

FISCAL YEAR

2022



ADOPTED BUDGET



**CITY OF SPRINGFIELD
MASSACHUSETTS**

Mayor Domenic J. Sarno

www.springfield-ma.gov

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**City of Springfield, Massachusetts
Fiscal Year 2022
Adopted Budget**



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For the Fiscal Year Beginning

July 1, 2020

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Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

June 30, 2021

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

It is our great pleasure to submit to you the FY22 Adopted Budget. For this fiscal year, the total Citywide budget is \$755.7M, which represents a 3.9% increase over the FY21 Adopted Budget.

As a city, we have now spent over 15 months faced with COVID-19. Our lives, as we knew them, were turned completely upside down as we sought to understand this novel disease and uncover ways to both treat and cure those who became infected while protecting those who weren't. My administration has and will continue to remain steadfast in our efforts to ensure the health and safety of all those living, working, and visiting our city. To that end, we continue to aggressively push forward with vaccination efforts through a mass vaccination site at the Eastfield Mall, along with new sites throughout our neighborhoods, allowing us to reach people in every corner of the community. Through these efforts, we hope to defeat COVID-19 once and for all, and continue the gaining prosperity that Springfield saw prior to the pandemic.

Despite the challenges we've faced due to COVID, we are committed to producing a budget that funds the core services our residents deserve. In that light, the FY22 Adopted Budget places a continued emphasis on public safety, public education, economic development, healthy neighborhoods, and community services.

In a testament to Springfield's commitment to strong fiscal discipline, the FY22 budget was balanced, for the seventh consecutive year, without the use of stabilization reserve funds. Saving our reserves for future years will allow the City to weather a protracted recession, and sends a strong message that we are committed to continued financial sustainability. With this in mind, we are excited to introduce the essential investments we are making for the upcoming fiscal year.

Public Safety

Public Safety has and continues to be a top priority of my administration. As pandemic restrictions are eased and more things open up, it is critical that we provide the necessary resources to keep crime down and make all those who live or visit Springfield feel safe. As such, we will continue to invest in the latest and greatest technology and equipment for all of our first responders.

Police Department

New Recruits: Over the course of the next fiscal year, the Springfield Police Department (SPD) anticipates welcoming approximately 40 new Police Officers to the force. With these recruits anticipated to begin the academy sometime in the Fall of 2021, the Police Department will have a total of 429 officers; bringing the total complement to 512 sworn personnel, and an overall staff of 600 FTEs. This level of staffing will help address departmental attrition brought on by upcoming mandatory retirements, and help the department focus on quality of life issues by supporting and enhancing neighborhood initiatives, such as the C3 policing units and the Ordinance Flex Squad.

Body Worn Cameras: After a full rollout that was launched in FY20, the Police Department will continue its Body-Worn Camera program. As the first city in the Commonwealth to employ this technology across its entire police force, the SPD is able to increase transparency and accountability while improving the safety of both officers and residents alike. Funding will be maintained for a staff of five (5) FTEs, led by a Police Lieutenant, to administer the program and ensure that the department is able to review and respond to requests for footage in an efficient manner. Furthermore, these cameras are used as a powerful training tool that helps officers respond to calls for service in the most professional way possible.

Technology & Equipment: In addition to body cameras, we will maintain investments for other innovative technology and critical equipment necessary for modern day policing. This includes funding for the replacement of ballistic vests, portable radios to allow for quick and efficient communication amongst officers, seven (7) square miles of the ShotSpotter Gunfire Detection System (one square mile is being added to the Forest Park neighborhood), and the latest software available. For FY22, a new Early Intervention Software will be implemented to allow the SPD to quickly identify and address patterns of use force and certain other behaviors, with the goal of assisting officers through coaching to improve their on-the-job performance. To that end, the department hopes that this initiative will also help with retention amongst the sworn ranks.

Support of Ongoing Initiatives: The Springfield Police Department will also continue to maintain and fund other ongoing initiatives. This includes the Gaming Enforcement Unit at MGM, comprised of six (6) officers and one (1) supervisor, the E-3 metro unit, which increases police presence along Main St. and other neighborhoods, the Ordinance Flex Squad, Quebec Unit for the School Department, and the City's expanded Real Time Crime Analysis program. The SPD will also continue our strong and successful partnership with Behavioral Health Network (BHN) which helps aid those in mental health crisis and ease the strain on emergency services.

Fire Department

The Springfield Fire Department (SFD) will also be hiring new recruits to stay ahead of attrition. While the department is currently at full staffing, it is proactively looking to manage attrition with plans to run at least two (2) academies in FY22. Recruits continue to be sent to the state-run academy program, which has been successful in graduating new firefighters to begin immediately working in the stations.

The SFD's budget includes an increase in funding to proactively replace equipment such as firefighter turnout gear and SCBA air bottles, both of which are critical to ensuring the safety of our first responders. The new air bottles, which align with NFPA standards, hold an additional 15 minutes of air capacity, giving firefighters more time to handle fires without interruption. The department will continue to deploy its health and wellness program, which aims at promoting the physical and mental health of responders while reducing instances of on-the-job injuries. Lastly, the budget funds all

contractual lease payments for fire apparatus', which the SFD has been replacing each year since FY16 to retire units at their end of their useful life and drive down the need for costly repairs.

Emergency Communications/Dispatch

The Springfield Emergency Communications (Dispatch) Department, which closely collaborates with the Police and Fire departments, has also been provided with funding for several ongoing initiatives. The Computer-Aided Dispatch (CAD) and Records Management Systems (RMS) are in the process of being replaced to improve working systems for all public safety employees, while also helping to ensure the safety of our community. While the new system is not expected to come online in FY22, the department seeks to make significant progress in reviewing and ultimately selecting the best option.

The consolidation of Police and Fire dispatch services at a single location on Roosevelt Avenue, which was finalized in January, has been a tremendous help in maximizing operational efficiency and marks the first time in the department's history that everyone is under the same roof. This will significantly enhance cross-training efforts, while also ensuring ample supervisory coverage to address issues and provide feedback to call takers in real time. The FY22 budget also maintains funding for all maintenance, equipment and software needed to manage daily operations in a highly efficient way.

Public Education

Undoubtedly one of the biggest challenges in both Springfield and across the nation was the adjustment to remote learning, an extremely difficult decision made to keep students and staff safe as we dealt with COVID-19. The School Department (SPS), under the leadership of Superintendent Dan Warwick, worked tirelessly with teachers and administrators to ensure a quality learning experience for all our students, despite a shift to a learning model that they'd never before seen. Even in this unprecedented situation, the School Department rose to the occasion and not only kept students engaged, but also continued to improve graduation rates and decrease the number of students who drop out. The district's dropout rate was just 3% in 2020, representing a 70% decrease since 2012. This represents the highest dropout rate decrease in all of Massachusetts during the same timeframe. Additionally, the SPS 2020 graduation rate is almost 80% which is an increase of over 3% compared to the previous year, and an impressive 20.4% increase since 2012.

We have worked very hard throughout this pandemic to put enhanced measures in place to help ensure a safe return for students and staff. Through the strategic use of Federal COVID-19 relief funds, we have invested in upgrading HVAC systems to improve air ventilation in schools all throughout the district. To ensure student success for distance learning, we distributed over 20,000 laptop computers to K-12 students for home use. Additionally, we were able to provide our students with over 7.5 million free meals through our Culinary and Nutrition Center.

As we continue our fight to defeat COVID-19, the School Department looks forward to welcoming back its students full time this Fall and bringing back the many classes, sports, and other engaging activities that help our children thrive.

Economic Development

Since the devastating tornado hit Springfield a decade ago, significant economic development efforts have helped strengthen the community through the creation of many new jobs, the development of more market rate housing, and a nearly \$1B casino offering residents and visitors countless entertainment options to enjoy for years to come.

While we have accomplished a lot, there is much more to be done to make Springfield a leader in economic prosperity. To that end, efforts to create the “Main Street and Convention Center Overlay District” are now underway. Designed to enhance development surrounding the MGM casino and MassMutual Center, the district will bring exciting new prospects to the area including housing, restaurants & bars, entertainment venues and ground-floor retail.

During the pandemic, the City was awarded \$4.1M in Community Development Block Grant (CDBG) COVID Assistance funding which we strategically used to help local businesses and residents. Through this funding we were able to provide various rounds of “Prime the Pump” grant funding with the aim of providing immediate financial relief for small businesses in Springfield. We also made available over \$2M for renters and homeowners who have lost income due to the COVID-19 pandemic. To further reenergize the economy, we will continue to support local restaurants with outdoor dining by investing in street and sidewalk improvements and providing extensions to existing licenses.

Lastly, the City hopes to use funding received through the recently-passed American Rescue Plan Act (ARPA) to further boost economic development efforts. Similar to the funding received after the tornado, we have an opportunity to continue the incredible transformation that makes Springfield an attractive place to live, work, and visit. We hope to announce more details in the very near future.

Healthy Neighborhoods

Springfield continues to place emphasis on ensuring healthy neighborhoods across the city, with the goal of providing residents the highest possible quality of life. Highlighted below are the following initiatives that have seen great success in the past, and will be continued in FY22.

Code Enforcement

- ◆ Funding for a full complement of administrative and inspectional personnel positions in both the Building and Housing Code Enforcement Divisions, with an additional part-time Clerk position added under Housing Code to assist with increased administrative duties. This helps to ensure healthy neighborhoods and safe buildings throughout Springfield. Funding is also included for the continuation of the Mayor’s “Clean City” program.

DPW Sidewalk Crew

- ◆ Continued funding for the popular Sidewalk Crew, now entering its fourth year of operation. This crew has been highly successful thus far in addressing citywide sidewalk repairs and ensuring a high quality of life for residents in all neighborhoods of Springfield.

Community Services

Parks & Recreation

- ◆ Beginning in FY22, in an effort to brighten the City’s neighborhoods, the Parks Department will work aggressively to remove tree stumps throughout Springfield. Removing these stumps is not only aesthetically pleasing to the eye, it will also create more space for residents to use after the areas are reseeded and grass is grown.
- ◆ The Terrace Maintenance Program will be fully funded in FY22.
- ◆ Funding will also continue for the Downtown Crew, which maintains the downtown metro area parks 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.

- ◆ Camp STAR Angelina, which was cancelled last year due to COVID-19, will be reopening for FY22. Additionally, all pools and splash pads will be open for families to enjoy during the summer.
- ◆ The Parks Department continues to monitor COVID-related guidance from both the State and CDC, and soon hopes to determine if other recreational programs and activities can be allowed. This includes the After School & Evening Gym programs, the Summer Concert Series, and “Movies in the Park.”

Health & Human Services (HHS)

- ◆ This department has been fully funded, and serves an absolutely critical role in responding to the COVID-19 pandemic. As the “front line defense” against the virus, HHS has managed the monumental task of evaluating the current situation surrounding the health crisis while continuing to educate the public on updated CDC guidelines, along with other best practices that will ensure the health and safety of all.
- ◆ As the pandemic begins to turn a corner, HHS continues its steadfast efforts to not only test, but more importantly vaccinate, as many of the City’s residents as possible. This has been done through the strategic use of Federal and State funding provided as part of the nationwide response.
- ◆ Funding will continue for one nurse supervisor and one gambling outreach coordinator to provide assistance to those at risk for gambling addictions. Forty percent of the Nurse Practitioner’s salary is now paid through grant funding.
- ◆ Funding has been added for a newly-created office of Racial Equity, along with a Cannabis Compliance Program Coordinator.

Elder Affairs

- ◆ Continued funding for the operation of a minibus, purchased in FY20, which is currently being used to deliver meals to elderly citizens throughout the city who do not have available transportation. Transportation of Springfield seniors to our centers has been suspended due to COVID-19, ensuring our most vulnerable population remains healthy and safe.
- ◆ Despite sites being closed due to pandemic, the department found creative ways to continue engaging seniors through virtual events, exercise videos, private phone concerts, wellness checks, take home crafts and drive-in events such as bingo and trivia.

Veteran’s Services

- ◆ This department will continue to fully fund services to our veterans. The addition of newer staff in recent years has allowed this department to serve veterans more efficiently, through proper case management efforts.

Libraries

- ◆ In an effort to continue providing services during the pandemic, our libraries have offered curbside pickup to residents so that they can continue to rent books and other library materials.
- ◆ In collaboration with the Davis Foundation, the Springfield Public Libraries continues to manage the award-winning Read! Reading Success by 4th Grade program.
- ◆ The City will continue to fund the Read/Write/Now adult literacy program.
- ◆ Continued support and funding for all Springfield neighborhood branches.

Fiscal Responsibility

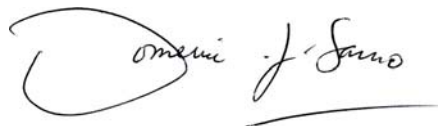
- ◆ We are pleased to announce that Springfield received the “Distinguished Budget Award” from the Government Finance Officers Association for the 13th year in a row. The City also received the “Certificate of Excellence in Financial Reporting” for issuance of our Comprehensive Annual Financial Report for the ninth consecutive year.
- ◆ Pension: \$51.5M contribution towards pension liability; a 9% increase over FY21. We continue to aggressively address this liability in an effort enhance our financial stability.
- ◆ The budget honors all contractual obligations including collective bargaining agreements, and all agreements as necessary for the School Department, including the food service contract.
- ◆ Responsible Employer Ordinance: Two Project Managers continue to ensure diversity in hiring practices for City construction projects. These individuals also ensure consistent compliance with all Federal and State rules & regulations.

On March 11, 2021, President Biden signed into law the American Rescue Plan Act (ARPA) which will provide municipalities nationwide with additional COVID relief funding. The City of Springfield is expected to receive approximately \$93.9M through this funding source which will be used to support economic development, job creation, small businesses, neighborhood quality of life, housing and seniors. The strategic investment of these funds will aid the City of Springfield’s economic transformation post COVID-19, similar to what we experienced after the devastating tornado in 2011.

As Mayor, I will work tirelessly to ensure that Springfield continues to prosper and remains resilient in the wake of any challenge, no matter how difficult. My administration has been tested many times in the face of adversity and continues to rise to the occasion for the betterment of our city and the community that we love. I am proud of the efforts by the entire Springfield team: Superintendent Warwick, Cabinet Heads, Department Heads, and City Staff who work hard for Springfield every day.

Thank you for reviewing the FY22 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

Executive Summary

The Adopted Budget for FY22 is \$755.7M. This represents a 3.9% increase over the FY21 Adopted Budget and a 2.8% increase from the FY21 Revised Budget.

Fiscal 2019 Actual General Fund	Fiscal 2020 Actual General Fund	Fiscal 2021 Adopted General Fund	Fiscal 2021 Revised General Fund	Fiscal 2022 Adopted General Fund	% Change from FY21 Adopted	% Change from FY21 Revised
674,875,298	688,544,273	727,601,399	734,900,399	755,699,548	3.9%	2.8%

FY22 marks the seventh 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 determination of our City to work towards a sustainable future despite the fiscal challenges created by COVID-19. While the economic impact of the pandemic will likely be felt for years to come, Springfield will continue to strategically identify any and all outside funding sources available to us, ensuring that we preserve our limited financial resources.

Despite the pandemic, Springfield continues to successfully balance its budget without hindering core services or implementing layoffs or furloughs, while honoring all collective bargaining agreements and fully funding its pension appropriation. After recognizing the severity of the economic contraction caused by the pandemic, the administration has continued to monitor and scrutinize all expenditure requests, along with personnel changes and hiring decisions. This strategic approach ensures that the City will manage to an operating surplus each fiscal year and continue to maintain our strong financial positioning.

Fiscal Year 2021 Budget Update

Based on the City Comptroller’s Monthly Financial Statements published in April 2021, the City is managing the FY21 budget to a large surplus. While this certainly is a testament to the administration’s commitment to fiscal sustainability, especially in the middle of a global pandemic, revenue streams are less predictable than in previous years. The large-scale closure of businesses due to COVID-related restrictions caused a steep decline in revenue collection, and we continue to monitor this very closely as things begin to open back up.

It is important to note that the year-end surplus estimate is based on a projection and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State’s 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 bond ratings. During the City’s last bond rating, in 2020, Standard & Poor’s (S&P) affirmed the City’s AA- credit rating, however it was given a negative outlook. This is not due to a lack of financial management by the administration, but rather a result of sudden rapid economic deterioration and heightened budget uncertainty caused by COVID-19. Despite a negative outlook, the affirmation of our AA- rating demonstrates that Standard & Poor’s strongly believes in the City’s financial management and our

ability to make difficult decisions to balance the budget. It is also important to note that AA– continues to be the highest rating in the City’s history, a great improvement from A– rating seven years ago.

Fiscal Year 2022 Budget Challenges

Springfield faces a budget gap each year due to its structural deficit. While the growth of the City’s main source of local revenue, the property tax levy, is constrained by the limits of Proposition 2 ½, we must account for significant growth in non-discretionary items such as our pension appropriation, and health insurance. As certain fixed costs continue to rise, the City will be forced to develop creative solutions to ensure all operational needs can be met using limited revenue, while avoiding any negative impact to the core services that Springfield residents deserve.

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 also 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 3% below their FY21 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 are responsible for submitting their budget requests, the Office of Administration & Finance (A&F) thoroughly reviews all expenditure and revenue line items to ensure they align not only with historical and current trends, but that each request is funded in a manner that meets operational needs and allows departments to provide a high quality level of service to the constituents.

For FY22, the projected gap after budget request submissions totaled \$21.3M.

Budget Solutions

All budget decisions are carefully evaluated including an in-depth analysis of revenue increases, expenditure reductions, historical spending, and strategic offsets to alternate funding sources. Departmental budgets were analyzed and are presented in this document on a “program basis,” allowing for more data-driven decision making. By analyzing departmental funding in a programmatic manner, individual functions are clarified, which assists in setting priorities for expenditures. The City’s resources are allocated to the programs that deliver the greatest benefits to the community.

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue maximization (including through the use of federal COVID relief funding), and notably, did not utilize stabilization reserves despite the financial effects of the pandemic. 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. For an overview of the decisions made to balance the FY22 budget, please refer to the table shown on the next page.

Getting to Balanced: FY22 Budget Decisions	
Original Gap, based on MYFP	(14,393,442)
Increased Gap, after Department Requests	(21,300,000)
Solutions:	
Expense	9,100,000
Salaries and Wage Offsets	3,200,000
Fringe Offsets	948,000
Esser Offset	1,300,000
School Transportation Reduction	1,900,000
Debt Schedule Reduction	447,000
Benefits	750,000
Department Spending Decreases (historical)	555,000
Revenue	(1,100,000)
Local Receipt Decreases	(5,100,000)
UGGA Increase	1,400,000
Medical Marijuana HCA Excise	100,000
Projected Medicaid Increase	969,000
Department Revenue Increases	1,531,000
Property Values	
New Growth	1,200,000
One Time Revenue	
ARPA Lost Revenue	12,100,000
Reserves	-
Balance Sheet	-

While difficult decisions must be made in order to balance the budget, the administration takes a strategic approach in identifying areas where revenue can be increased, or expenditures reduced, without impacting departmental operations. The following section further explains some of these decisions, which ultimately allowed us to close the budget gap to \$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 Administration & Finance 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 saved 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 74.2% paid off within ten years, which is well within the municipal finance standard of between 65% and 100%. The City's debt service budget for FY22 decreased by \$447K (1.9%) from FY21. Debt service payments will generally stay mostly level from year to year, as new debt is issued for capital needs, such as school construction projects.

State Aid

Per the State's proposed FY22 budget, the City expects to receive \$457.8M. This represents a \$19.7M (4.5%) increase over FY21. As our largest source of revenue, it is absolutely essential that aid received continues to allow us to satisfy operational needs of all City and School Departments.

Expenditure Reductions

Departmental Spending Reductions

The effects of COVID-19 on both the City and State's revenues necessitate a continuous evaluation of all departmental budget submissions, as the economic future is still very uncertain despite significant progress being made towards reopening and the easing of pandemic-related restrictions. Regardless of any uncertainties, however, the FY22 budget will preserve core services, avoid any layoffs or furloughs, and honor all collective bargaining agreements.

Some specific departmental reductions include:

- ◆ Personnel costs—\$3.2M offset to alternate funding sources.
- ◆ Fringe Benefits—\$948K offset to alternate funding sources (grant, DPW Trash Enterprise Fund).
- ◆ School Transportation—due to updated projections, the School Department's Transportation budget decreased by \$1.9M.
- ◆ Debt Service—\$447K decrease to align with the City's declining debt schedule.
- ◆ Departmental spending reductions—\$555K decrease to align with historical spending trends.

Key Budget Drivers

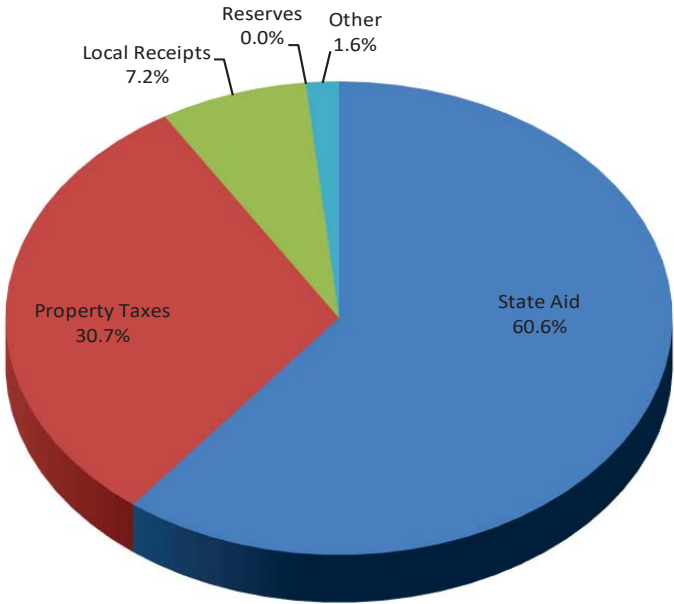
Once balanced, it's important to understand the key "drivers" that make up the City's operating budget, which now exceeds three quarters of a billion dollars per year. The following sections will outline where our revenue is coming from, along with how it will be spent. In order to maintain the most vital services provided to residents and businesses, we must ensure that our limited resources are being allocated in a fiscally responsible manner.

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 FY22, the chart on the next page shows the percent of revenue coming from each of these categories. It is important to note that State Aid represents 60.6% 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	FY19 Adopted	FY20 Adopted	FY21 Adopted	FY22 Adopted	% of Total	\$ Change	% Change
State Aid	391,850,224	414,393,003	438,046,147	457,754,871	60.6%	19,708,724	4.5%
Property Taxes	202,789,680	211,449,075	222,267,620	231,735,891	30.7%	9,468,271	4.3%
Local Receipts	60,330,657	63,362,250	58,252,442	54,128,700	7.2%	(4,123,742)	-7.1%
Reserves	-	-	-	-	0.0%	-	0.0%
Other	1,220,813	2,500,000	9,035,191	12,080,086	1.6%	3,044,895	33.7%
TOTAL	656,191,374	691,704,328	727,601,399	755,699,548	100%	28,098,149	3.9%

FY22 Revenue Sources



FY22 Revenue Overview

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 four ways: an increase of up to 2.5% over the previous year’s levy limit, new growth in the tax base, and local votes for either an override or a debt exclusion. If the voters approve an override, the amount approved can permanently increase the municipality’s levy limit. In the case of a debt exclusion, a given amount can be added to the levy, even above the levy ceiling, for the purposes of paying debt for a specific capital project. Estimates on the tax rate for the FY22 are still being reviewed and will be part of the tax rate setting process this fall.

	FY18 Levy Calculation	FY19 Levy Calculation	FY20 Levy Calculation	FY21 Levy Calculation	FY22 Adopted
Tax Levy	191,434,885	198,331,396	205,321,793	216,418,905	228,522,820
Increase Levy 2.5%	4,785,872	4,958,285	5,133,045	5,410,473	5,713,071
Subtotal	196,220,757	203,289,681	210,454,838	221,829,377	234,235,891
New Growth	4,332,083	5,098,516	5,920,463	6,693,442	1,200,000
Subtotal of Gross Tax Levy	200,552,840	208,388,197	216,375,301	228,522,819	235,435,891
<i>Actual Levy Billed</i>	198,331,396	205,285,710	216,358,653	227,490,720	-
Less Overlay	(2,500,000)	(2,500,000)	(1,500,000)	(1,500,000)	(3,700,000)
Subtotal of Net Tax Levy	195,831,396	202,785,710	214,858,653	225,990,720	231,735,891

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

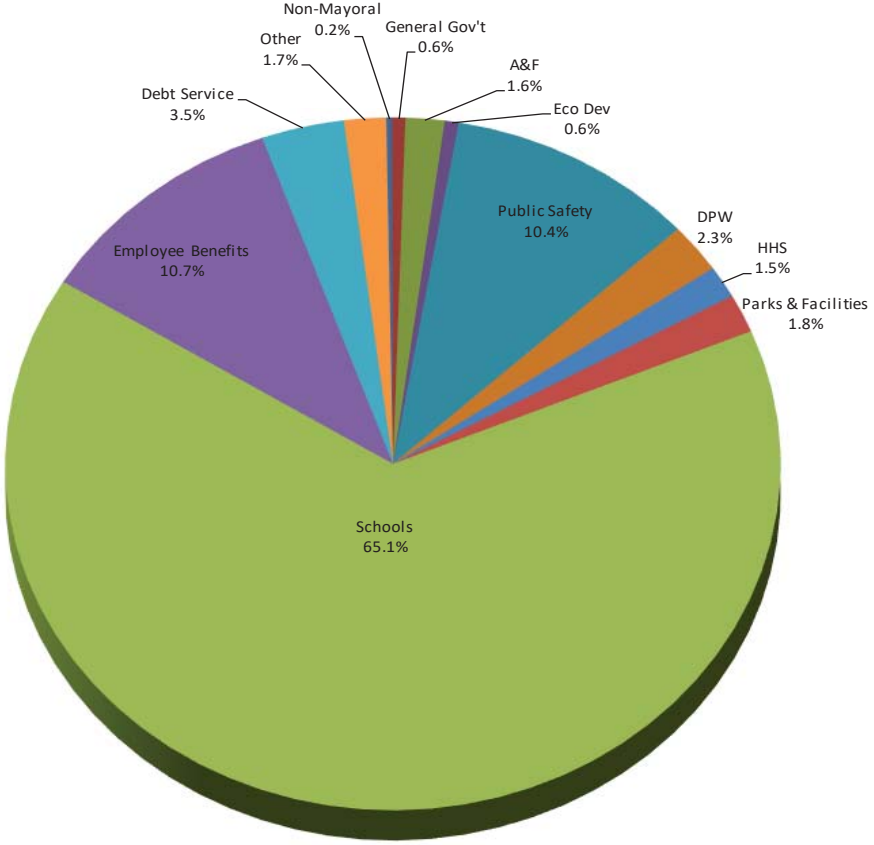
At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in Free Cash. In prior years, the City experienced negative Free Cash meaning that spending exceeded revenues for a given fiscal year. Through strict controls and monitoring, the City has made great strides in controlling spending and has certified positive free cash for sixteen consecutive years, which has helped build the City’s Stabilization Fund to over \$49M, equivalent to 6.5% of the FY22 budget and over 18% of the non-school budget.

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 FY22, the chart on the next page shows how the \$755.7M 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 largely driven by personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent 70.9% of the City’s operating budget.

City Spending	FY19 Adopted	FY20 Adopted	FY21 Adopted	FY22 Adopted	% of Total	\$ Change	% Change
Non-Mayoral	1,541,496	1,548,019	1,577,865	1,702,727	0.2%	124,862	7.9%
General Gov't	3,581,186	3,823,627	3,867,194	4,263,515	0.6%	396,321	10.2%
A&F	13,295,191	11,224,957	11,205,906	12,264,872	1.6%	1,058,966	9.5%
Eco Dev	4,126,643	4,268,719	4,316,133	4,404,662	0.6%	88,529	2.1%
Public Safety	68,887,509	77,124,629	76,508,794	78,780,329	10.4%	2,271,534	3.0%
DPW	14,616,922	15,838,672	16,904,023	17,418,370	2.3%	514,346	3.0%
HHS	10,542,526	10,658,973	10,559,318	11,272,816	1.5%	713,498	6.8%
Parks & Facilities	12,338,635	12,367,791	11,930,343	13,649,531	1.8%	1,719,187	14.4%
Schools	420,749,687	444,890,001	477,858,733	491,696,545	65.1%	13,837,813	2.9%
Employee Benefits	67,194,160	70,607,013	75,718,397	80,936,324	10.7%	5,217,927	6.9%
Debt Service	27,870,576	27,843,303	26,354,228	26,089,357	3.5%	(264,871)	-1.0%
Other	11,446,843	11,508,624	10,800,463	13,220,499	1.7%	2,420,036	22.4%
TOTAL	656,191,374	691,704,328	727,601,399	755,699,548	100%	28,098,148	3.9%

FY22 Expenditure Uses



FY22 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 Director of Internal Audit reporting to the Council.

General Government Division—These departments provide a variety of functions for the city, including administrative assistance, 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 Court Square Hotel project, and the newly introduced Main Street and Convention Center Overlay District.

Public Safety Division—These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. This year’s budget includes funding to fully staff and outfit all three departments (Police, Fire and Emergency Communications) while also ensuring these departments have access to the latest in technology to perform their jobs as effectively as possible.

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. Level service funding is continued for all core programs and services provided by the department, including the popular Sidewalk Crew.

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. The division is fully funded and ensures the appropriate resources are available to allow for an effective response in the fight against COVID-19.

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 elementary schools, seventeen secondary schools, and eleven specialized schools. The District serves over 29,000 students, with a staff of nearly 4,900 employees. 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 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.

Conclusion

Despite the many challenges the City has faced, the FY22 Adopted Budget focuses on maintaining core services despite the continued economic and financial uncertainties surrounding the COVID-19 pandemic. It addresses the priorities of its residents while carefully assessing methods to manage spending growth in a way that is sustainable in future years. This 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 creativity from every department, the City continues to maintain core programs and services to its residents, businesses, and visitors.

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Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2022 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 2022. 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, and (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 a synopsis of the City's organizational structure.

The second section is the *Fiscal Summary*, which summarizes the City's anticipated revenues and recommended 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 2021 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 2022 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2022.

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 Administration and Finance
36 Court Street, Room 412
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 D), 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 2014, 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 Administration and Finance (A&F) 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 the Office of Administration and Finance 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 A&F. Then the request must be

reviewed and approved by a Budget 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 2022 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 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 A&F 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 also be approved by the City Council.

Budgeting Monitoring Process: A&F reviews and monitors all expenditure and revenue accounts during the fiscal year to ensure a balanced budget. Budget Analysts regularly review accounts in the City’s financial software system (MUNIS) and conduct trend and variance analyses.

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 2022 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.)

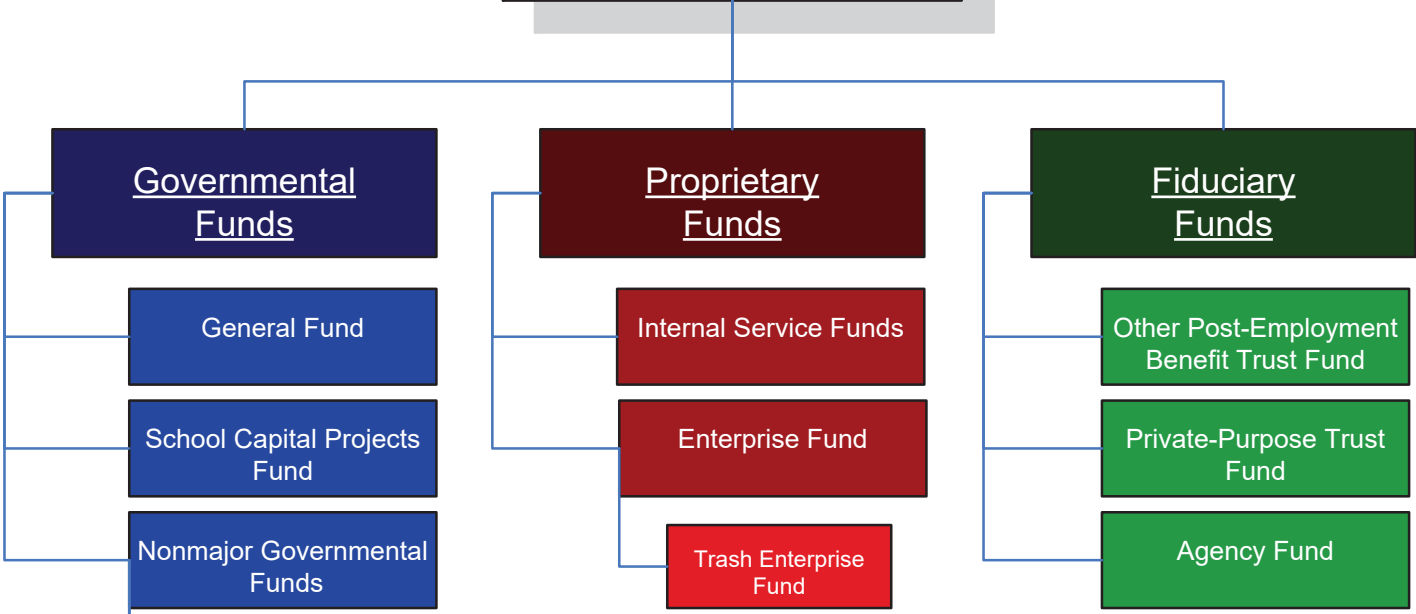
In addition to General Fund appropriations, many departments have access to Federal and State grants that fund the operation of a specific program or service. All departments are able to apply for grant funds. The Office of Administration and Finance assists departments in ensuring that grant funded 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. This fund is used to purchase insurance on these laptops.
- ◆ Blight Removal - Funding building demolition enforcement, and related blight removal activities of all city departments.

Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2021							
	Item Description	General	Special Revenue	Capital Projects	Enterprise	Trust	Total
1	Total Revenue	713,125,326	186,626,583	29,628,269	5,176,474	94,370,300	1,028,926,952
2	Total Expenditures	686,278,660	133,160,453	62,499,743	9,875,980	93,516,718	985,331,555
3	Total Excess (Deficiency) Of Revenues Over Expenditures (Line 1 - Line 2)	26,846,666	53,466,129	(32,871,474)	(4,699,506)	853,582	43,595,396
4	Transfers From Other Funds	7,041,625	218,406	3,120,544	5,690,177	6,235,480	22,306,232
5	Other Financing Sources	-	-	42,660,946	-	-	42,660,946
6	Transfers To Other Funds	13,237,706	359,526	1,900,000	-	6,809,000	22,306,232
7	Other Financing Uses	-	-	-	-	-	-
8	Total Other Financing Sources (Uses) Sum Of Lines 4 And 5 Minus Lines 6 And Lines 7	(6,196,081)	(141,120)	43,881,490	5,690,177	(573,520)	42,660,946
9	Total Excess (Deficiency) Of Revenues Over Expenditures & Other Financing Sources (Uses) (Sum Of Lines 3 And 8)	20,650,585	53,325,009	11,010,016	990,671	280,062	86,256,342
10	Fund Equity (Retained Earnings) Beginning Of Year	77,463,372	34,691,690	(3,140,002)	282,883	75,790,252	185,088,195
11	Other Adjustments	-	-	-	-	-	-
12	Total Fund Equity (Retained Earnings) End Of Year (Sum Of Lines 9 Through 11)	\$ 98,113,957	\$ 88,016,699	\$ 7,870,014	\$ 1,273,554	\$ 76,070,314	\$ 271,344,537

City of Springfield All Funds Overview



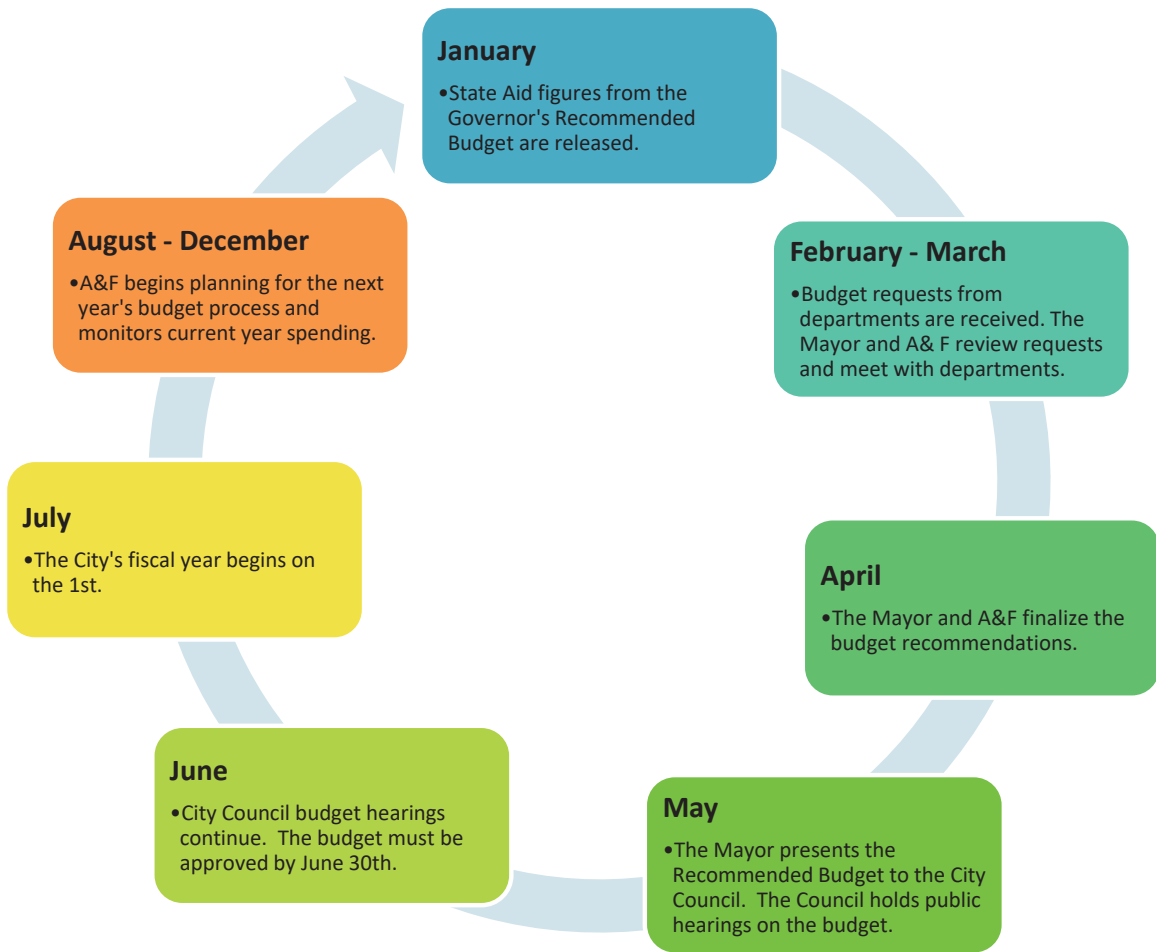
Major Fund Descriptions

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*. The Office of Administration & Finance (A&F) 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 A&F review departments' budget requests. Meetings are scheduled between department heads, the Mayor, and A&F to review departmental budgets and request supplemental materials if necessary.

The Capital Improvement Committee (CIC) 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 (CIP) and Multi-Year Financial Plan (MYFP) are required to be published

no later than March 30th of any given fiscal year.

Budget Calendar (continued)

April: The Mayor and A&F 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: A&F 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: A&F conducts a first quarter forecast using expenditure and revenue reports. Updated surplus/deficit projections are made.

November: A&F prepares the following year's budget manual and instructions for departments.

December: A&F distributes instructions to departments for the following year's budget.

The A&F staff reviews capital project requests and gathers additional information.

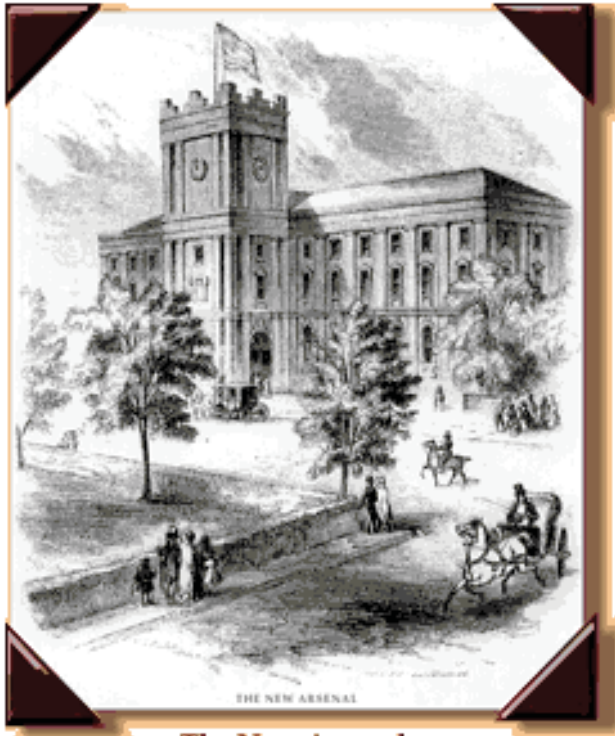
Ongoing: A&F works with City departments to manage expenses and revenues so as to maintain a balanced budget. Either party can initiate budget transfers as necessary. A&F conducts regular payroll, expenditure, and revenue forecasts.

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 approximately 155,000, (693,000 in the metro area) 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.



The New Arsenal

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 reopened in 1978 as the Springfield Armory National Historic Site and is currently listed as a National Historic Landmark.

Springfield is a city with a tremendous amount of character. As the cultural center of Western Massachusetts, the City is home to the James A. Naismith Memorial Basketball Hall of Fame, Dr. Seuss National Memorial, and the George Walter Smith Art Museum. Entertainment venues include the City Stage Theater, Springfield Symphony Hall, and the MassMutual Convention Center. Greater Springfield MGM 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 Data Facts (Source: 2019 U.S. Census Bureau Estimates)

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	153,606
% Male / Female	48% / 52%
Median Age	32.2
Average Family Size	2.64
Race:	
White alone (not Hispanic or Latino)	31.7%
Hispanic or Latino	44.7%
Black	20.9%
Asian	2.2%
Two or More Races	4.6%
Other	0.4%

Household Characteristics (2015-2019)	
Households	56,358
Persons Per Household	2.64
Persons Under 5 Years Old	6.6%
Persons Under 18 Years Old	24.8%
Persons Over 65 Years	12.6%

FY2021 Tax Rates (Per \$1,000 Value)		
Residential Tax Rate	\$	18.90
<i>Average Single Family Home Value</i>	\$	172,900
Commercial / Industrial / Personal Property	\$	39.23

Ten Largest Employers (2020)	
Mass Mutual Financial Group	9,844
Baystate Health Systems	7,761
Big Y World Class Markets	6,000
Mercy Medical Center	3,043
MGM Springfield	3,000
Smith & Wesson Inc.	2,006
Center for Human Development	1,500
Springfield College	1,000
Verizon	1,000
Western New England University	855

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

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 our neighborhoods, making Springfield an attractive place to work and live. These investments include the implementation of the \$3M demolition of the former Massachusetts Career Development Institute site, and construction of a new \$2.5 million DeBerry Park.

In FY19, the City began a \$2 million investment in roads and sidewalks around Springfield. This investment continues into FY22, through continued funding in the DPW budget for a designated sidewalk repair crew. Additionally, DPW began construction of the Bay and Berkshire Ave. intersection reconstruction which is due to be completed in FY22. 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 Springfield. 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 FY22 budget continues to fully fund neighborhood libraries, and the new East Forest Park Library which opened 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 metropolitan areas 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 factory. This investment has paid off, with multiple new restaurants planned or already open in the

vicinity.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield's downtown that occurred over the last decade. To that end, the City is investing \$4M in the redevelopment of the Court Square Hotel property adjacent to City Hall. This historic building, once a symbol of Springfield as an early industrial and innovation hub, has been vacant and sliding into disrepair for decades. The restoration of this landmark hotel will be a sign of how far the City has come over the past decade. The building's return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents. Once completed, the Court Square Hotel will be converted into 64 housing units and provide 12,000 square feet of retail and restaurant space on the first floor.

A \$3.1 million renovation to the Riverfront Park has also been completed. The park is now 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 completed the restoration of Pynchon Plaza. New stairs and an elevator at the plaza allows 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, 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 FY22 with the ongoing construction of the new \$82.2 million Brightwood and Lincoln elementary schools' joint campus, and the \$95.1 million construction of a new joint campus for Homer and DeBerry elementary schools. FY22 will also see major repair projects ongoing at Milton Bradley, the Springfield High School of Science and Technology, Sumner Ave, Frederick Harris, and Indian Orchard elementary schools.

Starting in FY20, students were 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 has acted as a centralized location for preparing the meals served throughout the school district. This has 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.

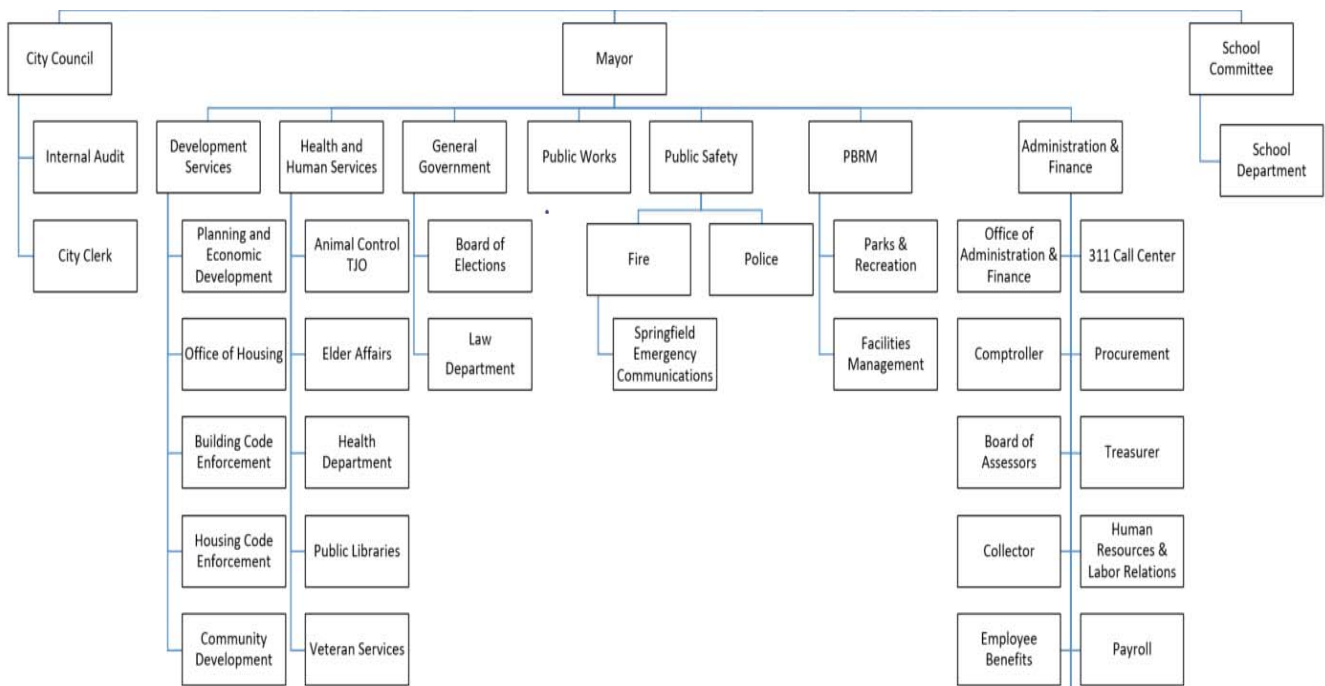
Public Safety: Public safety is a top priority of the Administration and is essential to any community’s long-term economic success. In FY20, Springfield became the first city in the Commonwealth to institute a full-scale body worn camera program. Body worn cameras have increased accountability and transparency, while giving officers a powerful new tool for collecting evidence. The City will also invest in a new computer-aided dispatch system. The new system reduces response times for the City’s police and fire departments, and provides 911 call takers with a state-of-the-art system that enhances public safety efforts to keep the community safe.

The FY22 budget builds on previous investments in public safety. A new academy class of 40 police officers is scheduled to begin early in the fiscal year. 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.

For several years, the City has been investigating ways to consolidate its police and fire dispatch services into a single location. This will help improve the efficiency of the Springfield Emergency Communications (SEC) department dispatch site. This project includes a \$900,000 renovation of the existing dispatch center, as well as an investment in new IT infrastructure for the center that will increase the effectiveness of SEC operations.

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 to a term of no longer than three years and reports directly to the Mayor. The Board of Assessors, Treasurer, Collector, Budget Director, Comptroller, Chief Information Officer, Chief Procurement Officer, Director of Human Resources/Labor Relations, Director of Capital Asset Construction, Director of Employee Benefits 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

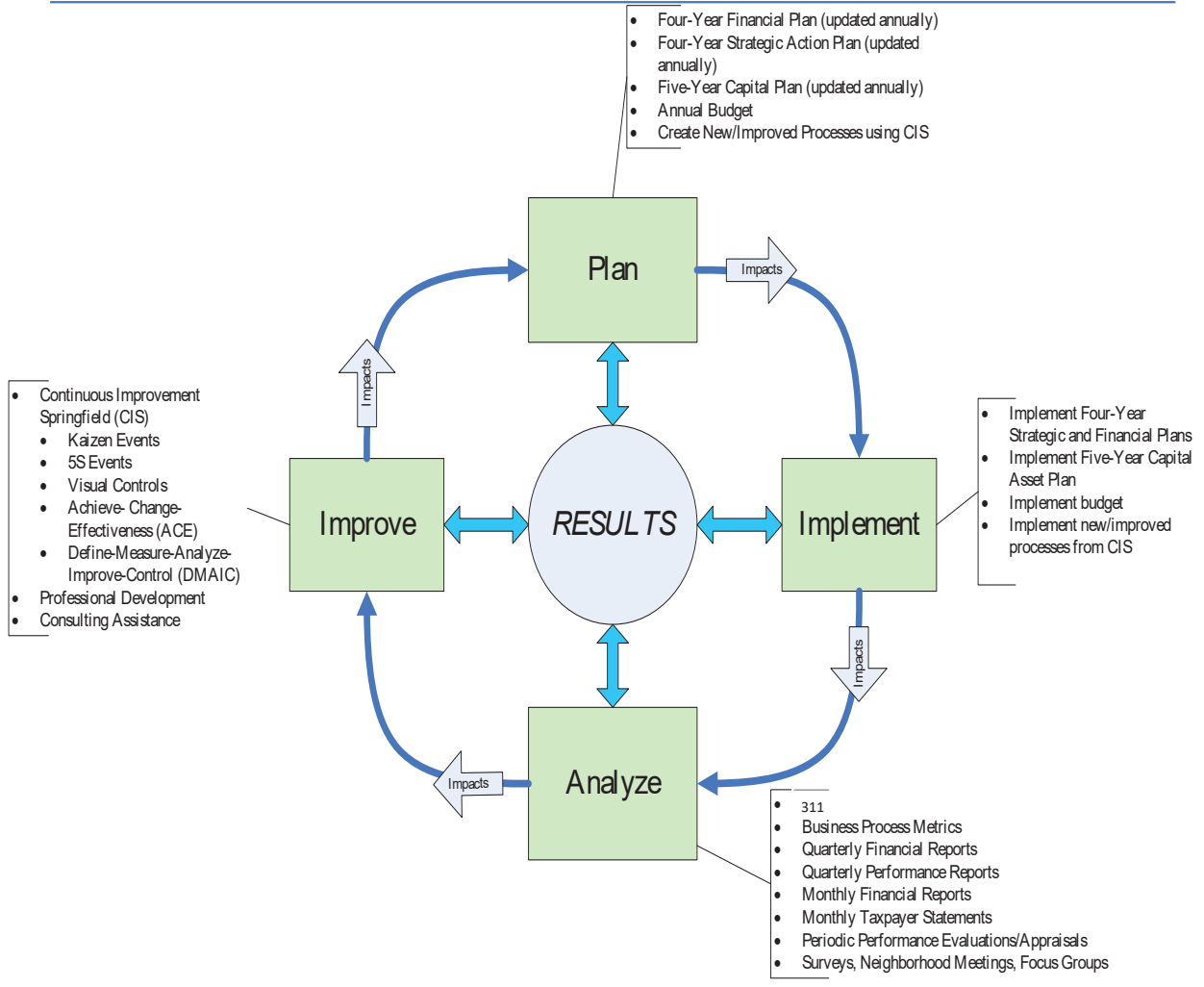
Strategic Priorities

- 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
- ◆ Budget allocations are completed; Department heads will set goals for the coming year based on the strategic priorities and develop action steps that are realistic in light of budgets

Definition of Terms

One inevitable issue in the development of strategic plans is confusion over terminology. For some, strategic plans consist of goals, objectives, and action steps, while others include strategies and tactics. 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 be created by Departments, there can and are inter-departmental goals include in the plan. The aim or target of individual goals is something that advances or supports the strategic priorities. Goals require more than one year to complete.

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. FY22 marks the seventh consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget, while enduring unprecedented COVID-19 Pandemic challenges. During the seven years from FY08 to FY15, 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 (FY22-FY25), which includes the City's projected revenue and expenditures for FY22, the City was confronted with an initial deficit of \$14.4M. Upon the receipt of departmental budget requests, the gap increased to \$21.3M. This deficit was driven by rising salaries due to collective bargaining agreements, rising costs of benefits, particularly pensions, contractual operating costs, and reduced revenue projections due to COVID-19. In order to address the deficit and produce a balanced budget that continues funding core services, the Office of Administration & Finance carefully reviewed each expenditure and revenue line item to ensure they align not only with historical and current trends, but that each request is funded in a manner that meets operational needs and allows departments to provide a high quality level of service to the constituents. The administration continues to place emphasis on public safety, public education, economic development, healthy neighborhoods, and community services, especially while working through the unprecedented COVID-19 pandemic.

While the City faces much economic and financial uncertainty due to the ongoing COVID-19 pandemic, the recently passed American Rescue Plan Act (ARPA) should provide significant relief. This historic aid package, which was signed into law by President Biden on March 11, 2021, will allocate between \$97M- \$127M in direct aid to Springfield over the next four (4) years. This funding is far more flexible in eligible uses than the CARES Act funding has been, most notably the ability to plug deficits in locally sourced revenue accounts that have drastically reduced during the pandemic. Mandated business closures and other COVID-related restrictions caused the City to lose \$10M+ in annual revenue compared to pre-pandemic times, leaving us in a very difficult position that could potentially impact vital services and programs. This new funding, however, provides us the flexibility and financial security needed to "weather the storm" as we work to defeat COVID-19 and address any financial challenges along with way. The City will use approximately \$12M in ARPA funds to balance the FY22 budget, accounting for the revenue shortages faced and allowing core services to remain intact.

As previously mentioned, the FY22 budget represents a \$28.1M increase over FY21. This is largely due to non-discretionary costs for the School Department, employee benefits, pension contributions, and contractual obligations. Listed below are some of the main drivers of this increase, along with the major expense reductions that were taken in order to balance the budget.

Initially, the \$21.3M 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 \$5.7M, as allowed under Proposition 2 1/2 in FY22.

Departments continue to develop innovative ways to increase and maintain revenue collections. Through these initiatives, \$4.4M in additional revenue was added to the FY22 budget, even with COVID-19's impact on the economy, further reducing the budget gap. Reductions in expenses were realized through detailed analyses of City departments' expenditures. In total, \$555K in projected or requested expenses were eliminated. Of this, \$447K was the result of debt payments for FY22, which is in line with the City's declining debt schedule. In November 2020, the City issued \$39.5 million in bonds. This issuance provided funding for the City's share of ongoing projects, namely, the replacement of Brightwood and Lincoln elementary schools. Having sold debt for multiple ongoing projects in 2020, the City did not issue long-term debt in 2021. Rather, the City issued short-term bond anticipation notes (BANs), to fund ongoing projects. Short-term borrowing allows the City to fund ongoing projects during their early stages, without issuing bonds. Furthermore, \$1.9M was also reduced from School Transportation costs, as well as an additional \$9.1M reduction from various departmental expenditures. Net staffing levels remain unchanged.

In an effort to strategically solve for the budget deficit, the FY22 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 FY22 we will maintain the City's \$50.1M stabilization reserve fund, which exceeds our previous goal of \$50M. The City will continue to strive to grow these reserves in future years to ensure that it will be able to weather future economic downturns without having to reduce core services.

