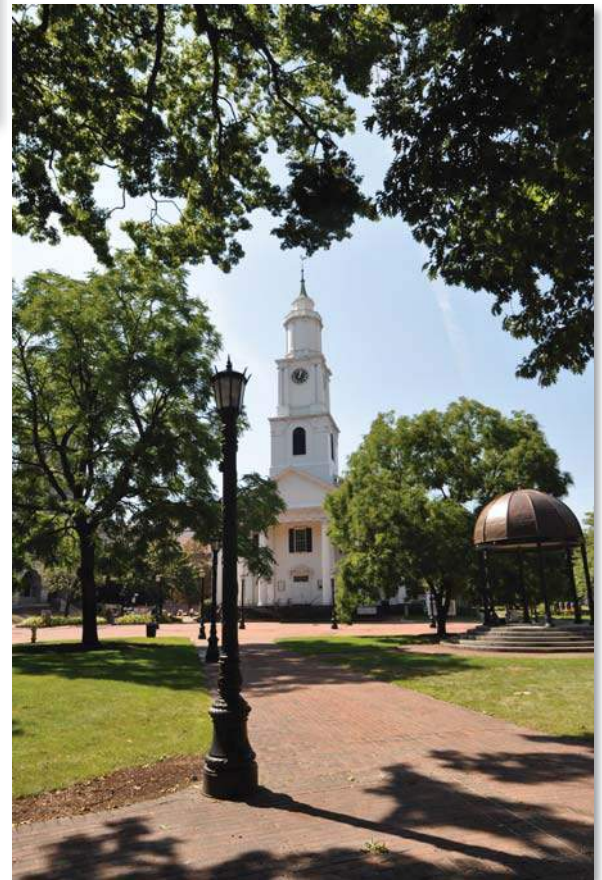




City of Springfield, MA Fiscal Year 2020 Adopted Budget



Domenic J. Sarno, Mayor

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**City of Springfield, Massachusetts
Fiscal Year 2020
Adopted Budget**



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Chief Administrative and Financial Officer**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Springfield
Massachusetts**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

May 29, 2019

To the beloved citizens of Springfield, MA and Springfield City Council,

It is our great pleasure to submit to you the FY20 Adopted Budget. For this fiscal year, the total Citywide budget is \$691.7M, which represents a 5.4% increase over the FY19 adopted budget. This budget continues to embody our core mission with a continued emphasis on public education, public safety, healthy neighborhoods, and community services for the residents of Springfield. The FY20 Budget echoes the City's long-standing resiliency by maintaining core services and personnel even while preparing for a possible economic downturn within our nation in the near future. We strive to keep reaching our goals, holding true to our mission and values, and persevering on top even in the toughest of times.

For the fifth consecutive year, the City has successfully balanced the FY20 budget without the need for stabilization reserve funds. This accomplishment is a testament to the administration's management of City finances and the hard work and determination of our personnel. Closing the budget gap of nearly \$22M was achieved through difficult decisions and tough compromises. We will, however, continue to preserve core services and provide targeted investments that tie with our mission, all while utilizing a restricted amount of potential tax revenue.

Springfield also continues to maintain a strong financial position, as demonstrated by our bond ratings and in FY20; and we expect to meet our goal of reaching \$50M in reserve funds. In March 2019, Standard & Poor's (S&P) once again reaffirmed the City's AA- credit rating with a stable outlook. This continues to be the highest rating in the City's history. These ratings demonstrate how well the City has recovered since the last economic downturn, and our commitment to fiscal sustainability. The City hopes to continuously increase its ratings, even while working under circumstances that are more strenuous.

While the City focuses on maintaining core services, there are many new and important improvements that will be implemented in FY20. Our Springfield Public schools will further be expanding their Early Education program by adding 296 full day seats (15 classrooms) to the previous 100 seats (5 classrooms) across the districts. This will help to better serve our continuously growing community and provide early access to our exceptional public school curriculums. Also in the 2019-2020 school year, all students in the Springfield Public Schools will be exposed to the arts. There will be a music and art teacher placed in every school across the district. While many school districts across the nation have

focused on improving standardized test scores (e.g. the MCAS in Massachusetts), we realize that exposure to the arts is a crucial factor in students' success. Having art and music in every school will help to strengthen the school district's curriculum, better servicing our community.

Currently, Springfield Public Schools is the second largest district in the Commonwealth. There are 33 elementary schools, 17 secondary schools, and 11 specialized schools all servicing over 29,000 students. With over 4,800 exceptional staff members and an elected school committee focused on the success of the City's students, dropout rates have greatly decreased and graduation rates are steadily increasing. In 2018, the dropout rate decreased from 10.0% (2012) to 5.1%. On top of the 56% spike previously seen in graduation rates, in 2018 rates increased more than 20% for a total of 76.9%. With the new school additions, we will continue to see improved academic performance across the district.

In addition to the improvements in our public schools, this budget shows a committed investment in our neighborhoods, including the safety our residents and those who put their life on the line to protect us. The City's Public Safety departments (Police, Fire, & Emergency Communications) will have funding provided in their FY20 budgets to make some necessary improvements.

In FY20, we will purchase and implement the use of Body Worn Cameras with our police officers; Springfield is the largest city in the Commonwealth to do this. In recent years, we have seen all across the nation how imperative it is to have these devices and know that this will help to improve the well-being of our community. Funding will also be added to enhance our police force with a new graduating academy class in July 2019 and at least one more in the fiscal year. In addition, four new cadets will be hired into the well-received cadet program, bringing the total to 25. Also, an additional police officer will be added to the Gaming Enforcement Unit. There are currently 429 officers and a total of 511 sworn personnel. This will help us to not only enhance the safety of our neighborhoods, but also to stay ahead of the departments attrition rates.

Along with Body Worn Cameras and new officers, there will be funding provided for the replacement of essential equipment such as ballistic vests, AED devices, and computer hardware. The Police department will also continue to maintain and fund ongoing initiatives like the Gaming Enforcement Unit at MGM, comprised of six officers and one supervisor, the E-3 metro unit, which increases police presence along Main St. and other neighborhoods, and the expansion of the Crime Analysis Division with three new analysts, added in FY19, and one supervisor.

For FY20, the Fire department will also be hiring new recruits in order to stay ahead of attrition; 24 new fire fighters will be hired in FY20 in order to fulfill their complement of 273 FTEs. Recruits will continually be sent to the state-run academy program, with funding to accommodate three recruit classes. In this new fiscal year, the fire department will proactively replace equipment such as the apparatus and fire fighter turnout gear; this gear ensures the safety of our first responders. While purchasing these newer additions, the department will continue to deploy the O2X program, which aims at promoting the physical and mental health of our first responders. Active participation in these programs helps to decrease the number of work related injuries.

The Emergency Communications (Dispatch) department, which closely collaborates with the Police and Fire departments, will be spearheading projects of their own to improve not only their department, but public safety as a whole. In FY20, the Computer Aided Dispatch (CAD) and Records Management Systems (RMS) will be replaced to improve the working systems for all public safety employees. This will also help to ensure the safety of our community. Funding will continue to be provided for the

Smart911 software, which enables residents to create a safety profile for their household, containing vital information for first responders. This feature is complimentary for our residents. Additional software that will be added is Guardian Tracking, which allows for enhanced personnel management, along with continued funding for educational trainings that aid in strengthening the department's leadership and support staff.

On the professional development front, the department is also working to provide further opportunities for career advancement. Introduced in FY19, the position of Communications Training Officer (CTO) became available to those interested in taking their telecommunications skills to the next level. This position works directly with newly hired call takers, ensuring they receive the necessary training to handle the fast-paced atmosphere of an urban 9-1-1 center.

While the City recognizes the need to improve our public safety to ensure that residents feel safe and protected, the City also continues to make strides in ensuring the well-being of the city's residents and improving their quality of life. Some notable investments include:

Department of Public Works

- ◆ Sidewalk Crew: A great addition to DPW keeping the sidewalk areas safe. The crew completes routine sidewalk repairs in all neighborhoods throughout the city.
- ◆ New Vehicles: Funding will be added to DPW's budget for a new lease payment. This will help replace older vehicles City-wide, instead of continuing costly repairs.
- ◆ Core Services: Single-stream recycling and yard waste pick-up will continue. Street Sweepers will also continue to keep the neighborhoods clean and clear

Facilities Management

- ◆ All cleaning services for municipal buildings are now completed in-house, thus decreasing the FY20 budget by \$180k. Three new custodians were added to help service new buildings such as, the Raymond A. Jordan Senior Center, South End Community Center, and the Paul J. Fenton Public Safety Annex.
- ◆ The FY20 budget provides continued funding for the maintenance of these newly completed buildings, along with the new East Forest Park Library.

Capital Asset Construction

- ◆ Culinary & Nutrition Center: This new state-of-the art facility provides locally sourced and produced meals for Springfield Public Schools. This new project helps to decrease costs and keeps food production jobs in the City. Springfield Public Schools will also pay rent to the City to help offset the cost of this new facility while using it for the Putnam Culinary Arts program.
- ◆ MSBA: The City continues to collaborate with the Massachusetts School Building Authority (MSBA). Through the MSBA's Accelerated Repair Program, the City has been able to undertake numerous school renovation projects around the City over the past several years. In FY20 there will be new repair projects (replacement of roofs, windows, doors, & HVAC systems) beginning at Milton Bradley Elementary School and the Springfield High School of Science and Technology. Additionally, construction has begun at the site of the joint campus for the new Brightwood and Lincoln elementary schools, and planning is underway for the replacement of Homer and DeBerry elementary schools in the coming years.

Parks & Recreation

- ◆ After-school and evening gyms programs will be continued, helping to keep our children safe and active. Camp STAR Angelina, the Therapeutic Recreation Program, and the Terrace Maintenance Program will also continue through FY20.
- ◆ All pools and splash pads will remain open for residents and families to enjoy.
- ◆ The City will also continue to host the well-received Summer Movies in the Park Series in FY20. This is free, family fun entertainment that we hope families will continue to enjoy.
- ◆ Funding will continue for the newest Parks crew, who maintain the downtown park areas including, DaVinci Park, Emerson Wright, Riverfront Park, Court Square, Stearns Square, and Pynchon Plaza. Pynchon Plaza is currently under construction, and will provide a direct walkway from many downtown restaurants and the casino to the Quadrangle and the Springfield Museums.

TJO

- ◆ The Thomas J. O'Connor Animal Control & Adoption Center will continue to maintain funding for essential operations, while also servicing the neighboring cities, Chicopee and Holyoke.

Code Enforcement

- ◆ Operations: Funding for a full complement of administrative and inspectional personnel positions was included for FY20, along with funding for a new Administrative Clerk's position with Housing Code. This helps to ensure healthy neighborhoods and safe buildings throughout the City.

Health Department

- ◆ Funding will continue for one nurse supervisor and one gambling outreach coordinator to provide assistance to those in harm's way of gambling addictions. Forty percent of the Nurse Practitioner's salary is now paid through grant funding.
- ◆ Cold Weather Task Force: \$6k was added to ensure that this new initiative would continue to provide the safety and protection of homeless individuals in the event of severely cold weather.
- ◆ Relocation: Funding was added for costs associated with HHS' relocation to 311 State St.

Elder Affairs

- ◆ Food Services: \$107K is included in the FY20 budget to provide approximately 45 lunch meals per day for seniors who visit the Raymond A. Jordan Senior Center.
- ◆ New Vehicle: In FY20, funding will be provided to purchase a new van or minibus; this will serve as an aid in providing transportation services to senior citizens in the community.

Veteran's Services

- ◆ This department will continue to fully fund services to our veterans in the community. The addition of newer staff in recent years has allowed this department to serve our veterans efficiently through proper case management.
- ◆ Software: There will be continued funding for VetraSpec, a software that was added in FY19. This software enhances operational efficiency by storing all data in one secure location that can be easily accessed from any computer with internet services.

Libraries

- ◆ Three employees were added to provide services at the newly expanding the East Forest Park Library, scheduled to open in the late fall of 2019.
- ◆ In collaboration with the Davis Foundation, the Springfield Public Libraries have taken over management of the award-winning Read! Reading Success by 4th Grade program.
- ◆ Finally, efforts have been made to secure funding necessary to continue the City’s Read/Write/Now adult literacy program. The City will continue to administer the program using private grant funding.

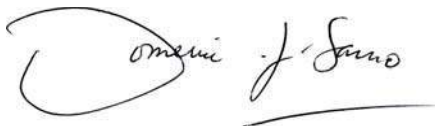
Fiscal Responsibility

- ◆ Received the “Distinguished Budget Award” from the Government Finance Officers Association for the 11th year in a row; received the “Certificate of Excellence in Financial Reporting” for issuance of the City’s Comprehensive Annual Financial Report for the sixth consecutive year.
- ◆ Pension: \$43.4M contribution towards pension liability; a 10.0% increase over the FY19 Adopted Budget.
- ◆ Honors all contractual obligations including collective bargaining agreements, and agreements such as the SPS food service contract and Police Department Assessment Center.
- ◆ Responsible Employer Ordinance: Two Project Managers will continue ensure diversity in hiring practices for City construction projects. These individuals will also ensure compliance with all Federal and State rules and regulations.

As Mayor, I will continue to work tirelessly to ensure that our City receives its fair share of resources and that these resources are utilized in the most efficient and effective manner possible. I am proud of the efforts of my entire team: Superintendent Warwick, Cabinet Heads, Department Heads, and City Staff who work hard for Springfield every day.

Thank you for reviewing the FY20 Adopted Budget. I look forward to your continued support as we commence our new fiscal year.

Respectfully,



Domenic J. Sarno
Mayor



Timothy J. Plante
Chief Administrative & Financial Officer

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Executive Summary

The Adopted Budget for FY20 is \$691.7M. This represents a 5.4% increase over the FY19 Adopted Budget and a 4.3% increase from the FY19 Revised Budget.

Fiscal 2017 Actual General Fund	Fiscal 2018 Actual General Fund	Fiscal 2019 Adopted General Fund	Fiscal 2019 Revised General Fund	Fiscal 2020 Adopted General Fund	% Change from FY19 Adopted	% Change from FY19 Revised
610,907,287	627,645,689	656,191,375	663,075,916	691,704,328	5.4%	4.3%

FY20 marks the fifth consecutive year that the City has been able to balance its budget without the use of stabilization reserve funds. This accomplishment is a testament to the administration’s management of City finances and the hard work and determination of our City. The City’s assessed property valuations, budgeted State Aid, and local receipt estimates, continue to increase. The need to support the rising costs of legal and contractual obligations, employee salaries and benefits, and other City-wide fixed costs, however, leaves the City facing a gap between projected revenues and expenditures year after year.

This year a \$22M gap was identified upon review of all departmental budget requests. All budget decisions have been carefully evaluated using a three-pronged approach: revenue increases, expenditure reductions, and strategic offsets to alternate funding sources. In addition, budgets have been analyzed and presented based on departmental programs, allowing for more data-driven decision making. By analyzing and presenting departmental funding in a programmatic manner, programs are clarified which helps to improve expenditure prioritization. The City’s resources are allocated to the programs that deliver the greatest benefits to the community.

Fiscal Year 2019 Budget Update

Based on the City Comptroller’s Monthly Financial Statements published in April 2019, a surplus of approximately \$2.5M is estimated for the year-end. This projected surplus is very similar to the past five years because the City has budgeted more closely to projections and anticipated outcomes. Overall, the City has and continues to focus on maintaining realistic and balanced budgets throughout each fiscal year. The City is able to maintain its fiscal health by conducting monthly reviews of spending and revenue in an effort to estimate our position at year end. This process allows the City to scrutinize all expenses and revenues which encourages cost savings and ensures that the budget sustains its trajectory.

It is important to note that the year-end surplus estimate is based on a projection made at the end of March 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 responsibly. 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 spend (subject to appropriation), or for transfer to the Stabilization Reserve. “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.

Springfield also continues to maintain a strong financial position as demonstrated by our improved bond ratings. We also expect to meet our goal of reaching \$50M in reserve funds. In February 2019, Standard & Poor’s (S&P) affirmed the City’s AA- credit rating with a stable outlook which continues to be the highest rating in the City’s recorded history; steadily improving from its A- rating six years ago. This credit rating review focuses on the City’s strong institutional core by highlighting Springfield’s “management, with ‘strong’ financial policies and practices, adequate budgetary performance, and strong budgetary flexibility.” Additionally, the City received a reaffirmed

credit rating of A2 with a stable outlook by Moody’s in January 2017. These rating improvements are a testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. The City hopes to continuously increase its ratings going forward.

Fiscal Year 2020 Budget Challenges

Although planning begins years in advance, the actual budget process for each fiscal year begins in January when departments submit their budget requests. These requests are meant to first build up costs to provide the same level of programs and services as the current year. Departments have the opportunity to request new programs or to expand existing ones. In addition, departments were asked to submit proposals that reduced their budget by 4% below their FY19 Adopted Budgets and to provide the impacts of those reductions. This allows the Mayor and his financial team to review requests and understand how departments would suggest operating with lesser amounts.

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

For FY20, the projected gap after budget request submissions totaled \$22M.

Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue maximization, and notably, did not utilize stabilization reserves. All budget decisions were considered in the context of providing vital programs and services to the City with the intention of avoiding layoffs that would impact services. The FY20 budget solutions include:

Getting to Balanced: FY20 Budget Decisions	
Original Gap, based on MYFP	(18,432,325)
Increased Gap, after Department Requests	(22,411,385)
Solutions:	
Expense	(13,438,406)
Department Spending Reductions	(6,952,832)
Grant Offsets	(3,344,284)
Benefits Decrease	(2,291,301)
School Transportation Reduction	(2,126,857)
Debt Schedule Reduction	(1,913,897)
Department Spending Increases	3,190,765
Revenue	8,972,979
Departmental Revenue Increases	2,508,060
Food Service Building rent	850,000
MGM GGR payments	350,000
Meals/Hotels Projected Increase	-
Medical Marijuana HCA Excise	155,000
Projected Medicaid Increase	125,000
Department Revenue Reductions	(1,015,081)
Property Values	
New Growth	2,500,000
Reduction of Overlay	1,000,000
One Time Revenue	
Overlay Surplus	2,500,000
Reserves	-
Balance Sheet	0

Revenue Increases

Additional Levy

The City's Assessors Office is continually working to update the levy throughout the budget planning process. This process begins during the budget season, usually in January and continuing through May, and concludes in late November or December when the tax rate is set. The Office of Management and Budget requests levy projections from the Assessor's Office during the budget season; these projections are included in the budget. The exact tax levy is not known until half way through the budgeted fiscal year once the tax rate is set and properties are levied.

Debt Restructuring

In FY17, the City refunded bonds sold in 2007 and paid the remaining balance of the loans off at a lower interest rate. This saves the City an anticipated \$3.8M in debt repayments. In addition, previous years' efforts to restructure debt have prevented dramatic increases in future debt payments, and placed the City onto a declining debt schedule which increases our capacity for future debt issuances. Springfield's debt retirement benchmark is currently 81.2% paid off within ten years, which is well within the municipal finance standard of between 65% and 100%.

Additional State Aid

In the FY20 budget, the City is projecting to have an increase in Unrestricted General Governmental Aid (UGGA) of nearly \$1,056,858. In addition, the Governor's budget provides an increase of more than \$17.3M for educational purposes in its Chapter 70 allocation.

Expenditure Reductions

Departmental Spending Reductions

Despite the increase in unrestricted state aid, Springfield continues to operate with lean revenue projections, growing by just 3.16%. Therefore, to submit a balanced budget, departmental budgets must be evaluated for potential reductions. Not all departments were impacted by budget reductions as steeply as others, partly because departmental budgets have been cut year over year, and further reductions could severely hamper operations. Most of the reductions taken were based on historical spending trends and all departmental programs remain intact for FY20 without the need to curtail any operations.

Some specific departmental reductions include:

- ◆ Health Insurance - Due to a decrease in the rates established by the Group Insurance Commission (GIC), combined with costs offset to the Solid Waste Enterprise Fund and various grant funds, \$2.3M was reduced from the General Fund appropriation.
- ◆ Citywide - Offset \$3.3M in eligible costs to grants.
- ◆ Citywide - Departmental budget reduced by \$6.9M by level-funding line items despite requested increases or cutting budgets to historical spending levels.
- ◆ School Transportation- Due to a new contract, the School Transportation Department's budget decreased by \$2.1M.

City of Springfield – General Fund Revenue and Expenditures

FY20 Revenue

State Aid

State Aid is the largest source of revenue for the City of Springfield, historically comprising more than 60% of the City's total revenue. All State Aid is disclosed via the Cherry Sheet, 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. It is finalized based on the final State budget known as the General Appropriations Act (GAA) by July 1st of each year.

Property Tax

Property tax is the largest locally controlled revenue source, and 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 property, which is revalued every five years and updated annually. Proposition 2½ fundamentally changed property taxes for Massachusetts' municipalities after its passage in 1980, creating two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% 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% 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% 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. Estimates on the tax rate for the FY19 budget are still being reviewed and will be part of the tax rate setting process this fall.

	FY15 Levy Calculation	FY16 Levy Calculation	FY17 Levy Calculation	FY18 Levy Calculation	FY19 Adopted	FY20 Adopted
Tax Levy	172,959,829	176,123,213	181,910,553	191,434,885	198,331,396	205,316,171
Prior Year Growth	28,013	141,737	9,717	612,531	-	-
Increase Levy 2.5%	4,323,996	4,406,624	4,548,007	4,801,185	4,958,285	5,132,904
Subtotal	177,311,838	180,671,574	186,468,277	196,848,601	203,289,681	210,449,075
New Growth	3,893,490	1,380,716	4,966,608	4,332,083	5,098,516	2,500,000
Subtotal of Gross Tax Levy	181,205,328	182,052,290	191,434,885	201,180,684	208,388,197	212,949,075
Actual Levy Billed	176,123,123	181,910,553	191,434,885	198,331,396	205,316,171	
Less Overlay	(4,000,000)	(4,000,000)	(3,976,196)	(2,500,000)	(2,500,000)	(1,500,000)
Subtotal of Net Tax Levy	172,123,123	177,910,553	187,458,689	195,831,396	202,816,171	211,449,075

Local Receipts

Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts are projected to increase based on historical collection trends and an uptick in the housing market. 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 has certified positive free cash for the last nine consecutive years, which will help to continue to build the City's Stabilization Fund.

FY20 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, legal services, expertise, and oversight that support 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. Highlights of major economic development projects include MGM, Union Station, the biomass plant, and Big Y's expanded distribution center.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. In FY20, twenty-four (24) fire fighter vacancies will be filled. The Police Department is currently seeking to fill four (4) new Police Cadet positions and one (1) Police Officer position. Additionally, the Police Department will be adding one (1) new officer to the Gaming Enforcement Unit at MGM.

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, with the exception of police and fire.

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 thirty-three (33) elementary schools, seventeen (17) secondary schools, and eleven (11) specialized schools. The District serves over 29,000 students, with a staff of 4,800 employees for FY20. The Springfield Public Schools system is governed by an elected school committee that creates policies and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of nine (9) chiefs who are each in charge of various segments of the organization.

Benefits – This includes benefits for all active and retired City employees including health, dental, and life insurance and contributions to the City's retirement board.

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 2½ 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.

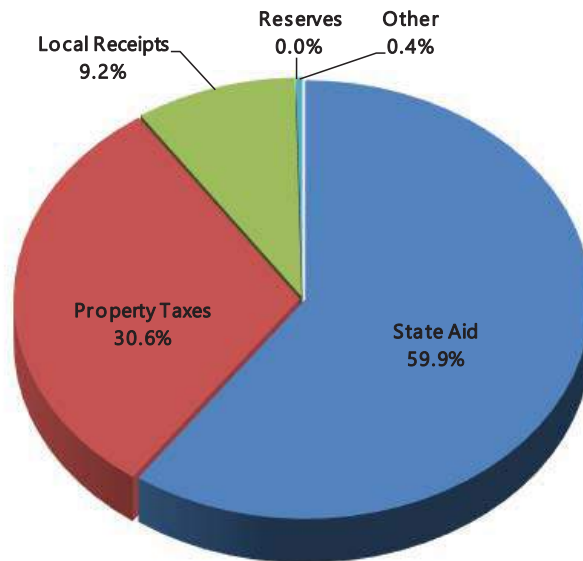
Other – This category includes other payments made on behalf of the City to varying entities including the payment to the Springfield Museums Association, the contract with the Springfield Parking Authority, and the City’s reserve for emergency expenses that may come up throughout the year.

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 FY20, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid represents 59.9% of the City’s revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.

City Revenue	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	% of Total	\$ Change	% Change
State Aid	366,959,416	378,594,165	378,974,697	391,850,224	414,393,003	59.9%	22,542,779	5.8%
Property Taxes	176,662,920	185,958,317	196,720,757	202,789,681	211,449,075	30.6%	8,659,394	4.3%
Local Receipts	47,289,467	46,755,481	45,123,748	60,330,657	63,362,250	9.2%	3,031,593	5.0%
Reserves	-	-	-	-	-	0.0%	-	0.0%
Other	4,000,000	5,500,000	8,000,000	1,220,813	2,500,000	0.4%	1,279,187	104.8%
TOTAL	594,911,802	616,807,963	628,819,202	656,191,375	691,704,328	100%	35,512,952	5.4%

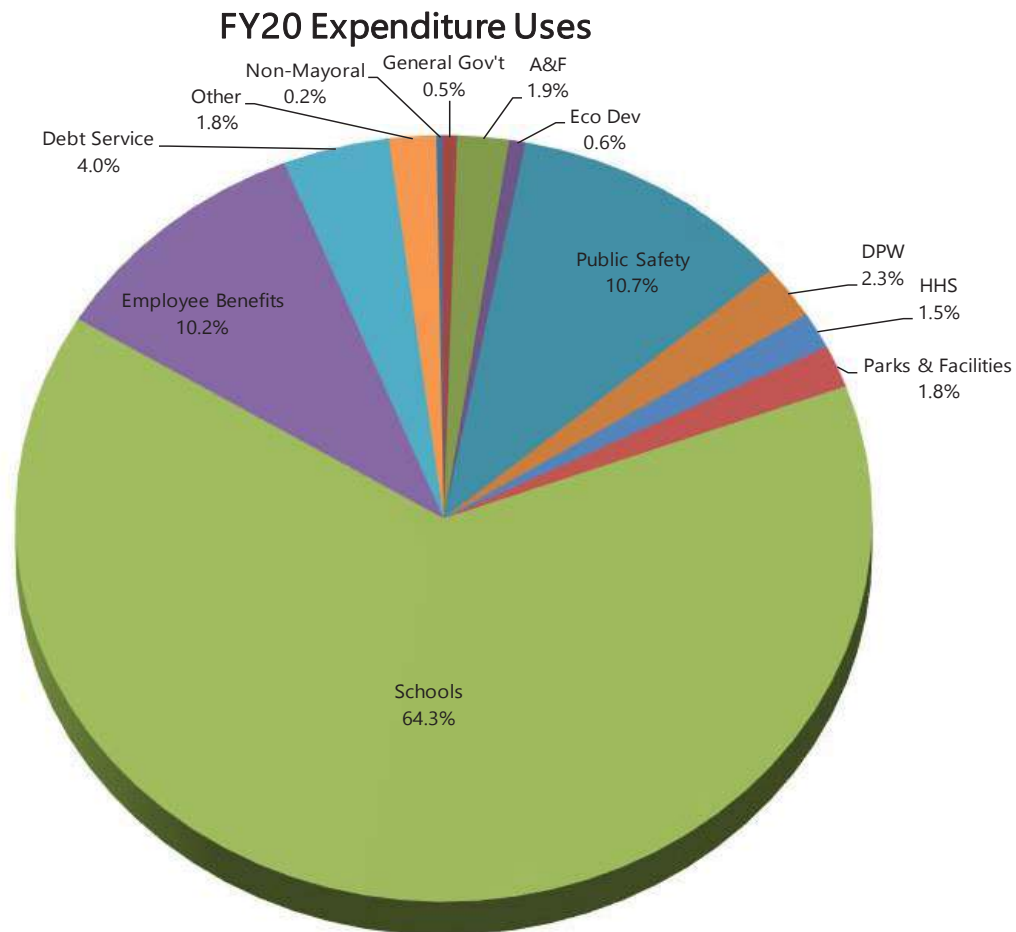
FY20 Revenue Sources



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 FY20, the chart below shows how the \$691.7M 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 personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent 69.86% of the City’s operating budget.

City Spending	FY17 Adopted	FY18 Adopted	FY19 Adopted	FY20 Adopted	% of Total	\$ Change	% Change
Non-Mayoral	1,391,514	1,499,114	1,541,496	1,548,019	0.2%	6,523	0.4%
General Gov't	3,172,819	3,447,470	3,581,186	3,823,627	0.6%	242,441	6.8%
A&F	10,919,522	13,190,338	13,295,191	13,452,366	1.9%	157,175	1.2%
Eco Dev	3,868,681	3,885,720	4,126,643	4,268,719	0.6%	142,075	3.4%
Public Safety	66,392,461	65,926,373	68,887,509	75,072,676	10.9%	6,185,167	9.0%
DPW	13,340,665	14,007,735	14,616,922	15,838,672	2.3%	1,221,750	8.4%
HHS	10,641,495	10,332,035	10,542,526	10,658,973	1.5%	116,447	1.1%
Parks & Facilities	10,933,366	11,442,123	12,338,635	12,367,791	1.8%	29,156	0.2%
Schools	394,423,973	406,045,030	420,749,687	444,890,001	64.3%	24,140,314	5.7%
Employee Benefits	57,048,139	62,956,422	67,194,160	70,607,013	10.2%	3,412,853	5.1%
Debt Service	34,070,027	27,984,872	27,870,576	27,843,303	4.0%	(27,273)	-0.1%
Other	10,605,301	8,101,970	11,446,843	11,333,168	1.6%	(113,676)	-1.0%
TOTAL	616,807,962	628,819,202	656,191,374	691,704,328	100%	35,512,953	5.4%



Conclusion

The FY20 Adopted Budget for the City focuses on strategic growth and 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 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, businesses, and visitors.

Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2020 Adopted Annual Budget. It serves as a guide to help administrators, elected officials, the general public, and other interested parties understand the City's programs, services, goals, and finances in Fiscal Year 2020. This document focuses on four key elements:

Policy Management: The budget defines the Administration's policy priorities and provides general goals for the City and its departments.

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

Program Focus: This budget's stated goals and objectives provide guidance for managers to use in developing priorities and plans for their departments. The budget increases accountability within the departments by creating performance expectations, and quantifiable metrics by which to measure programs' success.

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 tools that governments use to communicate their priorities and activities to the public.

Budget Document Format

This budget is divided into 12 sections: (1) an overview, complete with an organizational chart, (2) a fiscal summary, (3-10) departmental budgets, (11) planning documents, (12) appendices.

Earlier in this document, a reader can find the Mayor and the Chief Administrative and Financial Officer's joint budget message. This statement outlines the Administration's priorities and plans for the upcoming fiscal year, and highlights the most important issues facing the City.

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

The second section is the *Fiscal Summary*, which summarizes the City's anticipated revenues and adopted appropriations. Also included in this section is the *Financial Forecast*, which provides a summary of the City's projected fiscal status over the next four years.

The bulk of the budget, the middle eight sections, contains detailed budgets for City departments. Each

departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2019 highlights, program budgets, budget adjustments, and program goals.

The *Planning Documents* section includes the City's Debt Affordability Analysis, the five-year Capital Improvement Plan, and the four-year Multi-Year Financial Plan. These documents provided analysis for the City's financial planning and are published annually per the City's Financial Ordinances.

The final section, the *Appendices*, includes a glossary of budget terms, a general explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Year 2020 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2020.

The Budget Documents

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 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
Office of Management and Budget
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. The budget was prepared in accordance with the City’s Financial Policies (Appendix E), adopted as City ordinances in April 2009, which are summarized in the chart below.

Section	Code of the City of Springfield	Summary
Compliance with finance laws	Ch42, Art VII, Sec 28	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	Ch42, Art VII, Sec 29	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	Ch42, Art VII, Sec 30	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	Ch42, Art VII, Sec 31	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	Ch42, Art VII, Sec 32	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	Ch42, Art VII, Sec 33	Defines the requirements for the City's undesignated fund balance, stabilization reserve, free cash, capital reserve and self insurance reserve funds.
Debt Policies	Ch42, Art VII, Sec 34	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	Ch42, Art VII, Sec 35	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	Ch42, Art VII, Sec 36	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	Ch42, Art VII, Sec 37	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	Ch42, Art VII, Sec 38	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.
<i>City Ordinances can be found online at http://ecode360.com/SP2105</i>		

Basis of Budgeting: The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of a timing difference in how encumbrances are treated. On a GAAP basis, encumbrances are not considered expenditures because a fund liability has not occurred. On a budgetary basis they 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 the Massachusetts Department of Revenue (DOR) through the Uniform Massachusetts Accounting System (UMAS), which was most recently updated in July 2011, 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 with the distribution of instructions and forms to departments. Departments submit their budget requests for review and analysis by the Office of Management and Budget (OMB) in February or March. When City departments prepare budget requests, they consider program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

The Mayor and OMB invite all City departments to present their budget requests. These meetings serve as an opportunity to discuss the departmental priorities behind the budget calculations, as well as request subsequent documentation from 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 appropriations. 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 exists for preparation of a budget by the City Council. A provision can also be made for supplemental appropriations upon recommendation of the Mayor.

The City Council appropriates Net School Spending (NSS) to the School Department; however, the School Committee retains full authority to allocate the funds appropriated. From that point, the Superintendent is responsible for managing the budget and overall school operations.

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to OMB. Then the request must be reviewed and approved by a Management Analyst and the Budget Director before being forwarded to

the Chief Administrative and Financial Officer for authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2020 Schedule of Appropriations ("Schedule A") . Upon Council authorization, the Office 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 OMB upon the request of a 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 OMB and the requesting department that funds are available to transfer.
- ◆ Mayoral Budget Requests – Upon a determination 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: OMB reviews and monitors all expenditure and revenue accounts during the fiscal year to ensure a balanced budget. Management 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, the Overlay Surplus Fund, and the Solid Waste Enterprise Fund.

The Fiscal Year 2020 budget draws on revenues from the General Fund. The General Fund is the largest fund in the City and accounts for most of the City's financial resources. General Fund revenues include property taxes, license and permit fees, 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. The adopted budget is strictly built on General Fund revenues.

The City's Stabilization Reserve Fund is used 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 their stabilization 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 Municipal Finance Oversight Board (MFOB). The aggregate value of a stabilization fund cannot not exceed ten percent (10%) of a community's equalized value, and any interest earned on the fund shall be added to and become a part of the fund. A two-thirds vote of the City Council is required to appropriate money from the stabilization fund. For the purposes of the annual budget, any amount of Stabilization Reserve funds slated for use are transferred to the General Fund and are then considered General Fund revenues.

The City's Overlay Surplus Fund is any balance in the overlay account of a given year in excess of the budgeted amount remaining to be collected or abated. 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"; 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. 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 and account for certain revenue sources that have been segregated from the budgeted funds and support specific governmental activities (e.g. federal grants or enterprise funds.)

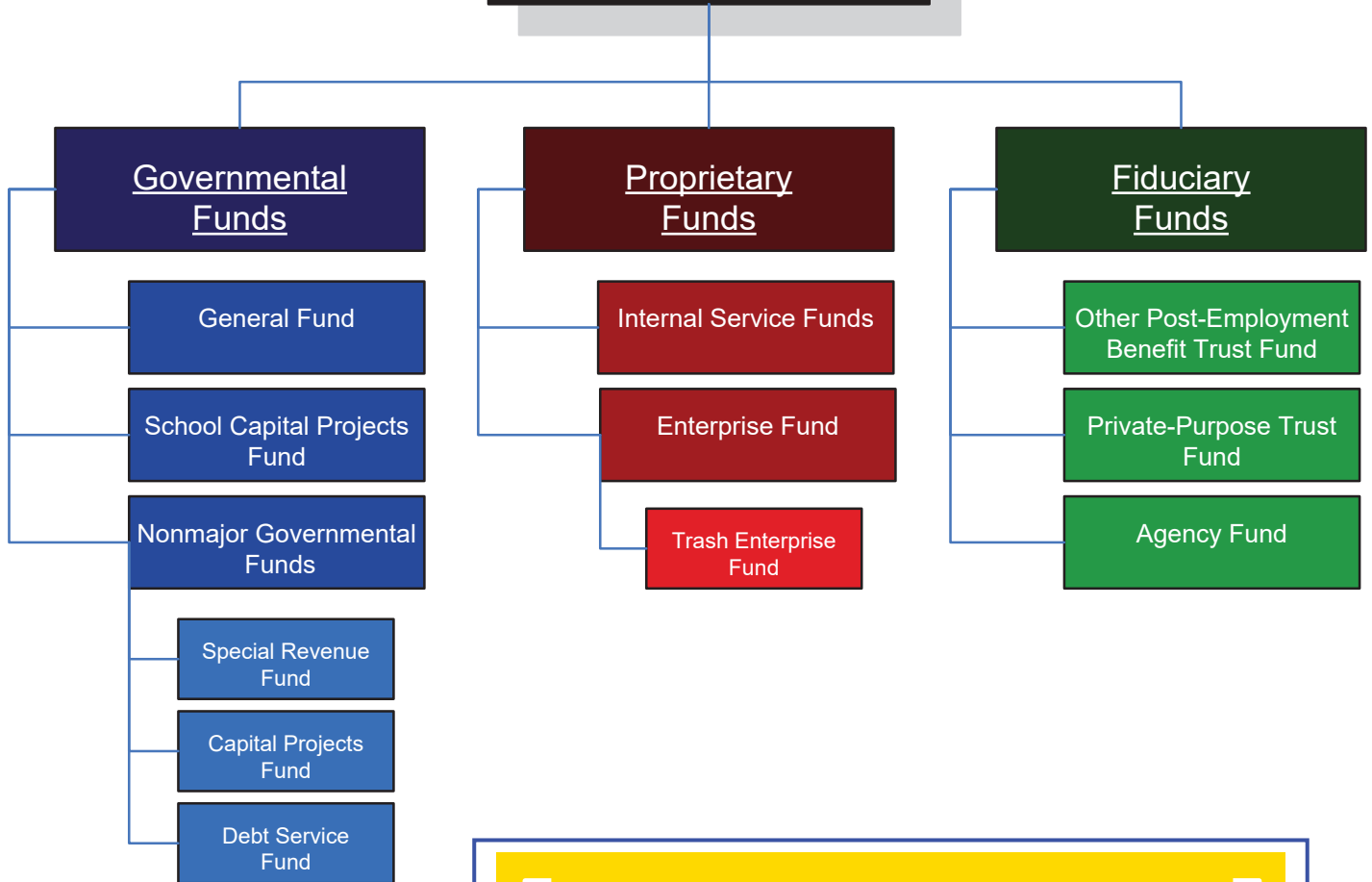
In addition to General Fund appropriations, many departments have access to Federal and State grants that fund the operation of a specific program or service. All departments are able to apply for grant funds. The Office of Management and Budget assists departments in ensuring that grant funded programs and services are vital to the City's core mission and will not have an adverse impact on department's key operations.

The City also maintains revolving funds that raise revenue for specific purposes and can be used without additional appropriations. The City's revolving funds include:

- ◆ Handicapped Parking - Handicapped parking receipts, in accordance with Chapter 40 § 8J
- ◆ Mattoon Street Parking - Parking violation enforcement
- ◆ Park - Banquet Facilities - Operation of the Barney Carriage House, King Phillip's Stockade, and Camp Wilder
- ◆ School Department Technology Take Home Fees – The School Department is currently piloting a program that allows students to take home their school-issued laptops. The fund is used to purchase insurance on these laptops.

Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2019							
Item Description		General	Special Revenue	Capital Projects	Enterprise	Trust	Total
1	Total Revenue	656,268,160	119,611,495	16,243,520	4,251,614	88,284,020	884,658,809
2	Total Expenditures	658,313,558	124,744,670	45,587,392	8,728,244	86,959,185	924,333,049
3	Total Excess (Deficiency) Of Revenues Over Expenditures (Line 1 - Line 2)	(2,045,398)	(5,133,175)	(29,343,872)	(4,476,630)	1,324,835	(39,674,240)
4	Transfers From Other Funds	3,371,250	2,027,729	4,386,385	3,607,866	1,467,167	14,860,396
5	Other Financing Sources	-	-	27,935,000	-	-	27,935,000
6	Transfers To Other Funds	6,485,609	2,263,979	2,975,809	-	3,135,000	14,860,396
7	Other Financing Uses	-	-	-	-	-	-
8	Total Other Financing Sources (Uses) Sum Of Lines 4 And 5 Minus Lines 6 And Lines 7	(3,114,359)	(236,250)	29,345,576	3,607,866	(1,667,833)	27,935,000
9	Total Excess (Deficiency) Of Revenues Over Expenditures & Other Financing Sources (Uses) (Sum Of Lines 3 And 8)	(5,159,757)	(5,369,425)	1,704	(868,764)	(342,999)	(11,739,240)
10	Fund Equity (Retained Earnings) Beginning Of Year	70,185,416	34,468,234	10,356,211	1,563,548	73,539,879	190,113,288
11	Other Adjustments	-	-	-	-	-	-
12	Total Fund Equity (Retained Earnings) End Of Year (Sum Of Lines 9 Through 11)	\$ 65,025,659	\$ 29,098,809	\$ 10,357,915	\$ 694,784	\$ 73,196,880	\$178,374,048

City of Springfield All Funds Overview



Major Fund Descriptions

General Fund—The general fund is the chief operating fund.

School Capital Projects Fund—The school capital projects fund is used to account for the construction and renovation of various school buildings.

Solid Waste Enterprise Fund— The trash enterprise fund is used to account for the City's trash pick-up activities.

City of Springfield Budget Cycle



January: Preliminary state aid estimates are distributed to municipalities through the *Cherry Sheet*. OMB reviews the potential impact of the Governor's proposed State Budget on the City.

February: The Capital Improvement Committee meets with individual departments and solicits detailed explanations of capital requests.

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

The Capital Improvement Committee meets to review project rankings submitted by the departments and finishes the ranking process. An overview of the Capital Budget is then created and submitted to the Mayor. The Mayor reviews the capital requests and approves a final capital budget.

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

Budget Calendar (continued)

April: The Mayor and OMB draft budget recommendations.

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

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

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

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

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

August: OMB reviews the prior year's budget process and makes recommendations for improving the budgeting process.

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

October: OMB conducts a first quarter forecast using expenditure and revenue reports. Updated surplus/deficit projections are made.

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

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

The OMB staff reviews capital project requests and gathers additional information.

Ongoing: OMB works with City departments to manage expenses and revenues so as to maintain a balanced budget. Either party can initiate budget transfers as necessary. OMB conducts regular payroll, expenditure, and revenue forecasts.

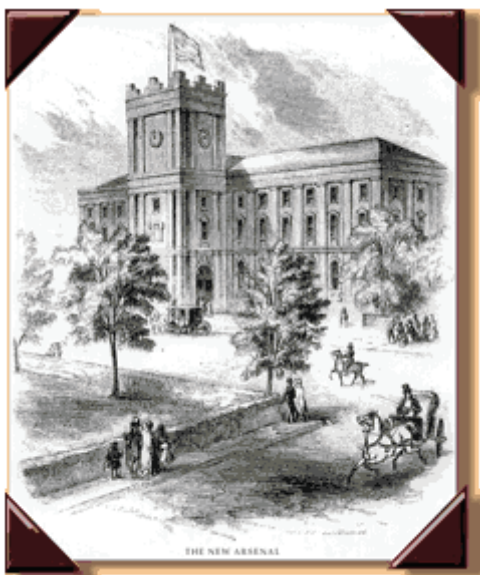
City of Springfield Overview

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, 25 miles north of Hartford, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the major east-west and north-south railroads and interstate highways that meet around the city. Occupying a land area of approximately thirty-three square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population of over 154,000, Springfield 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. Springfield was incorporated as a town in 1641 and as a city in 1852.

In 1777, George Washington selected Springfield as the site of the National Armory. By the 1780s, the Arsenal was a major ammunition and weapons depot. In 1787, the Armory was the site of a confrontation between local militiamen and members of Shay's Rebellion. The term "Springfield Rifle" often refers to any rifle produced by the Springfield Armory for the United States' armed forces. The Armory played an important role in the early Industrial Revolution and was a center of invention and development.

In 1968, after nearly two centuries designing and producing arms for America's military, the armory closed its gates. However, it was re-opened in 1978 as the Springfield Armory National Historic Site and is currently listed as a National Historic Landmark.



The New Arsenal

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, 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 the many Victorian style mansions built before 1939. Springfield has seventeen neighborhoods, each possessing distinct

qualities. The cost of housing in Springfield is affordable compared to peer cities nationally, and compared to other areas in New England.

Springfield is home to a diverse and growing population. 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 Springfield households had children that attended Springfield schools. Springfield is the third largest school district in Massachusetts, with 38 elementary schools, six high schools, six middle schools (grades 6 – 8) and seven specialized schools.

Springfield Economy

Springfield is in the midst of a sustained period of economic growth. Since June 2011, the City has seen over \$4 billion in investment into its economy. From the opening of the MGM Springfield resort casino, to major investments announced by Big Y and MassMutual into Springfield properties, Springfield is seeing investments that will generate new opportunities for residents. These developments also help support the City's ability to collect revenue and make crucial investments that support further growth.

The City of Springfield continues to invest in projects aimed at bringing more economic opportunity to our residents. 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 major initiatives include:

- ◆ **Investments in Neighborhoods:** The City is investing in numerous projects to enhance the quality of life in the City's neighborhoods, making Springfield an attractive place to work and live. In FY19, the City began a \$2 million investment in roads and sidewalks around the City. This investment continues into FY20, through continued funding in the DPW budget for a designated sidewalk repair crew. Additionally, in FY20 there will be a total overhaul and redesign of the Six Corners intersection. These roadway improvements help make Springfield more livable, and are part of long term efforts to reduce traffic in the City.

The City has continued to collaborate with state grant agencies to improve parks in neighborhoods across the City. In the coming year, the City will continue this work with ongoing improvements to Van Horn Park, and new projects at Emily Bill and Ruth Elizabeth Park. The FY20 budget continues to fully fund neighborhood libraries, and the new East Forest Park Library is set to open in the fall of 2019.

- ◆ **Downtown Revitalization:** Downtown Springfield is the cultural and economic heart of Western Massachusetts. From the 1980s through the 2000s, Springfield's downtown was affected by the trends towards deindustrialization that negatively influenced downtowns across the Northeast. Today, through proper investments, downtown is now attracting more people from around the region for work and recreation.

Major investments include the \$93 million restoration of Union Station. Springfield's downtown is now connected by commuter rail to Hartford and New Haven. A \$2 million investment in Stearns Square and Duryea Way has provided the City's dining district with outdoor seating, and an attractive park that celebrates Springfield's history as the location of the first American automobile

Government Characteristics	
Founded	1636
Date of Incorporation as a City	1852
Form of Government	Mayor / Council
Number of City Councilors	13

Geographic Characteristics	
Land Area (Square Miles)	32
Persons Per Square Mile	4,803

Population Characteristics	
Population	154,758
% Male / Female	47% / 53%
Median Age	32.2
Average Family Size	2.65
Race:	
White	32.6%
Latino	43.8%
Black	21.1%
Asian	2.2%
Two or More Races	4.2%
Other	0.5%

Household Characteristics (US Census 2013)	
Households	56,331
Persons Per Household	3
Persons Under 5 Years Old	6.7%
Persons Under 18 Years Old	25.7%
Persons Over 65 Years	12.0%

2019 Tax Rates (Per \$1,000 Value)		
Residential Tax Rate	\$	19.68
<i>Average Single Family Home Value</i>	\$	151,400
Commercial / Industrial / Personal Proper	\$	39.30

Ten Largest Employers (2018)	
Baystate Health Systems	7,318
Mass Mutual Financial Group	7,000
Big Y World Class Markets	5,600
Mercy Medical Center and Its Affiliates	4,173
Center for Human Deveopment	1,500
Smith & Wesson	1,480
Springfield College	1,000
Verizon	1,000
Western New England University	855
Springfield Technical Community Collec	792

Employment Sector Information	
Educational & Health Care Services	31%
Manufacturing	12%
Retail Trade	11%
Food Services & Accommodation	9%
Management & Administration	8%
Finance & Insurance	6%

Parcels	
Single Family	26,267
Condominiums	1,877
Two and Three Family	7,613
Vacant Land	2,804
Apartment	676
Misc Residential	87
Mixed Use Residential	255
Mixed Use Commercial	255
Commercial	2,221
Industrial	351
Personal Property	3,101
Exempt Parcels	2,452

factory. This investment has paid off, with multiple new restaurants planned or already open in the vicinity.

Riverfront Park is currently undergoing a \$3.1 million renovation. Once completed, it will be a place for residents, workers, and tourists to relax and enjoy the City's riverfront, as well as a location for concerts and public events. Getting around downtown will also be easier. In FY19, the City invested \$1.5 million in road improvements for downtown. In FY20, the City will begin the restoration of Pynchon Plaza. Once completed, new stairs and an elevator at the plaza will allow pedestrians to travel quickly between Springfield's cultural attractions at the Quadrangle, to the City's dining and entertainment establishments.

- ◆ **Investments in Education:** Education is an essential element of any economic development effort. Investments in education pay huge dividends for our residents, providing the City will a well-prepared workforce, attracting new residents to the City, and giving our students the tools they need to succeed after graduation.

Through its partnership with the MSBA and other organizations, the City has been able to invest \$409.6 million in school construction and improvement projects since 2008. These efforts will continue in FY20 with the ongoing construction of the new \$82.2 million Brightwood and Lincoln elementary schools' joint campus . FY20 will also see major repair projects ongoing at Milton Bradley and the Springfield High School of Science and Technology. The construction of a new joint

campus for Homer and DeBerry elementary schools is also currently in the planning process.

In FY20, students will also be able to enjoy locally prepared food from the new Springfield Culinary and Nutrition center. This cutting edge facility is the first of its kind in the nation, and a model to other school systems around the country. The new facility will act as a centralized location for preparing the meals served throughout the school district. This will allow the City to provide locally prepared, nutritious meals to its students. Research has shown the powerful link between proper nutrition and student achievement. This new investment is an important step to ensure that all Springfield students are set up for success.

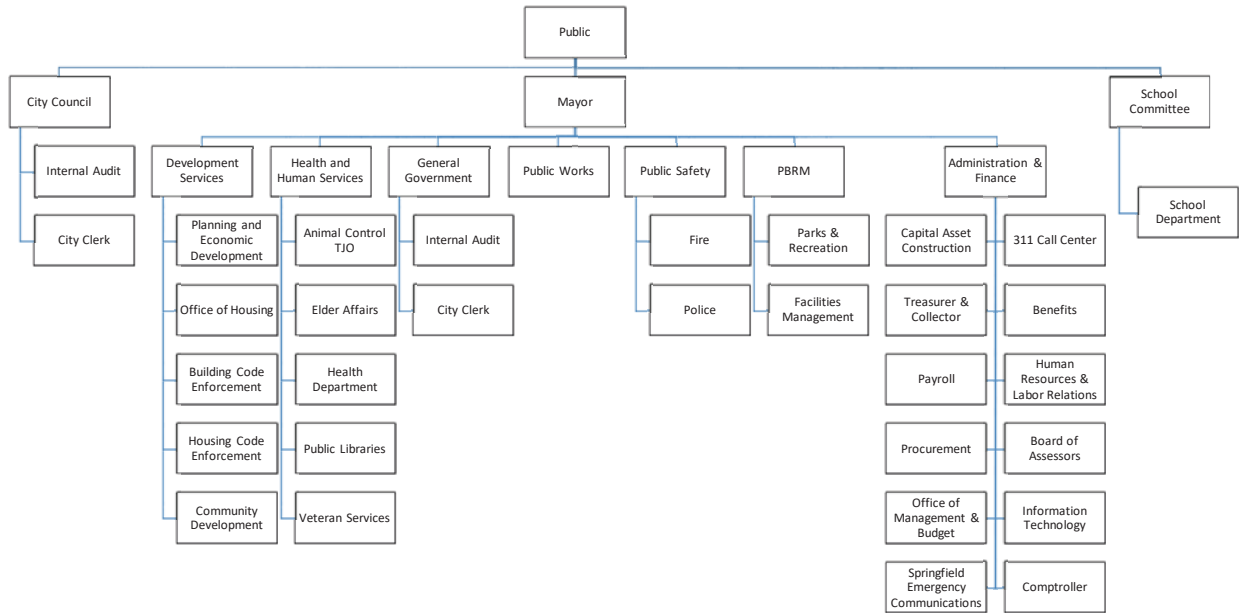
These investments in our facilities are matched by a budget that fully funds educational programs across the city. This will include the addition of music and art classes in every school, across grade levels, as well as funding for pre-K programs.

- ◆ **Public Safety:** Public safety is a top priority of the Administration. It is essential to any community's long-term economic success. In FY20, Springfield will become the first city in the Commonwealth to institute a full-scale body worn camera program. Body worn cameras will increase accountability and transparency, while giving officers a powerful new tool for collecting evidence. In FY20, the City will also invest in a new computer aided dispatch system. This investment will help reduce response times for the City's police and fire departments.

The FY20 budget builds on previous investments in public safety. A new academy class of 19 police officers is scheduled to graduate early in the fiscal year. Shortly after, a second academy of another 19 officers will begin in the fall. The Police Department will also continue its path to accreditation under the Massachusetts Police Accreditation Commission. The budget also provides additional funding for fire fighters' turn out gear, and a newly implemented EpiPen program. These investments will help keep our residents and their property protected, and will help promote Springfield as a safe destination for businesses and tourists.

Together, these investments will help ensure Springfield's continued economic growth. Through careful planning, and the strategic use of resources, the City will continue to work towards promoting growth that is sustainable, and geared towards enhancing the quality of life of all members of our community.

Organizational Structure Overview



Mayor: The City is governed by the Massachusetts Plan "A" form of government, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. Beginning with the November 8, 2015 election, the Mayor is now elected to a 4-year term.

City Council: Legislative powers of the City are vested in the City Council, which consists of five members elected Citywide and one from each of the City's eight wards, elected for two-year terms. Annually, the council elects one of its thirteen members as president. If a Mayoral vacancy occurs, the Council President becomes acting mayor until a new mayor is elected.

The Council holds hearings, passes ordinances, approves financial orders and resolutions, votes on the budget, and must 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 the 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 must confirm 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.

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, Budget Director, Comptroller, Director of Information Technology, Chief Procurement Officer, Director of Human Resources/Labor Relations, 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.

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 and report directly to the Mayor, with the exception of the City Clerk and the Director of Internal Audit, who are appointed by and report to the City Council. 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 involved 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 adoption of the budget by the City Council late in the Fiscal Year. After a tornado struck on June 1, 2011, 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 decided that this plan, along with the City's Strategic Action Plan, should align so that both initiatives are working towards the same goals. This was completed in Fiscal Year 2013 and incorporated into the 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

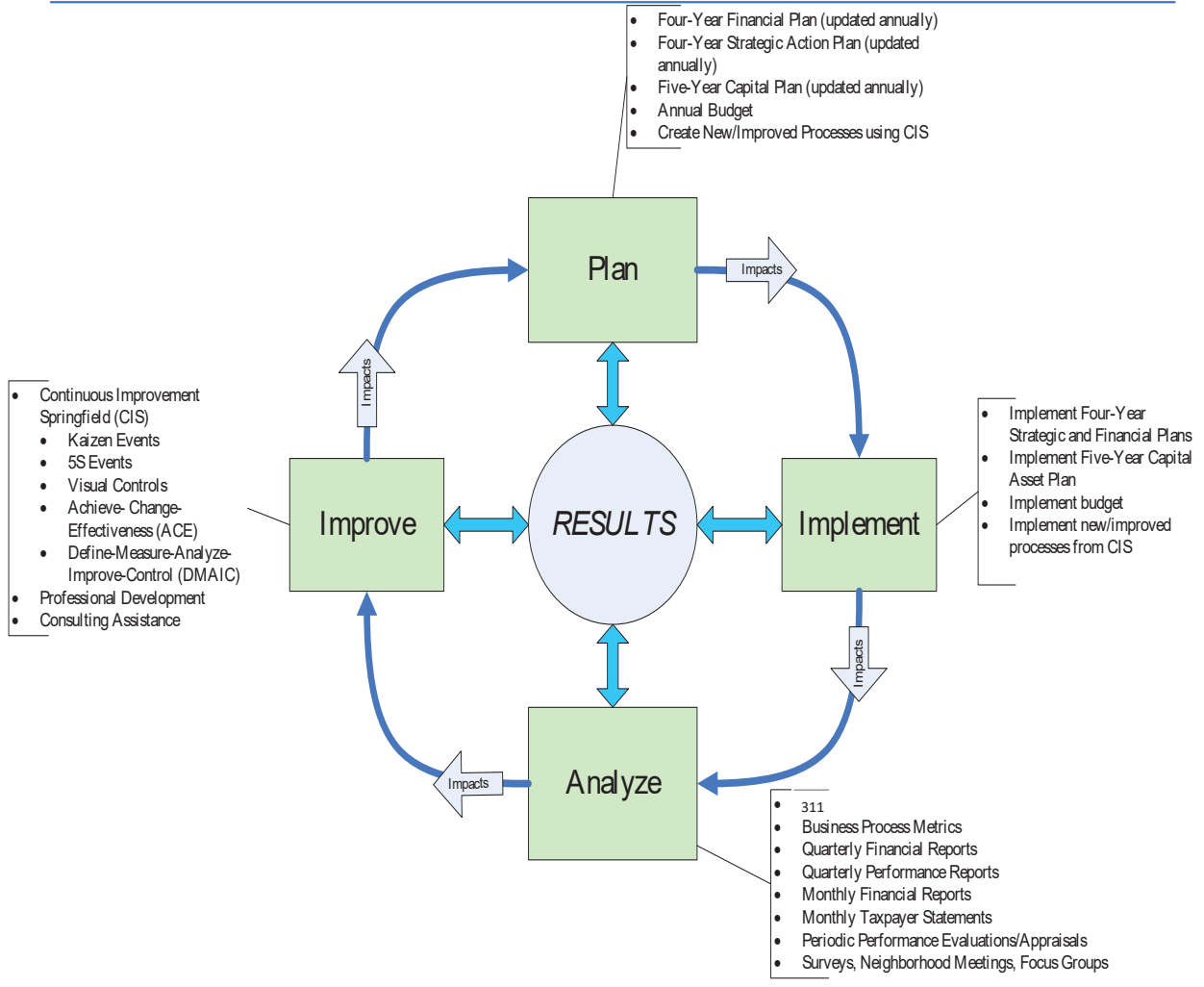
Strategic Priorities

- 1. Public Safety** - Preserve, maintain, and improve the safety of those visiting, living, and working in the City of Springfield
- 2. Education** - Help 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 priorities the Administration wanted to focus on, an off-site meeting was held with all levels of management. The purpose of the meeting was to create goals, action steps, and targets for the next four years, all of which were 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 shape the final product, so that each Strategic Priority is closely matched with specific goals, action steps, and performance metrics.

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

City of Springfield Management Framework



Strategic Plan Development 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

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. The following are the terms used in the City of Springfield's strategic plan. 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. The 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 Springfield's 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 included 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.

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.

Section 2

Fiscal Summary

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Overview

The City of Springfield's financial position continues to move in a positive direction, steadily improving and gaining momentum each fiscal year. The City has strived to maximize its revenues, despite being at its levy ceiling, stabilize expenditures through strategic spending reductions and offset expenses to grants, and continues to implement operational efficiencies to reduce costs.

The City continues to operate with modest revenue growth, making the necessary decisions to balance the budget and maintain core services. FY20 marks the fifth consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget. During the seven years from FY08 to FY14, the City relied on reserves to solve budgetary shortfalls. Balancing the budget without the use of reserves is a clear testament to how effectively the administration is managing City finances.

After preparing the City's Multi-Year Financial Plan (FY20-FY23), which includes the City's projected revenue and expenditures for FY20, the City was confronted with an initial deficit of \$18.4M. Upon the receipt of departmental budget requests, the gap increased to \$22.4M. This deficit was driven by rising salaries due to collective bargaining agreements, rising costs of benefits, particularly pensions, contractual operating costs, and stagnant revenue projections. After solving for this deficit, a second focal point was to reduce the City's reliance on one-time revenue to solve the budget gap. Finally, the administration looked to provide strategic investments in the areas of public safety, economic development, early education, and City infrastructure, with a focus on improving the quality of services in the City's many neighborhoods.

Initially, the \$22.4M deficit was reduced primarily by evaluating rising property values and economic development. Increases in property values allow the City to raise its levy ceiling. The City is projecting property values to grow at least 2.5% or \$5.1M, as allowed under Proposition 2 1/2 in FY20.

Departments continue to develop innovative ways to increase and maintain revenue collections. Through these initiatives, \$8.9M in additional revenue was added to the FY20 budget, further reducing the budget gap. Reductions in expenses were realized through detailed analyses of City departments' expenditures. In total, \$13.4M in projected or requested funding was eliminated. Of this \$13.4M in expense reductions, \$1.9M was the result of debt payments for FY20 being lower than initially projected. Another \$2.1M was reduced from School Transportation costs, and \$6.9M from departmental budget reductions. Staffing levels remain unchanged and, in some cases, the administration strategically increased the staffing levels of departments to better serve City residents.

In an effort to strategically solve for the budget deficit, the FY20 budget is built with the use of one-time revenue. In a perfect world, recurring revenue would be enough to support recurring expenses. Although we are able to manage expenses, we are not able to do the same with revenue, which is problematic when balancing a budget. The efforts made today have a direct impact on the future of the City of Springfield. Reducing dependence on one-time revenue enables the City to grow its reserves. In FY20 we will maintain the City's \$48.3M stabilization reserve fund, and the City expects to meet its previous goal of reaching \$50M. The City will continue to strive to grow these reserves in future years to ensure that the City will be able to weather future economic downturns without having to reduce services.

The FY20 budget demonstrates the Mayor's commitment to community services through its appropriations for the City's public libraries, parks, and of public works, as well as funding to support operations at Union Station. The budget will continue to provide funding for a dedicated Sidewalk Crew for the Department of Public Works, including eight full time employees as well as the supplies needed to make necessary repairs and upgrades to the City's sidewalks. This crew will repair and improve aging sidewalks across the City, in every neighborhood.

The FY20 budget continues to fund the operation of the Raymond A. Jordan Senior center, while providing funding to serve 45 meals per day at the center. Additionally, this year's appropriation will fund the purchase of a new mini bus for senior center activities.

The FY20 budget maintains current Police and Fire Department complements by means of new academies, funded vacancies, and added support staff. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY20 budget reflects this dedication to the safety of all residents, visitors and businesses. The FY20 budget includes funding for an academy of 19 new police officers who are set to graduate in the summer of 2019, and funding for an additional academy to begin in the early fall. This will help support the ongoing effort to stay ahead of attrition by maintaining the complement of officers at 429, a total of 511 sworn personnel, and an overall staff of 600 FTE's. This level of staffing will help the department focus on quality of life issues by supporting neighborhood initiatives, C3 policing units, and maintaining the Ordinance Flex Squad.

Furthermore, the budget continues to fund new deployment strategies without reducing police officer presence in the City's neighborhoods. The E3 Metro Policing Unit will provide 24/7 staffing to key areas ranging from Union Station to the MGM Casino and the Basketball Hall of Fame. The City has also invested in new, highly visible police kiosks in this area where residents and visitors will be able to find police officers quickly in the event of an emergency. The creation of this dedicated unit for this high traffic area of the city will free up more officers for work in the City's neighborhoods. The budget also funds the North End Initiative, four C3 Policing Units, an Ordinance Squad, as well as 6.0 square miles of "ShotSpotter" coverage, which assists with the department's response to gun violence.

The budget continues to invest in the Police Department's Real-Time Crime Analysis Center. Prior investments in technology for this center will be supplemented in the coming fiscal year as well as continued funding for three additional crime analysts and a crime analyst reporting supervisor. Additionally, to coincide with the opening of MGM Springfield last August, the department continues to operate the Gaming Enforcement Unit, which consists of six officers and one lieutenant. The City was able to leverage state funding to cover the costs of this unit. Lastly, this year's budget provides \$209K in capital funding for the Police Department for the purchase of new radios, bulletproof vests, computer hardware, and funding for consultant services to assist with the implementation of a Body-Worn Camera Program. This will make Springfield the largest police department in Massachusetts to have a full-scale program of this kind.

The FY20 Fire Department budget funds three academies, which will train a total of twenty-four firefighters in FY20. These academies will run strategically throughout the fiscal year allowing the Fire Department to continue to send new recruits to State-operated programs. This is a proactive measure to address the large number of retirements anticipated over the next five years.

In addition to the new ladder truck that was funded in FY19's budget, the FY20 appropriation

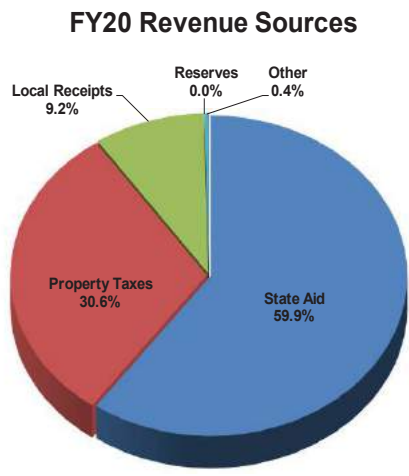
continues to fund the implementation of the health and wellness program O₂X , which is aimed at promoting physical and mental health in first responders. Lastly, the FY20 budget includes an increased appropriation for the purchase of critical fire safety equipment such as turnout gear.

Enhancing public safety is often also achieved by improving economic conditions in urban areas. At the same time, strengthening public safety will attract more residents and businesses to Springfield, therefore increasing economic development. The FY20 budget provides funding for the Office of Planning & Economic Development while continuing funding for three additional building inspectors brought on board in FY17. These inspectors are essential to accommodating the demands of large-scale commercial projects. As business development continues to expand in upcoming years, with projects such as the \$40M redevelopment of Paramount Theater and Massasoit building in downtown, or the \$35M expansion of Big Y’s distribution center in East Springfield, the City will be fully prepared to manage the workload efficiently.

In March 2019, Standard & Poor’s (S&P) once again reaffirmed the City’s AA- credit rating with a stable outlook. This continues to be the highest rating in the City’s history, steadily improving from its A-rating eight years ago. This credit rating review focuses on the City’s strong institutional core by highlighting Springfield’s “management, with ‘strong’ financial policies and practices, strong budgetary performance, and strong budgetary flexibility.” Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody’s in January 2018. These rating improvements demonstrate how well the City has recovered since the last economic downturn, and our commitment to fiscal sustainability.

Revenue Overview

Fiscal 2017 Actual General Fund	Fiscal 2018 Actual General Fund	Fiscal 2019 Adopted General Fund	Fiscal 2019 Revised General Fund	Fiscal 2020 Adopted General Fund	% Change from FY19 Adopted	% Change from FY19 Revised
617,536,597	628,516,407	656,191,375	658,243,654	691,704,328	5.4%	5.1%



Revenue from multiple sources subsidize the City’s budget. These sources include State Aid, local source revenue , and local receipts. The City’s FY20 Adopted Revenue Budget totals \$691.7M, a 5.4% increase over the FY19 Adopted budget.

The most significant factors driving the revenue increases include:

- ◆ Chapter 70 State Aid (Education)
- ◆ Unrestricted General Government State Aid
- ◆ Increase in the City's Property Tax Levy

To understand the FY20 revenue projections, it is important to understand the different sources that are used to fund Springfield's operating budget.

State Aid

State Aid is the largest source of revenue for the City of Springfield, on average accounting for 61.9% of the City's total revenue since FY10. In FY20 the City estimates it will receive \$414.4M in State Aid, an increase of \$22.5M, or 5.8%, over FY19. There are several different categories of State Aid. State Aid is distributed through 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 was once 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 1st of each year. Categories of State Aid include:

Education Aid	
Chapter 70	362,747,204
Charter School Tuition Reimbursement	9,262,983
TOTAL SCHOOL AID	372,010,187

Non-Education Aid	
Unrestricted Gen. Gov't Aid	40,199,748
Veterans Benefits	1,577,464
Exempt: Vets, Blind, Surv Spouses	564,396
State Owned Land	21,208
Abandoned Property	20,000
TOTAL NON-EDUCATION AID	42,382,816

TOTAL STATE AID	414,393,003
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Included in Springfield's Cherry Sheet are also assessments the Commonwealth charges for services. These services include the Pioneer Valley Transit Authority (PVTA) regional transit system and charter school tuition. Springfield's FY20 assessments are \$67.3M, an increase of \$6.4M over the previous fiscal year.

State Education Aid

State Aid for Education has increased significantly over the past ten years, from \$242M in FY09, to \$372M in FY20. Despite this growth, over the past four years the average percentage increase over the

previous year's appropriation has declined, from an average of 4.3% from FY10-FY14, to 3.1% from FY15-FY20. This rate of growth does not keep pace with the growth rate of fixed costs. Consequently, the School Department still needs to solve for budget gaps each year.

State Education Aid comes in the form of Chapter 70 Aid, School Building Assistance, and Charter School Tuition Reimbursement.

Chapter 70

Springfield is anticipating to receive \$362.7M of Chapter 70 Aid in FY20, an increase of \$17.3M. 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 education appropriation for the next fiscal year, known as the required 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% of its Net School Spending requirement, the municipality's Chapter 70 Aid may be reduced the following fiscal year. The City's NSS requirement will increase in FY20 from \$383.7M to \$403.6M, increasing Springfield's local contribution from \$38.2M to \$40.8M.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$9.3M in charter tuition reimbursements, an increase of \$1.4M from FY19. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield's FY20 costs for charter school tuition are \$58.1M, a \$5.7M increase from FY19.

Massachusetts' Chapter 70 program assigns State Aid to each student in every school district, as 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 slowly phases in the costs of charter tuition assessments for new students, providing temporary relief to the public school district.

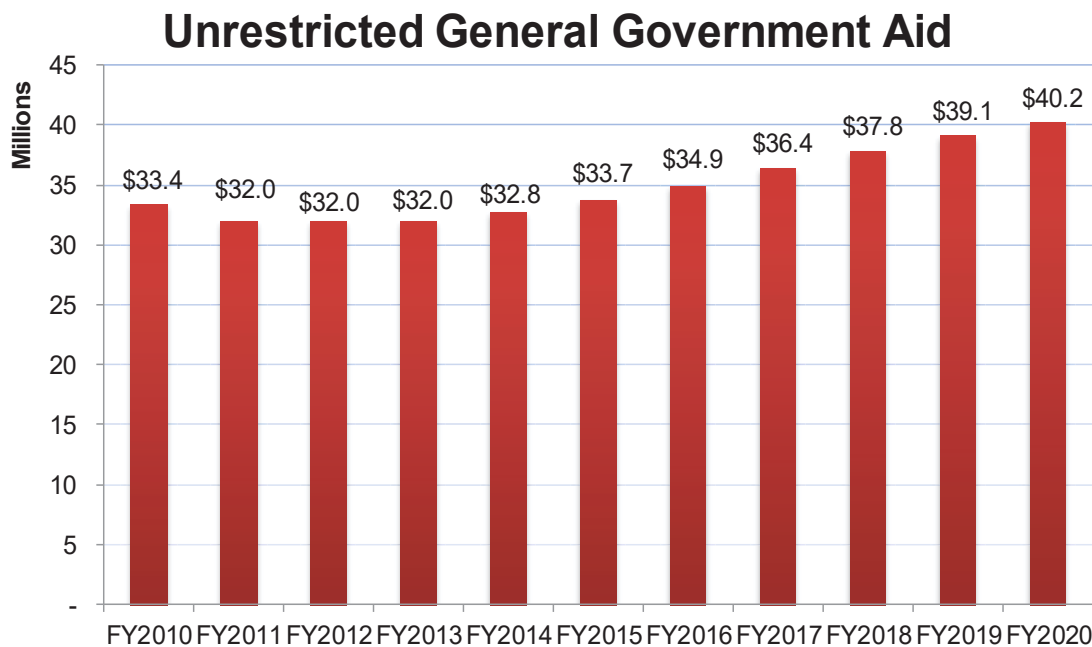
State Non-Education Aid

Ninety percent of Springfield's State Aid supports education. While educational aid has increased, in previous years, decreases in Non-Education Aid have directly impacted core City services, resulting in program reductions and layoffs. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the Commonwealth and continuously monitors State budget actions throughout the year to understand their potential impact on Springfield. The City estimates it will receive \$42.3M in Non-Education Aid from the State for FY20, an increase of \$1.7M, or 4% over FY19. This Aid comes in the following forms:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	40,199,748
Veterans Benefits	1,577,464
Exempt: Vets, Blind, Surv Spouses	564,396
State Owned Land	21,208
Abandoned Property	20,000
TOTAL NON-EDUCATION AID	42,382,816

Unrestricted General Government Aid

In FY20, Unrestricted General Government Aid (UGGA) is \$40.2M, a \$1.1M increase over FY19. In the past, reductions in UGGA have impacted City services and required program and staffing reductions in order for the City to balance its budget.



