay-Go	In Progress
DPW	NorthEnd Decorative Lights - WMECO	129,442	Pay-Go	In Progress
IT	IT Cooling System Replacement	161,930	Pay-Go	In Progress
PRK	Astro Turf	105,000	Pay-Go	Approved
DCAC	Senior Center - Construction Document Phase	276,180	Pay-Go	Approved
Community Development	Skywalk	10,000	Pay-Go	Approved
Police	New wire feeder from temp generator to building	24,280	Pay-Go	Completed
Police	Site work for add'l amps at PD and Fire Code Upgrades	<500,000	Pay-Go	Requested
Police	New Electrical Panel & Generator	450,000	Capital Fund 3266	In Progress
DPW	4 Trash Trucks	750,000	Enterprise Fund	Requested





**PROPOSED FY13 CAPITAL BUDGET**

In February of 2012, the Capital Improvement Committee convened its first planning meeting to evaluate project submissions and validate the scores given to projects by departments. Based on this meeting a list of priority projects was developed that will be again reviewed by the Committee once funding is available to address some of the need. Below is a list of the “Priority A” projects or those projects with the highest scores based on the Committee’s evaluation.

Options for funding these priorities will include:

- Use of FY12 Pay-As-You-Go Capital funds
- Use of FY13 Pay-As-You-Go Capital funds
- Use of Unexpended Bond Proceeds
- FY13 bond issuance / Bond Anticipation Notes Issuance
- Grants funds

At the present time, the City is not expecting to issue additional debt for FY12 based on the debt affordability analysis conducted in December of 2011 and included in Appendix D of this document. However, the City will aggressively pursue other sources and continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.

Department	Project Summary	Partial/Non-		Total	Total Cost FY13-						
		Funded	Rating		FY17	2012 Funded	2013	2014	2015	2016	2017
DCAC	ELIAS BROOKINGS - SCHOOL REBUILD		84	27,385,000	613,831	27,385,000	-	-	-	-	
DCAC	DRYDEN - REPAIRS AND REBUILDING		84	14,500,000	-	14,500,000	-	-	-	-	
DCAC	PUTNAM VOC - SOIL CONTAMINATION&DENTAL CLINIC	P	81	1,400,000	120,000	1,400,000	-	-	-	-	
DCAC	SKYWALK		80	-	10,000	-	-	-	-	-	
DCAC	SECC - EARMARK		79	18,750,000	-	18,750,000	-	-	-	-	
FACILITIES	CITY HALL - BOILER PLANT		77	2,000,000	-	750,000	625,000	625,000	-	-	
ECO DEV	COURT SQUARE REDEVELOPMENT -SHEAN BLOCK AQUISITION		76	4,300,000	420,000	4,300,000	-	-	-	-	
DCAC	FOREST PARK - PORTER LAKE SKATEHOUSE RENOVATIONS (ECOS)		76	2,547,923	95,000	2,547,923	-	-	-	-	
DISPATCH	Back-up 911 Center Upgrade		76	150,000	-	150,000	-	-	-	-	
DCAC	SCHOOL PROPERTY CONDITION ASSESSMENTS	P	75	225,000	-	75,000	75,000	75,000	-	-	
DCAC	POLICE STATION - ELECTRICAL UPGRADES PHASE III		75	450,000	474,280	450,000	-	-	-	-	
LIBRARY	CENTRAL LIBRARY - ADA Handicap Ramp	F	75	-	400,000	-	-	-	-	-	
DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD		74	1,500,000	-	1,500,000	-	-	-	-	
ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	74	4,350,000	-	1,000,000	1,000,000	1,000,000	750,000	600,000	
DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION		74	13,000,000	-	7,000,000	3,000,000	3,000,000	-	-	
FACILITIES	SCHOOLS - SAFETYCAMERAS	P	73	2,828,391	1,296,609	2,828,391	-	-	-	-	
DCAC	SENIOR CENTER	P	73	14,356,000	348,430	356,000	-	14,000,000	-	-	
DISPATCH	CITYWIDE NARROWBANDING REQUIREMENT		73	175,000	-	175,000	-	-	-	-	
DPW	BONDI'S ISLAND LANDFILL CLOSURE		73	5,000,000	-	-	-	5,000,000	-	-	
DPW	NORTH END LIGHTING		72	-	100,000	-	-	-	-	-	
FACILITIES	PURCHASE MT CARMEL BUILDING		71	10,000,000	-	10,000,000	-	-	-	-	
FACILITIES	ESCO PHASE 2		71	15,000,000	-	15,000,000	-	-	-	-	
DCAC	CITY DAMS		70	3,000,000	-	1,000,000	1,000,000	1,000,000	-	-	
DPW	INDIAN ORCHARD MILLS SIGNAL PROJECT		70	900,000	-	900,000	-	-	-	-	
DPW	City-wide Vehicles Replacement Project - Non-Public Safety	P	70	1,280,647	425,000	1,280,647	-	-	-	-	
<b>Total Priority A</b>					<b>143,097,961</b>	<b>4,303,150</b>	<b>111,347,961</b>	<b>5,700,000</b>	<b>24,700,000</b>	<b>750,000</b>	<b>600,000</b>

As stated earlier, the following Priority A projects combined with Priority B-D projects make the capital improvement *plan*. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital *budget* represents the funding for the first year of that plan each year. Projects in the annual budget represent the City’s most immediate investment priorities and are the projects with the highest return on investment for the taxpayers of Springfield.

A brief description of each project is included below.





*City of Springfield*  
*Capital Improvement Plan FY13 – FY17*  
*March 30, 2012*

<b>Department</b>	<b>Project Summary</b>	<b>Project Description</b>
DCAC	ELIAS BROOKINGS - SCHOOL REBUILD	DUE TO TORNADO DAMAGE, BROOKINGS ELEMENTARY SCHOOL HAS BEEN CLOSED. THIS PROJECT WILL REPLACE THE CURRENT SCHOOL WITH A NEW FACILITY ACROSS THE STREET FROM ITS CURRENT LOCATION.
DCAC	DRYDEN - REPAIRS AND REBUILDING	DUE TO THE TORNADO, THE NORTH WING OF DRYDEN SCHOOL HAS BEEN DEMOLISHED. THIS WING CONTAINED 6 CLASSROOMS. THIS WING WILL BE REBUILT AND THE REMAINDER OF THE SCHOOL WILL BE REPAIRED WITH REQUIRED CODE UPGRADES AND ADA UPGRADES
DCAC	PUTNAM VOC - SOIL CONTAMINATION&DENTAL CLINIC	THE OIL CONTAMINATED SOIL IS PRESENT BETWEEN A DEPTH OF 15 TO 22 FEET IN THE AREAS OF THE EXISTING BOILER ROOM IN 'B' BUILDING. BASED UPON THE LATERAL LIMITS DETERMINED FROM THE EXISTING BORINGS, THE AMOUNT OF CONTAMINATED SOIL TO BE REMOVED IS APPROXIMATELY 6,000 CUBIC YARDS. THE ADDITIONAL \$500,000 IN FY 11 AND \$400,000 IN FY 12 IS FOR THE DENTAL CLINIC. THIS CLINIC IS BEING BUILT ALONG WITH THE NEW SCHOOL BUT IS NOT ELIGIBLE FOR REIMBURSEMENT BY THE MSBA. A GRANT FROM BAYSTATE HEALTH SYSTEMS TO THE CITY IS SLATED TO PAY FOR THIS CLINIC.
DCAC	SKYWALK	ADA REQUIRES AN OPERABLE SKYWALK CONNECTING THE RIVERFRONT TO THE BASKETBALL HALL OF FAME. CURRENTLY THE STRUCTURE ALLOWS WATER TO ENTER WHICH RUSTED THE DOORS SHUT AND THE MECHANICS HAVEN'T WORKED FOR A FEW YEARS. THE PROJECT INCLUDES PRYING THE DOORS OPEN, GETTING THE ELEVATOR TO OPERATE AND ADJUSTING THE STRUCTURE TO HANDLE WATER PENETRATION.
DCAC	SECC - EARMARK	THE SOUTH END COMMUNITY CENTER WAS DESTROYED BY THE JUNE 1ST TORNADO. THIS PROJECT INCLUDES THE REPAIR OR REBUILD OF THE CENTER AT ITS CURRENT OR ANOTHER LOCATION.



*City of Springfield*  
*Capital Improvement Plan FY13 – FY17*  
*March 30, 2012*

<b>Department</b>	<b>Project Summary</b>	<b>Project Description</b>
FACILITIES	CITY HALL - BOILER PLANT	\$750K WILL USED TO REPAIR THE ROOF IN THE FIRST YEAR, WITH THE REMAINDER OF THE REPAIR AND REPLACEMENT OF THE BOILER SYSTEM WILL TAKE PLACE AFTERWARD
ECO DEV	COURT SQUARE REDEVELOPMENT -SHEAN BLOCK AQUISITION	THE COURT SQUARE REDEVELOPMENT PROJECT ENCOMPASSES THE REDEVELOPMENT OF 13-31 ELM STREET AND 3-7 ELM STREET. IN JULY, 2011, THE SPRINGFIELD REDEVELOPMENT AUTHORITY NAMED OPAL REAL ESTATE GROUP - A DIVISION OF PETER PAN BUS LINES - AS PREFERRED DEVELOPER. OPAL PLANS TO REDEVELOP THE BUILDING INTO A MIX OF RETAIL, OFFICE, AND RESIDENTIAL. THIS BUDGET ITEM IS TO FUND THE SPRINGFIELD REDEVELOPMENT AUTHORITY TO ACQUIRE, RELOCATE, AND PARTIALLY DEMOLISH 1208 MAIN STREET - THE SHEAN BLOCK - FOR THE PURPOSES OF BUILDING A PARKING FACILITY TO SUPPORT THE REDEVELOPMENT.
DCAC	FOREST PARK - PORTER LAKE SKATEHOUSE RENOVATIONS (ECOS)	EXPAND BUILDING'S CURRENT USE AS FACILITY FOR ECOS SCHOOL PROGRAM TO INCLUDE FACILITY RENTAL OPPORTUNITIES. NEW ADDITION AND RENOVATIONS TO INCLUDE NEW MECHANICAL SYSTEMS, UTILITY SERVICES, FINISHES. SITE WORK AND LANDSCAPING TO INCLUDE HANDICAP ACCESSIBLE WALKWAY FROM BUILDING TO PORTER LAKE.
DISPATCH	Back-up 911 Center Upgrade	THIS PROJECT INCLUDES UPDATING THE SECONDARY DISPATCH CENTER TO HOUSE NEW INFRASTRUCTURE FOR ADDITIONAL DISPATCHERS IN CASE THE SECONDARY IS EVER UESD AS A PRIMARY. THE STATE IS PROVIDING ALL ADDITIONAL EQUIPMENT FOR THIS PROJECT.
DCAC	SCHOOL PROPERTY CONDITION ASSESSMENTS	ASSESMENTS OF FIVE SCHOOL PROPERTIES
DCAC	POLICE STATION - ELECTRICAL UPGRADES PHASE III	REPLACE EXISTING GENERATOR WITH A LARGER LOAD CAPACITY GENERATOR. CORRECT CURRENT CODE ISSUES.
DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD	THE CITY HAS A RECOVERY PLAN FOR THE MUNIS FINANCE SYSTEM. WE DO NOT HAVE A PLAN TO RECOVER THE REST OF OUR SERVICES. THESE FUNDS WILL CREAT A REAL TIME DATA BACKUP TO AN ALTERNATIVE CITY LOCATION AND TO PROCURE HARDWARE AND SOFTWARE TO RECOVER EMAIL AND THE ACTIVE DIRECTORY.
ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	THE CITY WILL HAVE THE NECESSARY FUNDS TO DEMOLISH ABANDONED/BLIGHTED AND HAZARDOUS BUILDINGS THROUGHOUT THE CITY, THAT ARE BOTH PUBLICLY AND PRIVATELY OWNED. SOME OF THE BUILDINGS ARE CITY OWNED. HOWEVER THE VAST MAJORITY ARE PRIVATELY OWNED AND THE CITY HAS TAKEN ALL POSSIBLE STEPS TO COMPELL THE OWNER(S) TO REPAIR AND/OR DEMOLISH AND THE OWNERS HAVE FAILED TO COMPLY. THE CITY HAS OBTAINED COURT ORDERS TO DEMOLISH A COUPLE OF THE STRUCTURES BUT WITH MOST OF THEM WE ARE WAITING UNTIL FUNDING IS AVAILABLE TO TAKE THE FINAL STEP IN OBTAINING THE COURT ORDER FOR THE CITY TO DEMOLISH. (PLEASE SEE ATTACHED PHOTOS AND COST ESTIMATES FOR EACH)



<b>Department</b>	<b>Project Summary</b>	<b>Project Description</b>
DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	ARTERIAL, RESIDENTIAL AND PRIVATE WAY RESURFACING AND REPLACEMENT
FACILITIES	SCHOOLS - SAFETYCAMERAS	SAFETY CAMERAS FOR NUMEROUS SCHOOLS
DCAC	SENIOR CENTER	THIS PROJECT INCLUDES THE DESIGN AND REBUILD OF A NEW SENIOR CENTER IN THE BLUNT PARK VACINITY
DISPATCH	CITYWIDE NARROWBANDING REQUIREMENT	PROJECTION OF REQUIRED EQUIPMENT REPLACEMENT AND REPROGRAMMING BASED ON VOLUME OF UNITS FROM RADIO REPAIR FOR DISPATCH, FIRE, PD AND DPW HAND RADIOS AND TOWER TRANSMISSION
DPW	BONDI'S ISLAND LANDFILL CLOSURE	
DPW	NORTH END LIGHTING	THIS PROJECT INCLUDES UPDATING THE LIGHTING IN THE NORTH END NEIGHBORHOOD
FACILITIES	PURCHASE MT CARMEL BUILDING	THIS PROJECT INCLUDE PURCHASING THE OLD MT CARMEL SCHOOL WHICH IS MORE COST EFFECTIVE THAN LEASING
FACILITIES	ESCO PHASE 2	PART 2 OF THE TWO PHASE ESCO PROJECT. THIS WILL BE SPENT TO UPGRADE CITY FACILITIES.
DCAC	CITY DAMS	THIS PROJECT INCLUDES PHASE I ANALYSIS AND REPORTS FOR ALL CITY OWNED DAMS AS WELL AS PHASE II ENGINEERING EVALUATIONS, PERMITTING, DESIGN AND REHABILITATION. INVENTORY IS AS FOLLOWS; LOWER VAN HORN RESERVOIR DAM, UPPER VAN HORN RESERVOIR DAM, MILL POND DAM, WATERSHOPS POND DAM, BRECKWOOD POND DAM, PORTER LAKE DAM AND FOUNTAIN LAKE DAM.
DPW	INDIAN ORCHARD MILLS SIGNAL PROJECT	THIS PROJECT INCLUDES UPDATING THE INTERSECTION AT THE INDIAN ORCHARD MILLS TO INCLUDE NEW SIGNALS
DPW	City-wide Vehicles Replacement Project - Non-Public Safety	THE CITY HAS A CITYWIDE VEHICLE REPLACEMENT PLAN TO ALL VEHICLES EXCLUDING POLICE AND FIRE WHICH ARE RESPONSIBLE FOR THEIR OWN FLEET.

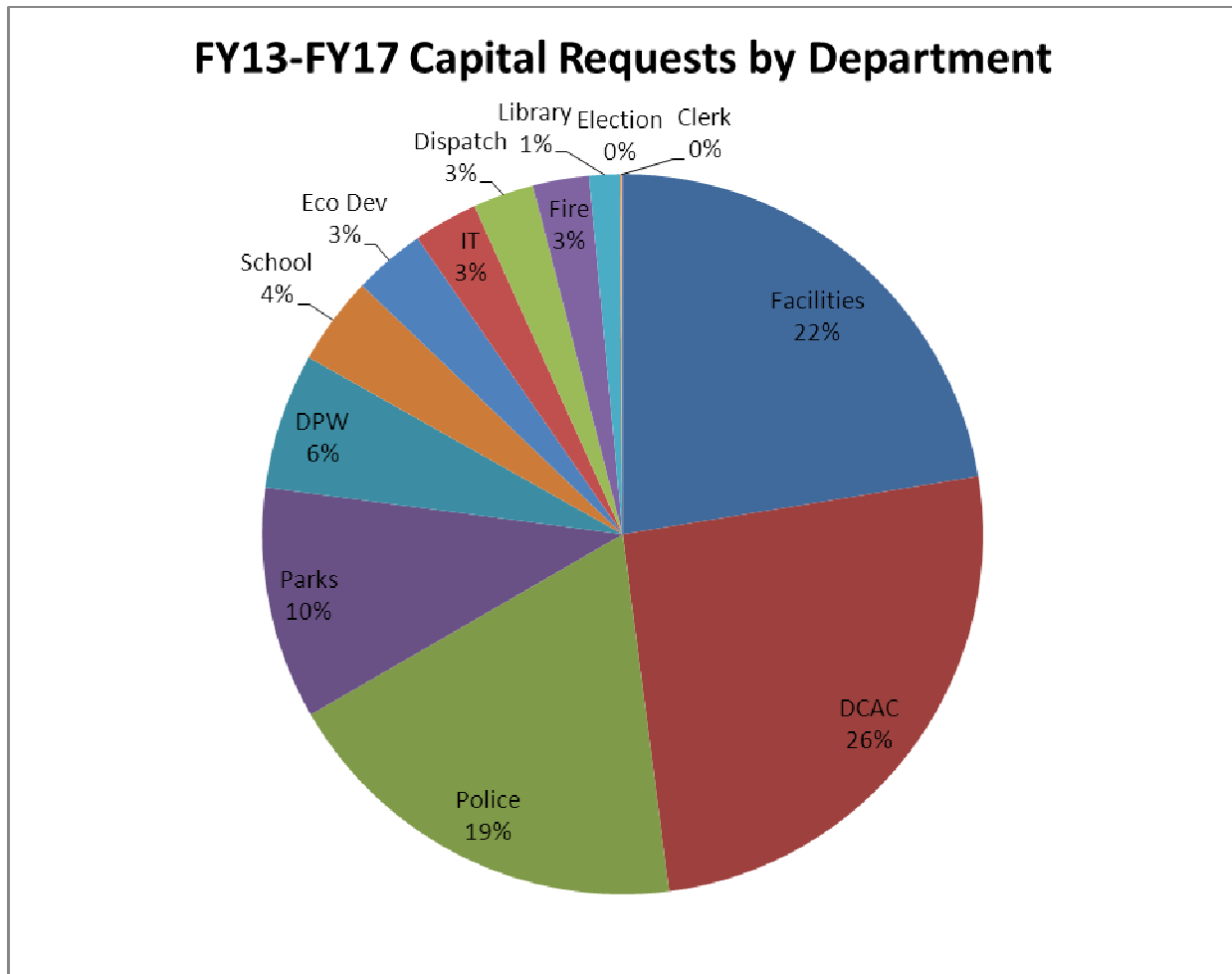
Based on funds available through a future decision to bond, issue BANs or utilize Pay-Go Capital funds or grants, projects will be selected from this list to be completed.



**FY13 THROUGH FY17 CAPITAL IMPROVEMENT PLAN**

The City currently has a \$413.3 million capital liability from FY13 through FY17. This can be seen as a direct result of years of deferred maintenance to facilities, infrastructure, and equipment.

*CIP Requests by Department* – The following chart illustrates the CIP requests by Department. Also included below is a brief description of the major departmental needs and a chart including the dollar total of requests.



The Facilities Department represents 22% of total projects consisting mainly of School Statement of Interest projects. Because of this, the property condition assessments being completed this fiscal year will aid in prioritizing the needs of school projects. DCAC represents 26% of requests mainly pertaining to rebuilding and repairing Brookings and Dryden schools and the South End Community Center damaged in the June 1<sup>st</sup> tornado. The Police Department represents 19% of total capital requests mainly dealing with upgrading the current Police headquarters along with renovating an additional location at 50 East St. The Parks Department

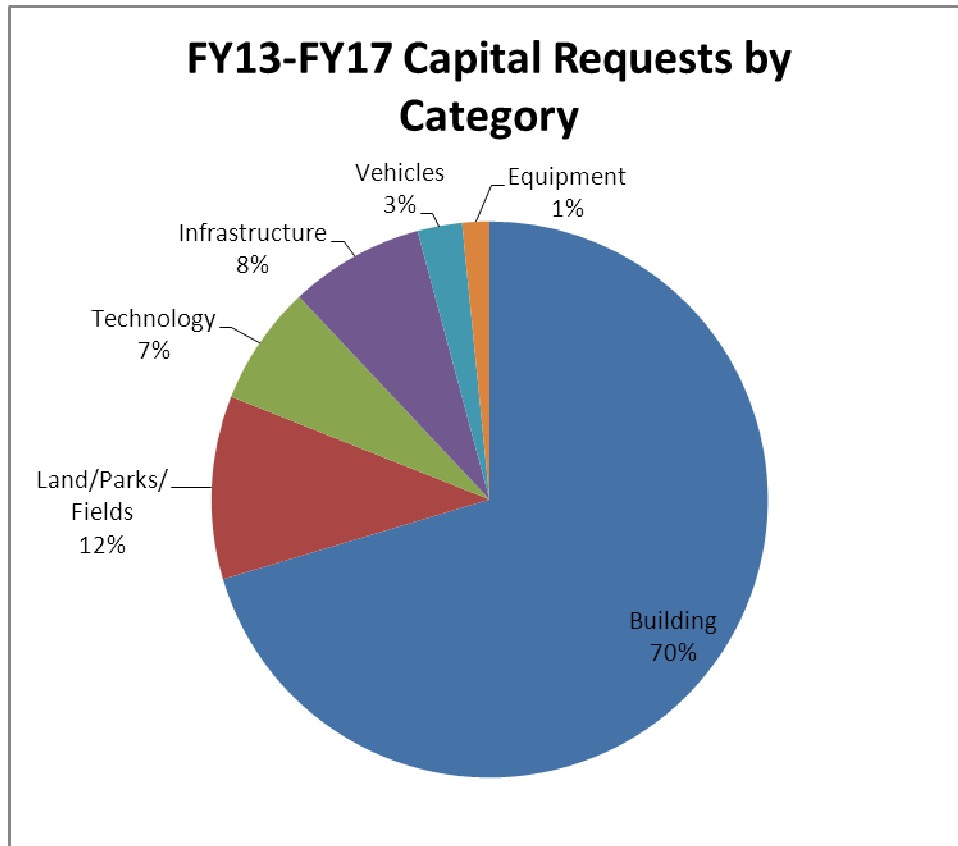


represents 10% of the submitted projects which includes the rehabilitation of parks, golf courses, dams and other quality of life needs. DPW represents 6% of the need in the areas of solid waste needs, vehicle storage and road resurfacing and side walk repair. These 4 departments represent 84% of the City's total capital need.

<b>Department</b>	<b>% of Total</b>	<b>Total FY13-FY17</b>
Facilities	22%	92,687,809
DCAC	26%	105,448,923
Police	19%	77,300,363
Parks	10%	43,110,000
DPW	6%	25,183,836
School	4%	16,371,483
Eco Dev	3%	13,339,000
IT	3%	11,955,125
Dispatch	3%	11,325,000
Fire	3%	10,444,000
Library	1%	5,598,000
Election	0%	384,000
Clerk	0%	130,550
<b>Total</b>	<b>100%</b>	<b>413,278,089.00</b>



*CIP Requests by Category* – The following chart illustrates the CIP requests by category. The categories used to distinguish projects include Building, Infrastructure, Equipment, Land, and Technology and are defined in the “Capital Improvement Process” section of this document.

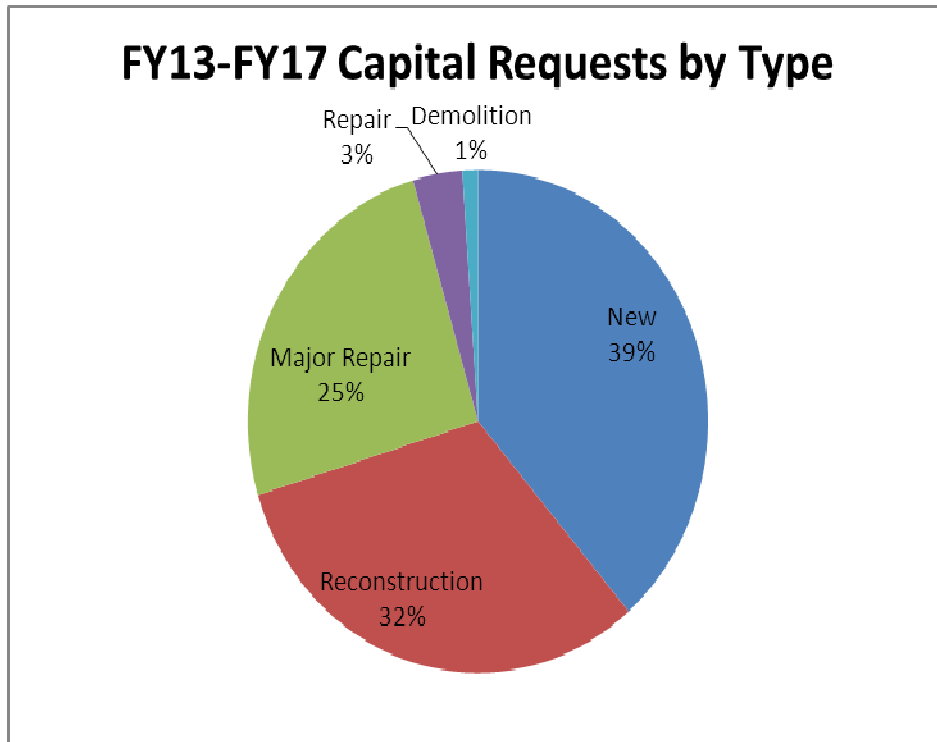


Of the requests submitted for this planning period 70% are related to building needs. The majority are specific school related projects that will be further qualified through the property condition assessments being conducted during this fiscal year. Land projects including upgrades to the City’s golf courses, athletic fields and parks represent 12% of the requested need. Categorizing such projects will help us to search for alternative funding sources such as grants from the State and Federal governments.

Category	% of Total	Total FY13-FY17
Building	70%	290,856,945
Land/Parks/Fields	11%	44,027,000
Technology	7%	28,799,758
Infrastructure	8%	32,348,836
Vehicles	3%	10,711,000
Equipment	2%	6,534,550
<b>Total</b>	<b>100%</b>	<b>413,278,089</b>



*CIP Requests by Type* – The following chart illustrates the CIP requests by type. The types are new, reconstruction / replacement, major repair / renovation and repair and are defined in the “Capital Improvement Process” section of this document.



Many of the New projects representing 39% consist of purchasing new equipment, vehicles and land as well as building new facilities affected by the tornado. The Reconstruction type representing 32% contain many park and City building renovation projects.

Type	% of Total	Total FY13-FY17
New	39%	155,841,071
Reconstruction	32%	127,545,053
Major Repair	25%	101,469,286
Repair	3%	14,032,679
Demolition	1%	4,390,000
<b>Total</b>	<b>100%</b>	<b>403,278,089</b>



### **DEBT AFFORDABILITY ANALYSIS**

The City published a Debt Affordability Analysis in December of 2011 to illustrate the factors used to evaluate our ability to afford new debt. In recent years, the City has made a concerted effort to restructure its debt for the purposes of increasing the capacity for future debt issuances and preventing dramatic increases in future debt payments. This has also helped reduce the risk of back-loading future debt and to reduce the total cost of interest payments.

Currently, the City has a gross debt liability of \$375.5 million including principal and interest. This does not include, however, the City's reimbursement from the Massachusetts School Building Authority and rebates from the water and sewer bond issuances. When these funds are added to the total debt liability, the net debt equals \$249.9 million. Net debt is the City's true debt liability after reimbursements and rebates from debt issuances.

Based on the analysis included in the Debt Affordability report (full report in Appendix D), the City is in a solid debt position but can improve its standing even more. By doing this, the City can lower the debt per total income and debt per capita. These metrics are important when comparing Springfield's debt to other municipalities. The City should also look to strategically use pay as you go capital, capital reserve fund, and the stabilization reserve fund in order to address some of the City's infrastructure, building, and vehicle needs without adding debt and the associated debt service payments.

Since the completion of this analysis, staff continues to examine the feasibility of selling Bond Anticipation Notes (BANs) or internally financing critical projects for the next year or two until the City is in a better position to sell bonds.





**APPENDIX A: PROPOSED FY13 CAPITAL BUDGET PROJECTS**

Once this City completes its review of the operating budget, it will determine what next steps should be taken to address the capital needs discussed in this report. Consideration of new bonds, Bond Anticipation Notes, Grants and Pay-Go capital funds will all be reviewed.



## APPENDIX B: RATING CRITERIA

### CITY OF SPRINGFIELD PROJECT REQUEST RATING SHEET DESCRIPTION OF RATING CRITERIA AND SCALES

#### **CRITERIA A- OVERALL FISCAL IMPACT**

**Weight: 4**

**Rationale:** Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in 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:** Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. 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**

**Rationale:** 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:** Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. 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 or law to proceed.
- 0- Project requires change in federal or law to proceed.

## **CRITERIA C-IMPACT ON SERVICE TO THE PUBLIC**

**Weight: 3**

**Rationale:** 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 and/or improved operations of an existing department.

**Considerations:** Ratings for this factor will consider these major points:

- A. Whether the service is already being provided by existing agencies.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. 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**

**Rationale:** 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 service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

**Considerations:** Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. 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 future (beyond inflation) if it is delayed at this time.
- 1- There is a minor risk that costs will rise 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 E - PRIOR PHASES**

**Weight: 2**

**Rationale:** Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

**Considerations:** Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.



**Illustrative Ratings:**

- 5- All but the final phase has been fully funded.
- 4- Multiple phases have been fully funded.
- 3- Multiple phases have been partially funded.
- 2- The first phase has been fully funded.
- 1- The first phase has been partially funded.
- 0- No prior phases have been funded or partially funded.

**CRITERIA F – DEPARTMENTAL PRIORITY**

**Weight: 2**

**Rationale:** Departments are expected to provide an indication of which projects are most important to their mission.

**Considerations:** Ratings for this factor will consider these major points:

- A. Departmental ranking of each individual project.
- B. 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%).

**Appendix C - Capital Improvement Plan FY13-FY17**  
**Capital Project Requests by Department Priority**

**Priority A**

Priority	Department	Project Summary	Partial/Non	Total	Total Cost FY13-	2012 Funded	2013	2014	2015	2016	2017
			Funded	Rating	FY17						
A	DCAC	ELIAS BROOKINGS - SCHOOL REBUILD		84	27,385,000	613,831	27,385,000	-	-	-	-
A	DCAC	DRYDEN - REPAIRS AND REBUILDING		84	14,500,000	-	14,500,000	-	-	-	-
A	DCAC	PUTNAM VOC - SOIL CONTAMINATION&DENTAL CLINIC	P	81	1,400,000	120,000	1,400,000	-	-	-	-
A	DCAC	SKYWALK		80	-	10,000	-	-	-	-	-
A	DCAC	SECC - EARMARK		79	18,750,000	-	18,750,000	-	-	-	-
A	FACILITIES	CITY HALL - BOILER PLANT		77	2,000,000	-	750,000	625,000	625,000	-	-
A	ECO DEV	COURT SQUARE REDEVELOPMENT -SHEAN BLOCK AQUISITION		76	4,300,000	420,000	4,300,000	-	-	-	-
A	DCAC	FOREST PARK - PORTER LAKE SKATEHOUSE RENOVATIONS (ECOS)		76	2,547,923	95,000	2,547,923	-	-	-	-
A	DISPATCH	Back-up 911 Center Upgrade		76	150,000	-	150,000	-	-	-	-
A	DCAC	SCHOOL PROPERTY CONDITION ASSESSMENTS	P	75	225,000	-	75,000	75,000	75,000	-	-
A	DCAC	POLICE STATION - ELECTRICAL UPGRADES PHASE III		75	450,000	474,280	450,000	-	-	-	-
A	LIBRARY	CENTRAL LIBRARY - ADA Handicap Ramp	F	75	-	400,000	-	-	-	-	-
A	DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD		74	1,500,000	-	1,500,000	-	-	-	-
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	74	4,350,000	-	1,000,000	1,000,000	1,000,000	750,000	600,000
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION		74	13,000,000	-	7,000,000	3,000,000	3,000,000	-	-
A	FACILITIES	SCHOOLS - SAFETYCAMERAS	P	73	2,828,391	1,296,609	2,828,391	-	-	-	-
A	DCAC	SENIOR CENTER	P	73	14,356,000	348,430	356,000	-	14,000,000	-	-
A	DISPATCH	CITYWIDE NARROWBANDING REQUIREMENT		73	175,000	-	175,000	-	-	-	-
A	DPW	BONDI'S ISLAND LANDFILL CLOSURE		73	5,000,000	-	-	-	5,000,000	-	-
A	DPW	NORTH END LIGHTING		72	-	100,000	-	-	-	-	-
A	FACILITIES	PURCHASE MT CARMEL BUILDING		71	10,000,000	-	10,000,000	-	-	-	-
A	FACILITIES	ESCO PHASE 2		71	15,000,000	-	15,000,000	-	-	-	-
A	DCAC	CITY DAMS		70	3,000,000	-	1,000,000	1,000,000	1,000,000	-	-
A	DPW	INDIAN ORCHARD MILLS SIGNAL PROJECT		70	900,000	-	900,000	-	-	-	-
A	DPW	City-wide Vehicles Replacement Project - Non-Public Safety	P	70	1,280,647	425,000	1,280,647	-	-	-	-
<b>Total Priority A</b>					<b>143,097,961</b>	<b>4,303,150</b>	<b>111,347,961</b>	<b>5,700,000</b>	<b>24,700,000</b>	<b>750,000</b>	<b>600,000</b>

**Priority B**

Priority	Department	Project Summary	Partial/Non	Total	Total Cost FY13-	2012 Funded	2013	2014	2015	2016	2017
			Funded	Rating	FY17						
B	SCHOOL	SCHOOL TECHNOLOGY	P	69	16,200,633	4,360,816	3,519,562	6,718,193	5,962,878	-	-
B	PARKS	VAN HORN PARK LOWER DAM		69	1,300,000	-	1,300,000	-	-	-	-
B	FACILITIES	SCHOOLS - ELECTRICAL WORK TO SUPPORT ERATE	P	67	2,750,000	-	1,375,000	1,375,000	-	-	-
B	POLICE	50 EAST STREET		67	5,000,000	-	5,000,000	-	-	-	-
B	POLICE	RENOVATION OF POLICE DEPARTMENT FACILITY		67	19,698,363	-	6,000,000	6,000,000	6,000,000	1,698,363	-

**Appendix C - Capital Improvement Plan FY13-FY17**  
**Capital Project Requests by Department Priority**

B	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	66	600,000	-	200,000	200,000	200,000	-	-
B	FACILITIES	KILEY - ROOF REPLACEMENT	65	1,349,667	-	1,349,667	-	-	-	-
B	FACILITIES	HOMER - BATHROOM REPLACEMENT	65	650,000	-	650,000	-	-	-	-
B	FACILITIES	WASHINGTON - BATHROOM REPLACEMENT	65	250,000	-	250,000	-	-	-	-
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	65	150,000	-	-	-	150,000	-	-
B	FACILITIES	DUGGAN - EMERGENCY LIGHTING	65	30,000	-	-	30,000	-	-	-
B	FACILITIES	DUGGAN - UNIVENT REPAIRS	65	180,000	-	-	180,000	-	-	-
B	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	65	200,000	-	-	200,000	-	-	-
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	64	80,000	-	-	-	80,000	-	-
B	DCAC	CITY HALL - REPAIRS TO LEADED WINDOWS	64	75,000	-	-	75,000	-	-	-
B	PARKS	FOREST PARK PAVING INCLUDING GREENLEAF ROAD	64	1,000,000	-	500,000	-	-	-	500,000
B	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	62	130,550	-	65,275	-	-	-	65,275
B	FACILITIES	SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES	62	1,200,000	-	1,200,000	-	-	-	-
B	FACILITIES	BRUNTON - REPLACE PORTABLE CR'S	62	250,000	-	250,000	-	-	-	-
B	FACILITIES	BRIGHTWOOD - RESTROOM REPLACEMENT	62	350,000	-	350,000	-	-	-	-
B	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	62	145,000	-	145,000	-	-	-	-
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	62	240,000	-	240,000	-	-	-	-
B	FACILITIES	WHITE - BATHROOM REPLACEMENT	62	600,000	-	600,000	-	-	-	-
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	62	650,000	-	650,000	-	-	-	-
B	FACILITIES	LINCOLN - SPRINKLER (CODE)	62	30,000	-	30,000	-	-	-	-
B	FACILITIES	TALMADGE - REPLACE EXTERIOR DOORS	62	40,000	-	-	40,000	-	-	-
B	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	62	35,000	-	-	35,000	-	-	-
B	FACILITIES	WHITE - SPRINKLER (CODE)	62	25,000	-	25,000	-	-	-	-
B	FACILITIES	HOMER - SPRINKLER (CODE)	62	25,000	-	25,000	-	-	-	-
B	FACILITIES	HOMER - ELECTRICAL PANEL	62	100,000	-	100,000	-	-	-	-
B	FACILITIES	KENNEDY - SPRINKLER (CODE)	62	30,000	-	-	30,000	-	-	-
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	62	120,000	-	-	120,000	-	-	-
B	DCAC	FOREST PARK - ZOO DRAINAGE REPAIR	62	450,000	-	450,000	-	-	-	-
B	DCAC	FOREST PARK - SWAN POND DAM	62	400,000	-	400,000	-	-	-	-
B	IT	BUSINESS CONTINUITY PLAN - PHASE 3 - REGIONALIZATION	61	1,000,000	-	-	-	1,000,000	-	-
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2 - CITY HALL/TAPLEY ST UPGRADE	61	8,500,000	-	-	8,500,000	-	-	-
B	FACILITIES	KENNEDY - POOL REPLACEMENT	61	2,500,000	-	2,500,000	-	-	-	-
B	FACILITIES	LIBERTY - REDESIGN ADA ENTRANCES	61	25,000	-	25,000	-	-	-	-
B	FACILITIES	LYNCH - REPLACE PORTABLE CLASS ROOMS	61	250,000	-	250,000	-	-	-	-
B	FACILITIES	POTTENGER - BASEMENT VENTILATION	61	35,000	-	35,000	-	-	-	-
B	FACILITIES	WASHINGTON - BASEMENT VENTILATION	61	850,000	-	850,000	-	-	-	-
B	FACILITIES	HOMER - BASEMENT VENTILATION	61	35,000	-	35,000	-	-	-	-
B	FACILITIES	KENSINGTON - BASEMENT VENTILATION	61	850,000	-	850,000	-	-	-	-
B	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	61	30,000	-	30,000	-	-	-	-
B	DPW	VEHICLE AND EQUIPMENT STORAGE	61	2,500,000	-	2,500,000	-	-	-	-
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	60	1,200,000	-	1,200,000	-	-	-	-

**Appendix C - Capital Improvement Plan FY13-FY17**  
**Capital Project Requests by Department Priority**

B	FACILITIES	SCHOOLS - OIL TANK REMOVAL	P	60	1,486,554	-	684,552	802,002	-	-	-
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		60	650,000	-	650,000	-	-	-	-
B	FACILITIES	BRIDGE - INTERIOR RENOVATIONS		60	700,000	-	-	-	700,000	-	-
B	FACILITIES	BALLIET - WINDOW REPLACEMENT		60	300,000	-	300,000	-	-	-	-
B	FACILITIES	WHITE - BASEMENT VENTILATION		60	850,000	-	850,000	-	-	-	-
B	FACILITIES	DEBERRY - REBUILDING FLOOR		60	1,200,000	-	1,200,000	-	-	-	-
B	FACILITIES	DORMAN - BASEMENT VENTILATION		60	35,000	-	35,000	-	-	-	-
B	FACILITIES	DUGGAN - INTERIOR RENOVATION		60	6,000,000	-	-	3,000,000	3,000,000	-	-
B	FACILITIES	KENNEDY - REPLACE GYM FLOOR		60	90,000	-	-	90,000	-	-	-
B	DCAC	CAMPANILE RESTORATION		60	15,850,000	-	850,000	8,000,000	7,000,000	-	-
B	FIRE	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)		60	180,000	-	180,000	-	-	-	-
B	FACILITIES	BALLIET - RENOVATION FOR PROGRAMMING SPACE - SEMORE		59	2,000,000	-	2,000,000	-	-	-	-
B	FACILITIES	SCHOOLS - FLOOR REPLACEMENT		59	750,000	-	250,000	250,000	250,000	-	-
B	FACILITIES	BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM		59	30,000	-	-	30,000	-	-	-
B	FACILITIES	KENNEDY - BATHROOM REPLACEMENT		59	30,000	-	30,000	-	-	-	-
B	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		59	25,000	-	25,000	-	-	-	-
B	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		59	90,000	-	90,000	-	-	-	-
B	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS		59	35,000	-	35,000	-	-	-	-
B	FACILITIES	VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM		59	145,000	-	145,000	-	-	-	-
B	FACILITIES	GLENWOOD - CLASSROOM EXPANSION/BASEMENT		59	250,000	-	-	250,000	-	-	-
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		59	25,000	-	25,000	-	-	-	-
B	FACILITIES	HARRIS - BATHROOM PARTITIONS		59	20,000	-	20,000	-	-	-	-
B	FACILITIES	BEAL - REPLACE PORTABLE CR'S		58	250,000	-	250,000	-	-	-	-
B	FACILITIES	BRIGHTWOOD - BASEMENT VENTILATION		58	850,000	-	850,000	-	-	-	-
B	FACILITIES	BRIGHTWOOD - DRYWELL/ROOF DRAINS		58	86,000	-	86,000	-	-	-	-
B	DCAC	CITY HALL - WINDOW RESTORATION		58	1,500,000	-	1,500,000	-	-	-	-
B	DPW	STORMWATER IMPROVEMENTS		58	150,000	-	50,000	50,000	50,000	-	-
B	PARKS	IRRIGATION OF STATE STREET		58	200,000	-	200,000	-	-	-	-
B	IT	DESKTOP COMPUTER REPLACEMENT		57	360,000	-	120,000	120,000	120,000	-	-
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		57	32,000	-	-	32,000	-	-	-
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		57	10,000	-	10,000	-	-	-	-
B	FACILITIES	LIBERTY - FLOOR TILE REPLACEMENT PROGRAM		57	45,000	-	-	45,000	-	-	-
B	FACILITIES	LYNCH - DOOR REPLACEMENT		56	500,000	-	-	-	500,000	-	-
B	DCAC	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		56	750,000	-	100,000	650,000	-	-	-
B	DCAC	PECOUSIC BROOK RESTORATION		56	250,000	-	-	250,000	-	-	-
B	DCAC	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION		56	1,000,000	-	-	800,000	200,000	-	-
B	DISPATCH	Consolidated Dispatch Building w/equipment		56	10,000,000	-	-	-	10,000,000	-	-
B	PARKS	HANDICAP ACCESSIBLE PARK PROGRAM		56	300,000	-	100,000	100,000	100,000	-	-
B	IT	LAPTOP REPLACEMENT		55	50,000	-	25,000	25,000	-	-	-
B	FACILITIES	SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)		55	288,000	-	288,000	-	-	-	-
B	FACILITIES	SPS BERKSHIRE - REPLACE EXTERIOR DOORS		55	40,000	-	-	-	40,000	-	-



**Appendix C - Capital Improvement Plan FY13-FY17**  
**Capital Project Requests by Department Priority**

B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT	55	650,000	-	650,000	-	-	-	-
B	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	55	60,000	-	-	60,000	-	-	-
<b>Total Priority B</b>				<b>120,221,767</b>	<b>4,360,816</b>	<b>44,548,056</b>	<b>38,057,195</b>	<b>35,352,878</b>	<b>1,698,363</b>	<b>565,275</b>

**Priority C**

<u>Priority</u>	<u>Department</u>	<u>Project Summary</u>	<u>Partial/Non Funded</u>	<u>Total Rating</u>	<u>Total Cost FY13- FY17</u>	<u>2012 Funded</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
C	ECO DEV	SOUTH END STREET IMPROVEMENTS		54	3,189,000	1,200,000	3,189,000	-	-	-	-
C	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT		54	70,000	-	-	70,000	-	-	-
C	FACILITIES	BEAL - ELECTRICAL PANELS		54	200,000	-	-	200,000	-	-	-
C	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT		54	70,000	-	-	-	70,000	-	-
C	FACILITIES	BRUNTON - WINDOW AND DOOR REPLACEMENT		54	1,000,000	-	-	-	1,000,000	-	-
C	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		54	30,000	-	-	30,000	-	-	-
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		54	300,000	-	-	150,000	150,000	-	-
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM		54	60,000	-	-	-	60,000	-	-
C	FACILITIES	DORMAN - FLOOR TILE REPLACEMENT		54	30,000	-	30,000	-	-	-	-
C	FACILITIES	ELLS - REPLACE TILE		54	40,000	-	40,000	-	-	-	-
C	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		54	125,000	-	-	125,000	-	-	-
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS		54	600,000	-	-	300,000	300,000	-	-
C	FACILITIES	GLICKMAN - FLOOR TILE REPLACEMENT		54	25,000	-	25,000	-	-	-	-
C	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT		53	100,000	-	-	-	100,000	-	-
C	PARKS	CITY-WIDE LAKE MANAGEMENT PROGRAM		53	360,000	-	120,000	120,000	120,000	-	-
C	ELECTIONS	NEW VOTING MACHINES		52	384,000	-	384,000	-	-	-	-
C	DISPATCH	Radio Console replacement/upgrade		52	1,000,000	-	1,000,000	-	-	-	-
C	FACILITIES	BEAL - BATHROOM RENOVATION		51	120,000	-	120,000	-	-	-	-
C	FACILITIES	ELLS - DOOR REPLACEMENT		51	500,000	-	500,000	-	-	-	-
C	FACILITIES	KILEY - WINDOW AND DOOR REPLACEMENT		51	2,500,000	-	-	2,500,000	-	-	-
C	FACILITIES	BALLIET - BATHROOM AND PARTITION REPLACEMENT		51	600,000	-	600,000	-	-	-	-
C	FACILITIES	SUMNER - BATHROOM PARTITIONS		51	15,000	-	-	15,000	-	-	-
C	FACILITIES	ELLS - BATHROOM UPGRADE		51	30,000	-	30,000	-	-	-	-
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION		51	20,000	-	20,000	-	-	-	-
C	FACILITIES	INDIAN ORCHARD - PARAPET REPAIR		51	60,000	-	-	60,000	-	-	-
C	FACILITIES	KENSINGTON - FLOOR TILE REPLACEMENT PROGRAM		51	30,000	-	-	-	30,000	-	-
C	FACILITIES	KENSINGTON - WINDOWS AND DOORS REPLACEMENT		51	350,000	-	350,000	-	-	-	-
C	FACILITIES	RELOCATION OF RENAISSANCE SCHOOL		50	10,000,000	-	10,000,000	-	-	-	-
C	FACILITIES	BALLIET - CAFETERIA IMPROVEMENT/DESIGN STUDY		50	3,900,000	-	-	900,000	3,000,000	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES WEST WING		50	85,000	-	-	85,000	-	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES SCIENCE ROOM		50	40,000	-	-	40,000	-	-	-
C	PARKS	CAMEROTA PROPERTY		50	750,000	-	-	750,000	-	-	-
C	PARKS	CAMP STAR ANGELINA RENOVATIONS		50	2,500,000	-	-	900,000	1,600,000	-	-
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM		49	65,000	-	-	-	65,000	-	-

**Appendix C - Capital Improvement Plan FY13-FY17**  
**Capital Project Requests by Department Priority**

C	IT	NETWORK SERVERS	48	178,125	-	59,375	59,375	59,375	-	-
C	FACILITIES	SCHOOLS - PAINTING PROJECTS	48	1,386,000	-	462,000	462,000	462,000	-	-
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	48	75,000	-	-	75,000	-	-	-
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	48	15,000	-	15,000	-	-	-	-
C	DCAC	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	48	100,000	-	-	100,000	-	-	-
C	DCAC	CITY HALL - REMOVE STAINING	48	30,000	-	30,000	-	-	-	-
C	FIRE	REPLACEMENT VEHICLES AND VEHICULAR EQUIPMENT	48	260,000	-	260,000	-	-	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - REMOVE OIL TANK FROM PARKING LOT	48	15,850	-	-	15,850	-	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - SIDEWALK REPAIRS	48	30,000	-	-	30,000	-	-	-
C	FACILITIES	SCHOOLS - CLOCKS	47	120,000	-	120,000	-	-	-	-
C	FACILITIES	CHESTNUT - SEAL BRICK TOWERS	47	35,000	-	35,000	-	-	-	-
C	FIRE	APPARATUS BAY FLOOR RENOVATIONS-HQ,NMAIN,IO,MS,MAS	47	200,000	-	200,000	-	-	-	-
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY	47	750,000	-	-	-	750,000	-	-
C	FACILITIES	JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	46	300,000	-	-	300,000	-	-	-
C	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	46	25,000	-	25,000	-	-	-	-
C	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	46	90,000	-	-	-	90,000	-	-
C	FACILITIES	BRUNTON - LIBRARY HEATING SYSTEM UPGRADE	46	35,000	-	35,000	-	-	-	-
C	DCAC	WALSH - PLAYGROUND	46	130,000	-	-	130,000	-	-	-
C	FIRE	16 ACRES FIRE STATION REPLACEMENT	46	5,000,000	-	-	-	5,000,000	-	-
C	ECO DEV	PYCHON PARK RESTORATION	45	1,500,000	-	1,500,000	-	-	-	-
C	FACILITIES	RENOVATION OF MULBERRY BUILDING	45	5,000,000	-	5,000,000	-	-	-	-
C	POLICE	POLICE STATION - NEW POLICE HEADQUARTERS	45	45,000,000	-	45,000,000	-	-	-	-
C	POLICE	POLICE STATOIN - REPLACE MALE CELL BLOCK	45	500,000	-	500,000	-	-	-	-
C	FIRE	COMMAND VEHICLE REPLACEMENT (2)	45	124,000	-	124,000	-	-	-	-
C	FIRE	AERIAL LADDER #5-INDIAN ORCHARD REPLACEMENT	45	900,000	-	-	-	-	900,000	-
C	FIRE	COMMAND AND SUPPORT VEHICLES, REPLACEMENT	45	185,000	-	185,000	-	-	-	-
C	PARKS	REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT	45	510,000	-	170,000	170,000	170,000	-	-
C	PARKS	BLUNT PARK BIKEWAY/WALKWAY	45	1,500,000	-	-	-	1,500,000	-	-
C	IT	NETWORK SWITCH REPLACEMENT	44	126,000	-	42,000	42,000	42,000	-	-
C	IT	INCREASE STORAGE CAPACITIES	44	30,000	-	30,000	-	-	-	-
C	FACILITIES	WHITE - INSTALL DROP CEILING	44	60,000	-	-	60,000	-	-	-
C	FACILITIES	FREEDMAN - GROUNDS CAPITAL IMPROVEMENT	44	500,000	-	-	500,000	-	-	-
C	FACILITIES	GLENWOOD - FLOOR TILE REPLACEMENT	44	30,000	-	-	-	30,000	-	-
C	FACILITIES	KILEY - FLOOR TILE REPLACEMENT	44	200,000	-	-	200,000	-	-	-
C	DCAC	KENNEDY - POOL BUILDING ENVELOPE REPAIRS	44	800,000	-	800,000	-	-	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 5	44	610,000	-	-	-	610,000	-	-
C	DPW	TRASH BARRELL REPLACEMENTS	44	900,000	P	300,000	300,000	300,000	-	-
C	PARKS	UPGRADE SCHOOL ATHLETIC FIELDS	44	1,860,000	-	620,000	620,000	620,000	-	-
C	FIRE	HEALTH & WELLNESS (ADDL. STATION UPGRADES)	43	115,000	-	115,000	-	-	-	-
C	PARKS	WATERSHOPS POND	43	1,500,000	-	-	1,500,000	-	-	-
C	PARKS	ZOO IMPROVEMENTS	43	600,000	-	-	-	600,000	-	-

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**Capital Project Requests by Department Priority**

