

City of Springfield, MA

Fiscal Year 2015 Adopted Budget

Domenic J. Sarno, Mayor



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**City of Springfield, Massachusetts
Fiscal Year 2015
Adopted Budget**



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Springfield
Massachusetts**

For the Fiscal Year Beginning

July 1, 2013

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

July 30, 2014

To the City of Springfield and the Springfield City Council:

We are pleased to publish the adopted Fiscal Year 2015 budget for the City of Springfield. The budget is balanced and has been prepared in accordance with the City's Financial policies and the City Council's guidelines and objectives.

FY 2015 began on July 1, 2014 and runs through June 30, 2015. The adopted budget totals \$581.9 million for programs and services across all City departments including the Springfield School System. Since the recommended budget was submitted on June 3, 2013, the following meetings have occurred:

- City Council Committee of the Whole Hearings—May 22nd thru June 10th
- City Council Special Meeting for Adoption—June 16th

Based upon the meeting held by Council, the original budget recommendations were adopted without further reductions to programs and services.

The original budget submission came on the heels of maintaining financial discipline through the great recession and multiple natural and man-made disasters which led to a January 2014 double bond upgrade from Standard and Poor's (grade A to grade AA-); the highest bond rating in the City's history. Through hard work and resilience the City has positioned itself for a burgeoning renaissance. As cited in the March 2014 report by the Office of Planning and Economic Development, \$2.48 billion of private and public investments has happened or is planned to happen in Springfield. This is a direct result of the consistency, stability and well-rounded approach Springfield has taken to how it conducts its business.

The challenge of balancing the FY2015 budget was met using a three-pronged approach: maximizing revenues, expenditure reductions, and strategic use of reserve funds. First, the City looked to its rising property values and economic development as a way to raise the levy ceiling. This resulted in over \$4.3 million in increased recurring revenue. The City's revenue stream is greatly influenced by overall economic conditions and the housing market. Recent, positive market trends are reflected by the increased levy capacity along with \$1 billion in economic development projects going on throughout the

City. Likewise, the City was fortunate enough to receive an additional \$908,976 in State Aid. This marks the second consecutive year that the Governor and Legislature have increased distributions to municipalities following five years of declining or flat-lined revenue distributions.

Our second approach to balancing the budget was to reduce expenses by analyzing the details and expenditures of City departments to find substantial savings. In total, over \$8.3 million in requested funding was eliminated without layoffs. Staffing levels will remain intact for FY15 and, in certain cases, be strategically increased to better serve city residents and the business community. Where appropriate, general fund costs are being offset onto grants and other revenue sources.

Finally, to balance the budget we strategically used reserves. We are proud to say that the budget is balanced using only \$2.8 million, roughly 0.5% of the total budget, from reserves, maintaining a balance of \$30 million in our Stabilization Fund. This is a major accomplishment due to the fact that during the recent economic downturn, the City dipped into its “rainy day” fund to cover over \$23.6 million in programs over the past three years. This year however, marks a milestone where our reserves are actually being maintained from the previous fiscal year. This will send a strong message to the rating agencies, the business community and our residents that we are in control of our finances.

Despite reductions made to balance the budget, funding is provided for major investments in public safety. In fact, this budget includes funding for an academy of 26 recruits which started in May of 2014, with an anticipated graduation date in late October 2014. In addition, the budget calls for a mini-academy for 6-12 recruits offered through our local Springfield Technical Community College. This will finally allow the Department to start addressing the increasing attrition rate occurring recently and grow the compliment of officers by 8 and the total number of sworn officers to 462.

The FY15 budget also starts to address the attrition rates in the Fire Department by funding 20 additional firefighters. This will be accomplished through two separate academies: a class of 10 in the fall and another recruit class of 10 in the spring. The additional positions will raise the number of firefighters to 261. This is necessary because the average age of our firefighters is 46 and classes have not been offered as frequently as we would like due to funding constraints. In addition, computer hardware and software upgrades have been funded for greater efficiency along with a turnout/safety gear replacement schedule. The department was also chosen as the sole recipient of a national grant award that will fund a multi-lingual fire safety education program.

Education is another key City priority and the School Department has been a great partner in identifying and funding services that we mutually agree on as necessary for the education and safety of our children. On top of the State required education budget of \$337 million, the City additionally supports education expenses for non-net school spending for items like transportation (\$23.6 million), building leases (\$731,768), and adult education (\$268,356). Realizing the impact this has on municipal operations, the Superintendent and School Committee have partnered with the City to successfully implement cost-saving strategies such as consolidating services, positions and processes.

Economic Development is also a priority in this budget. The FY 2015 budget includes capital funding which provides the financial resources necessary to enhance the City’s economic outlook. By combining current debt capacity with disaster-recovery funding, the City will be progressing on a number of initiatives. The former Arthur McCarthy Army Reserve Center at 50 East Street will be converted to the Police Department’s Juvenile Detention Center, providing secure evidence storage and offering enhanced training facilities. The renovation of Union Station and re-paving of the Boston Road corridor projects will continue through FY15. Available debt capacity will allow plans for a new senior center in Blunt Park and a new South End Community Center at Emerson Wight Park to progress. It will also fund improvements to the Environmental Center for Our Schools (ECOS) project.

In addition to these strategically funded programs in FY 2015 budget, City departments will be able to provide the following services:

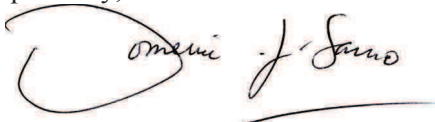
- Department of Capital Asset Construction - Project management has been brought in-house with the addition of 2 new project managers, ensuring lowered costs and tighter controls on contract compliance;
- Planning & Economic Development – Is fully staffed to manage projects such as the renovation of Union Station and potential casino investment by MGM;
- Department of Public Works - Will continue to provide free single-stream recycling and yard waste pickup; low-cost bulk pickup and free hazardous waste drop-off dates; will enter into a 5-year lease for the purchase of four (4) new trash collection trucks;
- Parks and Recreation – All City buildings and grounds, parks, and terraces will be fully maintained throughout the year; all pools and splash pads, including 5-Mile Pond, will remain open during the summer months, and summer recreation programs remain active; golf courses are fully-staffed and capital funding has been provided to replace aging maintenance equipment;
- Health & Human Services – Nursing , Community Health Advocate, Public Health Educator, and Mediator positions are all filled;
- Libraries - 2 re-purposed City library branches (Liberty Street and Pine Point) will continue to host neighborhood programs like adult literacy and a drop-by center for seniors and all extended hours at the Main Library and all branch locations will remain intact;

This budget assumes economic conditions will not weaken and accounts for marginal increases to economic activity during this period. The FY 2015 budget makes strategic investments in key operations while not reaching beyond our means. Critical services remain intact with the goal of improving the quality of life of Springfield's residents. However, it is important to note that there is the potential to see over \$800 million in economic benefits through casino spin-off businesses: hotels, restaurants, entertainment, etc., which could contribute to the City's assessed value and provide substantial fiscal benefits in the near future. Payments from the City's Host Community Agreement with MGM Springfield are not built into the FY 2015 budget.

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

With the FY 2015 budget in place, departments will work to ensure programs and services are adjusted to live within available appropriations. Thank you for your review, consideration and ultimately passage of the budget recommendations and we look forward to working with you throughout the year.

Respectfully,



Domenic J. Sarno
Mayor



Timothy J. Plante
Chief Administrative & Financial Officer

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Fiscal Year 2015 Adopted Budget Executive Summary

The Adopted Budget for Fiscal Year 2015 is \$581,922,838. This represents a 1.8% increase over the FY14 Adopted Budget and a 1.7% increase from the FY14 Revised Budget.

Fiscal Year 2015 marks an upswing for the City's finances with a second consecutive year of increases to the City's assessed property valuations, budgeted State Aid, local receipt estimates, and reduced reliance on reserves.

Fiscal 2012 Actual General Fund	Fiscal 2013 Actual General Fund	Fiscal 2014 Adopted General Fund	Fiscal 2014 Revised General Fund	Fiscal 2015 Adopted General Fund	% Change from FY14 Adopted	% Change from FY14 Revised
558,861,403	551,776,343	571,878,838	572,284,015	581,922,838	1.8%	1.7%

Costs, however, continue to increase with the need to support legal and contractual obligations, employee salaries and benefits, and other city-wide fixed costs.

The gap created between requested spending and estimated revenue has been carefully evaluated and closed using a three-pronged approach: revenue increases, expenditure reductions, and strategic use of reserve funds. In addition, budgets have been analyzed and presented based on departmental programs. This is the first time the City has budgeted on a programmatic basis, allowing for more data-driven decision making. By analyzing and presenting departmental funding in this manner, programs are clarified improving expenditure prioritization. The City's resources are allocated to the programs that deliver the greatest benefits to the community.

Fiscal Year 2014 Budget Update

Based on the latest Monthly Financial Statements published for April 2014, a surplus is estimated for year-end. This projected surplus is very similar to the past three years because the City has budgeted more closely to projections and anticipated outcomes. Overall, the City is working to maintain a realistic and balanced budget throughout the fiscal year, to encourage cost savings where ever possible, and to scrutinize all expenses and revenue to ensure the budget remains balanced. In FY14, the City conducted monthly reviews of spending and revenue in an effort to estimate our position at year-end to ensure that the budget could sustain its trajectory.

It is important to note that the year-end surplus estimate is based on a projection made at the end of April and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State Department of Revenue (DOR). Departments are responsible for living within appropriated amounts and spending funds as responsibly as possible. A surplus projection should not be considered a reason to spend more or spend faster. All surplus funds are reviewed by the DOR for certification of "Free Cash." Once the DOR completes their certification, the funds are available to the City to spend (subject to appropriation) or for transfer to the Stabilization reserve to replenish some of what were used in FY14. "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.

Fiscal Year 2015 Budget Challenges

The budget process for a given fiscal year begins in January when departments submit their budget requests. Budget requests are meant to first build up costs to provide the same level of programs and services and then add any program or policy expansion that is requested. In addition, departments were asked to submit proposals that reduced their budget by 5% below their FY 2014 Adopted budgets and to provide impacts of those reductions. This allows the Mayor and his finance team to review requests and understand how departments would suggest living within lesser amounts.

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

For FY15, the projected gap after budget submission totaled \$21.8 million driven by the following spending and

Fiscal Year 2015 Adopted Budget Executive Summary

revenue assumptions:

- ◆ State Aid - Assumed level funding to FY14 levels for Unrestricted General Government Aid
- ◆ Other Local Receipts - Original estimates were level to FY14 budgeted
- ◆ Reserves - Original budget assumed using \$1 million in reserves
- ◆ Departmental Growth - Budget requests were 3.8% greater than the FY14 Adopted budget
- ◆ Scheduled growth for pensions and debt service

Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue increases, and a use of stabilization reserves. All of these things were considered in the context of providing vital programs and services to the City with the intention of minimizing layoffs that would impact vital services. The FY 2015 budget solutions include:

Balancing FY15 Budget	
FY 15 Initial Gap (based on departmental budget submissions)	(21,787,991)
Revenue Increases	
Levy Ceiling/Reduction in Overlay	6,323,924
Dept Fees/Fines	1,090,000
Additional State Aid	908,976
Expense Decreases	
Departments	2,486,698
Debt Schedule	2,668,864
School Transportation	1,058,164
Health Insurance/Unemployment	851,675
One Time Revenue	
Reserves	2,865,130
Building Sales	2,200,000
WMECO Settlement	1,334,560
FY15 Gap as of 5-19-14	-

Revenue Increases

Additional Levy

The City's Assessors Office is continually working to update the levy through 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 Budget Department 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.

Local Source Revenue

The City is projected to collect an additional \$1.09 million in local receipts in FY15. The Treasurer's Office has been aggressive in its tax title/foreclosure program and is projecting to collect an additional \$581,680 in tax title interest and fees. In addition, the Building Commissioner is projecting an increase in building permits based upon upcoming projects around the community. These increases are expected to generate an additional \$500,000 in FY15.

Building Sales

Fiscal Year 2015 Adopted Budget Executive Summary

As part of the proposed downtown casino development project, MGM Springfield has agreed to purchase two tornado-damaged properties from the City: the Zanetti School and Armory. The proceeds from this sale, \$2.2 million, will be used to fund the FY15 budget.

WMECO Settlement

The City is engaged in ongoing negotiations with Western Massachusetts Electric Company (WMECO) with regards to over-billing of electricity charges for the City's street lights. Payment by WMECO in the amount of \$1.3 million will be appropriated in FY15 for use in balancing the budget.

Additional State Aid

The State, as agreed upon in a consensus revenue figure, increases Unrestricted General Governmental Aid (UGGA) to the City by \$908,976 in FY15. In addition, the State will provide an increase of more than \$6 million for educational purposes in its Chapter 70 allocation.

Expenditure Reductions

Departmental Spending Reductions

Due to favorable revenue projections, not all departments were impacted by budget reductions in the Fiscal Year 2015 budget planning process. In total, only \$2.5 million in funding was cut from departmental budget requests. Many of the reductions were based on historical spending trends and all departmental programs remain intact for Fiscal Year 2015.

The General Fund FTE complement is at one of its lowest to date at 1,289.4 FTEs. That is a reduction of 292.1 FTEs (-18.5%) since Fiscal Year 2008.

Some specific departmental reductions include:

- ◆ Police Department - Elimination \$252,408 of increased capital funding requests by allowing the use of FY14 surplus funds to purchase new computers and bullet-proof vests
- ◆ Police Department - Quebec Team funding of \$1.66 million, including Educational Incentive payments, was offset to the School Department
- ◆ Facilities - Natural Gas accounts reduced by \$146,740 due to energy-efficiency measures
- ◆ Health Insurance - Health insurance costs of \$851,675 offset to the Solid Waste Enterprise Fund and grant funds where appropriate
- ◆ Treasurer - Reduction of \$2.7 million in debt service due to expiring bonds
- ◆ Citywide - Offset \$1.2 million in eligible costs to grants
- ◆ Citywide - Departmental budget reduced by \$1.99 million by level-funding line items with requested increases or cutting budgets to historical spending levels

Debt Schedule

The City is able to reduce its required debt payments in FY15 due to the payoff of prior bond issuances in FY14.

School Transportation & Leases

The City is responsible for funding 100% of School Transportation costs, which totals \$23.6 million in Fiscal Year 2015. This is a reduction of \$1.06 million from the original budget estimate. The City is also responsible for leasing buildings (Central Office, Holy Name, and Immaculate Conception) for educational purposes which total \$731,768.

Health Insurance & Unemployment

Fiscal Year 2015 Adopted Budget Executive Summary

In Fiscal Year 2015, the City has reduced its appropriations for Health Insurance and Unemployment by \$851,675. Unemployment costs have been reduced as a result of the City's avoidance of layoffs in the FY14 and FY15 budgets. Health Insurance costs were able to be reduced after actual rates from the Government Insurance Commission released its final FY15 plan costs in March. The budgeted cost for Health Insurance has decreased by 4.1% from FY14 inclusive of additional charges as required by the Affordable Care Act.

Fiscal Year 2015 Adopted Budget Executive Summary

FY15 Revenue

State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 62% 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 and most dependable local source revenue, but is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980, creating two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in three ways: 2.5% increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit. Estimates on the tax rate for the FY15 budget are still being reviewed and will be part of the tax rate setting process this fall.

	FY12	FY13	FY14	FY15
	Levy Calculation	Levy Calculation	Levy Calculation	Recommended
Tax Levy	169,389,217	167,403,337	168,217,700	172,956,972
Increase Levy 2.5%	-	-	4,205,443	4,323,924
Subtotal	169,389,217	167,403,337	172,423,143	177,280,896
New Growth	-	-	6,129,689	-
Subtotal of Gross Tax Levy	169,389,217	167,403,337	178,552,832	177,280,896
<i>Actual Levy Billed</i>	<i>169,389,217</i>	<i>162,131,310</i>		177,280,896
Less Overlay	(5,144,964)	(8,081,745)	(5,593,003)	(3,000,000)
Subtotal of Net Tax Levy	164,244,253	154,049,565	172,959,829	174,280,896

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 certified positive free cash for the last six consecutive years, which will help to continue to build the City's Stabilization Fund.

Fiscal Year 2015 Adopted Budget Executive Summary

FY15 Spending

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

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

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

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

Development Services - the Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city. The renovation of Union Station and re-paving the Boston Road corridor will continue throughout FY 2015.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. In FY 2015, twenty (20) fire fighter vacancies will be filled and twenty-six (26) police officer positions will be filled once recruits have completed the academy.

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

Health & Human Services Division - This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City's library system.

Parks, Buildings, and Recreation Management Division - the Parks, Buildings, and Recreation Management division maintains the City's parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

School Department - The City's School Department operates the second largest school district in the Commonwealth and is comprised of thirty-eight (38) elementary schools, six (6) middle schools, six (6) high schools, and seven (7) specialized schools. The District serves over 28,000 students or about 17% of the total city population with a staff of 4,708.7 employees. The Springfield Public Schools system is governed by an elected school committee which creates policy and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of eight (8) chiefs who are each in charge of various segments of the organization.

Benefits - This includes benefits for all 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 2 ½ in raising additional property tax revenue. Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments.

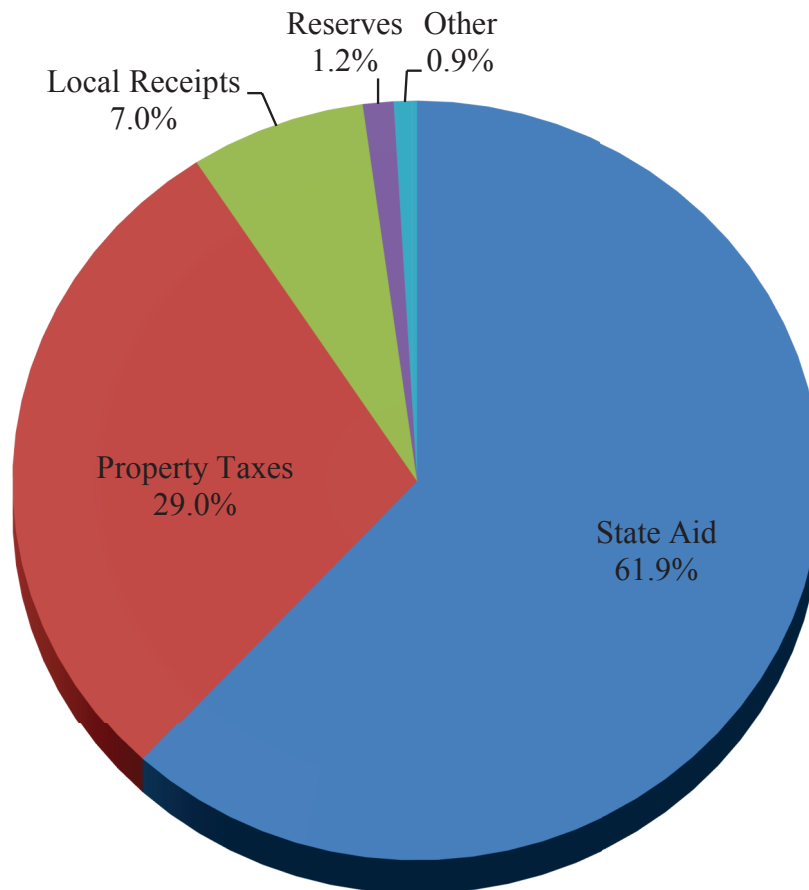
Other - This category includes other payments made on behalf of the City to varying entities including the payment to the Springfield Museums Association, the contract with the Springfield Parking Authority, and the City's reserve for emergency expenses that may come up throughout the year.

Fiscal Year 2015 Adopted Budget Executive Summary

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 Fiscal Year 2015, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid represents 61.9% of the City's revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.

FY15 Revenue Sources

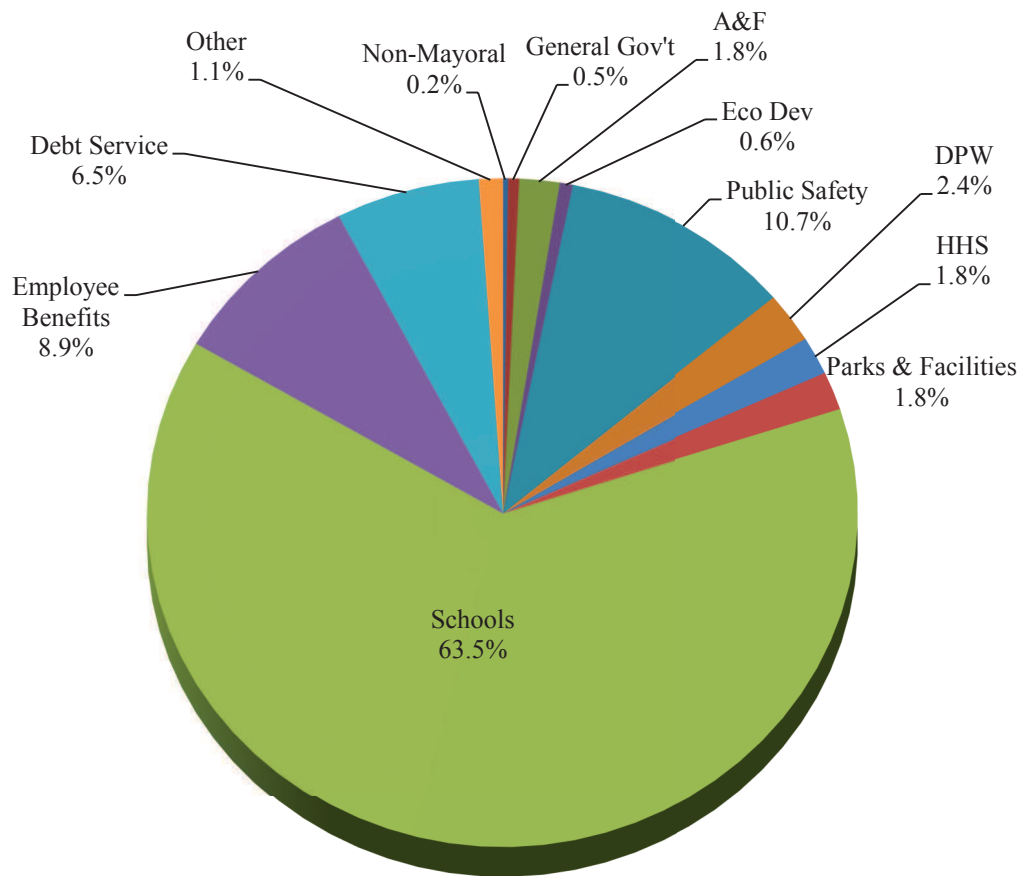


Fiscal Year 2015 Adopted Budget Executive Summary

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 Fiscal Year 2015, the chart below shows how the \$581.9 million of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by the costs associated with operating our School Department. Expenses within the remaining Divisions are driven by the costs of employees. Salaries and benefits of City employees (exclusive of the School Department) represent 60% of the City's operating budget.

FY15 Expenditure Uses



Conclusion

The FY 2015 Adopted Budget for the City is balanced and responsible. It addresses the priorities of its residents and aggressively looks for savings and efficiencies. It continues to require all City Departments to maximize resources and do more with less. It also provides programs and services that cannot be found through any other private entity. While this budget is full of difficult decisions that will require hard work and creativity from the departments, the City will work to maintain core programs and services to its residents, business and visitors.

Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2015 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 2015. Four components are included in this budget document:

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

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

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

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

Budget Document Format

This budget is divided into 13 sections: (1) an overview complete with an organizational chart, (2) a fiscal summary, (3-11) departmental budgets, (12) the Fiscal Year 2015-2019 Capital Improvement Plan, and (13) appendices.

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

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

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

The bulk of the budget, the middle nine sections, contains detailed budgets for city departments. Each departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2014 highlights, program budgets, budget adjustments, and the goals associated with those programs.

Fiscal Year 2015: Budget Overview

The *Fiscal Year 2015-2019 Capital Improvement Plan* section provides a capital plan overview, highlights some of the departmental project requests, summarizes the capital scoring and selection process, and gives a detailed account of all the capital projects by department.

The final section, the *Appendices*, includes a glossary of budget terms, a general level explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, CAFR for Fiscal Year ended June 30, 2013, Fiscal Year 2015 Appropriation Orders and the City's expense budget detail for the Fiscal Year 2015.

The Budget Documents

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

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

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

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

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

City of Springfield
Office of Management and Budget
36 Court Street, Room 405
Springfield, MA 01103

** Printing and mailing charges may apply*

Fiscal Year 2015: Budget Overview

Budget Administration

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

Section	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 polices 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 of 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

Fiscal Year 2015: Budget Overview

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 July 2011 and is applicable to all political subdivisions in the Commonwealth.

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

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

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

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

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

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

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

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a “Budget Transfer Request” form to the Office of Management and Budget, where it is reviewed, and given approval by the Management Analyst and Budget Director before being forwarded to the Chief Administration and Finance Officer for final authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2014 Schedule of Appropriations (“Schedule A”) adopted by the City Council. Upon final authorization, the Officer of the Comptroller processes the request.

Fiscal Year 2015: Budget Overview

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

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

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

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

The Fiscal Year 2015 budget is based upon revenues from the General Fund. The General Fund is the largest fund within the City and accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges and other types of revenue. This fund includes expenditures and financing for basic operating services such as public safety, education, health and human services, finance, parks and recreation, and public works, among other departments. The adopted budget is strictly on General Fund revenues.

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

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

Fiscal Year 2015: Budget Overview

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

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

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

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

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

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

Fiscal Year 2015: Budget Overview

Department	FY14 Adopted	FY15 Adopted	Enterprise/Revolving Funds	Grant Funds	FY15 All Funds Budget
CITY COUNCIL	366,245	417,729	-	-	417,729
MAYOR	444,893	508,767	-	78,000	586,767
FINANCE	-	-	-	-	-
OFFICE OF MANAGEMENT AND BUDGET*	619,247	648,745	-	24,405	673,150
DEPT 3-1-1	423,346	428,667	-	-	428,667
COMPTROLLER	545,031	568,950	-	-	568,950
INTERNAL AUDIT	458,902	399,016	-	-	399,016
OFFICE OF PROCUREMENT	496,503	497,932	-	-	497,932
BOARD OF ASSESSORS	998,185	970,790	-	-	970,790
TREASURER	2,056,253	1,967,839	-	-	1,967,839
COLLECTOR	428,981	445,957	-	-	445,957
LAW	1,804,086	1,853,706	-	64,000	1,917,706
DEPT OF HUMAN RESOURCES & LABOR RELATIONS	1,615,759	1,639,252	-	-	1,639,252
PAYROLL DEPARTMENT	184,886	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	3,020,036	2,969,910	-	-	2,969,910
CITY CLERK	482,130	485,302	-	40,000	525,302
BOARD OF ELECTION COMMISSION	591,426	560,928	-	-	560,928
PLANNING DEPARTMENT	1,310,026	1,263,733	-	-	1,263,733
FACILITIES MANAGEMENT	2,935,200	2,862,619	-	-	2,862,619
CAPITAL ASSET CONSTRUCTION	326,658	491,703	-	69,389,537	69,881,240
POLICE	38,776,603	40,386,314	-	-	40,386,314
FIRE	19,486,362	20,293,920	-	87,500	20,381,420
BUILDING - CODE ENFORCEMENT	1,404,502	1,469,193	-	-	1,469,193
HOUSING - CODE ENFORCEMENT	638,387	728,514	-	-	728,514
CENTRALIZED DISPATCH	1,738,594	1,676,719	-	808,552	2,485,271
TJ O'CONNOR ANIMAL CONTROL	1,254,942	1,232,702	-	20,000	1,252,702
SCHOOL DEPARTMENT	357,868,724	369,413,119	21,718,555	49,196,250	440,327,924
DEPARTMENT OF PUBLIC WORKS	10,227,389	10,115,555	-	3,860,363	13,975,919
HEALTH & HUMAN SERVICES	1,292,146	1,349,554	-	3,324,656	4,674,210
DEPARTMENT OF ELDER AFFAIRS	304,141	299,850	-	1,245,548	1,545,398
VETERANS SERVICES	3,573,436	3,283,601	-	-	3,283,601
LIBRARY	4,104,851	4,497,929	-	713,548	5,211,477
COMMUNITY DEVELOPMENT	-	-	-	22,340,418	22,340,418
OFFICE OF HOUSING	-	-	-	4,478,637	4,478,637
MUSEUM	1,320,000	1,320,000	-	-	1,320,000
PARKS DEPARTMENT	7,592,960	7,878,112	-	-	7,878,112
DEBT SERVICE	38,128,115	35,459,251	-	-	35,459,251
STATE ASSESSMENTS	3,245,637	3,288,772	-	-	3,288,772
CONTRIBUTION RETIREMENT PENSION	25,380,802	26,524,120	-	-	26,524,120
UNEMPLOYMENT	253,069	153,069	-	-	153,069
WORKERS COMPENSATION INDEMNITY	935,069	935,069	-	-	935,069
WORKERS COMPENSATION MEDICAL CLAIMS	1,000,000	1,000,000	-	-	1,000,000
HEALTH INSURANCE	22,998,252	22,002,464	-	-	22,002,464
MEDICARE - EMPLOYER MATCH	939,077	957,859	-	-	957,859
NON-CONTRIB. PENSIONS	285,000	285,000	-	-	285,000
PROVISION FOR UNCOMPENSATED ABSENCES	(800,000)	(1,000,000)	-	-	(1,000,000)
CAPITAL RESERVE FUND	2,500,995	2,500,995	-	-	2,500,995
RESERVE FOR CONTINGENCIES	300,000	250,000	-	-	250,000
PARKING CONTRACT	1,048,522	1,001,457	-	-	1,001,457
PAY-AS-YOU-GO CAPITAL	2,095,020	892,052	-	-	892,052
OTHER (FY10 Homeless, FY11 Paygo & RIP)	216,000	584,647	-	-	584,647
DIF Debt Service Payment	130,000	130,000	-	-	130,000
ENTERPRISE FUND SUPPLEMENT	4,532,450	4,031,454	4,250,000	-	8,281,454
TOTAL	571,878,838	581,922,838	25,968,555	155,671,414	763,562,806

City of Springfield Budget Cycle



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

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

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

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

Fiscal Year 2015: Budget Overview

Budget Calendar (continued)

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

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

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

April: The Mayor and OMB draft budget recommendations.

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

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

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

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

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

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

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

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

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

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

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

Ongoing: OMB works with city departments to manage expenses and revenues as to maintain a balanced budget. Either party can initiate account transfers as necessary. Also, in monitoring the City's finances, the Office of Management and Budget 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, New York, 25 miles north of Hartford, Connecticut, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the crossing of major east-west and north-south railroads and interstate highways including Interstate 90 and Interstate 91. Occupying a land area of approximately thirty-three (33) square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population just over 152,000, it is the third largest city in the Commonwealth of Massachusetts and the fourth largest in New England.



Springfield was established in 1636 by the English colonist William Pynchon (along with a company of six men from Roxbury, MA) who, at the time, was the Assistant Treasurer of the Massachusetts Bay Colony. The land that now contains portions of Chicopee, Agawam, West Springfield, Longmeadow, and the City of Springfield was purchased by Pynchon from Native Americans to establish a trading and fur-collecting post. The settlement was originally named Agawam Plantation, but in 1640 it was renamed Springfield after the village near Chelmsford, Essex in England where Pynchon was born. Settled in 1636, Springfield was incorporated as a town in 1641 and as a city in 1852.



The New Arsenal

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

Fiscal Year 2015: Budget Overview

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

Springfield Demographics

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

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

Springfield Economy

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

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

- ◆ **Union Station** - The Planning & Economic Development department is overseeing \$83 million in revitalization efforts to Union Station, integrating multiple transit modes (local and intercity bus; Amtrak intercity and planned New Haven-Hartford-Springfield commuter rail; and taxi, bicycle and pedestrian travel in one state-of-the-art transportation complex. This project is crucial for the continued revitalization of the City of Springfield. The goal is to transform the long-vacant property into a sustainable transportation facility bolstering downtown redevelopment efforts. When completed, the historic downtown station will be transformed into the region's main transportation hub. It will provide connections for the continuation and expansion of services, including local, regional and intercity buses; Amtrak, commuter and high-speed passenger rail; and other ground transportation services.

Fiscal Year 2015: Budget Overview

- ◆ **School Building Improvements** - Springfield has worked closely with MSBA over the last few years leveraging reimbursements for school improvements. The City was invited to participate in MSBA's - Accelerated Repair Program initiative, an innovative competitive grant program which represents a unique opportunity for the City. This program will repair or replace roofs at Springfield High School of Science and Technology, Margaret C. Ells School, South End Middle School, Springfield Public Day High School and Chestnut Accelerated Middle Schools. The roof projects will cost approximately \$11.3 million with MSBA reimbursing up to \$9 million (80%) of eligible costs. The City will pay approximately \$2.2 million (20%).

- ◆ **Senior Center** - The City wants to build a new senior center to provide a welcoming place for all seniors, their families and caregivers, elder service providers, and the community at large. The new building will include wood and stone elements on the exterior and cupolas that will allow for natural light into the hallways, and vestibules. The schematic design includes rooms designed for activities which include dancing, billiards, sewing, ceramics, carpentry, music and computers. The focal point is a banquet room that will be used for daily lunches, special events and a teaching kitchen for up to 300 visitors.

Springfield Data Facts (Source: 2010 U.S. Census Bureau)

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	4,738

Population Characteristics	
Population	153,552
% Male / Female	47% / 53%
Median Age	32.2
Average Family Size	3.22
Race:	
White	51.8%
Latino	38.8%
Black	22.3%
Asian	2.4%
Two or More Races	4.7%
Other	0.6%

Household Characteristics (US Census 2012)	
Households	55,591
Persons Per Household	3
Persons Under 5 Years Old	7.3%
Persons Under 18 Years Old	27.0%
Persons Over 65 Years	10.9%

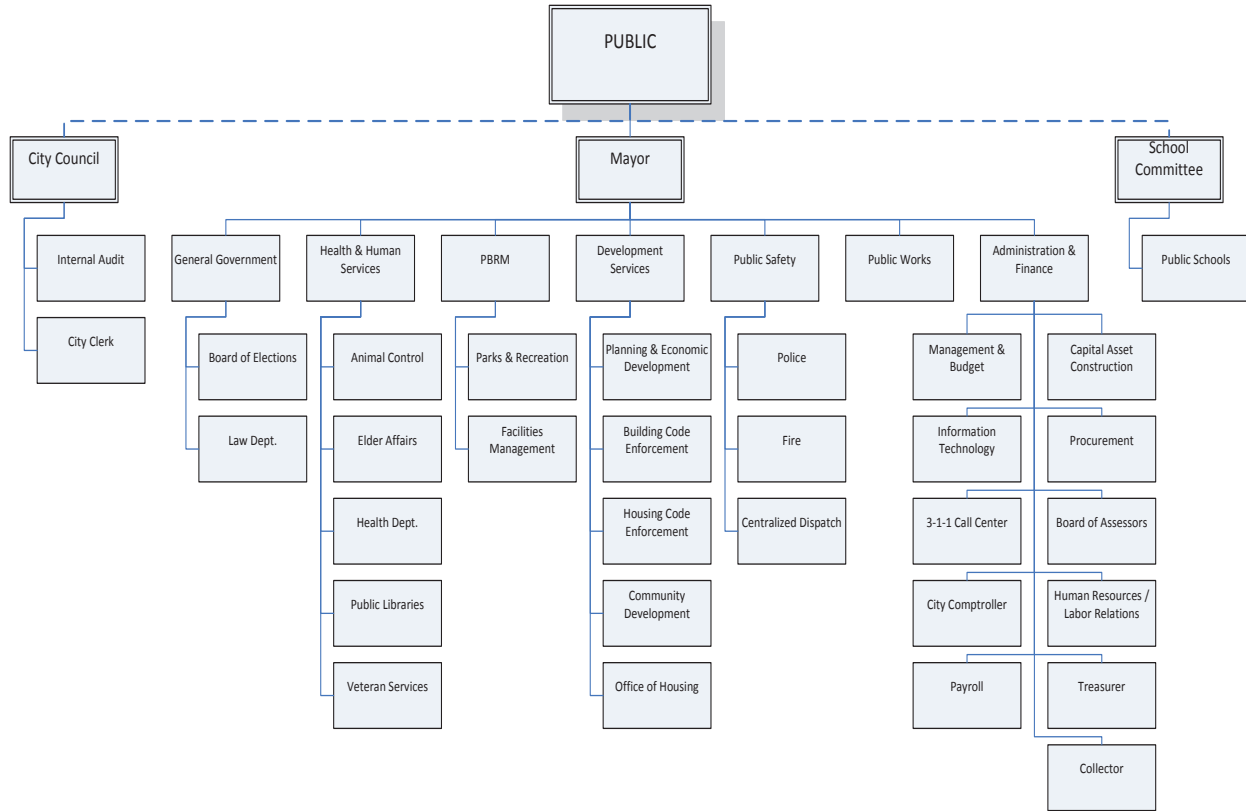
2014 Tax Rates (Per \$1,000 Value)		
Residential Tax Rate	\$	19.71
<i>Average Single Family Home Value</i>	\$	133,800
Commercial / Industrial / Personal Property	\$	39.04

Ten Largest Employers (2013)	
Baystate Health Systems	6,982
Springfield Public School	4,709
Mass Mutual Financial Group	3,352
Sisters of Providence	3,152
Smith & Wesson	1,600
City of Springfield	1,471
Springfield Technical Community College	1,170
Big Y	916
Western New England University	875
Center for Human Development	646

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	26,052
Condominiums	1,886
Two and Three Family	7,706
Vacant Land	3,090
Apartment	703
Misc Residential	95
Mixed Use Residential	261
Mixed Use Commercial	261
Commercial	2,248
Industrial	364
Personal Property	2,976
Exempt Parcels	2,359

Organizational Structure Overview



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

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

City Council: Legislative powers of the City are vested in the City Council, consisting of five members elected citywide and one from each of the City's eight wards, for two-year terms. Annually, the council elects one of its thirteen members as president. If a mayoral vacancy occurs, the president of the council becomes acting mayor until a new mayor is elected. The Council holds hearings, passes ordinances, approves financial orders and resolutions, votes on the budget, and may authorize the sale of bonds. Another important power of the Council is land-use regulation through zoning ordinances and

Fiscal Year 2015: Budget Overview

the granting of special permits. Although the Council focuses on policy review, members can also discuss and question policies of the mayor's administration and review the performance of city departments. Members serve on standing committees, which study and review these matters. The Council also elects the City Clerk for a three-year term and confirms the appointment of the Director of Internal Audit.

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

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

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

Strategic Planning Initiative

Introduction

The City of Springfield began its first ever strategic action planning process in Fiscal Year 2011. The planning process incorporated the creation of a steering committee, multiple off-site planning meetings, multiple requests for public feedback and hours of independent research. In Fiscal Year 2012, the publication of the Strategic Action Plan was put on hold pending the budget adoption by City Council late in the Fiscal Year. After 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, align so both initiatives are working toward the same goals. This will be completed in Fiscal Year 2013 and incorporated in the next budget cycle.

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

Vision

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

Mission

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

Values

The City will operate with the following values:

Accountability

Operate with integrity, fiscal responsibility, and transparent practices

Diversity

Respect and celebrate differences in all aspects of community life

Collaboration

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

Continuous Improvement

Encourage new ideas, creative solutions, and innovation

Strategic Priorities

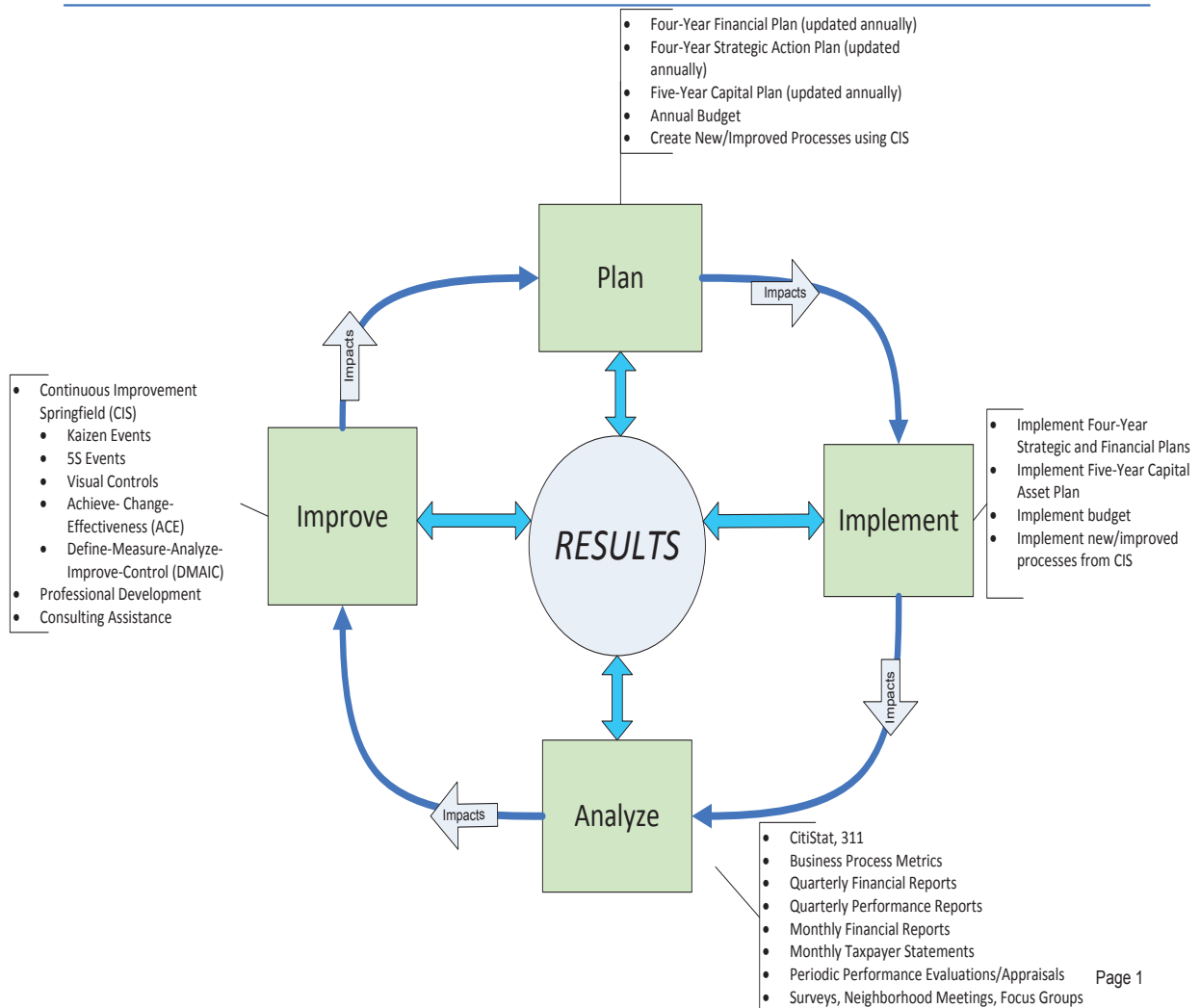
- 1. Public Safety** - Preserve, maintain and improve the safety of those living, working and visiting in the City of Springfield
- 2. Education** - Students realize their full potential and lead fulfilling lives as life long learners, responsible citizens and leaders
- 3. Economic Vitality** - Facilitate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

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

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

Fiscal Year 2015: Budget Overview

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. Following are the terms used in the City of Springfield's strategic plan and definitions for each. Development of this framework and these definitions was heavily based on the *Criteria for Performance Excellence* published by the Baldrige National Quality Program of the National Institute of Standards and Technology.

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

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

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

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

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

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

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

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

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Section 2

Fiscal Summary

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Fiscal Year 2015: Fiscal Summary

Overview

The state of the City of Springfield's finances continues on an upswing, gaining momentum in recent years. This continued improvement includes maximizing revenues, consolidating expenditures through strategic reductions, grant offsets, and creating efficiencies. The City has also been strategically addressing the structural deficit by reducing the use of reserves to fund operating expenses. Through the annual planning process of building the City's four-year Multi Year Financial Plan and amassing department budget requests, the City contended with a \$21.8 million deficit. The City's goals for the FY15 budget process were threefold. The first step was solving for a \$21.8 million deficit due to rising salaries, benefits, contractual costs and stagnant projected revenue. Second, reducing our reliance on one-time revenue to solve for the budget gap. Finally, with these limited resources, providing strategic investments to the City.