The FY22 budget demonstrates the Mayor's commitment to community services through its appropriations for the City's public libraries, parks, and 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, ensuring a high quality of life for residents in all neighborhoods throughout the City.

The FY22 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. This year's appropriation will continue funding center programs that promote fitness, education, health screenings, recreational activities, trips and special events.

The FY22 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 FY22 budget reflects this dedication to the safety of all residents, visitors and businesses. The FY22 budget includes funding for an academy of 35 new police officers who are anticipated to graduate in the spring of 2022. This will help support the ongoing effort to stay ahead of attrition by maintaining the complement of officers at 429, a total of 512 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 key deployment strategies without reducing police officer presence in the City's neighborhoods. The E3 Metro Policing Unit provides 24/7 staffing to key areas ranging from Union Station to the MGM Casino and the Basketball Hall of Fame. The City has also continued investment in 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 a 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. The department also 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 \$426K in capital funding for the Police Department for the purchase of new radios, bulletproof vests, and computer hardware, which will make Springfield the largest police department in Massachusetts to have a full-scale program of this kind.

The FY22 Fire Department budget plans to stay ahead of attrition and will continue to fund mini academies, which are 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 anticipated retirements.

In addition to a new engine truck that was funded in FY20's budget, the FY22 appropriation continues to fund the implementation of a health and wellness program, which is aimed at promoting physical and mental health in first responders, and funding for the proactive replacement of turnout gears, which is critical to firefighter safety during calls for service. Lastly, the FY22 budget includes increased funding for Safety Items Supplies, allowing the department to replace SCBA air bottles. These new bottles will provide additional air capacity when fighting fires and align with updated NFPA standards.

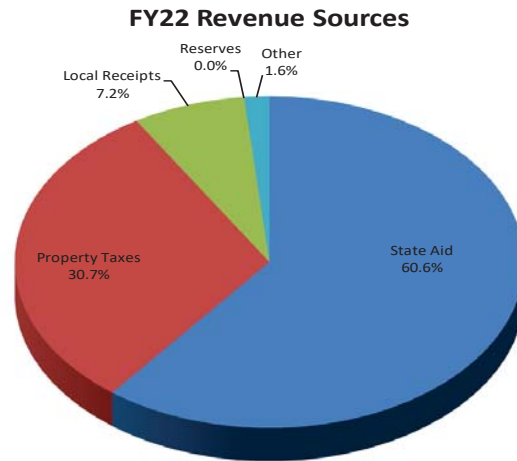
Enhancing public safety is often also achieved by improving economic conditions in urban areas. At the same time, strengthening public safety will attract more residents and businesses to Springfield, therefore increasing economic development. The FY22 budget provides funding for the Office of Planning & 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 November 2020, Standard & Poor's (S&P) confirmed the City's AA- bond rating, with a negative outlook, as a result of the FY20 COVID-19 pandemic, and encouraged Moody's to reaffirm our A2 rating. This continues to be the highest rating in the City's history, steadily improving from its A- rating ten 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.” These rating improvements demonstrate how well the City has recovered since the last economic downturn, and our commitment to fiscal sustainability.

Revenue Overview

Fiscal 2019 Actual General Fund	Fiscal 2020 Actual General Fund	Fiscal 2021 Adopted General Fund	Fiscal 2021 Revised General Fund	Fiscal 2022 Adopted General Fund	% Change from FY21 Adopted	% Change from FY21 Revised
659,747,438	691,141,970	727,601,399	714,124,199	755,699,548	3.9%	5.8%



Revenue from multiple sources subsidize the City’s budget. These sources include State Aid, local source revenue, and local receipts. The City’s FY22 Adopted Revenue Budget totals \$755.7M, a 3.9% increase over the FY21 Adopted budget.

The most significant factors driving the revenue increase include:

- ◆ Chapter 70 State Aid (Education)
- ◆ Unrestricted General Government State Aid
- ◆ Increase in the City’s Property Tax Levy
- ◆ \$12.1M in ARPA funding to cover revenue shortfall

To understand the FY22 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 60.6% of the City’s total revenue since FY10. In FY22 the City estimates it will receive \$458M in State Aid, an increase of \$19.7M, or 4.3%, over FY21. 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	400,264,264
Charter Tuition Assessment Reimbursement	14,558,753
TOTAL SCHOOL AID	414,823,017

Non-Education Aid	
Unrestricted Gen. Gov't Aid	41,606,739
Veterans Benefits	771,771
Exempt: Vets, Blind Persons & Surv Spouses	509,911
Abandoned Property	20,000
State Owned Land	23,433
TOTAL NON-EDUCATION AID	42,931,854

TOTAL STATE AID	457,754,871
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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 FY22 assessments are \$82.9M, an increase of \$8.4M 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 \$414.8M in FY22. 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. The Governor's recommendation increased School Aid significantly, by 3.1%, for FY22, which is in line with the Promise Act.

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

Chapter 70

Springfield is anticipating to receive \$400.3M of Chapter 70 Aid in FY22, an increase of \$9.9M. 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, its Chapter 70 Aid may be reduced the following fiscal year. The City’s NSS requirement will increase in FY22 from \$432.2M to \$442.1M, increasing Springfield’s local contribution from \$41.9M to \$43.1M. We were able to further reduce the City contribution by \$1.3M with the use of ESSER funds.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$14.6M in charter tuition reimbursements, an increase of \$2.7M from FY21. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield's FY22 costs for charter school tuition are \$73.1M, a \$9.2M increase from FY21.

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.

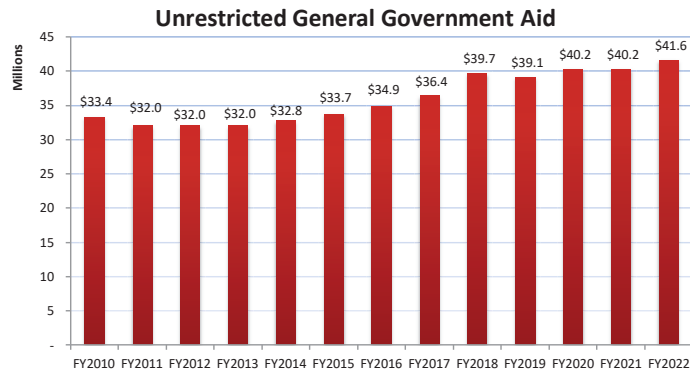
State Non-Education Aid

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 \$42.9M in Non-Education Aid from the State for FY22, an increase of \$7.2M , or 20.1% over FY21. This Aid comes in the following forms:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	41,606,739
Veterans Benefits	771,771
Exempt: Vets, Blind Persons & Surv Spouses	509,911
Abandoned Property	20,000
State Owned Land	23,433
TOTAL NON-EDUCATION AID	42,931,854

Unrestricted General Government Aid

In FY22, Unrestricted General Government Aid (UGGA) is \$41.6M, a \$1.4M increase over FY21. 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 \$772K in Veterans’ benefits this year, a decrease of \$207K over FY21. 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 \$510K 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 \$23K in reimbursements for tax-exempt state-owned land in FY22, which is a slight increase over FY21. 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 refunds	231,735,891
Motor Vehicle and Other Excise Tax	10,439,074
Hotel/Motel Tax	734,988
Meals Tax	1,440,689
Charges for Services	543,600
Penalties and Interest on Taxes	1,290,500
Payments in Lieu of Taxes (PILOT)	16,431,569
Licenses and Permits	4,753,907
Fines and Forfeitures	5,446,930
Rentals	98,779
Departmental and Other	1,927,505
Schools and Other	669,331
Investment Income	1,556,523
Medicaid	3,266,000
Cannabis Impact Fee	280,000
Miscellaneous	5,249,305
Total Local Source Revenue	285,864,591

Property Taxes

The City of Springfield is projecting the receipt of \$231.7M in property taxes for FY22. Property tax revenue accounts for 80.4% 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 revalued every 5 years 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 FY21 is \$18.90 per \$1,000 of value for residential property and \$39.23 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected net levy for FY22 is \$231.7M. 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 \$54.1M in local revenue from sources other than personal or real property taxes, a decrease of 2.9% from FY21 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 \$1.9M in FY22, consistent with FY21. Included in this revenue category are parking meter reimbursements, various departmental fines and fees.

Motor Vehicle Excise

In FY22, the City anticipates collecting \$10.4M in motor vehicle excise taxes, an increase of \$400K from FY21. 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 \$735K in hotel/motel excise taxes for FY22. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs to offset 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 5.7%.

Charges for Services

The City estimates that charges for services will total \$544K for FY22, a decrease of \$9.7K from FY21. 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 FY22, penalties and interest on taxes are expected to be \$1.3M. 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 FY22 is estimated to be \$16.4M, which remains the same over FY21. 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 \$4.8M in FY22. 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 \$5.4M in fines and forfeitures in FY22, \$100K less than FY21 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 \$1.6M in FY22, a decrease of \$775K over the FY21 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.

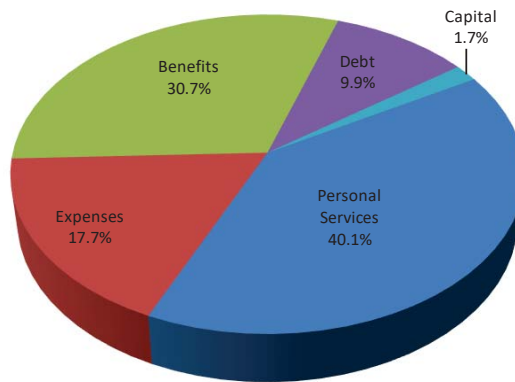
Reserves

The City of Springfield’s FY22 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the seventh 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 2019 Actual General Fund	Fiscal 2020 Actual General Fund	Fiscal 2021 Adopted General Fund	Fiscal 2021 Revised General Fund	Fiscal 2022 Adopted General Fund	% Change from FY21 Adopted	% Change from FY21 Revised
674,875,298	688,544,273	727,601,399	734,900,399	755,699,548	3.9%	2.8%

FY22 City Budget Breakdown



The FY22 Adopted Budget appropriates \$755.7M for municipal and educational purposes. This represents an increase of 3.9% from the Adopted FY21 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 FY22 budget appropriates \$108M for non-school salaries and overtime. This represents funding for 1,473.7 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 110.0 Grant Funded Employees across all departments, 17.0 Trust Funded Employees and 2.0 Revolving Fund Employees across several departments.

DEPARTMENT	FY19	FY20	FY21	FY22	Change FY22-FY21
CITY COUNCIL	16.0	16.0	16.0	16.0	-
CITY CLERK	10.0	10.0	11.0	11.0	-
INTERNAL AUDIT	3.0	3.0	3.0	3.0	-
Non-Mayoral Subtotal	29.0	29.0	30.0	30.0	-
BOARD OF ELECTION COMMISSION	5.0	5.0	5.0	5.0	-
MAYOR	7.0	8.0	8.0	8.0	-
LAW	31.5	31.5	33.0	37.0	4.0
General Gov't Subtotal	43.5	44.5	46.0	50.0	4.0
CAFO/OFFICE OF ADMINISTRATION & FINANCE	11.0	12.0	11.0	12.0	1.0
FINANCE	-	-	-	-	-
CITISTAT	-	-	-	-	-
311	9.0	9.0	9.0	9.0	-
COMPTROLLER	8.0	8.0	7.0	7.0	-
OFFICE OF PROCUREMENT	7.0	7.0	7.0	7.0	-
BOARD OF ASSESSORS	12.0	12.0	12.0	12.0	-
TREASURER/COLLECTOR	16.0	16.0	16.0	16.0	-
HUMAN RESOURCES AND LABOR RELATIONS	16.0	9.0	9.0	9.0	-
EMPLOYEE BENEFITS	-	6.0	6.0	7.0	1.0
PAYROLL DEPARTMENT	-	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	13.0	13.0	14.0	14.0	-
CAPITAL ASSET CONSTRUCTION	5.0	5.0	5.0	5.0	-
A&F Subtotal	147.0	97.0	96.0	98.0	2.0
PLANNING DEPARTMENT	12.0	12.0	12.0	12.0	-
BUILDING - CODE ENFORCEMENT	28.0	28.0	28.0	28.0	-
HOUSING - CODE ENFORCEMENT	15.0	16.0	15.0	15.5	0.5
Planning and Eco Dev Subtotal	55.0	56.0	55.0	55.5	0.5
PARKS DEPARTMENT	83.5	83.0	79.0	79.0	-
FACILITIES MANAGEMENT	26.0	29.0	28.0	29.0	1.0
PBRM Subtotal	109.5	112.0	107.0	108.0	1.0
POLICE	568.5	573.0	573.0	577.0	4.0
FIRE	273.0	273.0	276.0	284.0	8.0
EMERGENCY COMMUNICATIONS	50.0	52.0	54.0	54.0	-
Public Safety Subtotal	841.5	898.0	903.0	915.0	12.0
DEPARTMENT OF PUBLIC WORKS	80.0	79.0	79.0	79.0	-
Public Works Subtotal	80.0	79.0	79.0	79.0	-
TJ O'CONNOR ANIMAL CONTROL	15.0	15.0	15.0	15.5	0.5
HEALTH & HUMAN SERVICES	25.0	24.6	24.6	27.6	3.0
DEPARTMENT OF ELDER AFFAIRS	8.6	8.6	8.4	8.4	-
VETERANS SERVICES	6.0	6.0	6.0	6.0	-
LIBRARY	75.6	78.3	77.3	80.7	3.4
HHS Subtotal	130.2	132.5	131.3	138.2	6.9
CITY GRAND TOTAL	1,435.7	1,448.0	1,447.3	1,473.7	26.4

In addition to salaries and overtime costs, the budget appropriates over \$80.7M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 71.6% 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 Administration and Finance (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 has twelve non-School union

contracts, one of which are settled through FY22 or later, while the other's new terms are currently being negotiated. The Administration continues to strive to promptly settle all union contracts. The budget also includes a 2.0% COLA increase for all non-bargaining employees.

Health Insurance

Springfield's FY22 budget includes \$25.8M for health insurance for City department employees, a 2.7% increase from FY21. This amount pays for active and retired City employees. 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 \$1.47B based on the valuation of the system completed in FY18.

Retirement

The FY22 budget appropriates \$51.5M 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 2033.

For FY22, 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 \$920.6M, as of January 1, 2020, with a funded ratio of 30.23% at 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 FY22 budget includes \$25.7M for debt service. Springfield's annual debt expenditures for FY22 will be approximately 3% 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.

Capital Expenses

The City's financial ordinances define capital expenses as "a facility, object or asset costing more than \$25,000 with an estimated useful life of 10 years or more." Most of the City's capital expenses are funded through the issuance of debt, and are represented in the debt service budget discussed above. The City's ordinances also require that 1.5% of local source revenue be budgeted in a "pay-as-you go" capital account, which is used to fund smaller capital purchases for which the City would not wish to issue debt.

New capital projects can result in additional general fund expenses or savings. For example, the City opened three new buildings in FY19: the Raymond A. Jordan Senior Center, the South End Community Center, and the Paul J. Fenton Public Safety Annex. These new buildings required the hiring of three additional janitors, a cost of \$135,000 annually between salaries and fringe benefits, and a \$10,000 increase in custodial supplies. These changes are reflected in the Facilities budget.

As part of the budget process, new expenses associated with capital projects are added to relevant departmental budgets. Most of the City's currently ongoing capital projects will not result in cost savings or increased annual expenses for the City. The vast majority of the City's current capital outlay

is for school projects, and changes in operating costs are reflected in the School Department budget. These changes will not affect Net School Spending requirements, and thus will not have an impact on the City's overall School Department appropriation.

Only one current capital project affects the City's long term operating costs; this is the Body Worn Camera program for the Springfield Police Department (SPD). This program required the addition of five new FTEs in the SPD, and one new position in the Law Department. The total cost of these six new positions is \$548,661, including salaries and fringe benefits. This expense was added to departmental budgets, and is included in the projections for the City's Multi-Year Financial Plan.

Enterprise Fund

The FY22 budget appropriates \$6.3M 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 \$4.6M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin back in FY13.

Assessments

The FY22 budget appropriates \$82.9M 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. \$78.9M is for School Choice Sending Tuition and Charter School Sending Tuition, 95.2% 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 FY22 is \$35.8K; this assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$419K in FY22 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 FY22 Springfield will also be assessed a \$3.3M fee to help fund the Pioneer Valley Transit Authority.

Springfield Museums Association

The FY22 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

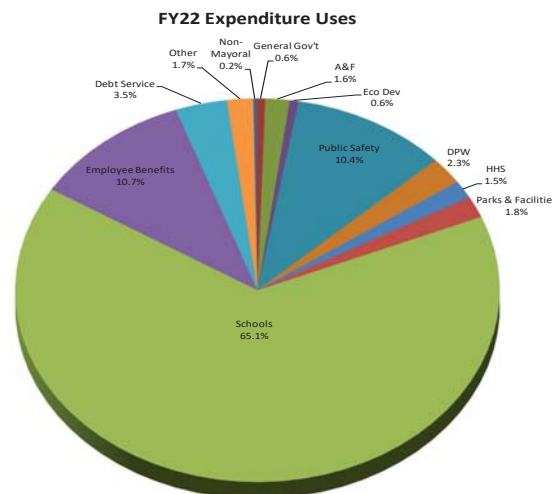
The School Department budget for FY22 is \$491.7, an increase of 2.9% over FY21's appropriation. This

increase was driven by legislation passed in FY20, which altered the formula for state education aid funding. 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 29,144 students of which roughly 24,239 attend Springfield Public Schools in the District. With over 4,500 employees and over 2,600 teachers in-district, Springfield boasts a 93.4% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to a total of 13 charter schools, some of which are in-district and out-of-district. Charter school collectively enroll approximately 4,400 students, and to other neighboring school districts that collectively enroll 865 students who reside in Springfield, but attend school in other districts under the School Choice Program.

City Departments

Springfield’s FY22 budget appropriates \$264.0M for City departments and \$491.7M for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The FY22 budget includes \$1,702,727 for the Non-Mayoral Division departments, an increase of \$124,862 from the FY21 Adopted budget. This division consists of three departments: City Council, City Clerk and Internal Audit. 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	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
City Council	445,036	447,631	447,631	520,812	16.3%	16.3%
City Clerk	603,321	652,016	652,016	676,904	3.8%	3.8%
Internal Audit	463,436	478,218	478,218	505,012	5.6%	5.6%
Total	1,511,793	1,577,865	1,577,865	1,702,727	7.9%	7.9%

The City Council’s FY22 budget is \$520,812. 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 FY22 budget is \$676,904. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The FY22 budget provides the City Clerk’s Department with level service funding.

Internal Audit’s FY22 budget is \$502,012. The office of Internal Audit 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 FY22 budget includes \$4,263,515 for the General Government Division, an increase of \$396,321 from the prior fiscal year. These departments oversee a variety of City functions, including elections, legal advice, constituent services, and administration of the City.

Division / Department	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Mayor's Office	650,811	658,009	658,009	690,203	4.9%	4.9%
Law Department	2,215,298	2,605,002	9,414,002	2,986,241	14.6%	-68.3%
Board of Elections	607,410	604,183	604,183	587,072	-2.8%	-2.8%
Total	3,473,519	3,867,194	10,676,194	4,263,515	10.2%	-60.1%

The Mayor’s Office’s FY22 budget is \$690,203. 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 FY22 budget is \$2,986,241 This year’s appropriation 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. This also includes funding for a 3rd Associate position assigned to the body worn camera program and a PT Paralegal position implemented in FY20.

The Board of Elections' FY22 budget is \$587,072. 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 \$12,264,872 in FY22, an increase of \$885,000 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 a Service Level Agreement with the School Department.

Division / Department	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Office of Administration & Finance	977,502	985,028	985,025	1,147,518	16.5%	16.5%
Dept 3-1-1	440,245	457,893	457,893	461,242	0.7%	0.7%
Comptroller	567,041	555,651	555,651	576,121	3.7%	3.7%
Procurement	554,561	594,576	594,576	612,263	3.0%	3.0%
Assessors	752,481	908,151	908,151	923,304	1.7%	1.7%
Treasurer	1,409,752	1,739,653	1,739,654	1,734,727	-0.3%	-0.3%
Collector	366,643	545,494	545,494	568,836	4.3%	4.3%
HRLR	1,197,976	1,226,765	1,226,765	1,277,764	4.2%	4.2%
Employee Benefits Department	339,187	361,811	361,811	423,481	17.0%	17.0%
Payroll	175,456	178,965	178,965	328,253	83.4%	83.4%
Information Technology	3,106,960	3,324,527	3,324,527	3,706,923	11.5%	11.5%
Capital Asset Construction	494,696	506,358	506,358	504,440	-0.4%	-0.4%
Total	10,382,500	11,384,872	11,384,870	12,264,872	7.7%	7.7%

The Office of Administration & Finance’s (Formerly known as the Office of Management & Budget) FY22 budget is \$1,147,518. 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 FY22 appropriation reflects the addition of one Budget Analyst position, while maintaining level funding of staff and services.

The 3-1-1 budget for FY22 is \$461,242. 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 FY22 will continue to maintain level services.

The Comptroller’s Office FY22 budget is \$576,121. The Comptroller is responsible for maintaining the City’s financial system of record and ensuring all financial transactions are in compliance. The FY22 appropriation reflects the elimination of one vacant Financial Accountant position, while maintaining level funding of core services.

The FY22 budget appropriates \$612,263 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 FY22 appropriation for this department maintains level services.

The Board of Assessors’ FY22 budget is \$923,304. 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 FY22 budget is \$1,734,727. 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 FY22 budget is \$568,836. 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 appropriation also reflects an increase due to higher costs for recording fees with the Registry of Deeds, implemented in FY20.

The Human Resources and Labor Relations Department’s FY22 budget is \$1,277,764. 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 Employee Benefits Department’s FY22 appropriation is \$423,481. This is the third 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 Information Technology (IT) Department’s FY22 budget is \$3,706,923. 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, as well as the addition of a 2nd Senior Network Analyst to allow for enhanced monitoring, maintenance and support of the citywide network and computer infrastructure.

The Capital Asset Construction Department’s FY22 budget is \$504,440. 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.

Development Division

The Developmental Services Division FY22 budget appropriates \$4,404,662 an increase of \$88,529 over the FY21 appropriation. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

Division / Department	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Planning	1,367,389	1,446,871	1,441,871	1,484,525	2.6%	3.0%
Community Development	-	-	-	-	-	-
Building Code	1,787,008	1,898,201	1,898,201	1,919,768	1.1%	1.1%
Housing Code	856,858	971,061	971,061	1,000,369	3.0%	3.0%
Total	4,011,255	4,316,133	4,311,133	4,404,662	2.1%	2.2%

The FY22 budget appropriates \$1,484,525 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 FY22 budget is \$1,919,768. 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 FY21 budget is \$1,000,369. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year’s appropriation continues to level fund services for the department, and also reflects the elimination of one vacant Service Clerk 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 \$78,780,329, an increase of \$2,271,535 over last year. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

Division / Department	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Police Department	48,702,833	50,327,774	50,327,774	51,928,503	3.2%	3.2%
Fire Department	23,279,602	24,263,616	24,263,616	24,858,542	2.5%	2.5%
Emergency Communications	2,073,711	1,917,404	1,917,404	1,993,283	4.0%	4.0%
Total	74,056,146	76,508,794	76,508,794	78,780,329	3.0%	3.0%

The Police Department’s FY22 budget is \$51,928,503. 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 512 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 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 continued funding for the implementation for a Body-Worn Camera program, along with funding for cloud-based storage of all evidential data recorded by body-worn cameras. Springfield is the first city in the Commonwealth to employ this new technology across its police force. A dozen officers are currently piloting the cameras on the City streets and by the end of summer 2021, the entire force will be equipped with these new devices. Additionally, the FY22 appropriation funds an academy of 35 officers, which is set to graduate in the spring of 2022, 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, and increased ShotSpotter coverage throughout the City. The FY22 budget also funds one additional Captain to oversee the Training Division to adhere to DOJ recommendations.

The Fire Department’s FY22 budget is \$24,858,542. 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 FY22 budget continues to fund a full complement of 284 FTEs and 2 part-time interns. This is the first year in many years in which this department has been fully staffed and plans to stay ahead of attrition by funding 2 academies in FY22. Additionally, increased funding for the replacement of SCBA air bottles has been added to ensure a proactive replacement of this vital equipment. Lastly, the budget provides continued funding for a health and wellness program aimed at promoting physical and mental health in first responders.

The Springfield Emergency Communications Department (formerly Centralized Dispatch) has an appropriation of \$1,993,283 for FY22. Some operational costs have been funded through the department's E911 grant, which is funded through the State. 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 FY22. Additional supervision will help provide "real-time" feedback and assistance to dispatchers taking calls.

Public Works Division

The Department of Public Works (DPW) FY22 Budget is \$22,006,870. 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	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
DPW - General Fund	10,452,407	11,213,846	11,213,846	11,160,231	-0.5%	-0.5%
DPW - Enterprise Fund	8,945,888	10,161,027	10,161,027	10,846,639	6.7%	6.7%
Total	19,398,295	21,374,873	21,374,873	22,006,870	3.0%	3.0%

The DPW Department budget for FY22 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 necessary mixes and supplies as well.

Health and Human Services

The FY22 budget appropriates \$11,272,816 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	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
TJO - Animal Control	1,486,797	1,555,664	1,555,664	1,597,158	2.7%	2.7%
Health	1,430,486	1,769,926	2,019,926	2,140,161	20.9%	6.0%
Elder Affairs	481,859	535,217	535,217	556,779	4.0%	4.0%
Veterans	1,423,181	1,731,256	1,731,256	1,728,268	-0.2%	-0.2%
Libraries	4,846,070	4,967,255	4,967,256	5,250,450	5.7%	5.7%
Total	9,668,392	10,559,318	10,809,319	11,272,816	6.8%	4.3%

The Thomas J. O'Connor Animal Control and Adoption Center's FY22 budget is \$1,597,158. 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 and full-time veterinarian assistant. Previously, TJO had contracted their veterinarian services, however, demand at the center has necessitated a full time position.

The Health Department FY22 budget is \$2,140,161. 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, including funding for a public health nurse position that was added during FY18, and a full time gambling outreach coordinator position added during FY19. Also, increased funding was added to support three new positions including one Community Health Violence Intervention Specialist, one Racial and Health Equity Officer and one Cannabis Compliance Program Coordinator. These positions were added for the rollout of a new program called the Office of Racial Equity, which has been created to work directly within the community to advance social and cultural changes.

The Department of Elder Affairs FY22 budget is \$556,779. 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 A. Jordan Senior Center at Blunt Park.

The Veterans Services Department's FY22 budget is \$1,728,268. 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 FY22 is \$5,250,450. 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. This year's 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 FY22 appropriation includes funding for supplies and services for the new East Forest Park Branch Library, as well as funding for Read/Write/Now program.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings, and Recreation Management Division's (PBRM) FY22 budget is \$13,649,531. PBRM maintains the City's parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

Division / Department	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Parks Department	8,518,913	8,890,127	8,890,127	9,330,656	5.0%	5.0%
Facilities	2,836,757	3,040,217	3,040,218	4,318,874	42.1%	42.1%
Total	11,355,669	11,930,344	11,930,345	13,649,531	14.4%	14.4%

The Parks Department’s FY22 budget is \$9,330,656. 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, splash pads, Veteran’s Memorial Golf Course and Franconia Golf Course, and Cyr Arena. In addition to level service for operations and current programming, funding has been appropriated to support the Therapeutic Recreation Program. Therapeutic recreation provides opportunities for social interaction, skill development, and fun for youth and adults with disabilities. Funding has also been appropriated for Camp Star Angelina or Summer Recreation Programs for FY22.

The FY22 budget appropriates \$4,318,874 for the Facilities Department. The 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 continue funding three new custodial positions within the Facilities Department, as well as a new Facilities Engineer position. The budget continues to provide level service funding for the rest of the Department’s functions.

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Fiscal Year 2022: Financial Forecast

Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY22-FY25)

	FISCAL 2021 ADOPTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	13,586,025	16,998,890	17,356,300	18,706,072	19,125,839
Development Division	4,316,133	4,402,456	4,490,505	4,580,315	4,671,921
General Government Division	3,867,194	3,944,538	3,938,981	4,057,761	4,138,916
Non-Mayoral Division	1,577,865	1,609,423	1,641,611	1,714,443	1,748,732
Health and Human Services Division	10,559,318	10,804,704	11,020,798	11,241,214	11,466,039
Public Safety Division	76,508,794	78,972,400	80,305,300	81,793,885	83,429,612
Public Works Division	16,904,023	17,330,996	17,677,616	18,031,168	18,391,791
Parks & Facilities Division	11,930,343	12,968,950	13,228,329	13,492,896	13,762,754
School Department	477,858,733	493,855,904	513,683,760	534,312,722	555,775,385
Debt	26,354,228	26,089,357	29,478,524	28,732,728	28,822,762
Health Insurance & Fringe	28,345,981	30,117,359	32,004,784	34,015,936	36,159,010
Pensions	47,372,416	51,852,184	56,514,362	61,596,001	67,134,848
Other Spending	8,420,345	10,696,339	10,952,464	11,112,327	11,388,094
Total	727,601,399	759,643,501	792,293,334	823,387,469	856,015,705
REVENUE ASSUMPTIONS					
Property Taxes	222,267,619	231,735,891	237,591,788	243,594,082	249,746,435
Local Receipts	58,247,435	55,759,297	58,297,830	59,655,961	59,919,284
State Aid	438,051,154	457,754,871	474,691,065	492,289,678	510,576,991
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	9,035,191	-	-	-	-
Casino Revenue	-	-	-	-	-
Total	727,601,399	745,250,058	770,580,683	795,539,721	820,242,709
SURPLUS / (GAP)	(0)	(14,393,442)	(21,712,650)	(27,847,748)	(35,772,996)

*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, and help drive decisions for the annual budget process. Key assumptions include:

- ◆ 9.5% increase in the scheduled pension payment from FY22-FY25.
- ◆ 6.2% increase in projected health insurance costs.
- ◆ Adherence to the City's debt schedule, which includes funding for a new issuance of debt in FY22.
- ◆ 2.5% increase in Chapter 70 Aid and a 21.8% increase in Unrestricted General Government Aid ("UGGA"), based on the Governor's FY21 budget projection.
- ◆ 4.3% increase in property tax revenue.
- ◆ No use of one-time revenue resources / reserves in future fiscal years.
- ◆ Departmental spending growth ranging up to 8.7%.
- ◆ Level-funded local receipt revenue.

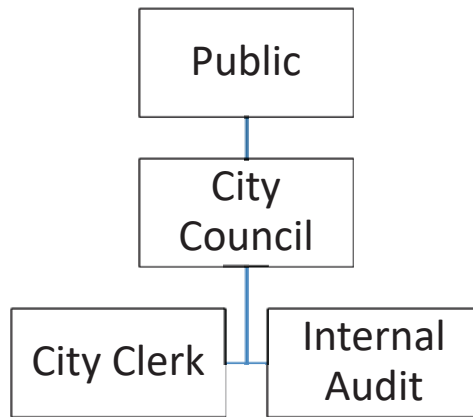
As demonstrated in this forecast, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With 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 \$14.4M in FY22 and growing to \$35.8M in FY25.

*For additional details on how this critical information is used as part of the annual budget planning process, please refer to the FY22-FY25 Multi-Year Financial Plan (PDF Page 419).

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Section 3

Non-Mayoral Division



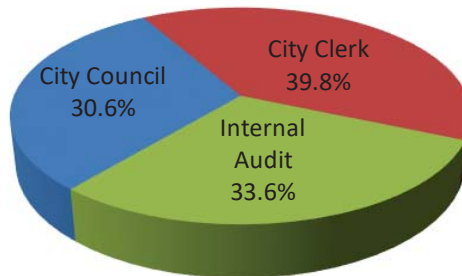
Mission Statement

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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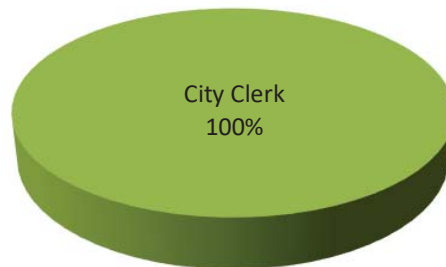
Fiscal Year 2022: All Funds Budget and Revenue Overview

Non-Mayoral Division



FY22 Adopted Budget Non-Mayoral Division						
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
City Council	445,036	447,631	447,631	520,812	16.3%	16.3%
City Clerk	603,321	652,016	652,016	676,904	3.8%	3.8%
Internal Audit	463,436	478,218	478,218	505,012	5.6%	5.6%
Total	1,511,793	1,577,865	1,577,865	1,702,727	7.9%	7.9%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,171,380	-	40,000	-	-	1,211,380
Internal Audit	-	-	-	-	-	-
Total	1,171,380	-	40,000	-	-	1,211,380

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Fiscal Year 2022 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.

FY21 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 62 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed 250 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	13	Gen. Govt.	9
Eco Dev.	11	Public Safety	9
Committee on Marijuana	1	Health and Human Services	0
State and Federal Regulations	1	Casino Oversight	2
Audit	4	Dog	1
Sustainability and Environment	3	Maintenance and Development	8

FY22 Budget Highlights

- ◆ 16.0 General Fund FTEs, consistent with FY21.
- ◆ 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	435,216	436,143	502,824	66,681	15.3%
OTPS	9,820	11,488	17,988	6,500	56.6%
Capital	-	-	-	-	0.0%
Total General Funds	445,036	447,631	520,812	73,181	16.3%

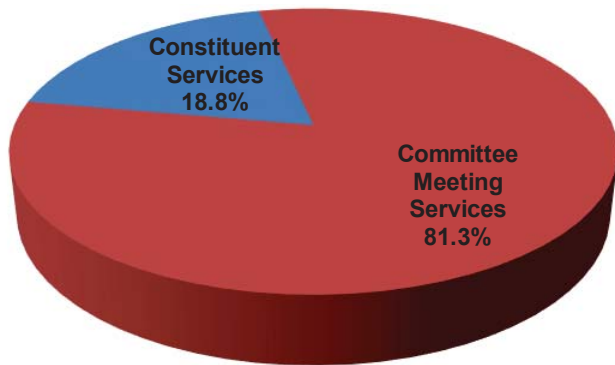
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	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 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Constituent Services	83,444	83,931	97,652	13,721	18.8%
Committee Meeting Services	361,592	363,700	423,160	59,459	81.3%
Total General Fund Expenditures	445,036	447,631	520,812	73,181	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

CITY COUNCIL

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	435,216	436,143	502,824	66,681	15.3%
OTPS	9,820	11,488	17,988	6,500	56.6%
Capital	-	-	-	-	0.0%
Total General Funds	445,036	447,631	520,812	73,181	16.3%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	445,036	447,631	520,812	73,181	16.3%

All Funds Revenue Detail

This department does not produce any revenue.

CITY COUNCIL

Program Summaries

Constituent Services

Constituent Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	83,444	83,931	97,652
FTEs	3.0	3.0	3.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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 250 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.
- ◆ There were 109 Proclamations.
- ◆ There were 198 Tributes.

CITY COUNCIL

Program Summaries

Committee Meeting Services

Committee Meeting Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	361,592	363,700	423,160
FTEs	13.0	13.0	13.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	45	60	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Processed 232 financial orders, 6 ordinances, 6 zoning ordinances, 26 petitions, and 7 resolutions.

CITY COUNCIL

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Constituent Services			
Salaries and Wages	(3,643)	-	28,239
Intergov-Lic, Fees, Permits	-	-	6,500
Total Adjustments	(3,643)	-	34,739

Notes

- ◆ Personal Services—\$28,239 increase
 - ◇ Increase due to salary adjustments
- ◆ OTPS—\$6,500 increase
 - ◇ Increase due to additional professional development

Fiscal Year 2022 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.

FY21 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.

FY22 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs, consistent with FY21.
- ◆ Level Funded OTPS.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	556,462	596,731	619,824	23,093	3.9%
OTPS	46,859	55,285	57,080	1,795	3.2%
Capital	-	-	-	-	0.0%
Total General Funds	603,321	652,016	676,904	24,888	3.8%

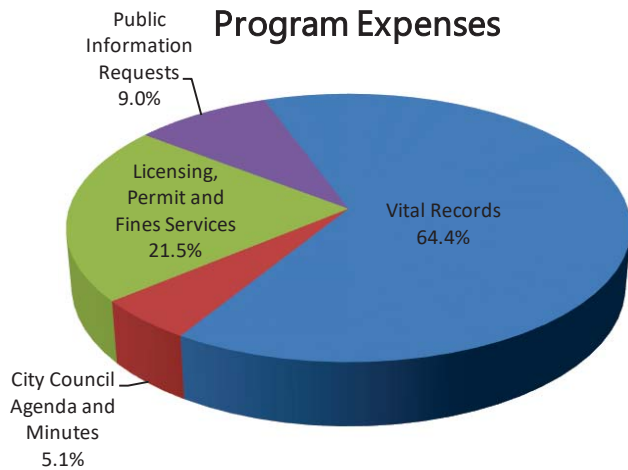
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	10.0	11.0	11.0	-	0.0%
Total FTEs:	10.0	11.0	11.0	-	0.0%

Fiscal Year 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Vital Records	344,391	478,556	456,211	(22,344)	64.4%
City Council Agenda and Minutes	57,399	41,019	39,104	(1,915)	5.1%
Licensing, Permit and Fines Services	172,196	164,076	156,415	(7,661)	21.5%
Public Information Requests	63,776	68,365	65,173	(3,192)	9.0%
Total General Fund Expenditures	603,321	652,016	676,904	24,888	94.4%
Total External Funds Expenditures	34,441	100,000	40,000	(60,000)	5.6%
Total All Funds Expenditures	637,762	752,016	716,904	(35,112)	100%

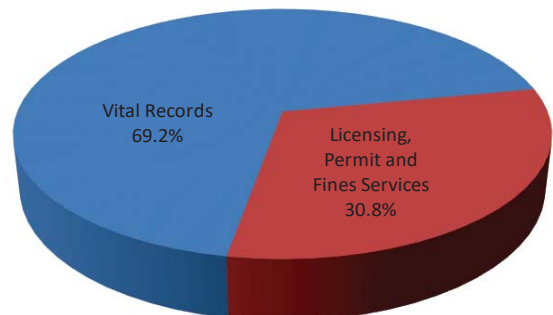
Revenue Summary

TOTAL REVENUE: \$1,171,380

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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Vital Records	835,710	810,197	810,197	-	69.2%
Licensing, Permit and Fines Services	309,870	361,183	361,183	-	30.8%
Total Departmental Revenue	1,145,581	1,171,380	1,171,380	-	100%

Fiscal Year 2022 Budget and Program Summaries

CITY CLERK

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	556,462	596,731	619,824	23,093	3.9%
OTPS	46,859	55,285	57,080	1,795	3.2%
Capital	-	-	-	-	0.0%
Total General Funds	603,321	652,016	676,904	24,888	3.8%

External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	34,441	100,000	40,000	(60,000)	-60.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	34,441	100,000	40,000	(60,000)	-60.0%
All Funds Budget	637,762	752,016	716,904	(35,112)	-4.7%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	835,710	810,197	810,197	-	0.0%
Departmental Fines	309,870	361,183	361,183	-	0.0%
Total Departmental Revenue	1,145,581	1,171,380	1,171,380	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Comcast Grant	Grant	6/30/2020	34,441	-	40,000
Community Compact Grant	Grant	2/14/2021	-	100,000	-
<i>Subtotal FY22 Anticipated grants</i>			34,441	100,000	40,000
Total External Funds			34,441	100,000	40,000

CITY CLERK

Program Summaries

Vital Records

Vital Records	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	344,391	478,556	456,211
FTEs	5.4	7.0	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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 2020:

- ◆ Births: 5,083
- ◆ Deaths: 3,210
- ◆ Marriage intentions: 853
- ◆ Birth Affidavits: 523
- ◆ Death Affidavits: 66
- ◆ Marriage Affidavits: 8

CITY CLERK

Program Summaries

City Council Agenda and Minutes

City Council Agendas and Minutes	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	57,399	41,019	39,104
FTES	0.9	0.6	0.6
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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 62 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	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	172,196	164,076	156,415
FTEs	2.7	2.4	2.4
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage of registered dogs	50%	85%	100%

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

Highlights

The Clerk’s office granted the following permits and licenses for the calendar year 2020:

- ◆ Business Certificates: 717, including 69 renewals of 4-year-old Business Certificates.
- ◆ Dog licenses: 4,577
- ◆ Tag Sale: 170
- ◆ Physician’s Registration (one-time fee): 3
- ◆ Open-Air Parking: 23
- ◆ Above and Underground Storage Locations: 232

CITY CLERK

Program Summaries

Public Information Requests

Public Information Requests	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	63,776	68,365	65,173
FTES	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Total Information Requests Responded To	877	656	1,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The office also handled 4 appeals Since July 1, 2020.

Fiscal Year 2022 Budget and Program Summaries

CITY CLERK

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Vital Records			
Salaries and Wages	-	(49,811)	5,865
Printing and Binding	-	6,500	-
Dues and Memberships	-	20	-
Office Supplies	-	1,200	-
In State Travel	-	(90)	-
Total Adjustments	-	(42,181)	5,865

Notes

- ◆ Personal Services—\$5,865 increase
 - ◇ Increase due to salary adjustments
- ◆ OTPS—No adjustments have been made for FY22

Fiscal Year 2022 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.

FY21 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.

FY22 Budget Highlights

- ◆ Funds 3.0 General Fund FTEs, consistent with FY21.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	288,042	286,942	298,535	11,592	4.0%
OTPS	175,394	191,276	206,477	15,201	7.9%
Capital	-	-	-	-	0.0%
Total General Funds	463,436	478,218	505,012	26,793	5.6%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	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 2022 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Program Expenses



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

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Program Expenses					
Internal Audits	463,436	478,218	505,012	26,793	100%
Total General Fund Expenditures	463,436	478,218	505,012	26,793	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

INTERNAL AUDIT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	288,042	286,942	298,535	11,592	4.0%
OTPS	175,394	191,276	206,477	15,201	7.9%
Capital	-	-	-	-	0.0%
Total General Funds	463,436	478,218	505,012	26,793	5.6%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Adopted	Variance FY22-FY21	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	463,436	478,218	505,012	26,793	5.6%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audit	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	463,436	478,218	505,012
FTEs	3.0	3.0	3.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of hours allocated to performance audits and other audit related activities	72%	62%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	6%	12%	20%
% of other hours utilized for administrative, training, development, other activities	21%	25%	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 2021 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 Springfield Police Department’s Educational Incentive Program (“Quinn”) and review of the City’s Flexible Spending Account’s cash balance administered by WageWorks.
- ◆ 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 2022 Annual Audit Plan was based.
- ◆ Investigated and submitted reports of suspected fraud, waste, and/or abuse filed via the City’s Fraud Hotline.
- ◆ All of staff in the department are Certified Public Accountants. Certain staff also hold the certified Internal Auditor, Certified Governmental Accountant, and Certified Fraud Examiner 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.
- ◆ Obtained 40 hours of continuing professional education for each staff member.

Fiscal Year 2022 Budget and Program Summaries

INTERNAL AUDIT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Internal Audits			
Salaries & Wages	-	(5,739)	5,854
Professional Services	(33,000)	(15,000)	-
Dues & Memberships	-	157	-
Office Supplies	-	(285)	-
Out of State Travel	-	(99)	-
Total Adjustments	(33,000)	(20,966)	5,854

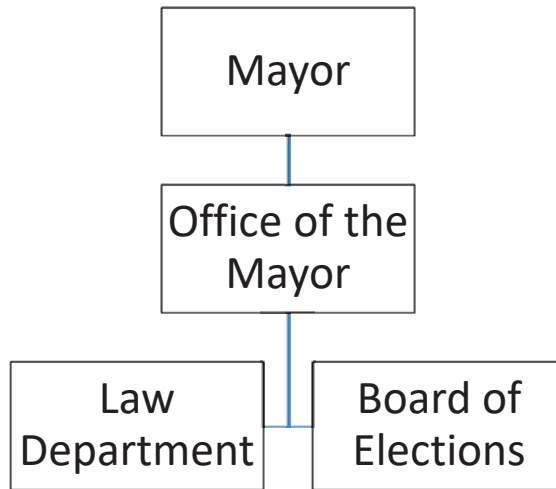
Notes

- ◆ Personal Services—\$5,854 increase
 - ◇ Increase due to salary adjustments
- ◆ OTPS—No adjustments have been made for FY22

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Section 4

General Government Division



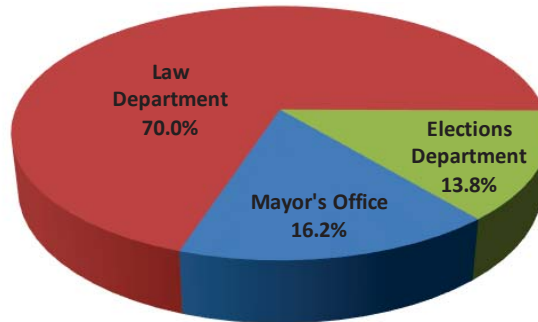
Mission Statement

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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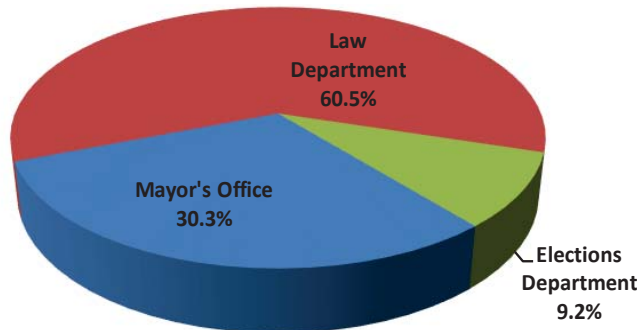
Fiscal Year 2022: All Funds Budget and Revenue Overview

General Government Division



FY22 Adopted Budget General Government Division						
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Mayor's Office	650,811	658,009	658,009	690,203	4.9%	4.9%
Law Department	2,215,298	2,605,002	9,414,002	2,986,241	14.6%	-68.3%
Elections Department	607,410	604,183	604,183	587,072	-2.8%	-2.8%
Total	3,473,519	3,867,194	10,676,194	4,263,515	10.2%	-60.1%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
Mayor's Office	-	-	290,722	-	-	290,722
Law Department	530,310	-	50,000	-	-	580,310
Elections Department	88,000	-	-	-	-	88,000
Total	618,310	-	340,722	-	-	959,032

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Fiscal Year 2022 Budget and Program Summaries

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.

FY21 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, Director of Constituent Services Molly Shea, Mayoral Aides Minerva Marrero & Lavar Click, Community Relations Director William Baker and the Chief of Diversity and Inclusion Officer, Attorney Talia Gee.

FY22 Budget Highlights

- ◆ 8.0 General Fund FTEs, consistent with FY21.
- ◆ Level service OTPS to ensure that the needs of constituents are met in both a timely and quality fashion.
 - Increased funding over FY21 is due to a contractual agreement for an annual copier lease, along with a subscription to the State House News Service to provide the most up-to-date information about the activities of State government year-round.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	643,233	643,777	669,579	25,802	4.0%
OTPS	7,579	14,232	20,624	6,392	44.9%
Capital	-	-	-	-	0.0%
Total General Funds	650,811	658,009	690,203	32,194	4.9%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	8.0	8.0	8.0	-	0.0%
Total FTEs	8.0	8.0	8.0	-	0.0%

Fiscal Year 2022 Budget and Program Summaries

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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
City Governance	650,811	658,009	690,203	32,194	70.4%
Total General Fund Expenditures	650,811	658,009	690,203	32,194	70.4%
Total External Fund Expenditures	223,055	288,510	290,722	2,212	29.6%
Total All Funds Expenditures:	873,866	946,518	980,924	34,406	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	643,233	643,777	669,579	25,802	4.0%
OTPS	7,579	14,232	20,624	6,392	44.9%
Capital	-	-	-	-	0.0%
Total General Funds	650,811	658,009	690,203	32,194	4.9%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
N/A	223,055	288,510	290,722	2,212	0.0%
Total External Funds	223,055	288,510	290,722	2,212	0.8%
All Funds Budget	873,866	946,518	980,924	34,406	3.6%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
N/A	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Local Consumer Aid Grant	Grant	6/30/2022	100,382	110,605	112,817
Springfield Cultural Council Grant	Grant	12/31/2021	122,673	177,905	177,905
Subtotal FY22 Anticipated Grant Funds:			223,055	288,510	290,722
N/A			-	-	-
Subtotal FY22 Other Funds:			-	-	-
Total External Funding Sources			223,055	288,510	290,722

OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	873,866	946,518	980,924
FTEs	8.0	8.0	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 Attorney Talia Gee, Administrative Assistant Carolyn Jackson, Communications Director William Baker, Constituent Services Director Molly Shea, and Mayoral Aides Minerva Marrero and Lavar Click.

As Chief of Staff, Tom Ashe provides a broad range of professional support to the Mayor including the supervision of all mayoral staff. Tom 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. Additionally, she 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.

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.

Constituent Services Director, Molly Shea, 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.

OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

Further, Ms. Shea will often collaborate 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, Ms. Shea serves as the Deputy Communications Director, working directly with and in support of the Director of Communications to develop, execute and manage the city's strategic internal and external communication strategies.

The Mayor's Office is highly visible and the Mayor's Communications Director, William Baker, is responsible for developing, executing, and managing strategic internal and external communication strategies that support the objectives of the City of Springfield. He must continuously coordinate message content, audience impact, and is responsible for the production of materials on behalf of the City of Springfield. He also handles media inquiries and request, press conferences, and gathers all appropriate information in a timely and accurate manner. He collaborates with City departments to accomplish the mission of accurately disseminating information on behalf of the City of Springfield. In addition, Baker manages the City's social media presence on multiple platforms as well as news and information on the City's website, and shoots photographic and video content for these platforms.

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, working directly with our neighborhood councils, and providing day-to-day support to the Mayor's public office – just to name a few. Mayoral Aides' Minerva Marrero and Lavar Click both serve as the Mayor's points of contact for residential and business inquiries. Both Ms. Marrero and Mr. Click are very active in community and represent the Mayor on a number of neighborhood initiatives and organizations. In addition, Ms. Marrero serves as the Mayor's liaison for the Buy Springfield Now initiative and she manages the Mayor's Constable appointments. Mr. Click serves as the Mayor's liaison on a variety of internal city committees such as the Solid Waste Exception Committee.

OFFICE OF THE MAYOR

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Salaries & Wages	-	(10,165)	19,210
Supplies & Operations	-	(200)	-
Total Adjustments	-	(10,365)	19,210

Notes

- ◆ Personal Services—Increase \$19,210
 - ◇ Increase due to salary adjustments

- ◆ OTPS—No adjustments made for FY22 budget

Fiscal Year 2022 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.

FY21 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 and reviewing 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.

As a result of the COVID-19 pandemic, most public meetings in part of FY20 and all of FY21 so far had to quickly adapt to remote meeting formats and platforms. The Mayor and the Law Department, led by City Solicitor Ed Pikula, with the assistance of Focus Springfield as the City's public access television provider, quickly adapted to remote meeting platforms and developed protocols and procedures to meet the new legal requirements for such remote meetings, while ensuring transparency and public participation, allow the work of City governmental bodies to continue their critical functions.

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 FY21 the Law Department was 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.

FY22 Budget Request

- ◆ 37.0 General Fund FTEs and 1.7 Grant FTEs, an increase of 4.0 from FY21.
 - ◇ 2.0 new Attorney positions and 2.0 Administrative Assistant positions created to assist with SPD Body Worn Camera Program public records requests.
- ◆ Level Service OTPS.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	1,744,093	2,156,588	2,537,827	381,239	17.7%
OTPS	471,205	448,414	448,414	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	2,215,298	2,605,002	2,986,241	381,239	14.6%

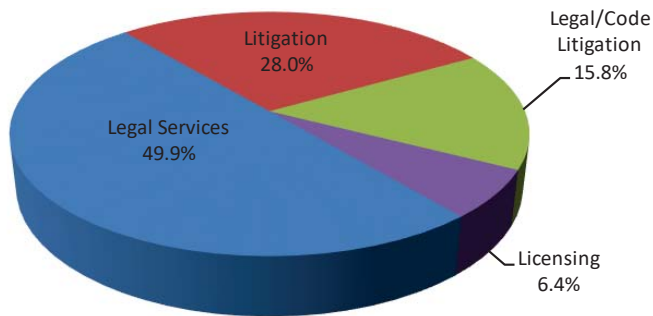
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	31.5	33.0	37.0	4.0	12.1%
Grant FTEs	1.7	1.7	1.7	-	0.0%
Total FTEs	33.2	34.7	38.7	4.0	11.5%

Fiscal Year 2022 Budget and Program Summaries

LAW DEPARTMENT

Program Expenses



Program Summaries

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

Program Budgets

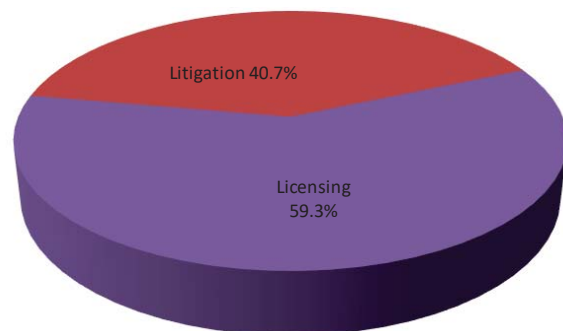
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Legal Services	1,192,153	1,408,942	1,516,113	107,172	49.9%
Litigation	629,671	740,440	848,802	108,363	28.0%
Legal/Code Litigation	354,906	417,339	478,416	61,077	15.8%
Licensing	143,107	168,282	192,910	24,628	6.4%
Total General Fund Expenditures	2,215,298	2,605,002	2,986,241	381,239	98.4%
Total External Funds Expenditures	104,539	130,000	50,000	(80,000)	1.6%
Total All Funds Expenditures	2,319,837	2,735,002	3,036,241	301,239	100%

Revenue Summary

TOTAL REVENUE: \$530,210

- Licensing—** \$314,516
 - Alcoholic Beverage Licenses
 - Other Permits
 - ◆ Car Dealers
 - ◆ Common Victualler
- Litigation—** \$215,794
 - ◆ Judgements and settlements in favor of the City

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Legal Services	-	-	-	-	0.0%
Litigation	227,587	363,853	215,794	(148,059)	40.7%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	331,705	530,310	314,516	(215,794)	59.3%
Total Departmental Revenue	559,292	894,163	530,310	(363,853)	100%

Fiscal Year 2022 Budget and Program Summaries

LAW DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	1,744,093	2,156,588	2,537,827	381,239	17.7%
OTPS	471,205	448,414	448,414	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	2,215,298	2,605,002	2,986,241	381,239	14.6%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	54,539	80,000	-	(80,000)	-100.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	50,000	50,000	50,000	-	0.0%
Total External Funds	104,539	130,000	50,000	(80,000)	-61.5%
All Funds Budget	2,319,837	2,735,002	3,036,241	301,239	11.0%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Alcohol Beverage Licenses	387,800	384,310	384,310	-	0.0%
Taxi Cab License	725	2,000	2,000	-	0.0%
Other Permits	136,707	144,000	144,000	-	0.0%
Miscellaneous Revenue	5,369	363,853	-	(363,853)	-100.0%
Reimbursement for Damages	28,391	-	-	-	0.0%
Reimbursement for Prior Year Expenditure	300	-	-	-	
Total Departmental Revenue	559,292	894,163	530,310	(363,853)	-40.7%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Comcast Grant	Grant	6/30/2021	54,539	80,000	-
Subtotal FY22 Anticipated Grants			54,539	80,000	-
SPA Offset for Employee Services	Reimbursement		50,000	50,000	50,000
Subtotal FY22 Other Funds			50,000	50,000	50,000
Total External Funding Sources			104,539	130,000	50,000

Fiscal Year 2022 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

Legal Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,192,153	1,408,942	1,516,113
FTEs	15.0	16.0	19.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	90%	90%	90%

Citywide Strategic Priority: Fiscal and Operational Excellence

Public Safety:

- ◆ 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 Lease/ Purchase Agreements for new equipment.
- ◆ Provided legal support to City Departments in responding to subpoenas for records.
- ◆ The Law Department typically prosecutes City Ordinance violations in Springfield District Court. This was suspended when courts were closed due to the COVID19 pandemic, but is expected to resume in FY22.