C	FIRE	ENGINE REPLACEMENT, ENGINE 1		42	610,000	-	-	610,000	-	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 9		42	610,000	-	-	-	610,000	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 8		42	610,000	-	610,000	-	-	-	-
C	DPW	PRIVATE WAYS - RESURFACING	P	42	853,189	-	253,189	300,000	300,000	-	-
C	FACILITIES	BRUNTON - FLOOR TILE REPLACEMENT PROGRAM		41	80,000	-	-	80,000	-	-	-
C	PARKS	MILL POND		41	2,000,000	-	-	-	2,000,000	-	-
C	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS		41	3,600,000	-	-	3,600,000	-	-	-
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE		41	600,000	-	-	-	600,000	-	-
C	IT	CISCO ROUTER REPLACEMENT		40	36,000	-	36,000	-	-	-	-
C	FIRE	ENGINE REPLACEMENT, ENGINE 3		40	610,000	-	-	-	-	610,000	-
C	LIBRARY	PINE POINT - REPLACE HVAC SYSTEM		40	300,000	-	150,000	-	-	150,000	-
C	LIBRARY	CENTRAL LIBRARY - WINDOW REPLACEMENT		40	200,000	-	200,000	-	-	-	-
C	LIBRARY	CENTRAL LIBRARY - ROOF REPLACEMENT		40	90,000	-	90,000	-	-	-	-
C	LIBRARY	CENTRAL LIBRARY -OUTDOOR LIFT		40	25,000	-	25,000	-	-	-	-
C	PARKS	FOREST PARK PLAYGROUND EQUIPMENT		40	125,000	-	125,000	-	-	-	-
C	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT		39	50,000	-	-	50,000	-	-	-
C	FACILITIES	JOHNSON - WINDOW HARDWARE		39	25,000	-	25,000	-	-	-	-
C	FACILITIES	WALSH - TRAFFIC ROUTE REPAY BUS DROPOFF		39	150,000	-	150,000	-	-	-	-
C	PARKS	JAIME ULLOA PARK IMPROVEMENTS		39	300,000	-	-	-	300,000	-	-
C	PARKS	DAVINCI PARK IMPROVEMENTS		39	150,000	-	-	-	150,000	-	-
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS		39	275,000	-	-	275,000	-	-	-
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK		38	30,000	-	30,000	-	-	-	-
C	POLICE	REPLACE COMM 1		38	1,000,000	-	1,000,000	-	-	-	-
C	FIRE	HQ/16A APRON (CONCRETE) AND PARKING LOT REPAIRS		38	200,000	-	200,000	-	-	-	-
C	PARKS	RIVERFRONT PARK MASTER PLAN		38	3,000,000	-	-	3,000,000	-	-	-
C	PARKS	CITY WIDE TENNIS COURT IMPROVEMENTS		38	250,000	-	150,000	100,000	-	-	-
C	PARKS	BARNEY MAUSOLEUM		38	1,500,000	-	-	-	-	1,500,000	-
<b>Total Priority C</b>					<b>117,752,164</b>	<b>1,200,000</b>	<b>75,079,564</b>	<b>18,824,225</b>	<b>20,688,375</b>	<b>3,160,000</b>	<b>-</b>

**Priority D**

Priority	Department	Project Summary	Partial/Non	Total	Total Cost FY13-						
			Funded	Rating	FY17	2012 Funded	2013	2014	2015	2016	2017
D	LIBRARY	PINE POINT - FIRE ALARM SYSTEM		37	40,000	-	-	40,000	-	-	-
D	LIBRARY	FOREST PARK - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-	13,000	-	-	-	-
D	LIBRARY	CENTRAL LIBRARY - REPLACE LIGHTING IN ROTUNDA		37	50,000	-	50,000	-	-	-	-
D	LIBRARY	FOREST PARK - FIRE ALARM SYSTEMS		37	40,000	-	-	40,000	-	-	-
D	LIBRARY	EAST SPFLD - FIRE ALARM SYSTEMS		37	40,000	-	-	40,000	-	-	-
D	LIBRARY	LIBERTY - FIRE ALARM SYSTEMS		37	40,000	-	-	40,000	-	-	-
D	LIBRARY	EAST SPFLD - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-	13,000	-	-	-	-
D	LIBRARY	LIBERTY- EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-	13,000	-	-	-	-
D	LIBRARY	PINE POINT - EXTERIOR SECURITY SYSTEM WITH CAMERAS		37	13,000	-	13,000	-	-	-	-
D	PARKS	COTTAGE HILL PARK		37	450,000	-	-	-	450,000	-	-

**Appendix C - Capital Improvement Plan FY13-FY17**  
**Capital Project Requests by Department Priority**

D	PARKS	FIVE MILE POND PARK COVE DREDGING	37	1,500,000	-	-	-	1,500,000	-	-
D	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	36	475,000	-	225,000	250,000	-	-	-
D	FACILITIES	BOWLES - FLOOR TILE REPLACEMENT	36	60,000	-	-	-	60,000	-	-
D	FACILITIES	BRUNTON - CARPET	36	40,197	-	-	40,197	-	-	-
D	FACILITIES	MILTON BRADLEY - REPAIR PIPING	36	200,000	-	200,000	-	-	-	-
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	36	150,000	-	-	150,000	-	-	-
D	FACILITIES	ELLS - REDESIGN PARKING LOT ISLAND	36	25,000	-	25,000	-	-	-	-
D	LIBRARY	LIBERTY - NEW PARKING LOT	36	75,000	-	-	-	75,000	-	-
D	LIBRARY	FOREST PARK - WINDOW REPLACEMENT	36	85,000	-	-	-	85,000	-	-
D	LIBRARY	CENTRAL LIBRARY - PAVE ADJACENT PARKING LOT	36	150,000	-	150,000	-	-	-	-
D	LIBRARY	CENTRAL LIBRARY - AIR CONDITIONING	36	650,000	-	650,000	-	-	-	-
D	LIBRARY	EAST SPFLD - WINDOW REPLACEMENT	36	65,000	-	-	-	65,000	-	-
D	LIBRARY	LIBERTY - WINDOW REPLACEMENT	36	100,000	-	-	-	100,000	-	-
D	FACILITIES	TALMADGE - REPAVE PARKING LOT	35	80,000	-	-	80,000	-	-	-
D	POLICE	POLICE CRUISER REPLACEMENTS (30/YEAR)	P 35	5,010,000	575,000	2,850,000	1,080,000	1,080,000	-	-
D	POLICE	POLICE - SHOT SPOTTER	35	1,092,000	-	764,000	164,000	164,000	-	-
D	PARKS	CITY WIDE BASKETBALL COURT IMPROVEMENTS	35	300,000	-	-	150,000	150,000	-	-
D	PARKS	SOLUTIA PARK	35	1,200,000	-	-	-	1,200,000	-	-
D	PARKS	VAN HORN PARK	35	3,000,000	-	-	-	-	3,000,000	-
D	FACILITIES	CENTRAL HIGH - INTERIOR CLASSROOM DOORS	34	66,000	-	66,000	-	-	-	-
D	FACILITIES	HARRIS - ADD ADDITIONAL PARKING	34	100,000	-	-	-	-	100,000	-
D	LIBRARY	EAST SPFLD - REPLACE PHONE SYSTEM	34	5,000	-	-	5,000	-	-	-
D	LIBRARY	LIBERTY - REPLACE PHONE SYSTEM	34	5,000	-	-	5,000	-	-	-
D	LIBRARY	PINE POINT - REPLACE PHONE SYSTEM	34	5,000	-	-	5,000	-	-	-
D	LIBRARY	SIXTEEN ACRES - REPLACE PHONE SYSTEM	34	5,000	-	-	5,000	-	-	-
D	LIBRARY	INDIAN ORCHARD - REPLACE PHONE SYSTEM	34	5,000	-	-	5,000	-	-	-
D	LIBRARY	FOREST PARK - REPLACE PHONE SYSTEM	34	5,000	-	-	5,000	-	-	-
D	PARKS	BLUNT PARK NEW MAINTENANCE BUILDING	34	800,000	-	-	-	800,000	-	-
D	PARKS	FOREST PARK BIKE PATH	34	500,000	-	-	-	500,000	-	-
D	FACILITIES	BALLIET - PLAYGROUND REPLACEMENT	33	60,000	-	-	-	60,000	-	-
D	FACILITIES	BOLAND - HVAC SYSTEM	33	60,000	-	-	-	60,000	-	-
D	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	33	85,000	-	-	-	85,000	-	-
D	LIBRARY	LIBERTY - BUILDING ACCESSIBILITY	32	875,000	-	-	-	875,000	-	-
D	LIBRARY	EAST SPFLD - ROOF REPLACEMENT	32	71,000	-	-	-	71,000	-	-
D	LIBRARY	EAST SPFLD - BUILDING ACCESSIBILITY	32	875,000	-	-	-	875,000	-	-
D	LIBRARY	ALL BRANCHES - RFID	32	801,000	-	65,110	735,890	-	-	-
D	LIBRARY	ALL BRANCHES - MEDIA MANAGER MACHINES	32	195,000	-	-	45,000	150,000	-	-
D	PARKS	RUTH ELIZABETH NEW COMMUNITY BUILDING	32	800,000	-	-	-	800,000	-	-
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	31	100,000	-	-	100,000	-	-	-
D	FACILITIES	LIBERTY - ADD ADDITIONAL PARKING	31	35,000	-	-	35,000	-	-	-
D	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	31	2,000,000	-	-	-	2,000,000	-	-

**Appendix C - Capital Improvement Plan FY13-FY17**  
**Capital Project Requests by Department Priority**

D	LIBRARY	FOREST PARK - CENTRAL AIR CONDITIONING	30	45,000	-	-	-	45,000	-	-
D	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	30	120,000	-	40,000	40,000	40,000	-	-
D	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	30	60,000	-	-	60,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM	30	232,000	-	-	232,000	-	-	-
D	LIBRARY	EAST SPFLD - CENTRAL AIR CONDITIONING	30	45,000	-	-	-	45,000	-	-
D	LIBRARY	LIBERTY - CENTRAL AIR CONDITIONING	30	45,000	-	-	-	45,000	-	-
D	FACILITIES	BEAL - REPAVE PARKING LOT	28	100,000	-	-	100,000	-	-	-
D	FACILITIES	HOMER - REPAVE DRIVEWAY	28	800,000	-	-	800,000	-	-	-
D	PARKS	ZIMMERMAN PROPERTY	28	350,000	-	-	350,000	-	-	-
D	PARKS	STEARNS SQUARE RENOVATION	28	50,000	-	-	50,000	-	-	-
D	PARKS	WALKER GRANDSTAND RENOVATION	28	1,000,000	-	-	1,000,000	-	-	-
D	PARKS	TRAIL RENOVATIONS	28	300,000	-	100,000	100,000	100,000	-	-
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	27	180,000	-	180,000	-	-	-	-
D	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	27	230,000	-	-	-	230,000	-	-
D	LIBRARY	PINE POINT - REPAVE PARKING LOT	27	35,000	-	-	-	35,000	-	-
D	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	27	62,000	-	-	-	62,000	-	-
D	PARKS	MEADOW BROOK RAVINE RESTORATION	26	150,000	-	-	-	150,000	-	-
D	FACILITIES	DUGGAN - DRYWELL	25	25,000	-	-	25,000	-	-	-
D	PARKS	FOREST PARK SIGN REPLACEMENT PROJECT	25	100,000	-	50,000	50,000	-	-	-
D	FACILITIES	BEAL - CLASSROOM CABINETS	23	25,000	-	-	25,000	-	-	-
D	FACILITIES	CHESTNUT - INTERIOR COUNTRY REPAIRS	23	45,000	-	45,000	-	-	-	-
D	LIBRARY	FOREST PARK - CIRCULATION DESK	23	30,000	-	30,000	-	-	-	-
D	PARKS	MCKNIGHT GLEN IMPROVEMENTS	23	180,000	-	-	-	180,000	-	-
D	LIBRARY	INDIAN ORCHARD - RENOVATE BASEMENT AREA	20	75,000	-	-	-	75,000	-	-
D	PARKS	TRIANGLE/TERRACE RESTORATIONS	20	300,000	-	100,000	100,000	100,000	-	-
D	PARKS	TREE REPLACEMENT PROGRAM	20	1,800,000	-	600,000	600,000	600,000	-	-
D	PARKS	BOWLES FOUNTAIN RESTORATION	20	400,000	-	-	-	400,000	-	-
D	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	18	3,000,000	-	-	-	-	3,000,000	-
<b>Total Priority D</b>				<b>32,206,197</b>	<b>575,000</b>	<b>6,242,110</b>	<b>6,552,087</b>	<b>13,312,000</b>	<b>6,100,000</b>	<b>-</b>
<b>Total Cost of Capital Requests FY13-FY17</b>				<b>413,278,089</b>	<b>10,438,966</b>	<b>237,217,691</b>	<b>69,133,507</b>	<b>94,053,253</b>	<b>11,708,363</b>	<b>1,165,275</b>



# Analysis of Outstanding Debt

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## **City of Springfield, Massachusetts**

December 2011

Mayor Domenic J. Sarno  
City of Springfield  
36 Court Street  
Springfield, MA 01103

Dear Mayor Sarno:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. This report is intended as a user-friendly examination of current and future debt issued on behalf of the residents of our community. The analysis shows a number of interesting trends in the City's prior expenditure patterns and provides insight into future decisions the City will be required to make.

Like most cities and towns across the United States, the City of Springfield has issued debt to finance investment in its capital infrastructure. These investments were made for numerous purposes, including the construction and renovation of buildings such as Forest Park Middle School, Putnam High School and City Hall. Debt was also issued to finance reconstruction and re-pavement of City streets and sidewalks, purchasing the MUNIS financial accounting system, permit and inspection software, and heavy equipment.

The Fiscal Year 2013-2017 Capital Improvement Plan shows a \$413.3 million capital need in the City. The City will want to address this along with liability related to the June 1<sup>st</sup> tornado and October 29<sup>th</sup> snow storm. Springfield realized over \$125 million in both infrastructure and tree damage. With help from the Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA) and the MSBA most of the costs related to these disasters will be reimbursed. If needed, Springfield may issue Revenue Anticipation Notes (RANs) to offset any cash flow shortages it may experience as it anticipates reimbursement from these agencies. In the meantime, the City continues to monitor its cash flow and process timely payments.

In recent years, the City had made a concerted effort to restructure its debt for the purposes of increasing its capacity for future debt issuances and preventing dramatic increases in future debt payments. As a result, in 2010, the City was given a full level upgrade by Standard and Poor's to BBB+ with a stable outlook. Since debt restructuring, only one major bond was sold in 2010 utilizing the Federal Qualified School Construction Bond program issued for the remodeling of Forest Park and STEM middle schools. By utilizing this program, the City's cost ultimately is less than the original bond issuance. Subsequent to this issuance, approved capital requests have only been funded through the pay-as-you-go capital fund because the current operating budget could not sustain any opportunity to issue additional debt.

Consequent to the restructure efforts, the City of Springfield is now in a position to strategically invest in its infrastructure and capital needs and is looking to issue short and long term debt in 2012 and 2013 as well as use a combination of Pay As You Go Capital funds and Capital Reserve funds. In 2012 the City plans to issue \$10 million in BANs for purposes currently being considered. In 2013, the City plans to issue \$10 million in

BANs or bonds to continue these efforts. In 2014, while capitalizing on its decreasing debt schedule, the City plans to issue a \$10 million bond plus bonds necessary to permanently fund previously issued BANs, to help alleviate almost half of its high priority requests.

I hope this analysis is helpful to you and would welcome the opportunity to provide any additional information that would be useful to you or the residents of our community.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Terry J. [unclear]".

Finance Director



## Springfield Debt Analysis

Mandated by Chapter 468 of Massachusetts General Law, the City of Springfield's Finance Department is required to provide a yearly review of the City's current outstanding debt. This review is designed to have two desired effects.

1. An outstanding debt analysis will show financial officials and citizens the current state of debt management.
2. Secondly, this analysis will show if the City of Springfield could afford more debt in either the current fiscal year or future years as debt service payments decline.

Currently, the City of Springfield has a total of \$375.5 million in outstanding total debt (\$286.7 million in principal and \$88.7 in interest). The total debt consists of issuances dating back to fiscal year 2002 up to the most recent issuance of \$17.864 million is fiscal year 2010. This study will show the City is currently within its debt capacity as mandated by the City's financial ordinances Ch 4.44.070 Debt policies section 1 (General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)).

A	2011 Total Debt Service	41,219,579.64
B	2011 Budgeted General Fund Expenditures	533,463,455.00
A/B	Debt Capacity	7.7%

## Capital

Consistent with the City's financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix A of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects is a capital project, and each expenditure of funds is considered capital a investment.

The City of Springfield defines capital as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least ten years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of the capital being improved by at least five years may be considered capital if it costs at least \$25,000.

A capital investment is the expenditure of funds to improve existing City infrastructure, extend its useful life or building or acquire new capital assets. This is considered an investment because the funds expended are used to reduce costs and/or improve services over a multi-year timeframe.

Debt Service is the cost of repaying debt that has been issued. This includes principal and interest payments.

## Debt

Municipal debt – usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the

public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

**Bond:** A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.

**Note:** A financing tool generally used for short-term needs, such as “bridge financing” during construction. In Massachusetts, notes are generally issued as one-year debt which can be “rolled” for a maximum of five years.

**Term:** The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the “term” of the debt is 20 years. In five years, the “remaining term” would be 15 years.

## **Debt Issuance**

With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

### **Public Works**

- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

### **Municipal Equipment**

- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

### **Energy**

- Energy conservation, to pay for energy audits or to implement alternative energy technologies.

### **Environmental**

- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

### **Recreational**

- Construction of parks and playgrounds
- Construction of artificial skating rinks, outdoor swimming pools, golf courses, tennis courts and other outdoor recreational facilities

Debt should be issued to finance capital improvements that will maintain or improve the rate of return on taxpayer dollars. Stated another way, debt should be issued to finance capital projects that prevent things from getting worse, make things better or improve operations, services or efficiency.

There are a number of reasons to issue debt to finance capital investment. First, certain projects – such as the construction of Putnam High School or the construction of the new White Street Fire Station – are far too expensive to finance through the annual operating budget. These projects can only be afforded by spreading their cost over many years, something that requires the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

As an example, the City has bonded for the construction of a new Putnam High School that could provide educational services for 50 years. It would not be “fair” to finance the project through direct cash appropriation because today’s taxpayers would pay for its entire cost. Those who moved into Springfield in two years could receive 48 years of benefit without paying any of the cost, and those who moved out of Springfield in five years would have paid 50 years of cost but received only five years of benefit.

Similarly, it would not be “fair” or cost effective to bond for the project and structure the debt in such a way that the City would not pay the starting costs associated with the construction until 20 years from now. In other words, as the City issues debt, it begins paying back the principal and interest as to not back load the debt service schedule for future years to fund. The City’s financial policies require the City to structure its debt in such a way that the City pays for the construction based on the depreciation of that building.

### **Debt Management**

Debt management is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset

it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

### **Analysis of the City's Total Debt**

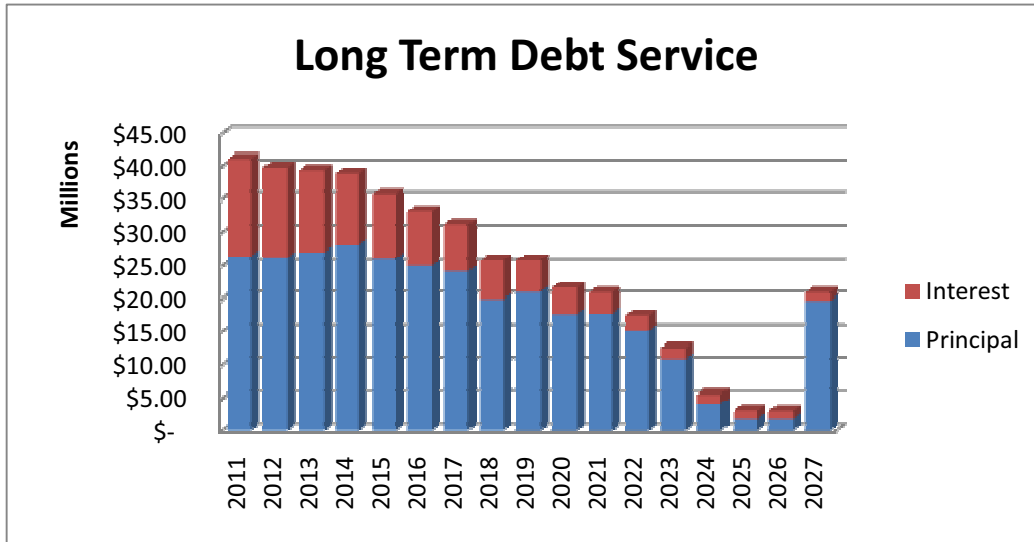
The City's aggregate debt service totals \$375.5 million over sixteen years. Projects that make up this debt range from the small - \$175,000 to finance a study of the Van Horn Dam in Fiscal Year 2009 – to the large - \$12 million for the construction of a new Putnam High School in Fiscal Year 2007.

There are many different ways to examine the City's debt. This document first examines the policy issues associated with our debt – for what purpose was it issued, in what structure or manner was it issued – and then examines what this debt tells us about the finances of our community. The latter analysis relies on benchmarks established by Moody's Investors Service, Standard & Poor's and Fitch Ratings, the three large companies that evaluate and rate municipal debt. These benchmarks tell us what our ability is to repay our debt, highlights areas of further investigation and public discourse and will be used by rating agencies to rate our bonds. When Springfield wants to issue bonds, its bond rating reflects the amount of interest it has to pay an investor. The higher the bond rating, the lower the risk of default and the amount of risk the investor is taking. Lower risk means lower interest received by the investor and paid out by the City.

### **Annual Debt Service**

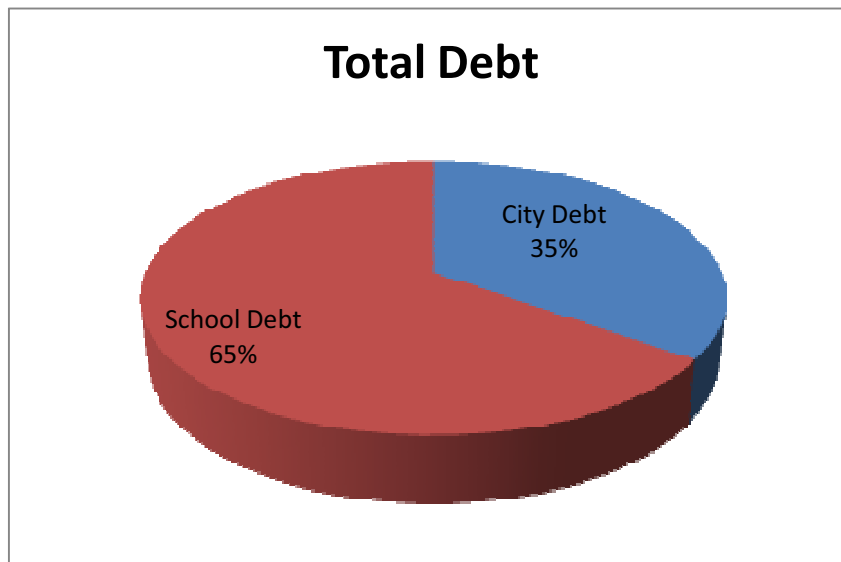
The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses including salary obligations. This annual payment is known as the debt service payment. Because of this mandated expense, the City must be cognizant of debt service payments when issuing new debt and whether or not the City has the ability to increase those payments.

The following chart shows the City's debt service repayment schedule as of June 30, 2011. It should be noted that the City has entered in to a declining debt service payment schedule as noted previously. In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This is the explanation for the large increase in payments in 2027. It should also be noted that \$776,910 will be invested in the sinking fund each year in order to make the payment in 2027. The total debt service payment that will be made in Fiscal Year 2012 is \$40,608,287.



**Purpose of Issuance: City and School Debt**

Of the City’s \$286.7 million (principal only) debt, \$185.6 million (65%), was issued to finance school projects and \$101.1 million (35%), was issued for all other municipal purposes. The City will receive a total of \$109 million in reimbursements from the Massachusetts School Building Authority (MSBA) over the next eleven years. The category of “all other municipal purposes” includes roads, sidewalks, police, fire, recreation, general government, as well as senior and other social services. The following chart illustrates the breakdown of the City’s tax-backed debt portfolio.



A majority of the City’s debt is dedicated for school facilities because of varying degrees of need ranging from repairs, to major renovations, and new school construction. Many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received

from the School Building Authority Board, the predecessor to the MSBA, allowed the City to issue debt for school building projects at a lower cost to the City's general fund. The City should continue to apply for funding from the MSBA in order to address the large school building need. This would also help explain why a majority of the \$375.5 million debt service obligation is for school facilities.

### **Qualified School Construction Bond Issuance**

The last time the City issued debt was in Fiscal Year 2010. The City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over \$15 million in order fund the Forest Park Middle School renovation project as well as the renovation of two parochial schools for City use. These bonds have allowed the City to realize significant savings in borrowing the funds for these school projects. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments (\$776,910 annually) for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This bullet payment explains the large increase in debt payments in 2027. Otherwise, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

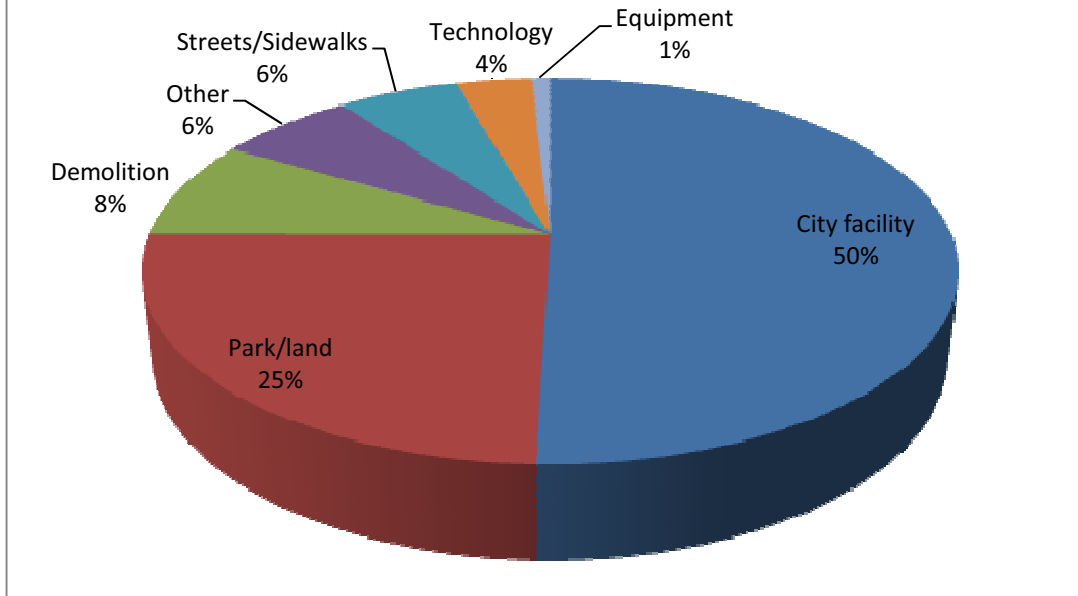
Three projects were funded by the QSCB proceeds: the renovation of Forest Park Middle School, the renovation of two parochial schools for School Department use, and the renovation of the STEM school. The largest of these projects is the renovation of the Forest Park Middle School. This project will be 90% funded by the MSBA and will cost a total \$43 million from the City and MSBA.

### **Composition of Debt – Facility and Non-Facility Infrastructure**

Debt can be issued for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has a different capital characteristic. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department.

General government services should have a much more diverse mix of facility and non-facility debt. In the Fiscal Year 2011-2015 Capital Improvement Plan the Library Department had requested renovations to two library branches to enhance the building accessibility. Parks and recreational debt should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus and equipment purchases. As one example, the City's \$127 million bond issuance in 2007 funded a \$2.4 million project to partially renovate the Police Headquarters facility.

## Outstanding Total Debt - City Projects as of June 30, 2011

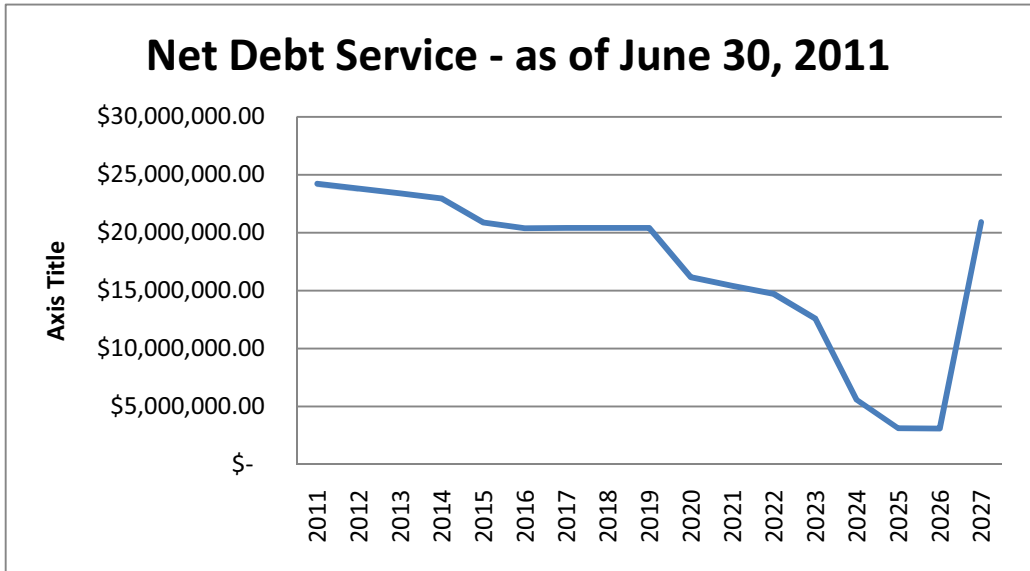


Examining non-facility debt, the City has begun to make substantial investments in parks, land purchases, the demolition of derelict buildings, and road and sidewalk infrastructure. The City’s CIP indicates there will need to be considerable future funding in those areas. These projects should also weigh heavily the economic development plan for the City as dictated by the City’s executive leadership.

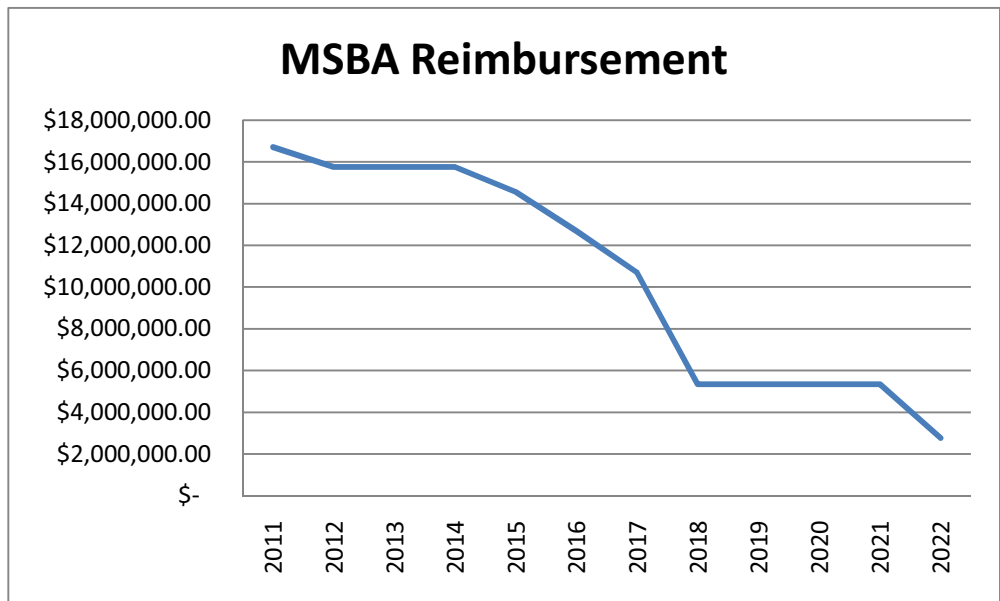
In Fiscal Year 2009 the City had instituted another source of funding for capital expenditures, which is known as “pay-as-you-go” capital. The City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt, as required by the City’s financial ordinances and policies (Ch. 4.44 Sec. 050 (K)). This source allows the City to reduce its overall borrowing costs by funding smaller routine projects through the operating budget and avoid interest payments associated with bonds. This has been the only source of capital funding since the FY2010 QSCB debt issuance.

### **Net Debt Service**

As mentioned previously, the City of Springfield has a total outstanding debt portfolio (principal only) of \$286.7 million as of June 30, 2011. When interest is included, the total cost of this debt will be \$375.5 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursement for certain debt funded projects which, when netted from the \$375.5 million, leaves a \$249.9 million liability (principal and interest).



Currently the City receives reimbursements from the Massachusetts School Building Authority for qualified projects. One of the major projects that the City receives MSBA reimbursement is the construction of the new Putnam High School for which debt was issued in Fiscal Year 2007. The following graph shows the schedule of MSBA reimbursements. The 2027 debt service payment represents the sinking fund payment of the QSCB as explained previously.

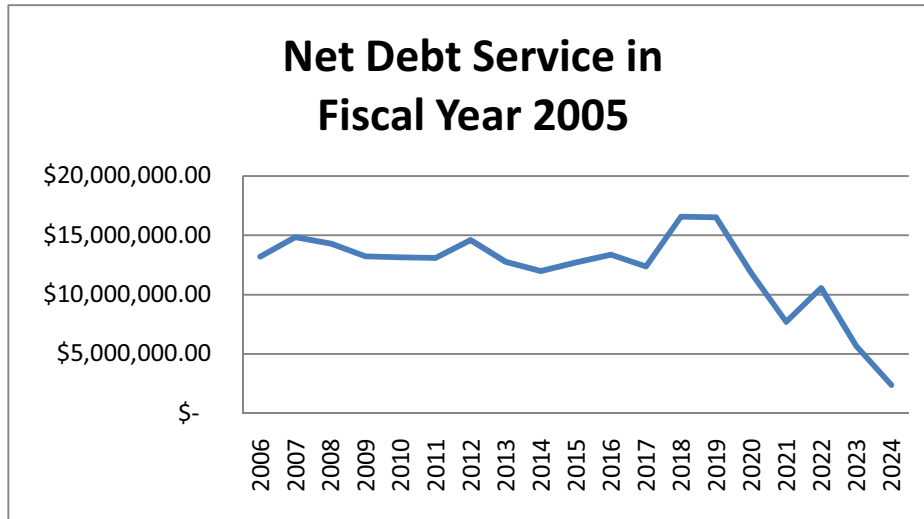


The City also receives a small reimbursement for past bond issuances for sewer construction and renovations. The total amount that will be reimbursed in Fiscal Year 2012 is \$66,893.45. This is taken in as General Fund revenue. The Water and Sewer



Commission assumed this debt when it was created. The Commission will continue to reimburse the City for this debt until 2015.

Prior to 2004, the City manipulated its debt structures to finance its severely unbalanced budgets. This caused significant “spikes” in debt service payments in the out-years. The chart below shows the City’s debt schedule prior to 2006.



As can be seen by the Net Debt Service as of Fiscal Year 2005, there are multiple spikes in debt service, including a 25% increase in Fiscal Year 2018. This increase would have major ramifications on the operating budget for that year forcing layoffs and other service reductions. During the two most recent debt issuances, the City made a concerted effort to address the spikes, as can be seen in the graph that shows the Net Debt Service as of June 30, 2011. This was done by scheduling debt service earlier in the bond term to create a declining debt structure. This creates additional debt capacity in future years, allowing the City to issue additional debt in future years to finance continued capital improvements.

### **Analysis of the City’s Debt Based on Industry Benchmarks**

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

### **What is Included in this Report and What is Not?**

This ratio analysis looks at all debt that places a burden on our general government revenue stream, but it excludes enterprise fund debt that would be repaid through dedicated revenue. Currently the City has not issued debt on behalf of its single enterprise fund. For ratios that examine debt service, this analysis also nets from overall debt service the value of reimbursements we receive from the Commonwealth for school

construction projects. This revenue is dedicated to the repayment of bonds and therefore reduces the overall cost of repaying our debt.

This report assumes normal operations for the City of Springfield. A “worst case scenario” analysis could be conducted that would assume the Commonwealth stops making school building assistance payments. (This measure is appropriate when the City establishes its reserve funds, as these funds are established to address such emergencies.) The City’s debt study, however, should examine debt under normal operating conditions. The following measurements have been performed for this analysis:

<b>Measure</b>	<b>Standard</b>	<b>Springfield - FY11 Report</b>	<b>Springfield - FY12 Report</b>
Debt Service as a % of General Fund Expenditures	0%-8%	7.8%	7.7%
% of Principal Retired in Ten Years	65%-100%	58.0%	83.3%
Debt as a Percentage of EQV	0%-5%	3.7%	3.6%
Total Debt as a % of Total Personal Income	0%-7%	13.5%	11.1%
Net Debt Per Capita	\$0-\$1000	\$2,059.52	\$1,873.17
Undesignated Fund Balance as a % of Revenues	10% or greater	7.6%	11.0%
General Fund Balance as a % of Revenues	15% or greater	10.6%	18.8%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0%-15%	6.8%	7.0%
Overall Net Debt as a % of Full Value	1.5% - 5%	N/A	3%

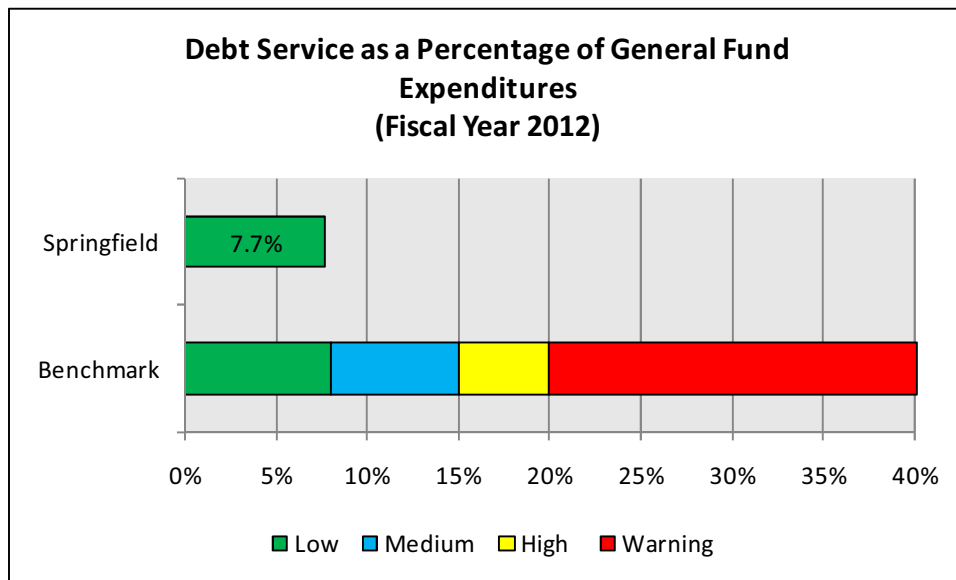
**Debt Service as a Percentage of General Fund Expenditures**

This benchmark measures the City’s ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community’s existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed.

The City’s measure of debt service as a percentage of General Fund expenditures is strong, with 7.7% of the Fiscal Year 2012 budget dedicated to debt service. This is down from 7.8% from Fiscal Year 2011 due to decrease funding of the Capital Reserve. The City is required to annually fund a capital reserve at least one half of a percent of property taxes from the prior fiscal year (Ch, 4.44 Sec. 060 (F)). Due to the current recession, property values have diminished subsequently resulting in less property taxes collected and a lower level of funding for the capital reserve. Many cities and towns with

similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City’s budget in the future.

The City’s relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems that may arise. Debt payments are not discretionary. Courts have ruled that these payments must be made even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community’s financial situation. The City restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable but also allows the City to layer more debt in future fiscal years. Having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.



			Source
A	2011 Total Debt Service	41,219,579.64	First Southwest
B	2011 Budgeted General Fund Expenditures	533,463,455.00	Springfield
A/B	Debt Capacity	7.7%	

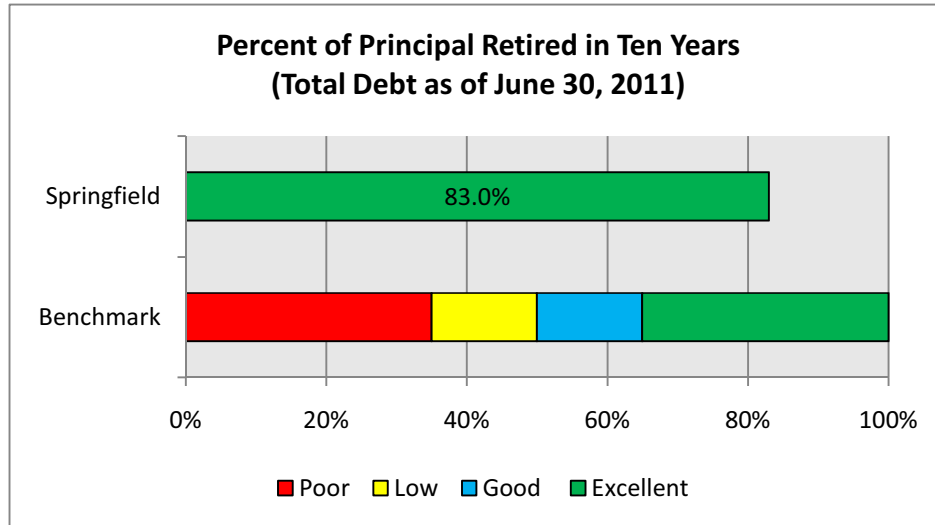
**Debt Retirement: Percent Retired within Ten Years**

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower’s intention to repay the money it borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.
- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining the timing of debt repayment – the “back-loading” issue described above. Back-loading occurs when the cost of debt is pushed off into the future, reducing current year payments while increasing future ones. Back loading increases the cost of debt in the long term and can be a destabilizing financial factor when debt service requirements increase in future years. This means the City would need to reduce expenditures or programs, or increase taxes or other revenues to make the debt service payment. Prior to 2005, the City back-loaded debt issuances causing major spikes in its debt service payments in future years. This was accompanied through “front-loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital investment, otherwise known as deferred maintenance, can be considered a form of debt back-loading because capital needs must be addressed at some point; delay in maintenance or investment only delays the financing of these improvements, increases the likelihood that capital will fail *en masse*, forcing unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive because costs tend to increase over time.



			Source
A	Total Debt Retired in 10 Years	\$312,714,232	First Southwest
B	Total Outstanding Debt Service	\$375,468,766	First Southwest
A/B	Percent of Principal Retired in 10 Years	83.3%	

The City currently has an aggressive debt retirement schedule. On average, 83% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within seventeen years. This places the City well within the “good” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

The City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule below indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

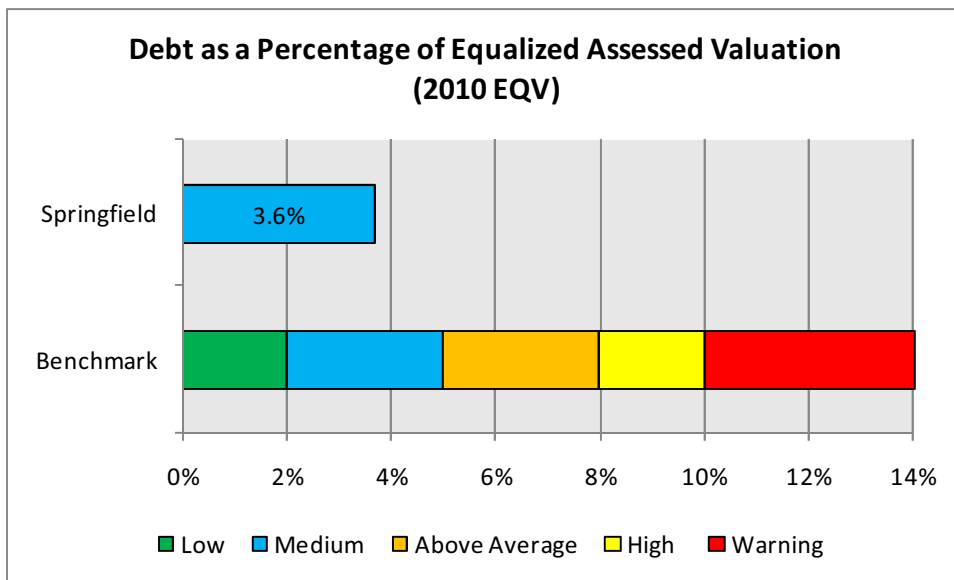
**Debt as a Percentage of Full Property Value (EQV)**

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in most communities comes from property taxation, so this ratio examines a community’s debt relative to its main revenue source. However, in Springfield, 60% of revenue comes from state aid while 40% comes from local revenue. In essence, this ratio looks at one of Springfield’s major sources of revenue to determine if outstanding debt would place too large a burden on it.

This measure is helpful but not deeply informative because it looks at total outstanding debt, not debt service. Examining debt as a ratio of full property value does not say much

about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another but is not an absolute measure of debt affordability because of these issues.

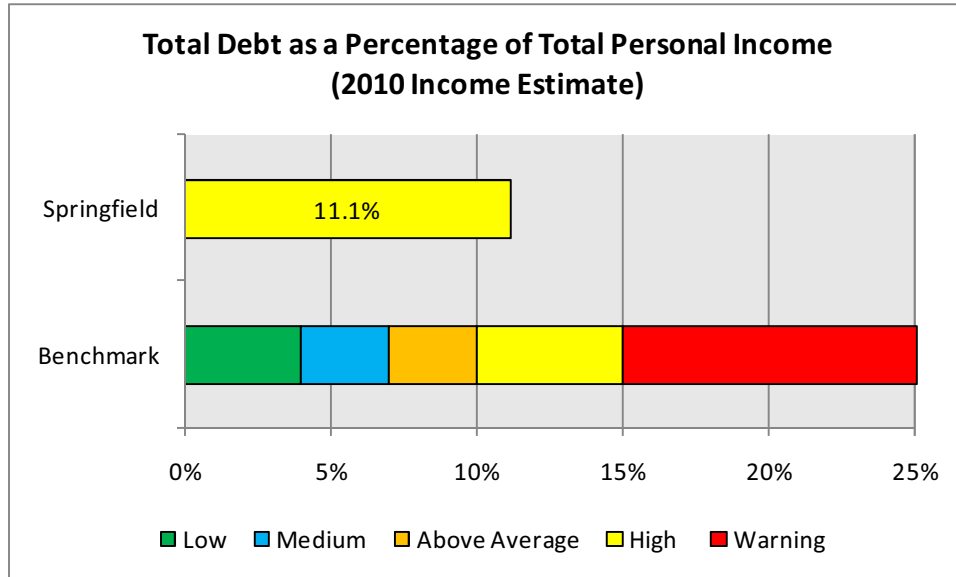
Mass. Gen. Laws ch. 44, § 10 dictates the City’s debt limit be no more than 5%. The City’s ratio of debt to property value is 3.6% which is considered “medium” by rating agencies. As indicated above, this medium measure does not directly relate to the City’s ability to pay for this debt; this ratio does not take into account debt structure (how much money is due at what point in time for each issuance) or timing of payments, nor does it consider the City’s ability to access property values due to Proposition 2 ½.



			Source
A	Total Outstanding Debt (Principal)	\$286,707,031	First Southwest
B	EQV	\$7,856,633,600	DOR
A/B	Debt Service as a Percentage of EQV	3.6%	

**Debt as a Percentage of Total Personal Income**

Like the ratio of debt to property value, the ratio of debt to personal income is a measure of affordability of the debt issued by a community. While property values provide the base that supports property taxation, it is personal income that allows people to buy goods and services, make investments, and pay their taxes. Debt as a percentage of total personal income tells us how affordable debt is based on the income characteristics of a city or town.



			Source
A	Total Outstanding Debt Per Capita	\$ 1,873.17	US Census & First Southwest
B	2010 Per Capita Income	16,863	US Census
A/B	Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	11.1%	

Springfield’s ratio of debt to personal income is considered “high” by credit rating agency standards. This means that the City’s debt can be considered a disproportionately large share of a resident’s income. Like the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take in to account the net debt service or timing of debt payments. When net debt is factored, the percentage of Total Personal Income decreases to 9.7%.

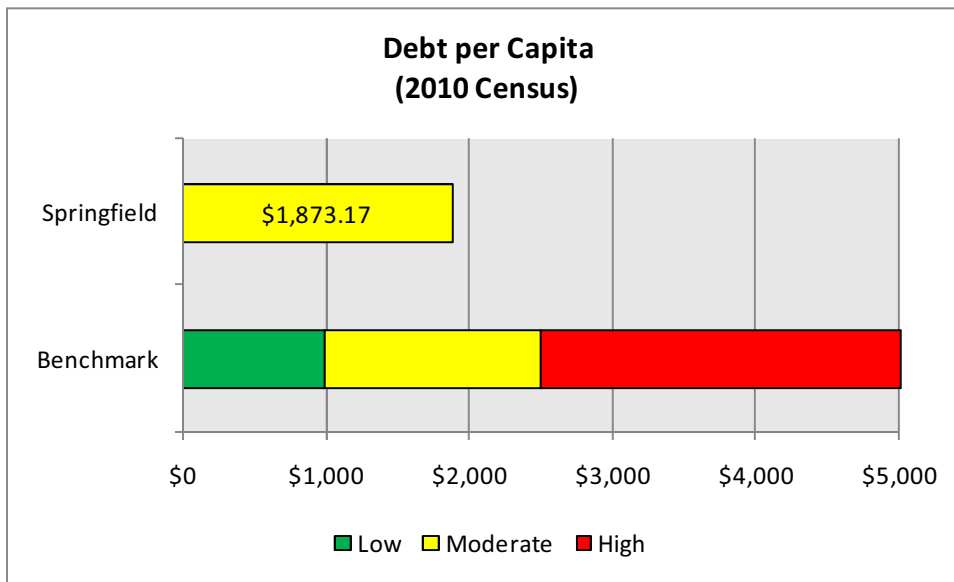
There are two important factors to consider when examining this ratio. The first, as described above, is that the City has entered into an aggressive debt retirement schedule that does not inappropriately delay debt payments. Another aspect to consider is that the City receives school and other reimbursements, decreasing the cost of the debt and the effective debt to personal income ratio. In 2012, the City of Springfield will receive \$15.6 million in MSBA grants with an average of \$10 million in each of the next ten years. Since this ratio only looks at “total debt,” this subsidy is not considered.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by higher commercial and industrial property values that are included in the debt to total property value but not in the debt to personal income ratio. The City would not be able to provide the level of services and investment in infrastructure without business property tax revenue. This disparity highlights the need for economic development to be a top priority of the City.

**Debt per Capita**

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community’s debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, however, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½ which limits a community’s ability to access its property tax base; Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.



			Source
A	Total Outstanding Debt (Principal)	\$ 286,707,031.00	First Southwest
B	2010 Population	153,060	US Census
A/B	Total Outstanding Debt Per Capita	\$1,873.17	

The City’s level of debt per capita is considered moderate by rating agencies, closer to the high range of the scale. This measurement is not completely unexpected as the City has a large number of aging facilities (particularly schools) and infrastructure. In future years the City will be performing large school reconstruction projects, as well as, the replacement of schools and other facilities. Because of the major capital needs and significant backlog of deferred maintenance related to the City’s decade long financial



issues, it will be difficult for the City to lower the debt per capita measurement. To address this, the City of Springfield restructured its debt repayment schedule between 2007 and 2009 in order to support future investment in capital infrastructure.

In terms of net debt, the debt per capita decreases to \$1,632. This could be considered a more accurate metric as this amount explains how much actual debt per person after reimbursements from issuances.

### **Overall Net Debt as a percentage of Full Value**

Overall Net Debt as a percentage of full value or sometimes referred to as the ‘Debt Burden’ of the community, measures the value of a city’s debt compared to the value of a city’s assessed real property. This is one of the factors which determine the quality of a municipal bond issue. The lower the City’s debt is relative to the assessed value of its property, the less risky its bonds are deemed to be.

### **Conclusion**

Since Fiscal Year 2005 continuing through present day, the City of Springfield has strengthened its financial position by not only instituting clear and strict financial policies but also passing responsible budgets and creating a multi-year plan to evaluate the impact of decisions made today on tomorrow. The City has paid particular attention to the debt policies that allow the City to borrow for specific projects and pay off the debt in a timely manner. As a result, the City bond rating was upgraded in 2010 to BBB+ with a stable outlook.

According to the measures presented in this plan, the City is in a solid debt position but can improve its standing even more. One way to bring the City more in line with its debt policies is to foster an environment that promotes jobs and increase citizens’ wealth. These policies help decrease the percentage of debt per total income and decrease debt per capita. This will bring Springfield in line with other communities in the Commonwealth and have the desired affect of increasing the City’s financial standing.

The ability to address the City’s large capital liability will be a substantial issue over the next few fiscal years. In addition to its standard capital improvement needs, Springfield was hit by a tornado on June 1, 2011 and an early snowstorm on October 29, 2011 realizing over \$120 million in infrastructure damage, specifically to two of its schools, a community center and several hundred city-owned trees. With help from the Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA) and the MSBA most of the costs will be reimbursed. What remains will have to be paid for by Springfield and added to its capital liability.

In order to address some of its capital needs, Springfield is looking to issue short and long term debt in 2012 and 2013 as well as use a combination of Pay As You Go Capital funds and Capital Reserve funds. In 2012 the City plans to issue \$10 million in Bond Anticipation Notes or BANs for purposes currently being considered. If needed, Springfield may also issue Revenue Anticipation Notes or RANs to offset any cash flow shortages it may experience as it anticipates reimbursement for the cost of the June 1<sup>st</sup>

tornado and October 29<sup>th</sup> snowstorm. In 2013 Springfield plans to issue \$10 million in BANs or bonds continuing efforts to update its infrastructure. Capitalizing on its decreasing debt schedule, in 2014, Springfield plans to go out to bond for \$10 million, plus the permanent funding needed for previously issued BANs, alleviating almost half of its highest priority requests.