At the onset, the \$21.8 million deficit was managed primarily by evaluating rising property values and economic development as a way to raise the levy ceiling. This resulted in a \$4.3 million increase in recurring revenue. By leveraging new development projects over the next fiscal year, the City can capture new growth and consequently grow the levy ceiling. Moreover, with the help of the Governor and Legislature, the City received an additional \$909 thousand in unrestricted State Aid.

Internally, departments continue to develop and implement innovative ways to increase and maintain revenue collection. Through all of these initiatives, \$8.4 million in additional revenue was attained, further bridging the FY15 budget gap. Reductions in expenses were realized by analyzing details and expenditures of City departments and in total, over \$8.3 million in requested funding were eliminated without layoffs. Staffing levels remain intact and, in certain cases, strategically increased to better serve City residents.

Citywide, additional efforts have also been made to use less one-time revenue. The Fiscal Year 2015 budget is built using \$6.3 million of one-time revenue, down from \$10.0 million in FY14. It is important to note that the City continues to reduce its reliance on the use of one-time revenue. This deliberate effort speaks to the long-term financial goals of the City. In a perfect world, recurring revenue would be enough to support recurring expenses, however, expenses continue to grow at a rate that revenue does not. The efforts made today have a direct impact on the future of the City of Springfield. Lessening dependence on one-time revenue allows the City to grow its reserves, having done so again for FY15. We are happy to report that reserves will be above \$30 million.

The Fiscal Year 2015 budget includes increases to the Police and Fire Department complements by means of funded academies, added staff, and funded vacancies. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY15 budget reflects the dedication to the safety of City residents. For the Police Department, budget funding includes a Police Academy for 26 recruits along with funding to support a mini-academy of roughly 6-12 throughout the year. This will help support the ongoing effort of staying ahead of attrition and grow the complement of officers by eight. Additionally, the budget funds continued deployment strategies such as North End Initiative, Operations BADGE and the Ordinance Squad, continued operation of "ShotSpotter" assisting with the Department's response to gun violence, and additional funding for professional development for the force.

The Fiscal Year 2015 Fire Department budget funds 20 additional firefighters over two separate academies, a recruit class of 10 in the fall and another in the spring. The additional positions will raise the number of firefighters to 260. This is a proactive measure to address attrition rates. Currently, the average age of a firefighter is 46, and classes have not been offered as frequently as desired due to fund-

Fiscal Year 2015: Fiscal Summary

ing constraints. In addition, computer hardware and software upgrades have been funded for greater efficiency along with a turnout/safety gear replacement schedule. The department was also chosen as the sole recipient of a national grant award that will fund a multi-lingual fire safety education program.

Funding is also provided for the City's continued commitment to community services via public libraries and parks, new vehicles and equipment for the DPW and Parks department, along with funding for technology upgrades in several departments across the City. Meanwhile, departmental budget appropriations maintain current staffing and service levels, including library hours, summer recreation programs, and health services.

The improvement to the City's financial outlook has been recognized most recently in the form of a double bond upgrade from S&P. In January 2014, the City received a double upgrade of its credit rating to "AA-" from "A." The S&P rating continues to be the highest rating in the City's recorded history. This is a testament to how well the City has navigated through the economic downturn and made appropriate decisions to keep the budget balanced. This rating puts the City in line with other communities such as Chicopee "AA-", Hartford CT, "AA-", and East Longmeadow "AA."

2015 Adopted Budget Summary

Fund Balances (Actuals for FY 13 and Projections for FY 14-15)	General	Stabilization	Non Major	Total
FY 13				
Beginning Balance (July 1, 2012) (Actuals)	\$56,340,769	\$41,422,909	\$28,845,564	\$126,609,242
FY 13 Revenues (Including Transfers In)	557,358,977	6,252,210	259,610,220	823,221,406
FY 13 Expenditures (Including Transfers Out)	554,127,076	10,379,985	272,257,852	836,764,913
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	3,231,900	(4,127,775)	(12,647,632)	(13,543,507)
Ending Balance June 30, 2013	\$59,572,670	\$37,295,134	\$16,197,932	\$113,065,735
FY 14				
Beginning Balance (July 1, 2013) Actual	\$59,572,670	\$37,295,134	\$16,197,932	\$113,065,735
FY 14 Revenues (Including Transfers In)	576,074,157	3,991,728	248,604,819	828,670,704
FY 14 Expenditures (Including Transfers Out)	569,300,926	7,350,000	244,828,457	821,479,383
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	6,773,231	(3,358,272)	3,776,362	7,191,320
Ending Balance (June 30, 2014) (Projected)	\$66,345,900	\$33,936,861	\$19,974,294	\$120,257,055
FY 15				
Beginning Balance (July 1, 2014) Projected	\$66,345,900	\$33,936,861	\$19,974,294	\$120,257,055
FY 15 Revenues (Including Transfers In)	581,922,837	5,000,000	250,000,000	836,922,837
FY 15 Expenditures (Including Transfers Out)	579,922,837	2,856,130	245,000,000	827,778,967
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	2,000,000	2,143,870	5,000,000	9,143,870
Ending Balance (June 30, 2015) (Projected)	\$68,345,900	\$36,080,731	\$24,974,294	\$129,400,925

Fiscal Year 2015: Fiscal Summary

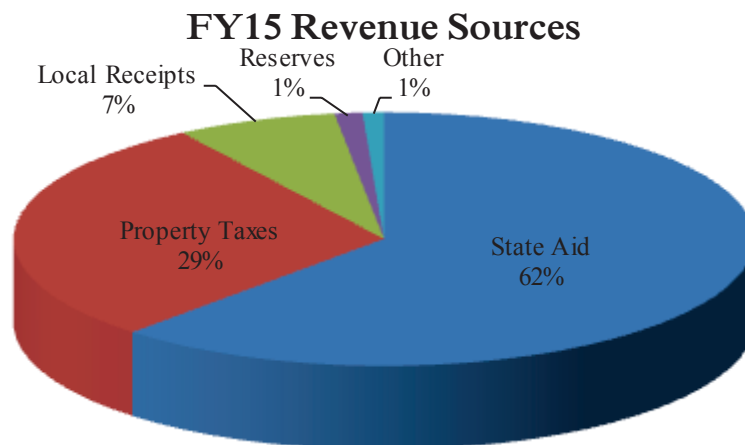
Revenue Overview

Revenue from varying sources supports the budget for the City of Springfield. These sources include state aid, local source revenue and local receipts. The City’s Adopted Fiscal Year 2015 revenue totals \$581.9 million, a 1.8% increase over the Adopted Fiscal Year 2014 budget.

Fiscal 2012 Actual General Fund	Fiscal 2013 Actual General Fund	Fiscal 2014 Adopted General Fund	Fiscal 2014 Revised General Fund	Fiscal 2015 Adopted General Fund	% Change from FY14 Adopted	% Change from FY14 Revised
558,861,403	551,776,343	571,878,838	572,284,015	581,922,838	1.8%	1.7%

The most significant factors driving the revenue increase include:

- ◆ Increase in Chapter 70 State Aid (Education)
- ◆ Increases in Unrestricted General Government State Aid and State-Owned Land
- ◆ Increase in the City’s Property Tax Levy
- ◆ Increase in Local Receipts, Departmental, and License and Permit Collections



To understand the FY15 revenue projections, it is important to understand what drives the City’s revenue sources, and how changes impact the City’s budget.

State Aid

State Aid is the largest source of revenue for the City of Springfield, historically totaling approximately 60% of the City’s revenue. In FY15, the City estimates to receive \$358.4 million, an increase of \$6.2 million, or 1.8% over FY14. Within the category of State Aid, several sources are appropriated through the State budget. State Aid is distributed via the Cherry Sheet for each City and Town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it 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.

Fiscal Year 2015: Fiscal Summary

Categories of State Aid include:

Included in Springfield's Cherry Sheet are assessments the Commonwealth charges for services. These services include the Pioneer Valley Transit Authority (PVTa) regional transit system and charter school

Education Aid	
Chapter 70	301,586,519
School Building Assistance	14,794,410
Charter School Tuition Reimbursement	5,456,856
TOTAL SCHOOL AID	321,837,785

Non-Education Aid	
Unrestricted Gen. Gov't Aid	33,686,269
Veterans Benefits	2,357,526
Exempt: Vets, Blind, Surv Spouses	497,868
State Owned Land	18,540
TOTAL NON-EDUCATION AID	36,560,203

TOTAL STATE AID	358,397,988
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tuition. Springfield's FY15 assessments are \$41.0 million, an increase of \$3.7 million.

State Education Aid

State Aid for Education has significantly increased over the past four years, from \$283.7 million in Fiscal Year 2011, to \$321.8 million in FY15. Although there has been significant growth in educational state aid, over the past four years, the percentage increase over the previous year's appropriation has dropped, and does not keep pace with growth for fixed costs. Consequently, the School Department still needs to solve for budget gaps each year.

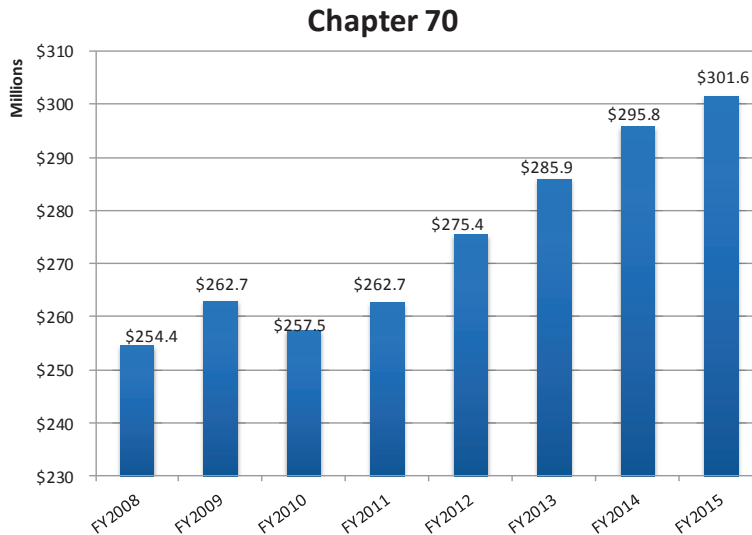
State Education Aid comes in the form of the following:

Education Aid	
Chapter 70	301,586,519
School Building Assistance	14,794,410
Charter School Tuition Reimbursement	5,456,856
TOTAL SCHOOL AID	321,837,785

Fiscal Year 2015: Fiscal Summary

Chapter 70

Springfield will receive \$301.6 million in Chapter 70 aid in FY15, an increase of \$5.9 million, or 2.0% over FY14.



The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district's End-of-Year Pupil and Financial Reports. DESE informs municipalities of their education appropriation for the next fiscal year, known as the required local contribution. A municipality's local contribution, combined with its Chapter 70 state aid, equals the district's NSS requirement. If a municipality does not spend at least 95% of its net school spending requirement, the municipality's Chapter 70 aid may be reduced the following fiscal year. The City's NSS requirement increased in FY15 from \$331.4 million to \$337.7 million and increasing Springfield's local contribution from \$35.7 million to \$36.1 million. Simply, for every \$10 million the NSS increases, the City needs to budget for an additional \$1 million in contribution.

School Building Assistance Aid

The City of Springfield will receive \$14.8 million in reimbursements from the Massachusetts School Building Authority (MSBA) for school capital projects. Every year, Springfield and other Massachusetts municipalities can receive up to 90% reimbursement from the MSBA for approved school building projects. In 2014, the Massachusetts Legislature passed a tornado relief bill, allowing the MSBA to reimburse up to 100% for repairs to damages caused by the June 1, 2011 tornado, saving the City approximately \$13 million in funds that otherwise would have not been reimbursed.

MSBA programs are meant to help communities keep building costs at a manageable level and give students first-class learning facilities, and are invaluable to the City. There are 57 public school buildings in Springfield, and without these programs, the City would find it very difficult to generate sufficient revenue to build and renovate schools under Proposition 2 ½. The MSBA programs help to ensure that Springfield schools can have the same opportunities as other communities.

Fiscal Year 2015: Fiscal Summary

Charter School Tuition Reimbursement

Springfield is estimated to receive \$5.5 million in charter tuition reimbursements, an increase of \$705 thousand from FY14. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield's FY15 costs for charter school tuition is \$33.6 million, a \$3.4 million increase from FY14.

Massachusetts' Chapter 70 program assigns state aid to each student in every school district, determined by DESE. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding for that student is directed to the charter school. This funding is the students' tuition and the public school is assessed for the associated charter school tuition for the student. The State phases charter tuition assessments for new students by providing temporary relief to the public school district. For all new charter school students in FY15, school districts receive 100% tuition reimbursement for the first year, and 25% tuition reimbursement each year, for the four years following.

State Non-Education Aid

Ninety percent of Springfield's State Aid supports education. While educational aid increases, in previous years, decreases in non-Education Aid has had direct impacts on 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 the impacts on Springfield.

The City estimates to receive \$36.6 million in Non-Education Aid from the State for FY15, a decrease of \$736 thousand, or 2% over FY14. This decrease is the result of a joint resolution passed early on in the State's budget process.

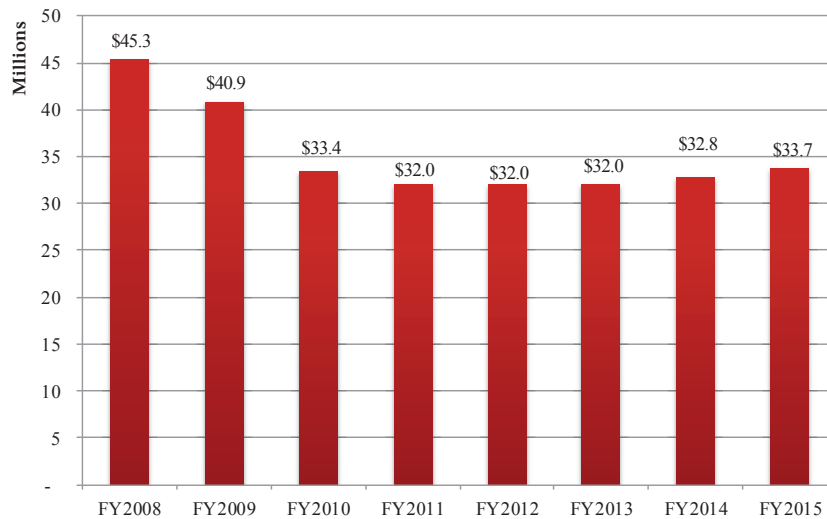
This Aid comes in the form of the following:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	33,686,269
Veterans Benefits	2,357,526
Exempt: Vets, Blind, Surv Spouses	497,868
State Owned Land	18,540
TOTAL NON-EDUCATION AID	36,560,203

Unrestricted General Government Aid

In Fiscal Year 2015, Unrestricted General Government Aid is \$33.7 million, \$909 thousand more than FY14. In the past, reductions in this aid have had direct impacts on City services and have required program and staffing reductions to live within the reduced appropriations.

Fiscal Year 2015: Fiscal Summary



Veterans' Benefits

Springfield estimates to receive \$2.4 million, a decrease of \$35 thousand for Veterans' Benefits in FY15. From the State, municipalities receive a 75% reimbursement on all spending towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

For Fiscal Year 2015, the State will reimburse the City \$498 thousand, a slight increase of \$1,156 from FY14. Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500. This exemption creates a loss of local revenue that is fully reimbursed by the State.

State-owned Land

Springfield will receive \$18 thousand in reimbursements for tax-exempt state-owned land in Fiscal Year 2015, a decrease from \$30 thousand from FY14. The State reimburses municipalities for the tax revenue loss of state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases.

Local Source Revenue

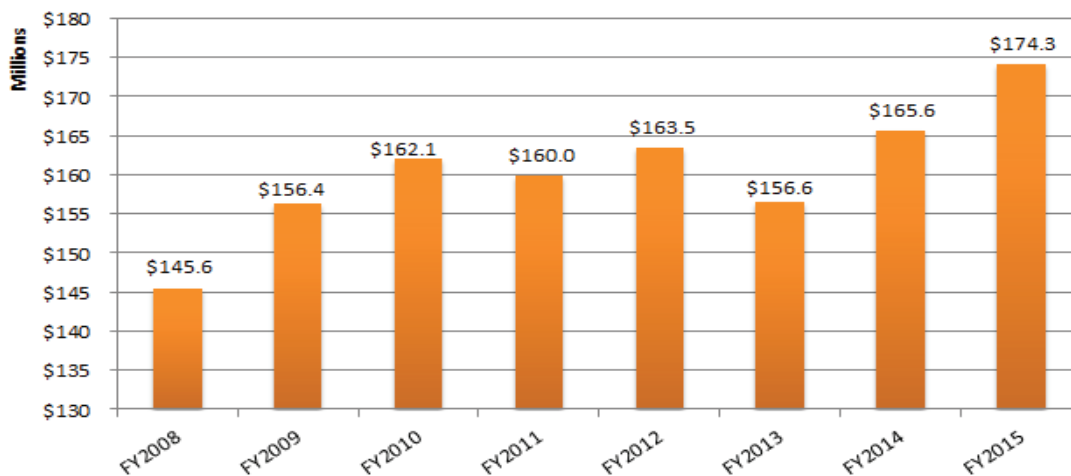
Approximately 39% of the City's revenue is collected in the City of Springfield. Local source revenue includes property tax, excise tax on vehicles, fees and fines, payments-in-lieu of taxes and reserves. The City continues to budget revenue conservatively since the general economy impacts these local collections.

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Local Source Revenue	
Real & Personal Property Taxes, (net of refunds)	174,280,896
Motor Vehicle and other excise taxes	8,800,000
Hotel/Motel tax	1,065,000
Meals Tax	1,600,000
Charges for services	119,102
Penalties and interest on taxes	1,650,000
PILOT	2,199,500
Licenses and permits	4,294,050
Fines & Forfeitures	318,345
Departmental & Other	23,894,341
Investment Income	300,000
Not Classified	2,145,349
Other (Overlay, etc.)	-
Reserves	2,856,130
Total Local Source Revenue	223,522,713

Property Taxes

Real & Personal Property Tax net of tax refunds payable



The City of Springfield is projecting to receive \$174.3 million in property taxes in Fiscal Year 2015. Property tax revenue accounts for 78% of the City's local source recurring revenue. While property tax is the largest and most dependable revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable land, which is revalued every 3 years and updated annually. The total value of land is also known as the gross levy. The gross levy is partitioned amongst all non-exempt parcels throughout the City, creating a tax per parcel. If the owner of the parcel

Fiscal Year 2015: Fiscal Summary

does not agree with the tax, they can appeal to the Board of Assessor's 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. The total of these funds is also 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 or 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, 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: 2.5% increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

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

Springfield's property tax rate for Fiscal Year 2014 is \$19.17 per \$1,000 of value for residential property and \$39.04 per \$1,000 of value for commercial, industrial, and personal property.

The City's current levy of \$165.6 million is dangerously close to the levy ceiling. During the 1990's, the total assessed value of the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5% of the total assessed value. From Fiscal Year 1996 through Fiscal Year 2000, Springfield's tax levy was at 2.5% of the total assessed value, limiting the City's ability to increase property taxes.

Fiscal Year 2014 was the first year since Fiscal Year 2001 that space between the City's tax levy and the tax ceiling decreased.

In Fiscal Year 2014, the City was able to increase the tax levy by capturing \$4.3 million of new growth. While the City continues to make great strides towards capturing new growth, concurrently, it monitors the assessed values in a depressed economy to ensure that the City does not reach its levy ceiling as in years past.

Fiscal Year 2015: Fiscal Summary

Local Receipts

The City of Springfield anticipates collecting \$39.8 million in local revenue other than personal or real property taxes, an increase of 5.0% from FY14 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts. Currently, there are two ordinances before City Council to increase fees for the City Clerk's office and the Fire Department.

Local Receipts



Departmental and Other Revenue

The City's largest category includes a variety of miscellaneous and departmental revenue projecting to be \$23.9 million for FY15, or \$2.9 million higher than FY14. This is mainly due to the \$2.2 million sale of the tornado damaged Springfield Armory building and former Zanetti School to MGM. Other factors include a rise in projected departmental revenue, by way of increases in the cost and collection of departmental fees and fines, as well as plans to maximize reimbursable funding from Medicaid. Under the Individuals with Disabilities Education Act, the City is eligible for reimbursement for services provided to students with special needs.

Motor Vehicle Excise

In Fiscal Year 2015, the City will collect \$8.8 million in motor vehicle excise, level to FY14. Chapter 60A of the Massachusetts General Laws sets an excise tax rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

Fiscal Year 2015: Fiscal Summary

Hotel / Motel Excise Tax

Springfield projects to collect \$1.07 million in hotel/motel excise taxes for Fiscal Year 2015, level to FY14. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs in light of the State Aid decreases that were implemented. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of 3 cities that currently has an enhanced room occupancy tax because of the convention center housed here. Boston and Worcester have the same enhanced rate.

Charges for Services

The City estimates that charges for services will total \$119 thousand for Fiscal Year 2015, a decrease of \$44 thousand over FY14. 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 non-profits.

Penalties and Interest on Taxes

For Fiscal Year 2015, penalties and interest on taxes are expected to be \$1.7 million. The City imposes penalties and charges interest on all late payments and taxes, including tax title accounts, property taxes, and late motor vehicle excise taxes. Interest rates for overdue property taxes are 14% and 16% for tax title accounts and motor vehicle excise tax.

Payments in lieu of Taxes (PILOTs)

Collection of PILOT revenue for Fiscal Year 2015 is estimated to be \$2.2 million, level to FY14, but \$1.8 million less than Fiscal Year 2013. Federal and state government land and facilities, hospitals, colleges and universities, religious institutions, and non-profits are exempt from local property taxes. The City collects a portion of this lost property tax revenue through agreements with these organizations for municipal services. The agreements are voluntary in nature and re-negotiated at varying points. 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. No new PILOTs from this effort are included in the revenue assumptions for FY15.

Licenses and Permits

Licenses and Permits revenue is expected to total \$4.3 million in Fiscal Year 2015, which is almost an increase of \$2.1 million over FY14 projected collections. The City issues permits to residents and businesses to conduct regulated activities, such as building, plumbing or electrical work. The cost of construction determines the amount of the permit. This revenue source is closely related to the economic activity of the City.

Fines and Forfeitures

The City estimates it will collect \$318 thousand in fines and forfeitures in Fiscal Year 2015, which is slightly less than FY14 projected amounts. The City collects fines for a variety of violations from several departments, including the City Clerk's Office, the Planning and Economic Development Department

Fiscal Year 2015: Fiscal Summary

and the Treasurer/Collector Department.

Interest Earned on Investments

Interest earned on investments will generate \$300 thousand in Fiscal Year 2015, which is \$150 thousand more than the FY14 budget. Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield. For the coming fiscal year, the City is working toward maximizing its investment earnings by looking to a broad range of investments opportunities that are available to municipalities.

Reserves

The City of Springfield's FY15 budget includes the use of \$2.9 million from stabilization reserves. In addition, the City is using revenue from the sale of the Springfield Armory and former Zanetti School to MGM. Over the past 6 years, the City has worked hard to increase its reserve balances through careful planning and tracking of spending. It is estimated that the City will have a balance of \$30 million in its stabilization fund after this transfer. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts.

Fiscal Year 2015: Fiscal Summary

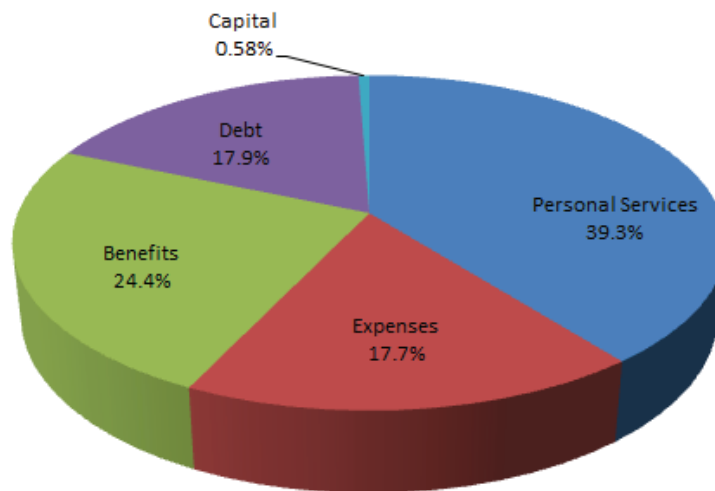
Expenditure Overview

The Adopted Fiscal Year 2015 budget totals \$581.9 million for municipal and educational purposes. This represents an increase of 1.8% from Adopted Fiscal Year 2014 budget. The total budget funds both the School Department and the City-side of government (Police, Fire, Public Works, etc.).

Fiscal 2012 Actual General Fund	Fiscal 2013 Actual General Fund	Fiscal 2014 Adopted General Fund	Fiscal 2014 Revised General Fund	Fiscal 2015 Adopted General Fund	% Change from FY14 Adopted	% Change from FY14 Revised
558,861,403	551,776,343	571,878,838	572,284,015	581,922,838	1.8%	1.7%

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

FY15 City Budget Breakdown



Personnel

The largest expense in the City's budget is personnel. The Fiscal Year 2015 budget appropriates \$83.7 million for salaries and overtime. This represents funding for 1,287.9 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 96.0 Grant Funded Employees across all departments and 29.0 Trust Funded Employees across several departments. FY15 General Fund FTEs increased 47.2 over FY14. The variance includes additions to the Police and Fire department complements and Capital Asset Construction. It also includes shifts between funding, specifically, FTEs shifting from grants to the General Fund.

In addition to salaries and overtime costs, the budget appropriates \$52 million for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 45% of the City's total operating budget. Due to the significant cost of personnel, the City

Fiscal Year 2015: Fiscal Summary

Carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. Departments are always looking for ways to re-structure and re-allocate duties in an effort to save. The City utilizes a Personnel Review Committee (PRC), comprised of representatives from the Mayor's Office, Human Resources, Office of Management and Budget (CAFO and Budget Director) that reviews every hiring, 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. In 2005, by the City and the Finance Control Board re-negotiated all of the City's union contracts. These contracts expired on June 30, 2012. Since then, only four of the City's thirteen represented unions have settled on new agreements. The FY15 budget assumes a 2.0-2.5% wage increase for employees for both Fiscal Years 2014 and 2015.

DEPARTMENT	FY09	FY10	FY11	FY12	FY13	FY14	FY15
CITY COUNCIL	11.6	15.6	15.8	15.8	15.8	16.0	16.0
MAYOR	7.0	7.0	7.0	7.0	7.0	7.0	7.0
INTERNAL AUDIT	-	3.0	3.0	2.0	3.0	3.0	3.0
CITY CLERK	12.0	11.0	11.0	10.0	10.0	10.0	9.0
BOARD OF ELECTION COMMISSION	5.0	4.0	5.0	4.0	4.5	4.5	4.5
LAW	25.6	19.5	24.5	22.2	24.8	23.0	23.0
General Gov't Subtotal	61.2	60.1	66.3	61.0	65.1	63.5	62.5
CAFO/OFFICE OF MANAGEMENT & BUDGET	-	4.3	3.0	2.0	2.0	8.0	8.0
FINANCE	10.0	10.5	9.0	7.0	6.0	-	-
CITISTAT	4.0	4.0	5.0	-	-	-	-
311	10.0	11.0	10.8	9.8	8.8	8.8	9.0
COMPTROLLER	16.2	13.5	13.5	11.0	10.0	9.0	9.0
OFFICE OF PROCUREMENT	12.8	11.0	9.0	6.0	6.0	7.0	7.0
BOARD OF ASSESSORS	14.0	13.0	13.0	12.0	11.0	12.0	12.0
TREASURER/COLLECTOR	19.5	18.0	18.0	17.0	16.0	16.0	16.0
HUMAN RESOURCES AND LABOR RELATIONS	22.0	14.0	17.5	17.5	15.0	16.0	16.5
LABOR RELATIONS	-	3.5	-	-	-	-	-
PAYROLL DEPARTMENT	-	5.0	5.0	4.0	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	22.6	18.0	18.0	15.0	14.0	14.0	13.0
CAPITAL ASSET CONSTRUCTION	4.0	4.0	3.0	3.0	3.0	2.0	4.0
A&F Subtotal	135.1	129.8	124.8	104.3	91.8	92.8	94.5
PLANNING DEPARTMENT	14.0	13.6	13.0	12.0	13.0	13.0	13.0
BUILDING - CODE ENFORCEMENT	25.0	25.0	25.0	25.0	25.0	25.0	25.3
HOUSING - CODE ENFORCEMENT	18.9	13.9	13.5	12.5	11.3	11.3	13.0
Planning and Eco Dev Subtotal	57.9	52.5	51.5	49.5	49.3	49.3	51.3
PARKS DEPARTMENT	101.5	86.3	92.0	73.5	72.0	70.0	76.0
FACILITIES MANAGEMENT	56.0	65.0	68.0	58.0	23.0	23.0	24.0
PBRM Subtotal	157.5	151.3	160.0	131.5	95.0	93.0	100.0
POLICE	583.0	537.0	539.0	506.0	477.0	485.0	503.0
FIRE	291.0	262.0	263.0	251.0	240.0	240.0	260.0
CENTRALIZED DISPATCH	-	28.0	28.0	28.0	27.0	27.0	27.0
Public Safety Subtotal	874.0	827.0	830.0	785.0	744.0	752.0	790.0
DEPARTMENT OF PUBLIC WORKS	135.5	99.0	66.0	60.0	60.0	70.0	71.0
Public Works Subtotal	135.5	99.0	66.0	60.0	60.0	70.0	71.0
TJ O'CONNOR ANIMAL CONTROL	13.5	10.5	10.0	10.0	11.0	12.0	11.5
HEALTH & HUMAN SERVICES	32.5	30.0	26.9	25.0	22.5	22.5	22.0
DEPARTMENT OF ELDER AFFAIRS	6.8	6.1	5.9	5.9	6.4	5.3	5.8
VETERANS SERVICES	4.0	4.0	4.0	4.0	4.0	4.0	4.0
LIBRARY	79.9	62.9	64.9	62.6	59.2	77.9	75.3
HHS Subtotal	136.7	113.5	111.7	107.5	103.1	121.6	118.6
City GRAND TOTAL	1,557.9	1,433.2	1,410.3	1,298.8	1,208.3	1,242.2	1,287.9

Fiscal Year 2015: Fiscal Summary

Health Insurance

Springfield's Fiscal Year 2015 budget includes \$22.0 million for health insurance for City department employees representing a 4.1% decrease from the FY14 projection. This amount pays for active and retired City employees.

Prior to 2007, the City's health insurance costs were approximately 10% of the budget and 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. The most significant measure to controlling costs was becoming the first Massachusetts municipality to join the GIC. The GIC purchases health insurance for 265,000 state employees and retirees. The City also requires employees to contribute 25% of premium costs and eligible subscribers to join Medicare Part A and B. By joining Medicare through Chapter 32B of the Massachusetts General Laws, the City shifts a portion its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for 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. For retirees whose gross annual pension benefit is more than \$30 thousand, the City funds 75% of health, vision, and dental premiums. For retirees whose gross annual pension benefit is \$30 thousand or less, the City funds 85% of premiums. This additional benefit will decrease each fiscal year until Fiscal Year 2016, when all retirees will pay 25% of their health, life, and dental premium.

In addition to health, dental, and vision insurance premiums, the City provides 100% reimbursement for Medicare Part B penalty premiums and 50% on life insurance policies. The City's unfunded actuarial accrued liability for other post-employment benefits is estimated to be \$1 billion based on the valuation of the system completed in Fiscal Year 2011. At this time, the City has not recommended funding an annual appropriation for this liability and is looking for ways to address this expense for future years.

Retirement

The Fiscal Year 2015 budget appropriates \$26.5 million 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, as they receive their retirement through the MTRS.

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

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

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, vet-

Fiscal Year 2015: Fiscal Summary

eran status and group classification. Members become vested after ten years of creditable service. Management of Springfield's retirement system assets was transferred to the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM), effective in August 2005. The City expects to receive a greater rate of return by transferring the total assets. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2039.

For Fiscal Year 2015, Springfield utilizes an updated pension valuation as of January 2014 with a funding schedule extended to 2037. This valuation defines the City's accrued liabilities as \$731 million with a funded ratio of 27%.

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 FY15 budget includes \$38.3 million for debt service. Springfield's annual debt expenditures for FY14 comprise of approximately 6.8% of the City's overall general fund expenditures, which represents a decrease from 7.3% in Fiscal Year 2013. As required by the City's financial ordinances and policies (Ch. 4.44.050), the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt.

Enterprise Fund

The Fiscal Year 2015 Budget appropriates \$4.0 million 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 \$4.25 million in revenue to fund operations. The City Council approved a trash fee of \$90 per bin in Fiscal Year 2013.

Assessments

The Fiscal Year 2015 budget appropriates \$41.0 million for state assessments. Springfield's assessments are mandated costs 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. \$37.7 million is for School Choice Sending Tuition and Charter School Sending Tuition, 91.9% of the City's total assessments.

The City is assessed a fee by the department of Environmental Protection (DEP) for monitoring air pollution levels and enforcing air quality standards at industrial and commercial facilities. This assessment cost for FY15 is \$532 thousand and is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$500 thousand in FY15 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset their costs for this service.

Fiscal Year 2015: Fiscal Summary

Springfield Museums Association

The Fiscal Year 2015 budget appropriates \$1.3 million for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32 million annually 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.

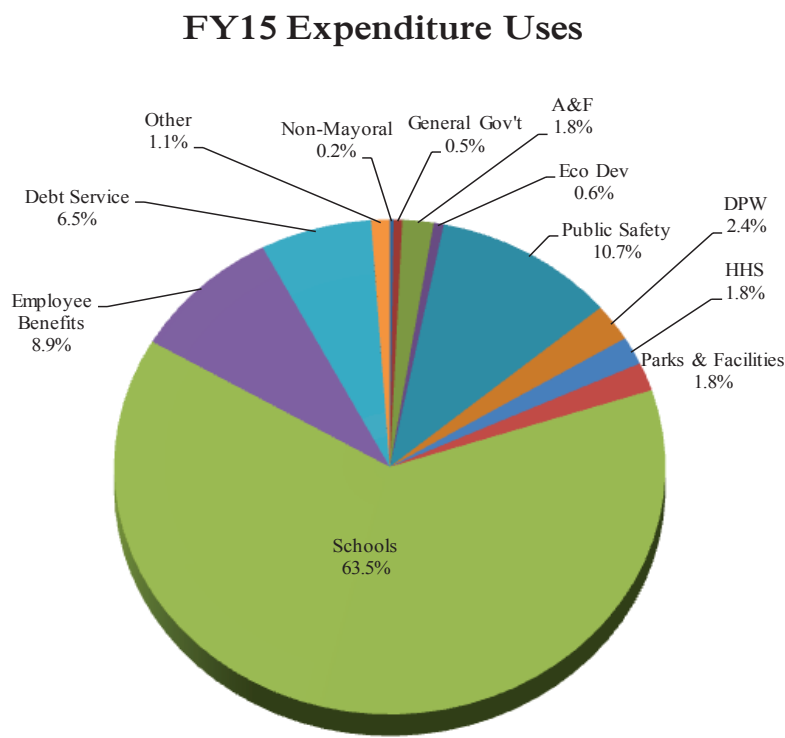
School Department

The City operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), 6 middle schools, 6 high schools, and 7 specialized schools. Students also have alternative educational options of attending one of four available charter schools or participating in school choice, which allows them to attend school in another school district.

Attending public school within Springfield are over 28,755 students served by 4,709 employees. Additionally, the City provides per pupil funding to four Charter Schools that collectively enroll approximately 2,300 students, and to other neighboring school districts that collectively enroll about 650 students who reside in Springfield but attend school in other districts under the School Choice Program.

City Departments

Springfield's Fiscal Year 2015 budget appropriates \$212.5 million for City departments and \$369.4 million for the School Department. The allocation of funding by Division is as follows:



Fiscal Year 2015: Fiscal Summary

Non-Mayoral Division

The FY15 budget includes \$1,302,048 for the Non-Mayoral Division departments, an increase of \$5,230 from the FY14 Adopted budget. This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the Director of Internal Audit reporting to the Council.

FY15 Adopted Budget & FTEs Non Mayoral Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
City Council	356,270	366,245	391,540	417,729	14.1%	7.6%
City Clerk	496,162	482,130	482,130	485,302	0.7%	0.7%
Internal Auditor	197,764	458,902	359,903	399,016	-13.0%	9.8%
Total	1,050,196	1,307,277	1,233,573	1,302,048	-0.4%	6.2%

The City Council's FY15 budget is \$417,729. 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 level service and staffing for the City Council.

The City Clerk's FY15 budget is \$485,302. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The appropriation for this department includes added funds to the software budget, and funding for a reorganization of the staff.

The Internal Auditor's FY15 budget is \$399,016. The Internal Auditor is responsible for conducting internal audits. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The appropriation for this department includes necessary funding to continue its main function of internal audit, as well as funding for two vacant positions to be filled in FY15.

General Government Division

The FY15 budget includes \$2,923,400 for the General Government Division, an increase of \$82,996 from the prior fiscal year. These departments provide a variety of functions for the City, including administrative support, expertise, and oversight, supporting the vision of the Mayor.

FY15 Adopted Budget & FTEs General Government Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
Mayor	433,453	444,893	464,739	508,767	14.4%	10.1%
Law	1,813,448	1,804,086	1,846,169	1,853,706	2.8%	0.4%
Elections	730,428	591,426	589,778	560,928	-5.2%	-6.0%
Total	2,977,329	2,840,405	2,900,687	2,923,400	2.9%	0.8%

The Mayor's Office FY15 budget is \$508,767. 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 continues level service and staffing for the Mayor's Office.

Fiscal Year 2015: Fiscal Summary

The Law Department's FY15 budget is \$1,853,706. The Law Department conducts all legal business of the City and administers the License Commission. The increase impacting this department include directly charging \$450,000 to the School Department for services provided through an agreed upon service level agreement. This year's appropriation includes funding for Procurement cross-training.

The Board of Elections FY15 budget is \$560,928. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. This year's appropriation, while reduced, maintains level service and staffing.

Administration and Finance Division

The budget for the Administration and Finance Division totaled \$10,644,064 in FY15, an increase of \$114,065. These departments, reorganized under the Chief Administration and Finance Officer in 2010, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, labor relations and collection of taxes. The Payroll department, previously funded through appropriations from both the City and School Department budgets, has been fully funded through the Service Level Agreement with the School Department for FY15.

The Office of Management and Budget's FY15 budget is \$648,745. The Chief Administrative and Finance Officer is responsible for administering and supervising the City's financial services, which in-

FY15 Adopted Budget & FTEs Administration & Finance Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
Office of Management & Budget	582,474	619,247	609,247	648,745	4.8%	17.2%
Finance	497,608	-	-	-	-	-
CitiStat	-	-	-	-	-	-
Dept 3-1-1	328,015	423,346	417,846	428,667	1.3%	3.1%
Comptroller	577,063	545,031	539,031	568,950	4.4%	5.1%
Procurement	396,598	496,503	466,503	497,932	0.3%	7.6%
Assessors	705,826	998,185	998,185	970,790	-2.7%	-3.9%
Treasurer	2,806,853	2,056,253	2,074,256	1,967,839	-4.3%	-3.7%
Collector	405,807	428,981	408,981	445,957	4.0%	8.8%
HRLR	1,245,473	1,615,759	1,575,259	1,639,252	1.5%	4.8%
Payroll	111,735	184,886	184,886	-	-100.0%	-165.5%
Information Technology	2,858,581	3,020,036	3,066,241	2,969,910	-1.7%	-3.3%
Capital Asset Construction	274,278	326,658	304,658	491,703	50.5%	48.9%
Total	10,790,311	10,714,885	10,645,093	10,629,745	-0.8%	-0.1%

cludes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments. The appropriation for this department includes an increase for organizational membership costs, and level staffing including a vacant position to be filled in FY15.

Fiscal Year 2015: Fiscal Summary

The 3-1-1 budget for FY15 is \$428,667. 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. The appropriation for this department includes funding for an internship program that will fund two interns from the Putnam Vocational High School to work and learn at the call center.

The Comptroller's Office FY15 budget is \$568,950. The Comptroller is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance. The appropriation for this department includes level service and staffing, including a funded vacant position to be filled in FY15.

The FY15 budget appropriates \$497,932 for the Office of Procurement. The department is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. The appropriation for this department includes added funds for professional development, to certify staff in procurement procedures, along with added funding for advertising, expected to increase this year with increased bidding on projects throughout the City.

The Board of Assessors' FY15 budget is \$970,790. 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 level service and staffing for the department.

The Treasurer's Office FY15 budget is \$1,967,839. 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 includes a decrease in Professional Services due to cost-savings resulting from the consolidation of City-owned property maintenance services.

The Collector's Office FY15 budget is \$445,957. 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 funds level service and staffing for the department.

The Human Resources and Labor Relations Department FY15 budget is \$1,639,252. The department is responsible for attracting and developing top municipal talent, creating a climate of respect and ensuring compliance with statutory, regulatory and ethical practices. The appropriation for this department includes necessary funding to continue monitoring benefit costs and handling all labor relations matters for the City and its departments.

The Information Technology Department's FY15 is \$2,969,910. The IT Department maintains and supports the City's electronic information infrastructure and software applications. The appropriation for this department includes level staffing, along with a funded vacancy to be filled in FY15.

The Capital Asset Construction Department's FY15 budget is \$491,703. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes funding for 2 new project managers, to be hired in FY14.

Fiscal Year 2015: Fiscal Summary

Development Division

The Developmental Services Division FY15 budget appropriates \$3,461,440, an increase of \$108,525. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

FY15 Adopted Budget & FTEs Development Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
Planning	1,237,160	1,310,026	1,331,476	1,263,733	-3.5%	-5.1%
Building Code	1,328,818	1,404,502	1,404,502	1,469,193	4.6%	4.6%
Housing Code	591,954	638,387	728,721	728,514	14.1%	0.0%
Total	3,157,932	3,352,915	3,464,699	3,461,440	3.2%	-0.1%

The FY15 budget appropriates \$1,263,733 for the Planning and Economic Development Division. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the City. The department's appropriation includes level staffing, along with a decrease in Professional Services for casino consulting services no longer needed.

The Building Inspectional Services Division's FY15 budget is \$1,469,193. The department enhances public safety through inspections and licensing of physical operations of businesses in the City. This year's appropriation includes an increase to Personal Services for a part-time Inspectional Services Clerk to address the current workload.

The Housing Inspectional Services Division Fiscal Year 2015 budget is \$728,514. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year's appropriation includes added funds for 2 new positions, a Program Manager and an Inspector.

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 maintain illegal dumping sites throughout the City.

Public Safety Division

The Public Safety Division departmental budgets total \$62,356,954. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

FY15 Adopted Budget & FTEs Public Safety Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
Police	35,999,663	38,776,603	38,776,603	40,386,314	4.2%	4.2%
Fire	18,807,080	19,486,362	19,486,362	20,293,920	4.1%	4.1%
Dispatch	1,075,665	1,738,594	1,738,594	1,676,719	-3.6%	-3.6%
Total	55,882,408	60,001,559	60,001,559	62,356,954	3.9%	3.8%

Fiscal Year 2015: Fiscal Summary

The Police Department's FY15 budget is \$40,386,314. 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 for this department includes fully compensating Quinn and Quinn-Lite benefit payments, 14 new positions including 7 officers, 3 cadets, 3 record clerks, a senior crime analyst, and full funding for a Police Academy scheduled to begin in May 2014.

The Fire Department's FY15 budget is \$20,293,920. The appropriation for this department includes funding for 20 new positions trained in two separate academies in the fall and spring, upgrades to Telestaff and new computers in fire houses, and a replacement schedule for turnout gear.

The Dispatch Department has an appropriation of \$1,676,719 for FY15. Some operational costs have been funded through the department's E911 grant funded by the State for FY15 in an effort to maintain adequate staffing levels. This year's appropriation, along with efficient managing of grant funding, supports level service and staffing.