Veterans' Benefits

Springfield estimates it will receive \$1.6M in Veterans' benefits this year, an increase of \$714K over FY19. Municipalities receive a 75% reimbursement from the State on all spending put 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

The State estimates it will reimburse the City \$564K for exemptions. 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 anticipates it will receive \$21K in reimbursements for tax-exempt state-owned land in FY20, an increase of \$1,400 over FY19. The State reimburses municipalities for the tax revenue lost on 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 40% of total revenue is collected in the City of Springfield. Local source revenue includes property tax, motor vehicle excise, fees and fines, payments-in-lieu of taxes, and reserves. The City continues to budget revenue conservatively since the general health of the economy impacts these local collections.

Local Source Revenue	
Real & Personal Property Taxes, net of refund:	211,449,075
Motor Vehicle and other excise taxes	12,281,263
Hotel/Motel tax	1,452,927
Meals Tax	2,000,000
Charges for services	897,041
Penalties and interest on taxes	1,420,500
Payments in lieu of taxes	16,659,948
Licenses and permits	6,205,497
Fines and forfeitures	5,616,981
Rentals	132,279
Departmental and other	2,410,891
Schools and other	771,331
Investment Income	2,406,523
Medicaid	4,600,000
Not Classified	6,507,069
Total Local Source Revenue	274,811,325

Property Taxes

The City of Springfield is projecting the receipt of \$211.4M in property taxes for FY20. Property tax revenue accounts for 77.7% of the City's local source recurring revenue. While property tax is the City's largest locally-controlled 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 now revalued every 5 years as of FY19, based on the State Municipal Modernization Act of 2016. The total tax value of land is also known as the gross levy. The gross levy is partitioned amongst all non-exempt parcels throughout the City; the levy amount for a single parcel of land is known as the tax per parcel. If the owner of the parcel does not agree with the tax, they can appeal to the Board of Assessors and the Appellate Tax Board if necessary. Should the taxpayer prevail, the City must reimburse the taxpayer for the over assessment. Reimbursement funds are set aside each year for this purpose, and these funds are known as the overlay. The total amount of taxes the City can expect to collect is the difference between the gross levy amount and the overlay; this is known as the net levy amount.

Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created 2 levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% 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% over the prior year's total levy; this is 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 3 ways: a 2.5% increase over the previous year's levy limit, new growth in the tax base, or 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; these actions require voter approval.

Springfield's property tax rate set for FY19 is \$19.68 per \$1,000 of value for residential property and \$39.30 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected net levy for FY20 is \$211.4M. During the 1990's, the total assessed value in the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5% of the total assessed value.

Local Receipts

The City of Springfield anticipates collecting \$63.7M in local revenue from sources other than personal or real property taxes, an increase of 4.7% from FY19 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and the 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.

Departmental Revenue

This category includes a variety of miscellaneous and departmental revenue projected to be \$2.4M in

FY20, a decrease of \$96k from FY19. Included in this revenue category are parking meter reimbursements, various departmental fines and fees.

Motor Vehicle Excise

In FY20, the City anticipates collecting \$12.3M in motor vehicle excise taxes, an increase of \$981K from FY19. Chapter 60A of the Massachusetts General Laws sets an excise 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

Springfield projects collecting \$1.5M in hotel/motel excise taxes for FY20. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs to offset to cuts to State Aid . 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 cities that currently has an enhanced room occupancy tax, due to the convention center housed here. The city's current room occupancy excise rate is 5%.

Charges for Services

The City estimates that charges for services will total \$897K for FY20, an increase of \$112K from FY19. 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 FY20, penalties and interest on taxes are expected to be \$1.4M. 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%, and 16% for tax title accounts and motor vehicle excise tax.

Payments in Lieu of Taxes (PILOTS)

Collection of PILOT revenue for FY20 is estimated to be \$16.7M, an increase of \$540K over FY19. 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. Some agreements are voluntary in nature and re-negotiated at varying points. If property changes from a previously non-taxable use to a taxable use, this change is reflected in the revenue source. 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 non-profit entities. The chapter 121 revenue is also included in this category, which includes MGM's annual 121A contract payments.

Licenses and Permits

Licenses and Permits revenue is expected to total \$6.2M in FY20. 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.

Fines and Forfeitures

The City estimates it will collect \$5.6M in fines and forfeitures in FY20, \$251K less than FY19 projected amounts. The City collects fines for a variety of violations issued by several departments, including the City Clerk’s Office, the Planning and Economic Development Department, and the Treasurer/Collector’s Department.

Interest Earned on Investments

Interest earned on investments will generate \$2.4M in FY20, an increase of \$509K over the FY19 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 will continue to work toward maximizing its investment earnings by looking to a broad range of investment opportunities that are available to municipalities.

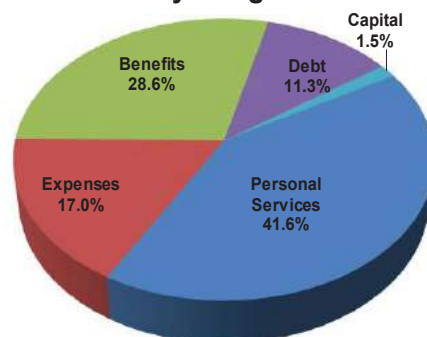
Reserves

The City of Springfield’s FY20 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the fifth consecutive year. Prior to FY16, the City had been unable to accomplish this goal dating back to FY08. Over the past 10 years, the City has worked hard to increase its reserve balances through careful planning and tracking of expenditures. 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.

Expenditure Overview

Fiscal 2017 Actual General Fund	Fiscal 2018 Actual General Fund	Fiscal 2019 Adopted General Fund	Fiscal 2019 Revised General Fund	Fiscal 2020 Adopted General Fund	% Change from FY19 Adopted	% Change from FY19 Revised
610,907,287	627,645,689	656,191,375	663,075,916	691,704,328	5.4%	4.3%

FY20 City Budget Breakdown



The FY20 Adopted Budget appropriates \$691.7M for municipal and educational purposes. This represents an increase of 5.4% from the Adopted FY19 Budget. The total budget funds both the School Department and all City departments (Police, Fire, Public Works, etc.).

Personnel

The largest expense in the City's budget is personnel. The FY20 budget appropriates \$101.8M for salaries and overtime. This represents funding for 1,448.0 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 87.0 Grant Funded Employees across all departments and 20.0 Trust Funded Employees across several departments.

DEPARTMENT	FY19	FY20	Diff 20-19
CITY COUNCIL	16.0	16.0	-
CITY CLERK	10.0	10.0	-
INTERNAL AUDIT	3.0	3.0	-
Non-Mayoral Subtotal	29.0	29.0	-
BOARD OF ELECTION COMMISSION	5.0	5.0	-
MAYOR	7.0	8.0	1.0
LAW	31.5	31.5	-
General Gov't Subtotal	43.5	44.5	1.0
OFFICE OF MANAGEMENT & BUDGET	11.0	12.0	1.0
FINANCE	-	-	-
CITISTAT	-	-	-
311	9.0	9.0	-
COMPTROLLER	8.0	8.0	-
OFFICE OF PROCUREMENT	7.0	7.0	-
BOARD OF ASSESSORS	12.0	12.0	-
TREASURER/COLLECTOR	16.0	16.0	-
HUMAN RESOURCES AND LABOR RELATIONS	16.0	9.0	(7.0)
EMPLOYEE BENEFITS	-	6.0	6.0
PAYROLL DEPARTMENT	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	13.0	13.0	-
CAPITAL ASSET CONSTRUCTION	5.0	5.0	-
EMERGENCY COMMUNICATIONS	50.0	52.0	2.0
A&F Subtotal	147.0	149.0	2.0
PLANNING DEPARTMENT	12.0	12.0	-
BUILDING - CODE ENFORCEMENT	28.0	28.0	-
HOUSING - CODE ENFORCEMENT	15.0	16.0	1.0
Planning and Eco Dev Subtotal	55.0	56.0	1.0
PARKS DEPARTMENT	83.5	83.0	(0.5)
FACILITIES MANAGEMENT	26.0	29.0	3.0
PBRM Subtotal	109.5	112.0	2.5
POLICE	568.5	573.0	4.5
FIRE	273.0	273.0	-
Public Safety Subtotal	841.5	846.0	4.5
DEPARTMENT OF PUBLIC WORKS	80.0	79.0	(1.0)
Public Works Subtotal	80.0	79.0	(1.0)
TJ O'CONNOR ANIMAL CONTROL	15.0	15.0	-
HEALTH & HUMAN SERVICES	25.0	24.6	(0.4)
DEPARTMENT OF ELDER AFFAIRS	8.6	8.6	-
VETERANS SERVICES	6.0	6.0	-
LIBRARY	75.6	78.3	2.7
HHS Subtotal	130.2	132.5	2.3
CITY GRAND TOTAL	1,435.7	1,448.0	12.3

In addition to salaries and overtime costs, the budget appropriates over \$70M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 69.4% 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 restructure and reallocate duties in an effort to find savings. The City has a Personnel Review Committee (PRC), comprised of representatives from the Mayor's Office, Human Resources, and the Office of Management and Budget (CAFO and Budget Director) that reviews every hire, including backfills, promotions, and new non-School Department positions.

The majority of Springfield employees are union members covered by collective bargaining agreements. In order to allow for better long-term financial planning, it is important to continue to negotiate long-term, sustainable union agreements. Currently, the City's twelve non-School unions have contracts settled through FY20 or later. The Administration continues to strive to settle all union contracts. In addition, the FY20 budget includes a 2.0% wage increase for all non-bargaining employees.

Health Insurance

Springfield's FY20 budget includes \$23.9M for health insurance for City department employees, a 1% decrease from FY19. This amount pays for active and retired City employees. This decrease was largely driven by two factors. Most importantly, rates for many GIC plans decreased from FY19 to FY20, resulting in savings for the City. Additionally, the administration has continued to focus on offsetting the costs of insurance to grants whenever possible.

Prior to 2007, the City's health insurance costs were approximately 10% of the budget and was increasing at a rate of 13% annually. This trend would have proven unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5% annually. In order to control costs, Springfield became the first Massachusetts municipality to join the Group Insurance Commission (GIC). The GIC purchases health insurance for State and municipal employees and retirees. The City also requires employees to contribute 25% 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 of its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for 10 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.

In addition to health, dental, and vision insurance premiums, the City provides 100% reimbursement for Medicare Part B penalty premiums and a 50% reimbursement on life insurance policies. The City's unfunded actuarial accrued liability for other post-employment benefits is estimated to be \$1.2B based on the valuation of the system completed in FY18.

Retirement

The FY20 budget appropriates \$43.4M for retirement costs for City and 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, since it is received through 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 \$30K, an additional two percent is withheld from the portion of their salary in excess of \$30K.

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to 80% 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) in August 2005. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2040. Springfield has adopted an aggressive funding schedule that will fully fund its pension obligations by 2034.

For FY20, Springfield utilizes an updated pension valuation, which was completed in 2018, with a funding schedule extended to 2034. This valuation defines the City's accrued liabilities as \$867M with a funded ratio of 28.36% as of the time of its publication.

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 FY20 budget includes \$24.8M for debt service. Springfield's annual debt expenditures for FY20 will be approximately 4.05% of the total general fund expenditures. As required by the City's financial ordinances and policies (Ch. 4.44.050), the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt.

Enterprise Fund

The FY20 budget appropriates \$4.8M to supplement the Solid Waste Enterprise Fund. The Enterprise Fund supports all solid waste functions. In addition to the supplement provided in the budget, the fund generates \$4.2M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin in FY13.

Assessments

The FY20 budget appropriates \$67.3M for state assessments. Springfield's assessments are mandated costs that are based on the City's Cherry Sheet, which is 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. \$63.5M is for School Choice Sending Tuition and Charter School Sending Tuition, 93.7% 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. The assessment cost for FY20 is \$34K; this assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$467K in FY20 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 costs for this service. Additionally, in FY20 Springfield will be assessed a \$3M fee to help fund the Pioneer Valley Transit Authority.

Springfield Museums Association

The FY20 budget appropriates \$1.3M for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32M annually to the SMA until 2031. 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 D'Amour Museum of Fine Arts, the Wood Museum of Springfield History and the George Walter Vincent Smith Art Museum.

School Department

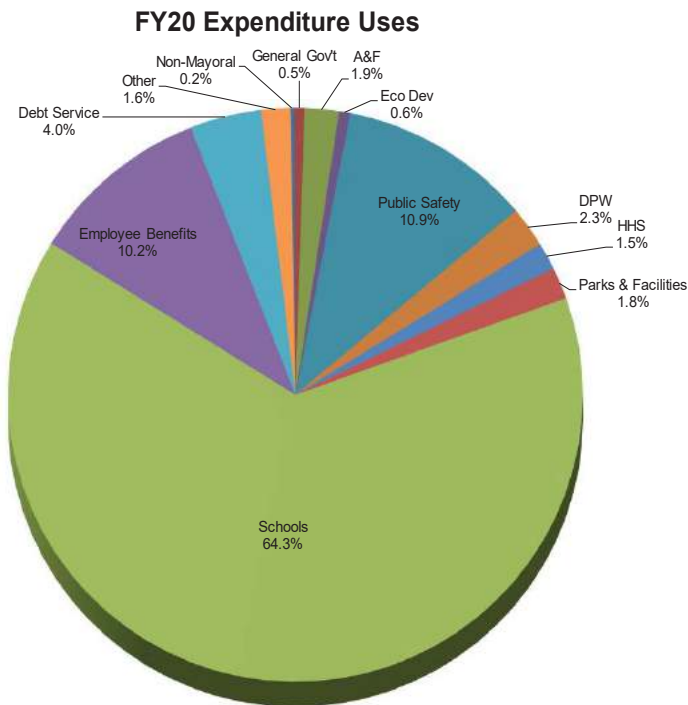
The School Department budget for FY20 is \$444.9M, an increase of 5.7% over FY19's appropriation. The City operates the second largest school district in the Commonwealth of Massachusetts with one Pre-K school, thirty-one elementary schools, one kindergarten through eighth-grade school, ten middle schools, three 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.

Springfield has approximately 29,650 students of which roughly 25,300 attend Springfield Public Schools in the District. With over 4,800 employees and over 2,500 teachers in-district, Springfield boasts a 93.4% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to seven Springfield and five out-of-district charter schools that collectively enroll

approximately 4,000 students, and to other neighboring school districts that collectively enroll 850 students who reside in Springfield, but attend school in other districts under the School Choice Program.

City Departments

Springfield’s FY20 budget appropriates \$246.8M for City departments and \$444.9M for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The FY20 budget includes \$1,548,019 for the Non-Mayoral Division departments, an increase of \$6,523 from the FY19 Adopted 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; the City Clerk and the Director of Internal Audit report to the Council.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
City Council	435,987	445,252	445,252	448,379	0.7%	0.7%
City Clerk	570,910	603,475	593,475	618,426	2.5%	4.2%
Internal Audit	466,991	492,769	477,769	481,213	-2.3%	0.7%
Total	1,473,888	1,541,496	1,516,496	1,548,019	0.4%	2.1%

The City Council’s FY20 budget is \$448,379. The City Council is responsible for enacting general and zoning ordinances, reviewing petitions for special permits, and authorizing legislation and special acts on behalf of Springfield residents. The appropriation for this department continues to fund level service and staffing for the City Council.

The City Clerk’s FY20 budget is \$618,426. The Clerk is responsible for maintaining official records of the

City in accordance with federal, state and local requirements. The FY20 budget provides the City Clerk’s Department with level service funding.

The Internal Auditor’s FY20 budget is \$481,213. The Internal Auditor is responsible for conducting internal audits for all City and School Departments. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The appropriation for this department includes necessary funding to continue its main function of conducting internal audits, as well as funding for full staffing.

General Government Division

The FY20 budget includes \$3,823,627 for the General Government Division, an increase of \$242,441 from the prior fiscal year. These departments oversee a variety of City functions, including overseeing elections, legal advice, constituent services, and administration of the City.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Mayor's Office	530,220	557,878	572,044	661,942	18.7%	13.6%
Law Department	3,023,511	2,438,067	3,523,067	2,483,852	1.9%	-41.8%
Elections Department	517,782	585,241	575,242	677,833	15.8%	15.1%
Total	4,071,513	3,581,186	4,670,353	3,823,627	6.8%	-22.1%

The Mayor’s Office’s FY20 budget is \$661,942. 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 appropriation for this department will include funding for a new full time Chief of Diversity and Inclusion Officer position as well as staffing for the Mayor’s Office.

The Law Department’s FY20 budget is \$2,483,852. This year’s level service funding includes continued funding for a Deputy City Solicitor for Licensing position implemented in FY19, to help the Department with the City’s heavy caseload and continues to fund existing staffing levels and services.

The Board of Elections' FY20 budget is \$677,833. The Department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. This appropriation continues level service and staffing for The Board of Elections.

Administration and Finance Division

The budget for the Administration and Finance Division totaled \$13,452,366 in FY20, a decrease of \$13,106, from the prior fiscal year. These departments, reorganized under the Chief Administrative and Financial Officer in 2010, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, labor relations, and collection of taxes. The Payroll department, previously funded through appropriations from both the City and School Department budgets, has been fully funded through the Service Level Agreement with the School Department.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Office of Management & Budget	708,038	920,250	905,250	1,002,054	8.9%	10.7%
Dept 3-1-1	439,560	465,021	465,021	475,471	2.2%	2.2%
Comptroller	565,943	593,030	593,030	608,268	2.6%	2.6%
Procurement	546,316	573,278	568,278	601,633	4.9%	5.9%
Assessors	822,699	937,010	922,010	894,187	-4.6%	-3.0%
Treasurer	1,522,880	1,870,636	1,870,636	1,736,810	-7.2%	-7.2%
Collector	469,347	520,310	520,310	523,639	0.6%	0.6%
HRLR	1,589,291	1,675,884	1,675,884	1,268,297	-24.3%	-24.3%
Employee Benefits Department	-	-	-	364,962	100%	100%
Payroll	161,792	170,281	170,281	175,456	3.0%	3.0%
Information Technology	3,067,071	3,170,974	3,110,974	3,238,884	2.1%	4.1%
Capital Asset Construction	424,315	523,400	523,400	510,751	-2.4%	-2.4%
Emergency Communications	2,177,534	2,045,397	2,004,656	2,051,953	0.3%	2.4%
Total	12,494,786	13,465,472	13,329,731	13,452,366	-0.1%	0.9%

The Office of Management and Budget's FY20 budget is \$1,002,054. The Chief Administrative and Financial Officer is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments, and implementing and maintaining uniform financial systems and controls for all departments. The FY20 appropriation includes level funding of staff and services.

The 3-1-1 budget for FY20 is \$475,471, 3-1-1 is the first point of contact for residents needing services or information from City government. All requests are tracked and departmental performance is measured daily, monthly, and annually. Funding in FY20 will continue to maintain level services.

The Comptroller's Office FY20 budget is \$608,268. The Comptroller is responsible for maintaining the City's financial system of record and ensuring all financial transactions are in compliance. The FY20 appropriation for this department maintains level services.

The FY20 budget appropriates \$601,633 for the Office of Procurement. Procurement is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. The FY20 appropriation for this department maintains level services.

The Board of Assessors' FY20 budget is \$894,187. This department provides accurate and equitable valuation of all real and personal property within the City, driving the City's top source of local revenue. This year's appropriation funds all current programs at level service for the department.

The Treasurer's Office FY20 budget is \$1,736,810. This department manages the financial accounts of the City of Springfield, and invests funds to cover both short-term and long-term debt. This office has custody of all tax-title foreclosed properties within the City of Springfield, and administers all redemption payments, maintenance, and auctions of those properties. This year's appropriation maintains level service and staffing for the department.

The Collector's Office FY20 budget is \$523,639. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. This office also prepares and facilitates the tax-taking of delinquent properties. This year's appropriation continues to support Tax Title and Cash & Investment programs and provides a level service budget for staffing and expenditures.

The Human Resources and Labor Relations Department’s FY20 budget is \$1,268,297. The department is responsible for recruiting new hires, upholding a climate of respect in the workplace, and ensuring compliance with statutory, regulatory, and ethical practices. The appropriation for this department includes necessary funding to continue monitoring benefit costs and handling all labor relations matters for the City and its departments.

The Information Technology (IT) Department’s FY20 budget is \$3,238,884. The IT Department maintains and supports the City’s electronic information infrastructure and software applications. The appropriation for this department includes level staffing and services.

The Capital Asset Construction Department’s FY20 budget is \$510,751. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes level funding staff and services. By bringing work in-house, these services provide continuous savings to the City on project management consultant costs.

The Springfield Emergency Communications Department (formerly Centralized Dispatch) has an appropriation of \$2,051,953 for FY20. Some operational costs have been funded through the department’s E911 grant funded by the State for FY20. This year’s appropriation, along with efficient managing of grant funding, supports level services along with funding to support the continued operation of Smart911. Smart911 is a software which provides dispatchers access to more comprehensive information on 911 calls such as photographs, detailed medical information, enhanced geographic location and other relevant information in an effort to provide the most efficient level of service possible. In response to the increasing complements for Police & Fire, the department will continue to layer in three additional shift supervisors during FY20. Additional supervision will help provide “real-time” feedback and assistance to dispatchers taking calls. Additional funding is also included for the Department’s training budget above FY19 service levels.

The Employee Benefits Department’s FY20 appropriation is \$364,962. This is the first year that the Employee Benefits Department will be operating as a stand alone department, with no additional costs to the general fund budget, as funding has been transferred out of the HR/LR budget. The FY20 appropriation will fund 6.0 FTEs.

Development Division

The Developmental Services Division FY20 budget appropriates \$4,126,643 an increase of \$142,076 over the FY19 appropriation. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Planning	1,422,949	1,356,645	1,356,645	1,362,047	0.4%	0.4%
Community Development	-	-	-	-	0.0%	0.0%
Building Code	1,535,111	1,832,846	1,710,346	1,894,725	3.4%	9.7%
Housing Code	752,153	937,152	921,152	1,011,946	8.0%	9.0%
Total	3,710,212	4,126,643	3,988,143	4,268,719	3.4%	7.0%

The FY20 budget appropriates \$1,362,047 for the Department of Planning and Economic Development. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the City. The Department’s appropriation includes level funding services to support projects, such as the MGM Casino, CRRC, and redevelopment of Court Square, which will provide economic growth and development for the City.

The Building Inspectional Services Division’s FY20 budget is \$1,894,725. The department enhances public safety through inspections and licensing of physical operations of businesses in the City. This year’s appropriation includes continued level service funding the department.

The Housing Inspectional Services Division FY20 budget is \$1,011,946. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year’s appropriation continues to level fund staffing and services for the department, while also appropriating funding for a new clerical position.

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 collaborate with the Parks Department’s Mayor’s Clean City initiative to clean and control illegal dumping sites throughout the City.

Public Safety Division

The Public Safety Division departmental budgets total \$68,887,509, an increase of \$5,228,831 over last year. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Police Department	43,610,980	45,395,084	46,395,084	50,929,856	12.2%	9.8%
Fire Department	21,557,037	23,492,424	23,492,424	24,142,820	2.8%	2.8%
Total	65,168,017	68,887,509	69,887,509	75,072,676	9.0%	7.4%

The Police Department’s FY20 budget is \$49,973,520. 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 appropriation will maintain the complement of police officers at 429, with a total of 511 sworn personnel and 600 total FTEs. This budget continues to fund critical technology upgrades designed to strengthen the department’s “Intelligence-Led Policing” strategy by gaining access to various sources of real-time data for use in the new Real Time Crime Analysis Center. This includes continued funding for three full time crime analysts and one crime analyst reporting supervisor added in FY19. This year’s budget also includes funding for the first phase of the implementation for a Body-Worn Camera program, an academy of 19 officers set to graduate in the summer of 2019, the City’s new E3 Metro unit, continued support for C3 policing and neighborhood initiatives, a new state funded Gaming Enforcement Unit funded by the Commonwealth, 4 new cadets adding to the well received Cadet program, and increased ShotSpotter coverage throughout the City.

The Fire Department’s FY20 budget is \$24,142,820. The appropriation for the Fire Department includes funding to maintain current lease payments on a new engine in an effort to maintain newer, more efficient apparatuses and minimize costly repair expenses. The FY20 budget also funds the

onboarding of 24 firefighters, who will join the department through three academies in FY20. Additionally, increased funding for the replacement of critical safety gear (“turnout gear”) has been added to ensure a proactive replacement of this vital equipment. Lastly, the budget provides continued funding for O2X - a health and wellness program aimed at promoting physical and mental health in first responders.

Public Works Division

The Department of Public Works (DPW) FY20 Budget is \$20,188,672. DPW monitors and preserves the City’s fleet inventory (except Public Safety vehicles) and equipment. Additionally, DPW provides services for the preservation and repair of public way infrastructures (streets, sidewalks, street signs, and traffic signals) and administers the solid waste, recycling, and yard waste programs.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
DPW - General Fund	10,707,209	11,009,057	11,341,057	11,001,053	-0.1%	-3.0%
DPW - Enterprise Fund	8,667,286	9,042,767	8,972,150	9,187,619	1.6%	2.4%
Total	19,374,495	20,051,824	20,313,207	20,188,672	0.7%	-0.6%

The DPW Department budget for FY20 continues to fund a dedicated sidewalk crew to address the long list of necessary upgrades and maintenance to city-wide sidewalks. This crew is made up of eight full time positions. Funding has been put in place for mixes and supplies as well.

Health and Human Services

The FY20 budget appropriates \$10,749,118 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.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
TJO - Animal Control	1,384,263	1,515,699	1,515,399	1,537,285	1.4%	1.4%
Health	1,386,515	1,696,310	1,596,310	1,773,397	4.5%	10.0%
Elder Affairs	277,312	533,404	533,404	536,679	0.6%	0.6%
Veterans	1,749,141	2,068,847	2,068,847	1,766,394	-14.6%	-17.1%
Libraries	4,475,335	4,728,266	4,728,266	5,045,219	6.7%	6.3%
Total	9,272,565	10,542,526	10,442,226	10,658,973	1.1%	2.0%

The Thomas J. O’Connor Animal Control and Adoption Center’s FY20 budget is \$1,537,285. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. This year’s appropriation funds continuing animal control services to residents of Springfield, Chicopee and Holyoke twenty-four hours a day, seven days a week., as well as the continuation of funding for a full-time veterinarian. Previously, TJO had contracted their veterinarian services; however demand at the center has necessitated a full time position. Additionally, this year’s budget funds the purchase of 6 new ballistic vests for Animal Control Officers.

The Health Department FY20 budget is \$1,773,397. The Department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The Department 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. This year’s appropriation continues to fund the Department at level

service levels, including funding for a public health nurse position that was added during FY18, and a full time gambling outreach coordinator position added during FY19.

The Department of Elder Affairs FY20 budget is \$536,679. The Department of Elder Affairs enhances the quality of life for elderly citizens through outreach, the operation of senior centers, and recreational programming. This year’s appropriation continues to offset general fund salaries to grants, which will provide additional savings to the City. Additionally, the City will maintain funding to provide approximately forty-five lunch meals per day to seniors at the new Raymond Jordan Senior Center at Blunt Park.

The Veterans Services Department’s FY20 budget is \$1,766,394. This department is responsible for dispensing state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The State reimburses the City 75% of costs allocated for Veteran’s benefits. The budget for this department is caseload driven and over the past several years, the caseload has significantly increased.

The Library Department’s budget for FY20 is \$5,045,219. In FY15 the City, acting on the recommendations of the “Re: Think Springfield City Library” consultant study, supported the resurgence of the Springfield City Library. After repurposing the Liberty Branch Library for use as a senior drop-in center and converting Pine Point into a Library Express and adult literacy center, hours at the other 7 branch libraries were increased from 18 to 30 hours. This years appropriation continues to support the increased hours put in place in FY15, while providing additional savings by offsetting costs to Library State Aid. In addition, the FY20 appropriation includes funding for 3 new positions, a full time Digital Service Librarian, a new Page and a new Clerk in preparation for the opening of the East Forest Park Branch this fall.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings, and Recreation Management Division’s (PBRM) FY20 budget is \$12,367,791. PBRM maintains the City’s parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

Division / Department	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Parks Department	8,306,878	9,062,270	8,932,394	9,307,403	2.7%	4.0%
Facilities	2,861,898	3,276,364	3,062,615	3,060,388	-6.6%	-0.1%
Total	11,168,776	12,338,635	11,995,008	12,367,791	0.2%	3.0%

The Parks Department’s FY20 budget is \$9,307,403. Parks is responsible for maintaining the City’s parks, golf courses, skating rink, and athletic fields. The Department’s appropriation includes continued operations and servicing of 5-Mile Pond, all City pools and splash pads, Veteran’s Memorial Golf Course and Franconia Golf Course, and Cyr Arena. It also maintains funding for the After School and Evening Gym Programs along with sustaining terrace maintenance at FY17 expansion levels. In addition to level service for operations and current programming, finances have been appropriated to support the Therapeutic Recreation Program and Camp STAR Angelina Summer Program. Therapeutic recreation provides opportunities for social interaction, skill development, and fun for youth and adults with disabilities. As an all inclusive program, Camp STAR Angelina focuses programming on youth and young adults with or without disabilities.

The FY20 budget appropriates \$3,060,388 for the Facilities Department. The Facilities Department maintains and repairs over 90 Municipal and School buildings. This year's appropriation level funds current services and provides increased funding for custodial services at three new buildings that opened in FY18, the South End Community Center, Raymond A. Jordan Senior Center, and Paul J. Fenton Public Safety Annex. In addition to level service operations, finances have been appropriated to fund three new custodial positions within the Facilities Department. The City is no longer contracting with an outside vendor for the cleaning and maintenance of municipal buildings. This move has allowed the City to reduce the Facilities Department's cleaning budget by \$179,495, while ensuring that municipal buildings will undergo proper maintenance to preserve these important assets. The budget also provides level service funding for the rest of the Department's functions.

Fiscal Year 2020: Financial Forecast

Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY20-FY23)

	FISCAL 2019 ADOPTED	FISCAL 2020 PROJECTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	14,098,039	14,632,530	14,925,180	15,997,199	17,090,658
Development Division	4,126,643	4,209,176	4,293,359	4,379,227	4,466,811
General Government Division	3,581,186	3,652,810	3,725,866	3,800,383	3,876,391
Non-Mayoral Division	1,541,496	1,572,326	1,603,773	1,635,848	1,668,565
Health and Human Services Division	10,542,526	11,153,377	11,376,444	11,603,973	11,836,053
Public Safety Division	70,932,906	77,374,871	78,922,368	80,500,815	82,110,832
Public Works Division	14,616,922	14,909,261	15,207,446	15,511,595	15,821,827
Parks & Facilities Division	12,338,635	12,585,407	12,837,116	13,093,858	13,355,735
School Department*	420,749,687	446,639,454	463,829,473	481,745,755	500,423,686
Debt	27,870,576	29,615,887	27,765,198	27,765,198	25,445,744
Health Insurance & Fringe	27,401,291	29,556,044	31,894,641	34,433,010	37,188,457
Pensions**	39,622,588	43,175,175	47,047,494	51,268,323	55,869,025
Other Spending	8,768,880	10,195,531	10,390,779	10,509,904	10,712,784
Total	656,191,375	699,271,847	723,819,138	752,245,087	779,866,568
REVENUE ASSUMPTIONS					
Property Taxes	202,789,681	207,949,075	213,210,302	218,603,061	224,130,638
Local Receipts	60,330,657	58,497,444	58,497,444	58,497,444	60,301,467
State Aid	391,850,224	414,393,003	422,959,673	432,431,753	442,674,301
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	-	-	-	-	-
Casino Revenue	1,220,813	-	-	-	-
Total	656,191,375	680,839,523	694,667,420	709,532,258	727,106,406
SURPLUS / (GAP)	0	(18,432,325)	(29,151,718)	(42,712,830)	(52,760,162)

*Includes School Department admin pension appropriation.

**Pension appropriation for City non-school retirement.

Summary

The projected budgets in this financial forecast were created by using appropriate and conservative assumptions for revenues and expenses, including:

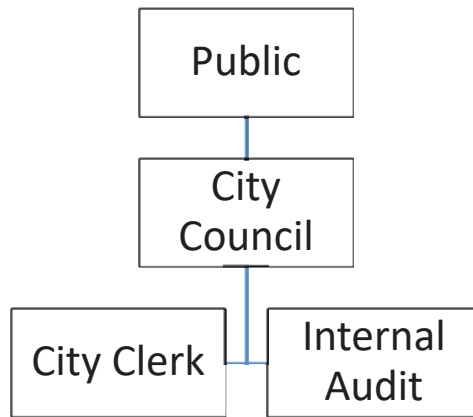
- ◆ 9% increase in the scheduled pension payment from FY20-FY23.
- ◆ 8.7% increase in projected health insurance costs.
- ◆ Adherence to the City's debt schedule, which includes a new issuance of debt in March of FY19.
- ◆ 5.6% increase in Chapter 70 Aid and a 2.7% increase in Unrestricted General Government Aid ("UGGA"), which matches the Governor's recommended FY20 budget.
- ◆ 2.5% increase in property tax revenue.
- ◆ No use of one-time revenue resources / reserves in future fiscal years.
- ◆ Departmental spending growth ranging up to 2%.
- ◆ Level-funded local receipts with a reduction in one-time revenue built into the FY19 budget.

As demonstrated in this forecast, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$18.4M in FY20 and growing to \$52.8M in FY23.

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Section 3

Non-Mayoral Division



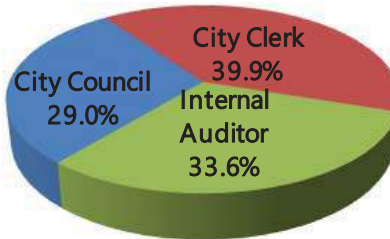
Mission Statement

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 to serve as an independent source to verify the legitimacy of the City's programs, services, and finances.

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Fiscal Year 2020: All Funds Budget and Revenue Overview

Non-Mayoral Division



FY20 Adopted Budget Non-Mayoral Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
City Council	435,987	445,252	445,252	448,379	0.7%	0.7%
City Clerk	570,910	603,475	593,475	618,426	2.5%	4.2%
Internal Audit	466,991	492,769	477,769	481,213	-2.3%	0.7%
Total	1,473,888	1,541,496	1,516,496	1,548,019	0.4%	2.1%

Revenue Overview



Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,214,022	-	40,000	-	-	1,254,022
Internal Audit	-	-	-	-	-	-
Total	1,214,022	-	40,000	-	-	1,254,022

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Fiscal Year 2020 Budget and Program Summaries

CITY COUNCIL

Mission

The City Council is the legislative body of the City, and is responsible for adopting the budget as prepared by the Mayor. The Council enacts general and zoning ordinances, hears petitions for special permits, authorizes legislation for special acts, and accepts grants on behalf of the City. Additionally, the Council passes resolutions and issues proclamations on behalf of the residents of the City of Springfield.

FY19 Department Highlights

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

- ◆ Provided full support for the approval and posting of the City Council’s 157 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed 150 telephone calls per week related to complaints and/or requests for information regarding matters affecting quality of life issues in the City of Springfield.

Subcommittee meetings:

Finance Committee	30	Gen. Govt.	15
Eco Dev.	15	Public Safety	14
Committee on Marijuana	8	Health and Human Services	12
Committee of the Whole	8	Casino Oversight	8
Green	9	Dog	8
Women’s Commission	7	Maintenance and Development	14

FY20 Budget Highlights

- ◆ 16.0 General Fund FTEs, consistent with FY19.
- ◆ Includes 2% increase for non-bargaining employees.
- ◆ Includes 3 full time aides to the City Council for continued assistance with committee meetings and constituent services.
- ◆ Level funded OTPS.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	425,059	433,714	436,841	3,127	0.7%
OTPS	10,928	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	435,987	445,252	448,379	3,127	0.7%

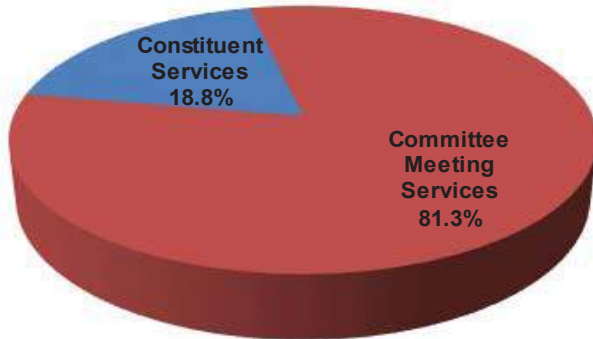
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	16.0	16.0	16.0	-	0.0%
Total FTEs	16.0	16.0	16.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

CITY COUNCIL

Program Expenses



Program Summaries

Constituent Services — Acts as a conduit between City Councilors, the public, and the press by answering questions, taking complaints, responding to emails, phone calls, proclamation requests, resolutions, and press releases.

Committee Meeting Services — Drafts and conducts committee hearings and meetings, and files reports regarding changes to special acts or ordinances.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Constituent Services	81,748	83,485	84,071	586	18.8%
Committee Meeting Services	354,240	361,767	364,308	2,541	81.3%
Total Expenditures	435,987	445,252	448,379	3,127	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

CITY COUNCIL

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	425,059	433,714	436,841	3,127	0.7%
OTPS	10,928	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	435,987	445,252	448,379	3,127	0.7%
External Funds Budget					
External Funds Budget	FY18 Actual	FY19 Available	FY 20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	435,987	445,252	448,379	3,127	0.7%

All Funds Revenue Detail

This department does not produce any revenue.

CITY COUNCIL

Program Summaries

Constituent Services

Constituent Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	81,748	83,485	84,071
FTEs	3.0	3.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percent of public meetings that comply with Open Meeting Laws	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Tracked and analyzed 150 telephone calls per week relative to complaints and/or requests for information received regarding matters affecting quality of life issues in the City of Springfield.

CITY COUNCIL

Program Summaries

Committee Meeting Services

Committee Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	354,240	361,767	364,308
FTEs	13.0	13.0	13.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	64	30	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Processed 123 financial orders, 17 ordinances, 8 zoning ordinances, 108 petitions, 6 resolutions and 179 orders.

Fiscal Year 2020 Budget and Program Summaries

CITY COUNCIL

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Constituent Services	-	-	-	-
Employee Concessions	-	-	-	-
Salaries and Wages	-	-	-	-
Overtime	-	-	-	-
Rental - Office Equipment	-	-	-	-
Advertising	-	-	-	-
Office Supplies	-	-	-	-
Committee Meeting Services	-	-	-	-
Postage and Delivery	-	-	-	-
Advertising	-	-	-	-
Office Supplies	-	-	-	-
Intergov-Lic, Fees, Permits	-	-	-	-
Rental - Office Equipment	-	-	-	-
Intergov-Lic, Fees, Permits	-	-	-	-
Total Adjustments	-	-	-	-

Notes

In order to maintain daily operations and based off of historical information, no budget decreases were made.

Fiscal Year 2020 Budget and Program Summaries

CITY CLERK

Mission

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

FY19 Department Highlights

- ◆ All City Council agendas and minutes have been posted to the City’s website.
- ◆ E-mailed tag sale permits to the Police Department each Friday for compliance and spot checks.
- ◆ Mailed notice letters on time to renew business certificates to city businesses 45 days prior to the certificates’ expiration dates.
- ◆ Implemented new public records software that improves tracking and response times.
- ◆ Tracked all recurring bills in MUNIS to increase accountability.
- ◆ Coordinated with all City boards and commissions to post agendas and minutes to the City’s website.

FY20 Budget Highlights

- ◆ Funds 10.0 General Fund FTEs.
- ◆ Includes 2% salary increase for all non-bargaining and UPSEU employees.
- ◆ Level Funded OTPS.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	534,410	556,013	570,964	14,951	2.7%
OTPS	36,499	47,462	47,462	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	570,910	603,475	618,426	14,951	2.5%

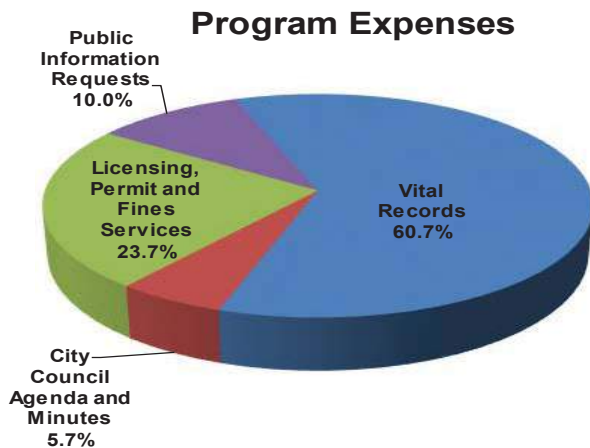
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	10.0	10.0	10.0	-	0.0%
Total FTEs:	10.0	10.0	10.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

CITY CLERK

Program Summaries



Vital Records — Provides birth, marriage, and death certificates.

City Council Agendas and Minutes – Generates and publishes the City Council’s Agendas and Minutes. Distributes orders of the City Council to impacted departments.

Licensing and Permit Services — Provides licenses and permits.

Public Information Requests — Acts as a centralized location for responses to requests for public information

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Vital Records	375,199.02	390,374.82	399,445	9,070	60.7%
City Council Agenda and Minutes	62,533.14	36,463.58	37,311	847	5.7%
Licensing, Permit and Fines Services	187,599.44	152,289.10	155,828	3,538	23.7%
Public Information Requests	-	64,347.50	65,843	1,495	10.0%
Total General Fund Expenditures	570,910	603,475	618,426	14,951	100%
Total External Funds Expenditures	54,422	40,000	40,000	-	6.5%
Total All Funds Expenditures	625,332	643,475	658,426	14,951	100%

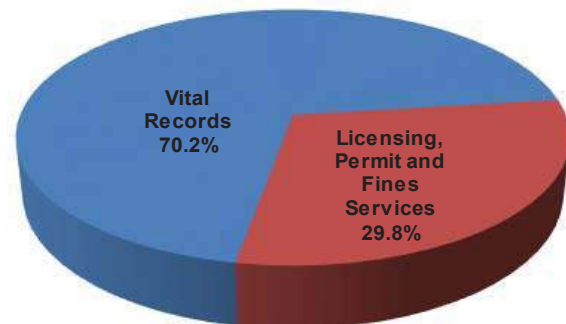
Revenue Summary

TOTAL REVENUE: \$1,214,022

Vital Records— includes revenue for Vital Records requests including: birth, death and marriage certificates.

Licensing, Permit and Fines Services—includes revenue for licenses, permits and fines including: dog licenses, tag sale and solicitation permits, and fines issued for ordinance violations.

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Vital Records	818,184	852,839	852,839	-	70.2%
Licensing, Permit and Fines Services	285,724	361,183	361,183	-	29.8%
Total Departmental Revenue	1,103,909	1,214,022	1,214,022	-	100%

Fiscal Year 2020 Budget and Program Summaries

CITY CLERK

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	534,410	556,013	570,964	14,951	2.7%
OTPS	36,499	47,462	47,462	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	570,910	603,475	618,426	14,951	2.5%

External Funds Budget	FY18 Actual	FY19 Available	FY 20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	40,000	40,000	40,000	-	0.0%
Enterprise/Revolving Funds	14,422	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	54,422	40,000	40,000	-	0.0%
All Funds Budget	625,332	643,475	658,426	14,951	2.3%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	818,184	852,839	852,839	-	0.0%
Departmental Fines	285,511	361,183	361,183	-	0.0%
Reimbursements for Prior Year Expenditures	213	-	-	-	0.0%
Total Departmental Revenue	1,103,909	1,214,022	1,214,022	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Actual
Comcast Grant	Grant	6/30/2023	40,000	40,000	40,000
<i>Subtotal FY20 Anticipated grants</i>			40,000	40,000	40,000
Total External Funds			40,000	40,000	40,000

CITY CLERK

Program Summaries

Vital Records

Vital Records	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	375,199	390,375	399,445
FTEs	5.4	6.0	6.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of records requests completed within 2 business days	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Clerk’s office recorded the following vital records for the calendar year 2018:

- ◆ Births: 5,196
- ◆ Deaths: 2,684
- ◆ Marriage intentions: 945
- ◆ Birth Affidavits: 496
- ◆ Death Affidavits: 70
- ◆ Marriage Affidavits: 13

CITY CLERK

Program Summaries

City Council Agenda and Minutes

City Council Agendas and Minutes	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	62,533	36,464	37,311
FTES	0.9	0.6	0.6
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of Council agendas completed on time and posted online	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Provided full support for the approval and posting of the City Council’s 155 subcommittee meetings within 48 hours as required by the Open Meeting Law.

CITY CLERK

Program Summaries

Licensing, Permit and Fines Services

Licensing, Permit and Fines Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	187,599	152,289	155,828
FTEs	2.7	2.4	2.4
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage of registered dogs	20%	20%	50%

Citywide Strategic Priority: Public Safety, Healthy Neighborhoods, Economic Vitality

Highlights

The Clerk’s office granted the following permits and licenses for the calendar year 2018:

- ◆ Business Certificates: 695, including 77 renewals of 4-year-old Business Certificates.
- ◆ Dog licenses: 5,077
- ◆ Tag Sale: 1,114
- ◆ Physician’s Registration (one-time fee): 8
- ◆ Open-Air Parking: 23
- ◆ Above and Underground Storage Locations: 232

Fiscal Year 2020 Budget and Program Summaries

CITY CLERK

Program Summaries

Public Information Requests

City Council Agendas and Minutes	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	-	64,347	65,843
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Total Information Requests Responded To	833	656	1,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The office also handled 21 appeals Since July 1, 2018.

Fiscal Year 2020 Budget and Program Summaries

CITY CLERK

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Vital Records				-
Printing and Binding	-	-	3,000	-
Dues and Memberships	-	-	10	-
Insurance Premium				-
In State Travel	-	-	-	-
City Council Agenda and Minutes				-
Differential	-	-	(50)	-
Licensing, Permit and Fines Services				-
Office Supplies, etc.	-	-	-	-
Postage & Delivery	(3,000)	-	-	-
Rental-Office Equipment	-	-	-	-
Repair & Maintenance of Office Equipment	-	-	-	-
Advertising	(3,000)	11,977	5,500	-
Intergovernmental Licenses and Fees	-	-	400	-

Notes

After completing a historical analysis, no changes to the department's budget were made.

Fiscal Year 2020 Budget and Program Summaries

INTERNAL AUDIT

Mission

The mission of the Office of Internal Audit is to promote accountability and integrity in City government by providing independent and objective reviews and assessments of the City's departments, programs, and services to improve the efficiency of procedures and effectiveness of operations and to prevent and detect waste, fraud, and abuse.

FY19 Department Highlights

In accordance with Chapter 468 of the Acts of 2008, on January 9, 2009, the City created the Director of Internal Audit position. The Director of Internal Audit assists the city administration in the fulfillment of their fiduciary responsibilities by:

- ◆ Examining the City's internal control systems to determine whether adequate internal controls exist to help ensure the accomplishment of the City's objectives in an effective and efficient manner.
- ◆ Coordinating and ensuring that an external, independent financial audit of the City is conducted on an annual basis.
- ◆ Administering the City's Fraud Hotline and investigating reports of suspected fraud, waste, and/or abuse filed via the hotline.

FY20 Budget Highlights

- ◆ Funds 3.0 General Fund FTEs, with a 2% increase for non-bargaining employees.
- ◆ Professional Service budget decreased by \$33,000 due to a \$20,000 reduction in external financial audit costs, and a \$13,000 offset by Community Development grant funding for these costs.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	266,733	280,230	288,631	8,401	3.0%
OTPS	200,258	212,539	192,582	(19,957)	-9.4%
Capital	-	-	-	-	0.0%
Total General Funds	466,991	492,769	481,213	(11,555)	-2.3%

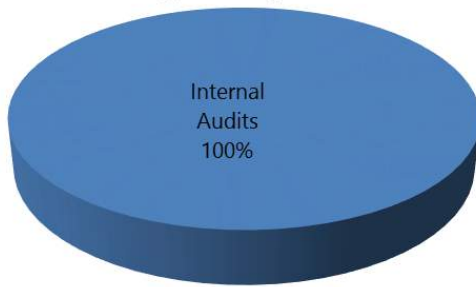
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	3.0	3.0	3.0	-	0.0%
Total FTEs	3.0	3.0	3.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

INTERNAL AUDIT

Program Expenses



Program Summaries

Internal Audits— conduct independent and objective reviews and assessments of City departments, identify areas of risk, evaluate controls, note commendable practices, and recommend workable improvements. The main goal is to provide a systematic, disciplined, and objective approach that evaluates and improves the effectiveness of risk minimizing practices and the management of internal controls.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Internal Audits	466,991	492,769	481,213	(11,555)	100%
Total Expenditures	466,991	492,769	481,213	(11,555)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

INTERNAL AUDIT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	266,733	280,230	288,631	8,401	3.0%
OTPS	200,258	212,539	192,582	(19,957)	-9.4%
Capital	-	-	-	-	0.0%
Total General Funds	466,991	492,769	481,213	(11,555)	-2.3%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Adopted	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	466,991	492,769	481,213	(11,555)	-2.3%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audit	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	466,991	492,769	481,213
FTEs	3.0	3.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of hours allocated to performance audits and other audit related activities	75%	72%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	2%	4%	20%
% of other hours utilized for administrative, training, development, other activities	23%	24%	30%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Conducted reviews and assessments of various City departments and programs in accordance with the Fiscal Year 2018 annual audit plan, identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses. These projects identified opportunities and solutions for cost savings and improved effectiveness.
- ◆ Conducted required audits, including audits of City investment holdings, to ensure compliance with Massachusetts General Laws and City ordinances.
- ◆ Provided other analyses of financial and operating data as requested by management, including the review of the City's Benefits – Life Insurance.
- ◆ Developed and proposed an annual audit work plan that identified the planned audits to be undertaken during the next fiscal year. Developed a comprehensive citywide risk assessment model on which the Fiscal Year 2019 Annual Audit Plan was based.
- ◆ Investigated and submitted reports of suspected fraud, waste, and/or abuse filed via the City's Fraud Hotline.
- ◆ Two-thirds of the staff in the department are Certified Public Accountants. Certain staff also hold the Certified Internal Auditor and Certified Governmental Accounting designations.
- ◆ Coordinated the completion of the City's Comprehensive Annual Financial Report, which was prepared by independent external auditors in collaboration with the Office of the Comptroller.
- ◆ Continued to work with external auditors and other City departments in reducing professional services fees by allocating eligible portions to grants.
- ◆ Obtained 40 hours of continuing professional education for each staff member.

Fiscal Year 2020 Budget and Program Summaries

INTERNAL AUDIT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Internal Audits				
Professional Services		(15,000)	(13,000)	(33,000)
Total Adjustments	-	(15,000)	(13,000)	(33,000)

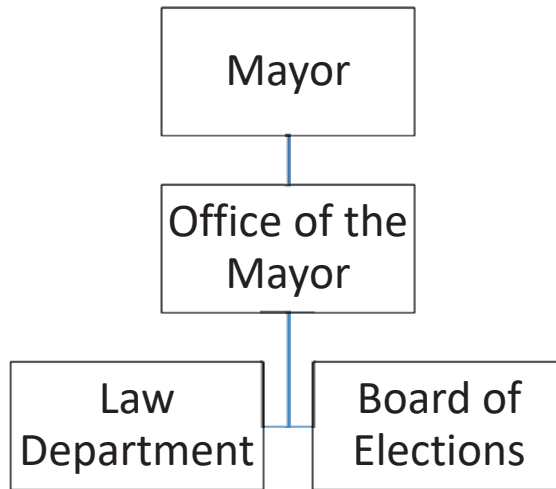
Notes

- ◆ In FY 2019, the Office of Internal Audit, through the Office of Procurement, solicited proposals for the City’s external audit service and thus was able to reduce external audit fees by \$20,000 annually for FY20 through FY25.

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Section 4

General Government Division



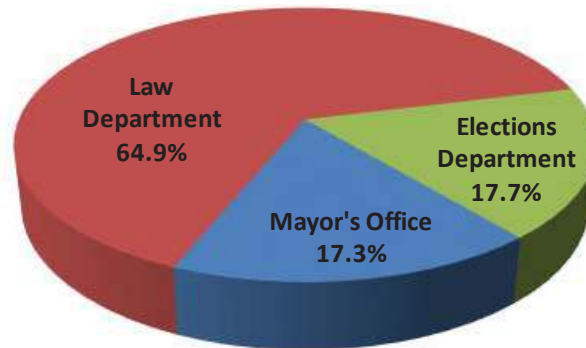
Mission Statement

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

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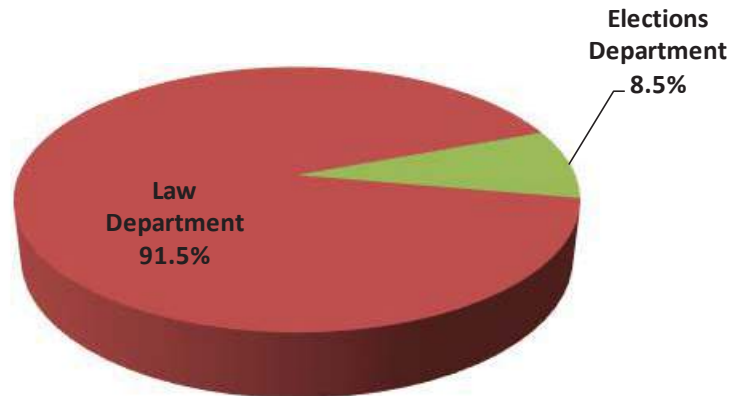
Fiscal Year 2020: All Funds Budget and Revenue Overview

General Government Division



FY20 Adopted Budget General Government Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Mayor's Office	530,220	557,878	572,044	661,942	18.7%	15.7%
Law Department	3,023,511	2,438,067	2,238,567	2,481,252	1.8%	10.8%
Elections Department	517,782	585,241	575,242	677,833	15.8%	17.8%
Total	4,071,513	3,581,186	3,385,853	3,821,027	6.7%	12.9%

Revenue Overview



Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
Mayor's Office	-	-	-	-	-	-
Law Department	614,129	-	189,000	-	-	803,129
Elections Department	74,815	-	-	-	-	74,815
Total	688,944	-	189,000	-	-	877,944

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OFFICE OF THE MAYOR

Mission

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.

FY19 Department Highlights

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 Tom Ashe, Administrative Assistant Carolyn Jackson, Deputy Communications Director Darryl Moss, Mayoral Aide Minerva Marrero, Constituent Services Director William Baker, Communications Director Marian Sullivan and a new Chief of Diversity And Inclusion Officer, Attorney Talia Gee.

FY20 Budget Highlights

- ◆ 8.0 General Fund FTEs, including the addition of a Chief of Diversity & Inclusion Officer added in FY19.
- ◆ Level funded OTPS.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	523,773	543,446	647,510	104,065	19.1%
OTPS	6,446	14,432	14,432	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	530,220	557,878	661,942	104,065	18.7%

Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	7.0	7.0	8.0	1.0	14.3%
Total FTEs	7.0	7.0	8.0	-	0.0%

OFFICE OF THE MAYOR

Program Expenses



Program Summaries

City Governance— Provides leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% Of Total
City Governance	530,220	557,878	661,942	104,065	100%
Total General Fund Expenditures	530,220	557,878	661,942	104,065	100%

Revenue Summary

This department does not produce any revenue.

OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	523,773	543,446	647,510	104,065	19.1%
OTPS	6,446	14,432	14,432	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	530,220	557,878	661,942	104,065	18.7%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Adopted	Variance FY20-FY19	Percent Change
N/A	-	-		-	0.0%
Total External Funds	-	-		-	0.0%
All Funds Budget	530,220	557,878		104,065	18.7%

Revenue Summary

This department does not produce any revenue.

OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	530,220	557,878	661,942
FTEs	7.0	7.0	8.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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 Tom Ashe, Chief Diversity & Inclusion Officer Talia Gee Esq., Administrative Assistant Carolyn Jackson, Deputy Communications Director Darryl Moss, Mayoral Aide Minerva Marrero, Constituent Services Director William Baker, and Communications Director Marian Sullivan.

As Chief of Staff, Tom Ashe provides a broad range of professional support to the Mayor including the supervision of all mayoral staff. Tom Ashe coordinates mayoral activities with other divisions and departments. In addition, he represents the Mayor at events, meetings, and activities requiring a mayoral presence. Mr. Ashe also serves as chief advisor to the Mayor providing extensive professional assistance, project management, and recommendations on municipal matters. He is the liaison between the City and numerous external entities as needed. He also serves as the facilitator to the Springfield School Department and sits on a number of subcommittees within municipal government. Mr. Ashe provides administrative support to the Community Police Hearings Board and the C3 neighborhood policing initiatives.

As Chief Diversity & Inclusion Officer, Attorney Talia Gee heads a broad range of efforts to ensure the environment of the City of Springfield is both inclusive and diverse with employees from all races, genders, ethnicities, sexual orientations, backgrounds, and other characteristics. Attorney Gee works on recruiting diverse candidates, encouraging them to consider the City of Springfield as a viable employment option. Attorney Gee also reviews the hiring process to ensure diverse applicants receive consideration. She also investigates complaints of discrimination, harassment, and other workplace issues that would impact the diversity and inclusive work environment of the City of Springfield. Attorney Gee is responsible for reporting diversity statistics to both the state and federal governments. She also spearheads other efforts that contribute to the diverse, inclusive, and positive work environment for all members of the City of Springfield.

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.

The Mayoral Aides are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Duties include, but are not limited to: responding to all quality-of-life inquiries on a case-specific basis in an effort to work toward a resolution.

OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

Deputy Communications Director / Senior Mayoral Aide Darryl E. Moss serves as the liaison to the City-wide Violence Prevention Taskforce as Co-coordinator of the City of Springfield Juvenile Crime Task Force. Mr. Moss is also the Mayor's point person on gang violence and juvenile crime, concentrating time and effort on youth outreach and violence prevention. Mr. Moss organizes and partners municipal services with community organizations and neighborhood associations, while representing the Mayor on a number of neighborhood initiatives such as the Mason Square Initiative, the Metro E3, the Byrne Grant Initiative, and the Forest Park, South End, and Mason Square C3 Policing Initiatives in a constant effort to improve the quality of life for all who live, work, or visit the City of Springfield. Mr. Moss assists in developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield.

Mayoral Aide Minerva Marrero serves as the Mayor's point of contact for residential and business inquiries from residents in Springfield's North and South Ends, where she also participates as an active member in their monthly Neighborhood Council meetings. Ms. Marrero is the Mayor's liaison for the Buy Springfield Now Initiative and also represents the Mayor on a number of neighborhood initiatives and organizations such as the C3 Policing committees for Sectors A and 1, the New North Citizens Council, and the Forest Park Civic Association.

Constituent Services Director William Baker responds to quality of life complaints logged by citizens and is the Mayoral representative on the "Quality of Life Flex Squad," which consists of representatives from the Code, Law, and Police departments, and works very closely with the 311 Call Center to assure quality customer service. Further, Mr. Baker will often partner with City Departments to investigate citizen concerns on a case-by-case basis, in an effort to reach a resolution. In addition to constituent work, Mr. Baker sits on several different internal committees as the Mayor's representative and is the Mayor's Office liaison for the local utility companies. Mr. Baker oversees the Mayor's Constable Appointments and works closely with the City's neighborhood councils, specifically Liberty Heights, East Springfield and Indian Orchard. He is the Mayor's representative for the Community Police Beat Management Team meetings for Sectors B, C and D. Mr. Baker is also the Mayor's Office legislative liaison, working closely with the Clerk's Office, Law Department and the Office of the CAFO.

The Mayor's Office is highly visible, and the Mayor's Communications Director, Ms. Marian Sullivan is responsible for developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield. She must continuously coordinate message content, audience impact, and is responsible for the production of materials on behalf of the City of Springfield. She also handles media inquiries and requests, and gathers all appropriate information in a timely and accurate manner. She partners with City departments to accomplish the mission of accurately disseminating information on behalf of the City of Springfield. Sullivan manages the City's social media presence on various sites as well as news on the City's website, and shoots photographic content for these platforms. Sullivan and Moss also work together to develop original video content on behalf of the Mayor.

OFFICE OF THE MAYOR

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
City Governance	-	-	-	-
Total Adjustments	-	-	-	-

Notes

No reductions were recommended for this department during FY20.

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

Mission

The Law Department’s mission is to conduct all legal business for the City and its departments, and to administer support for the License Commission, Entertainment Licenses issued by the Mayor, as well as the administration of the Taxi & Livery Commission. The Law Department participates in all municipal government initiatives and provides legal representation, guidance, and support services to City departments and officials, so that they may conduct City business in compliance with local, state, and federal laws. Additionally, the Law Department represents the City in all litigation where the City is a plaintiff or defendant.

FY19 Department Highlights

The Law Department provided legal advice and formal legal opinions, participated in contract negotiation—including drafting and review, responded to employment law issues, and supported procurement issues, such as drafting requests for proposals, invitations for bids, contracts for goods and services, real estate, construction, and providing procurement advice to departments. In addition, attorneys in the Law Department drafted and reviewed proposed ordinances, special acts, resolves and orders, assisted departments with public records and open meeting law compliance, provided ethics opinions, and offered general legal advice and guidance to the Springfield City Council, the School Building Commission, and various other boards and commissions. Members of the Law Department also participated in required trainings.

Legal representation included claims investigation and management, representing the City before all courts (Federal and State – District, Superior, Land, and Housing Courts, as well as appellate courts in both the state and federal system), administrative agencies (Massachusetts Commission Against Discrimination, the Appellate Tax Board (ATB), Alcoholic Beverage Control Commission, etc.), prosecution of Code Enforcement matters, providing litigation support and case management services, collecting monies due the City, and tax/title/foreclosure matters.

The Law Department also provided administrative support for the License Commission and assisted in the receipt and processing of license application and renewals, prosecuting enforcement actions, as well as arranging for and assisting in holding hearings.

During FY19 the Law Department opened 110 new Litigation matters, and worked on over 200 Legal Services matters. The Department was also involved in investigations of new claims alleging property damage and/or personal injury. The Department responded to requests for opinions, analyzed legislation, and provided other legal advice and services in accordance with the mission of the Department, such as providing legal services in conjunction with the Open Meeting Law.

FY20 Budget Highlights

- ◆ 31.5 General Fund FTEs and 1.7 Grant FTEs, consistent with FY19.
- ◆ Includes 2% COLA increases for non-bargaining employees.
- ◆ Level Service OTPS.

Department Budget

	FY18 Actual	FY19 Actual	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund Operating Budget					
Personal Services	1,657,233	1,996,338	2,039,948	43,610	2.2%
OTPS	1,366,278	441,730	441,304	(426)	-0.1%
Capital	-	-	-	-	0.0%
Total General Funds	3,023,511	2,438,067	2,481,252	43,185	1.8%

Department Staff

	FY18 Actual	FY19 Actual	FY20 Adopted	Variance FY20-FY19	Percent Change
Department FTEs					
General Fund FTEs	31.0	31.5	31.5	-	0.0%
Grant FTEs	1.7	1.7	1.7	-	0.0%
Total FTEs	32.7	33.2	33.2	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Program Expenses



Litigation - Provides legal representation for the City and its departments, and represents the City in all courts.

Legal Services - Provides legal advice, opinions, and contract drafting services among other things.

Licensing - Assists the License Commission with legal matters.

Legal/Code Litigation - Engages in building and housing code enforcement matters.

Program Budgets

Program Expenses	FY18 Actual	FY19 Actual	FY20 Adopted	Variance FY20-FY19	% of Total
Legal Services	770,466	920,371	936,201	15,831	37.8%
Litigation	2,169,739	854,478	869,565	15,087	35.0%
Legal/Code Litigation	362,799	479,145	488,246	9,101	19.7%
Licensing	133,994	184,074	187,240	3,166	7.6%
Total Expenditures	3,436,999	2,438,067	2,481,252	43,185	100%

Revenue Summary

TOTAL REVENUE: \$977,982

Licensing— \$614,129

Alcoholic Beverage Licenses

Other Permits

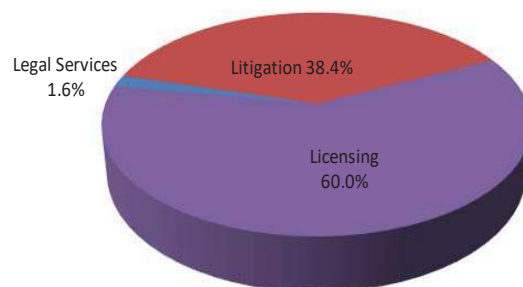
◆ Car Dealers

◆ Common Victualler

Litigation— \$363,853

◆ Judgements and settlements in favor of the City

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Actual	FY20 Adopted	Variance FY20-FY19	% of Total
Legal Services	-	-	-	-	1.6%
Litigation	579,565	363,853	128,650	(235,203)	38.4%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	536,793	582,779	485,479	(97,300)	60.0%
Total Departmental Revenue	1,116,358	946,632	614,129	(332,503)	100%

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Actual	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,657,233	1,996,338	2,039,948	43,610	2.2%
OTPS	1,366,278	441,730	441,304	(426)	-0.1%
Capital	-	-	-	-	0.0%
Total General Funds	3,023,511	2,438,067	2,481,252	43,185	1.8%

External Funds Budget	FY18 Actual	FY19 Available	FY20 Adopted	Variance FY20-FY19	Percent Change
Grant Funds	139,000	139,000	139,000	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	50,000	50,000	50,000	-	0.0%
Total External Funds	189,000	189,000	189,000	-	0.0%
All Funds Budget	3,212,511	2,627,067	2,670,252	43,185	1.6%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Actual	FY20 Adopted	Variance FY20-FY19	Percent Change
Alcohol Beverage Licenses	407,860	452,129	-	(452,129)	-100.0%
Taxi Cab License	1,120	2,000	452,129	450,129	22506.5%
Other Permits	127,813	128,650	33,350	(95,300)	-74.1%
Miscellaneous Revenue	469,281	363,853	128,650	(235,203)	-64.6%
Reimbursement for Damages	110,284	-	-	-	0.0%
Total Departmental Revenue	1,116,358	946,632	614,129	(332,503)	-35.1%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
Comcast - City of Springfield Cable Related	Grant	6/30/2020	40,000	40,000	40,000
Local Consumer Aid FY20	Grant	6/30/2020	99,000	99,000	99,000
Subtotal FY20 Anticipated Grants			139,000	139,000	139,000
SPA Offset for Employee Services	Reimbursement		50,000	50,000	50,000
Subtotal FY20 Other Funds			50,000	50,000	50,000
Total External Funding Sources			189,000	189,000	189,000

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

Legal Services	FY18 Actual	FY19 Actual	FY20 Adopted
Budget	770,466	920,371	936,201
FTEs	11.5	13.0	13.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	95%	96%	98%

Citywide Strategic Priority: Fiscal and Operational Excellence

Public Safety:

- ◆ Advised Community Police Hearing Board in case reviews and hearings, and continued implementation of Mayor Sarno's Executive Order to provide greater transparency and improved reporting vis-à-vis Case Data.
- ◆ Assisted in the prosecution of internal SPD disciplinary hearings on citizen's complaints of excessive force involving police officers.
- ◆ Provided legal services in relation to the drafting of a contract for a consultant to develop a Deputy Chief Assessment Center process for the Springfield Police Dept.
- ◆ Provided legal support to the Police, Fire, and Dispatch Departments in connection with grant contracts, contracts for goods and services, amendments, including negotiations and contracts involving the Quebec Team funding from the School Department, expanding the SPD's Shot Spotter gunshot detection system radius, agreements for access to security cameras for law enforcement purposes, and the COMNET communications system.
- ◆ Provided legal support to City Departments in responding to subpoenas for records in criminal investigations and trials.

Economic Development:

- ◆ Provided continuing legal services to the Springfield Redevelopment Authority regarding the construction and redevelopment of Union Station, and for the proposed redevelopment of 31 Elm Street.
- ◆ Provided continuing Legal Services to the Springfield Parking Authority regarding the Civic Center garage project and other matters; loaned a Law Department employee to the Springfield Parking Authority as to serve as Acting Executive Director.
- ◆ Provided legal services to DPW and Disaster Recovery for the Marble Street Traffic Improvement Project, Central Street Traffic Improvement Project (phases 1 and 2), Six Corners Traffic Improvement Project, Cottage Street and Industry Avenue Traffic Project (with PVTA), Cottage Street and Berkshire Avenue Traffic Project, Bay Street and Berkshire Avenue Traffic Project, Mercy Hospital/Carew Street Signalization project, and the North End Pedestrian Tunnel Project, including meeting with property owners, drafting appraisal and other professional service contracts, drafting City Council Orders, drafting documents and notices for eminent domain takings of easements and property, and drafting and negotiating access agreements for state owned land.

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services Highlights Cont.

- ◆ Prepared and participated in successful foreclosure, auction, and disposition of Tax Title Properties to return properties to the tax rolls.
- ◆ Reviewed and negotiated contracts for Planning and Economic Development, Disaster Recovery, and the Office of Housing.

Marijuana Host Community Agreement and Licensing Process:

- ◆ In FY19, the Law Department provided legal support for the City Council and other departments related to implementing the medical marijuana and recreational marijuana laws. This included extensive work on the process for effective implementation of recreational marijuana sales in Springfield, significant time spent on research and drafting, including drafting Host Community Agreement language, ordinance language and procedures, attending community meetings, and drafting related documents.

Casino Gaming Development and Opening of MGM Springfield:

- ◆ The Law Department participated in monthly and weekly meetings with City departments, State officials, and MGM to plan for the opening of the MGM Springfield Casino in August 2018.

Contracts and Procurement Assistance:

- ◆ The Law Department reviewed, drafted, and negotiated a large volume of contracts and amendments for various City departments.
- ◆ The largest number of contracts were for the Springfield Public Schools and its partners, including Out of District Tuition and Special Education Service Provider contracts, professional service contracts, software licensing agreements, and leases. The Law Department, together with the Office of Procurement and School Department, also worked on specifications for a new School Bus Transportation Bid, for a 5-year contract that will become effective on July 1, 2019.

Boards and Commissions:

- ◆ In FY19 the Licensing Department continued to support City Boards and Commissions on issues including compliance with Open Meeting Law issues, documentation of meeting minutes, document retention and maintenance, and updated records of member appointments.
- ◆ The Law Department also worked extensively with the Traffic Commission to revise and update the Rules of the Road, which were recently approved by the City Council.

Subpoenas for Records, and Public Records Requests:

- ◆ In FY19, the Law Department provided legal support and guidance to various departments in responding to subpoenas for records. The Law Department also worked closely with the City Clerk's office on records requests involving Law Department documents.

LAW DEPARTMENT

Program Summaries Legal Services Highlights Cont.

Appellate Tax Board:

- ◆ The Department represented the Board of Assessors at the Appellate Tax Board in various tax appeals involving the valuation of commercial, residential, and personal property. This included drafting and arguing motions, drafting and responding to discovery requests, presenting City cases at hearings, as well as drafting contracts for experts, appraisers, and others.

School Construction Projects:

- ◆ The Department provided legal services to the School Building Commission (SBC) and Department of Capital Asset Construction, including attending all SBC meetings, drafting motions, reviewing all City contracts with the Massachusetts School Building Authority, and reviewing contracts and amendments for multiple school building and repair projects with project managers and designers, including the new Brightwood/Lincoln School Project.