# Appendix A

## Current Outstanding Debt Issuances

**City of Springfield, Massachusetts**  
 Total Long-Term Debt Outstanding as of June 30, 2011  
 Net of Subsidies

*\*Does Not Reflect Annual Required Sinking Fund Deposits or  
 Invested Sinking Fund Interest Earnings on QSCB\**

**Total Net Debt Service**

Part 1 of 2

Date	Principal	Interest	MSBA Subsidy	MWPAT Subsidy	QSCB Subsidy	NET NEW D/S
06/30/2012	26,243,150.00	13,588,227.63	(15,632,208)	(66,893.45)	(966,442.40)	23,165,833.78
06/30/2013	27,063,279.00	12,342,644.38	(15,632,208)	(57,182.89)	(966,442.40)	22,750,090.09
06/30/2014	28,024,556.00	10,920,824.40	(15,628,899)	(46,918.83)	(966,442.40)	22,303,120.17
06/30/2015	26,132,046.00	9,540,324.32	(14,435,652)	(36,069.71)	(966,442.40)	20,234,206.21
06/30/2016	25,045,000.00	8,221,157.51	(12,797,680)	-	(966,442.40)	19,502,035.11
06/30/2017	24,245,000.00	7,020,482.52	(10,795,752)	-	(966,442.40)	19,503,288.12
06/30/2018	19,970,000.00	5,943,857.53	(5,517,277)	-	(966,442.40)	19,430,138.13
06/30/2019	20,990,000.00	4,927,145.04	(5,517,277)	-	(966,442.40)	19,433,425.64
06/30/2020	17,660,000.00	3,967,907.52	(5,517,277)	-	(966,442.40)	15,144,188.12
06/30/2021	17,745,000.00	3,123,630.00	(5,517,284)	-	(966,442.40)	14,384,903.60
06/30/2022	15,105,000.00	2,370,052.50	(2,887,946)	-	(966,442.40)	13,620,664.10
06/30/2023	10,820,000.00	1,770,990.00	-	-	(966,442.40)	11,624,547.60
06/30/2024	4,150,000.00	1,422,871.25	-	-	(966,442.40)	4,606,428.85
06/30/2025	1,830,000.00	1,284,915.00	-	-	(966,442.40)	2,148,472.60
06/30/2026	1,885,000.00	1,201,327.50	-	-	(966,442.40)	2,119,885.10
06/30/2027	19,799,000.00	1,115,377.50	-	-	(966,442.40)	19,947,935.10
<b>Total</b>	<b>\$286,707,031.00</b>	<b>\$88,761,734.60</b>	<b>(109,879,460.00)</b>	<b>(207,064.88)</b>	<b>(15,463,078.40)</b>	<b>\$249,919,162.32</b>

**Par Amounts Of Selected Issues**

August 1 2001 SQ Non-Called -School Construction (Chestnut) (I).....	2,160,000.00
August 1 2001 SQ Non-Called -School Construction (Commerce) (I).....	649,000.00
August 1 2001 SQ Non-Called -Aerial Mapping (I).....	61,000.00
August 1 2001 SQ Non-Called -Park Improvements (I).....	78,000.00
August 1 2001 SQ Non-Called -GIS (I).....	30,000.00
August 1 2001 SQ Non-Called -Park Restoration (I).....	117,000.00
August 1 2001 SQ Non-Called -Street Construction 1 (I).....	274,000.00
August 1 2001 SQ Non-Called -Departmental Equipment (I).....	93,000.00
August 1 2001 SQ Non-Called -Street Construction 2 (I).....	137,000.00
August 1 2001 SQ Non-Called -Sidewalk Construction (I).....	75,000.00
August 1 2001 SQ Non-Called -School Design (Harris) (I).....	193,000.00
August 1 2001 SQ Non-Called -School Construction (Van Sickle) (I).....	542,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Design (I).....	161,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Land Acq. (I).....	147,000.00
August 1 2001 SQ Non-Called -School Construction (Harris) (I).....	1,328,000.00
August 1 2001 SQ Non-Called -Library (I).....	532,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Construction (I).....	1,476,000.00
August 1 2001 SQ Non-Called -Fire and Safety Complex (I).....	664,000.00
August 1 2001 SQ Non-Called -Demolition (I).....	338,000.00
August 1 2001 Phase I MWPAT 94-24 (O).....	1,098,981.00
August 1 2001 MWPAT 91-59 (I).....	439,050.00
July 25 2002 QZAB (I).....	3,000,000.00
February 15 2003 SQ NM & Refunding Non-Called -Harris Elementary School (O).....	565,000.00
February 15 2003 SQ NM & Refunding Non-Called -Boland Learning Center (O).....	1,285,000.00
February 15 2003 SQ NM & Refunding Non-Called -Van Sickle Middle/High School (O).....	4,475,000.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Sewer Plant (O).....	261,822.84
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	129,326.43
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Roof (I).....	30,316.07
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Remodeling.....	36,379.28
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 School Repair (I).....	177,910.00
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Summer School (O).....	36,357.15
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Remodeling (I).....	575,916.78
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Civic Center (I).....	48,483.57
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 SMH2 Furniture (I).....	55,496.44
February 15 2003 SQ NM & Refunding Non-Called -Adv Ref of 1993 Mason Square Urba.....	113,091.44
July 2005 Advance Refunding SQ -96 School Construction.....	4,599,650.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Remodeling.....	367,970.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Land.....	378,855.00
July 2005 Advance Refunding SQ -97 School Roofs.....	216,901.00
July 2005 Advance Refunding SQ -97 Industrial Park.....	144,567.00
July 2005 Advance Refunding SQ -97 Milton Bradley School Land.....	2,800,550.00
July 2005 Advance Refunding SQ -97 HS of Science and Tech.....	8,775,239.00
July 2005 Advance Refunding SQ -97 Indian Orchard School Remodeling.....	154,302.00
July 2005 Advance Refunding SQ -97 Commerce HS Remodeling.....	400,115.00
July 2005 Advance Refunding SQ -97 Sumner Ave School Remodeling.....	154,302.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School.....	1,812,392.00
July 2005 Advance Refunding SQ -98 Land Acquisition and Appraisal.....	970,411.00
July 2005 Advance Refunding SQ -98 School Construction.....	28,913,805.00
July 2005 Advance Refunding SQ -99 School 1.....	19,196,135.00
July 2005 Advance Refunding SQ -99 Chestnut School Land Acquisition.....	887,181.00
July 2005 Advance Refunding SQ -99 Urban Renewal.....	5,149,944.00
July 2005 Advance Refunding SQ -99 Demolition.....	1,543,559.00
July 2005 Advance Refunding SQ -99 Public Building 1.....	861,888.00
July 2005 Advance Refunding SQ -99 Public Building 2.....	972,234.00
July 7 2005 New Money 1 -Remodeling Public Buildings (ISQ).....	820,760.46
July 7 2005 New Money 1 -Dept. Equip. Facility Mgmt and Park (ISQ).....	186,568.39
July 7 2005 New Money 1 -Public Building Renovations (ISQ).....	3,090,613.72
July 7 2005 New Money 1 -Roof Repairs - School (ISQ).....	641,060.03
July 7 2005 New Money 1 -Boston Road/Parker Street (ISQ).....	157,973.66
July 7 2005 New Money 1 -Repairs to Public Buildings ADA Requirements (ISQ).....	1,548,979.60
July 7 2005 New Money 1 -Repairs to Public Buildings (ISQ).....	1,507,704.60
July 7 2005 New Money 1 -Repairs to Public Buildings-School (ISQ).....	732,673.30
July 7 2005 New Money 1 -Repairs to Public Buildings-School Emerg. (ISQ).....	1,549,737.00
July 7 2005 New Money 1 -Library & Museums Remodeling (SQ).....	23,299.77
July 7 2005 New Money 1 -Repairs to Municipal Group (ISQ).....	5,641,538.03
July 7 2005 New Money 1 -Final Phase Tapley Street (ISQ).....	1,631,223.43
July 7 2005 New Money 1 -School Building Repairs (ISQ).....	2,243,117.44
July 7 2005 New Money 1 -Public Building Repairs (ISQ).....	379,365.35

**City of Springfield, Massachusetts**  
*Total Long-Term Debt Outstanding as of June 30, 2011*  
*Net of Subsidies*

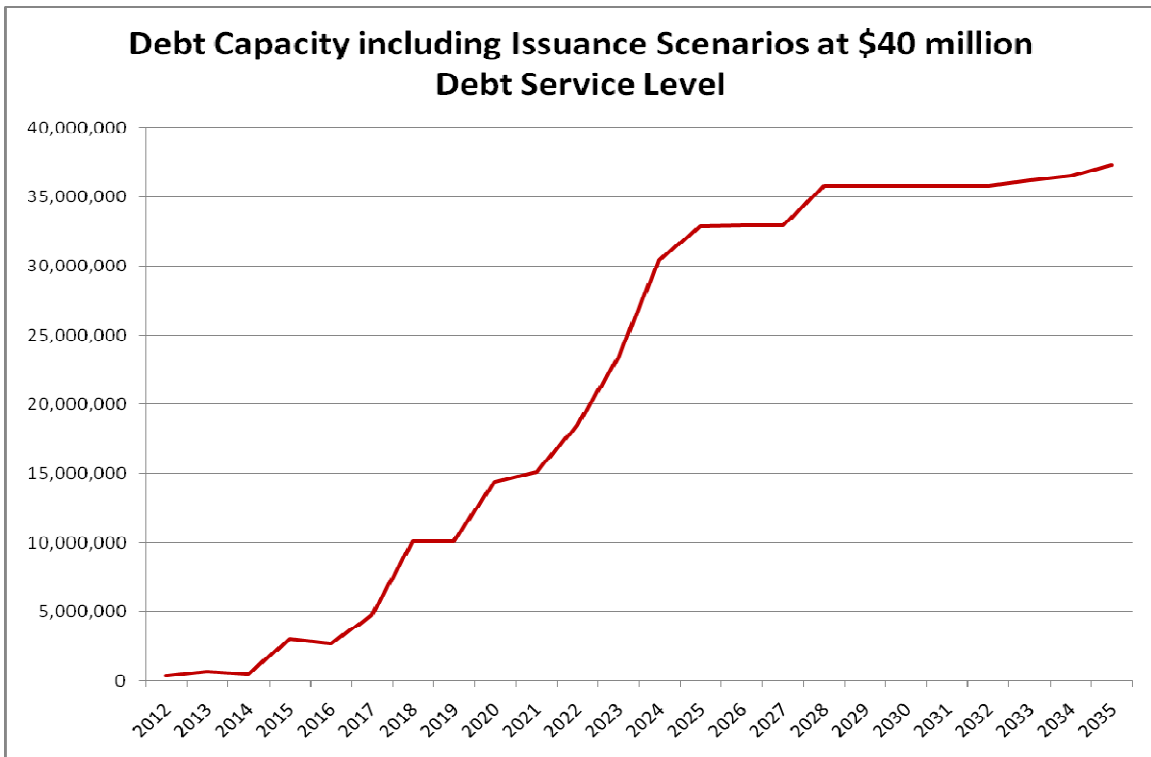
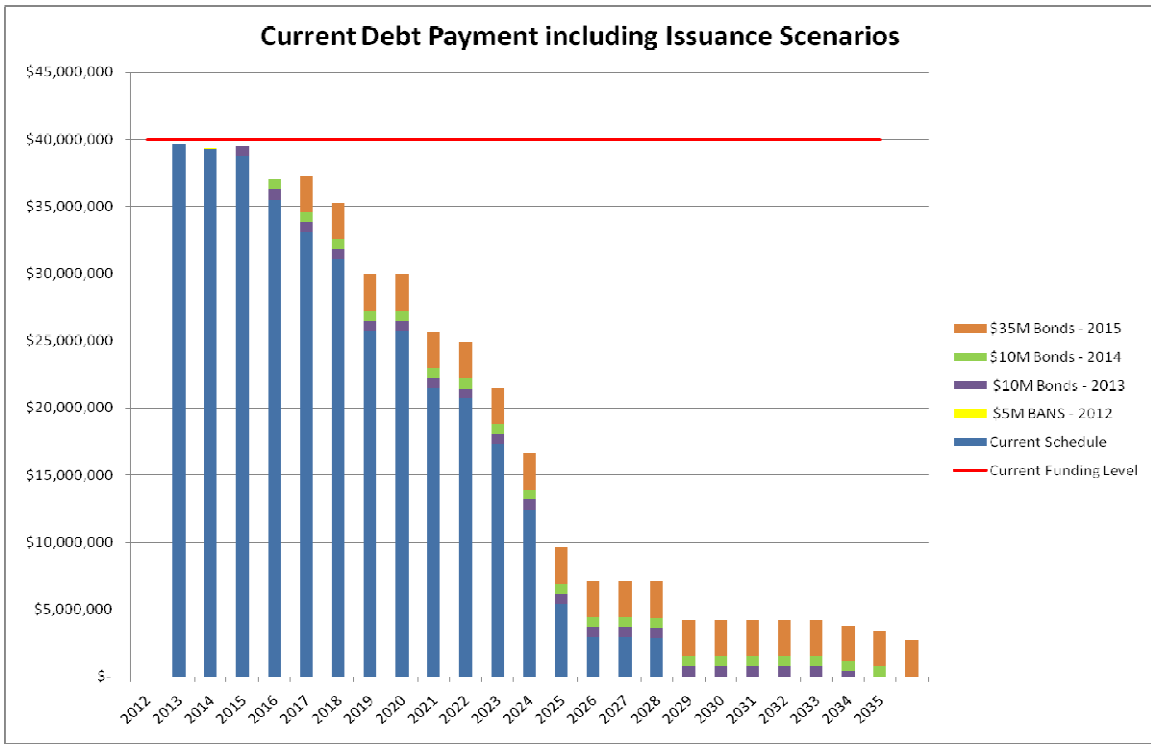
\*Does Not Reflect Annual Required Sinking Fund Deposits or  
 Invested Sinking Fund Interest Earnings on QSCB\*  
**Total Net Debt Service**

**Par Amounts Of Selected Issues**

July 7 2005 New Money 1 -Rebecca Johnson School Improvements (ISQ).....	759,063.96
July 7 2005 New Money 1 -Demolition of Former Tech. High School (ISQ).....	1,651,321.26
July 7 2005 New Money 2 -Facility Construction (ISQ).....	170,430.51
July 7 2005 New Money 2 -Landfill Closure (OSQ).....	3,738,610.27
July 7 2005 New Money 2 -Departmental Equipment (ISQ).....	233,516.62
July 7 2005 New Money 2 -Urban Renewal I (OSQ).....	532,205.44
July 7 2005 New Money 2 -Park Improvements I (ISQ).....	1,527,444.11
July 7 2005 New Money 2 -Park Improvements II (ISQ).....	3,177,849.84
July 7 2005 New Money 2 -Cyr Arena (ISQ).....	484,693.50
July 7 2005 New Money 2 -Fire/Safety Complex (ISQ).....	1,492,444.11
July 7 2005 New Money 2 -Library & Museum (SQ).....	2,255,548.94
July 7 2005 New Money 2 -Urban Renewal II (OSQ).....	2,265,166.16
July 7 2005 New Money 2 -Park Improvements III (ISQ).....	692,090.50
February 7 2007 New Money SQ -Putnam School Renovation.....	8,305,000.00
February 7 2007 New Money SQ -Our Lady Hope School Renovation.....	3,720,000.00
February 7 2007 New Money SQ -Various School Water & Sewer.....	280,000.00
February 7 2007 New Money SQ -Demolition 1.....	1,665,000.00
February 7 2007 New Money SQ -Demolition 2.....	1,195,000.00
February 7 2007 New Money SQ -Demolition 3.....	2,055,000.00
February 7 2007 New Money SQ -Road Construction.....	2,615,000.00
February 7 2007 New Money SQ -Sidewalk Construction.....	655,000.00
February 7 2007 New Money SQ -Financial Software.....	1,965,000.00
February 7 2007 New Money SQ -Fire Station Land Acquisition.....	450,000.00
February 7 2007 New Money SQ -Fire Upgrades.....	435,000.00
February 7 2007 New Money SQ -Library Upgrades.....	440,000.00
February 7 2007 New Money SQ -Police Department Renovation.....	3,895,000.00
February 7 2007 New Money SQ -Police/Fire Design.....	1,180,000.00
February 7 2007 New Money SQ -Hope/Baptist Land Acquisition.....	215,000.00
February 7 2007 New Money SQ -Greenleaf Park Building Repair.....	70,000.00
February 7 2007 New Money SQ -Blunt Park Renovation.....	40,000.00
February 7 2007 New Money SQ -Treetop Park Renovation.....	190,000.00
February 7 2007 New Money SQ -Marshall Roy Park Renovation.....	170,000.00
February 7 2007 New Money SQ -Park Land Acquisition.....	215,000.00
February 7 2007 New Money SQ -Project Management.....	130,000.00
February 7 2007 ESCO SQ.....	12,420,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction.....	7,643,180.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction.....	2,308,700.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ).....	237,230.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ).....	260,150.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ).....	129,750.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ).....	422,380.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ).....	723,450.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ).....	329,830.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ).....	363,775.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Sidewalk Construction (ISQ).....	263,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ).....	684,435.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct (.....	1,930,115.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Design.....	568,915.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Land (.....	529,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (L.....	4,726,600.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ).....	1,893,950.00
February 7 2007 Advance Refunding -AdvRef of 2001 BowlandLearningCenterConstruct.....	5,244,515.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ).....	2,358,440.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ).....	1,206,700.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ.....	3,745,361.71
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ).....	8,539,194.98
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ).....	29,620,928.31
April 15 2009 Series A SQ -South End Development (ISQ).....	3,720,000.00
April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	3,975,000.00
April 15 2009 Series A SQ -Paving (ISQ).....	505,000.00
April 15 2009 Series A SQ -Technology (ISQ).....	1,240,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	1,070,000.00
April 15 2009 Series A SQ -Old First Church (ISQ).....	805,000.00
April 15 2009 Series A SQ -Demolition (ISQ).....	450,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	305,000.00
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	180,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	120,000.00
April 15 2009 Series B SQ Ref Aug 15 96 non-called.....	1,620,000.00
June 24 2010 QSCB (Taxable).....	17,864,000.00
<b>TOTAL.....</b>	<b>286,707,031.00</b>

# Appendix B

## Debt Issuance Scenarios



The first graph adds four separate bond issue scenarios with the current debt schedule calculating the City's potential debt service. If Springfield were to bond for an additional \$5 million, the added cost to its yearly debt schedule would be roughly \$400 thousand. A \$5 million bond would pay for a small portion of priority A requests. Currently, priority A requests total \$39 million and mainly pertain to building and road upgrades. At a \$10 million issuance, the City would add an additional \$800 thousand to the current debt schedule and could pay for a quarter of all Priority A requests. At a \$20 million bond issuance the City would add \$1.6 million to its current debt schedule and could pay for nearly half of the Priority A requests. At \$50 million the additional cost to the debt schedule would be roughly \$4 million and could pay for most major facility repairs. A \$100 million bond issuance would cost the City roughly an additional \$8 million a year and would pay for one quarter of all of capital requests submitted. These estimates are based on current interest rates, City costs may fluctuate depending on timing of its bond sale.

# 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.

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**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Account Code:** An expenditure classification based on 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.

**Adequate Yearly Progress (AYP):** As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2013-2014 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

**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.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**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 Gap:** The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to \$0 before the Mayor submits his recommended budget for City Council approval and adoption.

**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).

**Cherry Sheet:** Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

**Composite Performance Index (CPI):** The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

**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/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.

**Federal Emergency Management Agency (FEMA):** FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

**Federal Highway Administration (FHWA):** The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

**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.

**Foundation Budget:** The Commonwealth's calculation of an "adequate" spending level for a district.

**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 Accounting:** Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**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.

**Gain Target:** As shown on data reports generated by the School Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

**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.

**Government Finance Officers Association (GFOA):** The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

**Graduation Rate:** All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

**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.

**Local Receipts:** Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

**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.

**Massachusetts Comprehensive Assessment System (MCAS):** The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

**MCAS-Alternate Assessment (MCAS-Alt):** While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to participate in the standard MCAS testing program. According to federal rules, up to one percent of the stu-



dent population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

**MCAS-Alt Index:** The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who demonstrate performance equivalent to each of the five MCAS Alternate Assessment performance levels (*Progressing, Emerging, Awareness, Portfolio Incomplete, Portfolio not Submitted*). The number of students at each MCAS-Alt performance level is multiplied by the number of MCAS-Alt Index points associated with each and divided by the total number of students. The result is a number between 0-100, called the MCAS-Alt Index.

**Massachusetts Emergency Management Agency (MEMA):** MEMA is a Commonwealth of Massachusetts agency that coordinates Federal, State, local and private resources throughout the Commonwealth during times of disasters and emergencies.

**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.

**MUNIS:** MUNIS is the financial software of record used by the City of Springfield.

**Natural Resources Conservation Service (NRCS):** The NRCS was formerly known as the Soil Conservation Service (SCS), and is an agency of the United States Department of Agriculture (USDA) that provides technical assistance to farmers and other private landowners and managers.

**No Child Left Behind (NCLB):** Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

**Non-Discretionary:** Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

**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.

**Participation:** A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

**Performance Level:** Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted.*

**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.

**Pupil Enrollment:** For any budget year, the number of pupils enrolled.

**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.

**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.

**Revenue Forecast:** A projection of future City revenue collections.

**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**

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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.

PURCHASE OF SERVICES		
<b>ENERGY</b>		
521010	.....	Oil Heat
521015	.....	Electricity
521020	.....	Natural Gas
521030	.....	Water/Sewer
<b>REPAIRS AND MAINTENANCE</b>		
524010	.....	Rep & Maint - Vehicles
524015	.....	Rep & Maint - Equipment
524020	.....	Rep & Maint - Office Equipment
524030	.....	Rep & Maint - Buildings
524040	.....	Rep & Maint - Software
524045	.....	Rep & Maint - Computer Hardware
524050	.....	Rep & Maint - Telephones
524060	.....	Rep & Maint - Parking Meters
524070	.....	Rep & Maint - Signs
<b>RENTAL AND LEASE</b>		
527010	.....	Rental - Building
527020	.....	Rental - Equipment
527030	.....	Rental - Office Equipment
527040	.....	Rental - Vehicles
527050	.....	Rental - Storage
<b>OTHER PROPERTY SERVICES</b>		
529100	.....	Waste Removal Services
529200	.....	Demolition Services
529300	.....	Landscaping Services
529400	.....	Snow Removal Services
<b>PROFESSIONAL SERVICES</b>		
530105	.....	Professional Services
530130	.....	Program Evaluation
530140	.....	Translation Services
530150	.....	Consultant/Student Instruction
530180	.....	Supplemental Tutoring Services
530600	.....	Engineer & Architectural, Surveys
530900	.....	Legal Services
<b>OTHER PURCHASED SERVICES</b>		
531010	.....	Alarm/Guard Services
531020	.....	Seminars/Education/Training/Workshop
531030	.....	Tuition
531040	.....	Dues and Memberships
531050	.....	Moving Services
531060	.....	Exhibitions/Admissions
531070	.....	Exterminations
531080	.....	Physical Therapy
531100	.....	Medical & Dental
531200	.....	Printing/Binding
531500	.....	Test/Inspections
531710	.....	Hired Equipment
531730	.....	Temporary Services
531740	.....	Insurance Premiums
<b>SCHOOL TRANSPORTATION</b>		
533100	.....	Contract Carrier
533200	.....	Special Education
533300	.....	Athletics
533400	.....	Instruction
533500	.....	Other (Tokens)
<b>COMMUNICATIONS</b>		
534050	.....	Data Communication Services
534100	.....	Postage and Delivery
534200	.....	Telephone
534300	.....	Advertising
534400	.....	Audio/Video
<b>RECREATION</b>		
535100	.....	Officials/Referees
535200	.....	Special Events
535300	.....	Recreation Playground
535400	.....	Pool Cleaning



## 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.

<b>SUPPLIES AND MATERIALS</b>		
<b>ENERGY SUPPLIES</b>		
541100	..... Energy Supplies	<b>Proper Use:</b> Expendable supplies purchased to provide energy.
<b>OFFICE SUPPLIES</b>		
542010	..... Office Supplies	<b>Proper Use:</b> Expendable supplies/materials used in offices.
542300	..... Software	<b>Examples:</b> Toner, print cartridges, stationery, paper, pens, forms, pencils, paper clips, software, and software licenses.
<b>BUILDING SUPPLIES</b>		
543100	..... Mechanical/Engineer Supplies	<b>Proper Use:</b> Supplies to repair or maintain buildings owned by a municipality.
543200	..... Electrical Supplies	<b>Examples:</b> HVAC items, plumbing, hand/power tools, floor/wall/window coverings, electrical, paint, glass, doors, and ballasts.
543500	..... Hardware Supplies	
543600	..... Lumber/Wood Supplies	
543700	..... Paint/Materials Supplies	
544000	..... Roofing Supplies	
544100	..... Flooring Supplies	
544200	..... Ceiling Supplies	
544300	..... HVAC Supplies	
544600	..... Glass Supplies	
544900	..... Preventative Maintenance Supplies	
<b>CUSTODIAL AND HOUSEKEEPING</b>		
545100	..... Custodial & Housekeeping Supplies	<b>Proper Use:</b> Expendable supplies related to custodial and house-keeping functions. <b>Examples:</b> Cleaning supplies, brooms, rags, and mops.
<b>GROUNDSCAPING/LANDSCAPING SUPPLIES</b>		
546100	..... Fertilizer	<b>Proper Use:</b> Expendable supplies related to groundskeeping functions.
546200	..... Pesticides & Herbicides	<b>Examples:</b> Rakes, hoes, and other tools, paint for grounds, loam, grass seed, lime, soil/sod, fertilizers, trees/shrubs, track cinders, pesticides and herbicides.
546300	..... Seed	
546400	..... Trees	
547200	..... Recreation Supplies	
<b>RECREATION SUPPLIES</b>		
547200	..... Recreation Supplies	<b>Proper Use:</b> Expendable supplies related to recreation functions. <b>Examples:</b> Tents, summer program supplies, lifeguard chairs, plaques, trophies, and medals.
<b>VEHICLE SUPPLIES</b>		
548100	..... Vehicle Supplies/Parts/Accessories	<b>Proper Use:</b> Expendable supplies utilized for maintenance purposes in municipally owned motor vehicles. <b>Examples:</b> Gasoline, anti-freeze, batteries, tires/tubes, motor oil/lubricants, parts and accessories.
548400	..... Gasoline and Diesel	
<b>FOOD SERVICE SUPPLIES</b>		
549100	..... Food	<b>Proper Use:</b> Expendable supplies used for food service purposes. <b>Examples:</b> Perishables/non-perishables, serving utensils.
549300	..... Paper Goods	
<b>MEDICAL SUPPLIES</b>		
550300	..... Pharmaceutical Drugs	<b>Proper Use:</b> Expendable supplies and materials used for surgical or medical purposes. <b>Examples:</b> First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550500	..... Therapy Supplies	
550600	..... Disposable Supplies	
550700	..... Nursing Materials	
<b>EDUCATION SUPPLIES</b>		
551200	..... Textbooks	<b>Proper Use:</b> Expendable supplies and materials used for educational purposes. <b>Examples:</b> Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts, special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551300	..... Library Materials	
551400	..... Subscriptions	
551600	..... Classroom	
551700	..... Other Supplies	
551800	..... Athletic Supplies	
551900	..... Testing Materials	
553200	..... Mixes	
553800	..... Salt	
<b>PUBLIC WORKS SUPPLIES</b>		
553200	..... Mixes	<b>Proper Use:</b> Expendable supplies and materials used for public works operational purposes.
553800	..... Salt	
<b>OTHER SUPPLIES</b>		
558100	..... Crime Prevention Supplies	<b>Proper Use:</b> Expendable supplies utilized for purposes not classified elsewhere. <b>Examples:</b> Firefighting, crime prevention, uniforms/other clothing, training guns, ear/eye protection.
558200	..... Uniform, Clothing	
558400	..... Safety Items Supplies	
558600	..... Photo Lab Supplies	

**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.

INTERGOVERNMENTAL		
<b>C.S. ASSESSMENTS</b>		<b>Proper Use:</b>
563000	..... RMV Non-Renewal Surcharge	Amounts paid to the state for services provided by the State.
563100	..... Special Education	
563900	..... Mosquito Control	
564000	..... Air Pollution District	
564100	..... Planning Council	
566300	..... Regional Transit - PVTA	
566500	..... School Choice Assessment	<b>Proper Use:</b>
566600	..... Charter School Assessment	Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
569200	..... Intergov. - Lic, Fees, Permits Employer Match - Medicare Tax - EMP	<b>Proper Use:</b>
569300	..... MED	Expenses for intergovernmental functions not classified elsewhere.
569900	..... State - Other	

**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.

OTHER CHARGES AND EXPENSES		
<b>TRAVEL</b>		<b>Proper Use:</b>
571100	..... In State Travel	Transportation, meals, hotel, and other travel expenses incurred within the Commonwealth.
572100	..... Out of State Travel	Transportation, meals, hotel, and other travel expenses incurred outside the Commonwealth.
<b>VETERANS SERVICES</b>		<b>Proper Use:</b>
577100	..... Benefits	Payments for veterans benefits as provided by law.  <b>For Veterans Office Use Only.</b>
577200	..... Funerals	
577300	..... Sold/Sailors Graves	
577400	..... Patriotic Functions	
577500	..... Vets - Ordinary Benefits	
577510	..... Vets - Fuel	
577520	..... Vets - Nursing Home	
577530	..... Vets - Doctor Bills	
577540	..... Vets - Medication Drugs	
577550	..... Vets - Hospital	
577560	..... Vets - Dental	
577570	..... Veterans Benefits	

**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.

CAPITAL OUTLAY	
CAPITAL OUTLAY	Proper Use:
580100 ..... Land	Payments for capital outlay acquisitions.
580200 ..... Building	
580400 ..... Building Improvements	
580500 ..... Furniture & Fixtures	
580600 ..... Machinery & Equipment	
580700 ..... Vehicles	
580800 ..... Infrastructure	
580900 ..... Computer Hardware	
584000 ..... Site Improvement	
589000 ..... Depreciation	

**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.

DEBT SERVICE		
DEBT SERVICE		Proper Use:
591000	..... Long Term Debt - Principal	Disbursements to repay the principal portion or interest owed on long-term debt.
591200	..... Long Term Debt - Interest	
595000	..... Temporary Loans/Principal	
595050	..... Temporary Loans/Interest	
595100	..... Cost of Issuance	

**CITY OF SPRINGFIELD  
EXPENDITURE OBJECT CODES**

**PERSONAL SERVICES  
SALARIES & WAGES**

501000	.....	Salaries & Wages
501020	.....	Police - Salaries & Wages (Shift A) SAL-A
501021	.....	Police - Salaries & Wages (Shift B) SAL-B
501022	.....	Police - Salaries & Wages (Shift C) SAL-C
501199	.....	Salaries & Wages -Quinn Bill/Educ Inc.
502000	.....	Board Members Salaries & Wages
503000	.....	Temporary Salaries & Wages
504000	.....	Summer Help
505000	.....	Holiday Pay
505020	.....	Police - Holiday (Shift A)      HOL-A
505021	.....	Police - Holiday (Shift B)      HOL-B
505022	.....	Police - Holiday (Shift C)      HOL-C
506000	.....	Overtime
506020	.....	Police - Overtime (Shift A)      OT-A
506021	.....	Police - Overtime (Shift B)      OT-B
506022	.....	Police - Overtime (Shift C)      OT-C
506050	.....	Court Time
507000	.....	Bonus
507500	.....	Allowances - Clothes, Tools etc
508000	.....	Shift Differential
508020	.....	Police - Shift Differential (Shift A) SHIFT-A
508021	.....	Police - Shift Differential (Shift B) SHIFT-B
508022	.....	Police - Shift Differential (Shift C) SHIFT-C
509000	.....	Additional Pay
509010	.....	Additional Pay - Class Coverage
509900	.....	Imputed Income
509950	.....	Lost Time
509999	.....	Payroll Suspense School

**BENEFITS**

517010	.....	Health/Life Insurance
517020	.....	Retirement
517021	.....	Non-Contributory
517030	.....	Unemployment
517040	.....	Workers' Compensation - Indemity
517050	.....	Workers' Compensation - Medical
517120	.....	Clothing Allowance
517130	.....	Meal Allowance
517140	.....	Canarx Reimbursement

**PURCHASE OF SERVICES  
ENERGY**

521010	.....	Oil Heat
521015	.....	Electricity
521020	.....	Natural Gas
521030	.....	Water/Sewer

**REPAIRS AND MAINTENANCE**

524010	.....	Rep & Maint - Vehicles
524015	.....	Rep & Maint - Equipment
524020	.....	Rep & Maint - Office Equipment
524030	.....	Rep & Maint - Buildings
524040	.....	Rep & Maint - Software
524045	.....	Rep & Maint - Computer Hardware
524050	.....	Rep & Maint - Telephones
524060	.....	Rep & Maint - Parking Meters
524070	.....	Rep & Maint - Signs

**RENTAL AND LEASE**

527010	.....	Rental - Building
527020	.....	Rental - Equipment
527030	.....	Rental - Office Equipment

527040	.....	Rental - Vehicles
527050	.....	Rental - Storage

**OTHER PROPERTY SERVICES**

529100	.....	Waste Removal Services
529200	.....	Demolition Services
529300	.....	Landscaping Services
529400	.....	Snow Removal Services

**PROFESSIONAL SERVICES**

530105	.....	Professional Services
530130	.....	Program Evaluation
530140	.....	Translation Services
530150	.....	Consultant/Student Instruction
530180	.....	Supplemental Tutoring Services
530600	.....	Engineer & Architectural, Surveys
530900	.....	Legal Services

**OTHER PURCHASED SERVICES**

531010	.....	Alarm/Guard Services
531020	.....	Seminars/Education/Training/Workshop
531030	.....	Tuition
531040	.....	Dues and Memberships
531050	.....	Moving Services
531060	.....	Exhibitions/Admissions
531070	.....	Exterminations
531080	.....	Physical Therapy
531100	.....	Medical & Dental
531200	.....	Printing/Binding
531500	.....	Test/Inspections
531710	.....	Hired Equipment
531730	.....	Temporary Services
531740	.....	Insurance Premiums

**SCHOOL TRANSPORTATION**

533100	.....	Contract Carrier
533200	.....	Special Education
533300	.....	Athletics
533400	.....	Instruction
533500	.....	Other (Tokens)

**COMMUNICATIONS**

534050	.....	Data Communication Services
534100	.....	Postage and Delivery
534200	.....	Telephone
534300	.....	Advertising
534400	.....	Audio/Video

**RECREATION**

535100	.....	Officials/Referees
535200	.....	Special Events
535300	.....	Recreation Playground
535400	.....	Pool Cleaning

**SUPPLIES AND MATERIALS**

**ENERGY SUPPLIES**

541100	.....	Energy Supplies
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**OFFICE SUPPLIES**

542010	.....	Office Supplies
542300	.....	Software

**BUILDING SUPPLIES**

543100	.....	Mechanical/Engineer Supplies
543200	.....	Electrical Supplies

543500	.....	Hardware Supplies
543600	.....	Lumber/Wood Supplies
543700	.....	Paint/Materials Supplies
544000	.....	Roofing Supplies
544100	.....	Flooring Supplies
544200	.....	Ceiling Supplies
544300	.....	HVAC Supplies
544600	.....	Glass Supplies
544900	.....	Preventative Maintenance Supplies

**CUSTODIAL AND HOUSEKEEPING**

545100	.....	Custodial & Housekeeping Supplies
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**GROUNDSKEEPING/LANDSCAPING SUPPLIES**

546100	.....	Fertilizer
546200	.....	Pesticides & Herbicides
546300	.....	Seed
546400	.....	Trees

**RECREATION SUPPLIES**

547200	.....	Recreation Supplies
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**VEHICLE SUPPLIES**

548100	.....	Vehicle Supplies/Parts/Accessories
548400	.....	Gasoline and Diesel

**FOOD SERVICE SUPPLIES**

549100	.....	Food
549300	.....	Paper Goods

**MEDICAL SUPPLIES**

550300	.....	Pharmaceutical Drugs
550500	.....	Therapy Supplies
550600	.....	Disposable Supplies
550700	.....	Nursing Materials

**EDUCATION SUPPLIES**

551200	.....	Textbooks
551300	.....	Library Materials
551400	.....	Subscriptions
551600	.....	Classroom
551700	.....	Other Supplies
551800	.....	Athletic Supplies
551900	.....	Testing Materials

**PUBLIC WORKS SUPPLIES**

553200	.....	Mixes
553800	.....	Salt

**OTHER SUPPLIES**

558100	.....	Crime Prevention Supplies
558200	.....	Uniform, Clothing
558400	.....	Safety Items Supplies
558600	.....	Photo Lab Supplies

**INTERGOVERNMENTAL CHARGES**

**CHERRY SHEET ASSESSMENTS**

563000	.....	RMV Non-Renewal Surcharge
563100	.....	Special Education
563900	.....	Mosquito Control
564000	.....	Air Pollution District
564100	.....	Planning Council
566300	.....	Regional Transit - PVRTA
566500	.....	School Choice Assessment
566600	.....	Charter School Assessment
569200	.....	Intergov. - Lic, Fees, Permits
569300	.....	Employer Match - Medicare Tax - EMP MED
569900	.....	State - Other

**OTHER CHARGES AND EXPENSES  
TRAVEL**

571100	.....	In State Travel
572100	.....	Out of State Travel

**JUDGEMENTS**

576100	.....	Damages
576400	.....	Settlement Claims

**VETERANS SERVICES**

577100	.....	Benefits
577200	.....	Funerals
577300	.....	Sold/Sailors Graves
577400	.....	Patriotic Functions
577500	.....	Vets - Ordinary Benefits
577510	.....	Vets - Fuel
577520	.....	Vets - Nursing Home
577530	.....	Vets - Doctor Bills
577540	.....	Vets - Medication Drugs
577550	.....	Vets - Hospital
577560	.....	Vets - Dental
577570	.....	Veterans Benefits

**OTHERWISE UNCLASSIFIED**

578200	.....	Reserve for Contingency
578300	.....	Salary & Position Adjustment
578700	.....	Indirect Costs
579000	.....	Flow-Through-LEA

**CAPITAL OUTLAY**

580100	.....	Land
580200	.....	Building
580400	.....	Building Improvements
580500	.....	Furniture & Fixtures
580600	.....	Machinery & Equipment
580700	.....	Vehicles
580800	.....	Infrastructure
580900	.....	Computer Hardware
584000	.....	Site Improvement
589000	.....	Depreciation

**DEBT SERVICE**

591000	.....	Long Term Debt - Principal
591200	.....	Long Term Debt - Interest
595000	.....	Temporary Loans/Principal
595050	.....	Temporary Loans/Interest
595100	.....	Cost of Issuance
599999	.....	Prior Year Expenditures



Revised as of 5/10/10

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**Appendix C**  
**Property Taxes**  
**Collection and Levy Data**

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Fiscal Year	Gross Tax Levy	Reserves for Abatements	Net Tax Levy	Collections as of Fiscal Year End (2)		Collections as of 6/30/2010			
				Dollar	% of	Dollar	% of		
				Amount	Net Levy	Amount	Net Levy		
2011	166,484,866	2,506,666	1.5%	163,978,200	159,666,553	97.4%	N/A	N/A	95.9%
2010	170,816,604	5,369,540	3.1%	165,447,064	165,243,718	99.9%	163,424,780	98.78%	96.7%
2009	163,078,974	5,752,571	3.5%	157,326,403	157,675,276	100.2%	157,939,373	100.39%	96.7%
2008 (1)	153,489,174	7,622,699	5.0%	145,866,475	143,483,167	98.4%	143,846,075	98.61%	93.5%
2007	145,527,361	6,061,827	4.2%	139,465,534	138,138,867	99.0%	138,216,836	99.10%	94.9%
2006	138,486,189	6,700,000	4.8%	131,786,189	130,093,942	98.7%	132,280,605	100.38%	93.9%
(1) Revaluation Years									
(2) Actual Dollar Collections. Does not include abatements or other non-cash credits through 6.30.2011									

### Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%

FY	Total Value	% of Value	Tax Levy	% of Levy
2007	7,433,650,520	100.00%	\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%	\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%	\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%	\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%	\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%	\$ 169,389,217	100.00%

<b>2007</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%	761,322,800	15.18%	\$ 7,396,602	8.67%
Commercial	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%	37,969,100	3.93%	\$ 139,569	0.44%
Industrial	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%	904,700	0.39%	\$ (230,638)	-2.99%
Personal	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%	6,053,270	1.47%	\$ (264,361)	-1.94%
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<b>TOTAL</b>	<b>7,433,650,520</b>			<b>\$ 145,527,361</b>		<b>806,249,870</b>	<b>12.17%</b>	<b>7,041,172</b>	<b>5.08%</b>
		Levy Increase		\$ 7,041,172	5.08%				

<b>2008</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%	259,991,900	4.50%	\$ 4,109,901	4.44%
Commercial	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%	75,564,550	7.53%	\$ 2,551,577	7.97%
Industrial	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%	11,632,800	4.96%	\$ 403,225	5.38%
Personal	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%	26,302,730	6.29%	\$ 897,110	6.72%
	====			====		====		====	
<b>TOTAL</b>	<b>7,807,142,500</b>			<b>\$ 153,489,174</b>		<b>373,491,980</b>	<b>5.02%</b>	<b>7,961,812</b>	<b>5.47%</b>
		Levy Increase		\$ 7,961,812	5.47%				

<b>2009</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,484,722,870	75.74%	<b>\$ 17.89</b>	\$ 98,121,692	60.17%	(552,233,530)	-9.15%	\$ 1,349,281	1.39%
Commercial	1,072,958,950	14.82%	<b>\$ 36.98</b>	\$ 39,678,022	24.33%	(6,363,400)	-0.59%	\$ 5,096,534	14.74%
Industrial	242,991,100	3.36%	<b>\$ 36.98</b>	\$ 8,985,811	5.51%	(3,336,100)	-1.35%	\$ 1,093,487	13.86%
Personal	440,601,660	6.08%	<b>\$ 36.98</b>	\$ 16,293,449	9.99%	(3,934,890)	-0.89%	\$ 2,050,498	14.40%
	====			====		====		====	
<b>TOTAL</b>	<b>7,241,274,580</b>			<b>\$ 163,078,974</b>		<b>(565,867,920)</b>	<b>-7.25%</b>	<b>9,589,801</b>	<b>6.25%</b>
		Levy Increase		\$ 9,589,801	6.25%				

<b>2010</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,252,153,800	75.09%	<b>\$ 19.50</b>	\$ 102,416,999	59.96%	(232,569,070)	-3.85%	\$ 4,295,307	4.44%
Commercial	1,052,016,750	15.04%	<b>\$ 39.25</b>	\$ 41,291,657	24.17%	(20,942,200)	-1.94%	\$ 1,613,635	4.67%
Industrial	229,288,700	3.28%	<b>\$ 39.25</b>	\$ 8,999,581	5.27%	(13,702,400)	-5.56%	\$ 13,771	0.17%
Personal	461,359,650	6.60%	<b>\$ 39.25</b>	\$ 18,108,366	10.60%	20,757,990	4.67%	\$ 1,814,917	12.74%
	====			====		====		====	
<b>TOTAL</b>	<b>6,994,818,900</b>			<b>\$ 170,816,604</b>		<b>(246,455,680)</b>	<b>-3.40%</b>	<b>7,737,630</b>	<b>4.74%</b>
		Levy Increase		\$ 9,589,801	6.25%				

<b>2011</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,155,722,500	75.27%	<b>\$ 19.49</b>	\$ 100,485,032	60.36%	(96,431,300)	-1.76%	\$ (1,931,968)	-1.97%
Commercial	1,045,580,000	15.27%	<b>\$ 38.97</b>	\$ 40,746,253	24.47%	(6,436,750)	-0.60%	\$ (545,405)	-1.37%
Industrial	184,851,100	2.70%	<b>\$ 38.97</b>	\$ 7,203,647	4.33%	(44,437,600)	-18.29%	\$ (1,795,934)	-19.99%
Personal	463,175,130	6.76%	<b>\$ 38.97</b>	\$ 18,049,935	10.84%	1,815,480	0.41%	\$ (58,431)	-0.36%
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<b>TOTAL</b>	<b>6,849,328,730</b>			<b>\$ 166,484,866</b>		<b>(145,490,170)</b>	<b>-2.08%</b>	<b>(4,331,738)</b>	<b>-2.54%</b>
		Levy Increase		\$ (4,331,738)	-2.66%				

<b>2012</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,038,856,200	74.36%	<b>\$ 19.83</b>	\$ 99,920,518	58.99%	(116,866,300)	-2.23%	\$ (564,513)	-0.55%
Commercial	1,009,971,300	14.91%	<b>\$ 39.99</b>	\$ 40,388,752	23.84%	(35,608,700)	-3.38%	\$ (357,500)	-0.87%
Industrial	166,822,500	2.46%	<b>\$ 39.99</b>	\$ 6,671,232	3.94%	(18,028,600)	-7.86%	\$ (532,416)	-5.92%
Personal	560,357,950	8.27%	<b>\$ 39.99</b>	\$ 22,408,714	13.23%	97,182,820	21.06%	\$ 4,358,780	24.07%
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<b>TOTAL</b>	<b>6,776,007,950</b>			<b>\$ 169,389,217</b>		<b>(73,320,780)</b>	<b>-1.07%</b>	<b>2,904,351</b>	<b>1.74%</b>
		Levy Increase		\$ 2,904,351	1.70%				

## TOP TWENTY FIVE TAXPAYERS FOR FISCAL YEAR 2012

FY 2012 LEVY: \$ 169,389,216.94

	PROPERTY OWNER	TYPE	PARCELS	NATURE OF BUSINESS	FY 2012 TOT. VALUE	TOTAL FY 2012 TAX LEVY	% OF LEVY
1	WESTERN MASS ELECTRIC	PP	1	UTILITY	207,663,400	\$ 8,304,459.37	4.90%
2	BAY STATE GAS CO.	PP	1	UTILITY	86,826,500	\$ 3,472,191.74	2.05%
3	MASSACHUSETTS MUTUAL	RE	21	INSURANCE	83,396,300	\$ 3,325,359.38	1.96%
4	VERIZON NEW ENGLAND	PP	1	TELECOM	44,786,500	\$ 1,791,012.14	1.06%
5	WIRELINE LEASING CO	PP	1	UTILITY	25,700,960	\$ 1,027,781.39	0.61%
6	INEOS NOVA LLC	PP	1	CHEMICALS	24,898,840	\$ 995,704.61	0.59%
7	COMCAST OF MASSACHUSETTS II	PP	1	COMMUNICATION	23,835,310	\$ 953,174.05	0.56%
8	SOLUTIA	RE	8	CHEMICALS	23,186,900	\$ 927,201.80	0.55%
9	SPRINGFIELD CENTER 1 ASSOCIATES	RE	11	RETAIL	22,878,700	\$ 914,326.51	0.54%
10	EASTFIELD ASSOCIATES	RE	6	RETAIL	22,972,000	\$ 913,642.53	0.54%
11	HUBBARD REAL ESTATE INVESTMENTS	RE	6	RETAIL	22,081,200	\$ 883,027.19	0.52%
12	HAYMARKET SQUARE ASSOCIATES	RE	3	RETAIL	11,532,100	\$ 461,168.68	0.27%
13	LOWE'S HOME CENTERS	RE	1	RETAIL	10,205,200	\$ 408,105.95	0.24%
14	LEVENTHAL NORMAN & EDWIN	RE	1	HOUSING	19,985,200	\$ 396,306.52	0.23%
15	SPRINGFIELD VF LLC	RE	1	RETAIL	9,767,000	\$ 390,582.33	0.23%
16	WASON AVENUE PARTNERS LLC	RE	1	RETAIL	9,091,100	\$ 363,553.09	0.21%
17	BABSON CAPITAL MGMT LLC	PP	1	FINANCIAL	9,044,490	\$ 361,689.16	0.21%
18	655-735 PAGE BOULEVARD LLC	RE	2	DISTRIBUTION	8,171,500	\$ 326,778.29	0.19%
19	SPRING MEADOW ASSOCIATION	RE	1	HOUSING	14,117,700	\$ 279,953.99	0.17%
20	AMERICAN MASTERS VILLAGE	RE	1	HOUSING	13,501,800	\$ 267,740.69	0.16%
21	RELATED SPRINGFIELD ASSOCIATES	RE	3	HOUSING	16,373,600	\$ 260,783.61	0.15%
22	PYNCHON II APARTMENTS	RE	1	HOUSING	11,436,300	\$ 226,781.83	0.13%
23	SPRINGFIELD COLLEGE (REED'S LANDING)	RE	1	HOUSING	11,726,200	\$ 213,928.10	0.13%
24	STOCKBRIDGE COURT	RE	5	HOUSING	10,693,600	\$ 209,801.30	0.12%
25	PYNCHON I APARTMENTS	RE	1	HOUSING	9,652,500	\$ 191,409.08	0.11%
<b>TOTAL</b>					<b>753,524,900</b>	<b>\$ 27,866,463.29</b>	<b>16.45%</b>

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**Appendix D**  
**City of Springfield Financial Policies**

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# COMMONWEALTH OF MASSACHUSETTS

## CITY OF SPRINGFIELD FINANCE CONTROL BOARD

### EXECUTIVE ORDER

#04-09-13-2009

**This Executive Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004, *An Act Relative to the Financial Stability of the City of Springfield*.**

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Pursuant to the authority granted under section 4(d)(7) of Chapter 169 of the Acts of 2004, the Springfield Financial Control Board hereby amends Title 4 of the Revised Ordinances of the City of Springfield, 1986, as amended, through further amendment, by adding a new Chapter 4.44 thereto: Financial Ordinances

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AMENDING TITLE 4, OF THE REVISED ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS AMENDED HEREBY FURTHER AMENDED BY ADDING A NEW CHAPTER 4.44 THERETO: FINANCIAL POLICIES.

Title 4, of the Revised Ordinances of the City of Springfield, 1986, as amended, hereby further amended by adding the following new Chapter 4.44 thereto:

#### Chapter 4.44

#### FINANCIAL ORDINANCES

Sections:

- 4.44.010 Compliance with finance laws
- 4.44.020 Ordinances with regard to the budget.
- 4.44.030 Revenue policies.
- 4.44.040 Policies with regard to self-operations.
- 4.44.050 Capital planning policies.
- 4.44.060 Financial reserve policies.
- 4.44.070 Debt policies.
- 4.44.080 Policies regarding cash management.
- 4.44.090 Polices regarding financial reporting and reconciliation.
- 4.44.100 Polices regarding financial responsibilities of departments.
- 4.44.110 Policies regarding grants.

**4.44.010 Compliance with finance laws.**

A. All city employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and city ordinances that relate to finance and financial management.

B. By September 30 of each year, the finance department shall provide to all departments an update regarding the financial policies and ordinances of the city of Springfield. By November 1 of each year, the law department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

**4.44.020 Ordinances with regard to the budget.**

A. The mayor shall propose to the city council and the city council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The city will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from “free cash” and a “stabilization reserve fund” shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the chief administrative and financial officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the city will finance these recurring expenses in upcoming fiscal years.

C. The city will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the city’s financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the city’s capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The city’s annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the city will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.



H. Within two (2) weeks of the start of the fiscal year, the comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The comptroller shall provide to the mayor and city council a monthly report of revenues and expenditures at the line item level.

**4.44.030 Revenue policies.**

A. The city's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The chief administrative and financial officer shall review and propose to the city council an updated fee schedule for each of the city's departments no less than every two (2) years to ensure the cost of services is being adequately recovered.

D. The city may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than three percent (3%), with the exception of

1. Real and personal property taxes, whose increase shall not exceed the revenue permitted under law, with New Growth set at a level certified by the Assessors as reasonable.
2. Chapter 70 (school) aid and school building assistance payments from the Commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts, and
3. Certain fees and fines, which may increase more than three percent (3%) only if the underlying cost of the fee or fine is increased. In such an instance, the city may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the chief administrative and financial officer.

E. Any revenue increase in excess of the three percent (3%) limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

F. The city will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

G. The city shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30th of each year, the city shall commence tax title proceedings against all properties that owe property taxes to the city.

**4.44.040 Policies with regard to self supporting operations.**

A. The city shall annually adopt the rates and fees for all enterprise fund activities, and the chief administrative and financial officer shall propose no less than every two years the rates and fees for all other rate- and-fee-supported services in city government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the finance director and relevant department head shall make a report to city council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

**4.44.050 Capital planning policies.**

A. For purposes of this ordinance, the term "capital" shall refer to a facility, object or asset costing more than twenty-five thousand dollars (\$25,000) with an estimated useful life of ten (10) years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the city.