Subpoenas for Records and Public Records Requests:

- ◆ In FY21, the Law Department provided legal support and guidance to various departments in responding to subpoenas for records.
- ◆ Body Worn Camera Support for SPD: In FY21 the Law Department added two new full time positions - a Third Associate City Solicitor and an Administrative Assistant - to work with SPD and the City Clerk's Office to review and process a significant increase in public records requests, including requests for SPD Body Worn Camera footage and other records; including reviewing, advising, and updating related SPD policies and procedures, and the impact of recent police reform legislation.

Economic Development:

- ◆ Provided continuing legal services to the Springfield Redevelopment Authority regarding 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 Cottage Street and Industry Avenue Traffic Project, the Cottage Street and Berkshire Avenue Traffic Project, the St. James Avenue and Carew Street Traffic Project (Mass DOT), and North End Pedestrian Underpass Project (MassDOT), including meetings with departments, 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.

Fiscal Year 2022 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.
- ◆ Drafted, reviewed and negotiated contracts for the Office of Planning and Economic Development, Disaster Recovery, and the Office of Housing.

Marijuana Host Community Agreement and Licensing Process:

- ◆ In FY21, 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 has been actively involved in overseeing MGM's compliance with, and negotiating updates to the Host Community Agreement, including MGM's housing commitment and contributions to the 31 Elm Street redevelopment project.

Contracts and Procurement Assistance:

- ◆ The Law Department reviewed, drafted, and negotiated and approved a large volume of contracts and amendments for various City departments, including the Health and Human Services department, school transportation contract amendments and dozens of HHS and Economic Development grant contracts related to the COVID 19 pandemic, the School Foodservice Management Request for Proposals and contract, special education tuition contracts, professional service contracts, software licensing agreements, property and equipment leases, access agreements and license agreements, easements, Community Preservation Committee grant contracts, the Casella Recycling RFP process and contract, the Bulk Waste contract, negotiating a new 20-year lease with the Pioneer Valley Rowing Club at North Riverfront Park.

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, and the DeBerry/Homer Street School Project, including drafting special legislation to relocate DeBerry Park. The Law Department also worked with the Park Department and Dept. of Capital Asset Construction to obtain property rights for the new DeBerry Park through eminent domain, and drafted utility easements, which were approved by the City Council and the Mayor.

LAW DEPARTMENT

Program Summaries Legal Services Highlights Cont.

Cable Television Franchise Renewal Process:

- ◆ The Law Department is working with the Mayor's Office, outside counsel, and Focus Springfield on the Cable Television Franchise Renewal Process. The Law Department conducted a federally required Public Ascertainment Hearing on behalf of the Mayor, to receive public comment in preparation for negotiations with Comcast on the next 10-year renewal license, to be effective in late December, 2021.

Fiscal Year 2022 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Litigation

Litigation	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	629,671	740,440	848,802
FTEs	9.5	10.0	11.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Target (settlements against city)	22	28	25
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 FY21.
- ◆ The Litigation Division continues to be extremely busy. We have added a new full time Third Associate City Solicitor who will be assisting with ongoing Federal Court litigation, and will especially be focused on discovery issues. It is a continuing challenge to meet the increasing burden of so-called “e-discovery” which requires assistance from the departments and from IT.
- ◆ Highlights this fiscal year include:
 - ◇ Successfully negotiating a settlement of \$6 million dollars on a case where the jury had awarded more than \$26 million dollars, negotiating several other favorable settlements in cases involving alleged police misconduct, successfully working with both the federal and state courts to work remotely via Zoom to conduct hearings, motions, etc. *Unfortunately, we have been unable to resume civil trials due to court closings related to the Covid19 pandemic.
 - ◇ We have continued to utilize dispositive motions to have cases either dismissed or to severely limit the issues remaining for trial. Using summary judgment, we were successfully able to have most Counts of an employment discrimination case involving the Springfield Public Schools dismissed, leaving only a very limited issue for trial, and increasing the likelihood of either a small settlement, or a defendants’ verdict.
 - ◇ Additionally, as of this writing there are 3 separate cases currently fully briefed and argued for dismissal which are “under advisement” by the trial court judge. We have continued to use court assisted mediation, in both the Federal and State Courts during Covid.

Fiscal Year 2022 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

Legal/Code Litigation	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	354,906	417,339	478,416
FTEs	6.2	6.2	6.2
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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	264	144	300
Number of receivers appointed	14	3	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In FY21 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 its paralegal but the Department is in the process of interviewing for a replacement. Additionally, COVID19 impacted the City's ability to file cases in court as the Court's capacity to hear City cases dropped to approximately 25%, with cases being heard remotely. The City continues to work cooperatively with the Western Division Housing Court with regards to case management.

FY21 Highlights:

- ◆ More than 140 Code Enforcement claims had been filed in court by the Law Department; despite the impact of COVID19, the Department is on track to file approximately 200 cases this year.
- ◆ Continues to utilize contempt hearings when necessary to obtain compliance.
- ◆ Have addressed all emergency issues in a timely manner, and have been filing non-emergency petitions on a regular basis.
- ◆ The division is using the same software system as the Code Enforcement Department (ACCELA) which increases efficiency, transparency and has reduced the use of paper.

Fiscal Year 2022 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Licensing

Licensing	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	143,107	168,282	192,910
FTEs	2.5	2.5	2.5
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Revenue	98%	45%	100%
Number of Licenses Processed	929	594	1,200

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In FY21, as a result of the Covid-19 crisis, it was necessary for the Licensing Department to transition from in-person hearings and meetings for the License Commission, as well as all other boards that the office oversees. Specifically, staff has successfully become proficient in hosting all meetings and hearings virtually. Additionally, the Licensing Department has been extremely busy assisting all alcohol restaurants with remaining in compliance with the ever changing executive orders issued by Governor Charles Baker. The Licensing Department has issued an additional Outside Dining Permit, which is also overseen by our department.

Fiscally, the Licensing Department revenue has been dramatically reduced. In an effort to ease the financial burden faced by Covid-19 and the closure of restaurants for most of the fiscal year, Mayor Sarno asked the License Commission to waive all renewal fees. The revenue that was received during renewal season was limited to package stores, car dealers and restaurants that do not serve alcohol.

Boards and Commissions:

- ◆ The Licensing Department has been assisting the Community Police Hearing Board and Community Advisory Committee by drafting Minutes of their hearings and meetings.
- ◆ Community Police Hearing Board: Licensing Department staff have remained responsible for prosecuting excessive force complaints, and providing administrative support. Continued implementation of Mayor Sarno's Executive Order to provide greater transparency and improved reporting vis-à-vis Case Data.
- ◆ The Licensing Department staff continued to provide legal support to the Taxi and Livery Commission.

Fiscal Year 2022 Budget and Program Summaries

LAW DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Legal Services			
Salaries & Wages	-	39,936	171,633
Litigation			
Salaries & Wages	-	(12,914)	-
Licensing			
Salaries & Wages	-	(8,394)	-
Office Supplies	(1,100)		-
Legal/Code Litigation			
Salaries & Wages	-	(3,228)	-
Supplies & Services	-	579	-
Total Adjustments	(1,100)	15,980	171,633

Notes

- ◆ Personal Services—Increase \$171,633
 - ◇ Increase due to salary adjustments
- ◆ OTPS—No adjustments made for FY22

Fiscal Year 2022 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.

FY21 Department Highlights

In March 2020, Governor Charlie Baker designated elections personnel as “essential” in the function of government. As a result, the Board of Elections office has maintained full in-person operations during FY21.

- ◆ 2 state elections were conducted in FY21.
- ◆ The Annual City Census was conducted by mail.
- ◆ The department collaborated with state and federal partners on the 2020 United States Census.
- ◆ The department implemented state-mandated “Vote By Mail” for the State Primary and General Elections.
- ◆ The department managed 2 Early Voting sites for the State Primary and General Elections.
- ◆ The department secured a COVID-19 Response Grant in the amount of \$160,672.50 from the Center for Tech and Civic Life to help with election administration during this unprecedented pandemic.

FY22 Budget Highlights

- ◆ Funds 5.0 FTEs, consistent with FY21.
- ◆ Funds operations related to the annual city census, one (1) City Preliminary, one (1) Municipal Election, one (1) Retirement Election, Early Voting, vote by mail, and voter outreach events.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	438,372	469,746	423,626	(46,121)	-9.8%
OTPS	169,038	134,437	163,446	29,009	21.6%
Capital	-	-	-	-	0.0%
Total General Funds	607,410	604,183	587,072	(17,112)	-2.8%

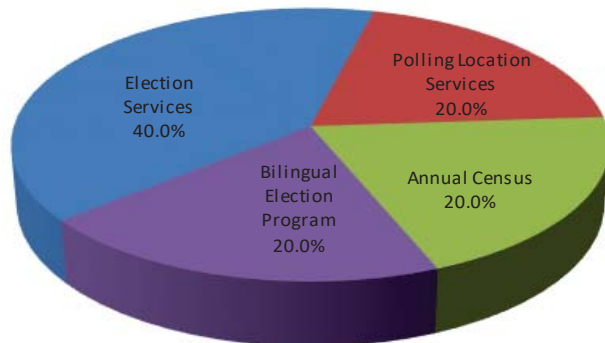
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	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 2022 Budget and Program Summaries

BOARD OF ELECTIONS

Program Expenses



Program Summaries

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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Election Services	242,964	402,346	234,829	(167,517)	40.0%
Polling Location Services	121,482	120,837	117,414	(3,422)	20.0%
Annual Census	121,482	120,837	117,414	(3,422)	20.0%
Bilingual Election Program	121,482	120,837	117,414	(3,422)	20.0%
Total General Fund Expenditures	607,410	604,183	587,072	(17,112)	100%
Total External Funds Expenditures	-	160,673	-	(160,673)	0.0%
Total All Funds Expenditures	607,410	764,856	587,072	(177,784)	100%

Revenue Summary

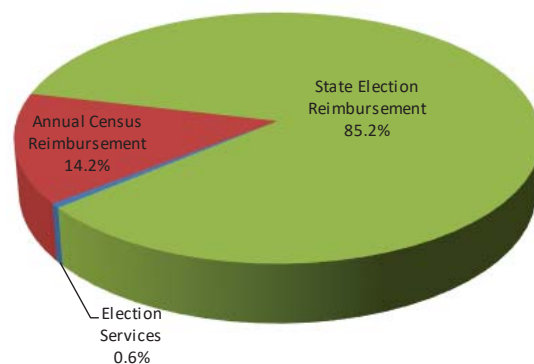
TOTAL REVENUE: \$88,000

State Reimbursement - The Board of Elections receives revenue during state election years as determined by the state.

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

Annual Census Reimbursement - The Board of Elections receives a reimbursement from the School Department for a portion of the costs of the annual

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Election Services	1,130	5,000	500	(4,500)	0.6%
Annual Census Reimbursement	10,438	9,464	12,500	3,036	14.2%
State Election Reimbursement	32,820	58,069	75,000	16,931	85.2%
Total Departmental Revenue	44,388	72,533	88,000	15,467	100%

Fiscal Year 2022 Budget and Program Summaries

BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	438,372	469,746	423,626	(46,121)	-9.8%
OTPS	169,038	134,437	163,446	29,009	21.6%
Capital	-	-	-	-	0.0%
Total General Funds	607,410	604,183	587,072	(17,112)	-2.8%

External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
COVID Response Grant	-	160,673	-	(160,673)	-100%
Total External Funds	-	160,673	-	(160,673)	-100%
All Funds Budget	607,410	764,856	587,072	(177,784)	-23.2%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	1,130	5,000	500	(4,500)	-90.0%
Other Revenue-From Services	10,438	9,464	12,500	3,036	32.1%
Other Revenue-State	32,820	58,069	75,000	16,931	29.2%
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	44,388	72,533	88,000	15,467	21.3%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
COVID Response Grant	Grant	6/30/2021	-	160,673	-
Total External Funding Sources			-	160,673	-

BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	242,964	402,346	234,829
FTEs	2.0	2.0	2.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Elections Administered	3	2	2
Provisional ballots cast	231	12	57
Absentee ballots cast & counted	1964 / 7133	511	1500 / 7500
# of Registered Voters	104,092	104,790	105,000
# of Newly registered voters	7,368	8,083	7,000
Voter Turnout	53.1%	53.4%	35.0%
# of Retirement Board Elections Conducted	0	0	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY21, Election Services convened an active slate of Election Commissioners and administered a City Preliminary, Municipal Election and Presidential Primary.
- ◆ Elections Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY22, the Board will conduct a City Preliminary, Municipal Election, Retirement Election 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 vote by mail efforts and supporting early voting legislation.
- ◆ In FY22, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as-needed basis.
- ◆ In FY22, the Board will collaborate with the Springfield Libraries, Springfield School Department and Department of Elder Affairs on Civic Engagement, Voter Outreach and Early Voting.

BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	121,482	120,837	117,414
FTEs	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Poll workers recruited and hired (bilingual)	109	103	110
Poll workers recruited and hired (non-bilingual)	320	283	274
Poll worker training sessions administered	15	1	64
HAVA compliant voter equipment maintained	60	60	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the Board collaborated with Facilities to successfully manage 64 voting precincts in accordance with CDC and state guidance. All polling locations were able to remain fully operational.
- ◆ The Board collaborated with Facilities Management to successfully operate two early voting sites for the State Primary and General Election.
- ◆ The Board also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ In FY22, 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	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	121,482	120,837	117,414
FTEs	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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 FY21, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY22, 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 FY22, 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 FY22, the Board will conduct a second census mailing.

BOARD OF ELECTIONS

Program Summaries

Voter Outreach & Bilingual Election Program

Voter Outreach & Bilingual Election Program	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	121,482	120,837	117,414
FTEs	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Number of community-based organizations in the outreach network	130	130	140

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY21, 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 FY21, 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 FY22, 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.
- ◆ In FY22 the Board will collaborate with the Springfield City Library to promote Vote By Mail and Virtual Candidates Forum.

Fiscal Year 2022 Budget and Program Summaries

BOARD OF ELECTIONS

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Election Services			
Salaries & Wages	-	(1,921)	1,959
Temporary Salaries & Wages	-	5,778	(47,000)
Overtime	-	-	(3,000)
Differential	-	120	-
Rental - Office Equipment	-	-	(491)
Professional Services	-	(10,000)	-
Advertising	-	(1,500)	-
Office Supplies	-	(1,200)	-
Other Supplies	-	(2,000)	-
Printing and Binding	-	(30,000)	29,500
In State Travel	-	(300)	-
Total Adjustments	-	(41,023)	(19,032)

Notes

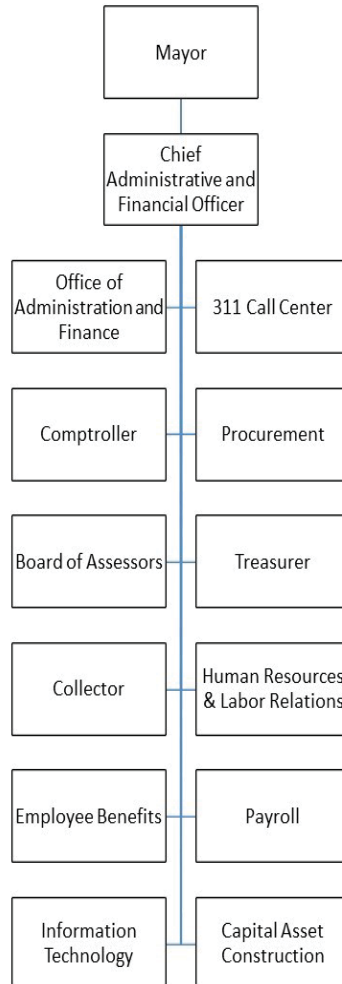
- ◆ Personal Services—decrease \$45,041
 - ◇ Salary adjustments to reflect less temporary personnel and overtime needed due to fewer elections being held in FY22.

- ◆ OTPS—increase due to printing cost of ballots for the municipal election being held in the upcoming fiscal year. The City is required to pay for ballots in this instance, as opposed to being provided ballots in State and Federal elections.

Section 5

Administration & Finance

Division



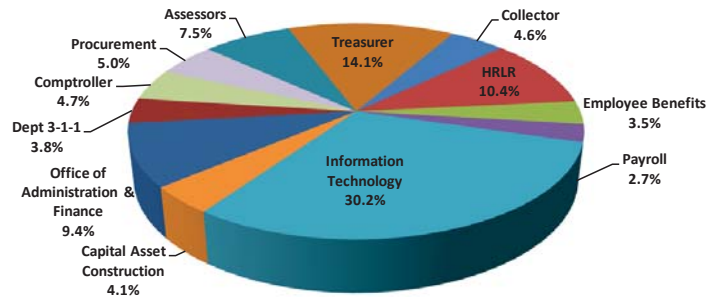
Mission Statement

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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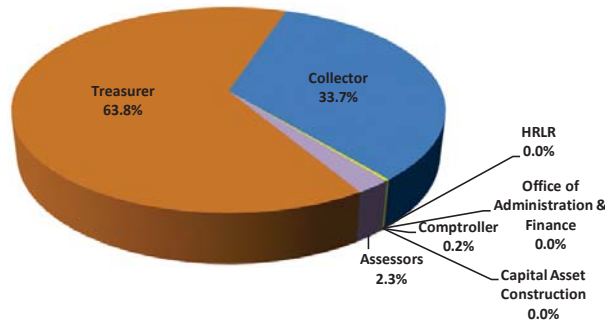
Fiscal Year 2022: All Funds Budget and Revenue Overview

Administration & Finance Division



FY22 Adopted Budget						
Administration & Finance Division						
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Office of Administration & Finance	977,502	985,028	985,025	1,147,518	16.5%	16.5%
Dept 3-1-1	440,245	457,893	457,893	461,242	0.7%	0.7%
Comptroller	567,041	555,651	555,651	576,121	3.7%	3.7%
Procurement	554,561	594,576	594,576	612,263	3.0%	3.0%
Assessors	752,481	908,151	908,151	923,304	1.7%	1.7%
Treasurer	1,409,752	1,739,653	1,739,654	1,734,727	-0.3%	-0.3%
Collector	366,643	545,494	545,494	568,836	4.3%	4.3%
HRLR	1,197,976	1,226,765	1,226,765	1,277,764	4.2%	4.2%
Employee Benefits	339,187	361,811	361,811	423,481	17.0%	17.0%
Payroll	175,456	178,965	178,965	328,253	83.4%	83.4%
Information Technology	3,106,960	3,324,527	3,324,527	3,706,923	11.5%	11.5%
Capital Asset Construction	494,696	506,358	506,358	504,440	-0.4%	-0.4%
Total	10,382,500	11,384,873	11,384,870	12,264,872	7.7%	7.7%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
Office of Administration & Finance	-	-	-	-	-	-
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,204,000	-	-	-	-	1,204,000
Procurement	-	-	-	-	-	-
Assessors	16,431,569	-	-	-	-	16,431,569
Treasurer	5,939,894	-	-	-	457,009,456	462,949,350
Collector	12,432,574	231,735,891	-	-	-	244,168,465
HRLR	-	-	-	-	-	-
Employee Benefits	364,143	-	-	-	-	364,143
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
Total	36,372,180	231,735,891	-	-	457,009,456	725,117,526

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Fiscal Year 2022 Budget and Program Summaries

OFFICE OF ADMINISTRATION & FINANCE

Mission

The Office of Administration & Finance (A&F) 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 Office of A&F 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.

FY21 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 FY20 Budget; this is thirteenth consecutive year the department has won this award.
- ◆ Balanced the FY21 budget based on conservative revenue estimates due to the COVID-19 pandemic. Maximized grant offsets and identified strategic budget cuts that allowed the City to balance its FY21 budget without layoffs, furloughs, cuts to core services, or the use of the City’s rainy day fund.
- ◆ Following the ongoing guidance from both the Federal and State level regarding the eligible uses and reporting requirements for the ~\$100M+ funding made eligible to the City via the American Rescue Plan Act (ARPA).
- ◆ Compliance Division reported the first large City-funded project, Brightwood/Lincoln Elementary School, to successfully meet 3/4 Responsible Ordinance goals.
- ◆ Provided oversight to City’s budget; managing a surplus for the seventeenth consecutive year.

FY22 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs, and 2.0 Grant Funded FTEs, an increase of three (3) FTE (Budget Analysts) from FY21.
- ◆ Funds annual Massachusetts Municipal Association dues.

Department Budget

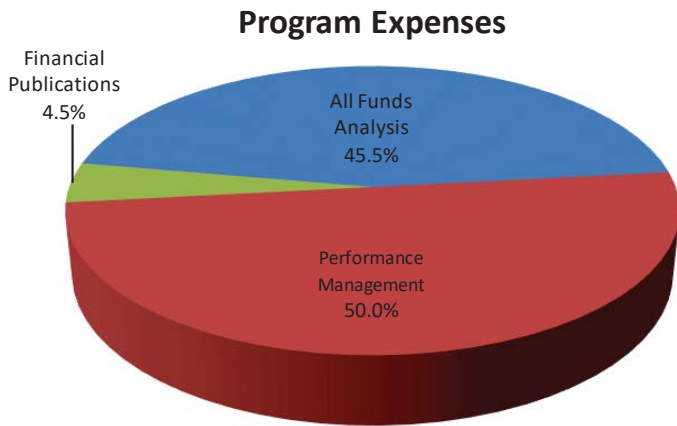
General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	864,281	878,893	998,442	119,549	13.6%
OTPS	113,221	106,135	149,076	42,941	40.5%
Capital	-	-	-	-	0.0%
Total General Funds	977,502	985,028	1,147,518	162,490	16.5%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	12.0	11.0	12.0	1.0	9.1%
Grant Funded FTEs	-	-	2.0	2.0	100%
Total FTEs	12.0	11.0	14.0	3.0	27.3%

Fiscal Year 2022 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
All Funds Analysis	444,763	7,136,532	522,121	(6,614,411)	45.5%
Performance Management	488,751	492,514	573,759	81,245	50.0%
Financial Publications	43,988	44,326	51,638	7,312	4.5%
Total General Fund Expenditures	977,502	985,028	1,147,518	162,490	100%
Total External Funds Expenditures	-	6,688,344	-	(6,688,344)	0.0%
Total All Funds Expenditures	977,502	7,673,372	1,147,518	(6,525,854)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	864,281	878,893	998,442	119,549	13.6%
OTPS	113,221	106,135	149,076	42,941	40.5%
Capital	-	-	-	-	0.0%
Total General Funds	977,502	985,028	1,147,518	162,490	16.5%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	-	6,688,344	-	(6,688,344)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	6,688,344	-	(6,688,344)	-100%
All Funds Budget	977,502	7,673,372	1,147,518	(6,525,854)	-85.0%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	-	-	-	-	0.0%
Miscellaneous Revenue	-	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Coronavirus Relief Fund	Grant	12/30/2021	-	6,288,344	-
MOU - SPA South End Parking	Grant	9/14/2025	-	100,000	-
MOU - SPA City Stage	Grant	9/14/2025	-	300,000	-
Subtotal FY22 Anticipated Grants			-	6,688,344	-
			-	-	-
Subtotal Other Funding			-	-	-
Total External Funds			-	6,688,344	-

Fiscal Year 2022 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

Program Summaries

All Funds Analysis

All Funds Analysis	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	444,763	7,136,532	522,121
FTEs	5.5	5.0	6.4
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of Council Orders due to being over budget	1%	1%	2%
Average number of days to review requisitions sent to OMB	1	1	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Managed to a \$4.0M operating surplus in FY20.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY20 budget; this is the thirteenth consecutive year A&F has won this award.
- ◆ Maintained an AA– credit rating from S&P, which was reaffirmed in November 2020, 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.

Fiscal Year 2022 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

Program Summaries

Program Management

Performance Management	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	488,751	492,514	573,759
FTEs	6.0	5.5	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# of SWATs	12	6	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Examples of facilitated successful SWAT sessions:

COVID-19 Response

- ◆ A&F led the tracking of the effects of COVID-19 on revenue and expenditures. A&F continued to track all emergency expenditures related to the pandemic, and coordinated requests for reimbursements from FEMA and other agencies for those expenses.
- ◆ Managed the FY21 budget to a surplus despite over \$8.0 million in year over year revenue declines caused by the effects of COVID-19. Revised revenue projections for the FY22 budget, using ARPA funding, based on the effects of the recession to ensure that continued core services would be funded throughout the upcoming fiscal year.

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.
- ◆ Compliance Unit continues to 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.

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 2022 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

Program Summaries

Financial Publications

Financial Publications	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	43,988	44,326	51,638
FTEs	0.5	0.5	0.6
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Balanced budget published by June 30th	Yes	Yes	1
Released 3 financial documents by the appropriate deadline	Yes	Yes	3

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Released the following four financial publications within their respective deadlines:

- | | |
|--|------------------------------|
| 1. Fiscal Year 2021 Debt Affordability Study- published | (Deadline: January 30, 2021) |
| 2. Fiscal Years 2022-25 Multi-Year Financial Plan- published | (Deadline: March 30, 2021) |
| 3. Fiscal Years 2022-26 Capital Improvement Plan- published | (Deadline: March 30, 2021) |
| 4. Fiscal Year 2021 Mayor’s Recommended Budget—published | (Deadline: June 30,2021) |

Fiscal Year 2022 Budget and Program Summaries
OFFICE OF ADMINISTRATION & FINANCE

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Funding for Contracts Manager position	50,000	-	-
Salaries & Wages	(65,000)	(150,898)	(6,719)
Temporary Salaries & Wages	5,000	-	-
Repair & Maintenance- Office Equipment	-	(1,500)	-
Postage & Delivery	(60)	-	-
Dues & Memberships	-	1,885	-
Professional Services	-	(24,999)	-
Total Adjustments	(10,060)	(175,512)	(6,719)

Notes

- ◆ Personal Services— Decrease \$6,719
 - ◇ Decrease due to salary adjustments
- ◆ OTPS—No adjustments have been made for FY22

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Fiscal Year 2022 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.

FY21 Department Highlights

- ◆ Answered 1,836,410 calls since March of 2009.
- ◆ Answered 78% of all calls without transferring to another department.
- ◆ During FY21, there has been a total of 101,106 calls answered by the 311 Customer Service Representatives (CSRs). Our calls were answered 84% of the time in less than less than 30 seconds.
- ◆ Call volume has increased by 18% from FY20.

FY22 Budget Highlights

- ◆ Funds 9.0 General Fund FTEs.
- ◆ Funds operations related to the 311 Call Center.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	389,425	406,390	408,939	2,549	0.6%
OTPS	50,820	51,503	52,303	800	1.6%
Capital	-	-	-	-	0.0%
Total General Funds	440,245	457,893	461,242	3,349	0.7%

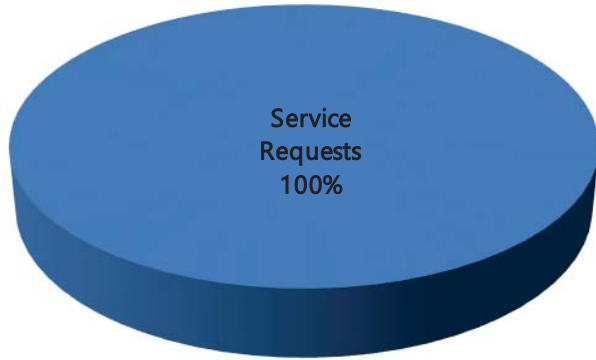
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	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 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent of Total
Service Requests	440,245	457,893	461,242	3,349	100%
Total Expenditures	440,245	457,893	461,242	3,349	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	389,425	406,390	408,939	2,549	0.6%
OTPS	50,820	51,503	52,303	800	1.6%
Capital	-	-	-	-	0.0%
Total General Funds	440,245	457,893	461,242	3,349	0.7%
External Funds Budget					
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	440,245	457,893	461,242	3,349	0.7%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2022 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Service Requests

Service Requests	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	440,245	457,893	461,242
FTEs	9.0	9.0	9.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of calls answered within 30 seconds	87%	78%	85%
% of calls completed without transfers to other departments	85%	80%	85%
% increase of smartphone application downloads	30%	6%	30%

Citywide Strategic Priority:

Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

In FY21 the Department of 311 became fully staffed, bringing the total employee FTE count to 9.

Due to the COVID-19 pandemic, 311 experienced an 18% increase in overall call volume in comparison to this same time last year. This is reflected in all of the departments the center assists. While City Hall and all Municipal Buildings were closed to the public, the call volume increased with residents calling to be assisted in scheduling appointments for Departments that they needed to do business with.

From July 2019 through January 2020 the call center recorded 90,067/service requests informational/transferred calls. During this same time this year we have entered 91,635 inquiries an increase of 1.8%. Our Spanish line received 5,502 calls this year, an increase of 37% from last year during this same time period. Our Spanish speaking calls still represents about 5% of our overall call volume.

INTERNET

Service requests via the app come in 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, DPW and 311; this channel has remained steady from last years figures. And finally, basic emails to the call center have increased by an additional 18% from last year figures, both web form and email.

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. 390 forms received from July 2019 thru January 2020 – decrease of 5.8% from last year during this same time. 38% 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 Harris continues to improve the process. The City already has an excellent Cold Weather Emergency system working with the Mayor and other City departments and organizations. Standard operating procedures 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 that require emergency assistance.

ASSESSORS

We continue to assist the Assessor's Office with setting up appointments for City Inspectors utilizing the Intelligov system software. Appointments are made for those who are responding to a letter pertaining to the filing of over - evaluation applications.

GREENING THE GATEWAY CITIES 'Free Tree Program'

311 assists the Forestry Department with this program, The Forestry Department plants free trees on private property in the McKnight, Old Hill and Upper Hill Neighborhoods in Springfield. The 311 Department assists with taking the calls from residents that are interested in a free tree and forwarding the information to the Forestry Department by entering a ticket into the Intelligov system.

Fiscal Year 2022 Budget and Program Summaries

311 CALL CENTER

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Service Requests			
Salaries & Wages	-	(1,262)	1,287
Office Supplies	-	(165)	200
Postage & Delivery	(140)	-	600
Advertising	-	(200)	-
Total Adjustments	(140)	(1,627)	2,087

NOTES

- ◆ Personal Service—\$1,287 increase to level service request.

\$1,287 increase to Personal Services due to salary adjustment.

- ◆ OTPS—\$800 increase to level service request.

\$200 increase to Office Supplies due to historical spending.

\$600 increase to Postage and Delivery due to historical spending.

Fiscal Year 2022 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.

FY21 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 ninth year in a row.
- ◆ Updated the City’s website to include the Open Checkbook and the Taxpayer Monthly Statement on a timely basis.
- ◆ Performed a successful year end close of the General Ledger in MUNIS on July 9, 2020. This marks the earliest date the City of Springfield has performed the year end close.
- ◆ The Comptroller’s Office reconfigured the Account Payable process on the fly in order to adopt to the challenges presented by COVID-19.
- ◆ Two staff members successfully completed the Annual Massachusetts Municipal Auditing & Accounting Educational Program.

FY22 Budget Highlights

- ◆ Funds 7.0 General Fund FTEs and 1.0 Utility Fund FTE, consistent with FY21.
- ◆ Includes level service funding to address federal and state-mandated financial reporting and citywide accounts payable services.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	562,820	548,752	568,870	20,119	3.7%
OTPS	4,221	6,899	7,251	352	5.1%
Capital	-	-	-	-	0.0%
Total General Funds	567,041	555,651	576,121	20,470	3.7%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	8.0	7.0	7.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	9.0	8.0	8.0	-	0.0%

Fiscal Year 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Financial Reporting	378,028	333,390	360,075	26,685	62.5%
Accounts Payable	189,014	222,260	216,045	(6,215)	37.5%
Total General Fund Expenditures	567,041	555,651	576,121	20,470	100%

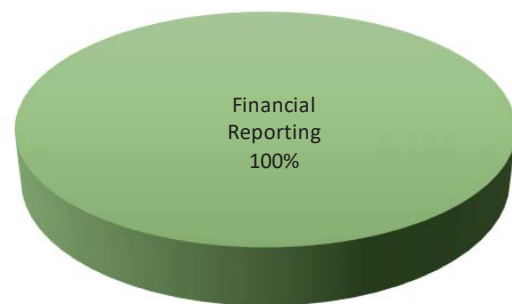
Revenue Summary

TOTAL REVENUE: \$1,204,000

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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	1,280,959	1,254,000	1,204,000	(50,000)	100%
Total Departmental Revenue	1,280,959	1,254,000	1,204,000	(50,000)	100%

Fiscal Year 2022 Budget and Program Summaries

CITY COMPTROLLER

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	562,820	548,752	568,870	20,119	3.7%
OTPS	4,221	6,899	7,251	352	5.1%
Capital	-	-	-	-	0.0%
Total General Funds	567,041	555,651	576,121	20,470	3.7%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	567,041	555,651	576,121	20,470	0.0%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Other Revenue - State	380,533	400,000	350,000	(50,000)	-12.5%
Miscellaneous Revenue	852,510	850,000	850,000	-	0.0%
Reimb For Prior Year Expenditure	12,259	2,000	2,000	-	0.0%
Refund Of Expenditure	35,657	2,000	2,000	-	0.0%
Total Departmental Revenue	1,280,959	1,254,000	1,204,000	(50,000)	-4.0%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
<i>Subtotal FY22 Anticipated Grants</i>			-	-	-
<i>Subtotal FY22 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2022 Budget and Program Summaries

CITY COMPTROLLER

Program Summaries

Financial Reporting

	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	378,028	333,390	360,075
FTEs	6.0	5.0	5.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Average # of days to close month	7	6	6
# of post-close adjustments	114	118	110

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2020
- ◆ 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 December of 2020. This certification allowed the Mayor and City Council to utilize \$1M to reduce the tax rate
- ◆ Completed the MA Department of Revenue Year End Checklist
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2021
- ◆ Reconciliation of all Tax and Departmental Receivables
- ◆ Cash Reconciliation with Treasurer's 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

	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	189,014	222,260	216,045
FTEs	3.0	3.0	3.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# correcting accounting entries to total accounting entries	6.8%	5.5%	6.0%
% vendors/bills not paid on time/after 90 days	5.0%	5.1%	4.5%

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. This training was performed virtually in response to the restrictions presented by COVID-19
- ◆ Performed a seamless transition to new a Natural Gas Supplier in November of 2020 for both City and School Accounts
- ◆ Enforcement of the City Budget and Grant Awards on all invoices and contracts for the City and School Department.

CITY COMPTROLLER

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Accounts Payable			
Salaries & Wages	-	(61,141)	10,362
Seminars/Trainings & Membership Fees	750	(655)	-
Office Supplies & Equipment	-	400	-
In-State Travel	347	(97)	-
Total Adjustments	1,097	(61,493)	10,362

Notes

- ◆ Personal Services—Increase \$10,362
 - ◇ Increase due to salary adjustments
- ◆ OTPS—No adjustments have been made for FY22

Fiscal Year 2022 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 departments are acting in compliance with the municipal procurement requirements as described by Massachusetts General Laws. The OOP 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 department is committed to providing value-added strategic procurements to assist in mitigating the overall financial picture of the City.

FY21 Department Highlights

- ◆ Policy Implementations: OOP, in conjunction with the Comptrollers Office, continues to update the City's Purchasing and Accounts payable processes and trainings. Training sessions have been available to departments since March of 2019.
- ◆ The City helped conduct several emergency procurements on extremely short notice as part of it's COVID-19 response, including twelve different procurements and contracts for the Friends of the Homeless triage center.
- ◆ OOP assisted in the procurement of hundreds of thousands of dollars worth of Personal Protective Equipment ("PPE").
- ◆ 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 recent years, including East Forest Park Library (\$7.8M), Swan Pond and Main Greeting Road (\$2.5M), 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).
- ◆ Economic Development Contracts: OOP assisted the Department of Disaster Recovery and Compliance and the Department of Planning and Economic Development in soliciting proposals for the disposition of several long abandoned sites including the redevelopment of 2612 Main Street, ES Armory Street, Gemini Building Site, and clean up and demolition of the former Massachusetts Career Development Institute (MCDI).
- ◆ Purchase Order Processing: Currently, 7,345 purchase orders have been processed for City departments. The State's Office of Inspector General approved the use of purchase orders as contracts as long as they follow state-mandated thresholds and full compliance with MGL Chapter 30B. OOP was able to lessen the amount of written contracts and time spent generating signatures from all parties.
- ◆ Contract Processing: As of 2/26/21, the OOP generated approximately 150 contracts, which includes state contracts. 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 & contract management of scanning and archiving vital records for the City Clerk's Office.
- ◆ OOP staff served as the Architect for the updating of the City's Responsible Employer Ordinance, with an amended version of the ordinance being passed by the City Council in FY19.

FY22 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY21.
- ◆ Continues improvements in bid advertising processes.
- ◆ Fully funds staff training and MCPPO certification.

Department Budget

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	464,721	490,836	508,522	17,686	3.6%
OTPS	89,840	103,740.94	103,740.94	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	554,561	594,576	612,263	17,686	3.0%

Department Staff

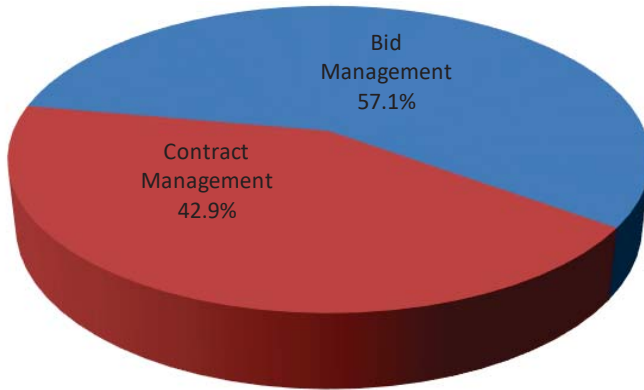
	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department FTEs					
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs	7.0	7.0	7.0	-	0.0%

Fiscal Year 2022 Budget and Program Summaries

OFFICE OF PROCUREMENT

Program Summaries

Program Expenses



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

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Program Expenses					
Bid Management	316,892	339,758	349,865	10,107	57.1%
Contract Management	237,669	254,818	262,398	7,580	42.9%
Total General Fund Expenditures	554,561	594,576	612,263	17,687	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	464,721	490,836	508,522	17,686	3.6%
OTPS	89,840	103,741	103,741	0	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	554,561	594,576	612,263	17,687	3.0%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	554,561	594,576	612,263	17,687	3.0%

OFFICE OF PROCUREMENT

Program Summaries

Bid Management

Bid Management	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	316,892	339,758	349,865
FTEs	4.0	4.0	4.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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, Requests 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/Designee after scoring is completed and the contract is awarded.

OFFICE OF PROCUREMENT

Program Summaries

Contract Management

Contract Management	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	237,669	254,818	262,398
FTEs	3.0	3.0	3.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Average number of days to prepare and execute contract	21	22	21

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ All purchases of \$10,000 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 based on discretion of the OOP (typically for goods and low risk services). As of 2/26/21, Procurement maintains over 846 Active contracts that are still open in MUNIS, and the reduction of contracts is a result of better contract management and use of PO's.
- ◆ 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, Massachusetts Higher Education Collaborative (MHEC), General Services Administration, a Federal Government agency (GSA), and other collaborative bidding.
- ◆ The Office of Procurement is now actively managing and drafting the School Department Contracts through its DPO/Attorney and staff, resulting in a drastic reduction in SPS contract turnaround time.
- ◆ Multi-Year Contracts and the associated renewal process based on various departmental needs are also monitored by the Office of Procurement.

OFFICE OF PROCUREMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Bid Management			
Salaries & Wages	-	(4,170)	4,416
Advertising	15,000	-	-
Postage & Delivery	-	(2,000)	-
Office Supplies	-	(1,200)	-
Seminars & Trainings	-	-	-
Dues & Memberships	-	100	-
Professional Services	-	(100)	-
Rental- Office Equipment	-	612	-
Printing/ Binding	-	(143)	-
Subscriptions	(20)	-	-
In State Travel	-	(1,500)	-
Total Adjustments	14,980	(8,400)	4,416

Notes

- ◆ Personal Services—Increase \$4,416
 - ◇ Increase due to salary adjustments

- ◆ OTPS—No adjustments made for FY22 budget

Fiscal Year 2022 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.

FY21 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 FY21 tax levy is \$227.5M, with an increase in the levy ceiling of \$17.6M.

The Department also administers the Urban Redevelopment excise (Chapter 121A) contracts, 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 FY20 generated in excess of \$16M.

FY22 Budget Highlights

- ◆ Funds 12.0 FTEs, consistent with FY21.
- ◆ Level Fund OTPS.
- ◆ Services to aid the levy ceiling growth and produce FY22 valuations.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	642,736	780,646	795,799	15,153	1.9%
OTPS	109,745	127,505	127,505	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	752,481	908,151	923,304	15,153	1.7%

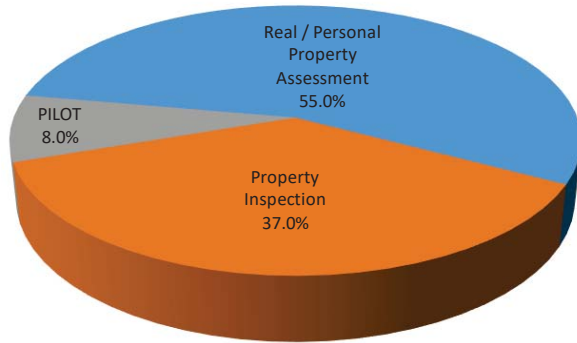
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	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 2022 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 January 1st each year.

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

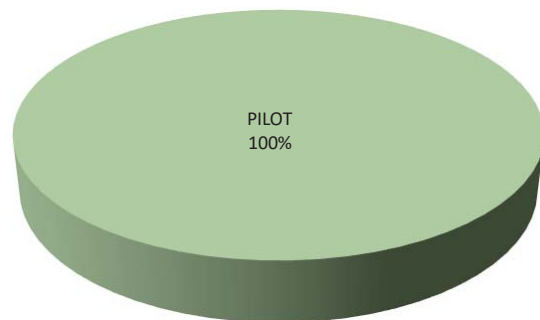
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Real / Personal Property Assessment	413,865	499,483	507,817	8,334	55.0%
Property Inspection	278,418	336,016	341,622	5,607	37.0%
PILOT	60,198	72,652	73,864	1,212	8.0%
Total General Fund Expenditures	752,481	908,151	923,304	15,153	100%

Revenue Summary

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

Total Revenue: \$16,431,569

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	14,043,966	16,431,569	16,431,569	-	100%
Total Departmental Revenue	14,043,966	16,431,569	16,431,569	-	100%

Fiscal Year 2022 Budget and Program Summaries

ASSESSORS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	642,736	780,646	795,799	15,153	1.9%
OTPS	109,745	127,505	127,505	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	752,481	908,151	923,304	15,153	1.7%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	752,481	908,151	923,304	15,153	1.7%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
PILOT - Local	314,867	261,621	261,621	-	0.0%
Chapter 121A - Sec 6A	5,965,546	5,842,490	7,842,490	2,000,000	34.2%
121A GGR - Gross Gaming Rev	297,911	350,000	350,000	-	0.0%
Chapter 121A - Sec 10	7,330,401	9,977,458	7,977,458	(2,000,000)	-20.0%
Miscellaneous Revenue	135,242	-	-	-	0.0%
Total Departmental Revenue	14,043,966	16,431,569	16,431,569	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
<i>Subtotal FY22 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY22 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2022 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

Real / Personal Property

Real / Personal Property Assessment	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	413,865	499,483	507,817
FTEs	8.0	8.0	8.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of deeds transferred and entered within 30 days	100%	100%	100%
Number of parcel transfers	3579	2538	3800
Number of personal exemptions granted	1186	971	1200
Number of abatements granted	111	0	75
Actual levy % change from prior year	5%	5%	5%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department, in reflecting the robust market appreciation in the FY20 valuations, was able to deliver the second-largest levy increase in the City’s history, \$11M, which included the \$5.9M of certified new growth within the levy limit. The total taxable value showed an overall increase of \$517M or 6.3% over the FY19 total value. The increase in total taxable value raised the ceiling sufficiently to create space of \$1.9M between the limit and the ceiling, which is the first time in years that has occurred.

ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	278,418	336,016	341,622
FTEs	3.0	3.0	3.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of total property inspected	10%	5%	11%
Average number of properties inspected per inspector annually	3017	2157	2500

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The FY21 goal of 2,157 property inspections per inspector is on pace to be surpassed. The new production plan that was implemented during calendar year 2018 is continuing to allow the Assessors to maximize production. Although the total average number of properties inspected is on par with FY20, we lost two of the three field inspectors which will result in the total percent of properties inspected to significantly decrease. The goal is to fill these positions and provide necessary training before the start of FY22 in order to increase the percent of total properties inspected.

Fiscal Year 2022 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

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

PILOT	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	60,198	72,652	73,252
FTEs	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY20 YTD	FY22 Goal
# of PILOTS	12	12	12
# of Urban Redevelopment Excise	9	9	9
% change of total PILOT from previous year	0	0	0

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2022 Budget and Program Summaries

ASSESSORS DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Real / Personal Property			
Personnel Services	(5,000)	(7,501)	7,652
OTPS	(58,727)	(2,336)	-
Total Adjustments	(63,727)	(9,837)	7,652

Notes

- ◆ Personal Services—\$7,652 increase
 - ◇ Increase due to salary adjustments
- ◆ OTPS—Level Funded

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Fiscal Year 2022 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.

FY21 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.
- ◆ Continued success of the City's Tax Title program by 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, while keeping 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.

FY22 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY21.
- ◆ Level service OTPS.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	532,900	538,103	532,557	(5,546)	-1.0%
OTPS	876,852	1,201,550	1,202,170	620	0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,409,752	1,739,653	1,734,727	(4,926)	-0.3%

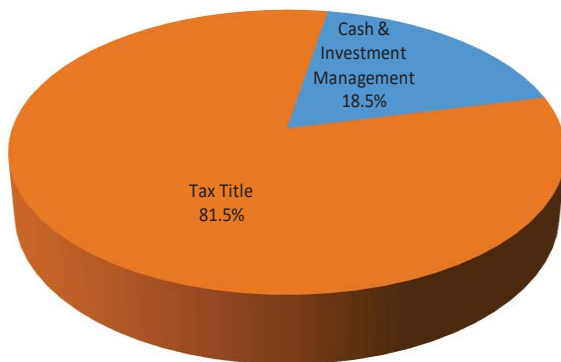
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	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 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Cash & Investment Management	260,804	320,911	320,925	14	18.5%
Tax Title	1,148,948	1,413,742	1,413,803	61	81.5%
Total General Fund Expenditures	1,409,752	1,734,653	1,734,727	74	100%

Revenue Summary

TOTAL REVENUE: \$ 462,949,350

Cash & Investment Management -

- ◆ Penalties & Interest \$ 2,245,677
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 10,000
- ◆ Fines & Forfeits \$ 50,000
- ◆ Interest on Investments \$ 1,556,523
- ◆ Departmental & Other \$ 810,000

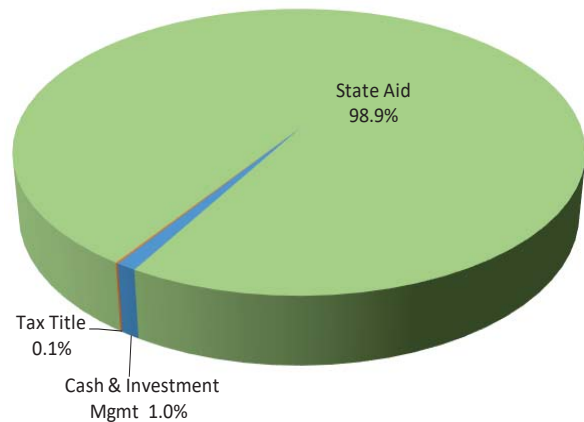
Tax Title -

- ◆ Penalties & Interest \$ 520,000

State Aid

- ◆ State Aid \$ 457,734,871

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Cash & Investment Mgmt	8,402,351	6,028,790	4,694,479	(1,334,311)	1.0%
Tax Title	619,486	620,000	520,000	(100,000)	0.1%
State Aid	423,203,398	438,026,147	457,734,871	19,708,724	98.9%
Total Departmental Revenue	432,225,235	444,674,937	462,949,350	18,274,413	100%

Fiscal Year 2022 Budget and Program Summaries

TREASURER'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	532,900	538,103	532,557	(5,546)	-1.0%
OTPS	876,852	1,201,550	1,202,170	620	0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,409,752	1,739,653	1,734,727	(4,926)	-0.3%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	1,409,752	1,739,653	1,734,727	(4,926)	-0.3%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Taxes	1,833,631	-	-	-	0.0%
Penalties, interest and other taxes	2,278,270	1,824,988	1,324,988	(500,000)	-27.4%
Charges for Services	22,279	22,279	22,279	0	0.0%
Miscellaneous	1,095	10,000	10,000	-	0.0%
Intergovernmental	425,266,826	439,626,147	459,175,560	19,549,413	4.4%
MSBA Payments	-	-	-	-	0.0%
Fines and Forfeits	30,059	50,000	50,000	-	0.0%
Interest earned on Investments	2,165,433	2,331,523	1,556,523	(775,000)	-33.2%
Departmental & Other	627,641	810,000	810,000	-	0.0%
Total Departmental Revenue	432,225,235	444,674,937	462,949,350	18,274,413	4.1%

Fiscal Year 2022 Budget and Program Summaries

TREASURER'S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	260,804	320,911	320,925
FTEs	4.5	4.5	4.5
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage Increase in Investment Income	35%	25%	15%

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 FY21, the City expects to see a leveling of its earnings on investments. This is due in part to interest rates declining due to rate cuts from the Federal Reserve and negotiations by the Treasurer with the banks. The reduction in rates is offset by the City's banking contract with Peoples United Bank which provides the City with more advantageous interest rates on its operating accounts. 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	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,148,948	1,413,742	1,413,803
FTEs	4.5	4.5	4.5
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage of Foreclosures Returned to the Tax Rolls	9%	7%	15%
Percentage of Tax Liens Redeemed	27%	21%	30%
Percentage of Foreclosures Redeemed	5%	3%	10%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	4%	4%	5%
Number of Payment Plans	164	163	200
Number of Public Auctions Held	3	3	4

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 FY20, 88% 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

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Cash & Investment Management			
Personal Services	-	655	5,762
OTPS	(39,060)	(5,243)	-
Tax Title Program			
OTPS	(110,194)	(1,377)	(1,000)
Total Adjustments	(149,254)	(5,965)	4,762

Notes

- ◆ Personal Services—Increase \$5,762
 - ◇ Increase due to salary adjustments
- ◆ OTPS—Level Service

Fiscal Year 2022 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.

FY21 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 \$460,317 in delinquent motor vehicle excise taxes and outstanding parking tickets in FY21.
- ◆ 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 owed 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.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables.
- ◆ Continued the successful Revenue Recapture program which ensures that all monies owed to the City are collected before issuing any refunds. Since the inception of this program, \$680,238.19 in past due monies owed to the City have been collected.

FY22 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY21.
- ◆ Level Service OTPS.

Department Budget

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	355,415	359,472	382,814	23,342	6.5%
OTPS	11,228	186,022	186,022	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	366,643	545,494	568,836	23,342	4.3%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs	7.0	7.0	7.0	-	0.0%

Fiscal Year 2022 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summary

Program Expenses



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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Collections	366,643	545,494	568,836	23,342	100%
Total General Fund Expenditures	366,643	545,494	568,836	23,342	100%

Revenue Summary

TOTAL REVENUE: \$ 244,168,465

Collections—

◆ Property Taxes	\$ 231,735,891
◆ Motor Vehicle Excise	\$ 10,439,074
◆ Penalties & Interest	\$ 800,000
◆ Departmental Fees	\$ 1,190,000
◆ Special Assessments	\$ 3,500

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Collections	221,816,111	234,700,193	244,168,465	9,468,271	100%
Total Departmental Revenue	221,816,111	234,700,193	244,168,465	9,468,271	100%

Fiscal Year 2022 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	355,415	359,472	382,814	23,342	6.5%
OTPS	11,228	186,022	186,022	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	366,643	545,494	568,836	23,342	4.3%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	366,643	545,494	568,836	23,342	4.3%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Taxes On Personal Property	27,447,674	28,983,698	30,768,742	1,785,044	6.2%
Taxes On Real Property	180,415,713	193,283,922	200,967,149	7,683,227	4.0%
Mvtaxes Previously Written Off	6,702	-	-	-	0.0%
Motor Vehicle Excise	11,946,524	10,439,074	10,439,074	-	0.0%
Penalties & Interest - Taxes	733,923	800,000	800,000	-	0.0%
Departmental Fees	1,263,364	1,190,000	1,190,000	-	0.0%
Special Assessments	2,212	3,500	3,500	-	100%
Total Departmental Revenue	221,816,111	234,700,193	244,168,465	9,468,271	4.0%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
<i>Subtotal FY22 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY22 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2022 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	366,643	545,494	568,836
FTEs	7.0	7.0	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Current Year Real Estate and Personal Property Tax Collection Rate	96%	74%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	97%	5%	95%
Delinquent Tax (RE & PP) Collection Rate	-	-	-
Number of New Liens Placed on Properties	-	-	400
Number of Liens from Previous Years Remaining	1,453	1,300	1,000
Number of Properties in Tax Title	1,453	1,300	1,000
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	30%	31%	31%
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 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 and OMB, 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 refunds are issued.

COLLECTOR'S DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Collections			
Salaries & Wages	-	(3,833)	18,909
Overtime	-	-	600
Repair & Maint - Office Equipment	(500)	-	-
Advertising	(5,000)	-	-
Office Supplies	-	(450)	-
Seminars/Training/Travel	-	(90)	-
Total Adjustments	(5,500)	(4,373)	19,509

Notes

- ◆ Personal Services—Increase \$19,509
 - ◇ Increase due to salary adjustments and overtime increase to cover Motor Vehicle due date in March
- ◆ OTPS—No adjustments made for FY22 budget

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Fiscal Year 2022 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Mission

The Human Resources and Labor Relations Department (HR/LR) 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.

FY21 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.

All 24 of the City's unions were under contract through June 30, 2020 or later. Effective July 1, 2020, 14 of the City's Union contracts expired. In FY21 an additional 7 contracts will expire.

In FY21 the Department provided support to all City Departments in responding to the Covid-19 Pandemic. The Department drafted policy, analyzed trends in staffing, made recommendations to Department Heads regarding questions on quarantine, isolation, and staffing strategies. HR/LR reviewed protocols for personal protective equipment and advised decision makers on safe practices to protect our workforce and the public.

FY22 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY22.
- ◆ Includes a 2% increase for all non-bargaining employees.
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services costs.

Department Budget

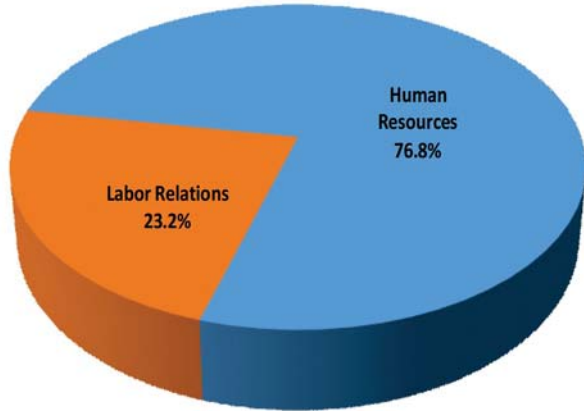
General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	758,608	756,131	786,630	30,499	4.0%
OTPS	439,368	470,634	491,134	20,500	4.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,197,976	1,226,765	1,277,764	50,999	4.2%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	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 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Human Resources	920,407	942,525	981,708	39,183	76.8%
Labor Relations	277,569	284,239	296,056	11,816	23.2%
Total General Fund Expenditures	1,197,976	1,226,765	1,277,764	50,999	100%

Revenue Summary

This department no longer produces revenue.

Fiscal Year 2022 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	758,608	756,131	786,630	30,499	4.0%
OTPS	439,368	470,634	491,134	20,500	4.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,197,976	1,226,765	1,277,764	50,999	4.2%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,197,976	1,226,765	1,277,764	50,999	4.2%

Fiscal Year 2022 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	920,407	942,525	981,708
FTEs	5.0	5.0	5.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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

- ◆ Maintained personnel record 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, including Zoom recruitments.
- ◆ Will be hosting three Zoom open houses for police candidates in March 2021.
- ◆ Wrote multiple policies to address the pandemic.
- ◆ Administered the Family Friendly Coronavirus Response Act.
- ◆ Provided on-line training to employees.
- ◆ Continued to make significant progress in resolving workers' compensation claims and improving return to work results for new claims.
- ◆ Our online job postings were viewed 158,087 times and we have received 3,068 applications in FY21 (to date – February 24, 2021).
- ◆ The City initiated the required Federal Motor Carrier Safety Administration Clearinghouse program for our 93 Commercial Driver's License holders.