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Litigation

Litigation	FY18 Actual	FY19 Actual	FY20 Adopted
Budget	2,169,739	854,478	869,565
FTEs	7.5	9.5	9.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Target (settlements against city)	1,107,828	1,242,953	195,500
Percentage of on time responses to court complaints	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Litigation Division has continued to provide defense to the City in claims brought in both State and Federal Court throughout FY19. Some of this year's highlights include successfully negotiating a release in a claim in a civil rights case early in the litigation by seeking court mediation and thereby lowering the exposure to the City. The Division also successfully tried a civil rights case in Federal District Court, and won summary judgment in a case against the Springfield Public School department, wherein a plaintiff was seeking damages as a result of an alleged bullying incident. Additionally, the Division won a case involving a complicated zoning matter in the First Circuit Court. The Department also had one other related claim dismissed, and is currently defending this at the First Circuit Court of Appeals. As outlined above, the City continues to utilize dispositive motions to have cases dismissed and/or claims and exposure limited, while pursuing reasonable settlements through direct negotiation as well as through the use of alternative dispute resolution avenues in appropriate cases.

In FY19, the City encountered many challenges related to litigation in the state and federal courts, as well as various other administrative bodies. These included lawsuits involving allegations of misconduct against police officers, defending two wrongful conviction cases, along with employment-related litigation, tort claims, and contract claims. Additionally, the City supported departments in seeking administrative redress, including a multi-day hearing at DESE relating to library grant money denial. Some highlights of this year included:

- ◆ Defending two complex cases involving claims of wrongful convictions. One case was argued for summary judgment and is under advisement. The other is scheduled for mediation at the federal District Court.
- ◆ Defending various civil rights lawsuits in state and federal courts.
- ◆ Negotiated very favorable settlements of tort claims based on available legal defenses in a strategic manner.
- ◆ Handled multiple appeals in state and federal appellate courts.
- ◆ Assisted the Labor Relations Department on various arbitrations, MCAD complaints, and litigation related matters.

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

Legal/Code Litigation	FY18 Actual	FY19 Actual	FY20 Adopted
Budget	362,799	479,145	488,246
FTEs	5.0	6.0	6.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
To file all emergency code enforcement cases within three (3) business days and prioritize non emergency code enforcement cases within forty-five (45) days of receipt.			
Number of cases filed	582	317	500
Number of receivers appointed	14	13	40

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In FY19 the Code Enforcement Legal Division continued to bring hundreds of civil actions in the Western Division Housing Court, enforcing the State Sanitary, Building, Electric, Plumbing and Fire Codes as well as City zoning and quality of life ordinances. The Division has had some personnel changes, losing two (2) of our four (4) attorneys to positions at the Housing Court, but the Department has worked assiduously to replace them. Two highly qualified attorneys have been hired and have hit the ground running. The Division, which had been housed at Allen Street for several years, returned to downtown in the Spring of 2018, taking over the space on the 2nd floor of 1600 East Columbus. This location allows much greater efficiency for the division staff, who need to access the Housing Court and the Sheriff's office on an almost daily basis.

FY19 Highlights

- ◆ More than 350 Code Enforcement claims had been filed in court by the Law Department; the Department is on track to file approximately 600 cases this year.
- ◆ The Law Department is on track to obtain approximately 40 receiverships involving blighted or non-compliant properties in this fiscal year.
- ◆ Recently obtained a civil contempt judgment against a long time scofflaw who owns multiple properties within the City. The City will get a financial penalty, and if the property is not brought into compliance, the owner/property manager faces incarceration.
- ◆ With the addition of 2 new lawyers and 3 full-time administrative personnel, the Code Enforcement Division has successfully addressed a significant back-log in filing non-emergency cases.

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Licensing

Licensing	FY18 Actual	FY19 Actual	FY20 Adopted
Budget	133,994	184,074	187,240
FTEs	2.0	2.5	2.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Revenue	111%	115%	100%
Number of Licenses Processed	1,119	1,081	1,200

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The rules and regulations manuals for both the Traffic Commission and the Taxi/Livery Commission were redrafted; each commission now each has a manual that is consistent with current law. 53 applications were processed for renewal of taxi/livery licenses.
- ◆ The Licensing Division issued renewals of 222 liquor-related licenses in FY19 . An additional 402 licenses were issued for car dealers, common victualler and entertainment.
- ◆ The Law Department’s licensing office continues to support the implementation of entertainment regulations promulgated by the Mayor, and conducts entertainment license hearings as needed.
- ◆ Increased revenue has been raised through the administration of the License Commission. A full-time staff person and a part- time attorney were added to assist in the administration of the License Commission public office.
- ◆ Provided license renewal administration and services for alcohol, common victualler, and auto dealer licenses to reduce postage costs. Only 10% of licensees had to be mailed their license renewal packets due to lack of email.
- ◆ The rules and regulations manual drafted by the Law Department helps businesses and other interested parties in understanding the basic rules and regulations regarding common victualler (commonly known as a restaurant), liquor, entertainment, car dealer, video game, and billiard licensing in the City of Springfield, which all licensees are required to adhere to. The Law Department continued to provide legal support to the Taxi and Livery Commission.

Fiscal Year 2020 Budget and Program Summaries

LAW DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Legal Services				
Salaries & Wages	(40,000)	-	-	
Supplies & Services	-	-	-	
Litigation				
Printer rental	-	-	2,000	
Professional Services	-	(3,000)	-	
Licensing				
Salaries & Wages	-	-	13,776	
Office Supplies				(1,100)
Legal/Code Litigation				
Salaries & Wages	-		-	
Total Adjustments	(40,000)	(13,000)	15,776	(1,100)

Notes

- ◆ Office Supplies—Cut by \$1,100 in line with FY19 expenditures.

Fiscal Year 2020 Budget and Program Summaries

BOARD OF ELECTIONS

Mission

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 Board also seeks to maintain an accurate list of all City residents by conducting an Annual City Census, as required by State law.

FY19 Department Highlights

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, the Board conducts the Annual City Census and is responsible for the continued standardization of election mandates set forth by the consent decree established by the U.S. Department of Justice and the City of Springfield. 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 all necessary equipment.

FY20 Budget Highlights

- ◆ Funds 5.0 FTEs, consistent with FY19.
- ◆ Includes a 2% salary increase for non-bargaining and UPSEU employees.
- ◆ Funds operations related to the annual city census, one (1) City Preliminary, one (1) Municipal Election, one (1) Presidential Preliminary, voter registration, and voter outreach events.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	387,504	441,148	497,396	56,248	12.8%
OTPS	130,278	144,093	180,437	36,344	25.2%
Capital	-	-	-	-	0.0%
Total General Funds	517,782	585,241	677,833	92,592	15.8%

Department Staff

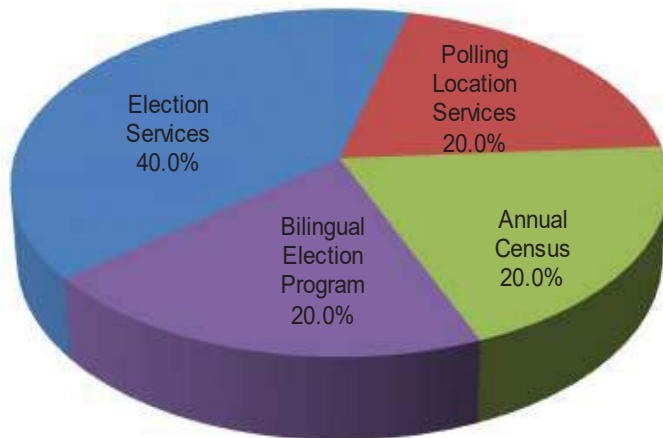
Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

BOARD OF ELECTIONS

Program Summaries

Program Expenses



Election Services - Conducts City, State, Federal, and special primary and general elections.

Polling Location Services - Manages polling locations, poll-worker training, and ensures compliance with voting laws.

Annual Census - Conducting the census is a responsibility of the department according to State law.

Bilingual Education - Is an effort by the City to expand voter registration and turnout among non-native English speakers.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Election Services	207,113	234,096	271,133	37,037	40.0%
Polling Location Services	103,556	117,048	135,567	18,518	20.0%
Annual Census	103,556	117,048	135,567	18,518	20.0%
Bilingual Election Program	103,556	117,048	135,567	18,518	20.0%
Total Expenditures	517,782	585,241	677,833	92,592	100%

Revenue Summary

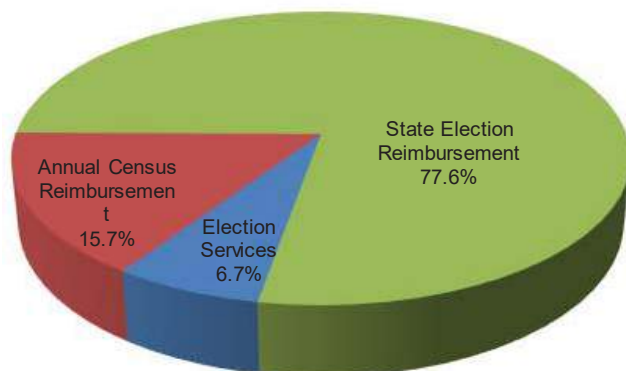
TOTAL REVENUE: \$74,815

State Reimbursement - The Board of Elections receives revenue during state election years as determined by the state: \$58,069.

Departmental Fees - Fees received for the purchase of copies, maps and certified proof of residence. \$5,000.

Annual Census Reimbursement - The Board of Elections receives a reimbursement from the School Department for a portion of the costs of the annual census: \$11,746.

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Election Services	5,780	5,000	5,000	-	6.7%
Annual Census Reimbursement	-	11,746	11,746	-	15.7%
State Election Reimbursement	14,042	58,069	58,069	-	77.6%
Total Departmental Revenue	19,822	74,815	74,815	-	100%

Fiscal Year 2020 Budget and Program Summaries

BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	387,504	441,148	497,396	56,248	12.8%
OTPS	130,278	144,093	180,437	36,344	25.2%
Capital	-	-	-	-	0.0%
Total General Funds	517,782	585,241	677,833	92,592	15.8%
External Funds Budget					
External Funds Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	517,782	585,241	677,833	92,592	15.8%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	5,780	5,000	5,000	-	0.0%
Other Revenue-From Services	-	11,746	11,746	-	0.0%
Other Revenue-State	14,042	58,069	58,069	-	0.0%
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	19,822	74,815	74,815	-	0.0%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
N/A			-	-	-
Total External Funding Sources			-	-	-

BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	207,113	234,096	271,133
FTEs	2.0	2.0	2.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Elections Administered	2	2	2
Provisional ballots cast	231	12	57
Absentee ballots cast & counted	1964 / 7133	511	1500 / 7500
# of Registered Voters	104,092	106,042	108,000
# of Newly registered voters	7,368	4,549	5,000
Voter Turnout	53.1%	9.9%	35.0%
# of Retirement Board Elections Conducted	0	0	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY19, Election Services convened an active slate of Election Commissioners and administered a State Primary and a State Election.
- ◆ Elections Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY20, the Board will conduct a City Preliminary, Municipal Election, Retirement Election and Presidential Primary in a cost efficient manner, using a precinct-based optical scanning system. The Board will strive to increase voter turnout in these elections by expanding voter outreach via marketing and civic engagement programs.
- ◆ In FY20, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as-needed basis.
- ◆ In FY20, the Board will collaborate with the Springfield Libraries, Springfield School Department and Department of Elder Affairs on Civic Engagement and Voter Outreach
- ◆ In FY20 the Board will collaborate with the U.S. Census and Secretary of the Commonwealth on the 2020 Census.

BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	103,556	117,048	135,567
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Poll workers recruited and hired (bilingual)	109	103	130
Poll workers recruited and hired (non-bilingual)	320	283	300
Poll worker training sessions administered	15	21	15
HAVA compliant voter equipment maintained	60	60	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the division was able to successfully manage 64 voting precincts. The relocation of one polling place was necessary. All affected voters were notified of the aforementioned change. The division also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ This year the Board successfully collaborated with the Springfield School Department in voter registration efforts aimed at seniors in all the high schools.
- ◆ In FY20, the Board will continue recruiting new poll workers to supplement the current roster, which has decreased due to retirement.

BOARD OF ELECTIONS

Program Summaries

Annual Census

Annual Census	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	103,556	117,048	135,567
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Census records maintained*	77,136	87,854	85,000
Census response rate	42.3%	42.7%	50.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY19, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY20, the Board will conduct the Annual City Census in accordance with state law, and hopes to increase the response rate by at least eight percent (8%).
- ◆ For FY20, the Board will continue to work directly with the owners and managers of multi-dwelling unit residential properties to collect more accurate census data.
- ◆ For FY20, the Board will conduct a second census mailing.

BOARD OF ELECTIONS

Program Summaries

Voter Outreach & Bilingual Election Program

Voter Outreach & Bilingual Election Program	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	103,556	117,048	135,567
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Number of community-based organizations in the outreach network	130	130	140

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY19, the Board continued collaboration with the Springfield School Department in a Student Voting Initiative. The purpose of this collaboration is to encourage lifelong voting habits in children, increase family communication about civic engagement, and ultimately promote greater adult voter turnout.
- ◆ In FY19, the Board collaborated with the Springfield City Library and various other community and faith based organizations in order to offer opportunities for voter/resident engagement.
- ◆ In FY20, the Board will increase recruitment of bilingual poll workers to effectively implement the Voting Rights Act consent decree, and will expand relationships with community-based organizations within the City of Springfield.

Fiscal Year 2020 Budget and Program Summaries

BOARD OF ELECTIONS

FY20 Budget Adjustments

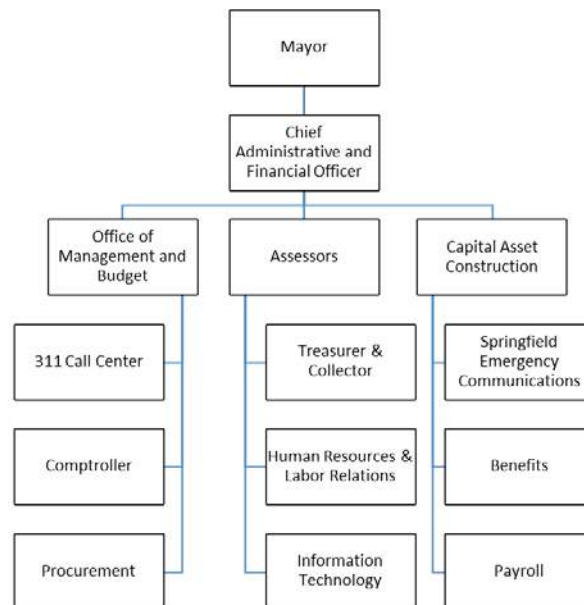
Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Election Services				-
Temporary Salaries & Wages	-	-	-	-
Dues & Memberships	-	(100)	-	-
Rental - Office Equipment	-	(603)	(850)	-
Other Supplies	-	-	-	-
Printing and Binding	-	-	(20,500)	-
Postage & Delivery	(5,914)	-	-	-
Office Supplies	(1,128)	(3,500)	(500)	-
Professional Services	-	-	(5,700)	-
Polling Location Services				-
Other Supplies	-	(15,000)	-	-
Rental - Building	(840)	-	(160)	-
Total Adjustments	(7,882)	(19,203)	(27,710)	-

Notes

After completing an analysis on all line items, no changes were made.

Section 5

Administration & Finance Division

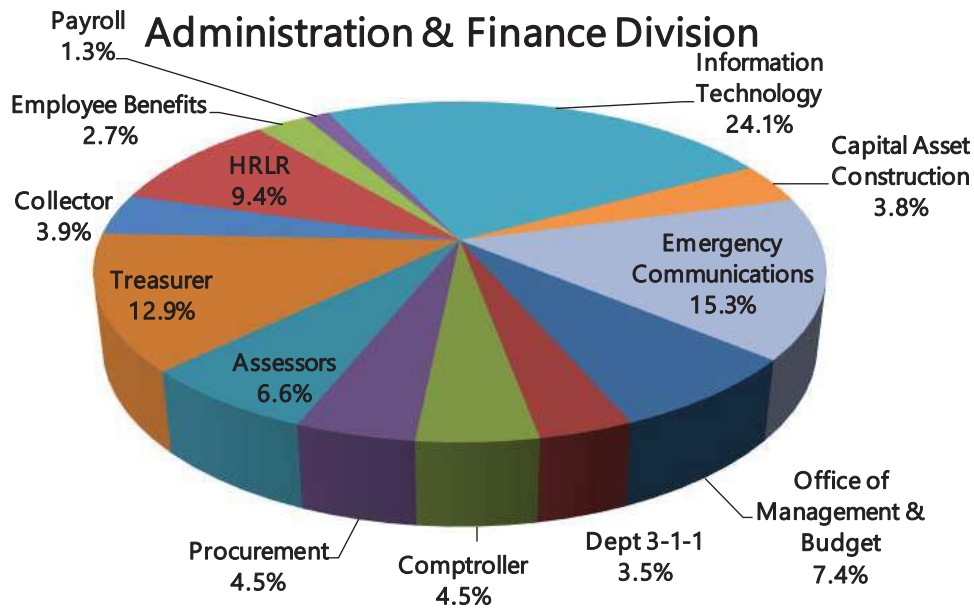


Mission Statement

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

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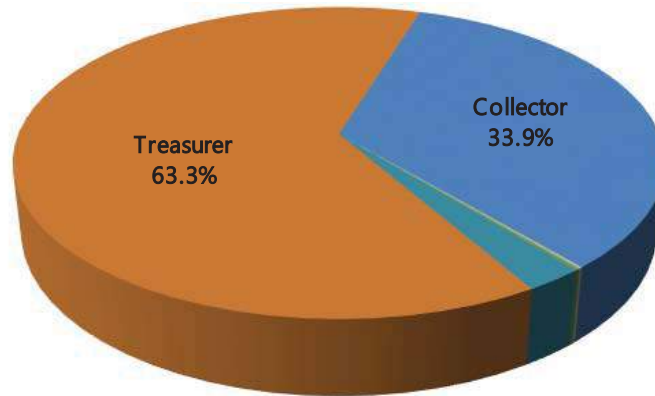
Fiscal Year 2020: All Funds Budget and Revenue Overview



FY20 Adopted Budget Administration & Finance Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Office of Management & Budget	708,038	920,250	905,250	1,002,054	8.9%	10.7%
Dept 3-1-1	439,560	465,021	465,021	475,471	2.2%	2.2%
Comptroller	565,943	593,030	593,030	608,268	2.6%	3%
Procurement	546,316	573,278	568,278	601,633	4.9%	5.9%
Assessors	822,699	937,010	922,010	894,187	-4.6%	-3.0%
Treasurer	1,522,880	1,870,636	1,870,636	1,736,810	-7.2%	-7.2%
Collector	469,347	520,310	520,310	523,639	0.6%	0.6%
HRLR	1,589,291	1,675,884	1,675,884	1,268,297	-24.3%	-24.3%
Employee Benefits	-	-	-	364,962	100.0%	100.0%
Payroll	161,792	170,281	170,281	175,456	3.0%	3.0%
Information Technology	3,067,071	3,170,974	3,110,974	3,238,884	2.1%	4.1%
Capital Asset Construction	424,315	523,400	523,400	510,751	-2.4%	-2.4%
Emergency Communications	2,177,534	2,045,397	2,004,656	2,051,953	0.3%	2.4%
Total	12,494,786	13,465,472	13,329,731	13,452,366	-0.1%	0.9%

Fiscal Year 2020: All Funds Budget and Revenue Overview

Revenue Overview



HRLR
0.0%

Capital Asset
Construction
0.0%

Office of
Management &
Budget
0.0%

Emergency
Communications
0.1%

Comptroller
0.2%

Assessors
2.5%

Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
Office of Management & Budget	-	-	-	-	-	-
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,254,000	-	-	-	-	1,254,000
Procurement	-	-	-	-	-	-
Assessors	16,659,948	-	-	-	-	16,659,948
Treasurer	5,411,729	-	-	-	416,373,003	421,784,732
Collector	14,484,763	211,449,075	-	-	-	225,933,838
HRLR	-	-	-	-	-	-
Employee Benefits	332,000	-	-	-	-	332,000
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
Emergency Communications	-	-	823,262	-	-	823,262
Total	38,142,440	211,449,075	823,262	-	416,373,003	666,787,780

Fiscal Year 2020 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Mission

The Office of Management & Budget (OMB) oversees the City’s administrative and financial support functions. It collaborates with other departments to ensure financial and operational excellence throughout the City of Springfield. The OMB safeguards the fiscal health and sustainability of the City by providing the Mayor, CAFO, and other City departments with timely and accurate information, performance management analysis, and advice.

FY19 Department Highlights

- ◆ Issued short and long term debt totaling \$35.6M and maintained a credit rating of AA– from Standard and Poor’s Rating Agency and an A2 rating from Moody’s Rating Agency.
- ◆ Continued Strategic Workforce Analytics & Tactics (SWAT) teams. SWAT teams are comprised of specific people from different departments and address high priority problems identified by departments.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the FY18 Budget; this is tenth consecutive year the Department has won this award.

FY20 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs, including two positions in the department’s Compliance Unit, a Grants Director position, and a new Contract Manager position.
- ◆ Funds annual Massachusetts Municipal Association dues.
- ◆ Includes a 2% salary increase for non-bargaining employees.

Department Budget

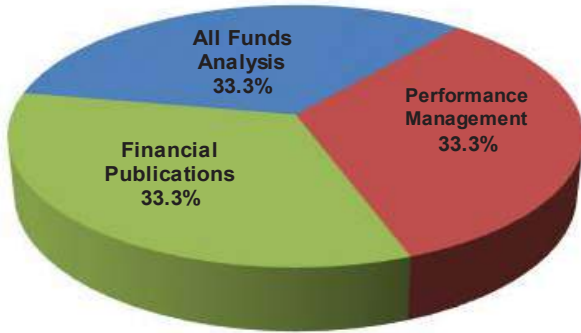
General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	620,774	790,303	870,667	80,364	10.2%
OTPS	87,264	129,947	131,387	1,440	1.1%
Capital	-	-	-	-	0.0%
Total General Funds	708,038	920,250	1,002,054	81,804	8.9%

Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	8.0	11.0	12.0	1.0	9.1%
Total FTEs	8.0	11.0	12.0	1.0	9.1%

Fiscal Year 2020 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Expenses



Program Summaries

All Funds Analysis — Thorough analysis and year end projection of all City funds, including the General Fund, grants, trusts, and donations

Performance Management — Ensure adherence to the Mayor’s five priorities through analysis of City departments’ key performance indicators

Financial Publications — Compilation and publication of a four year general fund projection and five year capital improvement plan, along with an annual debt affordability study

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
All Funds Analysis	322,157	418,714	455,934	37,221	8.9%
Performance Management	354,019	460,125	501,027	40,902	8.9%
Financial Publications	31,862	41,411	45,092	3,681	8.9%
Total Expenditures	708,038	920,250	1,002,054	81,804	27%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	620,774	790,303	870,667	80,364	10.2%
OTPS	87,264	129,947	131,387	1,440	1.1%
Capital	-	-	-	-	0.0%
Total General Funds	708,038	920,250	1,002,054	81,804	8.9%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Adopted	Variance FY20-FY19	Percent Change
Grant Funds	181,523	36,248	-	(36,248)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	181,523	36,248	-	(36,248)	-100%
All Funds Budget	889,561	956,497	1,002,054	45,556	4.8%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2020 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

All Funds Analysis

All Funds Analysis	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	322,157	418,714	455,934
FTEs	4.0	5.0	5.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of Council Orders due to being over budget	1%	1%	1%
Average number of days to review requisitions sent to OMB	1	1	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Managed to an operating surplus in FY18.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY18 budget; this is the tenth consecutive year OMB has won this award.
- ◆ Maintained an AA– credit rating from S&P and an A2 rating from Moody’s.
- ◆ Continued to assist departments with monitoring and seeking reimbursements for grants, maximizing its ability to use external funding sources to supplement the General Fund budget.
- ◆ With the addition of the Grants Director position, new policies and procedures were developed for grants management and review.

Fiscal Year 2020 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Program Management

Performance Management	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	354,019	460,125	501,027
FTEs	3.5	5.5	6.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of SWATs	12	6	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Examples of facilitated successful SWAT sessions:

Responsible Employer Ordinance

- ◆ Used analysis from researchers at UMass Boston to begin developing ways to improve the City’s Responsible Employer Ordinance (REO). The REO seeks to increase the number of women, minorities, and veterans who are employed by contractors working on City projects.
- ◆ Created a new Compliance Unit, which will monitor contractors’ compliance with the REO.

Personnel Management

- ◆ Continued to implement Kronos Analytics. This software allows City managers to track employee information with a high level of detail, in real time.

Affordable Care Act Reporting

- ◆ Worked with the IT Department and Human Resources Department to improve reporting mandated by the Affordable Care Act. Troubleshoot issues with the City’s benefits data as they arose.
- ◆ Continued to investigate ways to streamline the reporting process and improve it for future years.

Benefits Analysis

- ◆ Investigated ways to maximize the number of grant funded employees whose health insurance and other benefits could be offset to grants.
- ◆ Worked with the Human Resources Department to continue to improve methods for projecting the future cost of benefits and implement cost control measures.

Fiscal Year 2020 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Financial Publications

Financial Publications	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	31,862	41,411	45,092
FTEs	0.5	0.5	0.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Balanced budget published by June 30th	Yes	Yes	Yes
Released 3 financial documents by the appropriate deadline	Yes	Yes	Yes

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Released the following four financial publications within their respective deadlines:

1. Fiscal Year 2019 Debt Affordability Study- published (Deadline: January 30, 2019)
2. Fiscal Years 2020-23 Multi-Year Financial Plan– published (Deadline: February 5, 2019)
3. Fiscal Years 2020-24 Capital Improvement Plan– published (Deadline: March 30, 2019)
4. Fiscal Year 2020 Mayor’s Recommended Budget (Deadline: June 20, 2019)

Fiscal Year 2020 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
All Funds Analysis				
Funding for Contracts Manager position				50,000
Funding for Grants Director position and Compliance Unit	-	-	93,437	-
Salaries & Wages				(65,000)
Temporary Salaries & Wages	-	-	-	5,000
Postage & Delivery				(60)
Training, travel, memberships, subscriptions	-	(4,500)	-	-
Office Equipment Rental	(3,500)	-	-	-
Professional Services	(5,000)	-	25,000	-
Performance Management				
Financial Publications				
Total Adjustments	(8,500)	(4,500)	118,437	(10,060)

Notes

- ◆ The fifteen thousand dollars (65,000) cut to Salaries and wages reflects a grant offset from CDBG.
- ◆ Five thousand dollars (5,000) was added to temporary salaries and wages for internship in FY20.
- ◆ Sixty dollars (60) was cut from Postage & Delivery based on a historical analysis.
- ◆ Fifty thousand dollars (50,000) was added for a Contracts Manager position.

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Fiscal Year 2020 Budget and Program Summaries

311 CALL CENTER

Mission

The 311 Call Center's mission is to provide quality customer service for Springfield residents, businesses, and visitors. 311 serves as a single source for information about City government and promotes accountability. 311 offers one stop shopping for residents to contact the City. 311 can be reached 24/7 through multiple channels, including telephone, fax, email, web portal, phone app, and night voicemail.

FY19 Department Highlights

- ◆ Answered 1,507,221 calls since March of 2009. The Department's Customer Service Representatives answered 85% of all calls without transferring to another department.
- ◆ From the beginning of FY19 to the end of January, a total of 81,404 calls were answered by our eight Customer Service Representatives (CSRs). Our calls were answered 86% of the time in less than less than 30 seconds.
- ◆ Call volume increased by 6% from last year.
- ◆ For the first time 311 promoted the department by displaying two sided metal signs in the Metro area.

FY20 Budget Highlights

- ◆ Funds 9.0 General Fund FTEs.
- ◆ Includes a 2% salary increase for non-bargaining employees and UPSEU members.
- ◆ Funds operations related to the 311 Call Center
- ◆ Level Service OTPS

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	388,731	412,263	423,603	11,340	2.8%
OTPS	50,829	52,758	51,868	(890)	-1.7%
Capital	-	-	-	-	0.0%
Total General Funds	439,560	465,021	475,471	10,450	2.2%

Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	9.0	9.0	9.0	-	0.0%
Total FTEs	9.0	9.0	9.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

311 CALL CENTER

Program Expenses



Program Summaries

Service Requests— Enters service requests for the Board of Assessors, City Collectors, DPW, Forestry, HHS, Housing, Treasurer, Fire, and Police departments. Service requests are received via telephone, fax, email, web portal, and smartphone application. The Call Center also handles DPW administration services.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Service Requests	439,560	465,021	475,471	10,450	100%
Total Expenditures	439,560	465,021	475,471	10,450	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Actual	Variance FY20-FY19	Percent Change
Personal Services	388,731	412,263	423,603	11,340	2.8%
OTPS	50,829	52,758	51,868	(890)	-1.8%
Capital	-	-	-	-	0.0%
Total General Funds	439,560	465,021	475,471	10,450	2.2%
External Funds Budget					
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	439,560	465,021	475,471	10,450	2.2%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2020 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Service Requests

Service Requests	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	439,560	465,021	475,471
FTEs	9.0	9.0	9.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of calls answered within 30 seconds	86%	86%	87%
% of calls completed without transfers to other departments	84%	85%	85%
% increase of smartphone application downloads	75%	21%	30%

Citywide Strategic Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

For the past three years 311 has struggled with staffing levels, I am pleased to report as of this past calendar year we have retained our entire staff. As a result, many of our overtime hours decreased; it was no longer needed for certain CSR's to work as many overtime hours to perform administrative duties. CSR's were also not asked to extend their hours due to the lack of phone coverage.

311 experienced an overall 6% increase in call volume in comparison to this same time last year. This is reflected in all the departments the center assists. The department with the most growth was found in the City Clerk's department with a 17% increase over last year. It is thought the reason for this was due to the Federal mandate requiring anyone who is registering for a new or renewal of their driver's license needs to have a notarized birth certificate. From July 2017 through January 2018 the center recorded 81,199/service requests informational/transferred calls, this same time frame this year we entered 86,377 inquiries an increase of 5%. Our Spanish line received 3,710 calls 12% more from last year; however this type of call represents only 4% of our overall call volume.

INTERNET/ SIGNAGE

This is the first year 311 advertised with signage in the Metro areas and our smart phone applications has shown an increase of 75% from last fiscal year. Requests via the app now come daily with the most frequent request being for ordinance type issues; unregistered vehicles, overgrowth, followed by tree trimming for forestry. Web forms that are routed to the originating department from the city website are re-directed to the 311 email address; Code, Ordinance and DPW, and 311; this channel has shown an increase of 14%. And finally, basic emails to the call center have increased by 53%. Both web form and email communication can result in a service request being entered in another system.

311 CALL CENTER

Program Summaries

Highlights Continued

DPW ADMINISTRATION

311 is the main contact for DPW administration (trash) ; OPT-IN, OPT-OUT and Discounts forms.

414 forms received - increase of 14.7%

33% of the forms resulted in a request for new service

Average turnaround time = 6 days from the time of receipt to service provided.

Our peak is in March when the trash bill is mailed, majority of the forms received are discounts for those residents turning 65 year of age at the beginning of the fiscal year.

COLD WEATHER TASK FORCE

311 is a member of the Cold Weather Task Force. Commissioner Caulton continues to improve the process. The City already has an excellent Cold Weather Emergency system working with Mayor and other City departments and organizations. SOP have been developed for temperatures 20 degrees and lower along with a dedicated phone line for after hour calls for homeless and multi housing complexes requiring emergency assistance.

ASSESSORS

The Assessors has asked to assist 311 in appointment setting for City Inspectors utilizing our software Intelligov system. Appointments were made for those who were responding to a letter pertaining to the filing of an over - evaluation application. The letter was sent to approximately 220 tax payers.

Fiscal Year 2020 Budget and Program Summaries

311 CALL CENTER

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Service Requests				
Elimination of Intern Position	-	(16,652)	-	
Salaries & Wages	-	-	-	
Postage & Delivery	-	-	-	(140)
Advertising	-	-	500	
Total Adjustments	-	(16,652)		(140)

Notes

- ◆ One hundred & forty dollars (140) was cut from Postage & Delivery. This amount is based off of a historical analysis.

Fiscal Year 2020 Budget and Program Summaries

CITY COMPTROLLER

Mission

Chapter 468 of the Acts of 2008, created in the City of Springfield the position of Comptroller. The Comptroller, appointed by the CAFO and approved by the Mayor, maintains the City's financial records and prepares its financial statements. The primary mission is to produce timely and accurate financial reports and to enforce the City's budget. The Comptroller is entrusted with the powers and duties of a City Auditor under Chapter 44 sections 50 to 54A, of Mass General Law, provided, however, that section 50 of said chapter 41 shall only apply to the Comptroller to the extent that it does not conflict with the duties of the Director of Internal Audit under section 3. The Comptroller serves as the "ex-officio" member of the Springfield Contributory Retirement Board.

FY19 Department Highlights

- ◆ Received the Certificate of Achievement for Excellence in Financial Reporting for the issuance of the City's Comprehensive Annual Financial Report (CAFR) from the Government Finance Officers Association of the United States and Canada for the seventh year in a row.
- ◆ Updated the City's website to include the Open Checkbook, the Taxpayer Monthly Statement and Quarterly Financial Report on a timely basis.
- ◆ Performed a successful year end close of the General Ledger in MUNIS on July 13, 2018.
- ◆ Worked with the City's financial management team to affirm the City's A2 Bond Rating.
- ◆ Three staff members successfully completed the Annual Massachusetts Municipal Auditing & Accounting Educational Program.

FY20 Budget Highlights

- ◆ Funds 8.0 General Fund FTEs and 1.0 Utility Fund FTE.
- ◆ Includes a 2% salary increase for all non-bargaining and UPSEU employees.
- ◆ Includes level service funding to address state-mandated financial reporting and Citywide accounts payable services.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	560,366	586,943	601,018	14,075	2.4%
OTPS	5,577	6,087	7,251	1,164	19.1%
Capital	-	-	-	-	0.0%
Total General Funds	565,943	593,030	608,268	15,238	2.6%

Department Staff

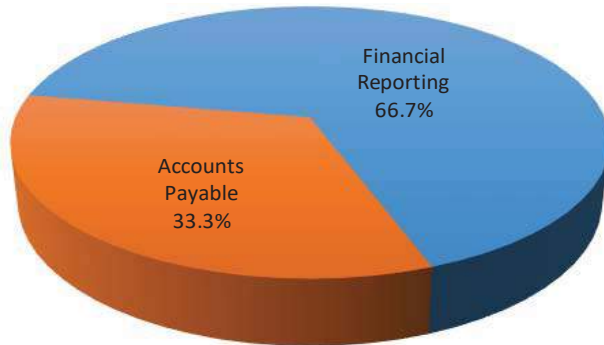
Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	8.0	8.0	8.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	9.0	9.0	9.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

CITY COMPTROLLER

Program Summaries

Program Expenses



Financial Reporting - 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; to ensure the City financial transactions are in compliance with applicable accounting regulations, law, and to maximize the productivity and efficiency of MUNIS.

Accounts Payable - Audit every invoice paid by the City to ensure accuracy and legality. Verify that an appropriation is in place prior to execution of all City Contracts and Purchase Orders.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Financial Reporting	377,295	355,818	405,512	49,694	66.7%
Accounts Payable	188,648	237,212	202,756	(34,456)	33.3%
Total General Fund Expenditures	565,943	593,030	608,268	15,238	100%

Revenue Summary

TOTAL REVENUE: \$1,254,000

Financial Reporting - Collects revenue from a variety of sources, including:

- ◆ Registry of Motor Vehicles
- ◆ Refunds of overpayments from previous years
- ◆ Miscellaneous Revenue

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	604,621	634,000	1,254,000	620,000	100%
Total Departmental Revenue	604,621	634,000	1,254,000	620,000	100%

Fiscal Year 2020 Budget and Program Summaries

CITY COMPTROLLER

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	560,366	586,943	601,018	14,075	2.4%
OTPS	5,577	6,087	7,251	1,164	19.1%
Capital	-	-	-	-	0.0%
Total General Funds	565,943	593,030	608,268	15,238	2.6%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	565,943	593,030	608,268	15,238	0.0%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Other Revenue - State	534,371	630,000	400,000	(230,000)	0.0%
Miscellaneous Revenue	466	-	850,000	850,000	0.0%
Reimb For Prior Year Expenditure	46,854	2,000	2,000	-	100%
Refund Of Expenditure	22,930	2,000	2,000	-	0.0%
Total Departmental Revenue	604,621	634,000	1,254,000	620,000	97.8%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
	<i>Subtotal FY20 Anticipated Grants</i>		-	-	-
	<i>Subtotal FY20 Other Funds</i>		-	-	-
Total External Funds			-	-	-

CITY COMPTROLLER

Program Summaries

Financial Reporting

	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	377,295	355,818	405,512
FTEs	6.0	6.0	6.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Average # of days to close month	7	7	7
# of post-close adjustments	74	50	50

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2018
- ◆ Coordinated Annual Audit and Federal Single Audit with External Auditors
- ◆ Submitted Monthly Revenue vs. Expenditure Reports to the Mayor and City Council
- ◆ Certified Free Cash with the Massachusetts Department of Revenue in February 2019
- ◆ Completed the MA Department of Revenue Year End Checklist
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2019
- ◆ Reconciliation of All Tax and Departmental Receivables
- ◆ Cash Reconciliation with Treasurers on a quarterly basis
- ◆ Proper recording of all General Journal and Budget Amendment entries in the Accounting System
- ◆ Maintenance of all records of Grants, Gifts and other Special Revenue Funds

CITY COMPTROLLER

Program Summaries

Accounts Payable

	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	188,648	237,212	202,756
FTEs	3.0	3.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# correcting accounting entries to total accounting entries	11	10	10
% vendors/bills not paid on time/after 90 days	4%	3%	3%

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Created, mailed and filed 1099 Forms in accordance with IRS Regulations on a timely basis
- ◆ Assured that all transactions were properly documented with corresponding invoices
- ◆ Staff member provides MUNIS training to all new City employees on an ad hoc basis
- ◆ Currently working with the IT Department to move Electricity Billing with Eversource to an electronic solution
- ◆ Working in conjunction with the Deputy Procurement Officer to offer a Procurement/Accounts Payable Training session for Department Heads
- ◆ Enforcement of the City Budget and Grant Awards on all invoices and contracts for the City and School Departments

Fiscal Year 2020 Budget and Program Summaries

CITY COMPTROLLER

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Accounts Payable				
Salaries & Wages	-	(34,766)	-	-
Rental - Office Equipment	-	-	135	-
Seminars/Trainings & Membership Fees	-	-	-	750
Office Supplies & Equipment	(319)	-	-	-
Postage & Delivery	750	-	-	-
In-State Travel	-	-	-	347
Financial Reporting	-	-	-	-
Total Adjustments	431	(34,766)	135	1,097

Notes

◆ OTPS Increase:

- ◇ Employee Professional Development: \$1,097

Fiscal Year 2020 Budget and Program Summaries

OFFICE OF PROCUREMENT

Mission

The Office of Procurement (OOP) assists all City Departments in meeting their purchasing goals and contracting needs that are required for their departmental functions, while also ensuring that City Departments are acting in compliance with the municipal procurement requirements as described 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, 30/39(M) and Chapter 7C, as well as utilizing existing statewide and national agreements with favorable terms and conditions to reduce the City's bidding costs and the time and resources spent to procure services. The OOP is committed to providing value-added strategic procurements to assist in mitigating the overall financial picture of the City.

FY19 Department Highlights

- ◆ Policy Implementations: OOP has been working with the Comptrollers Department to update the City's Purchasing and Accounts payable processes and is beginning these trainings March of FY 19. This training program will be reviewed by OMB and OIIA.
- ◆ The City helped conduct several emergency procurements on short notice to preserve operations (Dickinson Street Washout).
- ◆ Capital Improvement Contracts: The OOP assisted the Department of Capital Asset Construction and the Department of Parks, Buildings and Recreation in procuring and securing contracts for several projects in FY19, including East Forest Park Library (\$7.8M), Swan Pond and Main Greeting Road (\$2.5 M), Window and Doors at South End Middle School (\$1.1 M), Brightwood Designer Selection, and several million dollars in paving and traffic upgrades, and flood protection projects (\$3.1M).
- ◆ Contract Processing: As of 2/25/19, the OOP generated approximately 275 contracts, which represents a busy procurement year, and includes state contracts being re-organized in MUNIS. By implementing the updated contract/PO thresholds, OOP was able to reduce the amount of resources dedicated to administrating these smaller contracts by a substantial amount.
- ◆ OOP assisted in the procurement and contract management of scanning and archiving Vital records for multiple departments (HR, Clerks, Treasurer).
- ◆ OOP staff served as the Architect for the updating of the City's Responsible Employer Ordinance, and the amended version pass in FY 19.
- ◆ OOP worked with IT and the Comptroller's Department to create a new "crystal report" in FY 19 that better allows for the close out of expired contracts and purchase orders.
- ◆ The City continues to maximize cost savings from the use of MHEC and MA OSD contracts.

FY20 Budget Highlights

- ◆ Funds General Fund 7.0 FTEs for FY20.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ Continues improvements in bid advertising processes.
- ◆ Fully funds staff training and MCPPO certification.
- ◆ Includes increased funding for advertising account.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	431,601	480,287	493,662	13,375	2.8%
OTPS	114,716	92,991	107,971	14,980	16.1%
Capital	-	-	-	-	0.0%
Total General Funds	546,316	573,278	601,633	28,355	4.9%

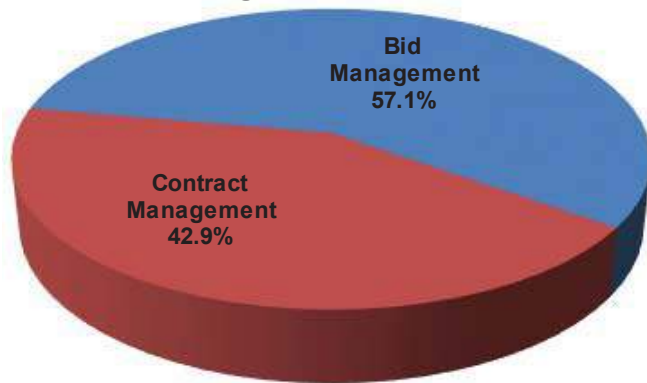
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	8.0	7.0	-	-	0.0%
Total FTEs	8.0	7.0	-	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

OFFICE OF PROCUREMENT

Program Expenses



Program Summaries

Bid Management— Ensures that all bids and contracts processed by the Office of Procurement support the requests for proposal, invitations for bid, and requests for quotes as regulated by the State, and monitors all executed contracts for compliance with WBE/ MBE and federal and state requirements.

Contract Management—Maintains and monitors the large majority of City Contracts and Price Agreements meeting departmental needs as prescribed by various local, state, and federal contracting laws as well as processing any necessary amendments or renewals throughout the bid/contract process.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Bid Management	312,181	327,588	343,790	16,203	57.1%
Contract Management	234,136	245,691	257,843	12,152	42.9%
Total General Fund Expenditures	546,316	573,278	601,633	28,355	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	431,601	480,287	493,662	13,375	2.8%
OTPS	114,716	92,991	107,971	14,980	16.1%
Capital	-	-	-	-	0.0%
Total General Funds	546,316	573,278	601,633	28,355	4.9%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	546,316	573,278	601,633	28,355	4.9%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	-	-	-	-	0.0%
Sale Of Old Materials	64,025	-	-	-	0.0%
Sale Of Land & Bldg	-	-	-	-	0.0%
Total Departmental Revenue	64,025	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
Total External Funds			-	-	-

OFFICE OF PROCUREMENT

Program Summaries

Bid Management

Bid Management	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	312,181	327,588	343,790
FTEs	4.0	4.0	4.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% bids needing amendments	<25%	<25%	<25%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Office of Procurement is responsible for the production of bids for any goods or services valued over \$5,000. The different types of bids are categorized by Massachusetts State Law and include: Quotes, Invitation to Bid, Request for Proposals, Request for Qualifications, Disposition of Real Property (For Sale Bids) and Construction Contracts. Goods and services ranging in value from \$5,000 to \$50,000 do not require a bidding process, only a solicitation for three price quotes with the contract being awarded to the lowest responsible bidder. The Office of Procurement conducts this process and acts as a liaison with the Department head requesting the procurement throughout the process. Any procurement valued over \$50,000 requires formal bidding procedures, legal advertisements, and sometimes state advertisement boards, depending on total value. RFP's are governed by M.G.L. Ch. 30B and are privately opened, reviewed for completeness and scored by committee, with price proposals being kept separately and reviewed by the Chief Procurement Officer after scoring is completed and the contract is awarded.

OFFICE OF PROCUREMENT

Program Summaries

Contract Management

Contract Management	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	234,136	245,691	257,843
FTEs	3.0	3.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Average number of days to prepare and execute contract	21	22	21

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ All purchases of \$5,000 or more must have contracts generated and associated with them, even if the purchase is exempt from 30B. Purchase orders can act as written contracts up to \$25,000 at the discretion of the OOP (typically for goods). As of 4/24/18, Procurement maintains over 1,502 “active” contracts that are still open in MUNIS.
- ◆ City-wide contracts have been created based on the needs of all departments, resulting in better pricing for the City and less duplication of bids for similar departmental needs. These contracts are created through the formal bid process, the use of State Contracts, and collaborative bidding.
- ◆ Multi-Year Contracts and the associated renewal process based on various departmental needs are also monitored by the Office of Procurement.

OFFICE OF PROCUREMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Bid Management				
Salaries & Wages	-	54,122	-	
Advertising	-	-	-	15,000
Postage & Delivery	-	(1,000)	-	
Subscriptions				(20)
OTPS	-	(763)	-	

Notes

- ◆ Fifteen thousand dollars (15,000) was added to Advertising to adequately cover expenses in relation to publications in the Republican Newspaper.
- ◆ Twenty dollars (20) was cut from Subscriptions based on a historical analysis.

Fiscal Year 2020 Budget and Program Summaries

ASSESSORS DEPARTMENT

Mission

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 Chapter 121A urban redevelopment excise, vehicle excise, and payment-in-lieu-of-tax (PILOT) programs.

FY19 Department Highlights

The Assessors Department determines the property tax levy, which is the primary local source of General Fund revenue. The Department also determines the taxable 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 30th and market conditions as of January 1st. The City's FY19 tax levy is \$205.3M, an increase in the levy ceiling of \$7M.

The Department also administers the Urban Redevelopment excise (Chapter 121A) contracts and motor vehicle excise system and the payment-in-lieu-of-taxes (PILOT) program. The City issues in excess of 100,000 motor vehicle excise bills annually, totaling \$11M. The Chapter 121A and PILOT categories in recent years have generated \$2M - \$2.2M.

FY20 Budget Highlights

- ◆ Funds 12.0 FTEs.
- ◆ Includes a 2% salary increase for all non-bargaining and UPSEU employees.
- ◆ Services to aid the levy ceiling growth and produce FY20 valuations.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	655,289	748,442	764,346	15,904	2.1%
OTPS	167,409	188,568	129,841	(58,727)	-31.1%
Capital	-	-	-	-	0.0%
Total General Funds	822,699	937,010	894,187	(42,823)	-4.6%

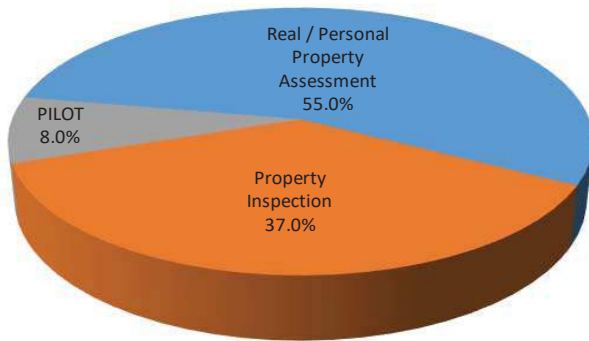
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	12.0	12.0	12.0	-	0.0%
Total FTEs	12.0	12.0	12.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Expenses



Program Summaries

Real/Personal Property Assessment — Determines the full and fair cash value of all taxable residential, commercial and industrial parcels as of each January 1st.

Property Inspection — Inspects properties to determine the true and fair value.

Payment-in-Lieu-of-Taxes (PILOTS) — Enters into agreements in which the property owner is not subject to conventional property taxation.

Program Budgets

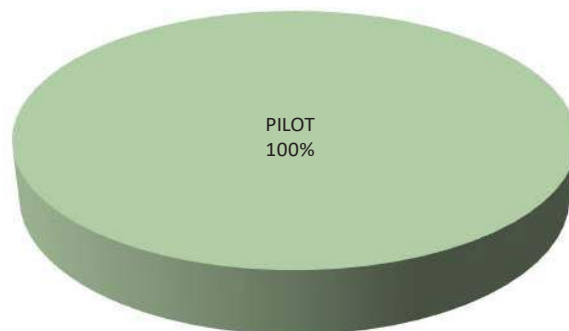
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Real / Personal Property Assessment	452,484	515,356	491,803	(23,553)	55.0%
Property Inspection	304,399	346,694	330,849	(15,845)	37.0%
PILOT	65,816	74,961	71,535	(3,426)	8.0%
Total General Fund Expenditures	822,699	937,010	894,187	(42,823)	100%

Revenue Summary

Revenue collected by the Assessor's Office includes PILOT, 121A Gross Gaming Revenue, & Urban Redevelopment excise payments.

Total Revenue: \$16,659,948

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	6,505,650	16,119,948	16,659,948	540,000	100%
Total Departmental Revenue	6,505,650	16,119,948	16,659,948	540,000	100%

Fiscal Year 2020 Budget and Program Summaries

ASSESSORS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	655,289	748,442	764,346	15,904	2.1%
OTPS	167,409	188,568	129,841	(58,727)	-31.1%
Capital	-	-	-	-	0.0%
Total General Funds	822,699	937,010	894,187	(42,823)	-4.6%

External Funds Budget	FY18 Actual	FY19 Available	FY19 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	822,699	937,010	894,187	(42,823)	-4.6%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
PILOT - Local	486,485	300,000	490,000	190,000	63.3%
Chapter 121A - Sec 6A	1,750,343	5,842,490	5,842,490	-	0.0%
121A GGR - Gross Gaming Rev	-	-	350,000	350,000	0.0%
Chapter 121A - Sec 10	3,927,309	9,977,458	9,977,458	-	0.0%
Miscellaneous Revenue	341,513	-	-	-	0.0%
Total Departmental Revenue	6,505,650	16,119,948	16,659,948	540,000	3.3%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
<i>Subtotal FY20 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY20 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2020 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

Real / Personal Property

Real / Personal Property Assessment	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	452,484	515,356	491,803
FTEs	8.0	8.0	8.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of deeds transferred and entered within 30 days	100%	75%	100%
Number of parcel transfers	3828	2738	3800
Number of personal exemptions granted	1208	N/A	1375
Number of abatements granted	86	0	0
Actual levy % change from prior year	4%	4%	5%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department received certification for FY19 valuations from the Department of Revenue (DOR), which represented an overall increase of \$279M or 3.5% over the FY18 total value. Also, the DOR scheduled Springfield among one of the first group of communities for certification in FY18, the first year of the new five year cycle implemented by DOR in the Municipal Modernization Act. Based on the new five year certification cycle, the City will be scheduled for certification again in FY23.

Fiscal Year 2020 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	304,399	346,694	330,849
FTEs	3.0	3.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of total property inspected	12%	14%	14%
Average number of properties inspected per inspector annually	1792	2054	2100

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The FY19 goal of 1,900 property inspections per inspector was surpassed. Inspections are up 44% from FY17 to FY19 year-to-date. FY17 inspections were down due to lower office staffing levels. A new office staffer began March 2018, which allowed the field staff to remain in the field more often. During all of calendar 2018, the new plan to maximize production was implemented. Measuring FY16 against FY19 YTD shows that the new plan to maximize production directly resulted in a 17% increase in the number of inspections. Further refinements to the plan should allow us to hit our FY20 goal of 2,100 inspections per inspector.

The new plan to maximize production was implemented in November 2017:

- ◆ All data entry by office staff – avoids duplicate record opening and saving
- ◆ Building permit inspections occur only during three months prior to valuation date – avoids multiple inspections of a single property in a given year.
- ◆ 311 Call Center handles scheduling of abatement inspections – allows field staff to remain in the field without incoming phone calls, voice messages, and return phone calls.
- ◆ Maintain consistent amount of available cyclical inspection work – field staff will always have adequate amount of work.
- ◆ Weekly production reporting – ensures appropriate workloads, easy statistical production analysis, and assigns a weekly production score.

Fiscal Year 2020 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

Payment -in- lieu-of- taxes (PILOT)

PILOT	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	65,816	74,961	71,535
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of PILOTS	N/A	N/A	N/A
# of Urban Redevelopment Excise	N/A	N/A	N/A
% change of total PILOT from previous year	N/A	N/A	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Fiscal Year 2020 Budget and Program Summaries

ASSESSORS DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Real / Personal Property				
Personnel Services	46,599	(64,838)	5,000	(5,000)
OTPS	(69,000)	(18,195)	1,500	(58,727)
Property Inspection	-	-	-	-
Payment - in - lieu - of - Taxes (PILOT)	-	-	-	-
Total Adjustments	(22,401)	(83,033)	6,500	(63,727)

Notes

◆ Personal Services Reduction:

◇ Overtime: (\$5,000)

◆ OTPS Reductions Based on Historical Spending:

◇ Repair & Maintenance Office EQ: (\$450)

◇ Professional Services: (\$58,384)

◇ Printing/Binding: (\$500)

◆ OTPS Increase for Copier Lease Agreement:

◇ Rental Office EQ: \$607

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Fiscal Year 2020 Budget and Program Summaries

TREASURER'S DEPARTMENT

Mission

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. Administer all aspects of Tax Title properties to encourage neighborhood revitalization and return to the tax rolls.

FY19 Department Highlights

- ◆ Produced quarterly analysis of the City's investments and investment income.
- ◆ Negotiated with banks to obtain the highest yield possible on the City's funds while maintaining safety and liquidity. Increasing interest revenue realized by 35%.
- ◆ Continued the success of the City's Tax Title program in obtaining the goal of returning tax title parcels to the tax rolls, and eliminating blight in the City's neighborhoods. This is accomplished through repayment plans, public and abutter auctions, redemptions and request for proposals (RFPs).
- ◆ Working with the Economic Development, Housing, Information Technology, Code Enforcement and Law departments, made significant strides in targeting and eliminating areas of blight, cleaning up neighborhoods and selling tax title properties.
- ◆ Continued to use the City's tax title repayment program to collect delinquent taxes by providing taxpayers with an opportunity to pay everything due, and keep ownership of their homes.
- ◆ Implemented the City's Abandoned Property Division, allowing taxpayers to recover monies due, and assisting the City in the collection of delinquent taxes per the revenue recapture program.

FY20 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY19.
- ◆ Includes 2% increase for all non-bargaining and UPSEU employees.
- ◆ OTPS budget includes:
 - ◇ Full funding for Tax Title program including legal services, Registry of Deeds filing fees, and property maintenance fees.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	501,274	519,312	533,640	14,328	2.8%
OTPS	1,021,606	1,351,324	1,203,170	(148,154)	-11.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,522,880	1,870,636	1,736,810	(133,826)	-7.2%

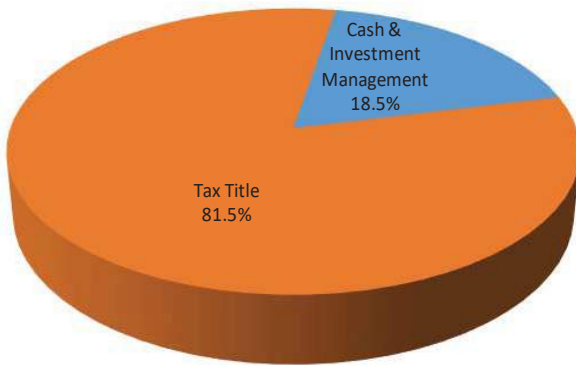
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	9.0	9.0	9.0	9.0	100%
Total FTEs	9.0	9.0	9.0	9.0	100%

Fiscal Year 2020 Budget and Program Summaries

TREASURER'S DEPARTMENT

Program Expenses



Program Summary

Cash & Investment Management - This program is responsible for managing funds that have been collected by the City Collector as well as effectively managing the City's funds in accordance with MGL Chapter 44 Section 55.

Tax Title Program - The Tax Title Program's main function is the oversight of all properties that the City has placed a lien upon or taken title to for failure to pay real estate taxes. This includes working with delinquent taxpayers to facilitate payment of past-due taxes, enabling them to retain ownership. This assists in the revitalization of City neighborhoods.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Cash & Investment Management	353,443	470,236	439,440	(30,796)	18.5%
Tax Title	1,169,437	1,400,400	1,297,370	(103,030)	81.5%
Total General Fund Expenditures	1,522,880	1,870,636	1,736,810	(133,826)	100%

Revenue Summary

TOTAL REVENUE: \$ 421,784,732

Cash & Investment Management -

- ◆ Penalties & Interest \$ 1,472,927
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 10,000
- ◆ Fines & Forfeits \$ 50,000
- ◆ Interest on Investments \$ 2,406,523
- ◆ Departmental & Other \$ 850,000

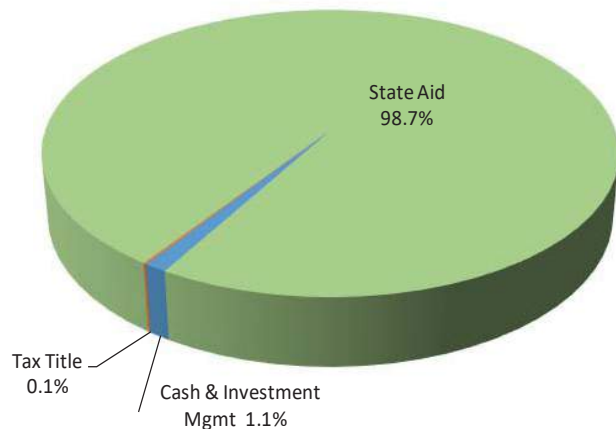
Tax Title -

- ◆ Penalties & Interest \$ 600,000

State Aid

- ◆ State Aid \$ 416,373,003

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Cash & Investment Mgmt	4,931,614	4,222,065	4,811,729	589,664	1.1%
Tax Title	2,482,107	500,000	600,000	100,000	0.1%
State Aid	380,627,488	393,630,224	416,373,003	22,742,779	98.7%
Total Departmental Revenue	388,041,209	398,352,289	421,784,732	23,432,443	100%

Fiscal Year 2020 Budget and Program Summaries

TREASURER'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	501,274	519,312	533,640	14,328	2.8%
OTPS	1,021,606	1,351,324	1,203,170	(148,154)	-11.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,522,880	1,870,636	1,736,810	(133,826)	-7.2%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,522,880	1,870,636	1,736,810	(133,826)	-7.2%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Taxes	1,927,627	-	-	-	0.0%
Penalties, interest and other taxes	1,656,963	1,882,927	2,072,927	190,000	10.1%
Charges for Services	22,279	22,279	22,279	-	0.0%
Miscellaneous	8,965	10,000	10,000	-	0.0%
Intergovernmental	380,627,488	393,630,224	416,373,003	22,742,779	5.8%
MSBA Payments	-	-	-	-	0.0%
Fines and Forfeits	36,801	90,000	50,000	(40,000)	-44.4%
Interest earned on Investments	2,742,595	1,896,859	2,406,523	509,664	26.9%
Departmental & Other	1,018,491	820,000	850,000	30,000	3.7%
Total Departmental Revenue	388,041,209	398,352,289	421,784,732	23,432,443	5.6%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
Subtotal FY20 Anticipated Grant Funds			-	-	-
Subtotal FY20 Other Funds			-	-	-
Total External Funds			-	-	-

TREASURER’S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	353,443	470,236	439,440
FTEs	4.5	4.5	4.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage Increase in Investment Income	33%	35%	35%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

This program is responsible for effectively and efficiently managing the investment of City funds that have been collected by the City Collector and City departments, as well as managing the funds in accordance with MGL Chapter 44, Section 55 and the City’s investment policy, including investing in local banks whenever possible. The goal of these investments is to maximize returns and create cash flows to allow the City to meet its financial obligations. The City strives to receive the highest rate of return available while ensuring the safety and liquidity of the funds.

In FY20, the City expects to see a continued increase in its earnings on investments. This is due in part to interest rates slowly increasing and negotiations by the Treasurer with the banks. Additionally, a new contract with Peoples United will provide the City with more advantageous interest rates on its operating accounts. While the increased rates are a positive sign, the City is mindful of the security and safety of the funds, and all City funds are insured through the FDIC, Depositors Insurance Fund (DIF), and securities backed by the Federal government.

TREASURER’S DEPARTMENT

Program Summaries

Tax Title Management

Tax Title	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,169,437	1,400,400	1,297,370
FTEs	4.5	4.5	4.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage of Foreclosures Returned to the Tax Rolls	9%	7%	10%
Percentage of Tax Liens Redeemed	27%	27%	30%
Percentage of Foreclosures Redeemed	4%	3%	5%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	3%	3%	5%
Number of Payment Plans	166	131	200
Number of Public Auctions Held	2	1	3

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Tax Title Program’s main function is the oversight of all properties that the City has taken title to for failure to pay real estate taxes. It is responsible for the collection of delinquent taxes, maintaining tax title properties, working with taxpayers to offer the chance to redeem and maintain ownership of properties, and to work with other City departments to reduce blight in the City’s neighborhoods. This is accomplished through the payment plan program, public and abutter auctions, redemptions and request for proposals (RFP). Under this program, the tax title team tracks, and monitors the status of all tax title properties, and works with taxpayers to facilitate the payment of delinquent taxes to redeem and remove the lien as soon as possible. This is done through redemptions in full or tax repayment plans. In FY17, 30% of the payment plans were paid in full, keeping the taxpayers in their homes. Only 12% defaulted on the payment plan.

The tax title team exhausts all possibilities of collection in order to avoid foreclosure. If foreclosure is unavoidable, a judgment of foreclosure is obtained through Land Court, and the property is then eligible for disposal through public auction or the RFP process.

TREASURER'S DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Cash & Investment Management				
Personal Services	-	-	-	-
OTPS	1,030	(6,545)	-	(39,060)
Tax Title Program				
Personal Services	-	-	-	-
OTPS	-	(82,750)	(18,204)	(110,194)
Total Adjustments	1,030	(89,295)	(18,204)	(149,254)

Notes

◆ OTPS Increase:

- ◇ Employee Professional Development: \$1,090

◆ OTPS Reductions Based on Historical Spending:

- ◇ Repair & Maintenance Office EQ: (\$100)
- ◇ Rental Office EQ: (\$50)
- ◇ Professional Services—reduction to property management funding: (\$94,394)
- ◇ Legal Services: (\$15,800)
- ◇ Postage & Delivery: (\$2,000)
- ◇ Abatement Interest: (\$38,000)

Fiscal Year 2020 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Mission

The City Collector's Office provides financial resources to the City by efficiently collecting revenues and ensuring that the City has ample cash available to effectively administer all programs.

FY19 Department Highlights

The Collector's Department has had several important highlights during the past fiscal year. These events have resulted in increased efficiency and productivity for the department, and a better experience for the taxpayers.

- ◆ Continued working with the Springfield Parking Authority (SPA) on the City's Boot Program, which resulted in the collection of \$204,993 in delinquent motor vehicle excise taxes and outstanding parking tickets in FY18.
- ◆ Continued the acceptance of parking tickets through our Deputy Collector, Kelley and Ryan. This provides the taxpayer with "one stop shopping", allowing them to pay any tax, fee or ticket, while having the opportunity to resolve any issues, in one place through a visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC), which has assisted with collecting monies due to the City as part of any real estate transaction.
- ◆ Worked with Housing Code and the Office of Management and Budget to lien past due charges to the real estate tax bill, resulting in increased collections.
- ◆ Continued working with the Office of Procurement and the License Commission to develop a process in which all potential vendors are vetted to ensure that no monies are due to the City before a contract or license is awarded.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables.
- ◆ Continued the successful Revenue Recapture/Tax Certification program which ensures that all monies due the City are collected before issuing any refunds, contracts for work with the City, and/or licenses/permits are issued. Since the inception of this program, \$595,490 in past due monies owed the City have been collected.

FY20 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY19.
- ◆ Includes 2% increase for all non-bargaining and UPSEU employees.
- ◆ OTPS budget includes:
 - ◇ Legal services and an increase to advertising related to delinquent collections
 - ◇ Postage & mailing costs

Department Budget

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	339,001	352,020	360,850	8,830	2.5%
OTPS	130,346	168,289	162,789	(5,500)	-3.3%
Capital	-	-	-	-	0.0%
Total General Funds	469,347	520,310	523,639	3,330	0.6%

Department Staff

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Department FTEs					
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs	7.0	7.0	7.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Expenses



Program Summary

Collections - Provides financial resources to the City by efficiently collecting revenues, ensuring that the City has ample cash available to effectively administer all programs.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Collections	469,347	520,310	523,639	3,330	100%
Total General Fund Expenditures	469,347	520,310	523,639	3,330	100%

Revenue Summary

TOTAL REVENUE: \$ 225,933,838

Collections—

◆ Property Taxes	\$ 211,449,075
◆ Motor Vehicle Excise	\$ 12,281,263
◆ Penalties & Interest	\$ 800,000
◆ Departmental Fees	\$ 1,400,000
◆ Special Assessments	\$ 3,500

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Collections	207,412,142	215,993,680	225,933,838	9,940,158	100%
Total Departmental Revenue	207,412,142	215,993,680	225,933,838	9,940,158	100%

Fiscal Year 2020 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	339,001	352,020	360,850	8,830	2.5%
OTPS	130,346	168,289	162,789	(5,500)	-3.3%
Capital	-	-	-	-	0.0%
Total General Funds	469,347	520,310	523,639	3,330	0.6%

External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	469,347	520,310	523,639	3,330	0.6%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Taxes On Personal Property	26,209,481	25,759,400	25,759,400	-	0.0%
Taxes On Real Property	166,609,813	177,030,280	185,689,675	8,659,395	4.9%
Mvtaxes Previously Written Off	11,787	-	-	-	0.0%
Motor Vehicle Excise	12,197,263	11,300,000	12,281,263	981,263	8.7%
Penalties & Interest - Taxes	843,400	700,000	800,000	100,000	14.3%
Departmental Fees	1,536,759	1,200,000	1,400,000	200,000	16.7%
Charges To Depts	-	-	-	-	0.0%
Special Assessments	3,640	4,000	3,500	(500)	100%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	207,412,142	215,993,680	225,933,838	9,940,158	4.6%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
<i>Subtotal FY20 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY20 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2020 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	469,347	520,310	523,639
FTEs	7.0	7.0	7.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Current Year Real Estate and Personal Property Tax Collection Rate	95%	71%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	90%	22%	95%
Delinquent Tax (RE & PP) Collection Rate	20%	13%	25%
Number of New Liens Placed on Properties	504	0	500
Number of Liens from Previous Years Remaining	1,498	1,453	1,000
Number of Properties in Tax Title	2,002	1,453	1,500
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	22%	30%	30%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices	12	7	12

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The City's Collection Program mails all bills and collects both current and delinquent taxes. The program also prepares the tax taking, which places a lien on delinquent properties and turns the properties over to the Treasurer's tax title program. In addition, the Collector's department prepares municipal lien certificates, and completes tax certifications at the request of any City department. Fees and fines for other departments are also collected in the office.

The Collector's Office also works with other departments, such as Housing Code, to place outstanding violations, or unpaid Trash Fees on tax bills for collection.

Collector's also ensures that all monies due to the City by taxpayers/vendors are collected through the Revenue Recapture program before and refunds are issued.

Fiscal Year 2020 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Collections				
Salaries & Wages	-	-	-	-
Repair & Maint - Office Equipment	-	-	-	(500)
Rental - Office Equipment	-	702	-	-
Postage	-	-	(2,035)	-
Advertising	-	-	-	(5,000)
Office Supplies	-	-	(800)	-
Interest and Abatements	5,000	(100,000)	-	-
Total Adjustments	5,000	(99,298)	(2,835)	(5,500)

Notes

◆ OTPS Reductions Based on Historical Spending:

- ◆ Repair & Maintenance Office EQ: (\$500)
- ◆ Advertising: (\$5,000)

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Fiscal Year 2020 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Mission

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. The department also conducts all labor relations matters for the City and its departments, including the Springfield Public Schools.

FY19 Department Highlights

The Human Resources and Labor Relations Department develops and maintains the infrastructure to hire, develop, manage, and compensate City employees, and promotes harmonious relations with collective bargaining representatives. This is accomplished through several distinct functions including: staffing, affirmative action, compensation, training, employee relations, labor relations, workers' compensation, and workplace safety. Some of the aforementioned functions are also performed on behalf of the School Department.

The Department is responsible for negotiating the 24 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 and employee relations issues.

FY20 Budget Highlights

- ◆ Funds 9.0 FTEs.
- ◆ Includes a 2% increase for all non-bargaining employees and UPSEU union employees.
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services costs.
- ◆ Level service funding for costs associated with administering unemployment and worker's compensation benefits.
- ◆ Effective in FY20, the Employment Benefits Departments will become a standalone department, and is reflected in the decrease in budget funding and FTEs.

Department Budget

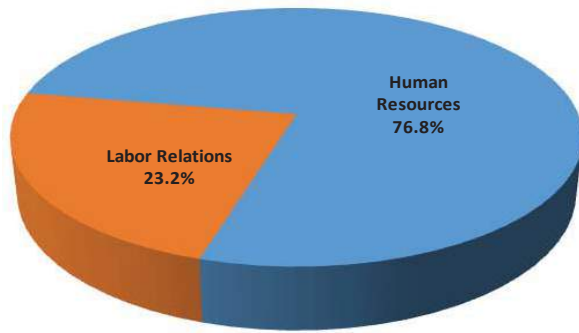
General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,082,035	1,153,481	769,521	(383,960)	-33.3%
OTPS	507,256	522,403	498,776	(23,627)	-4.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,589,291	1,675,884	1,268,297	(407,587)	-24.3%

Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	16.0	16.0	9.0	(7.0)	-43.8%
Total FTEs	16.0	16.0	9.0	(7.0)	-43.8%

Fiscal Year 2020 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Expenses



Program Summaries

Human Resources – Advertises, recruits, selects, and hires City employees. HR maintains the record keeping of all the aforementioned. It ensures compliance with all relevant state and federal laws and regulations related to employment practices.

Labor Relations – Negotiates all collective bargaining agreements, represents the City in Arbitration and before administrative bodies including: Civil Service, MA Commission Against Discrimination, Division of Labor Relations, and the Community Police Hearings Board, etc.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Human Resources	1,221,055	1,287,585	974,435	(313,150)	76.8%
Labor Relations	368,236	388,300	293,863	(94,437)	23.2%
Total General Fund Expenditures	1,589,291	1,675,884	1,268,297	(407,587)	100%

Revenue Summary

This department no longer produces revenue.

Fiscal Year 2020 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,082,035	1,153,481	769,521	(383,960)	-33.3%
OTPS	507,256	522,403	498,776	(23,627)	-4.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,589,291	1,675,884	1,268,297	(407,587)	-24.3%
External Funds Budget	FY18 Actual	FY19 Available	FY18 Projected	Variance FY20-FY19	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,589,291	1,675,884	1,268,297	(407,587)	-24.3%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Medicare Part D Reimbursement	755,884	-	-	-	0%
Reimbursement W&S Retiree Health Insurance	295,153	295,000	-	(295,000)	-100%
Miscellaneous revenue	46	-	-	-	0%
Municipal Medicaid Part D	-	-	-	-	0%
Reimbursement for Prior Year Expend	559	-	-	-	0%
Total Departmental Revenue	1,051,643	295,000	-	(295,000)	-100%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
<i>Subtotal FY20 Anticipated Grants</i>			-	-	-
<i>Subtotal FY20 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2020 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,221,055	1,287,585	974,435
FTEs	12.0	12.0	5.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Average hours a job interchanges from the Personnel Review Committee to posting on the COS.	8.0	8.0	8.0
Average hours from the close of the standard 14 day posting, to referring applicants to the department head	8.0	8.0	8.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Scanned in all employee files including medical files. Maintaining electronic file database.
- ◆ The Residency Compliance Unit worked on compliance issues with the revised City Residency Ordinance.
- ◆ Partnered with local colleges to create additional recruitment channels.
- ◆ Created a HR Department LinkedIn account to assist with recruitment.
- ◆ Hosted two (2) blood drives: Annual Blood Drive and Battle of the Badges, with the American Red Cross.
- ◆ Provide City employees with sixth annual Wellness Fair (June 2019).
- ◆ Hosted City wide Biggest Loser Weight Loss Challenge from February 19, 2019 through May 20, 2019.
- ◆ Hosted Police Officer Exam Open House on January 17, 2019.
- ◆ Collaborated with the Springfield Police Department to administer active shooter preparedness training to department heads and City employees.
- ◆ Continued to make significant progress in resolving long-standing workers' compensation claims and improving return to work results for new claims.
- ◆ Our online job postings were viewed 57,007 times and we have received 3,629 applications in FY19 (to date – February 21, 2019).