C. The capital improvement plan shall be issued by March 30th of each year and shall be produced by and in the form designated by the chief administrative and financial officer.

At a minimum, the capital improvement plan shall be a "rolling" five (5) year plan which shall be submitted to the city council for approval annually.

D. The capital improvement plan shall be reviewed by the capital improvement planning committee and shall include all capital expenditures proposed by the various departments. The committee shall recommend in each year of the plan the capital investments to be funded, and how these expenditures should be financed.

E. The capital improvement planning committee shall be comprised of the city's chief administrative and financial officer or his/her designee, the finance director, a representative from the city council, the director of parks, buildings and recreation management, the budget director, the planning director, the director of capital asset construction, the director of public works and the director of community and economic development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the committee shall recuse him/herself from deliberations regarding said items. The committee shall provide its recommendations in writing to the mayor and city council. Any capital funding request that is at variance from the committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the city council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel/

energy efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multi-year forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the city shall maintain net tax-financed capital improvement expenditures (pay as you go) at a level of one and one-half percent of local source revenue.

L. The finance director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the city shall conduct project close out within six (6) months of project completion. For a construction-related capital expenditure, the city shall conduct project close out within nine (9) months of the end of construction. The city shall release unexpended bond proceeds within six (6) months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

#### **4.44.060 Financial reserve policies.**

A. The city shall maintain an undesignated fund balance of between five percent (5%) and fifteen percent (15%) of general fund revenues, less debt exclusions.

B. In the event that the city's undesignated fund balance falls below five percent (5%) of general fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the city into compliance with the minimum fund balance requirement shall be submitted to the city council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the city shall maintain a reserve for extraordinary expenses of at least one percent (1%) and not greater than three percent (3%) of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than three percent (3%) or more than six percent (6%) of General Fund operating revenue, less debt exclusions.

E. The city shall maintain a primary stabilization reserve fund equal to between five percent (5%) and fifteen percent (15%) of General Fund operating revenues, less debt exclusions. As prescribed by Mas-

sachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed ten percent (10%) of the equalized value of the city.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the city shall annually fund a capital reserve of at least one and half percent (1.5%) of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the city may issue bonds for a term of ten (10) years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the city is self insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, whose loss or damage would be covered by property and liability insurance had the city purchased it. Said Reserve may also be used to pay justified damage, liability and workers' compensation claims against the city and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

#### **4.44.070 Debt policies.**

A. The city shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

1. General Fund debt service as a percentage of general fund revenues, net of debt exclusions – not to exceed eight percent (8%).
2. Enterprise fund debt service as a percentage of enterprise operating revenue – not to exceed fifteen percent (15%).
3. Percentage of total debt that will be retired at the end of ten (10) years – at least sixty-five percent (65%).

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The city may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30<sup>th</sup> of each year.

E. Any bond anticipation debt will be retired within six (6) months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two (2) years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The city shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the city would be better served through a negotiated financing.

I. In all instances in which the city issues bonds or notes of a term exceeding twelve (12) months, the city shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a city debt transaction during the thirty-six (36) months prior to the issuance of the bonds or note then being financed.

J. The finance director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the city, using established and generally accepted benchmarks as a basis for comparison.

K. The city shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least three percent (3%) of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The city may not use bond proceeds to finance operating expenses other than those certified by the chief administrative and financial officer as being specifically related to implementation of the project. The city may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all Federal and State government laws and polices with regard to arbitrage earnings on bond proceeds.

#### **4.44.080 Policies regarding cash management.**

A. The city shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The treasurer/collector shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the city shall not invest cash in instruments with a term exceeding three hundred sixty-five (365) days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The city shall not invest in derivatives of cash products or any structured financial vehicle.

C. The treasurer/collector shall submit a written report with regard to the city's cash investments to the office of internal audit no less than quarterly. Said report shall be in the form required by the director of internal audit and shall document the city's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the office of the city collector. The finance director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the city collector on a daily basis or on another schedule as may be approved in writing by the finance director.

E. The finance director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

#### **4.44.090 Policies regarding financial reporting and reconciliation.**

A. All department heads shall notify the chief administrative and financial officer in writing within one (1) week of becoming aware of non-compliance with any financial ordinance or policy of the city of Springfield. The chief financial officer shall provide a written report to the city council when the city fails to comply with any financial policy of the city of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional non-compliance, such as the use of non-recurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The comptroller shall produce and present to the mayor and chief administrative and financial officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The treasurer/collector shall reconcile the city's revenues and bank accounts on a monthly basis, within fifteen (15) business days of the close of each month.

D. The city shall reconcile revenues and expenditures for each fiscal year within two (2) months of the end of the fiscal year.

#### **4.44.100 Policies regarding financial responsibilities of departments.**

A. All departments authorized to collect receipts by the finance director shall remit them to the city collector on a daily basis, or on another schedule approved by the finance director in writing on a case by case basis.

B. All departments shall utilize the city's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the finance director and may not make any payment outside of the city's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said Laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends their budget may be held individually and personally liable and required to make payment to the city in the amount of the over-expenditure, with determination of said liability made by the mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously-identified funding source, said department must seek and receive the approval of the finance director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and city ordinance shall provide written monthly reports to the finance director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The city shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest timeframe permitted by law.

#### **4.44.110 Policies regarding grants.**

A. The grant director shall oversee all grants for the city of Springfield and, to the extent permitted by law, for the Springfield public school department. With the approval of the chief administrative and financial officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the city.

C. All grant applications shall be reviewed by the grant director prior to submission. Departments shall provide all information requested by the grant director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which can not pay for fringe benefits shall stipulate to the grant director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of general fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the finance director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the finance director no later than three (3) months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a city match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the grant director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the finance director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the finance director.



**Appendix E**  
**Fiscal Year 2013**  
**City of Springfield**  
**City Council**  
**Appropriation Orders**

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# City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1701

## FY Budget - GF Order (Mayor Sarno)

Fiscal Year 2013 Budget Appropriations Order  
July 1, 2012 to June 30, 2013  
Date of Vote: June \_\_\_\_\_, 2013

### General Fund

**WHEREAS**, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2012 and ending June 30, 2013 (FY'13), General Fund Appropriations in the amount of \$546,836,279 as itemized on the Attached Schedule of Appropriations and \$4,940,063 in Other Financing Uses as hereby voted from the following sources, pursuant to Massachusetts General Laws Chapter 44, Section 32, and Chapter 468 of the Acts of 2008, and the recommendations of his Honor the Mayor.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that no departments incur liabilities against an appropriation in excess of the unencumbered balance thereof

**IT IS FURTHER ORDERED**, that the City Council approves the Appropriations as itemized in the attached Schedule of Appropriations to meet the expenses of the City of Springfield for Fiscal Year 2013.

#### SOURCES

Estimated General Fund Revenue:	<u>\$551,776,343</u>
TOTAL:	\$551,776,343

#### USES

Total General Fund Financing:	\$546,836,279
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 4,940,063</u>
TOTAL:	\$551,776,343

				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
<b>0100</b>	<b>10</b>	<b>111</b>	<b>CITY COUNCIL</b>	<b>346,717</b>
0100	10	111	Personal Services	334,979
0100	10	111	Expenses	11,738
0100	10	111	Capital	-
<b>0100</b>	<b>10</b>	<b>121</b>	<b>MAYOR</b>	<b>437,294</b>
0100	10	121	Personal Services	422,911
0100	10	121	Expenses	14,383
0100	10	121	Capital	-
<b>0100</b>	<b>10</b>	<b>129</b>	<b>DEPARTMENT OF ADMINISTRATION AND FINANCE</b>	<b>229,927</b>
0100	10	129	Personal Services	207,061
0100	10	129	Expenses	22,866
0100	10	129	Capital	-
<b>0100</b>	<b>10</b>	<b>132</b>	<b>DEPT 3-1-1</b>	<b>344,785</b>
0100	10	132	Personal Services	289,735
0100	10	132	Expenses	53,850
0100	10	132	Capital	1,200
<b>0100</b>	<b>10</b>	<b>133</b>	<b>FINANCE</b>	<b>497,608</b>
0100	10	133	Personal Services	472,296
0100	10	133	Expenses	25,312
0100	10	133	Capital	-
<b>0100</b>	<b>10</b>	<b>134</b>	<b>CITISTAT</b>	<b>-</b>
0100	10	134	Personal Services	-
0100	10	134	Expenses	-
0100	10	134	Capital	-
<b>0100</b>	<b>10</b>	<b>135</b>	<b>COMPROLLER</b>	<b>591,626</b>
0100	10	135	Personal Services	580,615
0100	10	135	Expenses	11,011
0100	10	135	Capital	-
<b>0100</b>	<b>10</b>	<b>136</b>	<b>INTERNAL AUDIT</b>	<b>399,438</b>
0100	10	136	Personal Services	242,622
0100	10	136	Expenses	156,816
0100	10	136	Capital	-
<b>0100</b>	<b>10</b>	<b>138</b>	<b>OFFICE OF PROCUREMENT</b>	<b>415,247</b>
0100	10	138	Personal Services	317,494
0100	10	138	Expenses	97,754
0100	10	138	Capital	-
<b>0100</b>	<b>10</b>	<b>141</b>	<b>BOARD OF ASSESSORS</b>	<b>705,826</b>
0100	10	141	Personal Services	573,696
0100	10	141	Expenses	132,130
0100	10	141	Capital	-

				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
<b>0100</b>	<b>10</b>	<b>145</b>	<b>TREASURER</b>	<b>2,858,761</b>
0100	10	145	Personal Services	435,929
0100	10	145	Expenses	2,422,833
0100	10	145	Capital	-
<b>0100</b>	<b>10</b>	<b>146</b>	<b>COLLECTOR</b>	<b>419,768</b>
0100	10	146	Personal Services	300,316
0100	10	146	Expenses	119,452
0100	10	146	Capital	-
<b>0100</b>	<b>10</b>	<b>151</b>	<b>LAW</b>	<b>1,237,488</b>
0100	10	151	Personal Services	713,145
0100	10	151	Expenses	524,343
0100	10	151	Capital	-
<b>0100</b>	<b>10</b>	<b>152</b>	<b>DEPARTMENT OF HUMAN RESOURCES &amp; LABOR RELATIONS</b>	<b>1,322,842</b>
0100	10	152	Personal Services	776,545
0100	10	152	Expenses	546,297
0100	10	152	Capital	-
<b>0100</b>	<b>10</b>	<b>154</b>	<b>PAYROLL DEPARTMENT</b>	<b>111,735</b>
0100	10	154	Personal Services	-
0100	10	154	Expenses	111,735
0100	10	154	Capital	-
<b>0100</b>	<b>10</b>	<b>155</b>	<b>INFORMATION TECHNOLOGY DEPARTMENT</b>	<b>2,909,117</b>
0100	10	155	Personal Services	962,706
0100	10	155	Expenses	1,846,411
0100	10	155	Capital	100,000
<b>0100</b>	<b>10</b>	<b>161</b>	<b>CITY CLERK</b>	<b>480,031</b>
0100	10	161	Personal Services	435,713
0100	10	161	Expenses	44,318
0100	10	161	Capital	-
<b>0100</b>	<b>10</b>	<b>162</b>	<b>BOARD OF ELECTION COMMISSION</b>	<b>477,427</b>
0100	10	162	Personal Services	378,983
0100	10	162	Expenses	98,444
0100	10	162	Capital	-
<b>0100</b>	<b>10</b>	<b>175</b>	<b>PLANNING DEPARTMENT</b>	<b>1,286,155</b>
0100	10	175	Personal Services	848,801
0100	10	175	Expenses	437,354
0100	10	175	Capital	-
<b>0100</b>	<b>10</b>	<b>190</b>	<b>FACILITIES MANAGEMENT</b>	<b>3,592,449</b>
0100	10	190	Personal Services	1,079,430
0100	10	190	Expenses	2,513,019
0100	10	190	Capital	-

				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
<b>0100</b>	<b>10</b>	<b>193</b>	<b>CAPITAL ASSET CONSTRUCTION</b>	<b>382,732</b>
0100	10	193	Personal Services	232,234
0100	10	193	Expenses	150,498
0100	10	193	Capital	-
<b>0100</b>	<b>20</b>	<b>210</b>	<b>POLICE</b>	<b>35,252,755</b>
0100	20	210	Personal Services	32,983,586
0100	20	210	Expenses	2,253,689
0100	20	210	Capital	15,480
<b>0100</b>	<b>20</b>	<b>220</b>	<b>FIRE</b>	<b>19,135,621</b>
0100	20	220	Personal Services	17,614,422
0100	20	220	Expenses	1,514,087
0100	20	220	Capital	7,112
<b>0100</b>	<b>20</b>	<b>241</b>	<b>BUILDING - CODE ENFORCEMENT</b>	<b>1,361,150</b>
0100	20	241	Personal Services	1,310,300
0100	20	241	Expenses	50,850
0100	20	241	Capital	-
<b>0100</b>	<b>20</b>	<b>242</b>	<b>HOUSING - CODE ENFORCEMENT</b>	<b>619,253</b>
0100	20	242	Personal Services	475,953
0100	20	242	Expenses	143,300
0100	20	242	Capital	-
<b>0100</b>	<b>20</b>	<b>250</b>	<b>CENTRALIZED DISPATCH</b>	<b>1,363,115</b>
0100	20	250	Personal Services	1,291,165
0100	20	250	Expenses	66,950
0100	20	250	Capital	5,000
<b>0100</b>	<b>20</b>	<b>292</b>	<b>TJ O'CONNOR ANIMAL CONTROL</b>	<b>1,218,213</b>
0100	20	292	Personal Services	373,382
0100	20	292	Expenses	844,831
0100	20	292	Capital	-
<b>0100</b>	<b>30</b>	<b>300</b>	<b>SCHOOL DEPARTMENT</b>	<b>344,286,266</b>
0100	30	300	SCHOOL DEPARTMENT	344,286,266
<b>0100</b>	<b>40</b>	<b>400</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>10,078,590</b>
0100	40	400	Personal Services	3,347,478
0100	40	400	Expenses	6,731,112
0100	40	400	Capital	-
<b>0100</b>	<b>50</b>	<b>520</b>	<b>HEALTH &amp; HUMAN SERVICES</b>	<b>1,337,057</b>
0100	50	520	Personal Services	1,140,868
0100	50	520	Expenses	196,189
0100	50	520	Capital	-
<b>0100</b>	<b>50</b>	<b>541</b>	<b>DEPARTMENT OF ELDER AFFAIRS</b>	<b>298,517</b>

				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
0100	50	541	Personal Services	282,838
0100	50	541	Expenses	15,678
0100	50	541	Capital	-
<b>0100</b>	<b>50</b>	<b>543</b>	<b>VETERANS SERVICES</b>	<b>3,151,491</b>
0100	50	543	Personal Services	226,973
0100	50	543	Expenses	2,924,518
0100	50	543	Capital	-
<b>0100</b>	<b>60</b>	<b>610</b>	<b>LIBRARY</b>	<b>3,555,318</b>
0100	60	610	Personal Services	2,155,059
0100	60	610	Expenses	1,360,259
0100	60	610	Capital	40,000
<b>0100</b>	<b>90</b>	<b>613</b>	<b>MUSEUM</b>	<b>1,320,000</b>
0100	90	613	Personal Services	
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	
<b>0100</b>	<b>60</b>	<b>630</b>	<b>PARKS DEPARTMENT</b>	<b>7,547,672</b>
0100	60	630	Personal Services	3,842,673
0100	60	630	Expenses	3,704,999
0100	60	630	Capital	-
<b>0100</b>	<b>70</b>	<b>145</b>	<b>DEBT SERVICE</b>	<b>37,750,576</b>
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	37,750,576
<b>0100</b>	<b>80</b>	<b>135</b>	<b>STATE ASSESSMENTS</b>	<b>2,958,885</b>
0100	80	135	Personal Services	
0100	80	135	Expenses	2,958,885
0100	80	135	Capital	
<b>0100</b>	<b>90</b>	<b>911</b>	<b>CONTRIBUTION RETIREMENT PENSION</b>	<b>24,322,157</b>
0100	90	911	Personal Services	
0100	90	911	Expenses	24,322,157
0100	90	911	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>UNEMPLOYMENT</b>	<b>378,069</b>
0100	90	152	Personal Services	
0100	90	152	Expenses	378,069
0100	90	152	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>WORKERS COMPENSATION</b>	<b>935,069</b>
0100	90	152	Personal Services	
0100	90	152	Expenses	935,069
0100	90	152	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>MEDICAL &amp; DENTAL</b>	<b>1,000,000</b>

				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
0100	90	152	Personal Services	
0100	90	152	Expenses	1,000,000
0100	90	152	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>HEALTH INSURANCE - CITY</b>	<b>23,052,239</b>
0100	90	152	Personal Services	-
0100	90	152	Expenses	23,052,239
0100	90	152	Capital	-
<b>0100</b>	<b>90</b>	<b>152</b>	<b>NON-CONTRIB. PENSIONS</b>	<b>300,000</b>
0100	90	152	Personal Services	-
0100	90	152	Expenses	300,000
0100	90	152	Capital	-
<b>0100</b>	<b>10</b>	<b>135</b>	<b>PROVISION FOR UNCOMPENSATED ABSENCES</b>	<b>(800,000)</b>
0100	10	135	Personal Services	(800,000)
0100	10	135	Expenses	-
0100	10	135	Capital	-
<b>0100</b>	<b>70</b>	<b>145</b>	<b>CAPITAL RESERVE FUND</b>	<b>2,500,995</b>
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	2,500,995
<b>0100</b>	<b>10</b>	<b>135</b>	<b>M.C.D.I. CONTRACT</b>	<b>-</b>
0100	10	135	Personal Services	
0100	10	135	Expenses	-
0100	10	135	Capital	-
<b>0100</b>	<b>10</b>	<b>135</b>	<b>RESERVE FOR CONTINGENCIES</b>	<b>300,000</b>
0100	10	135	Personal Services	
0100	10	135	Expenses	300,000
0100	10	135	Capital	
<b>0100</b>	<b>10</b>	<b>147</b>	<b>PARKING CONTRACT</b>	<b>1,497,884</b>
0100	10	147	Personal Services	
0100	10	147	Expenses	1,497,884
0100	10	147	Capital	
<b>0100</b>	<b>10</b>	<b>133</b>	<b>PAY-AS-YOU-GO CAPITAL</b>	<b>2,938,413</b>
0100	10	133	Personal Services	
0100	10	133	Expenses	
0100	10	133	Capital	2,938,413
<b>0100</b>	<b>10</b>	<b>133</b>	<b>OTHER (FY10 Homeless, FY11 Paygo &amp; RIP)</b>	<b>-</b>
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	-
<b>0100</b>	<b>10</b>	<b>180</b>	<b>DIF Debt Service Payment</b>	<b>130,000</b>



				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
0100	10	180	Personal Services	
0100	10	180	Expenses	
0100	10	180	Capital	130,000
<b>6500</b>			<b>ENTERPRISE FUND SUPPLEMENT</b>	<b>4,940,063</b>
<b>6500</b>			Personal Services	
<b>6500</b>			Expenses	4,940,063
<b>6500</b>			Capital	
			<b>TOTAL</b>	<b>551,776,343</b>





## City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1702

### Financial Order - Transfer from Stabilization (Mayor Sarno)

**WHEREAS**, pursuant to the requirements of Chapter 40 Section 5B, Chapter 59 Section 23 and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$8,000,000 from the City's Stabilization Fund to the City's FY13 revenue in order to fund the fiscal year 2013 budget appropriations.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that the City Council approves the transfer of the sum of \$8,000,000 from the City's Stabilization Fund to the City's FY13 revenue in order to fund the fiscal year 2013 budget appropriations.

From: Stabilization Fund - Financial Reserves	
<b>8213-00-000-0000-0000-000000-0000000-701000</b>	<b>\$8,000,000.00</b>
To: FY13 Estimated Revenues	
<b>0000-00-000-0000-0000-000000-0000000-000000</b>	<b>\$8,000,000.00</b>

This order requires a 2/3 vote of the City Council.





# City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1703

## FY Budget - Overlay Surplus (Mayor Sarno)

Fiscal Year 2013 Budget Appropriations Order  
July 1, 2012 to June 30, 2013  
Date of Vote: June \_\_\_\_, 2012

**WHEREAS**, pursuant to the requirements of Chapter 59 Section 23, Chapter 40 Section 5B and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$5,000,000 from the Board of Assessors Certified Overlay Surplus to the FY13 Estimated Revenues in accordance with the City of Springfield Financial Policies to meet the budgetary needs for the fiscal year beginning July 1, 2012.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that the City Council approves the transfer of the sum of \$5,000,000 from the Board of Assessors Certified Overlay Surplus to the FY13 Estimated Revenues in accordance with the City of Springfield Financial Policies to meet the budgetary needs for the fiscal year beginning July 1, 2012.

From: Other Financing Use - Overlay Surplus

0100-00-000-0000-0000-0000000-00000000-123007-	\$359,705
0100-00-000-0000-0000-0000000-00000000-123008-	\$1,401,364
0100-00-000-0000-0000-0000000-00000000-123009-	\$2,019,913
<u>0100-00-000-0000-0000-0000000-00000000-123010-</u>	<u>\$1,219,018</u>
<b>Total</b>	<b>\$5,000,000</b>

To: FY13 Estimated Revenues	
<b>FY13 Estimated Revenues</b>	<b>\$5,000,000</b>





# City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1704

## FY Budget - EF Order (Mayor Sarno)

Fiscal Year 2013 Budget Appropriations Order  
July 1, 2012 to June 30, 2013  
Date of Vote: June \_\_\_\_, 2013

### Trash Enterprise Fund

**WHEREAS**, pursuant to the requirements of Section 53F ½ of Chapter 44 of Massachusetts General Law, the following Trash Enterprise Fund shall be authorized for the fiscal year commencing July 1, 2012 and ending June 30, 2013 (FY'13), provided that expenditures shall not be made or liabilities incurred for the fund in excess of the balance of the fund, nor in excess of the total authorized expenditures of the fund.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that the City Council approves the Appropriations as itemized in the attached Schedule of Appropriations to meet the expenses of the Trash Enterprise Fund for Fiscal Year 2013.

#### SOURCES

Estimated FY13 Trash Enterprise Fund Revenue:	\$3,950,000
Retained Earnings - Trash Fee Enterprise Fund	\$300,000
Other Financing Source - General Fund:	<u>\$4,940,063</u>
TOTAL:	\$9,190,063

#### USES

Total Trash Enterprise Fund Financing:	<u>\$9,190,063</u>
TOTAL:	\$9,190,063

**City of Springfield - Fiscal Year 2013**  
**Departmental Submissions**  
**Schedule of Appropriations - Trash Enterprise Fund**

<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	<b>FISCAL 2013 RECOMMENDED</b>
6500	40	400	TRASH ENTERPRISE	9,190,063
6500	40	400	Personal Services	2,822,571
6500	40	400	Expenses	6,367,492
6500	40	400	Capital	-





# City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1705

## FY Budget - EF Retained Earnings (Mayor Sarno)

**WHEREAS**, to meet the expenses of the City of Springfield for the fiscal year commencing July 1, 2012 and ending June 30, 2013 (FY'13), pursuant to Mass. Gen. Laws ch. 44, Section 33B, Chapter 59 Section 23, and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$300,000 from FY11 Certified Retained Earnings to FY13 Estimated Revenue of the Enterprise Fund.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that the City Council approves the transfer of the sum of \$300,000 from FY11 Certified Retained Earnings to FY13 Estimated Revenue of the Enterprise Fund and meet the expenses of the Enterprise Fund for Fiscal Year 2013.

<b>From: Certified Retained Earnings - Other Financing Uses</b>	
6500-00-000-0000-0000-000000-0000000-701000 -	\$300,000.00
<b>Total</b>	<b>\$300,000.00</b>
<b>To: Enterprise Fund</b>	
<b>FY13 Estimated Revenue</b>	\$300,000





## City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1706

---

### **FY Budget Order – Transfer of Fund Balance (Mayor Sarno)**

**WHEREAS**, to meet the expenses of the City of Springfield for the fiscal year commencing July 1, 2012 and ending June 30, 2013 (FY'13), pursuant to Mass. Gen. Laws ch. 44, Section 33B, and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$185,000 from the Retirement Incentive Program Fund to the FY13 Estimated Receipts in order to fund FY13 budget appropriations.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that the City Council approves the transfer of the sum of \$185,000 from the Retirement Incentive Program Fund to the FY13 Estimated Receipts in order to fund FY13 budget appropriations.

From: Retirement Incentive Program

**1901-10-135-0000-0000-0010-000000-0000000-501000-RIP11 \$185,000.00**

To: FY13 Estimated Receipts

**FY13 Estimated Receipts \$185,000.00**





## City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1707

### FY Budget - Revolving Funds (Mayor Sarno)

Fiscal Year 2013 Budget Appropriations Order  
July 1, 2012 to June 30, 2013  
Date of Vote: June \_\_\_\_, 2012

#### Revolving Fund

**WHEREAS**, pursuant to the requirements of Section 53A and 53E ½ of Chapter 44 of Massachusetts General Law, the following Revolving Funds shall be reauthorized for the fiscal year commencing July 1, 2012 and ending June 30, 2013 (FY'13), provided that expenditures shall not be made or liabilities incurred for any revolving fund in excess of the balance of the fund, nor in excess of the total authorized expenditures of said fund.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that the City Council approves the reauthorization of the following revolving funds for Fiscal Year 2013.

#### Annual Appropriation

##### Handicapped Parking (2402-520)

Program/Purpose: Handicapped parking receipts in accordance with Chapter 40 section 8J  
Receipts Credited: \$200,000  
Authorization to Expend: \$200,000  
Limitation: not to exceed \$500,000

##### Mattoon Street Parking (2408-145)

Program/Purpose: Parking violation enforcement  
Receipts Credited: \$50,000  
Authorization to Expend: \$50,000  
Limitation: not to exceed \$50,000

Blight Removal (2409-241)

Program/Purpose: Funding building demolition, enforcement, and related blight removal activities of all city departments

Receipts Credited: \$200,000

Authorization to Expend: \$200,000

Limitation: not to exceed \$200,000

Park - Banquet Facilities (2413-650)

Program/Purpose: Operation of Barney Carriage House, King Phillip's Stockade, and Camp Wilder

Receipts Credited: \$200,000

Authorization to Expend: \$200,000

Limitation: not to exceed \$200,000



# City of Springfield

Meeting:  
Initiator: LeeAnn Pasquini  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 1710

## Transfer from Stabilization to Quinn Reserve (\$1.8M) (Mayor Sarno)

**WHEREAS**, pursuant to the requirements of Chapter 40 Section 5B, Chapter 59 Section 23 and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$1,800,000 from the City's Stabilization Fund to a reserve account in order to fund the State's fifty percent portion of the Quinn bill (education incentive), if necessary, as a result of contract negotiations currently in progress.

**WHEREAS**, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

**NOW THEREFORE BE IT ORDERED**, that the City Council approves the transfer of the sum of \$1,800,000 from the City's Stabilization Fund to a reserve account in order to fund the State's fifty percent portion of the Quinn bill (education incentive), if necessary, as a result of contract negotiations currently in progress.

From: Stabilization Fund - Financial Reserves	
<b>8213-00-000-0000-0000-000000-0000000-701000</b>	<b>\$1,800,000.00</b>
To: Quinn Bill State Share Reserve	
<b>1901-10-133-0000-0000-0000-000000-0000000-501199-QUINN</b>	<b>\$1,800,000.00</b>

This order requires a 2/3 vote of the City Council.





**Appendix F**  
**Fiscal Year 2011**  
**City of Springfield**  
**Audited Financial Statements**

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# **CITY OF SPRINGFIELD, MASSACHUSETTS**

## **COMPREHENSIVE ANNUAL FINANCIAL REPORT**



**FOR THE FISCAL YEAR ENDED JUNE 30, 2011**

On the cover: A view of downtown Springfield, Massachusetts from across the Connecticut River.



The historical Municipal Group built in 1913.

# **City of Springfield, Massachusetts**

## **Comprehensive Annual Financial Report**

**For the Fiscal Year ended June 30, 2011**



**Prepared by:**

The Comptroller's Office of the City of Springfield, Massachusetts

CITY OF SPRINGFIELD, MASSACHUSETTS  
COMPREHENSIVE ANNUAL FINANCIAL REPORT  
FISCAL YEAR ENDED JUNE 30, 2011

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# ***Introductory Section***



Aerial view of the Basketball Hall of Fame built in 2002.

City of Springfield, Massachusetts  
Comprehensive Annual Financial Report  
For the fiscal year ended June 30, 2011



# ***Introductory Section***

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# *The City of Springfield*

## *Department of Administration and Finance*

*36 Court Street, Room 312*

*Springfield, MA 01103*

LEE C. ERDMANN  
CHIEF ADMINISTRATIVE  
AND FINANCIAL OFFICER  
(413) 886-5288

### **Letter of Transmittal**

January 18, 2012

To the Honorable Mayor, Members of the City Council and Citizens of the City of Springfield, Massachusetts:

At the close of each fiscal year, Massachusetts General Law (MGL) requires the City of Springfield to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, we hereby issue the ***Comprehensive Annual Financial Report (CAFR)*** of the City of Springfield, Massachusetts, for the fiscal year ending June 30, 2011.

This report consists of management's representations concerning the finances of the City. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the City has established a comprehensive internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the City's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh their benefits, the City's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements for the fiscal year ended June 30, 2011, are fairly presented in conformity with GAAP.

The City of Springfield's financial statements have been audited by Powers & Sullivan, LLC, a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the City for the fiscal year ended June 30, 2011, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. Powers & Sullivan, LLC concluded, based upon the audit, that there was a reasonable basis for rendering an unqualified opinion that the City's financial statements for the fiscal year ended June 30, 2011 are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of the City was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the City of Springfield's separately issued Single Audit Report.

GAAP requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement that analysis and should be read in conjunction with it. The City's MD&A can be found immediately following the report of the independent auditors.

### **Profile of the City**

The City of Springfield is located in western Massachusetts along the east bank of the Connecticut River. Strategically located, Springfield lies 90 miles west of Boston, 85 miles east of Albany, New York, 25 miles north of Hartford, Connecticut, 150 miles northeast of New York City, and 301 miles south of Montreal, Quebec, Canada. The City occupies a land area of approximately 33 square miles. The City is served by Bradley International Airport which is within 20 miles of downtown Springfield.

Settled in 1636, Springfield is the cultural, commercial, and healthcare center of western Massachusetts. Springfield was incorporated as a town in 1641 and as a City in 1852. In 2010, the City had a population of 153,060 making it the third largest city in The Commonwealth of Massachusetts. The Pioneer Valley population was estimated at 620,000.

The Springfield Metropolitan Area is one of the two metropolitan areas in Massachusetts – the other is Greater Boston. Historically the first Springfield in the New World, it is the largest city in Western New England, and the urban, economic, and cultural capital of the Massachusetts' Connecticut River Valley, (colloquially known as the Pioneer Valley). It is the third largest city in Massachusetts and fourth largest in New England (after Boston, Worcester and Providence). Springfield has several nicknames – The City of Firsts, because of its many innovations, and also The City of Homes, due to its attractive Victorian residential architecture.

The City of Springfield has played an important role throughout American history – founded on New England's most fertile soil, next to one of America's most significant rivers, Springfield is located midway between the major North American ports of New York City, Boston, Albany, and Montreal. In 1777, Springfield's prime location led George Washington and Henry Knox to found the fledgling United States' National Armory at Springfield, which produced the first American musket in 1794, and later the famous Springfield rifle. From 1777 until its controversial closing during the Vietnam War, the Springfield Armory attracted skilled laborers to Springfield, making it the United States' longtime epicenter for precision manufacturing. Springfielders produced many of America's most significant innovations, including the first American-English dictionary (1805, Merriam Webster); the first use of interchangeable parts and the assembly line in manufacturing, (1819, Thomas Blanchard;) the first American horseless car, (1825, Thomas Blanchard;) the discovery and patent of vulcanized rubber, (1844, Charles Goodyear;) the first American, gasoline-powered car, (1893, Duryea Brothers); the first successful motorcycle company, (1901, "Indian"); America's first commercial radio station, (1921, WBZA from the Hotel Kimball); and most famously, the world's second most popular sport, basketball, (1891, Dr. James Naismith).

### **Profile of Government**

The City of Springfield is governed by its Massachusetts Plan "A" charter, where voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen-member City Council serves as a representative legislature. With the enactment of Chapter 169 of the Acts of 2004 and the appointment of the Springfield Finance Control Board (SFCB), the authority of the City's executive officers and the City Council over financial matters was largely pre-empted by that of the SFCB between 2004 and 2009. The SFCB was dissolved effective June 30, 2009, and authority over financial matters returned to local control.

The Mayor is elected for four years in November. The Mayor is the administrative head of the City and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out City business. The Mayor appoints his or her office staff, the City Solicitor, and the Assistant City Solicitor without City Council confirmation. The

appointments of certain City department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds vote of all councilors. As the general administrator of all City departments, the Mayor is consulted by department heads pertaining to the City's welfare.

On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included the creation of the Chief Administrative and Financial Officer (CAFO) position and a Department of Administration and Finance, which is responsible for the overall budgetary and financial administration of the City. This department is under the control of the CAFO, who reports to the Mayor. The CAFO is appointed to a term no longer than three years. The CAFO is responsible for administering and supervising the City's financial services, which includes developing department's budgets, monitoring expenditures and implementing and maintaining uniform financial systems and control for all departments. The CAFO is also required to submit a four year financial plan and a five year capital plan to the Mayor and the City Council.

The City Council is primarily the legislative branch of the City government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary to fund City operations. It can approve, disapprove, or reduce the amount of appropriations, but not add to the appropriation. The Council receives orders of recommendation by the Mayor and petitions from the public, and acts on them after committee study. The City Council also has the power to enact the Ordinances and other regulations. A majority of the City Council constitutes a quorum, and the affirmative vote of a majority of all the members of the Council is necessary for the adoption of any motion resolution, or ordinance. In some instances, adoption by a two-thirds vote of the members is required by statute.

The City provides general governmental services for the territory within its boundaries including police and fire protection, disposal of garbage and rubbish, public education in grades K-12, including vocational technical education at the high school level, street maintenance, and parks and recreation facilities. The fire department operates eight stations. Springfield also provides a library system with a main library and nine branches. Water and sewer facilities are provided to Springfield residents and five surrounding communities by the Springfield Water and Sewer Commission.

### **Local Economy**

Springfield is the regional employment center for Western Massachusetts, with a diverse and balanced mix of financial, manufacturing, commercial and service trade industries. The financial sector is characterized by a strong presence of insurance and regional banking operations that have continued to expand led by Massachusetts Mutual Insurance Company, Bank of America, and TD Bank. Springfield also serves as the largest manufacturing employer in the region producing a wide range of precision-manufactured parts, medical devices, chemicals, paper and metal products. The technology industry continues to experience sustained growth and through Springfield Technical Community College's nationally recognized expertise in technology education, Springfield is poised for future advances in information technology. Tourism continues to be an important component of the City's economic health due to the opening of the Mass Mutual Convention Center, Naismith Memorial Basketball Hall of Fame, Dr. Seuss Memorial Park and the success of the Six Flags Amusement Park in nearby Agawam. Marketing has been implemented as a facet of economic development to promote positive awareness of the City as a residential, commercial and recreational destination.

### **Technology**

Springfield Technical Community College Technology Park provides 465,000 square feet of lease space for telecommunication technology-based and light manufacturing companies. Currently the Technology Park is home to 23 tenant companies employing over 1,200 employees. Liberty Mutual, a fortune 100 company, established a Customer Response Center at the site. Complementing the City's existing technological infrastructure, the Commonwealth announced in 2010 the redevelopment of the former Tech High School into the state's new \$76 million data center. The center will house virtually all of the state's electronic records. The local facility is expected

to generate about 70 full-time jobs. Construction will take two years and will employ another 200 people. Additionally, in 2009 the Massachusetts Broadband Institute (MBI), a division of Massachusetts Technology Collaborative began a \$71.6 million project connecting 120 communities in western and north-central Massachusetts with more than 1,300 miles of fiber optic network.

### ***Manufacturing***

Approximately 15% of the City is zoned for industrial uses; employment in the sector has increased primarily among small and start-up companies, and remains an important sector of Springfield's economy providing jobs and income for the City. Major manufacturers in Springfield include:

- Smith and Wesson 882 employees
- Solutia Chemical 750 employees
- Farmland Foods 282 employees
- Nu Visions 219 employees
- TiteFlex 100 employees
- Clarity Imaging 130 employees

Recognizing the demand for new industrial land, in 2003 the City created the Springfield Smith and Wesson Industrial Park on 85 acres, next to the Smith and Wesson headquarters. The new park has the potential to produce 650,000 square feet of industrial, commercial and general office space and generate as many as 1,000 jobs. Grants in the amount of \$2.48 million from the Federal Economic Development Administration (EDA) and a Public Works Economic Development grant (PWED) have been secured to design and build the infrastructure in the park. The first investor was Performance Food Group (PFG), a Fortune 500 company headquartered in Richmond, Virginia. PFG purchased 35 acres in the park and built a 210,000 square foot facility that opened in 2007. In 2010, City officials and the Commonwealth completed incentive proposals for Smith & Wesson Corporation and TiteFlex. TiteFlex agreed to remain in the City, invest \$3.4 million into their property, retain 100 manufacturing positions and demolish underutilized facilities on their property to create more available industrial space. In December 2010, Smith & Wesson Corporation and the City announced the company's decision to relocate their long barrel rifle business from Rochester, New Hampshire to Springfield, resulting in the creation of 225 new jobs in Springfield. The company also committed to investing an additional \$63 million dollars into facility improvements and new technology over the next five years. The Commonwealth approved \$6 million in tax credits and the City was poised to approve a 5-year special tax agreement resulting in \$600,000 in savings to the company. Smith & Wesson has enjoyed continued growth over the last five years and is actively engaged with Springfield's Putnam Vocational Technical High School and Springfield Technical Community College to create training programs for new machinists.

### ***Housing Development***

A number of major single family development projects and rental housing rehabilitation and construction projects are currently underway or were recently completed in the City, aggregating 219 homes with work completed valued at an average of about \$134,500 each.

### ***Higher Education***

Higher education is available in Springfield at American International College, Springfield College, Western New England University and School of Law and Springfield Technical Community College. In addition, the main campuses of the University of Massachusetts (UMass-Amherst), Amherst College, Hampshire College, Mount Holyoke College, Smith College, Bay Path College, Elms College and Westfield State University are located in nearby communities. In 2010 UMass-Amherst established a presence in the City's downtown with the Urban Design Center. Enrollment at Springfield's institutions of higher education is approximately 19,000 full and part-time students. During the past several years, all three Colleges and the University have upgraded and expanded their facilities to accommodate student needs and remain competitive. In addition, a number of construction projects are underway or in the planning stages at these institutions.

### ***Healthcare and Social Assistance***

Baystate Health Systems is one of the largest employers in Western Massachusetts with approximately 9,115 employees in the region, of which an estimated 8,772 work in Springfield. In recent years, Baystate Health Systems was named one of the "Top 100 Most Highly Integrated Healthcare Networks" in the U.S. by Verispan for the eighth consecutive year and one of "America's Best Hospitals" by U.S. News and World Report. In 2007, Baystate Health Systems announced a \$259 million expansion of the Baystate Medical Center in Springfield. The project will expand the largest medical facility in Western Massachusetts with a new eight story, 600,000 square foot building. The expansion will provide 200 construction jobs plus permanent employment for 50 doctors and 500 staff members. The project is expected to be completed in 2012.

### ***Leisure and Hospitality***

Springfield has in excess of 300 leisure and hospitality firms employing in excess of 5,000 persons. The opening of the Naismith Basketball Hall of Fame in September 2002 marked a milestone for Springfield's tourism economy. Located inside the Hall of Fame complex, it contains 100,000 square feet of exhibition space. In addition, occupants of the complex include Subway, Samuel's Tavern, Reebok, Cold Stone Creamery, and Max's. In March 2008, the City completed the demolition of the former York Street Jail in anticipation of the potential redevelopment of a 3.3 acre parcel at the southern end of the site. The River's Landing Project, completed in the Spring of 2008 is a \$14 million sports, fitness and entertainment destination in the former Naismith Memorial Basketball Hall of Fame building along the City's waterfront. This 70,000 square foot entertainment and fitness center contains a LA Fitness facility, Mama Iguana's restaurant, and a Trillium Sports Medicine and Day Spa. A July 2001 economic analysis of downtown Springfield prepared by the Cecil Group, Inc. of Boston found that Springfield had a strong market for additional hotel development and tourism/entertainment related services. Since the report was completed, Springfield has continued to strengthen this sector of its economy with the opening of the new Basketball Hall of Fame, a Visitor Information Center, the Dr. Seuss Memorial Park, a Hilton Garden Inn, and a 3.5 mile bikeway/walkway that stretches the length of the Connecticut River in Springfield. Each of these projects complement the expanded Six Flags Amusement Park located across the river in Agawam, which attracts over one million visitors each year.

### ***Financial Overview***

Within 170 days after the annual organization of the City government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on July 1. The City council may make appropriations for the recommended purposes and may reduce or reject any item. Without a recommendation of the Mayor, the council may not make any appropriation for a purpose not included in the proposed budget, except by a two-thirds vote in case of a failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City council. The council may not increase any item without the recommendation of the Mayor (except as provided by legislation, subject to local acceptance, under which the school budget or regional school district assessment can be increased upon recommendation of the school committee or regional district school committee and by two-thirds vote of the council, provided that such increase does not cause the total annual budget to exceed property tax limitations). If the council fails to act on any item of the proposed budget within 45 days, that item takes effect. If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the council. Provision is also made for supplementary appropriations upon recommendation of the Mayor.

As a result of an initiative law adopted in November 1980, 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. City department heads are generally required to submit their budget requests to the Mayor between December 1 and January 31. This does not apply to the school department, which must submit its requests in time for the Mayor to include them in his submission to the council. State and county assessments, abatements in excess of overlays, principal and interest not otherwise provided for, and final claims and judgments are included in the tax levy whether or not



included in the budget. Revenues are not required to be set forth in the budget but estimated non-tax revenues are taken into account by the assessors in fixing the tax levy.

#### *History of Prior Financial Problems (1989-2004)*

Since 1989, the City has experienced varying periods of financial stress. Contributing factors included the regional economic downturn, increases in employee health care costs, cutbacks in state aid and deficits associated with the operation of a municipal hospital. The City undertook a series of steps between 1989 and 1995 to address these issues, but a structural imbalance remained into FY96. In response, the City sold its municipal hospital in 1996 to end the structural deficits this enterprise was creating for the City. The State Legislature acted in 1989 to assist the City in overcoming its financial difficulties. Chapter 656 of the Acts of 1989 established a Department of Finance under the direction of a Chief Financial Officer. The position of Chief Financial Officer allowed the City to consolidate and centralize financial management under a professional with specific skills and experience as a financial manager. Chapter 656 of the Acts of 1989 also provided for the consolidation of personnel activities under the City's Human Resources Director. Both operational reforms were designed to improve the City's ability to manage two of its largest and most important areas – finance and personnel. Chapter 656 also established a fiscal stability reserve fund and created personal liability for department heads who failed to manage within their budgets. The Chapter 656 reserve is currently 1 percent of the gross amount to be raised as shown on the assessors' tax recapitulation sheet approved by the Department of Revenue. During FY96 it was determined that various hospital revenue deficits from prior years had not been raised as required by Massachusetts General Law. The City sought and received special legislative authority to issue in June 1996 deficit notes to eliminate this deficit and permit its amortization over a ten year period. In addition to budgetary reductions, service shedding through sale of the municipal hospital and operational reforms, the City undertook a successful operational override of Proposition 2 ½ in June 1990. This created \$10.8 million in additional, recurring, tax revenue. Combined with the issuance of deficit notes, these actions assisted the City in achieving some financial flexibility and stability. In FY03, the Commonwealth received lower than anticipated revenue. The State Legislature authorized the Governor to make significant budgetary reductions to compensate for this loss of revenue, including significant reductions in the amount of state aid originally appropriated for cities and towns. As a result, state aid for Springfield was reduced by \$3.4 million mid-year, after its tax rate had been set. The City took steps to reduce expenditures to absorb the cuts and in doing so, reduced its workforce by 295 employees. This reduced expenditures by approximately \$2.5 million. The City saved another \$1.5 million by reducing work hours for some personnel, reducing non-personnel expenditures, and through the receipt of additional grant funds. Continued changes in the local economy, significant growth in certain cost areas and management difficulty continued to impact the City's financial performance. In FY04, these difficulties resulted in a budget deficit of approximately \$20 million. Exercising authority granted to the City under Chapter 656 of the Acts of 1989, the City imposed a wage freeze on all collective bargaining units, and utilized non-recurring revenue to address this deficit.

#### *Springfield Finance Control Board (SFCB)*

Over two decades, the City of Springfield experienced varying periods of financial stress, culminating in a \$41 million deficit for FY05. In response to this fiscal crisis on June 9, 2004, the Massachusetts Legislature enacted Chapter 169 of the Acts of 2004, An Act Relative to the Financial Stability of the City of Springfield. This legislation provided a \$52 million no interest loan to the City and created the SFCB. The SFCB consisted of five members including the Mayor, the President of the City Council and three members appointed by the Commonwealth's Secretary of Administration and Finance. The SFCB acts by a majority vote of its members. The SFCB dissolved June 30, 2009. The \$52 million loan was deposited into a Trust Fund which was subject to the control of the Commonwealth's Secretary and from which interest-free loans were disbursed to the City from time to time on terms and conditions determined by the SFCB and approved by the Secretary. Over the ensuing years, the SFCB improved the City's finances by renegotiating all collective bargaining agreements; implementing an integrated financial software system MUNIS; collecting tens of millions of dollars in unpaid taxes; investing in infrastructure through the Capital Improvement Plan; restructuring the City's debt structure; enrolling in the state



Group Insurance Commission (GIC) for group health insurance; consistently certifying Free Cash and steadily increasing the reserves each year; implementing a time and attendance system; and improving the effectiveness and efficiency of delivering municipal services through a variety of means, including the establishment of the CitiStat Department and 311 Call Center.

In anticipation of the expiration of the SFCB on June 30, 2009 and continuing a structured transition to local control July 1, 2009, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008 (Chapter 468). This legislation included a series of governance changes, including the creation of the CAFO and the affirmation of the Director of Internal Audit and Comptroller positions created by the SFCB. In addition, the legislation extended the \$52 million loan payback schedule from five years to fifteen years. The CAFO is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments. The CAFO is also required to submit a four year financial plan and a five year capital plan to the Mayor and City council. The Board of Assessors, Treasurer/Collector, Budget Director, Comptroller, Director of Information Technology, Office of Procurement, Director of Human Resources, Labor Relations Director, Director of Capital Asset Construction and any other positions or departments approved by the Mayor are under the direction of the CAFO. The business and financial services of the School Department are under the authority of the CAFO as well. The City and school financial operations were formally consolidated by a vote of the school committee on December 2, 2010, and are overseen by the Director of Finance pursuant to an interdepartmental agreement. The Office of the Comptroller is responsible for maintaining the City's financial records, including the general ledger and subsidiary ledgers, for verifying that all payments are lawful and funding exists, and for preparing financial statements and reports. The Director of Internal Audit examines the City's financial records and conducts financial and performance audits to prevent and detect waste, fraud and abuse as well as improve the efficiency, effectiveness and quality of municipal services. The Director of Internal Audit is also responsible for administering the City's Fraud Hotline. Previously, the responsibilities of Comptroller and Director of Internal Audit were combined under the position of City Auditor.

### *Budget Highlights*

- **Fiscal Year 2010** - On June 30, 2009, the Finance Control Board approved its last budget for the City of \$528.6 million, a decrease of \$2.7 million from FY09. The FY10 budget included a \$13.8 million reduction in Springfield's unrestricted general government aid, as well as a \$5.2 million reduction in Chapter 70 school aid. The Commonwealth provided ARRA funds to offset the reduction in Chapter 70 school aid. The FY10 revenue budget also included revenue associated with a 0.75 percentage point increase in the local option meals tax. The revenue budget included a \$2.3 million decrease in local receipts, driven largely by projected decreases in motor vehicle excise taxes, earnings on investments and payments in lieu of taxes (PILOT). Decreases in both the motor vehicle excise tax and interest earnings on investments are clear impacts of the current economic recession. The PILOT decrease is due to the end of the Tower Square agreement, which is now captured in the City's tax levy. The Finance Control Board authorized the use of up to \$10 million of the City's financial reserve funds to balance the FY10 budget. The City's FY09 mid-year budget reductions made significant progress towards balancing the City's FY10 budget, because the reductions were recurring in nature. There were no additional layoffs in the adopted FY10 budget. The FY10 budget included the funding for the changes in the governance structure as required by Chapter 468 of the Acts of 2008, including the creation of the Chief Administrative and Financial Officer, Department of Labor Relations, and the affirmation of the Director of Internal Audit and Comptroller positions. Throughout FY10, the City continued to collect tax and other debts owed to it. By year end \$1.3 million (tax liens) was collected in back taxes, interest and fines. The City also disposed of properties taken through the tax title process, netting \$1.3 million on properties during the fiscal year. Both spending and revenue surpluses were realized in FY10 and the City certified positive free cash of \$14.8 million. Overall the spending surpluses were realized in the areas of vacancy savings within the public safety agencies and in health insurance where projected enrollment growth was not

realized. In revenue, aggressive tax collections saw surpluses in lien revenue and the 98% assumed collection rate for taxes overall was exceeded.

- **Fiscal Year 2011** - The City Council approved its first budget under local control for FY11 totaling \$533.5 million. At the beginning of the budget process in January 2010, initial estimates suggested a \$45.5 million gap based on departmental budget requests and revenue projections. This gap was closed by a careful review of all spending and revenue and use of Municipal Relief in the City's pension schedule offered by the Commonwealth, along with a conservative use of reserves. The FY11 adopted budget experienced a drop in the budgeted levy based on initial projections by the Assessor's office. This reduction was built into the initial budget planning and spending was adjusted accordingly. In the fall of 2010, as part of the tax rate setting process, the tax levy was finalized and did not see the magnitude of the reduction originally projected during the budget process. Overall, state aid increased by 1.2%, the major driver of which was the increase in Chapter 70 aid, which increased by \$5.2 million or 2% over FY10. Unrestricted General Government Aid decreased by \$1.3 million or 4% below FY10. This represented the fourth consecutive year of reductions in this category totaling 30% since fiscal year 2008. The City utilized \$12.5 million in stabilization reserves to balance the FY11 budget. The FY11 adopted budget included appropriations 1.2% higher than FY10. Employee costs continue to be the main driver of the City's expenses, with 1,460 budgeted employees. Collective bargaining increases were honored within this year's budget, that range from 2.0 to 2.5% increases across all unions. This City maintains its health insurance with the State's GIC that has increased at lesser amounts than experienced prior to joining the GIC. Enrollment in health insurance this year has experienced increases due to health insurance changes at other local businesses, however, that has been offset by the City's policy to educate employees about less expensive plans. This year the City's pension schedule increased by 9%, however, the funding schedule was also extended to 2039 per State legislation; otherwise a more significant increase would have been budgeted. Although the City has been aggressive about debt restructuring and is currently on a declining schedule, there was a 2.9% budgeted increase to account for the Qualified School Construction Bonds issued at the end of FY10. The City continues to support the trash fee enterprise fund with a supplement of \$5.0 million in fiscal year 2011. A \$75 trash fee along with late fees and interest payments will support the remaining trash costs of \$3.7 million. On June 1, 2011, the City experienced a category F3 tornado that impacted a 1 mile swath across the entire City. Estimated damages total \$106 million. The City has segregated all tornado related costs and is in the process of recovery efforts which include Federal and State reimbursements.
- **Fiscal Year 2012** - On May 16, 2011, the Mayor presented the FY12 budget recommendation to the City Council. The FY12 budget recommendation totaled \$544.9 million and represented a 2.1% increase over the FY11 adopted budget and a 0.7% decrease from the FY11 projected budget for the City. The City began the budget process with a projected \$49.4 million gap driven by increases in spending for health insurances and departmental fixed costs and revenue decreases assuming no reserves would be used, the trash fee would be eliminated, State Aid would be reduced and locally generated revenue would remain level. Ultimately, \$25.6 million in spending reductions were implemented including updating the pension valuation schedule based on a 2039 schedule, updating health insurance estimates based on approved GIC rates, elimination of vacant positions, 13.5 layoffs, a wage freeze and 12 furlough days for non-bargaining employees and departmental budget reductions to supplies, professional services, training, travel, and overtime, among other categories. In addition, revenue solutions including updated locally generated revenue based on actual collections, implementing the trash fee in the same \$75 structure as the current year, opting for the hotel/motel tax increase offered by the State and using \$10.5 million in stabilization reserves and \$5 million in overlay surplus certified by the Board of Assessors, balanced the FY12 budget. The City continues to be reliant on State Aid for 60% of its revenue. The State FY12 budget proposals currently pending reduced Unrestricted General Government Aid by 7.2%. The City is currently at its Levy ceiling and new growth has not been projected for FY12. The City continues to maintain a healthy reserve balance but FY11 will be the first year that the City will not re-pay what was borrowed to balance the budget. On June 22, the City Council held its formal budget meeting to adopt an FY12 budget. Before adoption, the Council voted to reduce the

budget by \$2.7 million which included a 5% across the board reduction to all departmental “other than personal services” accounts, the elimination of the CitiStat department and other targeted reductions in Finance, Audit, Information Technology and Procurement, among others. With these reductions the bottom line of the FY12 budget is \$542,203,022 which is a 1.6% increase from the FY11 adopted budget and a 1.2% decrease from the FY11 projected budget which is in the process of being closed. The reductions taken by the Council, which are in the process of being implemented, will have varying impacts across all departments.