Fiscal Year 2022 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	277,569	284,239	296,056
FTEs	4.0	4.0	4.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Projected
Bargaining Sessions Complete	37	67	N/A
Interest Arbitrations Completed	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ All 24 Unions were under contract through June 30, 2020 or later. The City has 14 contracts that expired on June 30, 2020 and an additional 7 contracts that will expire on June 30, 2021. Due to the Covid-19 Pandemic, in person negotiations were very limited. The City has begun virtual negotiations with several bargaining units and expects that negotiations will continue in this fashion for the near future.

Fiscal Year 2022 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Human Resources		-	-
Salaries & Wages	(361,454)	(15,099)	15,400
Rental - Office equipment	(2,237)	-	1,000
Professional Services	(11,504)	(20,000)	17,000
Seminars/Education/Training	(1,500)	(1,350)	-
Dues and Memberships	-	167	-
Physical Therapy	-	-	2,500
In State Travel	(500)	-	-
Postage & Delivery	(6,200)	(2,000)	-
Advertising	-	(1,000)	-
Office Supplies	-	(175)	-
Gasoline and Diesel	-	(360)	-
Subscriptions	-	(954)	-
Other Supplies	(2,750)	(1,500)	-
In State Travel	-	(240)	-
Out of State Travel	-	(750)	-
Total Adjustments	(386,146)	(43,261)	35,900

Notes

- ◆ Personal Services—\$15,400 increase to level service request.
 - ◇ \$15,400 increase due to FY22 salary adjustments.
- ◆ OTPS—\$20,500 increase to level service request.
 - ◇ \$1,000 increase to Rental Office Equipment.
 - ◇ \$17,000 increase to Professional Services.
 - ◇ \$2,500 increase to Physical Therapy due to historical spending.

Fiscal Year 2022 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 and Long-Term Disability Programs.

FY21 Department Highlights

Over the course of FY21, the department processed over 1,500 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 FY21 Open Enrollment period from April 6, 2020 to June 1, 2020, the following data was processed by the department:

- ◇ GIC Enrollment Packets: 109 new enrollments, 79 adding/dropping dependents, 13 dropping dependents, 54 changing plans.
- ◇ Flexible Spending Accounts: 589 enrollment forms.

FY22 Budget Highlights

- ◆ Funds 7.0 FTEs, an increase of 1.0 FTE from FY21.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits:
 - ◇ Health/Life Insurance \$25,774,422
 - ◇ Unemployment \$118,891
 - ◇ Workers' Compensation \$522,927
 - ◇ Medical & Dental \$1,288,531
 - ◇ Medicare - Employer Match \$1,664,370

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	332,893	352,714	413,484	60,770	17.2%
OTPS	6,293	9,097	9,997	900	9.9%
Capital	-	-	-	-	-
Total General Funds	339,187	361,811	423,481	61,670	17.0%

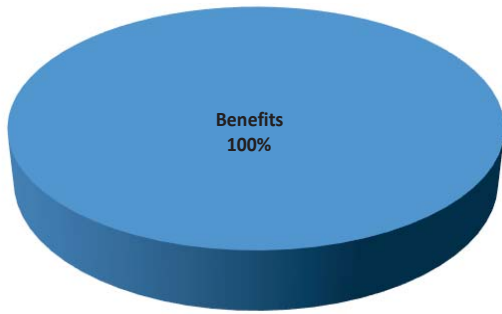
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	6.0	6.0	7.0	1.0	16.7%
Total FTEs	6.0	6.0	7.0	1.0	16.7%

Fiscal Year 2022 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Expenses



Program Summaries

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

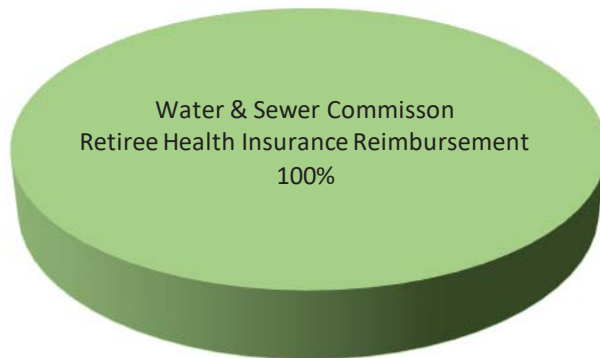
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Benefits	339,187	361,811	423,481	61,670	100%
Total General Fund Expenditures	339,187	361,811	423,481	61,670	100%

Revenue Summary

TOTAL REVENUE: \$364,143

Water & Sewer Retiree Health
Insurance Reimbursement

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Water & Sewer Retiree Health Ins.	345,107	345,000	364,143	19,143	100%
Total Departmental Revenue	345,107	345,000	364,143	19,143	100%

Fiscal Year 2022 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	332,893	352,714	413,484	60,770	17.2%
OTPS	6,293	9,097	9,997	900	9.9%
Capital	-	-	-	-	0.0%
Total General Funds	339,187	361,811	423,481	61,670	17.0%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	339,187	361,811	423,481	61,670	17.0%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Reimbursement W&S Retiree Health Insurance	345,107	345,000	364,143	19,143	5.5%
Total Departmental Revenue	345,107	345,000	364,143	19,143	5.5%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
<i>Subtotal FY22 Anticipated Grants</i>			-	-	-
<i>Subtotal FY22 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2022 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

Program Summaries

Benefits

Employee Benefits	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	339,187	361,811	423,481
FTEs	6.0	6.0	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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	100%	100%	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

- ◆ Continued New Vision plan offering eligible employees with additional benefits, such as vision hardware coverage began July 1, 2019.
- ◆ Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C) ahead of schedule on February 10, 2021; original due date of March 2, 2021. Filed 1094-C forms prior to February 28, 2021 deadline on February 17, 2021.
- ◆ Maintained the department internal and public website with the most current information available pertaining to employee benefits, programs and services.
- ◆ Continued New Open Enrollment section in the department's internal and public website dedicated strictly to providing eligible employees with important details pertaining to Employee Benefits. The site includes newly added links to the FY22 Open Enrollment Packet, GIC Benefits Decision Guide with the City of Springfield Premium Rate Sheet, and the Benefits Forms Website (electronic fill & sign pdf format).
- ◆ Successfully implemented the Group Insurance Commission's myGICLink in order to streamline health insurance enrollment and change processes by transitioning to electronic forms and signatures.
- ◆ Developed an electronic filing database in the City's Munis software system by collaborating efforts with the City's Information Technology Dept. to reduce the use of paper, streamline document organization, and improve operational efficiency within the dept.
- ◆ The project of scanning archived file documents into an electronic storage database is still on-going.

Fiscal Year 2022 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Benefits			
Salaries & Wages	355,254	(5,298)	55,471
Rental - Office Equipment	2,237	-	-
Professional Services	420	-	-
Seminars/Education/Training	1,000	-	-
Postage & Delivery	3,800	-	900
Office Supplies	2,250	(675)	-
Total Adjustments	364,962	(5,973)	56,371

Notes

- ◆ Personal Services—\$51,068 increase to level service request.
 - ◇ \$50,067 increase due to addition of Benefits Analyst.
 - ◇ \$5,404 increase due to FY22 salary adjustments.
- ◆ OTPS—\$900 increase to level service request for supplies and services.

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Fiscal Year 2022 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.

FY21 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.
- ◆ Upgrading 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 also 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.

FY22 Budget Highlights

- ◆ Funds 15.0 FTEs, consistent with FY21.
- ◆ Funding for a new lease agreement for citywide computer and laptop replacements. This ensures that City staff will have access to the most secure and up-to-date computer technology when performing their daily job functions.
- ◆ Continued funding for a new Storage Area Network (SAN) lease added in FY21. The new SAN enhances data storage capabilities and improves the performance of the City’s existing network.
- ◆ Continued 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.

Department Budget

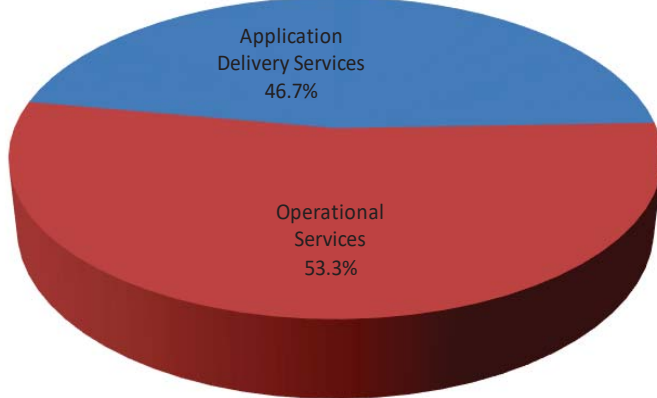
General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	919,986	1,135,836	1,182,102	46,266	4.1%
OTPS	2,174,804	2,168,691	2,504,821	336,130	15.5%
Capital	12,169	20,000	20,000	-	0.0%
Total General Funds	3,106,960	3,324,527	3,706,923	382,396	11.5%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	13.0	14.0	14.0	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	14.0	15.0	15.0	-	0.0%

Fiscal Year 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Application Delivery Services	1,449,915	1,551,446	1,729,897	178,452	46.7%
Operational Services	1,657,045	1,773,081	1,977,026	203,945	53.3%
Total General Fund Expenditures	3,106,960	3,324,527	3,706,923	382,396	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	919,986	1,135,836	1,182,102	46,266	4.1%
OTPS	2,174,804	2,168,691	2,504,821	336,130	15.5%
Capital	12,169	20,000	20,000	-	0.0%
Total General Funds	3,106,960	3,324,527	3,706,923	382,396	11.5%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	3,106,960	3,324,527	3,706,923	382,396	11.5%

Fiscal Year 2022 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

Application Delivery Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,449,915	1,551,446	1,729,897
FTEs	7.0	7.0	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	955,157	1,021,476	1,100,000
% of requests completed on-time	95.0%	93.1%	95.0%

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, SQL Reporting Services, the City website, www.springfieldcityhall.com, and the internal site for employees (COSInfo). 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 2022 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

Operational Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,657,045	1,773,081	1,977,026
FTEs	7.0	8.0	8.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Number of desktops/laptops to replace	40	400	200
% of Help Desk requests resolved within 24 hours	87.0%	93.0%	95.0%
Average number of Help Desk requests per month	421	141	125
Average number of email requests per day	N/A	28,584	30,000
Average number of allowed requests per day	N/A	7,042	8,000
Average number of spam blocked requests per day	N/A	21,542	22,000

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 FY2008; 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 2022 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Operational Services			
Salaries & Wages	825	73,576	23,178
Professional & Alarm/Guard Services	(14,377)	(3,380)	(1,000)
Office Supplies	(500)	(525)	-
Repair and Maintenance - Office Equipment/Computers	(3,290)	(3,406)	-
Repair and Maintenance - Networks	-	(1,499)	-
Rental - Equipment	(440)	(441)	(441)
Printing/Binding	(1,000)	-	-
In State Travel	(125)	(150)	-
Computer Hardware/Software	(25,023)	(20,699)	-
Gasoline	-	(75)	-
Total Adjustments	(43,931)	43,401	21,737

Notes

- ◆ Personal Services—Increase \$23,178
 - ◇ Increase due to salary adjustments

- ◆ OTPS—\$1,441 decrease to reflect level service spending

Fiscal Year 2022 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.

FY21 Department Highlights

- ◆ Brightwood / Lincoln School — Finishing the construction of the new 155,000sf Brightwood/Lincoln Elementary School building. Scheduled to be open in August 2021.
- ◆ DeBerry/Homer Street Elementary School — Construction of new 155,00sf building DeBerry/Homer Elementary School. Early site, concrete and steel package in June of 2021.
- ◆ Implementing the NDRC Grant — Installing renewable energy source at Brookings Elementary School for redundant solar power and repairing a high hazard dam at Water Shops Pond.
- ◆ Campanile — Working with a design team to develop the best course of action to maintain a safe and secure Campanile.
- ◆ Implementation of the following Parks Department projects: DeBerry Park and Planning of Greenleaf park
- ◆ Massachusetts School Building Authority (MSBA) Accelerated Repair Projects — Construction administration for the boiler replacements at Indian Orchard, Fredrick Harris and Sumner Avenue Elementary Schools. In planning the replacement of the Windows and Doors at Science and Technology school.
- ◆ Submission of Statement of Interest- Assist with preparation of the statement of interest to the MSBA.

FY22 Budget Request

- ◆ Funds 5.0 FTEs consistent with FY21; insourcing project management functions.

Department Budget

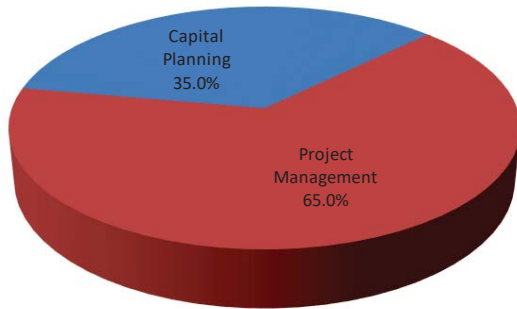
General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	458,562	456,816	444,936	(11,880)	-2.6%
OTPS	36,134	49,542	59,504	9,962	20.1%
Capital	-	-	-	-	0.0%
Total General Funds	494,696	506,358	504,440	(1,918)	-0.4%

Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Capital Planning	3,386,778	177,225	176,554	(671)	35.0%
Project Management	321,552	329,133	327,886	(1,247)	65.0%
Total General Fund Expenditures	494,696	506,358	504,440	(1,918)	100%
Total External Funds Expenditures	3,213,634	-	-	-	0.0%
Total All Funds Expenditures	3,708,330	506,358	504,440	(1,918)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	458,562	456,816	444,936	(11,880)	-2.6%
OTPS	36,134	49,542	59,504	9,962	20.1%
Capital	-	-	-	-	0.0%
Total General Funds	494,696	506,358	504,440	(1,918)	-0.4%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	3,213,634	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	3,213,634	-	-	-	0.0%
All Funds Budget	3,708,330	506,358	504,440	(1,918)	-0.4%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Miscellaneous Revenue	-	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Pynchon Plaza	Grant	6/30/2030	3,208,269	-	-
Riverfront Park Grant	Grant	9/26/2017	5,365	-	-
Subtotal FY22 Anticipated Grants			3,213,634	-	-
Donations				-	-
Subtotal Other Funding			-	-	-
Total External Funds			3,213,634	-	-

Fiscal Year 2022 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	3,386,778	177,225	176,554
FTEs	2.0	2.0	2.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Total # of new projects	4	5	5
# of projects scheduled for completion	5	4	5

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 in 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 close out all projects in a timely manner and receive reimbursements back into the City coffers.

Fiscal Year 2022 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Project Management

Project Management	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	321,552	329,133	327,886
FTEs	3.0	3.0	3.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage of projects completed under budget	100%	100%	100%
Percentage of change orders of total construction budget per project	1.4%	1.2%	1.2%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	10	9	9

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 close out 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, and both schools are expected to be open by August 2021.

DeBerry/ Homer Street School

- ◆ In the process of completing the schematic design 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.

NDRC Grant implementation.

- ◆ Install solar array panels at Brookings Elementary school and repairing a high hazard dam at Water Shops Pond. The solar power entails for roof PV panels canopy PV panels and a battery system. The Dam work calls for designing, furnishing and delivery of a new crest gate system and a new hydraulic system at the gate house.

New DeBerry Park Project

- ◆ Completion of the new DeBerry Park project for the early summer of June 2021. Installing a new playing field, site furnishings, basketball court and pave parking lot.

MSBA Accelerated Repair Projects—Multiple projects

- ◆ Boiler and HVAC Improvements– Boiler Replacement at Indian Orchard, Sumner Ave and Frederick Harris Elementary School.
- ◆ MSBA Feasibility Study for the Windows and Doors Replacement for Talmadge Elementary School and High School of Science Technology

Fiscal Year 2022 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

FY22 Budget Adjustments

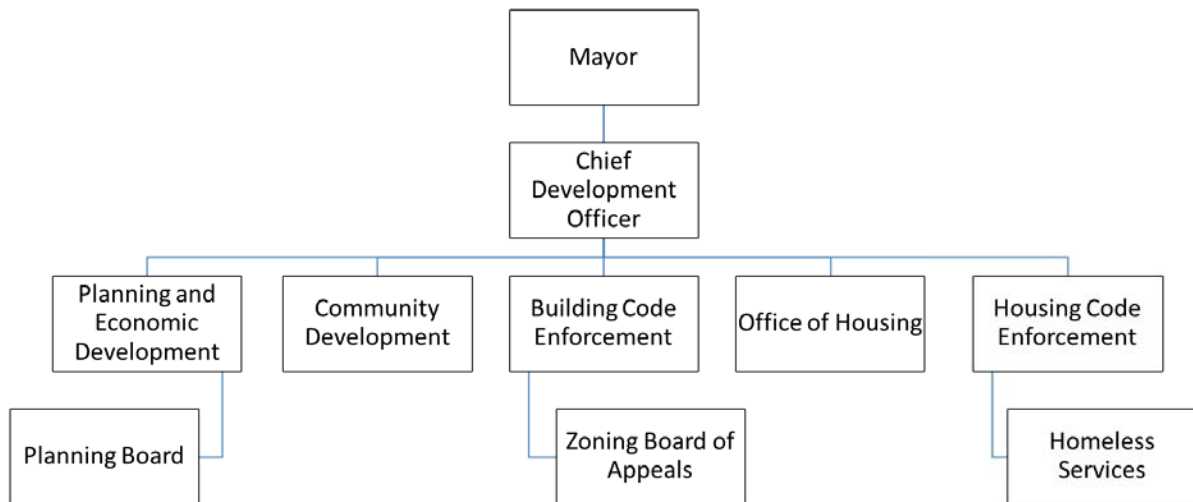
Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Capital Planning			
Various OTPS	(500)	(4,057)	378
Project Management			
Personal Services	2,871	(9,064)	8,633
Total Adjustments	2,371	(13,121)	9,011

Notes

- ◆ Personal Services—\$8,633 increase
 - ◇ Increase due to salary adjustments
- ◆ OTPS—\$378 increase
 - ◇ Increase due increased rates

Section 6

Development Services Division



Mission Statement

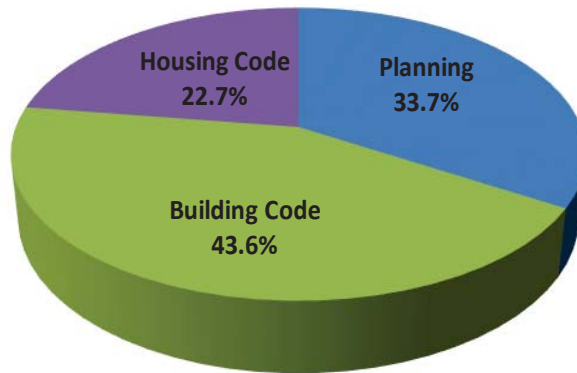
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood 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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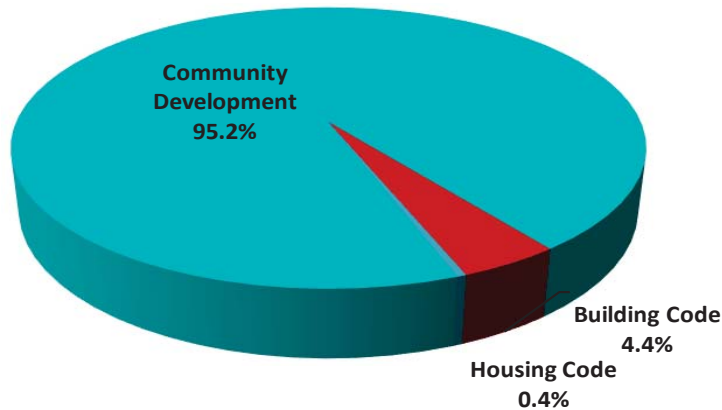
Fiscal Year 2022: All Funds Budget and Revenue Overview

Development Division



	FY22 Adopted Budget Development Division					
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Planning	1,367,389	1,446,871	1,441,871	1,484,525	2.6%	3.0%
Community Development	-	-	-	-	-	-
Building Code	1,787,008	1,898,201	1,898,201	1,919,768	1.1%	1.1%
Housing Code	856,858	971,061	971,061	1,000,369	3.0%	3.0%
Total	4,011,255	4,316,133	4,311,133	4,404,662	2.1%	2.2%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
Planning	4,500	-	-	-	-	4,500
Community Development	25,000	-	47,215,122	-	-	47,240,122
Building Code	2,180,000	-	-	-	-	2,180,000
Office of Housing	-	-	-	-	-	-
Housing Code	195,000	-	-	-	-	195,000
Total	2,404,500	-	47,215,122	-	-	49,619,622

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Fiscal Year 2022 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.

FY21 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.

FY22 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs, consistent with FY21.
- ◆ OTPS includes funding for:
 - ◇ Business Improvement District dues
 - ◇ Springfield Redevelopment Authority contractual payments
 - ◇ Property appraisal services
 - ◇ Funding match for the Springfield Cultural District
- ◆ Increase in funding of \$25,000 for the Main Street/Conv District Overlay Plan.
- ◆ Continued funding of the Springfield Redevelopment Authority to ensure that a thoughtful and equitable process can be undertaken with each development effort.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	995,660	982,998	1,020,652	37,654	3.8%
OTPS	371,729	463,873	463,873	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,367,389	1,446,871	1,484,525	37,654	2.6%

Department Staff

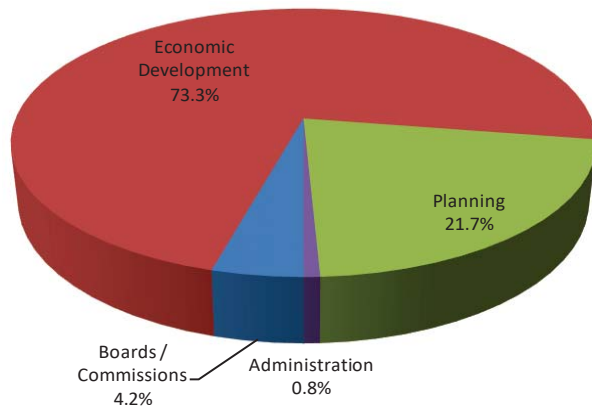
Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	12.0	12.0	12.0	-	0.0%
Total FTEs	12.0	12.0	12.0	-	0.0%

Fiscal Year 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent of Total
Boards / Commissions	61,994	61,758	62,993	1,235	4.2%
Economic Development	987,033	1,057,418	1,087,492	30,075	73.3%
Planning	308,412	316,668	322,713	6,044	21.7%
Administration	9,949	11,027	11,327	300	0.8%
Total General Fund Expenditures	1,367,389	1,446,871	1,484,525	37,654	100%
Total External Funds Expenditures	-	12,000	-	(12,000)	-
Total All Funds Expenditures	1,367,389	1,458,871	1,484,525	25,654	1.7%

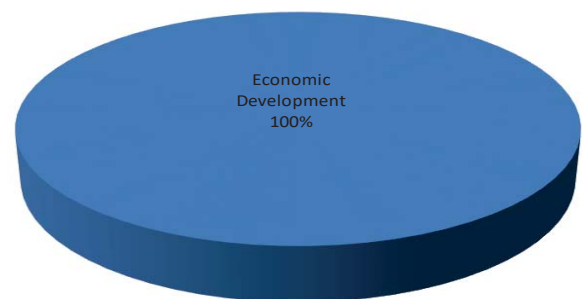
Revenue Summary

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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	4,013	4,500	4,500	-	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	4,013	4,500	4,500	-	100%

Fiscal Year 2022 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	995,660	982,998	1,020,652	37,654	3.8%
OTPS	371,729	463,873	463,873	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,367,389	1,446,871	1,484,525	37,654	2.6%
External Funds Budget					
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	-	12,000	-	(12,000)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	12,000	-	(12,000)	-100%
All Funds Budget	1,367,389	1,458,871	1,484,525	25,654	1.8%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	2,763	3,000	3,000	-	0.0%
Rentals	-	-	-	-	0.0%
Other Permits	1,250	1,500	1,500	-	0.0%
Total Departmental Revenue	4,013	4,500	4,500	-	0.0%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Springfield Business Improvement	Grant	10/15/2021	-	12,000	-
Subtotal FY22 Anticipated Grant Funds			-	12,000	-
Subtotal Other Funding			-	-	-
Total External Funds			-	12,000	-

Fiscal Year 2022 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

Boards/Commissions	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	61,994	61,758	62,993
FTEs	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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 2022 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

Economic Development	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	987,033	1,057,418	1,087,492
FTEs	7.0	7.0	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
New construction value	200,000,000	211,000,000	225,000,000
Number of business forums held annually	12	-	6
Average number of weekly business visits	4	20	25

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.

In 2020, OPED responded to the Covid-19 pandemic by offering assistance to Springfield’s small business community in the way of direct grants under the city’s “Prime the Pump” grant program. This program resulted in the city awarding 191 grants to businesses for a total of over \$1.2 million. Awards ranged from \$4,000 to \$15,000 with the average award of approximately \$6,300. The city utilized federal Community Development Block Grant funding to administer this program.

The city also put a pause on collection of any existing small business loans throughout this period of limited revenue and resources, and partnered with local community development finance organization Common Capital to provide a new funding opportunity for affected small businesses in Springfield. In addition, city staff has been assisting and informing businesses of other programs that might be available outside of city resources, including a significant state opportunity that many Springfield businesses were able to access.

Fiscal Year 2022 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	308,412	316,668	322,713
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Economic Vitality

Fiscal Year 2022 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	9,949	11,027	11,327
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

Provides oversight for the Planning & Economic Development Department.

Fiscal Year 2022 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Economic Development			
Personal Services	-	(12,596)	19,013
OTPS	-	4,150	(300)
Planning			
Personal Services	-	(6,044)	-
OTPS	-	(300)	-
Administration			
OTPS	-	182	300
Total Adjustments	-	(14,608)	19,013

Notes

- ◆ Personal Services —\$19,013 Increase due to no cost of living adjustments in FY21.
- ◆ OTPS:
 - ◇ \$300 increase to Postage and Delivery
 - ◇ \$300 decrease to Subscriptions due to historical spending.

Fiscal Year 2022 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.

FY21 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.

FY22 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs, consistent with FY21.
- ◆ 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.
- ◆ FY22 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	1,741,482	1,850,657	1,872,224	21,567	1.2%
OTPS	45,526	47,544	47,544	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,787,008	1,898,201	1,919,768	21,567	1.1%

Department Staff

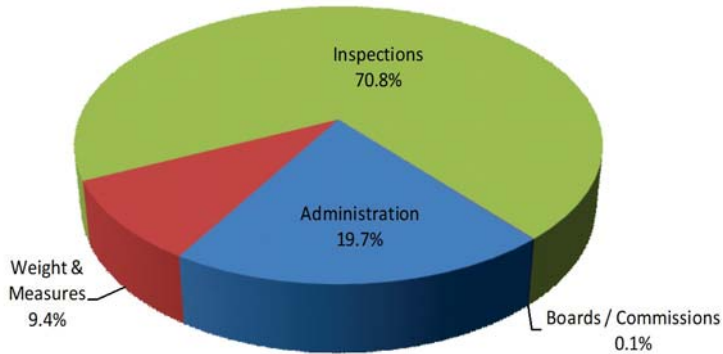
Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	28.0	28.0	28.0	-	0.0%
Total FTEs	28.0	28.0	28.0	-	0.0%

Fiscal Year 2022 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summary

Program Expenses



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.

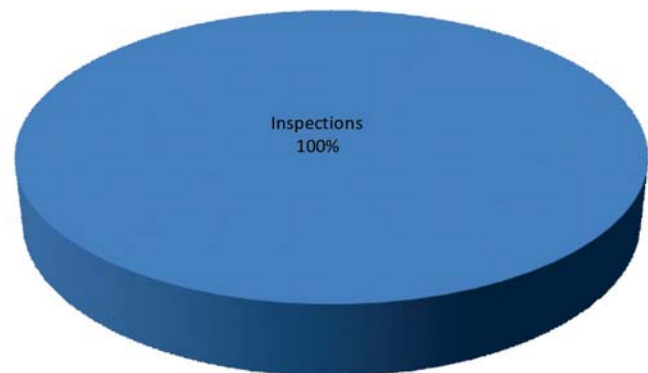
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administration	365,298	368,740	378,584	9,844	19.7%
Weight & Measures	179,491	179,930	181,332	1,403	9.4%
Inspections	1,241,649	1,348,031	1,358,352	10,321	70.8%
Boards / Commissions	570	1,500	1,500	-	0.1%
Total General Fund Expenditures	1,787,008	1,898,201	1,919,768	21,567	100%

Revenue Summary

TOTAL REVENUE: \$2,180,000

- ◆ Departmental Fees - \$480,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$1,700,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools
 - ◇ Utility permits - Electrical, plumbing
 - ◇ Zoning change permits

Program Revenue



Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,456,980	2,880,000	2,180,000	(700,000)	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	2,456,980	2,880,000	2,180,000	(700,000)	100%

Fiscal Year 2022 Budget and Program Summaries

BUILDING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	1,741,482	1,850,657	1,872,224	21,567	1.2%
OTPS	45,526	47,544	47,544	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,787,008	1,898,201	1,919,768	21,567	1.1%

External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	1,787,008	1,898,201	1,919,768	21,567	1.1%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	470,255	480,000	480,000	-	0.0%
Other Permits	1,986,357	2,400,000	1,700,000	(700,000)	-29.2%
Departmental Fines	368	-	-	-	0.0%
Total Departmental Revenue	2,456,980	2,880,000	2,180,000	(700,000)	-24.3%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
<i>Subtotal FY22 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2022 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Administrative

Administration	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	365,298	368,740	378,584
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.

BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	179,491	179,930	181,332
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 2022 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Inspections

Inspections	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,241,649	1,348,031	1,358,352
FTEs	19.0	19.0	19.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Number of Section 106 life and safety certificates issued	1,041	84	200
Percentage of complaints resolved within 70 days	27.0%	25%	25%
Percentage of permits issued within 14 days	93.0%	90%	90%
Number of average monthly inspections per zoning inspector	233	180	180
Number of average monthly inspections per building inspector	115	110	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	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	570	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 2022 Budget and Program Summaries

BUILDING CODE DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Administration			
Personal Services	-	(2,525)	7,318
OTPS	-	(1,500)	-
Weights & Measures			
Personal Services	-	(1,403)	-
OTPS	-	(90)	-
Inspections			
Personal Services	-	(3,247)	-
OTPS	-	(6,259)	-
Total Adjustments	-	(15,024)	7,318

Notes

- ◆ Personal Services — \$7,318 increase to Personal Services.
 \$7,318 increase to Personal Services due to salary adjustment.
- ◆ OTPS — No adjustments made at this time.

Fiscal Year 2022 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.

FY21 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.

FY22 Budget Highlights

- ◆ Funds 15.5 General Fund FTEs, an increase of .5 FTEs from FY21.
- ◆ 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.
- ◆ Continued funding to the CDBG program for homelessness prevention through its receivership program.
- ◆ Continue to allocate a significant amount of Emergency Solutions Grant (ESG) funding to prevention and rapid rehousing initiatives.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	685,910	788,904	818,412	29,508	3.7%
OTPS	170,948	182,158	181,958	(200)	-0.1%
Capital	-	-	-	-	0.0%
Total General Funds	856,858	971,061	1,000,369	29,308	3.0%

Department Staff

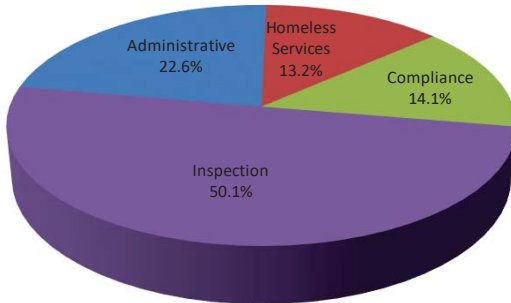
Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	16.0	15.0	15.5	0.5	3.3%
Total FTEs	16.0	15.0	15.5	0.5	3.3%

Fiscal Year 2022 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

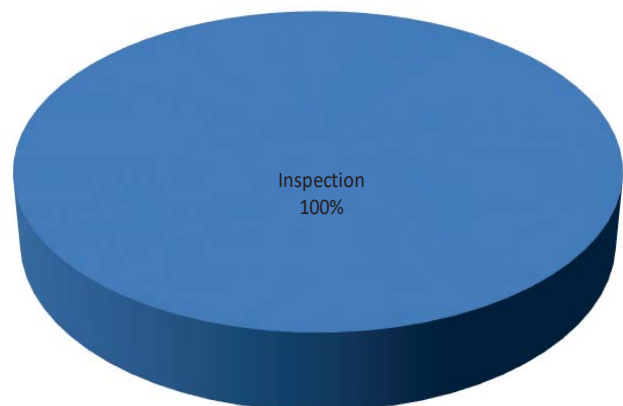
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administrative	190,458	198,935	225,833	26,898	22.6%
Homeless Services	128,950	128,458	131,869	3,411	13.2%
Compliance	143,770	141,200	141,200	-	14.1%
Inspection	393,680	502,468	501,468	(1,000)	50.1%
Total General Fund Expenditures	856,858	971,061	1,000,369	29,308	100%
Total External Funds Expenditures	27,644	-	-	-	0.0%
Total All Funds Expenditures	884,502	971,061	1,000,369	29,308	3.0%

Revenue Summary

TOTAL REVENUE: \$195,000

- ◆ Departmental Fees - \$35,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$160,000
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability.

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Inspection	150,126	195,000	195,000	-	100%
Total Departmental Revenue	150,126	195,000	195,000	-	100%

Fiscal Year 2022 Budget and Program Summaries

HOUSING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	685,910	788,904	818,412	29,508	3.7%
OTPS	170,948	182,158	181,958	(200)	-0.1%
Capital	-	-	-	-	0.0%
Total General Funds	856,858	971,061	1,000,369	29,308	3.0%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	27,644	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	27,644	-	-	-	0.0%
All Funds Budget	884,502	971,061	1,000,369	29,308	3.0%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	36,154	35,000	35,000	-	0.0%
Departmental Fines	113,972	160,000	160,000	-	0.0%
Reimbursement for Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	150,126	195,000	195,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
CDBG Entitlement	Grant	6/30/2022	27,644	-	-
Subtotal FY22 Anticipated Grant Funds			27,644	-	-
Subtotal Other Funding			-	-	-
Total External Funds			27,644	-	-

Fiscal Year 2022 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	190,458	198,935	26,898
FTEs	5.0	4.0	4.5

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Responsible for the administrative and logistical management of inspectional services.

Fiscal Year 2022 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

Homeless Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	128,950	128,458	131,869
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.

Fiscal Year 2022 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Compliance

Compliance	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	143,770	141,200	141,200
FTEs	0.0	0.0	0.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Received CDBG grant funds for the 10th 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 2022 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Inspections

Inspection	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	393,680	502,468	501,468
FTEs	8.0	8.0	8.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percent of violations found through proactive deployment	25%	18%	25%
Percent of complaints responded to within 10 business days	80%	74%	80%
Percent of emergency complaints responded to within 1 business day	80%	91%	90%
Percent of violations resolved within 70 days	40%	56%	60%
Average monthly inspections per inspector	150	203	60
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.

HOUSING CODE DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Administrative			
Personal Services	-	(41,721)	23,617
OTPS	-	(2,000)	
Homeless Services			
Personal Services	-	(32,919)	-
OTPS	-	(980)	(200)
Inspection			
Personal Services	-	1,708	-
OTPS	-	(1,709)	-
Total Adjustments	-	(77,621)	23,417

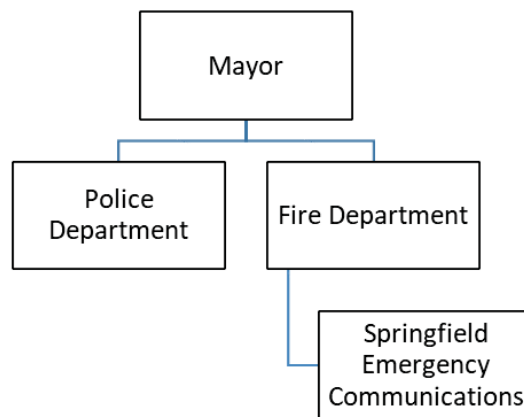
Notes

- ◆ Personal Services — \$23,617 increase to level service request.
 \$23,617 increase due to FY22 salary adjustment.
- ◆ OTPS— \$200 decrease to level service request.
 \$200 decrease to Instate Travel due to historical spending.

Section 7

Public Safety

Division



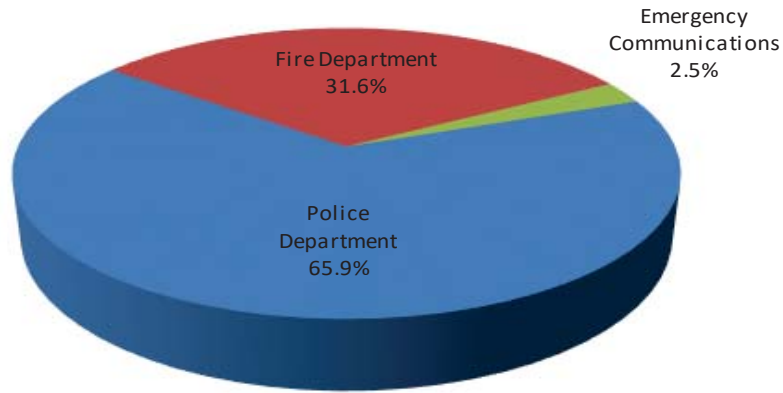
Mission Statement

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

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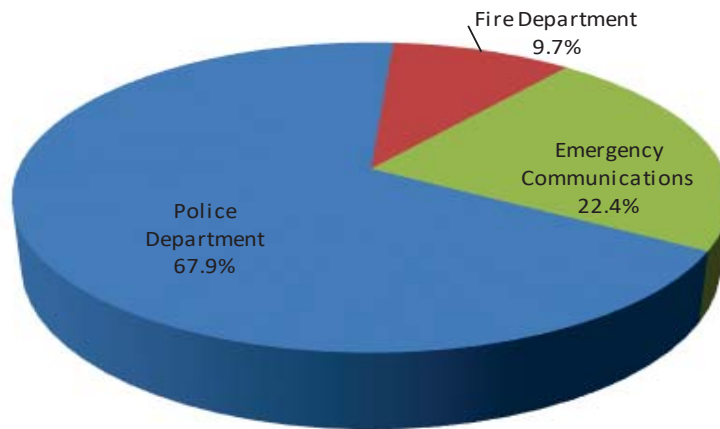
Fiscal Year 2022: All Funds Budget and Revenue Overview

Public Safety Division



FY22 Adopted Budget Public Safety Division						
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Police Department	48,702,833	50,327,774	50,327,774	51,928,503	3.2%	3.2%
Fire Department	23,279,602	24,263,616	24,263,616	24,858,542	2.5%	2.5%
Emergency Communications	2,073,711	1,917,404	1,917,404	1,993,283	4.0%	4.0%
Total	74,056,146	76,508,794	76,508,794	78,780,329	3.0%	3.0%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
Police Department	492,120	-	3,162,360	-	-	3,654,480
Fire Department	440,600	-	82,975	-	-	523,575
Emergency Communications	-	-	1,206,993	-	-	1,206,993
Total	932,720	-	4,452,328	-	-	5,385,048

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Fiscal Year 2022 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.

FY21 Department Highlights

The Police Department accomplished several important objectives in FY21, each of which are highlighted below.

- ◆ The SPD graduated 31 recruits in March 2021, in a proactive effort to combat attrition and ensure ample coverage on all three shifts.
- ◆ Continued to provide around-the-clock service during the Covid-19 pandemic while mitigating exposure to officers and residents through the use of 1-person cars, sanitizing each cruiser between shifts, a mandatory mask order, and reorganizing units into different buildings.
- ◆ Fully implemented the department’s Body-Worn Camera Program.
- ◆ Replaced outdated security cameras, and installed additional cameras in strategically-placed areas throughout the city in an effort to reduce crime and increase solvability.
- ◆ Integrated the new firing range into the annual in-service training for all officers and the current recruit class.
- ◆ Completed a scanning project of 30+ years of arrest records. Over 2 million pieces of paper have now been digitalized and archived.
- ◆ Introduced the first ever peer-to-peer training as recommended by the DOJ, where officers are able to speak to specially-trained officers (24-7) after a traumatic incident and be directed through the proper channels if needed before a formal critical incident debriefing occurs.
- ◆ Retired and replaced three K9 police dogs.

FY22 Budget Highlights

- ◆ Funds a total of 599 full-time and 2 part-time positions. Of this, there are 512 sworn FTEs and 88 civilian FTEs.
- ◆ Funds a multitude of critical departmental initiatives, including:
 - ◇ Implementation of DOJ and PERF recommendations including Early Intervention Software to allow us to identify patterns of use of force, rudeness, and other undesirable behavior in order to help coach, counsel, or retrain to improve employee performance.
 - ◇ Scanning of all sworn training records currently held at the academy to be easily referenced for internal and external reviews as recommended by the Department of Justice.
 - ◇ Added one (1) Captain to oversee the Training Division to adhere to DOJ recommendations. This Captain will be in charge of maintaining and upgrading training records, folders and use of force complaints as part of these recommendations.
 - ◇ Funding includes cloud-based storage of all evidential data recorded by body-worn cameras.
 - ◇ Continued operations of the Real Time Crime Analysis Center.
 - ◇ Funds seven (7) square miles of the ShotSpotter Gunfire Detection System—one extra sq. mile was added for Forest Park.
 - ◇ An academy of new recruits to fill current and anticipated vacancies.
 - ◇ Funding for proactive replacement of essential policing equipment and other critical supplies.
 - ◇ 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 including community issues such as fireworks and dirt bike nuisances.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	45,207,697	46,415,050	47,602,060	1,187,010	2.6%
OTPS	3,344,655	3,683,963	4,066,265	382,302	10.4%
Capital	150,481	228,761	260,178	31,417	13.7%
Total General Funds	48,702,833	50,327,774	51,928,503	1,600,729	3.2%

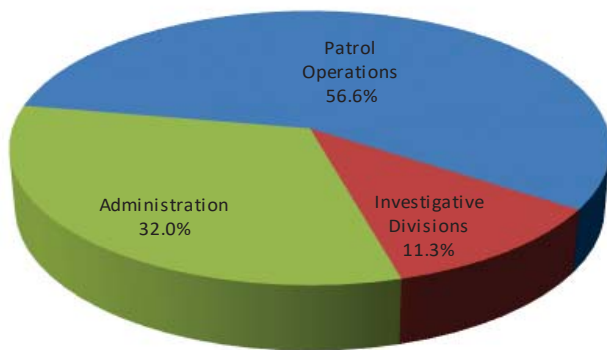
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	573.0	573.0	577.0	4.0	0.7%
Grant FTEs	8.0	8.0	7.0	(1.0)	-12.5%
Trusts/Donations/Other FTEs	19.0	19.0	16.0	(3.0)	-15.8%
Total FTEs	600.0	600.0	600.0	-	0.0%

Fiscal Year 2022 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

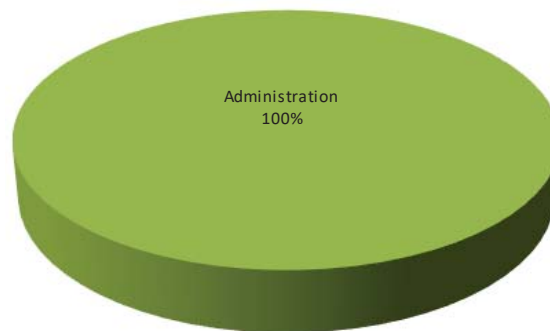
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Patrol Operations	31,054,422	31,000,938	31,222,374	221,436	56.6%
Investigative Divisions	8,613,550	6,071,599	6,251,247	179,648	11.3%
Administration	11,451,383	16,577,597	17,667,243	1,089,645	32.0%
Total General Fund Expenditures	48,702,833	50,327,774	51,928,503	1,600,729	94.2%
Total External Funds Expenditures	2,416,522	3,322,360	3,212,360	(110,000)	5.8%
Total All Funds Expenditures	51,119,355	53,650,134	55,140,863	1,490,729	100%

Revenue Summary

TOTAL REVENUE: \$492,120

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

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	633,511	572,186	492,120	(80,066)	100%
Total Departmental Revenue	633,511	572,186	492,120	(80,066)	100%

Fiscal Year 2022 Budget and Program Summaries

POLICE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	45,207,697	46,415,050	47,602,060	1,187,010	2.6%
OTPS	3,344,655	3,683,963	4,066,265	382,302	10.4%
Capital	150,481	228,761	260,178	31,417	13.7%
Total General Funds	48,702,833	50,327,774	51,928,503	1,600,729	3.2%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	2,416,251	3,274,360	3,162,360	(112,000)	-3.4%
Donations/Trusts	271	48,000	50,000	2,000	4.2%
Total External Funds	2,416,522	3,322,360	3,212,360	(110,000)	-3.3%
All Funds Budget	51,119,355	53,650,134	55,140,863	1,490,729	2.8%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	75,289	100,000	20,000	(80,000)	-80.0%
Admin Fee - Extra Detail	461,188	420,000	420,000	-	0.0%
Other Permits	26,278	3,970	3,970	-	0.0%
Departmental Fines	60,925	45,550	45,550	-	0.0%
Miscellaneous Revenue	2,791	2,666	2,600	(66)	-2.5%
Reimbursements (Prior Year And Damages)	7,040	-	-	-	0.0%
Total Departmental Revenue	633,511	572,186	492,120	(80,066)	-14.0%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Community Mitigation Fund	Grant	2/1/2022	17,137	-	
JAG Technology Improvement	Grant	9/30/2023	55,436	121,488	121,488
Highway Safety Sustained Enforcement	Grant	9/15/2020	20,709	-	-
Traffic Enforcement And Equipment	Grant	9/30/2020	55,195	-	
Shannon Grant	Grant	12/31/2021	597,501	1,062,976	1,062,976
Springfield Coronavirus Emergency Relief	Grant	1/31/2022	16,201	-	-
Body Worn Camera Project	Grant	9/30/2022	74,005	-	-
Jail Diversion/Cit Rfr	Grant	6/30/2021	68,393	80,000	-
Gaming Enforcement Unit	Grant	6/30/2021	781,583	1,187,896	1,187,896
Message Archiver Grant	Grant	9/15/2021	-	22,000	-
Community Mitigation Fund	Grant	6/30/2021	168,076	110,000	100,000
Municipal Road Safety Program	Grant	9/15/2021	-	40,000	40,000
Safe & Successful Youth Initiative	Grant	6/30/2021	562,016	650,000	650,000
Subtotal FY22 Anticipated Grant Funds			2,416,251	3,274,360	3,162,360
Donations	Donations	N/A	271	48,000	50,000
Subtotal Other Funds			271	48,000	50,000
Total External Funds			2,416,522	3,322,360	3,212,360

Fiscal Year 2022 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

The Uniform Divisions

Patrol Operations	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	31,054,422	31,000,938	31,222,374
FTEs	357.0	356.0	356.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
No. of Calls for Service	173303	240126	228120
No. of Reports Taken	13569	17642	16760
No. of Alarm Calls	7806	8357	7939
No. Assigned Proactive Patrols	42730	51690	49106
No. of Adult Arrests	2725	3231	3069
Avg Response Time Priority 1 calls (minutes)	10.22	10.24	6
Avg Response Time Priority 2 calls (minutes)	17.14	18.32	15
Avg Response Time Priority 3 calls (minutes)	27.21	25.75	20

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 has citywide responsibilities which include investigating accidents and enforcing motor vehicle laws. In addition, the Traffic Bureau is also 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	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	8,613,550	6,071,599	6,251,247
FTEs	135.0	135.0	135.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
No. of M/V Stolen Investigations	371	421	400
No of B&E Investigations	561	547	520
No of Aggravated Assault Investigations	688	957	909
No of Homicide Investigations	14	14	13

Citywide Strategic Priority: Public Safety

Highlights

Investigative Division

The Deputy Chief in charge of the Investigative units coordinates activities in accordance with the strategies developed through the intelligence-led policing methodology – strategic anti-crime deployments. The Detective Bureau is commanded by a Captain and comprised of Crimes against property, Special Victims, Youth Aid/Student Support, Crime Scene and Court. The Captain of Narcotics oversees Vice, Warrant Apprehension, Task Forces and Property.

Investigations: The Detective bureau has allowed for improved efficiencies during periods of crime surges or lags in various investigative specialties. 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. Specialization has helped with investigator focus to ID trends and patterns that can be further investigated using solvability factors.

Narcotics Unit: The Narcotics 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 Emergency Services Unit continues to be developed and trained to allow for a dedicated team capable of providing rapid deployment 24/7, containment and intervention as needed.

POLICE DEPARTMENT

Program Summaries

Administration

Administration	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	11,451,383	16,577,597	17,667,243
FTEs	108.0	109.0	109.0

Citywide Strategic Priority: Public Safety

Highlights

Administrative Division

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.

Administration:

Includes Finance, Information Technology, Human Resources, Clerical Staff, Executive Assistant, Public Information and Information Security oversight.

Information Services:

Includes Records, Supply, Grants, Fleet, Radio Repair, Body-Worn Cameras, and Crime Analysis.

Quality Assurance:

Includes Internal Investigations, Planning and Intelligence, Rules and Regulations, Accreditation Manager, and the Staff Inspection Unit.

During the past fiscal year, some of the units listed above were newly introduced within the Administrative Division. These include:

- ◆ Information Security Oversight
- ◆ Accreditation Manager
- ◆ Planning and Intelligence
- ◆ Staff Inspection Unit

Fiscal Year 2022 Budget and Program Summaries

POLICE DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Patrol Operations/Investigative Divisions			
Service Level Agreement with School Department	(1,516,869)	(1,493,860)	(1,259,258)
Gaming Enforcement Unit - Offset	(515,865)	(569,974)	(582,712)
New Cadet Positions	70,472	-	-
Adjustment to Align w/Budgeted Complement	956,336	(358,008)	91,438
Court time, differential, allowances, OT adjustments	(870,000)	(272,970)	200,000
Staggered Hiring of Academy	-	(742,432)	-
Administration			
Office Supplies, Telephone, etc.	(21,500)	-	(10,000)
Capital requests, offset to grant/capital funds	(20,000)	(806,720)	(165,330)
Seminars/Training	-	(40,000)	-
Software	-	940	65,000
Utility adjustments	-	-	12,515
Other OTPS requests	140,804	(408,392)	78,000
Total Adjustments	(1,776,622)	(4,691,415)	(1,570,347)

Notes

Adjustments for the Department in FY21 impact Personal Services, OTPS, and Capital. These include:

◆ Personal Services

- ◇ Service Level Agreement with School Department (Quebec Unit) (\$1,259,258)
- ◇ Gaming Enforcement Unit Offset (State Funding) (\$582,712)
- ◇ Increased Overtime funding \$200,000
- ◇ Salary adjustments to align with current budgeted complement \$91,438

◆ OTPS

- ◇ Adjustments to utility accounts \$12,515
- ◇ Increase to Software for additional sq. mile of ShotSpotter \$65,000
- ◇ Reduction to Office Supplies based on historical spending trends (\$10,000)
- ◇ Other various OTPS adjustments \$78,000

◆ Capital

- ◇ Various requests (equipment, and other hardware) reduced, these requests may be funded through grants and/or other capital funding sources:
- ◇ Machinery & Equipment (\$150,000)
- ◇ Computer Hardware (\$15,330)

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Fiscal Year 2022 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.

FY21 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 over 15,000 calls per year including more than 500 fire incidents. The Department’s efforts save over \$100 million in property damage each year. In collaboration with the Mayor and the Office of Management and Budget in FY21, the SFD was able to add an additional apparatus to its lease plan, resulting in the replacement of an existing apparatus at the end of its useful life, thus reducing the cost of repairs.

The Department successfully implemented an EpiPen program in FY20, now carrying EpiPens on every apparatus. This program has enabled the SFD to aide in the public health crisis of anaphylactic reaction, resulting in a life saved in FY21.

As with every other department in the country, the SFD was not immune to the impact of COVID-19 during FY21. The department spent a large amount of time ensuring the health and safety of all its members. For the first 6 months of the pandemic, the SFD was able to hold the department’s infection rate to only 3 members. In the last 3 months of 2020 however, the department saw an uptick in the number of cases, which were mitigated through engineering controls and management oversight to enable the SFD to continue functioning at a high standard.

FY22 Budget Highlights

- ◆ Funds 284.0 General Fund FTEs, along with two (2) part-time interns. This is consistent with FY21.
- ◆ Increased funding for Safety Items Supplies over FY21, allowing the department to replace SCBA air bottles. These new bottles will provide additional air capacity when fighting fires and align with updated NFPA standards.
- ◆ Continued funding for the proactive replacement of turnout gear, which is critical to firefighter safety during calls for service.
- ◆ 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.
- ◆ Provides funding for training to promote health & wellness, which in turn will reduce injury costs incurred by the City.

Department Budget

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	21,435,583	22,173,625	22,618,898	445,273	2.0%
OTPS	1,836,583	2,082,492	2,232,144	149,652	7.2%
Capital	7,436	7,500	7,500	-	0.0%
Total General Funds	23,279,602	24,263,616	24,858,542	594,926	2.5%

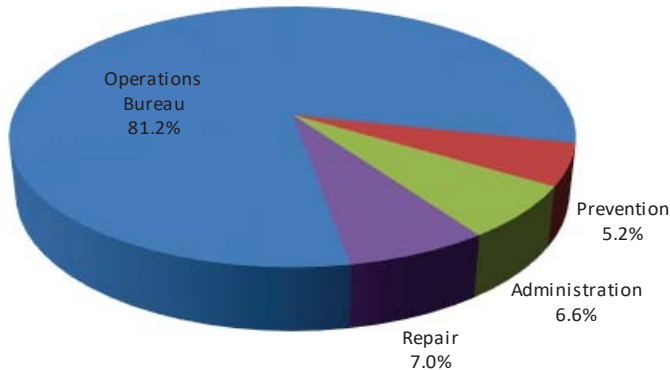
Department Staff

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department FTEs					
General Fund FTEs	273.0	284.0	284.0	-	0.0%
Total FTEs	273.0	284.0	284.0	-	0.0%

Fiscal Year 2022 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

Program Budgets	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Operations Bureau	19,144,936	20,185,853	20,263,028	77,175	81.2%
Prevention	1,555,178	2,068,266	1,296,832	(771,434)	5.2%
Administration	1,455,630	1,329,693	1,646,513	316,820	6.6%
Repair	1,434,543	1,634,261	1,735,144	100,882	7.0%
Total General Fund Expenditures	23,279,602	24,263,616	24,858,542	594,926	99.7%
Total External Funds Expenditures	310,685	954,456	82,975	(871,481)	0.3%
Total All Funds Expenditures	23,590,287	25,218,072	24,941,517	(276,555)	100%

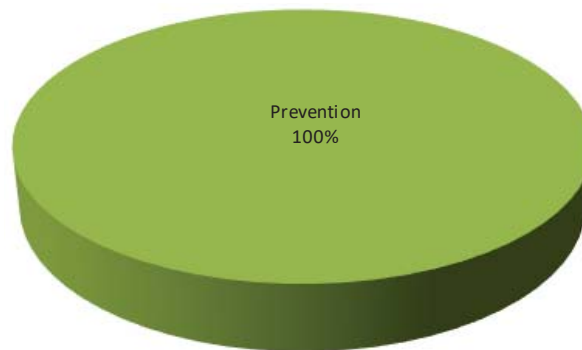
Revenue Summary

TOTAL REVENUE: \$440,600

Prevention

- ◆ Quarterly Inspection
- ◆ Smoke Detector Inspection
- ◆ Violation Ticket
- ◆ Maintain Storage Fuel Tanks

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	450,476	440,600	440,600	-	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
Total Departmental Revenue	450,476	440,600	440,600	-	100%

Fiscal Year 2022 Budget and Program Summaries

FIRE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	21,435,583	22,173,625	22,618,898	445,273	2.0%
OTPS	1,836,583	2,082,492	2,232,144	149,652	7.2%
Capital	7,436	7,500	7,500	-	0.0%
Total General Funds	23,279,602	24,263,616	24,858,542	594,926	2.5%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	310,618	954,456	82,975	(871,481)	-91.3%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	67	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	310,685	954,456	82,975	(871,481)	-91.3%
All Funds Budget	23,590,287	25,218,072	24,941,517	(276,555)	-1.1%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Penalties & Interest - Taxes	586	500	500	-	0.0%
Departmental Fees	292,398	298,000	298,000	-	0.0%
Admin Fee-Department	6,834	3,000	3,000	-	0.0%
Other Permits	126,512	124,100	124,100	-	0.0%
Departmental Fines	24,145	15,000	15,000	-	0.0%
Total Departmental Revenue	450,476	440,600	440,600	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Emergency Management Performance	Grant	6/30/2021	70,745	71,335	69,975
S.A.F.E Grant	Grant	12/31/2020	7,880	14,599	13,000
AFG Program	Grant	8/30/2021	-	330,470	-
AFG Program COVID-19	Grant	8/13/2021	95,455	538,052	-
Community Emergency Response Team	Grant	5/31/2020	4,990	-	-
Coronavirus Relief Fund Grant	Grant	12/30/2021	1,319	-	-
EMP Competitive Grant	Grant	6/30/2020	9,810	-	-
Spfld Fire Dept. Epinephrine Program	Grant	2/28/2030	8,370	-	-
SAFER Grant	Grant	3/10/2023	112,049	-	-
Subtotal FY22 Anticipated Grants			310,618	954,456	82,975
Miscellaneous Donations		N/A	67	-	-
Memorial - Fire Donation	Donation	6/30/2030	288	-	-
Subtotal Other Funding			67	-	-
Total External Funds			310,685	954,456	82,975

Fiscal Year 2022 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	19,144,936	20,185,853	20,263,028
FTEs	241.0	251.0	251.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of structure fires responded to within 5 minutes from time of dispatch	98%	100%	100%
% of structure fires responded to within 4 minutes from time of dispatch	86%	82%	90%
% of property value saved	93%	89%	90%
Members trained in Hazardous Materials	N/A	N/A	120
Members trained in Technical Rescue	N/A	N/A	120
# of OEP joint exercises	154	80	75

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 hazard 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 2022 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,555,178	2,068,266	1,296,832
FTEs	15.0	15.0	15.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage of investigated fires whose cause was determined	91%	88%	95%
Average monthly inspections	322	383	400
Average monthly public education presentations	20	7	18
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 2022 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,455,630	1,329,693	1,646,513
FTEs	11.0	12.0	12.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Successfully apply for and obtain grants or corporate donations	3	2	3
Policies and Procedures revised or created	17	18	12
Number of new firefighters hired	23	30	8

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 SFD.