Fiscal Year 2020 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	368,236	388,300	293,863
FTEs	4.0	4.0	4.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Bargaining Sessions Complete	37	67	N/A
Interest Arbitrations Completed	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Completed negotiations with the following bargaining units:
 - ◇ SOLE through 2022
 - ◇ UFCW School Nurses through 2022
 - ◇ IBPO through 2020
 - ◇ NAGE Bus Monitors through 2022
 - ◇ NAGE Crossing Guards through 2021
 - ◇ SPSA through 2020

Fiscal Year 2020 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Human Resources				
Salaries & Wages	-	-	(9,416)	(361,454)
Overtime	-	(500)	-	-
Rental - Office EQ				(2,237)
Professional Services	-	(13,934)	5,216	(11,504)
Seminars/Education/Training	-	(1,000)	-	(1,500)
Tests/Inspections	-	-	-	(500)
Postage & Delivery	-	-	-	(6,200)
Subscriptions	-	-	32	-
Advertising	-	(1,000)	-	-
Office Supplies	-	-	-	(2,750)
Services & Supplies	(42,828)	(300)	-	-
Out of State Travel	-	(500)	-	-
Labor Relations				
Salaries & Wages	-	-	-	-
Total Adjustments	(42,828)	(17,234)	(4,168)	(386,146)

Notes

◆ **OTPS Reductions:**

- ◇ Funding re-allocated to New Employee Benefits Department: (\$364,962)
- ◇ Salaries & Wages: Reduced to Actual Salary; City Solicitor, 3rd Associate (\$6,200)

◆ **OTPS Reductions Based on Historical Spending:**

- ◇ Professional Services (\$11,084)
- ◇ Seminars/Education/Training (\$500)
- ◇ Tests/Inspections (\$500)
- ◇ Postage & Delivery (\$2,400)
- ◇ Office Supplies (\$500)

Fiscal Year 2020 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Mission

The mission of the Employee Benefits Department is to educate eligible City and School employees, retirees, and their dependents on comprehensive benefits and support services/programs available through the City. Our competitive benefits package includes: Group Health Insurance (GIC), Cigna Dental and Vision Coverage, Guardian Basic and Supplemental (Optional) Life Insurance Policies, Flexible Spending Accounts (Health and Dependent Care), Deferred Compensation Plans, and Short or Long-Term Disability Programs.

FY19 Department Highlights

Over the course of FY18, the department processed over 2,000 health insurance changes through the GIC; including but not limited to: new enrollments, marriages, births, retirements, terminations, address changes, and adding/dropping dependents.

In April of each year, the Employee Benefits Department circulates Open Enrollment information to all eligible City and School employees, retirees, and surviving spouses. Open Enrollment provides an opportunity to review benefit options and choose a new health plan if necessary. During the FY19 Open Enrollment period from April 4, 2018 to May 2, 2018, the following data was processed by the department:

- ◇ GIC Enrollment Packets: 113 new enrollments, 36 adding dependents, 25 dropping dependents, 12 terminating coverage, and 95 changing plans.
- ◇ Flexible Spending Accounts: 616 enrollment forms

FY20 Budget Highlights

- ◆ This is the first year that the Employee Benefits Department will be operating as a stand alone department, with no additional costs to the general fund budget, as funding has been transferred out of the HR/LR budget.
- ◆ Funds 6.0 FTEs
- ◆ Includes a 2% increase for all non-bargaining employees and UPSEU Union employees.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits:
 - ◇ Health/Life Insurance \$23,973,409
 - ◇ Unemployment \$116,548
 - ◇ Workers' Compensation \$512,624
 - ◇ Medical & Dental \$1,067,083
 - ◇ Medicare - Employer Match \$1,463,966

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	-	-	355,254	355,254	100%
OTPS	-	-	9,707	9,707	100%
Capital	-	-	-	-	100%
Total General Funds	-	-	364,962	364,962	100%

Department Staff

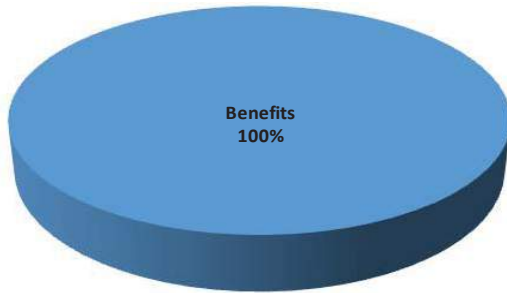
Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	-	-	6.0	6.0	100%
Total FTEs	-	-	6.0	6.0	100%

Fiscal Year 2020 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Summaries

Program Expenses



Benefits – Communicates, educates, and administers benefits for eligible City and School employees. The Employee Benefits Dept. also protects confidential employee information while complying with all relevant state and federal laws and regulations related to Benefits Management.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Benefits	-	-	364,962	364,962	100%
Total General Fund Expenditures	-	-	364,962	364,962	100%

Program Revenue

Revenue Summary

TOTAL REVENUE: \$332,000



Water & Sewer Retiree Health Insurance Reimbursement \$332,000

Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Water & Sewer Retiree Health Ins.	332,000	-	332,000	332,000	100%
Total Departmental Revenue	332,000	-	332,000	332,000	100%

Fiscal Year 2020 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	-	-	355,254	355,254	0.0%
OTPS	-	-	9,707	9,707	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	-	-	364,962	364,962	100%
External Funds Budget					
External Funds Budget	FY18 Actual	FY18 Available	FY18 Projected	Variance FY20-FY19	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	-	-	364,962	364,962	100%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Reimbursement W&S Retiree Health Insurance	332,000	-	332,000	332,000	100%
Total Departmental Revenue	332,000	-	332,000	332,000	100%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
<i>Subtotal FY20 Anticipated Grants</i>			-	-	-
<i>Subtotal FY20 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2020 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Summaries

Benefits

Human Resources	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	-	-	364,962
FTEs	-	-	6.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percent of Health Plan Customer Service encounters resolved within one day	100%	100%	100%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	96%	97%	100%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Implemented a New Vision plan offering eligible employees with additional benefits, such as vision hardware coverage. The new program is set to begin July 1, 2019.
- ◆ Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C), meeting the original due date of January 31, 2019. Filed 1094-C forms prior to February 28, 2019 deadline.
- ◆ Revised the department internal website with the most current information available pertaining to employee benefits, programs and services.
- ◆ Created an Open Enrollment section in the department's internal website dedicated strictly to providing eligible employees with process details. The site includes newly added links to the FY20 Open Enrollment Packet, GIC Benefits Decision Guide with the City of Springfield Rate Sheet, and the Benefits Forms Website (electronic fill & sign pdf format).
- ◆ Successfully updated the Retiree "Frequently Asked Questions" brochure by working directly with the City Retirement Office.
- ◆ Continuously working with an outside vendor to set up an electronic filing database. The project is currently on-going.

FY20 Open Enrollment began April 3, 2019 and officially closed May 1, 2019

Fiscal Year 2020 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Benefits				
Salaries & Wages	-	-	-	355,254
Rental - Office Equipment	-	-	-	2,237
Professional Services	-	-	-	420
Seminars/Education/Training	-	-	-	1,000
Postage & Delivery	-	-	-	3,800
Office Supplies	-	-	-	2,250
Total Adjustments	-	-	-	364,962

Notes

◆ **OTPS Additions:**

◆ Salaries & Wages: Funds 6.0 FTEs	\$355,254
◆ Rental Office EQ: Copier Lease	\$2,237
◆ Professional Services: Shredding of Confidential Information	\$420
◆ Seminars/Education/Training: Professional Development	\$1,000
◆ Postage & Delivery: General & GIC Weekly Mailing	\$3,800
◆ Office Supplies	\$2,250

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Fiscal Year 2020 Budget and Program Summaries

INFORMATION TECHNOLOGY DEPARTMENT

Mission

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

FY19 Department Highlights

The Information Technology Department (ITD) takes a progressive and forward thinking approach to building, maintaining, and securing the City’s electronic information infrastructure and related software systems. This provides departments and constituents with the data they need in a timely and effective manner. ITD’s responsibilities include:

- ◆ Analyzing, designing, programming, implementing and supporting custom developed software.
- ◆ Building, maintaining, and managing a stable and secure infrastructure of computers, networks, e-mail and voice communication systems with attention toward unification.
- ◆ Installation of storage area networks (SAN) in both data centers with a combined storage capacity of ½ petabyte.
- ◆ Upgraded core communications platform in both data centers with integration into the Metro-E platform.
- ◆ Maintaining a citywide Metropolitan Ethernet Network (Metro-E), which interconnects city buildings and services in a high speed ring. This network provides a high-speed public safety interconnect for radio traffic.
- ◆ Providing management and staffing support of the City’s integrated financial accounting system (MUNIS), Time Labor Management System (Kronos), and Accela Permits & Inspections System.

FY20 Budget Highlights

- ◆ Funds 14.0 FTEs, consistent with FY19. Includes a 2% increase for all departmental employees.
- ◆ Funding for the replacement of Storage Area Networks (SANs) to house all data and servers that operate the City (MUNIS, Kronos, Web, Email, Etc.).
- ◆ Funding for a comprehensive data backup and disaster recovery solution. This ensures the ability to quickly recover mission critical data in the event of any loss due to a natural disaster, cyberattack, or other means.
- ◆ Funding for continued service and support for MUNIS, Everbridge, and Accela.
- ◆ Level service for continued IT services and support.

Department Budget

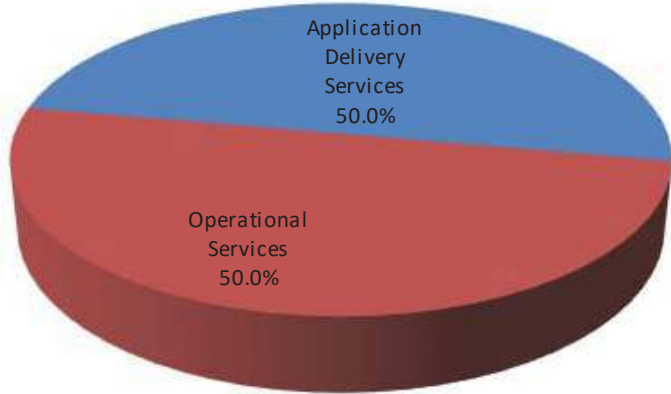
General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	965,630	1,034,219	1,033,547	(671)	-0.1%
OTPS	2,081,842	2,116,755	2,185,336	68,581	3.2%
Capital	19,598	20,000	20,000	-	0.0%
Total General Funds	3,067,071	3,170,974	3,238,884	67,910	2.1%

Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	13.0	13.0	13.0	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	14.0	14.0	14.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Expenses



Program Summary

Application Delivery Services– The Application Delivery Division is responsible for developing, maintaining, and retiring software applications.

Operational Services- The Operational Services Division is responsible for maintaining the City’s voice and data network infrastructure.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Application Delivery Services	1,533,535	1,585,487	1,619,442	33,955	50.0%
Operational Services	1,533,535	1,585,487	1,619,442	33,955	50.0%
Total General Fund Expenditures	3,067,071	3,170,974	3,238,884	67,910	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	965,630	1,034,219	1,033,547	(671)	-0.1%
OTPS	2,081,842	2,116,755	2,185,336	68,581	3.2%
Capital	19,598	20,000	20,000	-	0.0%
Total General Funds	3,067,071	3,170,974	3,238,884	67,910	2.1%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	58,838	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	58,838	-	-	-	0.0%
All Funds Budget	3,125,909	3,170,974	3,238,884	67,910	2.1%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

Application Delivery Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,533,535	1,585,487	1,619,442
FTEs	7.0	7.0	7.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	955,157	651,205	1,116,351
% of requests completed on-time	95.0%	95.0%	94.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Applications Delivery Division is responsible for developing, maintaining, and retiring software applications as required for the effective and efficient operation 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, and the internal site, COSInfo for employees. Our services include collaborating with departments to streamline work processes, interfacing with outsourced applications, and consulting on the purchase and use of commercial software.

Applications 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 the implementation of new MUNIS functionality. We are the contact for all issues related to IAS, the system used by the Assessor and Planning departments. For Time Labor Management, we provide problem support and time keeper functions. Implementation and troubleshooting for the Accela Permits and Inspections system is also managed by the ITD.

Fiscal Year 2020 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

Operational Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,533,535	1,585,487	1,619,442
FTEs	7.0	7.0	7.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Number of desktops/laptops to replace	40	19	100
% of Help Desk requests resolved within 24 hours	87.0%	96.5%	95.0%
Average number of Help Desk requests per month	421	162	125
Average number of email requests per day	N/A	16,503	19,300
Average number of allowed requests per day	N/A	9,162	9,762
Average number of spam blocked requests per day	N/A	5,005	4,965

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Operational 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 Operational Services Division also 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.

MUNIS is an integrated municipal ERP system that was 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), and Contracts and Bids were introduced in FY 2009. Payroll/Base Human Resources and Position Control functions were implemented in FY 2010. Additional activity being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past few years to improve financial information, controls and operational efficiencies across the city and in our schools.

Fiscal Year 2020 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Operational Services				
Salaries & Wages	(5,648)	-	-	825
Professional Services	(10,000)	(10,000)	-	(14,377)
Telephone	-	-	-	-
Office Supplies	(2,000)	(880)	-	(500)
Repair and Maintenance - Office Equipment/Computers	(13,587)	(24,120)	-	(3,290)
Repair and Maintenance - Networks	(6,000)	(5,331)	-	-
Rental - Equipment	(3,851)	(4,147)	(18,518)	(440)
Other Supplies	-	(763)	-	-
Printing/Binding	(1,380)	(500)	-	(1,000)
In State Travel	-	(100)	-	(125)
Computer Hardware/Software	(20,000)	(52,031)	(40,000)	(25,023)
Gasoline	(250)	(375)	-	-
Dues & Memberships	-	(250)	-	-
Total Adjustments	(62,716)	(98,497)	(58,518)	(43,931)

Notes

- ◆ Personal Services - \$825 increase to account for a new Jr. Helpdesk position. This position replaces an Administrative Assistant role that was vacated due to a retirement during FY19.
- ◆ OTPS - \$43,931 reduction to reflect level service spending:
 - ◇ Repair & Maintenance - Office Equipment/Computers (\$3,290)
 - ◇ Rental - Equipment (\$440)
 - ◇ Professional Services (\$14,377)
 - ◇ Printing & Binding (\$1,000)
 - ◇ Office Supplies (\$500)
 - ◇ Software (\$25,023)
 - ◇ In-State Travel (\$125)

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Mission

The mission of the Department of Capital Asset Construction (DCAC) is to play a leading role in providing professional project management services to various City of Springfield departments.

FY19 Department Highlights

- ◆ **Brightwood / Lincoln School** — Working with MSBA, the community, and City agencies to develop the building program for the new Brightwood / Lincoln School.
- ◆ **Deberry/Homer Street Elementary School** — Working with MSBA to develop the building program and educational program for the new Deberry/Homer Street Elementary School.
- ◆ **Implementing the NDRC Grant** — Installing renewable energy source at the Mill River Dam for redundant power and repairing the Dam. Dam improvements to the lower Van Horn Dam.
- ◆ **East Forest Park Library** — Design and construction administration of the new East Forest Park Library.
- ◆ **Campanile** — Working with a design team to develop the best course of action to provide a safe and secure Campanile.
- ◆ Implementation of the following Parks Department projects: Riverfront Park, Pynchon Plaza, Stearns Square & Duryea Way, and Ruth Elizabeth Park.
- ◆ **Culinary and Nutrition Center** — Construction administration for a new commercial kitchen that can serve up to 100,000 meals a day.
- ◆ **Central Library Phase I** — Replacing the existing rear library/museum stairs and closed ramp, roof replacement, and rebuilding the front stairs at the State Street entrance.
- ◆ **Massachusetts School Building Authority (MSBA) Accelerated Repair Projects** — Construction administration for the replacement of windows and doors at Kiley Middle School, Balliet Middle School, and Zanetti Elementary School, with construction starting in the summer of 2018. Replacement of doors and windows at South End Middle School will start in the summer of 2019.
- ◆ **South End Community Center** — Phase II construction administration of the new South End Community Center located within Emerson Wight Park.
- ◆ **City Hall Refresh** – Repairs to City Hall, including restoration to the front steps, graffiti removal and landscape upgrades.

FY20 Budget Highlights

- ◆ Funds 5.0 FTEs consistent with FY19; insourcing project management functions.
- ◆ Includes 2% salary increase for all non-bargaining employees.
- ◆ Level service OTPS.

Department Budget

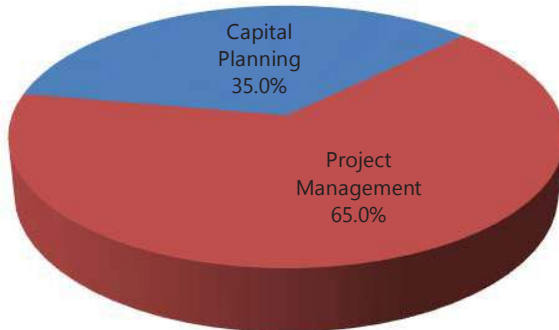
	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund Operating Budget					
Personal Services	375,385	446,200	458,552	12,352	2.8%
OTPS	48,930	77,200	52,199	(25,001)	-32.4%
Capital	-	-	-	-	0.0%
Total General Funds	424,315	523,400	510,751	(12,649)	-2.4%

Department Staff

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Department FTEs					
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Expenses



Program Summaries

Capital Planning — Identify projects for the upcoming year. Review the environment impacts of these projects. Discuss the needs of end users and begin schematic design.

Project Management — Provide professional project management services to ensure the projects are on time, on budget, and meet all municipal requirements and needs.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Capital Planning	148,510	183,190	178,763	(4,427)	35.0%
Project Management	275,805	340,210	331,988	(8,222)	65.0%
Total General Fund Expenditures	424,315	523,400	510,751	(12,649)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	375,385	446,200	458,552	12,352	2.8%
OTPS	48,930	77,200	52,199	(25,001)	-32.4%
Capital	-	-	-	-	0.0%
Total General Funds	424,315	523,400	510,751	(12,649)	-2.4%

External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	5,084,821	35,238,564	108,333,575	73,095,011	207.4%
Total External Funds	5,084,821	35,238,564	108,333,575	73,095,011	207.4%
All Funds Budget	5,509,137	35,761,964	108,844,326	73,082,362	204.4%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

Project	Funding Source(s)	Estimated Project Cost	Life To Date Expenses	FY20 Projected Available
Campanile Repairs - Design	CPA, Pay-Go	449,441	258,169	191,272
Central Library	Expended Bond Proceeds, Pay-Go, Grant	4,207,898	3,414,038	793,860
East Forest Park Library	City Bond, Grant, Donations	9,543,833	2,644,442	6,899,391
MSBA - ARP - Balliet Middle School	City Bond, MSBA	1,707,255	1,062,504	644,751
MSBA - ARP - Kiley Windows and Doors	City Bond, MSBA	9,498,611	5,622,636	3,875,975
MSBA - ARP - Milton Bradley Roof	City Bond, MSBA, Pay-Go	3,356,488	49,171	3,307,317
MSBA - ARP - Sci Tech Boilers	City Bond, MSBA, Pay-Go	5,217,083	90,250	5,126,833
MSBA - ARP - South End Middle School Windows	City Bond, MSBA	2,391,493	89,930	2,301,563
MSBA - ARP - Zanetti- Windows Doors	City Bond, MSBA	3,156,421	2,521,173	635,248
MSBA - Brightwood - Lincoln Feasibility Study and Construction	City Bond, MSBA	82,201,776	2,783,468	79,418,308
MSBA DeBerry - Homer Feasibility Study	City Bond	1,500,000	65,348	1,434,652
Pynchon Plaza	Grant, Pay-Go	3,500,000	230,258	3,269,742
Riverfront Park	MGM, State, City Bond, Pay-Go	3,123,750	2,689,087	434,663
Total External Funds		129,854,049	21,520,474	108,333,575

Fiscal Year 2020 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	148,510	183,190	178,763
FTEs	2.0	2.0	2.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Total # of new projects	10	6	4
# of projects scheduled for completion	9	10	6

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Department of Capital Asset Construction plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield by providing professional project management services to various City Departments, thereby ensuring that improvements to all City buildings adhere to health and safety codes, provide access to disabled citizens, and provide energy and other operating cost savings.

DCAC helped develop the City’s five year Capital Improvement Plan by identifying projects and providing cost estimates and overall assessment of the needs of each project. DCAC reviews projects with the Facilities Department and develops statement of interest forms for submission to the MSBA. DCAC works with the MSBA to secure funding for school projects. DCAC strives to closeout all projects in a timely manner and receive reimbursements back into the City coffers.

Fiscal Year 2020 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Project Management

Project Management	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	275,805	340,210	331,988
FTEs	3.0	3.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage of projects completed under budget	100%	100%	100%
Percentage of change orders of total construction budget per project	2.1%	2.2%	2.0%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	9	8	6

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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 ensures projects are on budget and meet all municipal requirements. The project managers that are assigned to a project handle the project from planning through construction, and finally closeout. This ensures a seamless transmission of knowledge throughout the construction process. Additionally, DCAC continues to closeout all projects in a timely manner to ensure final payments from the MSBA.

Brightwood/ Lincoln School

- ◆ Working with the MSBA and the School Department on the enrollment and building design for the new 155,000 sq. ft. building. Construction on the project has begun. Both schools are expected to be open by August 2021.

DeBerry/ Homer Street School

- ◆ In the process of completing the feasibility study for the construction of replacement buildings for both schools. These new schools will be co-located on a shared campus, similar to the Brightwood/Lincoln project.

East Forest Park Library

- ◆ Currently under construction. This project involves the construction of a new 17,000 sq. ft. building to house the East Forest Park Library. The new facility is expected to open by November 2019.

Pynchon Plaza

- ◆ Once completed, this full renovation project will connect the Quadrangle, including the new Dr. Seuss Museum, with downtown, allowing foot traffic to flow between the City’s cultural attractions and numerous options for dining and entertainment. This project will begin in the summer of 2019.

MSBA Accelerated Repair Projects—Milton Bradley and Sci Tech

- ◆ These two projects entail a roofing system replacement at Milton Bradley Elementary School and boiler and HVAC improvements at the Springfield High School of Science and Technology. The Milton Bradley project will begin in the summer of 2019 and the Sci Tech project will begin the following year.

Fiscal Year 2020 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Capital Planning				
Special Events	-	(300)		
Various OTPS	-	(950)	(500)	
Project Management				
Personal Services	(50,477)	-	2,871	
Professional Services	(32,000)	(25,000)		(25,000)
Total Adjustments	(82,477)	(26,250)	2,371	(25,000)

Notes

- ◆ Professional Services—Reduced by \$25,000 based on the availability of other funding options for capital project planning services.

Fiscal Year 2020 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Mission

The mission of Springfield Emergency Communications (SEC) 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 a 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.

FY19 Department Highlights

FY19 brought a number of key operational and administrative changes to SEC. In July 2018, through an agreement with the Massachusetts State 9-1-1 Department, Phase II wireless 9-1-1 calls within the City of Springfield began routing directly to SEC, bypassing the Massachusetts State Police in Northampton, and thus saving precious seconds in the emergency call taking process. Shortly thereafter, through a partnership with RapidSOS and Rave Smart911, the City of Springfield became the first city in Massachusetts and the seventh in the nation to begin accepting an additional emergency data layer from Uber. Along with all other Massachusetts PSAPs, SEC began accepting Text to 9-1-1 calls in December 2018.

Career development continues to be a key focus of SEC's Leadership Team in FY19. July 2018 saw the creation of the Dispatcher II position; a dual-trained emergency communications professional providing dispatch services to both the Springfield Police Department and Springfield Fire Department. Additional needs at the management and leadership level of SEC resulted in the creation of the Operations Supervisor position, a mid-level role reporting to the SEC Operations Manager. The first of four Shift Supervisor positions was also filled in August 2018. Additionally, to meet the extensive training needs of the department, the positions of Communication Training Officer I & II were created.

Professional development and industry involvement is vital to the ongoing success of SEC and its team members. In August 2018, the SEC Director was appointed to SAFECOM, a nationally recognized emergency communications initiative overseen by the United States Department of Homeland Security. The Director continues to serve as a Board Member of the Next Generation 9-1-1 (NG9-1-1) Institute, Regional Vice President of the Massachusetts Communications Supervisors Association (MCSA), and was recently accepted into APCO's Certified Public Safety Executive (CPE) Training program. The SEC's Quality Assurance Analyst recently participated in All Hazards Communications Unit Leader (COML) Training and has already been called upon to assist Springfield Police with emergency communications planning. Prior to attaining this certification, this individual also received certifications for the FEMA-sponsored ACS 300 & 400 trainings, along with the SEC's Training Coordinator.

SEC answered 112,879 emergency 9-1-1 calls in 2018, and 134,183 non-emergency calls. The Police Division handled 274,848 total calls for service in 2018, and the Fire Division handled 16,183 total calls for service in 2018. SEC processed 2,241 requests for electronic information, an increase of 20% over last year. Additionally, we hired and trained 14 new telecommunicators in 2018 to fill vacant positions within both the Police and Fire Divisions. The SEC continues to meet mandated 9-1-1 call answer time regulations as required by MGL.

FY20 Budget Highlights

- ◆ Funds 52.0 General Fund FTEs for FY20:
 - ◇ 33 Police Dispatchers, 9 Fire Dispatchers, 4 Shift Supervisors, and 6 Admin personnel, including a new Administrative Manager.
 - ◇ 2 Additional FTEs added during FY19: one (1) Dispatcher and one (1) Shift Supervisor (through increase in State 911 grant funding).
- ◆ Funding added for Guardian Tracking, a software that will allow for enhanced personnel management of departmental staff.
- ◆ Includes Smart911 software, which provides a more effective method of obtaining information for emergency 9-1-1 calls.
- ◆ Continued funding for all contractual maintenance agreements.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,680,645	1,886,781	1,937,222	50,440	2.7%
OTPS	492,889	158,616	114,732	(43,884)	-27.7%
Capital	4,000	-	-	-	0.0%
Total General Funds	2,177,534	2,045,397	2,051,953	6,556	0.3%

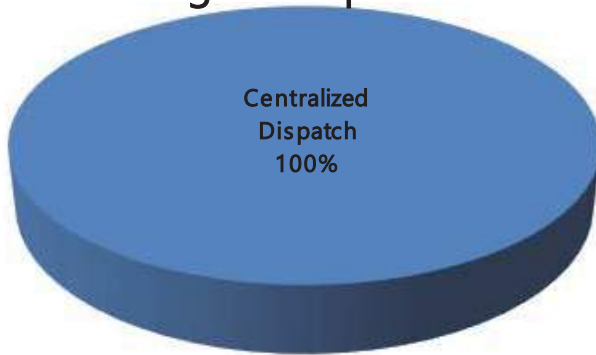
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	52.0	50.0	52.0	2.0	4.0%
Total FTEs	52.0	50.0	52.0	2.0	4.0%

Fiscal Year 2020 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Expenses



Program Summaries

Centralized Dispatch - The Springfield Emergency Communications Department provides 24/7 operations, including 9-1-1 services, non-emergency call answering, and radio dispatching for the Police and Fire Departments.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Centralized Dispatch	2,177,534	2,045,397	2,051,953	6,556	71.4%
Total General Fund Expenditures	2,177,534	2,045,397	2,051,953	6,556	71.4%
Total External Funds Expenditures	774,010	822,713	823,262	549	28.6%
Total All Funds Expenditures	2,951,544	2,868,110	2,875,215	7,105	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,680,645	1,886,781	1,937,222	50,440	2.7%
OTPS	492,889	158,616	114,732	(43,884)	-27.7%
Capital	4,000	-	-	-	0.0%
Total General Funds	2,177,534	2,045,397	2,051,953	6,556	0.3%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	774,010	822,713	823,262	549	0.1%
Total External Funds	774,010	822,713	823,262	549	0.1%
All Funds Budget	2,951,544	2,868,110	2,875,215	7,105	0.2%

All Funds Revenue Detail

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
State 911 Support & Incentive Grant	Grant	6/30/2020	663,262	737,440	738,262
State 911 Training & EMD Grant	Grant	6/30/2020	110,748	85,273	85,000
Subtotal FY20 Anticipated Grant Funds			774,010	822,713	823,262
Subtotal Other Funding			-	-	-
Total External Funds			774,010	822,713	823,262

Fiscal Year 2020 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	2,177,534	2,045,397	2,051,953
FTEs	52.0	50.0	52.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	90.0%	91.0%	92.0%
Percentage of 9-1-1 calls processed and prioritized accurately	54.0%	61.0%	80.0%
Percentage of 9-1-1 calls reviewed in the department's QA/QI process	<0.1%	<0.1%	0.5%

Citywide Strategic Priority: Public Safety

Highlights

Office of the Director

It is the responsibility of the SEC Director to oversee all aspects of SEC's operations. Reporting to the Director is the Operations Manager, Administrative Manager, and the Training Coordinator. Primary responsibilities include long range planning, interagency collaboration, and serving as the primary liaison to multiple local, state, and federal public safety and homeland security entities. Currently, the Director serves as Project Lead for the City of Springfield CAD/RMS/Mobile Data Replacement Project, a three year initiative which when complete, will equip the City of Springfield and all of its public safety entities with effective dispatch and communications capabilities for many years to come. The Director also oversees the administration of the department's annual operating budget.

Operations

The Operations Division interprets and ensures compliance with legal requirements and operational policies. We live-monitor and evaluate employee work performance on the operations floor and through coordination with the QA and Training Departments. We identify the need for and recommend policy and procedural changes. We also ensure changes in other Public Safety agency policies are properly carried over to the Communications Center. The Operations Team also plans work assignments, shift and specialty schedules as necessary.

Administration

The development of the Administrative Division of SEC has taken over tasks that were previously handled by the Operations and Training Divisions. This has allowed those divisions the ability to better manage and implement processes and handle tasks that are more related to their positions. This division oversees the Quality Control program, compliance with state and federal regulations, processes requests for information, assists the director with managing the budget, manages the State 911 Department Grants, and leads the hiring process.

This fiscal year has seen continued growth to the Quality Control program. The operation and shift supervisors were brought in to assist with increasing performance review feedback. These leadership team members have been trained, on boarded to the program, and continue to be mentored. To improve the processing of public records requests, the City implemented GovQA which is a public records request management software, and SEC's administrative personnel provided feedback on the process to the RAO.

Training

The Training Division of Springfield Emergency Communications is responsible for the continuing education for all of its existing staff, along with the training needs of all new employees. The Training Division has recently developed the Communications Training Officer's program into a promotional position. These individuals provide to a high standard of training not only for new employees, but for existing team members when necessary. The Training Division has been responsible for tracking all of the certifications of the department to stay within good standing with the State 9-1-1 Department Guidelines. The Training Division has also worked closely with the QA & QI Team to ensure that protocol guidelines are adhered to. Lastly, the Training Division has worked closely with the Director's Office on implementing many of its recent policies, to assist the SEC in its forward growth.

Fiscal Year 2020 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Centralized Dispatch				
Grant Offset	(663,262)	(663,262)	(663,262)	(738,262)
Salaries & Wages	-	197,000	165,000	(45,173)
Overtime	(25,200)	-	-	-
Holiday & Shift Differential	-	-	-	(22,500)
Supplies & Operations	(39,400)	2,978	8,995	(4,247)
Capital	-	-	-	-
Total Adjustments	(727,862)	(463,284)	(489,267)	(810,182)

Notes

◆ Personal Services:

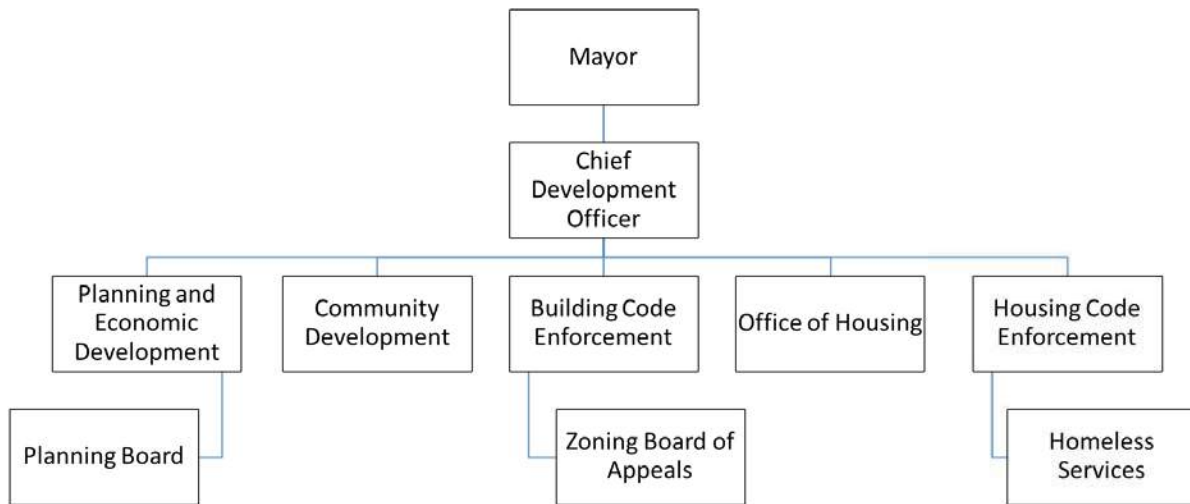
- ◇ Offset Salaries to State911 Support Grant (\$738,262)
- ◇ Staggered Hiring of 2 Shift Supervisors (\$51,392)
- ◇ Funding for Administrative Manager Position \$6,219
- ◇ Reduction to Holiday (Historical Spending) (\$10,000)
- ◇ Reduction to Shift Differential (Historical Spending) (\$12,500)

◆ OTPS:

- ◇ Added Funding for Guardian Tracking Software \$2,513
- ◇ Various adjustments to align with FY20 build-up for contractual maintenance agreements (\$760)
- ◇ Reduction to Out-of-State Travel (\$6,000)

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Section 6 Development Services Division



Mission Statement

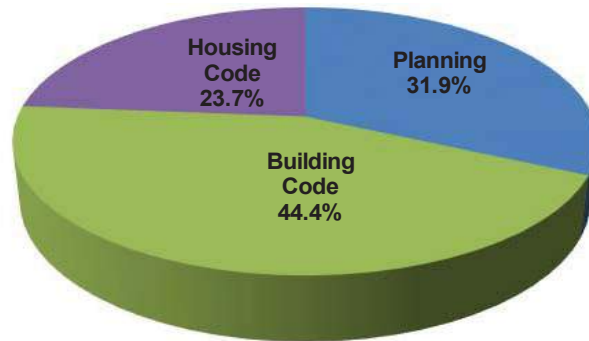
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood of the City.

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

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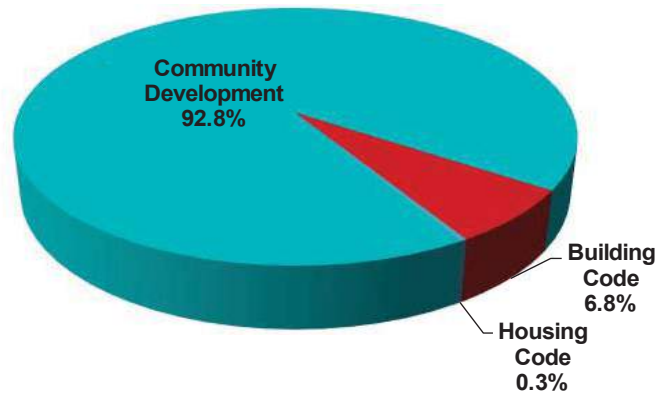
Fiscal Year 2020: All Funds Budget and Revenue Overview

Development Division



FY20 Adopted Budget Development Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Planning	1,422,949	1,356,645	1,356,645	1,362,047	0.4%	0.4%
Community Development	-	-	-	-	-	-
Building Code	1,535,111	1,832,846	1,710,346	1,894,725	3.4%	9.7%
Housing Code	752,153	937,152	921,152	1,011,946	8.0%	9.0%
Total	3,710,212	4,126,643	3,988,143	4,268,719	3.4%	6.6%

Revenue Overview



Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
Planning	4,500	-	-	-	-	4,500
Community Development	25,000	-	47,215,122	-	-	47,240,122
Building Code	3,480,000	-	-	-	-	3,480,000
Office of Housing	-	-	-	-	-	-
Housing Code	175,000	-	-	-	-	175,000
Total	3,684,500	-	47,215,122	-	-	50,899,622

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Fiscal Year 2020 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Mission

The department provides community planning services, manages programs and oversees projects that fulfill the immediate physical, economic, and environmental needs of the City of Springfield, and assists in developing the City's long-term vision for physical, environmental, economic, and community development.

FY19 Department Highlights

The Office of Planning and Economic Development (OPED) strives to promote and improve the economic, natural, and built environment of the City of Springfield. The 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 planning functions collaborate to ensure that a thoughtful and equitable process can be undertaken with each development effort.

The Office of Planning and Economic Development promotes the City as an attractive location for new businesses, retaining and expanding our valued existing businesses, and increasing our tax base. The department provides planning support, technical assistance, coordination and advisory services to city officials, boards, and committees. It advises on issues involving land use planning, zoning, economic development, open space land preservation, smart growth, and historic preservation.

The OPED serves as the administration for the Planning Board, Conservation Commission, and Historical Commission and is housed with the offices of the Springfield Redevelopment Authority.

FY20 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs, consistent with FY19.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ OTPS includes funding for:
 - ◇ Business Improvement District dues
 - ◇ Springfield Redevelopment Authority contractual payments
 - ◇ Property appraisal services
 - ◇ Funding match for the Springfield Cultural District (\$10,000)

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	889,724	953,786	984,188	30,402	3.2%
OTPS	533,225	402,859	377,859	(25,000)	-6.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,422,949	1,356,645	1,362,047	5,402	0.4%

Department Staff

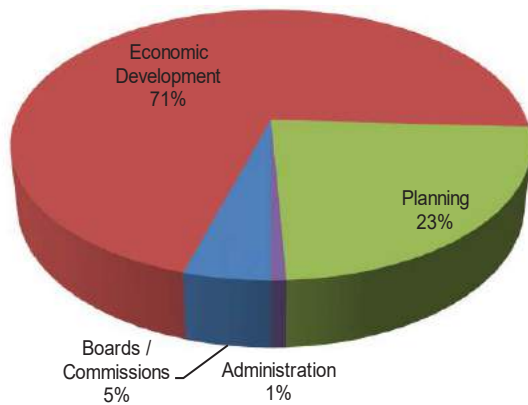
Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	12.0	12.0	12.0	-	0.0%
Total FTEs	12.0	12.0	12.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Summary

Program Expenses



Boards / Commissions - The City Planning Board reviews special permits.

Economic Development - Works with current and potential business partners to solidify Springfield's commercial entities.

Office of Planning - Provides community planning services, manages programs and projects that fulfill the immediate physical, economic, and environmental needs of the City.

Administration— Provides general administration for the Division.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Boards / Commissions	57,973	59,132	61,994	2,862	4.6%
Economic Development	1,058,614	983,547	970,580	(12,967)	71.3%
Planning	295,351	303,121	318,627	15,506	23.4%
Administration	11,010	10,845	10,845	-	0.8%
Total General Fund Expenditures	1,422,949	1,356,645	1,362,047	5,402	100%

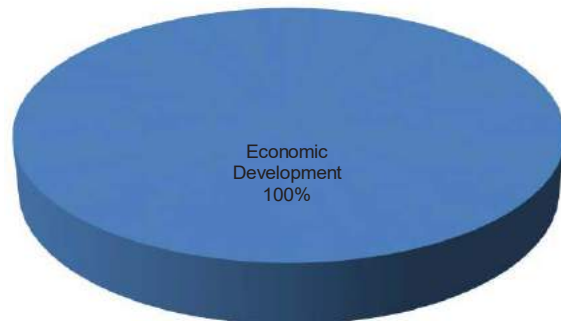
Revenue Summary

TOTAL REVENUE: \$4,500

Economic Development -

- ◆ Departmental Fees: Planning Board special permits, wetland maps, GIS maps & fees.
- ◆ Other Permits: Notice of Intent, buffer review fees.

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	6,415	4,500	4,500	-	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	6,415	4,500	4,500	-	100%

Fiscal Year 2020 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	889,724	953,786	984,188	30,402	3.2%
OTPS	533,225	402,859	377,859	(25,000)	-6.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,422,949	1,356,645	1,362,047	5,402	0.4%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,422,949	1,356,645	1,362,047	5,402	0.4%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	3,665	3,000	3,000	-	0.0%
Other Permits	2,750	1,500	1,500	-	0.0%
Total Departmental Revenue	6,415	4,500	4,500	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
<i>Subtotal FY20 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2020 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

Boards/Commissions	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	57,973	59,132	61,994
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of special permit application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of zoning change application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of historic applications reviewed and processed to the Historical Commission before the next scheduled hearing date	100%	100%	100%

Citywide Strategic Priority: Economic Vitality

Highlights

OPED serves as the administration for the Planning Board, Conservation Commission, and Historical Commission and is housed with the offices of the Springfield Redevelopment Authority.

Fiscal Year 2020 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

Economic Development	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,058,614	983,547	970,580
FTEs	7.0	7.0	7.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
New construction value	\$210,219,201	\$133,318,438	\$200,000,000
Number of business forums held annually	10	8	12
Average number of weekly business visits	3	4	4

Citywide Strategic Priority: Economic Vitality

Highlights

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.

The Office of Planning and Economic Development promotes the City as an attractive location for new businesses, retaining and expanding our valued existing businesses, and increasing our tax base. The department provides planning support, technical assistance, coordination and advisory services to city officials, boards, and committees on issues involving land use planning, zoning, economic development, open space land preservation, smart growth, and historic preservation.

Fiscal Year 2020 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	295,351	303,121	318,627
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Economic Vitality

Fiscal Year 2020 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	11,010	10,845	10,845
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

Provides oversight for the Planning & Economic Development Department.

Fiscal Year 2020 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Economic Development				
Personal Services	-	(39,770)	(14)	-
OTPS	(1,000)	(15,000)	(39,945)	(25,000)
Planning				
Personal Services	(5,208)	-	-	-
OTPS	(500)	39,500	-	-
Administration				
OTPS	(450)	(455)	(100)	-
Total Adjustments	(7,158)	(15,725)	(40,059)	(25,000)

Notes

- ◆ Personal Services—\$25,000 Decrease to level service request.
 - ◇ Reduction from Casino Liaison’s Office due to decreased workload and one less staff member.

Fiscal Year 2020 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Mission

Enhance public safety by enforcing, through inspection and licensing, State laws and City ordinances regulating the physical operation of businesses and ensure that hazardous conditions posing an imminent threat to the public are corrected.

FY19 Department Highlights

The Inspectional Services Building Division provides the citizens of the City of Springfield with independent and impartial inspectional services, as required by the Commonwealth of Massachusetts. The Inspectional Services Division plays a vital role in the enforcement of these regulations, building codes, laws, and local ordinances that enhance the overall 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 all Massachusetts General Laws pertaining to weighing and measuring devices, which ensures proper equity and integrity in a multi-million dollar marketplace.

FY20 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs, consistent with FY19.
- ◆ Includes funding to allow Building Inspectors to work 40 hours a week. This is to address the increased number of building construction projects throughout the City of Springfield.
- ◆ Includes a 2% salary increase for all UPSEU, NAGE, and non-bargaining employees.
- ◆ FY20 OTPS:
 - ◇ Funding for GPS monitoring in all vehicles used by inspectional services personnel.
 - ◇ Includes funding for all contractually-obligated costs (uniforms & safety equipment).
 - ◇ Funds training costs to ensure Inspectors are educated on updated code enforcement statutes.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,490,223	1,778,553	1,840,432	61,880	3.5%
OTPS	44,887	54,293	54,293	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,535,111	1,832,846	1,894,725	61,880	3.4%

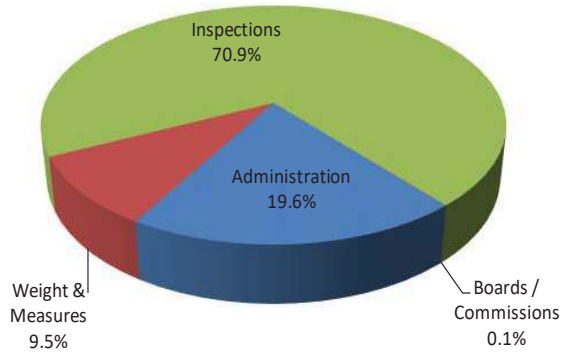
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	28.0	28.0	28.0	-	0.0%
Total FTEs	28.0	28.0	28.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Expenses



Program Summary

Administrative - Responsible for the administrative and logistical management of inspection services.

Weights & Measures - Certifies that all commercially used measuring devices (scales, pumps, etc.) are accurately calibrated.

Inspections - Enhance public safety by enforcing, through inspection and licensing, State laws and City ordinances.

Boards/Commissions - Reviews zoning change applications.

Program Budgets

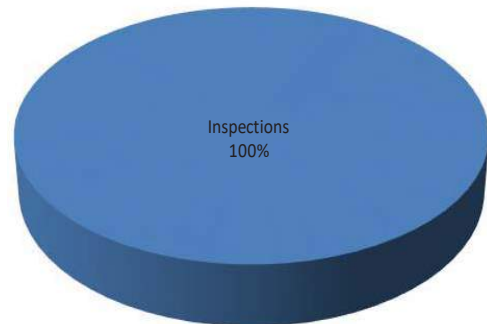
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Administration	346,047	378,131	370,472	(7,659)	19.6%
Weight & Measures	150,156	166,289	179,246	12,957	9.5%
Inspections	1,037,488	1,286,926	1,343,507	56,581	70.9%
Boards / Commissions	1,420	1,500	1,500	-	0.1%
Total General Fund Expenditures	1,535,111	1,832,846	1,894,725	61,880	100%

Revenue Summary

TOTAL REVENUE: \$3,480,000

- ◆ Departmental Fees - \$480,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$3,000,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools
 - ◇ Utility permits - Electrical, plumbing
 - ◇ Zoning change permits

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	4,242,823	4,980,600	3,480,000	(1,500,600)	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	4,242,823	4,980,600	3,480,000	(1,500,600)	100%

Fiscal Year 2020 Budget and Program Summaries

BUILDING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,490,223	1,778,553	1,840,432	61,880	3.5%
OTPS	44,887	54,293	54,293	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,535,111	1,832,846	1,894,725	61,880	3.4%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,535,111	1,832,846	1,894,725	61,880	3.4%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	527,004	480,000	480,000	-	0.0%
Other Permits	3,714,762	4,500,000	3,000,000	(1,500,000)	-33.3%
Departmental Fines	1,056	600	-	(600)	-100%
Total Departmental Revenue	4,242,823	4,980,600	3,480,000	(1,500,600)	-30.1%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
<i>Subtotal FY20 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2020 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Administrative

Administration	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	346,047	378,131	370,472
FTEs	6.0	6.0	6.0

Citywide Strategic Priority: Economic Vitality

Highlights

The Building Division is responsible for the enforcement of the State building code, handicap access, regulations, zoning ordinances, and conditions attached to special permits. It issues permits for building, wiring, plumbing, gas, and signs, and performs plan reviews, on-site inspections of new construction, alterations and repairs.

Fiscal Year 2020 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	150,156	166,289	179,246
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Economic Vitality

Highlights

The function of the Weights and Measurement Division is to ensure the delivery of accurate quantities, at the correct price, of all the products bought and sold in the City.

Fiscal Year 2020 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Inspections

Inspections	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,037,488	1,286,926	1,343,507
FTEs	19.0	19.0	19.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Number of Section 106 life and safety certificates issued	1,023	1,041	1,100
Percentage of complaints resolved within 70 days	14.0%	27.0%	25.0%
Percentage of permits issued within 14 days	54.0%	93.0%	90.0%
Number of average monthly inspections per zoning inspector	195	233	180
Number of average monthly inspections per building inspector	104	115	110
Percentage of joint housing and building inspections	25.0%	25.0%	25.0%

Citywide Strategic Priority: Economic Vitality

Highlights

The Inspectional Services Building Division is responsible for ensuring the homes and buildings that residents, the general public, and the business community occupy frequently meet or exceed building codes, sanitary codes, and life-safety requirements on a daily basis. The division enhances public safety by enforcing, through inspection and licensing, State laws and City ordinances regulating the physical operation of businesses, and correcting hazardous conditions posing an imminent threat to the public.

BUILDING CODE DEPARTMENT

Program Summaries

Boards/Commissions

Boards / Commissions	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,420	1,500	1,500
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

The powers of the Zoning Board of Appeals permit granting authority. It is a five member board that adheres to open meeting law.

Fiscal Year 2020 Budget and Program Summaries

BUILDING CODE DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Administration				
Personal Services	-	(13,847)	24,099	-
OTPS	(2,000)	(500)	-	-
Weights & Measures				
Personal Services	-	-	-	-
OTPS	-	-	682	-
Inspections				
Personal Services	178,176	-	45,177	-
OTPS	(4,500)	(7,500)	3,866	-
Boards / Commissions				
Personal Services	-	-	-	-
Total Adjustments	171,676	(21,847)	73,824	-

Notes

- ◆ Personal Services – No budget reductions recommended for FY20.
- ◆ OTPS – No budget reductions recommended for FY20.

Fiscal Year 2020 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Mission

Enhance public safety by enforcing, through inspection and licensing, State laws and City ordinances regulating the physical operation of dwelling units and ensure that hazardous conditions that pose an imminent threat to the public are corrected.

FY19 Department Highlights

The Inspectional Services Housing Division responds to issues involving housing violations, absence of heat, disasters involving dwelling units, 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. Housing Code Enforcement is a critical element in fighting neighborhood decline, preserving sound neighborhoods, and restoring distressed areas. Code Enforcement officials are the first responders to vacant and foreclosed homes and community blight; code enforcement is critical to protecting neighborhoods and stabilizing property condition. The program's successful operation is essential to improving the quality and value of Springfield's housing stock and to addressing neighborhood quality of life issues.

FY20 Budget Highlights

- ◆ Funds 16.0 General Fund FTEs, an increase of 1 FTE over FY19.
 - ◇ Includes 1 additional Clerical position.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ Funds contractual clothing & supply allowances for all members of the UPSEU bargaining unit.
- ◆ Includes \$110,000 for Mayor's Clean City program.
- ◆ Continued funding for GPS units in all vehicles used by inspectional services personnel.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	585,456	766,406	825,400	58,994	7.7%
OTPS	166,697	170,747	186,547	15,800	9.3%
Capital	-	-	-	-	0.0%
Total General Funds	752,153	937,152	1,011,946	74,794	8.0%

Department Staff

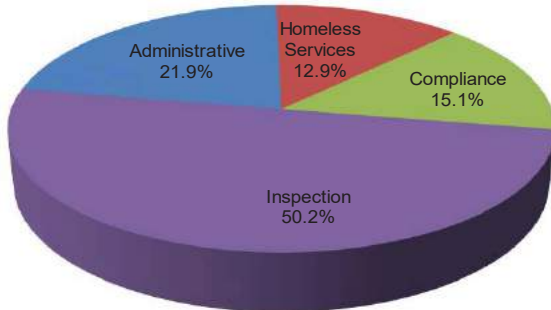
Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	15.0	15.0	16.0	1.0	6.7%
Total FTEs	15.0	15.0	16.0	1.0	6.7%

Fiscal Year 2020 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summary

Program Expenses



Administrative - Responsible for the administrative and logistical management of inspectional services.

Homeless - Homeless outreach services.

Compliance - Ensure compliance with State Laws and City Ordinances.

Inspections - Enhance public safety by enforcing, through inspection and licensing, State laws and City ordinances.

Program Budgets

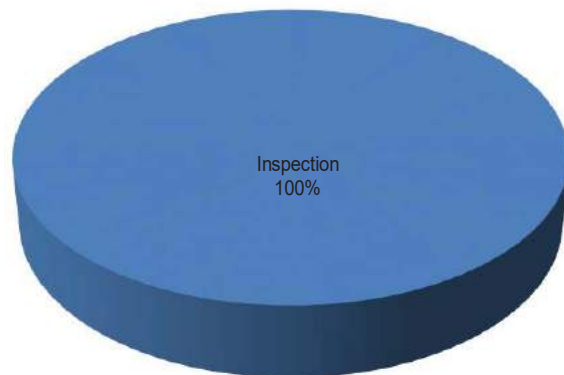
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Administrative	193,801	194,588	221,373	26,785	21.9%
Homeless Services	76,606	120,747	130,402	9,655	12.9%
Compliance	124,000	130,000	152,500	22,500	15.1%
Inspection	357,745	491,817	507,671	15,854	50.2%
Total General Fund Expenditures	752,153	937,152	1,011,946	74,794	100%

Revenue Summary

TOTAL REVENUE: \$175,000

- ◆ Departmental Fees - \$35,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$140,000
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability.

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Inspection	209,643	135,000	175,000	40,000	100%
Total Departmental Revenue	209,643	135,000	175,000	40,000	100%

Fiscal Year 2020 Budget and Program Summaries

HOUSING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	585,456	766,406	825,400	58,994	7.7%
OTPS	166,697	170,747	186,547	15,800	9.3%
Capital	-	-	-	-	0.0%
Total General Funds	752,153	937,152	1,011,946	74,794	8.0%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	752,153	937,152	1,011,946	74,794	8.0%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	93,683	35,000	35,000	-	0.0%
Departmental Fines	115,960	100,000	140,000	40,000	40.0%
Reimbursement for Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	209,643	135,000	175,000	40,000	29.6%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
<i>Subtotal FY20 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	193,801	194,588	221,373
FTEs	4.0	4.0	5.0

Citywide Strategic Priority:
Healthy Neighborhoods

Highlights

Responsible for the administrative and logistical management of inspectional services.

Fiscal Year 2020 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

Homeless Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	76,606	120,747	130,402
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The City will continue to allocate a significant amount of ESG funding to prevention and rapid rehousing initiatives. The City also provides CDBG funding for homelessness prevention through its receivership program.

HOUSING CODE DEPARTMENT

Program Summaries

Compliance

Compliance	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	124,000	130,000	152,500
FTEs	0.0	0.0	0.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Received CDBG grant funds for the 8th year in a row to fund continued proactive Saturday street sweeps of CDBG targeted neighborhoods. CDBG funding has been an important resource to support our Proactive Code Enforcement programs to keep neighborhoods safe and economically secure.

Fiscal Year 2020 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Inspections

Inspection	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	357,745	491,817	507,671
FTEs	8.0	8.0	8.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percent of violations found through proactive deployment	25%	30%	25%
Percent of complaints responded to within 10 business days	91%	76%	80%
Percent of emergency complaints responded to within 1 business day	83%	86%	80%
Percent of violations resolved within 70 days	34%	58%	40%
Average monthly inspections per inspector	146	185	150
Training sessions provided for inspectors	6	6	6

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The Inspectional Services Housing Division responds to issues involving housing violations, absence of heat, disasters involving dwelling units, 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. Housing Code Enforcement is a critical element in fighting neighborhood decline, preserving sound neighborhoods, and restoring distressed areas. Code enforcement officials are the first responders to vacant and foreclosed homes, as well as community blight; code enforcement is critical to protecting neighborhoods and stabilizing property condition. The program's successful operation is essential to improving the quality and value of Springfield's housing stock and to addressing neighborhood quality of life issues.

Fiscal Year 2020 Budget and Program Summaries

HOUSING CODE DEPARTMENT

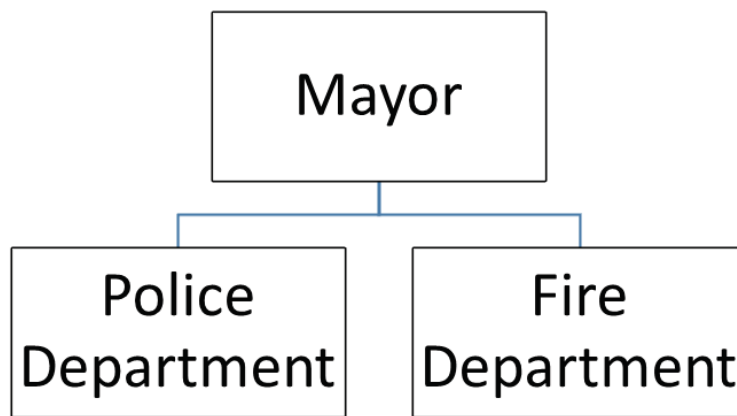
FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Administrative				
Personal Services	-	-	(31,591)	20,092
OTPS	(4,300)	(3,800)	-	-
Homeless Services				
Personal Services			(28,050)	(29,407)
OTPS	-	-	-	-
Compliance				
OTPS	-	20,000	-	-
Inspection				
Personal Services	-	-	52,846	-
OTPS	(2,000)	(2,000)	2,047	-
Total Adjustments	(6,300)	14,200	(4,749)	(9,315)

Notes

- ◆ \$31,392 Increase to fund clerical position.
- ◆ Offset of salaries to alternative funding sources:
 - ◇ Homeless Services Division: \$29,407

Section 7 Public Safety Division



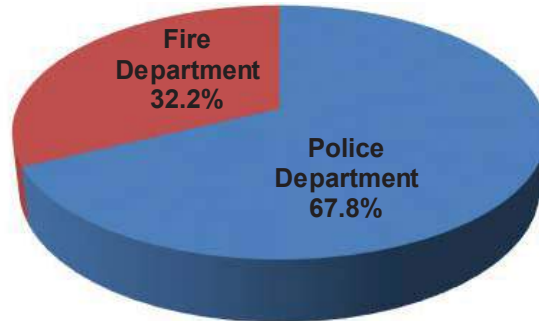
Mission Statement

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

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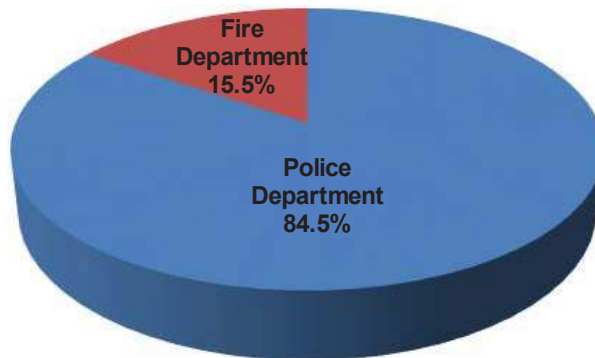
Fiscal Year 2020: All Funds Budget and Revenue Overview

Public Safety Division



FY20 Adopted Budget Public Safety Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Police Department	43,610,980	45,395,084	46,395,084	50,929,856	12.2%	9.8%
Fire Department	21,557,037	23,492,424	23,492,424	24,142,820	2.8%	2.8%
Total	65,168,017	68,887,509	69,887,509	75,072,676	9.0%	7.4%

Revenue Overview



Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
Police Department	638,895	-	2,742,993	-	-	3,381,888
Fire Department	536,650	-	84,975	-	-	621,625
Total	1,175,545	-	2,827,968	-	-	4,003,513

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Fiscal Year 2020 Budget and Program Summaries

POLICE DEPARTMENT

Mission

The Springfield Police Department (SPD) is committed to serving the citizens of Springfield and its guests with the highest level of professionalism in order to safeguard lives and property. With honor, integrity and collaboration, our goal is to establish a safe and secure environment for our diverse community while improving the overall quality of life in the City of Springfield.

FY19 Department Highlights

The Police Department has accomplished several important objectives thus far in FY19, each of which are highlighted below.

- ◆ The MGM Springfield Casino opened in the heart of the City's Metro Center on August 24, 2018 and welcomed 150,000 patrons during the first weekend. There were no significant incidents reported due to extensive planning that began in January of 2018.
- ◆ The Metro Unit opened a sub-station on Dwight Street at the very beginning of FY19 and has expanded this facility to operate twenty-four hours a day, seven days a week.
- ◆ The Metro Unit also opened two police kiosks on Main Street, along with an additional kiosk at Riverfront Park.
- ◆ The SPD graduated 28 recruits in November of 2018 and began a new recruit class of 19 in February of 2019.
- ◆ The Administration, in collaboration with the IBPO and SPSA unions, agreed to new collective bargaining agreements which allow for the implementation of a Body-Worn Camera Program, the administration of NARCAN, and a Social Media Policy.
- ◆ Replaced ten (10) new SUV patrol cruisers and six (6) administrative vehicles.
- ◆ Installed additional cameras in strategically placed areas throughout the City in an effort reduce crime rates and the response time for arriving to the scene of a crime.

FY20 Budget Highlights

- ◆ Funds a total of 599 full-time and two (2) part-time positions. Of this, there are 511 sworn FTEs and 89 civilian FTEs.
 - ◇ Positions added to the department for FY20 include four (4) new Police Cadets, and one (1) additional Police Officer.
- ◆ Funds a multitude of key departmental initiatives, including:
 - ◇ Funding for consultant services to assist with the implementation of a Body-Worn Camera Program. This will make Springfield the largest police department in Massachusetts to have a full-scale program of this kind.
 - ◇ Continued operations of the Real Time Crime Analysis Center.
 - ◇ Six (6) square miles of the ShotSpotter Gunfire Detection System.
 - ◇ An academy of new recruits to fill current and anticipated vacancies.
 - ◇ Proactive replacement of key policing equipment including ballistic vests, AED devices, and computer hardware.
 - ◇ Funding for all contractual maintenance & software agreements, including the CommandCentral platform.
 - ◇ Funds the necessary supplies and services required to meet the operational needs of all SPD divisions, as to ensure the department is able to provide seamless policing services.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	40,396,231	41,860,890	47,268,144	5,407,255	12.9%
OTPS	3,214,749	3,325,395	3,452,912	127,517	3.8%
Capital	-	208,800	208,800	-	0.0%
Total General Funds	43,610,980	45,395,084	50,929,856	5,534,772	12.2%

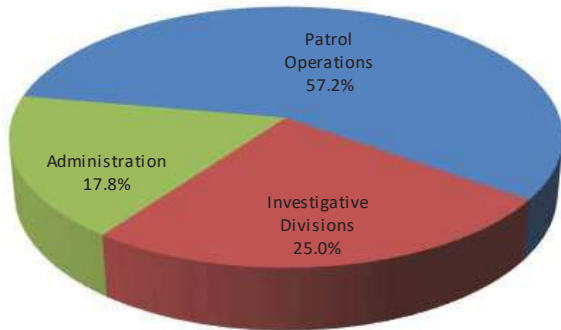
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	559.5	568.5	573.0	4.5	0.8%
Grant FTEs	3.0	7.5	8.0	0.5	6.7%
Trusts/Donations/Other FTEs	19.0	19.0	19.0	-	0.0%
Total FTEs	581.5	595.0	600.0	5.0	0.8%

Fiscal Year 2020 Budget and Program Summaries

POLICE DEPARTMENT

Program Expenses



Program Summaries

The Uniform Divisions — These officers perform routine patrol of the City’s nine neighborhood sectors and respond to 911 calls for emergency service, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots.

Investigative & Strategic Impact Division — Consisting of the Major Crimes Unit, which combined the former Detective Bureau, Special Victims’ Unit and Youth and Family Services, the Strategic Impact Unit, the Warrant Apprehension Unit and the officers assigned to State and Federal Task Force Units.

Administration — The units in this division include Information Services, Quality Assurance and Administrative Support, each under the supervision of a Police Captain.

Program Budgets

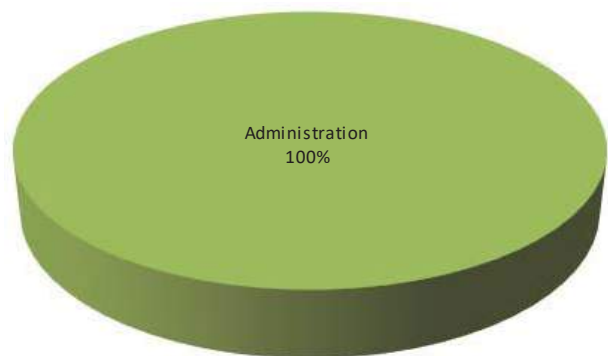
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Patrol Operations	24,949,819	25,970,505	29,136,944	3,166,440	57.2%
Investigative Divisions	10,919,313	11,366,017	12,751,812	1,385,796	25.0%
Administration	7,741,848	8,058,563	9,041,099	982,536	17.8%
Total General Fund Expenditures	43,610,980	45,395,084	50,929,856	5,534,772	100%

Revenue Summary

TOTAL REVENUE: \$638,895

Administration — Support Divisions collect departmental revenue which consists of many services including records copy fees and administrative costs for outside police detail.

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	687,574	571,000	638,895	67,895	100%
Total Departmental Revenue	687,574	571,000	638,895	67,895	100%

Fiscal Year 2020 Budget and Program Summaries

POLICE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	40,396,231	41,860,890	47,268,144	5,407,255	12.9%
OTPS	3,214,749	3,325,395	3,452,912	127,517	3.8%
Capital	-	208,800	208,800	-	0.0%
Total General Funds	43,610,980	45,395,084	50,929,856	5,534,772	12.2%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	1,344,204	2,902,845	2,742,993	(159,852)	-5.5%
Donations/Trusts	3,443	59,500	-	(59,500)	-100%
Total External Funds	1,347,647	2,962,345	2,742,993	(219,352)	-7.4%
All Funds Budget	44,958,627	48,357,430	53,672,849	5,315,419	11.0%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	186,808	145,000	166,709	21,709	15.0%
Admin Fee - Extra Detail	437,423	400,000	420,000	20,000	5.0%
Other Permits	6,478	6,000	3,970	(2,030)	-33.8%
Departmental Fines	10,000	20,000	45,550	25,550	127.8%
Miscellaneous Revenue	47,326	-	2,666	2,666	0.0%
Reimbursements (Prior Year And Damages)	(460)	-	-	-	0.0%
Total Departmental Revenue	687,574	571,000	638,895	67,895	11.9%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
JAG Technology Improvement	Grant	9/30/2021	132,974	288,051	143,369
Shannon Grant	Grant	12/31/2019	596,010	786,026	786,026
Safe Successful Youth Initiative	Grant	6/30/2019	423,020	530,000	530,000
Gaming Enforcement Unit	Grant	6/30/2019	-	979,263	979,263
CIT Hope Jail Diversion	Grant	6/30/2019	83,832	80,000	80,000
Step Traffic Enforcement	Grant	9/30/2019	43,587	51,895	36,725
TE&E Grant	Grant	9/30/2019	64,781	27,112	27,112
Community Mitigation	Grant	2/1/2022	-	160,498	160,498
Subtotal FY20 Anticipated Grant Funds			1,344,204	2,902,845	2,742,993
Donations	Donations	N/A	3,443	59,500	-
Subtotal Other Funds			3,443	59,500	-
Total External Funds			1,347,647	2,962,345	2,742,993

Fiscal Year 2020 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

The Uniform Divisions

Patrol Operations	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	24,949,819	25,970,505	29,136,944
FTEs	350.0	356.0	357.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
No. of Calls for Service	277016	219821	277016
No. of Reports Taken	27940	21852	27940
No. of Alarm Calls	12851	10142	12851
No. Assigned Proactive Patrols	86168	59707	86168
No. of Adult Arrests	3786	3235	3786
Avg Response Time Priority 1 calls (minutes)	9.64	9.66	9.64
Avg Response Time Priority 2 calls (minutes)	14.08	14.16	14.08
Avg Response Time Priority 3 calls (minutes)	23.16	23.54	23.16

Citywide Strategic Priority: Public Safety

Highlights

The Uniform Divisions

The Police Department's Uniform Division includes the Uniform Squads, four (4) C3 Policing Units, the Ordinance Unit, Street Crimes, Traffic Bureau, K9 Unit and the Community Police Liaison. These officers perform routine patrol of the City's nine neighborhood sectors and respond to 911 calls for emergency service, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. All units are responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and addressing neighborhood concerns and issues.

The uniformed divisions of the department patrol the 33.2 Square miles of the city 24 hours a day, 7 days a week, 365 days a year. Supervisors and Officers are assigned to three Uniform Squads A, B and C covering midnight to 8am, 8am to 4pm, and 4pm to midnight as well as geographical areas which fall under the supervision of the three Deputy Chiefs. Officers under the direction of the sector responsible Deputy Chief perform Directed Patrols, Park & Walk details and other crime deterrent activities. Officers in these Uniform Squads 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. The Traffic Bureau and Street Crimes units have citywide responsibilities. The Traffic Bureau investigates accidents and enforces motor vehicle laws while the Street Crimes Unit is charged with responding to and patrolling areas citywide with gang, drug and street violence issues. Both units are responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and addressing neighborhood concerns and issues.

POLICE DEPARTMENT

Program Summaries

Investigative & Strategic Impact Division

Investigative Divisions	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	10,919,313	11,366,017	12,751,812
FTEs	135.0	135.0	135.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
No. of M/V Stolen Investigations	490	317	490
No of B&E Investigations	1047	662	1047
No of Aggravated Assault Investigations	818	612	818
No of Homicide Investigations	15	14	15

Citywide Strategic Priority: Public Safety

Highlights

Investigative Division

The Investigative Division is commanded by a Captain and comprised of the units formerly known as the Detective Bureau, Juvenile Bureau/Student Support Unit and Special Victims Unit. The Deputy Chief in charge of these units coordinates activities in accordance with the strategies developed through the intelligence-led policing methodology – strategic anti-crime deployments.

Investigations: Merging all of the Investigative Units into a Major Crimes Unit has allowed for improved efficiencies during periods of crime surges or lags in various investigative specialties. We have successfully reduced the number of investigators by utilizing a more proactive generalist detective model where duties and investigations are shared. This has helped with investigator fatigue and allowed the department to expand detective training and experience which has created a well-rounded group of officers. The Investigations Division relies heavily on case management, the use of solvability factors and enhanced personnel development and cross-training. Clearance rates are monitored, relentless follow-up is provided and feedback is the responsibility of their supervisors.

Strategic Impact: The Strategic Impact Unit will continue to be proactive in addressing the epidemic of drug distribution, and associated crimes through the use of investigations, warrant service and enforcement. The SPD remains committed to our federal partners by assigning officers to task forces in the ATF, DEA, FBI, US Marshalls and District Attorney’s Office. The Department Tactical Response Unit continues to be developed and trained to provide an intermediate team capable of providing rapid deployment 24/7, containment and intervention as needed.

Fiscal Year 2020 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

Administration

Administration	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	7,741,848	8,058,563	9,041,099
FTEs	93.5	103.0	107.0
Grant FTEs	3.0	1.0	1.0

Citywide Strategic Priority: Public Safety

Highlights

Administrative Divisions

The Department's Support Divisions provide assistance to and supplement the work in the neighborhood sectors. The units in this division include Quality Assurance, Information Services and Administrative Support, each under the supervision of a Police Captain.

The Quality Assurance Unit encompasses the following:

- ◆ Fiscal and Personnel Services - has direct responsibility for the department's financials and oversees all employees dealing with financial matters.
- ◆ Crime Analysis - responds to the needs and strategies expressed by the Commissioner and the Deputy Chiefs. This includes intelligence-led policing methodologies, as well as crime analysis and mapping, which are used in deployment strategies.
- ◆ Grants - writing grant requests for overtime monies, critical policing equipment and other services.
- ◆ Internal Investigations - charged with investigating complaints against police department employees both sworn and civilian, and complaints that are received from internal and/or external sources.
- ◆ Clerk's Office - responsible for all permits and licensing and direct interaction with the general public.

The Information Services Unit encompasses the following:

- ◆ The Academy - tasked with providing year-long law updates, providing yearly and mandatory training for all officers, and conducting the recruit class academies as they are hired.
- ◆ Information Technology - manage SPD's IT infrastructure and provide service and repair to departmental equipment.
- ◆ Records - records keeping and oversight of the Department's Record Management System.
- ◆ Cadets - work three years as a cadet and if they pass the civil service test they can be hired as officers.
- ◆ Radio Repair - issuing, maintaining and servicing communications equipment; also oversees ShotSpotter and CAD.
- ◆ Liaison - works with the now independent CAD department to ensure a smooth interface between Emergency Communications and the officers on the street.
- ◆ Call Diversion - methodology employed to take and record minor crime or no-crime reports over the phone for the purpose of keeping call for service down and keeping officers available for calls of a more serious or immediate nature.