### **Long Term Financial Planning**

The City’s Chief Administrative and Financial Officer and Finance Department prepare a 4-year forecast and updates it annually. The instrument provides an initial roadmap of the City’s financial future, aids in planning for upcoming budget years, and provides stakeholders with information about the upcoming challenges facing the City. The City engages in the planning process to illustrate how budget and operational decisions today impact the City in the future. The process and the final report helps the City understand and think through budget decisions. By knowing the projected gap in the future, the City is required to make decisions that may not have an immediate impact but will help alleviate future budgetary gaps. The plan outlines and explores the environment the City operates in (the nationwide economic situation, upcoming issues, and the state economy) and the environment’s impact on the City’s future.

As with any large organization long-term liabilities are continually evaluated and help drive decisions on current year services.

- **Property Tax Limitations** - From 1996 to 2000 Springfield’s tax levy was up against its 2.5 percent levy ceiling, limiting the City’s ability to increase property taxes. Since 2004, the City increased its room between the tax levy and the tax ceiling through additional economic development and higher assessed values. In 2009, Springfield’s assessed values decreased by 7.2 percent and, in 2010, decreased by an additional 3.4 percent. Although a lesser decline than originally expected was encountered in FY11, the City made an effort to reduce property taxes for the majority of businesses and residents.
- **State Aid** - The Commonwealth reduced state aid (Unrestricted General Government Aid) to Springfield by 30% since FY08. Chapter 70 Aid continues to grow, however, so do our education expenses including the City’s required contribution and the non-School eligible spending cost for transportation. Because the City’s budget is reliant on State Aid for 60% of our revenues, our budget follows the same economic cycles experienced by the State.
- **Personnel** - One of the largest costs in the City’s budget is personnel. The City is able to manage these costs through strict control mechanisms such as the Personnel Review Committee. This Committee reviews every hire, backfill, and promotion prior to filling a vacancy and frequently drives a re-examination and modernization of departmental structures as part of its review. Department heads must justify and/or reaffirm the need for every position when a vacancy occurs. Union positions make up the majority of the City’s FTEs along with the need to address their annual contractual pay increases.
- **Benefits** - Prior to Fiscal Year 2007, the City’s health insurance costs were increasing at a rate of 18 percent annually. The City became the first community to join the Group Insurance Commission (GIC). The GIC purchases health insurance for 265,000 state employees and retirees and has significant purchasing power. Over the last number of years, GIC premiums increased at an average 9% annually which is significant growth but much more controlled than under the previous situation.
- **Retirement** - Retirement benefits for local and state employees are uniform across the Commonwealth. Until July 2009, Chapter 32 of the Massachusetts General Laws required municipalities to fully fund their retirement liability by 2028. The Commonwealth’s Fiscal Year 2010 budget included an extension of this requirement to 2030, and further modifications to 2040 were adopted in FY11. The City must revalue its schedule every 3 years and adjust the schedule accordingly. Springfield’s most recent actuarial valuation estimated the City’s unfunded actuarial accrued liability (UAAL) at \$521.5 million as of January 1, 2010. Our funded status is 34.8%.

- **Other Postemployment Benefits** - In addition to providing pension benefits, the City provides health, dental, vision and life insurance to retired employees and their survivors, in accordance with Chapter 32 of the Massachusetts General Laws. The City's OPEB unfunded actuarial accrued liability is estimated at \$854.4 million as of June 30, 2010. In order to fully fund this liability in 30 years, as it does with retirement, the City would have to appropriate \$67.2 million on an annual basis. We currently fund approximately 33% of this amount.
- **Debt Service and Capital Needs** - The City has a \$373 million Capital Improvement Plan that identifies major equipment and construction needs over the next five years. Due to previous deferred maintenance and the number of facilities and parks, the City has significant capital needs. Based on the October 2010 report entitled "Analysis of Outstanding Debt" we are currently evaluating our capacity to sell notes and bonds over the next few fiscal years.

### **Awards & Acknowledgements**

The GFOA awarded a Distinguished Budget Presentation Award to the City of Springfield for its budget document for the fiscal years 2008, 2009, 2010, and 2011. The GFOA established the Distinguished Budget Award in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's recommended practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

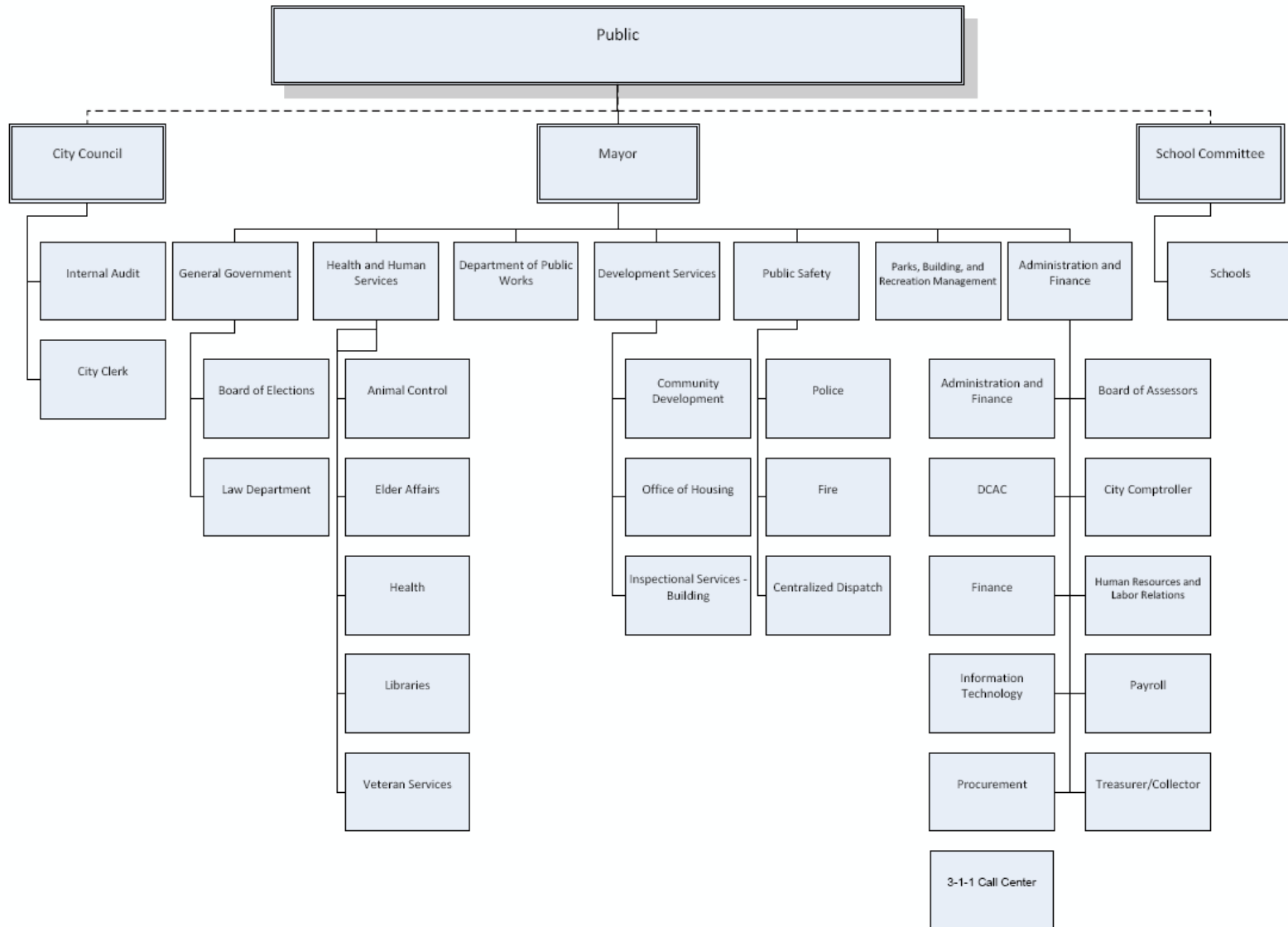
The preparation of both the CAFR and the Distinguished Budget Presentation Award would not have been possible without the efficient and dedicated services of the Administration and Finance Division staff. We would like to express our appreciation to all the members of the departments who assisted and contributed to the preparation of this report. Credit must also be given to the City Council and Mayor for their unfailing support for maintaining the highest standards of professionalism in the management of the City of Springfield's finances.

Respectfully submitted,



Lee C. Erdmann  
Chief Administrative & Financial Officer

# Organizational Chart



**Fiscal Year 2011**

**Directory of Officials**

**Mayor**

Domenic J. Sarno

**City Council**

Jose Tosado At Large (President)

Kateri Walsh At Large (Vice President)	Zeida Luna Ward 1
Michael Fenton Ward 2	Melvin Edwards Ward 3
E. Henry Twiggs Ward 4	Clodovaldo Concepcion Ward 5
Amaad Rivera Ward 6	Timothy Allen Ward 7
John Lysak Ward 8	Thomas Ashe At Large
James Ferrera, III At Large	Timothy Rooke At Large

**School Committee**

Mayor Domenic J. Sarno (Chairman)

Denise Hurst At Large (Vice-Chairman)	Norman Roldan District 1
Barbara Gresham District 2	Christopher Collins District 3
Attorney Peter Murphy District 4	Antonette Pepe At Large

**Appointed City Executive Branch**

Chief Administrative and Financial Officer	Lee C. Erdmann
Finance Director	Timothy J. Plante
Comptroller	Patrick Burns
Budget Director	LeeAnn Pasquini
Director of Internal Audit	Mark Ianello
Treasurer/Collector	Stephen Lonergan
Chairman of the Board of Assessors	Richard J. Allen
City Clerk	Wayman Lee, Esq



# ***Financial Section***



Dr. Seuss National Memorial Sculpture Garden at the Springfield Library and Museums Association Quadrangle.

City of Springfield, Massachusetts  
Comprehensive Annual Financial Report  
For the fiscal year ended June 30, 2011

# ***Financial Section***



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## Independent Auditors' Report

To the Honorable Mayor and the City Council  
City of Springfield, Massachusetts

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Springfield, Massachusetts, as of and for the fiscal year ended June 30, 2011 (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2010), which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Springfield, Massachusetts' management. Our responsibility is to express an opinion on these financial statements based on our audit. We did not audit the financial statements of the Springfield Redevelopment Authority and the Springfield Library and Museums Association, which represent 100% of the discretely presented component unit activities and net assets. Those financial statements were audited by other auditors whose reports thereon have been furnished to us, and our opinion, insofar as it relates to the amounts included for the Springfield Redevelopment Authority and the Springfield Library and Museums Association are based solely on the reports of the other auditors.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, based on our audit and the reports of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, the aggregate remaining fund information of the City of Springfield, Massachusetts, as of June 30, 2011, (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2010), and the respective changes in financial position and cash flows, where applicable, thereof for the fiscal year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated January 18, 2012, on our consideration of the City of Springfield, Massachusetts' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards and should be read in conjunction with this report in considering the results of our audit.

Our audit was made for the purpose of forming an opinion on the financial statements taken as a whole. The combining and individual fund statements and schedules, as listed in the table of contents, are presented for the purpose of supplementary analysis and are not a required part of the financial statements of the City of Springfield, Massachusetts. Such supplementary information has been subjected to the auditing procedures applied in the audit of the financial statements and, in our opinion, is fairly presented in all material respects in relation to the financial statements taken as a whole.

Management's discussion and analysis, located on the following pages, and the schedule of revenues, expenditures and changes in fund balance – general fund – budgetary basis, retirement system schedule of funding progress, retirement system schedule of employer contributions, other postemployment benefits schedule of funding progress and schedule of employer contributions, and other postemployment actuarial methods and assumptions, located after the notes to the basic financial statements, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

The introductory section and statistical tables, as listed in the table of contents, are presented for purposes of additional analysis and are not a required part of the financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

A handwritten signature in cursive script that reads "Bowers & Sullivan LLC".

Wakefield, Massachusetts  
January 18, 2012

# ***Management's Discussion and Analysis***

## ***Management's Discussion and Analysis***

As management of the City of Springfield, Massachusetts, we offer readers of these financial statements this narrative overview and analysis of the financial activities of the City of Springfield for the fiscal year ended June 30, 2011. This is the tenth year our financial statements have been prepared under the Government Accounting Standards Board Statement 34 – Basic Financial Statements - and Management's Discussion and Analysis – for State and Local Governments. We encourage readers to consider the information presented in this report.

The Governmental Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principles (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

Governments must adhere to GASB pronouncements in order to issue their financial statements in conformity with GAAP. The users of financial statements also rely on the independent auditor's opinion. If the City's financial statements have significant departures from GAAP the independent auditors' may issue a qualified opinion or a disclaimer (where no opinion is given). These types of opinions may have an adverse effect on the City's bond rating and our ability to borrow money at favorable interest rates. The financial statements of the primary government have received an unqualified auditor's opinion.

### **Overview of the Financial Statements**

This discussion and analysis is intended to serve as an introduction to the City of Springfield's basic financial statements. These basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The government-wide financial statements provide both long-term and short-term information about the City as a whole. The fund financial statements focus on the individual components of the City government, reporting the City's operations in more detail than the government-wide statements. Both presentations (government-wide and fund) allow the user to address relevant questions, broaden the basis of comparison and enhance the City's accountability. An additional part of the basic financial statements are the notes to the financial statements. The report also contains other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements.** The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net assets* presents information on all assets and liabilities, with the difference between the two reported as *net assets*. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental

activities include general government, public safety, education, public works, health and welfare, culture and recreation, and interest. The business-type activities consist of the City's trash collection activities.

**Fund financial statements.** A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**Governmental funds.** *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The City adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget.

The City reports one major fund. The general fund is considered a major fund and the remaining governmental funds are aggregated and shown as nonmajor governmental funds.

**Proprietary funds.** The City maintains two types of propriety funds.

*Enterprise funds* are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The City uses an enterprise fund to account for its trash activities. The trash enterprise fund is not intended to be self-supporting and requires a substantial subsidy from the general fund; \$5,009,000 and \$3,261,000 in fiscal years 2011 and 2010, respectively.

*Internal service funds* are an accounting device used to accumulate and allocate costs internally among various functions. The City uses this fund to account for risk financing activities related to self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statements because the resources of those funds are *not* available to support the City's own programs. The accounting used for fiduciary funds is much like that used for propriety funds.

**Notes to the basic financial statements.** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

## **Financial Condition**

The financial focus of the past several years has been on resolving the deteriorating financial condition of the City's General Fund and Health Insurance Internal Service Fund. The Special Revenue Funds are self-supporting through charges for services, grants and contributions and therefore do not create deficits in their operations. The Capital Projects Fund is supported by grants and long-term bond issues but can create deficits due to the uncertainty of the final costs incurred during construction.

In order for long-term stability to be obtained the City needed to solve its short-term term budget problems for FY2005 and FY2006. The original budget projections for FY2005 and FY2006 estimated there would be a \$37 million and \$8 million deficit, respectively, that would be funded by loans from the state trust fund. During fiscal years 2005 to 2009, the City initiated a series of cost cutting measures, revenue enhancement processes, and established budgetary reserves and conservative revenue projections to minimize the structural deficit in the General Fund.

As a result of these measures, the General Fund actually had budgetary surpluses/(deficits) of (\$8) million, \$12 million, \$23 million, \$14 million, \$8 million, and \$32 million, in 2011, 2010, 2009, 2008, 2007, and 2006, respectively, where revenues and transfers in exceeded expenditures and transfers out. These surpluses' are all exclusive of amounts transferred to/from the stabilization funds established by the City. The actual results far exceeded the initial expectations but the City believes the structural deficit still exists since some of the surplus was the one-time collection of past due amounts. The result of these favorable results has increased the General Fund total budgetary fund balance to \$67 million at June 30, 2011.

At June 30, 2011 the Health Insurance Internal Service Fund has positive net assets of \$4.0 million compared with \$4.4 million in the prior year. The fund experienced a \$396,000 decrease during FY2011. Employee benefits increased from \$73.7 million in FY2010 to \$77.0 million in FY2011. During fiscal year 2007, the City joined the Commonwealth's Group Insurance Commission (GIC) program in order to gain access to more favorable health insurance rates and further the initiative to reduce costs while still providing quality health coverage to its employees and retirees. The GIC program is fully insured.

## **Recent Improvements**

Fiscal years 2011, 2010, and 2009 included many steps toward improved and streamlined financial management. The City codified financial policies and procedures in order to have greater financial control in all departments. Through the use of the MUNIS financial system, departments have access to real-time budget data and monthly financial reports are generated for all City departments as well as trend analyses generated by the Finance Department. The City also took steps to implement improvements in the individual departments by the hiring of key managers, outsource programs where appropriate, and mandatory training for all financial staff to become familiar with financial policies and procedures. Greater management of the City's large cost centers has also been implemented. This includes joining the state health insurance program (GIC) in 2007 which is projected to provide significant savings for the City over the next several years. Debt service has been restructured to provide a declining payment schedule which will allow the City to address rising capital needs. Springfield has also invested in energy saving improvements in its facilities which has resulted in significant costs savings for the City.

## Government-wide Financial Analysis

As noted earlier, net assets may serve over time as a useful indicator of a government's financial position. The City of Springfield's governmental assets exceeded liabilities for governmental activities by approximately \$372 million. Key components of the City's activities are presented below.

### Governmental Activities

	<u>2011</u>	<u>2010</u>
<b>Assets:</b>		
Current assets.....	\$ 241,691,382	\$ 244,737,149
Noncurrent assets (excluding capital).....	78,647,932	89,460,210
Capital assets, non depreciable.....	77,100,462	31,615,974
Capital assets, net of accumulated depreciation.....	<u>464,347,548</u>	<u>476,806,796</u>
<b>Total assets.....</b>	<b><u>861,787,324</u></b>	<b><u>842,620,129</u></b>
<b>Liabilities:</b>		
Current liabilities (excluding debt).....	66,935,511	63,131,607
Noncurrent liabilities (excluding debt).....	127,118,554	93,740,411
Current debt.....	27,879,128	27,948,622
Noncurrent debt.....	<u>267,402,742</u>	<u>294,045,219</u>
<b>Total liabilities.....</b>	<b><u>489,335,935</u></b>	<b><u>478,865,859</u></b>
<b>Net Assets:</b>		
Invested in capital assets, net of related debt.....	332,597,837	320,198,349
Restricted.....	21,614,220	16,968,807
Unrestricted.....	<u>18,239,332</u>	<u>26,587,114</u>
<b>Total net assets.....</b>	<b><u>\$ 372,451,389</u></b>	<b><u>\$ 363,754,270</u></b>

Governmental net assets of \$332.6 million (89%) reflects its investment in capital assets (e.g., land, buildings, infrastructure, and machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The City uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the net assets of \$21.6 million (6%) represents resources that are subject to external restrictions on how they may be used. The remaining balance of *unrestricted net assets* \$18.2 million (5%) may be used to meet the government's ongoing obligations to citizens and creditors.



The increase of \$8.7 million in net assets primarily relates to two factors. Net assets decreased as a result of the increase in the liability relating to the GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions* (OPEB). GASB 45 has required the City to accrue a liability for other postemployment benefits cumulatively totaling approximately \$99.6 million as of June 30, 2011. The related expenses, \$30.6 million in 2011, have been allocated to the primary government's functions and programs in a similar manner as other employee benefits. This decrease was offset by the recognition of \$41.2 million of capital grants for school construction.

	2011	2010
<b>Program revenues:</b>		
Charges for services.....	\$ 28,040,290	\$ 29,722,401
Operating grants and contributions.....	438,860,676	419,677,283
Capital grants and contributions.....	43,524,730	10,232,406
<b>General Revenues:</b>		
Real estate and personal property taxes.....	164,293,333	165,886,816
Motor vehicle and other excise taxes.....	8,091,348	8,330,634
Penalties and interest on taxes.....	1,677,741	1,613,260
Grants and contributions not restricted to specific programs.....	33,575,257	35,073,838
Unrestricted investment income.....	669,539	807,832
Payments in lieu of taxes.....	5,082,080	6,523,169
Other revenues.....	92,752	28,214
<b>Total revenues.....</b>	<b>723,907,746</b>	<b>677,895,853</b>
<b>Expenses:</b>		
General government.....	62,794,736	63,024,227
Public safety.....	110,047,282	108,229,250
Education.....	466,952,480	455,624,524
Public works.....	33,422,502	26,963,956
Health and welfare.....	10,299,084	9,813,743
Culture and recreation.....	22,118,556	21,342,468
Interest.....	13,266,838	13,458,084
<b>Total expenses.....</b>	<b>718,901,478</b>	<b>698,456,252</b>
<b>Excess (Deficit) before special items and transfers.....</b>	<b>5,006,268</b>	<b>(20,560,399)</b>
<b>Special item - forgiveness of debt, state loan.....</b>	<b>8,700,000</b>	<b>-</b>
<b>Transfers.....</b>	<b>(5,009,149)</b>	<b>(3,260,789)</b>
<b>Change in net assets.....</b>	<b>\$ 8,697,119</b>	<b>\$ (23,821,188)</b>

### *Forgiveness of debt – state loan*

In 2009 the City established the Springfield Promise Fund with monies transferred from stabilization funds provided to the City as loans. The principal of this fund was to be appropriated annually to pay down the loan as scheduled, however the City agreed to pay the loan in full as of June 30, 2010. As described in Note 2, the Commonwealth subsequently forgave \$8.7 million of the loan and this money was re-deposited back into the fund. This fund will be used to provide Springfield students with financial aid counseling for post-secondary education and “last dollar scholarships”.

### *Other financial notes related to governmental activities:*

- Charges for services represent 4% of governmental activities resources. These charges have declined in the past several years relating mainly to former trash services which are now accounted for under the business-type activities and for the Springfield Water and Sewer Commission where the City no longer provides these services. The City can exercise more control over this category of revenue than any other. Fees charged for services rendered that are set by the City are included in this category.
- Operating and capital grants and contributions accounted for 67% of the governmental activities resources. Most of these resources apply to education operations. These resources offset costs within the school department in addition to their General Fund operating budget.
- Property taxes are a significant revenue source for the City’s governmental activities. They comprised 23% of current resources.
- Other taxes and other revenues comprised a total of 6% of the governmental activity’s resources. Other revenues consist mainly of grants and contributions and investment income earned on the City’s deposits.
- Education is by far the largest governmental activity of the City. Approximately \$467 million in expenses were recorded in FY11. After accounting for \$454 million in program revenues, an additional \$13 million in taxes and other revenues were needed to cover its fiscal 2011 operating expenses. Approximately \$44 million of a pension contribution made by the state on-behalf of Springfield teachers has been recorded as an expense and grant revenue.
- General government and Public safety are the second and third largest activities of the City. Approximately \$40 million and \$95 million, respectively, of taxes and other revenues were needed to cover their fiscal 2011 operating expenses.

**Business-type Activities.** Business-type activities increased the City's net assets by \$573,000 during fiscal year 2011. These activities consist of the Trash enterprise fund.

Trash business-type activities assets exceeded liabilities by \$2.9 million at the close of fiscal year 2011. Capital assets net of related debt was \$267,000 which related to the acquisition of capital assets through capital lease financing. Unrestricted net assets amounted to \$2.7 million. The increase in net assets is the result of a \$5.0 million transfer in from the general fund to subsidize the operations of the trash activities. Operating and depreciation expenses amounted to \$8.1 million and \$443 thousand, respectively.

	<u>2011</u>	<u>2010</u>
<b>Assets:</b>		
Current assets.....	\$ 3,232,093	\$ 2,555,010
Capital assets, net of accumulated depreciation.....	<u>2,013,867</u>	<u>1,365,026</u>
<b>Total assets.....</b>	<b><u>5,245,960</u></b>	<b><u>3,920,036</u></b>
<b>Liabilities:</b>		
Current liabilities (excluding debt).....	246,437	180,174
Non-current liabilities (excluding debt).....	309,551	214,520
Current debt.....	585,609	405,713
Noncurrent debt.....	<u>1,161,560</u>	<u>750,176</u>
<b>Total liabilities.....</b>	<b><u>2,303,157</u></b>	<b><u>1,550,583</u></b>
<b>Net Assets:</b>		
Invested in capital assets, net of related debt.....	266,698	209,137
Unrestricted.....	<u>2,676,105</u>	<u>2,160,316</u>
<b>Total net assets.....</b>	<b><u>\$ 2,942,803</u></b>	<b><u>\$ 2,369,453</u></b>
<b>Program revenues:</b>		
Charges for services.....	\$ <u>4,101,890</u>	\$ <u>3,913,653</u>
<b>Total revenues.....</b>	<b><u>4,101,890</u></b>	<b><u>3,913,653</u></b>
<b>Expenses:</b>		
Trash.....	<u>8,537,689</u>	<u>5,962,662</u>
<b>Total expenses.....</b>	<b><u>8,537,689</u></b>	<b><u>5,962,662</u></b>
<b>Excess (Deficiency) before transfers.....</b>	<b>(4,435,799)</b>	<b>(2,049,009)</b>
<b>Transfers.....</b>	<b><u>5,009,149</u></b>	<b><u>3,260,789</u></b>
<b>Change in net assets.....</b>	<b><u>\$ 573,350</u></b>	<b><u>\$ 1,211,780</u></b>

## **Financial Analysis of the Government's Funds**

As noted earlier, the City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The focus of the City of Springfield's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City of Springfield's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

Fiscal year 2011 was the City's initial year of implementation of GASB #54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The implementation of this standard has changed the fund balance components into nonspendable, restricted, committed, assigned and unassigned. Additionally, under the new standard, the City's stabilization funds are reported within the general fund as unassigned.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of approximately \$163.8 million, a decrease of approximately \$2.5 million from the prior year. The decrease is primarily due to the general fund balance decrease of \$8.8 million offset by an increase in the nonmajor funds due to the recognition of \$8.7 million of forgiveness of debt.

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was approximately \$64.3 million, while total fund balance was approximately \$98.1 million. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents approximately 11% of total general fund expenditures, while total fund balance represents approximately 17% of that same amount. The General Fund's fund balance decreased by \$8.8 million due to the City's planned use of reserves.

### **General Fund Budgetary Highlights**

The City of Springfield adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget. Budgeted revenues exceed actual revenues by \$1.9 million or a .36% deficit, while actual expenditures, including carryovers, were less than budgeted amounts by \$5.2 million, or a 1% surplus. The City carried over \$27 million in appropriations to FY12. During fiscal year 2011, the City approved additional appropriations totaling approximately \$46 million, including transfers out of \$35 million to the stabilization fund.

### **Capital Asset and Debt Administration**

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2011, approximately \$16.6 million of such assistance was received. Approximately \$110 million is expected to be received in future fiscal years. Of this amount, \$27 million represents reimbursement of long-term interest costs, and \$83 million represents reimbursement of approved construction costs.

More recently, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School, various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or \$112,500,000 of eligible construction costs towards the new Putnam School. During the fiscal year the City received \$22.2 million and recorded a receivable for an additional \$20.9 million for these projects.

Major capital assets are funded by the issuance of long-term debt. During fiscal year 2010 the City issued \$17.9 million of long-term debt to be used for various school construction projects. During FY2011 the City spent and capitalized additions totaling approximately \$65.9 million on the new Putnam Vocational School and other City-wide projects. The Business-Type Activities acquired \$1.1 million of new vehicles under capital leases.

Outstanding long-term debt of the general government, as of June 30, 2011, totaled approximately \$293 million, including unamortized premiums of \$6.2 million.

Please refer to notes 5, 7, 8, and 9 to the financial statements for further discussion of the major capital asset and debt activity.

### ***Requests for Information***

This financial report is designed to provide a general overview of the City of Springfield's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Chief Administrative and Financial Officer or the City Comptroller at, 36 Court Street, Springfield, MA 01103.

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# ***Basic Financial Statements***

## STATEMENT OF NET ASSETS

JUNE 30, 2011

	Primary Government			Component Units	
	Governmental Activities	Business-type Activities	Total	Springfield Redevelopment Authority	Springfield Library and Museums Association
<b>ASSETS</b>					
<b>CURRENT:</b>					
Cash and cash equivalents.....	\$ 187,207,429	\$ 2,279,532	\$ 189,486,961	\$ 153,541	\$ 15,268
Restricted cash and cash equivalents.....	3,351,214	-	3,351,214	4,032,418	-
Investments.....	-	-	-	-	9,031,726
Receivables, net of allowance for uncollectibles:					
Real estate and personal property taxes.....	4,050,984	-	4,050,984	-	-
Tax liens.....	1,637,417	-	1,637,417	-	-
Motor vehicle excise taxes.....	2,274,652	-	2,274,652	-	-
Departmental and other.....	3,625,594	-	3,625,594	650,000	-
Trash fees.....	-	952,561	952,561	-	-
Intergovernmental.....	39,069,092	-	39,069,092	2,222,631	-
Loans.....	375,000	-	375,000	-	-
Contributions.....	-	-	-	-	438,475
Other.....	-	-	-	-	226,588
Prepaid expenses and supplies.....	-	-	-	-	314,143
Working capital deposit.....	100,000	-	100,000	-	-
<b>NONCURRENT:</b>					
Restricted cash and cash equivalents held by custodian.....	790,196	-	790,196	-	-
Receivables, net of allowance for uncollectibles:					
Departmental and other.....	1,323,867	-	1,323,867	4,663,016	-
Intergovernmental.....	71,812,774	-	71,812,774	-	-
Loans.....	4,721,095	-	4,721,095	-	-
Contributions.....	-	-	-	-	3,009,272
Beneficial interest in perpetual trusts.....	-	-	-	-	23,028,128
Capital assets, non depreciable.....	77,100,462	-	77,100,462	2,833,897	-
Capital assets, net of accumulated depreciation.....	464,347,548	2,013,867	466,361,415	3,153,930	18,972,079
<b>TOTAL ASSETS.....</b>	<b>861,787,324</b>	<b>5,245,960</b>	<b>867,033,284</b>	<b>17,709,433</b>	<b>55,035,679</b>
<b>LIABILITIES</b>					
<b>CURRENT:</b>					
Warrants payable.....	16,832,909	207,754	17,040,663	482,066	624,493
Accrued unemployment liability.....	1,030,000	-	1,030,000	-	-
Accrued payroll.....	10,321,200	38,683	10,359,883	-	-
Accrued expenses.....	-	-	-	-	374,922
Employee contributions paid in advance.....	2,108,455	-	2,108,455	-	-
Health claims payable.....	112,703	-	112,703	-	-
Tax refunds payable.....	14,380,424	-	14,380,424	-	-
Accrued interest.....	5,490,591	-	5,490,591	30,310	-
Other liabilities.....	4,670,255	-	4,670,255	18,772	-
Taxes collected in advance and unearned revenue.....	18,974	-	18,974	2,105,838	-
Capital lease obligations.....	755,152	585,609	1,340,761	-	-
Landfill closure.....	750,000	-	750,000	-	-
Compensated absences.....	6,584,000	-	6,584,000	-	-
Workers' compensation.....	1,039,000	-	1,039,000	-	-
Due to granting agencies.....	3,597,000	-	3,597,000	-	-
Lines of credit.....	-	-	-	-	3,640,073
Bonds and notes payable.....	27,123,976	-	27,123,976	2,277,763	196,794
<b>NONCURRENT:</b>					
Capital lease obligations.....	1,592,986	1,161,560	2,754,546	-	-
Due to granting agencies.....	4,964,000	-	4,964,000	-	-
Compensated absences.....	12,933,199	-	12,933,199	-	-
Workers' compensation.....	2,426,000	-	2,426,000	-	-
Unearned revenue.....	-	-	-	3,834,022	-
Landfill closure.....	7,250,000	-	7,250,000	-	-
Other postemployment benefits.....	99,545,355	309,551	99,854,906	-	-
Bonds and notes payable.....	265,809,756	-	265,809,756	2,486,765	508,669
<b>TOTAL LIABILITIES.....</b>	<b>489,335,935</b>	<b>2,303,157</b>	<b>491,639,092</b>	<b>11,235,536</b>	<b>5,344,951</b>
<b>NET ASSETS</b>					
Invested in capital assets, net of related debt.....	332,597,837	266,698	332,864,535	1,725,597	18,266,616
Restricted for:					
Chapter 656 Reserve.....	5,505,766	-	5,505,766	-	-
Debt service.....	790,196	-	790,196	-	2,626,724
Loans.....	132,095	-	132,095	-	-
Permanent funds.....	1,857,140	-	1,857,140	-	-
Grants and gifts.....	13,329,023	-	13,329,023	3,659,630	7,337,272
Unrestricted.....	18,239,332	2,676,105	20,915,437	1,088,670	21,460,116
<b>TOTAL NET ASSETS.....</b>	<b>\$ 372,451,389</b>	<b>\$ 2,942,803</b>	<b>\$ 375,394,192</b>	<b>\$ 6,473,897</b>	<b>\$ 49,690,728</b>

See notes to basic financial statements.



**STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2011

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	
<b>Primary Government:</b>					
<i>Governmental Activities:</i>					
General government.....	\$ 62,794,736	\$ 7,373,206	\$ 15,180,409	\$ -	\$ (40,241,121)
Public safety.....	110,047,282	7,059,899	7,891,502	-	(95,095,881)
Education.....	466,952,480	8,545,601	404,209,135	41,164,495	(13,033,249)
Public works.....	33,422,502	2,010,461	22,809	2,360,235	(29,028,997)
Health and welfare.....	10,299,084	288,121	3,630,728	-	(6,380,235)
Culture and recreation.....	22,118,556	2,763,002	1,333,722	-	(18,021,832)
Interest.....	13,266,838	-	6,592,371	-	(6,674,467)
<b>Total Governmental Activities.....</b>	<b>718,901,478</b>	<b>28,040,290</b>	<b>438,860,676</b>	<b>43,524,730</b>	<b>(208,475,782)</b>
<i>Business-Type Activities:</i>					
Trash.....	8,537,689	4,101,890	-	-	(4,435,799)
<b>Total Primary Government.....</b>	<b>\$ 727,439,167</b>	<b>\$ 32,142,180</b>	<b>\$ 438,860,676</b>	<b>\$ 43,524,730</b>	<b>\$ (212,911,581)</b>
<b>Component Units:</b>					
Springfield Redevelopment Authority.....	\$ 3,013,440	\$ 567,983	\$ 6,340,210	\$ -	\$ 3,894,753
Springfield Library and Museums Association....	7,163,418	1,721,029	3,166,530	-	(2,275,859)
<b>Total Component Units.....</b>	<b>\$ 10,176,858</b>	<b>\$ 2,289,012</b>	<b>\$ 9,506,740</b>	<b>\$ -</b>	<b>\$ 1,618,894</b>

See notes to basic financial statements.

(Continued)

**STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2011

	<u>Primary Government</u>			<u>Component Units</u>	
	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>	<u>Springfield Redevelopment Authority</u>	<u>Springfield Library and Museums Association</u>
<b>Changes in net assets:</b>					
Net (expense) revenue from previous page.....	\$ (208,475,782)	\$ (4,435,799)	\$ (212,911,581)	\$ 3,894,753	\$ (2,275,859)
<i>General revenues:</i>					
Real estate and personal property taxes, net of tax refunds payable.....	159,965,027	-	159,965,027	-	-
Tax liens.....	4,328,306	-	4,328,306	-	-
Motor vehicle and other excise taxes.....	7,323,777	-	7,323,777	-	-
Hotel/motel tax.....	767,571	-	767,571	-	-
Penalties and interest on taxes.....	1,677,741	-	1,677,741	-	-
Payments in lieu of taxes.....	5,082,080	-	5,082,080	-	-
Grants and contributions not restricted to specific programs.....	33,575,257	-	33,575,257	-	3,684,634
Unrestricted investment income.....	669,539	-	669,539	20,111	3,087,551
Miscellaneous.....	92,752	-	92,752	-	25,759
Special item - allowance for uncollectible receivables.....	-	-	-	(4,436,984)	-
Special item - forgiveness of debt - State loan.....	8,700,000	-	8,700,000	-	-
Transfers, net .....	(5,009,149)	5,009,149	-	-	-
<b>Total general revenues.....</b>	<b>217,172,901</b>	<b>5,009,149</b>	<b>222,182,050</b>	<b>(4,416,873)</b>	<b>6,797,944</b>
Change in net assets.....	8,697,119	573,350	9,270,469	(522,120)	4,522,085
<i>Net Assets:</i>					
Beginning of year.....	363,754,270	2,369,453	366,123,723	6,996,017	45,168,643
End of year.....	\$ 372,451,389	\$ 2,942,803	\$ 375,394,192	\$ 6,473,897	\$ 49,690,728

See notes to basic financial statements.

(Concluded)

**GOVERNMENTAL FUNDS  
BALANCE SHEET**

JUNE 30, 2011

<b>ASSET</b>	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Cash and cash equivalents.....	\$ 126,029,845	\$ 54,333,870	\$ 180,363,715
Restricted cash and investments.....	-	4,141,410	4,141,410
Receivables, net of uncollectibles:			
Real estate and personal property taxes.....	4,050,984	-	4,050,984
Tax liens .....	1,637,417	-	1,637,417
Motor vehicle excise taxes.....	2,274,652	-	2,274,652
Departmental and other.....	4,279,592	650,895	4,930,487
Intergovernmental.....	82,589,708	28,292,158	110,881,866
Loans.....	-	5,096,095	5,096,095
Due from other funds.....	-	1,645,346	1,645,346
Working capital deposit.....	100,000	-	100,000
<b>TOTAL ASSETS.....</b>	<b>\$ 220,962,198</b>	<b>\$ 94,159,774</b>	<b>\$ 315,121,972</b>
 <b>LIABILITIES AND FUND BALANCES</b>			
<b>LIABILITIES:</b>			
Warrants payable.....	\$ 4,998,325	\$ 11,806,374	\$ 16,804,699
Accrued unemployment liability.....	360,000	-	360,000
Accrued payroll.....	8,805,290	1,515,910	10,321,200
Tax refunds payable.....	14,380,424	-	14,380,424
Due to granting agencies.....	-	8,561,000	8,561,000
Other liabilities.....	2,626,721	2,043,534	4,670,255
Deferred revenues.....	91,740,367	2,808,957	94,549,324
Due to other funds.....	-	1,645,346	1,645,346
<b>TOTAL LIABILITIES.....</b>	<b>122,911,127</b>	<b>28,381,121</b>	<b>151,292,248</b>
 <b>FUND BALANCES:</b>			
Restricted.....	30,421,176	66,102,729	96,523,905
Assigned.....	3,341,976	-	3,341,976
Unassigned.....	64,287,919	(324,076)	63,963,843
<b>TOTAL FUND BALANCES.....</b>	<b>98,051,071</b>	<b>65,778,653</b>	<b>163,829,724</b>
<b>TOTAL LIABILITIES AND FUND BALANCES.....</b>	<b>\$ 220,962,198</b>	<b>\$ 94,159,774</b>	<b>\$ 315,121,972</b>

See notes to basic financial statements.

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET  
TOTAL FUND BALANCES TO THE STATEMENT OF NET ASSETS**

JUNE 30, 2011

Total governmental fund balances.....		\$ 163,829,724
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....		541,448,010
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds.....		94,549,324
Internal service funds are used by management to account for health insurance and parts inventory.		
The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net assets.....		4,594,346
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....		(5,490,591)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:		
Bonds and notes payable.....	(292,933,732)	
Capital lease obligations.....	(2,348,138)	
Landfill closure liability.....	(8,000,000)	
Accrued unemployment liability.....	(670,000)	
Workers compensation liability.....	(3,465,000)	
Compensated absences.....	(19,517,199)	
Other postemployment benefits.....	<u>(99,545,355)</u>	
Net effect of reporting long-term liabilities.....		<u>(426,479,424)</u>
Net assets of governmental activities.....		<u>\$ 372,451,389</u>

See notes to basic financial statements.

**GOVERNMENTAL FUNDS**  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2011

	General	Nonmajor Governmental Funds	Total Governmental Funds
<b>REVENUES:</b>			
Real estate and personal property taxes, net of tax refunds.....	\$ 160,413,338	\$ -	\$ 160,413,338
Tax liens.....	3,448,477	-	3,448,477
Motor vehicle and other excise taxes.....	7,691,115	-	7,691,115
Hotel/motel tax.....	767,571	-	767,571
Charges for services.....	786,852	567,092	1,353,944
Penalties and interest on taxes.....	1,677,741	-	1,677,741
Payments in lieu of taxes.....	5,082,080	-	5,082,080
Licenses and permits.....	3,432,098	-	3,432,098
Fines and forfeitures.....	5,422,955	28,850	5,451,805
Intergovernmental.....	364,379,280	164,507,056	528,886,336
Departmental and other.....	9,345,615	6,187,988	15,533,603
Contributions.....	-	2,568,421	2,568,421
Investment income.....	553,353	122,165	675,518
<b>TOTAL REVENUES.....</b>	<b>563,000,475</b>	<b>173,981,572</b>	<b>736,982,047</b>
<b>EXPENDITURES:</b>			
Current:			
General government.....	36,621,229	21,078,542	57,699,771
Public safety.....	59,310,809	13,717,227	73,028,036
Education.....	344,177,906	138,149,244	482,327,150
Public works.....	11,276,758	3,430,088	14,706,846
Health and welfare.....	4,240,890	4,757,138	8,998,028
Culture and recreation.....	13,397,356	2,357,390	15,754,746
Pension benefits.....	24,254,094	-	24,254,094
Employee fringe benefits - non school.....	1,342,238	-	1,342,238
Employee health benefits - non school.....	22,470,194	-	22,470,194
State, county and district assessments.....	2,896,717	-	2,896,717
Debt service:			
Principal.....	26,509,108	-	26,509,108
Interest.....	14,656,717	-	14,656,717
<b>TOTAL EXPENDITURES.....</b>	<b>561,154,016</b>	<b>183,489,629</b>	<b>744,643,645</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>1,846,459</b>	<b>(9,508,057)</b>	<b>(7,661,598)</b>
<b>OTHER FINANCING SOURCES (USES):</b>			
Capital lease financing.....	-	1,436,799	1,436,799
Transfers in.....	264,879	8,839,593	9,104,472
Transfers out.....	(10,910,492)	(3,203,129)	(14,113,621)
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>(10,645,613)</b>	<b>7,073,263</b>	<b>(3,572,350)</b>
<b>SPECIAL ITEM:</b>			
Forgiveness of debt - State loan.....	-	8,700,000	8,700,000
<b>NET CHANGE IN FUND BALANCES.....</b>	<b>(8,799,154)</b>	<b>6,265,206</b>	<b>(2,533,948)</b>
<b>FUND BALANCES AT BEGINNING OF YEAR (AS REVISED)...</b>	<b>106,850,225</b>	<b>59,513,447</b>	<b>166,363,672</b>
<b>FUND BALANCES AT END OF YEAR.....</b>	<b>\$ 98,051,071</b>	<b>\$ 65,778,653</b>	<b>\$ 163,829,724</b>

See notes to basic financial statements.

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2011

Net change in fund balances - total governmental funds.....	\$	(2,533,948)
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.</p>		
Capital outlay.....	65,920,413	
Depreciation expense.....	<u>(32,895,173)</u>	
Net effect of reporting capital assets.....		33,025,240
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue.....</p>		
		(14,851,063)
<p>The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net assets. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.</p>		
Capital lease financing.....	(1,436,799)	
Capital lease principal payments.....	723,551	
Amortization of bond premiums.....	916,111	
Debt service principal payments.....	<u>26,509,108</u>	
Net effect of reporting long-term debt.....		26,711,971
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.</p>		
Net change in compensated absences accrual.....	(29,729)	
Net change in workers compensation accrual.....	121,000	
Net change in accrued interest on long-term debt.....	473,768	
Net change in unemployment liability accrual.....	(20,000)	
Net change in landfill accrual.....	(3,289,382)	
Other postemployment benefits.....	<u>(30,560,032)</u>	
Net effect of recording long-term liabilities.....		(33,304,375)
<p>Internal service funds are used by management to account for health insurance and workers' compensation activities.</p>		
The net activity of internal service funds is reported with Governmental Activities.....		<u>(350,706)</u>
Change in net assets of governmental activities.....	\$	<u><u>8,697,119</u></u>

See notes to basic financial statements.

**PROPRIETARY FUNDS**  
STATEMENT OF NET ASSETS

JUNE 30, 2011

	<u>Business-type Activities- Trash Enterprise Fund</u>	<u>Governmental Activities - Internal Service Funds</u>
<b>ASSETS</b>		
CURRENT:		
Cash and cash equivalents.....	\$ 2,279,532	\$ 6,843,714
Receivables, net of allowance for uncollectibles:		
Trash fees.....	952,561	-
Departmental and other.....	-	18,974
	<u>3,232,093</u>	<u>6,862,688</u>
Total current assets.....		
	<u>3,232,093</u>	<u>6,862,688</u>
NONCURRENT:		
Capital assets, net of accumulated depreciation.....	<u>2,013,867</u>	<u>-</u>
TOTAL ASSETS.....	<u>5,245,960</u>	<u>6,862,688</u>
<b>LIABILITIES</b>		
CURRENT:		
Warrants payable.....	207,754	28,210
Accrued payroll.....	38,683	-
Unearned revenues.....	-	18,974
Capital lease obligations.....	585,609	-
Employee contributions paid in advance.....	-	2,108,455
Health claims payable.....	-	112,703
	<u>832,046</u>	<u>2,268,342</u>
Total current liabilities.....		
	<u>832,046</u>	<u>2,268,342</u>
NONCURRENT:		
Capital lease obligations.....	1,161,560	-
Other postemployment benefits.....	309,551	-
	<u>1,471,111</u>	<u>-</u>
Total noncurrent liabilities.....		
	<u>1,471,111</u>	<u>-</u>
TOTAL LIABILITIES.....	<u>2,303,157</u>	<u>2,268,342</u>
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt.....	266,698	-
Unrestricted.....	<u>2,676,105</u>	<u>4,594,346</u>
TOTAL NET ASSETS.....	<u>\$ 2,942,803</u>	<u>\$ 4,594,346</u>

See notes to basic financial statements.

**PROPRIETARY FUNDS**  
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2011

	Business-type Activities- Trash Enterprise Fund	Governmental Activities - Internal Service Funds
<b>OPERATING REVENUES:</b>		
Employee contributions .....	\$ -	\$ 18,584,420
Employer contributions .....	-	57,994,748
Charges for services.....	4,101,890	1,769,456
<b>TOTAL OPERATING REVENUES .....</b>	<b>4,101,890</b>	<b>78,348,624</b>
<b>OPERATING EXPENSES:</b>		
Cost of services and administration .....	7,425,797	1,723,242
Employee benefits .....	668,482	76,983,394
Depreciation.....	443,410	-
<b>TOTAL OPERATING EXPENSES .....</b>	<b>8,537,689</b>	<b>78,706,636</b>
<b>OPERATING INCOME (LOSS).....</b>	<b>(4,435,799)</b>	<b>(358,012)</b>
<b>NONOPERATING REVENUES (EXPENSES):</b>		
Investment income.....	-	7,306
<b>NET INCOME (LOSS) BEFORE TRANSFERS.....</b>	<b>(4,435,799)</b>	<b>(350,706)</b>
<b>TRANSFERS:</b>		
Transfers in.....	5,009,149	-
<b>CHANGE IN NET ASSETS.....</b>	<b>573,350</b>	<b>(350,706)</b>
<b>NET ASSETS AT BEGINNING OF YEAR.....</b>	<b>2,369,453</b>	<b>4,945,052</b>
<b>NET ASSETS AT END OF YEAR.....</b>	<b>\$ 2,942,803</b>	<b>\$ 4,594,346</b>

See notes to basic financial statements.



**PROPRIETARY FUNDS**  
STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2011

	Business-type Activities- Trash Enterprise Fund	Governmental Activities - Internal Service Funds
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES:</u></b>		
Receipts from customers and users.....	\$ 4,314,871	\$ 18,462,849
Receipts from interfund services provided.....	-	59,566,931
Payments to vendors.....	(4,791,976)	-
Payments to employees.....	(3,136,722)	-
Payments for interfund services used.....	-	(78,774,126)
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>(3,613,827)</b>	<b>(744,346)</b>
<b><u>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</u></b>		
Transfers in.....	5,009,149	-
<b><u>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</u></b>		
Capital lease payments.....	(500,971)	-
<b><u>CASH FLOWS FROM INVESTING ACTIVITIES:</u></b>		
Investment income.....	-	7,306
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS.....</b>	<b>894,351</b>	<b>(737,040)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....</b>	<b>1,385,181</b>	<b>7,580,754</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR.....</b>	<b>\$ 2,279,532</b>	<b>\$ 6,843,714</b>
<b><u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u></b>		
Operating income (loss).....	\$ (4,435,799)	\$ (358,012)
Adjustments to reconcile operating income to net cash from operating activities:		
Depreciation.....	443,410	-
Changes in assets and liabilities:		
Trash fees.....	217,268	-
Departmental and other.....	-	403
Warrants payable.....	31,867	(67,490)
Accrued payroll.....	38,683	-
Unearned revenues.....	(4,287)	(211,309)
Other postemployment benefits.....	95,031	-
Employee contributions paid in advance.....	-	(121,571)
Health claims payable.....	-	13,633
Total adjustments.....	821,972	(386,334)
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>\$ (3,613,827)</b>	<b>\$ (744,346)</b>
<b><u>NONCASH INVESTING, CAPITAL, AND FINANCING ACTIVITIES:</u></b>		
Acquisition of capital assets under capital lease obligations.....	\$ 1,092,251	\$ -

See notes to basic financial statements.

**FIDUCIARY FUNDS**  
STATEMENT OF FIDUCIARY NET ASSETS

JUNE 30, 2011

	Pension Trust Fund (as of December 31, 2010)	Agency Funds
<b>ASSETS</b>		
Cash and cash equivalents.....	\$ 2,164,197	\$ 546,152
Investments:		
Alternative investments.....	3,285,224	-
Pension reserve investment trust funds.....	243,773,158	-
Receivables, net of allowance for uncollectibles:		
Departmental and other.....	3,277	-
<b>TOTAL ASSETS</b> .....	<b>249,225,856</b>	<b>546,152</b>
<b>LIABILITIES</b>		
Liabilities due depositors.....	-	546,152
<b>NET ASSETS</b>		
Held in trust for pension benefits.....	\$ 249,225,856	\$ -

See notes to basic financial statements.

**FIDUCIARY FUNDS**  
STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS

FISCAL YEAR ENDED JUNE 30, 2011

	Pension Trust Fund (year ended December 31, 2010)
<b>ADDITIONS:</b>	
Contributions:	
Employer.....	\$ 35,984,472
Plan members.....	11,739,338
Total contributions.....	47,723,810
Net investment income:	
Net change in fair value of investments.....	23,578,828
PRIT investment income.....	6,431,362
Total investment income.....	30,010,190
Less: investment expense.....	(1,134,454)
Net investment income.....	28,875,736
Intergovernmental.....	1,167,295
Transfers from other systems.....	1,000,149
TOTAL ADDITIONS.....	78,766,990
<b>DEDUCTIONS:</b>	
Administration.....	667,300
Transfers to other systems.....	2,000,766
Retirement benefits and refunds.....	58,853,907
TOTAL DEDUCTIONS.....	61,521,973
CHANGE IN NET ASSETS.....	17,245,017
NET ASSETS AT BEGINNING OF YEAR.....	231,980,839
NET ASSETS AT END OF YEAR.....	\$ 249,225,856

See notes to basic financial statements.

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accompanying basic financial statements of the City of Springfield, Massachusetts (the City) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant City accounting policies are described herein.

**A. Reporting Entity**

The City is a municipal corporation governed by its Massachusetts Plan A charter, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen member City Council, consisting of five members elected at large and one from each of the eight wards serves as a representative legislature.

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the City (the primary government) and its component units. Three entities have been included as component units in the reporting entity because of the significance of their operational and financial relationships.