Public Works Division

The Department of Public Works (DPW) FY15 Budget is \$10,115,555. The department monitors and preserves the City's fleet inventory (except Public Safety vehicles) and equipment. Additionally, DPW provides preservation of public way infrastructures (streets, sidewalks, street signs, and traffic signals) and administering solid waste, recycling and yard waste programs.

FY15 Adopted Budget & FTEs Public Works Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
DPW - GF	9,995,209	10,227,389	10,227,390	10,115,555	-1.1%	-1.1%
DPW - EF Supplement	4,940,063	4,532,450	4,532,450	4,031,454	-11.1%	-12.4%
Total	14,935,272	14,759,839	14,759,840	14,147,010	-1.2%	-4.3%

DPW was able find a number of operational efficiencies, and the department's appropriation includes financing for 4 new trash collection trucks, all while providing guaranteed funding for City hazardous household waste collection services.

FY15 Adopted Budget & FTEs Parks, Building & Recreation Management Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
Parks & Recreation	7,493,611	7,592,960	7,721,613	7,878,112	3.8%	2.0%
Facilities	3,601,646	2,935,200	2,990,368	2,862,619	-2.5%	-4.3%
Total	11,095,257	10,528,160	10,711,981	10,740,732	2.0%	0.3%

Fiscal Year 2015: Fiscal Summary

Health and Human Services

The FY15 budget appropriates \$10,663,637 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.

FY15 Adopted Budget & FTEs Health & Human Services Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
TJO - Animal Control	1,218,213	1,254,942	1,254,943	1,232,702	-1.8%	-1.8%
Health	1,292,074	1,292,146	1,292,145	1,349,554	4.4%	4.3%
Elder Affairs	296,810	304,141	299,140	299,850	-1.4%	0.2%
Veterans	3,151,491	3,573,436	3,571,436	3,283,601	-8.1%	-8.8%
Libraries	3,555,318	4,104,851	4,104,851	4,497,929	9.6%	8.7%
Total	9,513,906	10,529,516	10,522,515	10,663,637	1.3%	1.3%

The Thomas J. O'Connor Animal Control and Adoption Center's FY15 is \$1,232,702. 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, along with funds for Animal Control Officer's position re-grades.

The Health Department FY15 is \$1,349,554. 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 level service and staffing for the department.

The Department of Elder Affairs FY15 budget is \$299,850. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. This year's appropriation includes a transfer of 1.5 full time employees from grant funding to the General Fund.

The Veterans Services department's FY15 budget is \$3,283,601. 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, caseload has significantly increased.

The Library Department's budget for FY15 is \$4,497,929. In FY14 the City, acting on the recommendations of the "Re: Think Springfield City Library" consultant study, supported the resurgence of the Springfield City Library. After repurposing the Liberty Branch Library for use as a senior drop-in center and converting Pine Point into a Library Express and adult literacy center, hours at the other 7 branch libraries were increased from 18 to 30 hours. The FY15 appropriation continues to support the increased put in place in FY14.

Fiscal Year 2015: Fiscal Summary

Parks, Buildings, and Recreation Management Division

The Parks, Buildings and Recreation Management Division's FY15 budget is \$10,740,732. 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.

FY15 Adopted Budget & FTE's Parks, Building & Recreation Management Division						
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted	% Change from FY14 Revised
Parks & Recreation	7,493,611	7,592,960	7,721,613	7,878,112	3.8%	2.0%
Facilities	3,601,646	2,935,200	2,990,368	2,862,619	-2.5%	-4.3%
Total	11,095,257	10,528,160	10,711,981	10,740,732	2.0%	0.3%

The Parks Department's FY15 budget is \$7,878,112. The Parks Department is responsible for maintaining the City's parks, golf courses, and athletic fields. The department's appropriation includes funds for continued operation and servicing of 5-Mile Pond, and all City pools and splash pads, Veteran's and Franconia golf courses and Cyr Arena. It also includes funding for a new Zamboni and other maintenance equipment.

The FY15 budget appropriates \$2,862,619 for the Facilities Department. The Facilities Department maintains and repairs over 90 municipal and school buildings. This year's appropriation includes added funding for a Contract Compliance Officer.

Fiscal Year 2015: Financial Forecast

Financial Forecast

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009. Section 42.29 (G) stipulates that *“The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.”*

The following pages represent adherence to this requirement and show actual spending in FY09 - FY13 and the Adopted budget for FY14 and the draft projected budgets for FY15, FY16, FY17 and FY18. The projected budgets for F15 through FY18 were estimated by using appropriate and conservative assumptions for revenues and spending including:

- ◆ Level Non-School State Aid revenue except Ch. 70 and local aid
- ◆ Level property tax revenue
- ◆ Level Local Receipts revenue with some loss in revenue for one-time revenue assumptions
- ◆ Declining use of one time resources / reserves
- ◆ Departmental spending growth ranging from 1 – 2.5% and other known growth costs
- ◆ Scheduled growth for pensions, assumptions for health insurance, debt

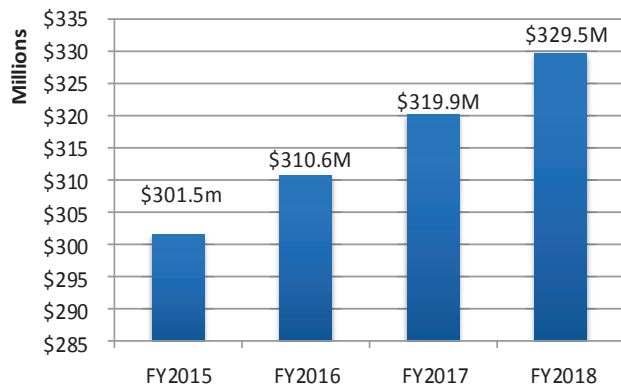
It should be noted that of the entire City budget, only a small portion (approximately 20%) is discretionary in that it is not mandated by law or ordinance. Therefore, the discretionary portion of the budget must assume all of the reductions to achieve a balanced budget. ***Based on these assumptions, it is clear that spending growth will continue to outpace revenue growth for the coming years forcing the City to develop creative solutions, reduce or eliminate programs and services and ask the State for additional assistance to meet the core service needs that the City provides to residents, businesses and visitors.***

Revenue Assumptions - FY15-FY18

State Aid – In March, the House and Senate Ways and Means Committee passed a joint resolution for the State’s FY15 budget to increase funding for Chapter 70 and local aid. The MYFP utilizes these estimates.

Chapter 70

The City’s largest source revenue is state aid from Chapter 70 funds, which is devoted

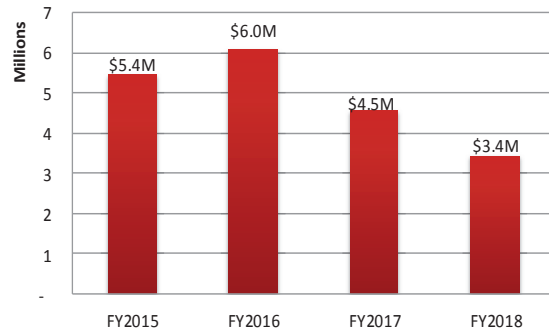


Fiscal Year 2015: Financial Forecast

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, the minimum the district must spend on education each fiscal year. The projection assumes a 2% increase consistent with the Committee's resolution and a 3% increase in the remaining years of the plan based on pupil estimates.

Charter School Tuition Reimbursements

The Commonwealth provides assistance to municipalities whose resident students attend charter schools. Sending districts are reimbursed a portion of the costs associated with students attending charter schools, 100 percent of the tuition increase for the first year, 60 percent in the second year, and 40 percent in the third year. The projection assumes a \$600 thousand increase in Charter School reimbursements based on enrollment information for FY15. The remaining years of the projection assume an annual 25% decrease.



School Building Assistance Aid

The Massachusetts School Building Authority (MSBA) reimburses approved school building projects through School Building Assistance aid. This program is designed to help struggling communities keep building costs at a manageable level and provide students first class facilities in which to learn. These are the final projects statewide being funded under the "old" MSBA method. The official reimbursement schedule has been supplied by MSBA therefore the amounts included in the plan are based on that schedule.

Unrestricted General Government Aid (UGGA)

Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Committee's resolution recommendation includes an allocation of \$33.6 million augmenting another \$900 thousand to the Governor's budget recommendation.

School Building Assistance Aid

The Massachusetts School Building Authority (MSBA) reimburses approved school building projects through School Building Assistance aid. This program is designed to help struggling communities keep building costs at a manageable level and provide students first class facilities in which to learn. These are the final projects statewide being funded under the "old" MSBA method. The official reimbursement schedule has been supplied by MSBA therefore the amounts included in the plan are based on that schedule.

Other State Aid

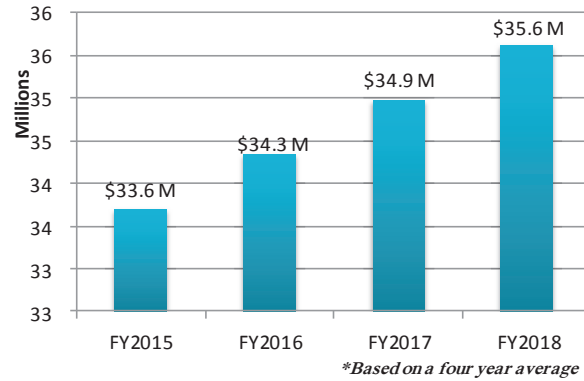
The following are the assumptions for the other state aid categories Springfield receives:

- ◆ Quinn Bill – The State eliminated its portion of funding for this program in FY12 therefore the City

Fiscal Year 2015: Financial Forecast

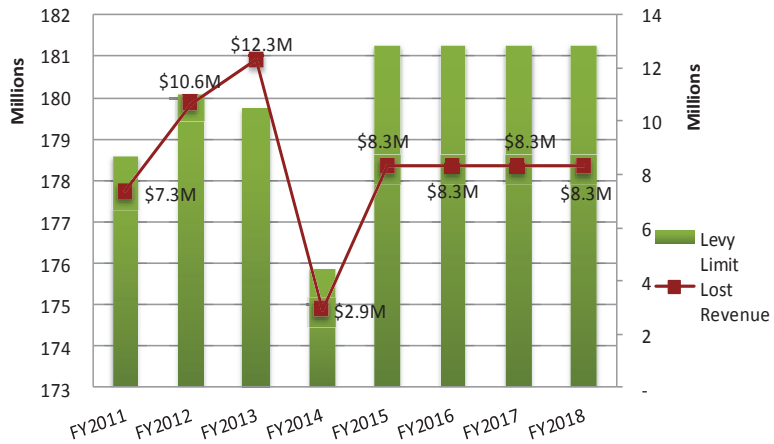
has been paying the full amount of the \$3.8 million annual program.

- ◆ Veterans’ Benefits - The City receives a 75 percent reimbursement on all eligible spending towards veterans’ financial, medical and burial benefits. The projection assumes the Governor’s FY15 budget recommendation for Veterans’ benefits.
- ◆ Tax Exemptions - Chapter 59 of Massachusetts General Laws set 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 FY15 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 FY15 budget recommendation for PILOT payments.



Local Source Revenue

The remainder of revenue collected by the City is through local source revenue, including property taxes, excise tax on motor vehicles, fees, fines and payments-in-lieu of taxes. Over the last several years, the City made great strides in improving local source revenue collections. These revenue sources are discussed in greater detail, as some are relatively stable while others are cyclical with the economy. For the purpose of the plan, all local source revenue remained level with the current year budget with the exception of PILOT payments to the City from non-profit entities based on the expiration of the PILOT agreements.



- ◆ Property Taxes – Based on initial estimates completed by the City’s Board of Assessors, property values are finally increasing after six straight years of declines. The City continues to remain at the primary levy ceiling and is constrained from all growth by the rules of Proposition 2½. The chart below illustrates the constraints and the revenue lost due to the law:

The City’s values have experienced over \$1 billion in decline since FY11. Because of this significant decline, the City’s levy ceiling has been significantly constrained. As such, growth to the levy, even the annual 2.5% or the benefit of economic development known as “new growth” has not been able to be fully captured. Springfield, for some time, was the only community in the Commonwealth that was having this experience; however other communities have hit or are close to hitting their ceiling and will

Fiscal Year 2015: Financial Forecast

soon face the same issues. Without being able to grow local revenues and without increases in State Aid, non-discretionary costs are crowding out all other budgetary needs and impacting the City's ability to provide core services.

Local Receipts

In general, the forecast for Local Receipts does not substantially change on an annual basis unless it is affected by a legal change such as a fee or fine increase. This includes motor vehicle excise, rooms occupancy tax, fees and fines, interest income and license and permit revenue among others.

PILOT

The 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.

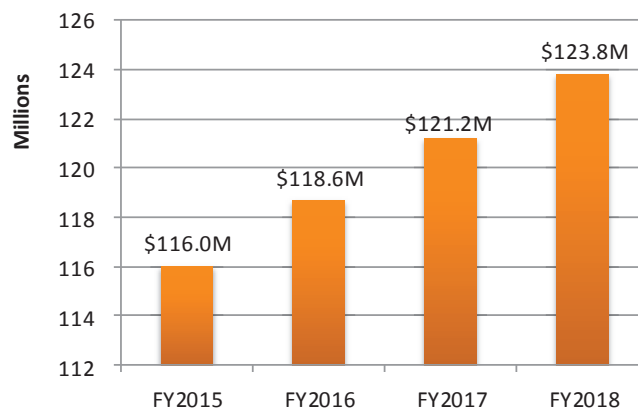
Reserves – For the purposes of the initial forecast it is assumed that \$5.5 million in one-time revenues (reserves and overlay) will be used. This is about one-half of what was used in reserves in FY14.

Spending Assumptions - FY15-FY18

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 that must be accommodated within the revenue available. The following are the assumptions for spending in the large categories of the City's budget:

City Departments

The projection assumes a 0-2.5% increase for all City Departments which assumes that all collective bargaining contracts will have 2-2.5% built into FY15.



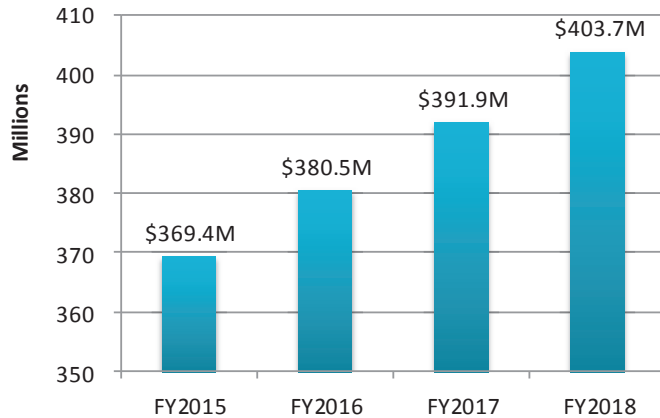
School Department

The School Department projection is based on a projected enrollment increase and the required funding rate per student. The projection assumes a 2% annual increase. The majority of the School Department spending increase is offset by State Aid revenue for Schools. Net School Spending (NSS) is the required amount of annual spending on schools that the C.70 formula dictates and is a combination of the state aid for schools and the district's required contribution. The NSS amount is the minimum that must be

Fiscal Year 2015: Financial Forecast

spent on the School department and only costs related to education can be included. This rule restricts paying for certain costs such as transportation, leases of buildings after a certain period of time and adult basic education (ABE), capital expenditures above \$100K and debt service. Therefore, all of these costs associated with Schools must be borne by the City and therefore reduces the amount available for other City services.

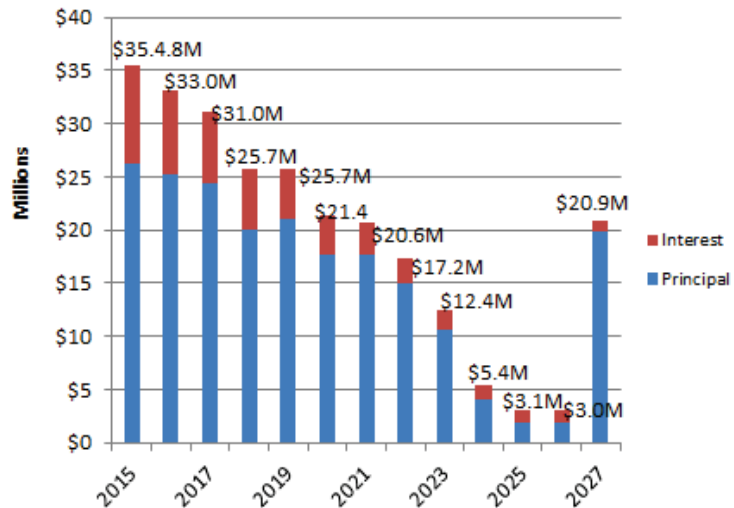
To put this into context, the FY14 NSS requirement is \$331M, or \$10M more than FY13. Of that, \$295M is allocated by the State through C.70 and \$35M is the City's required contribution. In FY14, the State provided \$32M in unrestricted State Aid (non-school aid that is intended to fund City services). Based on the required contribution, all of this unrestricted aid plus some additional locally generated revenue is dedicated to the schools. On top of all that, other non-NSS eligible costs such as transportation, leases and ABE, which total \$24M, must be funded by the City without any support from State Aid. *Again, this takes locally generated revenue away from other City services that are vital to residents.*



Debt Service

The City's debt service assumed to be level through each year of the projection. The current schedule has debt service declining over the next several years however it is hoped that by maintaining a level debt service payment, the City can make some investment in its capital needs as spelled out in the Capital Improvement Plan.

Long Term Debt Service



Health Insurance

The City has annually saved millions by receiving its health insurance through the Group Insurance Commission. This financial forecast assumes an overall increase of 2% associated with health insurance annually. The GIC recently went out to bid for plans and based on its selection rates are expected to increase by less than 2% for the City.

Fiscal Year 2015: Financial Forecast

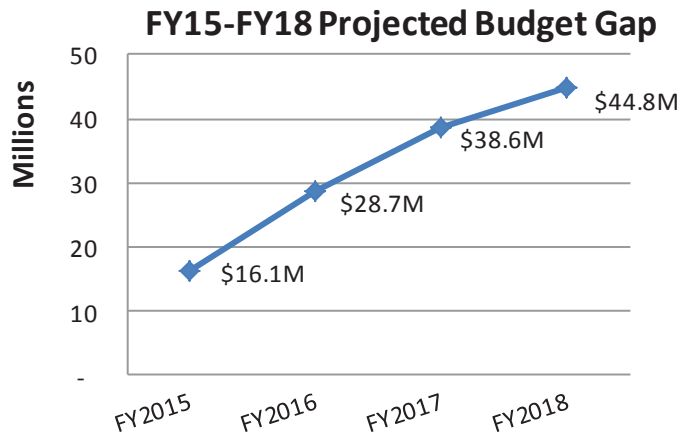
Retirement

The retirement projection is based on the City's most recent actuarial report which assumes annual increases to get to full funding by 2039. The most recently adopted schedule continues to account for FY08 market losses which require significant increases annual to appropriately fund the schedule within the scheduled period.

Steps to Solve to Projected Gap

The gap between anticipated revenues and expenditures is referred to as the budget gap. To determine the gap, the City projects the amount of spending, available revenues, property tax, and other local receipts. This process is completed every fiscal year to forecast the projected budget deficit.

As the City works to solve this budget gap, it is important to understand how decisions made as a City today will effect tomorrow. It is also critical to set guiding principles to keep the budget development task focused.



These include:

- ◆ Providing core services to residents, businesses and visitors which will require an evaluation of everything that the City does to determine its focus and to be leaders in the services the City can afford to provide.
- ◆ Preserving and maintaining its assets while also making strategic investments in economic development which will strengthen the City's tax base and in turn the services that are provided.
- ◆ Treating the workforce fairly which will require honest conversations with employee unions and weighing the cost/benefit of providing salary increases and maintaining benefits at current levels.
- ◆ Continued implementation of financial policies which requires the City to maintain reserves, reduce structural deficit and maximize revenue collections where ever possible.

Evaluate revenue and spending reduction submissions from departments:

As soon as departmental budget information is available, the OMB team works with the departments to understand the requests including the explanation of any increases or decreases in the level service request and the program and service impacts on revenue enhancements and service reductions. At this point in time, the MYFP is updated based upon the level service request of departments. For example, in

Fiscal Year 2015: Financial Forecast

the development of the MYFP for FY15, spending was projected at \$567M. However, based on departmental submissions, spending was \$584M which increases the gap that needs to be solved to balance the budget. The increases are attributed to the knowledge that departments have of their operations or changes in information that were not available when the initial assumptions were made.

Develop request to the State for assistance and meet with key stakeholders:

In addition to determining the spending and revenue items that the City can locally control and change, the OMB team with the help of departments, reviews areas where the State can be of assistance and develops a request. For the FY13 budget, the City developed a list of nine policy options for the State to consider. Feedback received from the State last year was that our request was too late in the process. For the FY14 planning process, the City began meeting with the local delegation in the fall of 2012 to provide an overview of the City's finances. In addition to discussing the situation with delegation members, the OMB team met with delegation staff to educate them on the financial situation of the City which initiated a meeting with State legislative leadership at both the staff level and the Legislator level with the Mayor. The City has continued this effort through the FY15 planning process and utilizes every opportunity to discuss the issues with policy makers. The goal of these meetings is to educate as many State stakeholders as possible of the issues we are facing and the decisions that need to be made without further State support.

Hold Mayor's public budget hearings to better understand impacts of suggested revenues and budget reductions:

Each February, the Mayor holds public meetings with each of his departments so that he can hear directly from his departmental experts on the impacts of revenue enhancements and spending reductions. Even though the departments provide written impact statements and notes, this face to face meeting allows for dialogue and a review of ideas for helping to resolve the budget gap. The hearings take place over a 2 week period and are published so that both the public and members of the City Council can take part, hear directly from departments and ask questions that they may have.

Evaluate tax levy and overlay account:

While other revenue proposals and spending reductions are being evaluated, the Board of Assessors continues through their process of reviewing residential and commercial values. The Assessors are then able to provide an update on the gross and net tax levy estimates for the coming fiscal year.

Make updates based on Legislative budgets from State and other new information:

The House Ways & Means Committee releases their budget in mid-April and the full House finalizes their budget by the end of April. Then the Senate Ways & Means Committee releases their budget in Mid-May to be finalized by the end of May. Based on these budgets, a Conference report is developed which compromises on the differences between the two budgets.

Fiscal Year 2015: Financial Forecast

Normally, the two branches are consistent in their treatment in local aid and sometimes publish a local aid resolution that delineates early on what the local aid budgets will be for the coming fiscal year. The goal, however, is to get as many requests into one if not both versions of the Legislative budgets to ensure they are at least discussed in the conference committee.

Finalize decisions on spending and revenue to balance the budget:

Based on all of the information provided by the departments and the updates on revenue provided by the Board of Assessors and the State, the Mayor must then make decisions on which spending reduction and revenue increases to implement. For context, departments submitted a total of \$5.8M in spending cuts from their FY15 level service requests and \$400K in revenue proposals. Some of the ideas to help reduce costs or enhance revenue are:

- Eliminating vacancies – The City is evaluating all positions that are vacant and working with departments to determine if a restructuring or reallocation of duties is appropriate for a cost savings.
- Analyzing programs – All departments have been asked to review programs to ensure they meet the City's core mission and are consistent with the Mayor's priorities.

Analyzing fees – All departments have been asked to review fees that are charged to ensure they are up to date, consistent with the cost of providing the service and comparable to surrounding communities.

All of these proposals will be evaluated and discussed with departments and the Mayor makes the final decision on what will be implemented to balance the budget.

Publish Mayor's budget recommendations and implement new revenues and spending reductions:

Based on all final decisions, the Mayor's budget recommendations are published and departments can begin their work on implementing them for the fiscal year which begins on July 1st. The City Council has a chance to review the budget, hold their own public hearings and reduce the budget where they see fit. The budget cannot be increased by the Council. All of the information that has been made available

Fiscal Year 2015: Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY15-FY18):

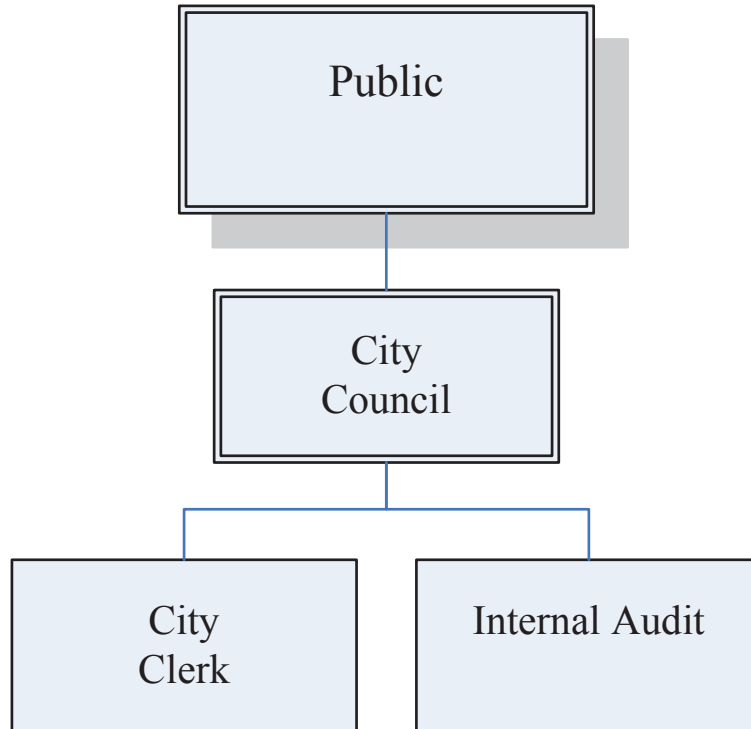
	FY12 ACTUAL	FY13 ACTUAL	FY14 ADOPTED	FY15 MYFP PROJECTED	FY16 MYFP PROJECTED	FY17 MYFP PROJECTED	FY18 MYFP PROJECTED
REVENUE							
Property Taxes	159,593,039	154,049,565	165,624,697	167,366,826	167,066,826	167,066,826	167,066,826
Local Receipts	43,659,289	44,390,730	41,825,762	43,496,872	43,496,872	43,496,872	43,496,874
State Aid - Schools	278,696,190	289,957,287	300,449,250	306,977,329	314,677,222	322,985,469	331,825,980
State Aid - Non-Schools	49,810,276	50,230,158	51,684,109	52,004,247	49,493,793	47,501,428	47,501,428
Reserves	6,454,644	10,375,000	7,000,000	1,000,000	-	-	-
Other Sources - Schools	18,636,202	18,629,047	-	-	-	-	-
Other Sources - Non-Schools	6,458,300	6,633,244	5,295,020	1,500,000	1,500,000	1,500,000	1,500,000
Casino	-	-	-	-	-	-	-
Total	563,307,900	574,265,031	571,878,838	572,345,274	576,234,713	582,550,595	591,391,108
EXPENDITURES							
City Non-Discretionary							
SCHOOLS	348,740,600	363,564,098	357,868,724	369,452,373	380,535,944	391,952,023	403,710,583
MUSEUM	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000
DEBT SERVICE	38,107,918	37,059,058	38,128,115	38,128,115	38,128,115	38,128,115	38,128,115
STATE ASSESSMENTS	2,898,344	3,016,394	3,245,637	3,288,772	3,370,991	3,455,266	3,541,648
CONTRIBUTION RETIREMENT PENSION	23,531,632	24,176,077	25,380,802	26,524,120	28,115,567	29,802,502	29,802,502
Unemployment	292,405	213,897	253,069	255,600	258,156	260,737	263,345
Workers Compensation Indemnity	721,593	509,221	935,069	953,770	972,846	992,303	1,012,149
Workers Compensation Medical Claims	962,017	1,175,983	1,000,000	1,010,000	1,020,100	1,030,301	1,040,604
Health Insurance	22,623,848	21,342,045	22,998,252	23,458,217	24,427,381	24,915,929	25,414,248
Medicare - Employer Match	967,452	1,036,925	939,077	948,468	957,952	967,532	977,207
NON-CONTRIB. PENSIONS	293,641	297,964	285,000	285,000	285,000	285,000	285,000
CAPITAL RESERVE FUND	2,459,738	2,500,995	2,500,995	2,500,995	2,500,995	2,500,995	2,500,995
PARKING CONTRACT	1,656,936	1,299,416	1,048,522	1,069,492	1,090,882	1,112,700	1,134,954
PAY-AS-YOU-GO CAPITAL	1,974,271	2,861,178	2,095,020	3,162,955	3,158,455	3,158,455	3,158,456
DIF Debt Service Payment	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Subtotal (Non-Discretionary)	446,680,395	460,503,250	458,128,282	472,487,878	486,272,386	500,011,857	512,419,804
% of Total	80%	81%	80%	80%	80%	80%	81%
City Discretionary							
City Departments	110,803,463	108,574,747	113,750,556	116,031,562	118,660,791	121,200,070	123,797,785
M.C.D.I. CONTRACT	625,023	-	-	-	-	-	-
Subtotal (Discretionary)	111,428,486	108,574,747	113,750,556	116,031,562	118,660,791	121,200,070	123,797,785
% of Total	20%	19%	20%	20%	20%	20%	19%
Total Expenditures	558,108,881	569,077,997	571,878,838	588,519,440	604,933,177	621,211,927	636,217,589
MYFP - Surplus / (Gap)	5,199,019	5,187,034	(0)	(16,174,165)	(28,698,464)	(38,661,332)	(44,826,481)
Actual Stabilization Balance	40,069,869	27,894,869	-	-	-	-	-
Estimated Stabilization Balance	-	36,008,405	29,008,405	28,008,405	28,008,405	28,008,405	28,008,405
% of Budget	7.11%	4.86%	5.07%	4.89%	4.86%	4.81%	4.74%

A full version of the multi-year financial plan can be located in the appendix section of the FY15 Adopted Budget.

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Section 3

Non-Mayoral Division



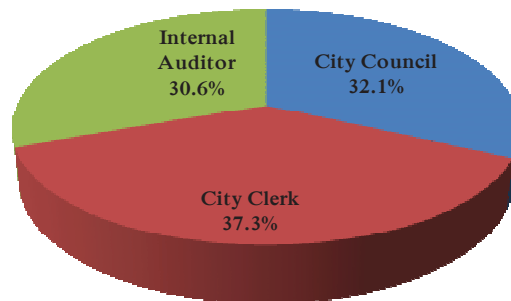
Mission Statement

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

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Fiscal Year 2015: All Funds Budget and Staffing Overview

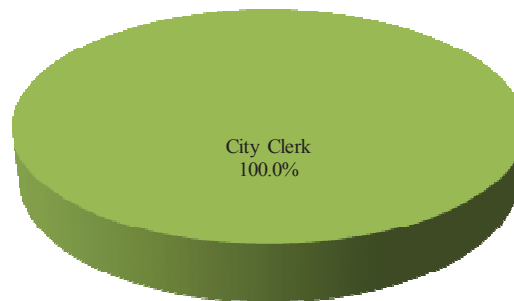
Non Mayoral Division



FY15 Adopted Budget & FTEs Non Mayoral Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
City Council	356,270	366,245	391,540	417,729	14.1%
City Clerk	496,162	482,130	482,130	485,302	0.7%
Internal Auditor	197,764	458,902	359,903	399,016	-13.0%
Total	1,050,196	1,307,277	1,233,573	1,302,048	-0.4%

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other	Total
City Council	16.0	-	-	-	-	16.0
City Clerk	9.0	-	-	-	-	9.0
Internal Auditor	3.0	-	-	-	-	3.0
Total	28.0	-	-	-	-	28.0

Revenue Overview



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	938,238	-	40,000	-	-	978,238
Internal Auditor	-	-	-	-	-	-
Total	938,238	-	40,000	-	-	978,238

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Fiscal Year 2015 Budget and Program Summaries

CITY COUNCIL

Mission

The City Council's mission is to be 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. Also, the Council passes resolutions and issues proclamations on behalf of the residents of the City of Springfield.

FY14 Department Highlights

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

- ◆ Provided full support for the approval and posting of City Council's subs committee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed (2,250) telephone calls relative to complaints and/or requests for information received regarding matters affecting the quality of life issues in City of Springfield.
- ◆ Processed (16) proposed ordinances and passed (12); (12) zone changes, (159) resolutions and orders, (48) reports of the board of public works, (10) financial orders, (243) proclamations, tributes and resolves, (23) special permits, (151) sub-committee meetings, (33) City Council meetings, including (5) special meeting, filed (8) special acts; (1) revocation hearings; (1) petroleum storage permits hearing; and confirmed (6) appointments of the Mayor all within 5 days or as requested or required by law.

FY15 Budget Highlights

- ◆ Funds 16.0 FTEs, level to FY14
- ◆ Includes 3 aides to the City Council for continued assistance for committee meetings and constituent services
- ◆ Includes salary increase for Councilors approved in FY14

Department Budget

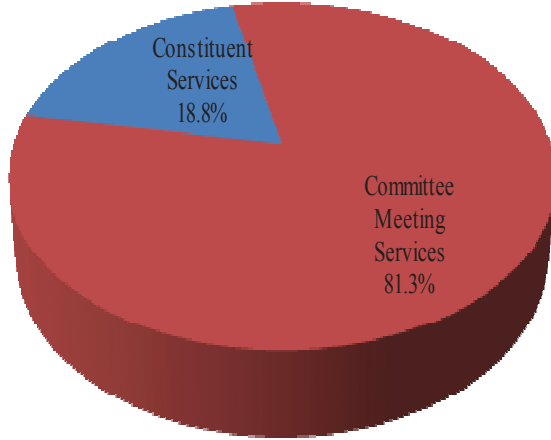
General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	345,220	354,507	406,191	51,684	14.6%
OTPS	11,050	11,738	11,538	(200)	-1.7%
Capital	-	-	-	-	0.0%
Total General Funds	356,270	366,245	417,729	51,484	14.1%

Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	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 2015 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	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Constituent Services	66,801	68,671	78,324	9,653	18.8%
Committee Meeting Services	289,469	297,574	339,405	41,831	81.3%
Total Expenditures:	356,270	366,245	417,729	51,484	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries
CITY COUNCIL

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	345,220	354,507	406,191	51,684	14.6%
OTPS	11,050	11,738	11,538	(200)	-1.7%
Capital	-	-	-	-	0.0%
Total General Funds	356,270	366,245	417,729	51,484	14.1%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	356,270	366,245	417,729	51,484	14.1%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries
CITY COUNCIL

Program Summaries

Constituent Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	66,801	68,671	78,324
FTEs	3.0	3.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD March	FY15 Goal
Percent of responses to public and press within legal requirements	97%	97%	100%
Percent of public meetings that comply with Open Meeting Laws	97%	97%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Provided full support for the approval and posting of City Council’s subs committee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed (2,250) telephone calls relative to complaints and/or requests for information received regarding matters affecting the quality of life issues in City of Springfield.
- ◆ Processed (16) proposed ordinances and passed (12); (12) zone changes, (159) resolutions and orders, (48) reports of the board of public works, (10) financial orders, (243) proclamations, tributes and resolves, (23) special permits, (151) sub-committee meetings, (33) City Council meetings, including (5) special meeting, filed (8) special acts; (1) revocation hearings; (1) petroleum storage permits hearing; and confirmed (6) appointments of the Mayor all within 5 days or as requested or required by law.

Fiscal Year 2015 Budget and Program Summaries
CITY COUNCIL

Program Summaries

Committee Meeting Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	289,469	297,574	339,405
FTEs	13.0	13.0	13.0
Performance Metrics	FY13 Actual	FY14 YTD March	FY15 Goal
Number of Special Acts, Special Permits Zoning and General Ordinances proposed	29	28	30
Percent of viewing audience watching meetings and hearing via live video streaming	15%	15%	20%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Department processed:

- ◆ (16) proposed ordinances and passed (12);
- ◆ (12) zone changes,
- ◆ (159) resolutions and orders,
- ◆ (48) reports of the board of public works,
- ◆ (10) financial orders,
- ◆ (243) proclamations, tributes and resolves,
- ◆ (23) special permits,
- ◆ (151) sub-committee meetings,
- ◆ (33) City Council meetings, including
 - ◇ (5) special meeting,
 - ◇ (8) special acts filed;
 - ◇ (1) revocation hearing;
 - ◇ (1) petroleum storage permits hearing;
 - ◇ and confirmed (6) appointments of the Mayor all within 5 days or as requested or required by law.
- ◆ Provided full support for the approval and posting of City Council’s subs committee meetings within 48 hours as required by the Open Meeting Law.

Fiscal Year 2015 Budget and Program Summaries
CITY COUNCIL

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Constituent Services				
Employee Concessions	(9,569)			
Overtime	(3,700)			(7,400)
Committee Meeting Services				
Postage and Delivery	(1,300)			(200)
TOTAL ADJUSTMENTS	(14,569)	-	-	(7,600)

Budget Impact Statement

- ◆ Overtime cuts are possible since all staff are now salaried, \$7,400
- ◆ Reduced postage/delivery budget based on historical spending, \$200

Fiscal Year 2015 Budget and Program Summaries

INTERNAL AUDIT

Mission

The mission of the Office Internal Audit is to promote accountability and integrity in City government by conducting financial and performance reviews to prevent and detect waste, fraud and abuse and to improve the efficiency, effectiveness and quality of public services provided in and by the City.

FY14 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, and
- ◆ administering the City’s Fraud Hotline and investigating reports of suspected fraud, waste, and/or abuse filed via the hotline.

To be effective, the Office of Internal Audit must maintain independence, and therefore reports administratively directly to the Mayor and functionally to the Audit Committee of the City Council.

FY15 Budget Highlights

- ◆ Funds 3 FTEs, consistent with FY14
- ◆ Includes salary increases approved in FY14
- ◆ External auditing services makes up 97% of OTPS budget request

Department Budget

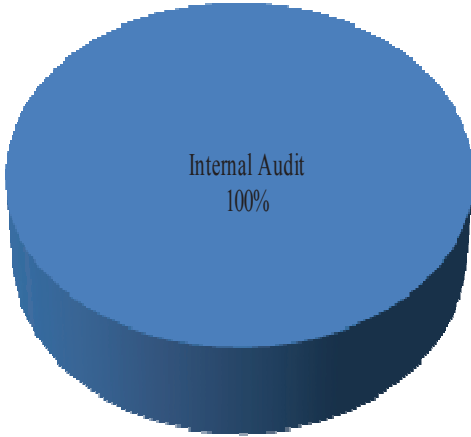
General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	85,950	248,426	208,254	(40,172)	-16.2%
OTPS	111,815	210,477	190,762	(19,715)	-9.4%
Capital	-	-	-	-	0.0%
Total General Funds	197,764	458,903	399,016	(59,887)	-13.0%

Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	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 2015 Budget and Program Summaries
INTERNAL AUDIT

Program Expenses



Program Summaries

Internal Audit— conduct internal financial and compliance reviews 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 minimizing risk and the management of internal controls.

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY 15-FY 14	% of Total
Internal Audit	197,764	458,903	399,016	(59,887)	100%
Total Expenditures:	197,764	458,903	399,016	(59,887)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries
INTERNAL AUDIT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	85,950	248,426	208,254	(40,172)	-16.2%
OTPS	111,815	210,477	190,762	(19,715)	-9.4%
Capital	-	-	-	-	0.0%
Total General Funds	197,764	458,903	399,016	(59,887)	-13.0%
<hr/>					
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	197,764	458,903	399,016	(59,887)	-13.0%

All Funds Revenue Detail

This department does not generate revenue.

Fiscal Year 2015 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audit

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	197,764	458,903	399,016
FTEs	3.0	3.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of hours allocated to risk assessment and planned engagements	30%	30%	40%
% of hours allocated to fraud hotline maintenance, follow-up and investigation	20%	20%	20%
% of other hours utilized for administrative, training, development, other	50%	50%	40%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Continued to resolve findings related to the audit of the Roger L. Putnam Vocational Technical Academy's student association account.
- ◆ Conducted various risk assessment based audits and reviews and other special reviews, 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, enhanced revenues, and improved effectiveness. Reports presented to the Executive Branch and Audit Committee included a review of the City's on-street parking program and also a review of IT controls in City Hall.
- ◆ Coordinated the completion of the City's third annual Comprehensive Annual Financial Report which was prepared by independent external auditors in collaboration with the Office of the Comptroller.
- ◆ Investigated submitted reports of suspected fraud, waste, and/or abuse filed via the City's Fraud Hotline.
- ◆ Continued on-going updates and improvement to the Fraud Hotline website to assist City residents, City employees or any other concerned individual to properly report fraud, waste or abuse of City resources to the Office of Internal Audit.
- ◆ Continued professional education including the award of the Certified Internal Auditor® (CIA®) designation to the Office of Internal Audit's department head. The CIA is the only globally accepted designation for internal auditors and the standard by which individuals demonstrate quality and professionalism in internal auditing.

Fiscal Year 2015 Budget and Program Summaries

INTERNAL AUDIT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Internal Audits				
Salary - Reduction of Vacancy	(46,076)			(64,192)
Professional Services	(9,172)	(75,765)	(9,405)	(24,405)
Rental – Office Equipment				(720)
TOTAL ADJUSTMENTS	(55,248)	(75,765)	(9,405)	(89,317)

Budget Impact Statement

- ◆ Salary costs reduced due to staggered hiring schedule—\$64,192
- ◆ Professional Services budget offset by Community Development grant funding for external audit costs—\$24,405
- ◆ Negotiated new favorable contract with Ricoh—\$720

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Fiscal Year 2015 Budget and Program Summaries

CITY CLERK

Mission

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

FY14 Department Highlights

- ◆ Posted and e-mailed all City Council votes and actions to neighborhood councils, citizen associations and interested citizens.
- ◆ 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.
- ◆ Entered rabies certificates into tracking system to compare registered dogs against rabies certificates as filed or as required by law. These actions increased the total number of dogs in the tracking system from 17,545 to 20,003 as of December 31, 2013.
- ◆ The MinuteTraq and MediaTraq software systems were not fully implemented in FY13 due to the fact that additional cameras were needed. Cameras were purchased through a grant and are now fully operational as of March 2014.
- ◆ The City Clerks’ office continues to take steps to increase dog registrations. In February and March, all dog owners will be notified to register their dog(s) via Election Office Annual Census. In July of each year, a list of all registered and unregistered dogs will be placed on the City Clerk’s website. Further, a list will be provided to the Police Department and Thomas J. O’Connor Animal Control and Adoption Center for spot checks when they are canvassing neighborhoods.

FY15 Budget Highlights

- ◆ Funds 9 FTEs and department re-organization and cross-training
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Increased budget for software

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	453,484	447,370	451,542	4,172	0.9%
OTPS	42,678	34,760	33,760	(1,000)	-2.9%
Capital	-	-	-	-	0.0%
Total General Funds	496,162	482,130	485,302	3,172	0.7%

Department Staff

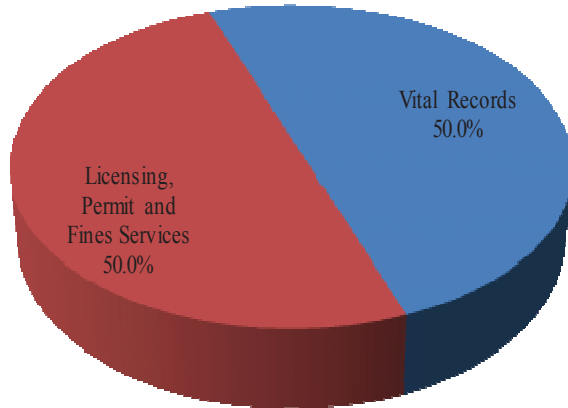
Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	10.0	10.0	9.0	(1.0)	-10.0%
Total FTEs:	10.0	10.0	9.0	(1.0)	-10.0%

Fiscal Year 2015 Budget and Program Summaries

CITY CLERK

Program Summaries

Program Expenses



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

Licensing and Permit Services—provides licenses and permits.