Fiscal Year 2022 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Repair

Repair	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,434,543	1,634,261	1,735,144
FTEs	6.0	6.0	6.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
To repair & perform maintenance of equipment in less than 48 hours	100%	100%	100%
Perform at least 10 monthly services on front line apparatus	11	9	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 2022 Budget and Program Summaries

FIRE DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Operations Bureau			
Personal Services	(350,130)	(612,780)	(428,414)
Overtime	(25,100)	(200,000)	-
Prevention			
OTPS			5,000
Administration			
Personal Services	-	(16,916)	16,926
Electricity	9,212	2,667	25,033
Natural Gas	18,129	-	(20,516)
Safety Items	50,000	-	(29,600)
Various OTPS Items	(11,250)	(12,081)	(20,000)
Hardware	(2,500)	-	
Repair			
Repair & Maintenance - Vehicles	(5,000)	-	-
Vehicle Supplies/Accessories	(25,000)	-	-
Software	(12,000)	-	-
Gasoline and Diesel	(5,000)	(25,000)	20,000
Apparatus Lease	4	-	-
Total Adjustments	(358,635)	(864,111)	(431,571)

Notes

- ◆ Personal Services—decrease \$411,488
 - ◇ Salary offsets to the SAFER Grant (\$307,700)
 - ◇ Reduction to align with current budgeted complement (\$120,714)
 - ◇ Salary adjustments for non-bargaining FTES \$16,926

- ◆ OTPS—decrease \$20,083
 - ◇ Adjustments to utility accounts \$4,517
 - ◇ Reduction to align with all contractual obligations (\$29,600)
 - ◇ Reduction based on historical spending trends (\$20,000)
 - ◇ Increase to Gas/Diesel due to rising fuel prices \$20,000
 - ◇ New supply budget for Prevention Division \$5,000

Fiscal Year 2022 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.

FY21 Department Highlights

FY21 saw many changes for Springfield Emergency Communications, and provided challenges we had never faced before. In response to the COVID-19 pandemic, the Deputy Fire Chief of Staff Services and SEC's Deputy Director managed local COVID-19 testing for City employees; this included administering over 100 tests per week to Fire Fighters, Police Officers, Dispatchers and City employees throughout the "second wave". Many asymptomatic cases were caught early, allowing outbreaks to be minimized and uninterrupted operations to continue. CAD/RMS selection continued and center consolidation was achieved, making 2021 a year of huge success for our department.

The selection process for our new Computer Aided Dispatch (CAD) and Records Management System (RMS) took huge strides despite the additional complications of the current pandemic. Through coordination with multiple different stakeholders, the top 4 CAD and RMS systems have been selected and we continue to progress steadily towards the final selection, planned for FY22.

The monumental achievement of unifying emergency call taking and dispatch operations into a single site has been finally realized with our new center opening late February 2021 at 1535 Roosevelt Ave. This has made SEC a stronger and more effective provider of critical public safety services, streamlining the call taking process and allowing improved communication between our Fire & Police dispatchers. Calls can now be managed more efficiently within our center ensuring that the right resources can be quickly identified for any emergency situation.

The staffing of both the Sr. and Jr. QA positions, the Deputy Director and four Operations Supervisor positions have enabled leadership to provide significantly more proactive oversight of the department. Both the Jr. and Sr. Analyst are now certified in APCO and Powerphone Quality Assurance, and performed in excess of 200 QA reviews in 2020. In coordination with supervisory staff, their plan is to more than triple this number in FY22 to provide a proactive approach to quality management within the center. In response to the current pandemic, SEC's Training Coordinator successfully transitioned the department to a temporary 100% online training environment to ensure there was no loss of new-hire or continuing education opportunities despite a lack of in-person training classes. This included qualifying as a PSAP In-house trainer for the State 911 Dept., ensuring that there was no delay in our hiring and certification process for new telecommunicators.

SEC answered 126,708 emergency 9-1-1 calls in 2020, and 157,899 non-emergency calls. The Police Division handled 263,559 total calls for service in 2020, and the Fire Division handled 10,433 total calls for service. SEC processed 2,029 requests for electronic information. Additionally, 13 new telecommunicators were hired in 2020 to fill vacant positions within both the Police and Fire Divisions, 2 QA professionals and 3 Operations Supervisors were promoted. The department continues to meet mandated 9-1-1 call answer time regulations as required by Mass General Law.

FY22 Budget Highlights

- ◆ Funds 54.0 FTEs, consistent with FY21: 33 Police Dispatchers, 12 Fire Dispatchers, 4 Operations Supervisors, and 5 Administrative personnel.
- ◆ Continued funding for all contractual software & maintenance agreements, including Smart911, Guardian Tracking, CritiCall and PowerDMS.
- ◆ Provides funding for all necessary trainings for both administrative personnel and call takers, along with all contractually-obligated uniform and clothing requirements.

Department Budget

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	1,974,834	1,802,972	1,876,507	73,534	4.1%
OTPS	98,877	114,432	116,777	2,345	2.0%
Capital	-	-	-	-	0.0%
Total General Funds	2,073,711	1,917,404	1,993,283	75,880	4.0%

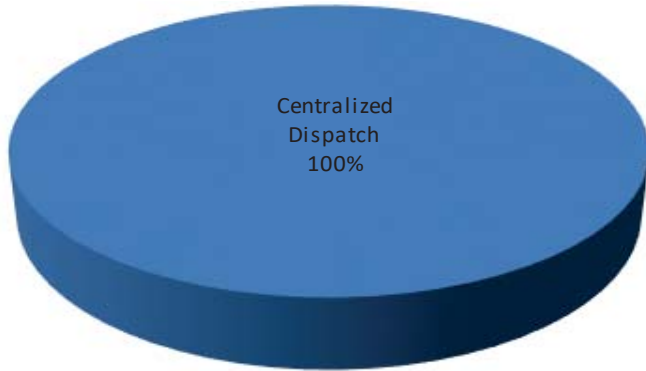
Department Staff

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department FTEs					
General Fund FTEs	52.0	54.0	54.0	-	0.0%
Total FTEs	52.0	54.0	54.0	-	0.0%

Fiscal Year 2022 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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Centralized Dispatch	2,073,711	1,917,404	1,993,283	75,880	62.3%
Total General Fund Expenditures	2,073,711	1,917,404	1,993,283	75,880	62.3%
Total External Funds Expenditures	898,187	1,152,920	1,206,993	54,074	37.7%
Total All Funds Expenditures	2,971,898	3,070,323	3,200,276	129,953	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	1,974,834	1,802,972	1,876,507	73,534	4.1%
OTPS	98,877	114,432	116,777	2,345	2.0%
Capital	-	-	-	-	0.0%
Total General Funds	2,073,711	1,917,404	1,993,283	75,880	4.0%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	898,187	1,152,920	1,206,993	54,074	4.7%
Total External Funds	898,187	1,152,920	1,206,993	54,074	4.7%
All Funds Budget	2,971,898	3,070,323	3,200,276	129,953	4.2%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
State 911 Support & Incentive Grant	Grant	6/30/2022	738,262	963,535	992,816
State 911 Training & EMD Grant	Grant	6/30/2022	159,925	189,385	214,177
<i>Subtotal FY22 Anticipated Grant Funds</i>			898,187	1,152,920	1,206,993
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			898,187	1,152,920	1,206,993

Fiscal Year 2022 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	2,971,898	3,070,323	3,200,276
FTEs	52.0	54.0	54.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	90.2%	92.3%	93.0%
Average 9-1-1 QA/QI score	83.0%	81.0%	85.0%
Percentage of 9-1-1 calls reviewed in the department's QA/QI process	<0.1%	<0.1%	<0.1%

Citywide Strategic Priority: Public Safety

Highlights

Deputy Director

The Deputy Director assists the Deputy Fire Chief in overseeing all administrative and operational functions of SEC. Reporting to the Deputy Director is the Operations Manager, Senior Quality Assurance Analyst and Training Coordinator.

Operations

The Operations Division interprets and ensures compliance with legal requirements and operational policies. They live-monitor and evaluate employee work performance on the operations floor through coordination with the QA and Training divisions. Need for policy and procedural changes are identified and recommended by the division, and changes in Public Safety agency policies are monitored and properly carried over to the Communications Center. Additionally, the Operations Team plans work assignments, shift and specialty schedules as necessary.

Quality Assurance

The Quality Assurance (QA) Division of SEC has oversight of the Quality Control program and ensures compliance with state and federal regulations. Processing of requests for information are handled here, including public records requests in compliance with Public Records Law. Court requests for audio are managed by the division, along with internal requests for audio and quality related investigations.

Training

The Training Division is responsible for the continuing education of existing staff, along with the training needs of all new employees. The Training Coordinator oversees a team of Certified Training Officers – a promotional position within SEC. These individuals provide 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 under 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.

Fiscal Year 2022 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Centralized Dispatch			
Grant Offset	(738,262)	(963,535)	(976,244)
Salaries & Wages	(45,173)	(234,119)	
Overtime	-	75,000	-
Holiday & Shift Differential	(22,500)	-	-
Supplies & Operations	(4,247)	(14,041)	(8,871)
Total Adjustments	(810,182)	(1,136,695)	(985,115)

Notes

- ◆ Personal Services—decrease \$976,244
 - ◇ Salary adjustments, largely driven by the Support & Incentive grant offset (\$963,535).

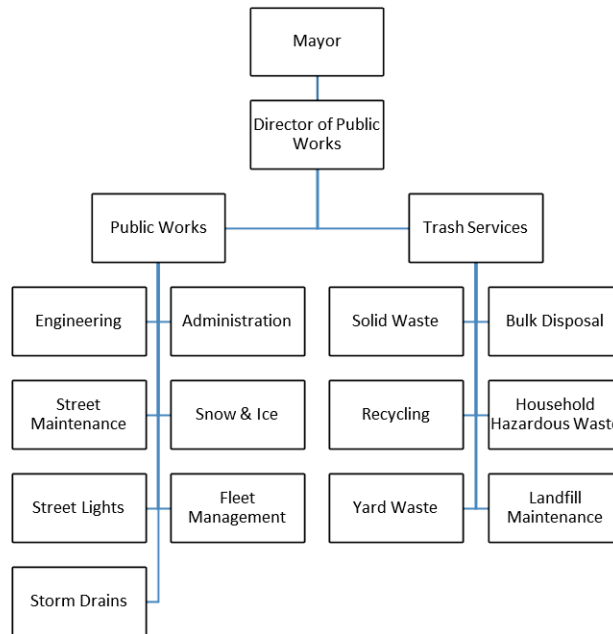
- ◆ OTPS—decrease due to partial offset of CritiCall software to the Training Grant, along with adjustments to reflect level service spending.

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Section 8

Public Works

Division



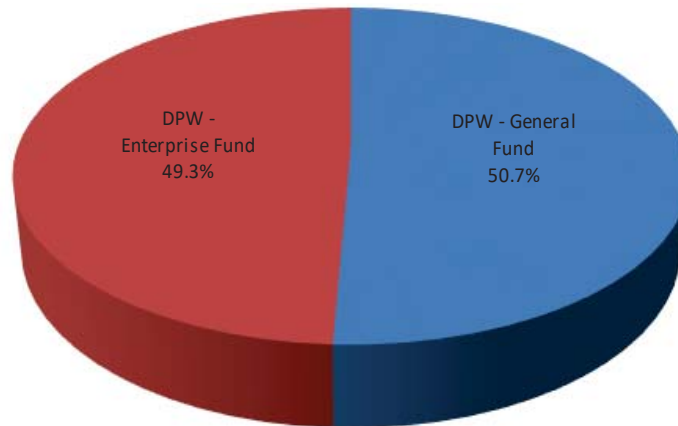
Mission Statement

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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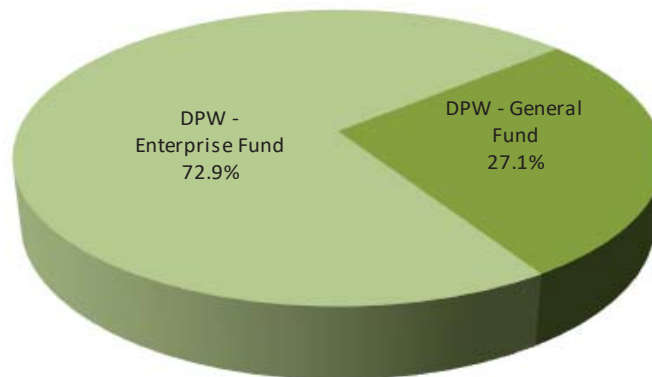
Fiscal Year 2022: All Funds Budget and Revenue Overview

Public Works Division



FY22 Adopted Budget Public Works Division						
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
DPW - General Fund	10,452,407	11,213,846	11,213,846	11,160,231	-0.5%	-0.5%
DPW - Enterprise Fund	8,945,888	10,161,027	10,161,027	10,846,639	6.7%	6.7%
Total	19,398,295	21,374,873	21,374,873	22,006,870	3.0%	2.9%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
DPW - General Fund	339,000	-	3,686,131	-	-	4,025,131
DPW - Enterprise Fund	-	-	-	10,846,639	-	10,846,639
Total	339,000	-	3,686,131	10,846,639	-	14,871,770

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Fiscal Year 2022 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.

FY21 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.

- ◆ Resurfaced \$4.0M worth of public roadways, school and municipal parking lots.
- ◆ Began the design for the repair of the Birnie Ave/Gerena school tunnel.
- ◆ Continued sidewalk replacement program with the Sidewalk Repair Crew.
- ◆ Initiated the design of the South Branch Parkway Drainage Improvement project with funding from MEMA / FEMA.
- ◆ Completed an update of the City's Complete Streets Prioritization Plan.
- ◆ Negotiated a new long-term recycling contract for disposal of residential recycling materials.
- ◆ Initiated two projects (St. James Ave., and Worthington St) under the states COVID Outdoor Space improvement program.
- ◆ Maintained Pavement Management System Database that allows for improved condition analysis of the City's roadways.
- ◆ Continued compliance for Federal NPDES permits, which include citywide street sweeping and the catch basin cleaning program.
- ◆ Began construction on the Bay and Berkshire Ave. intersection reconstruction, a MassDOT project.
- ◆ Proceeding to 75% design level of the "X" intersection for a future MassDOT 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.
- ◆ Initiated MassDOT projects for bridge replacements on Armory St. and intersection improvements at the St. James & Carew St. intersection.
- ◆ Continued upgrade of City traffic signals/controllers.

FY22 Budget Highlights

- ◆ Funding for 79.0 General Fund FTEs, 56.0 Enterprise Fund FTEs, and 1.0 Grant FTE. This is consistent with FY21.
- ◆ Includes funding for 3.0 Intern positions through the Co-Op program with Putnam High School.
- ◆ Funding for the cost of recycling disposal, which the City began incurring in FY21.
- ◆ Continued funding for the Sidewalk Crew. Introduced in FY19, this crew has been highly successful in addressing citywide sidewalk repairs.
- ◆ Includes funding for all contractual OTPS obligations, including maintenance agreements, service agreements, and lease payments.

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	4,231,862	4,463,782	4,542,987	79,205	1.8%
OTPS	6,220,545	6,750,064	6,617,244	(132,820)	-2.0%
Capital	-	-	-	-	0.0%
Total General Funds	10,452,407	11,213,846	11,160,231	(53,615)	-0.5%

Enterprise Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	2,970,338	3,252,328	3,270,143	17,815	0.5%
OTPS	5,975,550	6,908,699	7,576,496	667,797	9.7%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	8,945,888	10,161,027	10,846,639	685,611	6.7%

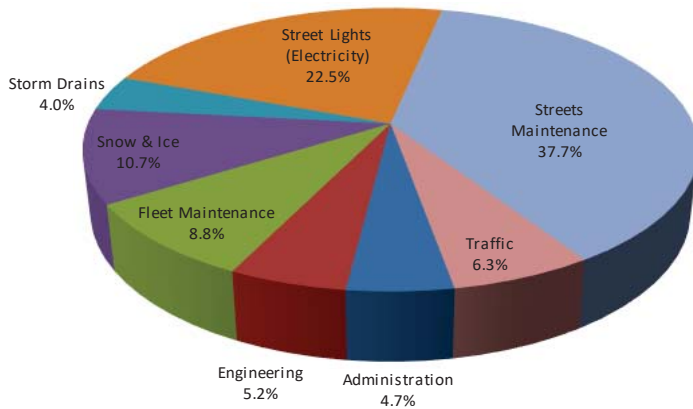
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	79.0	79.0	79.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
Total FTEs	136.0	136.0	136.0	-	0.0%

Fiscal Year 2022 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

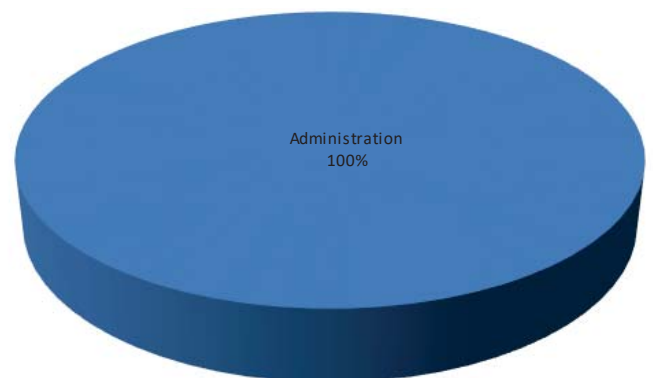
DPW Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administration	662,382	664,785	699,635	34,850	4.7%
Engineering	753,600	774,076	778,914	4,838	5.2%
Fleet Maintenance	1,393,624	1,503,960	1,312,089	(191,872)	8.8%
Snow & Ice	1,290,371	1,591,250	1,591,250	-	10.7%
Storm Drains	569,463	603,801	596,605	(7,196)	4.0%
Street Lights (Electricity)	3,140,714	3,301,551	3,333,784	32,233	22.5%
Streets Maintenance	6,039,113	7,235,971	5,592,310	(1,643,661)	37.7%
Traffic	906,105	920,487	941,775	21,288	6.3%
Total General Fund Expenditures	10,452,407	11,213,846	11,160,231	(53,615)	75.2%
Total External Funds Expenditures	4,302,966	5,382,036	3,686,131	(1,695,905)	24.8%
Total All Funds Expenditures	14,755,373	16,595,882	14,846,362	(1,749,520)	100%

DPW Program Revenue

Revenue Summary

TOTAL REVENUE: \$339,000

- ◆ Departmental Fees \$12,000
- ◆ Other Permits \$320,000
- ◆ Departmental Fines \$5,000
- ◆ Sale of Old Materials \$2,000



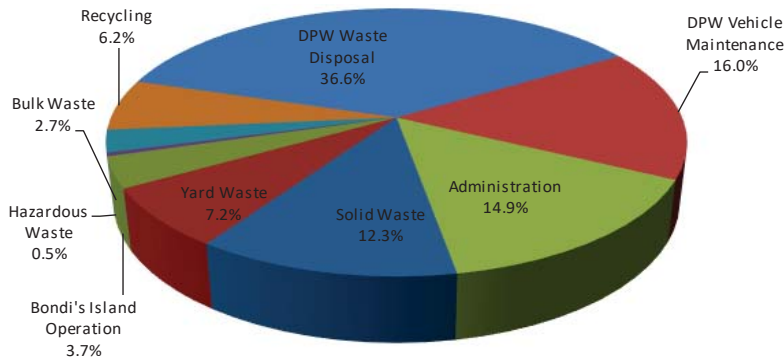
Departmental Revenue - General Fund

DPW Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administration	280,550	339,000	339,000	-	100%
Total Departmental Revenue	280,550	339,000	339,000	-	100%

Fiscal Year 2022 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Enterprise Fund Expenses



Programs

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

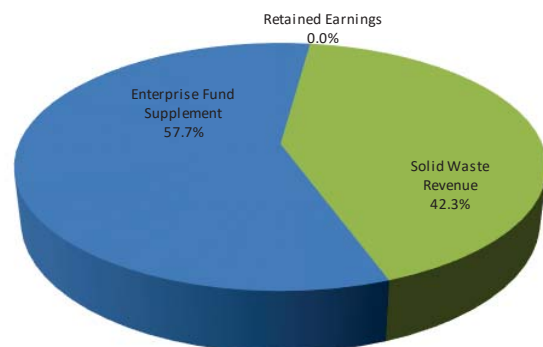
Enterprise Fund Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Solid Waste	1,309,504	1,327,329	1,333,421	6,092	12.3%
Yard Waste	608,533	783,189	778,171	(5,018)	7.2%
Bondi's Island Operation	296,207	322,187	402,187	80,000	3.7%
Hazardous Waste	32,848	49,000	49,000	-	0.5%
Bulk Waste	243,010	273,008	289,130	16,123	2.7%
Recycling	576,903	668,820	675,011	6,191	6.2%
DPW Waste Disposal	2,984,870	3,906,770	3,966,990	60,220	36.6%
DPW Vehicle Maintenance	1,424,881	1,304,962	1,734,962	430,000	16.0%
Administration	1,469,132	1,525,764	1,617,767	92,004	14.9%
Total Enterprise Fund Expenditures	8,945,888	10,161,027	10,846,639	685,611	100%

Revenue Summary

TOTAL REVENUE: \$10,846,639

◆ General Fund Supplement	\$6,258,139
◆ Trash Liens Redeemed	\$560,000
◆ Penalties & Interest	\$135,000
◆ Departmental Fees	\$260,000
◆ Trash Fees	\$3,150,000
◆ Other Revenue (Recycling)	\$280,000
◆ Departmental Fines	\$185,000
◆ Miscellaneous Revenue	\$18,500

Solid Waste Program Revenue



Departmental Revenue - Solid Waste

Solid Waste Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Enterprise Fund Supplement	4,837,619	5,690,177	6,258,139	567,961	57.7%
Retained Earnings	100,000	-	-	-	0.0%
Solid Waste Revenue	3,759,173	4,470,850	4,588,500	117,650	42.3%
Total Departmental Revenue	8,696,792	10,161,027	10,846,639	685,611	100%

Fiscal Year 2022 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	4,231,862	4,463,782	4,542,987	79,205	1.8%
OTPS	6,220,545	6,750,064	6,617,244	(132,820)	-2.0%
Capital	-	-	-	-	0.0%
Total General Funds	10,452,407	11,213,846	11,160,231	(53,615)	-0.5%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	4,302,966	5,382,036	3,686,131	(1,695,905)	-31.5%
Enterprise/Revolving Funds	8,945,888	10,161,027	10,846,639	685,611	6.7%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	13,248,854	15,543,063	14,532,770	(1,010,293)	-6.5%
All Funds Budget	23,701,261	26,756,909	25,693,001	(1,063,908)	-4.0%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	243,092	212,000	272,000	60,000	28.3%
Departmental Fines	63,899	190,000	190,000	-	0.0%
Enterprise Fund Supplement	4,837,619	5,690,177	6,258,139	567,961	10.0%
Miscellaneous Revenue	20,747	20,000	18,500	(1,500)	-7.5%
Other Permits	254,143	320,000	320,000	-	0.0%
Penalties & Interest	25,065	30,000	30,000	-	0.0%
Penalties & Interest- Taxes	96,854	105,000	105,000	-	0.0%
Reimb For Prior Year Expend	969	-	-	-	0.0%
Retained Earnings	100,000	-	-	-	0.0%
Sale Of Old Materials	1,429	2,000	2,000	-	0.0%
Trash Fees	2,805,059	3,150,000	3,150,000	-	0.0%
Trash Liens Redeemed	528,467	560,000	560,000	-	0.0%
Recycling Disposal Revenue	-	220,850	280,000	59,150	26.8%
Total Departmental Revenue	8,977,342	10,500,027	11,185,639	685,611	6.5%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Mass-Dep Sustainable Materials Reco	Grant	6/30/2022	140,852	71,500	-
Mhd Chapter 90 Funds	Grant	6/30/2027	3,746,775	3,686,931	3,686,131
CDBG-DR	Grant	9/30/2023	59,914	-	-
Mass Trails Grant	Grant	6/30/2021	150,000	150,000	-
Complete Streets Tier	Grant	12/31/2020	201,486	-	-
Disaster Mitigation Tiffany Channel	Grant	5/29/2023	-	284,366	-
Mass DOT Shared Streets & Spaces Program	Grant	6/30/2021	-	315,604	-
Mass Trails Grant	Grant	6/30/2022	-	300,000	-
Cottage St./Robins Rd./ Industry Av	Grant	6/30/2021	-	23,635	-
Signs - Safe Routes To School Signs And	Grant	6/30/2020	3,940	-	-
South Branch Parkway Drainage -Mitigation	Grant	4/1/2022	-	550,000	-
Subtotal FY22 Anticipated Grants			4,302,966	5,382,036	3,686,131
Subtotal Other Funds			-	-	-
Total External Funds			4,302,966	5,382,036	3,686,131

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration

Administration	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	662,382	664,785	699,635
FTEs	7.0	7.0	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Number of neighborhood meetings attended by DPW	5	4	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 also oversees 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.

Fiscal Year 2022 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Engineering

Engineering	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	753,600	774,076	778,914
FTEs	14.0	14.0	14.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Miles of roads paved	7	8	8
Number of streets	671	670	628
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 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.

The division secured over \$300,000 in grants for the development of the McKnight Rail Trail, which will soon be moving to the 75% design mark. Roadway improvements were made utilizing the shared streets grant program. In an ongoing effort to make school zones safer, the DPW facilitated upgrades to the pavement marking and signs utilizing the safe route to school grant.

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 2022 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Fleet Maintenance

Fleet Division	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,393,624	1,503,960	1,312,089
FTEs	16.0	16.0	16.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Repair Work Orders Completed	5,947	2,350	6,000
Preventative Maintenance Work Orders Completed	452	309	450
State Safety Inspections Completed	331	175	300
Tire Repair Orders Completed	305	209	350
Auto Body Work Orders Completed	57	33	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 is continuing its 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. Two (2) part-time interns from Putnam work in the Fleet Division.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Traffic

Traffic Division	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	906,105	920,487	941,775
FTEs	9.0	9.0	9.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	569,463	603,801	596,605
FTEs	8.0	8.0	8.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Percentage of storm water outfalls inspected	53%	0%	10%
Number of storm water outfalls inspected	368	0	69
Number of sweeps around bodies of water	1	2	2
Number of catch basins cleaned	727	1,060	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.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Street Maintenance

Street Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	6,039,113	7,235,971	5,592,310
FTEs	26.0	26.0	26.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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	120,000
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 existing public sidewalks citywide.

In Fiscal Year 2021, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. The DPW purchased three (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 8.0 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 2022 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	8,945,888	10,161,027	10,846,639
FTEs	56.0	56.0	56.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Complaints for Missed Collection Resolved	100%	100%	100%
Total Trash Tonnage	40,475	27,094	41,000
Recycling Rate	27%	29%	30%
Gallons of hazardous waste collected	3,850	2,700	4,500
Total "Bulk" Tonnage	782	465	930

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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 truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and 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.

In 2020, the DPW / Solid Waste Division received \$71,500 in grant funds from MA DEP for its waste reduction and recycling efforts.

Fiscal Year 2022 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Engineering			
Salaries & Wages	-	(2,208)	-
OTPS	-	(3,300)	(2,000)
Administration			
Salaries & Wages	-	(11,587)	21,070
OTPS	-	(1,534)	-
Fleet Maintenance			
Salaries & Wages	-	(143,481)	-
OTPS	155,408	(49,195)	-
Traffic			
Salaries & Wages	-	(1,545)	-
OTPS	(91,805)	(8,137)	19,743
Storm Drains			
Salaries & Wages	26,849	-	-
OTPS	-	(475)	-
Streets Maintenance			
Salaries & Wages	29,033	(2,250)	-
OTPS	(69,681)	(7,447)	36,154
Street Lights			
OTPS	38,751	160,837	32,233
Solid Waste			
Salaries & Wages	-	(14,550)	5,151
OTPS	11,951	(138,459)	82,977
Total General Fund Adjustments	88,554	(70,321)	107,200
Total Enterprise Fund Adjustments	11,951	(153,009)	88,128

Notes

◆ **General Fund**

◇ Personal Services:

- \$21,070 in salary adjustments

◇ OTPS:

- \$2,000 reduction based on contractual software agreement (pricing decrease)
- \$88,130 based on citywide build-up for utility costs (Electricity & Natural Gas)

◆ **Enterprise Fund**

◇ Personal Services:

- \$5,151 in salary adjustments

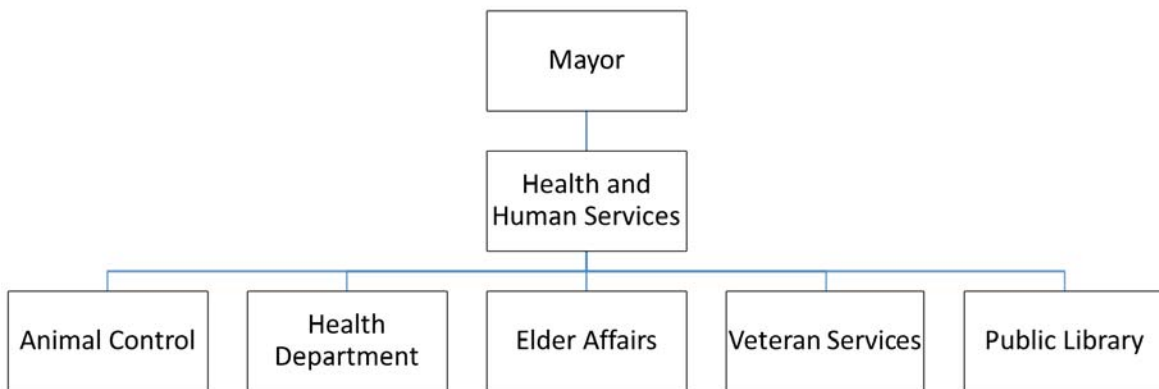
◇ OTPS:

- \$22,902 increase to Health Insurance based on FY22 build-up
- \$38,075 increase to Retirement based on FY22 build-up
- \$22,000 increase to Worker’s Compensation based on historical spending trends

Section 9

Health & Human Services

Division



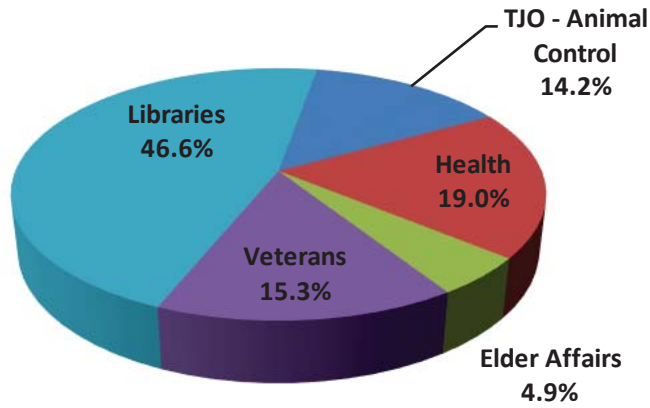
Mission Statement

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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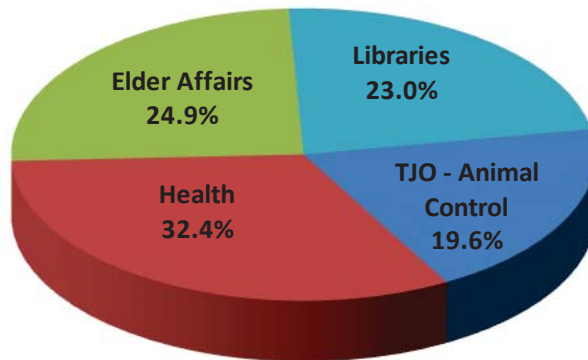
Fiscal Year 2022: All Funds Budget and Revenue Overview

Health & Human Services Division



FY22 Adopted Budget Health & Human Services Division						
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
TJO - Animal Control	1,486,797	1,555,664	1,555,664	1,597,158	2.7%	2.7%
Health	1,430,486	1,769,926	2,019,926	2,140,161	20.9%	6.0%
Elder Affairs	481,859	535,217	535,217	556,779	4.0%	4.0%
Veterans	1,423,181	1,731,256	1,731,256	1,728,268	-0.2%	-0.2%
Libraries	4,846,070	4,967,255	4,967,256	5,250,450	5.7%	5.7%
Total	9,668,392	10,559,318	10,809,319	11,272,816	6.8%	4.3%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
TJO - Animal Control	727,527	-	85,201	-	-	812,728
Health	524,500	-	816,623	-	-	1,341,123
Elder Affairs	-	-	1,030,209	-	-	1,030,209
Veterans	-	-	-	-	-	-
Libraries	25,000	-	927,534	-	-	952,534
Total	1,277,027	-	2,859,567	-	-	4,136,594

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Fiscal Year 2022 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.

FY21 Department Highlights

Animal control services are provided to residents of Springfield, Chicopee and Holyoke twenty four hours a day, seven days a week. In FY21, animal control officers (ACO) responded to 6,195 field calls with either standard or modified protocols during the Covid-19 pandemic. The primary focus of animal control is ensuring public health and safety, even more so during these unprecedented times. ACO's respond to many complaints arising from conflicts between animals and people that may negatively affect safety and/or the quality of life for humans, animals or both. ACO's investigated 1,095 complaints of suspected cruelty, neglect, bite incidents or curbing violations in FY21, a significant increase over the prior fiscal year.

A continued relationship with the Springfield Police Department's Detective Bureau and new Major Crimes Lieutenant has bolstered TJO's ability to report animal cruelty and follow up on cruelty case litigation, resulting in 8 animal cruelty cases being charged in FY21. Additional cases with contracted cities Holyoke and Chicopee have been processed with the help of their police departments. Within the Center, a formal follow up program for owners that have failed to meet humane care standards for their animals has continued, allowing animal control to carefully monitor an animal's living situation ensuring all humane basics are provided for the animals' lifetime. For Springfield cases, compliance increased from 64% to 85% in 2020. For all cases (Springfield, Holyoke and Chicopee) compliance increased to 92%.

TJO temporarily housed over 2,900 animals in FY21. Many were found free-roaming, while others were left behind by owners who moved away, died or otherwise could not care for them. Some were surrendered by owners whose health, housing or livelihoods were impacted by Covid-19. Of these animals, 46% were cats, 43% were dogs and 10% small mammals, birds and wildlife. Approximately 40% of stray dogs impounded at TJO are claimed by the families who are missing them. Approximately 11% of stray cats impounded at TJO in FY21 were reunited with their families, representing a 4% increase over the prior fiscal year. 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.

FY22 Budget Highlights

- ◆ Funds 15.5 General Fund FTEs, 1.0 Grant Fund FTEs., an increase of .5 FTE from FY21.
- ◆ 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.

Department Budget

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	689,961	709,977	776,018	66,041	9.3%
OTPS	796,836	845,687	821,140	(24,547)	-2.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,486,797	1,555,664	1,597,158	41,494	2.7%

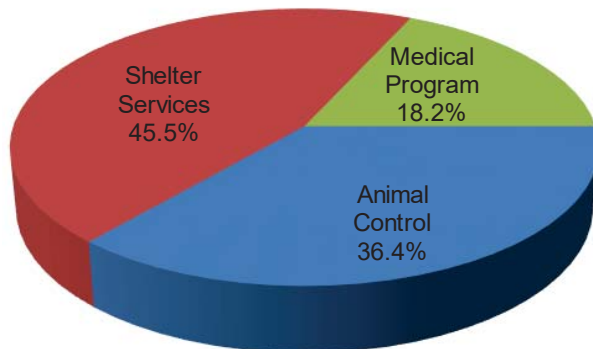
Department Staff

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department FTEs					
General Fund FTEs	15.0	15.0	15.5	0.5	3.3%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	16.0	16.0	16.5	0.5	3.1%

Fiscal Year 2022 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Expenses



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.

Program Budgets

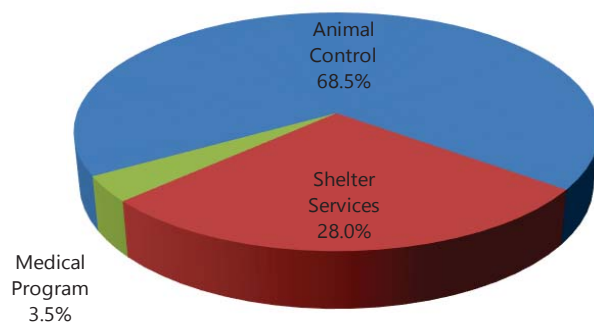
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Animal Control	573,654	598,900	611,767	12,867	36.4%
Shelter Services	717,068	748,625	764,709	16,083	45.5%
Medical Program	286,827	299,450	305,884	6,433	18.2%
Total General Fund Expenditures	1,486,797	1,555,664	1,597,158	41,494	94.9%
Total External Funds Expenditures	90,752	91,312	85,201	(6,111)	5.1%
Total All Funds Expenditures	1,577,549	1,646,976	1,682,359	35,383	100%

Revenue Summary

TOTAL REVENUE: \$727,527

- ◆ Adoption Program - \$498,356
- ◆ Shelter Services - \$203,708
- ◆ Medical Fees - \$25,463

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Animal Control	553,996	567,196	498,356	(68,840)	68.5%
Shelter Services	226,451	231,847	203,708	(28,139)	28.0%
Medical Program	28,306	28,981	25,463	(3,517)	3.5%
Total Departmental Revenue	808,754	828,024	727,527	(100,497)	100%

Fiscal Year 2022 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	689,961	709,977	776,018	66,041	9.3%
OTPS	796,836	845,687	821,140	(24,547)	-2.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,486,797	1,555,664	1,597,158	41,494	2.7%
	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
External Funds Budget					
Grant Funds	90,191	85,201	85,201	-	0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	561	6,111	-	(6,111)	-100%
Total External Funds	90,752	91,312	85,201	(6,111)	-6.7%
All Funds Budget	1,577,549	1,646,976	1,682,359	35,383	2.1%

All Funds Revenue Detail

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department Revenue					
Departmental Fees	808,754	828,024	727,527	(100,497)	-12.1%
Miscellaneous Revenue	-	-	-	-	0.0%
Total Departmental Revenue	808,754	828,024	727,527	(100,497)	-12.1%
	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
External Funding Sources					
MAC License Plate	Grant	6/30/2019	12,000	-	-
TJO Foundation-Veterinarian Support	Grant	6/30/2021	40,692	40,385	40,385
TJO Foundation-Vet Tech Support	Grant	6/30/2020	37,499	-	-
Foundation for TJO- Vet Tech 1	Grant	6/30/2021	-	18,258	18,258
Foundation for TJO- Vet Tech 2	Grant	6/30/2021	-	26,557	26,557
Subtotal FY22 Anticipated Grants			90,191	85,201	85,201
Unrestricted Donations	Donations	N/A	561	6,111	-
Subtotal Other Funding			561	6,111	-
Total External Funds			90,752	91,312	85,201

Fiscal Year 2022 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	573,654	598,900	611,767
FTEs	6.0	6.0	6.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animal of Springfield</i>			
# of field calls ACOs responded to	7050	6195	6500
# of community/feral cats TNR (Trap/Neuter/Return)	197	159	180
# of free roaming animals impounded	1,230	2,400	2100
# of animal bites investigated	303	240	300
# of cruelty complaints investigated	354	550	500
# of cruelty cases charged	12	9	10

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The animal control department at TJO consists of five animal control officers (ACOs) and one animal control supervisor who are all certified by the Massachusetts Animal Control Officers Association, as well as the Massachusetts Animal Fund Officer Training Program. The animal control department provides professional, knowledgeable field services 24/7 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. Daily and weekly call reports show nearly 100% compliance in response times to all priority calls. Animal control officers are a presence in every neighborhood; responding to a vast variety of animal related field calls and providing thorough follow-up for potentially dangerous or nuisance dogs, as well as ensuring humane care standards are met for animals. TJO ACO's continue to be leaders in best field practices, actively participating in trap-neuter-return programs for feral and community cats and participating in C3 community policing meetings. The department has maintained a harm reduction approach for owners self-reporting animal negligence and also increased community outreach via social media platforms and news stories. These efforts have resulted in an increase in the number of marginally cared for dogs TJO has been able to assist. Animal control continues to cite for Chapter 110 (animal ordinance) violations and explore methods to realize revenue generated by citations. 5413 dogs have been licensed in Springfield for 2020 so far. This represents 92% of the dogs licensed the prior year; a remarkable percent given the widespread closure of veterinary and city license offices during the pandemic. TJO continues to explore accessible and online dog license options for residents.

Fiscal Year 2022 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	717,068	748,625	764,709
FTEs	7.0	7.0	7.5
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Decrease the number of homeless and abandoned animals</i>			
# of animals returned to owner	483	515	515
# of homeless and abandoned animals	3,919	2,932	3,400
% increase of shelter adoption	2%	3%	3%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Within our community, the TJO Animal Control and Adoption Center is extremely busy each day providing resources to people and animals needing assistance. TJO remained open by appointment seven days a week throughout the pandemic. In addition to being very popular for pet adoptions throughout New England and the Northeast, Center services include sheltering and disposition of both found and owner surrendered animals; reclaims; dog licensing; directory and liaison to many outside humane and human organizations; MA Animal Fund spay/neuter provider; quarantine housing; temporary emergency pet housing; medical services for veterinarian or ACO referred low-income residents; pet food and supplies assistance; feral and community cat TNR. 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. TJO has an impressive 100% adoption rate for adoptable animals, placing 1,006 animals into adoptive homes last year. Animals were placed with adoptive families from 172 cities and towns throughout New England, New York and Pennsylvania.

In an effort to meet the needs of our most at-risk community members, TJO's Animal Control department continues to develop innovative programs. In 2020 we began researching and drafting a program to house animals involved in or owned by humans experiencing domestic violence. This program is being carefully curated with input from the Foundation for TJO Animals, local domestic violence advocates and animal welfare professionals.

Due to COVID-19, TJO's team of 115 volunteers was laid off in early March 2020. Volunteers historically 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. Adjusting to the vast loss of human resources was by far TJO's largest challenge through the pandemic. The absence of the volunteer corps, left just four specially trained Animal Welfare Specialists (AWS) responsible for all animal and customer care. Being impossible to do, all staff stepped in to assist wherever possible to ensure neither services or animal care standards were negatively impacted. Animal Welfare Specialist regular duties go far beyond direct animal care (Sanitation and feeding). AWS daily responsibilities also involves multifaceted customer care as well as complex medical and behavioral care. AWS have an extensive skill set in order track daily behaviors and medical conditions, administer medications, and safely handle and care for dangerous animals. Additionally, they must have the emotional fortitude to care for the many animals in care that have suffered neglect and acts of cruelty. Helping pet owners in crisis is commonplace. Individuals and families are often forced to relinquish their pets for adoption or in some cases for humane euthanasia. Others come to reclaim their pets and are frequently hostile and angry when faced with animal care costs and citations for city ordinance violations.

The practice of collecting Ordinance Violation fees at the time of reclamation was suspended because of the economic hardships that so many families faces due to COVID-19.

Fiscal Year 2022 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	286,827	299,450	305,884
FTEs	3.0	3.0	3.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Increase the number of Animals Returned to Owner</i>			
# of animals treated	N/A	N/A	80
# of rabies vaccinations	1265	1136	1300

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 1,276 surgical procedures, in addition to being responsible for the wellness of over 4,000 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. In 2019, TJO's veterinarian assisted with 11 cases of neglect and/or cruelty being presented to the Springfield Police Department for filing of cruelty charges.

Fiscal Year 2022 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Adoption Services			
Personal Services	(1,500)	768	46,088
OTPS	(31,618)	(1,732)	(27,748)
Animal Control			
Personal Services	(52,789)	(9,565)	11,157
OTPS	-	(10,660)	(8,300)
Total Adjustments	(85,907)	(21,190)	21,197

Notes

- ◆ Personal Services- \$57,245 increase to level service request.

Funding \$25,000 Maintenance technician position

\$33,245 increase due to salary adjustments.

- ◆ OTPS- \$37,048 decrease to level service request.

\$22,000 decrease to utilities due to up-grades in FY20.

\$18,168 decrease to supplies and services due to historical spending.

\$3,120 Increase due to historical spending.

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Fiscal Year 2022 Budget and Program Summaries

HEALTH DEPARTMENT

Mission

The Mission of the Springfield Department of Health and Human Services Department is to promote physical and mental health, control communicable diseases, prevent injury and disabilities, and develop policies, regulations and to enforce the regulations that govern boards of health under Massachusetts General Laws Chapter 111.

FY21 Department Highlights

Springfield Department of Health and Human Services (SDHHS) is charged with developing policies that will protect the health and well-being of residents ensuring a quality, diverse, healthcare workforce by improving access to education, employment and healthcare services. SDHHS also 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 has been a pivotal year for Public Health in the City of Springfield and across the nation. COVID-19 changed the landscape of our work. Since March of 2020 the department has been immersed in responding to the COVID-19 pandemic. Our response has included every division in the Department.

The Nursing Unit, despite staff shortages has worked to mitigate the spread of the COVID-19 Virus. MAVEN the infectious disease portal reports communicable diseases to the board of health. COVID-19 positive cases in the City of Springfield go directly to the Nursing Unit for follow-up.

SDHHS convened the Cold Weather task force to assure that homeless persons were not on the streets of the City of Springfield. Working with the Department of Housing; Friends of the Homeless and Catholic Charities the city had greater capacity to house unsheltered person this winter.

FY22 Budget Highlights

- ◆ Funds 27.6 General Fund FTEs, and 29.2 Grant FTEs an increase of 5.5 FTE's from FY21.
- ◆ Animal Control Services.
- ◆ Pesticides & Herbicides—Rat Bait & Mosquito Control Program.
- ◆ Public Health Information Materials.

Department Budget

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	1,192,071	1,522,418	1,734,420	212,002	13.9%
OTPS	238,414	247,508	405,741	158,233	63.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,430,486	1,769,926	2,140,161	370,235	20.9%

Department Staff

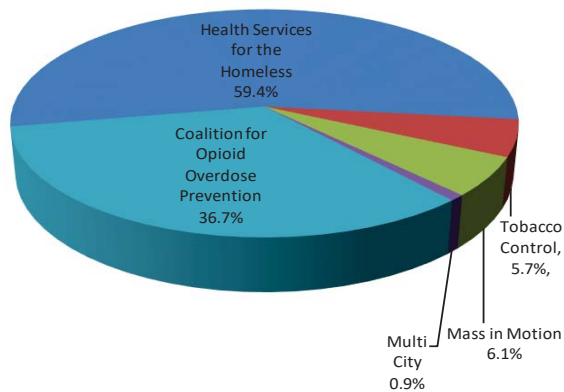
	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department FTEs					
General Fund FTEs	24.6	24.6	27.6	3.0	12.2%
Grant FTEs	26.7	26.7	29.2	2.5	9.4%
Total FTEs	51.3	51.3	56.8	5.5	10.7%

Fiscal Year 2022 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Program Expenses



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 and adults.

Program Budgets

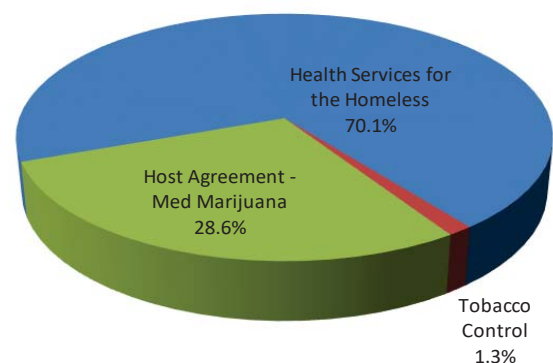
	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent of Total
Program Expenses					
Health Services for the Homeless	4,744,334	9,224,757	1,755,398	(7,469,359)	59.4%
Tobacco Control	102,740	167,885	167,885	-	5.7%
Mass in Motion	130,211	181,769	179,769	(2,000)	6.1%
Multi City	88,646	27,885	27,885	-	0.9%
Coalition for Opioid Overdose Prevention	338,589	742,106	1,086,161	344,055	36.7%
Total General Fund Expenditures	1,430,486	1,769,926	2,140,161	370,235	72.4%
Total External Funds Expenditures	3,974,035	3,125,381	816,623	(2,308,758)	27.6%
Total All Funds Expenditures	5,404,520	4,895,306	2,956,784	(1,938,522)	100%

Revenue Summary

TOTAL REVENUE: \$524,500

- ◆ Departmental Fees- \$7,500
- ◆ Licenses and Permits - \$360,000
 - ◇ Food Service Establishment
 - ◇ Burial Permit
 - ◇ Mobile Food Service
 - ◇ Retail Food
 - ◇ Milk
 - ◇ Disposal Works Construction
- ◆ Fine and Forfeits - \$7,000

Program Revenue



Departmental Revenue

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Program Revenue					
Health Services for the Homeless	365,902	360,000	367,500	7,500	70.1%
Tobacco Control	2,850	2,500	7,000	4,500	1.3%
Host Agreement - Med Marijuana	50,000	150,000	150,000	-	28.6%
Total Departmental Revenue	418,752	512,500	524,500	12,000	100%

Fiscal Year 2022 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	1,192,071	1,522,418	1,734,420	212,002	13.9%
OTPS	238,414	247,508	405,741	158,233	63.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,430,486	1,769,926	2,140,161	370,235	20.9%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	3,974,035	3,123,331	814,623	(2,308,708)	-73.9%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	2,050	2,000	(50)	-2.4%
Other Funding	-	-	-	-	0.0%
Total External Funds	3,974,035	3,125,381	816,623	(2,308,758)	-73.9%
All Funds Budget	5,404,520	4,895,306	2,956,784	(1,938,522)	-39.6%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	3,167	-	7,500	7,500	100%
Other Permits	329,909	360,000	360,000	-	0.0%
Departmental Fines	2,850	2,500	7,000	4,500	180%
Host Agreement Med Marijuana	50,000	150,000	150,000	-	0.0%
Reimb For Prior Year Expended	32,826	-	-	-	0.0%
Total Departmental Revenue	418,752	512,500	524,500	12,000	2.3%
External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Mass Multi-City Young Children's Mental Health Partnership for Success Grant	Grant	9/29/2019	60,762	-	-
Men Of Color Health Awareness (MOCHA)	Grant	9/30/2020	68,663	21,250	-
Mass Call II FY21	Grant	1/31/2020	33,402	-	-
MLCHC-Emergency Preparedness FY20	Grant	6/30/2021	89,224	100,000	250,000
Health Care For Homeless FY21	Grant	6/30/2020	7,667	-	-
Homeless-COVID 19	Grant	1/31/2022	1,645,283	2,341,441	-
Tobacco Control Program	Grant	1/31/2021	12,401	-	-
Pioneer Valley Ahec Carryover	Grant	6/30/2021	74,855	70,000	70,000
Health For Homeless Medical Assistance	Grant	6/30/2016	21,016	-	-
Mass In Motion-Community Transformation	Grant	10/31/2010	1,675,727	-	-
Alternate Payment Methods Preparation	Grant	6/30/2021	62,706	60,000	60,000
Medical Education	Grant	12/31/2018	21,400	-	-
SAMHSA Communities Talk	Grant	N/A	900	-	-
Mass Development Grant	Grant	12/31/2019	750	-	-
Critical Services-Covid-19	Grant	3/31/2021	4,069	-	-
Homeless-Covid 19 Supplemental	Grant	6/30/2021	29,531	-	-
Community Health Project-Problem Gambling	Grant	4/30/2021	-	146,404	-
Mass Health	Grant	6/30/2021	6,626	-	-
Flu Clinics -HMCC	Grant	3/31/2021	-	32,976	37,311
Health Resources In Action	Grant	12/31/2020	-	12,760	37,312
Mass Bicycle Coalition	Grant	3/30/2021	-	2,500	-
Mass Substance FY21	Grant	3/30/2021	-	1,000	-
Problem Gambling Community Health Workers	Grant	6/30/2022	96,297	75,000	75,000
SAPC	Grant	6/30/2021	62,756	160,000	160,000
	Grant	6/30/2021	-	100,000	125,000
Subtotal FY22 Anticipated Grants			3,974,035	3,123,331	814,623
Project Baby Organization	Donations	3/8/2025	-	2,000	2,000
HHS Covid Donations	Donations	N/A	-	50	-
Subtotal Other Funding			-	2,050	2,000
Total External Funds			3,974,035	3,125,381	816,623

Fiscal Year 2022 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Health Services for the Homeless

Health Services for the Homeless	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	4,744,334	9,224,757	1,755,398
FTEs	44.3	44.3	48.8
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	1,326	973	2,000
# of homeless children (under 17) receiving health care	3	5	100
# of homeless receiving dental care	45	45	500
# of homeless receiving social services	775	775	2,500

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Target population: Person in our service area experiencing homelessness or risk of becoming homeless
- Contracting with Open Door to provide a full time bilingual SUD counselor and a full time bilingual case manager/ recover coach for patients with opioid addictions and responsibility for facilitating recovery group sessions, referrals for recovery, counseling and promoting healthier lifestyles to recovery.