*Blended Component Units* – Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the primary government:

In the Fiduciary Funds:

- (1) The Springfield Contributory Retirement System (the System) was established to provide retirement benefits to City employees and their beneficiaries. The System is governed by a five-member board comprised of the Director of Internal Audit (ex-officio), two members elected by the System's membership, one member appointed by the System's four other Board members, and one member appointed by the City's Mayor. The System is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

*Discretely Presented Component Units* – Discretely presented component units are entities that are legally separate from the City, but are financially accountable to the City, or whose relationships with the City are such that exclusion would cause the City's financial statements to be misleading or incomplete. The City has included the following Discretely Presented Component Units:

- (2) The Springfield Redevelopment Authority (SRA) was chartered by the Commonwealth of Massachusetts in 1960 and is governed by Chapter 121B of the Massachusetts General Laws. The Authority was formed to conduct Springfield urban renewal projects and to redevelop its downtown.
- (3) The Springfield Library and Museums Association (SLMA) is a private nonprofit education association which holds and cares for collections of many different kinds of materials, objects and artifacts, makes them accessible and promotes their use for educational, recreational and informational purposes by the residents of Greater Springfield and Western New England.

The Association has entered into certain agreements, including a lease with the City of Springfield, whereby the City operates general library services using a building owned by the Association as its central library building.

*Related Organizations* – The Mayor has the responsibility, with the approval of the City Council, to appoint the three member Board of Commissioners for the Springfield Water and Sewer Commission, however, the City's accountability for these organizations does not extend beyond making these appointments.

### **Availability of Financial Information for Component Units**

The System did not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

The SRA issues a separate audited financial report. That report may be obtained by contacting the SRA located at 70 Tapley Street, Springfield, MA 01104.

The SLMA issues a separate audited financial report. That report may be obtained by contacting the SLMA located at 220 State Street, Springfield, MA 01103.

### **B. Government-Wide and Fund Financial Statements**

#### *Government-Wide Financial Statements*

The government-wide financial statements (i.e., statement of net assets and the statement of changes in net assets) report information on all of the non-fiduciary activities of the primary government and its component units.

*Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

#### *Fund Financial Statements*

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

#### *Major Fund Criteria*

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

### C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

#### *Government-Wide Financial Statements*

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

#### *Fund Financial Statements*

**Governmental** fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, certain compensated absences, and claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The nonmajor governmental funds consist of other special revenue, capital projects, debt service, and permanent funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds, debt service, or capital projects.

The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.

The *debt service fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest. Debt service funds should be used to report resources if legally mandated. Financial resources that are being accumulated for principal and interest maturing in future years also should be reported in debt service funds.

The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs. These resources are either nonspendable or restricted.

**Proprietary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following proprietary funds are reported:

The *trash enterprise fund* is used to account for the City's trash pick-up activities.

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to the remaining self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

**Fiduciary** fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *agency fund* is used to account for assets held in a purely custodial capacity. Agency funds apply the accrual basis of accounting but do not have a measurement focus.

#### *Government-Wide and Fund Financial Statements*

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed in both the government-wide and propriety fund financial statements to the extent that those standards do not conflict with or contradict guidance of the Government Accounting Standards Board. Governments also have the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to the same limitation. The City has elected not to follow subsequent private-sector guidance.

#### D. Cash and Investments

##### *Government-Wide and Fund Financial Statements*

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value.

#### E. Accounts Receivable

##### *Government-Wide and Fund Financial Statements*

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

#### ***Real Estate, Personal Property Taxes and Tax Liens***

Real estate and personal property taxes are levied and based on values assessed on January 1<sup>st</sup> of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1<sup>st</sup>, November 1<sup>st</sup>, February 1<sup>st</sup> and May 1<sup>st</sup> and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the fiscal year of the levy.

Real estate tax liens are processed on delinquent properties and are recorded as receivables in the fiscal year they are processed. Real estate receivables that are secured via the tax lien process are considered more likely to be collected. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Personal property taxes cannot be secured through the lien process. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.



**Motor Vehicle Excise**

Motor vehicle excise taxes are assessed annually for each vehicle registered in the City and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

**Intergovernmental**

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

**Other**

Departmental and loan receivables are recorded as receivables in the fiscal year the revenue is earned. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

**F. Inventories***Government-Wide and Fund Financial Statements*

Inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund based financial statements, and therefore are not reported.

**G. Capital Assets***Government-Wide and Proprietary Fund Financial Statements*

Capital assets, including land, construction in process, land improvements, buildings and improvements, machinery and equipment, and infrastructure, are reported in the applicable governmental or business-type activity column of the government-wide financial statements, and in the proprietary fund financial statements, where applicable. Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

All purchases and construction costs in excess of \$15,000 are capitalized at the date of acquisition or construction with expected useful lives of greater than one year.

Capital assets (excluding land and construction in process) are depreciated on a straight-line basis. The estimated useful lives of capital assets being depreciated are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Infrastructure.....	40-100
Buildings.....	40
Building improvements.....	20
Vehicles.....	5-10
Office equipment.....	5-10
Computer equipment.....	5-10

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

*Governmental Fund Financial Statements*

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

H. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

*Government-Wide Financial Statements*

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net assets as "internal balances".

*Fund Financial Statements*

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

I. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

*Government-Wide Financial Statements*

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net assets. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

*Fund Financial Statements*

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

J. Deferred Revenue

Deferred revenue at the governmental fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

K. Net Assets and Fund Equity*Government-Wide Financial Statements (Net Assets)*

Net assets are reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net assets reported as “invested in capital assets, net of related debt” includes capital assets, net of accumulated depreciation, less the principal balance of outstanding debt used to acquire capital assets. Unspent proceeds of capital related debt are not considered to be capital assets. Outstanding debt related to future reimbursements from the state’s school building program is not considered to be capital related debt.

Net assets have been “restricted for” the following:

“MGL Chapter 656; An Act relative to reorganization of the financial management structure of the City of Springfield” requires the City to raise an amount equal to 1% of the prior year’s gross amounts to be raised. The City may reduce this amount by any funds remaining in the reserve from the prior year. Expenditures may be made for extraordinary and unforeseen expenses as determined by the Mayor with the approval of the City Council.

“Debt service” represents required sinking fund payment and the accumulation of funds for the retirement of long-term debt.

“Loans” represents the City’s Community Development outstanding loans receivable balances, net of the amounts due back to granting agencies.

“Permanent funds” represents amounts held in trust for which the expenditures are restricted by various trust agreements.

“Grants and gifts” represents amounts held for school and other grants, as well as gift funds.

*Fund Financial Statements (Fund Balances)*

Governmental fund balances are classified as nonspendable, restricted, committed, assigned, or unassigned based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent.

The governmental fund balance classifications are as follows:

“Nonspendable” fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

“Restricted” fund balance includes amounts subject to constraints placed on the use of resources that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

“Committed” fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority.

“Assigned” fund balance includes amounts that are constrained by the City’s intent to be used for specific purposes, but are neither restricted nor committed.

“Unassigned” fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.

#### L. Long-term Debt

##### *Government-Wide and Proprietary Fund Financial Statements*

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net assets. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

##### *Governmental Fund Financial Statements*

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

#### M. Investment Income

Excluding the permanent funds, investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

#### N. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

##### *Government-Wide and Proprietary Fund Financial Statements*

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

*Governmental Fund Financial Statements*

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities.

O. Individual Fund Deficits

There are individual fund deficits with the special revenue funds at June 30, 2011. The deficits will be funded by grants and other available funds during fiscal year 2012.

P. Use of Estimates*Government-Wide and Fund Financial Statements*

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

Q. Total Column*Fund Financial Statements*

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

**NOTE 2 – SPECIAL ITEM, FORGIVENESS OF DEBT**

Beginning in fiscal year 2005 the Commonwealth of Massachusetts provided the City with a \$52 million state loan to assist the City in balancing its budget. After the establishment of an agreed upon repayment schedule the unspent loan proceeds totaling \$46.8 million were transferred into the Springfield Promise fund where the interest earnings were to be appropriated annually to provide Springfield students financial aid counseling for post-secondary education and “last dollar” scholarships of up to \$1,000 to City students. In June 2010 the City and the state agreed to repay the state loan in full. Subsequently, in August of 2010, the state agreed to forgive a portion of the loan and they returned \$8.7 million to the Springfield Promise fund.

**NOTE 3 – CASH AND INVESTMENTS**

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and cash equivalents". The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (the Pool). The Treasurer may also invest trust funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

The System participates in the Pension Reserve Investment Trust (PRIT), which meets the criteria of an external investment pool. PRIT is administered by the Pension Reserves Investment Management Board, which was established by the Treasurer of the Commonwealth of Massachusetts who serves as Trustee. The fair value of the position in the PRIT is the same as the value of the PRIT shares.

The PRIT fund, as a pool, invests in various products including, but not limited to, money market mutual funds, equities, pooled foreign and domestic fixed income and equity funds, United States government sponsored enterprises and Treasury notes, real estate, and commodities. The underlying components of PRIT's fixed income portfolio had an effective weighted duration rate ranging from .08 to 8.58 years. There is no credit quality rating for the fund.

MMDT maintains a cash portfolio and a short-term bond portfolio with combined average maturities of approximately 3 months.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the City's deposits may not be returned to it. The City does not have a deposit policy for custodial credit risk. At fiscal year-end, the carrying amount of deposits totaled \$93,841,027 and the bank balance totaled \$112,828,529. Of the bank balance, \$1,559,352 was covered by Federal Depository Insurance, \$25,355,025 was covered by the Depositors Insurance Fund and \$85,914,152 was exposed to custodial credit risk because it was uninsured and uncollateralized.

At December 31, 2010, the carrying amount of deposits for the Retirement System totaled \$2,164,197 and the bank balance totaled \$2,989,757. The entire bank balance of \$2,989,757 was covered by Federal Depository Insurance.

Investments

As of June 30, 2011, the City had the following investments:

<b>Investment Type</b>	<b>Fair Value</b>	<b>Rating</b>
<u>Other Investments</u>		
Money Market Mutual Funds.....	\$ 1,209,573	N/A
MMDT.....	<u>99,123,923</u>	Not Rated
 Total Investments.....	 \$ <u><u>100,333,496</u></u>	

As of December 31, 2010, the Retirement System had the following investments:

<b>Investment Type</b>	<b><u>Fair Value</u></b>
<u>Other Investments</u>	
Alternative Investments.....	\$ 3,285,224
Pension Reserve Investment Trust (PRIT).....	<u>243,773,158</u>
 Total Investments.....	 \$ <u><u>247,058,382</u></u>

Custodial Credit Risk – Investments

For investments, this is the risk that, in the event of a failure by the counterparty, the City will not be able to recover the value of its investments or collateral security that are in the possession of an outside party.

The City does not have an investment policy for custodial credit risk.

Of the Retirement System’s total investments of \$247,058,382 there was custodial credit risk exposure of \$3,285,224 in alternative investments because the related securities are uninsured, unregistered and held by the counterparty.

Investment Rate Risk

The City does not have a formal policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit Risk

The City has not adopted a formal policy related to Credit Risk.

Concentration Credit Risk

The City places no limit on the amount it may invest in any one issuer.

**NOTE 4 – RECEIVABLES**

At June 30, 2011, receivables for the individual major and nonmajor governmental funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes.....	\$ 8,056,515	\$ (4,005,531)	\$ 4,050,984
Tax liens.....	6,549,668	(4,912,251)	1,637,417
Motor vehicle and other excise taxes.....	8,011,730	(5,737,078)	2,274,652
Departmental and other .....	4,930,487	-	4,930,487
Intergovernmental.....	110,881,866	-	110,881,866
Loans.....	5,096,095	-	5,096,095
Total.....	<u>\$ 143,526,361</u>	<u>\$ (14,654,860)</u>	<u>\$ 128,871,501</u>

The internal service fund has \$18,974 of departmental and other receivables at June 30, 2011.

At June 30, 2011 receivables for the trash enterprise fund consist of the following:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Trash fees.....	\$ 952,561	\$ -	\$ 952,561

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
<u>Receivable type:</u>			
Real estate and personal property taxes.....	\$ 1,954,116	\$ -	\$ 1,954,116
Tax liens.....	1,637,417	-	1,637,417
Motor vehicle excise.....	2,274,650	-	2,274,650
Departmental and other.....	3,284,476	650,895	3,935,371
Intergovernmental.....	82,589,708	2,025,967	84,615,675
Loans.....	-	132,095	132,095
Total.....	<u>\$ 91,740,367</u>	<u>\$ 2,808,957</u>	<u>\$ 94,549,324</u>



**NOTE 5 – CAPITAL ASSETS**

Capital asset activity for the fiscal year ended June 30, 2011, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities:</b>				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 26,771,402	\$ 1,023,430	\$ -	\$ 27,794,832
Construction in progress.....	4,844,572	44,461,058	-	49,305,630
Total capital assets not being depreciated.....	<u>31,615,974</u>	<u>45,484,488</u>	<u>-</u>	<u>77,100,462</u>
<u>Capital assets being depreciated:</u>				
Land improvements.....	49,824,945	2,904,290	-	52,729,235
Buildings and improvements.....	395,469,947	6,908,935	(1,459,886)	400,918,996
Machinery and equipment.....	102,646,790	6,707,588	(20,704)	109,333,674
Infrastructure.....	424,113,804	3,915,112	(605,049)	427,423,867
Total capital assets being depreciated.....	<u>972,055,486</u>	<u>20,435,925</u>	<u>(2,085,639)</u>	<u>990,405,772</u>
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(14,665,715)	(2,058,728)	-	(16,724,443)
Buildings and improvements.....	(131,146,466)	(14,989,939)	1,459,886	(144,676,519)
Machinery and equipment.....	(96,455,220)	(6,594,430)	20,704	(103,028,946)
Infrastructure.....	(252,981,289)	(9,252,076)	605,049	(261,628,316)
Total accumulated depreciation.....	<u>(495,248,690)</u>	<u>(32,895,173)</u>	<u>2,085,639</u>	<u>(526,058,224)</u>
Total capital assets being depreciated, net.....	<u>476,806,796</u>	<u>(12,459,248)</u>	<u>-</u>	<u>464,347,548</u>
Total governmental activities capital assets, net.....	<u>\$ 508,422,770</u>	<u>\$ 33,025,240</u>	<u>\$ -</u>	<u>\$ 541,448,010</u>
	Beginning Balance	Increases	Decreases	Ending Balance
<b>Business-Type Activities:</b>				
<u>Capital assets being depreciated:</u>				
Machinery and equipment.....	\$ 2,011,618	\$ 1,092,251	\$ -	\$ 3,103,869
<u>Less accumulated depreciation for:</u>				
Machinery and equipment.....	(646,592)	(443,410)	-	(1,090,002)
Total business-type activities capital assets, net.....	<u>\$ 1,365,026</u>	<u>\$ 648,841</u>	<u>\$ -</u>	<u>\$ 2,013,867</u>

Depreciation expense was charged to functions/programs of the primary government as follows:

	<u>2011</u>
<b>Governmental Activities:</b>	
General government.....	\$ 3,948,995
Public safety.....	2,028,475
Education.....	13,786,347
Public works.....	10,800,385
Human services.....	8,142
Culture and recreation.....	<u>2,322,829</u>
Total depreciation expense - governmental activities.....	<u>\$ 32,895,173</u>
<b>Business-Type Activities:</b>	
Trash.....	<u>\$ 443,410</u>

**NOTE 6 – INTERFUND RECEIVABLES, PAYABLES AND TRANSFERS**

Interfund receivables and payables between funds at June 30, 2011, are summarized as follows:

<u>Receivable Fund</u>	<u>Payable Fund</u>	<u>Amount</u>
Federal Grants City	Tornado Relief	806,777 (1)
Federal Grants City	Highway Improvements	493,067 (1)
Public Buildings	Schools	<u>345,502 (1)</u>
		<u>\$ 1,645,346</u>

(1) Represents advances between funds to meet temporary cash flow needs.

Interfund transfers for the fiscal year ended June 30, 2011, are summarized as follows:

<u>Transfers Out</u>	<u>Transfers In</u>			<u>Total</u>
	<u>General Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Trash Enterprise Fund</u>	
General Fund.....	\$ -	\$ 5,901,343	\$ 5,009,149	\$ 10,910,492 (1)
Nonmajor Governmental Funds.....	<u>264,879</u>	<u>2,938,250</u>	<u>-</u>	<u>3,203,129 (2)</u>
Total.....	<u>\$ 264,879</u>	<u>\$ 8,839,593</u>	<u>\$ 5,009,149</u>	<u>\$ 14,113,621</u>

(1) Represents budgeted transfers to various nonmajor capital projects funds and to the trash enterprise fund for operations.

(2) Represents budgeted transfers from various nonmajor funds, including \$237,000 from the debt service fund, to the general fund and transfers within various nonmajor funds.

**NOTE 7 – LEASES**

Capital Leases

The City has entered into lease agreements to finance the acquisition of machinery and equipment for public safety, public works, general governmental, and for trash activities. The lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the inception date.

The following identifies the assets acquired through capital lease agreements:

<u>Asset description:</u>	<u>Governmental Activities</u>	<u>Business-Type Activities</u>
Machinery and equipment.....	\$ 11,444,288	\$ 3,103,869
Less: accumulated depreciation.....	<u>(9,074,828)</u>	<u>(1,090,001)</u>
Total.....	<u>\$ 2,369,460</u>	<u>\$ 2,013,868</u>

Future minimum lease payments under capitalized leases consist of the following at June 30:

<u>Fiscal Years Ending June 30</u>	<u>Governmental Activities</u>	<u>Business-Type Activities</u>
2012.....	\$ 799,516	\$ 614,652
2013.....	799,789	503,510
2014.....	220,511	170,158
2015.....	220,511	170,158
2016.....	220,511	170,158
2017.....	<u>220,511</u>	<u>170,158</u>
Total minimum lease payments.....	2,481,348	1,798,792
Less: amounts representing interest.....	<u>(133,210)</u>	<u>(51,623)</u>
Present value of minimum lease payments.....	<u>\$ 2,348,138</u>	<u>\$ 1,747,169</u>

Operating Leases

The City leases office equipment, vehicles, and various facilities utilized primarily by the school system, the department of public works, parks and recreation, and the animal control center under non-cancelable operating leases that expire on various dates through fiscal year 2028. The cost of the leases for the fiscal year ended June 30, 2011, totaled approximately \$2,505,000, and is reported as educational, public works, and general governmental expenditures in the general fund and special revenue funds.

The future minimum lease payments are as follows:

Fiscal Years Ending June 30	Governmental Activities
2012.....	\$ 2,747,838
2013.....	2,222,781
2014.....	1,761,616
2015.....	1,620,231
2016.....	1,652,479
2017 to 2021.....	6,622,260
2022 to 2026.....	2,929,664
2027 to 2028.....	902,995
	<u>\$ 20,459,865</u>

**NOTE 8 – SHORT-TERM FINANCING**

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund.

The City had no short-term debt activity or outstanding balances at June 30, 2011.

**NOTE 9 – LONG-TERM DEBT**

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 5% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

Details related to the City’s outstanding general obligation indebtedness at June 30, 2011, and the debt service requirements are as follows:

**Bonds Payable Schedule – Governmental Funds**

Project	Interest Rate (%)	Outstanding at June 30, 2010	Issued	Redeemed	Outstanding at June 30, 2011
State Qualified Bonds Dated August 1, 2001.....	3.50 - 5.0	\$ 11,785,000	\$ -	\$ 2,730,000	\$ 9,055,000
Qualified Zone Academy Bonds Dated July 25, 2002.....	1.28	3,500,000	-	500,000	3,000,000
State Qualified Refunding Bonds Dated February 15, 2003.....	2.0 - 5.0	11,133,730	-	3,605,555	7,528,175
State Qualified Refunding Bonds Dated July 7, 2005.....	3.0 - 5.25	87,430,000	-	9,130,000	78,300,000
State Qualified New Money Bonds Dated July 7, 2005.....	3.0 - 5.25	41,315,000	-	2,180,000	39,135,000
State Qualified New Money Bonds Dated February 7, 2007.....	4.5 - 5.75	45,250,000	-	2,945,000	42,305,000
State Qualified Refunding Bonds Dated February 7, 2007.....	4.5 - 5.75	73,740,001	-	10,000	73,730,001
State Qualified Refunding Bonds Dated April 15, 2009.....	3.00	15,725,000	-	3,355,000	12,370,000
State Qualified New Money Bonds Dated April 15, 2009.....	2.0 - 4.0	3,215,000	-	1,595,000	1,620,000
State Qualified General Obligation School Bonds.....	6.00	17,864,000	-	-	17,864,000
August 1, 2001 MWPAT 91-59.....	5.0 - 6.13	534,425	-	95,375	439,050
August 1, 2001 Phase 1 MWPAT 94-24.....	5.0 - 6.13	1,337,713	-	238,732	1,098,981
State Qualified New Money Bonds Dated February 15, 2003....	2.0 - 5.0	386,269	-	124,446	261,823
<b>Total General Obligation Bonds.....</b>		<b>313,216,138</b>	<b>-</b>	<b>26,509,108</b>	<b>286,707,030</b>
<b>Unamortized Premiums on Bonds.....</b>		<b>7,142,813</b>	<b>-</b>	<b>916,111</b>	<b>6,226,702</b>
<b>Total Long Term Debt.....</b>		<b>\$ 320,358,951</b>	<b>\$ -</b>	<b>\$ 27,425,219</b>	<b>\$ 292,933,732</b>

The bonds outstanding at June 30, 2011 relate to the following projects:

Public education.....	\$ 185,200,000
City-wide non-school buildings.....	69,500,000
Parks and recreation.....	12,600,000
Infrastructure.....	9,600,000
Equipment and other.....	9,800,000
<b>Total long-term debt outstanding.....</b>	<b>\$ 286,700,000</b>

Debt service requirements for principal and interest for Governmental bonds payable in future fiscal years are as follows:

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2012.....	\$ 26,243,152	\$ 13,588,228	\$ 39,831,380
2013.....	27,063,276	12,342,644	39,405,920
2014.....	28,024,556	10,920,824	38,945,380
2015.....	26,132,047	9,540,324	35,672,371
2016.....	25,044,995	8,221,158	33,266,153
2017.....	24,245,000	7,020,483	31,265,483
2018.....	19,970,000	5,943,858	25,913,858
2019.....	20,989,999	4,927,145	25,917,144
2020.....	17,660,000	3,967,908	21,627,908
2021.....	17,744,999	3,123,630	20,868,629
2022.....	15,104,999	2,370,052	17,475,051
2023.....	10,820,007	1,770,990	12,590,997
2024.....	4,150,000	1,422,871	5,572,871
2025.....	1,830,000	1,284,915	3,114,915
2026.....	1,885,000	1,201,327	3,086,327
2027.....	19,799,000	1,115,377	20,914,377
Total.....	<u>\$ 286,707,030</u>	<u>\$ 88,761,734</u>	<u>\$ 375,468,764</u>

Qualified School Construction

On June 24, 2010, the City issued \$17,864,000 State Qualified General Obligation School Bonds at a 6.00% interest rate, maturing June 1, 2027 with mandatory sinking fund installments payable annually on December 1, 2010 through December 1, 2026. The Bonds were underwritten on a negotiated basis by Wells Fargo Securities. The Bonds were designated as Qualified School Construction Bonds under the provisions of the American Recovery and Reinvestment Act of 2009 (“ARRA”). The Bonds are federally taxable and will receive a cash subsidy from the United States Department of the Treasury of 5.41% of the interest payable on the Bonds, which is equal to the amount of the applicable tax credit rate established on the sale date of the Bonds.

On July 15, 2010, the City entered into an Investment Repurchase Agreement with Bayerische Landesbank wherein the City agreed to deposit \$776,911 annually on December 1, 2010 through December 1, 2026 into a sinking fund held by Wells Fargo Bank, National Association, acting as custodian and trustee for the agreement between the City and Bayerische Landesbank; the City’s annual deposit of \$776,911 will be invested by Bayerische Landesbank, and at termination of the agreement on June 1, 2027, \$17,864,000 will be made available to the City to retire the maturing Bonds. The City’s annual deposits are fully collateralized with either cash, obligations of the United States of America (i.e. treasury securities), Government National Mortgage Association securities (GNMAs), or Small Business Administration securities (SBAs); and the resulting fixed interest rate the City will earn over the life of the investment agreement is guaranteed at 3.42%. The use of the repurchase agreement reduced the City’s net borrowing cost to approximately 0.9509%. At June 30, 2011, the Bond Sinking Fund has a balance of \$790,196 which is classified as a restricted asset in the City’s debt service fund.

The interest subsidy received by the City amounted to approximately \$899,000 in Fiscal Year 2011. The City expects to receive future interest subsidies totaling approximately \$15.5 million over the life of the bonds.

### School Building Assistance

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2011, approximately \$16.6 million of such assistance was received. Approximately \$110 million is expected to be received in future fiscal years. Of this amount, \$27 million represents reimbursement of long-term interest costs, and \$83 million represents reimbursement of approved construction costs. Accordingly, a \$83 million intergovernmental receivable and corresponding deferred revenue have been reported in governmental fund financial statements. The deferred revenue for the entire grant has been recognized as revenue in the conversion to the government-wide financial statements for prior fiscal years.

More recently, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or \$112,500,000 of eligible construction costs towards the new Putnam School. During the fiscal year the City received \$22.2 million and recorded a receivable for an additional \$20.9 million for these newer projects.

### Advance Refunding and Defeased Bonds

In prior fiscal years, in order to take advantage of favorable interest rates, certain general obligation bonds were defeased by placing the proceeds of bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the financial statements. At June 30, 2011, \$75,200,000 of the bonds refunded remain outstanding and are considered defeased.

### Authorized and Unissued Debt

The City is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2011, the City has \$31.5 million of authorized and unissued debt for various City-wide projects.

Changes in Long-term Liabilities

During the fiscal year ended June 30, 2011, the following changes occurred in long-term liabilities:

	Balance June 30, 2010	Bonds and Notes Issued	Bonds and Notes Redeemed	Other Increases	Other Decreases	Balance June 30, 2011	Current Amount Due
<b><u>Governmental Activities:</u></b>							
Long-Term Bonds Payable.....	\$ 313,216,138	\$ -	\$ (26,509,108)	\$ -	\$ -	\$ 286,707,030	\$ 26,243,152
Capital Lease Obligations.....	1,634,890	-	-	1,436,799	(723,551)	2,348,138	755,152
Unamortized Bond Premium.....	7,142,813	-	(916,111)	-	-	6,226,702	880,824
Compensated Absences.....	19,487,470	-	-	6,613,729	(6,584,000)	19,517,199	6,584,000
Workers' Compensation.....	3,586,000	-	-	918,000	(1,039,000)	3,465,000	1,039,000
Due to Granting Agencies.....	9,156,000	-	-	-	(595,000)	8,561,000	3,597,000
Landfill Closure.....	4,710,618	-	-	4,039,382	(750,000)	8,000,000	750,000
Other Postemployment Benefits.....	68,985,323	-	-	52,981,777	(22,421,745)	99,545,355	-
Total governmental activity long-term liabilities.....	<u>427,919,252</u>	<u>-</u>	<u>(27,425,219)</u>	<u>65,989,687</u>	<u>\$ (32,113,296)</u>	<u>434,370,424</u>	<u>39,849,128</u>
<b><u>Business-Type Activities:</u></b>							
Capital Lease Obligations.....	1,155,889	-	-	1,092,251	(500,971)	1,747,169	585,609
Other Postemployment Benefits.....	214,520	-	-	164,755	(69,724)	309,551	-
Total business-type activity long-term liabilities.....	<u>1,370,409</u>	<u>-</u>	<u>-</u>	<u>1,257,006</u>	<u>(570,695)</u>	<u>2,056,720</u>	<u>585,609</u>
Total.....	<u>\$ 429,289,661</u>	<u>\$ -</u>	<u>\$ (27,425,219)</u>	<u>\$ 67,246,693</u>	<u>\$ (32,683,991)</u>	<u>\$ 436,427,144</u>	<u>\$ 40,434,737</u>

The governmental activities liabilities will be liquidated by the general fund. The business-type liabilities will be liquidated by the enterprise fund reporting the liability, namely the Trash fund.

**NOTE 10 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS**

In fiscal year 2011, the City implemented GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intention of the GASB is to provide a more structured classification of fund balance and to improve the usefulness of fund balance reporting to the users of the City's financial statements. The reporting standard establishes a hierarchy for fund balance classifications and the constraints imposed on the uses of those resources.

In accordance with Statement No. 54, the stabilization funds have been reported in the general fund, and accordingly, the general fund and nonmajor governmental funds beginning balances have been revised from \$75,495,564 to \$106,850,225 and from \$90,868,108 to \$59,513,447, respectively. At fiscal year end the balance of the General Stabilization Funds is \$45.1 million and is reported as unassigned fund balance within the General Fund.

GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund. The City has reported principal portions of endowment funds as nonspendable.



In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- Restricted: fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- Committed: fund balances that contain self-imposed constraints of the government from its highest level of decision making authority.
- Assigned: fund balances that contain self-imposed constraints of the government to be used for a particular purpose.
- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

The City has classified its fund balances with the following hierarchy.

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Fund Balances			
Restricted for:			
Utility/Telephone..... \$	-	\$ 380,415	\$ 380,415
Receipts reserved.....	-	1,295,020	1,295,020
School Lunch.....	-	2,021,658	2,021,658
Highway Improvements.....	-	232,805	232,805
Revolving Funds.....	-	3,975,649	3,975,649
Federal Grants School.....	-	7,675,888	7,675,888
Federal Grants City.....	-	1,945,657	1,945,657
State Grants School.....	-	5,849,903	5,849,903
State Grants City.....	-	978,937	978,937
Debt Service Reserve.....	-	2,611,768	2,611,768
Other Special Revenue Funds.....	-	3,668,518	3,668,518
Bond Sinking Fund.....	-	790,196	790,196
School Capital Projects.....	-	14,794,235	14,794,235
Public Buildings Capital Projects.....	-	1,995,686	1,995,686
Parks Capital Projects.....	-	265,743	265,743
Equipment Capital Projects.....	-	2,287,110	2,287,110
Public Works Capital Projects.....	-	3,379,416	3,379,416
Other Capital Project Funds.....	-	2,012,590	2,012,590
Promise Fund.....	-	8,084,395	8,084,395
Other Municipal Trust Funds.....	-	1,857,140	1,857,140
Education.....	24,915,410	-	24,915,410
MGL Chapter 656.....	5,505,766	-	5,505,766
Assigned to:			
General government.....	2,286,377	-	2,286,377
Public safety.....	299,299	-	299,299
Public works.....	236,030	-	236,030
Human services.....	12,473	-	12,473
Culture and recreation.....	444,143	-	444,143
Employee fringe benefits.....	63,654	-	63,654
Unassigned.....	<u>64,287,919</u>	<u>(324,076)</u>	<u>63,963,843</u>
Total Fund Balances..... \$	<u>98,051,071</u>	<u>\$ 65,778,653</u>	<u>\$ 163,829,724</u>

**NOTE 11 – LANDFILL CLOSURE AND POSTCLOSURE CARE**

State and Federal laws and regulations require the City to construct a final capping system on the Bondi’s Island and Armory Street landfill sites as they stop accepting waste, and to perform certain maintenance and monitoring functions postclosure. The City closed the Armory Street landfill in 2010 and is currently implementing a post-closure monitoring plan. The Bondi’s Island site is partially closed and is currently just accepting ash deposits and it is expected to be closed within 10 years. The City is developing plans for its closure and postclosure monitoring. To date, the City has expended approximately \$6.8 for both sites and has recorded an estimated \$8.0 million liability for capping at Bondi’s Island and postclosure maintenance and monitoring functions at both sites. Actual costs may be higher due to inflation, changes in technology or changes in regulations.

**NOTE 12 – RISK FINANCING**

The City is self-insured in most areas of risk including general liability, property, casualty, workers’ compensation, unemployment, and certain employee health care claims. The City’s legal liabilities are capped per M.G.L. Chapter 258 which limits the liability to a maximum of \$100,000 per claim in all matters except actions relating to federal/civil rights, eminent domain, and breach of contract.

The City established a Self-Insured Stabilization fund to set aside amounts to be used by the law department to settle certain claims and judgments issues as they arise.

The City is self-insured for its dental and eye care insurance, workers’ compensation insurance, and unemployment insurance activities. In January 2007, the City began purchasing fully insured health insurance through the Commonwealth’s Group Insurance Commission (GIC). These fully insured health insurance activities are accounted for in the internal service fund where revenues are recorded when earned and expenses are recorded when the liability is incurred. The City contracts out the administration of the dental and eye care and the workers’ compensation activities. The unemployment claims are administered by the City. Claims are funded on a pay-as-you-go basis from annual appropriations.

Liabilities are reported when it’s probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported (IBNR). The result of the process to estimate the claims liability is not an exact amount as it depends on many factors. Accordingly, claims are reevaluated periodically to consider the effects of inflation, recent claims settlement trends and other economic and social factors.

(a) *Dental and Eye Care Insurance*

The estimate of Incurred But Not Reported (IBNR) claims based on an estimate of claims incurred but unpaid at year end. At June 30, 2011, the liability for dental and eye care insurance claims totaled approximately \$113,000. This liability is the best estimate based on available information. Changes in the reported liability since July 1, 2009, are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claim Payments	Balance at Fiscal Year-End Currently Due
Fiscal Year 2010.....\$	114,222	\$ 2,877,034	\$ (2,892,186)	\$ 99,070
Fiscal Year 2011.....	99,070	2,958,794	(2,945,161)	112,703

(b) *Workers' Compensation*

The estimated future workers' compensation liability is based on history and injury type. At June 30, 2011, the amount of the estimated liability for workers' compensation claims totaled approximately \$3.5 million. Changes in the reported liability since July 1, 2009 are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claim Payments	Balance at Fiscal Year-End	Current Portion
Fiscal Year 2010.....	\$ 3,940,000	\$ 3,684,146	\$ (4,038,146)	\$ 3,586,000	\$ 1,076,000
Fiscal Year 2011.....	3,586,000	4,368,829	(4,489,829)	3,465,000	1,039,000

The liability for unemployment claims at June 30, 2011 is based on known claims reported to the Massachusetts Division of Unemployment Assistance and the future liability at fiscal year end was estimated to be approximately \$1,030,000.

**NOTE 13 – PENSION PLAN**

*Plan Description* - The City contributes to the System, a multi-employer cost-sharing defined benefit pension plan administered by the Springfield Contributory Retirement System (System). Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the City does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled \$44,476,537 for the fiscal year ended June 30, 2011, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the System and are borne by the System. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

At December 31, 2010, the System's membership consists of the following:

Active members.....	3,401
Inactive members.....	969
Disabled members.....	445
Retirees and beneficiaries currently receiving benefits.....	<u>2,383</u>
Total.....	<u><u>7,198</u></u>

*Funding Policy* - Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The City is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative

expenses are funded through investment earnings. Chapter 32 of the MGL governs the contributions of plan members and the City.

*Annual Pension Cost* - The City contributions to the System for the fiscal years ended June 30, 2011, 2010, and 2009 were \$32,253,937, \$31,039,501, and \$28,597,332, respectively, which equaled its required contribution for each fiscal year. At June 30, 2011, the City did not have a net pension obligation. The required contribution was determined as part of the January 1, 2010 actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included an 8.5% investment rate of return and a 4% rate of salary increases per year. The actuarial value of the System's assets was determined using the fair value of the assets. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll on a closed basis. The remaining amortization period at January 1, 2010, was 30 years with payments increasing at 3.75% per year.

**Schedule of Funding Progress  
(Dollar amounts in thousands)**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/10	\$ 278,377	\$ 799,916	\$ 521,539	34.8%	\$ 124,130	420.2%
1/1/08	296,522	699,026	402,504	42.4%	126,478	318.2%
1/1/05	276,286	649,023	372,737	42.6%	115,383	323.0%
1/1/04	291,017	615,605	324,588	47.3%	109,937	295.2%
1/1/03	266,402	573,138	306,736	46.5%	113,848	269.4%
1/1/02	268,001	570,958	302,957	46.9%	137,353	220.6%
1/1/01	291,264	539,502	248,238	54.0%	131,363	189.0%
1/1/00	292,172	515,716	223,544	56.7%	126,095	177.3%

**NOTE 14 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS**

*Plan Description* - The City maintains a single employer defined benefit healthcare plan. The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses. Chapter 32B of the MGL assigns authority to establish and amend benefit provisions of the Plan. The plan provides the benefits by participating in the Commonwealth of Massachusetts' Group Insurance Commission (GIC). Medical, prescription drugs, dental and vision benefits are provided to all eligible retirees through a variety of plans offered by the GIC. Benefit provisions are negotiated between the City and the unions representing City employees and are renegotiated each bargaining period.

At June 30, 2010, the Plan’s membership consisted of the following:

Current retirees, beneficiaries, and dependents.....	3,289
Current active members.....	<u>5,701</u>
Total.....	<u><u>8,990</u></u>

*Funding Policy* - Contributions requirements are also negotiated between the City and union representatives. Retired plan members and beneficiaries currently receiving benefits are required to contribute 25% of the cost of benefits provided depending on the plan they choose. There is also a relatively small group of retirees that are required to contribute between 13% and 25% up to the year 2016. The City is required to contribute the balance of the current premiums and may contribute additional amounts to pre-fund benefits. The City contributed approximately \$22.5 million during fiscal year 2011 towards these benefits. Administrative costs of the Plan are assumed to be included in the fully insured premium rates.

*Annual OPEB Costs and Net OPEB Obligation* - The City’s annual other postemployment benefit (OPEB) cost/expense is calculated based on the *annual required contribution of the employer (ARC)*, an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The components of the City’s annual OPEB cost for the 2011 fiscal year, the estimated amount actually contributed to the plan, and changes in the City’s net OPEB obligations are summarized in the following table:

Annual required contribution.....	\$ 52,758,767
Interest on net OPEB obligation.....	2,421,994
Adjustments to annual required contribution.....	<u>(2,034,229)</u>
Annual OPEB cost/expense.....	53,146,532
Contributions made.....	<u>(22,491,469)</u>
Increase in net OPEB obligation.....	30,655,063
Net OPEB obligation - beginning of year.....	<u>69,199,843</u>
Net OPEB obligation - end of year.....	<u><u>\$ 99,854,906</u></u>

The City’s annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2011 and the two preceding year is as follows:

Fiscal Year Ended	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2011	\$ 53,146,532	42.3%	\$ 99,854,906
6/30/2010	50,774,249	41.2%	69,199,843
6/30/2009	43,555,361	57.4%	39,357,931

*Funded Status and Funding Progress* - The funded status of the Plan as of the most recent actuarial valuation date, June 30, 2010, is as follows:

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2010	\$ -	\$ 854,411,443	\$ 854,411,443	0.00%	\$ 250,719,136	340.78%

Actual valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the basic financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

*Actuarial Methods and Assumptions* – Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effect of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The following additional information is provided as of the latest actuarial valuation:

Actuarial cost method.....	Projected Unit Credit
Amortization method.....	Amortization payments increasing at 4.50%
Remaining amortization period.....	26 years as of July 1, 2011, closed
Actuarial Assumptions:	
Investment rate of return.....	3.50%, pay-as-you-go scenario
Inflation rate.....	3.2%
Projected salary increases.....	4.0%
Medical/drug cost trend rate.....	8.38% decreasing to 5.00% in year 2019 and thereafter

**NOTE 15 – COMMITMENTS***Museum Services Agreement*

With the approval of Special Legislation (Chapter 54 of the Acts of 2008) in March of 2008, the City entered into an agreement with the Springfield Museums Association (SMA) where the City has agreed to pay SMA \$1,320,000 per year for a minimum of 25 years. SMA has agreed to provide certain museum services to residents and visitors of the City and to transfer its branch libraries and their contents to the City under individual lease agreements. The 4 branch libraries and their respective contents are being leased to the City for the same 25 year term for the sum of \$1 each per year. The City can extend this agreement with successive 5 year options at terms to be mutually agreed upon.

*Waste Services Agreement*

In August 1998, the City of Springfield and 6 other communities entered into nearly identical “Service Agreements” with what is now eco/Springfield, LLC, a company that owns and operates a 240 ton per day waste-to-energy facility located on Bondi’s Island, Agawam, Massachusetts. Under the Service Agreement, the City has agreed to deliver for disposal at the facility, in each year for a period of 25 years, specified quantities of solid waste and to pay a specified monthly service fee. The City’s obligation to pay the monthly service fee is absolute and unconditional and is payable whether or not it receives solid waste disposal services from the facility. For the fiscal year ending June 30, 2011, the City’s costs under the Service Agreement were approximately \$3.3 million.

**NOTE 16 – CONTINGENCIES***Litigation*

Various lawsuits, claims and proceedings have been or may be instituted or asserted against the City of Springfield, including those pertaining to potential negligent supervision in the schools, use of excessive force by police officers, motor vehicle accidents, eminent domain cases, premise liability cases, civil rights/discrimination cases, and labor and employment case matters. While the amounts claimed may be substantial, the ultimate liability cannot be determined because of the considerable uncertainties that exist. Therefore, it is possible that there could be material negative outcomes affected by certain contingencies existing as of June 30, 2011. However, management believes that the disposition of matters that are pending or asserted will not have a materially adverse affect on the financial statements.

*Federal Grants*

The City participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2011, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.



**NOTE 17 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS**

During fiscal year 2011, the following GASB pronouncements were implemented:

- GASB Statement #54, *Fund Balance Reporting and Governmental Fund Type Definitions*, was implemented in fiscal year 2011. Financial statements changes include new fund balance designations and the reclassification of stabilization funds from the special revenue fund to the general fund. Notes to the basic financial statements were changed to provide additional disclosure on the new designations of fund balance.
- GASB Statement #59, *Financial Instruments Omnibus*, was implemented in fiscal year 2011 and did not impact the financial statements.

*Future implementation of GASB pronouncements:*

- The GASB issued Statement #60, *Accounting and Financial Reporting for Service Concession Arrangements*, which is required to be implemented in fiscal year 2013. This Statement addresses service concession arrangements, which are a type of public-private or public-public partnership. Management is evaluating whether this pronouncement will require additional disclosure or impact the basic financial statements.
- The GASB issued Statement #61, *The Financial Reporting Entity: Omnibus an amendment of GASB Statements No. 14 and No. 34*, which is required to be implemented in fiscal year 2013. The objective of this Statement is to improve financial reporting for a governmental financial reporting entity. Management does not believe that this pronouncement will require additional disclosure or impact the basic financial statements.
- The GASB issued Statement #62, *Codification of Accounting and Financial Reporting Guidance Contained in Pre-November 30, 1989 FASB and AICPA Pronouncements*, which is required to be implemented in fiscal year 2013. The objective of this Statement is to incorporate into the GASB's authoritative literature certain accounting and financial reporting guidance that does not conflict with or contradict GASB pronouncements. Management does not believe that this pronouncement will require additional disclosure or impact the basic financial statements.
- The GASB issued Statement #63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*, which is required to be implemented in fiscal year 2013. Management's current assessment is that this pronouncement will have a significant impact on the basic financial statements.
- The GASB issued Statement #64, *Derivative Instruments: Application of Hedge Accounting Termination Provisions, an amendment of GASB Statement No. 53*, which is required to be implemented in fiscal year 2012. Management does not believe that this pronouncement will require additional disclosure or impact the basic financial statements.

***Required Supplementary Information***

# ***General Fund Budgetary Comparison Schedule***

The General Fund is the general operating fund of the City. It is used to account for the entire City's financial resources, except those required to be accounted for in another fund.

**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

FISCAL YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>REVENUES:</b>					
Real estate and personal property taxes, net of tax refunds.....	\$ 161,236,913	\$ 163,982,560	\$ 160,974,873	\$ -	\$ (3,007,687)
Tax liens.....	-	-	3,448,477	-	3,448,477
Motor vehicle and other excise taxes.....	8,000,000	7,500,000	7,691,115	-	191,115
Hotel/motel tax.....	900,000	900,000	767,571	-	(132,429)
Charges for services.....	804,821	804,821	786,852	-	(17,969)
Penalties and interest on taxes.....	1,690,000	1,690,000	1,677,741	-	(12,259)
Payments in lieu of taxes.....	5,458,713	5,458,713	5,082,080	-	(376,633)
Licenses and permits.....	4,415,230	3,815,230	3,432,098	-	(383,132)
Fines and forfeitures.....	6,023,909	6,023,909	5,422,955	-	(600,954)
Intergovernmental.....	321,593,726	321,080,610	319,902,743	-	(1,177,867)
Departmental and other.....	9,551,245	9,130,000	9,345,615	-	215,615
Investment income.....	1,288,898	495,640	453,700	-	(41,940)
<b>TOTAL REVENUES.....</b>	<b>520,963,455</b>	<b>520,881,483</b>	<b>518,985,820</b>	<b>-</b>	<b>(1,895,663)</b>
<b>EXPENDITURES:</b>					
<b>Current:</b>					
<b>GENERAL GOVERNMENT</b>					
<b>City Council</b>					
Personal Services.....	307,169	313,694	312,506	-	1,188
Expenditures.....	14,830	13,300	9,317	2,255	1,728
<b>Total City Council.....</b>	<b>321,999</b>	<b>326,994</b>	<b>321,823</b>	<b>2,255</b>	<b>2,916</b>
<b>Mayor</b>					
Personal Services.....	426,643	424,330	424,330	-	-
Expenditures.....	15,383	15,383	6,953	-	8,430
<b>Total Mayor.....</b>	<b>442,026</b>	<b>439,713</b>	<b>431,283</b>	<b>-</b>	<b>8,430</b>
<b>Finance</b>					
Personal Services.....	609,852	542,209	538,986	-	3,223
Expenditures.....	102,170	149,149	139,858	6,416	2,875
<b>Total Finance.....</b>	<b>712,022</b>	<b>691,358</b>	<b>678,844</b>	<b>6,416</b>	<b>6,098</b>
<b>Department of Administration and Finance</b>					
Personal Services.....	283,183	264,818	264,649	-	169
Expenditures.....	153,420	272,994	247,392	4,275	21,327
<b>Total Department of Administration and Finance.....</b>	<b>436,603</b>	<b>537,812</b>	<b>512,041</b>	<b>4,275</b>	<b>21,496</b>
<b>CITISTAT</b>					
Personal Services.....	766,089	603,417	599,247	-	4,170
Expenditures.....	26,750	26,750	16,702	318	9,730
Capital.....	3,000	3,000	-	-	3,000
<b>Total CITISTAT.....</b>	<b>795,839</b>	<b>633,167</b>	<b>615,949</b>	<b>318</b>	<b>16,900</b>
<b>Comptroller</b>					
Personal Services.....	763,875	959,607	709,951	-	249,656
Expenditures.....	85,406	190,253	172,359	14,081	3,813
<b>Total Comptroller.....</b>	<b>849,281</b>	<b>1,149,860</b>	<b>882,310</b>	<b>14,081</b>	<b>253,469</b>
<b>Internal Audit</b>					
Personal Services.....	229,514	219,521	219,521	-	-
Expenditures.....	243,262	234,691	142,807	42,320	49,564
<b>Total Internal Audit.....</b>	<b>472,776</b>	<b>454,212</b>	<b>362,328</b>	<b>42,320</b>	<b>49,564</b>
<b>Office of Procurement</b>					
Personal Services.....	571,832	420,880	420,880	-	-
Expenditures.....	87,169	113,235	103,995	9,072	168
<b>Total Office of Procurement.....</b>	<b>659,001</b>	<b>534,115</b>	<b>524,875</b>	<b>9,072</b>	<b>168</b>
<b>Board of Assessors</b>					
Personal Services.....	650,853	650,369	647,839	-	2,530
Expenditures.....	279,183	362,829	208,976	68,858	84,995
<b>Total Board of Assessors.....</b>	<b>930,036</b>	<b>1,013,198</b>	<b>856,815</b>	<b>68,858</b>	<b>87,525</b>

(Continued)

**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

FISCAL YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>Treasurer</b>					
Personal Services.....	505,841	482,049	482,049	-	-
Expenditures.....	2,835,144	2,113,240	1,899,794	27,069	186,377
<b>Total Treasurer.....</b>	<b>3,340,985</b>	<b>2,595,289</b>	<b>2,381,843</b>	<b>27,069</b>	<b>186,377</b>
<b>Collector</b>					
Personal Services.....	325,599	317,590	317,547	-	43
Expenditures.....	187,856	187,856	104,201	688	82,967
<b>Total Collector.....</b>	<b>513,455</b>	<b>505,446</b>	<b>421,748</b>	<b>688</b>	<b>83,010</b>
<b>Law</b>					
Personal Services.....	1,354,552	1,288,942	1,288,942	-	-
Expenditures.....	491,151	676,115	632,275	27,976	15,864
<b>Total Law.....</b>	<b>1,845,703</b>	<b>1,965,057</b>	<b>1,921,217</b>	<b>27,976</b>	<b>15,864</b>
<b>Department of Humans Resources &amp; Labor Relations</b>					
Personal Services.....	1,120,412	1,080,994	1,072,330	-	8,664
Expenditures.....	664,558	649,281	499,219	37,061	113,001
<b>Total Department of Humans Resources &amp; Labor Relations.....</b>	<b>1,784,970</b>	<b>1,730,275</b>	<b>1,571,549</b>	<b>37,061</b>	<b>121,665</b>
<b>Medical &amp; Dental</b>					
Expenditures.....	1,200,000	1,385,337	1,456,888	-	(71,551)
<b>Payroll</b>					
Personal Services.....	316,316	259,275	256,902	-	2,373
Expenditures.....	687,952	341,510	292,702	39,940	8,868
Capital.....	500	500	489	-	11
<b>Total Payroll.....</b>	<b>1,004,768</b>	<b>601,285</b>	<b>550,093</b>	<b>39,940</b>	<b>11,252</b>
<b>Information Technology</b>					
Personal Services.....	1,234,238	1,091,014	1,091,014	-	-
Expenditures.....	1,378,367	1,436,860	1,386,316	24,659	25,885
Capital.....	-	143,773	76,468	67,257	48
<b>Total Information Technology.....</b>	<b>2,612,605</b>	<b>2,671,647</b>	<b>2,553,798</b>	<b>91,916</b>	<b>25,933</b>
<b>City Clerk</b>					
Personal Services.....	511,026	512,926	512,152	-	774
Expenditures.....	35,495	48,116	38,718	7,608	1,790
<b>Total City Clerk.....</b>	<b>546,521</b>	<b>561,042</b>	<b>550,870</b>	<b>7,608</b>	<b>2,564</b>
<b>Board of Election Commission</b>					
Personal Services.....	395,667	377,879	365,926	2,319	9,634
Expenditures.....	128,683	127,354	115,186	14,278	(2,110)
<b>Total Board of Election Commission.....</b>	<b>524,350</b>	<b>505,233</b>	<b>481,112</b>	<b>16,597</b>	<b>7,524</b>
<b>Planning</b>					
Personal Services.....	781,812	773,281	773,281	-	-
Expenditures.....	464,845	464,836	425,404	24,107	15,325
<b>Total Planning.....</b>	<b>1,246,657</b>	<b>1,238,117</b>	<b>1,198,685</b>	<b>24,107</b>	<b>15,325</b>
<b>Facilities Management</b>					
Personal Services.....	2,945,084	2,811,707	2,791,376	-	20,331
Expenditures.....	10,186,583	10,945,002	9,739,142	1,110,553	95,307
Capital.....	40,559	116,500	123,069	304	(6,873)
<b>Total Facilities Management.....</b>	<b>13,172,226</b>	<b>13,873,209</b>	<b>12,653,587</b>	<b>1,110,857</b>	<b>108,765</b>
<b>Capital Asset Construction</b>					
Personal Services.....	232,799	235,799	235,683	-	116
Expenditures.....	467,964	428,763	275,764	149,352	3,647
<b>Total Capital Asset Construction.....</b>	<b>700,763</b>	<b>664,562</b>	<b>511,447</b>	<b>149,352</b>	<b>3,763</b>
<b>Provisions for Uncompensated Absences</b>					
Expenditures.....	(625,000)	50,860	-	-	50,860

(Continued)

**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

FISCAL YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
M.C.D.I. Contract					
Expenditures.....	825,000	825,000	825,000	-	-
Reserve for Contingencies					
Expenditures.....	300,000	2,479	-	-	2,479
Parking Contract					
Expenditures.....	1,340,599	1,279,521	1,199,374	80,147	-
Pay-As-You-Go Capital					
Capital.....	4,663,550	3,901,816	3,231,402	525,464	144,950
Homeless Initiative					
Expenditures.....	150,000	150,000	150,000	-	-
<b>TOTAL GENERAL GOVERNMENT.....</b>	<b>40,766,735</b>	<b>40,286,604</b>	<b>36,844,881</b>	<b>2,286,377</b>	<b>1,155,346</b>
<b><u>PUBLIC SAFETY</u></b>					
Police					
Personal Services.....	35,597,113	34,647,112	33,970,606	-	676,506
Expenditures.....	2,009,737	1,998,135	1,773,632	128,509	95,994
Capital.....	16,676	592,264	579,102	946	12,216
Total Police.....	37,623,526	37,237,511	36,323,340	129,455	784,716
Fire					
Personal Services.....	17,573,211	17,573,211	17,287,868	-	285,343
Expenditures.....	1,351,394	1,604,175	1,466,096	69,840	68,239
Capital.....	-	33,505	32,962	-	543
Total Fire.....	18,924,605	19,210,891	18,786,926	69,840	354,125
Building - Code Enforcement					
Personal Services.....	1,275,946	1,230,999	1,227,523	-	3,476
Expenditures.....	60,980	60,980	44,228	-	16,752
Total Building - Code Enforcement.....	1,336,926	1,291,979	1,271,751	-	20,228
Housing - Code Enforcement					
Personal Services.....	544,770	426,822	424,779	-	2,043
Expenditures.....	314,104	298,164	202,180	11,937	84,047
Total Housing - Code Enforcement.....	858,874	724,986	626,959	11,937	86,090
Centralized Dispatch					
Personal Services.....	1,318,919	1,249,389	1,238,644	-	10,745
Expenditures.....	27,791	96,485	73,606	804	22,075
Capital.....	6,000	6,000	1,900	-	4,100
Total Centralized Dispatch.....	1,352,710	1,351,874	1,314,150	804	36,920
Animal Control					
Personal Services.....	389,090	372,137	357,340	-	14,797
Expenditures.....	916,352	843,601	649,510	87,263	106,828
Total Animal Control.....	1,305,442	1,215,738	1,006,850	87,263	121,625
<b>TOTAL PUBLIC SAFETY.....</b>	<b>61,402,083</b>	<b>61,032,979</b>	<b>59,329,976</b>	<b>299,299</b>	<b>1,403,704</b>
<b><u>EDUCATION</u></b>					
School Department.....	314,685,496	323,220,556	299,504,867	23,622,778	92,911
<b><u>PUBLIC WORKS</u></b>					
Personal Services.....	3,714,536	3,507,536	3,356,854	-	150,682
Expenditures.....	6,044,087	8,439,010	8,074,528	236,030	128,452
<b>TOTAL PUBLIC WORKS.....</b>	<b>9,758,623</b>	<b>11,946,546</b>	<b>11,431,382</b>	<b>236,030</b>	<b>279,134</b>
<b><u>HEALTH &amp; HUMAN SERVICES</u></b>					
Health & Human Services					
Personal Services.....	1,320,067	1,276,137	1,270,893	-	5,244
Expenditures.....	187,649	217,666	186,952	9,109	21,605
Total Health & Human Services.....	1,507,716	1,493,803	1,457,845	9,109	26,849

(Continued)

**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

FISCAL YEAR ENDED JUNE 30, 2011

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>Department of Elder Affairs</b>					
Personal Services.....	272,533	274,533	274,183	-	350
Expenditures.....	396,566	29,237	24,463	3,364	1,410
Total Department of Elder Affairs.....	669,099	303,770	298,646	3,364	1,760
<b>Veterans Services</b>					
Personal Services.....	219,507	212,180	210,244	-	1,936
Expenditures.....	1,436,283	2,469,538	2,274,155	-	195,383
Veterans Services.....	1,655,790	2,681,718	2,484,399	-	197,319
<b>TOTAL HEALTH &amp; HUMAN SERVICES.....</b>	<b>3,832,605</b>	<b>4,479,291</b>	<b>4,240,890</b>	<b>12,473</b>	<b>225,928</b>
<b>CULTURE &amp; RECREATION</b>					
<b>Library</b>					
Personal Services.....	2,405,837	2,405,837	2,405,837	-	-
Expenditures.....	1,426,248	1,591,735	1,491,415	24,368	75,952
Capital.....	40,000	40,000	38,533	-	1,467
Total Library.....	3,872,085	4,037,572	3,935,785	24,368	77,419
<b>Museum</b>					
Expenditures.....	1,320,000	1,320,000	1,320,000	-	-
<b>Parks</b>					
Personal Services.....	4,339,310	4,387,501	4,259,076	-	128,425
Expenditures.....	4,243,907	4,368,342	3,901,140	419,775	47,427
Total Parks.....	8,583,217	8,755,843	8,160,216	419,775	175,852
<b>TOTAL CULTURE &amp; RECREATION.....</b>	<b>13,775,302</b>	<b>14,113,415</b>	<b>13,416,001</b>	<b>444,143</b>	<b>253,271</b>
<b>OTHER</b>					
Debt Service.....	41,627,144	41,627,144	41,165,825	-	461,319
<b>State Assessments</b>					
Expenditures.....	2,953,688	2,715,228	2,896,717	-	(181,489)
<b>Contribution Retirement Pension</b>					
Expenditures.....	24,297,185	24,297,185	23,926,835	-	370,350
<b>Non-Contributory Pensions</b>					
Expenditures.....	315,000	315,000	327,259	-	(12,259)
<b>Unemployment</b>					
Expenditures.....	447,900	475,087	270,433	63,654	141,000
<b>Workers Compensation</b>					
Expenditures.....	1,429,000	1,043,663	995,783	-	47,880
<b>Health Insurance - Non School</b>					
Expenditures.....	22,491,219	23,391,285	22,470,194	-	921,091
<b>TOTAL EXPENDITURES.....</b>	<b>537,781,980</b>	<b>548,943,983</b>	<b>516,821,043</b>	<b>26,964,754</b>	<b>5,158,186</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>(16,818,525)</b>	<b>(28,062,500)</b>	<b>2,164,777</b>	<b>(26,964,754)</b>	<b>3,262,523</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Transfers in.....	12,500,000	15,378,313	15,614,902	-	236,589
Transfers out.....	(5,341,494)	(39,906,782)	(39,906,782)	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>7,158,506</b>	<b>(24,528,469)</b>	<b>(24,291,880)</b>	<b>-</b>	<b>236,589</b>
<b>NET CHANGE IN FUND BALANCE.....</b>	<b>(9,660,019)</b>	<b>(52,590,969)</b>	<b>(22,127,103)</b>	<b>(26,964,754)</b>	<b>3,499,112</b>
<b>BUDGETARY FUND BALANCE, Beginning of year.....</b>	<b>88,943,628</b>	<b>88,943,628</b>	<b>88,943,628</b>	<b>-</b>	<b>-</b>
<b>BUDGETARY FUND BALANCE, End of year.....</b>	<b>\$ 79,283,609</b>	<b>\$ 36,352,659</b>	<b>\$ 66,816,525</b>	<b>\$ (26,964,754)</b>	<b>\$ 3,499,112</b>

See notes to required supplementary information.