The Administrative Support Unit encompasses the following:

- ◆ Facilities Management - oversees the maintenance and upkeep of the building and grounds.
- ◆ Fleet - oversight for the motor vehicle fleet.
- ◆ Extra Details - oversees extra job assignments as well as the billing and collection process.
- ◆ Court - works out of the Hampden County Court House and is tasked with assigning all officers needed for trials.
- ◆ Supply - fulfills needs for supplies, equipment and uniforms.
- ◆ Policy Review - has the responsibility of keeping procedures updated and current.

Fiscal Year 2020 Budget and Program Summaries

POLICE DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Patrol Operations/Investigative Divisions				
Service Level Agreement with School Department	(1,770,039)	(1,324,992)	(1,306,449)	(1,516,869)
Gaming Enforcement Unit - Offset	-	-	(500,207)	(515,865)
New Cadet Positions	-	-	-	70,472
Adjustment to Fully-Funded Complement	-	163,348	52,740	956,336
Court time, differential, allowances, OT reductions	(457,000)	(82,492)	(200,000)	(870,000)
OTPS	(134,743)	-	-	-
Uniforms/clothing	-	-	-	-
Administration				
Ammunition	-	(8,582)	-	-
Office Supplies, Telephone, etc.	-	-	-	(21,500)
Capital requests, offset to grant/capital funds	(27,000)	(1,350,000)	(757,000)	(20,000)
Seminars/Training	-	(20,000)	-	-
Software	-	(15,265)	(10,625)	-
OTPS	-	(960)	138,269	140,804
Total Adjustments	(2,388,782)	(2,638,943)	(2,583,272)	(1,776,622)

Notes

Adjustments for the Department in FY20 impact Personal Services, OTPS, and Capital. These include:

◆ Personal Services

- ◇ Addition of four (4) new Police Cadets \$70,472
- ◇ Adjustment for contractual union increases \$956,336
- ◇ Service Level Agreement with School Department (Quebec Unit) (\$1,516,869)
- ◇ Gaming Enforcement Unit Offset (State Funding) (\$515,865)
- ◇ Holiday Pay & Overtime (\$870,000)

◆ OTPS

- ◇ Additional funding for consultant services to assist with the SPD's Body-Worn Camera Program \$237,500
- ◇ Adjustments to utility accounts \$21,784
- ◇ Various OTPS items adjusted based on historical spending trends (\$139,980)

◆ Capital

- ◇ Furniture—reduction to FY19 level-funding (\$20,000)

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Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

Mission

The Springfield Fire Department (SFD) is committed to providing the highest quality emergency response and fire prevention services possible for those living in, working in, or visiting the City of Springfield. This includes a timely, professional, and effective response to all fires, explosions, medical emergencies, and hazardous materials incidents. We will achieve this in conjunction with thorough arson investigation, fire safety education, and inspection services as well as striving to train all members to the highest possible industry standards.

FY19 Department Highlights

The SFD provides emergency response services that ensure public safety and the preservation of life and property within the City of Springfield. The Department also has effective public education, fire prevention, and fire investigation programs that assist in the goal of public safety through aggressively investigating, prosecuting, and preventing fires.

Springfield Fire's suppression services include direct emergency response to fires, emergency medical calls, hazardous materials incidents, and terrorism. In addition, SFD provides specialized services including technical rescue operations, arson investigation, and bomb/explosive mitigation.

The Department faces a broadening range of calls, averaging nearly 16,000 calls per year, including over 600 fire incidents. The Department's efforts save over \$43 million in property damage each year. In collaboration with the Mayor and the Office of Management and Budget in FY19, the Fire Department was able to add an additional apparatus to its lease plan, resulting in replacement of an existing apparatus at the end of its useful life, thus reducing the cost of repairs.

The Department successfully implemented a NARCAN program in FY19, now carrying doses of NARCAN on every apparatus. This program has enabled the SFD to aide in the public health crisis of opioid addiction. The implementation of this program has allowed the department to save over two dozen lives thus far.

The Department put in to service a new TAC unit in FY19. This unit has enabled our personnel to respond more efficiently to EMS calls and other non-fire emergencies in the busy and crowded downtown area. This allows for less wear and tear on other, much larger and heavier apparatus, reducing maintenance costs to those companies, particularly Ladder 1.

FY20 Budget Highlights

- ◆ Funds 273.0 General Fund FTEs, along with three (3) part-time interns.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, and IAFF, and FCA employees.
- ◆ Appropriately funds turnout gear replacement in every effort to ensure firefighter safety. For FY20, additional funding is incorporated to allow for a more proactive approach to replacing turnout gear that is past its useful life.
- ◆ Apparatus replacement plan funding to accommodate lease payments, ensuring that the department's apparatus are replaced before they're in need of costly repairs and spend excessive amounts of time out of service.
- ◆ Funding for a newly-implemented Epinephrine Program. This will allow the department to carry EpiPen's on all apparatus'.
- ◆ Provides funding for department training, including health and wellness programs to reduce injury costs incurred by the City.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	19,912,828	21,610,963	22,242,367	631,404	2.9%
OTPS	1,636,885	1,873,961	1,892,953	18,992	1.0%
Capital	7,324	7,500	7,500	-	0.0%
Total General Funds	21,557,037	23,492,424	24,142,820	650,396	2.8%

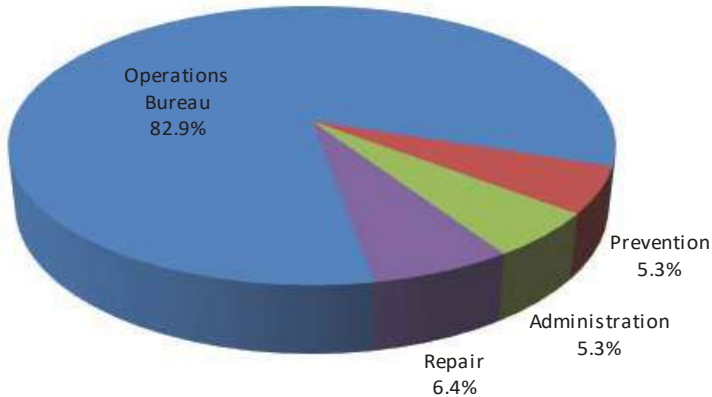
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	267.0	273.0	273.0	-	0.0%
Total FTEs	267.0	273.0	273.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

Program Budgets



Program Summaries

Operations Bureau - Personnel assigned to engines, ladders, and/or direct service stations who respond to service calls.

Prevention - Fire Prevention, the Arson Division/ Bomb Squad, and Public Education .

Administration - Provides a single point-of-contact for clear and consistent public information.

Repair - Provides 24/7 repair of apparatus and safety equipment.

Program Budgets	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Operations Bureau	17,891,953	19,482,242	20,017,257	535,014	82.9%
Prevention	1,139,878	1,185,886	1,290,901	105,016	5.3%
Administration	1,188,682	1,257,513	1,279,823	22,310	5.3%
Repair	1,336,524	1,566,783	1,554,840	(11,944)	6.4%
Total General Fund Expenditures	21,557,037	23,492,424	24,142,820	650,396	100%

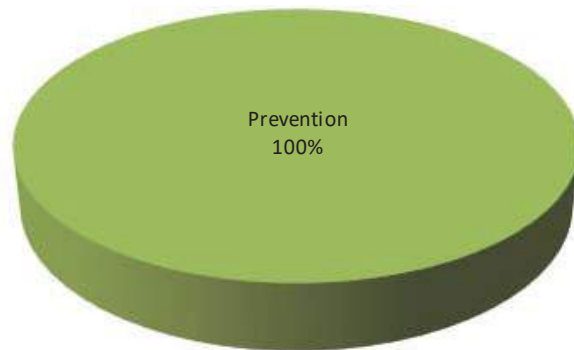
Revenue Summary

TOTAL REVENUE: \$536,650

Prevention

- ◆ Quarterly Inspection
- ◆ Smoke Detector Inspection
- ◆ Violation Ticket
- ◆ Maintain Storage fuel tanks

Program Revenue



Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	524,946	445,900	536,650	90,750	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
Total Departmental Revenue	524,946	445,900	536,650	90,750	100%

Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	19,912,828	21,610,963	22,242,367	631,404	2.9%
OTPS	1,636,885	1,873,961	1,892,953	18,992	1.0%
Capital	7,324	7,500	7,500	-	0.0%
Total General Funds	21,557,037	23,492,424	24,142,820	650,396	2.8%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	223,837	87,397	84,975	(2,422)	-2.8%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	67	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	223,904	87,397	84,975	(2,422)	-2.8%
All Funds Budget	21,780,941	23,579,822	24,227,795	647,974	2.7%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Penalties & Interest - Taxes	511	350	500	150	42.9%
Departmental Fees	351,269	297,100	361,350	64,250	21.6%
Admin Fee-Department	2,964	500		(500)	-100%
Other Permits	146,725	127,150	150,000	22,850	18.0%
Departmental Fines	23,477	20,800	20,800	-	0.0%
Reimbursement For Prior Year Expenditures	-	-	-	-	0.0%
Total Departmental Revenue	524,946	445,900	532,650	86,750	19.5%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
Metropolitan Medical Response System (MMRS)	Grant	7/31/2017		-	-
State Homeland Security Program	Grant	4/30/2019		5,000	-
Emergency Management Performance Grant	Grant	6/30/2019		66,175	69,975
Assistance to Firefighters Grant	Grant	5/18/2018		1,046	-
Student & Senior S.A.F.E. Grant	Grant	6/30/2020		15,086	13,500
S.A.F.E. Grant	Grant	6/30/2019		91	1,500
Mass Decontamination Unit	Grant	6/30/2017		-	-
Subtotal FY20 Anticipated Grants			-	87,397	84,975
Donations		N/A	13,586	-	-
Subtotal Other Funding			13,586	-	-
Total External Funds			13,586	87,397	84,975

Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	17,891,953	19,482,242	20,017,257
FTEs	236.0	241.0	241.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of structure fires responded to within 5 minutes from time of dispatch	91%	97%	100%
% of structure fires responded to within 4 minutes from time of dispatch	N/A	95%	90%
% of property value saved	80%	95%	90%
% of members trained in EMSFR/AED/CPR	98%	100%	100%
# of OEP joint exercises	19	31	25

Citywide Strategic Priority: Public Safety

Highlights

This program consists of Emergency Response, Training, and the Office of Emergency Preparedness (OEP).

The Emergency Response Division provides fire suppression, rescue operations, medical response, and all hazards mitigation. Additionally, this division creates training plans, and arranges and delivers training for all SFD personnel.

The OEP prepares and maintains emergency response plans for the City and the region. This office represents the city on the Western Massachusetts Homeland Security Council and coordinates exercise programs to train departments, both in Springfield and in neighboring communities. The OEP also is responsible for coordinating the Central Medical Emergency Direction (CMED) radio network for Western Massachusetts.

Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,139,878	1,185,886	1,290,901
FTEs	15.0	15.0	15.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage of investigated fires whose cause was determined	92%	92%	95%
Average monthly inspections	405	492	430
Average monthly public education presentations	18	29	15
Maintain collection rate	97%	98%	98%

Citywide Strategic Priority: Public Safety

Highlights

The Prevention Bureau consists of Fire Inspection, the Arson and Bomb Squad, and Public Education. Fire Inspection staff issue fire permits, review plans for construction, investigate safety complaints, conduct mandated fire inspections, conduct fire alarms and sprinklers acceptance testing, and provide firework safety for the annual Spirit of Springfield fireworks extravaganza.

The Arson and Bomb Squad provides thorough cause and origin investigation and works with the Springfield Police Department in prosecution of malicious and incendiary fires within the City of Springfield. It is also responsible for the handling and disarmament of hazardous devices found within the City. The Arson and Bomb Squad has been working more actively with the FBI and MA State Police Bomb Squads to further the capabilities of the unit, thus bringing an increased level of service to the citizens of the City of Springfield.

Public Education provides education programs to Springfield residents (focusing on youth and at-risk populations). Our Public Education Team works closely with the Springfield Public Schools and the Department of Fire Services to continue to bring the latest training and education to the students of the City of Springfield with regards to fire safety and awareness. We have also worked closely with Elder Affairs to maintain and increase fire safety awareness in elderly housing projects.

Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,188,682	1,257,513	1,279,823
FTEs	10.0	11.0	11.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Successfully apply for and obtain grants or corporate donations	N/A	3	3
Policies and Procedures revised or created	N/A	15	12
Number of new firefighters hired	N/A	15	20

Citywide Strategic Priority: Public Safety

Highlights

This program includes the Administration and Public Information divisions and is responsible for providing leadership, command, and control, along with support to the Department’s line divisions. Administration includes the department’s senior command structure of the Fire Commissioner, Deputy Chief, and Director of Finance and Administration as well as administrative support for the department. The Administration Bureau supports the mission of the Department by managing administrative policies and procedures and providing a consistent single point of contact for emergency coordination and public information. This division also provides information technology (IT) support to the entire Department.

Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Repair

Repair	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,336,524	1,566,783	1,554,840
FTEs	6.0	6.0	6.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
To repair & perform maintenance of equipment in less than 48 hours	91%	96%	100%
Perform at least 10 monthly services on front line apparatus	8	10	10
Maintain 2 fully equipped spare apparatus at all times	100%	100%	100%

Citywide Strategic Priority: Public Safety

Highlights

The Repair Division is responsible for the maintenance and repair of the SFD's fleet of vehicles including 8 front line engine companies, 4 front line ladder companies, one TAC Unit, and the Rescue Squad. The division is also responsible for maintaining the Department's spare apparatus in a full state of readiness along with 35 support vehicles and 5 boats. It is also responsible for maintenance and repair of all of the SFD's firefighting equipment, such as hand tools, fire hoses, breathing apparatus, and power tools.

The Repair Division personnel are on call 24/7 for all fire department incidents requiring their assistance. The members of the Repair Division respond to fires and other incidents with the rehab bus to assist the firefighters on scene. The Repair Division also refuels trucks and supplies SCBA tanks with breathing air and any repairs that may be necessary.

The Repair Division also employs up to three interns at a time from the Putnam Vocational Technical High School co-op program. These interns are enhancing the skills they have learned in the vocational program and becoming better prepared to enter the workforce after graduation. This program also helps to promote the Springfield Fire Department within the school system as a career path, contributing to department recruitment efforts and increasing our visibility within the community.

Fiscal Year 2020 Budget and Program Summaries

FIRE DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Operations Bureau				
Personal Services	(537,547)	23,086	(32,415)	(350,130)
Overtime	(150,440)	(7,000)	(92,838)	(25,100)
Administration				
Personal Services	43,229	(121,456)	-	
Electricity	-	(10,530)	8,518	9,212
Natural Gas	-	(10,000)	2,387	18,129
Safety Items	-	-	-	50,000
Various OTPS Items	14,516	(450)	(6,250)	(11,250)
Hardware	-	(2,500)	-	(2,500)
Repair				
Repair & Maintenance - Vehicles	-	-	-	(5,000)
Vehicle Supplies/Accessories	-	-	-	(25,000)
Software	-	-	-	(12,000)
Gasoline and Diesel	(20,000)	-	(10,000)	(5,000)
Apparatus Lease	-	-	135,000	4
Total Adjustments	(650,243)	(128,851)	4,401	(358,635)

Notes

Adjustments for the Department in FY20 impact both Personal Services & OTPS. These include:

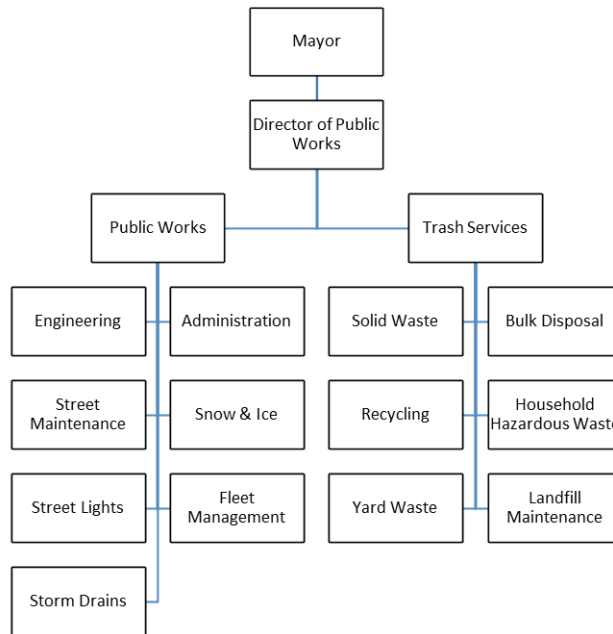
◆ Personal Services

- ◇ Bonus (Contingency Retirement Funding) (\$350,000)
- ◇ Overtime: Reduction to FY19 level-funded (\$25,100)
- ◇ Shift Differential (\$130)

◆ OTPS

- ◇ Additional funding for the proactive replacement of turnout gear \$50,000
- ◇ Adjustments to utility accounts \$27,341
- ◇ Various OTPS items adjusted based on historical spending trends (\$60,746)

Section 8 Public Works Division



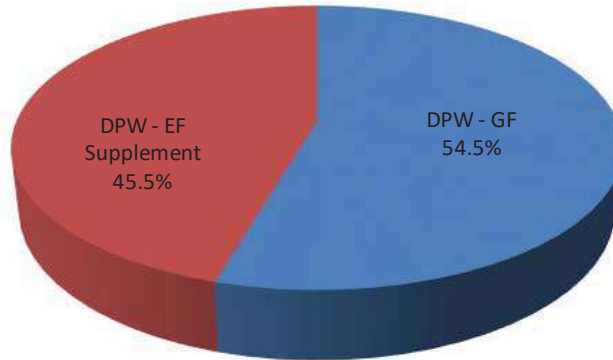
Mission Statement

The mission of the Department of Public Works (DPW) is to maintain, preserve and improve the City of Springfield's public way infrastructure.

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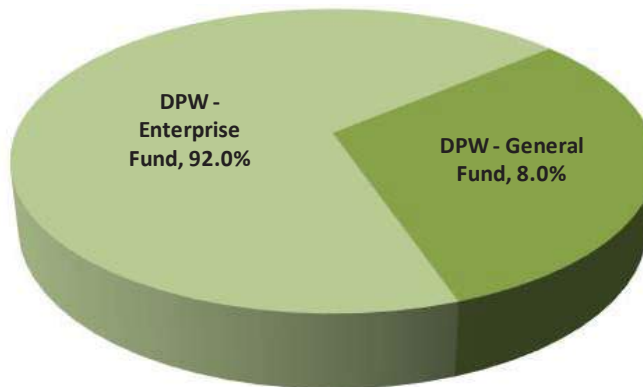
Fiscal Year 2020: All Funds Budget and Revenue Overview

Public Works Division



FY20 Adopted Budget Public Works Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
DPW - General Fund	10,707,209	11,009,057	11,341,057	11,001,053	-0.1%	-3.0%
DPW - Enterprise Fund	8,667,286	9,042,767	8,972,150	9,187,619	1.6%	2.4%
Total	19,374,495	20,051,824	20,313,207	20,188,672	0.7%	-0.6%

Revenue Overview



Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
DPW - General Fund	360,000	-	3,731,679	-	-	4,091,679
DPW - Enterprise Fund	-	-	-	9,187,619	-	9,187,619
Total	360,000	-	3,731,679	9,187,619	-	13,279,298

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Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Mission

The mission of the Department of Public Works (DPW) is to maintain, preserve, and improve the City of Springfield's public way infrastructure.

FY19 Department Highlights

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 of these divisions, through its normal course of business, contributes to the vibrancy of the City.

- ◆ Completed Site Plan and Traffic Improvement Coordination for the grand opening of MGM Springfield.
- ◆ Completed the \$1.5M downtown refresh project.
- ◆ Resurfaced \$3.3M worth of public roadways, school and municipal parking lots.
- ◆ Continued sidewalk replacement program and initiated new sidewalk repair crew.
- ◆ Maintained Pavement Management System Database that allows for improved condition analysis of the City's roadways.
- ◆ Completed coordination with Mass DOT on the future construction of a new pedestrian tunnel under the railroad tracks in Brightwood.
- ◆ Continued compliance for Federal NPDES permits, which include citywide street sweeping and the catch basin cleaning program.
- ◆ Completed 100% design level and moving forward towards finalization of the Bay and Berkshire Ave. intersection, a future Mass DOT project.
- ◆ Proceeding to 100% design level of the "X" intersection for a future Mass DOT construction project.
- ◆ Initiated construction phase of the City's Flood Control System as required by the USACOE.
- ◆ Completed over 300,000 linear feet worth of line painting for bike lanes and crosswalks through the Complete Streets grant program.
- ◆ Completed the purchase of \$2.75M of heavy duty vehicles for various city departments.
- ◆ Completed the closure of Cell 2 at the Bondi's Island Landfill.
- ◆ Completed the construction of Island Pond Road/Roosevelt Ave./Alden St. intersection improvements.
- ◆ Began Construction of the Cass St/ Carew St. intersection improvements.

FY20 Budget Highlights

- ◆ Funds 79.0 General Fund FTEs, 56.0 Enterprise Fund FTEs, and 1.0 Grant FTE.
- ◆ Includes funding for 3.0 Intern positions through the Co-Op program with Putnam High School.
- ◆ Continued funding for the Sidewalk Crew. Introduced in FY19, this crew has been highly successful in addressing citywide sidewalk repairs.
- ◆ Funding for a new vehicle lease purchase. This allows the DPW to address citywide replacement needs for vehicles past their useful life.
- ◆ Includes funding for all contractual OTPS obligations, including maintenance agreements, service agreements, and lease payments.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	3,781,381	4,314,466	4,404,515	90,049	2.1%
OTPS	6,925,828	6,694,591	6,596,538	(98,052)	-1.5%
Capital	-	-	-	-	0.0%
Total General Funds	10,707,209	11,009,057	11,001,053	(8,003)	-0.1%

Enterprise Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	2,972,877	3,203,116	3,267,512	64,396	2.0%
OTPS	5,694,409	5,839,651	5,920,107	80,455	1.4%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	8,667,286	9,042,767	9,187,619	144,852	1.6%

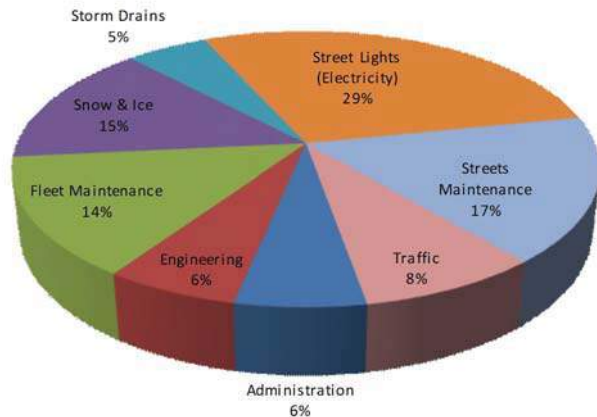
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	70.0	80.0	79.0	(1.0)	-1.3%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
Total FTEs	127.0	137.0	136.0	(1.0)	-0.7%

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

DPW Program Expenses



Programs

Administration – Supports operational divisions.

Engineering – Provides project oversight and permitting for infrastructure upgrades and maintenance.

Fleet Maintenance – Repairs and maintains vehicles in the city’s fleet (excluding Police & Fire).

Traffic – Repairs traffic signals and signs to keep the City’s roadways safe.

Storm Drains – Repairs and maintains the City’s storm drain infrastructure in accordance with environmental standards.

Street Maintenance – Makes roadway repairs including pothole patching, street sweeping, and snow plowing.

Program Budgets

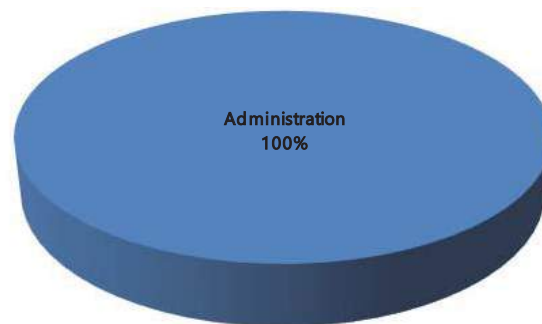
DPW Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Administration	648,224	668,172	666,816	(1,356)	6.1%
Engineering	659,198	684,627	685,811	1,184	6.2%
Fleet Maintenance	1,463,863	1,505,722	1,530,596	24,874	13.9%
Snow & Ice	1,938,980	1,591,250	1,591,250	-	14.5%
Storm Drains	603,193	552,695	588,163	35,469	5.3%
Street Lights (Electricity)	3,075,254	3,101,963	3,140,714	38,751	28.5%
Streets Maintenance	1,309,009	1,896,998	1,867,788	(29,210)	17.0%
Traffic	1,009,489	1,007,630	929,915	(77,714)	8.5%
Total General Fund Expenditures	10,707,209	11,009,057	11,001,053	(8,003)	100%

Revenue Summary

TOTAL REVENUE: \$360,000

- ◆ Departmental Fees \$12,000
- ◆ Other Permits \$345,000
- ◆ Sale of Old Materials \$3,000

DPW Program Revenue



Departmental Revenue

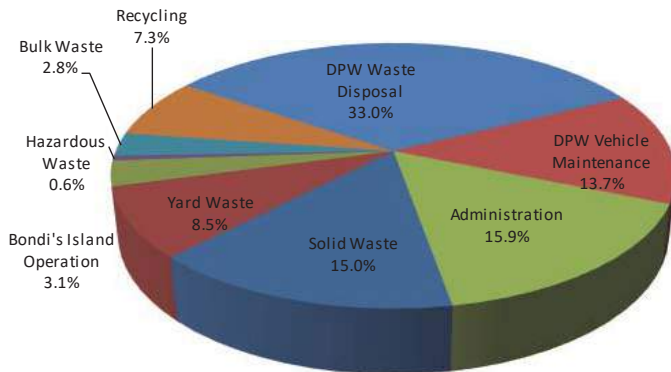
DPW Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Administration	533,158	361,000	360,000	(1,000)	100%
Total Departmental Revenue	533,158	361,000	360,000	(1,000)	100%

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Programs

Enterprise Fund Expenses



Solid Waste- Collects residential rubbish.

Yard Waste- Provides bi-weekly collection of residential yard waste.

Bondi's Island- Manages the landfill where the City's rubbish and yard waste is disposed.

Hazardous Waste- Collects and safely disposes residential hazardous waste.

Bulk Waste- Collects and, in an environmentally responsible way, disposes residential bulky items.

Recycling- Provides bi-weekly single-stream collection of residential recycling.

Administration- Provides support to the operational divisions.

Program Budgets - Solid Waste

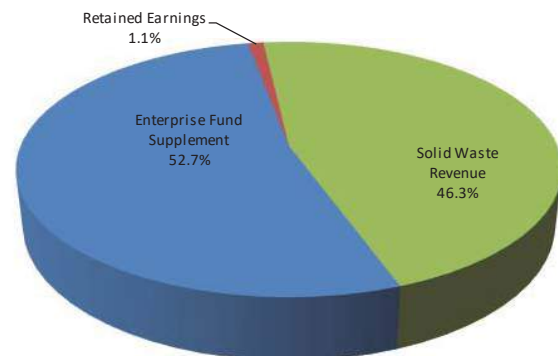
Enterprise Fund Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Solid Waste	1,350,074	1,349,387	1,378,057	28,670	15.0%
Yard Waste	596,470	778,954	784,944	5,990	8.5%
Bondi's Island Operation	247,489	281,983	284,552	2,569	3.1%
Hazardous Waste	51,692	52,500	52,500	-	0.6%
Bulk Waste	234,975	199,968	260,175	60,206	2.8%
Recycling	561,176	653,798	669,800	16,002	7.3%
DPW Waste Disposal	2,849,889	2,862,000	3,034,000	172,000	33.0%
DPW Vehicle Maintenance	1,468,453	1,419,593	1,258,962	(160,631)	13.7%
Administration	1,307,068	1,444,584	1,464,629	20,045	15.9%
Total General Fund Expenditures	8,667,286	9,042,767	9,187,619	144,852	100%

Revenue Summary

TOTAL REVENUE: \$9,187,619

◆ General Fund Supplement	\$4,737,619
◆ Retained Earnings	\$100,000
◆ Trash Liens Redeemed	\$550,000
◆ Penalties & Interest	\$30,000
◆ Departmental Fees	\$180,000
◆ Trash Fees	\$3,150,000
◆ Departmental Fines	\$195,000
◆ Miscellaneous Revenue	\$30,000

Solid Waste Program Revenue



Departmental Revenue - Solid Waste

Solid Waste Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Enterprise Fund Supplement	3,592,159	3,607,865	4,837,619	1,229,754	52.7%
Retained Earnings	653,990	616,902	100,000	(516,902)	1.1%
Solid Waste Revenue	4,766,319	4,818,000	4,250,000	(568,000)	46.3%
Total Departmental Revenue	9,012,468	9,042,767	9,187,619	144,852	100%

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	3,781,381	4,314,466	4,404,515	90,049	2.1%
OTPS	6,925,828	6,694,591	6,596,538	(98,052)	-1.5%
Capital	-	-	-	-	0.0%
Total General Funds	10,707,209	11,009,057	11,001,053	(8,003)	-0.1%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	3,648,017	4,503,062	3,731,679	(771,383)	-17.1%
Enterprise/Revolving Funds	8,667,286	9,042,767	9,187,619	144,852	1.6%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	12,315,304	13,545,829	12,919,298	(626,531)	-4.6%
All Funds Budget	23,022,513	24,554,886	23,920,351	(634,535)	-2.6%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	180,868	187,000	192,000	5,000	2.7%
Departmental Fines	204,069	170,000	195,000	25,000	14.7%
Enterprise Fund Supplement	3,592,159	3,607,865	4,837,619	1,229,754	34.1%
Miscellaneous Revenue	566,799	330,000	30,000	(300,000)	-90.9%
Other Permits	345,000	345,000	345,000	-	0.0%
Penalties & Interest	29,594	30,000	30,000	-	0.0%
Penalties & Interest- Taxes	112,773	113,000	115,000	2,000	1.8%
Reimb For Prior Year Expend	10,063	-	-	-	0.0%
Retained Earnings	653,990	616,902	100,000	(516,902)	-83.8%
Sale Of Old Materials	5,142	4,000	3,000	(1,000)	-25.0%
Trash Fees	3,074,764	3,700,000	3,150,000	(550,000)	-14.9%
Trash Liens Redeemed	605,473	300,000	550,000	250,000	83.3%
Reimbursement for Damages	-	-	-	-	0.0%
Total Departmental Revenue	9,380,693	9,403,767	9,547,619	143,852	1.5%
External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
Chapter 90 Funds	Grant	6/30/2027	3,579,285	4,418,562	3,660,179
CDBG-DR	Grant	6/30/2018	68,733	-	-
Mass-DEP Recycling Dividend Program	Grant	6/30/2018	-	84,500	71,500
<i>Subtotal FY20 Anticipated Grants</i>			3,648,017	4,503,062	3,731,679
<i>Subtotal FY20 Other Funds</i>			-	-	-
Total External Funds			3,648,017	4,503,062	3,731,679

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration

Administration	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	648,224	668,172	666,816
FTEs	8.0	8.0	7.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Number of neighborhood meetings attended by DPW	5	3	5

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

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 receivable, contract administration, public relations, information technology, and ensuring that employee training and professional requirements are met.

The Administration division oversaw the implementation of the issuance of fines to those individuals or businesses that plow snow into the public way. This will help keep our City roadways safe for the general public as well as emergency response personnel.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Engineering

Engineering	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	659,198	684,627	685,811
FTEs	14.0	14.0	14.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Number of private ways converted	15	0	15
Number of streets analyzed	415	415	415
Percentage of streets analyzed	33%	33%	33%

Citywide Strategic Priorities Supported: Healthy Neighborhoods; Fiscal and Operational Excellence

Highlights

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.

This Division is responsible for conducting site plan reviews. They work closely with the Army Corps of Engineers regarding the Flood Protection Certification. They work with both Federal and State agencies to ensure compliance with storm water permitting regulations.

This Division is overseeing numerous construction projects including the \$2.5 million sidewalk replacement project, including the Complete Streets initiative. The department also received funding from DPU in the form of a Rideshare grant and executed a variety of projects (from design through construction) to modernize and enhance the City. At this time approximately \$34.5 million worth of infrastructure improvements are in the planning, design and implementation stage.

Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This Division is responsible for the issuance and oversight of excavation permits including the Dig Safe program within the City.

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Fleet Maintenance

Fleet Division	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,463,863	1,505,722	1,530,596
FTEs	14.0	16.0	16.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Repair Work Orders Completed	5,947	3,573	6,000
Preventative Maintenance Work Orders Completed	452	259	450
State Safety Inspections Completed	331	192	300
Tire Repair Orders Completed	305	207	350
Auto Body Work Orders Completed	57	36	60

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 603 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 tailored equipment.

The Fleet Division services and maintains snow plowing equipment before, during and after a snow storm. They are on call 24-7 to assist in the event of a weather-related or other emergency event.

Services provided by the division include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, and procurement of replacement vehicles and 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 also are 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.

The DPW recently started a Co-Op program in Partnership with Putnam High School. This program is mutually beneficial, as it allows students the opportunity to gain real world experience and helps recruit potential employees for the City of Springfield.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Traffic

Traffic Division	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,009,489	1,007,630	929,915
FTEs	9.0	9.0	9.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percent of stop signs geocoded (replacement plan)	100%	100%	100%
Percent of stop signs repaired/replaced within 1-2 days	100%	100%	100%

Citywide Strategic Priorities Supported: Public Safety

Highlights

The Traffic Division is responsible for the maintenance and repair of the City’s 247 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 Eversource, the maintenance of 14,000 city street lights. The division is also responsible for the maintenance of 17,000 Regulatory Signs (MUTCD) and for a significant number of non- regulatory signs.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Storm Drains

Storm Drains Division	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	603,193	552,695	588,163
FTEs	8.0	8.0	8.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Percentage of storm water outfalls inspected	100	10	25
Number of storm water outfalls inspected	368	40	100%
Number of sweeps around bodies of water	1	2	2
Number of catch basins cleaned	727	727	800

Citywide Strategic Priorities Supported: Public Safety

Highlights

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 Storm Water General Permit. Under this permit this subdivision “must have an operation and maintenance plan to ensure that the systems function as designed for all storm-water management systems.” The Storm Drains Division estimates that there are approximately 22,565 catch basins, 6,100 manholes, 386 outfalls, 24 separate drainage basins, and a significant 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. This Division is also responsible for yearly maintenance of Springfield’s Flood Protection System as mandated by the Army Corps of Engineers.

The City’s FPS is made up of a concrete flood wall-and 3,895 feet of earthen embankments. Also, part of the system is the Mill River Conduit. This conduit consists of 1,600 feet of concrete walls and culverts designed to force the Mill River to flow into the Connecticut River in the event of a flood.

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Street Maintenance

Street Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,309,009	1,896,998	1,867,788
FTEs	18.0	26.0	26.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Response time to pot hole complaints (days)	2 Days	2 Days	2 Days
DPW average response time to snow complaints (based on 24 hour days)	>4 Hours	>4 Hours	>4 Hours
Number of city drivers available for snow operations	32	32	32
Yards of streets milled and paved by DPW (sq. yards)	N/A	53,548	87,000
Number of times the streets have been swept	2.5	2.5	2.5

Citywide Strategic Priorities Supported: Public Safety

Highlights

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 response to snow & ice events. The Street Maintenance Division is responsible for maintaining and patching the existing public sidewalks.

In Fiscal Year 2019, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. The DPW has purchased 3 replacement street sweepers in FY18 in order to improve the street sweeping program. The Snow and Ice Control is a seasonal operation responsible for snow removal, and sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 21 pieces of City equipment to fight small snow and ice events. The City adopted new software for snow operations which added GPS functionality an upgraded HTML 5 and added web based AVL. During large snow events the City fleet is supplemented with up to 180 hired plows.

In FY19 the DPW launched the sidewalk repair crew consisting of 8 FTEs. The crew operates between mid-March and mid- November. During the winter months employees assist in snow operations, filling pot holes and addressing drainage issues.

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	8,667,286	9,042,767	9,187,619
FTEs	56.0	56.0	56.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Complaints for Missed Collection Resolved	100%	100%	100%
Total Trash Tonnage	40,475	26,004	41,000
Recycling Rate	27%	31%	30%
Gallons of hazardous waste collected	3,850	2,000	4,500
Total "Bulk" Tonnage	782.1	512	930

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In 2019, the DPW / Solid Waste Division received \$84,500 in grant funds from MA DEP for its waste reduction and recycling efforts.

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 City-owned landfills: Armory Street Landfill, and the Bondi's Island Landfill. The Bondi's Island Landfill is involved in both cell capping and maintenance as it complies with DEP regulatory requirements. The Bondi's Island Landfill also provides a year-round drop off area for small brush and leaves that is free to residents of the City of Springfield.

The Solid Waste Division operates over 40 pieces of equipment that include: automated, semi-automated with arm extensions, traditional semi-automated, rear loading trucks, bulk waste truck, and one (1) complaint trucks 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 on dead-end streets. The Solid Waste Division drivers and foreman are also utilized for snow plow operations during the winter months.

The Solid Waste Division 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 six times 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.

The Springfield Department of Public Works continues 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 was put in place to educate residents on the environmental benefits of recycling as well as its impact to the City's budget. Collection routes are routinely examined for ways to maximize efficiency based on the results of the waste reduction program.

Fiscal Year 2020 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Engineering				
Salaries & Wages	(220,000)	(227,157)	(151,527)	-
OTPS	(9,958)	-	(1,500)	-
Administration				
Salaries & Wages	-	-	-	-
OTPS	12,000	-	(2,519)	-
Fleet Maintenance				
Salaries & Wages	-	-	(140,000)	-
OTPS	-	-	(112,500)	155,408
Traffic				
Salaries & Wages	14,426	-	4,793	-
OTPS	-	-	14,709	(91,805)
Storm Drains				
Salaries & Wages	-	-	-	26,849
OTPS	-	-	(6,000)	-
Streets Maintenance				
Salaries & Wages	-	-	368,340	29,033
OTPS	1,882	447,510	167,429	(69,681)
Street Lights				
OTPS	-	-	26,710	38,751
Solid Waste				
Salaries & Wages	-	77,606	26,369	-
OTPS	(493,283)	471,143	(166,181)	11,951
Total General Fund Adjustments	(201,650)	220,353	167,934	88,554
Total Enterprise Fund Adjustments	(493,283)	548,749	(139,812)	11,951

Notes

◆ **General Fund**

◇ Personal Services:

- \$29,033 increase in Streets Division for “Out of Grade” pay, which is contractually owed to those employees who are required to work in different positions with a higher rate of pay.
- \$7,849 increase due in Storm Drains Division for “Out of Grade” pay, which is contractually owed to those employees who are required to work in different positions with a higher rate of pay.
- \$19,000 increase for overtime in Storm Drains. This increase aligns with historical spending trends.

◇ OTPS:

- \$168,408 increase for a new lease payment for the replacement of citywide fleet vehicles.
- \$82,985 decrease for utility expenses (electricity & natural gas), based on citywide build up for FY20.
- \$52,750 decrease to other various OTPS accounts to reflect historical spending trends.

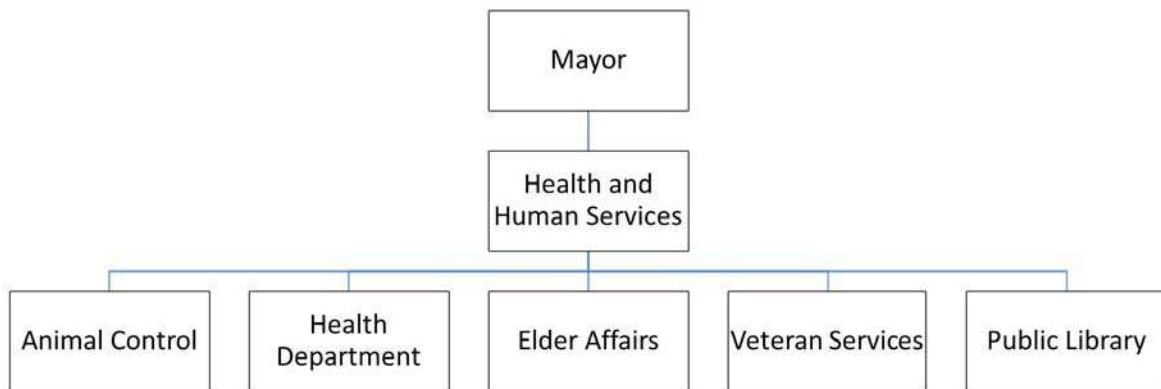
◆ **Enterprise Fund**

◇ OTPS:

- \$23,400 decrease to Health Insurance based on FY20 build-up.
- \$31,350 increase to Retirement based on FY20 build-up.
- \$4,000 increase to Medicare Tax based on historical spending trends.

Section 9

Health & Human Services Division



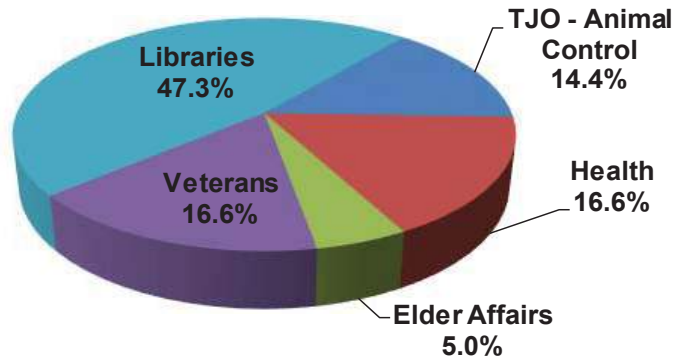
Mission Statement

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.

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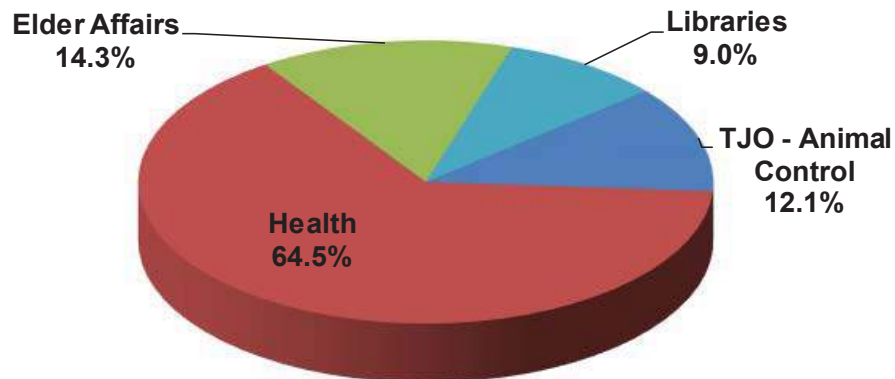
Fiscal Year 2020: All Funds Budget and Revenue Overview

Health & Human Services Division



FY20 Adopted Budget Health & Human Services Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
TJO - Animal Control	1,384,263	1,515,699	1,515,399	1,537,285	1.4%	1.4%
Health	1,386,515	1,696,310	1,596,310	1,773,397	4.5%	10.0%
Elder Affairs	277,312	533,404	618,421	536,679	0.6%	-15.2%
Veterans	1,749,141	2,068,847	2,068,847	1,766,394	-14.6%	-17.1%
Libraries	4,475,335	4,728,266	4,728,266	5,045,219	6.7%	6.3%
Total	9,272,565	10,542,526	10,527,243	10,658,973	1.1%	1.2%

Revenue Overview



Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
TJO - Animal Control	772,024	-	138,940	-	-	910,964
Health	522,000	-	4,316,553	-	-	4,838,553
Elder Affairs	40,950	-	1,031,129	-	-	1,072,079
Veterans	-	-	-	-	-	-
Libraries	75,000	-	602,021	-	-	677,021
Total	1,409,974	-	6,088,643	-	-	7,498,617

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Fiscal Year 2020 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Mission

The mission of the Thomas J. O'Connor Animal Control and Adoption Center (TJO) is to provide comprehensive animal control services and programs to our communities for the protection of public health and safety and the welfare of animals.

FY19 Department Highlights

Animal control services are provided to residents of Springfield, Chicopee and Holyoke twenty four hours a day, seven days a week. Last year, animal control officers (ACO) responded to approximately 6,800 field calls (a 17% increase over prior year). The primary focus at animal control is ensuring public health and safety. ACOs respond to many complaints arising from conflicts between animals and people that may negatively affect the quality of life for humans, animals or both. ACOs investigate reports of animal bites and TJO provides quarantine housing for animals that have bitten. ACOs investigated 387 complaints of suspected cruelty or neglect.

TJO temporarily housed 3,700 animals last year (a 19% increase from prior year). Most were found free-roaming, while others were left behind by owners who moved away, died or otherwise could not care for their animals. Of these animals, 46% are dogs, 42% are cats and 12% are small mammals, birds and wildlife. Approximately 42% of stray dogs and 6% of stray cats impounded at TJO are claimed by the families who are missing them. This far exceeds the national average reclaim rate of 22% for dogs and 2% for cats. Those animals not claimed are evaluated for sound temperament and medically assessed; most are made available for adoption.

TJO generates revenue through fees and fines associated with owner-claimed animals and adoptions. In addition, participating cities contribute per capita for animal control services.

In collaboration with the City's Department of Emergency Preparedness, TJO continues to recruit and train key individuals to serve as volunteers on a disaster animal response team. The City owns and maintains an 18' long companion animal mobile equipment trailer. This is an impressively stocked vehicle that will allow animal response team members to set up an

FY20 Budget Highlights

- ◆ Funds 16.0 FTEs.
- ◆ Includes FT Veterinarian of which 50% is grant funded.
- ◆ Includes FT Veterinarian Assistant of which 50% is grant funded.
- ◆ Includes PT Veterinary Assistant 32 hours/week, which is fully grant funded.
- ◆ Includes a 2% salary increase for all non-bargaining employees.

Department Budget

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund Operating Budget					
Personal Services	625,652	685,368	701,797	16,429	2.4%
OTPS	758,611	830,330	835,488	5,157	0.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,384,263	1,515,699	1,537,285	21,586	1.4%

Department Staff

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Department FTEs					
General Fund FTEs	14.0	15.0	15.0	-	0.0%
Grant FTEs	-	-	1.0	1.0	0.0%
Total FTEs	14.0	15.0	16.0	1.0	6.7%

Fiscal Year 2020 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

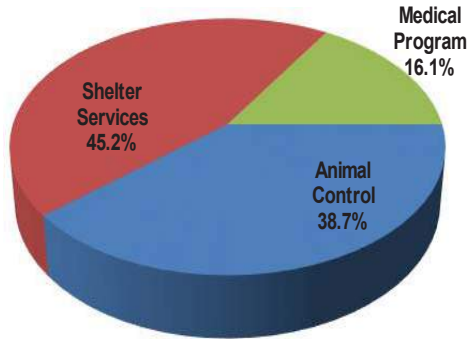
Program Summaries

Animal Control Services—Provides 24/7 animal control services to the cities of Springfield, Chicopee and Holyoke, giving top-priority to calls regarding at-large aggressive animals, ill or injured animals, animal bite cases, assisting law enforcement agencies, and retrieving free-roaming animals.

Shelter Services—Operating out of an 18,000 square foot facility, provides a safe haven for lost, stray, abandoned and surrendered animals. Animal Welfare Specialists implement best practices as they provide effective and compassionate care to every animal.

Medical Program--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 needing temporary housing at the Center. The medical team routinely provides stabilizing emergency care for strays with traumatic injuries.

Program Expenses



Program Budgets

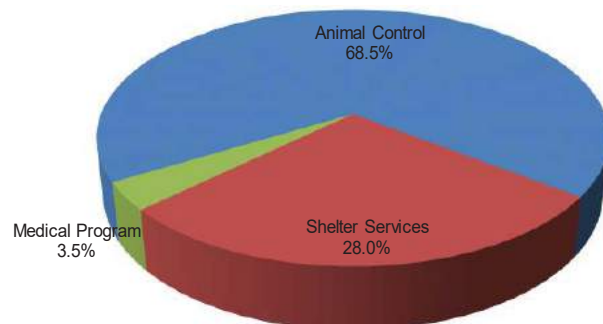
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Animal Control	580,681	664,058	648,861	(15,197)	38.7%
Shelter Services	677,462	774,734	757,005	(17,730)	45.2%
Medical Program	241,951	276,691	270,359	(6,332)	16.1%
Total General Fund Expenditures	1,384,263	1,515,699	1,537,285	21,586	91.7%
Total External Funds Expenditures	115,831	199,785	138,940	(60,845)	8.3%
Total All Funds Expenditures	1,500,094	1,715,483	1,676,225	(39,259)	100%

Revenue Summary

TOTAL REVENUE: \$772,024

- ◆ Adoption Program - \$414,024
- ◆ Shelter Services - \$322,100
- ◆ Medical Fees - \$35,900

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Animal Control	510,483	528,836	528,836	-	68.5%
Shelter Services	208,665	216,167	216,167	-	28.0%
Medical Program	26,083	27,021	27,021	-	3.5%
Total Departmental Revenue	745,231	772,024	772,024	-	100%

Fiscal Year 2020 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	625,652	685,368	701,797	16,429	2.4%
OTPS	758,611	830,330	835,488	5,157	0.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,384,263	1,515,699	1,537,285	21,586	1.4%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	90,849	193,037	138,940	(54,097)	-28.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	24,982	6,748	-	(6,748)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	115,831	199,785	138,940	(60,845)	-30.5%
All Funds Budget	1,500,094	1,715,483	1,676,225	(39,259)	-2.3%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Feeds	12,075	772,024	772,024	-	0.0%
Miscellaneous Revenue	733,156	-	-	-	0.0%
Total Departmental Revenue	745,231	772,024	772,024	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY19 Available	FY20 Projected
Veterinarian Tech Assistance	Grant	6/30/2018	40,560	72,877	54,080
Veterinarian Assistant Grant	Grant	6/30/2018	10,063	108,160	84,860
TJO Training and Behavior Assessment Coordinator Grant	Grant	6/30/2016	-	-	-
Mass Animal Coalition License Plate Grant	Grant	6/30/2018	10,000	12,000	-
Subtotal FY20 Anticipated Grants			60,623	193,037	138,940
Donations	Donation	N/A	31,891	6,748	-
Subtotal Other Funding			31,891	6,748	-
Total External Funds			92,513	199,785	138,940

Fiscal Year 2020 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	580,681	664,058	648,861
FTEs	6.0	6.0	6.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animal of Springfield</i>			
% of priority one calls & two calls	15%	15%	15%
# of events ACOs are first responders	109	43	90
# of free roaming animals impounded	2,440	1,230	2,400
# of animal bites investigated	122	55	95

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Consists of five animal control officers, and one animal control supervisor, who are certified by the Massachusetts Animal Control Officers Association, as well as the Massachusetts Animal Fund Officer Training Program, who provide 24/7 field services. They focus on providing professional, knowledgeable field service for a population of nearly 250,000 throughout a 78 square mile area. TJO animal control officers provided respectable response times, responding to high priority calls in under 17 minutes. Animal control officers are a presence in every neighborhood; responding to a vast variety of animal related field calls providing thorough follow-up for potentially dangerous or nuisance dogs, as well as ensuring humane care standards are met for animals. TJO ACOs have increased activity in programming for feral or community cats, and have had increased community involvement by participating in C3 community policing meetings. Animal control nearly tripled enforcement for Chapter 110 (animal ordinance) violations. We are exploring methods to realize revenue generated by citations.

Over the last year, ACOs responded to approximately 6,800 field calls which represent an increase of 17% over prior year. Of those, 1,428 involved a human in danger (priority 1) or an animal in distress (priority 2). TJO ACOs were first responders along with police and/or fire in 109 cases. There were 130 animal bite investigations and 354 cruelty investigations.

A newly formed relationship with the Springfield Police Detective Bureau has streamlined TJO's ability to report animal cruelty and follow up on cruelty case litigation. Within the Center, a formal follow up program for owners that have failed to meet humane care standards for their animals was implemented, allowing animal control to carefully monitor an animal's living situation ensuring all humane basics are provided for the animals' lifetime. Since implementation, compliance from pet owners has increased from 48% to 64%.

TJO has maintained and strengthened interdepartmental relationships, resulting in increased joint response to ordinance violation complaints with the Springfield Code Enforcement Division.

Fiscal Year 2020 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	677,462	774,734	757,005
FTEs	7.0	7.0	7.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>Decrease the number of homeless and abandoned animals</i>			
# of animals returned to owner	664	429	690
# of homeless and abandoned animals	2,972	2,167	2,940
% increase of shelter adoption	4%	2%	3%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Each year the TJO Adoption Center becomes increasingly popular, with hundreds of patrons visiting the facility each week. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable. Dogs are given a multi-point behavioral assessment prior to adoption to help ensure safe dogs are being returned to the community. In FY13, TJO achieved a 100% adoption rate for adoptable animals, and continues to maintain this impressive standard, placing 1,486 animals into adoptive homes last year. Animals were placed with adoptive families from 163 cities and towns throughout New England, New York and Pennsylvania.

TJO's team of 138 volunteers provide an average of 1,000 hours of service each month in many areas of operations such as greeting, matchmaking, cleaning/disinfecting, veterinary assistance, housekeeping, maintenance, special events, animal transport, animal training and enrichment, animal foster care, website updates, telephones, photography, volunteer training and much more. The economic value of volunteers is widely researched and documented, with the national hourly rate of value set at \$24.69. The economic value of TJO volunteers over the past year is \$296,280.

TJO staff and volunteers participated in 37 community and special events with educational messages about safety around animals and responsible pet ownership. These include many youth and civic groups visiting TJO for tours and educational presentations.

As a result of continuous community engagement, support of the TJO Facebook page soared to nearly 37,000 people. Social media provides TJO an opportunity to broadcast special events, reunite more animals with their families, promote adoptable animals, share important reminders such as vaccination and license deadlines, as well as other messages promoting responsible and humane animal care.

Fiscal Year 2020 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	241,951	276,691	270,359
FTEs	1.0	2.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>Increase the number of Animals Returned to Owner</i>			
# of animals treated	3,046	1,251	2,900
# of rabies vaccinations	2,584	1,187	2,500

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

A veterinary team, comprised of a full time veterinarian and two veterinary technicians, provides services to animals in the shelter four days per week. A veterinarian and one veterinary technician are funded through the general fund for two (10 hour) days each week, and two (10 hour) days are funded through the Foundation for TJO Animals (a five-star rated 501(c)3 organization). An additional veterinary assistant is grant funded for 32 hours each week through the Foundation for TJO Animals. The TJO veterinarian examines every animal presenting with a medical problem as well as each animal made available for adoption. The veterinarian administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries resulting from trauma or abuse, such as limb amputation, tumor removal, hernia repair and dental procedures. Over the last year, the vet/tech team performed 986 surgical procedures, in addition to being responsible for the wellness of 3,700 impounded animals and assisting hundreds of economically-challenged pet owners in the cities we serve.

A large number of animals arrive to the Center injured or in very poor condition. These animals often need a considerable or extraordinary amount of veterinary care to ensure that they are well enough for adoption. Expenses for non-critical surgeries and treatments are not funded by the City, but instead are funded by the Foundation for TJO Animals.

TJO's veterinarian is frequently involved with law enforcement cases involving animals. She performs physical exams, necropsies, medical reports and gives professional opinions to law enforcement departments, as well as testifies in court regarding cases of cruelty or neglect. Most recently, she assisted with processing a cruelty case that was a joint investigation between the Springfield Police Department, State Police Lab and TJO which involved bullet removal in a deceased dog involved in a homicide case.

Fiscal Year 2020 Budget and Program Summaries

THOMAS J. O’CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Adoption Services				
Personal Services	-	-	-	
OTPS	2,300	(6,800)	47,996	(4,493)
Animal Control				
Personal Services	-	(14,296)	-	
OTPS	18,017	(10,000)	32,944	
Total Adjustments	20,317	(31,096)	80,940	(4,493)

Notes

- ◆ OTPS—\$4,493 decrease to level service request due to historical spending.

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Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

Mission

The mission of the Springfield Health and Human Services Department is to promote physical and mental health, control communicable diseases and sanitize the environment to prevent disease, injury and disability for the residents of the City of Springfield. The Department also is mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

FY19 Department Highlights

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, SDHHS is charged with developing policies that will protect the health and well-being of residents and ensuring a quality, diverse, healthcare workforce by improving access to education, employment, and health services.

Policy recommendations included increasing the age of buying tobacco products from 18 to 21. The Springfield City Council added the fees to the regulation; another policy recommendation that is in the process of being discussed is syringe access services.

Health Services Resources Administration (HRSA) spent three days auditing the Health Services for the Homeless grant and the Health Center received a favorable review on program and expenditures.

The Department of Health and Human Services opened cooling centers in the city at various places during the summer months.

FY20 Budget Highlights

- ◆ Funds 24.6 General Fund FTEs, and 23.4 Grant FTEs.
- ◆ Animal Control Services.
- ◆ Pesticides & Herbicides—Rat Bait & Mosquito Control Program.
- ◆ Public Health Information Materials.
- ◆ Physician Services for Nursing Unit.
- ◆ Staff training for registered nurses

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,146,237	1,465,866	1,523,153	57,287	3.9%
OTPS	240,278	230,444	250,244	19,800	8.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,386,515	1,696,310	1,773,397	77,087	4.5%

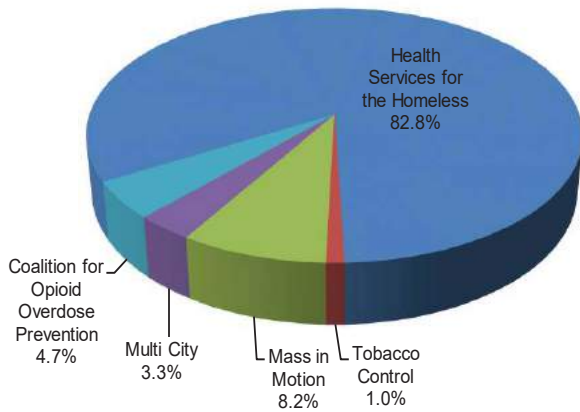
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	23.0	25.0	24.6	(0.4)	-1.6%
Grant FTEs	18.0	21.0	23.4	2.4	11.4%
Total FTEs	41.0	46.0	48.0	2.0	4.3%

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

Program Expenses



Program Summaries

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.

Tobacco Control - helping the residents of Springfield understand the hazards of tobacco smoke.

Mass in Motion- support work to prevent obesity, diabetes, heart disease and stroke, and reduce health disparities among adults through a combination of community, clinical and health system interventions.

Multi-City- provides mental health services to children ages 0-6 with serious emotional disturbances.

Prevention - implements components of prevention and intervention programs for youth.

Program Budgets

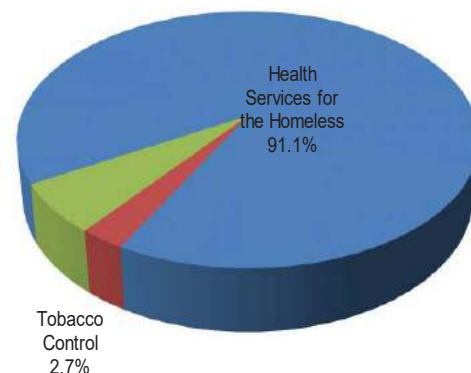
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Health Services for the Homeless	4,205,352	4,853,768	5,046,118	166,550	82.8%
Tobacco Control	50,516	60,835	60,832	(3)	1.0%
Mass in Motion	439,577	500,000	500,000	-	8.2%
Multi City	244,063	198,000	198,000	-	3.3%
Coalition for Opioid Overdose Prevention	243,652	259,388	285,000	25,612	4.7%
Total General Fund Expenditures	1,386,515	1,696,310	1,773,397	77,087	28.8%
Total External Funds Expenditures	4,238,510	708,851	4,316,553	3,607,702	71.2%
Total All Funds Expenditures	5,625,025	2,405,161	6,089,950	3,684,789	100%

Revenue Summary

TOTAL REVENUE: \$522,000

- ◆ Licenses and Permits - \$520,000
 - ◇ Food Service Establishment
 - ◇ Burial Permit
 - ◇ Mobile Food Service
 - ◇ Retail Food
 - ◇ Milk
 - ◇ Disposal Works Construction
- ◆ Fine and Forfeits - \$2,000

Program Revenue



Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Health Services for the Homeless	369,485	370,000	520,000	150,000	97.1%
Tobacco Control	10,425	11,000	2,000	(9,000)	2.9%
Host Agreement - Med Marijuana	25,000	-	150,000	150,000	6.6%
Total Departmental Revenue	379,910	381,000	522,000	141,000	100%

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	1,146,237	1,465,866	1,523,153	57,287	3.9%
OTPS	240,278	230,444	250,244	19,800	8.6%
Capital	-	-	-	-	0.0%
Total General Funds	1,386,515	1,696,310	1,773,397	77,087	4.5%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	4,215,601	705,926	4,216,553	3,510,627	497.3%
Enterprise/Revolving Funds	18,159	-	100,000	100,000	0.0%
Donations/Trusts	4,750	2,926	-	(2,926)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	4,238,510	708,851	4,316,553	3,607,702	509.0%
All Funds Budget	5,625,025	2,405,161	6,089,950	3,684,789	153.2%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Other Permits	344,485	370,000	370,000	-	0.0%
Departmental Fines	10,425	11,000	2,000	(9,000)	-81.8%
Host Agreement Med Mari	25,000	-	150,000	150,000	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	379,910	381,000	522,000	141,000	37.0%
External Funding Sources	Type of Funding	Expiration Date	FY19 Available	FY19 Available	FY20 Projected
Health Care for the Homeless	Grant	7/30/2017	1,818,228	-	2,205,784
Health Services for the Homeless-Medical Assistance	Grant	N/A	682,650	-	873,000
Mass in Motion-1422 Grant	Grant	3/29/2018	398,804	-	440,000
Mass Multi-City Young Children's Mental Health	Grant	9/30/2017	244,063	198,000	198,000
Mass Call II	Grant	6/30/2017	106,159	100,000	100,000
Oral Health Services Expansion	Grant	1/31/2017	91,824	-	-
Partnership for Success	Grant	6/30/2018	71,315	85,000	85,000
Mass Substance Abuse Collaborative	Grant	6/30/2018	66,177	100,000	100,000
Men of Color Health Awareness (MOCHA)	Grant	1/31/2018	78,897	90,000	93,937
Tobacco Control Program	Grant	6/30/2018	50,516	70,000	60,832
Mass in Motion-Community Transformation	Grant	6/30/2018	40,773	60,000	60,000
AHEC Model- Carry Over	Grant	6/30/2020	36,740	-	-
ORI-TAG	Grant	9/30/2017	61,014	-	-
Medical Education	Grant	N/A	26,575	-	-
Subtotal FY20 Anticipated Grants			3,773,737	703,000	4,216,553
Donations	Donation	N/A	4,750	2,926	-
Handicap Fund	Revolving	N/A	18,159	-	100,000
Subtotal Other Funding			22,909	2,926	100,000
Total External Funds			3,796,646	705,926	4,316,553

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Health Services for the Homeless

Health Services for the Homeless	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	4,205,352	4,853,768	5,046,118
FTEs	33.0	34.0	41.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	3,457	3,900	4,000
# of homeless children (under 17) receiving health care	30	100	300
# of homeless receiving dental care	656	800	900
# of homeless receiving social services	2,000	2,100	2,200

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

Target population: Persons in our service area experiencing homelessness or at risk of becoming homeless. One of our recent successes focused on increasing our on-site mental health services to our clients whose primary language is Spanish. We did so by applying and receiving a grant to subsidize both mental health counseling and psychiatry services for this population. A Spanish speaking mental health counselor is now available four days per week. That counselor sees both scheduled patients and walk-ins. This counselor is primarily at our Open Door site; however, they are mobile and also see clients at our Worthington Street site. Currently, the psychiatrist keeps slots available for Health Services for the Homeless clients, so that they are not on a waiting list. This gives our clients rapid access to mental health therapy and needed medications. Many of our patients struggle with chronic diseases (asthma, diabetes, coronary related) as well as mental illness and addiction to substances. A large portion of our patients are being served when staff is linguistically competent in Spanish and English. The hiring of support staff has been a challenge over many years; however, it has become more acute as our population experiences demographic shifts.

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Tobacco Control

Tobacco Control	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	50,516	60,835	60,832
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>Prevent youth from purchasing tobacco products</i>			
\$ permits issued	\$26,950	\$21,950	\$27,000
# of investigated complaints and conducted onsite inspections	250	90	275
% of tobacco retailers adhering to youth access regulations	82%	76%	85%

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Conduct requisite inspections to monitor compliance, including tobacco sales.
- Issue fines, citations, and suspension of permits for violations.
- Conduct routine inspections of tobacco retailers to check for signage, permits, self service displays, and other violations.
- Conduct routine inspections of local bars and restaurants to ensure compliance with the state smoke-free workplace law.
- Issue tobacco sales permits.
- Educate the public regarding the harmful effects of tobacco.
- Report violations of liquor establishments to liquor commission.
- Maintain current list of local tobacco retailers.
- Conduct merchant education workshops.
- Recently across the City, the youth have done multiple presentations including presenting to the Public Health Council, City Council and at neighborhood councils and community organizations. They were instrumental in getting the T21 regulation passed and have obtained letters of support from various organizations McKnight, Old Hill and South End Councils. They have also received verbal agreements for letters of support from others.

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Mass in Motion

Mass in Motion	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	439,577	500,000	500,000
FTEs	2.0	2.0	2.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>Promote opportunities for healthy eating and active living</i>			
# of corner stores engaged in healthy retail outreach	6	6	7
# of funded open gym sites	6	6	6
# of Diabetes Prevention Program (DPP) courses offered	7	7	7
# of patients referred to DPP	100	100	120
# of Community Health Workers hired	5	5	5

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Attend quarterly coordinator meetings to network with other Mass in Motion communities and share strategies around healthy eating, active living, and build environment improvements.
- Worked to increase availability of produce and healthy snack options in areas of the City lacking full service grocery stores.
- Recently formed a new partnership with the Office of Planning and Economic Development to uplift the small business loan program and storefront improvement loan program under a healthy retail mission statement.
- In the process of engaging with community partners and healthy retail stakeholders to formalize a Healthy Retail Program in the City of Springfield.
- Sat on Youth Nutrition Subcommittee of the Springfield Food Policy Council to sustain school gardens and school nutrition initiatives.
- Identified funding for open gyms program and identified school gyms in neighborhoods with the greatest need or safe open space in coordination with the Department of Parks and Recreation. Sites are designated to stay open after normal hours and provide Springfield youth with safe spaces to stay physically active during the winter months.
- Currently restructuring safe parks program into sustainable program embedded within a community partner.
- Continued to partner with the Safe Routes to School lead and Bay State Community Health Manager, to onboard new Safe Routes to School member schools.
- Continued to provide Walk Boston Technical Assistance to new Safe Routes to School members.
- Continued to participate in citywide complete streets implementation process.
- 1422 funds support work to prevent obesity, diabetes, heart disease and stroke, and reduce health disparities among adults through a combination of community, clinical and health system interventions.
- Hired three Community Health Workers at Caring Health Center.
- Community Health Workers referred patients to 132 outside resources.
- Offered 5 Diabetes Prevention Program courses at no charge to the community.
- Added 47 signs to Springfield that promote walkability.
- Distributed 6,014 walking maps.
- Conducted baseline nutrition and beverage standards at every Bay State Hospital Health Center site, in partnership with technical assistance from Harvard.

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Multi City

Multi City	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	244,063	198,000	198,000
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of Young Children's SOC meetings held	9	2	0
# of children enrolled for direct services	26	3	30
# of SOC Parent Council meetings held	8	0	7

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Overall goal is to strengthen the local system of care through:
 - Engagement and integration of key local systems and stakeholders;
 - Service provision through a clinician/family partner team from a community mental health services provider (Gandara Center);
 - Training and professional development;
 - Social marketing;
 - Family engagement;
 - Quality improvement;
- Focus is on families with children ages 0-6 that have serious emotional disturbances.

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	243,652	259,388	285,000
FTEs	3.0	3.0	3.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>Reduce the number affected by opiate abuse and overdose</i>			
# of newly informed and trained community stakeholders	N/A	77	100

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Foster Springfield Police Department’s involvement with SCOOP and promote more community engagement events with the SPD.
- Facilitate dialogue between SPD and Mercy Hospital to develop a knock and talk post-overdose outreach program.
- Develop new community NARCAN training sessions for Springfield stakeholders.
- Co-chair Hampden County Addiction Taskforce, along with Hampden County Sheriff’s Department & District Attorney’s Office.
- Facilitate monthly working group with Holyoke-based treatment providers in developing a more streamlined treatment process in order to prevent relapse.
- Build SCOOP capacity with the Cities of Springfield, Holyoke, Chicopee, and the Town of East Longmeadow.
- Work with Pioneer Valley Opioid Database Collaborative to develop an opioid overdose database for Hampden & Hampshire Counties.
- Attend community meetings.
- Coordinate community engagement sessions for the community.
- Attend professional development sessions provided for and occasionally mandated by DPH.
- Complete DPH’s quarterly reports as indicated.
- Process, track, and evaluate data collected from data sources.
- Create a database and map instances of overdoses within the Cities of Springfield, Chicopee, Holyoke, and the Town of East Longmeadow.
- Research and seek sustainability strategies for the coalition and its members.
- Hold quarterly coalition meetings and disseminate relevant data and documentation to coalition members.
- Conduct monthly harm reduction work group meetings.
- Coordinate parent workshops on access to alcohol and social hosting laws.
- Promote use/adoption of evidence-based substance use prevention curriculum in schools.
- Build capacity of local coalitions and youth serving organizations.
- Promote data informed approaches to youth substance use prevention.

Fiscal Year 2020 Budget and Program Summaries

HEALTH DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Health Services for the Homeless				
Personal Services	-	(1,172)	63,141	6,000
OTPS	(12,277)	(2,600)	-	19,800
Total Adjustments	(12,277)	(3,772)	63,141	25,800

Notes

- ◆ Personal Services—\$6,000 Increase necessary for cold weather task force.
- ◆ OTPS—\$19,800 Increase necessary due to Division relocation to 311 State Street.
- ◇ \$4,200 decrease due to historical spending.

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Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

Mission

The Department of Elder Affairs: where we encourage everyone to create their own handbook for aging well via services that support living better.

FY19 Department Highlights

The Department of Elder Affairs provides a continuum of services that supports a holistic approach to living better. These services range from center-based programs, to advocating for the needs of elders citywide. The department offers recreational and educational programs at 5 sites throughout the City. The department provides outreach and referral services that enables elderly citizens' access to resources critical to their daily well-being. The department retrains and places low income, unemployed, mature workers back into the workforce through its SCSEP program, via a Senior Service America Grant within Hampden and Hampshire County. This program is supported by the Department of Labor and Senior Service America. Our very own Suzette Livingston has been singled out for excellence in her management and implementation of, the SCSEP Division. This is a national recognition and we couldn't be more proud! The Department of Elder Affairs administers the Greater Springfield Senior Service Outreach program providing information on benefits and services, collaborating with agencies and businesses to assist seniors.

The Department of Elder Affairs administers the Serving Health Information Needs of Everyone (SHINE) Program from the Executive Office of Elder Affairs for all of Hampden County and parts of Hampshire County. This program assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. In addition, the department oversees the private nonprofit 501(c) 3 Golden Age Club, Inc. a recreational club that promotes travel, tours and holds weekly meetings at 5 locations throughout the city.

2,176 senior members at the RAJ Center, with 625 members in the RAJ Fitness Center. 2,717 total members at all COAs.

SHINE, Outreach and SCSEP Divisions serviced over 6,000 seniors, each division reached and surpassed required goals

DEA became partners with several community agencies, bringing creative new programming/services to our seniors:

AARP (FREE tax prep for 132 seniors), Springfield College, SPD ("Cookies with Cops" initiative), Spfld. Libraries/Museums, SFD (Home Safety Program), Putnam Academy, Big Y (Nutrition Series), AIC, Home Depot (DIY projects), Fallon Health, Focus Springfield, SHA (Reaching out to Seniors to let them know of the services DEA can provide), PVTA (FREE transportation to DEA's RAJ Center for Special Events), Mass Senior Action, and GAC.