Fiscal Year 2022 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Tobacco Control

Tobacco Control	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	102,740	167,885	167,885
FTEs	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Prevent youth from purchasing tobacco products</i>			
# of permits issued	\$269	227	240
# of investigated complaints and conducted onsite inspections	90	180	200
% of tobacco retailers adhering to youth access regulations	76%	94%	100%

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Conduct requisite inspections to monitor compliance, including tobacco sales for 24/7 establishments.
- 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 2022 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Mass in Motion

Mass in Motion	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	130,211	181,769	179,769
FTEs	2.0	2.0	2.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Promote opportunities for healthy eating and active living</i>			
# of youth engaged in bike safety and bike advocacy program	0	0	5
# of new community organizations in pilot programming	0	1	2
# of Hampden CHIP Design team meetings attended	0	5	12

Citywide Strategic Priority: Healthy Eating / Food Access, Community Gardens, Healthy Options at Food Retailers, Food Pantries, SNAP/WIC/HIP, Active Living, Safe Parks, Open Gyms, Complete Streets

Highlights

- Coordinating efforts across community partners in the State Street/School Street corridor to start new community garden at Open Pantry Community Services in collaboration with NOFA Mass and Open Pantry.
- Participating in conversations with stakeholders at STCC around possible garden projects and health and wellness campaign for campus community and students
- Recently completed site visits for healthy retail project at 71 stores across 4 entire zip codes. Also conducted 125 customer intercept surveys and 8 owner interviews. Full report with link to interactive map is complete and pending release.
- Working to build consensus and political will at municipal level for a healthy retail program (with funding) that will support healthy retail projects around the City of Springfield
- Policy systems thinking about food systems and built environmental issues: Have cultivated relationships with a wide range of food access stakeholders including education providers, policy experts and advocates including MPHA and MFSC, and parent organizations working to end hunger and to continue to develop deeper understanding of how to move the work forward.
- Springfield Policy Food Council Steering committee member, Coalition to End Hunger member under the food bank of Western Massachusetts.
- Have worked on nutrition improvements and quality improvements at food pantry site and participated in discussions around better meeting the needs of pantry clients with pantry site directors.
- Pedestrian wayfinding system in down town metro center to encourage walkability.
- Safe park programming to engage youth in parks in target neighborhood during summer months
- Revived and expanded open gyms programming now run by Springfield Public Schools and Springfield Parks Department – school gyms stay open during the winter months (December – April) so youth can be active in gyms when weather is too cold outside.
- Continue to participate in the citywide complete street implementation process-design roads and infrastructure safe for all users, pedestrians, bikers and cars.

Fiscal Year 2022 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	338,589	742,106	1,086,161
FTEs	3.0	3.0	4.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Reduce the number affected by opiate abuse and overdose</i>			
# of newly informed and trained community stakeholders	100	300	N/A

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

Substance Use Disorder Prevention Team (MOAPC, SAPC & PFS 2015)

- Planning team member and co-chair of the Greater Springfield Opioid Crisis Collaborative, along Tapestry Health.
- Building coalition capacity with the cities of Springfield, Holyoke, Chicopee, and town of East Longmeadow.
- Work with Young Adult Empowerment Collaborative of Western Massachusetts to develop an opioid overdose database for Hampden & Hampshire Counties.
- Attend professional development sessions provided for and occasionally mandated by DPH.
- Process, track and evaluate data collected from data sources.
- Working to 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.
- Engage various youth groups in the city of Springfield in campaigns that advocate against the non-medical use of prescription medications.
- Facilitates parent discussions on safe storage and disposal practices of prescription medications.
- Chair the monthly primary prevention work group meeting for the Hampden County Addiction Task Force.
- Partnering with schools in Chicopee, East Longmeadow, and Springfield to provide social and emotional learning Curriculums.
- Working with Chicopee Public Schools to implement Anti-Vaping Snapchat campaign.
- Working with Chicopee Public Health Nurse to create educational Anti-Vaping events.
- Creating outline for overdose data base to be built in-house and owned by the Springfield Department of Health and Human Services.

HEALTH DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Health Services for the Homeless			
Personal Services	6,000	(13,238)	78,227
OTPS	19,800	(2,736)	158,233
Total Adjustments	25,800	(15,974)	236,460

Notes

- ◆ Personal Services—\$78,227 increase to level service request.
 - \$57,356 increase due to addition of Cannabis Compliance Program coordinator.
 - \$20,817 increase due to FY22 salary adjustments.
- ◆ OTPS—\$158,233 increase to level service request.
 - \$37,533 increase to Rental Building.
 - \$123,205 increase to Professional Services.
 - \$1,245 decrease to Rental Equipment due to historical spending.
 - \$740 increase to supplies and services due to historical spending.
 - \$2,000 decrease to Pesticides and Herbicides due to historical spending.

Fiscal Year 2022 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.

FY21 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 enable 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. 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 4 locations throughout the city.

When COVID-19 forced all senior centers to close on March 16, 2020, we were faced with a pathway seemingly impossible to navigate. There are always choices, we made a clear one: FIND A WAY.

We did, and it manifested itself in new and imaginative solutions. We found several ways to “be together.” Our DEA family has stayed the course, these warriors are a highlight in and of themselves! We created the “Happy Together Reunion Tour” series which featured three parades, drawing over 1000 seniors! We held drive-in bingo events, and trivia and Scategories games in the Ray Jordan parking lot. Exercise videos, private phone concerts, wellness checks, cards, take-home crafts, free face masks, art projects, and Friday Flicks on Facebook are just a few of the ways we dialed it up.

FY22 Budget Highlights

- ◆ Funds 8.4 General Fund FTEs and 12.6 Grant FTE’s an increase of 0.8 FTE from FY21.
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Various events for Senior Centers

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	397,233	413,985	435,547	21,562	5.2%
OTPS	84,625	121,232	121,232	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	481,859	535,217	556,779	21,562	4.0%

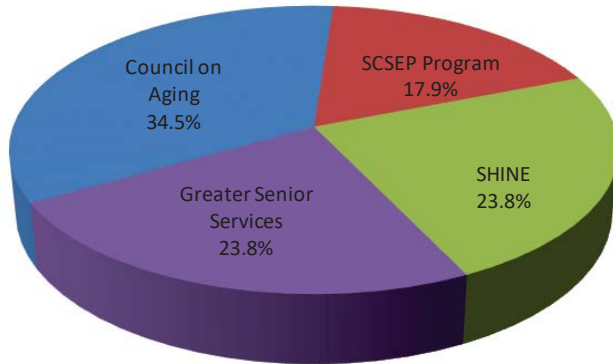
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	8.6	8.2	8.4	0.2	2.4%
Grant FTEs	10.4	11.8	12.6	0.8	6.8%
Total FTEs	19.0	20.0	21.0	1.0	5.0%

Fiscal Year 2022 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.

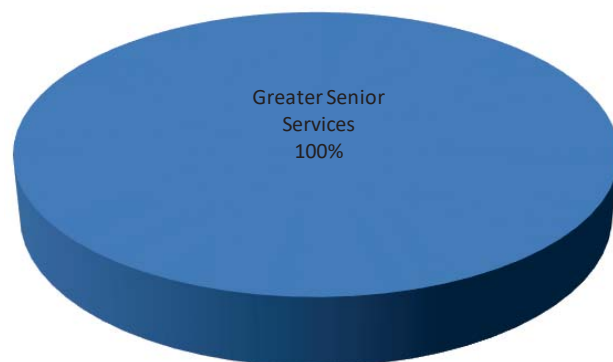
Program Budgets

Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent of Total
Council on Aging	490,464	539,577	547,889	8,312	34.5%
SCSEP Program	253,688	279,091	283,391	4,299	17.9%
SHINE	338,251	372,122	377,854	5,732	23.8%
Greater Senior Services	338,251	372,122	377,854	5,732	23.8%
Total General Fund Expenditures	481,859	535,217	556,779	21,562	89.5%
Total External Funds Expenditures	938,796	1,027,695	1,030,209	2,514	10.4%
Total All Funds Expenditures	1,420,654	1,562,912	1,586,988	24,076	100%

Revenue Summary

Total revenue: \$0.00

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent of Total
Greater Senior Services	30,858	40,000	-	(40,000)	100%
Total Departmental Revenue	30,858	40,000	-	(40,000)	100%

Fiscal Year 2022 Budget and Program Summaries

ELDER AFFAIRS

All Funds Expenditure Detail

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	397,233	413,985	435,547	21,562	5.2%
OTPS	84,625	121,232	121,232	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	481,859	535,217	556,779	21,562	4.0%
	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
External Funds Budget					
Grant Funds	938,796	1,027,175	1,030,209	3,034	0.3%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	520	-	(520)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	938,796	1,027,695	1,030,209	2,514	0.2%
All Funds Budget	1,420,654	1,562,912	1,586,988	24,076	1.5%

All Funds Revenue Detail

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department Revenue					
Departmental Fees	30,858	40,000	-	(40,000)	100%
Reimb For Prior Year Expend		-	-	-	0.0%
Total Departmental Revenue	30,858	40,000	-	(40,000)	100%

	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
External Funding Sources					
CDBG Entitlement	Grant	6/30/2022	6,523	-	-
Senior Service America	Grant	6/30/2021	527,175	550,206	550,206
Greater Springfield Senior Services	Grant	9/30/2021	79,155	87,328	87,328
SHINE	Grant	6/30/2021	100,372	103,033	106,067
Council on Aging	Grant	6/30/2021	225,570	286,608	286,608
Subtotal FY22 Anticipated Grants			938,796	1,027,175	1,030,209
Unrestricted Donations	Donations	N/A		520	-
Subtotal Other Funding			-	520	-
Total External Funds			938,796	1,027,695	1,030,209

Fiscal Year 2022 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Council on Aging

Council on Aging	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	490,464	539,577	547,889
FTEs	7.0	7.0	7.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
To encourage senior participation through health and recreational activities			
Number of participants in recreational activities	5,877	-	5,877

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, located throughout the City, include Riverview, Hungry Hill, Clodo Concepcion Community Center, the Fitness Center, and the Raymond A. Jordan Senior Center. 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, and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

Fiscal Year 2022 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SCSEP Program

SCSEP Program	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	253,688	279,091	283,391
FTEs	1.0	1.0	2.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
To assess and address the needs of seniors			
Number of seniors transitioned from subsidized to unsubsidized employment	15	15	15
Number of unsubsidized job placements	15	15	15
Number of enrolled participants	42	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, and calls for clear goals and outcomes which were once again, met and surpassed in 2020.

The SCSEP Coordinator was without staffing for most of the year, and was still able to meet and surpass program goals for the grantor. The dedication and overtime put in to achieve this speaks volumes for the accomplishment.

Fiscal Year 2022 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	338,251	372,122	377,854
FTEs	2.0	2.0	2.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
To improve awareness of benefits and services available to seniors			
Number of home visits	380	-	200
Number of community presentations	37	-	25
Number of seniors assisted	3,985	2,200	3,200

Citywide Strategic Priority: Education, Fiscal and Operational Excellence, Economic Vitality

Highlights

Serving the Health Information Needs of Everyone (SHINE): 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 served over 4,078 clients in the calendar year 2019.

SHINE is a 2 year state contract from FY20-FY22. In FY22 we will be in the second year of our contract. This contract is allocated through Federal, State, and Affordable Care Act legislature.

SHINE highlights were exceptional:

- Training and volunteer retention – training remotely posed numerous challenges, as well as trying to keep volunteers engaged and safe
- Numbers served – to date, 2200 seniors were assisted with various insurance needs (as of 2/11/21)
- Remote media/group outreach - Zoom presentations created, open enrollment presentations, social media information sharing
- Disseminated COVID scam-related warnings via email, social media posts, newsletters, etc.

Fiscal Year 2022 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	338,251	372,122	377,854
FTEs	9.0	10.0	10.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
To improve awareness of benefits and services available to seniors			
Number of follow-up home visits	60	60	60
Number of community presentations	36	36	36
Number of information and referral services	5500	5,500	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 second 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.

Highlights included *surpassing* the required 3500 unduplicated goal of direct outreach services to seniors 60 years of age and older. This was an amazing team accomplishment as no large-scale or community neighborhood events could be held.

Fiscal Year 2022 Budget and Program Summaries

ELDER AFFAIRS

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Council on Aging			
Personal Services	-	951	6,649
OTPS	(15,892)	(2,547)	-
Total Adjustments	(15,892)	(1,596)	6,649

Notes

- ◆ Personal Services- \$6,649 increase to level service request.
\$6,649 Increase due to FY22 salary adjustment.
- ◆ OTPS– No adjustments at this time.

Fiscal Year 2022 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.

FY21 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.

FY22 Budget Highlights

- ◆ Funding supports 6.0 General Fund FTEs, consistent with FY21.
- ◆ Continued funding for Veterans Services training and professional development
- ◆ Continued funding to accept applications for veterans' benefits while providing financial and medical assistance to qualified veterans and their dependents.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	303,923	360,994	356,624	(4,370)	-1.2%
OTPS	1,119,258	1,370,262	1,371,643	1,381	0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,423,181	1,731,256	1,728,268	(2,989)	-0.2%

Department Staff

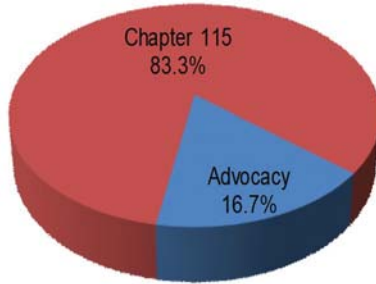
Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	6.0	6.0	6.0	-	0.0%
Total FTEs	6.0	6.0	6.0	-	0.0%

Fiscal Year 2022 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 and surviving spouses.

Program Budgets

Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Advocacy	237,197	288,543	288,045	(498)	16.7%
Chapter 115	1,185,984	1,442,714	1,440,223	(2,490)	83.3%
Total General Fund Expenditures	1,423,181	1,731,256	1,728,268	(2,989)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	303,923	360,994	356,624	(4,370)	-1.2%
OTPS	1,119,258	1,370,262	1,371,643	1,381	0.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,423,181	1,731,256	1,728,268	(2,989)	-0.2%
External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	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	1,423,181	1,731,256	1,728,268	(2,989)	-0.2%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2022 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	237,197	288,543	288,045
FTEs	1.0	1.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Support and advocate on behalf of Veterans</i>			
Monthly Average of Veterans receiving City Subsidy	498	400	400
% of successful advocacy claims / appeals	N/A	N/A	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.

The 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.

Fiscal Year 2022 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Chapter 115

Chapter 115	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,185,984	1,442,714	1,440,223
FTEs	5.0	5.0	5.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
<i>Provide financial and medical assistance to qualified Veterans and their dependents</i>			
# of new applications for benefits approved	72	100	100
% increase of financial assistance to qualified Veteran	N/A	N/A	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 of 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.

VETERAN SERVICES

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Advocacy			
Personnel Services	-	(3,141)	2,994
Chapter 115			
OTPS	(93,341)	(33,754)	1,381
Total Adjustments	(93,341)	(36,895)	4,375

Notes

- ◆ Personal Services—\$2,994 increase to level service request.
 - ◇ \$2,994 increase due to salary adjustments.
- ◆ OTPS—\$1,381 increase to level service request.
 - ◇ \$1,381 increase to Rental Office Equipment.

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

Mission

The Springfield City Library actively connects with its diverse community and provides effective resources and a safe space for all. Our Library is a hub for free access to information and technology, social and civic engagement and support of personal enrichment, well-being, and lifelong learning.

FY21 Department Highlights

Operating the Library and providing needed services to Springfield residents during the pandemic required the library board, administration, and staff to come together to find ways to safely, equitably, and creatively continue serving as a trusted hub of information and engagement during this unprecedented year when we were all in shutdown. Staff secured grants, learned how to provide virtual programs, and strengthened community partnerships in order to help all of Springfield weather the COVID-19 storm while living up to our values of being Welcoming, Trusted, Connected, and Innovative. We assisted residents in booking vaccination appointments and distributed accurate information on staying safe from the virus through curbside pickup flyer distribution and through social media.

The Library supplemented municipal funding by applying for state, federal, and private grants. We received CARES Act funding through the Massachusetts Board of Library Commissioners and purchased high quality cameras, tripods, and cloud storage. Staff developed in-house training on the devices in order to improve the quality of programs such as book readings, job interview workshops, and concerts. This investment in virtual equipment and training will pay off even after the City reopens as we have seen how being able to access programs online has leveled the playing field for many residents. Other grants include \$15,000 from the Massachusetts Cultural Council that supplies funding for programming and other operational support. We received a grant from the Public Library Association/Grow with Google, which deepened our digital training skills around workforce development, expanding our job search program line-up, and attracted some local corporate sponsorship as well. We also sought a grant from the American Library Association/Dollar General to expand our citizenship classes through Read Write Now, our adult basic education program. The private, non-profit Springfield Library Foundation, which raises and manages funds for the benefit of the Library Department, expanded their board membership and prepared to launch a planned giving campaign.

The Davis Foundation renewed the second year of a \$200,000 a year commitment to the Library's leadership of the *Reading Success by 4th Grade* initiative. This program shined during the pandemic in many ways, serving as a connective hub for families, early childhood educators, out of school time providers, and children.

FY22 Budget Highlights

- ◆ Funds 80.7 General Fund FTEs and 9.0 Grant FTEs.
- ◆ Includes funding for Read Write Now program.
- ◆ Maintains hours at the branches and the Central Library– 268 hours/week.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	3,341,587	3,322,405	3,668,192	345,787	10.4%
OTPS	1,479,772	1,609,850	1,547,258	(62,592)	-3.9%
Capital	24,711	35,000	35,000	-	0.0%
Total General Funds	4,846,070	4,967,255	5,250,450	283,195	5.7%

Department Staff

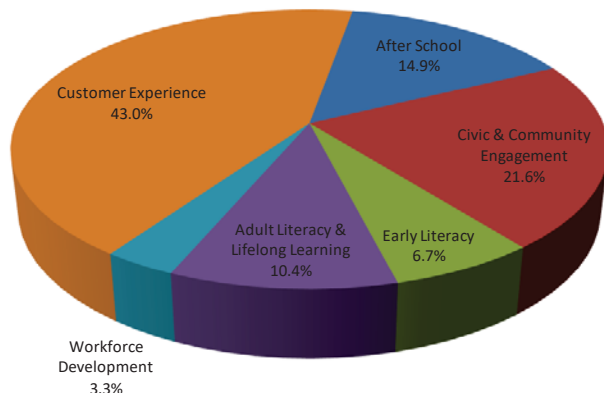
Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	77.3	77.3	80.7	3.4	4.4%
Grant FTEs	12.9	12.9	9.0	(3.9)	-30.2%
Total FTEs	90.2	90.2	89.7	(0.5)	-0.6%

Fiscal Year 2022 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 needed 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 services for residents.

Program Budgets

Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
After School	862,275	885,922	922,910	36,988	14.9%
Civic & Community Engagement	1,248,368	1,282,603	1,336,153	53,550	21.6%
Early Literacy	386,093	396,681	413,243	16,562	6.7%
Adult Literacy & Lifelong Learning	598,444	614,856	640,527	25,671	10.4%
Workforce Development	193,047	198,341	206,622	8,281	3.3%
Customer Experience	2,483,866	2,551,983	2,658,531	106,548	43.0%
Total General Fund Expenditures	4,846,070	4,967,255	5,250,450	283,195	85.0%
Total External Funds Expenditures	926,023	963,130	927,534	(35,596)	15.0%
Total All Funds Expenditures	5,772,092	5,930,385	6,177,984	247,599	100%

Revenue Summary

TOTAL REVENUE: \$25,000

◆ Fees / Fines - \$25,000

◇ Late Charges

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Customer Experience	22,141	25,000	25,000	-	100%
Total Departmental Revenue	22,286	25,000	25,000	-	100%

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	3,341,587	3,322,405	3,668,192	345,787	10.4%
OTPS	1,479,772	1,609,850	1,547,258	(62,592)	-3.9%
Capital	24,711	35,000	35,000	-	0.0%
Total General Funds	4,846,070	4,967,255	5,250,450	283,195	5.7%
External Funds Budget	FY20 Actual	FY21 Available	FY21 Projected	Variance FY22-FY21	Percent Change
Grant Funds	878,077	582,920	557,911	(25,009)	-4.3%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	47,946	380,210	369,623	(10,587)	-2.8%
Other Funding	-	-	-	-	0.0%
Total External Funds	926,023	963,130	927,534	(35,596)	-3.7%
All Funds Budget	5,772,092	5,930,385	6,177,984	247,599	4.2%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fines	22,286	25,000	25,000	-	0.0%
Total Departmental Revenue	22,286	25,000	25,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
Early Childhood Resource Center	Grant	6/30/2020	1,419	-	-
Lena Start Early Literacy	Grant	12/31/2020	18,844	-	-
Staff Development-Library Foundation	Grant	6/30/2021	4,502	10,000	-
Springfield Library Foundation- East Springfield	Grant	2/14/2021	2,523	-	145,385
Springfield Library Foundation-Staff Development	Grant	6/1/2020	5,024	-	10,000
Family Literacy Advocates	Grant	9/30/2019	126	-	-
After School/Weekend Program	Grant	6/30/2017	704	-	-
Springfield Library Foundation-Summ	Grant	9/30/2021	4,789	-	3,000
LSTA- Citizenship Corners	Grant	9/30/2020	6,147	-	-
LSTA- STEM Learning Grant	Grant	9/30/2019	3,097	-	10,000
You're Invited-Re-Engage Grant FY21	Grant	9/30/2021	1,627	5,000	-
Virtual Programming For Distance Learning	Grant	9/30/2021	-	3,500	-
Mass Cultural Council	Grant	6/30/2021	13,974	15,000	15,000
Mblc State Aid FY21	Grant	6/30/2025	266,720	374,526	374,526
Mason Square Community Concert Series	Grant	12/31/2019	1,000	-	-
Reading Success By Fourth Grade Ini	Grant	2/8/2022	161,592	-	-
Building Bridges Birth To K	Grant	2/18/2025	-	10,000	-
Family Literacy Advocates	Grant	9/30/2021	-	10,000	-
MGM-Community Host Agreement	Grant	6/30/2040	170,807	-	-
Library Lead With Digital Skills	Grant	12/31/2020	-	2,000	-
MA Census Division's Complete Count	Grant	3/19/2021	90,000	-	-
Mason Square Library	Grant	6/30/2021	125,185	145,394	-
Rose Smith Music Fund	Grant	6/30/2022	-	7,500	-
Subtotal FY22 Anticipated Grants			878,077	582,920	557,911
Mason Square Library	Donation	N/A	-	200,000	200,000
Read Write Now Learning Center	Donation	5/15/2030	-	210	2,500
Sixteen Acres Branch-Dvs's, Movie	Donation	6/30/2020	514	-	-
Walker Library	Trust	N/A	6,900	-	-
Moses-Trust	Trust	N/A	4,787	24,119	24,116
Garvey Trust	Trust	N/A	4,783	6,714	6,712
James Corcoran Trust	Trust	N/A	20,736	49,000	49,000
Endowment Interest	Endowment	N/A	10,225	71,696	69,167
Rosesmith	Trust	N/A	-	17,000	7,500
Meekins	Trust	N/A	-	11,471	10,628
Subtotal Other Funding			47,946	380,210	369,623
Total External Funds			926,023	963,130	927,534

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

Program Summaries

After School

After School	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	862,275	885,922	922,910
FTEs	14.0	10.0	10.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
YA Programs	479	76	650
YA Program Attendance	3,775	252	8,500
Partnerships with Organizations	20	20	20
Circulation of Young Adult Materials	32,534	8,996	52,000
Young Adult Cardholders	12,850	9,198	15,000

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

The mission of the Elementary team is to build connections, broaden horizons and strengthen resources for Springfield by coordinating library services for children in grades K-5 and their caregivers. The team promoted the library's annual summer program "Discover Your Summer" as a virtual event this year. Participants picked up reading logs curbside and were able to order a free book of their choice upon completion. Children who completed an online book report form were entered into a raffle to win a grand prize: a Cubetto robot. Other summer activities included STEM-inspired "take and make" bags with activities such as balloon rockets and pinwheels for kids to make at home.

Virtual craft programs, such as Make Your Own Halloween Decorations, allowed the library staff to work with the crafters via Zoom. Library staff reached about 10 elementary school classrooms a month with Read Aloud's throughout the pandemic. The virtual fun continued allowing us to connect with our users through perennial favorites like "Count the Candy Corn" and "Count the Candy Hearts."

The Elementary team continued to offer a wide variety of Take and Make programs throughout the year, including Pumpkin Carving, Winter Sticky Art, Faux Gingerbread Houses, Get the Cat out of the Bag, Plant a bag for Earth Day, and Mother's Day Take and Make.

The After School Team aims to create programming opportunities for Springfield teens aged 13-18 that foster connection and empowerment. Toward that end, the team studied the Project READY curriculum designed to expose unconscious biases and demonstrate the importance of anti-racist practices in libraries.

Sixty teens signed up for Summer Reading Club this year. Take and Make crafts were distributed through curbside pickup. Teens requested an art journaling program which gives them monthly art supplies which they use to creatively explore their feelings based on prompts given by librarians.

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,248,368	1,282,603	1,336,153
FTEs	21.0	18.5	18.5
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Civic & Community Programs	16	10	20
Civic & Community Program Attendance	1,450	875	1,750
Partnerships with Organizations	32	32	32
Community Group Meetings at Libraries	1300	0	1,500
Attendance at Meetings of Organizations	6,375	0	7,500

Citywide Strategic Priorities: Public safety, Healthy Neighborhoods and Economic Vitality

Highlights

Library staff worked tirelessly promoting and assisting Springfield residents in taking the 2020 Census, the results of which are so critical for future federal funding for our City as well as guiding planning and decision-making. When COVID-19 upended all the best-laid plans, staff moved efforts to digital platforms and launched ways to reach people through creative advertising (Instagram, PVTA buses, MassLive) and innovative programs (online DJ parties, living room sing-alongs featuring a Census song written just for us).

We offered ways for young people to explore civic engagement. Teen Advisory Boards allow for leadership development. We also partnered with the Library Initiative for Teens and Tweens to purchase For Freedoms lawn signs, making for a fun and challenging opportunity for teens to think about the freedoms they have both in theory and in practice. And our elders were served not only meals but community connections when the Indian Orchard and Brightwood branches partnered with Greater Springfield Senior Services, Inc., to distribute lunches curbside.

Popular programs returned this year in a virtual format: My Beloved Springfield Women’s Leadership Development panel featured the theme of Resiliency: How We Recover and Transform in a forum moderated by local media leader Vanessa Pabón-Hernandez and featuring four other women leaders. And May saw the return of “What’s It Like To Run for Office? What’s It Like to Hold Office?” produced in collaboration with the City’s Elections Office and other community partners.

We reached out to our community for Library Card Month in September and partnered with the Springfield Public Schools to continue library card registrations at elementary school locations where school librarians offered curbside pick-up, including Lincoln, Dryden, Rebecca Johnson, DeBerry and Ells schools.

Three projects rallied community members to support our fellow residents through providing supplies for families to create greeting cards that, once returned to the library, are distributed to area organizations such as Greater Springfield Senior Services Inc. Cards for distribution to Meals on Wheels participants during November and January. The library Mitten Tree tradition continued, resulting in a donation of over 150 new and handmade items to area shelters.

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

Program Summaries

Early Literacy

Early Literacy	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	386,093	396,681	413,243
FTEs	6.4	9.0	9.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Juvenile Programs	2,339	199	5,000
Juvenile Attendance	23,571	3,542	45,000
Circulation of Children's Materials	121,672	28,113	155,000
Children's Cardholders	13,550	9,641	15,500

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

The mission of the Early Literacy Team at the Springfield City Library is to raise awareness of the importance of early literacy and pre-reading skills for children ages birth to five along with providing resources, trainings, and modeling to parents, caregivers, providers, and library staff; and collaborate with other city organizations and institutions with the same commitment to early literacy.

Due to the pandemic, librarians shifted to offering virtual story times via social media along with fun, literacy-enriched demonstrations and activities such as ‘meet my pet’ and jokes to tell with small children. Summer Reading Club featured “take and make” kits with a different activity each week, such as nature scavenger hunt, counting caterpillar, and exploring colors. The kits were designed to introduce and reinforce early literacy skills, and encourage parent engagement.

The Rose Smith Music Fund endowed special funding for music-related books and programs benefiting residents across the city. We upgraded story time sound systems, purchased a special collection of music-related picture books and non-fiction (music genres, musicians, instruments); and celebrated Hispanic Heritage Month/Latinx History Month with live family concerts by Grammy winners 123Andrés.

Reading Success by 4th Grade is a broad coalition of leaders in education, child development, nonprofit, business, philanthropy, and government working toward the goal of all of Springfield’s children reading proficiently by the end of third grade. Managed by the Library, the initiative brings people together to learn, share, and advocate for the early literacy skills necessary for success in school and in life. RS4G continues to research, advise, and advocate for decisions that support systemic work to increase early literacy across Springfield, our region, and the state.

The COVID crisis hit families hard, so we got over 3,000 books and activity kits to families to enrich their at-home experience. We also continued our interactive texting campaign, 413Families, which reaches over 3,800 families in the Springfield and Holyoke metro areas to engage them in at-home learning, community resources, and parent tips. We are the sole awardees of the Massachusetts Board of Library Commission’s Strength in Families grant to train and support a network of Family Literacy Advocates, family members advocating for literacy in their neighborhoods and communities across the city of Springfield.

Kids are only in school 20% of their year, but the opportunities to support them learn the skills needed to learn to read can happen throughout the year. We’ve worked to open Story Walks across the city and to install book nooks and public book shelves across businesses in the city. We have convened informal educators like librarians and museum educators on issues of equity and diversity in children’s literature and family engagement and programming, attracting over 200 people to these events.

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

Program Summaries

Workforce Development

Workforce Development	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	193,047	198,341	206,622
FTEs	3.2	8.0	8.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Workforce Development Events	35	16	40
Attendance at Workforce Events	1,500	340	2,000
Workforce Dev. Partner Organizations	20	20	20
Workforce Development Trainings	28	8	30
Workforce Dev. Training Attendance	350	112	550

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Workforce Development Team has hosted several program series for job seekers, *Digital Skills for Job Seekers* and *Help for Job Seekers*. Programs included creating resumes, online job seeking and applying for job online. These series were funded by a grant from the Public Library Association and a sponsorship from United Personnel. We partnered with SCORE Western Mass, the mentoring program that matches experienced and retired business people with small business entrepreneurs. Their members led programs on e-commerce and business plans. Another program taught the use of Google resume and cover letter templates.

Another valuable collaboration is with MassHire, whose executive director Kevin Lynn presented a workshop to staff on the unique challenges faced by job seekers in Springfield and those who seek to help them. We co-hosted an online session with TechFoundry, helping recruit residents interested in getting into the IT field. We assisted Baystate Health in recruiting participants for their Family Prosperity Innovation Community workforce development project.

Library electronic databases such as *Peterson's Career Prep* and *Gale Legal \Forms* offer online resources to library users including personalized career assessments; comprehensive career information; customized job searching capabilities; business legal forms; and resume editing software.

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	598,444	614,856	640,527
FTEs	9.2	11.0	10.3
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Read/Write/Now Classes	185	123	250
Read/Write/Now Attendance	6,500	2,661	5,500
Number Students Advancing a Level	36	15	40
Volunteer Tutor Hours	1,900	0	2,000
Number Adult Programs	764	189	950
Attendance at Adult Programs	9,368	3,227	17,500
New Programs Developed	18	20	30
Partnerships with Organizations	22	22	22
Circulation of Adult Materials	242,476	75,344	325,000
Adult Cardholders	57,500	47,105	62,000

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Adult Literacy and Lifelong Learning Team offers educational and entertaining programs, training, and events. The pandemic put a stop to the team's traditional work and forced members to rethink how to engage the community virtually. After some false starts, adult programming shifted to videoconferencing, email, and social media platforms. Book discussion groups (*Afterthoughts*, *What's Cooking*, *Books & Brew*, and *The ABC Book Group*); art workshops and the writing group *Write-Up Springfield*; *Knot Just Knitters*, *U.S History Book & Media Discussion Group* all succeeded online, offering residents interactive discussion and expression at a time when isolation was rampant.

Librarians created digital content that engaged audiences on our social media sites. Book and resource lists, online art displays (*Art Online*), a holiday sign-along, and *Springfield Reads* took advantage of new technologies and tools such as cloud-based desktop publishing platforms and streaming video. The *Adult Summer Reading Club* attracted over 85, die-hard book lovers who submitted close to 200 book reviews. Other programs included drop-in genealogy sessions; an eLibrary scavenger hunt; an on-going romance book club; a well-enjoyed photography contest that helped staff move into new social media spaces; a cat celebration on Facebook, ukulele jam sessions; Google Drive and Google Docs lessons; and food programming (*Cooking with Chelsea*).

Read Write Now offers adult basic education services for Greater Springfield adults in need of beginning literacy through grade level equivalency of 8th grade. Day and evening classes cover reading, writing, math, digital literacy, and the subject areas that are included on the HiSET and GED tests. Due to the pandemic, classes have been offered online. Teachers have offered parking lot meet ups for students to pick up learning materials and turn in work for review by their teachers. The program has a waiting list of over 100 people. We also offer counseling and referrals for services to assist adult learners overcome barriers to educational progress that can include lack of child care, transportation, health issues, housing problems, and other challenges that generally come with poverty.

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	2,483,866	2,551,983	2,658,531
FTEs	36.4	33.7	33.7
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
Total Circulation	437,453	112,453	645,000
Total Reference Transactions	79,721	15,796	118,000
Total Cardholders	79,000	67,934	84,000
Total Website Hits	6,066,557	5,401,237	11,850,000
Total Database Searches	111,800	53,435	112,000
Total Computer Uses	105,500	0	120,000
Total Wi-Fi Uses	18,993	2,779	35,000
Total Visitors	471,669	12,261	675,000

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Library staff offered residents critical services to address their needs throughout the pandemic. We provided telephone assistance to help residents to access e-books and streaming movies and music on their devices. We helped residents learn, research, and explore, using our digital subscriptions and apps for language learning, grant searches, business research, and children's homework help. We answered reference questions by phone and email, and innovated a chat reference service via our website. Once vaccinations became available, library staff eagerly jumped on board to offer assistance and support to seniors trying to sign up for the COVID-19 vaccine at the mass vaccination site.

Library staff used technology heavily to reach residents during the shutdown. Social media proved an important tool to communicate about pandemic closures, reopening for curbside services, and virtual programs offered online. Story times, cooking programs, and resume writing programs all streamed online. Another innovation was to add online library card registration, and curbside pick-up of library materials and print jobs proved very popular. Our e-newsletter reaches over 3000 people a month.

The Springfield Library Commission approved a revised Collection Development policy in November. The new plan, created by a staff committee, follows the lead of our strategic plan to ensure that our collections are tailored to the needs, interests, and diversity of Springfield residents and includes new formats and collection emphases.

Technology upgrades to improve the Customer Experience include extending wireless access at the Central Library, Brightwood, Forest Park, Mason Square, and Sixteen Acres branches. We are piloting a Tablet Station at East Forest Park Branch; when the library reopens, patrons can check out these tablets to use in the library, which will be loaded with apps such as Mango Languages, Khan Academy Kids, and 3D Brain. A Windows 10 upgrade was completed at Forest Park and Comcast data lines were upgraded at Brightwood, East Forest Park and Pine Point branches from 20mb speed lines to 200mb speed lines. Our hotspot lending initiative was launched.

Fiscal Year 2022 Budget and Program Summaries

LIBRARIES

FY22 Budget Adjustments

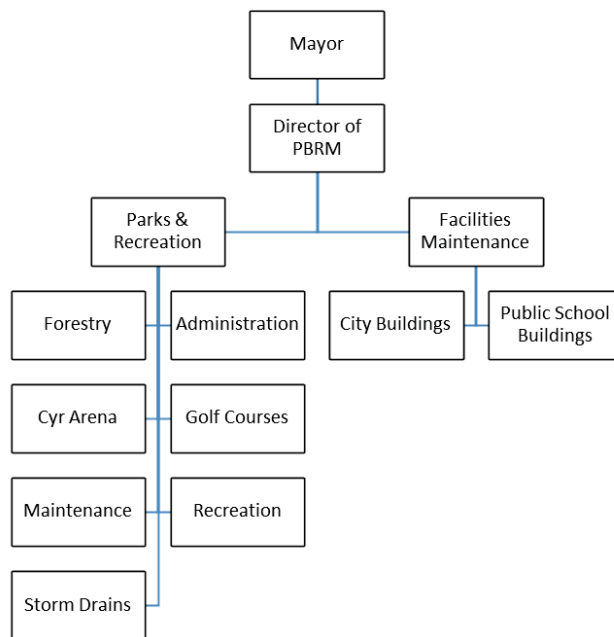
Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Customer Experience			
Personal Services	(380,707)	(355,055)	(376,463)
OTPS	(160,907)	(291,140)	(313,818)
Capital	(25,000)	(40,000)	(40,000)
Total Adjustments	(566,614)	(686,195)	(730,282)

Notes

- ◆ Personal Services- \$376,463 reduction to level service request.
 - ◇ \$39,096 increase to salary and wages due to FY22 salary adjustment.
 - ◇ \$250,000 reduction due to State Aid Offset.
 - ◇ \$151,744 decrease due to Library foundation Offset.
- ◆ OTPS- \$313,818 reduction to level service request.
 - ◇ \$263,580 reduction due to Trust and Endowments offset.
 - ◇ \$50,238 reduction due to historical spending.
- ◆ Capital—\$40,000 reduction to level service request due to historical spending.

Section 10

Parks, Recreation and Building Management Division



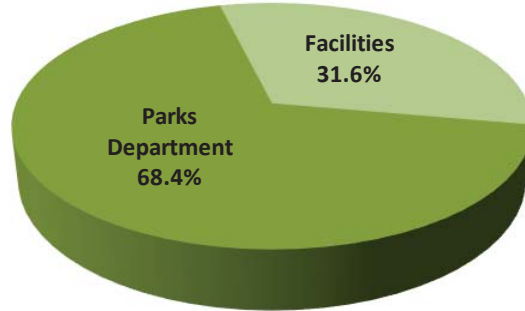
Mission Statement

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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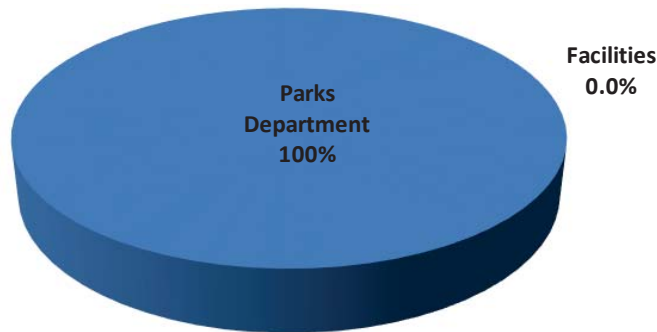
Fiscal Year 2022: All Funds Budget and Revenue Overview

Parks, Buildings, and Recreation Management Division



FY22 Adopted Budget Parks, Buildings, and Recreation Management Division						
	FY20 Actual	FY21 Adopted	FY21 Revised	FY22 Adopted	% Change from FY21 Adopted	% Change from FY21 Revised
Parks Department	8,518,913	8,890,127	8,890,127	9,330,656	5.0%	5.0%
Facilities	2,836,757	3,040,217	3,040,218	4,318,874	42.1%	42.1%
Total	11,355,669	11,930,344	11,930,345	13,649,531	14.4%	14.4%

Revenue Overview



Division / Department	FY22 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY22 Total Revenue
Parks Department	1,977,505	-	1,439,500	-	-	3,417,005
Facilities	-	-	-	-	-	-
Total	1,977,505	-	1,439,500	-	-	3,417,005

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Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

Mission

The Parks Division’s mission is to maintain and improve the City of Springfield’s parks and open spaces, as well as offer a diverse range of recreational programs to Springfield’s residents.

FY21 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, all of which continue during the COVID pandemic.

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.

FY22 Budget Highlights

- ◆ Funds 79.0 General Fund FTEs, 2.0 Grant FTEs, and 2.0 Revolving Fund FTEs
 - ◇ 40% reduction in the Sheriff’s crews
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	4,288,633	4,863,470	5,319,611	456,141	9.4%
OTPS	4,201,988	4,021,941	4,011,045	(10,895)	-0.3%
Capital	28,291	4,716	-	(4,716)	-100%
Total General Funds	8,518,913	8,890,127	9,330,656	440,529	5.0%

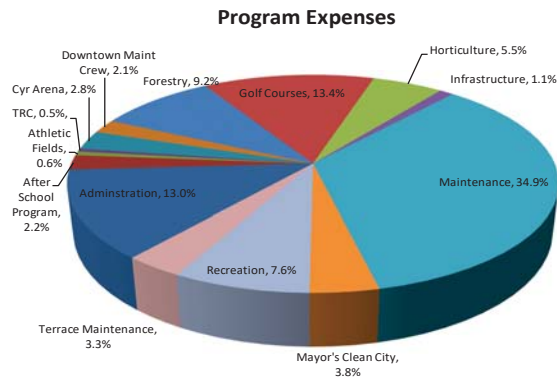
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	83.0	79.0	79.0	-	0.0%
Revolving Fund FTEs	2.0	2.0	2.0	-	0.0%
Grant FTEs	2.0	2.0	2.0	-	0.0%
Total FTEs	87.0	83.0	83.0	-	0.0%

Fiscal Year 2022 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

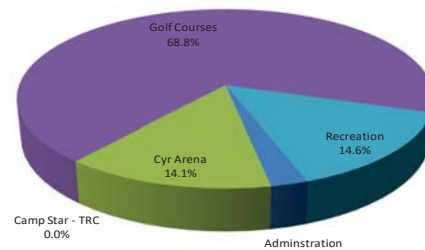
Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administration	1,397,215	1,444,651	1,397,880	(46,771)	13.0%
After School Program	198,160	219,112	235,514	16,402	2.2%
Athletic Fields	58,108	63,251	63,251	-	0.6%
Camp Star - Therapeutic Recreation	12,618	-	51,557	51,557	0.5%
Cyr Arena	361,866	318,731	300,614	(18,117)	2.8%
Downtown Maint Crew	185,057	220,777	221,677	900	2.1%
Forestry	635,451	721,986	987,172	265,186	9.2%
Golf Courses	1,294,473	1,372,376	1,445,605	73,229	13.4%
Horticulture	643,964	580,787	597,188	16,401	5.5%
Infrastructure	130,038	120,762	120,762	-	1.1%
Maintenance	5,990,736	3,586,802	3,761,566	174,764	34.9%
Mayor's Clean City	316,241	415,101	410,773	(4,329)	3.8%
Recreation	607,619	548,351	823,302	274,951	7.6%
Terrace Maintenance	333,854	353,295	353,295	-	3.3%
Total General Fund Expenditures	8,518,913	8,890,127	9,330,656	440,529	86.6%
Total External Funds Expenditures	3,646,490	1,075,855	1,439,500	363,645	13.4%
Total All Funds Expenditures	12,165,403	9,965,982	10,770,156	804,175	100%

Revenue Summary

TOTAL REVENUE: \$1,977,505

- ◆ **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	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administration	54,413	85,000	50,000	(35,000)	2.5%
Camp Star - TRC	12,285	-	-	-	0.0%
Cyr Arena	329,895	279,250	279,250	-	14.1%
Golf Courses	1,493,584	1,359,855	1,359,855	-	68.8%
Recreation	312,614	288,400	288,400	-	14.6%
Total Departmental Revenue	2,202,790	2,012,505	1,977,505	(35,000)	100%

Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	4,288,633	4,863,470	5,319,611	456,141	9.4%
OTPS	4,201,988	4,021,941	4,011,045	(10,895)	-0.3%
Capital	28,291	4,716	-	(4,716)	-100%
Total General Funds	8,518,913	8,890,127	9,330,656	440,529	5.0%

External Funds Budget	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
Grant Funds	3,320,488	711,000	1,117,000	406,000	57.1%
Enterprise/Revolving Funds	2,545	-	-	-	0.0%
Donations/Trusts	323,457	364,855	322,500	(42,355)	-11.6%
Other Funding	-	-	-	-	0.0%
Total External Funds	3,646,490	1,075,855	1,439,500	363,645	33.8%
All Funds Budget	12,165,403	9,965,982	10,770,156	804,175	8.1%

All Funds Revenue Detail

Department Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Departmental Fees	312,614	288,400	288,400	-	0.0%
Park Rentals	51,906	85,000	50,000	(35,000)	-41.2%
Departmental Fines	1,500	-	-	-	0.0%
Sale of Old Materials	54	-	-	-	0.0%
Reimbursement for Prior Year Expenditures	952	-	-	-	0.0%
Camp STAR - TRC Program	12,285	-	-	-	0.0%
Cyr Arena	329,895	279,250	279,250	-	0.0%
Golf Courses	1,493,800	1,359,855	1,359,855	-	0.0%
Petty Cash - Close/Over	(216)	-	-	-	0.0%
Total Departmental Revenue	2,202,790	2,012,505	1,977,505	(35,000)	-1.7%

External Funding Sources	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
21 St Century-Bowles	Grant	8/31/2021	103,404	175,000	50,000
CDBG Entitlement	Grant	6/30/2022	249,964	-	-
Green City Trees FY21	Grant	6/30/2021	296,504	460,000	500,000
Summer Youth Jobs	Grant	9/15/2019	4,435	-	-
Swan Pond-Park	Grant	6/30/2021	2,061,976	-	-
Kenefick Park	Grant	6/1/2021	30,825	-	218,000
City Hall Assessment	Grant	6/30/2021	-	30,000	30,000
Clasp Summer Supplies	Grant	10/27/2019	4,806	-	-
Emily Bill Park	Grant	6/1/2021	317,298	-	-
Loon Pond Project	Grant	6/30/2021	-	42,000	42,000
MGM Franconia Pavillion	Grant	12/1/2016	600	-	-
Municipal Vulnerability Preparedness	Grant	6/30/2021	51,767	-	-
Ruth Elizabeth Park Design-Trail Grant	Grant	9/30/2021	121,764	-	20,000
Solar Program	Grant	9/5/2019	8,919	-	-
Springfield Water And Sewer	Grant	6/30/2021	-	4,000	-
Van Horn Dam Phase II	Grant	6/30/2020	41,400	-	-
Walsh Park	Grant	6/1/2021	26,825	-	257,000
Subtotal FY22 Anticipated Grants			3,378,512	770,200	1,117,000
Sign- Elder Affairs Senior Center	Donation	1/14/2020	1,500	-	-
Greenleaf Community Center Basketball Court	Donation	6/30/2019	15,000	-	-
Evening Gym	Donation	6/30/2019	32,197	-	-
Old First Church Donation	Donation	12/21/2030	6,782	39,200	-
Riverfront INSA	Donation	3/30/2040	-	20,000	-
Therapeutic Recreational Club Program	Revolving Fund	4/1/2017	2,545	-	-
Edward M. Walker	Trust	N/A	139,120	137,258	150,000
William B. Walker	Trust	N/A	32,794	66,399	70,000
Charles O. Davis	Trust	N/A	680	1,998	2,500
Barney Estate	Trust	N/A	95,385	100,000	100,000
Subtotal FY22 Other Funds			267,978	305,655	322,500
Total External Funds			3,646,490	1,075,855	1,439,500

Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Recreation

Recreation	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	607,619	548,351	823,302
FTEs	8.0	8.0	8.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# of participants who registered for a pool pass	1,155	0	1,100
# of summer enrichment programs	5	0	5
# of therapeutic enrichment programs	2	0	2
# of special events	31	0	34
# of employment opportunities for youth	300	50	300

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 recent COVID Pandemic has prevented the programs from being implemented over the past year. We are developing COVID guidelines to ensure programs will be instituted for the summer of 2021.

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. This program currently serves 31% of African-American students and 62% of Hispanic students. The overwhelming majority of students served are males (92%).

PARKS DEPARTMENT

Program Summaries

Homework Help and Evening Gym

Homework Help and Evening Gym	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	198,160	219,112	235,514
FTEs	3.5	2.5	2.5
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# of participants in afterschool programs	283	324	350
# of partners involved in out-of-school-time programming	10	10	13

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Homework Help and Evening Gym Program is to provide safe and academically-enriched programming that aligns with and supports school-day programming for city youth. The afterschool enrichment program will be tailored to assist students with their homework prior to entering the evening gym program.

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 leaders 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. Previously, the Evening Gym Program was funded through grants. While the division 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.

This division has also restructured Therapeutic Recreation opportunities and has ensured all programs are inclusive to residents across the City.

PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	361,866	318,731	300,614
FTEs	4.0	4.0	4.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# of adult hours booked per week	13	13	14
# of youth hours booked per week	40	40	46

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 are scheduled for FY22

Youth Leagues - 9 leagues are scheduled for FY22

School Varsity & JV Usage - 4 school-based teams scheduled for FY22

Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Forestry

Forestry	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	635,451	721,986	987,172
FTEs	9.0	9.0	9.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# trees planted	449	308	600
# trees removed	112	137	300
# trees trimmed	230	110	2,000
# emergencies pickups/hangers	372	112	0
# new tree requiring after care water/stake/re-mulch	449	308	600
#stumps removed	47	19	100

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

Highlights

The goal of the Forestry Division is to protect, preserve, and grow Springfield’s urban forest while maintaining public safety. This includes the care and maintenance of all public shade trees as well as all trees on public property.

Springfield’s street trees represent a resource valued at nearly \$122 million that provides \$2 million in benefits to city residents annually. This includes a net total of 6 million pounds of carbon avoided and sequestered annually, 22 million gallons of rainfall intercepted annually, 22,000 pounds of particulate matter pollution removed and avoided from the air annually, and \$850,000 in annual energy benefits for Springfield residents.

Significant achievements for the Division this year include completion of the MVP Action Grant which has resulted in a complete street tree inventory update as well as expansion of the municipal tree nursery and construction of a tree propagation greenhouse in Forest Park. The \$1.5 Million Greening the Gateways Grant continues into its third year resulting in over 1,200 trees planted in the McKnight, Old Hill and Upper Hill neighborhoods to date.

The Forestry Division recently partnered with the Public health Institute of Western MA, Live Well Springfield, ReGreen Springfield, and Yale University on an initiative funded by the Office of the Attorney General. The Division will provide technical support and guidance on research aimed to study air quality in Springfield and how it is impacted by the urban ecosystem and tree canopy. Over fifty air quality monitors will be placed in the City to study the effects of various air pollutants on public health outcomes such as asthma rates, and how these impacts relate to urban tree canopy cover.

PARKS DEPARTMENT

Program Summaries

Golf Courses

Golf Courses	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,294,473	1,372,376	1,445,605
FTEs	5.0	5.0	5.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# of golf leagues	30	30	40
# of tournaments	20	20	30
# of rounds of golf	53,885	27,000	54,000

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. A \$1M renovation of the bunkers at both golf courses is expected to be completed July of 2021.

Veterans’ Memorial Golf Course: 18-holes, Par 72, 6,100 yards

Franconia Golf Course: 18-holes, Par 70, 6,318 yards

Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	7,670,617	5,340,776	5,580,069
FTEs	38.0	38.0	38.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
# of residential site work by Clean City	1,500	1,500	1,500
# of lots cleaned by Clean City	400	400	400
# of athletic fields maintained	67	67	67
# of terraces maintained	158	158	158
# of flowers planted	1,425	1,425	1,425
# of acres debrushed	10	10	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. This past year, the park maintenance staff went above and beyond to ensure the safety of all park patrons while implementing COVID safety protocols across all districts. The parks were often the only escape for residents while managing through the COVID pandemic. Due to Covid-19, our sheriff's crews have had a reduced day to day crew size. The department is recommending the city reduce the sheriff's crews to six crews daily. The remaining four crews funding can be utilized to add four additional staff per district. This is necessary to keep pace with new park improvements, daily litter clean up and general park maintenance.

The Division has had an active construction season. The Division is implementing approximately 20 CPA funded projects, such as Angelina Park, Atwater Terrace, Barrows Park, Colony Hills, Dog Park Study, Forest Park Trolley Barn, Old First Church Feasibility Study, Westminster Park, Venture Pond; 5 CDBG Neighborhood Target Improvement Grant Projects, such as Donna Blake Park and Calhoun Park; and the following state funded (PARC & LWCF) projects that are additionally supported by CDBG funding: Ruth Elizabeth Park, Walsh Park, Kenefick Park, and Loon Pond. Additionally, the Division is implementing a City Hall Preservation Plan through the Massachusetts Historic Commission Grant and the Camp STAR Angelina Accessible Trail through DCR's MassTrails Grant Program. Infrastructure Improvement: Maintenance of 55 buildings and 25 structures as well as drainage systems, sidewalks, roads, bridges, and dams. The requests include repairs for park buildings.

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. The department is completing designs for a New Nancy Lieberman Foundation court at Calhoun Park.

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 Watershops Dam is under design and slated for full repairs for 8/01/2022

Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Administration

Administration	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	1,397,215	1,444,651	1,397,880
FTEs	15.5	12.5	12.5
Performance Metrics	FY20 Actual	FY21 YTD	FY22 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 Division is to provide administrative, managerial, and operational support for the PBRM Divisions. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination. Administration staff continues to realize a high degree of success in obtaining grants for the department. The department is very proud of its high success rate in reciting state and federal grants for the Park System. The department is also managing over \$1.0 million in CPA grant funds. These grants are addressing long-term requests from the neighborhood councils. The Administration Staff continues to be the vital core of the department. Over the past year they have provided the required support to all department divisions and assisted city departments as we have navigated the management of the COVID pandemic.

Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Recreation Personal Svcs	30,000	(270,392)	36,072
Recreation OTPS	(1,000)	(2,300)	-
Camp Star-TRC Personal Svcs	-	(26,643)	11,632
Camp Star-TRC OTPS	-	(55,408)	39,925
After School Program Personal Svcs	-	(53,571)	-
Cyr Arena Personal Svcs	-	1,418	5,085
Cyr Arena OTPS	5,471	(2,000)	(15,303)
Forestry Personal Svcs	-	(12,943)	-
Forestry OTPS	(10,000)	(5,311)	200,000
Golf Courses Personal Svcs	(191,000)	(4,759)	-
Golf Courses OTPS		(14,520)	-
Maintenance Personal Svcs	(58,833)	(142,800)	45,338
Maintenance OTPS	80,080	26,365	(200,609)
Administration Personal Svcs		(74,656)	-
Administration OTPS	51,193	(16,802)	(44,643)
Horticulture Personal Svcs	75,792	(20,862)	522
Horticulture OTPS	(145,031)	-	-
Mayor's Clean City Personal Svcs	-	(3,843)	(43,682)
Terrace Maintenance OTPS	(101,109)	-	-
Infrastructure OTPS	750	(2,000)	-
Downtown Maint Crew OTPS	23,000	(2,000)	-
Total Adjustments	(240,687)	(683,026)	34,336

Increase/reduction details shown on next page

Fiscal Year 2022 Budget and Program Summaries

PARKS DEPARTMENT

Notes

Recreation:

- ◆ Personal Services—Increase \$36,072
 - ◇ Increase due to salary adjustments

Camp Star– TRC:

- ◆ Personal Services—Increase \$11,632
 - ◇ Increase due to re-instating program for FY22
- ◆ OTPS—Increase \$39,925
 - ◇ Increase due to re-instating program for FY22

Cyr Arena:

- ◆ Personal Services— Increase \$5,085
 - ◇ Increase due to salary adjustments
- ◆ OTPS—Decrease \$15,303
 - ◇ Decrease due to historical spending

Forestry:

- ◆ OTPS—Increase \$200,000
 - ◇ Increase due to addition of stump grinding program

Maintenance:

- ◆ Personal Services—Increase \$45,338
 - ◇ Increase due to salary adjustments
- ◆ OTPS—Decrease \$200,609
 - ◇ Decrease due to the reduction of 2 Sheriff's Crews

Administration:

- ◆ OTPS—Decrease \$44,6463
 - ◇ Decrease due to historical spending

Horticulture:

- ◆ Personal Services—Increase \$522
 - ◇ Increase due to salary adjustments

Mayor's Clean City:

- ◆ Personal Services— Decrease \$43,682
 - ◇ Decrease due to salary adjustments

Fiscal Year 2022 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.

FY21 Department Highlights

The Department is proud to have coordinated, during the past 15 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 2020. 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. The Department has provided a key defense in the management of the COVID Virus across all city departments. The staff of DPBRM is very proud of the role that has been provided to the city and departments and the residents of Springfield. The work completed throughout school and municipal facilities are to the highest standards exceeding the guidelines set forth by DESE and the CDC. The department is proud of the work of our 35 member trades staff. Their work ethic is saving the city hundreds of thousands of dollars by utilizing their talents. Recent projects included the set of COVID tents for the homeless, daily repairs to school and municipal facilities, upgrades to symphony hall and recent upgrades to the new Dispatch Center on Roosevelt Ave.

FY22 Budget Highlights

- ◆ Funds 29.0 General Fund FTEs, an increase 1.0 FTE from FY21.
 - ◇ Added 1.0 FTE Facilities Engineer
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases.