(Concluded)

# ***Retirement System Schedules of Funding Progress and Employer Contributions***

The Retirement System Schedule of Funding Progress presents multiyear trend information about whether the actuarial value of planned assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits.

The Retirement System Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the City is one participating employer, as well as the City's proportionate share of the plan's annual contributions.



**SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM  
SCHEDULE OF FUNDING PROGRESS**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/10	\$ 278,377,005	\$ 799,915,756	\$ 521,538,751	34.8%	\$ 124,129,569	420.2%
1/1/08	296,522,245	699,026,798	402,504,553	42.4%	126,478,597	318.2%
1/1/05	276,286,563	649,023,965	372,737,402	42.6%	115,383,642	323.0%
1/1/04	291,017,758	615,605,168	324,587,410	47.3%	109,937,408	295.2%
1/1/03	266,402,470	573,138,293	306,735,823	46.5%	113,848,147	269.4%
1/1/02	268,001,414	570,958,349	302,956,935	46.9%	137,353,027	220.6%
1/1/01	291,264,389	539,502,444	248,238,055	54.0%	131,363,563	189.0%
1/1/00	292,172,562	515,716,954	223,544,392	56.7%	126,095,614	177.3%

See notes to required supplementary information.

**SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM  
SCHEDULE OF EMPLOYER CONTRIBUTIONS**

<u>System-Wide</u>				<u>City of Springfield</u>		
Fiscal Year Ended June 30,	Annual Required Contributions	(A) Actual Contributions	Percentage Contributed	(B) Actual Contributions	(B/A) City's Percentage of System-Wide Actual Contributions	
2011	\$ 35,984,472	\$ 35,984,472	100%	\$ 32,253,937	89.63%	
2010	34,785,581	34,785,581	100%	31,039,501	89.23%	
2009	31,709,642	31,709,642	100%	28,597,332	90.18%	
2008	30,788,044	30,788,044	100%	27,018,766	87.76%	
2007	26,367,000	26,367,000	100%	23,657,210	89.72%	
2006	25,400,000	25,400,000	100%	23,123,004	91.04%	

See notes to required supplementary information.

# ***Other Postemployment Benefit Plan Schedules***

The Schedule of Funding Progress compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions compares, over time, the Annual Required Contributions to the Actual Contributions made.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

**OTHER POSTEMPLOYMENT BENEFIT PLAN**  
**SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS**

**Schedule of Funding Progress**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2010	\$ -	\$ 854,411,443	\$ 854,411,443	0.00%	\$ 250,719,136	340.78%
6/30/2008	-	761,576,067	761,576,067	0.00%	299,998,526	253.86%

**Schedule of Employer Contributions**

Fiscal Year Ended	Annual Required Contribution (ARC)	Actual Contributions Made	Percentage of the ARC Contributed
2011	\$ 52,758,767	\$ 22,491,469	42.6%
2010	50,553,704	20,932,337	41.4%
2009	43,518,685	25,004,396	57.5%
2008	41,830,041	21,023,075	50.3%

The City implemented GASB Statement No. 45 for the fiscal year ended June 30, 2008.

See notes to required supplementary information.

**OTHER POSTEMPLOYMENT BENEFIT PLAN  
ACTUARIAL METHODS AND ASSUMPTIONS**

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Actuarial Methods:

Valuation date.....	June 30, 2010
Actuarial cost method.....	Projected Unit Credit
Amortization method.....	Amortization payments increasing at 4.50%
Remaining amortization period.....	26 years as of July 1, 2011, closed
Actuarial Assumptions:	
Investment rate of return.....	3.50%, pay-as-you-go scenario
Inflation rate.....	3.2%
Projected salary increases.....	4.0%
Medical/drug cost trend rate.....	8.38% decreasing to 5.00% in year 2019 and thereafter

Plan Membership:

Current retirees, beneficiaries, and dependents.....	3,289
Current active members.....	<u>5,701</u>
Total.....	<u><u>8,990</u></u>

See notes to required supplementary information.

**NOTE A – STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY**

A. Budgetary Information

Municipal Law requires the adoption of a balanced budget that is approved by the Mayor and the City Council (the “Council”). The Mayor presents an annual budget to the Council, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses.

Supplementary appropriations are made upon recommendation of the Mayor and approval of the Council.

The majority of the City’s appropriations are non-continuing which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year’s original budget.

Generally, expenditures may not exceed the legal level of spending authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote of the Council and written approval from the Massachusetts Department of Revenue.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The original fiscal year 2011 approved budget authorized approximately \$543 million in appropriations and other amounts to be raised. During the fiscal year the City approved additional appropriations totaling approximately \$46 million, including transfers out of \$35 million to the stabilization fund and to other funds. The City Comptroller’s office has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2011, is presented below:

Net change in fund balance - budgetary basis.....	\$ (22,127,103)
<u>Basis of accounting differences:</u>	
Increase in revenues due to on-behalf payments.....	44,476,537
Increase in expenditures due to on-behalf payments.....	(44,476,537)
Net change in recording 60 day receipts and other accrued revenues.....	215,436
Net change in recording other accrued expenses.....	143,564
Net change in recording tax refunds payable.....	(776,971)
<u>Perspective difference:</u>	
Activity of the stabilization funds recorded in the general fund for GAAP.....	<u>13,745,920</u>
Net change in fund balance - GAAP basis.....	<u>\$ (8,799,154)</u>

**C. Appropriation Deficits**

During fiscal year 2011, expenditures exceeded budgeted appropriations for medical & dental, the board of election commission, facilities management, state assessments, and non-contributory pensions. These deficits will be funded through tax levy in fiscal year 2012.

**NOTE B – PENSION PLAN**

The City contributes to the System, a cost-sharing, multiple-employer defined benefit pension plan (Plan) administered by the Springfield Contributory Retirement Board. The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. The City is required to pay into the System its share of the system-wide actuarially determined contribution which is apportioned among the employers based on active covered payroll.

The schedule of funding progress, presented as required supplementary information presents multi-year trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions, presented as required supplementary information, presents multi-year trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the City is one participating employer, as well as the City's proportionate share of the plan's annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the City.

The following actuarial methods and assumptions were used in the Retirement System's most recent actuarial valuation:

Actuarial Methods and Assumptions:

Valuation Date.....	January 1, 2010
Actuarial Cost Method.....	Entry Age Normal Cost Method
Amortization Method.....	Increasing at 3.75% per year
Remaining Amortization Period.....	30 years remaining as of January 1, 2010
Asset Valuation Method.....	Market Value as reported by the Public Employees' Retirement Administration Commission (PERAC). The actuarial value is based on a 5 year smoothing of realized and unrealized earnings greater than or less than the expected return.
Investment Rate of Return.....	8.500%
Projected Salary Increases.....	4.00%
Cost of Living Adjustments.....	3.00% for the first \$12,000 of retirement income.

**NOTE C – OTHER POSTEMPLOYMENT BENEFITS**

The City administers a single-employer defined benefit healthcare plan (“The Other Postemployment Benefit Plan”). The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses through the City’s participation in the Commonwealth of Massachusetts’ Group Insurance Commission (GIC), which covers both active and retired members.

The City currently finances its other postemployment benefits (OPEB) on a pay-as-you-go basis. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarially accrued liability) was zero. In accordance with Governmental Accounting Standards, the City has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

The Schedule of Funding Progress presents multi-year trend information which compares, over time, the actuarially accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions presents multi-year trend information for required and actual contributions relating to the plan.

Projections for benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing benefits costs between the employer and the plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.



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# ***Combining Statements***

# ***Nonmajor Governmental Funds***

## **SPECIAL REVENUE FUNDS**

Special Revenue Funds are used to account for specific revenue sources that are restricted by law or administrative action to expenditures for specific purposes.

***Utility/Telephone Fund*** – This fund accounts for the accumulation of funds used to offset the City’s utility and telephone expenses.

***Receipts Reserved Fund*** – This fund accounts for specific receipts identified by the Commonwealth that are to be held until appropriated.

***Tornado Relief Fund*** – This fund is used to accounts for the federal grants, state grants, and other revenues related to the clean up from the natural disaster of June 1, 2011.

***School Lunch Fund*** – This fund accounts for the school cafeteria activities and is funded by user fees and grants.

***Highway Improvements Fund*** – This fund is used to account for roadway improvements for which expenditures are reimbursed 100% by the Commonwealth.

***Revolving Fund*** – This fund accounts for self-supporting programs sponsored by the City.

***Federal Grants School Fund*** – This fund is used to account for grant funds received from the federal government which are designated for specific school related programs.

***Federal Grants City Fund*** – This fund is used to account for grant funds received from the federal government which are designated for specific non-school related programs.

***State Grants School Fund*** – This fund is used to account for grant funds received from the Commonwealth which are designated for specific school related programs.

***State Grants City Fund*** – This fund is used to account for grant funds received from the Commonwealth which are designated for specific non-school related programs.

***Promise Fund*** – This fund is used to account for the accumulation of resources to provide Springfield students financial aid counseling for post-secondary education.

***Other*** – This fund accounts for all other legally established special revenues where the funds are spent on governmental purposes.

## **DEBT SERVICE FUNDS**

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general obligation long-term debt principal and interest.

**Bond Sinking Fund** – This fund is used to account for the accumulation of funds for the future payment related to the City’s state qualified general obligation school bonds.

**Debt Service Reserve Fund** – This fund is used to account for the accumulation of resources for the payment of general obligation long-term debt principal and interest.

## **CAPITAL PROJECTS FUNDS**

Capital projects funds are used to account for financial resources to be used for the acquisition, construction or improvement of major capital facilities and equipment (other than those financed by enterprise funds). Such resources are derived principally from proceeds of general obligation bonds and grants. The capital projects funds are grouped into the following categories:

**Schools** – This fund is used to account for the construction and renovation of various school buildings.

**Public Buildings** – This fund is used to account for the construction and renovation of various non-school buildings.

**Parks** – This fund is used to account for the acquisition, construction, and improvement of various city owned parks.

**Equipment** – This fund is used to account for the acquisition of capital equipment that is not funded by operating budgets.

**Public Works** – This fund is used to account for roadway, drainage and landfill improvements that are not funded by the Highway Improvements special revenue fund.

**Other** – This fund accounts for all other legally established capital projects where the funds are spent on governmental purposes.

## **PERMANENT FUND**

The Permanent Fund is used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the City’s programs. The City maintains one fund to account for nonexpendable contributions and expendable earnings that can be spent on governmental purposes.

**NONMAJOR GOVERNMENTAL FUNDS  
COMBINING BALANCE SHEET**

JUNE 30, 2011

<i>Special Revenue Funds</i>					
<b>ASSET</b>	Utility/ Telephone	Receipts Reserved	Tornado Relief	School Lunch	Highway Improvements
Cash and cash equivalents.....	\$ 594,008	\$ 1,295,020	\$ -	\$ 3,349,164	\$ -
Restricted cash and investments.....	-	-	-	-	-
Receivables, net of uncollectibles:					
Departmental and other.....	-	-	-	-	-
Intergovernmental.....	-	-	485,000	-	2,771,797
Loans.....	-	-	-	-	-
Due from other funds.....	-	-	-	-	-
<b>TOTAL ASSETS.....</b>	<b>\$ 594,008</b>	<b>\$ 1,295,020</b>	<b>\$ 485,000</b>	<b>\$ 3,349,164</b>	<b>\$ 2,771,797</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>LIABILITIES:</b>					
Warrants payable.....	\$ 212,516	\$ -	\$ 2,299	\$ 1,318,791	\$ 16,913
Accrued payroll.....	1,077	-	-	8,715	3,045
Due to granting agencies.....	-	-	-	-	-
Other liabilities.....	-	-	-	-	-
Deferred revenues.....	-	-	-	-	2,025,967
Due to other funds.....	-	-	806,777	-	493,067
<b>TOTAL LIABILITIES.....</b>	<b>213,593</b>	<b>-</b>	<b>809,076</b>	<b>1,327,506</b>	<b>2,538,992</b>
<b>FUND BALANCES:</b>					
Restricted.....	380,415	1,295,020	-	2,021,658	232,805
Unassigned.....	-	-	(324,076)	-	-
<b>TOTAL FUND BALANCES.....</b>	<b>380,415</b>	<b>1,295,020</b>	<b>(324,076)</b>	<b>2,021,658</b>	<b>232,805</b>
<b>TOTAL LIABILITIES AND FUND BALANCES.....</b>	<b>\$ 594,008</b>	<b>\$ 1,295,020</b>	<b>\$ 485,000</b>	<b>\$ 3,349,164</b>	<b>\$ 2,771,797</b>

**Special Revenue Funds**

Revolving	Federal Grants School	Federal Grants City	State Grants School	State Grants City	Promise Fund	Other	Sub-total
\$ 4,082,710	\$ 9,354,252	\$ 568,205	\$ 6,420,887	\$ 179,267	\$ 8,116,880	\$ 5,764,875	\$ 39,725,268
-	-	3,351,214	-	-	-	-	3,351,214
650,895	-	-	-	-	-	-	650,895
-	1,992,216	1,038,473	-	1,106,430	-	5,451	7,399,367
-	-	5,096,095	-	-	-	-	5,096,095
-	-	1,299,844	-	-	-	-	1,299,844
<u>\$ 4,733,605</u>	<u>\$ 11,346,468</u>	<u>\$ 11,353,831</u>	<u>\$ 6,420,887</u>	<u>\$ 1,285,697</u>	<u>\$ 8,116,880</u>	<u>\$ 5,770,326</u>	<u>\$ 57,522,683</u>

\$ 39,825	\$ 2,392,389	\$ 649,727	\$ 522,837	\$ 268,698	\$ 32,485	\$ 52,573	\$ 5,509,053
59,596	1,278,191	65,352	48,147	38,062	-	13,341	1,515,526
-	-	8,561,000	-	-	-	-	8,561,000
7,640	-	-	-	-	-	2,035,894	2,043,534
650,895	-	132,095	-	-	-	-	2,808,957
-	-	-	-	-	-	-	1,299,844
<u>757,956</u>	<u>3,670,580</u>	<u>9,408,174</u>	<u>570,984</u>	<u>306,760</u>	<u>32,485</u>	<u>2,101,808</u>	<u>21,737,914</u>
3,975,649	7,675,888	1,945,657	5,849,903	978,937	8,084,395	3,668,518	36,108,845
-	-	-	-	-	-	-	(324,076)
<u>3,975,649</u>	<u>7,675,888</u>	<u>1,945,657</u>	<u>5,849,903</u>	<u>978,937</u>	<u>8,084,395</u>	<u>3,668,518</u>	<u>35,784,769</u>
<u>\$ 4,733,605</u>	<u>\$ 11,346,468</u>	<u>\$ 11,353,831</u>	<u>\$ 6,420,887</u>	<u>\$ 1,285,697</u>	<u>\$ 8,116,880</u>	<u>\$ 5,770,326</u>	<u>\$ 57,522,683</u>

(Continued)

**NONMAJOR GOVERNMENTAL FUNDS  
COMBINING BALANCE SHEET**

JUNE 30, 2011

	<u>Debt Service</u>			<u>Capital Projects</u>	
	Bond Sinking Fund	Debt Service Reserve	Sub-total	Schools	Public Buildings
Cash and cash equivalents.....	\$ -	\$ 2,611,768	\$ 2,611,768	\$ -	\$ 1,739,801
Restricted cash and investments.....	790,196	-	790,196	-	-
Receivables, net of uncollectibles:					
Departmental and other.....	-	-	-	-	-
Intergovernmental.....	-	-	-	20,892,791	-
Loans.....	-	-	-	-	-
Due from other funds.....	-	-	-	-	345,502
<b>TOTAL ASSETS.....</b>	<b>\$ 790,196</b>	<b>\$ 2,611,768</b>	<b>\$ 3,401,964</b>	<b>\$ 20,892,791</b>	<b>\$ 2,085,303</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>LIABILITIES:</b>					
Warrants payable.....	\$ -	\$ -	\$ -	\$ 5,753,054	\$ 89,617
Accrued payroll.....	-	-	-	-	-
Due to granting agencies.....	-	-	-	-	-
Other liabilities.....	-	-	-	-	-
Deferred revenues.....	-	-	-	-	-
Due to other funds.....	-	-	-	345,502	-
<b>TOTAL LIABILITIES.....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,098,556</b>	<b>89,617</b>
<b>FUND BALANCES:</b>					
Restricted.....	790,196	2,611,768	3,401,964	14,794,235	1,995,686
Unassigned.....	-	-	-	-	-
<b>TOTAL FUND BALANCES.....</b>	<b>790,196</b>	<b>2,611,768</b>	<b>3,401,964</b>	<b>14,794,235</b>	<b>1,995,686</b>
<b>TOTAL LIABILITIES AND FUND BALANCES.....</b>	<b>\$ 790,196</b>	<b>\$ 2,611,768</b>	<b>\$ 3,401,964</b>	<b>\$ 20,892,791</b>	<b>\$ 2,085,303</b>

<b>Capital Projects</b>					<b>Permanent Funds</b>	<b>Total</b>
<b>Parks</b>	<b>Equipment</b>	<b>Public Works</b>	<b>Other</b>	<b>Sub-total</b>	<b>Other Municipal Trust Funds</b>	<b>Nonmajor Governmental Funds</b>
\$ 469,606	\$ 2,318,392	\$ 3,391,230	\$ 2,169,574	\$ 10,088,603	\$ 1,908,231	\$ 54,333,870
-	-	-	-	-	-	4,141,410
-	-	-	-	-	-	650,895
-	-	-	-	20,892,791	-	28,292,158
-	-	-	-	-	-	5,096,095
-	-	-	-	345,502	-	1,645,346
<u>\$ 469,606</u>	<u>\$ 2,318,392</u>	<u>\$ 3,391,230</u>	<u>\$ 2,169,574</u>	<u>\$ 31,326,896</u>	<u>\$ 1,908,231</u>	<u>\$ 94,159,774</u>
\$ 203,863	\$ 31,282	\$ 11,814	\$ 156,984	\$ 6,246,614	\$ 50,707	\$ 11,806,374
-	-	-	-	-	384	1,515,910
-	-	-	-	-	-	8,561,000
-	-	-	-	-	-	2,043,534
-	-	-	-	-	-	2,808,957
-	-	-	-	345,502	-	1,645,346
<u>203,863</u>	<u>31,282</u>	<u>11,814</u>	<u>156,984</u>	<u>6,592,116</u>	<u>51,091</u>	<u>28,381,121</u>
265,743	2,287,110	3,379,416	2,012,590	24,734,780	1,857,140	66,102,729
-	-	-	-	-	-	(324,076)
<u>265,743</u>	<u>2,287,110</u>	<u>3,379,416</u>	<u>2,012,590</u>	<u>24,734,780</u>	<u>1,857,140</u>	<u>65,778,653</u>
\$ 469,606	\$ 2,318,392	\$ 3,391,230	\$ 2,169,574	\$ 31,326,896	\$ 1,908,231	\$ 94,159,774

(Concluded)



**NONMAJOR GOVERNMENTAL FUNDS**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES**  
**FISCAL YEAR ENDED JUNE 30, 2011**

**Special Revenue Funds**

	Utility/ Telephone	Receipts Reserved	Tornado Relief	School Lunch	Highway Improvements
<b>REVENUES:</b>					
Charges for services.....	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and forfeitures.....	-	-	-	-	-
Intergovernmental.....	-	-	485,000	11,966,217	3,231,095
Departmental and other.....	-	-	-	1,470,647	-
Contributions.....	-	-	-	-	-
Investment income.....	-	-	-	5,488	385
<b>TOTAL REVENUES.....</b>	<b>-</b>	<b>-</b>	<b>485,000</b>	<b>13,442,352</b>	<b>3,231,480</b>
<b>EXPENDITURES:</b>					
Current:					
General government.....	437,538	-	809,076	-	-
Public safety.....	-	-	-	-	-
Education.....	-	-	-	12,142,312	-
Public works.....	-	-	-	-	2,680,270
Health and welfare.....	-	-	-	-	-
Culture and recreation.....	-	-	-	-	-
<b>TOTAL EXPENDITURES.....</b>	<b>437,538</b>	<b>-</b>	<b>809,076</b>	<b>12,142,312</b>	<b>2,680,270</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>(437,538)</b>	<b>-</b>	<b>(324,076)</b>	<b>1,300,040</b>	<b>551,210</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Capital lease financing.....	-	-	-	-	-
Transfers in.....	-	-	-	-	-
Transfers out.....	-	-	-	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SPECIAL ITEM:</b>					
Forgiveness of debt - State loan.....	-	-	-	-	-
<b>NET CHANGE IN FUND BALANCES.....</b>	<b>(437,538)</b>	<b>-</b>	<b>(324,076)</b>	<b>1,300,040</b>	<b>551,210</b>
<b>FUND BALANCES AT BEGINNING OF YEAR.....</b>	<b>817,953</b>	<b>1,295,020</b>	<b>-</b>	<b>721,618</b>	<b>(318,405)</b>
<b>FUND BALANCES AT END OF YEAR.....</b>	<b>\$ 380,415</b>	<b>\$ 1,295,020</b>	<b>\$ (324,076)</b>	<b>\$ 2,021,658</b>	<b>\$ 232,805</b>

**Special Revenue Funds**

Revolving	Federal Grants School	Federal Grants City	State Grants School	State Grants City	Promise Fund	Other	Sub-total
\$ 465,112	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,980	\$ 567,092
-	-	-	-	-	-	28,850	28,850
542,751	73,675,924	18,901,983	7,038,286	4,313,158	-	-	120,154,414
4,708,260	-	-	-	-	-	9,081	6,187,988
-	-	-	-	-	-	2,133,657	2,133,657
-	-	11,821	-	433	90,576	-	108,703
<u>5,716,123</u>	<u>73,675,924</u>	<u>18,913,804</u>	<u>7,038,286</u>	<u>4,313,591</u>	<u>90,576</u>	<u>2,273,568</u>	<u>129,180,704</u>
46	-	14,798,445	-	138,631	-	127,448	16,311,184
4,360,152	-	573,435	-	5,336,905	-	265,045	10,535,537
1,033,381	66,192,062	8,359	5,492,713	-	704,781	965,109	86,538,717
74,463	-	-	-	-	-	-	2,754,733
-	-	2,517,732	-	1,993,182	-	246,224	4,757,138
<u>175,704</u>	<u>-</u>	<u>192,932</u>	<u>-</u>	<u>256,771</u>	<u>-</u>	<u>742,198</u>	<u>1,367,605</u>
<u>5,643,746</u>	<u>66,192,062</u>	<u>18,090,903</u>	<u>5,492,713</u>	<u>7,725,489</u>	<u>704,781</u>	<u>2,346,024</u>	<u>122,264,914</u>
<u>72,377</u>	<u>7,483,862</u>	<u>822,901</u>	<u>1,545,573</u>	<u>(3,411,898)</u>	<u>(614,205)</u>	<u>(72,456)</u>	<u>6,915,790</u>
-	-	-	-	-	-	-	-
-	-	10,380	-	-	-	-	10,380
-	-	(37,270)	-	-	(1,400)	-	(38,670)
-	-	(26,890)	-	-	(1,400)	-	(28,290)
-	-	-	-	-	8,700,000	-	8,700,000
72,377	7,483,862	796,011	1,545,573	(3,411,898)	8,084,395	(72,456)	15,587,500
3,903,272	192,026	1,149,646	4,304,330	4,390,835	-	3,740,974	20,197,269
<u>\$ 3,975,649</u>	<u>\$ 7,675,888</u>	<u>\$ 1,945,657</u>	<u>\$ 5,849,903</u>	<u>\$ 978,937</u>	<u>\$ 8,084,395</u>	<u>\$ 3,668,518</u>	<u>\$ 35,784,769</u>

(Continued)

**NONMAJOR GOVERNMENTAL FUNDS**  
**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES**  
**FISCAL YEAR ENDED JUNE 30, 2011**

	<u>Debt Service</u>			<u>Capital Projects</u>	
	Bond Sinking Fund	Debt Service Reserve	Sub-total	Schools	Public Buildings
<b>REVENUES:</b>					
Charges for services.....	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and forfeitures.....	-	-	-	-	-
Intergovernmental.....	-	-	-	44,352,642	-
Departmental and other.....	-	-	-	-	-
Contributions.....	-	-	-	-	-
Investment income.....	13,285	-	13,285	-	-
<b>TOTAL REVENUES.....</b>	<b>13,285</b>	<b>-</b>	<b>13,285</b>	<b>44,352,642</b>	<b>-</b>
<b>EXPENDITURES:</b>					
Current:					
General government.....	-	-	-	-	1,550,041
Public safety.....	-	-	-	-	1,744,891
Education.....	-	-	-	51,610,527	-
Public works.....	-	-	-	-	-
Health and welfare.....	-	-	-	-	-
Culture and recreation.....	-	-	-	-	296,497
<b>TOTAL EXPENDITURES.....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51,610,527</b>	<b>3,591,429</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>13,285</b>	<b>-</b>	<b>13,285</b>	<b>(7,257,885)</b>	<b>(3,591,429)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Capital lease financing.....	-	-	-	-	-
Transfers in.....	776,911	-	776,911	5,562,434	-
Transfers out.....	-	(236,589)	(236,589)	(1,069,684)	-
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>776,911</b>	<b>(236,589)</b>	<b>540,322</b>	<b>4,492,750</b>	<b>-</b>
<b>SPECIAL ITEM:</b>					
Forgiveness of debt - State loan.....	-	-	-	-	-
<b>NET CHANGE IN FUND BALANCES.....</b>	<b>790,196</b>	<b>(236,589)</b>	<b>553,607</b>	<b>(2,765,135)</b>	<b>(3,591,429)</b>
<b>FUND BALANCES AT BEGINNING OF YEAR.....</b>	<b>-</b>	<b>2,848,357</b>	<b>2,848,357</b>	<b>17,559,370</b>	<b>5,587,115</b>
<b>FUND BALANCES AT END OF YEAR.....</b>	<b>\$ 790,196</b>	<b>\$ 2,611,768</b>	<b>\$ 3,401,964</b>	<b>\$ 14,794,235</b>	<b>\$ 1,995,686</b>

<b>Capital Projects</b>					<b>Permanent Funds</b>	<b>Total</b>
<b>Parks</b>	<b>Equipment</b>	<b>Public Works</b>	<b>Other</b>	<b>Sub-total</b>	<b>Other Municipal Trust Funds</b>	<b>Nonmajor Governmental Funds</b>
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 567,092
-	-	-	-	-	-	28,850
-	-	-	-	44,352,642	-	164,507,056
-	-	-	-	-	-	6,187,988
-	-	-	-	-	434,764	2,568,421
-	-	-	-	-	177	122,165
-	-	-	-	44,352,642	434,941	173,981,572
-	488,457	1,609	2,727,071	4,767,178	180	21,078,542
-	1,436,799	-	-	3,181,690	-	13,717,227
-	-	-	-	51,610,527	-	138,149,244
-	-	675,355	-	675,355	-	3,430,088
-	-	-	-	-	-	4,757,138
357,033	-	-	-	653,530	336,255	2,357,390
357,033	1,925,256	676,964	2,727,071	60,888,280	336,435	183,489,629
(357,033)	(1,925,256)	(676,964)	(2,727,071)	(16,535,638)	98,506	(9,508,057)
-	1,436,799	-	-	1,436,799	-	1,436,799
127,000	1,909,444	355,387	98,037	8,052,302	-	8,839,593
-	(314,762)	(1,443,424)	(100,000)	(2,927,870)	-	(3,203,129)
127,000	3,031,481	(1,088,037)	(1,963)	6,561,231	-	7,073,263
-	-	-	-	-	-	8,700,000
(230,033)	1,106,225	(1,765,001)	(2,729,034)	(9,974,407)	98,506	6,265,206
495,776	1,180,885	5,144,417	4,741,624	34,709,187	1,758,634	59,513,447
\$ 265,743	\$ 2,287,110	\$ 3,379,416	\$ 2,012,590	\$ 24,734,780	\$ 1,857,140	\$ 65,778,653

(Concluded)

## ***Internal Service Funds***

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other governmental units, on a cost reimbursement basis.

***Public Works Shared Services Fund*** – This fund is used to account for the inter-department services provided by the department of public works for the maintenance of vehicles and other services.

***Health Insurance Fund*** – This fund is used to account for the payment of health and other employee benefit programs.

**INTERNAL SERVICE FUNDS**  
**COMBINING STATEMENT OF NET ASSETS**

JUNE 30, 2011

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
<b>ASSETS</b>			
CURRENT:			
Cash and cash equivalents..... \$	623,866	\$ 6,219,848	\$ 6,843,714
Receivables, net of allowance for uncollectibles:			
Departmental and other.....	-	18,974	18,974
Total current assets.....	<u>623,866</u>	<u>6,238,822</u>	<u>6,862,688</u>
<b>LIABILITIES</b>			
CURRENT:			
Warrants payable.....	28,210	-	28,210
Unearned revenues.....	-	18,974	18,974
Employee contributions paid in advance.....	-	2,108,455	2,108,455
Health claims payable.....	-	112,703	112,703
Total current liabilities.....	<u>28,210</u>	<u>2,240,132</u>	<u>2,268,342</u>
<b>NET ASSETS</b>			
Unrestricted..... \$	<u>595,656</u>	<u>\$ 3,998,690</u>	<u>\$ 4,594,346</u>

**INTERNAL SERVICE FUNDS**  
**COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS**

FISCAL YEAR ENDED JUNE 30, 2011

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
<b><u>OPERATING REVENUES:</u></b>			
Employee contributions .....	\$ -	\$ 18,584,420	\$ 18,584,420
Employer contributions .....	-	57,994,748	57,994,748
Charges for services.....	1,769,456	-	1,769,456
<b>TOTAL OPERATING REVENUES .....</b>	<b>1,769,456</b>	<b>76,579,168</b>	<b>78,348,624</b>
<b><u>OPERATING EXPENSES:</u></b>			
Cost of services and administration .....	1,723,242	-	1,723,242
Employee benefits .....	-	76,983,394	76,983,394
<b>TOTAL OPERATING EXPENSES .....</b>	<b>1,723,242</b>	<b>76,983,394</b>	<b>78,706,636</b>
<b>OPERATING INCOME.....</b>	<b>46,214</b>	<b>(404,226)</b>	<b>(358,012)</b>
<b><u>NONOPERATING REVENUES (EXPENSES):</u></b>			
Investment income.....	-	7,306	7,306
<b>CHANGE IN NET ASSETS.....</b>	<b>46,214</b>	<b>(396,920)</b>	<b>(350,706)</b>
<b>NET ASSETS AT BEGINNING OF YEAR.....</b>	<b>549,442</b>	<b>4,395,610</b>	<b>4,945,052</b>
<b>NET ASSETS AT END OF YEAR.....</b>	<b>\$ 595,656</b>	<b>\$ 3,998,690</b>	<b>\$ 4,594,346</b>

**INTERNAL SERVICE FUNDS**  
**COMBINING STATEMENT OF CASH FLOWS**

FISCAL YEAR ENDED JUNE 30, 2011

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES:</u></b>			
Receipts from customers and users.....	\$ -	\$ 18,462,849	\$ 18,462,849
Receipts from interfund services provided.....	1,769,456	57,797,475	59,566,931
Payments for interfund services used.....	<u>(1,790,732)</u>	<u>(76,983,394)</u>	<u>(78,774,126)</u>
NET CASH FROM OPERATING ACTIVITIES.....	<u>(21,276)</u>	<u>(723,070)</u>	<u>(744,346)</u>
<b><u>CASH FLOWS FROM INVESTING ACTIVITIES:</u></b>			
Investment income.....	<u>-</u>	<u>7,306</u>	<u>7,306</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS.....	(21,276)	(715,764)	(737,040)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....	<u>645,142</u>	<u>6,935,612</u>	<u>7,580,754</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR.....	<u>\$ 623,866</u>	<u>\$ 6,219,848</u>	<u>\$ 6,843,714</u>
<b><u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u></b>			
Operating income.....	\$ 46,214	\$ (404,226)	\$ (358,012)
Adjustments to reconcile operating income to net cash from operating activities:			
Changes in assets and liabilities:			
Departmental and other.....	-	403	403
Warrants payable.....	(67,490)	-	(67,490)
Unearned revenues.....	-	(211,309)	(211,309)
Employee contributions paid in advance.....	-	(121,571)	(121,571)
Health claims payable.....	<u>-</u>	<u>13,633</u>	<u>13,633</u>
Total adjustments.....	<u>(67,490)</u>	<u>(318,844)</u>	<u>(386,334)</u>
NET CASH FROM OPERATING ACTIVITIES.....	<u>\$ (21,276)</u>	<u>\$ (723,070)</u>	<u>\$ (744,346)</u>



# ***Fiduciary Funds***

***Agency Fund*** – This fund is used to account for payroll withholdings and other amounts held in a fiduciary capacity for nongovernmental purposes.

**AGENCY FUND**  
STATEMENT OF CHANGES IN ASSETS AND LIABILITIES

FISCAL YEAR ENDED JUNE 30, 2011

	Agency Accounts <u>July 1, 2010</u>	<u>Additions</u>	<u>Deletions</u>	Agency Accounts <u>June 30, 2011</u>
<b>ASSETS</b>				
Cash and cash equivalents.....	\$ <u>1,101,852</u>	\$ <u>103,240,311</u>	\$ <u>(103,796,011)</u>	\$ <u>546,152</u>
<b>LIABILITIES</b>				
Liabilities due depositors.....	\$ <u>1,101,852</u>	\$ <u>103,240,311</u>	\$ <u>(103,796,011)</u>	\$ <u>546,152</u>

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# ***Statistical Section***

Statistical tables differ from financial statements since they usually cover more than one fiscal year and may present non-accounting data. The following tables reflect social and economic data, financial trends, and fiscal capacity.



The White Street Fire Station opened in 2011.

City of Springfield, Massachusetts  
Comprehensive Annual Financial Report  
For the fiscal year ended June 30, 2011

# ***Statistical Section***

This part of the City of Springfield's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the City's overall financial health.

## ***Financial Trends***

- These schedules contain trend information to help the reader understand how the City's financial performance and well-being have changed over time.

## ***Revenue Capacity***

- These schedules contain information to help the reader assess the City's most significant local revenue source, the property tax.

## ***Debt Capacity***

- These schedules present information to help the reader assess the affordability of the City's current levels of outstanding debt and the City's ability to issue additional debt in the future.

## ***Demographic and Economic Information***

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the City's financial activities take place.

## ***Operating Information***

- These schedules contain service and infrastructure data to help the reader understand how the information in the City's financial report relates to the services the City provides and the activities it performs.

*SOURCES: Unless otherwise noted, the information in these schedules is derived from the audited financial reports for the relevant year.*

**Net Assets By Component**

**Last Ten Fiscal Years**

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Governmental activities</b>										
Invested in capital assets, net of related debt.....	\$ 12,956,507	\$ 23,999,233	\$ 35,527,345	\$ 152,135,812	\$ 337,293,007	\$ 355,316,577	\$ 341,183,744	\$ 325,029,046	\$ 320,198,349	\$ 332,597,837
Restricted.....	145,767,617	9,061,095	9,202,820	25,282,204	20,736,803	13,972,030	12,177,583	20,024,916	16,968,807	21,614,220
Unrestricted.....	<u>(29,188,317)</u>	<u>(28,246,654)</u>	<u>(26,633,470)</u>	<u>16,537,288</u>	<u>48,403,696</u>	<u>38,245,570</u>	<u>40,383,452</u>	<u>42,521,496</u>	<u>26,587,114</u>	<u>18,239,332</u>
<b>Total governmental activities net assets.....</b>	<b>\$ <u>129,535,807</u></b>	<b>\$ <u>4,813,674</u></b>	<b>\$ <u>18,096,695</u></b>	<b>\$ <u>193,955,304</u></b>	<b>\$ <u>406,433,506</u></b>	<b>\$ <u>407,534,177</u></b>	<b>\$ <u>393,744,779</u></b>	<b>\$ <u>387,575,458</u></b>	<b>\$ <u>363,754,270</u></b>	<b>\$ <u>372,451,389</u></b>
<b>Business-type activities</b>										
Invested in capital assets, net of related debt.....	18,814	24,443	101,374	-	-	-	19,485	106,681	209,137	266,698
Unrestricted.....	<u>135,870</u>	<u>270,027</u>	<u>469,380</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>727,929</u>	<u>1,050,992</u>	<u>2,160,316</u>	<u>2,676,105</u>
<b>Total business-type activities net assets.....</b>	<b>\$ <u>154,684</u></b>	<b>\$ <u>294,470</u></b>	<b>\$ <u>570,754</u></b>	<b>\$ <u>-</u></b>	<b>\$ <u>-</u></b>	<b>\$ <u>-</u></b>	<b>\$ <u>747,414</u></b>	<b>\$ <u>1,157,673</u></b>	<b>\$ <u>2,369,453</u></b>	<b>\$ <u>2,942,803</u></b>
<b>Primary government</b>										
Invested in capital assets, net of related debt.....	12,975,321	24,023,676	35,628,719	152,135,812	337,293,007	355,316,577	341,203,229	325,135,727	320,407,486	332,864,535
Restricted.....	145,767,617	9,061,095	9,202,820	25,282,204	20,736,803	13,972,030	12,177,583	20,024,916	16,968,807	21,614,220
Unrestricted.....	<u>(29,052,447)</u>	<u>(27,976,627)</u>	<u>(26,164,090)</u>	<u>16,537,288</u>	<u>48,403,696</u>	<u>38,245,570</u>	<u>41,111,381</u>	<u>43,572,488</u>	<u>28,747,430</u>	<u>20,915,437</u>
<b>Total primary government net assets.....</b>	<b>\$ <u>129,690,491</u></b>	<b>\$ <u>5,108,144</u></b>	<b>\$ <u>18,667,449</u></b>	<b>\$ <u>193,955,304</u></b>	<b>\$ <u>406,433,506</u></b>	<b>\$ <u>407,534,177</u></b>	<b>\$ <u>394,492,193</u></b>	<b>\$ <u>388,733,131</u></b>	<b>\$ <u>366,123,723</u></b>	<b>\$ <u>375,394,192</u></b>

During fiscal years 2005, 2006, and 2007, the City did not have any business-type actives.

Changes in Net Assets

Last Ten Fiscal Years

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Expenses</b>										
Governmental activities:										
General government.....	\$ 57,445,980	\$ 55,774,420	\$ 49,309,817	\$ 33,893,533	\$ 37,313,464	\$ 37,430,911	\$ 48,467,529	\$ 54,328,653	\$ 63,024,227	\$ 62,794,736
Public safety.....	74,389,225	64,756,965	57,476,808	81,568,471	85,728,406	92,037,703	103,672,758	101,547,545	108,229,250	110,047,282
Education.....	278,105,743	283,088,674	301,128,474	346,130,455	362,864,927	397,224,731	420,017,056	440,556,125	455,624,524	466,952,480
Public works.....	34,902,708	30,761,581	22,092,283	35,625,891	39,852,304	42,335,873	34,956,415	30,235,260	26,963,956	33,422,502
Health and human services.....	5,101,481	4,896,292	5,012,259	5,599,409	14,629,017	10,665,056	12,075,838	8,244,515	9,813,743	10,299,084
Culture and recreation.....	17,063,333	13,990,907	10,788,760	14,854,349	17,056,712	18,500,551	22,120,662	23,275,504	21,342,468	22,118,556
Employee benefits.....	53,842,136	62,805,501	79,541,619	-	-	-	-	-	-	-
State and county charges.....	2,613,691	2,699,066	2,416,185	17,997,676	-	-	-	-	-	-
Finance Control Board.....	-	-	-	871,757	2,017,262	1,648,086	2,178,191	-	-	-
Interest.....	16,674,113	15,886,536	16,094,549	14,413,659	16,128,784	14,415,119	15,314,660	14,352,351	13,458,084	13,266,838
Claims and judgments.....	-	-	-	-	532,192	556,750	642,918	496,923	-	-
Miscellaneous.....	235,781	421,644	373,701	-	-	-	-	-	-	-
Total government activities expenses.....	540,374,191	535,081,586	544,234,455	550,955,200	576,123,068	614,814,780	659,446,027	673,036,876	698,456,252	718,901,478
Business-type activities:										
Parking.....	494,568	545,403	485,031	-	-	-	-	-	-	-
Trash.....	-	-	-	-	-	-	6,178,931	6,158,565	5,962,662	8,537,689
Total business type activities expenses.....	494,568	545,403	485,031	-	-	-	6,178,931	6,158,565	5,962,662	8,537,689
Total primary government expenses.....	\$ 540,868,759	\$ 535,626,989	\$ 544,719,486	\$ 550,955,200	\$ 576,123,068	\$ 614,814,780	\$ 665,624,958	\$ 679,195,441	\$ 704,418,914	\$ 727,439,167
<b>Program Revenues</b>										
Governmental activities:										
Education charges for services.....	\$ 6,330,707	\$ 16,020,619	\$ 14,832,327	\$ 7,585,941	\$ 6,011,926	\$ 8,341,036	\$ 9,545,159	\$ 8,333,298	\$ 7,903,176	\$ 8,545,601
Public safety charges for services.....	5,562,294	7,295,696	6,843,220	8,483,586	10,312,098	9,589,823	7,789,484	9,190,168	7,743,422	7,059,899
Other charges for services.....	10,857,927	11,246,983	7,808,285	25,565,737	23,265,544	8,347,038	8,854,798	11,363,902	14,075,803	12,434,790
Operating grants and contributions.....	302,049,788	300,741,279	323,819,663	339,811,117	345,756,999	363,885,595	394,416,551	413,665,113	419,677,283	438,860,676
Capital grant and contributions.....	26,853,223	25,738,366	25,280,773	4,543,703	4,537,749	12,815,331	7,585,134	3,467,296	10,232,406	43,524,730
Total government activities program revenues.....	351,653,939	361,042,943	378,584,268	385,990,084	389,884,316	402,978,823	428,191,126	446,019,777	459,632,090	510,425,696
Business-type activities:										
Charges for services - Parking.....	527,353	685,189	761,315	-	-	-	-	-	-	-
Charges for services - Trash.....	-	-	-	-	-	-	4,237,986	3,814,824	3,913,653	4,101,890
Total business-type activities program revenues.....	527,353	685,189	761,315	-	-	-	4,237,986	3,814,824	3,913,653	4,101,890
Total primary government program revenues.....	\$ 352,181,292	\$ 361,728,132	\$ 379,345,583	\$ 385,990,084	\$ 389,884,316	\$ 402,978,823	\$ 432,429,112	\$ 449,834,601	\$ 463,545,743	\$ 514,527,586
<b>Net (Expense)/Revenue</b>										
Governmental activities.....	\$ (188,720,252)	\$ (174,038,643)	\$ (165,650,187)	\$ (164,965,116)	\$ (186,238,752)	\$ (211,835,957)	\$ (231,254,901)	\$ (227,017,099)	\$ (238,824,162)	\$ (208,475,782)
Business-type activities.....	32,785	139,786	276,284	-	-	-	(1,940,945)	(2,343,741)	(2,049,009)	(4,435,799)
Total primary government net expense.....	\$ (188,687,467)	\$ (173,898,857)	\$ (165,373,903)	\$ (164,965,116)	\$ (186,238,752)	\$ (211,835,957)	\$ (233,195,846)	\$ (229,360,840)	\$ (240,873,171)	\$ (212,911,581)
<b>General Revenues and other Changes in Net Assets</b>										
Governmental activities:										
Real estate and personal property taxes, net of tax refunds payable.....	\$ 112,725,703	\$ 112,905,843	\$ 123,589,276	\$ 132,057,410	\$ 132,539,064	\$ 140,716,369	\$ 145,585,893	\$ 156,376,934	\$ 162,066,493	\$ 159,965,027
Tax liens.....	(A)	(A)	(A)	5,926,760	5,442,194	5,160,748	2,937,208	2,595,712	3,820,323	4,328,306
Motor vehicle and other excise taxes.....	8,622,642	7,580,414	6,860,469	8,770,981	8,928,670	8,207,546	7,779,625	9,155,042	7,602,869	7,323,777
Hotel/motel tax.....	-	-	-	694,458	934,715	944,735	960,544	876,507	727,765	767,571
Penalties and interest on taxes.....	8,390,626	8,636,525	10,061,195	3,892,106	3,537,692	3,360,657	2,185,178	2,342,311	1,613,260	1,677,741
Payments in lieu of taxes.....	-	-	-	6,785,417	6,363,640	7,077,264	6,936,565	5,820,090	6,523,169	5,082,080
Grants and contributions not restricted to specific programs.....	83,704,701	37,900,797	31,025,567	35,367,054	37,288,365	46,897,842	45,286,984	42,560,162	35,073,838	33,575,257
Unrestricted investment income.....	1,677,777	178,322	183,203	1,263,014	3,845,110	7,742,338	8,405,541	3,850,833	807,832	669,539
Miscellaneous.....	63,319	908,130	342,374	5,223,206	49,922	789,028	76,324	24,187	28,214	92,752
Transfers.....	-	-	-	-	-	-	(2,688,359)	(2,754,000)	(3,260,789)	(5,009,149)
Special items:	-	-	-	-	-	-	-	-	-	8,700,000
Forgiveness of debt - state loan.....	-	-	-	-	-	-	-	-	-	-
Court settlement.....	2,486,885	-	-	-	-	-	-	-	-	-
Total governmental activities.....	217,671,653	168,110,031	173,882,084	199,980,406	198,929,372	220,896,527	217,465,503	220,847,778	215,002,974	217,172,901
Business-type activities:										
Transfers.....	-	-	-	-	-	-	2,688,359	2,754,000	3,260,789	5,009,149
Total primary government.....	\$ 217,671,653	\$ 168,110,031	\$ 173,882,084	\$ 199,980,406	\$ 198,929,372	\$ 220,896,527	\$ 220,153,862	\$ 223,601,778	\$ 218,263,763	\$ 222,182,050
<b>Changes in Net Assets</b>										
Governmental activities.....	\$ 28,951,401	\$ (5,928,612)	\$ 8,231,897	\$ 35,015,290	\$ 12,690,620	\$ 9,060,570	\$ (13,789,398)	\$ (6,169,321)	\$ (23,821,188)	\$ 8,697,119
Business-type activities.....	32,785	139,786	276,284	-	-	-	747,414	410,259	1,211,780	573,350
Total primary government.....	\$ 28,984,186	\$ (5,788,826)	\$ 8,508,181	\$ 35,015,290	\$ 12,690,620	\$ 9,060,570	\$ (13,041,984)	\$ (5,759,062)	\$ (22,609,408)	\$ 9,270,469

(A) = In years 2002 through 2004 tax lien revenue was included with real estate and personal property tax revenue.  
Source: Audited Financial Statements

**Fund Balances, Governmental Funds**

**Last Ten Fiscal Years**

	Fiscal Year									
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>General Fund</b>										
Reserved for										
Encumbrances and continuing appropriations..... \$	8,537,889	5,714,805	9,620,120	20,047,085	30,904,387	14,563,295	9,885,173	7,440,386	9,660,020	-
Chapter 656 reserve.....	-	-	-	4,341,962	4,869,332	5,049,684	5,624,879	6,042,256	5,794,053	-
Schools .....	-	-	-	-	-	-	-	-	10,881,300	-
Unreserved.....	2,113,074	2,268,083	3,882,756	26,562,000	48,042,132	53,639,496	41,892,849	44,551,976	49,160,191	-
Restricted.....	-	-	-	-	-	-	-	-	-	30,421,176
Assigned.....	-	-	-	-	-	-	-	-	-	3,341,976
Unassigned.....	-	-	-	-	-	-	-	-	-	64,287,919
<b>Total general fund.....</b>	<b>\$ 10,650,963</b>	<b>\$ 7,982,888</b>	<b>\$ 13,502,876</b>	<b>\$ 50,951,047</b>	<b>\$ 83,815,851</b>	<b>\$ 73,252,475</b>	<b>\$ 57,402,901</b>	<b>\$ 58,034,618</b>	<b>\$ 75,495,564</b>	<b>\$ 98,051,071</b>
<b>All Other Governmental Funds</b>										
Reserved.....	741,889	719,120	732,241	-	-	-	-	-	-	-
Unreserved, reported in:										
Special revenue funds.....	19,952,942	12,246,240	11,287,416	12,805,678	18,752,274	56,822,330	86,576,180	109,664,713	54,400,287	-
Capital projects funds.....	(96,775,015)	(33,754,131)	(35,656,164)	14,963,595	12,777,318	55,089,820	27,432,020	40,654,091	34,709,187	-
Permanent funds.....	814,950	-	-	899,467	1,519,975	2,345,985	1,629,236	1,638,295	1,758,634	-
Restricted.....	-	-	-	-	-	-	-	-	-	66,102,729
Unassigned.....	-	-	-	-	-	-	-	-	-	(324,076)
<b>Total all other governmental funds.....</b>	<b>\$ (75,265,234)</b>	<b>\$ (20,788,771)</b>	<b>\$ (23,636,507)</b>	<b>\$ 28,668,740</b>	<b>\$ 33,049,567</b>	<b>\$ 114,258,135</b>	<b>\$ 115,637,436</b>	<b>\$ 151,957,099</b>	<b>\$ 90,868,108</b>	<b>\$ 65,778,653</b>

Notes:

Source: Audited Financial Statements

The City implemented GASB 54 in fiscal year 2011, fund balances prior to fiscal year 2011 have been reported in the pre-GASB 54 format.