FY20 Budget Highlights

- ◆ Funds 8.6 General Fund FTEs.
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Various events for Senior Centers

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	260,421	406,736	412,900	6,164	1.5%
OTPS	16,891	126,668	123,779	(2,889)	-2.3%
Capital	-	-	-	-	0.0%
Total General Funds	277,312	533,404	536,679	3,275	0.6%

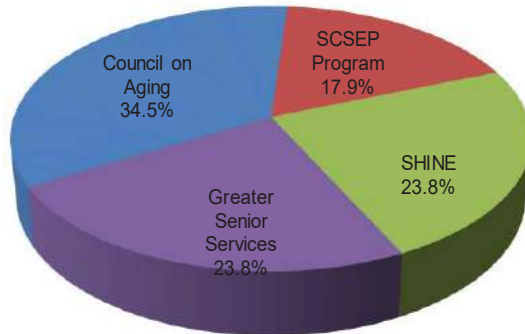
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	5.6	8.6	8.6	-	0.0%
Grant FTEs	11.7	12.7	10.4	(2.3)	-18.1%
Total FTEs	17.3	21.3	19.0	(2.3)	-10.8%

Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

Program Expenses



Program Summaries

Council on Aging - Senior Centers provide health and recreational activities for Springfield senior residents.

SCSEP - Promotes the transition of unemployed mature worker from subsidized to unsubsidized employment.

SHINE - Assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits.

Greater Senior Services - Provides information on benefits and services available to seniors through outreach care.

Program Budgets

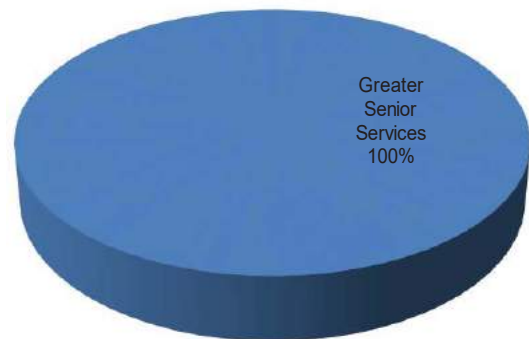
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Council on Aging	442,164	533,335	541,267	7,932	34.5%
SCSEP Program	228,706	275,863	279,966	4,103	17.9%
SHINE	304,941	367,817	373,288	5,470	23.8%
Greater Senior Services	304,941	367,817	373,288	5,470	23.8%
Total General Fund Expenditures	277,312	533,404	536,679	3,275	33.9%
Total External Funds Expenditures	1,003,439	1,011,429	1,031,129	19,700	66.1%
Total All Funds Expenditures	1,280,751	1,544,833	1,567,808	22,975	100%

Revenue Summary

TOTAL REVENUE: \$40,950

- ◆ Departmental Fees \$40,950

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Greater Senior Services	22,216	-	40,950	40,950	100%
Total Departmental Revenue	22,216	40,950	40,950	-	100%

Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	260,421	406,736	412,900	6,164	1.5%
OTPS	16,891	126,668	123,779	(2,889)	-2.3%
Capital	-	-	-	-	0.0%
Total General Funds	277,312	533,404	536,679	3,275	0.6%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	985,617	1,011,429	1,031,129	19,700	1.9%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	17,822	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,003,439	1,011,429	1,031,129	19,700	1.9%
All Funds Budget	1,280,751	1,544,833	1,567,808	22,975	1.5%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	22,216	40,950	40,950	-	100%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	22,216	40,950	40,950	-	100%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY19 Available	FY20 Projected
CDBG Entitlement	Grant	6/30/2020	617,142	-	20,000
Senior Aide	Grant	6/30/2019	217,514	550,846	550,846
Greater Springfield Senior Services Inc.	Grant	9/30/2019	78,381	87,328	87,328
SHINE	Grant	6/30/2019	53,514	99,996	99,996
Council on Aging	Grant	6/30/2019	9,473	272,959	272,959
Comcast- Senior Citizens	Grant	6/30/2013	3,123	-	-
One Care Fund Program	Grant	6/30/2018	4,670	-	-
Go4Life Family Fun Walk Event	Grant	10/30/2019	1,800	300	-
Subtotal FY20 Anticipated Grants			985,617	1,011,429	1,031,129
Elder Affairs Donations	Donation	N/A	17,822	900	-
Plainfield Street Fitness Center	Donation	N/A		-	
Senior Center Donations	Donation	N/A		900	
Subtotal Other Funding			17,822	900	-

Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Council on Aging

Council on Aging	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	442,164	533,335	541,267
FTEs	5.8	5.8	5.8
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
To encourage senior participation through health and recreational activities			
Number of participants in recreational activities	2,717	1,183	2,853

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

The Council on Aging (Senior Centers) provides health and recreational activities for Springfield senior residents. These Centers include Riverview, Hungry Hill, Clodo Concepcion Community Center, the Fitness Center, and the brand new Raymond A. Jordan Senior Center, all of which are located throughout the City. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing at all Senior Centers, and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SCSEP Program

SCSEP Program	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	228,706	275,863	279,966
FTEs	3.5	3.5	2.2
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
To assess and address the needs of seniors			
Number of seniors transitioned from subsidized to unsubsidized employment	18	19	15
Number of unsubsidized job placements	18	19	15
Number of enrolled participants	48	42	42

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

The SCSEP 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. (SSAI). The DEA contract is a yearly contract. The contract calls for clear goals and outcomes which were once again, met and surpassed in 2018.

This year, The SCSEP Coordinator, Suzette Livingston, has been singled out by The Department of Labor and Senior Service America, Inc., as the national role model for the SCSEP Program. Representatives from these two agencies will be coming to the RAJ Center to conduct a focus group and feature the division nationally as a “ what to do to be successful” matrix for all others to follow. We couldn’t be more proud of the dedicated, hard-working team!

Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	304,941	367,817	373,288
FTEs	4.0	4.0	4.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
To improve awareness of benefits and services available to seniors			
Number of home visits	250	190	233
Number of community presentations	30	58	19
Number of seniors assisted	3,200	3,104	2,953

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

Senior Health Information Network and Education. The SHINE program provides information on benefits and services available to seniors, 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, underinsured, uninsured or homeless.

SHINE is a 2 year state contract from FY17-FY18. We anticipate this program being 80% funded again in 2019 and await the next contract beginning on July 1, 2018. This contract is allocated through Federal, State, and Affordable Care Act legislature.

Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	304,941	367,817	373,288
FTEs	4.0	4.0	7.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
To improve awareness of benefits and services available to seniors			
Number of follow-up home visits	86	25	60
Number of community presentations	27	12	36
Number of information and referral services	5,012	2353	5,500

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

The Greater Springfield Senior Services, Inc. (GSSSI) Outreach 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 and case management, 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, underinsured, uninsured or homeless.

This is a 3-year Federal grant, currently in its last year. The DEA is a sub-grantee of the Greater Springfield Senior Services grant and is a Title 3b program with the Department of Agriculture.

Fiscal Year 2020 Budget and Program Summaries

ELDER AFFAIRS

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Council on Aging				
Personal Services	-	(123)	-	
OTPS	-	(9,405)	116,300	(2,889)
SHINE	-	-	-	-
OTPS	1,700	-	-	-
Total Adjustments	1,700	(9,528)	116,300	(2,889)

Notes

OTPS—\$2,889 decrease due to historical spending.

Fiscal Year 2020 Budget and Program Summaries

VETERAN SERVICES

Mission

To fulfill President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan," by serving and honoring the men and women who are America's Veterans. The mission of the Springfield Department of Veteran Services (DVS) is to honor America's Veterans by providing exceptional services which improves their health and well-being. The Springfield DVS advocates on behalf of all the Commonwealth's veterans, provides quality supportive services and directs an emergency financial assistance program for veterans and their dependents in need.

FY19 Department Highlights

- ◆ Continued to provide historic levels of support to veterans and their families by:
 - ◇ Coordinating and acquiring several winter jackets, holiday gifts for children, "homeless kits" and various other items for free, to provide to Springfield's Veterans.
 - ◇ Providing DD214s (military discharges) needed for access to all veteran benefits at the city, state and federal levels
 - ◇ Expanding aid and attendance benefits that improve quality of life.
 - ◇ Assistance with HUD VASH voucher application process, apartment search and financial assistance in securing and maintaining and furnishing apartments.
 - ◇ Getting homeless veterans into shelters/transitional houses or hotels while waiting for permanent housing.
 - ◇ Promoting jobs with MGM and Trade Unions.
 - ◇ Increasing outreach efforts via social media to promote advocacy and awareness of the Chapter 115 program.
- ◆ Supported the Mayor's initiative to end homelessness through collaboration and partnership with various organizations; Successfully placed 13 veterans into permanent housing.
- ◆ Complied with the new state mandate, which requires VSOs to be certified by attending the mandated State Department of Veterans' Services training and development.
- ◆ We have enhanced and improved veteran's quality of life and functioning.
- ◆ Continued efforts in medical cost avoidance and cost reduction; collaborations with Springfield Greater Senior Services, SHINE and Elder Affairs.
- ◆ Actively reduced caseload by facilitating application and receipt of numerous alternative sources of income.
- ◆ Coordination of public events on Veterans' Day, Vietnam Veterans' Day and Memorial Day. Each Memorial Day and Veterans' Day, over 22,000 flags are placed on the graves of Veterans interred in Springfield cemeteries. Planned and executed the Veterans' Day Parade.
- ◆ Provided emergency services to Puerto Rican Veterans and their families in supporting them getting their lives back on track after the devastation from storms on the Island.

FY20 Budget Highlights

- ◆ Funding supports 6.0 General Fund FTEs.
- ◆ Includes a 2% salary increase for non-bargaining and union employees.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	305,260	351,790	362,378	10,587	3.0%
OTPS	1,443,881	1,717,057	1,404,016	(313,041)	-18.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,749,141	2,068,847	1,766,394	(302,454)	-14.6%

Department Staff

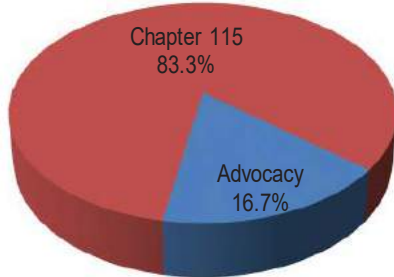
Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	6.0	6.0	6.0	-	0.0%
Total FTEs	6.0	6.0	6.0	-	0.0%

Fiscal Year 2020 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Program Expenses



Advocacy - Processes applications for veterans' benefits for financial assistance. Function as a change agent which impacts their housing, employment, health, social well-being for our veterans and families.

Chapter 115 - Provides financial and medical assistance to qualified veterans and their dependents.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Advocacy	291,524	344,808	294,399	(50,409)	16.7%
Chapter 115	1,457,618	1,724,040	1,471,995	(252,045)	83.3%
Total General Fund Expenditures	1,749,141	2,068,847	1,766,394	(302,454)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	305,260	351,790	362,378	10,587	3.0%
OTPS	1,443,881	1,717,057	1,404,016	(313,041)	-18.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,749,141	2,068,847	1,766,394	(302,454)	-14.6%
External Funds Budget	FY18 Actual	FY19 Available	FY19 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,749,141	2,068,847	1,766,394	(302,454)	-14.6%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	291,524	344,808	294,399
FTEs	1.0	1.0	1.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>their dependents</i>			
Monthly Average of Veterans receiving City Subsidy	500	498	400
% of successful advocacy claims / appeals	85%	90%	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

The Department of Veterans' Services was contacted and used as the focal information center for external agencies as well as internal departments in the city for any and all veteran benefit information.

Our department continued to strengthen the staff's performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

Department greatly enhanced its readiness posture by creating policies and procedures to coordinate and execute a wide range of services and emergency assistance.

The department's staff has actively participated in numerous meetings, schools and college visits, and television and radio talk shows to share information about veterans and the services available as part of our outreach efforts. Created a social media page to better inform and communicate with our local community.

Actively coordinated with public and private agencies to ensure veterans receive all available services and benefits which in turn decreases our department's budget.

Provided training for the City's Department of Elder Affairs and Greater Springfield Senior Services on local, state and federal benefits for their veteran clients.

VETERAN SERVICES

Program Summaries

Chapter 115

Chapter 115	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,457,618	1,724,040	1,471,995
FTEs	5.0	5.0	5.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
<i>Provide financial and medical assistance to qualified Veterans and their dependents</i>			
# of new applications for benefits approved	88	72	100
% increase of financial assistance to qualified Veteran	3%	0%	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department Veteran Services 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 internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department was called upon several times by the state to coordinate with the State Office of the Chief Medical Examiner to arrange for proper disposition of the remains of several indigent veterans after investigation of unattended deaths.

Fiscal Year 2020 Budget and Program Summaries

VETERAN SERVICES

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Advocacy				
Personnel Services	47,721	-	-	-
Chapter 115				
OTPS	(200,000)	(446,288)	(497,551)	(313,041)
Total Adjustments	(152,279)	(446,288)	(497,551)	(313,041)

Notes

OTPS— \$313,041 Decrease due to historical spending.

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Mission

Building connections, broadening horizons and strengthening the community. The Springfield City Libraries are the community's source for literacy, technology and information.

FY19 Department Highlights

The Library continues to thrive under the Re: Think Springfield City Library model. The model brought increased hours for the branches and a large increase in the number of programs and materials offered to residents. Expanded programming and services coordinated by our programming and outreach teams continue to address important Springfield issues and use of Library programs and services by Springfield residents continues to increase. In FY19, there are significant increases in program attendance, computer uses, number of cardholders and items borrowed. With over \$225,000 in additional funding from the City we were able to upgrade 125 public computers and wireless access at all of our locations to meet public demand and expectations.

The new East Forest Park Branch Library is rising at a speedy clip. With work steered by Library leadership in collaboration with the City's Department of Capital Assets construction, the project is on track to open to the public in late fall 2019. We received in CPA funding of \$138,000 to create new outdoor recreation space at the branch, expanding the ways it can be used by residents. Neighbors remark daily on the attractive design and can't wait to visit their new library. The Foundation's Capital Campaign, with a target of \$2 million dollars, raised over \$1 million of that goal in one year, raising the profile of the Foundation in the business community and among residents.

Phase one of the Central Library's accessibility and usability facilities upgrade plan is nearly complete, with a new plaza and ramp set to open in the summer of 2019, repaired roof and internal storm gutters in place to stem persistent water damage, replaced decorative terra cotta on the roof, and a historically correct State Street staircase ready to welcome visitors, all thanks to \$4 million in funding from the City .

The high quality and impact of the work done by library staff have again been recognized with awards and grants. The Irene E. and George A. Davis Foundation awarded \$200,000 to the Library to assume leadership of the nationally-recognized Reading Success by 4th Grade initiative. We secured a federal grant from the MBLC to expand programming and collections for Springfield children in the critical area of STEM (Science, Technology, Engineering, and Math). Greater Springfield Senior Services funded a series of programs at the Indian Orchard Branch designed to alleviate isolation among Springfield seniors. Programs are also funded by the Mass Cultural Council and the Friends of the Springfield Library.

FY20 Budget Highlights

- ◆ Funds 78.3 General Fund FTEs and 11.5 Grant FTEs.
 - ◇ Positions added to the department for FY20 include a Digital Service Librarian, an additional Page, and a Clerk for the new East Forest Park Branch Library.
- ◆ Includes a 2% salary increase for non-bargaining and union employees.
- ◆ Includes funding for New East Forest Park Branch Library.
- ◆ Includes funding for Read Write Now program.
- ◆ Maintains hours at the branches and the Central Library– 268 hours/week.
- ◆ Automated resource sharing services for Library; Library Materials 12% compliance.
- ◆ Fully fund security, electricity, public computers, and DATA at all locations.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	3,052,361	3,215,623	3,398,823	183,200	5.7%
OTPS	1,375,991	1,465,643	1,621,396	155,752	10.6%
Capital	46,983	47,000	25,000	(22,000)	-46.8%
Total General Funds	4,475,335	4,728,266	5,045,219	316,952	6.7%

Department Staff

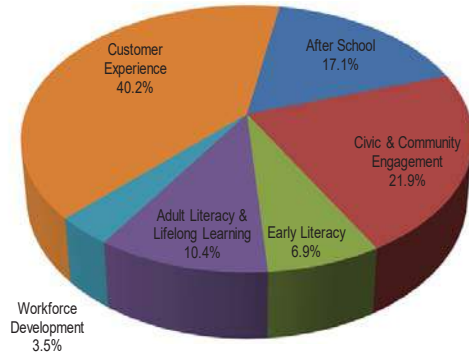
Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	76.1	75.6	78.3	2.7	3.6%
Grant FTEs	11.2	11.2	11.5	0.3	2.7%
Total FTEs	87.3	86.8	89.8	3.0	3.5%

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Program Summaries

Program Expenses



After School - High quality educational and leisure opportunities for Springfield youth, from birth through age seventeen.

Civic & Community Engagement - Outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences.

Early Literacy - Programs are offered for the education, entertainment, and enlightenment of these groups.

Adult Literacy & Lifelong Learning- Resources and skills that they need to explore topics of personal interest and continue to learn throughout their lives.

Workforce Development- Helps residents with the opportunity to attain steady and meaningful jobs.

Customer Experience - Provides timely and accurate information

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
After School	954,819	957,165	968,458	11,292	17.1%
Civic & Community Engagement	1,221,424	1,224,426	1,238,871	14,445	21.9%
Early Literacy	384,408	385,352	389,899	4,546	6.9%
Adult Literacy & Lifelong Learning	576,611	578,028	584,848	6,819	10.4%
Workforce Development	192,204	192,676	194,949	2,273	3.5%
Customer Experience	2,238,244	2,243,745	2,270,215	26,471	40.2%
Total General Fund Expenditures	4,475,335	4,728,266	5,045,219	316,952	89.3%
Total External Funds Expenditures	1,092,374	853,126	602,021	(251,105)	10.7%
Total All Funds Expenditures	5,567,709	5,581,393	5,647,240	65,847	100%

Revenue Summary

TOTAL REVENUE: \$75,000

◆ Fees / Fines - \$75,000

◇ Late Charges

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Customer Experience	48,959	75,000	75,000	-	100%
Total Departmental Revenue	48,959	75,000	75,000	-	100%

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	3,052,361	3,215,623	3,398,823	183,200	5.7%
OTPS	1,375,991	1,465,643	1,621,396	155,752	10.6%
Capital	46,983	47,000	25,000	(22,000)	-46.8%
Total General Funds	4,475,335	4,728,266	5,045,219	316,952	6.7%
External Funds Budget	FY18 Actual	FY19 Available	FY19 Projected	Variance FY20-FY19	Percent Change
Grant Funds	866,249	723,140	474,150	(248,990)	-34.4%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	226,125	129,986	127,871	(2,115)	-1.6%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,092,374	853,126	602,021	(251,105)	-29.4%
All Funds Budget	5,567,709	5,581,393	5,647,240	65,847	1.2%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fines	42,061	75,000	75,000	-	0.0%
Total Departmental Revenue	42,061	75,000	75,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
LSTA Citizenship Corners	Grant	9/30/2018	266,254	-	-
LSTA Mind in the Making	Grant	9/30/2018	219,678	-	-
LSTA Stem Learning Grant	Grant	9/30/2019	148,608	7,500	-
ABE Grant	Grant	8/31/2018	12,711	120,000	-
Excite Transformation for Libraries	Grant	11/30/2018	6,986	3,000	-
You're Invited- Re-Engage Grant	Grant	9/27/2019	4,566	5,000	-
Mass Cultural Council for Libraries	Grant	6/30/2019	3,000	11,400	11,400
Mass Cultural Council for Libraries- Capital G	Grant	12/31/2017	2,364	-	-
MBLC State Aid	Grant	6/30/2020	1,645	146,513	293,024
Early Childhood Resource Center	Grant	6/30/2020	1,288	9,333	9,333
East Forest Park Library- Technology Grant	Grant	6/30/2019	1,000	75,000	-
Mason Square Library	Grant	6/30/2018	825	145,394	145,393
Family Child Care Literacy	Grant	9/30/2018	641	-	-
Inclusive Internship Initiative	Grant	12/31/2018	15	-	-
Indian Orchard/Brightwood Mass Literacy	Grant	1/3/2020	-	-	-
Springfield Library Foundation	Grant	2/14/2020	-	-	15,000
LENA Start Early Literacy	Grant	7/31/2019	-	-	-
The Reading Success by Fourth Grade Initiati	Grant	2/8/2022	-	200,000	-
Subtotal FY20 Anticipated Grants			669,580	723,140	474,150
Sixteen Acres Branch Donation	Donations	N/A	60,462	-	-
Library Donations	Donations	N/A	119,760	1,505	2,500
Walker Trust	Trust	N/A	60,146	33,849	48,000
Moses Trust	Trust	N/A	38,862	15,197	21,550
James Garvey Trust	Trust	N/A	73,575	30,040	6,583
James Corcoran Trust	Trust	N/A	-	24,395	49,238
Endowment Interest	Endowment	N/A	113,780	25,000	-
Subtotal Other Funding			466,584	129,986	127,871
Total External Funds			1,136,164	853,126	602,021

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Program Summaries

After School

After School	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	954,819	957,165	968,458
FTEs	13.5	13.0	13.4
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
YA Programs	593	360	650
YA Program Attendance	5,802.00	4,284	7,500
Partnerships with Organizations	10	12	15
Circulation of Young Adult Materials	68,974	29,843	70,500
Young Adult Cardholders	10,207	11,245	12,850

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

The After School Team offers programs that give teens a chance to design, build, and create. This year, we hosted a teen intern through a program funded by the national Public Library Association. A Springfield teen spent the summer learning about work in the library ranging from creating teen book displays, social media, assisting with program planning and delivery, and helping represent the library at conferences. We hope to continue hosting teen interns in collaboration with the Springfield Public Schools.

We partnered with the Latino Education Institute on a project funded by Mass Humanities. This after school culture and literacy program for middle school youth who are English language learners visited the library weekly to learn about library resources and provided enrichment material for their projects. The program concluded with a celebration and reader's theater performance for the students' families. A 15th annual Chibicon anime festival drew attendance significantly higher than last year.

At Brightwood, teens helped the staff Excite Team plan a series of programs designed to provide creative, educational, and social outlets for neighborhood youth. The Game On program attracted dozens of teens to play Wii games, tabletop tennis, and air hockey, as well as a hands-on slime-making program with a team from UMass Amherst. Another highlight was the Teens Create mural-making program which drew a large crowd when it was unveiled.

The After School Team received advanced training on using the new 3D printers. Through collaboration with the UMass digital media lab, staff became more adept at using the technology and found new applications for them to use with teens looking to explore STEM knowledge and careers.

The elementary-age program strengthened its collaboration with the Springfield Public Schools by participating in the Springfield School Volunteer's read-aloud program and reaching out to families with elementary school-aged children by attending school open houses, PTO events, school picnics, and literacy nights. We collaborated with the National Park Department at the Springfield Armory to offer a 3 session program called Mapmaker! Mapmaker! Participants learned about Springfield history and town planning, and even made their own 3-dimensional maps.

Staff in the Children's Room was awarded an LSTA grant for \$7,500. The grant is funding the project Year of Tech Discovery at the Central Library, which promotes coding, gaming, technology, and other STEM skills for elementary school-aged children. Implementation partners include the Springfield Museums and the Springfield Public Schools. Families enjoyed other STEM-based programs including weekly Mad Lab programs, Mad Science, Take Apart Party, Make Your Own Slime, and butterfly hatching to inspire young scientists. We highlighted the clever work of Dr. Seuss in Seuss-inspired programming and story times for his March birthday.

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,221,424	1,224,426	1,238,871
FTEs	19.9	19.7	19.7
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Civic & Community Programs	22	12	25
Civic & Community Program Attendance	2,000	1,150	2,300
Partnerships with Organizations	24	24	28
Community Group Meetings at Libraries	634	368	750
Attendance at Meetings of Organizations	12,692	7,043	14,000

Citywide Strategic Priorities: Public safety, Healthy Neighborhoods and Economic Vitality

Highlights

Voters learned about the candidates for city, state, and federal offices at a Meet and Greet event attended by over 250 people. Our partners, the League of Women Voters and the Elections Office, helped us ensure voters got registered and informed about candidates and where to vote in September and November. The Elections Office provided an actual voting machine with sample ballots that voters practiced filling out and scanning, so they could feel confident when entering their polling place and voting booth.

We again offered the popular My Beloved Springfield women’s leadership information fair and panel discussion during Women’s History Month. This year, the Women’s Fund of Western Massachusetts co-sponsored the event which featured Springfield notables from the fields of economic development, the arts, civic leadership, education, and non-profits. The city-wide Women @ Work coalition featured the event in its marketing pieces. Mt. Holyoke College took interest in the event and helped identify Springfield alumnae to participate.

The Indian Orchard Branch partnered with the Springfield Housing Authority to launch this year’s Book Rich Environment project in the neighborhood. The Last Day Hooray! Program was a kick-off for the library’s Summer Reading Program and featured refreshments, free book giveaways, scavenger hunts and craft activities. The goal of the program is to encourage housing authority residents to become aware of public library services, and grow a book-rich environment in their homes

The elementary team continued their support of the Reading Success by 4th grade initiative by collaborating with the Springfield Public Schools, Talk, Read, Succeed, the Boys & Girls Club Family Center and Springfield Parks and Recreation Department by providing librarian visits and book incentives to kids who read for 20 minutes a day as part of the Summer Reading program. Other popular community-based programming includes book groups for adults at the Raymond Jordan Senior Center and at Nathan Bill’s Bar and Grill.

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Program Summaries

Early Literacy

Early Literacy	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	384,408	385,352	389,899
FTEs	6.2	6.2	6.2
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Juvenile Programs	3,564	1,876	3,750
Juvenile Attendance	46,229	24,716	50,000
Circulation of Children's Materials	201,493	86,115	205,000
Children's Cardholders	12,500	12,550	13,500

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

The Early Literacy team seeks to provide resources, training and modeling to parents, caregivers, providers, and library staff, for raising awareness and improving early literacy skills in children ages 0 to 5.

Staff attended three professional development sessions with our partners at Home City Families at the Eric Carle Museum. The “Hungry for Books” workshop series brought staffs together to experience the expertise of museum staff, outstanding art galleries, and an extensive collection of picture books and picture book art. Caregivers received free books and art materials to encourage early literacy skills as home.

The 2018 Summer Reading Club, Discover Your Summer, Your Story, Your Library, featured kickoff events at every location, including a neighborhood block party at Forest Park, and Zoo on the Go at Brightwood. Throughout the summer, library programs included “Make It Take It Shake It,” instrument making for kids; Springfield Symphony’s Musical Petting Zoo and learn to play ukulele workshops for families, with assistance from a Springfield Cultural Council grant. The club culminated with a Roller Skating party attended by about 100 participants.

Storytimes, one of our key early literacy programs, continue to go strong. In addition to traditional storytimes, we offered some variety this year: bilingual (English/Spanish) sessions, special visitors (animals from Springfield Museums, guitar-playing librarians), yoga, and mindfulness. Our partnership with Home City Families and support from the Springfield Cultural Council make these possible. Home City Families also collaborated with us on 1000 Books By Kindergarten and sponsored another round of the very popular Music Together.

A \$10,000 federal Mind in the Making grant funded a Play and Learn Place at the Indian Orchard Branch Library to promote unstructured play, literacy and STEM activities for preschool-aged children. The Play and Learn Place has had a great response to its unstructured play equipment that encourages families to come more frequently and stay longer. Included were a Duplo table and themed areas such as a pizza place, a grocery store and a carpenter’s tool bench. Besides parents’ interest, graduate students also visited to see our innovative approaches.

Children participating in the Summer Reading Club Read-To-Me program read over 2000 books. We continued offering “Small Talk Springfield” funded by the Funder Collaborative for Reading Success. Dozens of parents have graduated so far from this innovative project that enables parents to learn how to help their baby's brain grow through talk and play, using a research-based curriculum and a word-counting device.

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	576,611	578,028	584,848
FTEs	9.4	9.3	9.3
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Read/Write/Now Classes	217	81	225
Read/Write/Now Attendance	6,639	4,453	7,500
Number Students Advancing a Level	30	18	36
Volunteer Tutor Hours	1,859	907	1,900
Number Adult Programs	873	353	750
Attendance at Adult Programs	15,244	5,794	16,000
New Programs Developed	15	15	18
Partnerships with Organizations	20	18	22
Circulation of Adult Materials	447,382	244,455	488,910
Adult Cardholders	52,540	54,468	55,500

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Popular programming for lifelong learners included a greater variety of computer literacy workshops including new efforts in understanding fake news and developing skill with the Microsoft Office products, in addition to computer basics workshops. Service to local non-profit organizations remained strong with fund-finding workshops and an increased attention to personalized service. The librarians' commitment to personalized instructional services was further demonstrated with extended, one-on-one training sessions to address a variety of skills building needs (Book a Librarian). Strong support of local authors continues with popular and regionally recognized local author programming (The Author Fair and the Literary Spotlight).

Craft programming grew too with more library locations offering a greater variety of craft workshops, most notably the East Springfield, Mason Square, and Sixteen Acres Branch Libraries. Library patrons saw an increase in health and fitness program offerings too with special workshops in diabetes, tai chi, and a walking club (Mason Square, East Springfield, and Sixteen Acres branches).

Community members were well served with diverse offerings in art, music, and theater. The Central Library offered well attended monthly concerts and drew in record numbers, At the branches, residents enjoyed concerts at Brightwood Branch (flamenco guitar), Sixteen Acres (zydeco), and East Forest Park (Celtic). The Central Library's art wall grew in participation with six, eight-week displays featuring local artists. Funding from the Springfield Cultural Council brought in special programs for the arts at several locations including the Central Library (art workshops), the East Springfield Branch Library and the East Forest Park Branch Library (music and art programs), and the Sixteen Acres Branch Library (a play). Community festivals at the Mason Square Branch Library, East Springfield, and East Forest Park branches drew hundreds of residents for afternoons and evenings filled with family fun, food, music, learning, and discovery.

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Program Summaries

Workforce Development

Workforce Development	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	192,204	192,676	194,949
FTEs	3.1	3.0	3.1
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Workforce Development Events	25	15	30
Attendance at Workforce Events	655	715	1,500
Workforce Dev. Partner Organizations	16	18	22
Workforce Development Trainings	18	12	24
Workforce Dev. Training Attendance	275	158	300

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Springfield City Library’s Workforce Development Team connects city job seekers with the education and resources necessary to find, obtain, and retain employment through a combination of programming, services, and community partnerships. Partners include Mass Hire, the Sheriff Department’s After Incarceration Support Systems program (AISS), SCORE, the SBA, Women Innovators & Trailblazers (WIT), Valley Venture Mentors (VVM), and Springfield WORKS. Workshops covered topics such as small businesses and entrepreneurs in Springfield and organizations that support them; headshots and attire for interviewing; resume creation; using Skill Smart for applying to MGM and other major employers; and financial literacy.

Librarians met frequently with community partners to learn how better to refer library users to services such as those offered by Westover Job Corps, Dress for Success, and Suit Up Springfield. We explored becoming an official referral agency for Dress for Success. We continued offering Microsoft Office workshops and brought new offerings to jobseekers including LinkedIn tips and professional interview skills. Librarians created bookmarks on Finding Your Dream Job, Writing a Resume, and LinkedIn Profile Hints. Other partners include Community Legal Aid and Western New England University’s School of Law.

In the second year of implementing our latest Massachusetts Department of Early Education and Care (DECC) Early Childhood Resource Center contract, the Children’s Room hosted four workshops, contributing to the workforce development for over 100 educators who need to participate in professional development to maintain their licensure. Topics include Understanding STEAM (Science, Technology, Engineering, Art, and Mathematics) and How Infants and Toddlers Benefit From It, and Infant/Toddler Facilitation of Exploration, Learning & Development, and are offered in English and in Spanish. The Center provides books, kits, and toys especially appropriate for teachers, parents, and caregivers caring for young children.

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	2,238,244	2,243,745	2,270,215
FTEs	35.2	35.6	38.1
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
Total Circulation	717,849	357,413	764,410
Total Reference Transactions	107,135	54,697	110,350
Total Cardholders	75,921	78,563	81,850
Total Website Hits	36,117,812	18,568,096	38,000,000
Total Database Searches	90,179	38,424	92,000
Total Computer Uses	102,692	48,572	106,000
Total Wi-Fi Uses	47,107	23,080	50,000
Total Visitors	681,457	333,608	725,000

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Staff and the Springfield Library Commissioners reviewed the Library’s policy regarding meeting room use and authored a new policy on the use of makerspace equipment such as 3D printers, which were adopted during this fiscal year. With user-friendly online meeting room public booking software and convenient and free space available throughout our library system, use by agencies continues to rise. The Library Commissioners also authorized further initiatives to reduce barriers to resident use of library collections by approving staff to waive overdue fines for teens during school vacations and for veterans and all library users during Veterans Day Week to honor all Springfield veterans.

Staff completely revamped the library’s website, completing a content audit and move to a flexible and stable content management system (CMS), which was launched in September 2018. The project provides an online platform that showcases each of the library’s branches and their programs while still providing a cohesive point of access to information and resources shared by all the Springfield City Library locations. Upgrades include providing an internal site search, customized landing pages for the Library Foundation, an E-Library landing page, adding search engine optimizations tools (SEO), and building a sandbox to test future modifications and updates. We added content to align with the EDGE assessment, providing community resources and access to information on digital tools and resources. And we began working to make the site mobile-ready by moving to a responsive framework which supports access on multiple devices. We compared unique visitors from September-December of 2016 to September-December of 2018 and found dramatic increases: unique visitors in 2016 - 36,823; in 2018 - 52,310, a 42% increase; number of visits - 2016 - 68,184; in 2018 - 86,327, a 26% increase. We also decreased bandwidth usage by 43% through compressing images and files.

Three innovative services proved popular this year: Book-A-Librarian allows residents to make an appointment with a librarian for assistance with research, online searching, and other queries. Our new Your Next Great Story service helps readers locate their next great read or listen, personally tailored to their tastes and preferences. We added a state of the art microfilm reader/printer at the Central Library, allowing users to make digital copies of newspaper and magazine articles they research.

We added a fax/scanner device at the East Springfield Branch, bringing this highly-used service to a total of six branches. Upgraded wireless access points at all 9 library locations allow more residents to connect tablets, phones, and laptops at once. Our Information Technology team installed 150 computers throughout the library system, achieving a significant upgrade in the tech available to users. The team also replaced three self-service check-out machines at Sixteen Acres and the Central Library with much more efficient and user-friendly models.

Fiscal Year 2020 Budget and Program Summaries

LIBRARIES

FY20 Budget Adjustments

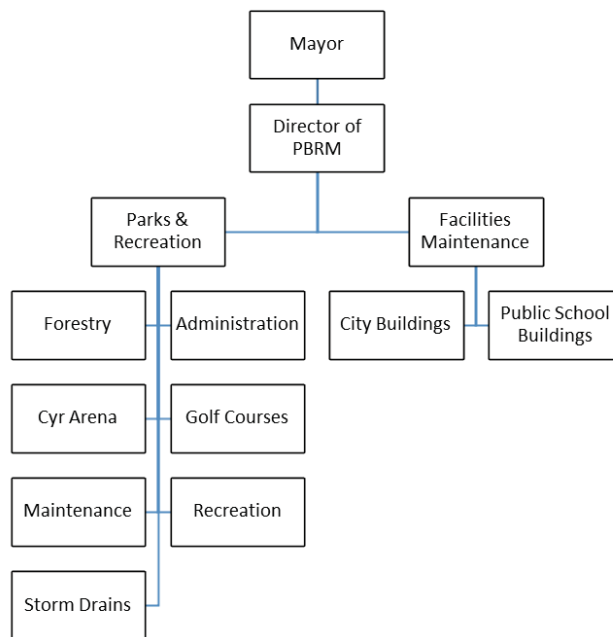
Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Customer Experience				
Personal Services	(202,583)	(303,668)	(209,500)	15,819
OTPS	(56,428)	(316,205)	(201,995)	(109,482)
Capital	-	(28,720)	(104,440)	(50,000)
Adult Literacy & Lifelong Learning				
OTPS	(242,550)	-	-	
Total Adjustments	(501,561)	(648,593)	(515,935)	(143,663)

Notes

- ◆ Personal Services- \$134,111 Reduction to level service request.
 - ◇ \$20,678 Increase to Salary and wages due to union settlement.
 - ◇ \$337,457 Reduction due to State Aid Offset.
- ◆ OTPS- \$75,140 Reduction to level service request due to historical spending.
- ◆ Capital—\$50,000 Reduction to level service request due to historical spending.

Section 10

Parks, Recreation and Building Management Division



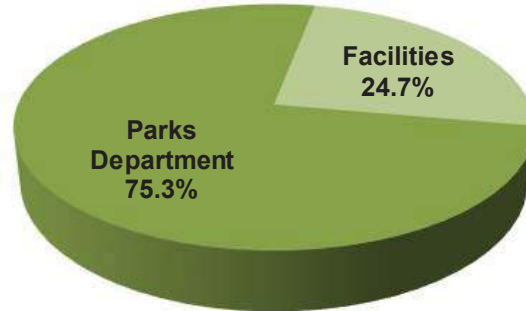
Mission Statement

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 well as maintaining and improving all municipal and City-owned facilities including schools.

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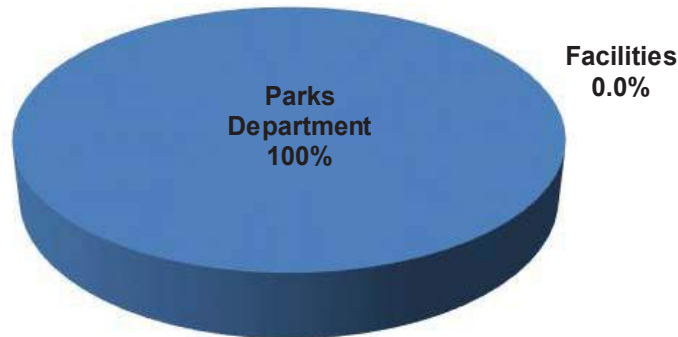
Fiscal Year 2020: All Funds Budget and Revenue Overview

Parks, Buildings, and Recreation Management Division



FY20 Adopted Budget Parks, Buildings, and Recreation Management Division						
	FY18 Actual	FY19 Adopted	FY19 Revised	FY20 Adopted	% Change from FY19 Adopted	% Change from FY19 Revised
Parks Department	8,306,878	9,062,270	8,932,394	9,307,403	2.7%	4.0%
Facilities	2,861,898	3,276,364	3,062,615	3,060,388	-6.6%	-0.1%
Total	11,168,776	12,338,635	11,995,008	12,367,791	0.2%	3.0%

Revenue Overview



Division / Department	FY20 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY20 Total Revenue
Parks Department	2,495,891	-	1,334,164	-	-	3,830,055
Facilities	-	-	-	-	-	-
Total	2,495,891	-	1,334,164	-	-	3,830,055

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Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

Mission

The Parks Department's mission is to maintain and improve the City's parks and open spaces as well as offer a diverse range of recreational programs to Springfield's residents and visitors.

FY19 Department Highlights

The Parks Division is responsible for the care and maintenance of over 50 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 55 miles of City sidewalks to ensure a safe passage for school children and residents. Responsibilities include playground equipment maintenance and 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; horticulture; illegal dumping reporting and remediation; forestry; ice rink operation; and aquatics.

The Maintenance Division 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. The general public has responded with favorable comments and is pleased that their requests are being answered in a timely manner. The Parks Division continues to be successful in securing State and Federal grants to improve the aesthetic quality of parklands. The Division is proud to be recognized by the EPA, TURI and the DOER for the initiation of an Organic Lawn Care program as well as our work across the City in energy efficiency.

FY20 Budget Highlights

- ◆ Funds 83 General Fund FTEs and 4.0 Grant FTEs, a decrease of 0.5 FTEs over FY19.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, UFCW, and AFSCME employees.
- ◆ Includes funding for the Evening Gym Program. This program gives Springfield youth a warm, safe environment for recreation during the winter months by allowing them to access gyms throughout the City.
- ◆ Funds new Assistant Director of Open Space position.
- ◆ Includes increased funding for mowing and landscaping operations; this will allow for the timely maintenance of more terraces throughout Springfield's neighborhoods. Provides level service funding for all programs. Provides funding for the operation of splash pads throughout the City, and the summer pool program. Continues funding for the Downtown Maintenance Crew that was established in FY19.
- ◆ Capital budget reduced due to the completion of a lease to own agreement for golf course equipment.

Department Budget

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund Operating Budget					
Personal Services	4,540,924	5,068,530	5,251,969	183,440	3.6%
OTPS	3,539,691	3,767,476	4,027,142	259,667	6.9%
Capital	226,263	226,265	28,291	(197,974)	-87.5%
Total General Funds	8,306,878	9,062,270	9,307,403	245,132	2.7%

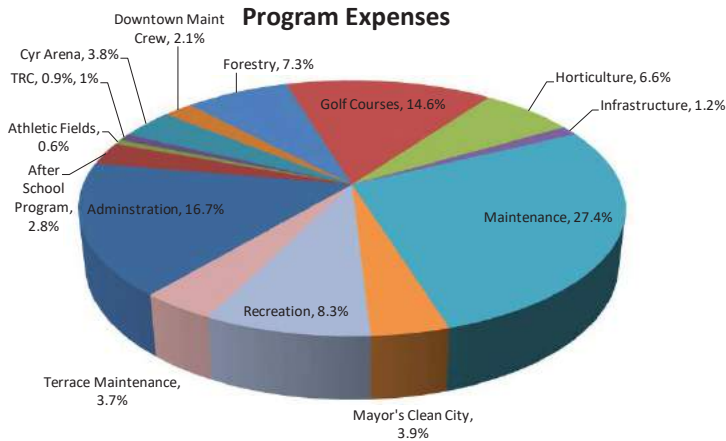
Department Staff

	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Department FTEs					
General Fund FTEs	80.5	83.5	83.0	(0.5)	-0.6%
Grant FTEs	2.0	4.0	4.0	-	0%
Total FTEs	82.5	87.5	87.0	(0.5)	-0.6%

Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries



Recreation - Year-round recreational activities for all ages.

After-School - Held during the school year from September to June.

Forestry - Maintains the City's street trees.

Maintenance - Upkeep of the City's parks and terraces.

Cyr Arena - Hosts youth, adult, and school-based hockey teams and open skate programs.

Golf Courses - two (2) municipally-run, 18-hole golf courses.

Program Budgets

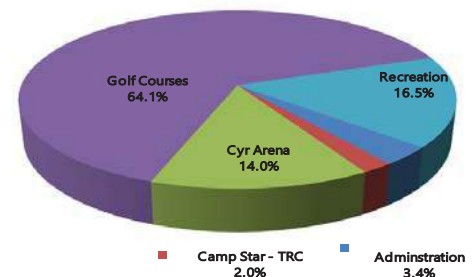
Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Administration	1,319,284	1,490,828	1,557,044	66,216	16.7%
After School Program	235,409	250,860	264,577	13,716	2.8%
Athletic Fields	63,063	58,251	58,251	-	0.6%
Camp Star - Therapeutic Recreation	76,464	80,484	80,484	-	0.9%
Cyr Arena	318,424	337,049	352,048	14,999	3.8%
Downtown Maint Crew	-	200,000	191,922	(8,078)	2.1%
Forestry	605,310	679,499	682,077	2,578	7.3%
Golf Courses	1,466,291	1,501,613	1,359,083	(142,531)	14.6%
Horticulture	515,256	511,820	613,351	101,531	6.6%
Infrastructure	132,639	105,402	111,652	6,250	1.2%
Maintenance	2,326,238	2,529,470	2,554,503	25,034	27.4%
Mayor's Clean City	298,452	303,955	363,425	59,470	3.9%
Recreation	654,797	714,976	770,712	55,736	8.3%
Terrace Maintenance	295,253	298,063	348,275	50,212	3.7%
Total General Fund Expenditures	8,306,878	9,062,270	9,307,403	245,132	100%

Revenue Summary

TOTAL REVENUE: \$2,495,891

- ◆ **Administration** - Concession Rental Fees, Old First Church Rental, Toll Booth Receipts
- ◆ **Camp Star—TRC—Program fees**
- ◆ **Cyr Arena** - Hockey Leagues, Skate Rentals and Fees
- ◆ **Golf Courses** - Open Golf, Leagues, Tournaments
- ◆ **Recreation** - Forest Park Parking Passes, Field Rentals, Bright Nights Fees

Program Revenue



Departmental Revenue

Program Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Administration	90,834	119,102	85,000	(34,102)	3.4%
Camp Star - TRC	71,108	50,000	50,000	-	2.0%
Cyr Arena	349,705	343,000	349,062	6,062	14.0%
Golf Courses	1,633,860	1,612,000	1,599,829	(12,171)	64.1%
Recreation	412,726	471,405	412,000	(59,405)	16.5%
Total Departmental Revenue	2,558,233	2,595,507	2,495,891	(99,616)	100%

Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	4,540,924	5,068,530	5,251,969	183,440	3.6%
OTPS	3,539,691	3,767,476	4,027,142	259,667	6.9%
Capital	226,263	226,265	28,291	(197,974)	-87.5%
Total General Funds	8,306,878	9,062,270	9,307,403	245,132	2.7%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	4,040,975	2,894,090	1,054,044	(1,840,046)	-63.6%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	269,338	260,444	280,120	19,676	7.6%
Other Funding	-	-	-	-	0.0%
Total External Funds	4,310,313	3,154,534	1,334,164	(1,820,370)	-57.7%
All Funds Budget	12,617,191	12,216,804	10,641,567	(1,575,237)	-12.9%

All Funds Revenue Detail

Department Revenue	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Departmental Fees	412,726	471,405	412,000	(59,405)	-12.6%
Park Rentals	90,557	119,102	85,000	(34,102)	-28.6%
Sale of Old Materials	130	-	-	-	0.0%
Reimbursement for Prior Year Expenditures	147	-	-	-	0.0%
Camp STAR - TRC Program	71,108	50,000	50,000	-	0.0%
Cyr Arena	349,705	343,000	349,062	6,062	1.8%
Golf Courses	1,633,701	1,612,000	1,599,829	(12,171)	-0.8%
Petty Cash - Close/Over	152	-	-	-	0.0%
Total Departmental Revenue	2,558,226	2,595,507	2,495,891	(99,616)	-3.8%

External Funding Sources	Type of Funding	Expiration Date	FY18 Actual	FY19 Available	FY20 Projected
21st Century-Pottenger	Grant	6/30/2019	94,238	140,250	140,250
Aventura Summer Camp	Grant	7/11/2018	5,400	-	-
CDBG Entitlement	Grant	6/30/2019	225,025	254,500	254,500
Evening Gym Program	Grant	N/A	61,078	-	-
Greening the Gateway Cities Program	Grant	6/30/2021	152,110	450,000	450,000
Upper Van Horn Dam	Grant		0	84,000	-
Jamie Ulloa Park - LWCF	Grant	6/1/2018	231,500	-	-
Mary Lynch - PARC	Grant	6/1/2018	92,345	396,655	-
MGM Franconia Pavilion	Grant	N/A	7,058	121,455	-
Old First Church	Grant	N/A	18,104	178,230	131,794
Riverfront Park - PARC	Grant	6/1/2019	35,000	365,000	-
Skill and Technical Training Facility	Grant	N/A	0	129,000	-
South Branch Parkway	Grant	6/30/2018	94,118	-	-
Community Forest Challenge	Grant	6/30/2020	0	-	22,500
Swan Pond	Grant	6/30/2019	3,000,000	500,000	-
Ruth Elizabeth Trail - LWCF	Grant	6/1/2021	0	-	20,000
Emily Bill - PARC	Grant	6/1/2021	-	-	35,000
Van Horn Park	Grant	6/1/2019	25,000	275,000	-
Subtotal FY20 Anticipated Grants			4,040,975	2,894,090	1,054,044
Edward W. Walker	Trust	N/A	149,449	118,344	118,344
William B. Walker	Trust	N/A	49,441	42,100	61,776
Barney	Trust	N/A	70,448	100,000	100,000
Charles O. Davis	Trust	N/A	1,298	-	-
Subtotal FY20 Other Funds			270,636	260,444	280,120
Total External Funds			4,311,611	3,154,534	1,334,164

Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Recreation

Recreation	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	731,260	795,460	851,196
FTEs	9.0	9.0	9.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of participants who registered for a pool pass	4,669	5,169	5,400
# of athletic program participants	2,045	2,106	2,150
# of summer enrichment programs	7	7	5
# of therapeutic enrichment programs	2	2	2
# of special events	7	9	9
# of employment opportunities for youth	201	201	201
# of community groups served	69	74	78

Citywide Strategic Priority: Healthy Neighborhoods

The goal of the Recreation Division is to provide a variety of recreational and educational programming. The Division serves as the central information center for all sports activities and seasonal youth programs located within the City of Springfield. This division offers three seasonal programs including Afterschool Enrichment at five elementary schools, six evening gym programs, and six summer enrichment programs.

The Afterschool and Summer Enrichment programs provide students with opportunities to participate in academic enrichment activities including hands-on, experiential learning, and to strengthen their social and emotional skills. These programs are designed to measure increases in both academic and intermediary outcomes.

In Springfield, children are faced with a number of risk factors, including single parent families, loosely structured households, lack of significant guidance, gang activity, poverty, and densely populated neighborhoods. The Evening Gym Programs are designed to provide a safe haven for participants and opportunities to increase their physical activity levels. Participants also benefit from the adult mentors who supervise the program. The program is currently serving 31% of African-American students and 62% of Hispanic students. The overwhelming majority of students served are males (92%).

The Evening Gym Program has become a staple in the neighborhoods and this program assists in the stabilization of our neighborhoods. Many of our recreation directors serve as role models to the youth attending the program, and offer the opportunity for the youth to be involved in a structured gym activity within their neighborhood. Previously, the Evening Gym Program was funded through grants funds. While the Department will continue to search for outside funding sources for the program, this year's budget appropriation also provides funding for the program to ensure that this important resource remains available to Springfield's youth.

PARKS DEPARTMENT

Program Summaries

After-School Program

After-School Program	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	235,409	250,860	264,577
FTEs	3.0	3.5	3.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of participants in afterschool programs	296	310	325
# of partners involved in out-of-school-time programming	16	21	21

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the After-School Program is to provide safe and academically-enriched programming that aligns with and supports school-day programming for City youth. This division has also restructured Therapeutic Recreation opportunities and has ensured all programs are inclusive to residents across the City. The Recreation Division continues to follow the model developed over 15 years ago under the 21st Century program. The program continues to be well-attended by youth across the City.

PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	318,424	337,049	352,048
FTEs	4.0	4.0	4.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of adult hours booked per week	13	14	14
# of youth hours booked per week	31	35	33
# of participants in public skating	8,700	8,718	8,700

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of Cyr Arena is to provide a home for multiple adult, youth, and school-based hockey leagues. In addition, open skates for members of the public are held on a regular basis during the week.

Adult Leagues - 6 leagues scheduled for FY19

Youth Leagues - 9 leagues scheduled for FY19

School Varsity & JV Usage - 4 school-based teams scheduled for FY19

Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Forestry

Forestry	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	605,310	679,499	682,077
FTEs	9.0	11.0	11.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# trees planted	320	160	200
# trees removed	643	477	500
# trees trimmed	1,004	980	1,500
# emergencies pickups/hangers	224	163	N/A
# new tree requiring after care water/stake/re-mulch	351	892	1,000
#stumps removed	194	17	200

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

Highlights

The goal of the Forestry Division is to responsibly care for and maintain all public shade trees. The division also assists in the management and care of all trees on public property.

Springfield’s street trees represent a resource valued at nearly \$122 million and provides \$1.5 million in benefits to city residents annually. This includes a net total of 12.5 million pounds of carbon avoided and sequestered annually, 50 million gallons of rainfall intercepted annually, 57,000 pounds of particulate matter pollution removed and avoided from the air annually, and \$743,000 in annual energy benefits for Springfield residents. We are proud to have been selected for the \$1.5 Million Greening the Gateways Grant. This will prove beneficial to the McKnight, Old Hill and Upper Hill neighborhoods. This year this program is being expanded with CDBG funds and we will be planting 120 trees in the Memorial Square neighborhood.

PARKS DEPARTMENT

Program Summaries

Golf Courses

Golf Courses	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,466,291	1,501,613	1,359,083
FTEs	5.0	5.0	5.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of golf leagues	80	80	82
# of tournaments	34	34	34
# of rounds of golf	43,000	33,000	57,000

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the municipal golf courses is to provide residents and neighbors with quality golf facilities by operating Franconia and Veteran’s Memorial Golf Courses. In total, the two courses generate 57,000 rounds of competitively priced golf on an annual basis.

Veterans’ Memorial Golf Course: 18-holes, Par 72, 6,100 yards

Franconia Golf Course: 18-holes, Par 70, 6,318 yards

Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	3,630,901	4,006,961	4,241,379
FTEs	36.0	40.0	40.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of residential site work by Clean City	1,518	1,239	1,500
# of lots cleaned by Clean City	260	332	400
# of athletic fields maintained	64	64	67
# of terraces maintained	158	158	158
# of flowers planted	643	1,399	1,425
# of acres debrushed	2	2	10

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Maintenance Program is to responsibly care for and maintain over 50 parks, 48 schools, and 160 traffic islands and terraces, totaling over 2,630 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 Department has had an active construction season. Park renovations for this past year include: Riverfront Park, Beauregard-Schiavina Park, Stearns Square, Pynchon Plaza (design completed), Morris Street Park, Da Vinci Park, Forest Park splash pad, Forest Park playground, Barrows splash pad, Adams splash pad, Adams basketball court, Memorial Grove flag pole, General Edwards bridge terrace and the commencement of park energy lighting audits with Eversource.

Infrastructure Improvement: Maintenance of 55 buildings and 25 structures as well as drainage systems, sidewalks, roads, bridges, and dams.

Clean City: Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the “abandoned house” portfolio.

Turf Maintenance: Maintains 91 athletic fields at 31 locations. Successfully implemented the organic lawn care program and researched options for expanding the program City-wide.

Court Maintenance: Maintains outdoor hard courts (tennis/basketball) at City-owned locations.

Terrace Maintenance: Maintains 160 traffic islands & terraces, covering over 70 acres.

Horticulture: Provides advanced plant care for terraces, gateways, and parks.

Waterways and Structures: The Van Horn Lower Dam has been completed and the city has received a grant to study the upper dam. The DPBRM continues to work with the Disaster recovery office in anticipation of the resiliency of the Water Shops Pond Dam. The department has rewritten its lake and pond management plan and is in the process of permitting for implementing management practices over the next three fiscal years.

Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Administration

Administration	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	1,319,284	1,490,828	1,557,044
FTEs	16.5	15.0	14.5
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
# of safety seminars held annually	3	3	3
# of days taken to update the Parks website with program changes	1	1	1

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

Highlights

The goal of the Administration is to provide administrative, managerial, and operational support for the PBRM division. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination. Administration staff continue to realize a high degree of success in obtaining grants for the department.

Fiscal Year 2020 Budget and Program Summaries

PARKS DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Recreation Personal Svcs	-	(49,601)	5,746	30,000
Recreation OTPS			10,000	(1,000)
Camp Star-TRC Personal Svcs	-	25,076	25,076	-
Camp Star-TRC OTPS	-	55,408	55,408	-
After School Program Personal Svcs	100,000	(78,560)	-	-
After School Program OTPS	-	(8,000)	-	-
Cyr Arena Personal Svcs	-	(1,384)	-	-
Cyr Arena OTPS	(1,750)	-	5,532	5,471
Forestry Personal Svcs	-	(8,398)	-	-
Forestry OTPS	(5,000)	(3,585)	-	(10,000)
Golf Courses Personal Svcs	-	(14,326)	(80,674)	(191,000)
Golf Courses OTPS	(21,371)	(6,910)	-	
Maintenance Personal Svcs	-	(46,390)	-	(58,833)
Maintenance OTPS	2,745	(114,132)	24,670	80,080
Administration Personal Svcs	27,050	(5,578)	-	
Administration OTPS	(16,338)	35,040	70,422	51,193
Horticulture Personal Svcs	-	-	-	75,792
Horticulture OTPS	89,306	-	-	(145,031)
Mayor's Clean City OTPS	-	(2,500)	-	-
Terrace Maintenance OTPS	-	4,595	-	(101,109)
Infrastructure OTPS	-	(21,840)	-	750
Downtown Maint Crew Personal Svcs	-	-	200,000	-
Downtown Maint Crew OTPS	-	-	-	23,000
Total Adjustments	174,643	(241,085)	316,180	(263,687)

Notes

- ◆ Personal Services Additions:
 - ◇ Evening Gym Program funding: \$30,000
 - ◇ Assistant Open Space Director: \$75,792
- ◆ Personal Services Reductions:
 - ◇ Forest Park Zoo Coordinator funding moved to OTPS. Will continue as contracted position.
- ◆ OTPS Additions:
 - ◇ \$89,353 increase for level service funding, based on historical spending.
 - ◇ \$65,441 in increase funding for park and terrace landscaping services.
 - ◇ \$23,000 added for supplies for the Downtown Maintenance Crew.
- ◆ OTPS Reductions:
 - ◇ \$274,136 in level service reductions, based on historical spending.
 - ◇ \$197,974 reduction for previous lease-to-own agreement equipment agreement that was completed in FY19.

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Fiscal Year 2020 Budget and Program Summaries

FACILITIES DEPARTMENT

Mission

The Facilities Division of PBRM (Parks, Buildings, and Recreation Management) is committed to maintaining our school and public buildings in a manner that will sustain a safe, healthy and productive learning and working environment for students, staff, and visitors in all of our schools, municipal buildings, and grounds.

FY19 Department Highlights

The Department is proud to have coordinated, during the past 13 years, over 680 million dollars of investment in repairs to buildings and new construction, as well as overall improved management practices in the daily oversight of the City's municipal buildings and properties. The Facilities Division is responsible for all aspects of the maintenance, repair, and daily operations of all municipal and school buildings and grounds. This includes over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 2016. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, municipal workforce, and residents visiting the facilities.

FY20 Budget Highlights

- ◆ Funds 29.0 General Fund FTEs, and increase of three from FY19.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, and AFSCME employees.
- ◆ Adds three new custodian positions. Cleaning operations for municipal buildings will be brought in-house.
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases.
- ◆ Increased funding for custodial supplies due to cleaning services being brought in-house.

Department Budget

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	993,007	1,327,077	1,457,516	130,438	9.8%
OTPS	1,868,891	1,949,287	1,602,872	(346,415)	-17.8%
Capital	-	-	-	-	0.0%
Total General Funds	2,861,898	3,276,364	3,060,388	(215,977)	-6.6%

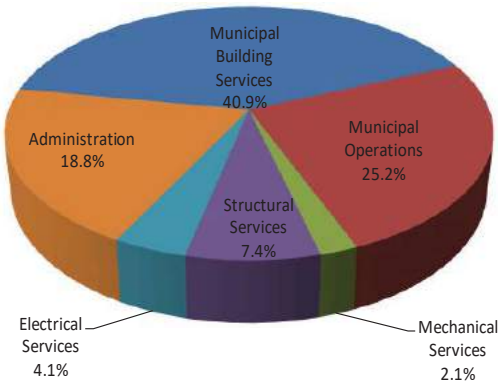
Department Staff

Department FTEs	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
General Fund FTEs	23.0	26.0	29.0	3.0	11.5%
Total FTEs	23.0	26.0	29.0	3.0	11.5%

Fiscal Year 2020 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Expenses



Program Summaries

Municipal Building Services - Custodial and general maintenance services to City buildings.

Municipal Operations - Utility costs and tradesman-related OTPS costs associated with City building maintenance.

Electrical/Structural/Mechanical - OTPS costs for outsourced maintenance to City buildings.

Program Budgets

Program Expenses	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	% of Total
Municipal Building Services	1,050,812	1,390,707	1,252,786	(137,921)	40.9%
Municipal Operations	937,678	852,315	771,901	(80,414)	25.2%
Mechanical Services	97,065	65,037	65,037	-	2.1%
Structural Services	204,182	227,803	227,803	-	7.4%
Electrical Services	146,411	125,704	125,704	-	4.1%
Administration	425,749	614,799	617,157	2,358	20.2%
Total General Fund Expenditures	2,861,898	3,276,364	3,060,388	(215,977)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2020 Budget and Program Summaries

FACILITIES DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY18 Actual	FY19 Adopted	FY20 Adopted	Variance FY20-FY19	Percent Change
Personal Services	993,007	1,327,077	1,457,516	130,438	9.8%
OTPS	1,868,891	1,949,287	1,602,872	(346,415)	-17.8%
Capital	-	-	-	-	0.0%
Total General Funds	2,861,898	3,276,364	3,060,388	(215,977)	-6.6%
External Funds Budget	FY18 Actual	FY19 Available	FY20 Projected	Variance FY20-FY19	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	2,861,898	3,276,364	3,060,388	(215,977)	-6.6%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2020 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	2,414,239	2,857,820	2,641,844
FTEs	9.0	9.0	9.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,483	1,791	2,962
Tonnage of recyclable materials from School buildings	361	228	390
Recycling Rate for Springfield School Department	13%	12%	12%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

PBRM continues to ensure all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the City's Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department's capital plan is updated accordingly. This past year the City reported a 24% savings in our utility usage, maintaining our Green Communities status.

Fiscal Year 2020 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY18 Actual	FY19 Adopted	FY20 Adopted
Budget	447,658	418,544	418,544
FTEs	14.0	17.0	20.0
Performance Metrics	FY18 Actual	FY19 YTD	FY20 Goal
% of Safety Emergency Work Orders completed within 2 working days	75%	75%	85%
% of Open Work Orders 1-3 Months old	50%	50%	50%
Reduce/close open work orders older than 24 months	90%	90%	90%
Reduce/close open work orders 12-24 months	75%	75%	85%
Reduce/close open work orders 6-12 months	75%	75%	75%
Evaluate balance of open work orders older than 9 months and prioritize resources to complete them or close them if they are unrealistic.	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Facilities Division is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal/school buildings and grounds. The Facilities Division is responsible for over 90 buildings and approximately 6.5 million square feet of space, with building ages ranging from the late 1800's through 2016. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, the municipal workforce, and residents visiting the facilities. Over 7,500 work orders were completed across municipal/school services this past year.

Fiscal Year 2020 Budget and Program Summaries

FACILITIES DEPARTMENT

FY20 Budget Adjustments

Program Budget Adjustments	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Adopted
Municipal Building Services				
Salaries & Wages	-	(6,908)	69,658	106,445
OTPS	(29,246)	(12,677)	190,558	(264,440)
Municipal Operations				
Salaries & Wages	-	522	-	
OTPS	32,526	104,482	(109,248)	(80,975)
Mechanical Services				
Salaries & Wages	-	-	-	
OTPS	8,178	-	-	
Structural Services				
Salaries & Wages	-	-	-	
OTPS	-	-	-	
Electrical Services				
Salaries & Wages	-	-	-	
OTPS	-	(20,000)	-	-
Administration				
Salaries & Wages	-	(89,691)	-	-
OTPS	-	-	-	-
Total Adjustments	11,458	(24,272)	150,968	(238,970)

Notes

- ◆ Salaries and Wages—Appropriation increased by \$106,945. Provides funding for three new custodian positions. This will allow the department to bring cleaning services in-house, reducing the total cost of the services.
- ◆ Shift Differential—Cut by \$500 based on historical spending.
- ◆ Repair and Maintenance—Cut by \$296,440. The City is no longer using an outside vendor for custodial services; this appropriation has been reduced by the value of the cleaning services contract.
- ◆ Landscaping Services—Cut by \$10,000 based on historical spending.
- ◆ Insurance Premiums—Cut by \$8,000 based on bids received the City in FY19.
- ◆ Custodial and Housekeeping Supplies—Increased by \$50,000 due to the opening of new municipal buildings, and the cancelation of the City’s contract with an outside cleaning services vendor.
- ◆ Electricity—Cut by \$6,970 in line with historical spending.
- ◆ Natural Gas—Cut by \$74,687. Buildings previously budgeted under the Facilities Department’s gas account have been moved to the relevant departments’ line items for budgeting purposes.
- ◆ Test and Inspections—Increased by \$682 in line with FY19 expenses.
- ◆ Other Supplies—Cut by \$1,000 based on historical spending.

Section 11

Planning Documents

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Analysis of Outstanding Debt: FY19 Debt Affordability Study

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Analysis of Outstanding Debt

City of Springfield, Massachusetts

January 31, 2019

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. The Office of Management and Budget (OMB) intends for this to be a user-friendly examination of current and future debt issued on behalf of the residents of the City. OMB utilizes this analysis to make informed decisions regarding the City's debt and financial position; taking into account the affordability of issuing new debt on top of existing debt service obligations.

In this report, we measure the affordability of debt by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. Debt service as a percent of general fund revenues is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by taking into account the City's actual debt service payments, and the amount of revenue available to pay those obligations.

In recent years, the City has taken a proactive approach vis-à-vis its debt strategy by reviewing outstanding debt for restructuring opportunities. However, changes in the Tax Cut and Jobs Act of 2017 eliminated municipalities' ability to issue tax-free debt for advanced refunding bonds. This will constrain Springfield's ability to "refinance" its debt at lower interest rates in the future. OMB continuously monitors policy changes like these and fluctuations in the municipal bond market during the development of the City's borrowing strategy.

The City capitalized on the opportunity to pay off old debt at a lower interest rate in March 2017. This refinancing of 2007 bonds will save the City over \$3.8 million over the next six years by exchanging the original interest rate of 4.263% for a lower rate of 2.0063%. In addition to previous years' efforts to restructure Springfield's debt, this sale increased our capacity for future debt issuances and prevented dramatic increases in future debt payments. The City will continue to be proactive in taking advantage of similar opportunities in the future.

In addition to managing its debt, Springfield has maintained its process of continually assessing capital needs and offsetting project costs to outside funding sources whenever possible. The following debt affordability analysis will show that, consequent to these efforts, the City of Springfield is now in a position to strategically invest in its infrastructure and capital needs.

In March 2019, the City intends to issue \$34.8 million in bonds. This issuance will provide funding for the City's share of multiple completed and ongoing projects. These projects include the completed remodel and repair of City Hall's steps, the remodeling of Stearns Square and Duryea Way, the construction of police kiosks in downtown, the purchase of vehicles and equipment for the Police Department and DPW, and the completed "Downtown Refresh," which included the paving of downtown streets, repair of sidewalks, upgrades to downtown lighting, and the implementation of a downtown wayfinding system. Additionally, this issuance will fund ongoing upgrades to Riverfront Park, the construction of a new East Forest Park Library, continued work on the Springfield Culinary and Nutrition Center, repairs to the City's flood control system, and Citywide sidewalk repairs. This issuance will also fund many Massachusetts School Building Authority (MSBA) school repair projects, as well as initial work on the construction of the new joint Brightwood-Lincoln elementary schools and a feasibility study and schematic design for the new joint DeBerry-Homer elementary schools.

One of the established benchmarks reviewed by the municipal bond industry is debt retirement, which is the percent of principal paid off within ten years. The industry standard is between 65% and 100%; currently, Springfield's debt retirement number is 81.2%. A declining debt schedule and rapid repayment of principal indicates that the City is committed to repaying its debt quickly and efficiently.

Annually, the City publishes a Capital Improvement Plan (CIP), which provides a detailed view of the capital needs within the City of Springfield. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet, and other capital asset needs. The CIP will serve as a guiding document for capital funding decisions in future years. The Fiscal Year 2019-2023 Capital Improvement Plan (CIP) indicates there is over \$885.4 million in capital needs in the City. The Fiscal Year 2020-2024 Capital Improvement Plan process is currently underway and OMB will publish an updated CIP in March of 2019.

Along with a strong debt strategy, the City is maximizing its ability to tackle the City's capital needs by offsetting project costs with grant awards, and funding provided by state and federal agencies. Projects that would have been unaffordable otherwise, are made possible through the City's close partnership with outside agencies. For example, by working closely with the state Board of Library Commissioners, the City was able to secure \$4.9 million in funding for the East Forest Park Library project.

As often as possible, the City takes advantage of the MSBA's Accelerated Repair Program (ARP) initiative. This innovative competitive grant program represents a unique opportunity for the City. The main goals of the ARP are to improve learning environments for children and teachers, reduce energy usage, and generate cost savings for the Commonwealth's towns and cities.

To date, the MSBA has invited the City to take part in this program to repair and/or replace roofs, HVAC systems, windows, and doors in eighteen schools. Work is currently underway on the Alfred G. Zanetti Montessori Magnet School, M. Marcus Kiley Middle School, Balliet Middle School, and South End Middle School. ARP projects at Mary M. Lynch Elementary School, Thomas M. Balliet Elementary School, and Kensington International School have been

substantially completed and are in the MSBA's closeout process. The City is also in the process of finalizing an agreement with the MSBA for two additional ARP projects, a roof replacement at Milton Bradley Elementary School, and the replacement of boilers at the Springfield High School of Science and Technology. Work on the design of both these projects is currently in progress.

In FY19, the City will request funding for ARP projects at an additional eleven schools. These projects will entail the replacement of roofs, HVAC systems, windows, and doors. These projects will be submitted to the MSBA in February, 2019. The collaboration between the City and MSBA results in high reimbursement levels, a major reason for the high percentage of school related debt. The completed projects mentioned above represent a combined \$22.5 million in investment into our schools, at a cost of just \$5.1 million to the City.

Numerous ongoing City projects have received funding from additional outside agencies including the Massachusetts Executive Office of Energy and Environmental Affairs (EEA), and the U.S. Department of Housing and Urban Development (HUD). The City has also made use of a donation from MGM for improvements to Riverfront Park.

In total, the City anticipates receiving outside funding for up to 50.1% of the total estimated costs of the projects for which it will issue debt in March 2019. By leveraging funding through these agencies and other outside entities, the City is able to effectively double the amount of funding it has to invest in projects, while reducing its reliance on borrowing.

Despite the City's ability to leverage outside funding, its proactive steps to refinance debt at lower rates when possible, and sound borrowing policies, the City's ability to issue debt for new projects in the coming years will be constrained by a number of factors. Springfield continues to face increasing non-discretionary costs. The City's budgeted pension contribution for FY19 was almost \$40 million, accounting for 16.4% of the non-School Department City budget. Per the City's current funding schedule, the pension contribution will rise another 9% next year (\$3.6 million). Health insurance costs and collective bargaining agreements will also be sources of significant non-discretionary budget growth in the coming years. These non-discretionary costs crowd out room in the budget for an increase in debt service payments.

Robust economic growth and low unemployment over the past several years, as well as major economic development projects such as the opening of the MGM Springfield Casino and the construction of the CRRC rail car factory have helped to boost the City's revenues. However, tight labor markets, and a high demand for construction supplies have also increased the City's costs for capital projects. As a result, the City has seen bids for construction projects come in at significantly higher amounts than estimates in prior Capital Improvement Plans, which were based on market conditions still affected by the aftermath of the Great Recession. At the same time, new tariffs on steel and other construction materials introduced by Washington have also driven up project costs.

These twin pressures of rising non-discretionary costs that squeeze out room for debt service in the budget, and rising project costs will be managed by the City through a careful evaluation of capital needs and a commitment to a sustainable debt structure. As debt service is itself a non-

discretionary budget item, the City must be careful to ensure that its investment in capital projects today, does not result in service cuts to residents in future years.

During our last debt issuance in 2017, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's recorded history; steadily improving from its A- rating five years ago. This recent credit rating review focuses on the City's strong institutional core by highlighting Springfield's "strong management, with "strong" financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. A decade ago, the City had a Baa3 credit rating, junk bond status. These rating improvements are a testament to how well the City has managed its finances throughout the economic downturn and the City's ability to make the appropriate decisions to keep the budget balanced. Moody's credited Springfield's stabilized financial position to its status as the regional economic center of western Massachusetts, having satisfactory reserves, and its continuing demonstration of conservative fiscal management and an adherence to formal financial policies.

I hope this analysis is helpful to you and welcome the opportunity to provide any additional information that would be useful to you, and the residents of our community.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante". The signature is written in a cursive style with a large initial "T".

Timothy J. Plante
Chief Administrative and Financial Officer

Springfield Debt Overview

Mandated by Chapter 468 of Acts and Resolves of 2008, the City of Springfield’s Office of Management & Budget is required to provide a yearly review of the City’s current outstanding debt. This analysis is designed to have two desired effects:

1. To show financial officials and citizens the current state of debt management.
2. To indicate whether the City of Springfield can 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 \$230.8 million in outstanding permanent debt. Of this, \$182.1 million is principal and \$48.7 million is interest payments due on the debt. This debt consists of issuances dating back to fiscal year 2009, up to the most recent debt issuance in March 2017. This study demonstrates that Springfield is currently within its debt capacity as mandated by the City’s financial ordinances, Chapter 4.44.070, which states “General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)”.