Department Budget

General Fund Operating Budget	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Personal Services	1,191,253	1,363,987	1,531,399	167,412	12.3%
OTPS	1,645,504	1,676,230	2,787,475	1,111,245	66.3%
Capital	-	-	-	-	0.0%
Total General Funds	2,836,757	3,040,217	4,318,874	1,278,657	42.1%

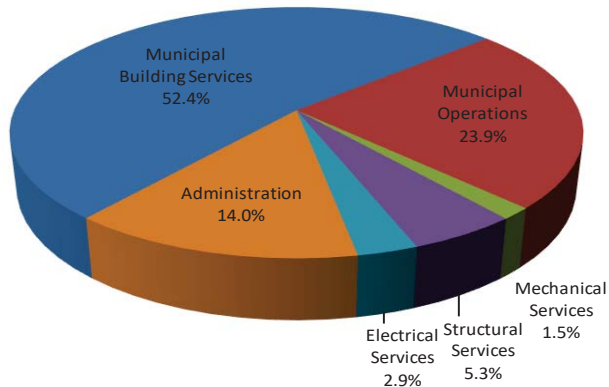
Department Staff

Department FTEs	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund FTEs	29.0	28.0	9.0	(19.0)	-67.9%
Total FTEs	29.0	28.0	9.0	(19.0)	-67.9%

Fiscal Year 2022 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.

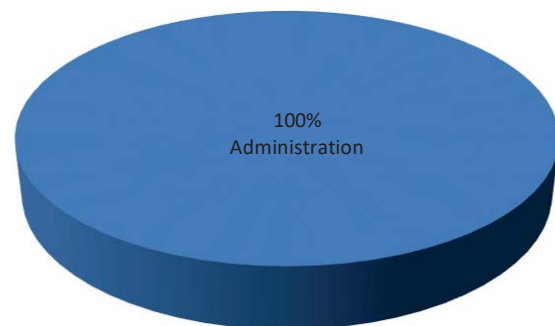
Program Budgets

Program Expenses	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Municipal Building Services	1,257,253	1,463,436	2,265,097	801,661	52.4%
Municipal Operations	809,584	846,037	1,031,526	185,489	23.9%
Mechanical Services	61,283	65,037	65,037	-	1.5%
Structural Services	226,065	227,803	227,803	-	5.3%
Electrical Services	123,961	125,704	125,704	-	2.9%
Administration	361,100	512,200	603,707	91,507	14.0%
Total General Fund Expenditures	2,836,757	3,040,217	4,318,874	1,278,657	100%
Total External Funds Expenditures	2,490	200,000	-	(200,000)	0.0%
Total All Funds Expenditures	2,839,247	3,240,217	4,318,874	1,078,657	100%

Revenue Summary

Total Revenue: \$0.00

Program Revenue



Departmental Revenue

Program Revenue	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	% of Total
Administration	6,314	-	-	-	0.0%
Total Departmental Revenue	6,314	-	-	-	0.0%

Fiscal Year 2022 Budget and Program Summaries

FACILITIES DEPARTMENT

All Funds Budget Detail

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
General Fund Operating Budget					
Personal Services	1,191,253	1,363,987	1,531,399	167,412	12.3%
OTPS	1,645,504	1,676,230	2,787,475	1,111,245	66.3%
Capital	-	-	-	-	0.0%
Total General Funds	2,836,757	3,040,217	4,318,874	1,278,657	42.1%
	FY20 Actual	FY21 Available	FY22 Projected	Variance FY22-FY21	Percent Change
External Funds Budget					
Grant Funds	2,490	200,000	-	(200,000)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	2,490	200,000	-	(200,000)	-100%
All Funds Budget	2,839,247	3,240,217	4,318,874	1,078,657	33.3%

All Funds Revenue Detail

	FY20 Actual	FY21 Adopted	FY22 Adopted	Variance FY22-FY21	Percent Change
Department Revenue					
Reimb For Damages	1,907	-	-	-	0.0%
Reimb For Prior Year Expenditure	4,407	-	-	-	0.0%
Total Departmental Revenue	6,314	-	-	-	0.0%
	Type of Funding	Expiration Date	FY20 Actual	FY21 Available	FY22 Projected
External Funding Sources					
Allen Street Boiler	Grant	9/30/2021	-	200,000	-
Coronavirus Relief Fund	Grant	12/30/2021	2,490	-	-
<i>Subtotal FY22 Anticipated Grants</i>			2,490	200,000	-
<i>Subtotal FY22 Other Funds</i>			-	-	-
Total External Funds			2,490	200,000	-

Fiscal Year 2022 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	361,100	512,200	603,707
FTEs	9.0	8.0	1.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,962	2,962	3,000
Tonnage of recyclable materials from School buildings	390	390	400
Recycling Rate for Springfield School Department	12%	12%	13%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

PBRM continues to ensure that 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 26% savings in our utility usage in buildings. The department successfully completed over \$1M investment in both school and municipal facilities in the defense of the COVID crisis. The department is responsible for the distribution of all Covid-19 supplies and materials to all city departments. The department coordinates the Statement of Interests submissions to the MSBA on behalf of the school district and the City for funding capital repairs for school repairs and new school construction

Fiscal Year 2022 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY20 Actual	FY21 Adopted	FY22 Adopted
Budget	2,478,147	2,728,017	3,715,167
FTEs	20.0	20.0	20.0
Performance Metrics	FY20 Actual	FY21 YTD	FY22 Goal
% of Safety Emergency Work Orders completed within 2 working days	85%	70%	90%
% of Open Work Orders 1-3 Months old	50%	50%	55%
Reduce/close open work orders older than 24 months	90%	65%	90%
Reduce/close open work orders 12-24 months	75%	60%	80%
Reduce/close open work orders 6-12 months	75%	60%	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 8,500 work orders were completed across municipal/ school services this past year. The increase is due to the aggressive lighting replacement program funded through Eversource.

FACILITIES DEPARTMENT

FY22 Budget Adjustments

Program Budget Adjustments	FY20 Actual	FY21 Actual	FY22 Adopted
Municipal Building Services			
Salaries & Wages	106,445	46,712	64,412
OTPS	(264,440)	(1,000)	220,927
Municipal Operations			
OTPS	(80,975)	74,358	185,489
Administration			
Salaries & Wages	-	(141,459)	20,663
Total Adjustments	(238,970)	(21,389)	491,491

Notes

Municipal Building Services:

- ◆ Personal Services—Increase \$64,412
 - ◇ Increase due to salary adjustments
- ◆ OTPS—Increase \$220,927
 - ◇ Increase due to increased costs of utilities, taxes, and other relevant expenses associated with operating and maintaining facilities citywide

Municipal Operations:

- ◆ OTPS— Increase \$185,489
 - ◇ Increase due to increased costs of utilities, taxes and other relevant expenses associated with operating and maintaining facilities citywide

Administration:

- ◆ Personal Services—Increase \$20,663
 - ◇ Increase due to salary adjustments

Section 11

Planning Documents

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Analysis of Outstanding Debt: FY21 Debt Affordability Study

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Analysis of Outstanding Debt

City of Springfield, Massachusetts

January 30, 2021

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Timothy J. Plante
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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

It is my pleasure to present this year's annual analysis of the City of Springfield's existing debt. The Office of Management and Budget (OMB) publishes this study each year to serve as 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 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 comparing the City's debt service payments with the amount of revenue available to pay those obligations.

In recent years, the City has taken a proactive approach to 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 such as these and fluctuations in the municipal bond market during the development of the City's borrowing strategy.

The last time the City capitalized on the opportunity to refinance was in March 2017. Paying pay off 2007 bonds at a lower interest rate saved the City over \$3.8 million over 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 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 has been in a position to strategically invest in its infrastructure and capital needs.

In November 2020, the City issued \$39.5 million in bonds. This issuance provided funding for the City's share of ongoing projects, namely, the replacement of Brightwood and Lincoln elementary schools.

Having sold debt for multiple ongoing projects in 2020, the City does not issue long-term debt in 2021. Rather, the City issued short-term bond anticipation notes (BANs), to fund ongoing projects. Short-term borrowing allows the City to fund ongoing projects during their early stages, without issuing bonds. Oftentimes, the City is able to complete projects under initial budget projections, due to cost savings and value engineering. Short-term borrowing allows the City to avoid selling debt for costs it may not actually incur on a project. In general, the City issues debt for a project once it is substantially completed, to avoid incurring excess interest expenses by borrowing more than it needs for a project. However, if the City expects interest rates to rise in the future, it may issue debt earlier in a project cycle to avoid higher interest costs.

One of the established benchmarks reviewed by the municipal bond industry is the percent of outstanding principal paid off within ten years. The industry standard is between 65% and 100%; Springfield is on schedule to retire 74.2% of its outstanding principal in the next ten years. 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 2021-2025 Capital Improvement Plan (CIP) indicates there is over \$854.4 million in capital needs in the City. The Fiscal Year 2022-2026 Capital Improvement Plan process is currently underway and the updated CIP will be published in March of 2021.

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, our continued relationship with the Massachusetts School Building Authority (MSBA), has allowed the City to move forward on projects we would have never been able to afford otherwise. MSBA's Accelerated Repair Program (ARP) initiative is an innovative, competitive grant program that 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 over twenty-five schools. Over the past two years alone, we have been able to replace windows, doors and roofs on eight schools throughout the City. These projects, totaling \$23.8 million, have seen an average reimbursement rate of 76.8%, offsetting \$19.8 million in costs to the MSBA, leaving the City costs for a total of \$6.0 million, 23.2%.

As mentioned, the majority of the November 2020 issuance was for costs related to the replacement of Brightwood and Lincoln elementary schools. As a part of the MSBA's Core Program, these two schools, built in 1898 and 1909, respectively, will be replaced with a co-located school. This unique build will replace two aging facilities, keeping the identity and the desired small size of each elementary school, while benefiting from the economies of scale available through shared core spaces and educational resources.

In June 2020, the MSBA also approved the replacement of Deberry and Homer elementary schools on the site of the existing DeBerry Elementary School. The project is expected to top \$95 million, with MSBA's reimbursement rate expected to be 80%, less any ineligible costs.

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 rising non-discretionary costs. The City's budgeted pension contribution for FY21 was \$47.3 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.

In a pre-Covid Springfield, robust economic growth and low unemployment for 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. Despite the questions and uncertainty surrounding effect of the Covid-19 pandemic on the City's revenue, property values continue to rise. For only the third time in the past decade, the City was able to capture all new growth under the levy ceiling in FY21.

However, an increasingly tight labor market, 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.

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 debt issuance in 2020, Standard and Poor's (S&P) affirmed the City of Springfield's AA- rating, with a negative outlook. As a result of the COVID-19 pandemic, the negative outlook reflects a one-in-three chance that S&P could lower the rating as a result of the sudden rapid economic deterioration and heightened budgetary uncertainty. However, the affirmation of our AA- rating 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, 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 six

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.

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 cursive and somewhat stylized.

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:

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.

The City of Springfield has a total of \$257.3 million in outstanding permanent debt. Of this, \$193.6 million is principal and \$63.7 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 November 2020. 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%)”. Currently, the City is at half this limit.

Debt Service as a % of General Fund Revenue	
2020 Total Debt Service	\$ 27,548,002
2020 General Fund Revenue	\$ 768,154,003
Debt Capacity	3.6%

Source: First Southwest, Springfield 2020 CAFR

Analysis of City Debt

The City’s net debt service totals \$236.0 million over twenty-nine years. Project balances that make up this debt range from the small - \$10,100 for the Blunt Park Renovation, to the large - \$14.1 million for the City’s new Culinary and Nutrition Center, which provides freshly cooked meals to Springfield’s 25,000+ students.

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 how has the City decided to structure its debt repayment schedule? The study then examines what this debt tells us about Springfield’s finances.

The latter analysis, what Springfield’s outstanding debt can tell us as a measure of the health of the City’s finances, relies on benchmarks established by the three major ratings agencies: Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings. These benchmarks measure our ability to repay our debt, highlight areas for further investigation and public discourse, and provide 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 an 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 of the mandatory nature of this expense, the City must be cognizant of debt service payments when issuing new debt and deciding whether or not the City has the ability to increase those payments.

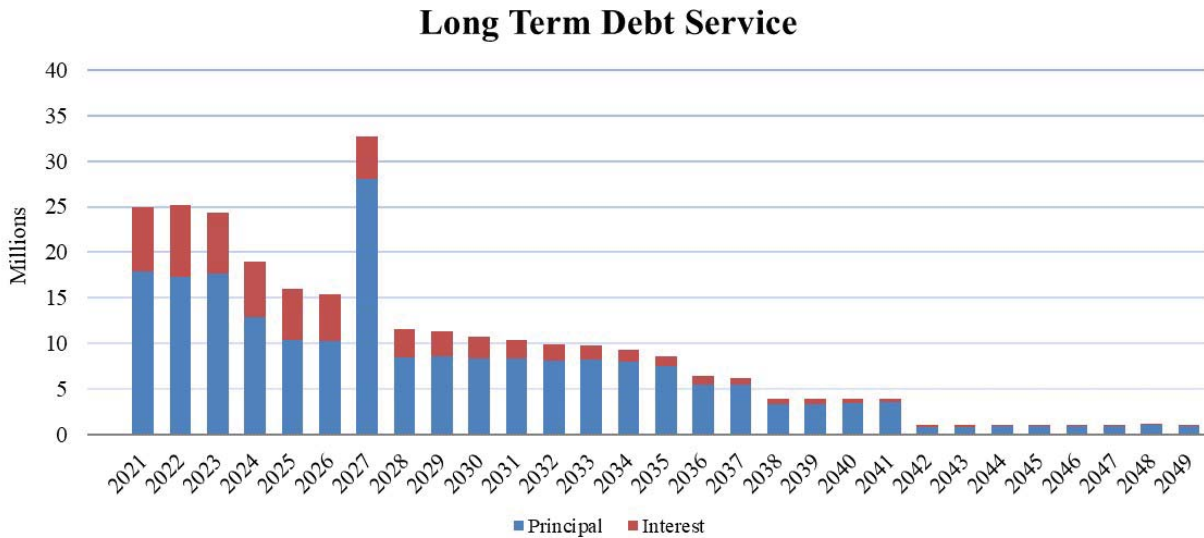


Figure 1: Debt service repayment schedule, First Southwest

The City’s debt service repayment schedule, as of January 30, 2021, 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, \$28.9 million debt service payment due in 2027. In order to prepare for this expense, 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 this bullet payment. Aside from this one instance, the City works to maintain a relatively smooth debt schedule, so as to not front or back load debt service payments.

As illustrated above in Figure 1, the City has entered into a declining debt service payment schedule. Each year, prior bond issuances are fully paid, and “fall off” our debt schedule, decreasing the City’s annual long-term debt service obligation. This means that the City has additional bonding capacity for new capital improvement projects in future years.

In 2015, the City took advantage of this 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 improvements. 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. Last March, the City sold \$27.9 million in bonds for additional capital projects, including the Springfield Culinary and Nutrition Center, the East Forest Park Library, \$2.5 million in new roads and sidewalks, and multiple MSBA school construction and repair projects.

Generally abiding by a practice to sell long term debt every two years, depending on interest rates, the City issued another round of long term debt in November 2020 for \$39.5 million. The bulk of the issuance, \$31.6 million was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools. Another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci Tech, Milton Bradley and South End Middle schools. 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 shifted to residents in the future.

It is important to note that not selling debt for needed capital projects does not necessarily spare the City, or its taxpayers, from financial liability. For example, if a school building requires roof repairs, deferring this project to future fiscal years simply pushes the expense onto future budgets. At the same time, over the following years, the City may end up paying higher repair costs out of its operating budget, due to leaks in the roof. Thus, it can sometimes make sense to think of deferred maintenance as a form of "off the books debt," since these expenses will still be required eventually, and the City may end up paying "interest" in the form of expensive short-term repairs to maintain an asset that requires major capital investments.

In the past, the City's ability to refund some of its outstanding bonds using proceeds from new bonds sold at lower interest rates resulted 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 high priority capital improvement projects.

Refunding bonds works similar to the refinancing of a mortgage, and savings are achieved by lowering interest costs. Between FY15 and FY16, the City refunded debt twice, saving over \$2.5 million in interest payments over fifteen years. The City also saved \$1.2 million on QSCB payments through these issuances. 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.

Unfortunately, a provision of the Tax Cut and Jobs Act of 2017 has limited the City's ability to refund debt in this way in future years. 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 \$193.6 million (principal only) debt, \$110.9 million (57.3%), was issued to finance school projects and \$82.7 million (42.7%), was issued for all other municipal purposes, such as public safety vehicles, trash trucks, roads, sidewalks, flood control systems, libraries, and parks.

Project/Type	Total	Percent of Total
City Facility	44,662,298	23.1%
Demolition	5,631,600	2.9%
Equipment	3,031,000	1.6%
Other	9,753,600	5.0%
Park/Land	6,834,530	3.5%
Streets/Sidewalks	12,356,850	6.4%
Technology	449,495	0.2%
City Total	82,719,373	42.7%
School Total	110,855,627	57.3%
Grand Total	193,575,000	100%

In prior years, the majority of the City's debt has been dedicated to school facilities due to the 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). This allows the City to complete school related projects at lower cost to the City's general fund.

School related debt also accounts for a larger amount of the City's outstanding principal because construction projects can be amortized across a longer period, generally 20-30 years. Many City projects have a short useful life, such as vehicles or IT equipment. 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 related 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 20-30 year terms. OMB projects that School projects will continue to represent the majority of Springfield's outstanding debt for the next several years, due to the construction of the Brightwood-Lincoln and DeBerry-Homer collocated schools.

The City anticipates an 80% MSBA reimbursement for eligible costs for nine Springfield public schools that have been invited into the MSBA Accelerated Repair Program in recent years: 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, the Mary Lynch Elementary School, Kensington Avenue International School, Milton Bradley Elementary School, and Thomas M. Balliet Elementary School for roof replacements and accessibility upgrades, and the Springfield High School of Science and Technology for a boiler replacement. The total estimated project cost for these schools is \$23.8 million.

Springfield is also currently involved in two MSBA school construction projects to replace four elementary schools: Brightwood, Lincoln, Homer, and DeBerry is currently underway.

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
South End Middle School	1,742,550	648,943	2,391,493
Balliet Middle School	1,365,804	341,451	1,707,255
Mary M. Lynch Elementary School	1,693,704	423,426	2,117,130
Kensington International School	1,191,130	297,783	1,488,913
Milton Bradley Elementary School	2,032,712	1,323,776	3,356,488
Thomas M. Balliet Elementary School	1,671,440	417,860	2,089,300
Brightwood-Lincoln Schools	50,218,732	31,983,044	82,201,776
TOTAL	70,040,098	37,967,289	108,007,387

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 (50.3%), Demolitions (6.9%), and Streets/Sidewalks (14.8%).

Outstanding Total Debt City Projects as of January 30, 20201

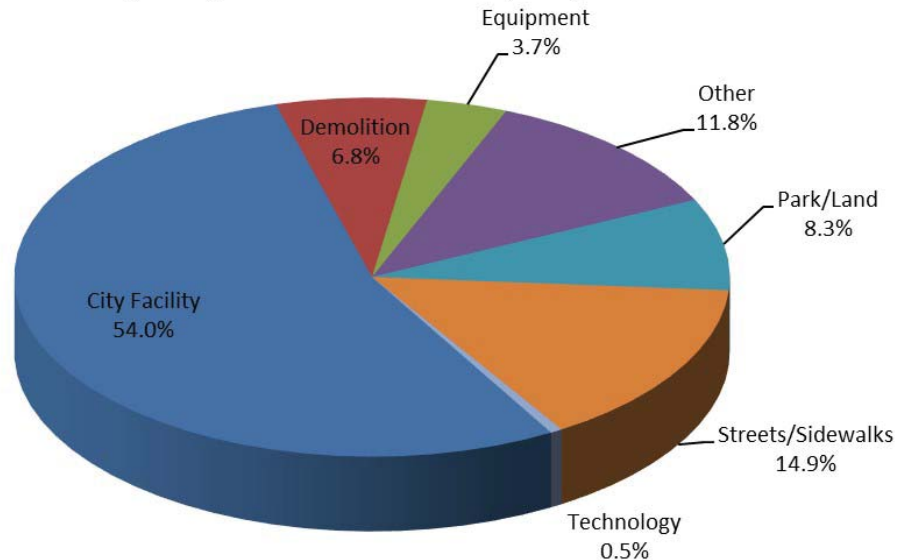


Figure 2: Breakdown of outstanding City debt, First Southwest

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, debt related to parks and recreation 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 46.0% 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 are also to promote economic development in Springfield. Notably, the vast majority of debt categorized as for “other” purposes, has been issued for the management of the Bondi’s Island landfill and repairs to the City’s flood control system.

In 2021, the City does not plan to issue any bonds. Instead, it will issue short-term bond anticipation notes (BANs) to fund the ongoing construction of the Deberry-Homer co-located elementary schools.

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. This appropriation is 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.

The City uses pay-go to fund emergency infrastructure repair projects, vehicle replacements, IT upgrades for software, security and servers, and park and building renovations. Pay-go allows the City to fund design work and studies to better prepare for grant applications, and to fund appropriations for matching grants. This funding source is a major reason for the City’s ability to often bear less than half of the cost of large capital projects.

Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$193.6 million as of January 30, 2021. When interest is included, the total cost of this debt is \$257.3 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursements for certain debt-funded projects, as well as interest earnings on its QSCB sinking fund which, when subtracted from the \$257.3 million in total debt service, leaves a balance of \$236.0 million of liability (principal and interest). Figure 3 below shows net debt service through 2030. The 2027 spike in debt service will be funded using the QSCB sinking fund, explained previously on page eight of this report.

Net Debt

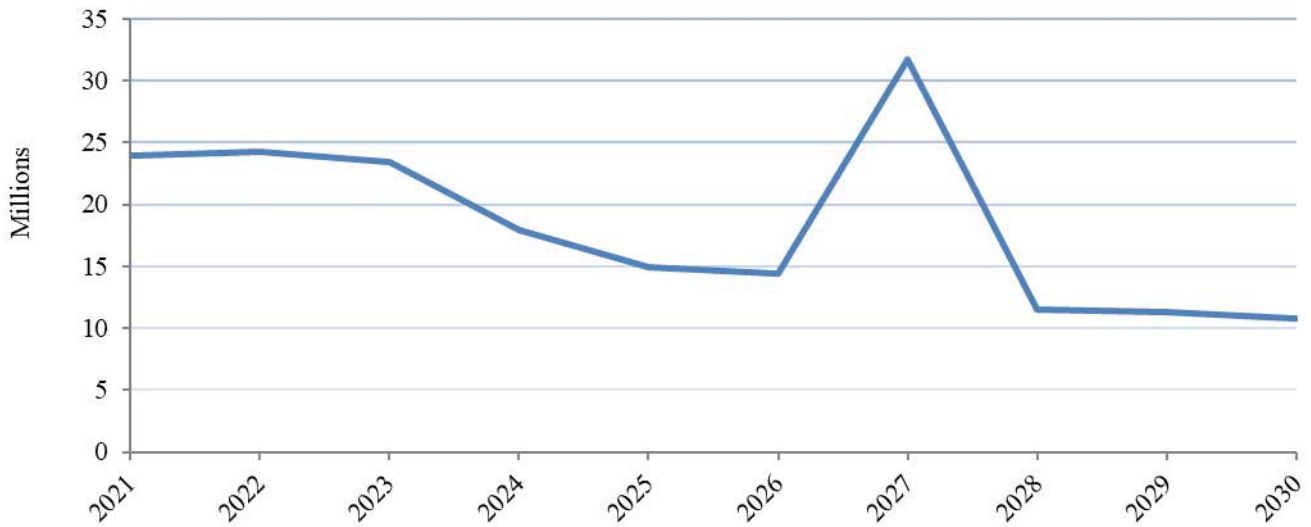


Figure 3: Net Debt Service payments; First Southwest

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, which began 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%).”

This report assumes the continuation of normal operations for the City of Springfield. OMB has calculated the following measurements as part of the analysis.

Measure	Industry Standard	FY2020	FY2021
General Fund Balance as a % of Total Revenues	15% or greater	20.2%	15.2%
Debt Service as a % of General Fund Revenue	0% - 8%	4.2%	3.6%
Debt Service as a % of General Fund Expenditures	0% - 8%	4.2%	3.6%
Percent of Debt Retired in Ten Years	65% - 100%	81.2%	74.2%
Debt as a Percentage of EQV	0% - 5%	2.3%	2.1%
Total Outstanding Debt Per Capita	\$0 - \$1,000	\$1,179.75	\$1,240.07
Total Debt as a Percentage of Total Personal Income	0% - 7%	5.9%	5.8%
Undesignated Fund Balance as a % of Revenues	10% or greater	8.8%	8.6%
Overall Net Debt as a % of Full Value	1.5% - 5%	2.6%	2.6%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	9.8%	9.2%

Figure 5: Municipal Bond Industry Benchmarks

Debt Service as a Percentage of General Fund Expenditures

This benchmark measures the City’s ability to finance debt within its current year budget. It is similar to the measurement of household income dedicated to mortgage payments that banks use when assessing borrowers. This is the most immediate measure for determining a City’s ability to pay its debt service; 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 3.6% of the Fiscal Year 2020 budget dedicated to debt service. This measure has been trending down over the last five fiscal years due to decreases in total debt service and an increase in the City’s general fund revenue.

Each year, the City is required to fund a capital reserve account at a level equal to 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. The City should also aim to keep its debt service ratio from declining, as this would denote a lack of investment in long-term capital needs, which carries its own liability for the City’s taxpayers due to the costs associated with deferred maintenance.

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 2021)**

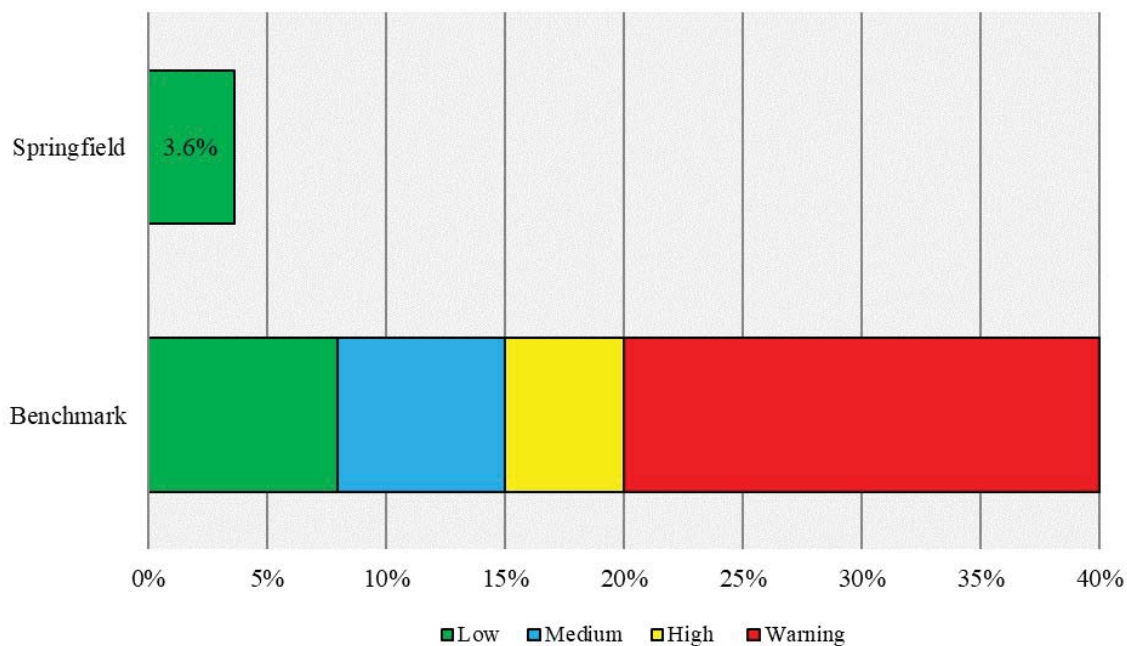


Figure 6: Ratio of 2020 Budgeted Debt Service Payments over Total General Fund Budget

Debt Service as a % of General Fund Expenditures	
2021 Total Debt Service	\$ 26,354,228
2021 Budgeted General Fund Expenditures	\$ 727,601,399
Debt Capacity	3.6%

Source: First Southwest, Springfield FY2020 Adopted Budget

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 proof of the borrower’s intention to repay the money they 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 unaffordable in the future. Back loading debt is a sign of poor financial management – either overspending is intentional, or managers are unable to make the difficult, short-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. Avoiding the costs of 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 for 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. 75.2% of the principal borrowed by the City will be repaid within ten years and all current debt will be retired by 2049, 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 January 30, 2021)**

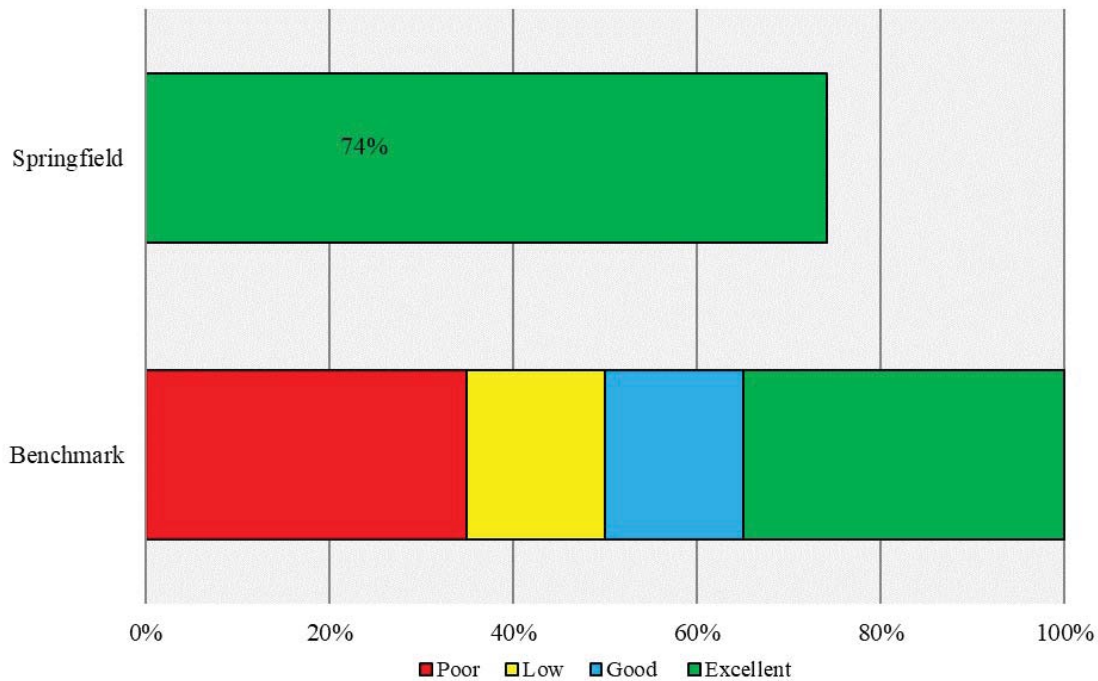


Figure 8: Percent of Debt retired in 10 years.

Percent of Debt Retired in Ten Years	
Total Debt Retired in 10 Years	\$ 190,869,548
Total Outstanding Debt Service	\$ 257,278,082
Percent of Debt Retired in Ten Years	74.2%

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 Massachusetts communities comes from property taxation; therefore this ratio examines a community’s debt relative to its main revenue source.

However, in Springfield, roughly 60% of overall revenue comes from state aid, while 40% comes from local source revenue. Thus, this measure is helpful, but not deeply informative, because it looks at total outstanding debt, not debt service payments. 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 2.3%, 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 (2020 EQV)

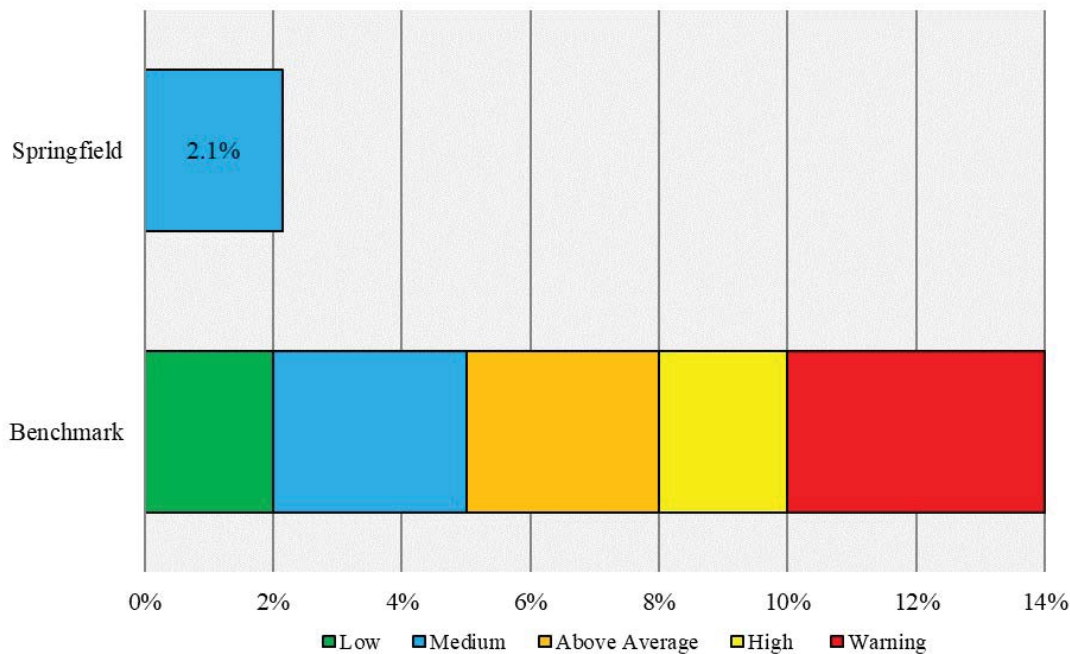


Figure 10: Ratio of Debt to Estimated Property Value

Debt as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 193,575,000
2020 EQV (Equalized Valuation)	\$ 9,014,599,000
Debt as a Percentage of EQV	2.1%

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.

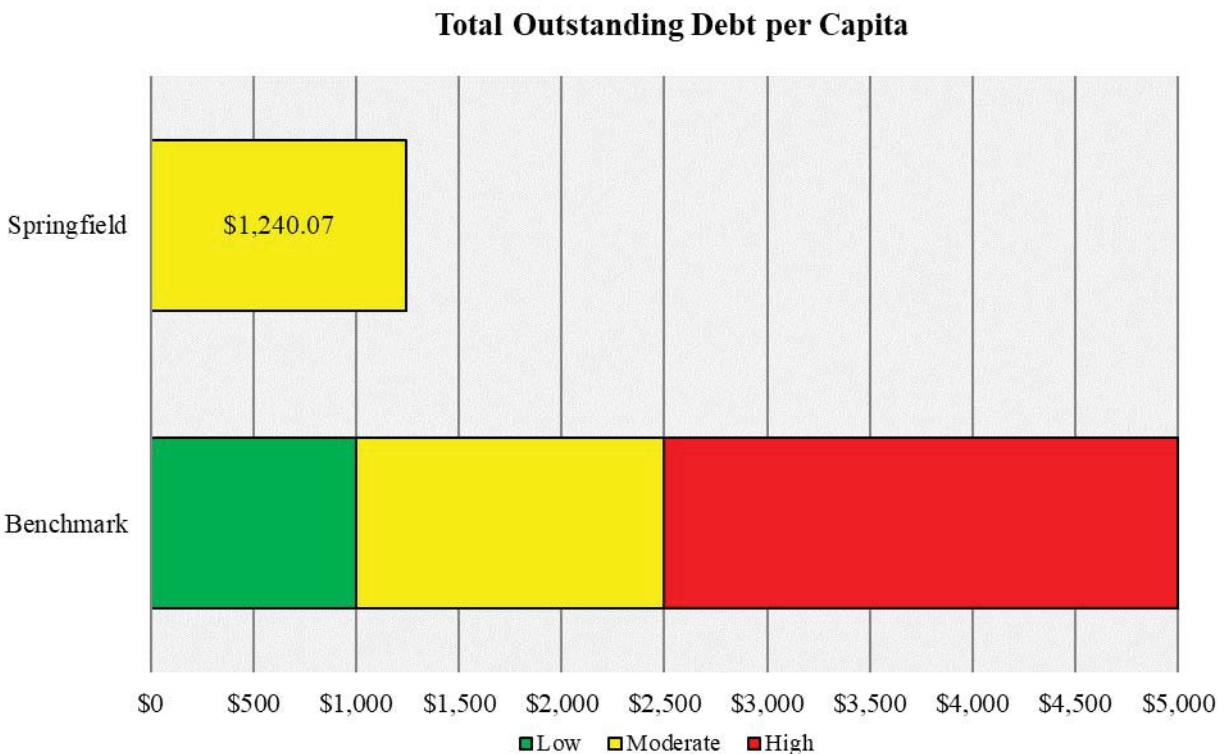


Figure 12: Estimated Debt per person.

Total Outstanding Debt Per Capita	
Total Outstanding Debt (Principal)	\$ 193,575,000
2020 Population Estimate	156,100
Total Outstanding Debt Per Capita	\$ 1,240.07

Source: First Southwest, MA Division of Local Services

Figure 13: Calculation of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This rating 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 renovation projects, and funding the replacement of schools and other facilities. Because of the City’s major capital needs, which necessitate 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
(2020 Income Estimate)**

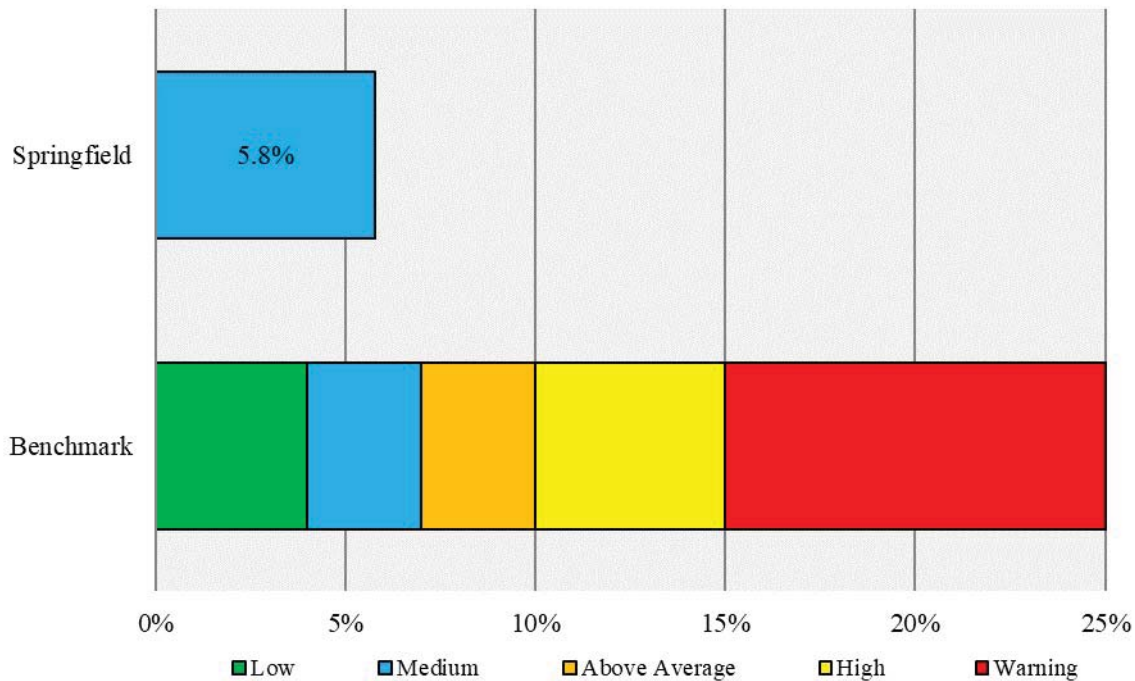


Figure 14: Ratio of debt to personal income.

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	
Total Outstanding Debt Per Capita	\$ 1,240.07
2020 Per Capita Income	\$ 21,499
Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	5.8%

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 “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 (2020 EQV)

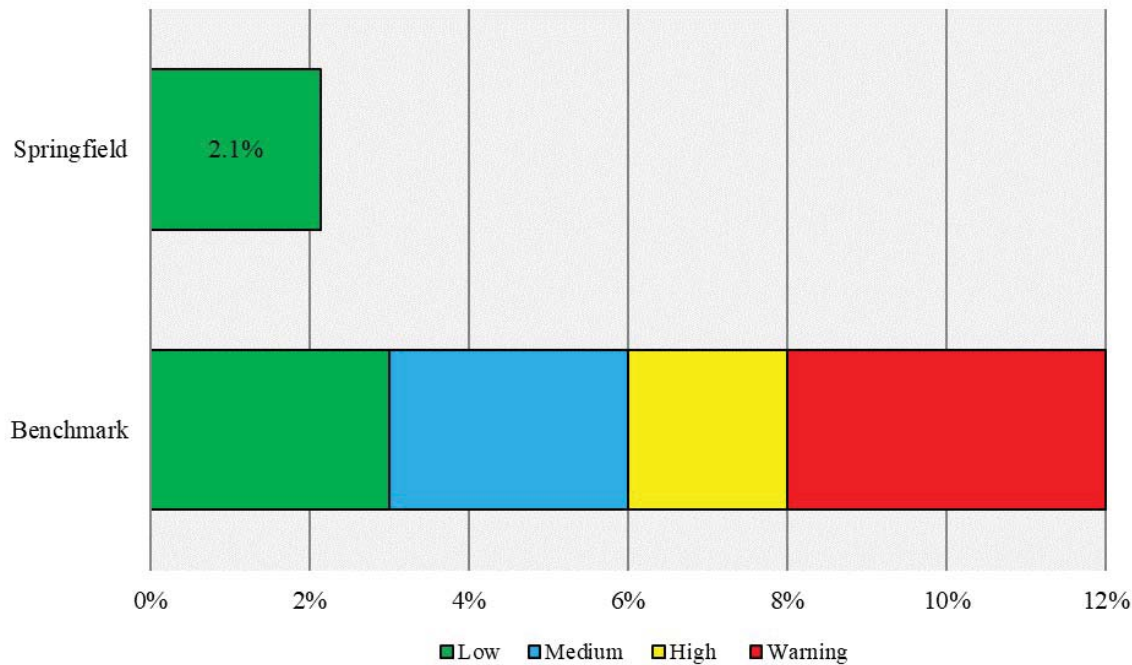


Figure 16: Ratio of Net Debt to EQV.

Overall Net Debt as a percentage of EQV	
Total Outstanding Net Debt	\$ 235,971,501
2020 EQV (Equalized Valuation)	\$ 9,014,599,000
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 2020, Standard and Poor’s (S&P) affirmed the City of Springfield’s AA- rating, with a negative outlook, a high investment grade. The negative outlook reflects a one-in-three chance that S&P could lower the rating as a result of the sudden rapid economic deterioration and heightened near- to medium-term budgetary uncertainty as a result of

the COVID-19 pandemic. The affirmation of our AA- rating 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, 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 six 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 3.6% of the Fiscal Year 2021 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 consistently over the last six fiscal years (6.5% in FY15, 5.8% in FY16, 5.3% in FY17, 4.6% in FY18, 4.2% in FY19, and 4.0% in FY20) even as the City has issued more debt, due to strong revenue growth. However, OMB expects debt service payments as a share of the budget to increase following the issuance of new debt for the Brightwood-Lincoln and Homer-DeBerry projects. These major projects will reduce the ability of the City to issue more debt.

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, DOT, 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.

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 very close to its Proposition 2 ½ levy ceiling, and is thus more vulnerable to the effects of a future economic downturn.

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 January 30, 2021
General Fund Tax-Supported

Date	Principal	Interest	QSCB Interest	Required Sinking Fund Deposits	Federal Subsidy QSCB	Net D/S
6/30/2021	17,940,000	5,900,607	1,071,840	776,911	(966,442)	24,722,915
6/30/2022	17,320,000	6,796,235	1,071,840	776,911	(966,442)	24,998,543
6/30/2023	17,605,000	5,677,600	1,071,840	776,911	(966,442)	24,164,909
6/30/2024	12,855,000	4,992,475	1,071,840	776,911	(966,442)	18,729,784
6/30/2025	10,375,000	4,472,700	1,071,840	776,911	(966,442)	15,730,009
6/30/2026	10,250,000	3,999,475	1,071,840	776,911	(966,442)	15,131,784
6/30/2027	10,210,000	3,532,800	1,071,840	776,911	(966,442)	14,625,109
6/30/2028	8,420,000	3,103,775	-			11,523,775
6/30/2029	8,560,000	2,751,100	-			11,311,100
6/30/2030	8,330,000	2,410,900	-			10,740,900
6/30/2031	8,295,000	2,107,475	-			10,402,475
6/30/2032	8,110,000	1,823,175	-	-	-	9,933,175
6/30/2033	8,240,000	1,547,775	-	-	-	9,787,775
6/30/2034	7,930,000	1,305,075	-	-	-	9,235,075
6/30/2035	7,475,000	1,079,244	-	-	-	8,554,244
6/30/2036	5,460,000	896,353	-	-	-	6,356,353
6/30/2037	5,435,000	742,669	-			6,177,669
6/30/2038	3,255,000	590,906	-			3,845,906
6/30/2039	3,350,000	510,038	-			3,860,038
6/30/2040	3,435,000	425,166	-			3,860,166
6/30/2041	3,525,000	330,625	-			3,855,625
6/30/2042	810,000	266,969	-			1,076,969
6/30/2043	840,000	234,569	-			1,074,569
6/30/2044	875,000	200,969	-			1,075,969
6/30/2045	910,000	165,969	-			1,075,969
6/30/2046	930,000	134,119	-			1,064,119
6/30/2047	960,000	101,569	-			1,061,569
6/30/2048	995,000	67,969	-			1,062,969
6/30/2049	880,000	31,900	-			911,900
193,575,000	56,200,202	7,502,880	5,438,377	(6,765,097)	235,971,501	

Par Amounts Of Selected Issues January 30, 2021

April 15 2009 Series A SQ -White Street Fire Station	250,000
April 15 2009 Series A SQ -Chapman Valve Eco. Dev.	95,000
April 15 2009 Series A SQ -Old First Church	100,000
April 15 2009 Series A SQ -Forest Park Maintenance	70,000
April 15 2009 Series A SQ -Administrative Expenses	40,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings	300,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park	73,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno	1,142,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School	233,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St	59,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require	573,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build	553,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build	268,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair	573,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel	8,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage	2,067,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St	602,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs	825,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs	141,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School	282,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS	613,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction	54,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure	1,111,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip	71,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1	157,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1	460,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2	955,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena	141,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex	455,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum	677,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2	681,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3	211,000
February 12 2015 Series A SQ -Forest Park Middle School Renovation	2,615,000
February 12 2015 Series A SQ -Landfill Closure	825,000
February 12 2015 Series A SQ -Elias Brookings Elementary School Replace.	1,345,000
February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel	1,800,000
February 12 2015 Series A SQ -Union Station	1,780,000
February 12 2015 Series A SQ -Central HS Science Lab Remodeling	5,090,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I	3,375,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II	1,150,000
February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech	505,000
February 12 2015 Series A SQ -Ells School Roof Replacement	155,000
February 12 2015 Series A SQ -South End Middle School Roof Replacement	120,000

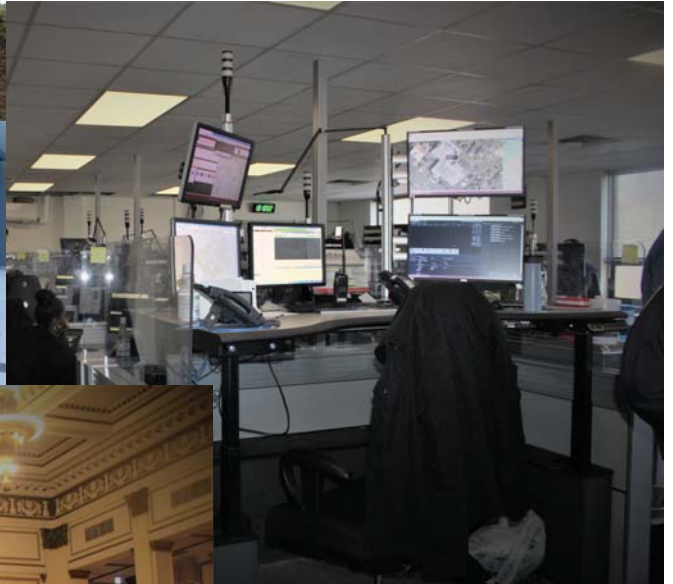
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement	145,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction I	615,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction II	530,000
February 12 2015 Series A SQ -Chestnut Middle School Roof	375,000
February 12 2015 Series A SQ -Chestnut Middle School Demolition	1,305,000
February 12 2015 Series A SQ -Chestnut Middle School Medallions	110,000
February 12 2015 Series A SQ -Putnam School	4,875,000
February 12 2015 Series A SQ -ESCO Phase II	8,325,000
February 12 2015 Series A SQ -Parker St. Road Improvements	760,000
February 12 2015 Series A SQ -City Hall HVAC Improvements	1,370,000
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St.	2,380,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation	449,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno	1,470,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water	180,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1	1,155,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2	985,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3	1,185,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software	44,995
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition	194,305
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades	230,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades	240,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation	2,489,400
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design	653,900
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq.	109,625
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building	23,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation	95,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation	85,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition	109,650
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management	66,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO	5,147,475
February 23 2017 -Emergency Borrowing	2,719,000
February 23 2017 -School Dense Wireless	851,500
February 23 2017 -School Dense Wireless	585,000
February 23 2017 -Kennedy School - Windows & Doors	1,364,500
February 23 2017 -Kensington School - Windows & Doors	463,100
February 23 2017 -Daniel Brunton Elementary School	504,200
February 23 2017 -Mary M. Walsh School - Windows & Doors	500,700
February 23 2017 -Public Day High School - Windows & Doors	319,000
February 23 2017 -STEM Middle School - Roof Replacement	397,000
February 23 2017 -Food Service Building	6,630,500
February 23 2017 -50 East Street Planning	615,700
February 23 2017 -50 East Street Renovation	7,978,400
February 23 2017 -Senior Center Planning	758,900
February 23 2017 -Senior Center Construction	3,407,750

February 23 2017 -South End Community Center Planning 2	45,000
February 23 2017 -South End Community Center Construction	3,364,000
February 23 2017 -Skill & Technical Training Facility	1,638,000
February 23 2017 -ECOS	1,411,700
February 23 2017 -Police Vehicles 2017	506,000
February 23 2017 -DPW Vehicles 2015	612,000
February 23 2017 -Landfill	1,736,600
February 23 2017 -Demolition 1	467,300
February 23 2017 -Demolition 2	493,300
February 23 2017 -Demolition 3	921,000
February 23 2017 -Roads/Sidewalks 1	2,436,500
February 23 2017 -Roads/Sidewalks 2	258,350
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Chestnut School	2,050,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Commerce School	620,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Aerial Mapping	69,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Improvements	74,100
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 GIS	38,650
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Restoration	110,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct	175,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Department Equip	94,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct2	89,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Sidewalk Const	74,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris School Des	120,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 VanSickleSchConst	520,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Des	95,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Land	90,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris Sch Const	850,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Library	506,250
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Const	840,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Fire&SafetyComplex	635,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Demolition	330,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Harris School	815,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Bowland LC	1,570,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Van Sickle School	4,110,000
March 15 2017 -Union Station	3,100,000
March 28 2019 -East Forest Park Library Construction	2,635,000
March 28 2019 -Marcus Kiley Middle School Windows & Doors	1,545,000
March 28 2019 -Kensington Ave School Windows & Doors	340,000
March 28 2019 -Mary Lynch Elementary School Windows & Doors	345,000
March 28 2019 -Alfred Zanetti Magnet School Windows & Doors	645,000
March 28 2019 -Balliet Elementary School	515,000
March 28 2019 -Balliet Middle School	295,000
March 28 2019 -DeBerry Elementary School Feasibility Study	295,000
March 28 2019 -Food Service Building Phase II	7,495,000

March 28 2019 -City Hall Remodeling	995,000
March 28 2019 -Downtown Police Kiosks	495,000
March 28 2019 -Stearns Sq Park & Duryea Way Redevelopment	1,490,000
March 28 2019 -Riverfront Park Reconstruction	1,595,000
March 28 2019 -Citywide Vehicles & Equipment	1,675,000
March 28 2019 -Downtown Revitalization- Main Street	1,490,000
March 28 2019 -Roads and Sidewalks	2,490,000
March 28 2019 -City Flood Control System	3,495,000
November 19 2020 -Brightwood-Lincoln Elementary School	31,575,022
November 19 2020 -South End Middle School Window/Door Replace	354,538
November 19 2020 -Milton Bradley Elem School Roof Replace	1,323,776
November 19 2020 -Springfield High School Boiler Replacement	2,233,666
November 19 2020 -Court Square Hotel Building Revitalization	3,987,998
TOTAL	193,575,000

Capital Improvement Plan Fiscal Years 2022 - 2026

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City of Springfield, Massachusetts

Fiscal Years 2022 – 2026 Capital Improvement Plan



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March 30, 2021

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 FY22-FY26 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 \$765.1 million. The highest priority, “Grade A” 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 \$170.9 million. These projects include investments in public safety, upgrades to our schools, and projects aimed at driving economic development.

The past decade began with Springfield facing a host of natural and man-made disasters. Springfield had just 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 closed 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.

Now, for just over a year, Springfield and the rest of the nation have been facing an unprecedented public health threat from the emergence of the Covid-19 virus. Once again, the City is faced with economic uncertainty. However, it was Springfield’s commitment to strategic planning and careful analysis of the resources available to meet City needs, which allowed the City to continue to make strategic investments throughout the last decade. These same guiding principals have left Springfield well prepared to weather an economic downturn, and to address its capital needs in a way that is fiscally sustainable. Springfield has been tested before, and succeeded. As we face this latest challenge, we know we have the tools we need to continue to overcome strong headwinds.

A major focus in capital improvement over the past year has been the rebuilding of four elementary schools in the City. The new Brightwood-Lincoln co-located elementary school campus in the North End is expected to open its doors to student for the 2021-2022 school year. In addition, construction is set to begin for the new Homer-DeBerry co-located elementary campus this summer. On the heels of the rebuilding of Brookings elementary school, the investment of these new schools show the City’s commitment to education, neighborhoods, and residents.



Public safety also remains a top priority. One of the major projects this year was the building improvements to our Emergency Communications building, which has allows the Fire and Police dispatchers to be co-located in a single location. This project, over a decade in the making, was made possible by the transfer of unexpended bond proceeds from previous projects having come in under budget. Add to that the ongoing process to select a vendor for our integrated Computer Aided Dispatch (CAD) and Records Management system, and our public safety departments have seen major investments in facilities and technology in recent years.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield’s downtown that occurred over the last decade. One of the long awaited projects in downtown is the renovation to Court Square. The City has invested \$4M in the redevelopment of the Court Square Hotel property adjacent to City Hall. This historic building, once a symbol of Springfield as an early industrial and innovation hub, has been vacant and sliding into disrepair for decades. The restoration of this landmark hotel will be a sign of how far the City has come over the past decade. The building’s return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents.

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. During our debt issuance in 2020, Standard and Poor’s (S&P) affirmed the City of Springfield’s AA- rating, with a negative outlook. As a result of the COVID-19 pandemic, the negative outlook reflects a one-in-three chance that S&P could lower the rating as a result of the sudden rapid economic deterioration and heightened budgetary uncertainty. However, the affirmation of our AA- rating demonstrates that Standard & Poor’s strongly believes in the City’s financial management and ability to make difficult decisions to balance the budget. 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 little over 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 investments made through the City’s capital planning process.

Now, at the start of this new decade, it appears that the City will again be tested, as it deals with the largest infectious disease crisis in the past century. There is much still to be done to meet this current challenge, and while we have come a long way in the past year, with the introduction of a vaccine and cases on the decline, we do not currently know the full scope of the public health and fiscal ramifications of the Covid-19 Pandemic. We do know, however, that Springfield has tried and true methods for managing challenging times, and a record of being able to strategically invest in the future, even during economic downturns.



Our 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 that reads "Timothy J. Plante".

Timothy J. Plante
Chief Administrative and Financial Officer



Capital Plan Overview

The City of Springfield's \$765.1M 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 a Capital Improvement Plan in February or 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 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 managing routine maintenance, repair, and renovations of the City's facilities. 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 all capital demands. The CIP quantifies estimated costs for all of the City's capital needs, and facilitates the process of matching of limited resources to the City's most high priority needs.

In past years, work on many building and road projects was deferred, due to budgetary constraints. More recently, 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 has had an increased ability to address high priority CIP projects, as evidenced by the large number of high priority projects completed over the past five years.