Changes in Fund Balances, Governmental Funds

Last Ten Fiscal Years

Fiscal Year

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Revenues:</b>										
Real estate and personal property taxes, net of tax refunds.....	\$ 108,864,653	\$ 114,705,199	\$ 123,381,108	\$ 122,261,374	\$ 130,987,539	\$ 141,134,996	\$ 142,947,339	\$ 157,510,645	\$ 164,367,177	\$ 160,413,338
Tax liens .....	-	-	-	5,926,760	7,194,890	5,160,748	4,472,030	3,309,149	3,768,128	3,448,477
Motor vehicle and other excise taxes.....	8,049,061	7,452,124	8,966,277	9,206,553	9,211,096	8,635,626	8,921,591	8,340,690	7,839,549	7,691,115
Hotel/Motel tax.....	-	-	-	694,458	934,715	944,735	960,544	876,507	727,765	767,571
Charges for services.....	19,874,597	9,840,705	26,160,700	15,214,204	13,431,571	7,854,157	3,599,893	2,148,630	2,439,774	1,353,944
Penalties and interest on taxes.....	8,390,626	8,636,525	10,061,195	3,892,106	3,537,692	3,360,657	2,185,178	2,342,311	1,613,260	1,677,741
Payments in lieu of taxes.....	-	-	-	6,785,417	6,363,640	7,077,264	6,936,565	5,820,090	6,523,169	5,082,080
Licenses and permits.....	1,558,496	1,803,961	1,836,229	3,067,713	2,953,760	3,341,714	2,556,063	5,414,924	3,734,353	3,432,098
Fines and forfeitures.....	1,363,596	1,480,731	1,422,400	1,672,981	2,187,751	1,480,434	1,437,672	6,720,709	6,444,218	5,451,805
Intergovernmental.....	385,465,339	377,689,227	377,357,995	394,065,295	406,253,585	426,261,115	447,473,783	465,309,318	473,972,748	528,886,336
Departmental and other.....	-	-	-	19,159,203	14,083,962	15,165,511	19,884,792	17,271,932	11,806,484	15,533,603
Investment income.....	742,437	178,332	183,203	1,246,770	3,804,110	7,702,368	8,302,737	3,792,330	787,970	675,518
Miscellaneous.....	3,897,443	9,029,620	2,912,764	123,239	69,200	-	-	-	-	-
Contributions .....	-	-	-	2,267,323	2,991,764	3,620,174	2,574,334	2,913,485	2,888,734	2,568,421
<b>Total Revenue.....</b>	<b>538,206,248</b>	<b>530,816,424</b>	<b>552,281,871</b>	<b>585,583,396</b>	<b>604,005,275</b>	<b>631,739,499</b>	<b>652,252,521</b>	<b>681,770,720</b>	<b>686,913,329</b>	<b>736,982,047</b>
<b>Expenditures:</b>										
General government.....	60,783,532	59,245,036	48,787,210	35,604,663	35,023,044	37,433,149	49,623,102	44,061,974	59,236,857	57,699,771
Public safety.....	73,658,172	64,650,696	55,601,857	57,360,810	57,415,730	69,214,379	70,597,009	66,059,643	74,986,038	73,028,036
Education.....	289,296,172	280,013,848	293,744,880	292,822,538	352,200,997	391,340,765	397,535,802	414,768,913	437,093,450	482,327,150
Public works.....	37,695,525	28,892,591	22,233,205	29,853,711	29,205,295	34,228,445	29,313,471	20,307,276	13,750,634	14,706,846
Health and human services.....	5,091,798	4,784,340	5,059,594	5,093,759	13,453,222	9,684,540	11,094,903	7,364,096	8,828,544	8,998,028
Culture and recreation.....	17,814,813	13,938,398	11,508,301	10,556,657	13,139,890	15,233,919	17,408,776	17,186,787	16,222,484	15,754,746
Finance Control Board Expenditures.....	-	-	-	871,757	2,017,262	1,648,086	2,178,191	-	-	-
Pension benefits.....	-	-	-	22,446,447	17,479,734	18,655,982	21,685,459	20,844,905	22,372,681	24,254,094
Employee benefits.....	55,671,298	63,618,153	75,597,564	-	-	-	-	-	-	-
Miscellaneous.....	235,781	207,205	191,342	-	-	-	-	-	-	-
Employee fringe benefits.....	-	-	-	470,127	1,068,473	3,739,401	1,604,431	1,607,929	427,412	1,342,238
Employee health benefits.....	-	-	-	56,898,020	18,074,765	23,041,303	26,400,181	25,026,409	22,221,484	22,470,194
Claims and judgments.....	-	-	-	413,721	532,192	566,750	642,918	496,923	-	-
State, county, and district assessments.....	2,613,691	2,699,066	2,416,185	17,997,676	2,837,845	2,877,262	2,591,642	2,679,875	2,657,567	2,896,717
Debt service.....	29,402,883	31,172,018	34,469,481	-	-	-	-	-	-	-
Principal.....	-	-	-	19,324,296	18,952,085	20,528,965	20,477,383	26,269,682	72,701,316	26,509,108
Interest.....	-	-	-	15,598,461	13,790,706	15,057,019	16,445,028	15,532,168	14,646,118	14,656,717
<b>Total Expenditures.....</b>	<b>572,263,665</b>	<b>549,221,351</b>	<b>549,609,619</b>	<b>565,312,643</b>	<b>575,191,240</b>	<b>643,249,965</b>	<b>667,598,296</b>	<b>662,206,580</b>	<b>745,144,585</b>	<b>744,643,645</b>
Excess of revenues over (under) expenditures.....	<u>(34,057,417)</u>	<u>(18,404,927)</u>	<u>2,672,252</u>	<u>20,270,753</u>	<u>28,814,035</u>	<u>(11,510,466)</u>	<u>(15,345,775)</u>	<u>19,564,140</u>	<u>(58,231,256)</u>	<u>(7,661,598)</u>
<b>Other Financing Sources (Uses)</b>										
Issuance of long-term debt.....	61,316,000	75,314,000	-	49,236,000	-	53,605,000	-	19,500,000	17,864,000	-
Premium from issuance of bonds.....	-	-	-	-	3,463,068	1,875,817	-	599,991	-	-
Issuance of refunding bonds.....	-	7,575,000	-	-	98,274,000	73,795,000	-	4,805,000	-	-
Premium from issuance of refunding bonds.....	-	-	-	-	10,195,602	4,418,218	-	112,181	-	-
Payments to refunded bond escrow agent.....	-	(7,575,000)	-	-	(107,143,336)	(77,546,197)	-	(4,875,932)	-	-
State loan issuance.....	-	-	-	21,871,757	3,642,262	26,007,790	478,191	-	-	-
Capital lease financing.....	-	-	-	-	-	-	3,085,340	-	-	1,436,799
Transfers in.....	69,432	-	6,175,883	16,529,942	3,476,574	21,825,466	35,527,113	107,536,799	68,387,868	9,104,472
Transfers out.....	(69,432)	-	(6,175,883)	(16,529,942)	(3,476,574)	(21,825,466)	(38,215,472)	(110,290,799)	(71,648,657)	(14,113,621)
<b>Total other financing sources (uses).....</b>	<b>61,316,000</b>	<b>75,314,000</b>	<b>-</b>	<b>71,107,757</b>	<b>8,431,596</b>	<b>82,155,628</b>	<b>875,172</b>	<b>17,387,240</b>	<b>14,603,211</b>	<b>(3,572,350)</b>
Special Item - Forgiveness of Debt, State Loan.....	-	-	-	-	-	-	-	-	-	8,700,000
<b>Net change in fund balance.....</b>	<b>\$ 27,258,583</b>	<b>\$ 56,909,073</b>	<b>\$ 2,672,252</b>	<b>\$ 91,378,510</b>	<b>\$ 37,245,631</b>	<b>\$ 70,645,162</b>	<b>\$ (14,470,603)</b>	<b>\$ 36,951,380</b>	<b>\$ (43,628,045)</b>	<b>\$ (2,533,948)</b>
Debt service as a percentage of noncapital expenditures.....	5.15%	5.69%	6.41%	6.22%	5.80%	5.76%	5.82%	6.44%	12.33% (1)	6.07%

(1) Debt service in 2010 includes the early repayment of the \$46.8 million state loan.

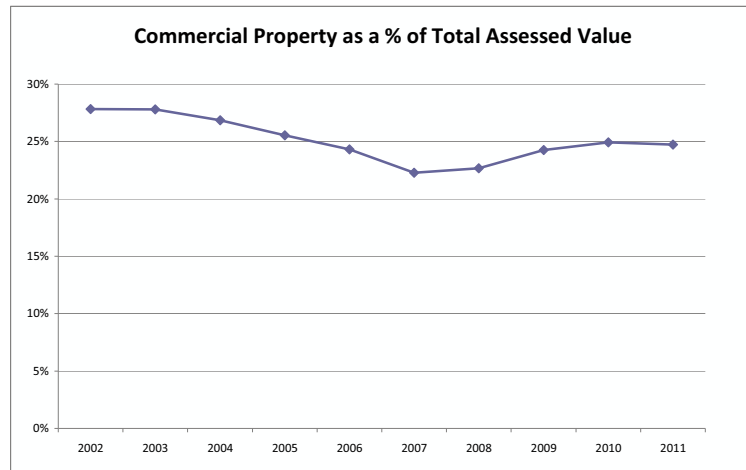
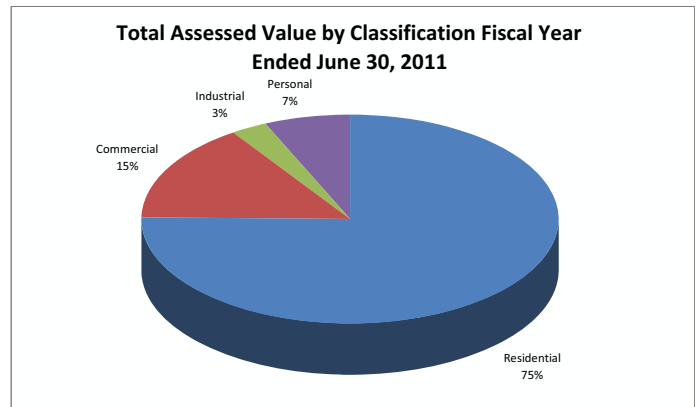
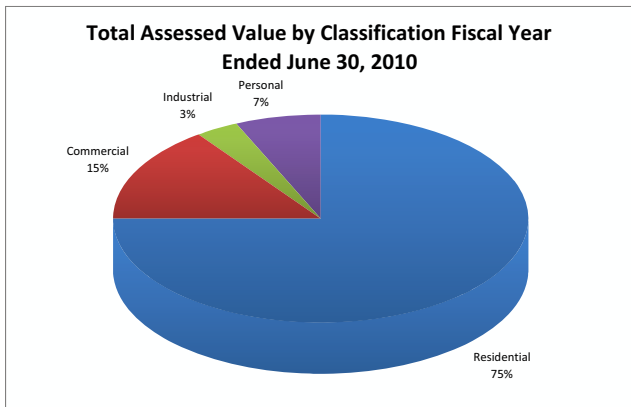
Source: Audited Financial Statements

**Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates**

Last Ten Fiscal Years

Fiscal Year	Assessed and Actual Values and Tax Rates								
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total CIP Value	CIP Tax Rate	Total Direct Rate	Total City Value
2002	(1) \$3,342,267,300	\$ 19.88	\$803,619,100	\$223,799,100	\$261,301,850	\$1,288,720,050	\$ 34.82	\$ 24.04	\$4,630,987,350
2003	\$3,364,538,700	\$ 19.41	\$798,829,100	\$221,760,600	\$274,896,260	\$1,295,485,960	\$ 34.54	\$ 23.62	\$4,660,024,660
2004	\$3,981,811,000	\$ 18.99	\$828,245,700	\$226,022,200	\$407,898,910	\$1,462,166,810	\$ 34.18	\$ 23.07	\$5,443,977,810
2005	(1) \$4,524,791,200	\$ 17.51	\$916,603,200	\$231,787,300	\$404,317,690	\$1,552,708,190	\$ 33.36	\$ 21.56	\$6,077,499,390
2006	\$5,015,641,700	\$ 17.00	\$965,788,700	\$233,789,700	\$412,180,550	\$1,611,758,950	\$ 33.02	\$ 20.90	\$6,627,400,650
2007	\$5,776,964,500	\$ 16.04	\$1,003,757,800	\$234,694,400	\$418,233,820	\$1,656,686,020	\$ 31.91	\$ 19.58	\$7,433,650,520
2008	(1) \$6,036,956,400	\$ 16.03	\$1,079,322,350	\$246,327,200	\$444,536,550	\$1,770,186,100	\$ 32.04	\$ 19.66	\$7,807,142,500
2009	\$5,484,722,870	\$ 17.89	\$1,072,958,950	\$242,991,100	\$440,601,660	\$1,756,551,710	\$ 36.98	\$ 22.52	\$7,241,274,580
2010	\$5,252,153,800	\$ 19.50	\$1,052,016,750	\$229,288,700	\$461,359,650	\$1,742,665,100	\$ 39.25	\$ 24.42	\$6,994,818,900
2011	\$5,155,722,500	\$ 19.49	\$1,045,580,000	\$184,851,100	\$463,175,130	\$1,693,606,230	\$ 38.97	\$ 24.31	\$6,849,328,730

Source: Board Of Assessors



(1) Revaluation year.

Source: Assessor's Department, City of Springfield

All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the City. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding fiscal year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

**Principal Taxpayers**  
**Current Year and Nine Years Ago**

Name	Nature of Business	2011			2002		
		Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
Western Mass Electric	Utility	\$ 142,789,600	1	2.1%	\$ 106,377,800	1	2.3%
Massachusetts Mutual	Insurance	88,460,800	2	1.3%	44,875,200	3	1.0%
Baystate Gas Co.	Utility	59,146,200	3	0.9%	42,078,830	4	0.9%
Verizon New England	Utility	45,614,400	4	0.7%	59,185,320	2	1.3%
Wireline Leasing Co.	Utility	32,849,750	5	0.5%	n/a	n/a	n/a
Solutia	Chemicals	25,631,500	6	0.4%	25,295,800	5	0.5%
Springfield Center 1 Associates	Retail	22,968,400	7	0.3%	19,606,700	7	0.4%
Eastfield Associates	Retail	22,632,800	8	0.3%	16,223,600	6	0.4%
Hubbard Real Estate	Retail	22,448,500	9	0.3%	21,082,900	8	0.5%
Ineos Nova LLC	Chemicals	19,950,810	10	0.3%	n/a	n/a	n/a
Leventhal, Norman	Housing	n/a	n/a	n/a	15,180,290	9	0.3%
Related Springfield Associates	Housing	n/a	n/a	n/a	13,748,700	10	0.3%
<b>Totals</b>		<u>\$ 482,492,760</u>		<u>7.0%</u>	<u>\$ 396,056,340</u>		<u>8.6%</u>

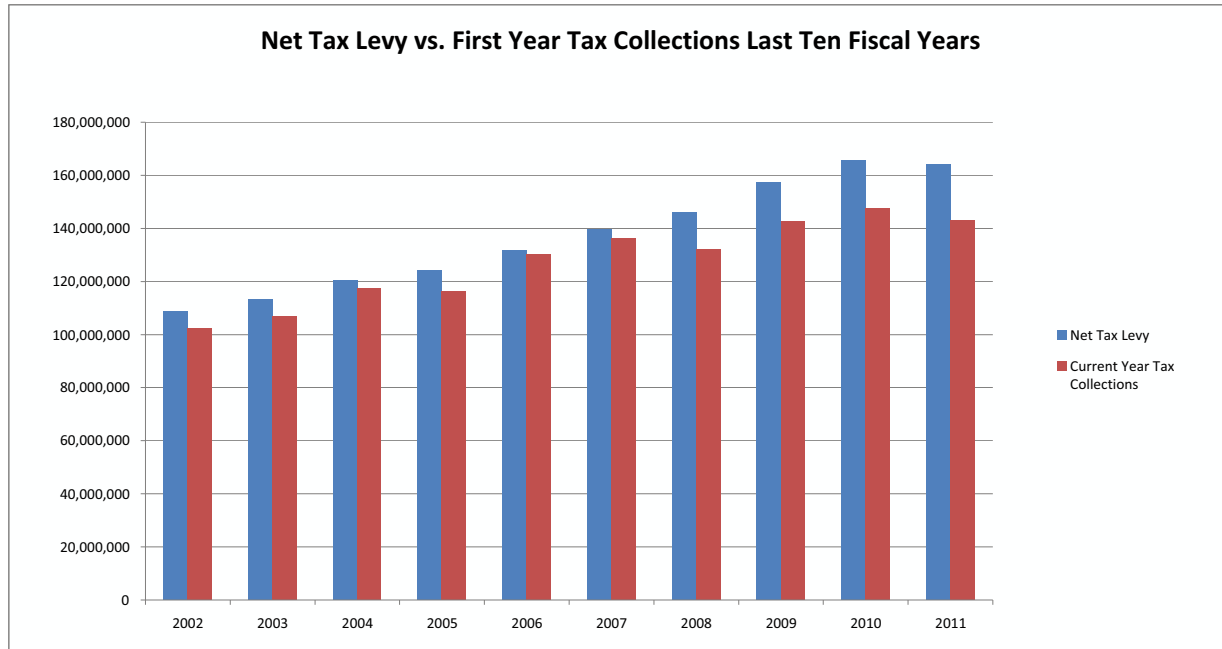
Source: Board of Assessors

**Property Tax Levies and Collections**

**Last Ten Fiscal Years**

<b>Fiscal Year</b>		<b>Total Tax Levy</b>	<b>Less Abatements &amp; Exemptions</b>	<b>Net Tax Levy</b>	<b>Current Tax Collections</b>	<b>Percent of Net Levy Collected</b>	<b>Delinquent Tax Collections</b>	<b>Total Tax Collections</b>	<b>Percent of Total Tax Collections to Net Tax Levy</b>
2002	(1)	\$111,317,506	\$2,411,106	\$108,906,400	\$102,353,095	94.0%	\$4,590,762	\$106,943,857	98.2%
2003		\$115,874,781	\$2,498,585	\$113,376,196	\$106,804,739	94.2%	\$4,559,436	\$111,364,175	98.2%
2004		\$125,591,452	\$5,407,439	\$120,184,013	\$117,137,994	97.5%	\$4,124,226	\$121,262,220	100.9%
2005	(1)	\$131,027,439	\$6,798,667	\$124,228,772	\$116,065,409	93.4%	\$8,146,933	\$124,212,342	100.0%
2006		\$138,488,062	\$6,700,000	\$131,788,062	\$130,093,942	98.7%	\$2,139,051	\$132,232,993	100.3%
2007		\$145,527,361	\$6,061,827	\$139,465,534	\$136,302,756	97.7%	\$1,914,080	\$138,216,836	99.1%
2008	(1)	\$153,489,174	\$7,622,699	\$145,866,475	\$132,147,421	90.6%	\$11,698,654	\$143,846,075	98.6%
2009		\$163,078,974	\$5,752,571	\$157,326,403	\$142,461,500	90.6%	\$15,477,873	\$157,939,373	100.4%
2010		\$170,816,604	\$5,369,540	\$165,447,064	\$147,362,304	89.1%	\$16,062,476	\$163,424,780	98.8%
2011		\$166,484,866	\$2,506,666	\$163,978,200	\$142,925,094	87.2%	\$0	\$142,925,094	87.2%

(1) Revaluation Year  
 Source: Board of Assessors, Official Statements



**Ratios of Outstanding Debt and General Bonded Debt**

**Last Ten Fiscal Years**

Fiscal Year	U. S. Census Population	Personal Income	Assessed Value	Governmental Activities Debt				
				General Obligation Bonds	Capital Leases	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2002	152,082	\$2,365,060,978	\$4,630,987,350	\$253,032,609	\$5,152,866	\$1,698	10.92%	5.58%
2003	152,082	\$2,413,608,932	\$4,660,024,660	\$309,189,237	\$3,680,203	\$2,057	12.96%	6.71%
2004	152,082	\$2,462,156,886	\$5,443,977,810	\$300,575,865	\$3,878,727	\$2,002	12.37%	5.59%
2005	152,082	\$2,510,704,840	\$6,077,499,390	\$352,359,326	\$2,338,936	\$2,332	14.13%	5.84%
2006	152,082	\$2,559,252,794	\$6,627,400,650	\$335,463,503	\$1,488,928	\$2,216	13.17%	5.08%
2007	152,082	\$2,607,800,748	\$7,433,650,520	\$394,807,328	\$918,629	\$2,602	15.17%	5.32%
2008	152,082	\$2,656,348,702	\$7,807,142,500	\$374,808,136	\$3,056,230	\$2,485	14.22%	4.84%
2009	152,082	\$2,704,896,656	\$7,241,274,580	\$368,053,454	\$2,137,804	\$2,434	13.69%	5.11%
2010	153,060	\$2,771,151,300	\$6,994,818,900	\$313,216,138	\$1,737,837	\$2,058	11.37%	4.50%
2011	153,060	\$2,820,011,453	\$6,849,328,730	\$286,707,030	\$2,348,138	\$1,889	10.25%	4.22%

Fiscal Year	Business-type Activities		Total Primary Government			
	General Obligation Bonds	Capital Leases	Total Debt Outstanding	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2002	\$0	\$0	\$258,185,475	\$1,698	10.92%	5.58%
2003	\$0	\$0	\$312,869,440	\$2,057	12.96%	6.71%
2004	\$0	\$0	\$304,454,592	\$2,002	12.37%	5.59%
2005	\$0	\$0	\$354,698,262	\$2,332	14.13%	5.84%
2006	\$0	\$0	\$336,952,431	\$2,216	13.17%	5.08%
2007	\$0	\$0	\$395,725,957	\$2,602	15.17%	5.32%
2008	\$0	\$1,920,289	\$379,784,655	\$2,497	14.30%	4.86%
2009	\$0	\$1,545,719	\$371,736,977	\$2,444	13.74%	5.13%
2010	\$0	\$1,155,889	\$316,109,864	\$2,065	11.41%	4.52%
2011	\$0	\$1,747,169	\$290,802,337	\$1,900	10.31%	4.25%

Source: Audited Financial Statements, U. S. Census

**Direct and Overlapping Governmental Activities Debt**

**As of June 30, 2011**

<u>Overlapping Entity</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable (1)</u>	<u>Estimated Share of Overlapping Debt</u>
Pioneer Valley Regional Transit Authority..... \$	-	38.60%	\$ -
Pioneer Valley Planning Commission.....	-	None	-
City direct debt.....			<u>286,707,030</u>
Total direct and overlapping debt..... \$			<u><u>286,707,030</u></u>

(1) Estimated share based on debt service only.

Source: Official Statements, City Records

**Computation of Legal Debt Margin**

**Last Ten Fiscal Years**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Equalized Valuation.....	\$ 4,732,628,000	\$ 4,855,466,000	\$ 4,855,466,000	\$ 5,778,583,600	\$ 5,778,583,600	\$ 7,118,922,700	\$ 7,118,922,700	\$ 8,479,854,100	\$ 8,479,854,100	\$ 7,856,633,600
Debt Limit -5% of Equalized Valuation.....	\$ 236,631,400	\$ 242,773,300	\$ 242,773,300	\$ 288,929,180	\$ 288,929,180	\$ 355,946,135	\$ 355,946,135	\$ 423,992,705	\$ 423,992,705	\$ 392,831,680
Less:										
Outstanding debt applicable to limit.....	48,274,000	44,743,000	37,018,892	128,303,001	112,072,606	157,484,340	150,050,738	161,499,705	166,996,788	154,580,881
Authorized and unissued debt.....	39,442,000	41,641,000	137,666,531	25,000,000	52,700,000	52,700,000	11,000,000	12,000,000	31,500,000	31,500,000
Legal debt margin.....	\$ 148,915,400	\$ 156,389,300	\$ 68,087,877	\$ 135,626,179	\$ 124,156,574	\$ 145,761,796	\$ 194,895,397	\$ 250,493,000	\$ 225,495,917	\$ 206,750,799
Total debt applicable to the limit as a percentage of debt limit.....	37.07%	35.58%	71.95%	53.06%	57.03%	59.05%	45.25%	40.92%	46.82%	47.37%

Source: Audited Financial Statements; Statement of Indebtedness

## Demographic and Economic Statistics

### Last Ten Fiscal Years

Fiscal Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2002	152,082	\$2,365,060,978	\$15,551	32.0	25,091	7.2%
2003	152,082	\$2,413,608,932	\$15,870	32.0	26,594	8.1%
2004	152,082	\$2,462,156,886	\$16,190	32.1	26,132	7.8%
2005	152,082	\$2,510,704,840	\$16,509	32.2	25,975	7.3%
2006	152,082	\$2,559,252,794	\$16,828	32.2	25,206	7.4%
2007	152,082	\$2,607,800,748	\$17,147	32.3	25,791	7.0%
2008	152,082	\$2,656,348,702	\$17,467	32.4	25,233	7.9%
2009	152,082	\$2,704,896,656	\$17,786	32.4	25,360	11.7%
2010	153,060	\$2,771,151,300	\$18,105	32.5	25,141	12.6%
2011	153,060	\$2,820,011,453	\$18,424	32.5	25,213	10.4%

Source: Massachusetts Department Of Elementary and Secondary Education, Massachusetts Department of Labor and Workforce Development, Official Statements, US Census Bureau



**Principal Employers**  
**Current Year and Nine Years Ago**

Employer	Nature of Business	2011			2002		
		Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Baystate Health Systems	Healthcare	6,565	1	9.6%	6,100	1	8.9%
MassMutual Financial Group	Insurance	4,366	2	6.4%	4,343	2	6.4%
Big Y Foods	Grocery	3,337	3	4.9%	3,375	3	4.9%
Sisters of Providence Health Systems	Healthcare	2,253	4	3.3%	n/a	n/a	n/a
Center for Human Development/Behavioral Health Network	Human Services	945	5	1.4%	n/a	n/a	n/a
Smith & Wesson	Firearms	882	6	1.3%	1,000	6	1.5%
Peter Pan Bus Lines	Transportation	864	7	1.3%	n/a	n/a	n/a
Solutia Chemical	Manufacturing	750	8	1.1%	n/a	n/a	n/a
Springfield College	Education	650	9	1.0%	n/a	n/a	n/a
Western New England College	Education	589	10	0.9%	n/a	n/a	n/a
US Postal Service	Mail	n/a	n/a	n/a	3,208	4	4.7%
Mercy Hospital	Healthcare	See Sisters of Providence Health Systems		0.0%	1,385	5	2.0%
Unicare	Insurance	n/a	n/a	n/a	825	7	1.2%
Monsanto Chemical Company	Plastics and Chemicals	n/a	n/a	n/a	800	8	1.2%
NYNEX	Utility	n/a	n/a	n/a	760	9	1.1%
Fleet National Bank	Banking	n/a	n/a	n/a	646	10	0.9%
		<u>21,201</u>		<u>31.0%</u>	<u>22,442</u>		<u>32.8%</u>

Source: Official Statements, Massachusetts Department of Labor and Workforce Development

**Full-time Equivalent City Employees by Function**

**Last Ten Fiscal Years**

	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Function										
(A) General government.....	271	244	189	204	390	353	351	364	354	339
Public safety.....	1,189	1,068	844	867	852	903	927	918	891	894
Education.....	3,809	3,802	3,306	3,507	3,589	3,047	3,212	3,327	3,664	3,808
Public works.....	334	330	326	346	205	174	186	136	84	70
Health and human services.....	49	46	37	36	40	41	42	41	40	39
(A) Culture and recreation.....	437	282	285	185	102	84	84	80	63	64
Total .....	<u>6,088</u>	<u>5,771</u>	<u>4,986</u>	<u>5,145</u>	<u>5,178</u>	<u>4,602</u>	<u>4,802</u>	<u>4,865</u>	<u>5,097</u>	<u>5,214</u>

Source: Payroll Department

(A) In FY 2006 the Park and Facilities Departments were merged and the new department is recorded under the general government heading.

## Operating Indicators by Function/Program

### Last Ten Fiscal Years

<u>Function/Program</u>	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
General government										
Marriage recordings.....	904	918	929	849	860	865	885	861	850	810
Birth recordings.....	5,700	5,700	5,597	5,537	5,679	5,627	5,586	5,588	5,297	4,468
Death recordings.....	2,106	2,270	2,028	2,038	2,015	2,098	2,035	1,922	2,006	1,581
Police										
Physical arrests.....	7,168	6,175	7,156	7,381	6,562	6,792	6,720	6,069	5,474	5,634
Motor vehicle violations.....	39,566	19,324	23,400	27,410	20,715	19,974	32,881	27,736	18,581	14,205
Police personnel and officers.....	738	687	530	538	538	563	589	581	583	467
Fire										
Inspections.....	6,531	6,123	6,705	8,853	8,258	8,815	7,774	6,658	5,657	7,397
Emergency responses.....	12,603	10,638	9,943	10,791	11,170	12,219	13,664	14,235	15,019	15,519
Fire personnel and officers.....	396	368	282	269	255	268	279	264	250	260
Education										
Number of students.....	25,091	26,594	26,132	25,975	25,206	25,791	25,233	25,360	25,141	25,213
Number of graduates.....	N/A	N/A	N/A	N/A	12,905	13,876	13,727	13,821	13,325	11,705
Number of teachers.....	N/A	N/A	2,302	2,235	2,308	2,215	2,208	1,882	2,144	2,076
Number of administrators.....	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	192
Elder Affairs										
Number of persons using COA transportation...	N/A	N/A	N/A	1,054	1,377	1,462	1,394	1,547	1,513	830
Number of personnel.....	N/A	N/A	N/A	12	13	13	13	15	14	1
Libraries										
Volumes in circulation.....	768,023	769,891	781,510	800,895	806,449	818,033	801,258	782,835	795,409	785,977
Total volumes borrowed.....	789,157	579,795	585,087	606,627	611,893	635,188	647,913	650,386	608,946	604,071

Source: MBLC Annual Report Surveys  
 Van Trip Logs, Employee Workforce Reports  
 Mass Board of Library Commissioners  
 Annual Report Information Survey  
 2011 Data

N/A - Information not available

## Capital Asset Statistics by Function/Program

### Last Ten Fiscal Years

<u>Function/Program</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
General government										
Number of buildings.....	38	38	38	38	38	38	38	38	39	39
Fire										
Number of stations.....	8	8	8	8	8	8	8	8	8	8
Police (1)										
Number of stations.....	11	2	2	2	2	2	2	2	2	2
Education										
Number of elementary schools.....	32	32	32	32	32	32	32	32	32	32
Number of middle/junior high schools...	7	7	7	7	7	7	7	7	7	8
Number of secondary schools.....	6	6	6	6	6	6	6	6	6	5
Culture and recreation										
Parks and playgrounds.....	35	35	35	35	35	36	36	38	38	38
Park and playground (acreage).....	2,091	2,091	2,091	2,091	2,091	2,093	2,093	2,102	2,102	2,102
Conservation land (acreage).....	430	430	430	430	430	430	430	430	430	430
Public beaches.....	1	1	1	1	1	1	2	2	2	2
Ball fields.....	62	62	62	62	62	62	62	62	62	62
Tennis courts.....	37	37	37	37	37	37	37	37	37	37

Source: City Departmental records.

(1) Includes substations

## Free Cash & Stabilization Fund Balances

### Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Free Cash</u>	<u>Stabilization Fund (B)</u>
FY2011.....	\$ 4,698,933	\$ 45,100,661
FY2010 (A).....	\$ 33,776,930	\$ 31,354,741
FY2009.....	\$ 22,319,922	\$ 36,528,216
FY2008.....	\$ 12,543,347	\$ 68,047,256
FY2007.....	\$ 30,453,077	\$ 41,213,237
FY2006.....	\$ 17,372,051	-
FY2005.....	\$ 6,797,833	-
FY2004.....	\$ (37,357,636)	-
FY2003.....	\$ (22,957,298)	-
FY2002.....	\$ (57,510,507)	-

Source: City Records

(A) The FY 10 Certified Free Cash includes unappropriated FY 09 Free Cash totaling \$18,996,401.

(B) The City did not have a Stabilization fund until FY 2007

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**Appendix G**  
**Four-Year Financial Forecast**  
**Fiscal Years 2013 - 2016**

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	FY07 ACTUAL	FY08 ACTUAL	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ADOPTED	FY13 RECOMMENDED	FY14 MYFP PROJECTED	FY15 MYFP PROJECTED	FY16 MYFP PROJECTED
<b>REVENUE</b>										
Property Taxes	141,134,996	144,389,339	158,790,820	165,100,169	160,748,781	164,232,988	157,492,170	157,492,170	159,203,115	160,203,115
Local Receipts	52,976,157	45,260,105	47,973,995	42,537,995	38,431,505	36,341,229	38,402,040	33,095,546	33,017,812	32,917,812
State Aid - Schools	237,177,377	259,741,998	241,946,329	264,140,752	266,995,345	279,124,754	289,784,150	298,682,046	307,514,645	316,612,221
State Aid - Non-Schools	68,076,777	68,737,284	62,144,023	51,983,004	52,629,095	51,288,096	51,929,515	51,610,579	50,417,330	48,551,695
Reserves	-	-	11,304,220	10,000,000	13,500,000	6,215,955	8,000,000	3,500,000	1,000,000	-
Other Sources	-	-	-	8,589,789	15,826,654	5,000,000	6,185,000	5,500,000	5,500,000	5,500,000
<b>Total</b>	<b>499,365,307</b>	<b>518,128,726</b>	<b>522,159,387</b>	<b>542,351,709</b>	<b>548,131,380</b>	<b>542,203,022</b>	<b>551,792,875</b>	<b>549,880,341</b>	<b>556,652,902</b>	<b>563,784,843</b>
<b>EXPENDITURES</b>										
<b>City Non-Discretionary</b>										
SCHOOLS	274,895,677	296,909,519	282,212,288	310,099,714	320,382,859	330,834,330	344,286,266	354,614,854	365,253,300	376,210,899
MUSEUM	1,100,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000
DEBT SERVICE	34,399,357	39,522,411	39,231,614	38,250,684	39,047,540	38,189,091	37,750,576	38,883,093	40,049,586	41,251,074
STATE ASSESSMENTS	2,834,318	2,591,642	3,216,792	3,284,465	3,068,177	2,997,635	2,958,885	3,018,063	3,078,424	3,139,992
CONTRIBUTION RETIREMENT PENSION	18,876,050	21,194,541	20,844,904	22,050,947	23,926,835	23,703,102	24,322,157	25,817,064	26,764,692	27,691,755
UNEMPLOYMENT	420,000	110,656	-	527,421	306,900	475,087	378,069	475,087	475,087	475,087
WORKERS COMPENSATION	-	-	-	962,702	995,783	1,082,000	935,069	1,000,000	1,000,000	1,000,000
MEDICAL & DENTAL	-	-	-	1,095,890	1,456,888	1,000,000	1,000,000	1,200,000	1,200,000	1,200,000
HEALTH INSURANCE - CITY	30,086,966	23,824,214	23,119,014	22,782,865	21,788,782	23,544,952	23,052,239	23,974,328	24,933,301	25,930,633
NON-CONTRIB. PENSIONS	-	490,918	-	321,734	327,259	300,000	300,000	315,000	315,000	315,000
CAPITAL RESERVE FUND	2,071,398	-	-	2,545,124	2,901,441	2,459,738	2,500,995	2,576,025	2,653,305	2,732,905
PARKING CONTRACT	-	285,611	1,045,291	1,397,072	1,279,521	1,360,617	1,497,884	1,527,842	1,558,399	1,589,566
PAY-AS-YOU-GO CAPITAL	-	-	1,285,337	3,312,791	2,121,882	3,018,418	2,938,413	2,997,181	3,057,125	3,118,268
DIF Debt Service Payment	-	-	-	660,185	125,735	130,000	130,000	133,900	137,917	142,055
<b>Subtotal (Non-Discretionary)</b>	<b>364,683,766</b>	<b>386,249,512</b>	<b>372,275,240</b>	<b>408,611,594</b>	<b>419,049,602</b>	<b>430,414,970</b>	<b>443,370,552</b>	<b>457,852,437</b>	<b>471,796,136</b>	<b>486,117,233</b>
<i>% of Total</i>	<i>75%</i>	<i>76%</i>	<i>75%</i>	<i>78%</i>	<i>77%</i>	<i>79%</i>	<i>80%</i>	<i>83%</i>	<i>85%</i>	<i>86%</i>
<b>City Discretionary</b>										
City Departments	121,511,707	124,938,685	124,916,411	117,548,099	125,313,094	111,163,052	108,405,790	92,027,904	84,856,767	77,667,610
M.C.D.I. CONTRACT	350,000	-	-	1,025,000	825,000	625,000	-	-	-	-
<b>Subtotal (Discretionary)</b>	<b>121,861,707</b>	<b>124,938,685</b>	<b>124,916,411</b>	<b>118,573,099</b>	<b>126,138,094</b>	<b>111,788,052</b>	<b>108,405,790</b>	<b>92,027,904</b>	<b>84,856,767</b>	<b>77,667,610</b>
<i>% of Total</i>	<i>25%</i>	<i>24%</i>	<i>25%</i>	<i>22%</i>	<i>23%</i>	<i>21%</i>	<i>20%</i>	<i>17%</i>	<i>15%</i>	<i>14%</i>
<b>Total Expenditures</b>	<b>486,545,473</b>	<b>511,188,197</b>	<b>497,191,651</b>	<b>527,184,693</b>	<b>545,187,696</b>	<b>542,203,022</b>	<b>551,776,343</b>	<b>549,880,341</b>	<b>556,652,902</b>	<b>563,784,843</b>
MYFP - Surplus / (Gap)	12,819,834	6,940,529	24,967,736	15,167,016	2,943,684	0	0	0	0	0
Actual Stabilization Balance			34,897,570	30,011,939	43,752,876					
Estimated Stabilization Balance *						41,000,000	33,000,000	29,500,000	28,500,000	28,500,000
<i>% of Budget</i>						<i>7.56%</i>	<i>5.98%</i>	<i>5.36%</i>	<i>5.12%</i>	<i>5.06%</i>
*Assumes FY11 free cash is transferred and a \$1M FY12 surplus										

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**Appendix H**  
**Fiscal Year 2013**  
**City of Springfield**  
**Schedule A Documents**

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				<b>FISCAL 2013 RECOMMENDED GENERAL FUND</b>
<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	
<b>0100</b>	<b>10</b>	<b>111</b>	<b>CITY COUNCIL</b>	<b>346,717</b>
0100	10	111	Personal Services	334,979
0100	10	111	Expenses	11,738
0100	10	111	Capital	-
<b>0100</b>	<b>10</b>	<b>121</b>	<b>MAYOR</b>	<b>437,294</b>
0100	10	121	Personal Services	422,911
0100	10	121	Expenses	14,383
0100	10	121	Capital	-
<b>0100</b>	<b>10</b>	<b>129</b>	<b>DEPARTMENT OF ADMINISTRATION AND FINANCE</b>	<b>229,927</b>
0100	10	129	Personal Services	207,061
0100	10	129	Expenses	22,866
0100	10	129	Capital	-
<b>0100</b>	<b>10</b>	<b>132</b>	<b>DEPT 3-1-1</b>	<b>344,785</b>
0100	10	132	Personal Services	289,735
0100	10	132	Expenses	53,850
0100	10	132	Capital	1,200
<b>0100</b>	<b>10</b>	<b>133</b>	<b>FINANCE</b>	<b>497,608</b>
0100	10	133	Personal Services	472,296
0100	10	133	Expenses	25,312
0100	10	133	Capital	-
<b>0100</b>	<b>10</b>	<b>134</b>	<b>CITISTAT</b>	<b>-</b>
0100	10	134	Personal Services	-
0100	10	134	Expenses	-
0100	10	134	Capital	-
<b>0100</b>	<b>10</b>	<b>135</b>	<b>COMPTROLLER</b>	<b>591,626</b>
0100	10	135	Personal Services	580,615
0100	10	135	Expenses	11,011
0100	10	135	Capital	-
<b>0100</b>	<b>10</b>	<b>136</b>	<b>INTERNAL AUDIT</b>	<b>399,438</b>
0100	10	136	Personal Services	242,622
0100	10	136	Expenses	156,816
0100	10	136	Capital	-
<b>0100</b>	<b>10</b>	<b>138</b>	<b>OFFICE OF PROCUREMENT</b>	<b>415,247</b>
0100	10	138	Personal Services	317,494
0100	10	138	Expenses	97,754
0100	10	138	Capital	-
<b>0100</b>	<b>10</b>	<b>141</b>	<b>BOARD OF ASSESSORS</b>	<b>705,826</b>
0100	10	141	Personal Services	573,696
0100	10	141	Expenses	132,130
0100	10	141	Capital	-

				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
<b>0100</b>	<b>10</b>	<b>145</b>	<b>TREASURER</b>	<b>2,858,761</b>
0100	10	145	Personal Services	435,929
0100	10	145	Expenses	2,422,833
0100	10	145	Capital	-
<b>0100</b>	<b>10</b>	<b>146</b>	<b>COLLECTOR</b>	<b>419,768</b>
0100	10	146	Personal Services	300,316
0100	10	146	Expenses	119,452
0100	10	146	Capital	-
<b>0100</b>	<b>10</b>	<b>151</b>	<b>LAW</b>	<b>1,237,488</b>
0100	10	151	Personal Services	713,145
0100	10	151	Expenses	524,343
0100	10	151	Capital	-
<b>0100</b>	<b>10</b>	<b>152</b>	<b>DEPARTMENT OF HUMAN RESOURCES &amp; LABOR RELATIONS</b>	<b>1,322,842</b>
0100	10	152	Personal Services	776,545
0100	10	152	Expenses	546,297
0100	10	152	Capital	-
<b>0100</b>	<b>10</b>	<b>154</b>	<b>PAYROLL DEPARTMENT</b>	<b>111,735</b>
0100	10	154	Personal Services	-
0100	10	154	Expenses	111,735
0100	10	154	Capital	-
<b>0100</b>	<b>10</b>	<b>155</b>	<b>INFORMATION TECHNOLOGY DEPARTMENT</b>	<b>2,909,117</b>
0100	10	155	Personal Services	962,706
0100	10	155	Expenses	1,846,411
0100	10	155	Capital	100,000
<b>0100</b>	<b>10</b>	<b>161</b>	<b>CITY CLERK</b>	<b>480,031</b>
0100	10	161	Personal Services	435,713
0100	10	161	Expenses	44,318
0100	10	161	Capital	-
<b>0100</b>	<b>10</b>	<b>162</b>	<b>BOARD OF ELECTION COMMISSION</b>	<b>477,427</b>
0100	10	162	Personal Services	378,983
0100	10	162	Expenses	98,444
0100	10	162	Capital	-
<b>0100</b>	<b>10</b>	<b>175</b>	<b>PLANNING DEPARTMENT</b>	<b>1,286,155</b>
0100	10	175	Personal Services	848,801
0100	10	175	Expenses	437,354
0100	10	175	Capital	-
<b>0100</b>	<b>10</b>	<b>190</b>	<b>FACILITIES MANAGEMENT</b>	<b>3,592,449</b>
0100	10	190	Personal Services	1,079,430
0100	10	190	Expenses	2,513,019
0100	10	190	Capital	-

				<b>FISCAL 2013 RECOMMENDED GENERAL FUND</b>
<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	
<b>0100</b>	<b>10</b>	<b>193</b>	<b>CAPITAL ASSET CONSTRUCTION</b>	<b>382,732</b>
0100	10	193	Personal Services	232,234
0100	10	193	Expenses	150,498
0100	10	193	Capital	-
<b>0100</b>	<b>20</b>	<b>210</b>	<b>POLICE</b>	<b>35,252,755</b>
0100	20	210	Personal Services	32,983,586
0100	20	210	Expenses	2,253,689
0100	20	210	Capital	15,480
<b>0100</b>	<b>20</b>	<b>220</b>	<b>FIRE</b>	<b>19,135,621</b>
0100	20	220	Personal Services	17,614,422
0100	20	220	Expenses	1,514,087
0100	20	220	Capital	7,112
<b>0100</b>	<b>20</b>	<b>241</b>	<b>BUILDING - CODE ENFORCEMENT</b>	<b>1,361,150</b>
0100	20	241	Personal Services	1,310,300
0100	20	241	Expenses	50,850
0100	20	241	Capital	-
<b>0100</b>	<b>20</b>	<b>242</b>	<b>HOUSING - CODE ENFORCEMENT</b>	<b>619,253</b>
0100	20	242	Personal Services	475,953
0100	20	242	Expenses	143,300
0100	20	242	Capital	-
<b>0100</b>	<b>20</b>	<b>250</b>	<b>CENTRALIZED DISPATCH</b>	<b>1,363,115</b>
0100	20	250	Personal Services	1,291,165
0100	20	250	Expenses	66,950
0100	20	250	Capital	5,000
<b>0100</b>	<b>20</b>	<b>292</b>	<b>TJ O'CONNOR ANIMAL CONTROL</b>	<b>1,218,213</b>
0100	20	292	Personal Services	373,382
0100	20	292	Expenses	844,831
0100	20	292	Capital	-
<b>0100</b>	<b>30</b>	<b>300</b>	<b>SCHOOL DEPARTMENT</b>	<b>344,286,266</b>
0100	30	300	SCHOOL DEPARTMENT	344,286,266
<b>0100</b>	<b>40</b>	<b>400</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>10,078,590</b>
0100	40	400	Personal Services	3,347,478
0100	40	400	Expenses	6,731,112
0100	40	400	Capital	-
<b>0100</b>	<b>50</b>	<b>520</b>	<b>HEALTH &amp; HUMAN SERVICES</b>	<b>1,337,057</b>
0100	50	520	Personal Services	1,140,868
0100	50	520	Expenses	196,189
0100	50	520	Capital	-
<b>0100</b>	<b>50</b>	<b>541</b>	<b>DEPARTMENT OF ELDER AFFAIRS</b>	<b>298,517</b>

				<b>FISCAL 2013 RECOMMENDED GENERAL FUND</b>
<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	
0100	50	541	Personal Services	282,838
0100	50	541	Expenses	15,678
0100	50	541	Capital	-
<b>0100</b>	<b>50</b>	<b>543</b>	<b>VETERANS SERVICES</b>	<b>3,151,491</b>
0100	50	543	Personal Services	226,973
0100	50	543	Expenses	2,924,518
0100	50	543	Capital	-
<b>0100</b>	<b>60</b>	<b>610</b>	<b>LIBRARY</b>	<b>3,555,318</b>
0100	60	610	Personal Services	2,155,059
0100	60	610	Expenses	1,360,259
0100	60	610	Capital	40,000
<b>0100</b>	<b>90</b>	<b>613</b>	<b>MUSEUM</b>	<b>1,320,000</b>
0100	90	613	Personal Services	
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	
<b>0100</b>	<b>60</b>	<b>630</b>	<b>PARKS DEPARTMENT</b>	<b>7,547,672</b>
0100	60	630	Personal Services	3,842,673
0100	60	630	Expenses	3,704,999
0100	60	630	Capital	-
<b>0100</b>	<b>70</b>	<b>145</b>	<b>DEBT SERVICE</b>	<b>37,750,576</b>
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	37,750,576
<b>0100</b>	<b>80</b>	<b>135</b>	<b>STATE ASSESSMENTS</b>	<b>2,958,885</b>
0100	80	135	Personal Services	
0100	80	135	Expenses	2,958,885
0100	80	135	Capital	
<b>0100</b>	<b>90</b>	<b>911</b>	<b>CONTRIBUTION RETIREMENT PENSION</b>	<b>24,322,157</b>
0100	90	911	Personal Services	
0100	90	911	Expenses	24,322,157
0100	90	911	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>UNEMPLOYMENT</b>	<b>378,069</b>
0100	90	152	Personal Services	
0100	90	152	Expenses	378,069
0100	90	152	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>WORKERS COMPENSATION</b>	<b>935,069</b>
0100	90	152	Personal Services	
0100	90	152	Expenses	935,069
0100	90	152	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>MEDICAL &amp; DENTAL</b>	<b>1,000,000</b>



				<b>FISCAL 2013 RECOMMENDED GENERAL FUND</b>
<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	
0100	90	152	Personal Services	
0100	90	152	Expenses	1,000,000
0100	90	152	Capital	
<b>0100</b>	<b>90</b>	<b>152</b>	<b>HEALTH INSURANCE - CITY</b>	<b>23,052,239</b>
0100	90	152	Personal Services	-
0100	90	152	Expenses	23,052,239
0100	90	152	Capital	-
<b>0100</b>	<b>90</b>	<b>152</b>	<b>NON-CONTRIB. PENSIONS</b>	<b>300,000</b>
0100	90	152	Personal Services	-
0100	90	152	Expenses	300,000
0100	90	152	Capital	-
<b>0100</b>	<b>10</b>	<b>135</b>	<b>PROVISION FOR UNCOMPENSATED ABSENCES</b>	<b>(800,000)</b>
0100	10	135	Personal Services	(800,000)
0100	10	135	Expenses	-
0100	10	135	Capital	-
<b>0100</b>	<b>70</b>	<b>145</b>	<b>CAPITAL RESERVE FUND</b>	<b>2,500,995</b>
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	2,500,995
<b>0100</b>	<b>10</b>	<b>135</b>	<b>M.C.D.I. CONTRACT</b>	<b>-</b>
0100	10	135	Personal Services	
0100	10	135	Expenses	-
0100	10	135	Capital	
<b>0100</b>	<b>10</b>	<b>135</b>	<b>RESERVE FOR CONTINGENCIES</b>	<b>300,000</b>
0100	10	135	Personal Services	
0100	10	135	Expenses	300,000
0100	10	135	Capital	
<b>0100</b>	<b>10</b>	<b>147</b>	<b>PARKING CONTRACT</b>	<b>1,497,884</b>
0100	10	147	Personal Services	
0100	10	147	Expenses	1,497,884
0100	10	147	Capital	
<b>0100</b>	<b>10</b>	<b>133</b>	<b>PAY-AS-YOU-GO CAPITAL</b>	<b>2,938,413</b>
0100	10	133	Personal Services	
0100	10	133	Expenses	
0100	10	133	Capital	2,938,413
<b>0100</b>	<b>10</b>	<b>133</b>	<b>OTHER (FY10 Homeless, FY11 Paygo &amp; RIP)</b>	<b>-</b>
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	-
<b>0100</b>	<b>10</b>	<b>180</b>	<b>DIF Debt Service Payment</b>	<b>130,000</b>

				FISCAL 2013 RECOMMENDED GENERAL FUND
Fund	Func	Dept	Classification	
0100	10	180	Personal Services	
0100	10	180	Expenses	
0100	10	180	Capital	130,000
<b>6500</b>			<b>ENTERPRISE FUND SUPPLEMENT</b>	<b>4,940,063</b>
<b>6500</b>			Personal Services	
<b>6500</b>			Expenses	4,940,063
<b>6500</b>			Capital	
			<b>TOTAL</b>	<b>551,776,343</b>