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Vital Records	248,081	241,065	242,651	1,586	50.0%
Licensing, Permit and Fines Services	248,081	241,065	242,651	1,586	50.0%
Total Expenditures:	496,162	482,130	485,302	3,172	100%

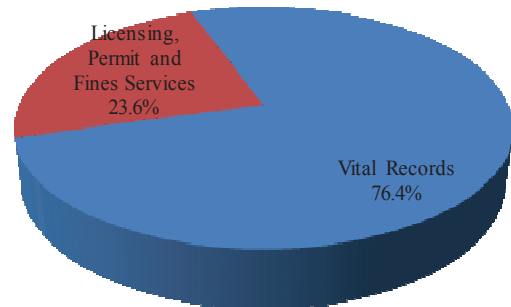
Revenue Summary

TOTAL REVENUE: \$938,238

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



Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Vital Records	694,739	785,000	721,188	(63,812)	76.4%
Licensing, Permit and Fines Services	215,117	250,000	217,050	(32,950)	23.6%
Total Departmental Revenue	909,856	1,035,000	938,238	(96,762)	100%

Fiscal Year 2015 Budget and Program Summaries
CITY CLERK

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	453,484	447,370	451,542	4,172	0.9%
OTPS	42,678	34,760	33,760	(1,000)	-2.9%
Capital	-	-	-	-	0.0%
Total General Funds	496,162	482,130	485,302	3,172	0.7%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	40,000	40,000	40,000	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	40,000	40,000	40,000	-	0.0%
All Funds Budget:	536,162	522,130	525,302	3,172	0.6%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	695,047	785,000	721,188	(63,812)	-8.1%
DEPARTMENTAL FINES	214,868	250,000	217,050	(32,950)	-13.2%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	909,915	1,035,000	938,238	(96,762)	-9.3%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
Comcast Grant	Grant	N/A	40,000	40,000	40,000
<i>Subtotal Multi-year grants:</i>			40,000	40,000	40,000
N/A			-	-	-
<i>Subtotal FY15 anticipated grants:</i>			-	-	-
N/A			-	-	-
<i>Subtotal Other Funding:</i>			-	-	-
TOTAL External Funding Sources:			40,000	40,000	40,000

Fiscal Year 2015 Budget and Program Summaries
CITY CLERK

Program Summaries

Vital Records

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	248,081	241,065	242,651
FTEs	6.0	6.0	6.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of records requests completed within 2 business days	99%	99%	99%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Clerk's office recorded the following vital records for the year 2013:

- ◆ births 5,410
- ◆ deaths 2,160
- ◆ 875 marriage intentions.

Fiscal Year 2015 Budget and Program Summaries
CITY CLERK

Program Summaries

Licensing, Permit and Fines Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	248,081	241,065	242,651
FTEs	4.0	4.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percentage of registered dogs	50%	40%	55%
Ratio of business renewals vs returned business renewal letters	60%	47%	65%

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

Highlights

The Clerk's office granted the following permit and licenses for the year 2013:

- ◆ Business Certificates 647 including 105 Renewals of 4-year-old Business Certificates
- ◆ Dog licenses 3,757
- ◆ Tag Sale 1,627
- ◆ Physician's Registration (one-time fee) 504
- ◆ Open-Air Parking 29
- ◆ Above and Underground Storage Locations 258.

Fiscal Year 2015 Budget and Program Summaries
CITY CLERK

FY15 Budget Adjustments

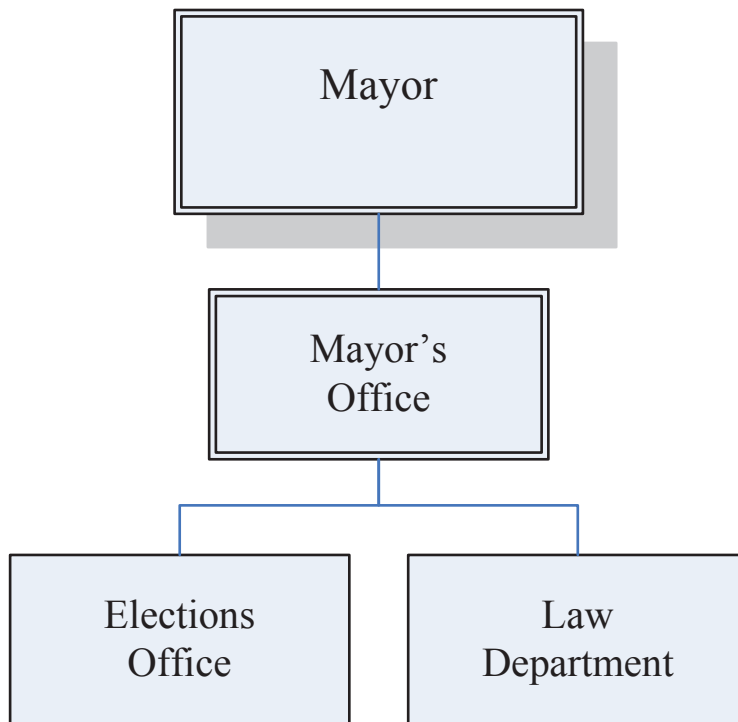
Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Vital Records				
Elimination of Deputy City Clerk vacancy	(37,239)			
Employee Concessions	(10,166)			
Vacancy salary reduction			(6,848)	
Elimination of Procedures Clerk vacancy				(37,239)
Department Reorganization				26,358
Licensing, Permit and Fines Services				
Professional Services	(15,370)			
Office Supplies, etc	(1,233)			
Salary offset to Comcast Grant		(25,000)	(30,000)	(20,000)
Software offset to Comcast Grant		(1,440)	(10,000)	(20,000)
Software increase				19,000
TOTAL ADJUSTMENTS	(64,008)	(26,440)	(46,848)	(31,881)

Budget Impact Statement

- ◆ Procedures Clerk - eliminated vacancy, position hasn't been filled since FY13—\$37,239
- ◆ Grant offsets - FY15 Comcast grant amount awarded to the Clerk's office—\$40,000

Section 4

General Government Division



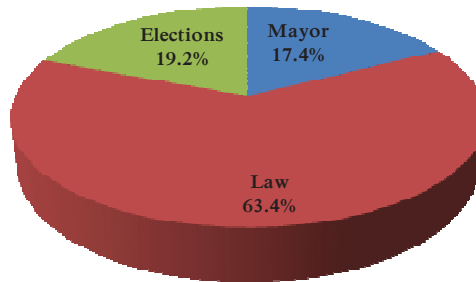
Mission Statement

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 2015: All Funds Budget and Staffing Overview

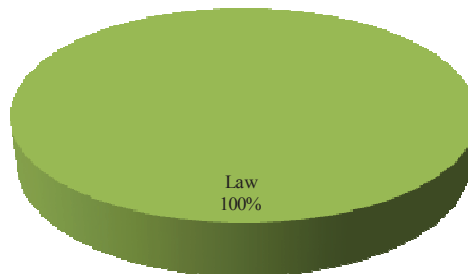
General Government Division



FY15 Adopted Budget & FTEs General Government Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
Mayor	433,453	444,893	464,739	508,767	14.4%
Law	1,813,448	1,804,086	1,846,169	1,853,706	2.8%
Elections	730,428	591,426	589,778	560,928	-5.2%
Total	2,977,329	2,840,405	2,900,687	2,923,400	2.9%

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other
Mayor	7.0	-	-	1.7	-
Law	23.0	-	-	1	-
Elections	4.5	-	-	-	-
Total	34.5	-	-	2.7	-

Revenue Overview



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
Mayor	-	-	78,000	-	-	78,000
Law	946,632	-	64,000	-	-	1,010,632
Elections	71,490	-	-	-	-	71,490
Total	1,018,122	-	142,000	-	-	1,160,122

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Fiscal Year 2015 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.

FY14 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 Denise Jordan, Administrative Assistant Carolyn Jackson, Mayoral Aides Darryl Moss and Jose Delgado, Constituent Services Director William Baker, and Communications Director Jim Leydon.

FY15 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY14.
- ◆ Personal Services increase includes 2% salary increases for departmental staff.
- ◆ Maintains increase of Mayor's salary.

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	428,206	430,510	494,384	63,874	14.8%
OTPS	5,247	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	433,453	444,893	508,767	63,874	14.4%

Department Staff

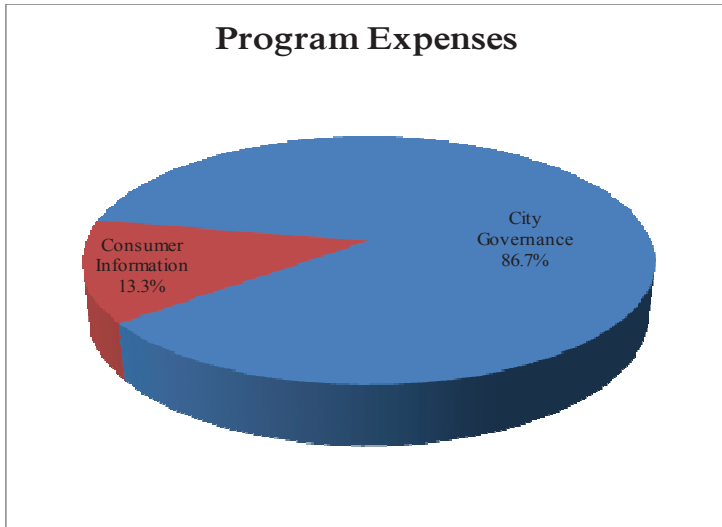
Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0%
Grant FTEs	1.5	1.7	1.7	-	0%
Total FTEs:	8.50	8.66	8.66	-	0.0%

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF THE MAYOR

Program Summaries

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

Office of Consumer Information— Educates consumers on their consumer protection rights and mediates complaints.



Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
City Governance	433,453	444,893	508,767	63,874	86.7%
Consumer Information	78,000	78,000	78,000	-	13.3%
Total GF Budget:	433,453	444,893	508,767	63,874	
Total Other Budget:	78,000	78,000	78,000	-	
Total Expenditures:	511,453	522,893	586,767	63,874	

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries

OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	428,206	430,510	494,384	63,874	14.8%
OTPS	5,247	14,383	14,383	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	433,453	444,893	508,767	63,874	14.4%
External Funds Budget	FY13 Actual	FY14 Actual	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	78,000	78,000	78,000	-	0.0%
Total External Funds	78,000	78,000	78,000	-	0.0%
All Funds Budget:	511,453	522,893	586,767	63,874	12.2%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
N/A		-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
LOCAL CONSUMER AID FY15	GRANT	6/30/2014	78,000	78,000	78,000
<i>Subtotal FY15 Anticipated Grant Funds:</i>			78,000	78,000	78,000
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			78,000	78,000	78,000

OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	433,453	430,510	508,767
FTEs	7.0	7.0	7.0

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 Denise Jordan, Administrative Assistant Carolyn Jackson, Mayoral Aides Darryl Moss and Jose Delgado, Constituent Services Director William Baker, and Communications Director Jim Leydon.

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

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

Mayoral Aides Darryl Moss and Jose Delgado are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Their 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, acting as a Mayoral liaison to the Springfield Police Department’s Ordinance Flex Squad, concentrating time on youth outreach and violence prevention, partnering with community organizations and neighborhood associations, and state and federal agencies in a constant effort to improve the quality of life for all who live, work, or visit the City. Mr. Moss serves as the Mayor’s liaison to the City-wide Violence Prevention Taskforce and is the host of Springfield’s Community Television Show “People are Talking” as well as serving as the backup Communications Director. Mr. Delgado oversees the paperwork filings for Constable Certificates and chairs the Buy Springfield Now initiative.

Constituent Services Director William Baker responds to quality of life complaints logged by citizens and is the Mayoral representative on the “Quality of Life Flex Squad,” consisting of Police, Housing and Law Department officials. Further, Mr. Baker will often partner with City Departments to investigate citizen concerns on a case-by-case basis, in an effort to reach a resolution. In addition to constituent work, Mr. Baker sits on several different internal committees as the Mayor’s representative.

OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

The Mayor's Office is highly visible, and the Mayor's Communications Director, Mr. Jim Leydon, 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 requests, and gathers all appropriate information in a timely and accurate manner. He partners with City departments to accomplish the mission of accurately disseminating information on behalf of the City of Springfield.

The Mayor's Office performs a wide variety of tasks, and is involved in a number of internal and external initiatives. These efforts directly support several of the City's strategic priorities such as: public safety, healthy neighborhoods, and fiscal and operational excellence. The Mayor's staff engages residents both in the office, and after hours in the community, and acts as conduit for residents and business to bring their issues to light and seek resolution. Both Mayoral aides are uniquely involved with the Mayor's Violence Prevention Task Force, and the North End Initiative, which has received national acclaim as a model for policing.

By working with departments and serving as the Mayor's representatives on internal committees; the Mayor's staff provides a level of oversight on many City operations and initiatives while supporting the Mayor's agenda and promotes accountability to the residents and businesses of the City of Springfield.

Fiscal Year 2015 Budget and Program Summaries

OFFICE OF THE MAYOR

FY15 Budget Adjustments

Fiscal Year 2015 Budget Adjustments - Office of the Mayor				
Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
City Governance				
Supplies & Operations	(719.15)	-	-	-
Office of Consumer Information				
	-	-	-	-
TOTAL ADJUSTMENTS	(719.15)	-	-	-

Fiscal Year 2015 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. The Law Department participates in all municipal government initiatives to provide legal representation, guidance, and support services to its clients so that they may conduct city business in compliance with local, state, and federal laws.

FY14 Department Highlights

The Law Department provides legal advice and formal legal opinions, participates in contract negotiation—including drafting and review—responds to employment law issues, and supports procurement issues such as drafting requests for proposals, invitations for bids, contracts for goods and services and real estate or construction, and providing procurement advice to departments. In addition, attorneys draft and review proposed ordinances, special acts, resolves and orders; assist departments with public records compliance, provide ethics opinions; and offer general legal advice and guidance to, as well as attend all meetings of, the Springfield City Council and various boards and commissions. The Law Department also participates in training as required.

Legal representation includes claims investigation and management, representing the City before all courts (Federal and State – District, Superior, Land, and Housing Courts), 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, handling all appeals in Federal and State courts, collecting monies due the City, and tax/

FY 15 Budget Highlights

- ◆ Funds 23.0 General Fund, and 1.0 Grant Fund FTEs
- ◆ Procurement cross-training will be provided to attorneys.

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,140,557	1,318,118	1,403,788	85,670	6.5%
OTPS	672,891	485,968	449,918	(36,050)	-7.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,813,448	1,804,086	1,853,706	49,620	2.8%

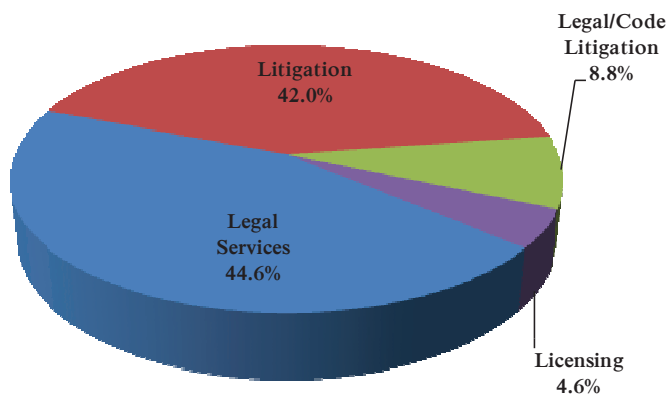
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	24.8	23.0	23.0	-	0.0%
Enterprise Fund FTEs	-	-	-	-	0.0%
Revolving Fund FTEs	-	-	-	-	0.0%
Grant FTEs	2.5	1.0	1.0	-	0.0%
Trusts/Donations/Other FTEs	-	-	-	-	0.0%
Total FTEs:	27.3	24.0	24.0	-	0.0%

Fiscal Year 2015 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 housing code enforcement matters.

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Legal Services	N/A	804,622	826,753	22,130	44.6%
Litigation	N/A	757,716	778,556	20,840	42.0%
Legal/Code Litigation	N/A	158,760	163,126	4,367	8.8%
Licensing	N/A	82,988	85,270	2,283	4.6%
Total Expenditures:	1,813,448	1,804,086	1,853,706	49,620	100%

Revenue Summary

TOTAL REVENUE: \$946,632

Legal Services— \$360,632

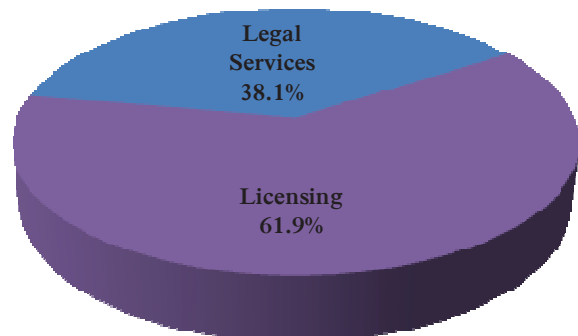
Miscellaneous Revenue:

- ◆ FOIA Requests
- ◆ Restitution
- ◆ Witness Fees

Licensing—

- Alcoholic Beverage Licenses \$470,000
- Other Permits \$116,000
- ◆ Car Dealers
- ◆ Common Victualler

Program Revenue



Departmental Revenue

Program Revenue	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Legal Services	215,632	215,632	360,632	145,000	38.1%
Litigation	-	-	-	-	0.0%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	586,000	586,000	586,000	-	61.9%
Total Departmental Revenue	801,632	801,632	946,632	145,000	100.0%

Fiscal Year 2015 Budget and Program Summaries
LAW DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,140,557	1,318,118	1,403,788	85,670	6.5%
OTPS	672,891	485,968	449,918	(36,050)	-7.4%
Capital	-	-	-	-	0.0%
Total General Funds	1,813,448	1,804,086	1,853,706	49,620	2.8%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	21,890	104,000	104,000	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	712	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	22,602	104,000	104,000	-	0.0%
All Funds Budget:	1,836,050	1,908,086	1,957,706	49,620	2.6%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
RENTALS		2,500	-	(2,500)	-100.0%
ALCOHOL BEVERAGE LICENSES	440,805	470,000	470,000	-	0.0%
OTHER PERMITS	109,326	116,000	116,000	-	0.0%
MISCELLANEOUS REVENUE	107,898	215,632	360,632	145,000	67.2%
REIMB FOR PRIOR YEAR EXPEND		-	-	-	0.0%
Total Departmental Revenue	658,030	804,132	946,632	142,500	17.7%

External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
ATTORNEY GENERAL - COMMUNITY RESTORATION G	GRANT	6/30/2014	24,000	24,000	24,000
COMCAST-CITY OF SPFLD CABLE RELATED	GRANT	6/30/2014	80,000	80,000	80,000
<i>Subtotal FY15 Anticipated Grant Funds:</i>			104,000	104,000	104,000
N/A			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			104,000	104,000	104,000

Fiscal Year 2015 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	804,622	826,753
FTEs	12.0	12.0	12.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	95.0%	95.0%	95.0%
Percentage Reviewed and signed within 7 days	99.0%	99.0%	99.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

During fiscal year 2014 (July 1, 2013 through March 15, 2014), the Law Department opened 437 new matters. The highlights of some of the Law Department activities in FY13 included:

Public Safety

- ◆ Assisted Police Department with efforts to obtain a closed Army Reserve Base from the federal government at no cost for redevelopment as a police training center and juvenile assessment center.
- ◆ Drafted and reviewed the Requests for Proposals for the SPD Juvenile Assessment Center, drafted the lease, and monitoring the progress of the completion of the leased space through meetings with the property owners, architect, contractor, and SPD officials.

Labor and Employment

- ◆ Successfully defended discrimination claims before the Massachusetts Commission Against Discrimination

Economic Development

- ◆ Provided legal Services to the Springfield Redevelopment Authority regarding the design, construction, and redevelopment of Union Station.

Medical Marijuana

- ◆ Supported City's efforts with regard to process to plan for the implementation of the State Medical Marijuana law and Department of Public Health Regulations including adoption of new zoning provisions and RFQ process with potential developers

Casino Gaming Development and Licensing Process:

- ◆ Supported City's efforts with regard to the development of a destination resort casino through a Request for Qualifications/Proposals (RFQ/P) to potential developers of a casino in Springfield;
- ◆ Worked with consultants to determine potential impacts of such a development and mitigation measures.

LAW DEPARTMENT

Program Summaries

Litigation

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	757,716	778,556
FTEs	8.0	8.0	8.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Target (settlements against city)	376,182	764,496	400,000
Revenue Collected	755,603	623,995	540,000
To file timely answers to court complaints:			
Percentage of on time responses to court complaints	99.0%	99.0%	100.0%
To investigate all claims received:			
Number of claims investigated	146	73.0%	100.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Trial and Appeals

- ◆ Successful defense of wrongful demolition claim seeking recovery of \$28,000,000 in U.S. federal district court
- ◆ Successful in vacating \$1,000,000 judgment involving police. Remanded for new hearing in Superior Court
- ◆ Resolved all police excessive force claims through dismissal, trial in favor of defendant: officer/city, or a reasonable settlement.

Fiscal Year 2015 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	158,760	163,126
FTEs	N/A	1.0	3.0
Grant FTEs	N/A	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
To file all emergency code enforcement cases within three (3) business days and prioritize non emergency code			
Number of claims investigated	146	73	-
Percentage of emergency Code/Legal cases filed in 3 business days	97.0%	97.0%	95.0%
Percentage of Non-Emergency Code/Legal cases Prioritized and Filed within 45 days	30.0%	N/A	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Tax Issues:

- ◆ Represented the Board of Assessors at the Appellate Tax Board in various tax appeals involving the valuation of personal property owned by Verizon and other telecommunications companies, and assisted the Board in ongoing negotiations with MassPower regarding a PILOT Agreement.

Tax Title

- ◆ Provided legal services to the Treasurer/Collector concerning invalid tax takings and assisted in resolving complex title issues. Provided legal services to the Treasurer/Collector concerning tax takings for non-payment of fiscal year 2013 real estate taxes.
- ◆ Assisted in the adoption and implementation of the Abutter Lots Sales Program. Worked with the Springfield Conservation Commission for the transfer of foreclosed tax title parcels to the SCC which were suitable for conservation purposes.
- ◆ Attended and worked with the Tax Title Custodian and Auctioneer at the 12/11/13 and 03/25/14 tax title auctions resulting in winning bids totaling \$1,327,500.

Fiscal Year 2015 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Licensing

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	82,988	85,270
FTEs	4.0	4.0	2.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Revenue?	146	73.0%	100.0%
Number of Licenses Processed?	97.0%	97.0%	95.0%
Etc.	30.0%	N/A	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The Law Department’s licensing support activities assisted in the adoption, implementation and legal defense of litigation concerning new-late night entertainment regulations promulgated by the Mayor.
- ◆ Increased revenue raised through the administration of the License Commission.
- ◆ Changed to email distribution system for distribution of License Renewal Packets for Alcohol, Common Victualler's, and Auto Dealer Licenses, to reduce postage costs. Only 10% of Licensees had to be mailed their License Renewal Packets due to lack of email.
- ◆ A new Rules and Regulations manual is near publication that will provide businesses and other interested parties in understanding the basic rules and regulations with regard to common victualler (commonly known as a restaurant), liquor, entertainment, car dealer, video game, and billiard licensing in the City of Springfield, which all licensees are required to adhere to.
- ◆ Assistance from a part-time temporary employee from September through January greatly assisted in processing License Commission business, filing important paperwork, and assisting the public at the counter.

Fiscal Year 2015 Budget and Program Summaries

LAW DEPARTMENT

FY15 Budget Adjustments

Program Budget Reductions	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Legal Services				
Salaries & Wages	-	(45,000)	(25,000)	(40,000)
Supplies & Services	(20,753)	(11,990)	(15,600)	(7,000)
Litigation				
	-	-	-	-
Licensing				
	-	-	-	-
Legal/Code Litigation				
Supplies & Services	(7,475)	-	(23,250)	(30,000)
TOTAL CUTS	(28,228)	(56,990)	(63,850)	(77,000)

Budget Impact Statement

- ◆ This year’s budget will include a full \$40,000 offset of eligible salaries to the Comcast grant.
- ◆ A contract re-negotiation with “Westlaw” has lowered legal research costs by \$7,000.
- ◆ Fewer Sheriff’s department services will be needed in FY15, which will provide a savings in the Legal/Code Division of approximately \$30,000.

Fiscal Year 2015 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 Department also seeks to maintain an accurate list of all City residents by conducting an Annual City Census as required by State law.

FY14 Department Highlights

The Board of Elections (Board) conducts elections that span Municipal, State and Federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, the Board conducts the Annual City Census, and is responsible for the continued standardization of election mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The Board of Elections is responsible for the procurement, staffing, and operation of polling locations throughout the city. The Board of Elections is also responsible for equipping election sites with the proper equipment.

FY15 Budget Highlights

- ◆ Funds 4.5 FTEs consistent with FY14
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Funds operations related to the annual city census, city elections, and voter registration

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	536,430	413,976	395,928	(18,048)	-4.4%
OTPS	193,998	177,450	165,000	(12,450)	-7.0%
Capital	-	-	-	-	0.0%
Total General Funds	730,428	591,426	560,928	(30,498)	-5.2%

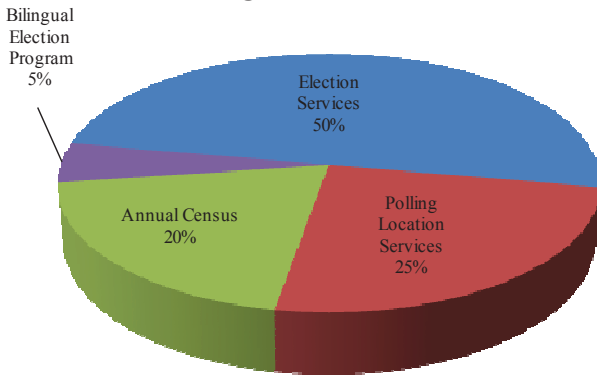
Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	4.5	4.5	4.5	-	0.0%
Total FTEs:	4.5	4.5	4.5	-	0.0%

Fiscal Year 2015 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 - 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.

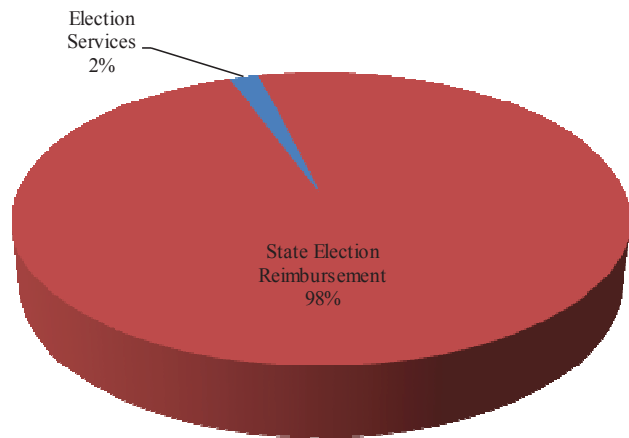
Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Election Services	N/A	295,713	197,964	(15,249)	50.0%
Polling Location Services	N/A	147,857	98,982	(7,625)	25.0%
Annual Census	N/A	118,285	79,186	(6,100)	20.0%
Bilingual Election Program	N/A	29,571	19,796	(1,525)	5.0%
Total Expenditures:	730,428	591,426	395,928	(30,498)	100.0%

Revenue Summary

Departmental Fees - The Elections Department collects a small amount of revenue for records requests, and other elections-related business: \$1,490

State Reimbursement - The Elections Department receives state-specified amount of revenue during state-election years: \$80,000

Program Revenue



Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Election Services	754	-	1,490	1,490	1.8%
State Election Reimbursement	49,193	-	80,000	80,000	98.2%
Total Departmental Revenue	49,947	-	81,490	81,490	100.0%

Fiscal Year 2015 Budget and Program Summaries
BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	536,430	413,976	395,928	(18,048)	-4.4%
OTPS	193,998	177,450	165,000	(12,450)	-7.0%
Capital	-	-	-	-	0.0%
Total General Funds	730,428	591,426	560,928	(30,498)	-5.2%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	730,428	591,426	560,928	(30,498)	-5.2%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Departmental Fees	754	-	1,490	1,490	-
Total Departmental Revenue	754	-	1,490	1,490	-
External Funding Sources	Type of Funding	Expiration Date	Award Amount	YTD Expenses	FY15 Projected Available
Election Reimbursements	-	-	-	-	80,000
TOTAL External Funding Sources:			-	-	80,000

Fiscal Year 2015 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	295,713	197,964
FTEs	1.0	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Elections Administered	4	3	3
Provisional ballots cast	1,072	100	110
Absentee ballots cast & counted	2,074	1,200	1,320
# of Registered Voters	94,724	95,000	104,500
# of Newly registered voters	8,811	7,500	8,250
Voter Turnout	37.0%	25.0%	27.5%
# of Retirement Board Elections Conducted	1	0	0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year Elections Services Convened a full active slate of 4 Election Commissioners, administered three (3) elections including a Casino referendum, and one Retirement Board election. The division successfully oversaw a recount of the Ward 1 City Council election.
- ◆ Elections Services increased its use of social media as a platform to increase outreach, and expanded staff participation in community events with voter registration drives and increased general outreach.
- ◆ In FY15 the division will conduct the 2014 State Primary and Election in a cost efficient manner using a precinct-based computerized optical scanning system; and will strive to increase voter turnout in these elections by at least 5% citywide.

Fiscal Year 2015 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	147,857	98,982
FTEs	2.0	2.0	2.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Poll workers recruited and hired (bilingual)	118	117	129
Poll workers recruited and hired (non-bilingual)	326	300	330
Poll worker training sessions administered	8	4	4
HAVA compliant voter equipment maintained	60	60	66

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the division was able to successfully manage sixty-four (64) voting precincts, and maintain significant stability in polling locations, experiencing no changes to physical locations. The division also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ In FY15 the division hopes to recruit and hire twenty (20) new poll workers to supplement the existing poll-worker pool, and to convene six (6) poll worker training sessions. It also will continue to ensure Compliance with the Help America Vote Act, and the Americans with Disabilities Act.

Fiscal Year 2015 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Annual Census

Annual Census	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	118,285	79,186
FTEs	1.0	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Census records maintained	123,839	130,000	143,000
Census response rate	37.0%	50.0%	55.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY14 the Elections Department not only conducted the annual city census, but was able to expand marketing and publicity resulting in increased response rates. The Elections Department also completed a process mapping initiative to improve census procedures.
- ◆ For FY15 the department will conduct the annual city census in accordance with state law, and hopes to increase the response rate to the census by at least ten percent (10%).

Fiscal Year 2015 Budget and Program Summaries
BOARD OF ELECTIONS

Program Summaries

Bilingual Election Program

Bilingual Election Program	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	29,571	19,796
FTEs	1.0	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Number of community-based organizations in the outreach network	N/A	55	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the Elections Department began preliminary outreach to reestablish the “Kids Voting” program which is geared toward voter education of school-aged children.
- ◆ The department also was able to increased outreach to non-English proficient voters in Wards 1, 3 & 8, and updated multi-dwelling census records with property managers and property owners to increase response rates from non-English proficient residents.
- ◆ In FY15, the department will continue to effectively implement the Voting Rights Act consent decree; and will expand relationships with community-based organizations within the City of Springfield.

Fiscal Year 2015 Budget and Program Summaries

BOARD OF ELECTIONS

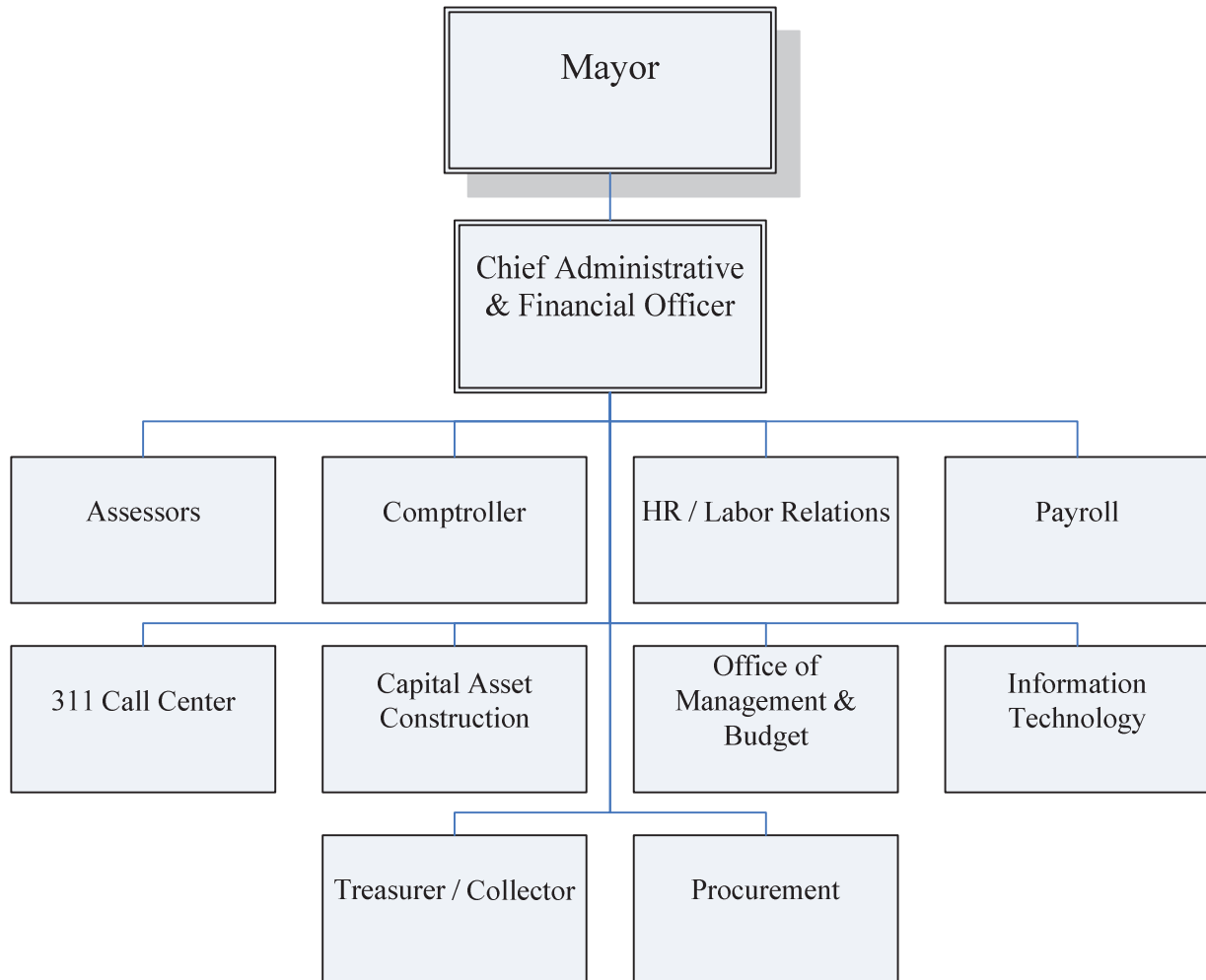
FY15 Budget Adjustments

Program Budget Adjustments	FY13 Actual	FY14 Actual	FY15 Adopted
Election Services			
Salaries & Wages	(16,775.89)	(60,000.00)	-
Services & Supplies	(22,616.00)	-	-
Polling Location Services			
	-	-	-
Annual Census			
	-	-	-
Bilingual Election Program			
	-	-	-
TOTAL ADJUSTMENTS	(39,391.89)	(60,000.00)	-

Budget Impact Statement

- ◆ FY15 will see a cyclical reduction in overall costs because of state services offered to offset the cost of conducting a state-wide election.
- ◆ Department is fully staffed reducing overtime requirements.
- ◆ Decreases to OTPS to reflect state reimbursable services in upcoming cycle.
- ◆ The Board of Elections has no capital projects in FY2015, however, a preliminary request has been submitted for new voting tabulation equipment.

Section 5 Administration & Finance Division



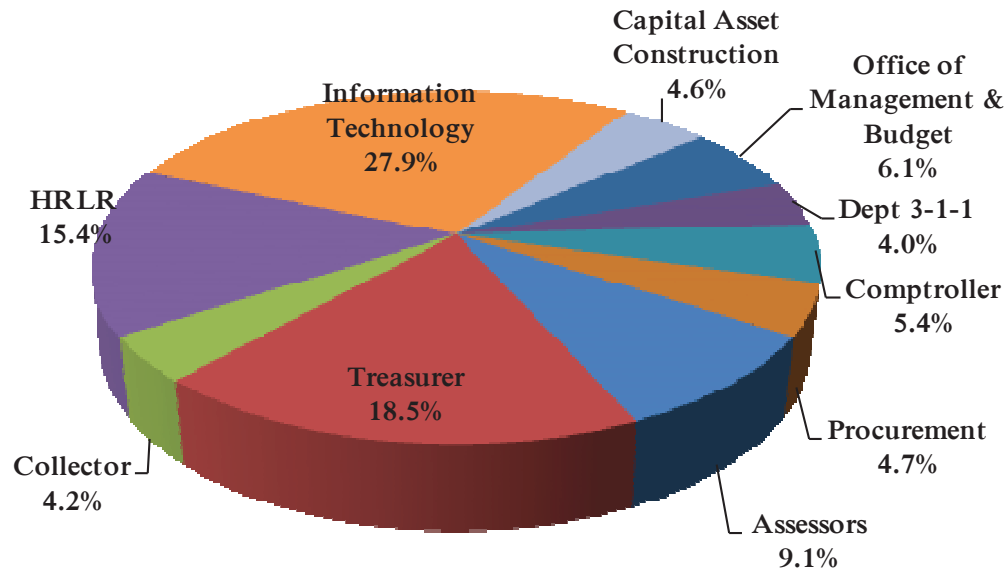
Mission Statement

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 2015: All Funds Budget and Staffing Overview

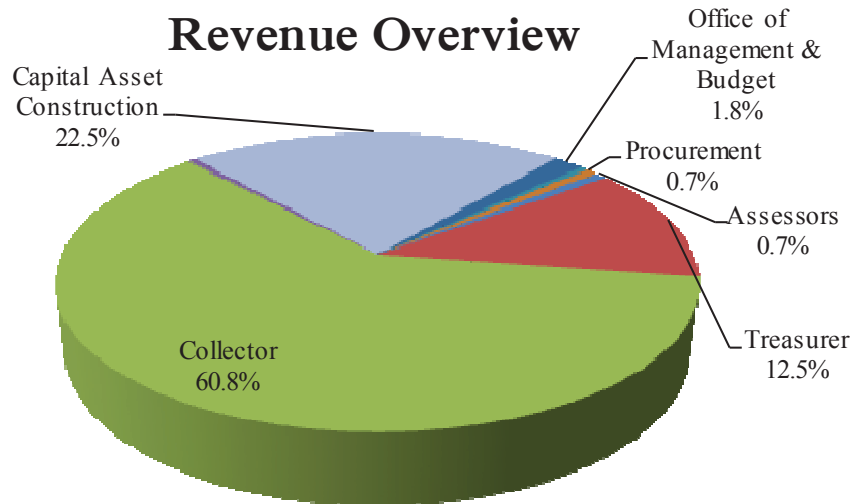
Administration & Finance Division



FY15 Adopted Budget & FTEs Administration & Finance Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
Office of Management & Budget	582,474	619,247	609,247	648,745	4.8%
Finance	497,608	-	-	-	-
CitiStat	-	-	-	-	-
Dept 3-1-1	328,015	423,346	417,846	428,667	1.3%
Comptroller	577,063	545,031	539,031	568,950	4.4%
Procurement	396,598	496,503	466,503	497,932	0.3%
Assessors	705,826	998,185	998,185	970,790	-2.7%
Treasurer	2,806,853	2,056,253	2,074,256	1,967,839	-4.3%
Collector	405,807	428,981	408,981	445,957	4.0%
HRLR	1,245,473	1,615,759	1,575,259	1,639,252	1.5%
Payroll	111,735	184,886	184,886	-	-100.0%
Information Technology	2,858,581	3,020,036	3,066,241	2,969,910	-1.7%
Capital Asset Construction	274,278	326,658	304,658	491,703	50.5%
Total	10,790,311	10,714,885	10,645,093	10,629,745	-0.8%

Fiscal Year 2015: All Funds Budget and Staffing Overview

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other	Total
Office of Management & Budget	8.0	-	-	-	-	8.0
Finance	-	-	-	-	-	-
CitiStat	-	-	-	-	-	-
Dept 3-1-1	9.0	-	-	-	-	9.0
Comptroller	9.0	-	-	1.0	-	10.0
Procurement	7.0	-	-	-	-	7.0
Assessors	12.0	-	-	-	-	12.0
Treasurer	9.0	-	-	-	-	9.0
Collector	7.0	-	-	-	-	7.0
HRLR	16.5	-	-	-	-	16.5
Payroll	-	-	-	-	-	-
Information Technology	11.8	-	-	-	1.0	12.8
Capital Asset Construction	4.0	-	-	-	-	4.0
Total	93.3	-	-	1.0	1.0	95.3



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
Office of Management & Budget	5,591,290	-	-	-	-	5,591,290
Finance	-	-	-	-	-	-
CitiStat	-	-	-	-	-	-
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,454,310	-	-	-	-	1,454,310
Procurement	2,200,000	-	-	-	-	2,200,000
Assessors	2,264,500	-	-	-	-	2,264,500
Treasurer	4,524,138	-	-	-	34,202,677	38,726,815
Collector	10,550,000	177,280,896	-	-	-	187,830,896
Human Resources & Labor Relations	1,466,500	-	-	-	-	1,466,500
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	69,389,537	-	-	69,389,537
Total	28,050,738	177,280,896	69,389,537	-	34,202,677	308,923,848

Fiscal Year 2015 Budget and Program Summaries

OFFICE OF MANAGEMENT AND BUDGET

Mission

The Office of Management & Budget (OMB) oversees the City’s administrative and financial support functions including 12 departments focused on ensuring financial and operational excellence throughout the City of Springfield. The OMB department ensures the fiscal health and sustainability of the City by providing the Mayor, CAFO, and other City departments with timely and accurate information, performance management and advice.

FY14 Department Highlights

- ◆ Received a double bond rating upgrade to AA– from Standard and Poor’s Rating Agency. The highest in the City’s history.
- ◆ Created a Program based budget including Key Performance Indicators (KPIs) to understand what it costs to run municipal programs, a critical step in making financial decisions.
- ◆ With the help of the Comptroller’s Office, built the Revenue budget up by charge code to better understand what is driving City revenues.
- ◆ Implemented Strategic Workforce Analytics & Tactics (SWAT) teams comprised of specific people from different departments to address problems identified by departments. The following projects were completed in FY14
 - ◇ Code Fines on Real Estate Bills SWAT
 - ◇ Healthcare SWAT
 - ◇ Summary Billing SWAT
 - ◇ Grant Processing and Procedure SWAT
- ◆ Trained four new analysts on municipal and state finance.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the sixth year.