Debt Service as a % of General Fund Revenue	
2018 Total Debt Service	\$ 26,532,968
2018 General Fund Revenue	\$ 628,474,717
Debt Capacity	4.2%

Source: First Southwest, Springfield 2018 CAFR

Analysis of City Debt

The City’s net debt service totals \$222.1 million over nineteen years. Project balances that make up this debt range from the small - \$10,100 for the Blunt Park Renovation, to the large - \$9.9 million for citywide ESCO (Energy Service Contracts, Phase II of III) projects for facility enhancements and improvements that maximize energy efficiency.

There are many different ways to examine the City’s debt. This document first examines the policy questions associated with our debt: for what purpose was the debt issued and in what structure or manner was it issued? The study then examines what this debt tells us about Springfield’s finances. The latter analysis relies on benchmarks established by the three large ratings agencies that evaluate and rate municipal debt: Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings. These benchmarks tell us what our ability is to repay our debt, highlights areas for further investigation and public discourse, and will provides an overview of the information that will be used by rating agencies to determine Springfield’s future bond rating. When Springfield wants to issue bonds, its bond rating reflects the credit worthiness of the City, which in turn has a direct impact on the interest rate the City will pay on its bonds. The higher the bond rating, the lower the risk of default and the less risk the investor is taking in purchasing our bonds.

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 this is a mandated expense, the City must be cognizant of debt service payments when issuing new debt and in deciding whether or not the City has the ability to increase those payments.

Long Term Debt Service

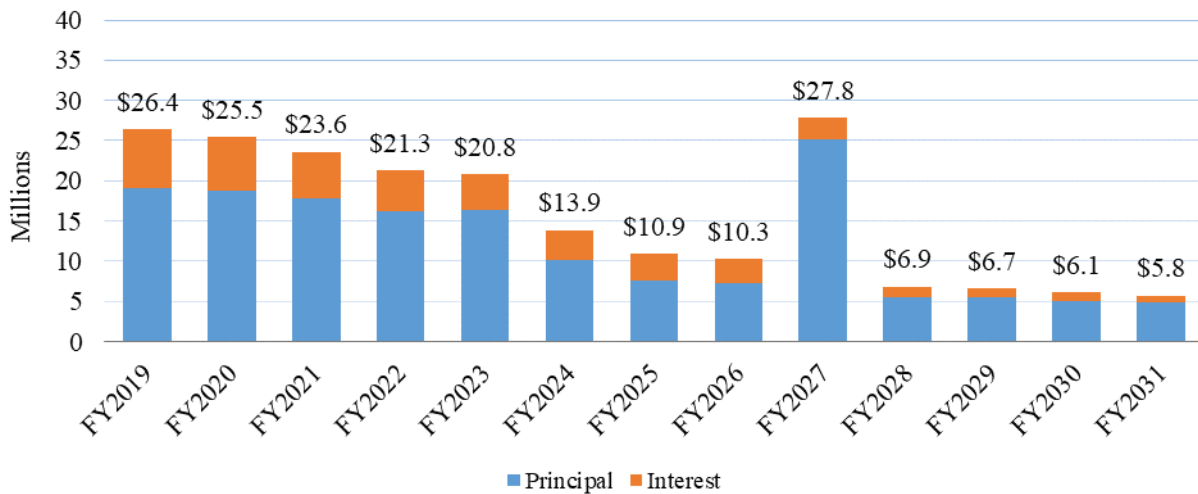


Figure 1: Debt service repayment schedule, First Southwest

The City’s debt service repayment schedule, as of June 30, 2018, is outlined in the chart above (Figure 1). 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 a seventeen year borrowing term. This “bullet” payment is reflected in the large \$27.8 million expenditure payment due in 2027. In order to prepare for this, the City has been, and will continue to invest the required payments (\$776,910 annually) for the bond into a “sinking fund” each year. At the end of the term, the City will use the sinking fund to pay the principal and interest payments that are due. Aside from this, the City works to maintain a relatively smooth debt schedule so as to not front or back load debt costs.

As illustrated above in Figure 1, the City has entered into a declining debt service payment schedule. Each year, prior bond issuances “fall off” our debt schedule, decreasing the City’s annual long-term debt service obligation. This means the City has additional bonding capacity for new capital improvement projects in future years. In FY15, the City took advantage of the declining debt schedule and sold \$50.5 million of bonds for new projects, including demolitions, street and sidewalk repairs, school improvements, and city facility construction and improvement projects.

The next sale occurred in February 2017, when the City issued \$44.3 million in debt for numerous capital improvement projects. That same year, in March 2017, the City sold bonds for Union Station. These latest sales began to impact our debt schedule in Fiscal Year 2019. By strategically selling debt this way, the City will continue to have a declining debt schedule and keep payments between fiscal years consistent. The City's goal is to maintain a similar level of payments each year to ensure large debt service payments are not unfairly placed on the City's budget in the future.

Additionally, the City's ability to refund some of its outstanding bonds using proceeds from new bonds sold at lower interest rates can result in future cost savings that provide the City with a larger debt capacity each year. This larger debt capacity enables more debt to be issued for capital improvement projects that are imperative for the City.

Refunding bonds works similar to the refinancing of a mortgage, and savings are achieved by lowering interest costs. Between FY15 and FY16, the City completed two debt refunds, saving over \$2.5 million in interest payments over fifteen years. The City also saved \$1.2 million on QSCB payments through this refunding. The City refinanced bonds issued in 2007 at the same time that it financed the Union Station Project in March 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years.

Although in future years changes in the Tax Cut and Jobs Act of 2017 has limited the City's ability to refund debt in this way, the City is still able to refund bonds that have reached their call date. A call date is a specified date on a bond. When the call date is reached, the issuer of the bond is allowed to refund the remaining amount of principal on the bond and thus avoid future interest payments. The City can take advantage of lower interest rates by borrowing at a lower rate to repay the principal on a bond that is within 90 days of its call date, but it can no longer take advantage of "advanced refunding issuances" which fall outside this 90 day window without issuing more expensive taxable debt.

Purpose of Issuance

Of the City's \$182.1 million (principal only) debt, \$79.5 million (43.6%), was issued to finance school projects and \$102.6 million (56.4%), was issued for all other municipal purposes. The category of "all other municipal purposes" includes roads, sidewalks, police, fire, recreation, general government, technology, as well as senior services and other social services.

Project/Type	Total	Percent of Total
City Facility	67,465,105	37.1%
Demolition	9,154,200	5.0%
Equipment	2,220,300	1.2%
Other	5,603,300	3.1%
Park/Land	8,190,350	4.5%
Streets/Sidewalks	9,845,450	5.4%
Technology	140,945	0.1%
City Total	102,619,650	56.4%
School Total	79,464,350	43.6%
Grand Total	182,084,000	100%

In prior years, the majority of the City’s debt has been dedicated to school facilities due to a high need for repair, renovation, and construction projects. Additionally, 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.

With the refinancing of bonds issued in 2007 in March 2017, and the \$44.3 million sale of new debt in February 2017, the ratio of School projects to City projects shifted so that a majority of all outstanding debt is now tied to City projects. The City projects that drove this change include: the renovation of the Paul J. Fenton Public Safety Annex at 50 East Street, the construction of the Raymond Jordan Senior Center in Blunt Park, the construction of a new South End Community Center (SECC), the building of the John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the construction of the Union Station parking garage, and the purchase of vehicles for the Police Department and DPW.

Many City projects have a short useful life, such as vehicles purchased using bond proceeds. The City can only issue bonds with a term as long as the maximum useful life of the item for which it is borrowing. This causes debt issued for City purposes to fall off the debt schedule more quickly than School debt. Thus, City projects will make up a large proportion of all outstanding principal shortly after the City sells debt, but it will also tend to pay that principal off faster than School debt, which is generally issued for 20-year terms. Notably, OMB projects that School projects will once again represent the majority of Springfield’s outstanding debt after the construction of the Brightwood-Lincoln and DeBerry-Homer MSBA projects is completed, and permanent debt issued for those projects.

Other Funding Sources

The City has been strategic in leveraging funds from Federal and State agencies. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the U.S. Department of Housing and Urban Development (HUD), the Massachusetts Executive Office of Energy and Environmental Affairs (EEA), and the Massachusetts Emergency Management Agency (MEMA), and the Massachusetts School Building Authority (MSBA) to maximize revenues for schools, facilities, and infrastructure improvements.

In March 2019, the City plans to issue \$34.8 million of debt for its share of cost of City projects. By leveraging funds from FEMA, MEMA, EEA, MGM, and MSBA, the City anticipates receiving up to 50.1% of the total estimated costs for the bonded projects from outside sources.

FEMA has committed over \$19.0 million as part of FEMA’s improved projects program, aimed at restoring facilities damaged in the 2011 tornado. The chart below shows the total project costs and the breakdown between FEMA funding and City contribution with the exception of ECOS. The Mass Mutual Foundation granted the Springfield Public School \$150,000 toward the cost of building ECOS; this is reflected in the chart below. Debt for these projects was sold in February of 2017.

Project	Outside Funding	City Contribution	Total Estimated Project Cost
50 East Street Renovation	2,890,464	9,053,120	11,943,584
Raymond Jordan Senior Center	7,608,496	4,391,504	12,000,000
South End Community Center (SECC)	6,000,000	4,292,500	10,292,500
Clifford A. Phaneuf Environmental Center (ECOS)	2,682,303	1,487,689	4,169,991
TOTAL	19,181,263	19,224,813	38,406,075

The City anticipates an 80% MSBA reimbursement for eligible costs for seven Springfield public schools that have been invited into the MSBA Accelerated Repair Program: the Alfred G. Zanetti Montessori Magnet School, M. Marcus Kiley Middle School, South End Middle School and Balliet Middle School for the replacement of windows and doors and accessibility upgrades, and the Mary Lynch Elementary School and Kensington Avenue International School, and Thomas M. Balliet Elementary School for roof replacement and accessibility upgrades. The total estimated project cost for these schools is \$22.5 million.

The City is also currently in the process of finalizing plans for additional MSBA repair projects to replace the roof at Milton Bradley Elementary School and the boilers at the Springfield High School of Science and Technology. The City is also working with the MSBA on a project for the replacement of both the Brightwood and Lincoln elementary schools at a new joint campus at 255 Plainfield Street in Springfield. This project is still in its early stages, so the City will only be borrowing for a small portion of the total estimated project costs when it sells debt in March 2019.

School Project	MSBA Estimated Funding	City Contribution	Total Estimated Project Cost
Alfred G. Zanetti Montessori Magnet School	2,525,137	631,284	3,156,421
M. Marcus Kiley Middle School	7,598,889	1,899,722	9,498,611
Kensington International School	1,191,130	297,783	1,488,913
Mary M. Lynch Elementary School	1,693,704	423,426	2,117,130
Thomas M. Balliet Elementary School	1,671,440	417,860	2,089,300
Balliet Middle School	1,365,804	341,451	1,707,255
South End Middle School	1,742,550	648,943	2,391,493
Brightwood-Lincoln Schools	50,218,732	31,983,044	82,201,776
TOTAL	16,046,104	36,643,513	104,650,899

Note: Project funding agreements between the MSBA and the City for the DeBerry-Homer, Milton Bradley, and Science and Technology school projects have yet to be finalized, so they have been left off the above list.

The City will continue this strategic use of federal, state, private and City funding as we make decisions about future debt issuances.

Composition of Debt

Springfield may issue debt for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has different capital needs associated with it. 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. As shown below in Figure 2, the City’s outstanding debt is mainly comprised of debt for buildings and facilities: City facility (67.2%), Demolitions (8.5%), and Streets/Sidewalks (9.1%).

Outstanding Total Debt City Projects as of June 30, 2018

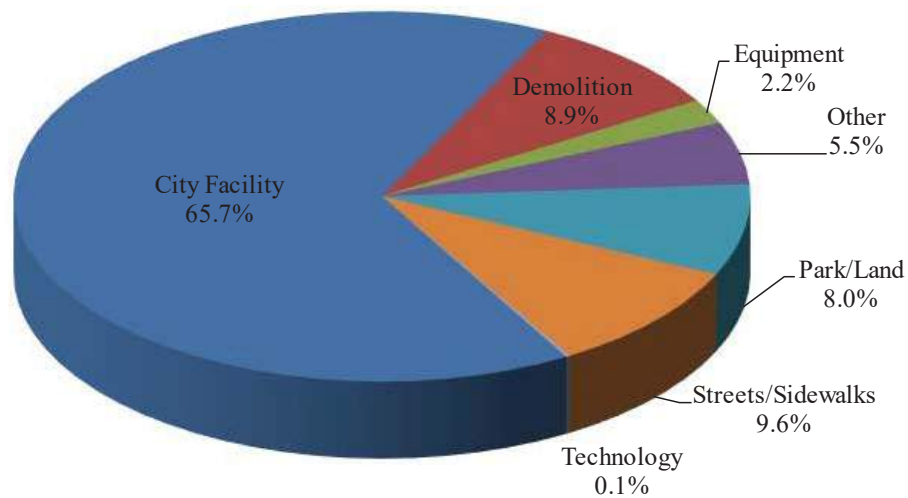


Figure 2: Breakdown of outstanding City debt, First Southwest

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, 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. These non-facility debt categories account for 32.8% of the total City debt as shown in Figure 2 above.

Examining non-facility debt, the City has begun to make substantial investments in equipment, parks, land purchases, the demolition of blighted and condemned buildings, technology, and improvements to our road and sidewalk infrastructure. The City's Capital Improvement Plan (CIP) indicates there will be considerable funding needed in the future in these areas. These projects also weigh heavily in the economic development plans for the City as determined by the City's executive leadership.

The City has shown its ability to fund non-facility investment projects with the use of debt. As mentioned above, a declining debt schedule has allowed for increased bonding capacity for new capital improvement projects.

In March 2019, the City plans to issue debt for a number of ongoing projects. These include: the construction of the new East Forest Park Library, continued work on the School Culinary and Nutrition Center, the remodeling of Stearns Square and Duryea Way, the repair of City Hall's steps, the repaving and repair of streets and sidewalks in downtown and the installation of a pedestrian wayfinding system, the renovation of Riverfront Park, and the repair of the Mill River flood control system. Additionally, this issuance will fund multiple MSBA school repair projects, as well as a portion of the construction of the new Brightwood-Lincoln joint campus, and a feasibility study and schematic design for a new joint Homer-DeBerry campus.

The City issued \$44.3 million in debt for new capital projects in February 2017. This issuance funded completed projects and projects the City completed in fiscal years 2018 and 2019. These projects included: the John J. Shea Bright Nights Technical Training Facility, the new Environmental Center for our Schools (ECOS) building in Forest Park, the Dense Wireless project, the purchase of Police and DPW vehicles, the School Culinary and Nutrition Center, renovations to the Paul J. Fenton Public Safety Annex at 50 East Street, the new South End Community Center, the Raymond A. Jordan Senior Center, and multiple school projects.

In FY15, the City issued \$50.5 million in debt for capital projects. These projects included improvements to the Boston Road corridor, which is expected to generate a return on investment by attracting national chain stores to the neighborhood. In addition, funding has been used for the purpose of aiding the Springfield Redevelopment Authority in the implementation of the Union Station Redevelopment project. These projects will help kick start economic development in the City.

The FY15 bonds also fund the second phase of the City's ESCO project, which provides improvements that increase energy efficiency within city and school facilities. This project

entails upgrading boilers and heating systems in twenty municipal buildings; including thirteen schools, three libraries, and four public safety buildings.

Annually, energy efficiencies attributable to the City's ESCO project improvements will yield the equivalent of 3.9 acres of forest preserved from deforestation, and reduce emissions by the same amount as taking 102.7 cars off the road. Investments like these demonstrate Springfield's continued commitment to becoming a sustainable green community. Finally, the FY15 bonds also include additional school improvement projects, which will provide our students with a comfortable, technologically advanced environment in which to learn.

In FY09, the City instituted another source of funding for capital expenditures: "pay-as-you-go" capital, or "pay-go." To fund pay-go, 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. 4.44.050.). Pay-go allows the City to reduce its overall borrowing costs by funding smaller routine projects through the operating budget.

Over the last decade, \$24.7 million has been appropriated for capital projects through pay-go. With this source, the City has been able to fund emergency infrastructure repair projects, vehicle replacement schedules for public safety and the DPW, IT upgrades for software, security and servers, as well as park and building renovations.

Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$182.1 million as of June 30, 2018. When interest is included, the total cost of this debt is \$230.8 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 subtracted from the \$230.8 million in total debt service, leaves a balance of \$222.1 million of liability (principal and interest). Figure 3 below shows net debt service through 2030. The 2027 debt service payment spike represents the sinking fund payment of the QSCB explained previously on page seven of this report.

Net Debt

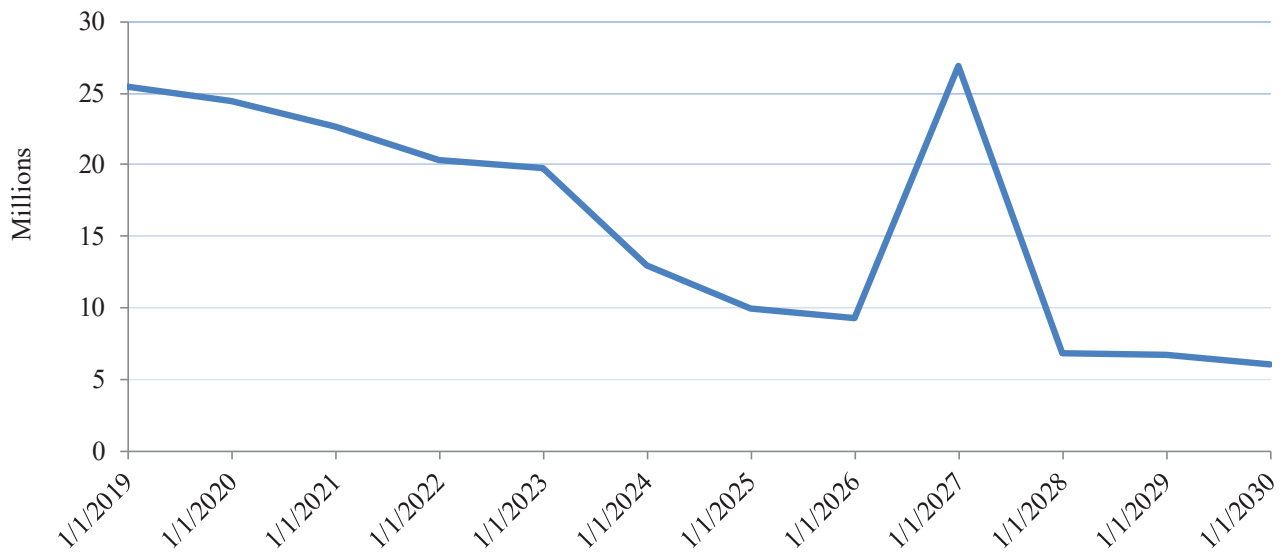


Figure 3: Net Debt Service payments; First Southwest

In previous years, the City had been approved to receive school construction assistance on various school construction projects under a program managed by the MSBA. Under the terms of this program, the City was required to incur general obligation debt financing for the full costs of those school construction projects. The MSBA then provided annual grant distributions to the City to offset the annual debt service costs on these projects as the City repaid the bonds.

However, in FY17, the City entered into a debt refinancing transaction in order to take advantage of favorable interest rates. The City issued \$23,965,000 of general obligation refunding bonds on March 7, 2017. The proceeds of the refunding bonds, along with a refunding premium of \$2.6 million and \$22.6 million of lump-sum payments from the MSBA, were used to refund \$48,495,000 of debt from 2007. The transaction resulted in an economic gain of \$3,858,526 and a reduction of \$3,806,718 in future debt service payments. The lump-sum payment from the MSBA replaced contract assistance payments that were scheduled through FY2022 on three older school projects.

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 strategies. 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, including enterprise fund debt. The City issued debt on behalf of its single enterprise fund in February 2017. This debt was issued for two pick-up trucks, and two semi-automated and one fully-automated 31 cubic-yard trash removal trucks. Payments, scheduled to begin in 2020, will stay well within the City’s financial ordinances, which state in Chapter 4.44.070 that, “enterprise fund debt service as a percentage of enterprise operating revenue – should not exceed fifteen percent (15%).” Selling debt in support of the solid waste program enables the City to strategically replace our aging fleet of trash trucks, and purchase more vehicles in the future.

This report assumes the continuation of normal operations for the City of Springfield. A “worst case scenario” analysis could be conducted that would assume that the Commonwealth stops making school building assistance payments. The City’s debt study, however, should examine debt under normal operating conditions. OMB has preformed the following measurements as part of the analysis.

Measure	Industry Standard	FY2018	FY2019
General Fund Balance as a % of Total Revenues	15% or greater	13.6%	19.2%
Debt Service as a % of General Fund Revenue	0% - 8%	5.4%	4.2%
Debt Service as a % of General Fund Expenditures	0% - 8%	4.5%	4.2%
Percent of Debt Retired in Ten Years	65% - 100%	80.5%	81.2%
Debt as a Percentage of EQV	0% - 5%	2.9%	2.3%
Total Outstanding Debt Per Capita	\$0 - \$1,000	\$1,300.41	\$1,179.75
Total Debt as a Percentage of Total Personal Income	0% - 7%	7.2%	5.9%
Undesignated Fund Balance as a % of Revenues	10% or greater	10.0%	8.8%
Overall Net Debt as a % of Full Value	1.5% - 5%	3.2%	2.6%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	9.9%	9.8%

Figure 5: Municipal Bond Industry Benchmarks

Debt Service as a Percentage of General Fund Expenditures

The metric used for this benchmark measures the City’s ability to finance debt within its current year budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of determining a City’s 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.

The City’s measure of debt service as a percentage of General Fund expenditures is strong, with 4.2% of the Fiscal Year 2019 budget dedicated to debt service. This measure has been trending down over the last four fiscal years due to a decrease in total debt service and an increase in the City’s general fund revenue. The City is required to annually fund a capital reserve account of at least one and one half percent of property taxes from the prior fiscal year (Chapter 4.44.060). Many cities and towns that are economically comparable to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in future years to ensure that debt service payments do not crowd out funding for

services in future budgets. At the same time, the City should aim to keep its debt service ratio from declining too much, as this would denote a lack of investment in long term capital needs.

The City’s relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems as they arise. Debt payments are not discretionary. Courts have ruled 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 has strategically 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 on more debt in future fiscal years.

**Debt Service as a Percentage of General Fund Expenditures
(Fiscal Year 2019)**

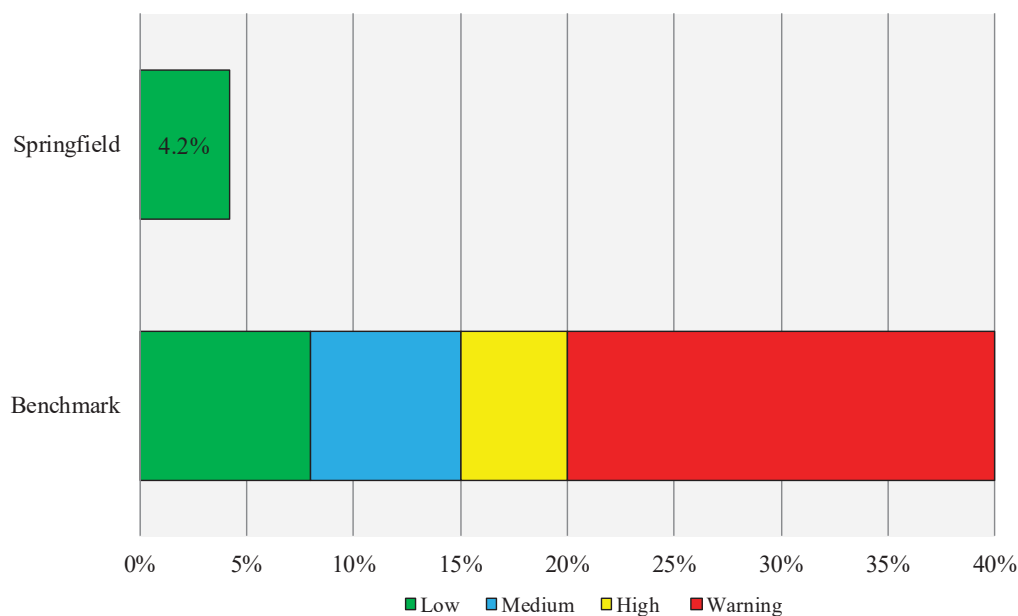


Figure 6: Ratio of 2018 Budgeted Debt Service Payments over Total General Fund Budget

Debt Service as a % of General Fund Expenditures	
2019 Total Debt Service	\$ 27,770,576
2019 Budgeted General Fund Expenditures	\$ 656,191,374
Debt Capacity	4.2%

Figure 7: Calculation of Debt Service as a percent of Budgeted General Fund Budget

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 debt 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 whether debt has been back loaded. 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, as cities are forced to pay interest on the principal they borrowed for a longer time. Back loading debt can result in cities being forced to reduce expenditures, cut programs, or increase taxes to make debt service payments. Prior to 2005, the City back loaded debt issuances, causing major spikes in its debt service payments in future years. This problem was alleviated through “front loading” debt and making a number of other modifications to the City's debt structure.

Failure to invest in maintenance and capital, otherwise known as deferred maintenance, can be considered a form of debt back loading because capital needs still must be addressed at some point. Delay in maintenance or investment only delays the financing of these improvements, and it increases the likelihood that capital will fail *en masse*, resulting in unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive, because costs tend to increase over time.

The City currently has an aggressive debt retirement schedule. 81.2% of the principal borrowed by the City will be repaid within ten years, and all current debt will be retired by 2037, as shown in Figures 8 and 9 below. This places the City well within the “excellent” 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.

**Percent of Principal Retired in Ten Years
(Total Debt as of June 30, 2018)**

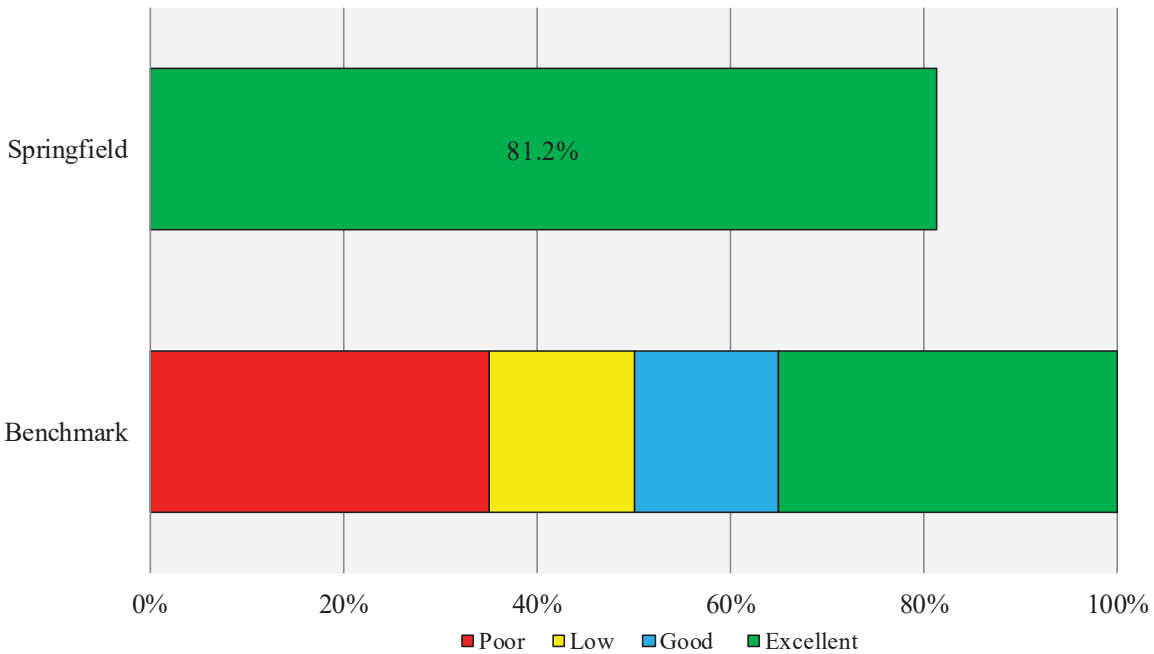


Figure 8: Percent of Debt retired in 10 years.

Percent of Debt Retired in Ten Years	
Total Debt Retired in 10 Years	\$ 187,455,024
Total Outstanding Debt Service	\$ 230,824,060
Percent of Debt Retired in Ten Years	81.2%

Source: First Southwest

Figure 9: Calculation of Total Debt (Principal + Interest) retired in 10 years.

Furthermore, 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 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; therefore this ratio examines a community’s debt relative to its main revenue source.

However, in Springfield, 61% of revenue comes from state aid, whilst just 39% comes from local revenue. Thus, 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 the aforementioned issues.

Mass. Gen. Laws (M.G.L) Ch. 44§10 dictates the City’s debt limit be no more than 5% of the equalized value. The City’s ratio of debt to property value is currently 2.7%, which is considered “medium” by rating agencies (Figure 10). 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. Furthermore, it fails to consider the City’s ability to access property values due to Proposition 2 ½.

Debt Service as a Percentage of Equalized Assessed Valuation (2018 EQV)

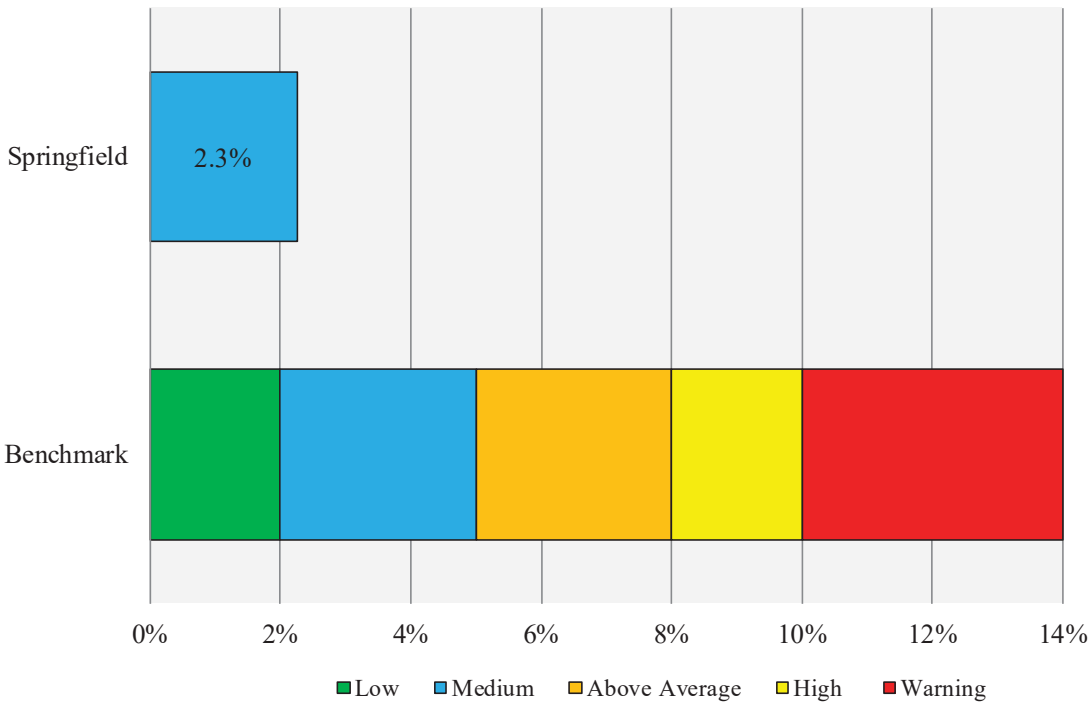


Figure 10: Ratio of Debt to Estimated Property Value

Debt as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 182,084,000
2018 EQV (Equalized Valuation)	\$ 8,016,915,700
Debt as a Percentage of EQV	2.3%

Source: First Southwest, DLS Municipal Databank

Figure 11: Calculation of Outstanding Principal as a percent of EQV.

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. However, even similarly sized communities have significant differences, 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.

Total Outstanding Debt per Capita

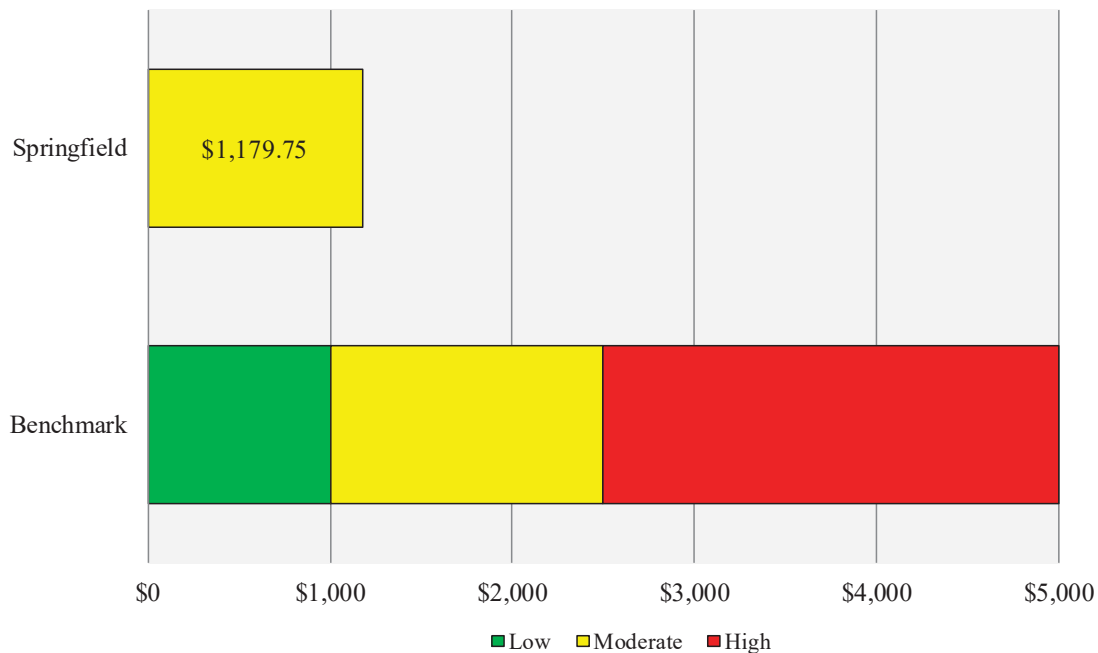


Figure 12: Estimated Debt per person.

Total Outstanding Debt Per Capita	
Total Outstanding Debt (Principal)	\$ 182,084,000
2018 Population Estimate	154,341
Total Outstanding Debt Per Capita	\$ 1,179.75

Figure 13: Calculation of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This measurement is not completely unexpected as the City has a large number of aging facilities (particularly schools) and infrastructure. The City is currently performing large school reconstruction projects, as well as, the replacement of schools and other facilities. Because of major capital needs and the issuance of debt every few years, this measurement will continue to fluctuate as it is dependent on the City’s total outstanding principal.

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.

**Total Debt as a Percentage of Total Personal Income
(2018 Income Estimate)**

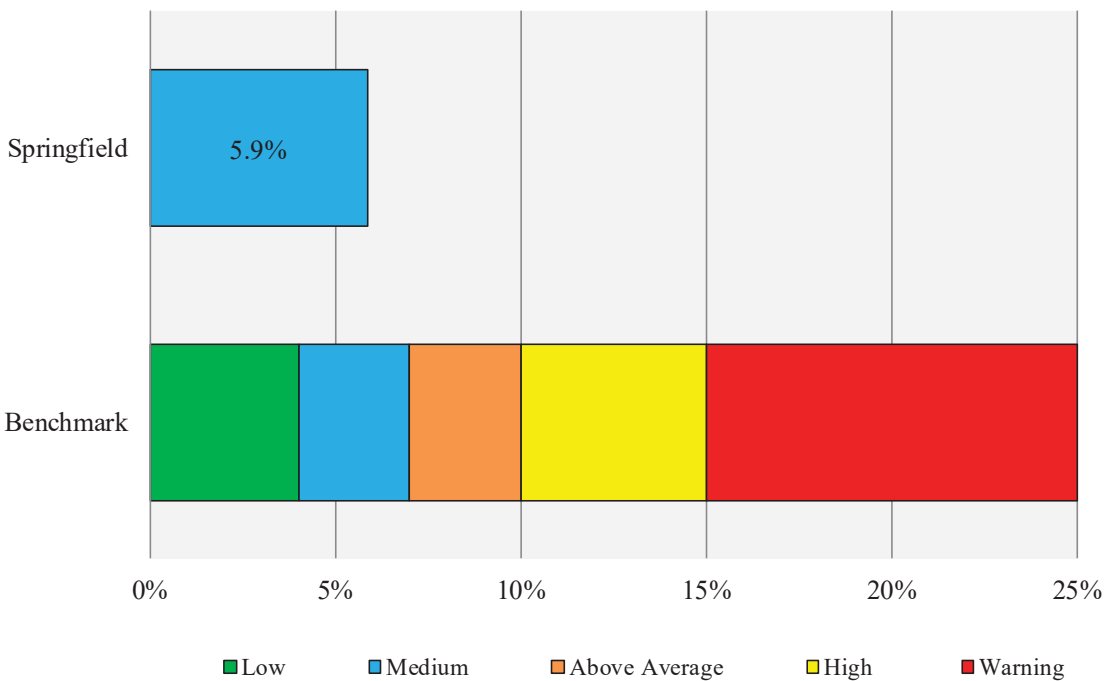


Figure 14: Ratio of debt to personal income.

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	
Total Outstanding Debt Per Capita	\$ 1,179.75
2017 Per Capita Income	\$ 20,046
Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	5.9%

Source: U.S. Census Bureau, First Southwest

Figure 15: Calculation of debt to personal income.

Springfield’s ratio of debt to personal income is considered just slightly “average” by credit rating agency standards. This means that the City’s debt is comparable to a moderate share of a residents’ income. Unlike 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 into account the net debt service or timing of debt payments.

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 the inclusion of commercial and industrial property values that are included in the debt to total property value calculation, but not in the debt to personal income ratio. The City would not be able to provide the same level of services and investment in infrastructure without commercial and industrial property tax revenues. This highlights the need for economic development to be a top priority of the City.

Overall Net Debt as a percentage of Full Value

Overall Net Debt as a percentage of full value, 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 a ratio measuring the value of the municipality's net debt compared to the total EQV of the City.

Overall Net Debt as a percentage of Full Value (2018 EQV)

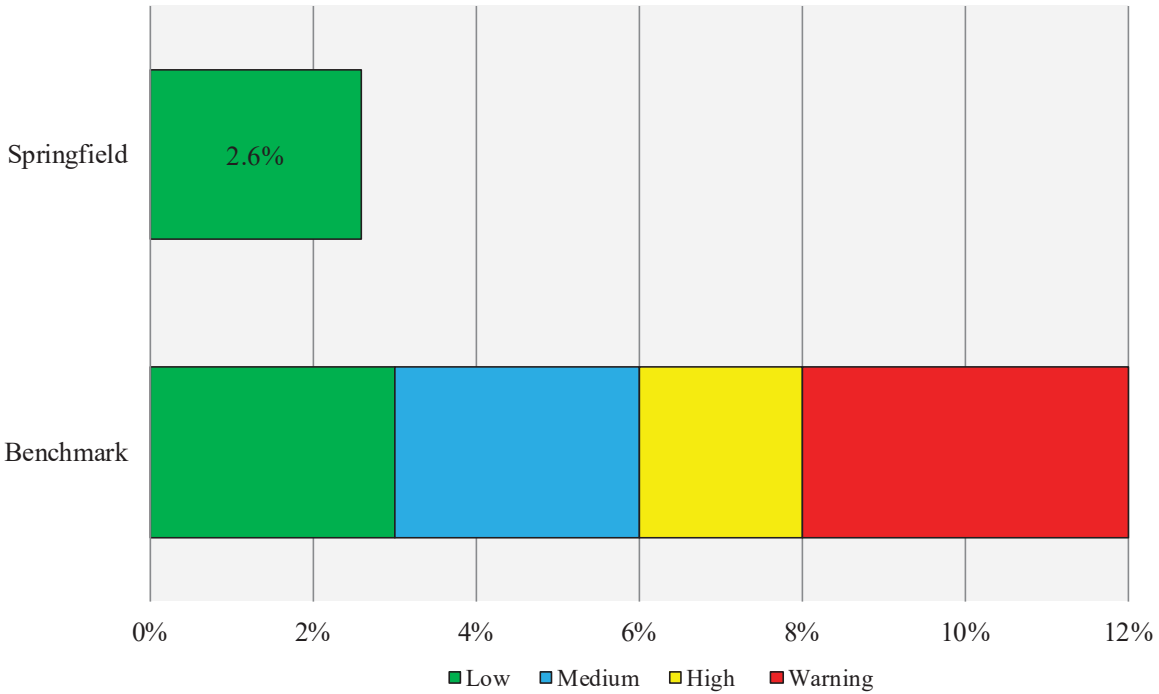


Figure 16: Ratio of Net Debt to EQV.

Overall Net Debt as a percentage of EQV	
Total Outstanding Net Debt	\$ 211,254,277
2018 EQV (Equalized Valuation)	\$ 8,016,915,700
Overall Net Debt as a percentage of EQV	2.6%

Source: First Southwest, MA Division of Local Services

Figure 17: Calculation of net debt to EQV.

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. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 0-3% tend to be viewed as low. The City’s level of debt burden is 2.6%.

Conclusion

Since Fiscal Year 2005, the City of Springfield has strengthened its financial position by instituting clear and strict financial policies, passing responsible budgets, and continually reassessing capital needs through a comprehensive five-year capital investment plan; all within the fiscal constraints illustrated in this debt affordability analysis.

During our last debt issuance in 2017, Standard and Poor's (S&P) affirmed the City of Springfield's AA- rating, with a stable outlook, a high investment grade. This demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, with an available fund balance in Fiscal Year 2016 of 9.7% of operating expenditures, very strong management with "strong" financial policies and practices, and an experienced and capable management team. The S&P rating continues to be the highest rating in the City's history, and one that the City has maintained for the last five years. Credit ratings have an integral role in the municipal bond market and are one factor that affects the interest rates the City pays on its debts.

The low debt service to general fund expenditures ratio in the City's budget demonstrates our ability to pay our debts. This is the most important short-term measure of our ability to pay our debts; however, it only examines the ability to pay for debt within a community's existing budget. With only 4.2% of the Fiscal Year 2019 budget dedicated to debt service, the City's measure of debt service as a percentage of General Fund expenditures is strong. This measure has been trending down over the last five fiscal years (6.5% in FY15, 5.8% in FY16, 5.3% in FY17, 4.6% in FY18) due to a decrease in total debt service and an increase in the City's general fund revenue. However, OMB expects debt service payments as a share of the budget to increase following the issuance of new debt for projects in March 2019. As the City makes large investments into projects such as the East Forest Park Library and the Brightwood-Lincoln elementary school campus, it will reduce the City's capacity to issue debt for additional projects.

According to the measures presented in this analysis, the City is in a solid debt position, but can still improve its finances. One way to improve the City's ability to take on debt is to foster an environment that promotes jobs and increase citizens' wealth. These policies will help decrease the ratio of debt to total income and decrease debt per capita. This will bring Springfield more in line with other communities in the Commonwealth. Springfield has been improving on these measures due to lower unemployment over the last three years, and significant private sector investment in the City, such as the construction of the CRRC rail factory and MGM Springfield casino, which have provided new employment opportunities to our residents.

As noted above, Springfield continues to take advantage of funding from state and federal agencies, such as FEMA, HUD, MEMA, MSBA, and EEA. As a result, the City has generally been responsible for less than half of the funding on the projects it issues debt for over the past five years. The opening of the MGM Springfield casino in August 2018 has also increased the City's revenues and thus its ability to fund capital projects. As part of Springfield's host-community agreement with the MGM, MGM also provided \$1 million in funding towards the ongoing Riverfront Park project, further reducing the City's need to issue debt.

However, despite its access to outside funding, increasing revenues, and strong stewardship of its debt, the City still needs to be conservative in how it decides to invest in future projects. As mentioned in the opening of this report, rising non-discretionary costs continue to crowd out room for debt service in the budget, while project costs have been increasing due to market factors in recent years. Springfield remains at its Proposition 2 ½ levy ceiling, and is thus more vulnerable to the effects of a future economic downturn. With the Massachusetts Department of

Revenue projecting a slowdown in economic growth in FY20, the City has had to be conservative in its debt strategy, to ensure that debt service payments do not become an undue burden on the City's finances.

In March 2019, the City will issue \$34.8 million in new debt. This debt will finance completed and ongoing projects throughout the City. This issuance is a reflection of the City's values. This issuance will fund improvements to our schools, demonstrating our commitment to our students. It will fund the construction of police kiosks in the downtown area, the replacement of police fleet vehicles, and work on the Mill River flood control system, displaying the City's commitment to the safety of all residents. Finally, this issuance will fund repairs to roads and sidewalks in downtown and across City neighborhoods, as well as the construction of a new East Forest Park library, showing Springfield's commitment to improving the quality of life in its neighborhoods.

The City is steadily and strategically moving in the right direction. Our high credit rating allows us to pay back loans at a lower interest rate, which in turn allows the City to issue more debt for citywide projects. The more capital projects the City can afford to invest in, the more the City can work to spur economic development in Springfield. When we invest in our infrastructure and economy, the spin off effects are new business investment and rising property values—resulting in more funding for the maintenance of streets, parks, libraries, and public buildings. A healthy economy positively affects school graduation rates, job creation, poverty, unemployment rates, and crime. All of these positive effects increase citizens' morale and make Springfield a more attractive city for current and future residents.

Appendix A

Debt Analysis Definitions

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 B 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 the expenditures are considered capital investments.

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 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, buildings, 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. Move definitions to appendix at end.

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.

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 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. As the City recovered from the June 2011 tornado and October 2011 snow storm, certain projects, such as the construction and reconstruction of the heavily damaged Elias Brookings Elementary and Mary Dryden Elementary Schools, could only be afforded by spreading their cost over many years. The MSBA Grant Program requires the City to appropriate the full cost of the project, before any reimbursements from MSBA can be requested, which required 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 Brookings Elementary 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 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.

Appendix B

Current Outstanding Debt Issuances

City of Springfield, Massachusetts
Long-Term Debt Outstanding as of June 30, 2018
General Fund Tax-Supported

Date	Excludes QSCB		QSCB			Net Existing Debt Service
	Principal	Interest	QSCB Interest	Required Sinking Fund Deposits	Federal Subsidy QSCB	
6/30/2019	19,110,000	6,252,319	1,071,840	776,911	(966,442)	26,244,627
6/30/2020	18,845,000	5,547,881	1,071,840	776,911	(966,442)	25,275,190
6/30/2021	17,800,000	4,754,194	1,071,840	776,911	(966,442)	23,436,502
6/30/2022	16,230,000	3,976,981	1,071,840	776,911	(966,442)	21,089,290
6/30/2023	16,440,000	3,283,956	1,071,840	776,911	(966,442)	20,606,265
6/30/2024	10,140,000	2,694,456	1,071,840	776,911	(966,442)	13,716,765
6/30/2025	7,530,000	2,312,306	1,071,840	776,911	(966,442)	10,724,615
6/30/2026	7,250,000	1,983,331	1,071,840	776,911	(966,442)	10,115,640
6/30/2027	7,245,000	1,668,906	1,071,840	776,911	(966,442)	9,796,215
6/30/2028	5,490,000	1,390,131				6,880,131
6/30/2029	5,480,000	1,186,456				6,666,456
6/30/2030	5,095,000	1,002,756				6,097,756
6/30/2031	4,905,000	852,756	-	-	-	5,757,756
6/30/2032	4,600,000	705,756	-	-	-	5,305,756
6/30/2033	4,595,000	560,756	-	-	-	5,155,756
6/30/2034	4,445,000	416,556	-	-	-	4,861,556
6/30/2035	4,430,000	272,075	-	-	-	4,702,075
6/30/2036	2,345,000	156,934				2,501,934
6/30/2037	2,245,000	74,988				2,319,988
Total	\$ 164,220,000	\$ 39,093,500	\$ 9,646,560	\$ 6,992,199	\$ (8,697,982)	\$ 211,254,277

Par Amounts Of Selected Issues June 30, 2018

April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	710,000
April 15 2009 Series A SQ -Technology (ISQ).....	20,000
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	145,000
April 15 2009 Series A SQ -Old First Church (ISQ).....	165,000
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	110,000
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	60,000
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	5,000

June 24 2010 QSCB (Taxable).....	17,864,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ).....	436,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park(ISQ).....	103,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ).....	1,648,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ).....	338,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ).....	84,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require (ISQ).....	828,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ).....	799,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ).....	388,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ).....	828,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel (ISQ).....	11,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ).....	2,982,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ).....	867,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ).....	1,190,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ).....	201,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ).....	407,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ).....	883,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ).....	84,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ).....	1,789,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ).....	111,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (OSQ).....	252,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ).....	734,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ).....	1,538,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ).....	231,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ).....	724,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (ISQ).....	1,085,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ).....	1,089,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ).....	335,000
February 12 2015 Series A SQ -Forest Park Middle School Renovation (OSQ).....	2,965,000
February 12 2015 Series A SQ -Landfill Closure (OSQ).....	940,000
February 12 2015 Series A SQ -Elias Brookings Elementary School Replace. (OSQ).....	1,525,000
February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel (OSQ).....	2,050,000
February 12 2015 Series A SQ -Union Station (OSQ).....	2,060,000
February 12 2015 Series A SQ -Central HS Science Lab Remodeling (OSQ).....	5,770,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I (ISQ).....	4,125,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II (ISQ).....	1,380,000
February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech (OSQ).....	575,000
February 12 2015 Series A SQ -Ells School Roof Replacement (OSQ).....	185,000
February 12 2015 Series A SQ -South End Middle School Roof Replacement (OSQ).....	140,000
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement (OSQ).....	165,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction I (ISQ).....	705,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction II (ISQ).....	610,000

February 12 2015 Series A SQ -Chestnut Middle School Roof (OSQ).....	425,000
February 12 2015 Series A SQ -Chestnut Middle School Demolition (OSQ).....	1,965,000
February 12 2015 Series A SQ -Chestnut Middle School Medallions (OSQ).....	170,000
February 12 2015 Series A SQ -School Remodeling - Green Communities (OSQ).....	50,000
February 12 2015 Series A SQ -Putnam School (OSQ).....	5,540,000
February 12 2015 Series A SQ -ESCO Phase II (ISQ).....	9,435,000
February 12 2015 Series A SQ -Parker St. Road Improvements (ISQ).....	920,000
February 12 2015 Series A SQ -City Hall HVAC Improvements (ISQ).....	1,560,000
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St. (ISQ).....	2,700,000
February 12 2015 Series B SQ (Taxable).....	640,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation (ISQ).....	509,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno (ISQ).....	1,545,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water (ISQ).....	220,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1 (ISQ).....	1,190,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2 (ISQ).....	1,000,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3 (ISQ).....	1,230,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software (ISQ).....	54,995
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition (ISQ).....	224,305
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades (ISQ).....	265,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades (ISQ).....	275,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation (ISQ).....	2,719,400
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design (ISQ).....	743,900
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq. (ISQ).....	139,625
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building (ISQ).....	33,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Blunt Park Renovation (ISQ).....	5,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation (ISQ).....	115,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation (ISQ).....	105,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition (ISQ).....	139,650
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management (ISQ).....	86,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO (ISQ).....	6,677,475
October 1 2015 -Cur Ref 7-7-05 Adv Ref 98 Land Acq & Apprais (ISQ).....	140,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 98 School Construct (OSQ).....	4,005,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 School 1 (OSQ).....	4,635,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Chestnut Sch Land (ISQ).....	220,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Urban Renewal (OSQ).....	1,255,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Demolition (OSQ).....	380,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Public Building 1 (ISQ).....	210,000
October 1 2015 -Cur Ref 7-7-05 Adv Ref 99 Public Building 2 (ISQ).....	235,000
February 23 2017 -Emergency Borrowing (Tornado/ Snowstorm) (OSQ).....	4,079,300
February 23 2017 -School Dense Wireless (Hardware) (ISQ).....	851,500
February 23 2017 -School Dense Wireless (Software) (ISQ).....	1,173,900
February 23 2017 -Kennedy School - Windows & Doors (ISQ).....	1,364,500

February 23 2017 -Kensington School - Windows & Doors (ISQ).....	463,100
February 23 2017 -Daniel Brunton Elementary School (ISQ).....	504,200
February 23 2017 -Mary M. Walsh School - Windows & Doors (ISQ).....	500,700
February 23 2017 -Public Day High School - Windows & Doors (ISQ).....	319,000
February 23 2017 -STEM Middle School - Roof Rplacement (ISQ).....	397,000
February 23 2017 -Food Service Building (ISQ).....	6,640,500
February 23 2017 -50 East Street Planning (ISQ).....	615,700
February 23 2017 -50 East Street Renovation (ISQ).....	7,978,400
February 23 2017 -Senior Center Planning (ISQ).....	758,900
February 23 2017 -Senior Center Construction (ISQ).....	3,407,750
February 23 2017 -South End Community Center Planning 1 (ISQ).....	593,500
February 23 2017 -South End Community Center Planning 2 (ISQ).....	92,000
February 23 2017 -South End Community Center Construction (ISQ).....	3,364,000
February 23 2017 -Skill & Technical Training Facility (ISQ).....	1,638,000
February 23 2017 -ECOS (ISQ).....	1,411,700
February 23 2017 -Police Vehicles 2017 (ISQ).....	1,016,000
February 23 2017 -DPW Vehicles 2015 (ISQ).....	817,300
February 23 2017 -Landfill (Bondis Island) (OSQ).....	1,736,600
February 23 2017 -Demolition 1 (ISQ).....	467,300
February 23 2017 -Demolition 2 (ISQ).....	493,300
February 23 2017 -Demolition 3 (ISQ).....	921,000
February 23 2017 -Roads/Sidewalks 1 (ISQ).....	2,436,500
February 23 2017 -Roads/Sidewalks 2 (ISQ).....	258,350
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Chestnut School (ISQ).....	3,910,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Commerce School (ISQ).....	1,180,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Aerial Mapping (ISQ).....	123,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Improvements(ISQ).....	138,100
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 GIS (ISQ).....	65,950
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Restoration (ISQ).....	215,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct (ISQ).....	335,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Department Equip (ISQ).....	173,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct2(ISQ).....	168,600
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Sidewalk Const (ISQ).....	138,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris School Des(ISQ).....	165,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 VanSickleSchConst(ISQ).....	990,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Des (ISQ).....	105,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Land (ISQ).....	100,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris Sch Const (ISQ).....	1,165,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Library (ISQ).....	968,750
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Const (ISQ).....	960,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Fire&SafetyComplex(ISQ.....	1,210,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Demolition (ISQ).....	624,600
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Harris School (ISQ).....	930,000

March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Bowland LC (ISQ).....	1,570,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Van Sickle School(ISQ).....	5,435,000
March 15 2017 -Union Station.....	3,110,000
	<hr/> <hr/> 182,084,000

Capital Improvement Plan Fiscal Years 2020 - 2024

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Riverfront Park, under construction 2018

City of Springfield, Massachusetts

Fiscal Years 2020 - 2024 Capital Improvement Plan



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March 30, 2019

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

As part of the City of Springfield’s continuing efforts to develop robust long-term strategic planning initiatives, I present to you the FY20-FY24 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$843.9 million. The highest priority projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$263.8 million. These projects include investments in public safety, upgrades to our schools, and projects aimed at driving economic development.

The City of Springfield will pass a milestone in Fiscal Year 2019. This decade began with the City facing a host of natural and man-made disasters. A little more than a decade ago, Springfield regained control of its financial destiny, following the disbandment of the Finance Control Board in June 2009. In the following years, Springfield had to weather the worst economy since the Great Depression, and a tornado that tore through the City in June 2011. Despite these trials, through strong fiscal management policies and the strategic use of capital investment, Springfield is ending the decade with the strongest bond rating in its history, a stabilization reserve of almost \$50 million, and over \$825 million in new capital investments in public infrastructure throughout the City.

Due to the investments made over the past decade, thousands of Springfield students will start their weeks arriving at new or newly renovated schools. At school, they can have a nutritious lunch that was freshly prepared at the new Culinary and Nutrition Center. After school, they might go to one of the many recently renovated parks throughout the City, stop by the new South End Community Center, or do their homework on one of the new computers purchased this year for the City’s libraries.

Several capital improvement projects are also ongoing in the Springfield’s downtown, as the City takes advantage of increased private investment and economic development there. This summer, a visitor to Springfield will be able to arrive by bus or train at our newly reopened, historic Union Station. While in Springfield, they will be able to spend time outside enjoying Riverfront Park. At night, they might enjoy outdoor dining, sitting at the newly renovated Duryea Way and Stearns Square. They will be able to find their way to all these attractions by following our new wayfinding system.

Fiscal Year 2019 was also a milestone in that it saw the completion of the final FEMA funded capital projects associated with the 2011 tornado. Today, the Paul J. Fenton Public Safety Annex at 50 East Street, the Raymond A. Jordan Senior Center, the new South End Community Center, the rebuilt Elias Brookings School, and the new Environmental Center for our Schools (ECOS) building are all open.



Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City’s capital planning process. In March 2019, Standard & Poor’s (S&P) reaffirmed the City’s AA- credit rating; which has steadily improved from the City’s A- rating six years ago. This recent credit rating review focuses on the City’s strong institutional core and highlighted Springfield’s “strong financial policies and practices, adequate budgetary performance, and strong budgetary flexibility.”

Strategic investment and restructuring the City’s outstanding debt when possible has enabled Springfield to afford more large-scale projects, and Springfield’s strong bond rating continues to allow the City to borrow money at low interest rates. A few of next year’s top rated projects include:

MSBA Accelerated Repair Projects – Milton Bradley and Sci Tech - \$8.6M

Springfield was once again invited to take part in the MSBA’s Accelerated Repair Program in 2019. The City is currently in the process of finalizing an agreement with the MSBA to fund a roofing system replacement at Milton Bradley Elementary School, and boiler and HVAC improvements at the Springfield High School of Science and Technology. These projects will enhance the useful lives of these two schools, ensure that students have access to safe, modern facilities, and will help the City to reduce its energy usage. The Milton Bradley project will begin this summer and the project at Sci Tech will begin the following year.

Body Worn Cameras - \$4M

The procurement of body worn cameras for the Springfield Police Department is a top priority for this year’s CIP. With the introduction of body worn cameras, Springfield will become the first city in the Commonwealth to employ this new technology across its police force. Body worn cameras will increase transparency and accountability, while also giving law enforcement officers a powerful new tool for collecting evidence. Footage from body worn cameras can also be used to enhance police training. This investment in technology will improve residents’ safety, and highlight Springfield as a city on the cutting edge of Massachusetts law enforcement strategies. Our current placeholder of \$4M serves only as an estimate of costs; there are still many unknowns, such as camera models and storage needs, which have yet to be determined.

East Forest Park Library -\$9.5M

Construction is currently underway at the new East Forest Park Library on Surrey Road. This new, 17,000 square foot state of the art library will be four times the size of the current East Forest Park library. The new library will feature more computers, private study rooms, enhanced accessibility, and a larger media collection than the previous rented space. The library will serve as an anchor establishment for the neighborhood and is conveniently located near Mary Dryden Veterans Memorial Elementary School. The library is expected to be open by Thanksgiving of 2019.



Pynchon Plaza - \$4M

Pynchon Plaza, located on Dwight Street in downtown, opened in 1977 as part of an effort to connect the cultural hub at the Springfield Museums with downtown. For years, the Park has been closed due to struggles with vandalism, lack of funding for maintenance, and inadequate ADA accessibility. The Commonwealth’s Executive Office of Housing and Economic Development has provided \$3.5 million for this project, which will be supplemented with \$500,000 in City funds. Once completed, this project will connect the Quadrangle, including the new Dr. Seuss Museum, with downtown, allowing foot traffic to flow between the City’s cultural attractions and numerous options for dining and entertainment.

Six Corners Improvements - \$1.4M

The Six Corners infrastructure improvement project encompasses a complete overhaul of the intersection of Alden Street, Walnut Street, Hancock Street and Ashley Street. This six-pronged juncture, better known as “Six Corners”, is a high crash intersection due to its odd angles and irregular street alignment. This makes it a challenging intersection to navigate for even the most experienced drivers and careful pedestrians. The new design for the intersection replaces the signalized intersection with a roundabout, adds traffic calming features, streetscape improvements, pedestrian improvements, and signage.

A decade ago, Springfield regained control of its financial destiny. The City’s new financial policies were soon put to the test by the trials of the Great Recession and the impact of natural disasters. Through its commitment to sound fiscal policies, and strategic use of capital investments, the City has been able to overcome these challenges. Since the June 2011 tornado, Springfield has seen more than \$4 billion worth of economic development, development that has been supported by the investments made through the City’s capital planning process.

As the City looks to the future, and a new decade, it will continue to follow the planning principals that have enabled this success. The planning process will also continue to identify unmet needs around the City, and develop new strategies for improving all residents’ quality of life. This year’s plan addresses these needs, with new investments in public safety, economic development, and our schools. For the foreseeable future, the City will continue to face considerable capital needs, which it must address with limited resources. This plan works to address those needs, while living within the fiscal constraints the City faces.

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante".

Timothy J. Plante
Chief Administrative and Financial Officer



Capital Plan Overview

The City of Springfield's \$843.9M five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City's roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor's five strategic priorities; 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, businesses, and visitors."

The CIP document outlines major spending needs for construction and equipment acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield's financial ordinances, is "...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more."

The City develops and presents a Capital Improvement Plan to the City Council in March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City's most immediate investment priorities. These projects will provide the highest return on investment for Springfield's taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses the infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

The administration oversees all aspects of the CIP, with multiple City departments playing an integral role in its development. The Office of Management and Budget oversees the financial aspects of the CIP's development and maintains a record of expenses for each project. The City's Department of Capital Asset Construction (DCAC) is responsible for the management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities 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 City roadways, sidewalks, and flood control systems, key pieces of the City's infrastructure.

Funding Strategies

Projects that are included in the CIP are not guaranteed funding. The CIP is a reflection of the needs of the City, but not all of these needs can be met in a single five-year period. Due to financial constraints, the City continues to face a significant challenge in meeting capital demands. While financial realities will always be a challenge for City government, the CIP facilitates the matching of limited resources to the City's most high priority capital needs.

In past years, work on many building and road projects was deferred, due to budgetary constraints. Over the past several years, the City has made a concerted effort to address these capital needs by restructuring its debt, and increasing its capacity for future debt issuances. The City is finally reaping the



benefits of these efforts and over the past few years, it has had an increased ability to address high priority CIP projects.

“Fiscal impact” is the most heavily weighted evaluative criteria used in the CIP. This means that the opportunity to reduce the City’s share of a project’s cost by leveraging outside funding sources will move a project higher up on the CIP list. This allows the administration to ensure that it getting the maximum benefit per City dollar spent on capital improvement projects, and it incentivizes City departments to work hard to secure outside funding sources.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund projects on this and prior years’ CIPs.

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation projects, and economic development projects. Springfield has received considerable funding from:
 - Federal Emergency Management Agency (FEMA)
 - Massachusetts School Building Authority (MSBA)
 - Housing and US Department of Urban Development (HUD)
 - Massachusetts Emergency Management Agency (MEMA)
 - Federal Transportation and Highway departments (FHWA)
- Federal, State, and Private Grants –There continues to be an effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. 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 (Pay-Go) capital funds – The Pay-Go capital account is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which was approximately \$3.5 million for FY19. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements.
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the 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 study helps City leaders make financially sound decisions about issuing new debt, which is particularly important because the City is legally required to pay for debt service before all other City expenses.
- Use of reserves or other one-time funds for certain one-time capital projects.



- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
- Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there are surplus proceeds after any project has been completed. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.” In FY19, the City used unexpended bond proceeds to fund emergency repairs to Dickinson Street, near the Longmeadow border, following a washout there. Surplus bond proceeds were also used to fund improvements to the Cass Street and Carew Street intersection near Mercy Hospital, and the purchase of vehicles for the Fire Department.

Debt Issuances

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project 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.

In March 2019, the City issued \$27.9 million in permanent debt. This issuance will provide funding for the City’s share of multiple completed and ongoing projects. These projects include the completed remodel and repair of City Hall’s steps, the remodeling of Stearns Square and Duryea Way, the construction of police kiosks in downtown, the purchase of vehicles and equipment for the Police Department and DPW, and the completed “Downtown Refresh,” which included the paving of downtown streets, repair of sidewalks, upgrades to downtown lighting, and the implementation of a downtown wayfinding system. Additionally, this issuance will fund ongoing upgrades to Riverfront Park, the construction of a new East Forest Park Library, continued work on the Springfield Culinary and Nutrition Center, repairs to the City’s flood control system, and Citywide sidewalk repairs. This issuance will also fund many Massachusetts School Building Authority (MSBA) school repair projects.



Recently Completed and Ongoing Debt Funded Projects				
PROJECT SUMMARY	OUTSIDE	CITY	TOTAL	FUNDING SOURCES
City Hall Steps	-	1,000,000	1,000,000	City Bond
Downtown PD stations - Kiosks	-	801,478	801,478	City Bond, FY18 Pay-Go
Downtown Refresh (includes wayfinder)	-	1,500,000	1,500,000	City Bond
DPW equipment - 2017 & 2018 fleet (36 pieces)	-	2,750,162	2,750,162	City Bond
East Forest Park Library Construction	6,906,115	2,637,718	9,543,833	State Grant, Donations, City Bond
Food Service Building	-	14,500,000	14,500,000	City Bond (SPS revenue for debt service)
Mill River Flood Control	-	3,500,000	3,500,000	City Bond
MSBA - Brightwood - Lincoln Elementary Schools - Construction	50,218,732	31,983,044	82,201,776	MSBA, City Bond
MSBA - DeBerry - Homer Elementary Schools - Feasibility Study	1,200,000	300,000	1,500,000	MSBA, City Bond
MSBA Accelerated Repair - Balliet Elementary and Balliet Middle	2,451,857	898,482	3,350,339	MSBA, City Bond, FY18 Pay-Go
MSBA Accelerated Repair - Kiley, Kensington, Lynch, and Zanetti	9,248,791	2,897,667	12,146,458	MSBA, City Bond
MSBA Accelerated Repair - South End Middle School	1,742,550	698,943	2,441,493	MSBA, City Bond, FY18 Pay-Go
Police Vehicles FY18	-	875,000	875,000	City Bond
Riverfront Park	1,410,000	1,713,750	3,123,750	City Bond, MGM Funding, State Grant, Donation, FY19 Pay-Go
Sidewalks	-	1,100,000	1,100,000	City Bond
Stearns Square	-	1,950,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
TOTAL	73,178,044	69,106,244	142,284,289	

In March 2019, the City issued debt for all of these projects except for the Brightwood-Lincoln, Homer-DeBerry, and South End Middle School projects. These projects are still ongoing and work completed through the end of Fiscal Year 2019 will be funded using bond anticipation notes (BANs). In all, the City’s share for these projects will be just \$70.5M (49%), meaning the City has effectively doubled its investment in public buildings, infrastructure, and equipment through leveraging outside funding sources.

Pay-As-You-Go Capital (Pay-go)

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, 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.” In recent years, that has worked out to about \$3.5M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in value than projects funded by borrowing. This allows the City to conduct smaller, routine projects for



which it would be less-than-optimal to issue debt. Also, for pay-go projects, the taxpayers' cost is lower than bonding because no interest is involved.

The City often uses pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements.

Outlined on the following page is a list of recent projects either partially or wholly funded through the FY18-19 pay-go appropriations. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

School Department Funding

The Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield's schools safe, clean, and energy efficient. In FY19 these planned investments totaled over \$3.5 million. These projects included the installation of LED lighting in multiple schools, flooring repairs, door replacements, painting, and chiller and boiler replacements.

Leveraging All Funding Sources Available

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.



Recent Pay-Go Projects				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
Adams Park Dream Court	45,000	45,000	90,000	FY19 Pay-Go, Nancy Lieberman Charities
Campanile Repairs - Design	250,000	199,441	449,441	FY18-19 Pay-Go, CPA
Central Library - Phase I	175,000	4,207,898	4,382,898	Unexpended Bonds, Grants, FY19-FY20 Pay-Go
Court Square Repairs	-	125,000	-	FY19 Pay-Go
Dickinson St. Washout	-	659,780	659,780	Unexpended Bonds, FY19-FY20 Pay-Go
Fire Vehicle Replacement	-	285,666	285,666	FY18-19 Pay-Go, Unexpended Bond Proceeds
Fire Vocal Alert System	-	317,593	317,593	Unexpended Bond Proceeds, FY18 Pay-Go
Greenleaf Community Center Basketball Court	15,000	26,529	41,529	Florence Bank Donation, FY19 Pay-Go
Jaime Ulloa Park	355,910	263,846	619,756	EEA LWCF Grant, CDBG, FY17-18 Pay-Go
Library Computer Upgrades	-	186,144	186,144	FY19 Pay-Go
Lower Van Horn Reservoir Dam	2,313,383	400,000	2,713,383	Mass Mutual Donation, EEA Grant, FY16 Pay-Go
MSBA ARP - Balliet Elementary	1,557,457	519,152	2,076,609	MSBA, City Bond, FY18 Pay-Go
MSBA ARP - Milton Bradley Roof - <i>Design Only</i>	156,000	39,000	195,000	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - Sci Tech Boilers - <i>Design Only</i>	44,000	11,000	55,000	MSBA, City Bond, FY19 Pay-Go
Pynchon Plaza Renovations	3,000,000	500,000	3,500,000	State Grant, FY19-20 Pay-Go
Riverfront Park	1,410,000	1,713,750	3,123,750	MGM, State Grant, City Bond, FY19 Pay-Go
Ruth Elizabeth Park Fields	400,000	140,277	540,277	CDBG, FY16-18 Pay-Go
Stearns Square And Duryea Way Remod	300,000	1,650,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
Van Horn Park	450,000	150,000	600,000	LFCW Grant, CDBG, FY19 Pay-Go
TOTAL	10,471,750	11,440,077	21,786,826	



Projects Completed in Fiscal Year 2019

Fiscal Year 2019 - Substantially Completed Projects				
PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	TOTAL PROJECT COST	FUNDING SOURCES
Adams Park Dream Court	45,000	45,000	90,000	FY19 Pay-Go, Nancy Lieberman Charities
City Hall Steps	-	995,638	995,638	City Bond
Downtown Police Kiosks	-	771,572	771,572	City Bond, FY18-19 Pay-Go
Downtown Refresh	-	1,500,000	1,500,000	City Bond
Fire Vehicle Replacement	-	285,666	285,666	FY18-19 Pay-Go, Unexpended Bond Proceeds
Fire Vocal Alert System	-	317,593	317,593	Unexpended Bond Proceeds, FY18 Pay-Go
Jaime Ulloa Park	355,910	263,846	619,756	EEA LWCF Grant, CDBG, FY17-18 Pay-Go
Library Computer Upgrades	-	186,144	186,144	FY19 Pay-Go
Lower Van Horn Reservoir Dam	2,313,383	400,000	2,666,807	Mass Mutual Donation, EEA Grant, FY16 Pay-Go
MSBA ARP - Balliet Elementary	1,557,457	519,152	2,076,609	MSBA, City Bond, FY18 Pay-Go
MSBA ARP - Kensington Windows and Doors	1,042,908	347,636	1,390,543	MSBA, City Bond
MSBA ARP - Mary Lynch Windows and Doors	1,049,620	349,873	1,399,494	MSBA, City Bond
Paul J. Fenton Public Safety Annex - 50 East Street	2,890,464	9,299,248	12,189,712	FEMA, City Bond, FY15-18 Pay-Go
Police Equipment (radios, cameras, and computers)	-	250,000	250,000	FY18 Pay-Go
Police Vehicle Replacement	-	875,000	875,000	City Bond
Raymond A Jordan Senior Center	7,607,496	4,380,996	11,988,492	FEMA, City Bond
Ruth Elizabeth Park Fields	400,000	140,277	540,277	CDBG, FY16-18 Pay-Go
South End Community Center	6,000,000	4,140,625	10,140,625	FEMA, City Bond
Stearns Square And Duryea Way Remod	300,000	1,650,000	1,950,000	City Bond, CDBG, FY17 Pay-Go
TOTAL	23,562,237	26,718,268	38,143,304	



Fiscal Year 2019 marked the completion of the final projects tied to FEMA funding for the 2011 tornado. The Paul J. Fenton Public Safety Annex at 50 East Street, the Raymond A. Jordan Senior Center, the new South End Community Center have opened and are in use today. Fiscal Year 2019 also saw the completion of numerous projects in Springfield’s downtown area, including the installation of new police kiosks, the repaving of downtown streets, the installation of a wayfinding system for the City’s tourist attractions, and the remodeling of the exterior of City Hall. The year also saw the completion of multiple park improvement projects, investments in technology for the City’s libraries, and the purchase of new vehicles and equipment to support public safety.