“Fiscal impact” is the most heavily weighted evaluative criteria used to score projects in the CIP. Practically, this weighting 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. This also serves to incentivize 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 listed 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 \$4.5 million for FY20. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements. Pay-Go funding also allows the City to efficiently meet required grant matches on capital projects, and has given the City the flexibility to access millions in additional grant funds
- 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, as well as its ability to afford new debt. This study helps City leaders make financially sound decisions about issuing new debt. This 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 recent years, surplus bond proceeds, usually from a project coming in under budget, were used to fund much needed projects: the Cass Street and Carew Street intersection near Mercy Hospital, the purchase of vehicles for the Fire Department, emergency repairs to Dickinson Street following a washout, the consolidated emergency communications project, improvements to the sound and lighting systems at Symphony Hall and deferred maintenance work on the City’s golf courses.

State law places limits on the use of unexpended bond proceeds. Any project funded by unexpended bond proceeds must have a useful life that is greater than or equal to the useful life of the project for which the debt was issued. Since most City debt is issued for building renovation or construction projects, unexpended bond proceeds are often limited for use in other building projects.

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 debt for the East Forest Park Library, Mill River Flood Control, DeBerry-Homer Feasibility Study, Riverfront Park, and Sidewalk projects. The remaining projects are still ongoing and work completed through the end of Fiscal Year 2020 will be funded using bond anticipation notes (BANs). In all, the City’s share for these projects will be just \$114.4M (47.3%), meaning the City has effectively more than doubled its investment in public buildings, infrastructure, and equipment through leveraging outside funding sources.



Generally abiding by a practice to sell long term debt every two years, depending on interest rates, the City issued another round of long term debt in November 2020 for \$39.5 million. The bulk of the issuance, \$31.6 million was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools. Another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci Tech, Milton Bradley and South End Middle schools.

Notably, the City’s four elementary school replacement projects will cost an estimated \$177.2M over the next four years. This represents Springfield’s largest investment in school facilities in many years. Springfield has strategically created a declining debt repayment scheduled, as detailed in our FY20 Debt Affordability Study, which will allow us to layer debt for these new projects into our budget, while still allowing us to make necessary investments in other service areas, such as public safety.

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 \$4.5M 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. Pay-go is also more cost effective than borrowing, because the City does not pay interest or other borrowing expenses to use this funding source.

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. 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 \$4.5 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.

Projects Completed in Fiscal Year 2021

Fiscal Year 2021 capital projects moved forward despite the rising costs of construction materials, the lack of workforce due to the COVID pandemic, and the ongoing need for facility maintenance and protective measures necessary to keep our public buildings safe.

At a cost of \$900k, one of the year’s highlights was the completion of the consolidated (co-located) emergency communications (dispatch) project. Located at Fire Alarm Headquarters on Roosevelt Avenue, the combined operation will improve communication between police and firefighters, and lessen the amount of time it takes to send help when a 911 call is made, keeping residents safer.

Another long awaited project was the rebuilding of Pynchon Plaza. The \$4M project connects Main and Dwight Streets to Chestnut Street, and downtown to the museums and library includes a new elevator, and a renovated staircase, a water feature, seating area and plantings.

Necessary boiler upgrade projects were completed as part of the MSBA’s accelerated repair program. Schools receiving upgrades in FY21 include Sci Tech, and Milton Bradley, Frederick Harris and Forest Park middle schools.

Most importantly, FY21 saw a quick COVID response to the City’s public buildings. This includes the building and teardown of a Homeless Tent Triage Facility in Springfield which allowed the National Guard and health care providers to address the medical needs of the homeless population affected by COVID-19. In addition, safety measures were put in place at all City buildings, including Plexiglas barriers, areas for safe check-in procedures, air filters and purifiers, upgraded software packages for the added ease of doing business remotely, and increased cleaning and disinfecting procedures.

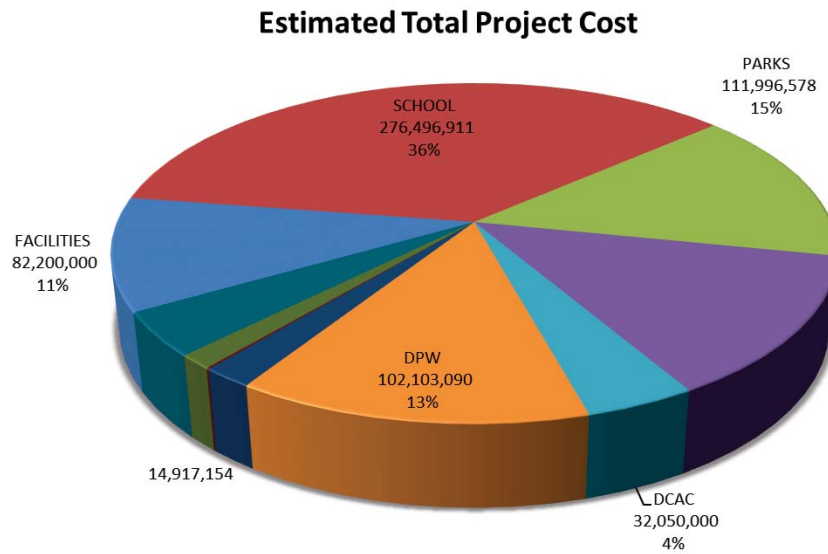
Breakdown of Fiscal Year 2022 Capital Requests

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. This year the final submissions totaled \$765,147,591. The chart below shows the breakdown of the 455 projects submitted by departments by priority.

Priority	Range	Number of Entries	FY22 Estimated Total Project Cost
A	100-63	27	170,905,000
B	62-49	151	318,756,739
C	48-26	226	226,152,194
D	25-0	51	49,333,658
TOTAL		455	765,147,591



As pointed out in the FY21 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because construction and renovation projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 253 projects, accounting for \$580.6M 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.





The complete FY21 Capital Improvement Plan can be found in Appendix A of this document.

Major Ongoing and Upcoming Projects

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 Project

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. Closely tied to this project is the MCDI site clean-up and DeBerry Park projects. Together these three projects represent significant public investment in the Mason Square neighborhood.

Computer Aided Dispatch (CAD) and Records Management System

The City is planning a consolidation of the City's two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time. Estimated to cost between \$3M-\$4M, the City has been working with a vendor to create an RFP and chose a vendor for the project.

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 FY22 through FY26 is \$765.1M. The highest priority projects total \$170.9 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 November 2020.

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, and another \$39.5 million in Fiscal year 2020, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City was only responsible for slightly less than half of the costs associated with these projects, a trend that is set to continue when the City goes out to sell debt for future 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

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	ECO DEV	COURT SQUARE REDEVELOPMENT - ADVANCE URBAN RENEWAL ACTIVITIES	4,000,000
A	PARKS	INDIAN ORCHARD WATER BODIES STUDY	50,000
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	20,000,000
A	DCAC	WATERSHOPS POND - HYDROPOWER	6,050,000
A	ECO DEV	KNOX BUILDING REDEVELOPMENT	5,000,000
A	POLICE	RECONSTRUCTION OF POLICE HEADQUARTERS	90,000,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	FIRE	SCBA Air Bottle Replacement	190,000
A	POLICE	UPDATE NARCOTICS RADIO CHANNEL	160,000
A	PARKS	BIKE PARK STUDY	80,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	7,000,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	DPW	GERENA/BIRNIE AVE.	2,000,000
A	FIRE	FIRE FLEET REPLACEMENT	170,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOREST PARK OUTDOOR FITNESS COURSE	250,000



A	POLICE	UPDATE RADIOS AND CH 1,2,3	500,000
A	SEC	Generator	175,000
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,500,000
A	DPW	ARMORY ST LANDFILL UPGRADES	200,000
A	FIRE	Bomb Squad Equipment Replacement	250,000
A	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	1,500,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	PARKS	VAN HORN PARK PHASE 2	1,500,000
A	POLICE	Fleet - CRUISER REPLACEMENTS - ONGOING	2,580,000
B	FACILITIES	PARENT AND COMMUNITY ENGAGEMENT (PACE) CENTER RENOVATIONS - 2020 MSBA SOI	850,000
B	LIBRARY	CENTRAL LIBRARY - PHASE II - WIRING	1,131,867
B	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000
B	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
B	PARKS	WESSON PARK	750,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY,	50,000
B	POLICE	IT - VIDEO ANALYTICS FOR CRIME SCENE INVESTIGATIONS	25,000
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	8,000,000
B	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT	3,500,000
B	LIBRARY	CENTRAL LIBRARY - PHASE II	11,053,009
B	LIBRARY	CENTRAL LIBRARY - PHASE III	440,727



B	PARKS	THOMPSON TRIANGLE - CPA 20	46,000
B	POLICE	EXPAND SHOTSPOTTER	65,000
B	POLICE	BLDG - SEPARATE AIR HANDLER FOR GARAGE	250,000
B	POLICE	UNIFORM - TASER	85,000
B	ECO DEV	UNION STATION	5,000,000
B	ECO DEV	MAIN STREET/CONVENTION DISTRICT	10,000,000
B	DPW	PRIVATE WAYS - RESURFACING	10,000,000
B	FACILITIES	SCI-TECH DOORS AND WINDOWS - 2020 MSBA SOI	17,500,000
B	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
B	FIRE	FIRE HQ AND REPAIR AND PARKING LOT REPAVE	175,000
B	LIBRARY	FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS	80,000
B	POLICE	UNIFORM - GUN REPLACEMENTS	264,000
B	POLICE	IT - COMPUTERS	68,000
B	POLICE	IT - HARD DRIVE BACKUP APPLIANCE	35,000
B	SEC	Pave the SEC Parking Lot	100,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	60,000
B	FIRE	SCBA COMPRESSOR REPAIR/UPGRADE	112,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY	875,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	PARKS	OLD FIRST CHURCH FEASIBILITY STUDY (CPA '19)	120,000
B	FACILITIES	CITY HALL - PERIMETER SECURITY	1,500,000



B	POLICE	Supply - BALLISTIC VEST REPLACEMENT	240,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	105,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	70,000
B	SEC	Windows for SEC Building	300,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2020 MSBA SOI	20,000,000
B	FACILITIES	COMMERCE - ROOF REPLACEMENT - 2020 MSBA SOI	4,500,000
B	FACILITIES	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	SCI-TECH - CHILLERS & TOWERS	2,500,000
B	FACILITIES	TALMADGE - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	600,000
B	LIBRARY	MASON SQUARE - REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED	45,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	SEC	RECONFIGURATION OF SEC BACKUP SITE	300,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	FACILITIES	BALLIET ELEMENTARY - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FACILITIES	CENTRAL HIGH - CHILLERS & HVAC UPGRADES - 2020 MSBA SOI	2,500,000
B	FACILITIES	BOWLES - ROOF REPLACEMENT - 2020 MSBA SOI	1,500,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000



B	PARKS	ANGELINA PARK (CPA '19)	100,000
B	PARKS	FOREST PARK PICNIC PAVILION	250,000
B	POLICE	IT - INCREASE CAMERAS AROUND CITY	145,000
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT	400,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	7,000,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	7,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	POLICE	DB - FORENSICS VAN REPLACEMENT	150,000
B	POLICE	IT - CARD ACCESS READER	35,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI	10,000,000
B	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI	7,500,000
B	FACILITIES	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	FACILITIES	BOLAND - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI	1,500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	1,500,000
B	FACILITIES	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	1,500,000



B	FACILITIES	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	FACILITIES	BRUNTON - ROOF REPLACEMENT	1,200,000
B	FACILITIES	COMMERCE HIGH CHILLERS - FUTURE MSBA	1,000,000
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI	760,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	PARKS	GOLF COURSE BUNKER REPAIR	1,000,000
B	POLICE	Academy - AED REPLACEMENTS	80,000
B	POLICE	BLDG - BOARD ROOM UPGRADE FOR CONFERENCING	100,000
B	POLICE	DB - LATENT FINGERPRINT SYSTEM	28,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS	1,500,000
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR	1,500,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	LIBRARY	FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM	35,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000



B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	PARKS	FOREST PARK GAZEBO (AQUATIC GARDEN)	110,000
B	POLICE	CA - ANALYST NOTEBOOK	50,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	3,000,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	PARKS	GREENLEAF PARK	2,500,000
B	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS AND CAMERAS	120,000
B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	POLICE	IT SANS UPGRADE	250,000
B	POLICE	IT ARCHIVING	75,000
B	ECO DEV	BLAST AREA INFRASTRUCTURE IMPLEMENTATION	6,500,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	250,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	200,000



B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	LIBRARY	CENTRAL LIBRARY - REPLACE WORN CARPETING THROUGHOUT THE BUILDING	164,551
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	1,000,000
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS	750,000
B	PARKS	STONE HOUSE	500,000
B	POLICE	RAID VAN	179,000
B	POLICE	BLDG - FEMALE LOCKERS	50,000
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	5,553,727
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE DECKTRON UNIT (POOL)	150,000
B	PARKS	WALKER GRANDSTAND RENOVATION (CPA)	2,000,000
B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000
B	PARKS	SPANISH AMERICAN WAR MONUMENT	25,000



B	PARKS	CITY HALL - MASS HISTORIC GRANT	60,000
B	POLICE	BWC	4,000,000
B	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	60,000
B	POLICE	SERVER UPGRADES	130,000
B	FACILITIES	POTTENGER - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,750,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,035,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,200,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	500,000
B	PARKS	CITYWIDE - TENNIS COURTS	200,000
C	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	1,000,000
C	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
C	FACILITIES	HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI	3,000,000
C	FACILITIES	REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS - 2020 MSBA SOI	2,000,000
C	FACILITIES	DEBERRY SURING UP	800,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - 2020 MSBA SOI	600,000
C	LIBRARY	REPLACE OUTDOOR BOOK DROPS AT BRIGHTWOOD, EXPRESS LIBRARY AT PINE POINT AND EAST SPRINGFIELD BRANCH LIBRARIES	30,000



C	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
C	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
C	POLICE	ESU - TRU BEAR CAT	317,000
C	POLICE	DB - FURNITURE	100,000
C	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
C	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
C	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	150,000
C	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
C	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
C	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
C	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	750,000
C	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
C	PARKS	FORESTRY	500,000
C	PARKS	GODFREY TRIANGLE	300,000
C	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
C	PARKS	DUGGAN PARK	4,500,000
C	PARKS	HUBBARD PARK	750,000
C	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000



C	PARKS	MYRTLE STREET PARK	500,000
C	PARKS	MARSHALL ROY PARK	501,500
C	PARKS	CYR ARENA - NEW ROOF	200,000
C	POLICE	UPGRADE PEARL ST RANGE	950,000
C	FACILITIES	DUGGAN FULL RENNOVATION	10,000,000
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
C	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
C	PARKS	HENNESSEY PARK (CPA)	350,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	30,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS - PHASE I	180,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000



C	PARKS	SURVEY OF PLAYGROUNDS	50,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY SCHOOL - REPLACE (5) BURNHAM BOILERS, PUMPS AND CHILLER	1,500,000
C	FACILITIES	SPFLD HIGH SCHOOL OF SCIENCE & TECHNOLOGY - REPLACE ADVANCED EMS	1,442,202
C	FACILITIES	REBECCA JOHNSON ELEMENTARY SCHOOL - REPLACE ADVANCED EMS	1,400,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000
C	FACILITIES	GERMAN GERENA COMMUNITY ELEMENTARY SCHOOL - REPLACE 3 CHILLERS	1,189,791
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	FACILITIES	SCI-TECH ELEVATOR UPGRADES	750,000
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF	400,000
C	FACILITIES	DUGGAN MIDDLE SCHOOL ELEVATOR UPGRADE	250,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000
C	FACILITIES	WHITE STREET FIRE STATION -	45,000
C	FACILITIES	SCI TECH	1,000,000
C	FACILITIES	INDIAN ORCHARD ELEMENTRY HVAC	1,268,306
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	POLICE	IT - MICROSOFT EXCHANGE LICENSES	30,000



C	DPW	STORMWATER INFRASTRUCTURE REPAIRS	250,000
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	DPW E-BUILDING - NEW ROOF	150,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	LIBRARY	LIBRARY ON WHEELS	200,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	PARKS	CITY CEMETARIES	400,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	FACILITIES	ESCO PHASE III	7,500,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	SPRINGFIELD CENTRAL HIGH SCHOOL - REPLACE 2 BOILERS	1,000,000
C	FACILITIES	HIGH SCHOOL OF COMMERCE - REPLACE 2 CHILLERS	800,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	EARLY CHILDHOOD CENTER - REPLACE 3 ROOF TOP UNITS	200,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000



C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000
C	FACILITIES	LINCOLN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	DORMAN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	KENSINTGON ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	PARKS	NEAL PARK (SOLUTIA)	2,000,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	PARKS	VETRANS GOLF COURSE ROOF	75,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS	6,000,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFIECENT DESIGN	1,500,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape	300,000



C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	PARKS	CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS	1,500,000
C	PARKS	GORDON BILL PARK	550,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000
C	PARKS	CYR ARENA - DASHBOARDS AND GLASS	300,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	FACILITIES	SCI-TECH REPLACE ROOF UNIT SERVING MAIN OFFICE	100,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT	65,000
C	PARKS	EMILY BILL PARK/ BUILDING	650,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	1,800,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000



C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	350,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYSCAPE AREA	250,000
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	CITY HALL - WINDOWS	100,000
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	25,000
C	FACILITIES	HARRIS SCHOOL	1,268,306
C	FACILITIES	CENTRAL	1,268,306
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	POLICE	BLDG - 130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000



C	POLICE	Radio - NICE LOG RECORDER - PHASE 2	250,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	PARKS	DEBERRY PARK	1,500,000
C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAIME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	PARKS	DONNA BLAKE PARK	750,000
C	PARKS	HARRIET TUBMAN PARK	500,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	GERRISH PARK	200,000
C	POLICE	BWC - REORG RECORDS ROOM FOR BWC STAFF	250,000
C	POLICE	BWC - BUILD OUT REPORT ROOM TO ADD 4 ADD COMPUTERS FOR BWC DOCKING AND REPORT WRITING	250,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000



C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	2,000,000
C	DPW	VAC TRUCK BONDIS ISLAND	250,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	PARKS	RUTH ELIZABETH PARK CONNECTOR TRAIL	435,420
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	12,500,000
C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	POLICE	Radio - VOIP MIGRATION	25,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000



C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	DPW	LEACHATE REMOVAL IMPROVEMENTS	200,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	200,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	DPW	GARAGE FLOOR RECOATING	376,470
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000



C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	PARKS	NEW MUSIC SHELL, FOR CONCERTS IN THE PARK.	105,000
C	DPW	BOBCAT FOR BONDI ISLAND	69,513
C	DPW	SAND SHED FOR WINTER OPERATIONS	30,000
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	FACILITIES	SCI-TECH - EXTERIOR POINTING	500,000
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	PARKS	FORESTRY DIVISION OFFICE	450,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	320,000
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000



D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000
D	FACILITIES	BEAL - CLASSROOM CABINETRY	160,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape	85,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000
D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT	800,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	120,000
D	FACILITIES	ELLS - REPLACE TILE	85,000



D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	PARKS	ATWATER - FOUNTAIN	550,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	PARKS	COLONY HILLS (CPA)	53,658
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS	80,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
			765,147,591



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?



FY22 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

Multi-Year Financial Forecast

Fiscal Years 2022 - 2025

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*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY22-FY25)
March 30, 2021*

CITY OF SPRINGFIELD, MASSACHUSETTS MULTI-YEAR FINANCIAL PLAN



**FISCAL YEARS
2022-2025**

PREPARED BY:

CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF MANAGEMENT AND BUDGET



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March 30, 2021

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 2022-2025. 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 continued fiscal sustainability. I am proud 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 six years, without the use of any stabilization reserves. Currently, our reserves equal \$43.5M 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 FY20 with a \$7.3M 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, with an negative outlook, which has changed due to the result of the FY20 COVID-19 pandemic, 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 \$14.4M in FY22 and growing to \$35.8M in FY25.

	FISCAL 2021 ADOPTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED
<i>Expense</i>	727,601,399	759,643,501	792,293,334	823,387,469	856,015,705
<i>Revenue</i>	727,601,399	745,250,058	770,580,683	795,539,721	820,242,709
SURPLUS / (GAP)	(0)	(14,393,442)	(21,712,650)	(27,847,748)	(35,772,996)

Even with annual MGM revenue that Springfield began receiving back 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 60% 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 was capped at our levy ceiling for several years, resulting in a loss of millions of dollars in new growth revenue. From FY12-FY19 alone, the City lost approximately \$50M 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 strongly committed to addressing Springfield's low pension fund ratio, as evidenced by an aggressive payment schedule that increased the FY18 and FY19 appropriation by 14% and 15%, respectively, with annual increases of 9% beginning in FY20. Additionally, the City overfunded its original FY19 retirement appropriation by \$3.1M, further addressing this issue. As long as we continue to maintain the current payment schedule, Springfield's pension liability 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 this liability.

COVID-19

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. In the face of the challenges posed by the COVID-19 Pandemic, the City has been able to place continued emphasis on public health and safety, education, healthy neighborhoods and community services all without the use of City's stabilization reserve fund.

The City is being strategic in offsetting COVID related expenses to grants, largely due to federal funding in response to the public health emergency provided by the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act") and from the Federal Emergency Management Agency (FEMA) that will be providing funding through the Public Assistance Grant Program. The City will also be able to replace revenue lost or reduced as a result of the pandemic and continue offsetting expenses from the American Rescue Plan (ARP), which was recently signed into action by President Joe Biden on March 11, 2021. These relief funds allows the City to continue saving its reserves for future years, and sends a strong message that the City is committed to fiscal sustainability.

Budget Priorities

The City will continue making strategic investments in public safety to combat the public perception of crime. In FY21, the Police Department implemented its new body worn camera program. With this introduction, Springfield has become the first city in the Commonwealth to fully employ this new technology across its police force. Body worn cameras 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. Funding has been provided for the personnel needed to administer the program, as well as the storage of data recorded by the cameras. While these are additional expenses within the operating budget, the department strategically utilizes grant funding to offset as much of the cost as possible.

Despite its best efforts, the Police Department struggles to stay ahead of attrition. The department welcomed approximately thirty (30) new recruits to the academy in October, who are scheduled to graduate on April 2, 2021. After graduation, the department will begin strategically planning for the next class to



begin in the near future. Even with this proactive approach, however, the department continually operates at staffing levels that are less than desired. This can be attributed to veteran officers retiring earlier than ever before, as they recognize the dangers and stress of their profession and leave as soon as they are eligible to receive their full pension. This amounts to decades of experience lost, which is detrimental when trying to train a newer force of officers. Additionally, the department struggles to recruit new officers, as policing is not perceived to be as prestigious or respected as it once was.

Through the strategic planning of more frequent police academies, the department hopes it can maintain a healthy balance of veteran and newly trained officers throughout its various divisions. To that end, the City plans to continue funding the successful North End Initiative, four C-3 Policing Units, the Ordinance Squad, and the Downtown Metro Unit, which increases police presence along Main St. and other neighborhoods. Funding is also maintained for the City's recently expanded Real Time Crime Analysis Center. 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 several 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.

We will also continue our efforts towards enhanced public safety within the Springfield Fire Department, as well as Springfield Emergency Communications. Highlights of these investments include:

- In FY20, eight (8) firefighter positions were added which allowed for two (2) additional firefighters per shift and ensure proper manpower when responding to calls for service. In FY21, two (2) new Lieutenants were added to bolster the department's training division. Projections in the MYFP assume continued funding for these newly added positions.
- Funding for a new fire apparatus, allowing the department to maintain its proactive replacement schedule and avoid costly repairs associated with an older fleet.
- Continuation of a health & wellness program that helps to decrease work-related injuries and sustain the overall health of the department.
- Funding for a fully-staffed Emergency Communications Department including a new Deputy Director, along with four (4) supervisor positions to allow for proper oversight on every shift.
- Implementation of a new, state-of-the-art Computer-Aided Dispatch and Records Management System. This allows for enhanced efficiency across all facets of departmental operations.
- Continued funding for Smart911 software, which provides Dispatchers a more effective method of obtaining information for emergency 911 calls.
- The City's Fire and Police Emergency Dispatch departments have been consolidated into one location in the Fire Alarm Headquarters Building on Roosevelt Avenue. The combined operation will improve communication between police and firefighters, and lessen the amount of time it takes to send help when a 911 call is made, keeping residents safer. The operational costs will not be much different than the cost of running two dispatch centers.

Continuous investments will also be made to help improve the quality of life in our neighborhoods. The Downtown Cleaning Crew, introduced in FY19, will continue its upkeep of all downtown area parks that serve as "gateways" to the North & South End. The popular Sidewalk Crew, also introduced in FY19, continues 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.



*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY22-FY25)
March 30, 2021*

In addition to the exciting initiatives introduced in recent years, 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 a full staff of Code Enforcement Inspectors in both the Building & Housing Divisions, along with increased hours for Building Inspectors to accommodate the demands of large-scale commercial projects throughout Springfield. Furthermore, funding will be provided for the continuation of the Mayor's Clean City Program.

Lastly, the City will continue to maintain its curbside trash pickup services. We recently 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.

Beyond 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, and many others. Moving forward, we will carefully evaluate the most critical needs of each 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 taxpayer 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 FY22 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



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY22-FY25)
March 30, 2021

Financial Forecast (FY22-FY25)

	FISCAL 2021 ADOPTED	FISCAL 2022 PROJECTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	13,586,025	16,998,890	17,356,300	18,706,072	19,125,839
Development Division	4,316,133	4,402,456	4,490,505	4,580,315	4,671,921
General Government Division	3,867,194	3,944,538	3,938,981	4,057,761	4,138,916
Non-Mayoral Division	1,577,865	1,609,423	1,641,611	1,714,443	1,748,732
Health and Human Services Division	10,559,318	10,804,704	11,020,798	11,241,214	11,466,039
Public Safety Division	76,508,794	78,972,400	80,305,300	81,793,885	83,429,612
Public Works Division	16,904,023	17,330,996	17,677,616	18,031,168	18,391,791
Parks & Facilities Division	11,930,343	12,968,950	13,228,329	13,492,896	13,762,754
School Department	477,858,733	493,855,904	513,683,760	534,312,722	555,775,385
Debt	26,354,228	26,089,357	29,478,524	28,732,728	28,822,762
Health Insurance & Fringe	28,345,981	30,117,359	32,004,784	34,015,936	36,159,010
Pensions	47,372,416	51,852,184	56,514,362	61,596,001	67,134,848
Other Spending	8,420,345	10,696,339	10,952,464	11,112,327	11,388,094
Total	727,601,399	759,643,501	792,293,334	823,387,469	856,015,705
REVENUE ASSUMPTIONS					
Property Taxes	222,267,619	231,735,891	237,591,788	243,594,082	249,746,435
Local Receipts	58,247,435	55,759,297	58,297,830	59,655,961	59,919,284
State Aid	438,051,154	457,754,871	474,691,065	492,289,678	510,576,991
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	9,035,191	-	-	-	-
Casino Revenue	-	-	-	-	-
Total	727,601,399	745,250,058	770,580,683	795,539,721	820,242,709
SURPLUS / (GAP)	(0)	(14,393,442)	(21,712,650)	(27,847,748)	(35,772,996)

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 (FY21), along with the projected budgets from FY22 through FY25. The projected budgets were created by using appropriate and conservative assumptions for revenues and expenses, including:

- 9% increase in the scheduled pension payment from FY22-FY25.
- 6.0% increase in projected health insurance costs.
- Adherence to the City's debt schedule, which includes costs related to issuing short term debt in FY22.
- The MYFP uses the Governor's proposed FY22 budget, which compared to the FY21 final state budget allowed for a 6.1% in Chapter 70 Aid, and a 3.5% increase in Unrestricted General Government Aid ("UGGA").



- 2.0% increase in property tax revenue over the FY21 billed levy.
- No use of one-time revenue resources / reserves.
- Departmental spending growth ranging up to 2%.
- Level-funded local receipts.

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 citywide 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 \$14.4M in FY22 and growing to \$35.8M in FY25.

A new challenge the City faces beginning in FY21 is the cost of recycling. For years, Springfield has not incurred a cost to dispose of recycled goods, only trash. Springfield is now required to pay for these services at a rate of nearly double what it costs for trash. We currently pay about \$75.00 per ton of trash, and initial estimates show a cost of nearly \$145.00 per ton for recycling. Based on annual recycling tonnage amounts, this represents a nearly \$1M expense the City must now incur.

While Springfield allocates all trash-related services to a separate Enterprise Fund, the added cost of recycling will directly impact our General Fund budget. Each fiscal year we are required to supplement the Enterprise Fund, due to a shortage in revenue collection that does not meet operational expenses. The current supplement of \$5.7M, which is allocated from the General Fund, will now increase due to the recycling expense. By pulling additional funds away from an already-limited pool of money, we will be forced to develop innovative solutions in order to balance our budget.

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 FY22 proposed budget, which was released on January 27, 2021. It is important to note that this year, due to COVID-19, the City's FY21 budget was adopted with assumptions for State revenue. Once the FY21 State budget was finalized in December 2020, the City revised its revenue numbers. The revenue assumptions for State aid in this document are being compared to the FY21 final State budget numbers, as opposed to the City's FY21 adopted budget numbers.



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 6.1% increase in FY22 when compared to the FY21 final state 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 \$5.2M increase in Charter School reimbursements for FY22, based on the Governor's proposed budget. The remaining years of the projection assume an annual 3.5% increase.

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 \$41.6M, an increase of 3.5%, with future years projected to grow by 3%. 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 FY22 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 FY22 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 FY22 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. From FY09 to FY13, Springfield experienced over \$1B in declining property values, which drastically reduced our levy ceiling. Although estimates from the City's Board of Assessors have shown that property values continue to rise, the levy ceiling remains very low, which prohibits the City from fully capturing its levy capacity. Property values did not fully recover to FY08 levels until FY18. From FY12 through FY19, the City of Springfield lost over \$42.8M in property tax revenue due to these levy limitations. By not being able to capture this revenue, the City has been limited in its ability to enhance investments in current or new initiatives that may positively benefit our taxpayers.

Despite the lost revenue over the past eight years, Springfield has now broken away from its levy ceiling, with \$1.9M in excess levy capacity. This positive change can be attributed to a healthy rise in property values, a sign of economic strength that hasn't been this prominent since more than a decade ago. It is through this strong growth in our values that the City is able to fund new services and address any structural deficits without the need to make major service reductions.

The United States is currently in its longest economic expansion of the modern era. However, when a recession occurs, it will likely have a negative impact on property values. Since Springfield remains close to its levy ceiling, this could once again cause the City's tax levy to fall, even as expenses continue to rise. With this in mind, the City has been proactive in building strong reserves, a total amount of \$43.7M, so it can weather the next economic downturn without being forced to make major service reductions, while continuing to avoid layoffs.

The City has been able to add new growth to its tax levy for many years, this year being one of the first that the new growth levy is not reduced by the levy ceiling. New growth is not included in the levy assumption for FY22.

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. These have been affected by the COVID-19 Pandemic, however, and have been adjusted to decrease by -4.3% in FY22.

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 (for example, reserves, or free cash) 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. As the City prepares to sell debt for two major capital projects, the Brightwood-Lincoln and Homer-DeBerry collocated elementary schools, it must be highly cognizant of the message its actions send to ratings agencies and investors, as a downgrade in its bond rating could increase the debt service costs of financing these projects by millions of dollars.

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 3.3% increase for FY22 and 4% thereafter, with approximately 90% of the School Department budget 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 by 7.1% in FY22, 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.



This projection also includes estimates of the debt service payments that will need to be paid on capital projects approved by the Mayor and City Council, such as investments needed to run the body-worn camera program, the redevelopment of the Court Square Hotel, multiple MSBA school repair and renovation projects, and the construction of four new elementary schools.

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 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 nearly \$6.4M of combined savings from FY18-FY20 when compared to initial budgetary estimates.

Despite the decrease in projected costs over the past three fiscal years, this financial forecast conservatively assumes an overall increase of 6.5% for health insurance expenditures from FY22 to FY25. This is a strategic effort to ensure that the City is accounting for a large increase in insurance rates, should this occur during any given year. Due to the large budgetary cost associated with our health insurance benefit, it is vital that we always seek 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 28.9% and an unfunded liability totaling \$972M. 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. As part of this, the City increased its FY18 and FY19 pension appropriations by 14% and 15%, respectively. To further bolster our efforts towards addressing this liability, the City transferred in an additional \$2M from its Pension Stabilization Reserve Fund in October 2018, and \$1.1M in Free Cash in March 2019. 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 in 2020. Starting with FY21, payment increases equate to 9.2% 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 FY22 pension appropriation amounts to \$51.8M, 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.

COVID-19 Relief

As the City continues to combat the unprecedented COVID-19 pandemic, additional expenses have been incurred to maintain core services to residents and businesses, while also continuing to provide high-quality education to the City's students through remote learning. The City has been able to navigate these challenges and continue to maintain services due to the federal funding provided through FEMA and the CARES Act. In addition to this funding, it is projected that the City of Springfield will be receiving approximately \$127M from the American Rescue Plan. These funds may be used to replace revenue lost or reduced as a result of the pandemic, fund COVID-related costs, provide support to aid households and businesses impacted by the crisis, invest in economic recovery and renewal, and fund investments in water, sewer and broadband infrastructure. The funds will be provided in two blocks, 2021 and 2022, and will be available for use through 2024.

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, especially taking the effects of the COVID-19 Pandemic into consideration. Local receipts, as well as commercial property values are expected to decline over the upcoming years. It is important to note 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, however, we will continue to 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, including natural and manmade disasters, 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.

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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.

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.

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 knowledge. While a product may or may not result from the transaction, the primary reason for purchase is the service provided. Examples: Professional development, reimbursement to educational agencies for instructional services to students, medical and dental services, any service temporary in nature, safety testing, testing and monitoring services, environmental study.
531020 Seminars/Education/Training/Workshop	
531030 Tuition	
531040 Dues and Memberships	
531050 Moving Services	
531060 Exhibitions/Admissions	
531070 Exterminations	
531080 Physical Therapy	
531100 Medical & Dental	
531200 Printing/Binding	
531300 Debris Removal	
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 activities. Examples: Instructional field trips, SPED transportation, school year and summer transportation services, various school athletic event and alternative school transportation.
533200 Special Education	
533300 Athletics	
533400 Instruction	
533500 Other (Tokens)	
COMMUNICATIONS		Proper Use:
534050 Data Communication Services	Transmitting messages or information through all means. Examples: Postage, newspaper advertising, telephone and wireless phone services, delivery services, internet use, and e-rate services.
534100 Postage and Delivery	
534200 Telephone	
534300 Advertising	
534400 Audio/Video	
RECREATION		Proper Use:
535100 Officials/Referees	Recreation activities. Examples: Entertainers, lecturers, films, museum or event admission fees, athletic event official fees, and museum or event admission fees.
535200 Special Events	
535300 Recreation Playground	
535400 Pool Cleaning	

5400 - Supplies and Materials

A supply item is any article or material, which meets at least one of the following conditions:

It is consumed in use;

It loses its original shape or appearance with use;

It is expendable; that is, if the article is damaged or some of its parts are lost or worn out, and is usually better to replace it with an entirely new unit rather than repair it;

It is an inexpensive item whose small unit cost (less than \$5,000) makes it inadvisable to capitalize the item; it loses its identity by incorporation into a different or more complex item.

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 municipality.
543200	Electrical Supplies	
543500	Hardware Supplies	Examples: HVAC items, plumbing, hand/power tools, floor/wall/window coverings, electrical, paint, glass, doors, and ballasts.
543600	Lumber/Wood Supplies	
543700	Paint/Materials Supplies	
544000	Roofing Supplies	
544100	Flooring Supplies	
544200	Ceiling Supplies	
544300	HVAC Supplies	
544600	Glass Supplies	
544900	Preventative Maintenance Supplies	
CUSTODIAL AND HOUSEKEEPING			Proper Use:
545100	Custodial & Housekeeping Supplies	Expendable supplies related to custodial and house-keeping functions.
			Examples: Cleaning supplies, brooms, rags, and mops.
GROUNDKEEPING/LANDSCAPING SUPPLIES			Proper Use:
546100	Fertilizer	Expendable supplies related to groundskeeping functions.
546200	Pesticides & Herbicides	Examples: Rakes, hoes, and other tools, paint for grounds, loam, grass seed, lime, soil/sod, fertilizers, trees/shrubs, track cinders, pesticides and herbicides.
546300	Seed	
546400	Trees	
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:
548100	Vehicle Supplies/Parts/Accessories	Expendable supplies utilized for maintenance purposes in municipally owned motor vehicles.
548400	Gasoline and Diesel	
			Examples: Gasoline, anti-freeze, batteries, tires/tubes, motor oil/lubricants, parts and accessories.
FOOD SERVICE SUPPLIES			Proper Use:
549100	Food	Expendable supplies used for food service purposes.
549300	Paper Goods	Examples: Perishables/non-perishables, serving utensils.
MEDICAL SUPPLIES			Proper Use:
550300	Pharmaceutical Drugs	Expendable supplies and materials used for surgical or medical purposes.
550500	Therapy Supplies	
550600	Disposable Supplies	Examples: First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550700	Nursing Materials	
EDUCATION SUPPLIES			Proper Use:
551200	Textbooks	Expendable supplies and materials used for educational purposes.
551300	Library Materials	
551400	Subscriptions	Examples: Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts,
551600	Classroom	
551700	Other Supplies	

551800	Athletic Supplies	special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551900	Testing Materials	
PUBLIC WORKS SUPPLIES			Proper Use:
553200	Mixes	Expendable supplies and materials used for public works operational purposes.
553800	Salt	
OTHER SUPPLIES			Proper Use:
558100	Crime Prevention Supplies	Expendable supplies utilized for purposes not classified elsewhere.
558105	Weapons and Ammunition	
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	

5600 – Intergovernmental Expenditures

Any payments made to Federal, State, or County agencies for services provided to the City of Springfield are classified as Intergovernmental Expenditures. State Assessments that are listed on the Cherry Sheet are also considered to be Intergovernmental Expenditures.

INTERGOVERNMENTAL			
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 - PVRTA	
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:
569300	Employer Match - Medicare Tax - EMP MED	
569500	Petty Cash	Expenses for intergovernmental functions not classified elsewhere.
569800	Federal - Other	
569900	State - Other	

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans'

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 against the local unit.
576400	Settlement Claims	
VETERANS SERVICES			Proper Use:
577100	Benefits	Payments for veterans benefits as provided by law.
577200	Funerals	For Veterans Office Use Only.
577300	Sold/Sailors Graves	
577400	Patriotic Functions	
577500	Vets - Ordinary Benefits	
577510	Vets - Fuel	
577520	Vets - Nursing Home	
577530	Vets - Doctor Bills	
577540	Vets - Medication Drugs	
577550	Vets - Hospital	
577560	Vets - Dental	
577570	Veterans Benefits	
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	

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).

CAPITAL OUTLAY			
CAPITAL OUTLAY			Proper Use:
580100	Land	Payments for capital outlay acquisitions.
580200	Building	
580400	Building Improvements	
580500	Furniture & Fixtures	
580600	Machinery & Equipment	
580700	Vehicles	
580800	Infrastructure	
580900	Computer Hardware	
581500	Vehicles - Leases	

582000	Lease - Other	
584000	Site Improvement	
589000	Depreciation	

5900 – Debt Service

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

DEBT SERVICE			
DEBT SERVICE			Proper Use:
591000	Long Term Debt - Principal	Disbursements to repay the principal portion or interest owed on long-term debt.
591200	Long Term Debt - Interest	
591400	QSCB Sinking Fund Acct	
592100	LTD Interest Non State Qualified	
595000	Temporary Loans/Principal	
595050	Temporary Loans/Interest	
595100	Cost of Issuance	

**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 dmussions	548100 Vehicle Supplies/Parts/A ccessories	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 A 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 - Indernity	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 - PVTA	
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
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%
2020	6,402,194,493	73.33%	\$19.53	\$125,034,858	57.79%
2021	7,018,786,800	74.38%	\$18.90	\$132,655,071	58.31%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
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%
2020	1,293,996,307	14.82%	\$39.23	\$ 50,763,475	23.46%
2021	1,365,682,200	14.47%	\$39.23	\$ 53,575,713	23.55%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
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%
2020	242,375,100	2.78%	\$39.23	\$ 9,508,375	4.39%
2021	258,826,000	2.74%	\$39.23	\$ 10,153,744	4.46%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
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%
2013	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%
2020	791,535,670	9.07%	\$39.23	\$ 31,051,944	14.35%
2021	792,918,510	8.40%	\$39.23	\$ 31,106,193	13.67%

FY	Total Value	% of Value	Tax Rate	Tax Levy	% of Levy
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%
2020	8,730,101,570	100.00%		\$216,358,653	100.00%
2021	9,436,213,510	100.00%		\$227,490,720	100.00%

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%				
2020	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	6,402,194,493	73.33%	\$19.53	\$ 125,034,858	57.79%	414,869,793	6.48%	\$ 7,204,308	5.76%
Commercial	1,293,996,307	14.82%	\$39.23	\$ 50,763,475	23.46%	43,117,507	3.33%	\$ 1,603,938	3.16%
Industrial	242,375,100	2.78%	\$39.23	\$ 9,508,375	4.39%	10,343,800	4.27%	\$ 389,545	4.10%
Personal	791,535,670	9.07%	\$39.23	\$ 31,051,944	14.35%	49,123,630	6.21%	\$ 1,875,151	6.04%
	=====			=====		=====		=====	
TOTAL	8,730,101,570			\$216,358,653		517,454,730	5.93%	11,072,943	5.12%
		Levy Inc/Dec		\$ 11,072,943	5.39%				
2021	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	7,018,786,800	74.38%	\$18.90	\$ 132,655,071	58.31%	1,031,462,100	14.70%	\$ 7,620,212	5.74%
Commercial	1,365,682,200	14.47%	\$39.23	\$ 53,575,713	23.55%	114,803,400	8.41%	\$ 2,812,238	5.25%
Industrial	258,826,000	2.74%	\$39.23	\$ 10,153,744	4.46%	26,794,700	10.35%	\$ 645,369	6.36%
Personal	792,918,510	8.40%	\$39.23	\$ 31,106,193	13.67%	50,506,470	6.37%	\$ 54,249	0.17%
	=====			=====		=====		=====	
TOTAL	9,436,213,510			\$227,490,720		1,223,566,670	12.97%	11,132,067	4.89%
		Levy Inc/Dec		\$ 11,132,067	5.15%				

TOP 25 TAXPAYERS FISCAL YEAR 2021

Owner	Use	2021 Total Value	2021 Total Tax	2021 \$ 227,490,720 % of Levy
NSTAR ELECTRIC COMPANY	Utility	\$ 343,936,180	\$ 13,492,616	5.93%
BAYSTATE GAS COMPANY	Utility	\$ 164,019,500	\$ 6,434,485	2.83%
MASSPOWER LLC	Energy	\$ 60,300,000	\$ 2,365,569	1.04%
MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	\$ 56,441,700	\$ 2,238,961	0.98%
CNR SPRINGFIELD LLC	Industrial	\$ 53,147,500	\$ 2,116,192	0.93%
SOLUTIA INC	Chemicals	\$ 34,090,550	\$ 1,356,090	0.60%
FIVE TOWN STATION LLC	Retail	\$ 31,708,810	\$ 1,262,063	0.55%
D AMOUR GERALD E & DONALD H & CHARLES L	Warehouse	\$ 30,598,800	\$ 1,218,338	0.54%
BC COLONIAL ESTATES LLC	Residential	\$ 60,852,300	\$ 1,167,332	0.51%
MITTAS HOSPITALITY LLC & DD DEVELOPMENT	Office	\$ 27,083,100	\$ 1,039,042	0.46%
ALBANY ROAD SPRINGFIELD PLAZA LLC	Retail	\$ 26,124,700	\$ 1,039,042	0.46%
VERIZON NEW ENGLAND	Utility	\$ 25,217,600	\$ 989,286	0.43%
WASON AVENUE PARTNERS LLC	Medical Office	\$ 21,754,400	\$ 866,418	0.38%
SPRINGFIELD GARDENS LP	Residential	\$ 40,131,800	\$ 783,456	0.34%
COMCAST OF MASSACHUSETTS II IN	Cable TV & Internet	\$ 17,446,490	\$ 684,426	0.30%
CHESTNUT PARK PRESERVATION LP	Residential	\$ 31,719,300	\$ 672,254	0.30%
WASON AVENUE PARTNERS IV LLC	Medical Office	\$ 15,641,500	\$ 623,011	0.27%
PYNCHON TOWNHOUSES LLC	Residential	\$ 32,167,400	\$ 617,055	0.27%
SPRINGFIELD FOODSERVICE CORPORATION	Warehouse	\$ 14,879,200	\$ 592,349	0.26%
SPRINGFIELD 3640 MEDICAL PROPERTIES LLC	Medical Office	\$ 14,301,300	\$ 569,397	0.25%
SYSTEM COORDINATED SERVICES INC	Medical Office	\$ 14,209,500	\$ 565,683	0.25%
EDGEWATER TOWER LLC	Residential	\$ 27,676,300	\$ 542,263	0.24%
BIRNIE MEDICAL LLC	Medical Office	\$ 12,609,600	\$ 503,125	0.22%
LISTEN LYNDA LLC	Educational Property	\$ 12,138,800	\$ 483,339	0.21%
15 Taylor LLC	Residential	\$ 22,708,440	\$ 481,375	0.21%
TOTAL		\$ 1,190,904,770	\$ 42,703,169	18.77%

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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 2022
City of Springfield
City Council
Appropriation Orders

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City Council

ADOPTED

Meeting: 06/21/21 05:30 PM
Initiator: Melanie Acobe
Sponsors: Mayor Domenic J. Sarno
DOC ID: 6295 A

FY22 Budget - General Fund (Mayor Sarno)

Fiscal Year 2022 Budget Appropriations Order
July 1, 2021 to June 30, 2022
Date of Vote: 6/21/21

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2021 and ending June 30, 2022 (FY22), General Fund Appropriations in the amount of \$749,441,409 as itemized on the attached Schedule of Appropriations and \$6,258,139 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 2021.

SOURCES

Estimated General Fund Revenue:	<u>\$755,699,548</u>
TOTAL:	\$755,699,548

USES

Total General Fund Financing:	\$749,441,409
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 6,258,139</u>
TOTAL:	\$755,699,548

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Michael A. Fenton, Ward 2 Councilor
SECONDER:	Kateri B. Walsh, At-Large Councilor
AYES:	Edwards, Lederman, Gomez, Allen, Curran, Whitfield, Ramos, Brown, Walsh, Davila, Fenton, Hurst, Williams

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City Council

ADOPTED

Meeting: 06/21/21 05:30 PM
Initiator: Lindsay B. Hackett
Sponsors: Mayor Domenic J. Sarno
DOC ID: 6298

FY22 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2022 Budget Appropriations Order
July 1, 2021 to June 30, 2022
Date of Vote: 6/21/21

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, 2021 and ending June 30, 2022 (FY22), 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 2022.

SOURCES

Estimated FY21 Trash Enterprise Fund Revenue:	\$ 4,588,500
Other Financing Source - General Fund:	<u>\$ 6,258,139</u>
TOTAL:	\$ 10,846,639

USES

Total Trash Enterprise Fund Financing:	<u>\$ 10,846,639</u>
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TOTAL	\$10,846,639
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RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tracye Whitfield, Vice President
SECONDER:	Kateri B. Walsh, At-Large Councilor
AYES:	Edwards, Lederman, Gomez, Allen, Curran, Whitfield, Ramos, Brown, Walsh, Davila, Fenton, Hurst, Williams

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Appendix F
Fiscal Year 2022 Adopted Budget
Schedule of Appropriations

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City of Springfield - Fiscal Year 2022
Mayor's Adopted Budget
Schedule of Appropriations - General Fund

Fund	Func	Dept	Classification	FISCAL 2022 ADOPTED GENERAL FUND
0100	10	111	CITY COUNCIL	520,812
0100	10	111	Personal Services	502,824
0100	10	111	Expenses	17,988
0100	10	111	Capital	-
0100	10	121	MAYOR	690,203
0100	10	121	Personal Services	669,579
0100	10	121	Expenses	20,624
0100	10	121	Capital	-
0100	10	133	FINANCE	2,739,024
0100	10	133	Personal Services	-
0100	10	133	Expenses	2,739,024
0100	10	133	Capital	-
0100	10	129	OFFICE OF ADMINISTRATION & FINANCE	1,147,518
0100	10	129	Personal Services	998,442
0100	10	129	Expenses	149,076
0100	10	129	Capital	-
0100	10	132	DEPT 3-1-1	461,242
0100	10	132	Personal Services	408,939
0100	10	132	Expenses	52,303
0100	10	132	Capital	-
0100	10	135	COMPROLLER	576,121
0100	10	135	Personal Services	568,870
0100	10	135	Expenses	7,251
0100	10	135	Capital	-
0100	10	136	INTERNAL AUDIT	505,012
0100	10	136	Personal Services	298,535
0100	10	136	Expenses	206,477
0100	10	136	Capital	-
0100	10	138	OFFICE OF PROCUREMENT	612,263
0100	10	138	Personal Services	508,522
0100	10	138	Expenses	103,741
0100	10	138	Capital	-

Fund	Func	Dept	Classification	FISCAL 2022 ADOPTED GENERAL FUND
0100	10	141	BOARD OF ASSESSORS	923,304
0100	10	141	Personal Services	795,799
0100	10	141	Expenses	127,505
0100	10	141	Capital	-
0100	10	145	TREASURER	1,734,727
0100	10	145	Personal Services	532,557
0100	10	145	Expenses	1,202,170
0100	10	145	Capital	-
0100	10	146	COLLECTOR	568,836
0100	10	146	Personal Services	382,814
0100	10	146	Expenses	186,022
0100	10	146	Capital	-
0100	10	151	LAW	2,986,241
0100	10	151	Personal Services	2,537,827
0100	10	151	Expenses	448,414
0100	10	151	Capital	-
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,277,764
0100	10	152	Personal Services	786,630
0100	10	152	Expenses	491,134
0100	10	152	Capital	-
0100	10	154	PAYROLL DEPARTMENT	328,253
0100	10	154	Personal Services	-
0100	10	154	Expenses	328,253
0100	10	154	Capital	-
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	3,706,923
0100	10	155	Personal Services	1,182,102
0100	10	155	Expenses	2,504,821
0100	10	155	Capital	20,000
0100	10	161	CITY CLERK	676,904
0100	10	161	Personal Services	619,824
0100	10	161	Expenses	57,080
0100	10	161	Capital	-
0100	10	162	BOARD OF ELECTION COMMISSION	587,072
0100	10	162	Personal Services	423,626
0100	10	162	Expenses	163,446
0100	10	162	Capital	-

Fund	Func	Dept	Classification	FISCAL 2022 ADOPTED GENERAL FUND
0100	10	175	PLANNING DEPARTMENT	1,484,525
0100	10	175	Personal Services	1,020,652
0100	10	175	Expenses	463,873
0100	10	175	Capital	-
0100	10	190	FACILITIES MANAGEMENT	4,318,874
0100	10	190	Personal Services	1,531,399
0100	10	190	Expenses	2,787,475
0100	10	190	Capital	-
0100	10	193	CAPITAL ASSET CONSTRUCTION	504,440
0100	10	193	Personal Services	444,936
0100	10	193	Expenses	59,504
0100	10	193	Capital	-
0100	20	210	POLICE	51,928,503
0100	20	210	Personal Services	47,602,060
0100	20	210	Expenses	4,066,265
0100	20	210	Capital	260,178
0100	20	220	FIRE	24,858,542
0100	20	220	Personal Services	22,618,898
0100	20	220	Expenses	2,232,144
0100	20	220	Capital	7,500
0100	20	241	BUILDING - CODE ENFORCEMENT	1,919,768
0100	20	241	Personal Services	1,872,224
0100	20	241	Expenses	47,544
0100	20	241	Capital	-
0100	20	242	HOUSING - CODE ENFORCEMENT	1,000,369
0100	20	242	Personal Services	818,412
0100	20	242	Expenses	181,958
0100	20	242	Capital	-
0100	20	250	CENTRALIZED DISPATCH	1,993,283
0100	20	250	Personal Services	1,876,507
0100	20	250	Expenses	116,777
0100	20	250	Capital	-
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,597,158
0100	20	292	Personal Services	776,018
0100	20	292	Expenses	821,140
0100	20	292	Capital	-

Fund	Func	Dept	Classification	FISCAL 2022 ADOPTED GENERAL FUND
0100	30	300	SCHOOL DEPARTMENT	491,696,545
0100	30	300	SCHOOL DEPARTMENT	457,443,273
0101	30	300	SCHOOL TRANSPORTATION	34,253,272
0100	40	400	DEPARTMENT OF PUBLIC WORKS	11,160,231
0100	40	400	Personal Services	4,542,987
0100	40	400	Expenses	6,617,244
0100	40	400	Capital	-
0100	50	520	HEALTH & HUMAN SERVICES	2,140,161
0100	50	520	Personal Services	1,734,420
0100	50	520	Expenses	405,741
0100	50	520	Capital	-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	556,779
0100	50	541	Personal Services	435,547
0100	50	541	Expenses	121,232
0100	50	541	Capital	-
0100	50	543	VETERANS SERVICES	1,728,268
0100	50	543	Personal Services	356,624
0100	50	543	Expenses	1,371,643
0100	50	543	Capital	-
0100	60	610	LIBRARY	5,250,450
0100	60	610	Personal Services	3,668,192
0100	60	610	Expenses	1,547,258
0100	60	610	Capital	35,000
0100	90	613	MUSEUM	1,320,000
0100	90	613	Personal Services	-
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	-
0100	60	630	PARKS DEPARTMENT	9,330,656
0100	60	630	Personal Services	5,319,611
0100	60	630	Expenses	4,011,045
0100	60	630	Capital	-
0100	70	145	DEBT SERVICE	22,661,515
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	22,661,515

Fund	Func	Dept	Classification	FISCAL 2022 ADOPTED GENERAL FUND
0100	80	135	STATE ASSESSMENTS	3,843,098
0100	80	135	Personal Services	-
0100	80	135	Expenses	3,843,098
0100	80	135	Capital	-
0100	90	911	CONTRIBUTION RETIREMENT PENSION	51,491,881
0100	90	911	Personal Services	-
0100	90	911	Expenses	51,491,881
0100	90	911	Capital	-
0100	90	152	NON-CONTRIB. PENSIONS	75,303
0100	90	152	Personal Services	-
0100	90	152	Expenses	75,303
0100	90	152	Capital	-
0100	10	135	PROVISION FOR UNCOMPENSATED ABSENCES	(500,000)
0100	10	135	Personal Services	(500,000)
0100	10	135	Expenses	-
0100	10	135	Capital	-
0100	70	145	CAPITAL RESERVE FUND	3,427,842
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	3,427,842
0100	90	152	BENEFITS	29,369,140
0100	90	152	Personal Services	-
0100	90	152	Expenses	29,369,140
			<i>Health Insurance</i>	25,774,422
			<i>Unemployment</i>	118,891
			<i>Workers Compensation Indemnity</i>	522,927
			<i>Workers Compensation Medical Claims</i>	1,288,531
			<i>Medicare - Employer Match</i>	1,664,370
0100	90	152	Capital	-
0100	10	152	EMPLOYEE BENEFITS DEPARTMENT	423,481
	10	152	Personal Services	413,484
	10	152	Expenses	9,997
	10	152	Capital	-
0100	10	135	RESERVE FOR CONTINGENCIES	500,000
0100	10	135	Personal Services	-
0100	10	135	Expenses	500,000
0100	10	135	Capital	-

Fund	Func	Dept	Classification	FISCAL 2022 ADOPTED GENERAL FUND
0100	10	147	PARKING CONTRACT	1,110,577
0100	10	147	Personal Services	-
0100	10	147	Expenses	1,110,577
0100	10	147	Capital	-
0100	10	133	PAY-AS-YOU-GO CAPITAL	4,207,801
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	4,207,801
0100			ENTERPRISE FUND SUPPLEMENT	6,258,139
0100			Personal Services	-
0100			Expenses	6,258,139
0100			Capital	-
TOTAL				755,699,548

City of Springfield - Fiscal Year 2022
Adopted Budget
Schedule of Appropriations - Trash Enterprise Fund

Fund	Func	Dept	Classification	FISCAL 2022 ADOPTED ENTERPRISE FUND
6500	40	400	TRASH ENTERPRISE	10,846,639
6500	40	400	Personal Services	3,270,143
6500	40	400	Expenses	7,576,496
6500	40	400	Capital	-
TOTAL				10,846,639