FY15 Budget Highlights

- ◆ Issue over \$80 million in debt service for capital projects in February
- ◆ Funds department-wide training for updated procurement laws
- ◆ Funds 8 FTEs consistent with FY14
- ◆ Includes a 2% salary increase

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	555,776	557,410	562,008	4,598	0.8%
OTPS	26,698	61,837	86,737	24,900	40.3%
Capital	-	-	-	-	0.0%
Total General Funds	582,474	619,247	648,745	29,498	4.8%

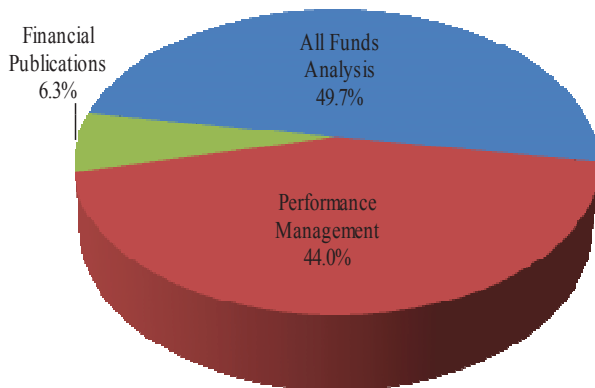
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	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 2015 Budget and Program Summaries

OFFICE OF MANAGEMENT AND BUDGET

Program Expenses



Program Summaries

All Funds Analysis — Thorough analysis and year end projection of all City funds, including general fund, grants, trusts and donations

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

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

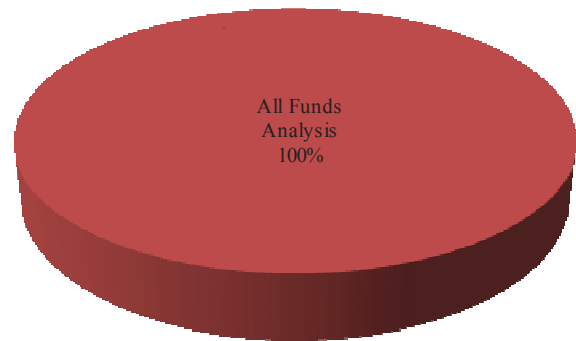
Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
All Funds Analysis	289,490	307,766	322,426	14,660	49.7%
Performance Management	256,289	272,469	285,448	12,979	44.0%
Financial Publications	36,696	39,013	40,871	1,858	6.3%
Total Expenditures:	582,474	619,247	648,745	29,498	100%

Revenue Summary

All Funds Analysis: \$5,591,290

- ◆ Service Level Agreements with School Department
- ◆ Indirect Costs from Grants
- ◆ Circuit Breaker Carryover
- ◆ McKinney/Vento Homeless Transportation Funds

Program Revenue



Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Performance Management	-	-	-	-	0.0%
All Funds Analysis	2,121,457	4,121,893	5,591,290	1,469,397	100%
Financial Publications	-	-	-	-	0.0%
Total Departmental Revenue	2,121,457	4,121,893	5,591,290	1,469,397	100%

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	555,776	557,410	562,008	4,598	0.8%
OTPS	26,698	61,837	86,737	24,900	40.3%
Capital	-	-	-	-	0.0%
Total General Funds	582,474	619,247	648,745	29,498	4.8%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	25,000	24,105	-	(24,105)	-100.0%
Enterprise/Revolving Funds				-	0.0%
Donations/Trusts				-	0.0%
Other Funding				-	0.0%
Total External Funds	25,000	24,105	-	(24,105)	-100.0%
All Funds Budget:	607,474	643,352	648,745	5,393	0.8%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
MISCELLANEOUS REVENUE	N/A	4,121,893	5,591,290	1,469,397	35.6%
Total Departmental Revenue	-	4,121,893	5,591,290	1,469,397	35.6%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
Continuous Improvement	Grant	6/30/2013	25,000	24,105	-
<i>Subtotal Multi-year grants:</i>			25,000	24,105	-
N/A			-	-	-
<i>Subtotal FY15 anticipated grants:</i>			-	-	-
N/A			-	-	-
<i>Subtotal Other Funding:</i>			-	-	-
TOTAL External Funding Sources:			25,000	24,105	-

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

All Funds Analysis

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	256,289	272,469	322,426
FTEs	4.0	4.0	4.0
	FY13 Actual	FY14 YTD	FY15 Goal
Performance Metrics			
% of Council Orders due to being overbudget	N/A	2.0	2.0
Average number of days to review requisitions sent to OMB	N/A	1.0	1.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Operating surplus in FY14
- ◆ Balanced budget with less use of reserves
- ◆ Created first program-based budget

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Program Management

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	289,490	307,766	285,448
FTEs	3.5	3.5	3.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of SWATs	N/A	12	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Facilitated successful SWAT sessions:

Healthcare

- ◆ Budget request reduction of \$2.4M, budget appropriation reduction of \$1.2M
- ◆ Automated monthly reconciliation procedures

Bills on Real Estate Taxes

- ◆ Added unpaid housing and building code tickets to real estate property tax bill
- ◆ In FY14, resulted in payments of \$175k from unpaid FY12 tickets

Centralized Electronic Billing

- ◆ Created summary bill for City's gas accounts

Standardized Grant Reporting

- ◆ Developed and documented new process for grant set up and reporting

Upcoming SWATs

- ◆ Assessor's Database
- ◆ Paperless Hiring
- ◆ Contract Module
- ◆ Procurement/Price Agreements Usage

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Financial Publications

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	36,696	39,013	40,871
FTEs	0.5	0.5	0.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Balanced budget published by June 30th	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Published 5-year Capital Plan and 4-year MYFP, in accordance of City’s financial policies

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
All Funds Analysis				
Hold on hiring for Management Analyst vacancy				(14,320)
Elimination of Financial Analyst vacancy	(48,932)			
Elimination of Finance Director and Grants Director			(100,197)	
Employee Concessions	(36,746)			
Training, travel, memberships, subscriptions	(7,645)	(9,475)	(6,600)	
Office Supplies	(1,900)			
Financial Consultant fees	(10,000)			
Performance Management				
Financial Publications				
TOTAL ADJUSTMENTS	(105,223)	(9,475)	(106,797)	(14,320)

Budget Impact Statement

- ◆ Reduction of vacancy salary \$14,320—due to staggered hiring schedule

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Fiscal Year 2015 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 through a single source for increased access and accountability to local government.

FY14 Department Highlights

- ◆ 311 offers one stop shopping and has several channels of communication for residents to contact us 24/7, including telephone, fax, email, web portal, phone app and night voicemail.
- ◆ 311 was short staffed for the first six months of the fiscal year, we filled a vacancy in the fifth month of FY14, and we successfully trained a new staff member to service the residents of Springfield. Since that time, 311 has achieved meeting our service level goals for percentage of calls answered, average speed of answer and abandon rate. Filling this vacancy it allowed us to perform at the standards set in FY 13 budget.
- ◆ As of February 2014, we have handled 831,116 calls since our inception in September of 2009.

FY15 Budget Highlights

- ◆ Funds 9 FTEs, up from 8.8 after approval mid-year FY14
- ◆ Adds two seasonal interns from Putnam Vocational High School
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Funds operations related to 311 call center and DPW administrative services

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	276,065	370,296	375,667	5,371	1.5%
OTPS	50,908	51,850	53,000	1,150	2.2%
Capital	1,042	1,200	-	(1,200)	-100%
Total General Funds	328,015	423,346	428,667	5,321	1.3%

Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	8.8	8.8	9.0	0.2	2.3%
Total FTEs:	8.8	8.8	9.0	0.2	2.3%

Fiscal Year 2015 Budget and Program Summaries
311 CALL CENTER

Program Expenses



Program Summaries

Service Requests— enters service requests for Assessors Office, Collectors, DPW, Forestry, HHS, Elder Affairs, Housing, and Treasurer. Service requests are received via telephone, fax, email, web portal, smartphone application. The department also handles DPW administration services.

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Service Requests	328,015	423,346	428,667	5,321	100%
Total Expenditures:	328,015	423,346	428,667	5,321	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries
311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	276,065	370,296	375,667	5,371	1.5%
OTPS	50,908	51,850	53,000	1,150	2.2%
Capital	1,042	1,200	-	(1,200)	-100%
Total General Funds	328,015	423,346	428,667	5,321	1.3%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	328,015	423,346	428,667	5,321	1.3%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2015 Budget and Program Summaries
311 CALL CENTER

Program Summaries

Service Requests

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	328,015	423,346	428,667
FTEs	8.8	8.8	9.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of calls answered within 30 seconds	78%	79%	80%
% of calls completed without transfers to other departments	83%	80%	80%
% increase of smartphone application downloads	N/A	N/A	10%

Citywide Strategic Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

311 is one universal number for local residents to call for non-emergency government related inquiries. 311 launched officially to residents in March of 2009 in that time the department has answered over 831,116 calls. Our percent of inquiry for FY14 is 81% meaning we answer 81% of our calls without a transfer. The center mails and faxes forms for DPW, Assessors, Housing, City Clerk, and other city offices this represents about 2% of our volume.

Our call volume decreased 5% from this same time last year. This could be due to our snow storms we spread throughout the winter months. Whereas, last year we had two big storms in January and February. This year it seemed to be non-stop.

311 has answered or entered 73,353 requests since July. The major request was for solid waste, requesting bulk pick up or barrel repair majority of the time. The neighborhood requesting most city assistance was Forest Park zip code 01108-01109.

In FY14, 311 was handling service requests for the School Department. 311 exceeded our service level standards of answering 70% of calls within 30 seconds, actuals 78%. The abandon rate goal of 10% was exceeded to 9.8%. Our transfer percent of 32.8% is greater than our forecasted goal of 20% however this is an acceptable fact. 311 does not have many of the tools, including some systems access, required for true efficiency for handling School Department requests, and therefore transfers are accepted as a part of the productivity. Registration for all grades was handled from October through December this year therefore calls were transferred more frequently.

During FY14, 311 has handled 10,834 calls a decrease of 5%. The decrease in call volume could be related to the operation of the Parent Information Center in it's new location, the operation seems to be running smoother and be more accessible to the public, therefore there may be more one on one counter interaction rather than calls. Our CSR's are better trained, this is our third year handling this department and may not require calling for procedural information. When letters are sent they are given the specialist phone number vs. given the 311 number.

Fiscal Year 2015 Budget and Program Summaries
311 CALL CENTER

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Service Requests				
Service Level Agreement with Springfield Public Schools		(75,000)	(75,000)	
Elimination of Vacant CSR Position		(36,369)	(37,239)	
Addition of two interns				
OTPS	(270)			(200)
Overtime				(5,900)
TOTAL ADJUSTMENTS	(270)	(111,369)	(112,239)	(6,100)

Budget Impact Statement

- ◆ OTPS reductions \$200: reduced office supplies budget
- ◆ Reduce snow-related overtime budget and transfer funding to snow & ice budget in DPW, \$5,900

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Fiscal Year 2015 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.

FY14 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 second year.
- ◆ Updated the City's website to include the Open Checkbook and the Taxpayer Monthly Statement on a timely basis
- ◆ Created a Departmental Historical Revenue Report by Charge Code.
- ◆ Performed a successful year in close of the General Ledger in MUNIS on July 19, 2013.
- ◆ Three Staff Members successfully completed the Annual Massachusetts Municipal Auditing & Accounting Educational program.

FY15 Budget Highlights

- ◆ Funds 10.0 FTEs consistent with FY14
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Includes level service funding to address state-mandated financial reporting, and Citywide accounts payable services

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	570,517	534,020	557,939	23,919	4.5%
OTPS	6,546	11,011	11,011	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	577,063	545,031	568,950	23,919	4.4%

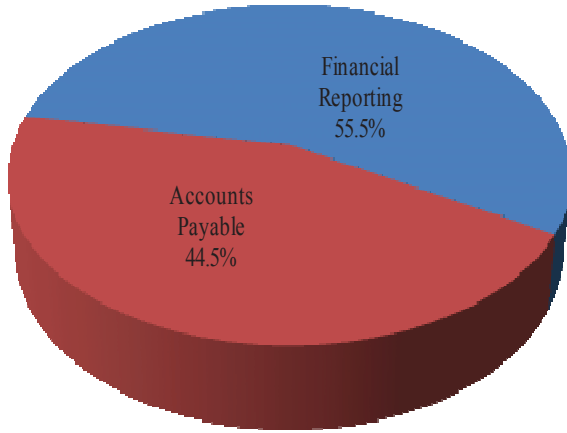
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	10.0	9.0	9.0	-	0.0%
Grant FTEs	-	1.0	1.0	-	0.0%
Total FTEs:	10.0	10.0	10.0	-	0.0%

Fiscal Year 2015 Budget and Program Summaries

CITY COMPTROLLER

Program Expenses



Program Summaries

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 Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Financial Reporting	320,380	302,596	315,876	13,280	55.5%
Accounts Payable	256,683	242,435	253,074	10,639	44.5%
Total Expenditures:	577,063	545,031	568,950	23,919	100%

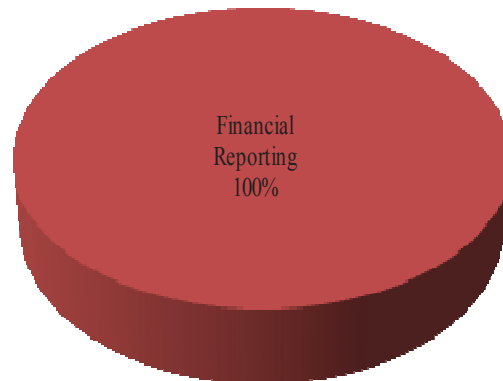
Revenue Summary

TOTAL REVENUE: \$1,454,310

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

- ◆ Registry of Motor Vehicles,
- ◆ Debt reimbursements
- ◆ Refunds of overpayments from previous years.

Program Revenue



Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Accounts Payable	-	-		-	0.0%
Financial Reporting	1,533,831	1,436,425	1,454,310	17,885	100%
Total Departmental Revenue	1,533,831	1,436,425	1,454,310	17,885	100%

Fiscal Year 2015 Budget and Program Summaries
CITY COMPTROLLER

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	570,517	534,020	557,939	23,919	4.5%
OTPS	6,546	11,011	11,011	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	577,063	545,031	568,950	23,919	4.4%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	577,063	545,031	568,950	23,919	4.4%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
OTHER REVENUE - STATE	513,813	600,000	600,000	-	0.0%
MISCELLANEOUS REVENUE	971,321	815,814	824,310	8,496	1.0%
REIMB FOR PRIOR YEAR	1,850	15,000	15,000	-	0.0%
INDIRECT COST REIMBURSE	-	-	-	-	0.0%
REFUND	46,847	5,611	15,000	9,389	167.3%
Total Departmental Revenue	1,533,831	1,436,425	1,454,310	17,885	1.2%

Fiscal Year 2015 Budget and Program Summaries
CITY COMPTROLLER

Program Summaries

Financial Reporting

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	320,380	302,596	315,876
FTEs	4.5	5.6	4.4
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Average # of days to close month	8	7	7
# of post-close adjustments	36	74	50

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2013
- ◆ Coordinate Annual Audit and Federal Single Audit with External Auditors
- ◆ Submit Monthly Revenue Vs. Expenditure Report to the Mayor and City Council
- ◆ Submitted and Received the MAR Waiver from the MA Board of Library Commissioners
- ◆ Certified Free Cash with the Massachusetts Department of Revenue
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2014
- ◆ Implementation of the MUNIS Upgrade to version 10.4
- ◆ Implementation of the MUNIS General Billing with the School Department—Live April 1, 2014
- ◆ Monthly Departmental Review and Liquidation of Purchase Orders (Accounts Payable)
- ◆ Establishment of Emergency Fund for the Secure and Demolition of the former Chestnut Junior High School per the Mayor and City Council
- ◆ Reconciliation of All Tax and Departmental Receivables
- ◆ Cash Reconciliation with Treasurers on a quarterly basis
- ◆ Maintenance of all records of Grants, Gifts and other Special Revenue Funds

Fiscal Year 2015 Budget and Program Summaries
CITY COMPTROLLER

Program Summaries

Accounts Payable

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	256,683	242,435	253,074
FTEs	5.6	4.4	5.6
	FY13 Actual	FY14 YTD	FY15 Goal
Performance Metrics			
# correcting accounting entries to total accounting entries	46	11	10
% vendors/bills not paid on time/after 90 days	5%	4%	3%

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Implementation of the Student Activity Module in MUNIS—Live March 17, 2014
- ◆ Payroll process — ensure proper posting to the general ledger on multiple payroll runs on a weekly basis
- ◆ Verify with the Treasurer’s Office payroll funding amounts are properly distributed through wires and checks
- ◆ Create and process payroll vendor warrants on a weekly basis
- ◆ Create and process weekly vendor warrants on a weekly basis
- ◆ Create and process special warrants on a weekly basis
- ◆ Ensure Budgetary Compliance on all invoices and contracts for the City and School Departments

Fiscal Year 2015 Budget and Program Summaries
CITY COMPTROLLER

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Accounts Payable				
Vacant positions eliminated: MUNIS Project Coordinator, Financial Accountant	(104,073)			
Employee Concessions	(38,973)			
Office Supplies			(1,456)	
MUNIS Project Director transferred to Springfield Public Schools		(73,868)		
Other	(580)			
Transferred 1 employee salary to Utility Fund			(60,474)	
Financial Reporting				
TOTAL ADJUSTMENTS	(143,626)	(73,868)	(61,930)	-

Fiscal Year 2015 Budget and Program Summaries

OFFICE OF PROCUREMENT

Mission

The Office of Procurement assists all City Departments in meeting their purchasing goals and contracting needs that are required for their individual Department functions while also ensuring that City Departments are acting in compliance with the municipal procurement requirements as described by Massachusetts General Laws. The Department provides the City with goods and services at a low cost through a competitive and efficient contractual bidding process regulated under Chapter 30B, and public construction laws Chapter 149, 149A, 30/39(M) and Chapter 7, as well as utilizing existing statewide and national agreements with favorable terms and conditions to reduce the City's bidding costs as well as the time and resources spent to procure services.

FY14 Department Highlights

- ◆ The Deputy Director position was filled in February 2014. Filling this position granted more oversight to all Department activities, and provides procurement advice and written memoranda to various City Departments. The Deputy is responsible for overall municipal procurement compliance within the parameters of Mass General Law. Deputy will sit in on select RFP selection committees to ensure selection compliance.
- ◆ The Compliance Officer Position was added to the Department and filled in FY14. This hiring will allow for the tracking of Prevailing Wage and "Davis Bacon" Compliance on construction projects as well as ensure that REO and MWBE City Ordinances are being followed throughout the bid/contract process.
- ◆ The Procurement Office worked with a Springfield Public Schools task force to put a new contract for student transportation out bid. The result of this procurement was an annual savings of approximately \$300K for Special Education transport, and \$350K for McKinney-Vento transportation.
- ◆ Estimated cost for Demolition of Chestnut Street School was \$2.5 Million. The procurement process resulted in a savings of at least \$400K.
- ◆ Through 3/17/14, the Office of Procurement has generated and processed 95 individual snow plow contracts, each with different types and amounts of equipment. Procurement has approved 10,457 requisitions for FY14 which is an increase of approximately 500 requisitions from this time last Fiscal Year. Procurement has generated 624 City Contracts in the Munis System.

FY15 Budget Highlights

- ◆ Funds 7 FTEs, consistent with FY14, and includes 2% salary increase for non-bargaining employees
- ◆ Includes increases to seminars and advertising budgets

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	317,434	398,749	400,553	1,804	0.5%
OTPS	79,164	97,754	97,379	(375)	-0.4%
Capital	-	-	-	-	0.0%
Total General Funds	396,598	496,503	497,932	1,429	0.3%

Department Staff

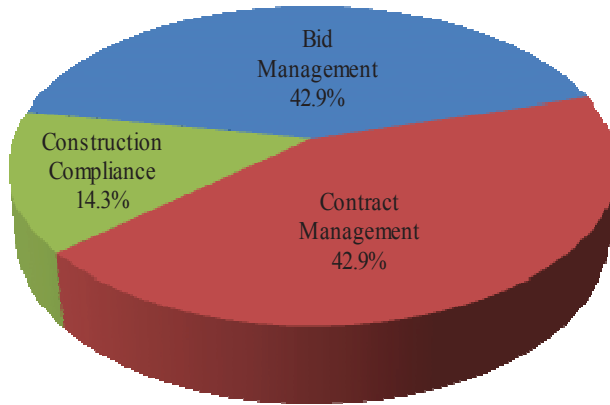
Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	6.0	7.0	7.0	-	0.0%
Total FTEs:	6.0	7.0	7.0	-	0.0%

Fiscal Year 2015 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 Department’s needs as prescribed by various local, state, and federal contracting laws as well as processing any amendments or renewals as needed.

Construction Compliance—Tracks Prevailing Wage and “Davis Bacon” Compliance on construction projects as well as ensures REO and MWBE City Ordinances are being followed throughout the bid/contract process.

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Bid Management	198,299	212,787	213,399	612	42.9%
Contract Management	198,299	212,787	213,399	612	42.9%
Construction Compliance	-	70,929	71,133	204	14.3%
Total Expenditures:	396,598	496,503	497,932	1,429	100%

Revenue Summary

TOTAL REVENUE: \$2,200,000

Contract Management—includes revenue generated for sale of City-owned property

Program Revenue



Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Contract Management	1,066,223	-	2,200,000	2,200,000	100%
Total Departmental Revenue	1,066,223	-	2,200,000	2,200,000	100%

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	317,434	398,749	400,553	1,804	0.5%
OTPS	79,164	97,754	97,379	(375)	-0.4%
Capital	-	-	-	-	0.0%
Total General Funds	396,598	496,503	497,932	1,429	0.3%
External Funds Budget					
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	396,598	496,503	497,932	1,429	0.3%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	-	-	-	-	0.0%
SALE OF OLD MATERIALS	59,967	-	-	-	0.0%
SALE OF LAND & BLDG	1,000,000	-	2,200,000	2,200,000	0.0%
REIMB FOR PRIOR YEAR EXPEND	6,256	-	-	-	0.0%
Total Departmental Revenue	1,066,223	-	2,200,000	2,200,000	0.0%

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Bid Management

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	198,299	212,787	213,399
FTEs	3.0	3.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% bids needing amendments	N/A	N/A	<25%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ School Bus Transportation Bids- Procurement Department worked with the Springfield Public Schools task force to put new contract for student transportation out bid. Department drafted bid specifications, oversaw and conducted bid opening, ensured compliance with procurement laws, assisted with negotiations, and awarded contracts to successful bidders. The SPS was predicting a 7% price increase, but the actual result of this procurement was a yearly savings of approximately \$300K for SPED Transport, and \$350K for McKinney Vento transportation.
- ◆ Demolition of Chestnut Street School- Estimated cost of these services was \$2.5 Million. After Procurement process (specs, competitive bids, bid opening, contract award and drafting), the net cost including all requested alternates is approximately \$2.1 Million, resulting in a savings of at least \$400K.

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Contract Management

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	198,299	212,787	213,399
FTEs	3.0	3.0	3.0
	FY13 Actual	FY14 YTD	FY15 Goal
Average number of days to prepare and execute contract	30	30	21

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ As of 3/17/14, the office of Procurement has approved 10,457 requisitions for FY14 which is an increase of approximately 500 requisitions from this time last Fiscal Year.
- ◆ As of 3/17/14, the Office of Procurement has generated 624 City Contracts in the Munis System.
- ◆ Plowing Contracts- Through 3/17/14, the office of Procurement has generated and processed 95 individual snow plow contracts, each with different types and amounts of equipment. Many of these contracts were done on short notice in response to snow events and emergencies.

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF PROCUREMENT

Program Summaries

Construction Compliance

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	70,929	71,133
FTEs	N/A	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of active projects in compliance with the REO, M/WBE and residency	N/A	N/A	15
# of active projects with contract requirements reported	N/A	N/A	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Compliance Officer Position was added to the Department and filled in FY 2014. The Compliance Office being in the Procurement Office will now allow for the tracking of Prevailing Wage and Davis Bacon Compliance on construction projects as well as ensuring REO and MWBE City Ordinances are being followed throughout the complete bid/contract process.
- ◆ Procurement hosts weekly conferences between SPS, Law, and Procurement to discuss pending contracts and procurement issues with the largest City Department, Springfield Public Schools.

Fiscal Year 2015 Budget and Program Summaries
OFFICE OF PROCUREMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
Bid Management				
Elimination of Purchasing Agent vacancy	(45,577)			
Salary Adjustment	(5,254)			
Employee Concessions	(13,182)			
Eliminated budgeted salary increases			(13,995)	
Office Supplies			(316)	
Professional Services				(6,000)
Seminars/Education/Training				
Advertising				
OTPS				(375)
Contract Management				
Elimination of Administrative Assistant vacancy	(43,250)			
Construction Compliance				
TOTAL ADJUSTMENTS	(107,263)	-	(14,311)	(6,375)

Budget Impact Statement

- ◆ OTPS reductions include reduction of previously over-budgeted amounts for subscriptions, dues and memberships, and office equipment rentals, and reductions in printing/binding and postage/delivery budgets—\$375.
- ◆ Professional Services budget shifted to cover needs in advertising and training

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Fiscal Year 2015 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 vehicle excise and payment -in-lieu-of-tax (PILOT) programs.

FY14 Department Highlights

The Assessing Department determines the property tax levy, which is the primary local source of General Fund revenue. The Assessing Department 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 30 and market conditions as of January 1.

The department is also responsible for over \$10 million in local revenue through the motor vehicle excise system and the PILOT program. The City issues 105,000 motor vehicle excise bills annually, totaling \$8.8 million. The PILOT category generates roughly \$2 million, largely through payments from Urban Redevelopment Excise (MGL Chapter 121A) corporations.

FY15 Budget Highlights

- ◆ Funds 12.0 FTEs consistent with FY14
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Services to aid the levy ceiling growth
- ◆ Professional Services
- ◆ Services to produce FY15 valuations
- ◆ Real Estate, Power Plant, Utility Personal Property, Litigation
- ◆ Seminars - Training for Board of Assessors
- ◆ Permits / Fees for Appellate Tax Board cases

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	573,696	634,854	641,390	6,536	1.0%
OTPS	132,130	363,331	329,400	(33,931)	-9.3%
Capital	-	-	-	-	0.0%
Total General Funds	705,826	998,185	970,790	(27,395)	-2.7%

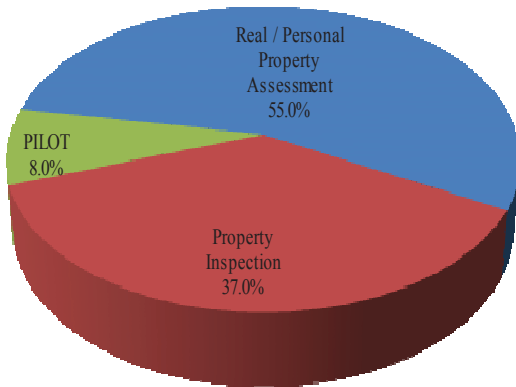
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	11.0	12.0	12.0	-	0.0%
Total FTEs:	11.0	12.0	12.0	-	0.0%

Fiscal Year 2015 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Expenses



Program Summaries

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

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

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

Program Budgets

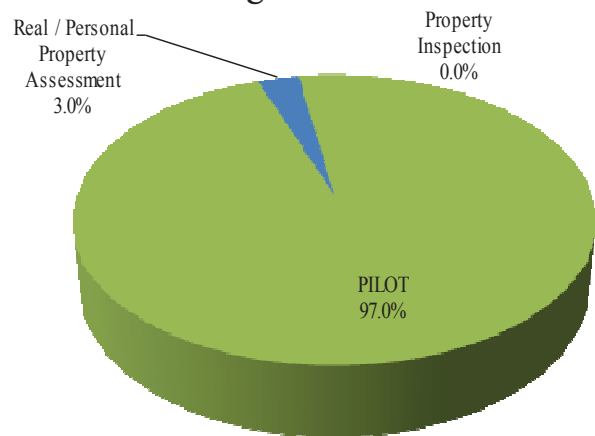
Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Real / Personal Property Assessment	N/A	549,002	533,935	(15,067)	55.0%
Property Inspection	N/A	369,328	359,192	(10,136)	37.0%
PILOT	N/A	79,855	77,663	(2,192)	8.0%
Total Expenditures:	705,826	998,185	970,790	(27,395.0)	100%

Revenue Summary

TOTAL REVENUE: \$2,264,500

Real / Personal Property	\$67,935
Property Inspection	\$-
PILOT—Local	\$2,196,565

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Real / Personal Property Assessment	N/A	67,935	67,935	-	3.0%
Property Inspection	N/A	-	-	-	0.0%
PILOT	N/A	2,196,565	2,196,565	-	97.0%
Total Departmental Revenue	4,077,200	2,264,500	2,264,500	-	100%

Fiscal Year 2015 Budget and Program Summaries
ASSESSORS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	573,696	634,854	641,390	6,536	1.0%
OTPS	132,130	363,331	329,400	(33,931)	-9.3%
Capital	-	-	-	-	0.0%
Total General Funds	705,826	998,185	970,790	(27,395)	-2.7%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	705,826	998,185	970,790	(27,395)	-2.7%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
PILOT - LOCAL	1,984,500	2,199,500	2,199,500	-	0.0%
PILOT - SEC 10	602,900	-	-	-	0.0%
PILOT SEC 121A	1,424,800	-	-	-	0.0%
MISCELLANEOUS REVENUE	65,000	65,000	65,000	-	0.0%
Total Departmental Revenue	4,077,200	2,264,500	2,264,500	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
					-
<i>Subtotal FY15 anticipated grants:</i>			-	-	-
<i>Subtotal FY15 Other Funding:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

Real / Personal Property

Real / Personal Property Assessment	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	533,935	533,935
FTEs	N/A	8.0	8.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of deeds transferred and entered within 30 days	100%	100%	100%
# of parcel transfers	3,266	2,455	3,000
Number of abatements	1,583	1,676	1,600
Actual Levy % change from prior year	-1%	3%	4%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Increased the total taxable value by \$222 million which raised the levy ceiling and the actual levy by \$5.5 million.

Fiscal Year 2015 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	369,328	359,192
FTEs	N/A	3.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of total property inspected	14%	11%	12%
Average property per inspector	1,763	1,172	1,400
Average number of properties inspected per inspector annually	1,763	1,172	1,400
Average property inspected per inspector	1,763	1,172	1,200

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Improved the rate of interior inspections by coupling sales inspections with the smoke detector inspections which are required for sales transactions.

Fiscal Year 2015 Budget and Program Summaries
ASSESSORS DEPARTMENT

Program Summaries

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

PILOT	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	79,855	77,663
FTEs	N/A	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of PILOTS			
% change of previous year # of PILOTS			
% change of total PILOT from pervious year			

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department has made progress in engaging some tax-exempt institutions in a proposed program of contributions to the General Fund

Fiscal Year 2015 Budget and Program Summaries
ASSESSORS DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Real / Personal Property				
Personnel Services	(75,188)	(43,393)	-	-
Professional Services	67,098	15,000	-	(38,000)
Property Inspection				
Payment - in - lieu - of - taxes (PILOT)				
INGOV-LIC			-	
TOTAL ADJUSTMENTS	(8,090)	(28,393)	-	(38,000)

Budget Impact Statement

The Board of Assessors determine the value of taxable property, which is revalued every three years. The \$38,000 reduction in Professional Services will have minimal impact to services for the department and the City of Springfield.

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Fiscal Year 2015 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.

FY14 Department Highlights

- ◆ During this past fiscal year, the Treasurer’s office has effectively transitioned banking relationships to a local bank. By doing so, the department reduced expenditures associated with banking fees and increased interest income.
- ◆ In conjunction with the Comptroller & School departments effectively implemented the new Student Activity Module in MUNIS and transitioned School Scholarships under one bank.
- ◆ Worked with the Comptroller’s Office to complete the City’s cash reconciliation.
- ◆ Produced quarterly analysis of the City’s investment income.
- ◆ The goal of the tax title program is to increase the number of parcels returned to the City’s tax rolls. During this fiscal year, utilizing different programs such as public and abutter auctions, redemptions and request for proposals (RFP), significant strides have been made in obtaining this objective. Three public auctions are scheduled for FY14.
- ◆ The Tax Title program has utilized all resources available in effort to collect back taxes owed to avoid foreclosure by providing the people repayment options, up to two years to repay, while staying current. This program increased by 11% from FY2013.

FY15 Budget Highlights

- ◆ Funds 9.0 FTEs, level with FY14 Adopted Budget
- ◆ OTPS budget includes:
 - ◇ Full funding for Tax Title program including legal services, Registry of Deeds filing fees, and property maintenance fees (\$1.45 million)

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	385,237	458,395	469,981	11,586	2.5%
OTPS	2,421,615	1,597,858	1,497,858	(100,000)	-6.3%
Capital	-	-	-	-	0.0%
Total General Funds	2,806,853	2,056,253	1,967,839	(88,414)	-4.3%

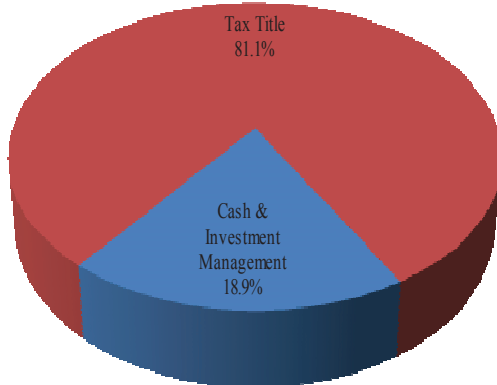
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	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 2015 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	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Cash & Investment Management	1,267,476	365,358	371,151	5,793	18.9%
Tax Title	1,539,376	1,690,896	1,596,689	(94,207)	81.1%
Total Expenditures:	2,806,853	2,056,253	1,967,839	(88,414)	100%

Revenue Summary

TOTAL REVENUE: \$362,922,126

Cash & Investment Management -

- ◆ Departmental & Other \$ 1,412,279
- ◆ Hotel / Motel Tax \$ 1,065,000
- ◆ Investment Income \$ 300,000
- ◆ Not Classified \$ 896,859
- ◆ Meals Tax \$ 1,600,000

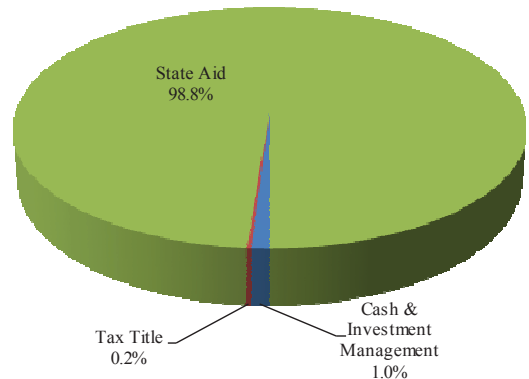
Tax Title -

- ◆ Penalties & Interest \$ 850,000

State Aid

- ◆ State \$358,397,988

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Cash & Investment Management	3,605,435	3,342,458	3,674,138	331,680	1.0%
Tax Title	3,973,861	600,000	850,000	250,000	0.2%
State Aid	341,591,246	353,733,359	358,397,988	4,664,629	98.8%
Total Departmental Revenue	349,170,542	357,675,817	362,922,126	5,246,309	100%

Fiscal Year 2015 Budget and Program Summaries
TREASURER'S DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	385,237	458,395	469,981	11,586	2.5%
OTPS	2,421,615	1,597,858	1,497,858	(100,000)	-6.3%
Capital	-	-	-	-	0.0%
Total General Funds	2,806,853	2,056,253	1,967,839	(88,414)	-4.3%
External Funds Budget					
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	2,806,853	2,056,253	1,967,839	(88,414)	-4.3%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Departmental Revenue	1,579,786	1,092,279	1,412,279	320,000	29.3%
Hotel / Motel Tax	889,971	1,065,000	1,065,000	-	0.0%
Investment Income	283,802	150,000	300,000	150,000	100.0%
Not Classified	851,876	1,035,179	896,859	(138,320)	-13.4%
Penalties & Interest	875,538	600,000	850,000	250,000	41.7%
State Aid	341,591,246	353,733,359	358,397,988	4,664,629	1.3%
Tax Liens	3,098,323	-	-	-	0.0%
Total Departmental Revenue	349,170,542	357,675,817	362,922,126	5,246,309	1.5%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
			-	-	-
			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
TREASURER’S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,267,476	365,358	371,151
FTEs	4.5	4.5	4.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

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 as well as effectively managing the funds in accordance with MGL Chapter 44 Section 55 and the City’s investment policy, including investing in local banks whenever possible, in order to maximize returns and create cash flows to allow the City to meet its financial obligations. The City will strive to receive the highest rate of return reasonably available while taking into account safety, liquidity and yield.

In FY15, the City expects to see an increase in its earnings on investments. Over the course of Fiscal Year 2014, the Treasurer’s Office transitioned its banking services to People’s Bank. This transition is expected to lower banking fees while, at the same time, provide a greater return on investment for the City’s cash deposits.

Fiscal Year 2015 Budget and Program Summaries
TREASURER’S DEPARTMENT

Program Summaries

Tax Title Management

Tax Title	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,539,376	1,690,896	1,596,689
FTEs	4.5	4.5	4.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percentage of Foreclosures Returned to the Tax Rolls	15%	18%	20%
Percentage of Tax Liens Redeemed	22%	33%	35%
Percentage of Foreclosures Redeemed	15%	9%	10%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	7%	9%	10%
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 real estate taxes. The goal of the program is to increase the number of parcels returned to the City’s tax rolls, while reducing the number of City owned parcels. This is accomplished through public and abutter auctions, redemptions and request for proposals (RFP). Under this program, staff tracks and monitors the status of all tax title properties and work with tax payers to facilitate the removal of a lien as quickly as possible, including the issuing and monitoring of tax repayment plans. Additionally, the program exhausts all possible efforts of collection in order to avoid foreclosure. If foreclosure is unavoidable, a judgment of foreclosure is obtained through Land Court, and the property then is eligible to be auction and returned to the City’s tax rolls.

Fiscal Year 2015 Budget and Program Summaries
TREASURER'S DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Cash & Investment Management				
Personal Services	-	-	-	-
OTPS	-	(8,220)	(1,980)	-
Tax Title Program				
Personal Services				
OTPS	(136,666)	(147,470)	-	(100,000)
TOTAL ADJUSTMENTS	(136,666)	(155,690)	(1,980)	(100,000)

Budget Impact Statement

- ◆ (\$100,000) - Reduction to property management funding.

Fiscal Year 2015 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Mission

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

FY14 Department Highlights

The Collector's Office has had several important highlights during the past fiscal year. These events have increased the efficiency and productivity of the department.

- ◆ Now accepts the payment of parking tickets through our deputy collector Kelley and Ryan. This provides taxpayers with "one stop shopping", allowing them to pay any tax, trash fee and tickets, while being able to resolve any issues, in one place and visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC) MLC's have assisted with collecting all taxes and municipal liens due the City as part of any real estate transaction.
- ◆ Working with Housing, Code, and Office of Management and Budget, a procedure was developed to lien past due charges to the tax bill, resulting in collections of approximately 65% of the past due violations.
- ◆ Worked with the Comptroller Department to reconcile all City receivables.
- ◆ Continue the successful Revenue Recapture/Tax Certification program, which ensures that all monies due the City are collected before issuing any refunds, contracting work for the City, or licenses/permits are issued. To date, the Revenue Recapture program has recovered \$350,000.

FY15 Budget Highlights

- ◆ Funds 7.0 FTEs, level service to FY14 Adopted
- ◆ OTPS budget includes:
 - ◇ Legal services and advertising related to delinquent collections (\$94,474)
 - ◇ Postage & mailing costs

Department Budget

	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	299,869	307,498	311,693	4,194	1.4%
OTPS	105,938	121,483	134,264	12,781	10.5%
Capital	-	-	-	-	0.0%
Total General Funds	405,807	428,981	445,957	16,976	4.0%

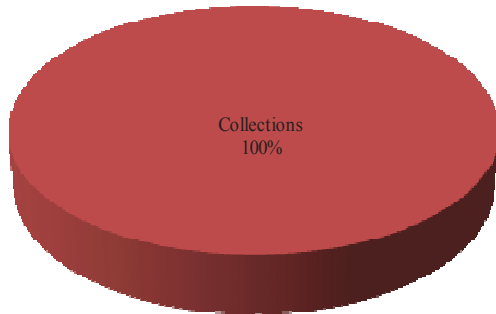
Department Staff

	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	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 2015 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Expenses



Program Summary

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

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Collections	405,807	428,981	445,957	16,976	100%
Total Budget:	405,807	428,981	445,957	16,976	100%

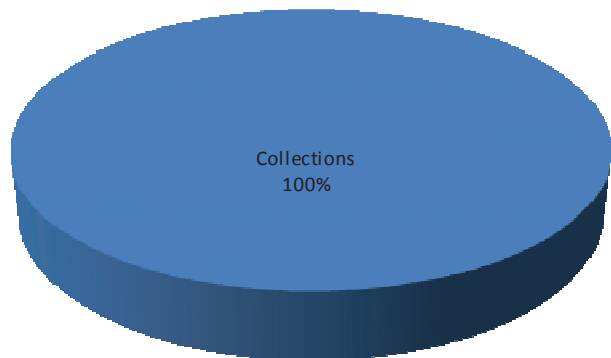
Revenue Summary

TOTAL REVENUE: \$ 187,830,896

Collections—

- ◆ Property Taxes \$ 177,280,896
- ◆ Motor Vehicle Excise \$ 8,500,000
- ◆ Penalties & Interest \$ 800,000
- ◆ Departmental Fees \$ 950,000

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Collections	168,246,175	176,504,697	187,830,896	11,326,199	100%
Total Departmental Revenue	168,246,175	176,504,697	187,830,896	11,326,199	100%

Fiscal Year 2015 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	299,869	307,498	311,693	4,194	1.4%
OTPS	105,938	121,483	134,264	12,781	10.5%
Capital	-	-	-	-	0.0%
Total General Funds	405,807	428,981	445,957	16,976	4.0%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	405,807	428,981	445,957	16,976	4.0%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Taxes on Personal Property	20,834,639	-	-	-	0.0%
Taxes on Real Property	136,657,531	165,624,697	177,280,896	11,656,199	7.0%
Motor Vehicle Excies	8,802,344	8,800,000	8,800,000	-	0.0%
Penalties & Interest - Taxes	911,896	1,130,000	800,000	(330,000)	-29.2%
Departmental Fees	1,033,466	950,000	950,000	-	0.0%
Special Assessments	6,299	-	-	-	0.0%
Total Departmental Revenue	168,246,175	176,504,697	187,830,896	11,326,199	6.4%

External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
			-	-	-
			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	405,807	418,981	445,957
FTEs	7.0	7.0	7.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Current year Real Estate and Personal Property Tax collection rate	94%	94%	98%
Current year Motor Vehicle Excise Tax collection rate	80%	78%	80%
Current year Trash Fee Collection Rate	79%	67%	75%
Delinquent Tax (RE & PP) collection rate	26%	25%	27%
Number of New Liens Placed on Properties	634	603	590
Number of Liens from previous years remaining	1,164	1,000	1,000
Number of properties in Tax Title	1,798	1,603	1,590
Percentage of eligible properties on which tax taking procedures have been initiated	100%	100%	100%
Percentage of revenue budgeted compared to revenue received	31%	35%	35%
Property Tax Revenue as a % of Total Revenue	28%	30%	30%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices	12	9	12

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

The Collection Program also ensures that all monies due the City by taxpayers and/or vendors are collected before issuing any refunds or contracting with them to do work for the City.

Fiscal Year 2015 Budget and Program Summaries
COLLECTOR'S DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Collections				
Personal Services	(6,853)	(45,956)	-	-
OTPS	-	-	(250)	-
TOTAL ADJUSTMENTS	(6,853)	(45,956)	(250)	-

Budget Impact Statement

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Fiscal Year 2015 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Mission

The Human Resources and Labor Relations Department provides quality services by attracting and developing municipal talent, creating a climate of respect, and ensuring compliance with statutory, regulatory and ethical employment practices. In addition to conducting all labor relations matters for the City and its departments, including the Springfield Public Schools.

FY14 Department Highlights

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

The Department is responsible for negotiating 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.