Breakdown of Fiscal Year 2020 Capital Requests

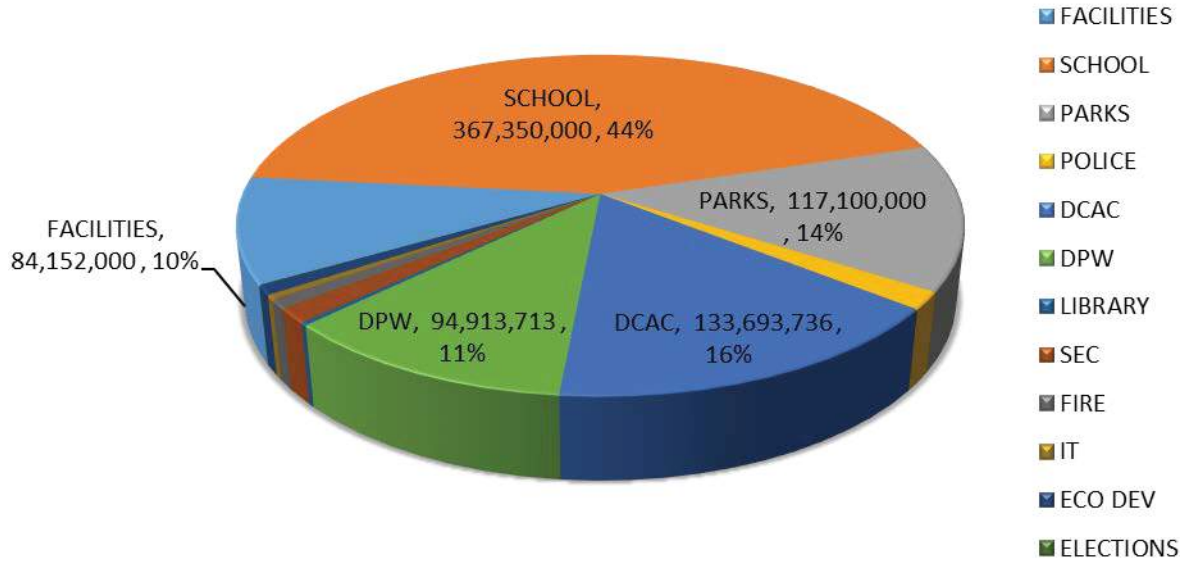
The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council as required by law. This year the final submissions totaled \$843,932,747. The chart below shows the breakdown of the 446 projects submitted by departments by priority.

Priority	Range	Number of Entries	FY20 Estimated Total Project Cost
A	100-65	21	263,840,706
B	64-49	152	308,930,861
C	48-26	221	221,451,180
D	25-0	52	49,710,000
TOTAL		446	843,932,747

As pointed out in the FY19 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because the projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 240 projects, accounting for \$585.2M in project costs. When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project.



Estimated Total Project Cost





Proposed FY20 Capital Budget and Projects

PROJECT SUMMARY	OUTSIDE FUNDING	CITY CONTRIBUTION	ESTIMATED TOTAL PROJECT COST	FUNDING SOURCES
Emily Bill Park	650,000	-	650,000	PARC Grant, CDBG
Alternative Power At Watershops Dam	5,050,000	1,000,000	6,050,000	NDRC, City Bond
McKnight Rail Trail - Design	200,000	-	200,000	CPA
MSBA - Brightwood-Lincoln Elementary School Construction	50,218,732	31,983,044	82,201,776	City Bond
MSBA - Deberry-Homer Feasibility Study	1,200,000	300,000	1,500,000	MSBA, City Bond
MSBA ARP - Balliet Middle School	1,029,139	678,116	1,707,255	MSBA, City Bond
MSBA ARP - Milton Bradley Roof - Design Only	2,685,190	671,298	3,356,488	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - Sci Tech Boilers	4,173,666	1,043,417	5,217,083	MSBA, City Bond, FY19 Pay-Go
MSBA ARP - South End Middle School Windows and Doors	1,742,550	648,943	2,391,493	MSBA, City Bond
Pynchon Plaza Renovations	3,000,000	500,000	3,500,000	State Grant, FY19-20 Pay-Go
Ruth Elizabeth Park - Trail	450,000	-	450,000	CDBG, LWCF Grant
Six Corners Improvements	-	1,400,000	1,400,000	City Bond
SPD - Body Worn Cameras	-	4,000,000	4,000,000	City Bond
Upper Van Horn Dam - Phase II Study	112,000	-	112,000	EEA Grant, CDBG
TOTAL	70,711,278	42,224,817	112,936,095	

The complete FY20 Capital Improvement Plan can be found in Appendix A of this document.

Brightwood and Lincoln Elementary Schools Project

The City is continuing its partnership with the Massachusetts School Building Authority (MSBA), by replacing two existing school buildings in the North End of the City, Brightwood Elementary School and Lincoln Elementary School. Both schools are long due for replacement, having opened in 1898 and 1910 respectively. The project will consolidate the two schools into a single campus on Plainfield Street. The new facility will share some spaces in an effort to maximize efficiency, while the design will



continue to maintain individual identities of both schools. This project demonstrates the MSBA's strong commitment to education in Springfield and the City's goal to build high quality schools that foster a state-of-the-art learning environment for students. Construction on this project is slated to begin in the summer of 2019, and it is expected that both schools will be open by August, 2021.

Deberry and Homer Street Elementary Schools Feasibility Study

Planning for another state of the art elementary school consolidation project is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by commissioning a feasibility study. This project will be similar in scope to the ongoing Brightwood and Lincoln project. Both new school buildings will utilize shared spaces, in an effort to maximize efficiency, while the design also maintains the individual identities of the schools. These new construction projects ensure that the students of Springfield's Public Schools will have access to the best learning environments possible. The City is currently in the process of selecting a location for the two new schools in the City's Mason Square neighborhood. Construction is slated to begin in the summer of 2020.

Emily Bill Park

The Commonwealth's Executive Office of Energy and Environmental Affairs has awarded the City with a \$400,000 Parkland Acquisitions and Renovations for Communities (PARC) grant for the renovation of Emily Bill Park. The City plans to match this grant with \$250,000 in Community Development Block Grant (CDBG) funds, for a total project cost of \$650,000. The renovation will include accessibility enhancements to park amenities such as an accessible playground, swings and picnic tables, as well as, landscaping, and field renovations. This project will revitalize Emily Bill Park as a neighborhood and community recreational resource.

Ruth Elizabeth Park Trail

The Commonwealth's Executive Office of Energy and Environmental Affairs has also awarded the City with a \$200,000 Land and Water Conservation Fund grant for continued improvements at Ruth Elizabeth Park. The City had previously used CDBG and City Pay-Go funds to help restore the park to its condition prior to the June 2011 tornado. This new project will further enhance the park entry by adding accessibility upgrades and a walking path, while creating an urban history and open space trail that will connect Harriet Tubman, Donna Blake, Barrows, Gerrish, Johnny Appleseed, and Forest Parks. \$250,000 of CDBG funding will also be used for this project, for a total project cost of \$450,000.

McKnight Rail Trail and Open Space Project

The Springfield Community Preservation Committee has awarded the Department of Public Works \$200,000 to procure design services for a new rail trail that would run along the path of the now abandoned Highland Division Railroad, which ran from Enfield, Connecticut, to downtown Springfield. The trail would create a new recreational space for residents to enjoy bike rides and walks in their neighborhood.



Conclusion

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total estimated cost of capital requests for FY20 through FY24 is \$843.9 million. The highest priority projects total \$263.8 million. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its ‘AA-’ credit rating from Standard and Poor’s (S&P), which was reaffirmed in March of 2019.

Due to the City’s high bond rating, the City was able to issue \$27.9 million of debt for a number of high priority capital projects in Fiscal Year 2019, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City is only responsible for slightly less than half of the costs associated with these projects.

This plan focuses on upgrading and modernizing the City’s aging infrastructure and facilities, expanding the City’s economic base, and helping to improve the City’s diverse and vibrant neighborhoods. This Capital Improvement Plan is the City’s investment roadmap for the next five years and will be strategically implemented to provide Springfield’s residents with an improved quality of life, and a more efficient and effective government.



Appendices

Appendix A: Capital Improvement Plan



Appendix B: Capital Improvement Process

Capital Improvement Process

Departments submit capital requests to the Office of Management and Budget electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Office of Management and Budget 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
- Department Priority
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Completed Prior Phases

Categories - Capital projects are categorized into one of eleven categories:

- Building (School, City) – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure (IT) – This category includes wireless and fiber networks, technology upgrades and other technology improvements of a lasting nature that are not building structures.
- Infrastructure (Roadways/Sidewalks, Other) – 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 (IT) – 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.
- 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.
- 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.
- Other – This category includes all capital projects that do not fall in the categories listed above.

Types - Each project is further classified into one of three 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.



- Rehab – 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.
- Demolition – This includes commercial and residential building demolition.

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 Financial Officer, the Budget Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY17 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Budget Director – Lindsay Hackett
- Director of Department of Public Works – Christopher Cignoli
- Director of Parks, Building/Recreation – Patrick Sullivan
- Director of Capital Asset and Construction – Peter Garvey
- Chief Development Officer – Kevin Kennedy
- City Council Representative – Timothy Allen
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Jennifer Whisher

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- 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?
- Promotion of Economic growth – How significant of an impact is the project to economic development?
- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?



FY19 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact On Service To The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations And Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. 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.



Appendix C: Rating Criteria

CRITERIA 1 – OVERALL FISCAL IMPACT

Weight: 5

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:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

CRITERIA 2 – 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 project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service



CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT

Weight: 3

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 3

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:

Criteria 4 - Legal Obligations And Mandates - 15%
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 5 – URGENCY OF MAINTENANCE NEEDS

Weight: 2

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:

Criteria 5 - Operation and Maintenance Impact - 10%
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

CRITERIA 6 – 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:

Criteria 6 - Relationship to Other Projects/Coordination - 10%
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 7 – RESILIENCY

Weight: 1

Rationale: Some projects are developed in an effort to mediate unseen risks or disasters the City could face. These projects take a proactive approach to alleviating chronic stresses to the City to assist with resilience efforts after a disaster.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project addresses stresses that weaken the fabric of a city on a daily or cyclical basis, examples include: High unemployment, Overtaxed or inefficient public transportation system, Endemic violence, Chronic food and water shortages
- B. Whether the project addresses response to a vulnerable population after a disaster. A vulnerable population is a group or community whose circumstances present barriers to obtaining or understanding information or accessing resources. Typically, lower-income persons are considered vulnerable populations since they are less able to recover from the effects of disasters.

Illustrative Ratings:

Criteria 7 - Resiliency Improvement and Resolution - 5%
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

CRITERIA 8 – PERCEPTION

Weight: 1

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public’s perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition

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Multi-Year Financial Forecast

Fiscal Years 2020 - 2023

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City of Springfield, Massachusetts
Multi-Year Financial Plan (FY20-FY23)
February 5, 2019

CITY OF SPRINGFIELD, MASSACHUSETTS

MULTI-YEAR FINANCIAL PLAN



FISCAL YEARS
2020-2023

PREPARED BY:

CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF MANAGEMENT AND BUDGET



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February 5, 2019

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Springfield Residents:

I am pleased to present to you the City of Springfield’s Multi-Year Financial Plan (“MYFP”) for Fiscal Years 2020-2023. In compliance with City ordinance, the MYFP is meant to highlight projected revenue and expenditures for the next four years using conservative assumptions. This plan serves as a vital tool that allows the City to see the long-term impact of its financial decisions and avoid future fiscal stress.

As the City’s Chief Administrative and Financial Officer, it is critical for me that we make strategic and appropriate budgetary decisions that provide core services to our residents while maintaining fiscal sustainability. I am proud of the fact that through strategic planning, the City has successfully balanced the budget each year since the disbandment of the Financial Control Board in 2009, and notably, for the past four years, the City has balanced the budget without using any stabilization reserves. Currently, our reserves equal \$47.8M with a goal to grow this number by transferring free cash to reserves each fiscal year.

We continue to manage both our revenue and expense budgets to generate free cash. This is highlighted by the fact that we ended FY18 with a \$7.4M surplus. Furthermore, we continue to maintain the discipline that is essential to the City’s overall fiscal health, which has prompted Standard and Poor’s to maintain our AA- bond rating and encouraged Moody’s to reaffirm our A2 rating.

Multi-Year Financial Summary

Based on conservative assumptions, the City is projecting to have budgetary deficits ranging from \$18.4M in FY20 and growing to \$52.8M in FY23.

	FISCAL 2019 ADOPTED	FISCAL 2020 PROJECTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED
<i>Expense</i>	656,191,375	699,271,847	723,819,138	752,245,087	779,866,568
<i>Revenue</i>	656,191,375	680,839,523	694,667,420	709,532,258	727,106,406
SURPLUS / (GAP)	0	(18,432,325)	(29,151,718)	(42,712,830)	(52,760,162)

Even with annual MGM revenue that the City began receiving in FY19, spending growth is projected to outpace revenue growth during the four year period highlighted in this plan. This forces the City to continue making difficult decisions and tough compromises in upcoming fiscal years in order to strategically manage our spending growth while still maintaining core services for our residents.

Fiscal Challenges

Meeting the demands of an urban City with limited revenue is always a challenge; specifically when nearly 54% of the City’s budget is a direct pass-through of State Aid to the School Department. The remaining City budget relies heavily on property tax revenue, however Proposition 2 ½ sets strict limitations to the amount that we can levy each year. In 2009, Springfield’s property values declined \$1B which severely dropped our levy ceiling, which is the maximum amount that we can levy in property taxes. Despite property values having increased, Springfield remains at its levy ceiling resulting in a loss of millions of dollars in new growth revenue. From FY12-FY19 alone, the City lost approximately \$43M in property tax revenue due to these levy limitations. We will continue seeking a legislative solution to capture new growth revenue in upcoming fiscal years.



Another challenge the City faces is a continual rise in operating costs. Non-discretionary spending amounts to 80% of the City's overall budget and includes net school spending, debt service, health insurance, and contribution retirement pension. We are committed to addressing Springfield's low pension fund ratio by adhering to an aggressive payment schedule which increased the FY18 and FY19 appropriation by 14% each, and will see annual increases of 9% beginning in FY20. As long as this payment schedule is maintained, Springfield's pension fund will be fully funded by FY34. A recent actuarial valuation, which was performed in 2018, helped the City assess the best strategy for proactively addressing its pension liability.

Regardless of these fiscal challenges, the City's administration is dedicated to maintaining core services for our residents by using a balanced approach that relies heavily on managing our annual budget growth, accomplished through expenditure reductions and revenue maximization, with the intention of providing vital programs and services to the City without implementing any layoffs.

Budget Priorities

The City will continue making strategic investments in public safety to combat the public perception of crime. In FY19, Springfield anticipates twenty-five (25) Police recruits to enter the academy in February to stay ahead of attrition. In an effort to maintain a healthy balance of veteran and newly trained officers, the City is strategic in planning more frequent police academies. The City also plans to continue funding the successful North End Initiative, four C-3 Policing Units, the Ordinance Squad, and the new Metro Policing Unit in Downtown Springfield. These initiatives are highly effective in crime reduction, as evidenced by FBI crime statistics which demonstrate a 45% decline in violent crime over the past 5 years. Investing in the Springfield Police Department will ensure it is operating at its full capacity in order to improve residents' and visitors' perceptions of safety in downtown areas, while continuing the concentration on quality neighborhood policing.

Additional investments have also been made to help improve the quality of life in our neighborhoods. In FY19, funding was added for a Downtown Cleaning Crew to coincide with the opening of MGM, along with a new Sidewalk Crew to address the extensive list of much needed sidewalk repairs and replacements throughout Springfield. These two crews, which never previously existed, are crucial to ensuring healthy neighborhoods that are inviting to all those who live, visit, and work in the City of Springfield.

In addition to the exciting initiatives introduced for FY19, we will maintain funding for other critical services as well. We will continue to fund the care and maintenance of all City parks, traffic islands and terraces. Funding will also be provided to maintain the three additional Code Inspectors added in FY17, along with increased hours for all Inspectors to accommodate the demands of large-scale commercial projects throughout Springfield.

Furthermore, the City will continue to maintain its curbside trash pickup services. In FY18, we invested in new solid waste vehicles in a proactive effort to replace an aging fleet of existing trucks. This helps to reduce costly vehicle repair and maintenance expenses and, more importantly, ensure that our residents' trash continues to be picked up in a timely and efficient manner. Free single-stream recycling and yard waste pickup are also still available along with low-cost bulk pickup, and free hazardous waste drop-off.

In addition to the investments highlighted in the preceding paragraphs, the City continues to strategically invest in other crucial services such as education, new and improved school facilities, enhanced technology for our libraries, and many others. Moving forward, we will carefully evaluate the most critical needs of each



*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY20-FY23)
February 5, 2019*

City and School department to ensure key operations are maintained and that the residents, businesses, and visitors of Springfield receive the quality services they deserve.

Conclusion

This plan is meant to provide an honest outlook of the City's finances and the struggles we are facing. Despite the projected deficits summarized in this plan, the City has faced similar budget gaps in the past and has been able to successfully balance the budget each year with little to no use in reserves. It is important to all of us that we do what is necessary so that tax payer dollars are spent in a manner that is most efficient, effective, and legal and I take my role in this very seriously.

I look forward to working with you on the FY20 budget planning process and I am open to all ideas that will positively benefit our city.

Sincerely,

Timothy J. Plante,
Chief Administrative and Financial Officer



Financial Forecast (FY20-FY23)

	FISCAL 2019 ADOPTED	FISCAL 2020 PROJECTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	14,098,039	14,632,530	14,925,180	15,997,199	17,090,658
Development Division	4,126,643	4,209,176	4,293,359	4,379,227	4,466,811
General Government Division	3,581,186	3,652,810	3,725,866	3,800,383	3,876,391
Non-Mayoral Division	1,541,496	1,572,326	1,603,773	1,635,848	1,668,565
Health and Human Services Division	10,542,526	11,153,377	11,376,444	11,603,973	11,836,053
Public Safety Division	70,932,906	77,374,871	78,922,368	80,500,815	82,110,832
Public Works Division	14,616,922	14,909,261	15,207,446	15,511,595	15,821,827
Parks & Facilities Division	12,338,635	12,585,407	12,837,116	13,093,858	13,355,735
School Department*	420,749,687	446,639,454	463,829,473	481,745,755	500,423,686
Debt	27,870,576	29,615,887	27,765,198	27,765,198	25,445,744
Health Insurance & Fringe	27,401,291	29,556,044	31,894,641	34,433,010	37,188,457
Pensions**	39,622,588	43,175,175	47,047,494	51,268,323	55,869,025
Other Spending	8,768,880	10,195,531	10,390,779	10,509,904	10,712,784
Total	656,191,375	699,271,847	723,819,138	752,245,087	779,866,568
REVENUE ASSUMPTIONS					
Property Taxes	202,789,681	207,949,075	213,210,302	218,603,061	224,130,638
Local Receipts	60,330,657	58,497,444	58,497,444	58,497,444	60,301,467
State Aid	391,850,224	414,393,003	422,959,673	432,431,753	442,674,301
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	-	-	-	-	-
Casino Revenue	1,220,813	-	-	-	-
Total	656,191,375	680,839,523	694,667,420	709,532,258	727,106,406
SURPLUS / (GAP)	0	(18,432,325)	(29,151,718)	(42,712,830)	(52,760,162)

*Includes School Department admin pension appropriation.

**Pension appropriation for City non-school retirement.

Summary

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009, which dictate that the Chief Administrative and Financial Officer produce and issue a four-year financial plan by March 30th of each year. The purpose of this plan is to provide reasonable revenue and expenditure estimates that the City will experience in upcoming fiscal years ("FY"). This serves as a vital tool for the City as a way to see the long-term impact of its financial decisions while maintaining fiscal sustainability both now and in the future.

This Multi-Year Financial Plan shows the adopted budget for the current fiscal year (FY19), along with the projected budgets from FY20 through FY23. The projected budgets were created by using appropriate and conservative assumptions for revenues and expenses, including:

- 9% increase in the scheduled pension payment from FY20-FY23.
- 8.7% increase in projected health insurance costs.
- Adherence to the City's debt schedule, which includes a new issuance of debt in March of FY19.



- 5.6% increase in Chapter 70 Aid, and a 2.7% increase for Unrestricted General Government Aid (“UGGA”).
- 2.5% increase in property tax revenue.
- No use of one-time revenue resources / reserves.
- Departmental spending growth ranging up to 2%.
- Level-funded local receipts with a reduction in one-time revenue built into the FY19 budget for building permits.

As demonstrated in this plan, Springfield’s operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$18.4M in FY20 and growing to \$52.8M in FY23.

A new challenge the City faces for FY20 is the impact of the Municipal Revenue Growth Factor (“MRGF”) on the projected budget deficit. The MRGF is a calculation which determines the percentage of revenue growth a municipality has recognized when compared to the previous fiscal year, and includes the following revenue sources:

- Local Receipts (Motor Vehicle/Other Excise Tax, Payments In-Lieu of Taxes, Fines and Forfeitures, etc.)
- General Revenue Sharing (UGGA & State-Owned Land Reimbursements)
- Property Tax Levy Limit and Estimated New Growth

Once this percentage is determined, it is then used to help to calculate the municipality’s “Required Local Contribution” in funding to be allocated towards education. Largely driven by the annual revenue payment the City began receiving from MGM, Springfield’s Local Receipts revenue increased by \$15.0M from FY18 to FY19. As a result, this increased our MRGF, which in turn increased our Required Local Contribution. To quantify, our required contribution to the School Department rose from \$38.2M in FY19 to \$40.8M in FY20.

To better understand how the MRGF will negatively impact our projected deficit, it is most beneficial to view the numbers from a high level. The table below shows the amount of Unrestricted General Government Aid received by the City in FY19 and FY20, and compares it against our Required Local Contribution.

Municipal Revenue Growth Factor - FY18-FY19 Comparison		
Category	FY18	FY19
Unrestricted GG Aid	\$ 39,142,890	\$ 40,199,748
Required Local Contribution	\$ (38,246,693)	\$ (40,832,170)
Total	\$ 896,197	\$ (632,422)

Based on the calculations shown above, the amount of UGGA we are projecting to receive in FY20 falls short of our Required Local Contribution, unlike FY19. Because UGGA is directly “passed through” to the School



Department to fund this contribution, any shortfall will result in the City having to identify additional funding within our operating budget in order to meet the requirement. As illustrated in the table above, the City will need to identify an additional \$632K from an already limited pool of discretionary funding.

As illustrated in the preceding paragraphs, growing expenses and limited revenue sources force the City to make difficult budgetary decisions in order to maintain operations. It is important to note that over 80% of the City budget is non-discretionary, meaning that the costs are mandated by law or ordinance. This means that approximately 20% of the entire City budget must assume all of the reductions required to balance the budget. This forces the City's administration to develop creative solutions in an effort to reduce costs in an effective and efficient manner.

Revenue Assumptions

The State Aid projections illustrated in this plan are based on Governor Baker's FY20 proposed budget, which was released on January 23, 2019.

Chapter 70

The City's largest source of revenue is State Aid from Chapter 70 funds, which is devoted exclusively to education. Created from the Education Reform Act of 1993, the Commonwealth determines every municipality's required local contribution. A municipality's local contribution, combined with its Chapter 70 Aid, equals the school district's net school spending requirement, which is the minimum the district must spend on education each fiscal year. The projection assumes a 5.6% increase in FY20 consistent with the Governor's budget and a 3% increase in the remaining years of the plan based on pupil estimates.

Charter School Tuition Reimbursements

The Commonwealth has committed to providing assistance to municipalities whose resident students attend charter schools. Sending districts shall be reimbursed a portion of the costs associated with students attending charter schools; 100% of the tuition for the first year, and 25% for each of the next five years. The projection assumes a \$1.4M increase in Charter School reimbursements for FY20, based on the Governor's proposed budget. The remaining years of the projection assume an annual 25% decrease.

Unrestricted General Government Aid (UGGA)

Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Governor's budget includes an allocation of \$40.2M, an increase of 2.7%, and future years are projected to be level-funded. As mentioned earlier in this document, this revenue is directly passed through to the School Department to ensure Springfield meets its required local contribution, despite being "unrestricted" in how it can be spent.

Other State Aid

Listed below are the assumptions for the other State Aid categories Springfield receives:



- Veterans' Benefits - The City receives a 75% reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY20 budget recommendation for Veterans' Benefits.
- Tax Exemptions - Chapter 59 of Massachusetts General Laws sets a series of exemptions for Veterans and their surviving spouses, persons over 70 years old and legally blind persons. Those who meet the requirements as stated by Chapter 59 receive exemptions from their property taxes, ranging from \$175 to \$500. The State reimburses municipalities for these exemptions. The projection assumes the Governor's FY20 budget recommendation for tax exemptions.
- The State reimburses municipalities for a portion of the taxes lost on state-owned land. The projection assumes the Governor's FY20 budget recommendation for PILOT payments.

Property Taxes

The Commonwealth of Massachusetts is unique in that it limits property tax assessments levied by its municipalities. Under Proposition 2 ½, Springfield cannot tax higher than 2.5% of the total and full cash value of all taxable property. This is known as the levy ceiling. Under the statute, the maximum amount that a municipality can levy in property taxes each year is referred to as the levy limit. There are only three avenues through which the levy limit can be increased; a 2.5% increase over the prior year levy limit, new growth recognized in the tax base, or a voter override. The levy limit must always be below or the same as the levy ceiling.

A side effect of Proposition 2 ½ is that it severely limits the revenue a municipality can collect when property values decline. Since FY09, Springfield experienced over \$1B in declining property values which drastically reduced our levy ceiling. Although estimates from the City's Board of Assessors indicate property values are finally increasing, the levy ceiling remains significantly low, which prohibits the City from fully capturing its levy capacity. From FY12 through FY19, the City of Springfield lost over \$42.8M in property tax revenue due to these levy limitations.

Springfield, for some time, was the only community in the Commonwealth experiencing this; however, other communities have hit, or are close to hitting their ceiling and will soon face the same issues. Without being able to grow local revenues and without increases in State Aid, non-discretionary costs are crowding out all other budgetary needs and impacting the City's ability to provide core services. Although some new growth is anticipated in coming years, this MYFP takes a conservative measure by not building it into the revenue projections. The City will continue seeking legislative solutions to help capture new growth revenue in future fiscal years.

Local Receipts

In general, the forecast for Local Receipts does not substantially change on an annual basis unless it is affected by a legal change such as a fee or fine increase. This includes motor vehicle excise, rooms occupancy tax, fees and fines, interest income and license and permit revenue, among others.



PILOT

The Payments in Lieu of Taxes ("PILOT") revenue assumes a gradual decline based on the agreements in place and their expiration dates. Some agreements may be renewed which would positively impact revenue collections. As these PILOT agreements expire, the City should see the tax revenue proportionally increase as these entities cycle back onto the tax rolls.

Reserves

For the purposes of the initial forecast, it is assumed that no funding from one-time revenues (reserves and overlay) will be used. The City will be strategic when deciding to use reserves or one-time revenue to balance the budget and wants to avoid jeopardizing its bond rating.

Spending Assumptions

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are still areas of the budget that continue to grow and must be accommodated with the revenue available. Listed below are the assumptions for spending within the largest categories of the City's budget:

City Departments

The projection assumes a 2% increase for nearly all City Departments which encompasses cost of living increases for non-bargaining employees, settled collective bargaining contracts, and those currently being negotiated.

School Department

The School Department projection is based on a projected enrollment increase and the required funding rate per student, set out by the Commonwealth's calculation for "Net School Spending (NSS)". This is the required amount of annual spending on schools that the Chapter 70 formula dictates, and is a combination of state aid for schools and the district's required contribution.

The current projection assumes a 6% increase for FY20 and 3.5% thereafter, with approximately 80% of the School Department spending increase being offset by State Aid. The difference will be a direct cost to the City. In addition to the City's contribution to meet NSS, it also is responsible for non-NSS costs such as transportation, leases and adult basic education ("ABE"), all of which must be funded through the City's operating budget without any support from State Aid. Transportation costs alone are projected to increase 8% in FY20, and these costs are highly dependent on the amount and operation of local charter schools.

Debt Service

The City's debt service projection uses the current debt schedule, which accounts for the City's most recent sale of Bonds and Bond Anticipation Notes ("BANs"). The current schedule is designed to have the debt service number decline over the next several years. However, it is hoped that by maintaining a level debt



service payment, the City can make strategic investments in its capital needs, as spelled out in the Capital Improvement Plan.

Health Insurance

The City of Springfield has annually saved millions of dollars by receiving its health insurance through the Group Insurance Commission ("GIC"). The GIC, which provides and administers health insurance for approximately 425,000 members throughout the Commonwealth, seeks to identify low cost plans that are affordable for not only for its members, but also the municipal agencies in which they work for. The City has seen a direct benefit from its collaboration with the GIC, recognizing over \$3.8M of combined savings in FY18 and FY19 when compared to initial budgetary estimates (see table below).

Health Insurance Budgetary Detail - FY18 & FY19			
Fiscal Year	Projected Cost	Adopted Budget	Variance (+/-)
FY18	\$ 25,761,110	\$ 25,383,533	\$ 377,576
FY19	\$ 27,591,901	\$ 24,147,257	\$ 3,444,644
Total	\$ 53,353,010	\$ 49,530,790	\$ 3,822,220

Despite the decrease in projected costs during the past two fiscal years, this financial forecast conservatively assumes an overall increase of 8.7% for health insurance expenditures from FY20 to FY23. This a strategic effort to ensure that the City is accounting for a large increase in insurance rates, should this occur during any given year. It is important to note that the City's contract with the GIC will expire this October, at which time we will evaluate all possible options to ensure that we receive the best rates available. Due to the large budgetary cost associated with our health insurance benefit, it is vital that we identify a fiscally responsible solution in order to preserve our limited financial resources.

Retirement

The City's municipal pension remains one of the lowest funded in the Commonwealth, with a current funding ratio of 27.0% and an unfunded liability totaling \$883.2M. Poor market and economic conditions are contributing factors that led to Springfield's low pension fund. Pension funds rely heavily on growth of approximately 7.5% a year from investments; any return lower than this would have adverse effects on the unfunded liability amount. In 2008, the fund reported losing 28% of its value due to the stock market crash of that year. Although the market has since rebounded, limited revenue sources have made it challenging to contend with higher pension payments.

To address this issue, the City deliberately lowered its rate of return to reflect market rates and assumed an aggressive payment schedule with the goal to be fully funded by FY34, six years earlier than the state-mandated deadline. In a strategic effort to reduce this liability, the FY19 pension appropriation was increased by more than 14% over the previous year's payment. This represents a significant increase when compared to years' past, as illustrated in the table below.



Pension Increase Detail			
Fiscal Year	Amount	Variance (+/-)	% Increase
FY14	\$ 25,291,875		
FY15	\$ 26,749,744	\$ 1,457,869	6%
FY16	\$ 28,187,561	\$ 1,437,817	5%
FY17	\$ 30,187,477	\$ 1,999,916	7%
FY18	\$ 34,419,778	\$ 4,232,301	14%
FY19	\$ 39,473,185	\$ 5,053,407	15%
Average % Increase - FY14 to FY18			8%

To further bolster our efforts towards addressing this liability, the City transferred in an additional \$2M from its Pension Stabilization Reserve Fund this past October. This is a testament to the administration's commitment to developing creative solutions that will continue to reduce the liability and thus improve the City's overall financial position.

Looking ahead, the payment projections for the upcoming fiscal years shown on this plan are based on the City's most recent pension funding schedule, which was evaluated and finalized last year. Beginning in FY20, payment increases will be adjusted to 9% over the previous year's amount, and will remain that way until the liability is fully funded in FY34. Developing this aggressive payment schedule certainly addresses the City's low pension problem; however, it also comes with concerning fiscal challenges.

The FY20 pension appropriation amounts to \$71.6M, which is divided amongst three separate entities; the City of Springfield, the Springfield Housing Authority, and the Springfield Water and Sewer Commission. Given that pension is currently the third largest expense in the City's operating budget, significant increases in annual payments will likely have an impact on City services if alternative revenue sources are not actualized. To avoid future risk, the City will continue to reassess its pension funding schedule every two years when the actuarial valuation is updated.

Conclusion

Based on these assumptions, it is clear that spending growth will continue to outpace revenue growth for the coming years, forcing the City to develop creative solutions. It is important to keep in mind that the revenue assumptions in this document are conservative and will be updated as more information becomes available concerning property values or other revenue opportunities. In future years, we look towards the spin off effect of all the City's economic development projects, as this will continue to grow our tax base and generate new growth, allowing the City more financial flexibility.

Despite the projected budget gaps in the coming fiscal years, the City has overcome similar deficits in the past. We have successfully balanced and maintained the City's annual operating budget by making strategic and compassionate decisions that align with the administration's top policy priorities. This approach will not change, and we will continue to make thoughtful, sustainable financial decisions that are in the best interest of the City's taxpayers.

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 Poor's, 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 student 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.

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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 & 5300 - 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.

City of Springfield Expenditure Object Code Definition		
(Other Than Personal Services)		
PURCHASE OF SERVICES		
ENERGY		Proper Use:
521010 Oil Heat	Energy Services received from public or private utility companies.
521015 Electricity	
521020 Natural Gas	For Facility Management/School Business Office Use Only.
521030 Water/Sewer	
REPAIRS AND MAINTENANCE		Proper Use:
524010 Rep & Maint - Vehicles	Repair and energy services not provided directly by municipal personnel. This includes contracts and agreements covering the upkeep of buildings and equipment.
524015 Rep & Maint - Equipment	
524020 Rep & Maint - Office Equipment	
524030 Rep & Maint - Buildings	
524035 Rep & Maint - Operating Cost	
524040 Rep & Maint - Software	Examples: Building & grounds, recreational facilities, communication lines, HVAC equipment, machine tools, computer equipment, office furnishings.
524045 Rep & Maint - Computer Hardware	
524050 Rep & Maint - Telephones	
524060 Rep & Maint - Parking Meters	
524070 Rep & Maint - Signs	
RENTAL AND LEASE		Proper Use:
527010 Rental - Building	Renting or leasing land, buildings, equipment, and vehicles.
527020 Rental - Equipment	
527030 Rental - Office Equipment	Examples: Data processing equipment, photocopiers, recreational facilities, communication equipment, HVAC equipment.
527040 Rental - Vehicles	
527050 Rental - Storage	
OTHER PROPERTY SERVICES		Proper Use:
529100 Waste Removal Services	Property related services.
529200 Demolition Services	Examples: Custodial service contracts, snow removal contracts, solid waste disposal contracts.
529300 Landscaping Services	
529400 Snow Removal Services	
PROFESSIONAL SERVICES		Proper Use:
530105 Professional Services	Services which by their nature can be performed by persons of firms with specialized skills and knowledge.
530130 Program Evaluation	
530140 Translation Services	
530150 Consultant/Student Instruction	Examples: Food service management, management consultant, student testing, accounting/audit architectural/engineering, legal, tutoring, labor relations.
530180 Supplemental Tutoring Services	
530600 Engineer & Architectural, Surveys	
530900 Legal Services	
OTHER PURCHASED SERVICES		Proper Use:
531010 Alarm/Guard Services	Services which by their nature can be performed by persons of firms with specialized skills and
531020 Seminars/Education/Training/Workshop	

530105	Professional Services	Services which by their nature can be performed
530130	Program Evaluation	by persons of firms with specialized skills and
530140	Translation Services	knowledge.
530150	Consultant/Student Instruction	Examples: Food service management, manage-
530180	Supplemental Tutoring Services	ment consultant, student testing, accounting/audit
530600	Engineer & Architectural, Surveys	architectural/engineering, legal, tutoring, labor
530900	Legal Services	relations.
OTHER PURCHASED SERVICES			Proper Use:
531010	Alarm/Guard Services	Services which by their nature can be performed
531020	Seminars/Education/Training/Workshop	by persons of firms with specialized skills and
531030	Tuition	knowledge. While a product may or may not
531040	Dues and Memberships	result from the transaction, the primary reason for
531050	Moving Services	purchase is the service provided.
531060	Exhibitions/Admissions	Examples: Professional development, reimburs-
531070	Exterminations	ment to educational agencies for instructional
531080	Physical Therapy	services to students, medical and dental services,
531100	Medical & Dental	any service temporary in nature, safety testing,
531200	Printing/Binding	testing and monitoring services, environmental
531300	Debris Removal	study.
531500	Test/Inspections	
531710	Hired Equipment	
531730	Temporary Services	
531740	Insurance Premiums	
SCHOOL TRANSPORTATION			Proper Use:
533100	Contract Carrier	Transporting children to/from school and school
533200	Special Education	activities.
533300	Athletics	Examples: Instructional field trips, SPED transportation,

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.

534050	Data Communication Services	Transmitting messages or information through all means.
534100	Postage and Delivery	
534200	Telephone	Examples: Postage, newspaper advertising, telephone
534300	Advertising	and wireless phone services, delivery services, internet
534400	Audio/Video	use, and e-rate services.
RECREATION			Proper Use:
535100	Officials/Referees	Recreation activities.
535200	Special Events	Examples: Entertainers, lecturers, films, museum or

535100	Officials/Referees	Recreation activities.
535200	Special Events	Examples: Entertainers, lecturers, films, museum or
535300	Recreation Playground	event admission fees, athletic event official fees, and
535400	Pool Cleaning	museum or event admission fees.
SUPPLIES AND MATERIALS			
ENERGY SUPPLIES			Proper Use:
541100	Energy Supplies	Expendable supplies purchased to provide energy.
OFFICE SUPPLIES			Proper Use:
542010	Office Supplies	Expendable supplies/materials used in offices.
542300	Software	Examples: Toner, print cartridges, stationery, paper,
			pens, forms, pencils, paper clips, software, and software licenses.
BUILDING SUPPLIES			Proper Use:
543100	Mechanical/Engineer Supplies	Supplies to repair or maintain buildings owned by a
543200	Electrical Supplies	municipality.
543500	Hardware Supplies	Examples: HVAC items, plumbing, hand/power tools,
543600	Lumber/Wood Supplies	floor/wall/window coverings, electrical, paint, glass, doors,
543700	Paint/Materials Supplies	and ballasts.
544000	Roofing Supplies	
544100	Flooring Supplies	
544200	Ceiling Supplies	
544300	HVAC Supplies	
544600	Glass Supplies	
544900	Preventative Maintenance Supplies	
CUSTODIAL AND HOUSEKEEPING			Proper Use:
545100	Custodial & Housekeeping Supplies	Expendable supplies related to custodial and house-
			keeping functions.
			Examples: Cleaning supplies, brooms, rags, and mops.
GROUNDSKEEPING/LANDSCAPING SUPPLIES			Proper Use:
546100	Fertilizer	Expendable supplies related to groundskeeping functions.
546200	Pesticides & Herbicides	Examples: Rakes, hoes, and other tools, paint for
546300	Seed	grounds, loam, grass seed, lime, soil/sod, fertilizers,
546400	Trees	trees/shrubs, track cinders, pesticides and herbicides.
RECREATION SUPPLIES			Proper Use:
547200	Recreation Supplies	Expendable supplies related to recreation functions.
			Examples: Tents, summer program supplies, lifeguard chairs, plaques, trophies, and medals.
VEHICLE SUPPLIES			Proper Use:

MEDICAL SUPPLIES			Proper Use:
550300	Pharmaceutical Drugs	Expendable supplies and materials used for surgical or medical purposes. Examples: First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550500	Therapy Supplies	
550600	Disposable Supplies	
550700	Nursing Materials	
EDUCATION SUPPLIES			Proper Use:
551200	Textbooks	Expendable supplies and materials used for educational purposes. Examples: Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment,
551300	Library Materials	
551400	Subscriptions	
551600	Classroom	

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.

558105	Weapons and Ammunition	elsewhere.
558110	K9 Supplies	Examples: Firefighting, crime prevention, uniforms/other clothing, training guns, ear/eye protection.
558200	Uniform, Clothing	
558400	Safety Items Supplies	
558600	Photo Lab Supplies	
INTERGOVERNMENTAL			
C.S. ASSESSMENTS			Proper Use:
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	Proper Use: Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
566600	Charter School Assessment	
569200	Intergov. - Lic, Fees, Permits	Proper Use:

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.

569500	Petty Cash	Expenses for intergovernmental functions not classified elsewhere.
569800	Federal - Other	
569900	State - Other	
OTHER CHARGES AND EXPENSES			
TRAVEL			Proper Use:
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.

			or county, for municipal services, provided by others
569200	Intergov. - Lic, Fees, Permits	Proper Use:
569300	Employer Match - Medicare Tax - EMP MED	
569500	Petty Cash	Expenses for intergovernmental functions not classified
569800	Federal - Other	elsewhere.
569900	State - Other	
OTHER CHARGES AND EXPENSES			
TRAVEL			Proper Use:
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.
JUDGMENTS			Proper Use:
576100	Damages	Expenditures from current funds for court judgments
576400	Settlement Claims	against the local unit.
VETERANS SERVICES			Proper Use:
577100	Benefits	Payments for veterans benefits as provided by law.

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.

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).

577570	Veterans Benefits	
OTHER UNCLASSIFIED ITEMS			Proper Use:
578200	Reserve for Contingency	Expenditures for items not classified elsewhere.
578300	Salary & Position Adjustments	
578700	Indirect Costs	
579000	Flow Through - LEA	
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	

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.

584000	...	Site Improvement	
589000	...	Depreciation	
DEBT SERVICE			
DEBT SERVICE			Proper Use:
591000	...	Long Term Debt - Principal	Disbursements to repay the principal portion or interest
591200	...	Long Term Debt - Interest	owed on long-term debt.
591400	...	QSCB Sinking Fund Acct	
592100	...	LTD Interest Non State Qualified	
595000	...	Temporary Loans/Principal	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

PERSONAL SERVICES	530140 Translation Services	544900 Preventative Maintenance Supplies	JUDGEMENTS
SALARIES & WAGES	530150 Consultant/Student Instruction	CUSTODIAL & HOUSEKEEPING	576100 Damages
501000 Salaries & Wages	530180 Supplemental Tutoring Services	545100 Custodial & Housekeeping Supplies	576400 Settlement Claims
501199 Salaries & Wages -Quinn Bill/Educ Inc.	530600 Engineer & Architectural, Surveys	LANDSCAPING SUPPLIES	VETERANS SERVICES
502000 Board Members Salaries & Wages	530900 Legal Services	546100 Fertilizer	577100 Benefits
503000 Temporary Salaries & Wages	OTHER PURCHASED SERVICES	546200 Pesticides & Herbicides	577200 Funerals
504000 Summer Help	531010 Alarm/Guard Services	546300 Seed	577300 Sold/Sailors Graves
505000 Holiday Pay	531020 Seminars/Education/Training/Workshop	546400 Trees	577400 Patriotic Functions
506000 Overtime	531030 Tuition	RECREATION SUPPLIES	577500 Vets - Ordinary Benefits
506050 Court Time	531040 Dues and Memberships	547200 Recreation Supplies	577510 Vets - Fuel
507000 Bonus	531050 Moving Services	VEHICLE SUPPLIES	577520 Vets - Nursing Home
507500 Allowances - Clothes, Tools etc	531060 Exhibitions/A/dmissions	548100 Vehicle Supplies/Parts/Accessories	577530 Vets - Doctor Bills
508000 Shift Differential	531070 Exterminations	548400 Gasoline and Diesel	577540 Vets - Medication Drugs
509000 Additional Pay	531080 Physical Therapy	FOOD SERVICE SUPPLIES	577550 Vets - Hospital
509010 Additional Pay - Class Coverage	531100 Medical & Dental	549100 Food	577560 Vets - Dental
509900 Imputed Income	531200 Printing/Binding	549300 Paper Goods	577570 Veterans Benefits
509950 Lost Time	531500 Test/Inspections	MEDICAL SUPPLIES	OTHERWISE UNCLASSIFIED
509999 Payroll Suspense School	531710 Hired Equipment	550300 Pharmaceutical Drugs	578200 Reserve for Contingency
BENEFITS	531730 Temporary Services	550500 Therapy Supplies	578300 Salary & Position Adjustment
517010 Health/Life Insurance	531740 Insurance Premiums	550600 Disposable Supplies	578700 Indirect Costs
517020 Retirement	SCHOOL TRANSPORTATION	550700 Nursing Materials	579000 Flow-Through-LEA
517021 Non-Contributory	533100 Contract Carrier	EDUCATION SUPPLIES	CAPITAL OUTLAY
517030 Unemployment	533200 Special Education	551200 Textbooks	580100 Land
517040 Workers' Compension - Indemity	533300 Athletics	551300 Library Materials	580200 Building
517050 Workers' Compension - Medical	533400 Instruction	551400 Subscriptions	580400 Building Improvements
PURCHASE OF SERVICES	533500 Other (Tokens)	551600 Classroom	580500 Furniture & Fixtures
ENERGY	COMMUNICATIONS	551700 Other Supplies	580600 Machinery & Equipment
521010 Oil Heat	534050 Data Communication Services	551800 Athletic Supplies	580700 Vehicles
521015 Electricity	534100 Postage and Delivery	551900 Testing Materials	580800 Infrastructure
521020 Natural Gas	534200 Telephone	PUBLIC WORKS SUPPLIES	580900 Computer Hardware
521030 Water/Sewer	534300 Advertising	553200 Mixes	584000 Site Improvement
REPAIRS AND MAINTENANCE	534400 Audio/Video	553800 Salt	589000 Depreciation
524010 Rep & Maint - Vehicles	RECREATION	OTHER SUPPLIES	DEBT SERVICE
524015 Rep & Maint - Equipment	535100 Officials/Referees	558100 Crime Prevention Supplies	591000 Long Term Debt - Principal
524020 Rep & Maint - Office Equipment	535200 Special Events	558200 Uniform, Clothing	591200 Long Term Debt - Interest
524030 Rep & Maint - Buildings	535300 Recreation Playground	558400 Safety Items Supplies	595000 Temporary Loans/Principal
524040 Rep & Maint - Software	535400 Pool Cleaning	558600 Photo Lab Supplies	595050 Temporary Loans/Interest
524045 Rep & Maint - Computer Hardware	SUPPLIES AND MATERIALS	INTERGOVERNMENTAL CHARGES	595100 Cost of Issuance
524050 Rep & Maint - Telephones	ENERGY SUPPLIES	CHERRY SHEET ASSESSMENTS	599999 Prior Year Expenditures
524060 Rep & Maint - Parking Meters	541100 Energy Supplies	563000 RMV Non-Renewal Surcharge	
524070 Rep & Maint - Signs	OFFICE SUPPLIES	563100 Special Education	
RENTAL AND LEASE	542010 Office Supplies	563900 Mosquito Control	
527010 Rental - Building	542300 Software	564000 Air Pollution District	
527020 Rental - Equipment	BUILDING SUPPLIES	564100 Planning Council	
527030 Rental - Office Equipment	543100 Mechanical/Engineer Supplies	566300 Regional Transit - PVRTA	
527040 Rental - Vehicles	543200 Electrical Supplies	566500 School Choice Assessment	
527050 Rental - Storage	543500 Hardware Supplies	566600 Charter School Assessment	
OTHER PROPERTY SERVICES	543600 Lumber/Wood Supplies	569200 Intergov. - Lic, Fees, Permits	
529100 Waste Removal Services	543700 Paint/Materials Supplies	569300 Employer Match - Medicare Tax	
529200 Demolition Services	544000 Roofing Supplies	569900 State - Other	
529300 Landscaping Services	544100 Flooring Supplies	OTHER CHARGES & EXPENSES	
529400 Snow Removal Services	544200 Ceiling Supplies	TRAVEL	
PROFESSIONAL SERVICES	544300 HVAC Supplies	571100 In State Travel	
530105 Professional Services	544600 Glass Supplies	572100 Out of State Travel	

Appendix C
Property Taxes
Collection and Levy Data

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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%
2013	4,858,355,700	72.55%	\$19.71	\$ 95,758,191	57.20%
2014	5,025,199,000	72.64%	\$19.71	\$ 99,046,672	57.27%
2015	5,079,607,100	72.10%	\$19.67	\$ 99,915,872	56.73%
2016	5,225,634,600	71.82%	\$19.66	\$102,735,976	56.48%
2017	5,553,040,400	72.51%	\$19.66	\$109,172,774	57.04%
2018	5,780,377,200	72.86%	\$19.68	\$113,757,823	57.36%
2019	5,987,324,700	72.90%	\$19.68	\$117,830,550	57.40%

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%
2013	1,047,246,800	15.64%	\$38.98	\$ 40,821,680	24.39%
2014	1,064,979,700	15.39%	\$39.04	\$ 41,576,807	24.04%
2015	1,156,136,600	16.41%	\$38.77	\$ 44,823,416	25.45%
2016	1,200,394,800	16.50%	\$38.60	\$ 46,335,239	25.47%
2017	1,210,558,400	15.81%	\$39.07	\$ 47,296,517	24.71%
2018	1,206,763,700	15.21%	\$39.28	\$ 47,401,678	23.90%
2019	1,250,878,800	15.23%	\$39.30	\$ 49,159,537	23.95%

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%
2013	159,725,600	2.39%	\$38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$39.04	\$ 6,346,596	3.67%
2015	168,230,700	2.39%	\$38.77	\$ 6,522,304	3.70%
2016	171,773,800	2.36%	\$38.60	\$ 6,630,469	3.65%
2017	174,399,800	2.28%	\$39.07	\$ 6,813,800	3.56%
2018	215,259,800	2.71%	\$39.28	\$ 8,455,405	4.26%
2019	232,031,300	2.83%	\$39.30	\$ 9,118,830	4.44%

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%
2012	631,025,200	9.42%	\$38.98	\$ 24,597,362	14.69%
2014	665,647,970	9.62%	\$39.04	\$ 25,986,897	15.03%
2015	640,954,110	9.10%	\$38.77	\$ 24,849,791	14.11%
2016	678,618,930	9.33%	\$38.60	\$ 26,194,691	14.40%
2017	719,957,490	9.40%	\$39.07	\$ 28,128,739	14.70%
2018	730,855,150	9.21%	\$39.28	\$ 28,707,990	14.48%
2019	742,412,040	9.04%	\$39.30	\$ 29,176,793	14.21%

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%
2013	6,696,353,300	100.00%	\$167,403,337	100.00%
2014	6,918,393,170	100.00%	\$172,956,973	100.00%
2015	7,044,928,510	100.00%	\$176,111,383	100.00%
2016	7,276,422,130	100.00%	\$181,896,375	100.00%
2017	7,657,956,090	100.00%	\$191,411,830	100.00%
2018	7,933,255,850	100.00%	\$198,322,897	100.00%
2019	8,212,646,840	100.00%	\$205,285,710	100.00%

2014	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,025,199,000	72.64%	\$19.71	\$ 99,046,672	57.27%	166,843,300	3.32%	\$ 3,288,481	3.32%
Commercial	1,064,979,700	15.39%	\$39.04	\$ 41,576,807	24.04%	17,732,900	1.67%	\$ 755,127	1.82%
Industrial	162,566,500	2.35%	\$39.04	\$ 6,346,596	3.67%	2,840,900	1.75%	\$ 120,492	1.90%
Personal	665,647,970	9.62%	\$39.04	\$ 25,986,897	15.03%	34,622,770	5.20%	\$ 1,389,534	5.35%
	=====			=====		=====		=====	
TOTAL	6,918,393,170			\$172,956,973		222,039,870	3.21%	5,553,635	3.21%
		Levy Inc/Dec		\$ 5,553,635	3.32%				

2015	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,079,607,100	72.10%	\$19.67	\$ 99,915,872	56.73%	54,408,100	1.07%	\$ 869,199	0.87%
Commercial	1,156,136,600	16.41%	\$38.77	\$ 44,823,416	25.45%	91,156,900	7.88%	\$ 3,246,608	7.24%
Industrial	168,230,700	2.39%	\$38.77	\$ 6,522,304	3.70%	5,664,200	3.37%	\$ 175,708	2.69%
Personal	640,954,110	9.10%	\$38.77	\$ 24,849,791	14.11%	(24,693,860)	-3.85%	\$ (1,137,106)	-4.58%
	=====			=====		=====		=====	
TOTAL	7,044,928,510			\$176,111,383		126,535,340	1.80%	3,154,410	1.79%
		Levy Inc/Dec		\$ 3,154,410	1.82%				

2016	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,225,634,600	71.82%	\$19.66	\$ 102,735,976	56.48%	146,027,500	2.79%	\$ 2,820,105	2.75%
Commercial	1,200,394,800	16.50%	\$38.60	\$ 46,335,239	25.47%	44,258,200	3.69%	\$ 1,511,823	3.26%
Industrial	171,773,800	2.36%	\$38.60	\$ 6,630,469	3.65%	3,543,100	2.06%	\$ 108,164	1.63%
Personal	678,618,930	9.33%	\$38.60	\$ 26,194,691	14.40%	37,664,820	5.55%	\$ 1,344,900	5.13%
	=====			=====		=====		=====	
TOTAL	7,276,422,130			\$181,896,375		231,493,620	3.18%	5,784,992	3.18%
		Levy Inc/Dec		\$ 5,784,992	3.28%				

2017	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,553,040,400	72.51%	\$19.66	\$ 109,172,774	57.04%	327,405,800	5.90%	\$ 6,436,798	5.90%
Commercial	1,210,558,400	15.81%	\$39.07	\$ 47,296,517	24.71%	10,163,600	0.84%	\$ 961,277	2.03%
Industrial	174,399,800	2.28%	\$39.07	\$ 6,813,800	3.56%	2,626,000	1.51%	\$ 183,332	2.69%
Personal	719,957,490	9.40%	\$39.07	\$ 28,128,739	14.70%	41,338,560	5.74%	\$ 1,934,048	6.88%
	=====			=====		=====		=====	
TOTAL	7,657,956,090			\$191,411,830		381,533,960	4.98%	9,515,455	4.97%
		Levy Inc/Dec		\$ 9,515,455	5.23%				

2018	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,780,377,200	72.86%	\$19.68	\$ 113,757,823	57.36%	227,336,800	3.93%	\$ 4,585,049	4.03%
Commercial	1,206,763,700	15.21%	\$39.28	\$ 47,401,678	23.90%	(3,794,700)	-0.31%	\$ 105,161	0.22%
Industrial	215,259,800	2.71%	\$39.28	\$ 8,455,405	4.26%	40,860,000	18.98%	\$ 1,641,605	19.41%
Personal	730,855,150	9.21%	\$39.28	\$ 28,707,990	14.48%	10,897,660	1.49%	\$ 579,251	2.02%
	=====			=====		=====		=====	
TOTAL	7,933,255,850			\$198,322,897		275,299,760	3.47%	6,911,066	3.48%
		Levy Inc/Dec		\$ 6,911,066	3.61%				

2019	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,987,324,700	72.90%	\$19.68	\$ 117,830,550	57.40%	206,947,500	3.46%	\$ 4,072,727	3.46%
Commercial	1,250,878,800	15.23%	\$39.30	\$ 49,159,537	23.95%	44,115,100	3.53%	\$ 1,757,859	3.58%
Industrial	232,031,300	2.83%	\$39.30	\$ 9,118,830	4.44%	16,771,500	7.23%	\$ 663,425	7.28%
Personal	742,412,040	9.04%	\$39.30	\$ 29,176,793	14.21%	11,556,890	1.56%	\$ 468,803	1.61%
	=====			=====		=====		=====	
TOTAL	8,212,646,840			\$205,285,710		279,390,990	3.40%	6,962,814	3.39%
		Levy Inc/Dec		\$ 6,962,814	3.51%				

TOP 25 TAXPAYERS FISCAL YEAR 2019

Owner	Use	2019 Total Value	2019 Total Tax	2019
				205,285,710 % of Levy
NSTAR ELECTRIC CO	Utility	\$ 300,054,940	\$ 11,790,992	5.74%
COLUMBIA GAS OF MASS	Utility	\$ 147,131,010	\$ 5,782,249	2.82%
MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	\$ 82,602,300	\$ 3,232,159	1.57%
MASSPOWER	Energy	\$ 75,000,000	\$ 2,947,500	1.44%
CNR SPRINGFIELD LLC	Industrial	\$ 43,093,300	\$ 1,693,567	0.82%
SOLUTIA INC	Chemicals	\$ 32,003,580	\$ 1,257,715	0.61%
FIVE TOWN STATION LLC	Retail	\$ 30,996,530	\$ 1,218,164	0.59%
ALBANY ROAD SPRINGFIELD PLAZA LLC	Retail	\$ 30,700,000	\$ 1,205,931	0.59%
VERIZON NEW ENGLAND	Utility	\$ 25,037,900	\$ 983,989	0.48%
COMCAST OF MASSACHUSETTS II IN	Cable t.v. and internet	\$ 23,176,740	\$ 910,846	0.44%
WASON AVENUE PARTNERS LLC	Medical office	\$ 16,819,700	\$ 661,014	0.32%
SPRINGFIELD FOODSERVICE CORPORATION	Food	\$ 14,447,800	\$ 567,799	0.28%
BCCOLONIAL ESTATES LLC	Residential	\$ 27,059,500	\$ 532,531	0.26%
3640 MAIN STREET LLP	Medical office	\$ 13,299,300	\$ 522,662	0.25%
SPRINGFIELD VF LLC	Retail	\$ 12,095,500	\$ 475,353	0.23%
WASON AVENUE PARTNERS IV LLC	Medical office	\$ 12,093,400	\$ 475,271	0.23%
BARINGS LLC	Office	\$ 11,888,270	\$ 467,209	0.23%
SYSTEM COORDINATED SERVICES INCE	Office	\$ 11,582,300	\$ 455,184	0.22%
SPRINT SPECTRUM LP	Utility	\$ 11,344,200	\$ 445,827	0.22%
LOWES HOME CENTERS INC	Retail	\$ 11,155,400	\$ 438,407	0.21%
BIRNIE MEDICAL LLC	Medical office	\$ 10,733,700	\$ 421,834	0.21%
HAYMARKET SQUARE ASSOCIATES LIMITED	Related	\$ 10,684,900	\$ 419,916	0.20%
CENTER SQUARE LLC	Office	\$ 10,029,000	\$ 394,140	0.19%
D Amour Gerald, Donald & Charles	Warehouse	\$ 9,842,300	\$ 386,802	0.19%
BOSTON ROAD PROPERTY LLC	Retail	\$ 9,576,200	\$ 376,345	0.18%
TOTAL		\$ 982,447,770	\$ 38,063,406	18.54%

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Appendix D

City of Springfield Financial Policies

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Chapter 42. FINANCES

Article VII. Financial Policies

[Adopted FCB 4-9-2009 (Title 4, Ch. 4.44, of the 1986 Code)]

§ 42-28. Compliance with finance laws; annual updates.

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.

§ 42-29. Budget ordinances.

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-year financial plan for the City by March 30 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 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.

§ 42-30. Revenue.

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 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 3%, with the exception of:

(1) Real and personal property taxes, the increase of which 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 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 limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund nonrecurring 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 30 of each year, the City shall commence tax title proceedings against all properties that owe property taxes to the City.

§ 42-31. 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.

§ 42-32. Capital planning.

A. For purposes of this article, the term "capital" shall refer to a facility, object or asset costing more than \$25,000 with an estimated useful life of 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 30 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-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 affected 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 multiyear 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 1 1/2% 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 months of project completion. For a construction-related capital expenditure, the City shall conduct project close-out within nine months of the end of construction. The City shall release unexpended bond proceeds within six months of project close-out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

§ 42-33. Financial reserve.

A. The City shall maintain an undesignated fund balance of between 5% and 15% of General Fund revenues, less debt exclusions.

B. In the event that the City's undesignated fund balance falls below 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 1% and not greater than 3% of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than 3% nor more than 6% of General Fund operating revenue, less debt exclusions.

E. The City shall maintain a primary stabilization reserve fund equal to between 5% and 15% of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed 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 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 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, loss or damage to which 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.

§ 42-34. Debt.

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 8%.

(2) Enterprise Fund debt service as a percentage of enterprise operating revenue: not to exceed 15%.

(3) Percentage of total debt that will be retired at the end of 10 years: at least 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 of each year.

E. Any bond anticipation debt will be retired within six months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two 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 negotiated financing.

I. In all instances in which the City issues bonds or notes of a term exceeding 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 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 a 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 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.

§ 42-35. 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 that 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 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.

§ 42-36. Financial reporting and reconciliation.

A. All department heads shall notify the Chief Administrative and Financial Officer in writing within one week of becoming aware of noncompliance with any financial ordinance or policy of the City of Springfield. The Chief Administrative and 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 noncompliance, such as the use of nonrecurring 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 15 business days of the close of each month.

D. The City shall reconcile revenues and expenditures for each fiscal year within two months of the end of the fiscal year.

§ 42-37. 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 departments 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 his/her 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 time frame permitted by law.

§ 42-38. 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 cannot 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 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 2020
City of Springfield
City Council
Appropriation Orders

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City Council

ADOPTED

Meeting: 06/26/19 05:30 PM
Initiator: Timothy Brown
Sponsors: Mayor Domenic J. Sarno
DOC ID: 5144

FY20 Budget - General Fund (Mayor Sarno)

Fiscal Year 2020 Budget Appropriations Order
July 1, 2019 to June 30, 2020
Date of Vote: 6/26/19

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2019 and ending June 30, 2020 (FY20), General Fund Appropriations in the amount of \$686,866,709 as itemized on the attached Schedule of Appropriations and \$4,837,619, 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 2020.

SOURCES

Estimated General Fund Revenue:	<u>\$691,704,328</u>
TOTAL:	\$691,704,328

USES

Total General Fund Financing:	\$686,866,709
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 4,837,619</u>
TOTAL:	\$691,704,328

RESULT:	ADOPTED [UNANIMOUS]
AYES:	Whitfield, Gomez, Ryan, Fenton, Edwards, Twiggs, Shea, Ramos, Lederman, Williams, Allen, Walsh, Hurst



City Council

ADOPTED

Meeting: 06/26/19 05:30 PM
Initiator: Timothy Brown
Sponsors: Mayor Domenic J. Sarno
DOC ID: 5145

FY20 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2020 Budget Appropriations Order
July 1, 2019 to June 30, 2020
Date of Vote: 6/26/19

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, 2019 and ending June 30, 2020 (FY20), 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 2020.

SOURCES

Estimated FY20 Trash Enterprise Fund Revenue:	\$ 4,250,000
Retained Earnings - Trash Fee Enterprise Fund	\$ 100,000
Other Financing Source - General Fund:	<u>\$ 4,837,619</u>
TOTAL:	\$ 9,187,619

USES

Total Trash Enterprise Fund Financing:	<u>\$ 9,187,619</u>
TOTAL:	\$ 9,187,619

RESULT: **ADOPTED [UNANIMOUS]**
AYES: Whitfield, Gomez, Ryan, Fenton, Edwards, Twiggs, Shea, Ramos,
 Lederman, Williams, Allen, Walsh, Hurst

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Appendix F
Fiscal Year 2020 Adopted Budget
Schedule of Appropriations

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City of Springfield -Fiscal Year 2020
Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2020 ADOPTED GENERAL FUND
0100	10	111	CITY COUNCIL	448,379
0100	10	111	Personal Services	436,841
0100	10	111	Expenses	11,538
0100	10	111	Capital	-
0100	10	121	MAYOR	661,942
0100	10	121	Personal Services	647,510
0100	10	121	Expenses	14,432
0100	10	121	Capital	-
0100	10	133	FINANCE	2,620,153
0100	10	133	Personal Services	
0100	10	133	Expenses	2,620,153
0100	10	133	Capital	
0100	10	129	OFFICE OF MANAGEMENT AND BUDGET	1,002,054
0100	10	129	Personal Services	870,667
0100	10	129	Expenses	131,387
0100	10	129	Capital	-
0100	10	132	DEPT 3-1-1	475,471
0100	10	132	Personal Services	423,603
0100	10	132	Expenses	51,868
0100	10	132	Capital	-
0100	10	135	COMPTROLLER	608,268
0100	10	135	Personal Services	601,018
0100	10	135	Expenses	7,251
0100	10	135	Capital	-
0100	10	136	INTERNAL AUDIT	481,213
0100	10	136	Personal Services	288,631
0100	10	136	Expenses	192,582
0100	10	136	Capital	-
0100	10	138	OFFICE OF PROCUREMENT	601,633
0100	10	138	Personal Services	493,662
0100	10	138	Expenses	107,971
0100	10	138	Capital	-

City of Springfield -Fiscal Year 2020
Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2020 ADOPTED GENERAL FUND
0100	10	141	BOARD OF ASSESSORS	894,187
0100	10	141	Personal Services	764,346
0100	10	141	Expenses	129,841
0100	10	141	Capital	-
0100	10	145	TREASURER	1,736,810
0100	10	145	Personal Services	533,640
0100	10	145	Expenses	1,203,170
0100	10	145	Capital	-
0100	10	146	COLLECTOR	523,639
0100	10	146	Personal Services	360,850
0100	10	146	Expenses	162,789
0100	10	146	Capital	-
0100	10	151	LAW	2,483,852
0100	10	151	Personal Services	2,039,948
0100	10	151	Expenses	443,904
0100	10	151	Capital	-
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,268,297
0100	10	152	Personal Services	769,521
0100	10	152	Expenses	498,776
0100	10	152	Capital	-
0100	10	154	PAYROLL DEPARTMENT	175,456
0100	10	154	Personal Services	-
0100	10	154	Expenses	175,456
0100	10	154	Capital	-
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	3,238,884
0100	10	155	Personal Services	1,033,547
0100	10	155	Expenses	2,185,336
0100	10	155	Capital	20,000
0100	10	161	CITY CLERK	618,426
0100	10	161	Personal Services	570,964
0100	10	161	Expenses	47,462
0100	10	161	Capital	-

City of Springfield -Fiscal Year 2020
Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2020 ADOPTED GENERAL FUND
0100	10	162	BOARD OF ELECTION COMMISSION	677,833
0100	10	162	Personal Services	497,396
0100	10	162	Expenses	180,437
0100	10	162	Capital	-
0100	10	175	PLANNING DEPARTMENT	1,362,047
0100	10	175	Personal Services	984,188
0100	10	175	Expenses	377,859
0100	10	175	Capital	-
0100	10	190	FACILITIES MANAGEMENT	3,060,388
0100	10	190	Personal Services	1,457,516
0100	10	190	Expenses	1,602,872
0100	10	190	Capital	-
0100	10	193	CAPITAL ASSET CONSTRUCTION	510,751
0100	10	193	Personal Services	458,552
0100	10	193	Expenses	52,199
0100	10	193	Capital	-
0100	20	210	POLICE	50,929,856
0100	20	210	Personal Services	47,268,144
0100	20	210	Expenses	3,452,912
0100	20	210	Capital	208,800
0100	20	220	FIRE	24,142,820
0100	20	220	Personal Services	22,242,367
0100	20	220	Expenses	1,892,953
0100	20	220	Capital	7,500
0100	20	241	BUILDING - CODE ENFORCEMENT	1,894,725
0100	20	241	Personal Services	1,840,432
0100	20	241	Expenses	54,293
0100	20	241	Capital	-
0100	20	242	HOUSING - CODE ENFORCEMENT	1,011,946
0100	20	242	Personal Services	825,400
0100	20	242	Expenses	186,547
0100	20	242	Capital	-

City of Springfield -Fiscal Year 2020
Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2020 ADOPTED GENERAL FUND
0100	20	250	CENTRALIZED DISPATCH	2,051,953
0100	20	250	Personal Services	1,937,222
0100	20	250	Expenses	114,732
0100	20	250	Capital	-
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,537,285
0100	20	292	Personal Services	701,797
0100	20	292	Expenses	835,488
0100	20	292	Capital	-
0100	30	300	SCHOOL DEPARTMENT	444,890,001
0100	30	300	SCHOOL DEPARTMENT	412,402,662
0101	30	300	SCHOOL TRANSPORTATION	32,487,339
0100	40	400	DEPARTMENT OF PUBLIC WORKS	11,001,053
0100	40	400	Personal Services	4,404,515
0100	40	400	Expenses	6,596,538
0100	40	400	Capital	-
0100	50	520	HEALTH & HUMAN SERVICES	1,773,397
0100	50	520	Personal Services	1,523,153
0100	50	520	Expenses	250,244
0100	50	520	Capital	-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	536,679
0100	50	541	Personal Services	412,900
0100	50	541	Expenses	123,779
0100	50	541	Capital	-
0100	50	543	VETERANS SERVICES	1,766,394
0100	50	543	Personal Services	362,378
0100	50	543	Expenses	1,404,016
0100	50	543	Capital	-
0100	60	610	LIBRARY	5,045,219
0100	60	610	Personal Services	3,398,823
0100	60	610	Expenses	1,621,396
0100	60	610	Capital	25,000
0100	90	613	MUSEUM	1,320,000

City of Springfield -Fiscal Year 2020
 Adopted Budget
 Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2020 ADOPTED GENERAL FUND
0100	90	613	Personal Services	
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	
0100	60	630	PARKS DEPARTMENT	9,307,403
0100	60	630	Personal Services	5,251,969
0100	60	630	Expenses	4,027,142
0100	60	630	Capital	28,291
0100	70	145	DEBT SERVICE	24,793,957
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	24,793,957
0100	80	135	STATE ASSESSMENTS	3,660,361
0100	80	135	Personal Services	
0100	80	135	Expenses	3,660,361
0100	80	135	Capital	
0100	90	911	CONTRIBUTION RETIREMENT PENSION	43,401,380
0100	90	911	Personal Services	-
0100	90	911	Expenses	43,401,380
0100	90	911	Capital	-
0100	90	152	NON-CONTRIB. PENSIONS	72,003
0100	90	152	Personal Services	-
0100	90	152	Expenses	72,003
0100	90	152	Capital	-
0100	10	135	PROVISION FOR UNCOMPENSATED ABSENCES	(1,000,000)
0100	10	135	Personal Services	(1,000,000)
0100	10	135	Expenses	-
0100	10	135	Capital	
0100	70	145	CAPITAL RESERVE FUND	3,049,345
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	3,049,345
0100	90	152	BENEFITS	27,133,630

City of Springfield -Fiscal Year 2020
 Adopted Budget
 Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2020 ADOPTED GENERAL FUND
0100	90	152	Personal Services	-
0100	90	152	Expenses	27,133,630
			<i>Health Insurance</i>	23,973,409
			<i>Unemployment</i>	116,548
			<i>Workers Compensation Indemnity</i>	512,624
			<i>Workers Compensation Medical Claims</i>	1,067,083
			<i>Medicare - Employer Match</i>	1,463,966
0100	90	152	Capital	-
0100	10	152	EMPLOYEE BENEFITS DEPARTMENT	364,962
	10	152	Personal Services	355,254
	10	152	Expenses	9,707
	10	152	Capital	-
0100	10	135	RESERVE FOR CONTINGENCIES	275,000
0100	10	135	Personal Services	
0100	10	135	Expenses	275,000
0100	10	135	Capital	
0100	10	147	PARKING CONTRACT	1,061,570
0100	10	147	Personal Services	
0100	10	147	Expenses	1,061,570
0100	10	147	Capital	
0100	10	133	PAY-AS-YOU-GO CAPITAL	3,396,084
0100	10	133	Personal Services	
0100	10	133	Expenses	
0100	10	133	Capital	3,396,084
0100			ENTERPRISE FUND SUPPLEMENT	4,837,619
0100			Personal Services	
0100			Expenses	4,837,619
0100			Capital	
TOTAL				691,704,328

City of Springfield - Fiscal Year 2020

Adopted Budget

Schedule of Appropriations - Trash Enterprise Fund

Fund	Func	Dept	Classification	FISCAL 2020 ADOPTED ENTERPRISE FUND
6500	40	400	TRASH ENTERPRISE	9,187,619
6500	40	400	Personal Services	3,267,512
6500	40	400	Expenses	5,920,107
6500	40	400	Capital	-
<i>TOTAL</i>				<i>9,187,619</i>