FY15 Budget Highlights

- ◆ Funds 16 General Funded FTEs
- ◆ Utilizes efficiencies from NEOGOV and other platforms to reduce advertising and professional services lines.
- ◆ Benefits Request:

◇ HEALTH/LIFE INSURANCE	\$ 22,015,466
◇ UNEMPLOYMENT	\$ 153,069
◇ WORKER COMP - INDEMNITY	\$ 935,069
◇ MEDICARE - EMPLOYER MATCH	\$ 957,859
◇ MEDICAL & DENTAL	\$ 1,000,000
◇ NON-CONTRIB PENSIONS	\$ 300,000
◇ CONTRIB RETIREMENT	\$ 24,322,157

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	727,637	1,057,349	1,075,926	18,577	1.8%
OTPS	517,836	558,410	563,326	4,916	0.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,245,473	1,615,759	1,639,252	23,493	1.5%

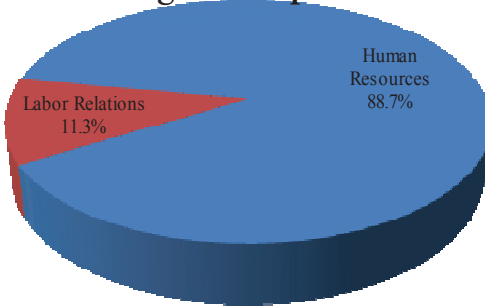
Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	15.0	16.0	16.5	0.5	3.1%
Total FTEs:	15.0	16.0	16.5	0.5	3.1%

Fiscal Year 2015 Budget and Program Summaries

HUMAN RESOURCES & LABOR RELATIONS

Program Expenses



Program Summaries

Human Resources – Advertises, recruits, selects, hires, retains, and provides benefits for 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	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Human Resources	N/A	N/A	1,454,724	-	88.7%
Labor Relations	N/A	N/A	184,528	-	11.3%
Total Expenditures:	1,245,473	1,615,759	1,639,252	-	100%

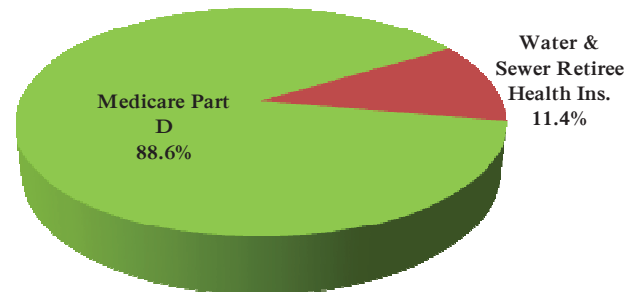
Revenue Summary

TOTAL REVENUE: \$1,466,500

Medicare Part D Reimbursement: \$1,300,000

Water & Sewer Retiree Health Insurance: 166,500

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Medicare Part D	1,300,000	1,300,000	1,300,000	-	88.6%
Water & Sewer Retiree Health Ins.	116,500	116,500	166,500	50,000	11.4%
Total Departmental Revenue	1,416,500	1,416,500	1,466,500	50,000	100%

Fiscal Year 2015 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	727,637	1,057,349	1,075,926	18,577	1.8%
OTPS	517,836	558,410	563,326	4,916	0.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,245,473	1,615,759	1,639,252	23,493	1.5%
External Funds Budget					
	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	1,245,473	1,615,759	1,639,252	23,493	1.5%

All Funds Revenue Detail

Department Reimbursements	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
MUNICIPAL MEDICAID PART D	-	-	-	-	0.0%
MEDICARE PART D	1,300,000	1,300,000	1,300,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
REIM W&S RETIREE HEALTH INS PR	116,500	116,500	166,500	50,000	42.9%
Total Departmental Revenue	1,416,500	1,416,500	1,466,500	50,000	3.5%

External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
N/A			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
N/A			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	N/A	1,454,724
FTEs	10.0	11.0	11.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percent of Health Plan Customer Service encounters resolved within one day	97.0%	97.0%	100.0%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	96.0%	96.0%	100.0%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100.0%	100.0%	100.0%
Average hours a job interchanges from the Personnel Review Committee to posting on the COS is 27 hours.	N/A	27.0	24.0
Average hours from the close of the standard 14 day posting, to referring applicants to the department head is 24 hours.	N/A	24.0	24.0
Average hours from the draft of the offer letter to approval is 48 hours.	N/A	48.0	24.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Reviewed the Milliman salary study and adjusted any salaries paid to non-bargaining employees below minimums.
- ◆ Continued training City employees in Sexual Harassment Prevention, Ethics, Worker’s Compensation, and Diversity: Valuing Differences.
- ◆ Continued implementing workplace safety management programs. Worked closely with our external partners to reduce worker’s compensation costs and ensure adequate medical services for employees injured at work.
- ◆ Continued the recruiting plan for all City positions posting on both the City’s website and www.governmentjobs.com.
- ◆ Provided support to the Mayor’s office in the interview and selection process for a new Springfield Police Commissioner.
- ◆ Re-issued the City-wide Affirmative Action Plan.
- ◆ Continued to make significant progress in resolving long-standing workers’ compensation claims and improved return to work results for new claims.
- ◆ Developed cooperative internship programs with the Springfield Technical Community College and Springfield College which provided college students with real world experience in government administration.
- ◆ Completed the RFP process for the City’s third party administrator for employee assistance programs. Issued an RFP for dental insurance for City employees.
- ◆ Continued a successful relationship between the Lighthouse, the Library Department and the Election Department for poll worker staffing.

Fiscal Year 2015 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	N/A	184,528
FTEs	5.0	5.0	5.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Bargaining Sessions	N/A	103	-
Level 4 Conciliations Completed	N/A	100.0%	100.0%
Interest Arbitrations Completed	N/A	100.0%	100.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Conducted over 103 collective bargaining sessions in CY 2013.
- ◆ Completed interest arbitration with one bargaining unit.
- ◆ Completed negotiations with the following bargaining units:
- ◆ Springfield Education Association through 6-30-16
- ◆ Springfield Federation of Paraprofessionals through 6-30-16
- ◆ International Brotherhood of Police Officers through 6-30-16
- ◆ UFCW School Security Guards through 6-30-14
- ◆ UFCW Substitute Teachers through 6-30-14
- ◆ Springfield Association of School Custodian Employees through 6-30-16
- ◆ AFSCME Local 1596A Library Supervisors through 6-30-14

Fiscal Year 2015 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Human Resources				
Salaries & Wages			(331,790)	-
Services & Supplies	(29,202)	-	(19,967)	(27,084)
Labor Relations				
	-	-	-	
Benefits	-	(541,675)	(2,006,761)	-
TOTAL ADJUSTMENTS	(29,202)	(541,675)	(2,358,518)	(27,084)

Budget Impact Statement

- ◆ Next year will see lower office equipment and supply costs
- ◆ Performance-tracking will be removed from contract with NEOGOV.

Fiscal Year 2015 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.

FY14 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 efficient manner. ITD's responsibilities include:

- ◆ Analyzing, designing, programming, implementing and supporting custom developed software.
- ◆ Building, maintaining and managing a stable, secure infrastructure of computers, networks, e-mail and voice communication systems with attention toward unification.
- ◆ Maintaining a citywide Metropolitan Ethernet Network (Metro-E) that interconnects city buildings and services in a high speed ring.
- ◆ Providing management and staffing support of the City's integrated financial accounting system (MUNIS) and Time Labor Management system (Kronos).

FY15 Budget Highlights

- ◆ Request includes level staffing 13.8 FTEs
- ◆ Funding for continued service and support for MUNIS, ConnectCTY and Acella
- ◆ Level funding for continued IT services and support

Department Budget

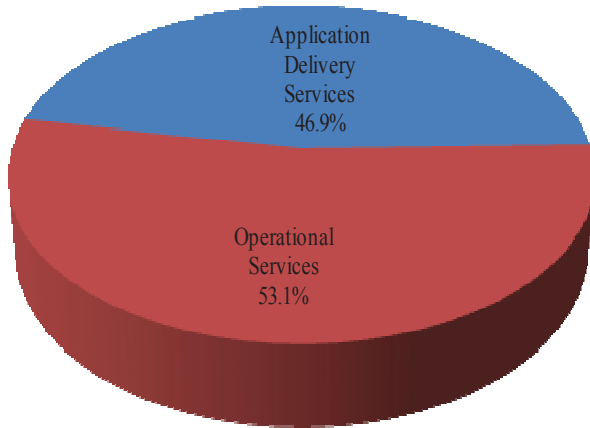
General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	924,717	977,416	954,913	(22,503)	-2.3%
OTPS	1,836,021	1,952,620	1,974,997	22,377	1.1%
Capital	97,843	90,000	40,000	(50,000)	-55.6%
Total General Funds	2,858,581	3,020,036	2,969,910	(50,126)	-1.7%

Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	14.0	12.8	11.8	(1.0)	-7.8%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs:	15.0	13.8	12.8	(1.0)	-7.2%

Fiscal Year 2015 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Expenses



Program Summary

Application Delivery Services- Delivery Division is responsible for the developing, maintaining, and retiring software applications

Operational Services- The Operation Services Division is responsible for maintaining the city's voice and data network infrastructure

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Application Delivery Services	N/A	1,415,642	1,392,145	(23,497)	46.9%
Operational Services	N/A	1,604,394	1,577,765	(26,629)	53.1%
Total Expenditures:	2,858,581	3,020,036	2,969,910	(50,126)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	924,717	977,416	954,913	(22,503)	-2.3%
OTPS	1,836,021	1,952,620	1,974,997	22,377	1.1%
Capital	97,843	90,000	40,000	(50,000)	-55.6%
Total General Funds	2,858,581	3,020,036	2,969,910	(50,126)	-1.7%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget:	2,858,581	3,020,036	2,969,910	(50,126)	-1.7%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2015 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	1,415,642	1,392,145
FTEs	7.0	7.0	6.0
	FY13 Actual	FY14 YTD	FY15 Goal
Performance Metrics			
Number of FTEs assigned to a strategic project	7	7	7
Number of unique visitors to the public website	548,969	525,076	500,000
% of requests completed on-time	90.0%	93.5%	95.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Applications Delivery Division is responsible for the developing, maintaining, and retiring software applications as required for the effective and efficient running of city departments. These applications include server-based databases, Access, Excel, and Crystal Reports on the PC and Server, the city website, www.springfieldcityhall.com, and the internal site, COSInfo for employees of the city. Our services include working with departments to streamline work processes, interfacing with outsourced applications, and locating and consulting on the purchase and use of commercial software.

Application Delivery manages all MUNIS problem tickets, new releases through testing and implementation, and expanding the use of MUNIS General Billing across the city. We also provide management and staff to work on implementation of new MUNIS functionality. We are the contact for all issues related to IAS, the system used by Assessors and Planning departments. For TLM, we provide problem support and time keeper functions. Implementation and system troubleshooting for Accela Permits and Inspections system is also managed by ITD.

Fiscal Year 2015 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	1,604,394	1,577,765
FTEs	7.0	7.8	6.8
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Numbers of desktops/laptops to replace	40	77	150
% of Help Desk requests resolved within 24 hours	87%	91%	97%
Average number of Help Desk requests per month	421	191	175
Average number of email requests per day	N/A	19,540	21,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

MUNIS is an integrated municipal ERP system implemented for Financials and Purchasing in FY 2008; Tax Revenue Billing (Real Estate, Personal Property and MV Excise), Work Orders (for Facilities, Parks and Police Outside Extra Duty requests / billing), Contracts and Bids in FY 2009. Payroll / Base Human Resources and Position Control were implemented in FY10. Additional activity for FY 2011 being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past three years to improve financial information, controls and operational efficiencies across the City and Schools.

Fiscal Year 2015 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Application Delivery Services				
Operational Services				
Salaries & Wages	(100,000)	(143,832)		
Professional Services				(41,749)
Telephone	(84,293)	(25,000)		(606)
Office Supplies	(900)			(1,000)
Repair and Maintenance - Office Equipment/Computers	(200)			(29,999)
Rental - Office Equipment			(13,602)	(18,361)
Other Supplies	(175)		(787)	
Printing/Binding	(1,000)		(4,500)	(500)
In State Travel	(1,000)		(500)	(25)
Computer Hardware/Software		(170,000)	(27,000)	(138,000)
Transfer OTPS costs to other departments		(53,823)		
MUNIS Project Office				
TOTAL ADJUSTMENTS	(187,568)	(392,655)	(46,389)	(230,240)

Budget Impact Statement

- ◆ Reduction of Repair and Maintenance budgets, Professional Services, and Rental Equipment \$92,240 — based on leveling service requests and historical spending trends
- ◆ Reduction of Software/Hardware budgets \$138,000 — funding to be established after development of Citywide IT replacement schedule

Fiscal Year 2015 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Mission

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

FY14 Department Highlights

50 East Street Springfield Police Department Facility

DCAC has worked with the architect and the SPD to develop space needs for the project. The following three main uses were accommodated by the design: the Police Academy, Juvenile Department and Central SPD Evidence Storage.

Accelerated Repair Projects

High School of Science and Technology, Margaret C. Ells Elementary School, South End Middle School, Public Day High School and, Chestnut Accelerated Middle School: Roof related repairs for these schools are estimated to cost \$11.3 million.

Elias J. Brookings Elementary School

Elias Brookings School suffered severe damage from a tornado in June 2011 and will be replaced with a new facility. The proposed 64,800 SF building will range from one story to three stories high on the sloped parcel; the site includes parking, a play area and green space. The new building is expected to be financed through a combination of Federal and State funds from FEMA and the MSBA.

South End Community

The new South End Community Center will be constructed at Emerson Wight Park and located within the existing walking ellipse with an estimated cost \$8 million.

Senior Center

The new Senior Center will be constructed at an identified site in Blunt Park. The building is now envisioned as a 36,000 square foot facility with a construction budget of \$10.5 M budget.

FY15 Budget Highlights

- ◆ Funds 4.0 FTEs and increase of 2 FTEs over FY14
- ◆ Insource its project management functions by hiring a Senior Project Manager & a Project Manager
- ◆ Includes 2% Salary increase
- ◆ Project Management seminars / trainings
- ◆ Professional Services for Capital Projects

Department Budget

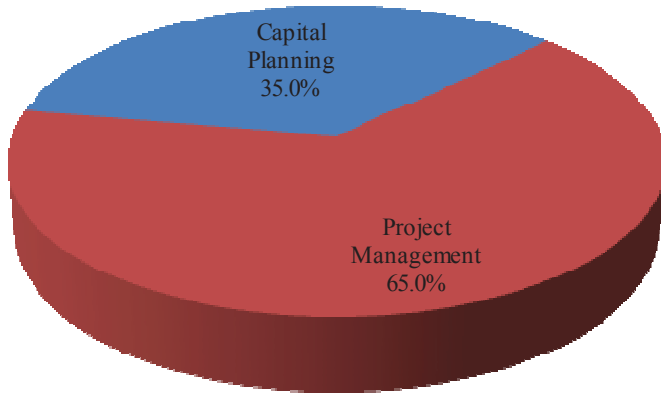
General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	114,933	160,660	328,705	168,045	104.6%
OTPS	159,345	165,998	162,998	(3,000)	-1.8%
Capital	-	-	-	-	0.0%
Total General Funds	274,278	326,658	491,703	165,045	50.5%

Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	3.0	2.0	4.0	2.0	100%
Total FTEs:	3.0	2.0	4.0	2.0	100%

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Capital Planning	N/A	114,330	172,096	57,766	35.0%
Project Management	N/A	212,328	319,607	107,280	65.0%
Total Expenditures:	274,278	326,658	491,703	165,045	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	123,780	160,660	328,705	168,045	104.6%
OTPS	150,498	165,998	162,998	(3,000)	-1.8%
Capital	-	-	-	-	0.0%
Total General Funds	274,278	326,658	491,703	165,045	50.5%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	268,828,283	199,438,746	69,389,537	(130,049,209)	-65.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	268,828,283	199,438,746	69,389,537	(130,049,209)	-65.2%
All Funds Budget:	269,102,561	199,765,404	69,881,240	(129,884,164)	-65.0%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
	-	-	-	-	0.0%
	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	Award Amount	YTD Expenses	FY15 Projected Available
<i>Subtotal Multi-year grants:</i>			-	-	-
FOREST PARK MIDDLE SCHOOL	GRANT	VARIOUS	43,403,081	40,447,201	2,955,880
SCHOOL IMPROVEMENTS	GRANT	VARIOUS	25,421,200	24,148,352	1,272,848
PUTNAM	GRANT	VARIOUS	114,303,152	105,837,911	8,465,241
BROOKINGS	GRANT	VARIOUS	27,900,000	5,187,327	22,712,673
DRYDEN	GRANT	VARIOUS	14,397,142	13,160,742	1,236,400
CENTRAL SCIENCE LAB	GRANT	VARIOUS	32,087,901	10,325,856	21,762,045
ACCELERATED ROOF REPAIRS	GRANT	VARIOUS	6,846,534	254,357	6,592,177
CHESTNUT ACCELERATED	GRANT	VARIOUS	4,469,273	77,000	4,392,273
<i>Subtotal FY15 anticipated grants:</i>			268,828,283	199,438,746	69,389,537
<i>Subtotal Other Funding:</i>			-	-	-
TOTAL External Funding Sources:			268,828,283	199,438,746	69,389,537

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	114,330	172,096
FTEs	1.0	1.0	1.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Total # of new projects			
# of projects scheduled for completion			

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Project Management has been brought in-house with the addition of (2) project managers, ensuring lowered costs and tighter controls on contract compliance.

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Project Management

Project Management	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	212,328	319,607
FTEs	1.0	1.0	2.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percentage of projects completed under budget			
Percentage of change orders of total construction budget per project			
Percentage of projects completed on schedule			
Total number of completed projects			

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.

Elias J. Brookings Elementary School

This school was also severely damaged by the June 1, 2011 tornado. Students will not be returning to the existing Brookings School on Hancock St, as the MSBA has agreed to partner with the City and fund 100% of the cost to design and construct a new Brookings School. The new facility will be located on Walnut St. As part of this project, the City acquired, via eminent domain, 4 residential properties, 1 auto body shop and a vacant parcel of land to construct the school upon. All tenants have successfully been relocated to other locations. Demolitions of the properties commenced in March 2013, with completion scheduled by March 2015.

Mary Dryden Elementary School

This school was one of the two damaged by the June 1, 2011 tornado. The MSBA, and FEMA in conjunction with the City, will work together to fund the improvements and restoration of this facility. The north wing of the school was completely demolished by the tornado. This wing will be rebuilt and the remainder of the school will see new mechanical systems, plumbing, electrical, new finishes for floors, walls and ceilings. These improvements will extend the life of this school by approximately 50 years.

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

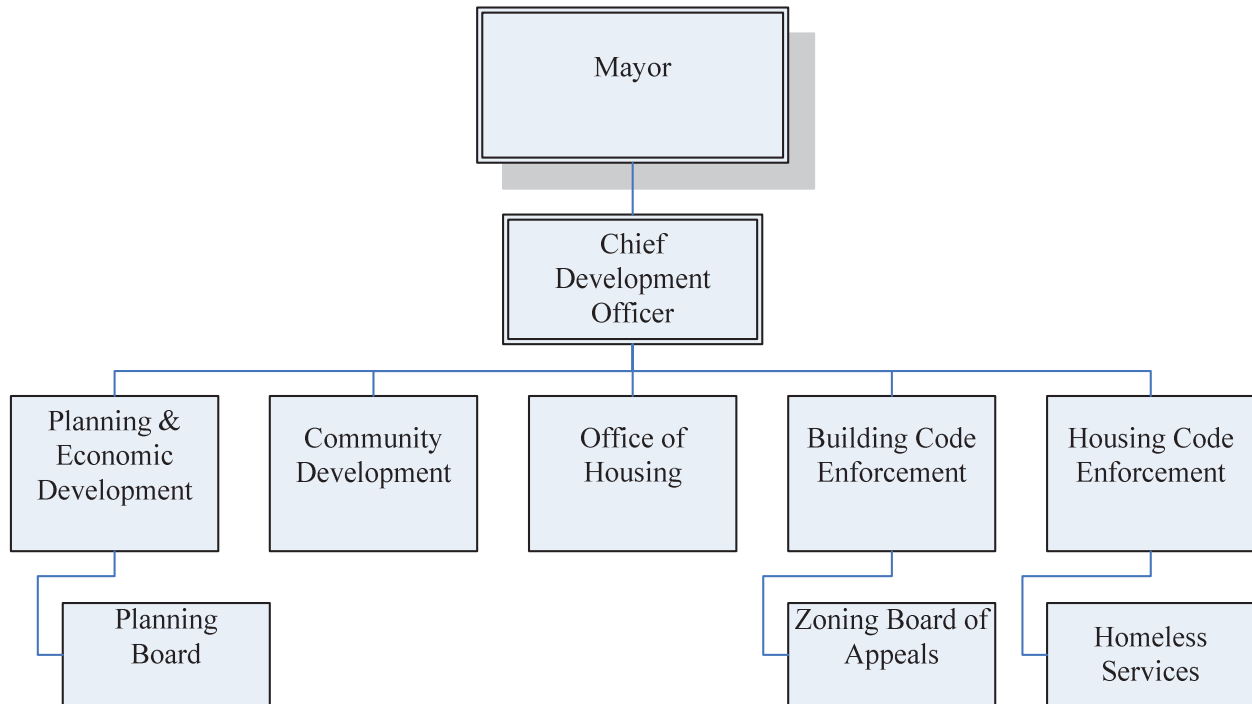
FY15 Budget Adjustments

Program Budget Adjustments	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
Capital Planning				
Project Manager	(70,455)	-	-	-
Project Coordinator	-	-	52,000	-
Special Events				(3,000)
Project Management				
Personal Services	(48,881)	(64,438)	(85,000)	150,000
Reduced Intern			(23,000)	
TOTAL ADJUSTMENTS	(119,336)	(64,438)	(56,000)	147,000

Budget Impact Statement

Reduction of (\$3,000) for special events from the FY15 Requested.

Section 6 Development Services Division



Mission Statement

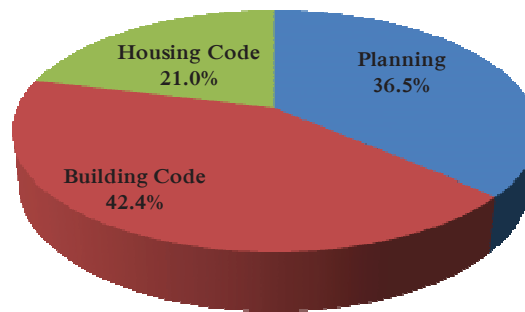
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood 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 2015: All Funds Budget and Staffing Overview

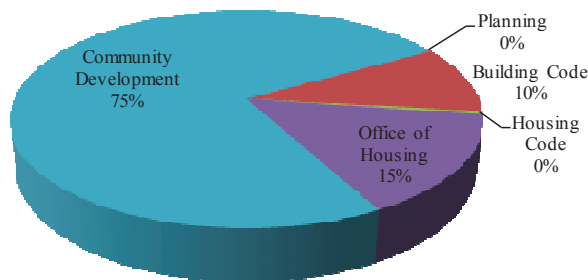
Development Division



FY15 Adopted Budget & FTEs Development Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
Planning	1,237,160	1,310,026	1,331,476	1,263,733	-3.5%
Building Code	1,328,818	1,404,502	1,404,502	1,469,193	4.6%
Housing Code	591,954	638,387	728,721	728,514	14.1%
Total	3,157,932	3,352,915	3,464,699	3,461,440	3.2%

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other	Total
Planning	13.0	-	-	-	-	13.0
Building Code	25.3	-	-	-	-	25.3
Housing Code	13.0	-	-	-	-	13.0
Total	51.3	-	-	-	-	51.3

Revenue Overview



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
Planning	6,100	-	-	-	-	6,100
Building Code	3,050,000	-	-	-	-	3,050,000
Housing Code	139,000	-	-	-	-	139,000
Office of Housing	-	-	4,478,637	-	-	4,478,637
Community Development	75,000	-	22,340,418	-	-	22,415,418
Total	3,270,100	-	26,819,054	-	-	30,089,154

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Fiscal Year 2015 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Mission

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

FY14 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. 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.

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.

FY15 Budget Highlights

- ◆ Funds 13.0 FTEs consistent with FY14
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Decrease to OTPS: Professional Services - (\$100,000) - Casino consultant no longer needed
- ◆ OTPS includes funding for:
 - ◇ Union Station project management fees
 - ◇ Business Improvement District dues
 - ◇ SRA contractual payments
 - ◇ Property appraisal services

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	837,609	872,672	926,379	53,707	6.2%
OTPS	399,550	437,354	337,354	(100,000)	-22.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,237,160	1,310,026	1,263,733	(46,293)	-3.5%

Department Staff

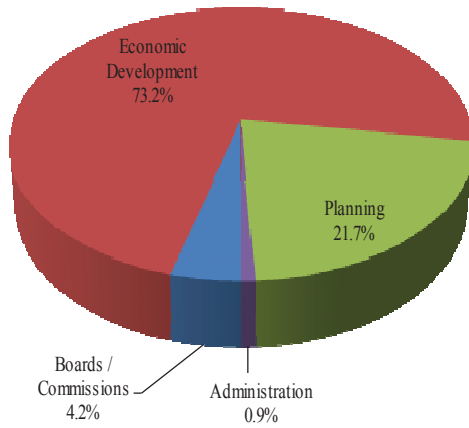
Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	13.0	13.0	13.0	-	0.0%
Total FTEs:	13.0	13.0	13.0	-	0.0%

Fiscal Year 2015 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Summary

Program Expenses



Boards / Commissions - 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— General administration for the Division

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Boards / Commissions	50,978	52,198	53,242	1,044	4.2%
Economic Development	919,618	977,410	924,979	(52,431)	73.2%
Planning	255,643	268,568	273,662	5,094	21.7%
Administration	10,921	11,850	11,850	-	0.9%
Total Expenditures:	1,237,160	1,310,026	1,263,733	(46,293)	100%

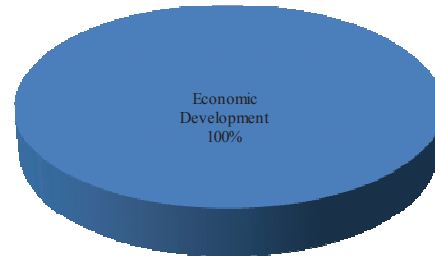
Revenue Summary

TOTAL REVENUE: \$6,100

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	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	5,167	5,600	6,100	500	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	5,167	5,600	6,100	500	100%

Fiscal Year 2015 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	837,609	872,672	926,379	53,707	6.2%
OTPS	399,550	437,354	337,354	(100,000)	-22.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,237,160	1,310,026	1,263,733	(46,293)	-3.5%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	1,237,160	1,310,026	1,263,733	(46,293)	-3.5%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	3,842	4,600	4,600	-	0.0%
RENTALS	-	-	-	-	0.0%
OTHER PERMITS	1,325	1,000	1,500	500	50.0%
Total Departmental Revenue	5,167	5,600	6,100	500	8.9%
External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
			-	-	-
			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

Boards/Commissions	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	50,978	52,198	53,242
FTEs	1.0	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 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 Development

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 2015 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

Economic Development	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	919,618	977,410	924,979
FTEs	8.0	8.0	8.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
New construction value	\$136,487,588	\$181,929,338	\$200,000,000
Number of business forums held annually	6	8	10
Average number of weekly business visits	2	3	4

Citywide Strategic Priority: Economic Development

Highlights

The Office of Planning and Economic Development (OPED) strives to promote and improve the economic, natural, and built environment of the City of Springfield. OPED manages this effort on behalf of Springfield’s residents, businesses, work force, and visitors through economic and workforce development, zoning, urban design, neighborhood planning, open space, and geographic information services. OPED works to create short, mid and long range plans, programs and projects on a targeted neighborhood basis and citywide.

Through the consolidated Office of Planning and Economic Development, the economic development and the planning functions collaborate to ensure that a thoughtful and equitable process can be undertaken with each development effort.

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

Fiscal Year 2015 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	255,643	268,568	273,662
FTEs	4.0	4.0	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Economic Development

Highlights

Fiscal Year 2015 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	10,921	11,850	11,850
FTEs	-	-	-
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Economic Development

Highlights

Provides oversight for the Planning & Economic Development Department.

Fiscal Year 2015 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Boards / Commissions				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Economic Development				
Personal Services	-	(32,514)	-	-
OTPS	(19,034)	(50,000)	-	-
Planning				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Administration				
Personal Services	-	-	-	-
OTPS	-	-	-	-
TOTAL ADJUSTMENTS	(19,034)	(82,514)	-	-

Budget Impact Statement

Fiscal Year 2015 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 that pose an imminent threat to the public are corrected.

FY14 Department Highlights

The Inspectional Services Building Division provides the citizens of the City of Springfield with independent and impartial inspection services, as required by the Commonwealth of Massachusetts. Inspectional Services Division plays a vital role with the enforcement of these regulations, building codes, laws and local ordinances that enhance the quality of life and help ensure stable property values all of which affect the general economic health of the community. The division also provides enforcement of the Massachusetts General Laws pertaining to weighing and measuring devices, which ensures proper equity, and integrity in a multi-million dollar marketplace.

FY15 Budget Highlights

- ◆ Funds 25.3 FTEs which represents a .3 increase from FY14
 - ◇ Temporary, part-time clerical staff added to address office workload
- ◆ Includes a 2% salary increase for non-bargaining employees and Springfield Building Inspectors union employees
- ◆ FY15 OTPS level-funded to FY14 Adopted Budget
 - ◇ Includes funding for all contractually-obligated costs (uniforms & safety equipment)
 - ◇ Vehicle fuel (\$30,000) represents 51% of OTPS budget
 - ◇ Funds training costs to ensure Inspectors are educated on updated code enforcement statutes

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,275,417	1,345,652	1,410,343	64,691	4.8%
OTPS	53,401	58,850	58,850	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,328,818	1,404,502	1,469,193	64,691	4.6%

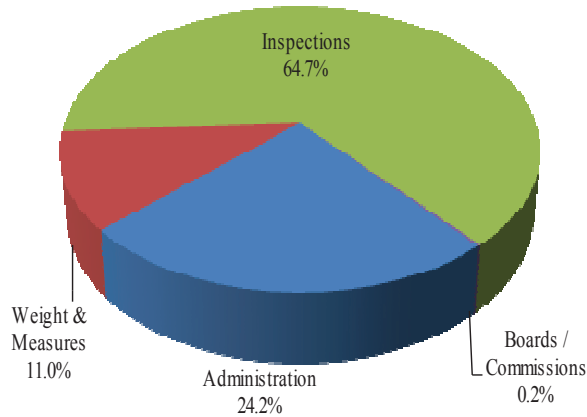
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	25.0	25.0	25.3	0.3	1.2%
Total FTEs:	25.0	25.0	25.3	0.3	1.2%

Fiscal Year 2015 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Expenses



Program Summary

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

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

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

Boards/Commissions - Reviews zoning change applications

Program Budgets

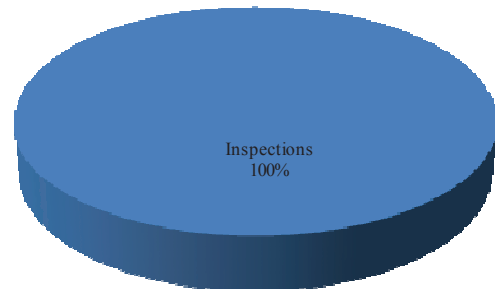
Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Administration	323,481	330,977	355,162	24,185	24.2%
Weight & Measures	155,955	159,895	161,222	1,327	11.0%
Inspections	848,352	910,990	950,169	39,179	64.7%
Boards / Commissions	1,030	2,640	2,640	-	0.2%
Total Expenditures:	1,328,818	1,404,502	1,469,193	64,691	100%

Revenue Summary

TOTAL REVENUE: \$3,050,000

- ◆ Departmental Fees - \$550,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$2,500,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,302,253	2,275,700	3,050,000	774,300	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	2,302,253	2,275,700	3,050,000	774,300	100%

Fiscal Year 2015 Budget and Program Summaries
BUILDING CODE DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,275,417	1,345,652	1,410,343	64,691	4.8%
OTPS	53,401	58,850	58,850	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,328,818	1,404,502	1,469,193	64,691	4.6%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	1,328,818	1,404,502	1,469,193	64,691	4.6%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	501,372	550,000	550,000	-	0.0%
OTHER PERMITS	1,797,005	1,723,700	2,500,000	776,300	45.0%
DEPARTMENTAL FINES	3,875	2,000	-	(2,000)	-100.0%
REIMB FOR PRIOR YEAR EXP	-	-	-	-	0.0%
Total Departmental Revenue	2,302,253	2,275,700	3,050,000	774,300	34.0%
External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
			-	-	-
			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Administrative

Administration	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	323,481	330,977	355,162
FTEs	6.0	6.0	6.3
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Fiscal Year 2015 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	155,955	159,895	161,222
FTEs	3.0	3.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Fiscal and Operational Excellence

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 2015 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Inspections

Inspections	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	848,352	910,990	950,169
FTEs	16.0	16.0	16.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Number of Section 106 life and safety certificates issued	1125	1185	1100
Percentage of complaints resolved within 70 days	14%	22%	13%
Percentage of permits issued within 14 days	85%	87%	85%
Number of average monthly inspections per zoning inspector	124.6	143	132
Number of average monthly inspections per building inspector	125	130	130
Percentage of joint housing and building inspections	25%	60%	60%

Citywide Strategic Priority: Fiscal & Operational Excellence

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 laws regulating the physical operation of businesses, and correcting hazardous conditions posing an imminent threat to the public.

Fiscal Year 2015 Budget and Program Summaries
BUILDING CODE DEPARTMENT

Program Summaries

Boards/Commissions

Boards / Commissions	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,030	2,640	2,640
FTEs	-	-	-
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Fiscal & Operational Excellence

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 2015 Budget and Program Summaries
BUILDING CODE DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Administration				
Personal Services	-	(50,676)	(2,500)	-
OTPS	(2,768)	-	(8,000)	-
Weights & Measures				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Inspections				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Boards / Commissions				
Personal Services	-	-	-	-
OTPS	-	-	-	-
TOTAL ADJUSTMENTS	(2,768)	(50,676)	(10,500)	-

Budget Impact Statement

Fiscal Year 2015 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 businesses and ensure that hazardous conditions that pose an imminent threat to the public are corrected.

FY14 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.

FY15 Budget Highlights

- ◆ Funds 13.0 FTEs which represents an increase of 1.7 FTEs from FY14
 - ◇ Additional Inspector and Inspectional Services Clerk for FY15
 - ◇ .3 FTE transferred to CDBG-DR funding due to primary job change
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ FY15 OTPS is an \$11,000 increase from FY14 Adopted
 - ◇ Includes \$110,000 for Mayor's Clean City program
 - ◇ Line items for Postage and Office Supplies increased to facilitate property owner notification regarding health/safety violations
 - ◇ Vehicle Fuel increased to account for increased FTE

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	478,441	487,287	565,714	78,427	16.1%
OTPS	113,513	151,100	162,800	11,700	7.7%
Capital	-	-	-	-	0.0%
Total General Funds	591,954	638,387	728,514	90,127	14.1%

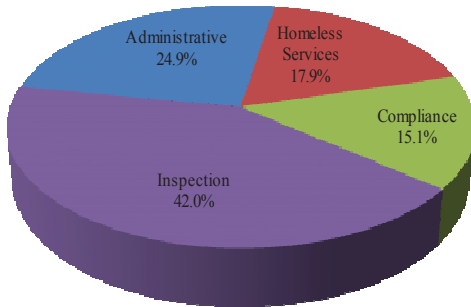
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	11.3	11.3	13.0	1.7	15.0%
Total FTEs:	11.3	11.3	13.0	1.7	15.0%

Fiscal Year 2015 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Expenses



Program Summary

Administrative - Responsible for the administrative and logistical management of inspection 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

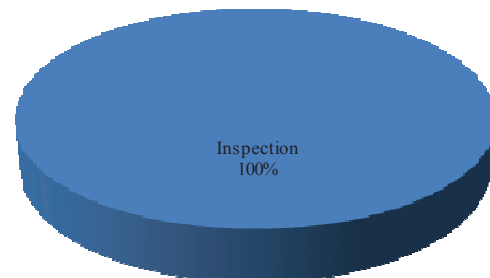
Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Administrative	169,434	177,966	181,716	3,750	24.9%
Homeless Services	85,697	88,075	130,755	42,680	17.9%
Compliance	82,204	110,000	110,000	-	15.1%
Inspection	254,620	262,346	306,043	43,697	42.0%
Total Expenditures:	591,954	638,387	728,514	90,127	100%

Revenue Summary

TOTAL REVENUE: \$139,000

- ◆ Departmental Fees - \$101,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal, Parking Ban, Open Alcohol Containers
- ◆ Departmental Fines - \$39,000
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Administrative	-	-	-	-	0.0%
Homeless Services	-	-	-	-	0.0%
Compliance	-	-	-	-	0.0%
Inspection	159,719	139,000	139,000	-	100%
Total Departmental Revenue	159,719	139,000	139,000	-	100%

Fiscal Year 2015 Budget and Program Summaries
HOUSING CODE DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	478,441	487,287	565,714	78,427	16.1%
OTPS	113,513	151,100	162,800	11,700	7.7%
Capital	-	-	-	-	0.0%
Total General Funds	591,954	638,387	728,514	90,127	14.1%
External Funds Budget					
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	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:	591,954	638,387	728,514	90,127	14.1%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	124,954	101,000	101,000	-	0.0%
DEPARTMENTAL FINES	34,766	38,000	38,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	159,719	139,000	139,000	-	0.0%
External Funds					
External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
			-	-	-
			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	169,434	177,966	181,716
FTEs	3.3	3.3	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Responsible for the administrative and logistical management of inspection services

Fiscal Year 2015 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

Homeless Services	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	85,697	88,075	130,755
FTEs	2.0	2.0	2.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Fiscal Year 2015 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Compliance

Compliance	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	82,204	110,000	110,000
FTEs	0.0	0.0	0.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal

Citywide Strategic Priority: Fiscal & Operational Excellence

Highlights

Received CDBG grant funds for 3rd 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 2015 Budget and Program Summaries
HOUSING CODE DEPARTMENT

Program Summaries

Inspections

Inspection	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	254,620	262,346	306,043
FTEs	6.0	6.0	7.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percent of violations found through proactive deployment	60%	65%	65%
Percent of complaints responded to within 10 business days	89%	91%	90%
Percent of emergency complaints responded to within 1 business day	78%	79%	80%
Percent of violations resolved within 70 days	45%	26%	50%
Average weekly inspections per inspector	166	167	160
Training sessions provided for inspectors	5	6	6

Citywide Strategic Priority: Fiscal & Operational Excellence

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.

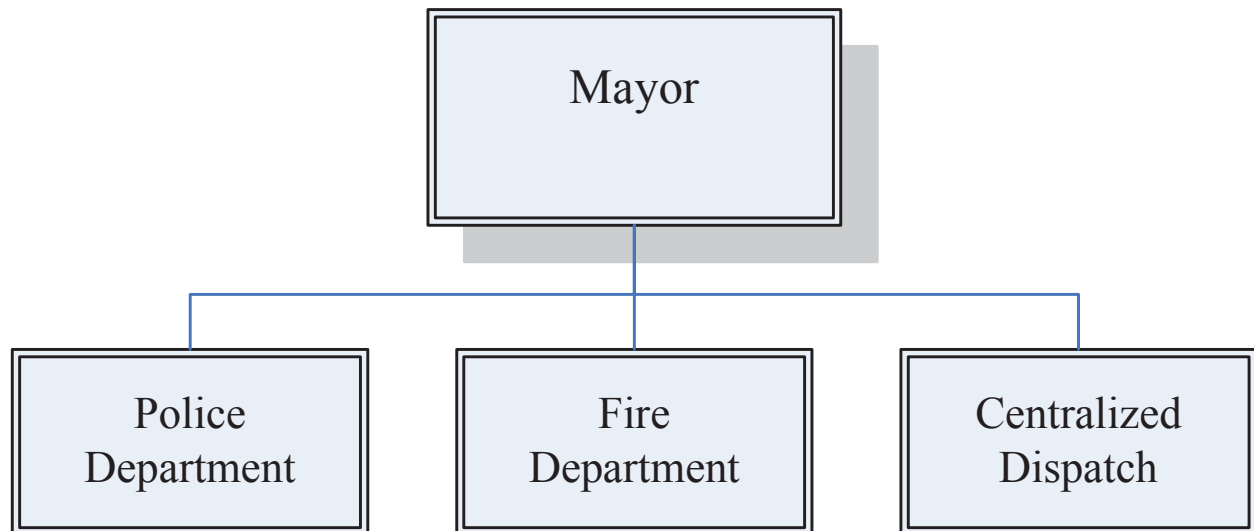
Fiscal Year 2015 Budget and Program Summaries
HOUSING CODE DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Administrative				
Personal Services	-	(34,636)	-	-
OTPS	-	(6,000)	-	-
Homeless Services				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Compliance				
Personal Services	-	-	-	-
OTPS	-	-	-	-
Inspection				
Personal Services	-	(39,745)	-	-
OTPS	-	-	(2,200)	-
TOTAL ADJUSTMENTS	-	(80,381)	(2,200)	-

Budget Impact Statement

Section 7 Public Safety Division



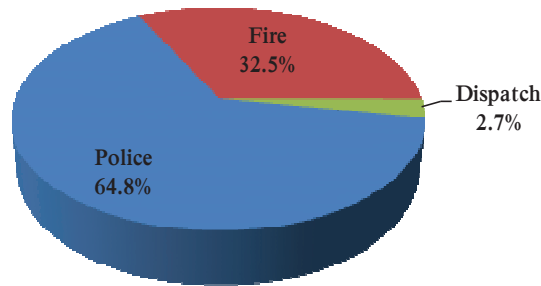
Mission Statement

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

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Fiscal Year 2015: All Funds Budget and Staffing Overview

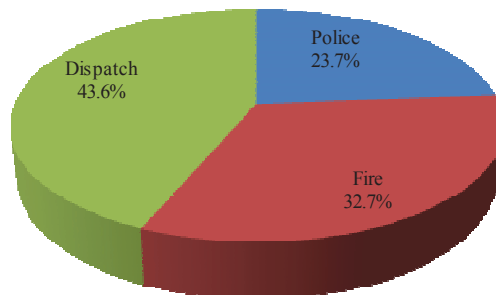
Public Safety Division



FY15 Adopted Budget & FTEs Public Safety Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
Police	35,999,663	38,776,603	38,776,603	40,386,314	4.2%
Fire	18,807,080	19,486,362	19,486,362	20,293,920	4.1%
Dispatch	1,075,665	1,738,594	1,738,594	1,676,719	-3.6%
Total	55,882,408	60,001,559	60,001,559	62,356,954	3.9%

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other	Total
Police	503.0	-	-	1.0	25.0	529.0
Fire	260.0	-	-	1.0	-	261.0
Dispatch	27.0	-	-	18.0	-	45.0
Total	790.0	-	-	20.0	25.0	835.0

Revenue Overview



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
Police	440,000	-	-	-	-	440,000
Fire	518,575	-	87,500	-	-	606,075
Dispatch	-	-	808,552	-	-	808,552
Total	958,575	-	896,052	-	-	1,854,627

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Fiscal Year 2015 Budget and Program Summaries

POLICE DEPARTMENT

Mission

The Springfield Police Department is committed to serving the citizens of Springfield with the highest level of professionalism in order to address the numerous crime and disorder issues in the City of Springfield. Both sworn and civilian personnel will continue to provide excellent and compassionate service to the citizens of Springfield.

FY14 Department Highlights

The Springfield Police Department operational practice is a neighborhood-based, problem-oriented, data-driven strategy. The emphasis for response and proactive approaches take into account the unique needs and quality-of-life issues particular to each of the City's neighborhoods. This working premise has helped in guiding the Department's organizational structure and policing strategy. Although many neighborhoods in the City have similar issues no two are exactly the same, each has other issues as well and see their own priorities differently in many cases. The Police Department will continue to respond to all crime and quality-of-life issues in a timely and effective manner and work toward neighborhood goals and solutions.

The department is structured by divisions: Patrol, Investigative and Support. These three Divisions are supervised by one of the three Deputy Chiefs, or they report directly to the Police Commissioner. The three Deputy Chiefs have responsibility over the City's Neighborhood Sectors, this as well as having secondary supervisory duties. The Deputies have 24 hour a day, 7 day a week responsibility over their assigned neighborhoods, as well as Bureaus, Units or Divisions. These assignments are consistent with the Department's focus on neighborhoods. One Deputy Chief of Police also oversees the Investigative Division; Investigative Units/officers are deployed to various neighborhood sectors in partnership with neighborhood-based officers to cooperatively address crime trends. This Deputy works in conjunction with the other Deputies covering the City Sectors on joint resource deployments.

The Springfield Police Department holds weekly senior staff meetings facilitated by the Commissioner for crime review and strategic planning. These staff meetings are attended by the Deputy Chiefs, Commanding Officers of each division, Bureau Supervisors, and representatives from the Uniform Squads, and Crime Analysis Unit. Meetings are comprised of a Power Point presentation produced to show the recent patterns and trends occurring in the City. Data is expressed in both charts and maps. These reports are compiled by the Crime Analysis Unit and cover crime and quality-of-life issues. Crime trends, patterns and past deployment strategies are reviewed, and past deployment plans are analyzed and adjusted as needed. New strategies or adjustment are made in accordance with the available data and the collective knowledge of the supervisors involved. The continual process of review, analysis and adjustment is the basis for "Intelligence-Led Policing." The goal is to reduce criminal activity throughout the City.

FY15 Budget Highlights

- ◆ A funded Police Academy recruit class along with 14 new positions including 7 officers, 3 cadets, 3 records clerks and a senior crime analyst
- ◆ Continued high ranked deployment strategies such as the North End Initiative, Operation BADGE and the Ordinance/Flex Squad
- ◆ Funding for the shot-spotter system which detects gun shots covering six square miles to help react to crime
- ◆ Additional funding for police professional development

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	33,670,146	36,369,833	37,831,084	1,461,251	4.0%
OTPS	2,307,796	2,341,290	2,555,230	213,940	9.1%
Capital	21,721	65,480	-	(65,480)	-100%
Total General Funds	35,999,663	38,776,603	40,386,314	1,609,711	4.2%

Department Staff

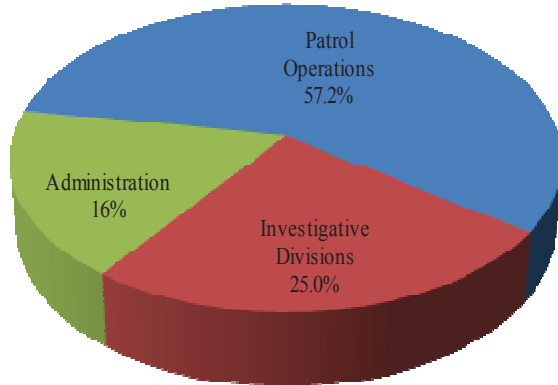
Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	477.0	485.0	503.0	18.0	3.7%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Trusts/Donations/Other FTEs	22.0	24.0	25.0	1.0	4.2%
Total FTEs:	500.0	510.0	529.0	19.0	3.7%

Fiscal Year 2015 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

Program Expenses



Patrol Operations— The uniformed divisions perform routine patrol of the City and respond to calls for emergency service, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots.

Investigative Divisions—Intelligence-led police methodology consisting of the Detective Bureau, the Special Victims/Domestic Violence Unit, Youth & Family Services, and the Narcotics/Vice Control Division

Administration—Support Divisions along with direct assignment and responsibilities provide assistance to and supplement the work in the neighborhood sectors. The units in this division have responsibility city-wide responding to the needs and strategies expressed by the Commissioner and the Deputy Chiefs.

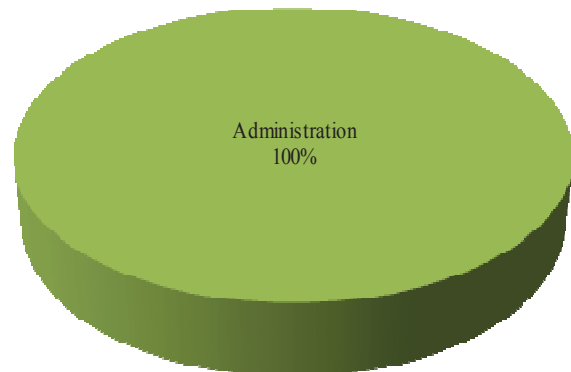
Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Patrol Operations	20,595,389	22,184,075	23,104,990	920,915	57.2%
Investigative Divisions	9,013,592	9,708,882	10,111,922	403,039	25.0%
Administration	6,390,682	6,883,646	7,169,403	285,757	17.8%
Total Expenditures:	35,999,663	38,776,603	40,386,314	1,609,711	100%

Revenue Summary

TOTAL REVENUE: \$440,000

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

Program Revenue



Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	565,440	440,000	440,000	-	100%
Total Departmental Revenue	565,440	440,000	440,000	-	100%

Fiscal Year 2015 Budget and Program Summaries
POLICE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	33,670,146	36,369,833	37,831,084	1,461,251	4.0%
OTPS	2,307,796	2,341,290	2,555,230	213,940	9.1%
Capital	21,721	65,480	-	(65,480)	-100%
Total General Funds	35,999,663	38,776,603	40,386,314	1,609,711	4.2%
External Funds Budget					
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	1,319,977	2,710,765	-	(2,710,765)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	24,261	24,261	-	(24,261)	-100%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,344,238	2,735,026	-	(2,735,026)	-100%
All Funds Budget:	37,343,901	41,511,629	40,386,314	(1,125,315)	-2.7%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	451,334	400,000	225,000	(175,000)	-43.8%
ADMIN FEE - EXTRA DETAIL			200,000	200,000	0.0%
OTHER PERMITS	34,016	15,000	15,000	-	0.0%
MISCELLANEOUS REVENUE	526	25,000	-	(25,000)	-100%
REIMB FOR PRIOR YEAR EXPEND	79,564	-	-	-	0.0%
Total Departmental Revenue	565,440	440,000	440,000	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected Available
UNDERAGE ALCOHOL ENFORCEMENT	Grant	9/30/2014	N/A	14,970	-
JAG TECHNOLOGY IMPROVEMENT	Grant	9/30/2014	170,077	157,193	-
JAG ARRA	Grant	10/30/2013	N/A	1,000,000	-
BYRNE CRIMINAL JUSTICE INNOV	Grant	9/30/2016	36,100	36,100	-
V.A.W.A.	Grant	6/30/2014	N/A	112,632	-
HIGHWAY SAFETY SUSTAINED ENFORCEMEN	Grant	9/30/2014	N/A	112,000	-
GOVERNOR'S HIGHWAY SAFETY TRAFFIC F	Grant	9/30/2017	60,000	112,000	-
SHANNON GRANT	Grant	12/12/2014	714,800	781,932	-
SAFE & SUCCESSFUL YOUTH INITIATIVE	Grant	12/31/2013	339,000	383,939	-
<i>Subtotal Multi-year grants:</i>			1,319,977	2,710,765	-
Donations	Donations	N/A	24,261	24,261	-
<i>Subtotal Other Funding:</i>			24,261	24,261	-
TOTAL External Funding Sources:			1,344,238	2,735,026	-

Fiscal Year 2015 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

Patrol Operations

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	20,595,389	22,184,075	23,104,990
FTEs	230.0	265.0	272.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
No. of Calls for Service	173,918	89,749	N/A
No. of Reports Taken	19,416	9,346	N/A
No. of Alarm Calls	13,578	7,280	N/A
Shots Fired / Shot Spotter	1,713	831	N/A
No. of Adult Arrests	4,036	2,010	N/A
No. of DPR + P&W Deployments	16,139	8,620	N/A
No. of DPRs	15,161	8,097	N/A
No. of PARK AND WALKS	978	523	N/A
Avg Response Time Priority 1 calls (minutes)	5.1	5.0	N/A
Avg Response Time Priority 2 calls (minutes)	6.3	6.1	N/A
Avg Response Time Priority 3 calls (minutes)	7.6	7.1	N/A

Citywide Strategic Priority: Public Safety

Highlights

The uniformed divisions of the Department patrol the 33.2 Square miles of the city twenty-four hours a day, 7 days a week, 365 days a year. Supervisors and Officers are assigned to three squads A, B and C covering midnight to 8am, 8am to 4pm and 4pm to midnight. These squad officers perform routine patrol of the City’s neighborhood sectors and respond to 911 calls for emergency service, perform routine patrols, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. Officers under the direction of the Deputy Chief in charge of the Uniform Divisions 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. Two City Sectors also have officers assigned to high crime areas: in sector F the Mason Square Initiative and in Sector H the badge Unit. These units respond to area related issues working with the residents and area merchants to reduce crime and improve the Quality of Life.

Fiscal Year 2015 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

Investigative Divisions

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	9,013,592	9,708,882	10,111,922
FTEs	191.0	172.0	172.0
	FY13 Actual	FY14 YTD	FY15 Goal
Performance Metrics			
No. of M/V Stolen Investigations	779	412	N/A
No of B&E Investigations	2,259	1,313	N/A
No of Aggravated Assault Investigations	783	378	N/A
No of Homicide Investigations	17	9	N/A

Citywide Strategic Priority: Public Safety

Highlights

The Police Department’s Investigative Division consisting of the Detective Bureau, the Special Victims/Domestic Violence Unit and Youth and Family Services, and the Narcotics/Vice Control Division, is command by a Deputy Chief of Police. The Deputy Chief in charge of these Units coordinates activities in accordance with the strategies developed through the intelligence-led police methodology. Strategic anti-crime deployments such as anti-house break, car break/theft, and copper theft are done based on information obtained through crime analysis, investigative leads, and information obtained at senior staff meetings. Deployments are also coordinated through the Deputy Chief to counter drug sales, prostitution, alcohol sales violations as well as any bar violations. The Deputy relies on the exchange of information from formal meetings, direct contact with residents, and informal conversations as well as observations had throughout the day. This information is used in creating deployment strategies based on quality-of-life needs of the City and the neighborhood sectors. The Deputy Chief also oversees officers assigned to State and Federal Task Force Units. These units work with crimes in and around the city, as crime does not respect city boundaries.

Fiscal Year 2015 Budget and Program Summaries
POLICE DEPARTMENT

Program Summaries

Administration

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	6,390,682	6,883,646	7,169,403
FTEs	78.0	72.0	84.0
Grant FTEs	1.0	1.0	1.0

Citywide Strategic Priority: Public Safety

Highlights

The Department’s Support Divisions along with direct assignment and responsibilities provide assistance to and supplement the work in the neighborhood sectors. The units in this division including the Crime Analysis Unit have responsibility citywide, responding to the needs and strategies expressed by the Commissioner and the Deputy Chiefs. Intelligence-led policing methodologies as well as crime analysis (patterns and trends) and mapping are used in deployment strategies. The Police Academy has the responsibility of training all members of the Department as required by state statutes and providing all officers on law updates as they are enacted. The Traffic Bureau and Street Crimes Unit have citywide responsibilities the traffic bureau investigates accidents and enforces motor vehicle laws, the Street Crimes Unit is charged with responding to and patrolling areas citywide with gang, drug and street violence issues. Both units are responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and neighborhood concern and issues.

The Division of Business and Technology is the administrative branch of the SPD. This division encompasses the following units; Fiscal and Personnel Services, Information Technology, Radio Repair, Crime Analysis, Grants, Supply and Extra Details. Tracking finance and personnel issues, reporting on crime trends and patterns, keeping the Department up to date with the latest technologies and improving the automation of the core functions, are also among the responsibilities of the division.

The Office of Grants and Planning is fully engaged and operational in the areas of grant research, grant writing, grant management and grant administration. Calendar year 20132 was a very busy year for grant research, writing, management and administration. In total, \$13,960,000 is under development and/or management. Of that, \$2.7 million is under award and requires active management, including monthly and quarterly reporting. Grants included in this total are: SSYI, BYRNE, VAWA GHSB, JAG, STEP, DOF and Alcohol Enforcement. Research, planning, application and management of state and federal grant opportunities has never been more complicated and competitive. Non- Grant projects include the Juvenile Assessment Center project \$750,000 at 39 Mulberry St, and 50 East St \$10.5 million.

Fiscal Year 2015 Budget and Program Summaries
POLICE DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Patrol Operations				
Elimination of officer vacancies			(619,580)	
Additions to department including 7 officers, 3 cadets, 3 records clerks and a senior crime analyst				612,347
Service Level Agreement with School Department		(1,277,534)	(1,428,905)	(1,713,405)
Court time, differential, allowances reductions		(117,857)		
Supplies		(17,000)		
Vehicle Supplies and Services	(3,496)	(20,000)		
Uniforms/clothing	(28,309)	(24,000)		(99,608)
Investigative Divisions				
Administration				
Academy expenses, Shot Spotter maintenance, network maintenance	(1,562)	(10,000)		
Salary and Wages	(101,375)			
Seminars, Education Training		(12,650)		30,000
Office Supplies, Telephone, etc	(24,221)	(500)		(22,425)
IT Equipment, offset to grant		(135,000)	(300,000)	
Professional Services	(20,027)			
Projected utility savings	(25,404)		(69,567)	
Capital Requests				(372,375)
TOTAL ADJUSTMENTS	(204,394)	(1,614,541)	(2,418,052)	(1,565,466)

Budget Impact Statement

- ◆ Service Level Agreement with School Department— \$ 1,713,405
- ◆ Reductions to office supplies, telephones, etc. include budgeting administration support lines to historical trends—\$22,425
- ◆ Uniform/Clothing requests including ballistic vest funding transferred to a capital account for use based on needed replacement schedule—\$99,608
- ◆ Capital requests including IT needs, machinery and hardware, and vehicle outfitting needs transferred to a capital account—\$372,375

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Fiscal Year 2015 Budget and Program Summaries

FIRE DEPARTMENT

Mission

The mission of the Fire Department is to provide the highest quality emergency response and fire prevention services possible for those living in, working in, or visiting the City of Springfield.

FY14 Department Highlights

The Springfield Fire Department (SFD or Department) 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.

Springfield Fire's suppression services include direct emergency response to fire and emergencies related to life, property, and the environment. In addition, SFD provides specialized services including rescue operations, arson investigation, and bomb/explosive mitigation.

The Department faces a broadening range of calls, averaging nearly 16,000 calls per year, including over 750 fire incidents. The Department's efforts save on average \$18M in property damage per year. The Department is increasingly challenged to provide the level and types of services needed to properly serve a diverse urban population with the reductions in staffing over the course of the past decade.

In FY14 the SFD received the prestigious Rolf H. Jensen Memorial Public Education Grant, utilized to initiate a multi-lingual educational program. This is only granted to one department in the country each year.

The Prevention Division conducts on average over 5,000 inspections per year and generates over \$300,000 in revenue. They also serve as the Department's Fire Education Team, conducting on average 120 presentations every year.

FY15 Budget Highlights

- ◆ Funds 260 FTEs which represents an increase on 20 FTEs from FY14
 - ◇ (2) Academies - Fall & Spring
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Upgrades to Telestaff for greater scheduling efficiency
- ◆ New computers in Fire Houses
- ◆ A fully funded staff to respond to over 16,000 calls saving an average of \$18 million of property damage each year
- ◆ Appropriately fund and replace turnout gear replacement and continue training in every effort to ensure firefighter safety.

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	17,482,983	17,967,859	18,797,185	829,326	4.6%
OTPS	1,319,356	1,498,503	1,461,735	(36,768)	-2.5%
Capital	4,741	20,000	35,000	15,000	75.0%
Total General Funds	18,807,080	19,486,362	20,293,920	807,558	4.1%

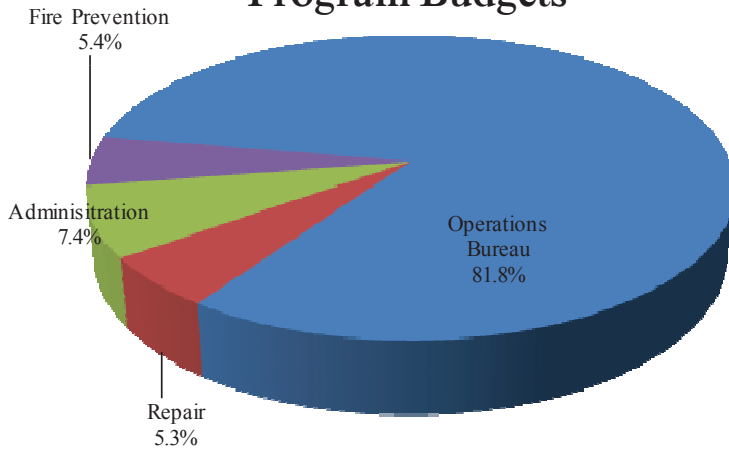
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	240.0	240.0	260.0	20.0	8.3%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs:	241.0	241.0	261.0	20.0	8.3%

Fiscal Year 2015 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, Public Education

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

Repair- provide 24/7 repair of apparatus and safety equipment

Program Budgets

Program Budgets	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Operations Bureau	N/A	15,949,353	16,610,330	660,977	81.8%
Prevention	N/A	1,049,986	1,093,500	43,514	5.4%
Administration	N/A	1,444,826	1,504,703	59,877	7.4%
Repair	N/A	1,042,196	1,085,387	43,191	5.3%
Total Expenditures:	18,807,080	19,486,362	20,293,920	807,558	100%

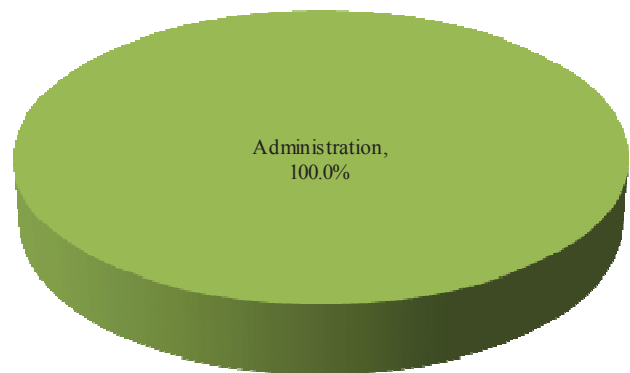
Revenue Summary

TOTAL REVENUE: \$518,575

Administration-

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

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Operations Bureau	N/A	-	-	-	0.0%
Prevention	N/A	-	-	-	0.0%
Administration	N/A	357,907	518,575	160,668	100%
Repair	N/A	-	-	-	0.0%
Total Departmental Revenue	295,060	357,907	518,575	160,668	100%

Fiscal Year 2015 Budget and Program Summaries
FIRE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	17,482,983	17,967,859	18,797,185	829,326	4.6%
OTPS	1,319,356	1,498,503	1,461,735	(36,768)	-2.5%
Capital	4,741	20,000	35,000	15,000	75.0%
Total General Funds	18,807,080	19,486,362	20,293,920	807,558	4.1%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	52,000	103,404	76,500	(26,904)	-26.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	11,337	11,637	11,000	(637)	-5.5%
Other Funding	-	-	-	-	0%
Total External Funds	63,337	115,041	87,500	(27,541)	-23.9%
All Funds Budget:	18,870,417	19,601,403	20,381,420	780,017	4.0%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	160,000	201,847	305,380	103,533	51.3%
RENTALS	3,000	3,394	-	(3,394)	-100%
OTHER PERMITS	130,000	142,732	154,550	11,818	8.3%
DEPARTMENTAL FINES	2,060	5,073	58,645	53,572	1056.0%
REIMB FOR PRIOR YEAR EXPEND	-	4,861	-	(4,861)	-100%
Total Departmental Revenue	295,060	357,907	518,575	160,668	44.9%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Adopted
S.A.F.E GRANT FY 14	GRANT	6/30/2014	-	14,404	-
METROPOLITAN MEDICAL RESPONSE	GRANT	5/30/2014	50,000	75,000	75,000
GOOD NEIGHBOR PROGRAM-EXXON MOBIL	GRANT		2,000	1,500	1,500
COLUMBIA GAS-MOBILE DATA TERMINAL	GRANT	6/30/2015	-	12,500	-
<i>Subtotal FY15 anticipated grants:</i>			52,000	103,404	76,500
DONATIONS			11,337	11,637	11,000
<i>Subtotal Other Funding:</i>			11,337	11,637	11,000
TOTAL External Funding Sources:			63,337	115,041	87,500

Fiscal Year 2015 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	15,949,353	16,610,330
FTEs	N/A	197.0	230.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of structure fires responded to within 5 minutes from time of dispatch	92%	87%	90%
% of property value saved	76%	72%	75%
% of members trained in EMSFR/AED/CPR	N/A	N/A	100%
# of OEP joint exercises	29	21	25

Citywide Strategic Priority: Public Safety

Highlights

This program consists of Emergency Response, Training, and the Office of Emergency Preparedness (OEP). The Emergency Response Division provides fire suppression, rescue operations, medical response, and all hazards mitigation. Training plans, arranges, and delivers training for all SFD personnel, including new hire recruit training. The Office of Emergency Preparedness prepares and maintains emergency response plans for the City and the region. The OEP coordinates exercise programs to train departments, both in Springfield and in neighboring communities.

Fiscal Year 2015 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	1,049,986	1,093,500
FTEs	N/A	15.0	15.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percentage of investigated fires whose cause was determined	93%	95%	90%
Average monthly inspections	607	463	450
Average monthly public education presentations	24	13	12
Maintain collection rate	N/A	N/A	90%

Citywide Strategic Priority: Public Safety

Highlights

The Prevention Bureau consists of Fire Inspection, the Arson and Bomb Squad, and Public Education. This division provides public education programs to Springfield residents, (focusing on youth and at risk populations), issues fire permits, reviews plans for construction, investigates safety complaints, conducts mandated fire inspections, and conducts fire alarms and sprinklers acceptance testing. Additionally, the Arson and Bomb Squad provide thorough investigation of all fires and is responsible for the handling and disarmament of hazardous devices found within the city.

Fiscal Year 2015 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	1,444,826	1,504,703
FTEs	N/A	24.0	11.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Successfully apply for and obtain a minimum of 8 grants or corporate donations.	N/A	N/A	8
# of reported injuries	93	60	75
# of instances of sick leave of 2 tours or less	289	253	250

Citywide Strategic Priority: Public Safety

Highlights

This program includes the Alarm, Administration, and Public Information divisions and is responsible for providing leadership and support to the Department’s line divisions. These sub-programs provide alarm systems support and administrative support for the department. Administration also includes the department’s senior command structure of the Fire Commissioner, Deputy Chiefs, and Director of Finance and Administration. The Administration Bureau supports the mission of the Department supporting administrative policies and procedures and providing a consistent single point of contact for emergency coordination and public information.

Fiscal Year 2015 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Repair

Repair	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	1,042,196	1,085,387
FTEs	N/A	5.0	5.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
To repair & perform maintenance of equipment in less than 48hrs	N/A	N/A	100%
Perform at least 10 monthly services on front line apparatus.	N/A	N/A	10
Maintain 2 fully equipped spare apparatus at all times	N/A	N/A	100%

Citywide Strategic Priority: Public Safety

Highlights

The Repair Division is responsible for the maintenance and repair of the SFD’s fleet of 65 vehicles including 13 engines, 7 ladders, Squad, spares, 38 support vehicles and 5 boats. The Repair Division is also responsible for maintenance and repair of all of the SFD’s firefighting equipment, such as hand tools, fire hose, 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. The Repair Division also refuels trucks and supplies SCBA tanks with breathing air and any repairs that may be necessary.

Fiscal Year 2015 Budget and Program Summaries
FIRE DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Operations Bureau				
Personal Services	(883,418)	(703,531)	(127,000)	770,645
Lost Time Eliminated	(500,000)			
Overtime				(100,000)
Gas & Diesel				(15,000)
Overtime Reduced	(425,000)			
Prevention				
Administration				
Safety Items	(80,000)			(10,000)
Natural Gas				(16,702)
Repair				
Repair & Maintenance Vehicles				(15,800)
Vehicle Supplies				(8,000)
Software		(38,600)		(24,176)
Computer / Machine & Equipment		(83,582)		
Apparatus Lease				(240,313)
TOTAL ADJUSTMENTS	(1,888,418)	(825,713)	(127,000)	340,654

Budget Impact Statement

The apparatus lease program was not funded in the FY15 recommended budget. The total reductions from departmental requests total (\$429,991).

Reductions include

- ◆ Natural Gas - (\$16,702)
- ◆ Rep & Maintenance Vehicles - (\$15,800)
- ◆ Rental Equipment - (\$240,313) - Apparatus Lease program
- ◆ Software - (\$24,176)
- ◆ Vehicle Supplies - (\$8,000)
- ◆ Gasoline & Diesel - (\$15,000)
- ◆ Safety Supplies - (\$10,000)
- ◆ Overtime - (\$100,000)

Fiscal Year 2015 Budget and Program Summaries

CENTRALIZED DISPATCH

Mission

The mission of the Centralized Dispatch Department is to improve the quality of life of Springfield residents and visitors by providing and maintaining a primary 9-1-1 Public Safety Answering Point (PSAP), and 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.

FY14 Department Highlights

The Department has been managing a \$1.8 million Capital Projects upgrade to the City's public safety emergency radio system, including dispatcher consoles located at the police and fire dispatch centers, transmission/receive components located at towers throughout the City, as well as end user equipment for the Police and Fire personnel in the field. This project is scheduled to be complete by the end of FY14, and will result in full replacement of end-of-life Dispatch equipment, as well as the migration of five public safety radio frequencies (three police, two fire) to digital radio technology. The system includes redundancy that did not previously exist, and increased communications coverage to combat loss that was experienced following the City's compliance with the FCC Narrow-banding mandate in 2012.

The Dispatch Department answered 98,720 9-1-1 calls in 2013, plus between 225,000 and 250,000 non-emergency calls. The Police Division handled 176,897 total calls for service in 2013, and processed nearly 400 requests for electronic information, an increase of 50% over last year. The Fire Division handled 15,949 total calls for service in 2013.

FY15 Budget Highlights

- ◆ Offsets all eligible salary costs for dispatchers to State Support and Incentive Grant -
Salaries & Wages: \$663,261
- ◆ Department is fully-staffed, establishing a new baseline for Overtime and providing a reduction.
Overtime Reduction: \$14,650
- ◆ Provides a contracted allowance for staff:
Allowance: \$400
- ◆ Offsets additional training and membership costs to grant funds:
Seminars: \$750
Dues/Membership: \$500

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,039,413	1,305,684	1,238,958	(66,726)	-5.1%
OTPS	35,543	428,910	433,761	4,851	1.1%
Capital	709	4,000	4,000	-	0.0%
Total General Funds	1,075,665	1,738,594	1,676,719	(61,875)	-3.6%

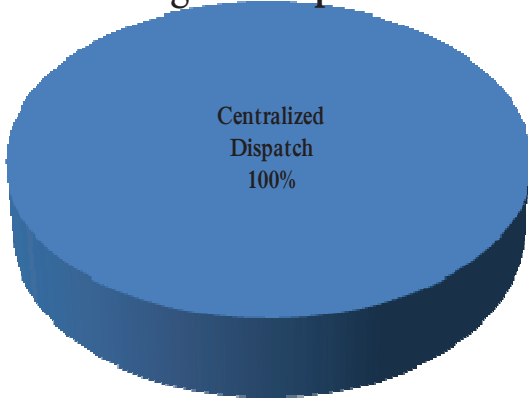
Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	45.0	45.0	45.0	-	0.0%
Total FTEs:	45.0	45.0	45.0	-	0.0%

Fiscal Year 2015 Budget and Program Summaries

CENTRALIZED DISPATCH

Program Expenses



Program Summaries

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

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Centralized Dispatch	1,075,665	2,551,568	2,489,693	(61,875)	100.0%
Grant Offsets	812,974	812,974	812,974	-	100.0%
Total GF Budget:	1,888,639.0	1,738,594	1,676,719	(61,875)	100.0%
Total Other Budget:	812,974.0	812,974	812,974	-	0.0%
Total All Funds Budget:	2,701,613	2,551,568	2,489,693	(61,875)	100.0%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries
CENTRALIZED DISPATCH

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,039,413	1,305,684	1,238,958	(66,726)	-5.1%
OTPS	35,543	428,910	433,761	4,851	1.1%
Capital	709	4,000	4,000	-	0.0%
Total General Funds	1,075,665	1,738,594	1,676,719	(61,875)	-3.6%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	812,974	808,552	808,552	-	0.0%
Total External Funds	812,974	808,552	808,552	-	0.0%
All Funds Budget:	1,888,639	2,547,146	2,485,271	(61,875)	-2.4%

All Funds Revenue Detail

	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
N/A		-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
STATE 911 SUPPORT INCENTIVE GRANT	GRANT	6/30/2014	663,261	663,261	663,261
SETB-STATEWIDE EMERGENCY TELECOMMUN	GRANT	6/30/2014	149,713	145,291	145,291
<i>Subtotal FY15 Anticipated Grant Funds:</i>			812,974	808,552	808,552
N/A			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			812,974	808,552	808,552

CENTRALIZED DISPATCH

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,075,665	1,738,594	1,676,719
FTEs	45.0	45.0	45.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percentage of 9-1-1 calls to be answered in no more than ten (10) seconds in normal peak operating periods	81.8%	89.2%	95.0%
Percentage of 9-1-1 calls processed and prioritized accurately	n/a	n/a	Establish Baseline

Citywide Strategic Priority: Public Safety

Highlights

In FY13, a critical gap was identified in Public Safety Radio Emergency Communications, and the department worked with a multidiscipline (Police, Fire, Dispatch, IT) team to develop a mitigation solution. The Department is now managing a \$1.8 million Capital Projects upgrade to the City’s Public Safety Radio Emergency Communications system, including dispatcher consoles located at the police and fire dispatch centers, transmission/receive components located at towers throughout the City, as well as end user equipment for the Police and Fire personnel in the field.

This project will result in full replacement of end-of-life Dispatch equipment, as well as the migration of five public safety radio frequencies (three police, two fire) to digital radio technology. The system includes redundancy that did not previously exist, and reduces the vulnerability caused by eliminating aging and non-serviceable equipment. The upgrade also will increase communications coverage to combat loss that was experienced following the City’s compliance with the 2010 FCC Narrow-Banding mandate. The project is underway and scheduled for completion by the end of FY14.

A call handling system also was adopted (Powerphone's *Total Response System*) to increase efficient and effective call processing for both divisions within the department. Following full staff training and testing, the system is now scheduled for deployment in April 2014.

The Dispatch Department answered 98,720 9-1-1 calls in 2013, including approximately 225,000 and 250,000 non-emergency calls.

- ◆ The Police Division handled 176,897 total calls for service in 2013, and processed nearly 400 requests for electronic information, an increase of 50% over last year.
- ◆ The Fire Division handled 15,949 total calls for service in 2013.

Fiscal Year 2015 Budget and Program Summaries
CENTRALIZED DISPATCH

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Centralized Dispatch				
Salaries & Wages	(125,000)	(744,435)	(678,661)	(687,911)
Supplies & Operations	(7,280)	(5,000)	(500)	(1,250)
TOTAL ADJUSTMENTS	(132,280)	(749,435)	(679,161)	(689,161)

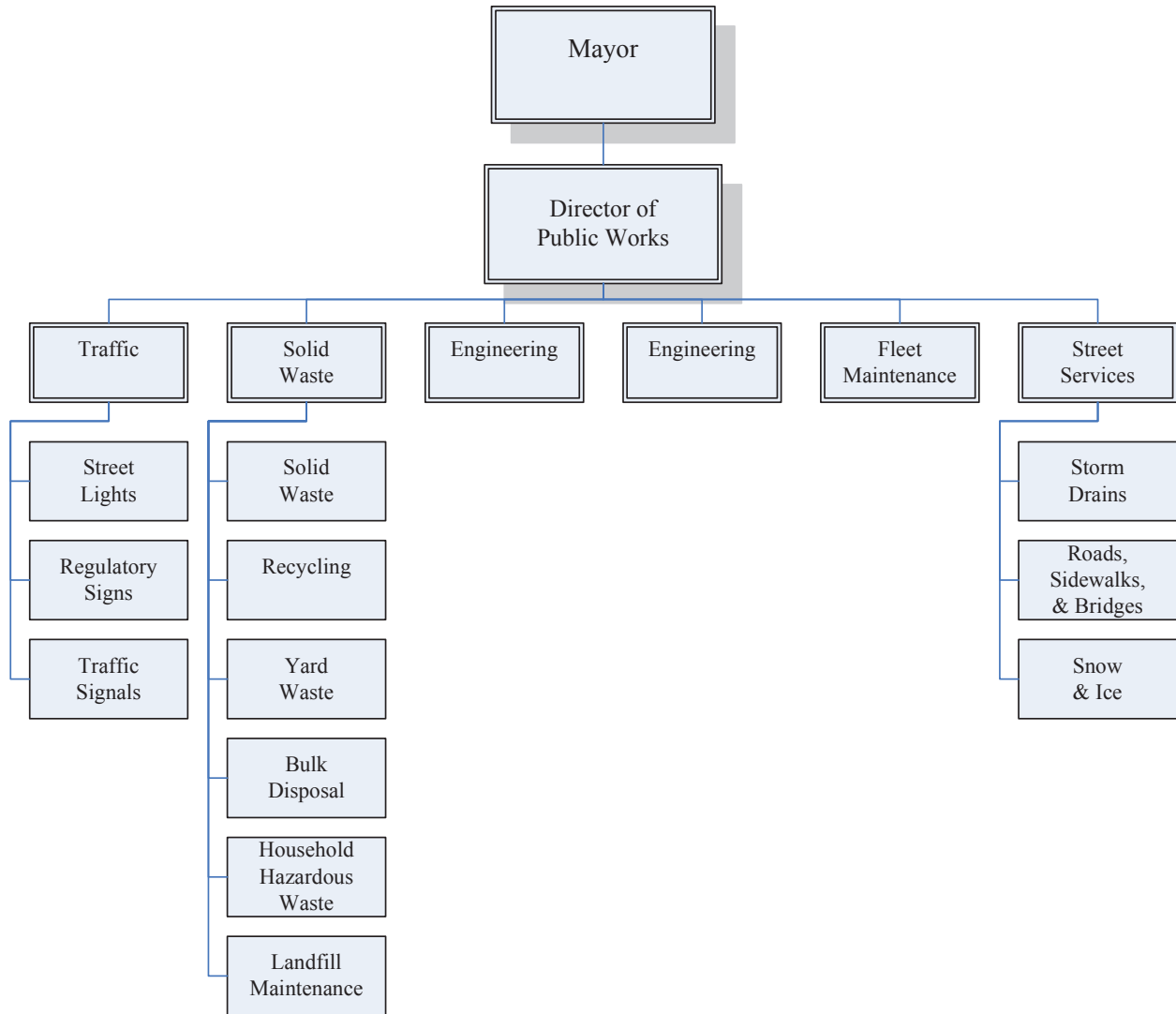
Budget Impact Statement

- ◆ Requested budget offsets \$663,261 in salaries to grant funding, and reduces overtime and differential costs by \$24,650 because department is near full-staffing, and can return some funding to historical requirements.
- ◆ Request also reduces funding for seminars and organizational membership costs which have been deemed grant-eligible.

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Section 8

Public Works



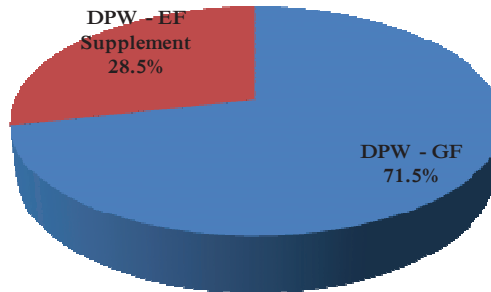
Mission Statement

The mission of the Department of Public Works (DPW) is to maintain, preserve and improve the City of Springfield's public way infrastructure.

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Fiscal Year 2015: All Funds Budget and Staffing Overview

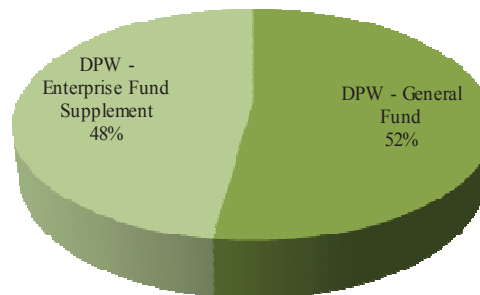
Public Works Division



FY15 Adopted Budget & FTEs Public Works Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
DPW - GF	9,995,209	10,227,389	10,227,390	10,115,555	-1.1%
DPW - EF Supplement	4,940,063	4,532,450	4,532,450	4,031,454	-11.1%
Total	14,935,272	14,759,839	14,759,840	14,147,010	-1.2%

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other	Total
DPW - General Fund	71.0	-	-	-	-	71.0
DPW - Enterprise Fund Supplement	-	56.0	-	-	-	56.0
Total	71.0	56.0	-	-	-	127.0

Revenue Overview



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
DPW - General Fund	780,000		3,860,363	-	-	4,640,363
DPW - Enterprise Fund Supplement			-	4,250,000	-	4,250,000
Total	780,000	-	3,860,363	4,250,000	-	8,890,363

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Fiscal Year 2015 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.

FY14 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.

- ◆ Began the construction of the fourth section (out of eight) of a 960,000 cubic yard expansion at the Bondi's Island sanitary landfill.
- ◆ Resurfaced \$3 million worth of public roadways.
- ◆ Completed all four of the required quarterly inspections of the city's flood control system.
- ◆ Completed the third year of the Pavement Management System that will allow for improved condition analysis of the City's roadways.
- ◆ Managed the design and construction of \$400,000 of roadway and sidewalk improvements under a Community Development Block Grant Program.
- ◆ Began design of several major roadway improvement projects; Marble Street Extension, Central Street, and Six Corners.
- ◆ Completed construction of the \$3 million roadway realignment of Allen Street and Bicentennial Highway.
- ◆ Managed the design and construction of \$2.7 million of roadway and sidewalk improvements under a Community Development Block Grant Program – Disaster Relief

FY15 Budget Highlights

- ◆ Funds 71.0 FTEs, and transfers two employees into the Engineering Department
- ◆ Personal Services includes 2% in salary increases
- ◆ In the Solid Waste Division funding is included to replace four trash removal vehicles.

Department Budget

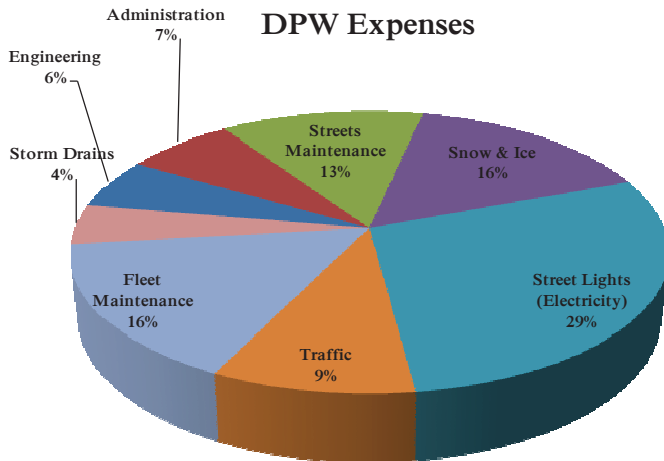
General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	3,235,409	3,844,945	3,863,275	18,331	0.5%
OTPS	6,759,800	6,382,445	6,252,280	(130,165)	-2.0%
Capital	-	-	-	-	0.0%
Total General Funds	9,995,209	10,227,389	10,115,555	(111,834)	-1.1%
Enterprise Fund Level Service Request	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	2,822,571	2,870,249	2,768,573	(101,676)	-3.5%
OTPS	6,367,492	6,412,201	6,038,843	(373,358)	-5.8%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	9,190,063	9,282,450	8,807,415	(475,035)	-5.1%

Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	60.0	70.0	71.0	1.0	1.4%
Grant FTEs	3.0	-	-	-	0.0%
Enterprise Fund FTEs	55.0	56.0	55.0	(1.0)	-1.8%
Total FTEs:	118.0	126.0	126.0	-	0.0%

Fiscal Year 2015 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS



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.

DPW Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Engineering	464,772	522,425	687,548	63,025	6%
Administration	651,974	659,738	645,337	47,193	7%
Streets Maintenance	1,312,670	1,363,892	1,652,621	(65,603)	13%
Snow & Ice	1,536,912	1,591,250	1,591,250	-	16%
Street Lights (Electricity)	3,240,092	2,911,885	2,911,885	-	29%
Traffic	846,618	933,583	923,049	15,527	9%
Fleet Maintenance	1,535,061	1,757,126	1,247,760	(154,491)	16%
Storm Drains	232,189	487,490	487,490	(17,486)	5%
Total General Fund Expenses	9,820,287	10,227,389	7,078,805	(50,076)	67%
Total Other Fund Expenses	-	-	-	-	0.0%
Total Expenditures:	9,820,287.2	10,227,389	7,078,805	(50,076)	100%

Revenue Summary

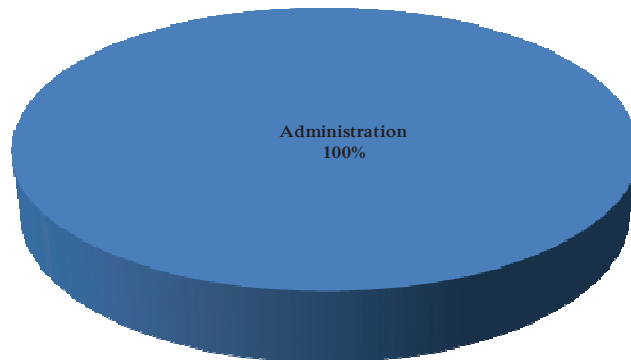
TOTAL REVENUE: \$780,000

DEPARTMENTAL FEES: \$15,000

OTHER PERMITS: \$750,000

SALE OF OLD MATERIALS: \$15,000

DPW Program Revenue

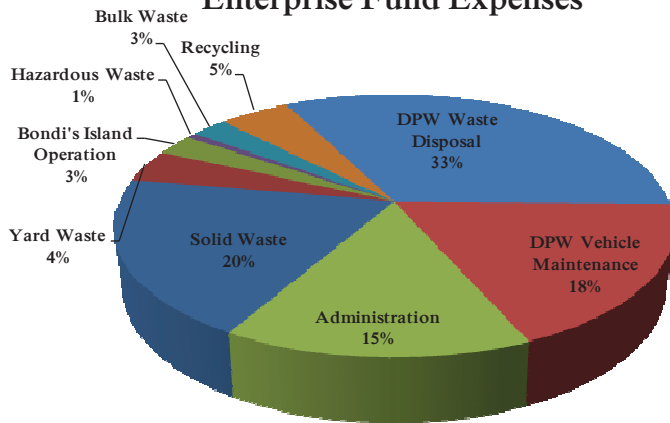


DPW Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Administration	679,814	423,370	780,000	356,630	100%
Total Departmental Revenue	679,814	423,370	780,000	356,630	100%

Fiscal Year 2015 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.

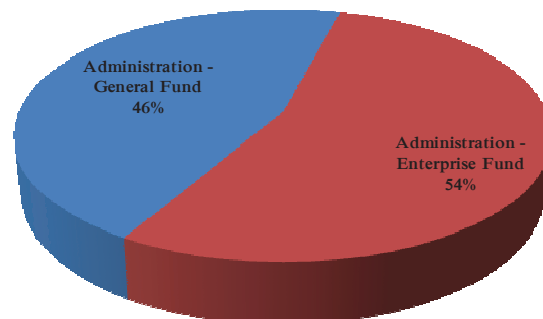
Enterprise Fund Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Solid Waste	1,527,058	1,787,278	1,718,278	(69,000)	20%
Yard Waste	390,217	458,361	353,403	(104,958)	4%
Bondi's Island Operation	218,473	270,281	231,535	(38,746)	3%
Hazardous Waste	31,002	31,002	61,002	30,000	1%
Bulk Waste	139,644	197,089	220,486	23,397	3%
Recycling	467,411	622,383	429,442	(192,941)	5%
DPW Waste Disposal	3,024,980	3,214,800	2,880,000	(334,800)	33%
DPW Vehicle Maintenance	1,966,500	1,478,500	1,595,273	116,773	18%
Administration	1,424,778	1,222,756	1,317,997	95,241	15%
Total Expenditures:	9,190,063	9,282,450	8,807,415	(475,035)	100%

Revenue Summary

TOTAL REVENUE: \$8,807,415

General Fund Supplement	\$4,031,454
Trash Liens Redeemed	\$120,000
Penalties & Interest	\$55,000
Departmental Fees	\$105,000
Trash Fees	\$3,200,000
Departmental Fines	\$50,000
Miscellaneous Revenue	\$720,000

Solid Waste Revenue



Solid Waste Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Administration - General Fund	4,940,063	4,532,450	4,031,454	(500,996)	-11.1%
Administration - Enterprise Fund	4,250,000	4,750,000	4,775,961	25,961	0.5%
Total Departmental Revenue	9,190,063	9,282,450	8,807,415	(475,035)	-5%

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	3,235,409	3,844,945	3,863,275	18,331	0.5%
OTPS	6,759,800	6,382,445	6,252,280	(130,165)	-2.0%
Capital	-	-	-	-	0.0%
Total General Funds	9,995,209	10,227,389	10,115,555	(111,834)	-1.1%

External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds (Chapter 90)	3,625,910	3,626,553	3,626,553	-	0.0%
Enterprise/Revolving Funds	4,740,063	4,750,000	4,250,000	(500,000)	-10.5%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	8,365,973	8,376,553	7,876,553	(500,000)	-6.0%
All Funds Budget:	18,361,182	18,603,942	17,992,108	(611,834)	-3.3%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	9,240	15,000	15,000	-	0.0%
OTHER PERMITS	216,832	393,370	750,000	356,630	90.7%
SALE OF OLD MATERIALS	9,183	15,000	15,000	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	444,558	-	-	-	0.0%
Total Departmental Revenue	679,814	423,370	780,000	356,630	84.2%

External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
BOSTON ROAD CORRIDOR DESIGN	Grant	6/30/2015	240,000	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			240,000	-	-
MHD CHAPTER 90 FUNDS FY13	State Aid	6/30/2017	3,625,910	-	-
MHD CHAPTER 90 FUNDS FY14	State Aid	6/30/2017	-	3,626,553	-
MHD CHAPTER 90 FUNDS FY15	State Aid	6/30/2017	-	-	3,626,553
<i>Subtotal FY15 Other Funds:</i>			3,625,910	3,626,553	3,626,553
TOTAL External Funding Sources:			3,865,910	3,626,553	3,626,553

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration

Administration	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	651,974	659,738	645,337
FTEs	10.0	10.0	9.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Number of neighborhood meetings attended by DPW	N/A	7	10

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, information technology, and employee training and professional divisions are met.

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Engineering

Engineering	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	464,772	522,425	687,548
FTEs	9.0	9.0	7.0
Grant FTEs	3.0	3.0	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Number of private ways converted	20	20	20
Number of streets analyzed	650	650	650
Percentage of streets analyzed	33.3%	33.3%	33.3%

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. The Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This division will be responsible for the issuance and oversight of excavation permits within the City.

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Fleet Maintenance

Fleet Division	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,535,061	1,757,126	1,247,760
FTEs	14.0	14.0	14.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Repair Work Orders Completed	1,832	2,100	2,310
Preventative Maintenance Work Orders Completed	391	500	550
State Safety Inspections Completed	218	300	330
Tire Repair Orders Completed	460	450	495
Auto Body Work Orders Completed	155	145	160

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 550 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor / mowers, light maintenance equipment, and a variety of trailers and tailored equipment. Services provided by the division include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, year-round emergency response, and procurement of replacement vehicles/equipment for the departments served.

The Division is committed to being environmentally responsible and follows DEP guidelines regarding the use and disposal of any regulated items. Measures 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.

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Traffic

Traffic Division	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	846,618	933,583	923,049
FTEs	10.0	10.0	10.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percent of stop signs geocoded (replacement plan)	100.0%	N/A	100.0%
Percent of stop signs repaired/replaced within 1-2 days	100.0%	100.0%	100.0%

Citywide Strategic Priorities Supported: Public Safety

Highlights

The Traffic division is responsible for the maintenance and repair of the City's 200 signalized intersections and 14 school-zone flashers. The division manufactures and installs all regulatory, warning, and guide signs. The division maintains 180 miles of pavement markings including crosswalks and administers the accident recovery program for damages to City property. Additionally, this division administers, in conjunction with Western MA Electric Company, the maintenance of 14,000 city street lights.

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Storm Drains

Storm Drains Division	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	232,189	487,490	487,490
FTEs	0	0	0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Percentage of storm water outfalls inspected	10.0%	10.0%	100.0%
Number of storm water outfalls inspected	30	30	95.0%
Number of sweeps around bodies of water	1	1	95.0%
Number of catch basins cleaned	2,681	2,400	N/A

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 there that are approximately 14,000 catch basins, 5,000 manholes, 325 outfalls, 24 separate drainage basins, and an unknown number of miles of storm drainage pipe of various sizes throughout the city. The division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Street Services

Street Services	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,312,670	1,363,892	1,652,621
FTEs	17.0	27.0	27.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 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)	N/A	N/A	N/A
Number of city drivers available for snow operations	20	32	32
Yards of streets milled and paved by DPW (sq. yards)	0	0	0
Number of times the streets have been swept	1	2	2

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 respond to snow & ice events. The Street Maintenance division combats deteriorating streets with its milling and paving machines. The milling and paving program allows the division to extend the life of roadways by repairing small sections which large contractors would not otherwise service. In Fiscal Year 2013, the street sweeping program expects to sweep the entire City once and the Central Business District streets as needed. Snow and Ice Control is a seasonal operation responsible for snow removal, and sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 20 pieces of City equipment to fight small snow and ice events. During large snow events the City fleet is supplemented with up to 185 hired plows.

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	9,190,063	9,282,450	8,807,415
FTEs	55.0	57.0	55.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of complaints for missed collection	N/A	N/A	N/A
Total Trash Tonnage	40,590	40,000	36,000
Recycling Rate	20.3%	22.0%	24.2%
Gallons of hazardous waste collected	7,500	7,500	8,250
Pounds of electronic waste collected	52,000	52,000	57,200

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 three (3) City owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi's Island Landfill. The Solid Waste division operates fourteen (14) automated and semi-automated trash trucks, six (6) semi-automated recycling trucks, four (4) yard waste trucks, one (1) bulk waste truck, and one (1) complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and on dead-end streets. The Solid Waste division also provides curbside bulk waste pickup for a fee of \$8 per item. Residents can schedule bulk waste pick-ups through the City's 3-1-1 Call Center. The Solid Waste division offers household hazardous waste collections four 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 throughout the City.

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 also will be put in place to educate residents on the environmental benefits of recycling as well as its impact to the City's budget. In Fiscal Year 2013, DPW plans on organizing two (2) electronic drop-off days. These electronic drop-off days will allow city residents to dispose of common household electronic items at no cost to City residents. Collection routes will be routinely examined for ways to maximize efficiency based on the results of the waste reduction program. Also, the division will work with the Solid Waste Advisory Committee (SWAC) to review its current operations and produce a Solid Waste Master Plan.

Fiscal Year 2015 Budget and Program Summaries
DEPARTMENT OF PUBLIC WORKS

FY15 Budget Adjustments

Fiscal Year 2015 Budget Adjustments - Department of Public Works & Solid Waste Division				
Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Administration				
Salaries & Wages				(45,300)
Training, Software, etc.	(14,736)	(27,486)	-	-
Engineering				
Salaries & Wages	-	(176,000)	(180,479)	(208,983)
Professional Services & Supplies	(11,210)	(246,700)	-	-
Fleet Maintenance				
Salaries & Wages	(35,248)	(10,000)	-	(18,000)
Tests, Equipment, Supplies	(33,300)	(23,965)	(25,000)	-
Traffic				
Supplies	(7,444)	(34,500)	-	-
Storm Drains				
Maintenance & Supplies	(199,425)	(13,000)	-	(85,000)
Streets Maintenance				
Salaries & Wages	(106,468)	(257,710)	-	(18,000)
Maintenance & Supplies	(81,400)	(59,250)	-	(31,886)
Solid Waste				
Salaries & Wages	(68,048)	(65,000)	(30,000)	(31,498)
Supplies & Operations	(171,362)	(488,580)	(787,000)	(173,558)
TOTAL GF ADJUSTMENTS	(489,231)	(848,611)	(205,479)	(407,169)
TOTAL EF ADJUSTMENTS	(239,410)	(553,580)	(817,000)	(205,056)

Budget Impact Statements

General Fund Cuts:

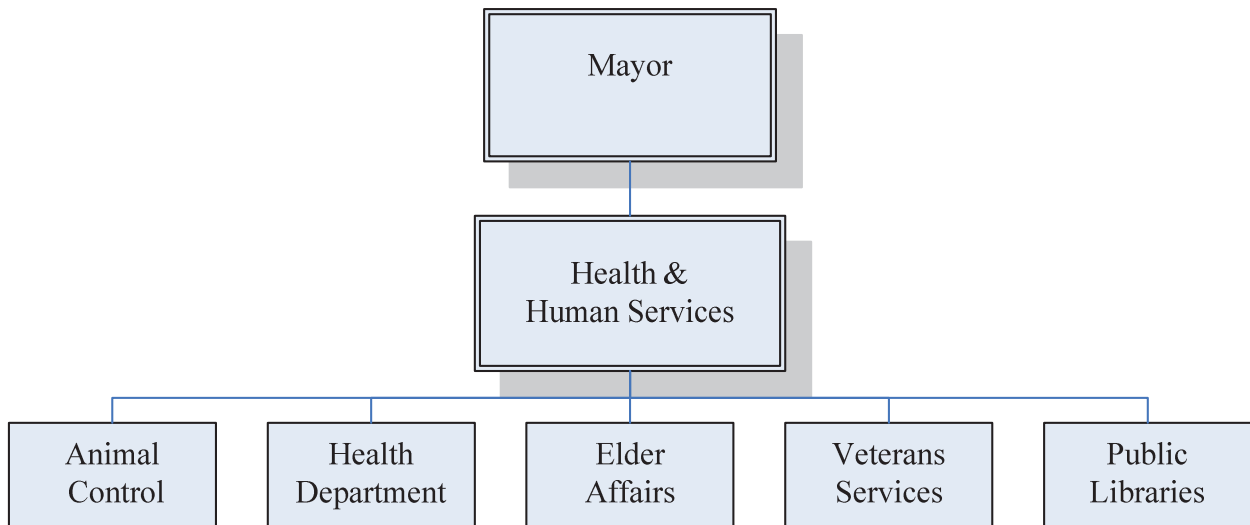
- ◆ Requested budget funds reorganization of two staff into the Engineering Division, and includes a \$200,000 offset to Chapter 90 funds.
- ◆ Historical trends used to reduce differential and overtime costs.
- ◆ Lower natural gas costs also reduced overall expenses.

Enterprise Fund Cuts:

- ◆ Solid Waste budget represents a new tipping fee schedule.
- ◆ Reduction in budgeted number of trash bin replacements.

Section 9

Health & Human Services Division



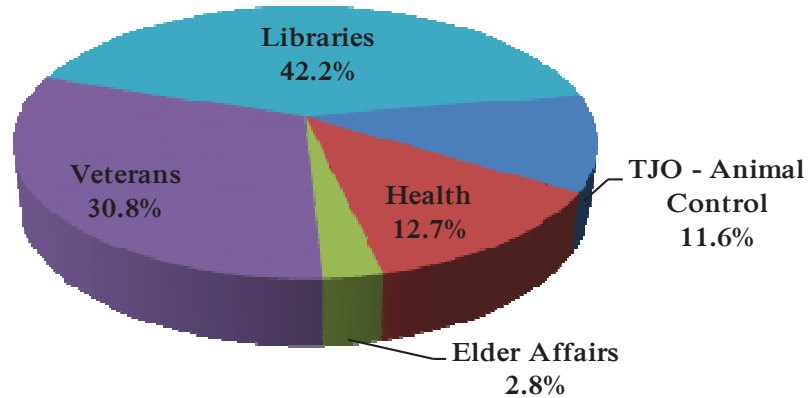
Mission Statement

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 2015: All Funds Budget and Staffing Overview

Health & Human Services Division

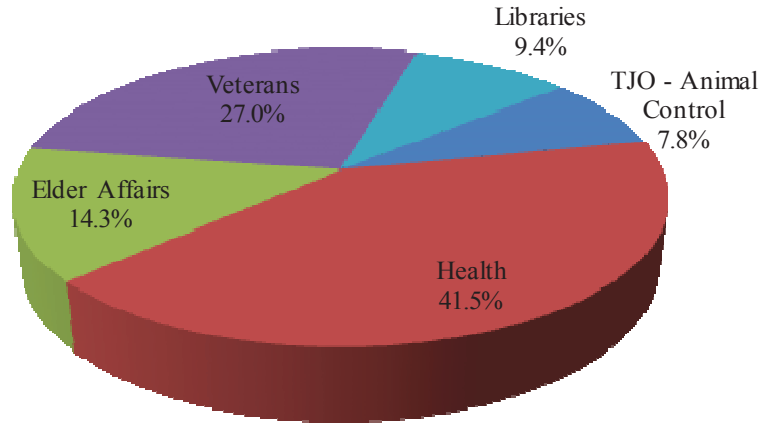


FY15 Adopted Budget & FTEs Health & Human Services Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
TJO - Animal Control	1,218,213	1,254,942	1,254,943	1,232,702	-1.8%
Health	1,292,074	1,292,146	1,292,145	1,349,554	4.4%
Elder Affairs	296,810	304,141	299,140	299,850	-1.4%
Veterans	3,151,491	3,573,436	3,571,436	3,283,601	-8.1%
Libraries	3,555,318	4,104,851	4,104,851	4,497,929	9.6%
Total	9,513,906	10,529,516	10,522,515	10,663,637	1.3%

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other	Total
TJO - Animal Control	11.5	-	-	-	-	11.5
Health	22.0	-	-	20.0	-	42.0
Elder Affairs	5.8	-	-	8.7	-	14.5
Veterans	4.0	-	-	-	-	4.0
Libraries	75.3	-	-	12.6	-	87.9
Total	118.6	-	-	41.3	-	159.9

Fiscal Year 2015: All Funds Budget and Staffing Overview

Revenue Overview



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
TJO - Animal Control	662,069	-	20,000	-	-	682,069
Health	291,650	-	3,324,656	-	-	3,616,306
Elder Affairs	-	-	1,245,548	-	-	1,245,548
Veterans	-	-	-	-	2,357,526	2,357,526
Libraries	107,086	-	713,548	-	-	820,634
Total	1,060,805	-	5,303,752	-	2,357,526	8,722,083

Fiscal Year 2015 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 is to provide comprehensive animal control services and programs to our communities for the protection of public health and safety, and for homeless animals.

FY14 Department Highlights

Animal control services are provided to residents of Springfield, Chicopee and Holyoke twenty four hours a day, seven days a week. Last year, animal control officers (ACO) responded to approximately 3,800 field calls. Ensuring public health and safety is the primary focus. ACOs respond to many complaints arising from conflicts between animals and people that may negatively affect the quality of life for humans, animals or both. ACOs investigate reports of animal bites, and TJO provides quarantine housing for animals that have bitten.

TJO Animal Control and Adoption Center temporarily housed approximately 3,200 animals last year. Most were found free-roaming, while others were left behind by owners who moved away, died or other reasons. Of these animals, 55% are dogs, 37% are cats and the remainders are small mammals and wildlife. Approximately 35% of stray dogs and 1% of stray cats impounded at TJO are claimed by the families who are missing them. Those not claimed are evaluated for sound temperament and medically assessed and most are made available for adoption.

TJO Animal Control and Adoption Center generates revenue through fees and fines associated with owner claimed animals and adoptions. In addition, participating cities contribute per capita for animal control services. Projected revenue for FY15 is \$662,068

Responding to citizen's concerns regarding feral (untamed) cat populations in neighborhoods, in collaboration with Dakin Humane Society and Homeless Cat project, TJO launched the Network for Community Cats. The goal of this program is to reduce the number of stray cats through trapping and sterilization, and by doing so, reduce the number of conflicts between residents and free-roaming cats. In just three months, a website, phone number, 43 humane traps, and a Facebook group were created and workshops were put in place. The city will bear no cost associated with this new program, as it is volunteer staffed and grant and donation funded.

FY15 Budget Highlights

- ◆ Funds 11.5 FTEs which represents a decrease of .5 from FY14
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Includes an Animal Control Officer position re-grade—\$13,393
- ◆ Animal Control Officers 10 week Association of Massachusetts Training Academy
- ◆ Provides professional, knowledgeable field service for a population of 250,000 throughout a 78 square mile area.

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	373,382	400,159	426,597	26,438	6.6%
OTPS	844,831	856,784	806,105	(50,679)	-5.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,218,213	1,256,942	1,232,702	(24,241)	-1.9%

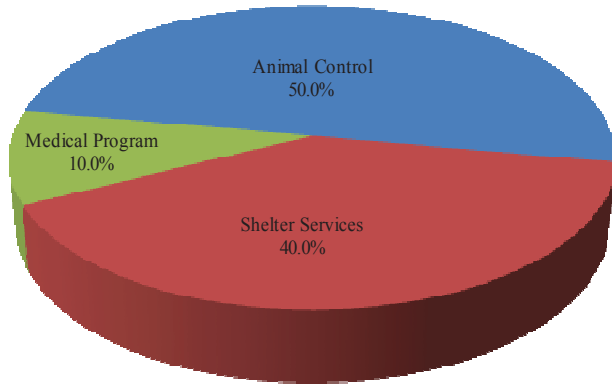
Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	11.0	12.0	11.5	(0.5)	-4.2%
Total FTEs:	11.0	12.0	11.5	(0.5)	-4.2%

Fiscal Year 2015 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Expenses



Program Summaries

Field Services— 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.

Adoption Services - Provides animal control services to the cities of Springfield, Chicopee and Holyoke. It operates out of one facility, a multi-service adoption center

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.

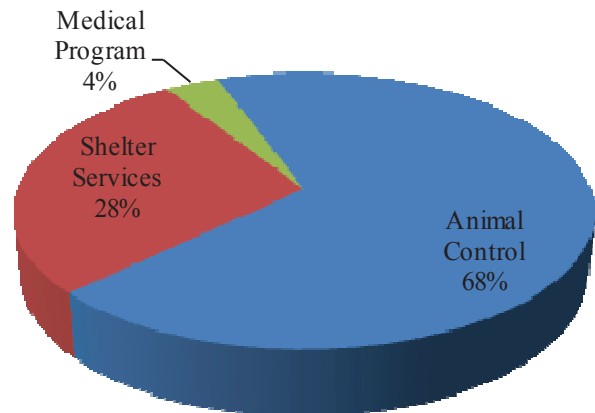
Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Animal Control	N/A	628,471	616,351	(12,120)	50.0%
Shelter Services	N/A	502,777	493,081	(9,696)	40.0%
Medical Program	N/A	125,694	123,270	(2,424)	10.0%
Total Expenditures:	1,218,213	1,256,942	1,109,432	(24,240)	100%

Revenue Summary

TOTAL REVENUE:	\$662,069
Adoption Program -	\$195,000
Kenneling / Impound Fees -	\$66,000
Medical Fees -	\$23,000
Cremation Fees -	\$17,150
Holyoke -	\$149,550
Chicopee -	\$207,369

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Animal Control	N/A	434,023	453,517	19,494	68.5%
Shelter Services	N/A	177,411	185,379	7,968	28.0%
Medical Program	N/A	-	23,172	23,172	3.5%
Total Departmental Revenue	618,610	633,610	662,069	28,459	100%

Fiscal Year 2015 Budget and Program Summaries
 THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	373,382	400,159	426,597	26,438	6.6%
OTPS	844,831	856,784	806,105	(50,679)	-5.9%
Capital	-	-	-	-	0.0%
Total General Funds	1,218,213	1,256,942	1,232,702	(24,241)	-1.9%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	7,167	5,689	5,000	(689)	-12.1%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	4,833	13,426	15,000	1,574	11.7%
Other Funding	-	-	-	-	0.0%
Total External Funds	12,000	19,115	20,000	885	4.6%
All Funds Budget:	1,230,213	1,276,057	1,252,702	(23,355)	-1.8%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	618,610	633,610	662,069	28,459	4.5%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	618,610	633,610	662,069	28,459	4.5%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Adopted
MASS ANIMAL COALITION			7,167	5,689	5,000
			-	-	-
<i>Subtotal FY15 anticipated grants:</i>			7,167	5,689	5,000
			-	-	-
<i>Subtotal Other Funding:</i>			-	-	-
DONATIONS			4,833	13,426	15,000
TOTAL External Funding Sources:			12,000	19,115	20,000

Fiscal Year 2015 Budget and Program Summaries
 THOMAS J. O’CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	628,471	616,351
FTEs	N/A	4.0	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animal of Springfield</i>			
% of priority one calls & two calls	N/A	16%	15%
# of events ACOs are first responders	N/A	137	130
# of free roaming animals impounded	N/A	2,769	2,250
# of animal bites investigated	N/A	136	125

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Four animal control officers (ACO) who are certified by the Massachusetts Animal Control Officers Association provides 24/7 field services. They focus on providing professional, knowledgeable field service for a population of 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.

Over the last year, ACOs responded to 3,800 field calls. Of those, 600 involved a human in danger (priority 1) or an animal in distress (priority 2.) TJO ACOs were first responders along with police and/or fire in 137 cases. There were 136 animal bite investigations and 263 cruelty investigations.

TJO animal control officers partnered with Kane’s Krusade, a Springfield non-profit organization that improves the lives of marginally or poorly kept backyard dogs. After an initial investigation and subsequent referral from ACOs, Kane’s Krusade brings care kits to needy families and their dogs. Important items such as dog houses, fencing, food, dishes, etc. are provided at no cost along with assistance securing spay/neuter and vaccination services. Statistics prove that chained, outdoor dogs are far more likely to bite. With this partnership, we will improve public safety by getting dogs off chains and into homes through providing owners with the necessary tools through Kane’s.

Fiscal Year 2015 Budget and Program Summaries
 THOMAS J. O’CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	502,777	493,081
FTEs	N/A	7.0	6.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Decrease the number of homeless and abandoned animals</i>			
% of animals returned to owner	17.0%	19.0%	22%
# of homeless and abandoned animals	3523	2209	2,550
% increase of shelter adoption	13.0%	12.0%	3%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Each year the TJO Adoption Center becomes increasingly popular, with hundreds of patrons visiting the facility each week. Adopted animals are vaccinated, micro chipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable. Each dog is given a multi-point behavioral assessment prior to adoption to help ensure safe dogs are being returned to the community. In FY14, TJO achieved a 100% adoption rate for adoptable animals, placing over 1,100 animals into new homes..

TJO’s team of 160 volunteers provides an average of 1,100 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; volunteer training and much more.

TJO staff and volunteers participated in 94 community and special events with educational messages about safety around animals and responsible pet ownership. These include many youth and civic groups visiting TJO for tours and educational presentations.

As a result of being out and about in the community continually, support of the TJO Facebook page soared to over 15,000 people. Social media provides TJO an opportunity to broadcast special events, reunite more animals with their families, and promote adoptable animals and to share important reminders such as vaccination and license deadlines.

Fiscal Year 2015 Budget and Program Summaries
 THOMAS J. O’CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	125,694	123,270
FTEs	N/A	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Increase the number of Animals Returned to Owner</i>			
# of animals treated	N/A	2,210	2,210
# of rabies vaccinations	N/A	1,382	1,382

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Veterinary services are provided to animals in the shelter four days per week. Two days are funded through the city budget and two days are funded through the Thomas J. O’Connor Animal Control and Adoption Center Foundation (TJO Foundation). The TJO veterinarian examines every animal presenting with a medical problem and 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 other), such as limb amputation, tumor removal, hernia repair and dental procedures.

A large number of animals arrive to the Center injured or in very poor condition and need a considerable amount of veterinary care to become well enough for adoption. (Expenses for non-critical surgeries and treatments are not funded by the City, but instead, are funded by the TJO Foundation.)

Fiscal Year 2015 Budget and Program Summaries
 THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY15 Budget Adjustments

Program Budget Adjustments	FY12	FY13	FY14	FY15 Adopted
Animal Control				
Housekeeping Supplies	-		(2,000)	(3,000)
Telephone		(1,000)		(979)
Rental		(26,566)		
Electricity		(38,127)		
Natural Gas		(20,000)		(34,150)
Uniform / Clothing				(280)
Adoption Services				
Personal Services	(43,557)	-	-	
Professional Services	(60,000)	(720)		(10,000)
OTPS	(23,890)	-	-	
Office Supplies				(979)
Inter-CGOV			-	(22,656)
TOTAL ADJUSTMENTS	(127,447)	(86,413)	(2,000)	(72,044)

Budget Impact Statement

The TJO Animal Control and Adoption Center FY15 Recommended Budget was reduced by \$72,044 from the departmental request.

- ◆ Custodial / Housekeeping (\$3,000)
- ◆ Telephone (\$979)
- ◆ Natural Gas - (\$34,150)
- ◆ Uniform / Clothing (\$280)
- ◆ Professional Services (\$10,000) which will be offset by a grant.
- ◆ Office Supplies (\$979)
- ◆ Inter-Gov—(\$22,656)

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Fiscal Year 2015 Budget and Program Summaries

HEALTH DEPARTMENT

Mission

The mission of the Springfield Health and Human Services Department is to promote physical and mental health, control communicable diseases, sanitize the environment also to prevent disease, injury and disability for the residents of the City of Springfield. The Department also is mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

FY14 Department Highlights

The Springfield Department of Health and Human Services (SDHHS) works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. In addition, SDHHS is charged with developing policies that will protect the health and well-being of residents and ensuring a quality, diverse, healthcare workforce by improving access to education, employment, and health services.

FY15 Budget Highlights

- ◆ Funds 22 FTEs which represents a decrease of .5 FTEs from FY14
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Request includes OTPS funded service level from FY14
- ◆ Animal Control Services
 - ◇ Pesticides & Herbicides—Rat Bait & Mosquito Control Program
- ◆ Public Health information Materials
- ◆ Physician Services for Nursing Unit
- ◆ Staff training for register nurses

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,089,217	1,089,108	1,146,517	57,409	5.3%
OTPS	202,857	203,037	203,037	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,292,074	1,292,146	1,349,554	57,409	4.4%

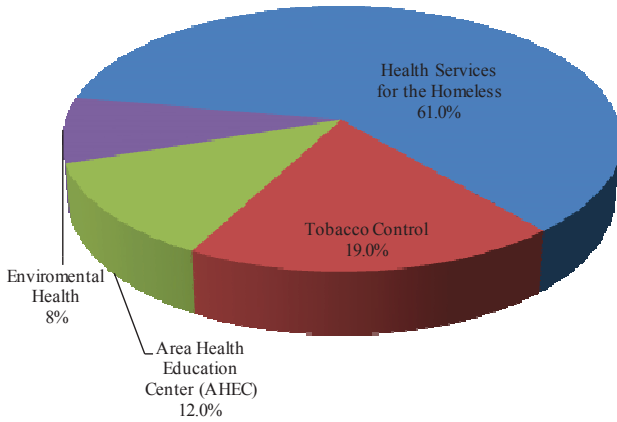
Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	22.5	22.5	22.0	(0.5)	-2.2%
Grant FTEs	21.2	18.0	20.0	2.0	11.1%
Total FTEs:	43.7	40.5	42.0	1.5	3.7%

Fiscal Year 2015 Budget and Program Summaries

HEALTH DEPARTMENT

Program Expenses



Program Summaries

Health Services for the Homeless - provides direct health care, social services, advocacy and outreach to homeless persons at thirty two (32) sites throughout the City

Tobacco Control - helping the residents of Springfield understand the hazards of tobacco smoke

Area Health Education Center (AHEC) - to reduce health disparities by enhancing the skills

Prevention — implements components of a prevention and intervention programs for youth

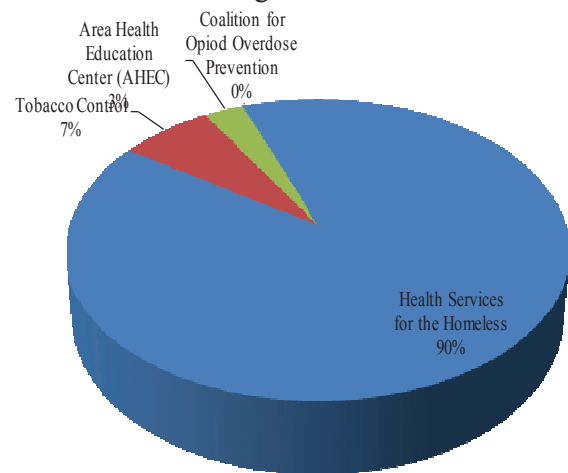
Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Health Services for the Homeless	N/A	2,118,989	3,189,099	1,070,110	61.0%
Tobacco Control	N/A	660,013	993,326	333,313	19.0%
Area Health Education Center (AHEC)	N/A	416,850	627,364	210,513	12.0%
Prevention	N/A	277,900	418,242	140,342	8.0%
Total GF Budget:	1,292,074	1,292,146	1,349,554	57,408	30.0%
All Funds Budget:	2,864,565	2,181,606	3,878,477	1,696,871	70.0%
Total Expenditure:	4,156,639	3,473,752	5,228,031	1,754,279	100%

Revenue Summary

TOTAL REVENUE:	\$291,650
Licenses and Permits -	\$289,050
♦ Food Service Establishment	
♦ Burial Permit	
♦ Mobile Food Service	
♦ Retail Food	
♦ Milk	
♦ Disposal Works Construction	
Fine and Forfeits -	\$2,600

Program Revenue



Departmental Revenue

Program Revenue	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Health Services for the Homeless	N/A	262,485	262,485	-	90.0%
Tobacco Control	N/A	20,416	20,416	-	7.0%
Area Health Education Center (AHEC)	N/A	8,750	8,750	-	3.0%
Prevention	N/A	-	-	-	0.0%
Total Departmental Revenue	491,650	291,650	291,650	-	100%

Fiscal Year 2015 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,089,217	1,089,108	1,146,517	57,408	5.3%
OTPS	202,857	203,037	203,037	(0)	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,292,074	1,292,146	1,349,554	57,408	4.4%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	2,409,123	1,627,785	3,324,656	1,696,871	104.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	455,442	553,821	553,821	-	0.0%
Total External Funds	2,864,565	2,181,606	3,878,477	1,696,871	77.8%
All Funds Budget:	4,156,639	3,473,752	5,228,031	1,754,279	50.5%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
OTHER PERMITS	287,000	287,000	287,000	-	0.0%
DEPARTMENTAL FINES	4,650	4,650	4,650	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	200,000	-	-	-	0.0%
Total Departmental Revenue	491,650	291,650	291,650	-	0.0%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Adopted
STOP ACCESS 5035 FY14	GRANT	6/30/2014	7,005	13,471	80,000
STOP ACCESS 5034 FY14	GRANT	6/30/2014	80,000	50,067	80,000
MLCHC-EMERGENCY PREPAREDNESS FY14	GRANT	6/30/2014	2,500	2,500	
HAMPDEN PUBLIC HEALTH	GRANT	7/1/2014	6,268	2,822	-
AHEC-MODEL FY14	GRANT	8/31/2014	73,641	52,732	149,625
HEALTH SERVICES FOR THE HOMELESS	GRANT	10/31/2014	1,569,078	784,369	1,569,078
TOBACCO FY14	GRANT	6/30/2014	60,790	40,529	274,456
MEDICAL EDUCATION	GRANT	6/30/2014	4,603	10,343	80,605
PIONEER VALLEY AHEC-CORE FY14	GRANT	6/30/2014	28,273	67,971	109,782
MASS IN MOTION-COMMUNITY TRANSFORMA	GRANT	6/30/2014	510,707	410,271	770,125
HIV/AIDS	GRANT	6/30/2014	29,809	49,841	90,985
ORI-TAG FY14	GRANT	9/30/2014		112,000	
AHEC-MYAT MINI GRANT FY14	GRANT	6/30/2014		1,750	
PARTNERSHIP FOR SUCCESS FY14	GRANT	6/30/2014	36,449	29,119	120,000
<i>Subtotal FY15 anticipated grants:</i>			2,409,123	1,627,785	3,324,656
MA Cnty Transformation-MA Motion	GRANT	NONE	-	-	-
HEALTHCARE FOR THE HOMELESS - MED ASST.	OTHER	NONE	-	-	-
HEALTH SERVICES FOR THE HOMELESS	GRANT	NONE	-	-	-
STOP ACCESS 5035 FY15	GRANT	6/30/2015	-	-	-
STOP ACCESS 5034 FY15	GRANT	6/30/2015	-	-	-
MASS CALL II FY15	GRANT	NONE	-	-	-
<i>Subtotal Other Funding:</i>			-	-	-
HANDICAP			455,442	553,821	553,821
TOTAL External Funding Sources:			2,864,565	2,181,606	3,878,477

Fiscal Year 2015 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Health Services for the Homeless

Health Services for the Homeless	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	2,118,989	3,189,099
FTEs	N/A	10.0	15.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	3,194	1,600	3,500
# of homeless children (under 17) receiving health care	340	169	375
# of homeless receiving dental care	329	165	365
# of homeless receiving social services	3,194	1,600	3,500

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

The City of Springfield Department of Health and Human Services (SDHHS) has a broad mandate to provide community medical care, health education and prevention programs, and environmental health services. Since 1988 and with funding from the BPHC 330 (h) grants, SDHHS has provided a comprehensive system of medical and oral health care, behavioral health services, case management, assistance with housing and other support services to its target population—individuals and families experiencing homelessness. The Health Services for the Homeless Health Center (HSH) is a collaboration of the applicant organization, City of Springfield’s Department of Health and Human Services and its subcontracted organizations, Mercy Medical Center’s Health Care for the Homeless (HCH) Program and South Middlesex Opportunity Council/Open Pantry Community Services. The HSH Health Center and Mercy’s HCH provide primary medical services for all health issues, focusing on those chronic conditions that disproportionately affect the homeless. The HSH Health Center also directly provides oral health and case management services. Mercy’s HCH Program is part of the Sisters of Providence Health System that offers the homeless a wide range of primary and specialty medical services, case management, behavioral healthcare, inpatient and outpatient detoxification and substance abuse services. Open Pantry provides case management, benefits interventions, counseling, housing assistance, job support, mental health and substance abuse services. The Health Center’s main clinic is located in the Springfield Worthington Street Shelter’s New Resource Center; in addition the Health Center operates an Adolescent Clinic in Springfield’s Mason Square neighborhood, and provides primary care services at 24 community partner locations throughout the Service Area.

- ◆ Community served: The city of Springfield and the 3-county service area of Western Massachusetts that includes Hampden, Hampshire, and Franklin Counties.
- ◆ Target population: Adult men and women and elderly population experiencing homelessness in Springfield and surrounding areas, as well as at-risk and homeless youth.
- ◆ One of our recent successes focused on homeless women and cervical cancer. In general, the women who participated in the educational and focus groups had prior knowledge of the need for cervical screenings. Many of them were not aware of the connection between HPV and cervical cancer. Barriers to care were discussed during the focus groups. Some women were afraid to have a repeat cervical screenings due to an abnormal test in the past. Transportation and child care were other barriers to care. The importance of yearly women’s exam was stressed, which includes a breast and pelvic exam. The education and focus groups centered on risk factors and prevention of cervical cancer. Safe sex practices, obtaining the HPV vaccine and how to prepare for a Pap test were some of the topics. The clients were encouraged to make appointments with their doctors or given the option to have a Pap test at one of our sites. In total 146 women received cervical cancer screenings and received in-depth education around cervical cancer and their all-around health care.

Fiscal Year 2015 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Tobacco Control

Tobacco Control	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	660,013	993,326
FTEs	N/A	10.5	10.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Prevent youth from purchasing tobacco products</i>			
# of permits issued	256	219	265
# of investigated complaints and conducted onsite inspections	27	19	N/A
% of tobacco retailers adhering to youth access regulations	10%	9%	N/A

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Conduct requisite inspections to monitor compliance, including tobacco sales, Compliance checks.
- ◆ Issue fines, citations and suspension of permits for violations.
- ◆ Conduct routine inspections of tobacco retailers to check for signage, permits and self service displays and other violations.
- ◆ Conduct routine inspections of local bars and restaurant to ensure compliance with state smoke-free workplace law.
- ◆ Issued tobacco sales permit.
- ◆ 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 work-shops.
- ◆ The participants are youth, in the Pioneer Valley Area Health Education Center (PVAHEC), which is a community-based public health education program hosted by the Springfield Department of Health and Human Services. It is one of six community-based centers located across Massachusetts which are associated with the Mass AHEC Network, sponsored by the University of Massachusetts Medical School.
- ◆ The youth are part of our youth into health careers component known as REACH (Recruitment & Educational Assistance for Careers in Health).
- ◆ The REACH program exposes Springfield public high school students to a variety of careers in the health and human service fields as well as to the public health issues affecting their communities while also providing them academic support. For this project the student works in collaboration with the Tobacco Control program of the Springfield Department of Health and Human Services as a service learning project.
- ◆ Across the City recently the youth have done multiple presentations at Neighborhood Councils and Community Organizations. They have obtained Letters of support from McKnight, Old Hill and South-end councils and have also received verbal agreements for Letters of support from Sen. Candares and Rep. Coakley.

Fiscal Year 2015 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Area Health Education Center (AHEC)

Area Health Education Center (AHEC)	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	416,850	627,364
FTEs	N/A	10.0	7.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Reduce health disparities by enhancing the skills and increasing the diversity of the healthcare taskforce</i>			
% of minorities on healthcare taskforce	100%	100%	100%
# of professional development and networking opportunities sessions	144	75	150

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ AHEC program of Springfield Health/Human Services (SHHS) since 1996;
- ◆ Youth to health careers component (REACH) has served over 3k Springfield Public School students since 1984;
- ◆ Community Outreach Worker Network & Training (COWNT) Coalition is the only convener, network, and training entity for Community Outreach/ Health Workers in greater Springfield;
- ◆ REACH youth instrumental in passing the ordinance to banning the sale of tobacco and tobacco products in pharmacies in the City of Springfield;
- ◆ AHEC program advisory board membership composes of area health care professionals, local college allied health administrators and college administrators, and representatives from Springfield Public School System; and
- ◆ Program Office, MassAHEC is located at UMass Medical School.

Fiscal Year 2015 Budget and Program Summaries
HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY13 Actual	FY14 YTD	FY15 Adopted
Budget	N/A	277,900	418,242
FTEs	N/A	7.5	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Reduce the number affected by opiate abuse and overdose</i>			
# of newly informed and trained community stakeholders	1,200	500	1,000

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- ◆ Weekly SPD training sessions regarding overdose prevention.
- ◆ Foster SPD involvement with SCOOP and promote more community engagement events with the SPD.
- ◆ Continue to conduct weekly training sessions with Carlson detox, SPD and Providence Methadone Clinic.
- ◆ Continue to provide monthly training sessions for New North’s Citizen’s Council’s Drop in Center.
- ◆ Will add new community training sessions for Springfield stakeholders.
- ◆ Work with HCSD in developing a harm reduction policy to be implemented first at the Alcohol Center then into the Main Facility focusing on overdose prevention.
- ◆ Working with Sheriff Ashe and the corrections department regarding enhancing our corrections strategy in direct regards to the Service to Science evaluation.
- ◆ Working with AISS to provide weekly/bi-weekly prevention training sessions for their harm reduction groups.
- ◆ Build SCOOP capacity with the city of Springfield.
- ◆ Work on Baystate High Utilizer ED Task Force monthly.
- ◆ Attend community meetings.
- ◆ Coordinate community engagement sessions for the community.
- ◆ Attend professional development sessions provided for and occasionally mandated by DPH.
- ◆ Complete DPH’s CLI reports and indicated.
- ◆ Work with federal evaluator on making corrections strategy a evidence based strategy.
- ◆ Process, track and evaluate data collected from data sources.
- ◆ Create a data base and map instances of overdoses within the city of Springfield.
- ◆ Will research and seek sustainability strategies for the coalition and it’s members.
- ◆ Provide assistance to the cultural and linguistically competent curriculum with BHWJLT (Dr. Haner Hernandez and Sandra Munier, MSW).
- ◆ Hold quarterly coalition meetings and disseminate relevant data and documentation to coalition members.
- ◆ Conduct monthly work group meeting with the three groups: Law Enforcement, Data and Education.

Fiscal Year 2015 Budget and Program Summaries

HEALTH DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Health Services for the Homeless				
Personal Services	(177,306)	(92,290)	-	-
Tobacco Control				
	-	-	-	-
Area Health Education Center (AHEC)				
Professional Services	-	(10,000)	(804)	-
Postage & Delivery		(1,200)		
Coalition for Opiod Overdose Prevention				
Gasoline & Diesel		(2,700)	-	
Seminars and Training		(2,027)	-	
TOTAL ADJUSTMENTS	(177,306)	(108,217)	(804)	-

Fiscal Year 2015 Budget and Program Summaries

ELDER AFFAIRS

Mission

The Department of Elder Affairs is dedicated to enhancing the quality of life for elderly citizens in the City of Springfield.

FY14 Department Highlights

The Department of Elder Affairs provides a continuum of services from center based programs, to advocating for the needs of elders citywide. The Department offers recreational and educational programs at 9 sites throughout the city. The Department provides outreach and referral services that provide elder citizens access to resources. The department retrains and places low income, unemployed, mature workers back into the workforce through its Senior Aide program within Hampden and Hampshire county. This program is supported by the Department of Labor Provides, Senior Service America.

The Department of Elder Affairs administers the Serving Health Information needs of Elders (SHINE) program from the state department of Elder Affairs for all of Hampden County. This program assists seniors in understanding their Medicare and Mass health benefits and other health insurance. The department was awarded a new grant called One Care through the department of Elder Affairs This grant works with individuals under 65 that are also duo enrolled for all of Hampden County.. In addition the department oversees the private nonprofit 501(c)3Golden Age Club, Inc. a recreational club that promotes travel, tours and holds weekly meetings at 9 locations throughout the city. DEA collaborates with the Springfield Fire Department to administer the Smoke detector Program. This program protects the city and its residents by installing 10 year lithium smoke detectors in senior owned homes.

- ◆ Services more than 12,200 elders in our centers and programs city wide
- ◆ Expanded our carbon monoxide detector program to include another 700 detectors. For a total of 1700 CO installed in elder owner occupied homes.
- ◆ Received one of 4 grants awarded state wide for the Expansion of the Massachusetts Health Insurance One Care program of disabled individuals for all of Hampden County
- ◆ Received an Arts Council Grant to work with world renowned mosaic artist Robert Markey to create mosaics at program sites across city.
- ◆ Received grant to participant statewide with Elders and Fire department on Falls Curriculum Grant .
- ◆ Conducted Legal Elder workshops with the Mass Bar Association
- ◆ Opening of the Hungry Hill Center and Mary Troy Park in the East Springfield section of the city of Springfield.
- ◆ Elders in senior centers across the city created and donated blankets to HelpOur Kids, Inc for children in foster care

FY15 Budget Highlights

- ◆ Funds 14.5 FTEs represents and increase of 1.5 FTEs from FY14
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ OTPS represents a funded level service from FY14
- ◆ Senior Center programs that promote fitness, education, health screenings, recreational activities, and trips
- ◆ Various events for Senior Centers

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	282,446	287,338	283,048	(4,290)	-1.5%
OTPS	14,364	16,802	16,802	(0)	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	296,810	304,141	299,850	(4,291)	-1.4%

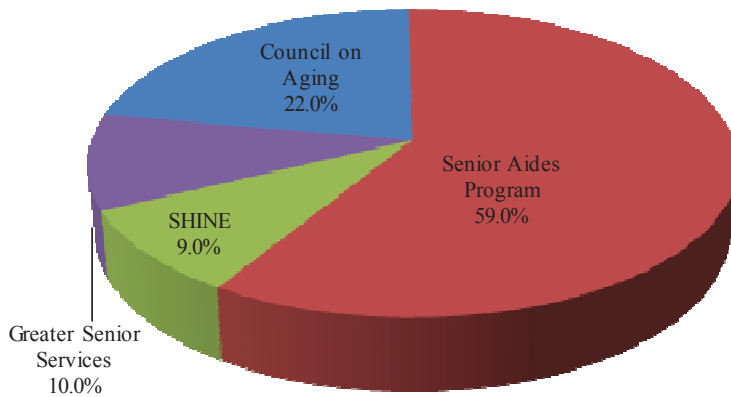
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	6.4	5.2	5.8	0.6	11.5%
Grant FTEs	8.0	7.8	8.7	0.9	11.4%
Total FTEs:	14.4	13.0	14.5	1.5	11.5%

Fiscal Year 2015 Budget and Program Summaries

ELDER AFFAIRS

Program Expenses



Program Summaries

Council on Aging - Senior Centers provide health and recreational activities for Springfield senior residents.

Senior Aides Program - Promotes the transition of the 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.

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Council on Aging	N/A	66,911	339,988	273,077	22.0%
Senior Aides Program	N/A	179,443	911,785	732,342	59.0%
SHINE	N/A	27,373	139,086	111,713	9.0%
Greater Senior Services	N/A	30,414	154,540	124,126	10.0%
Total GF Budget:	296,810	304,141	299,850	(4,291)	19.4%
All Grant Funds Budget:	1,091,842	783,930	1,245,548	461,618	80.6%
Total Expenditure:	1,537,124	1,088,071	1,545,398	457,327	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries

ELDER AFFAIRS

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	281,131	287,338	283,048	(4,290)	-1.5%
OTPS	15,678	16,802	16,802	(0)	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	296,810	304,141	299,850	(4,291)	-1.4%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	1,091,842	783,930	1,245,548	461,618	58.9%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,091,842	783,930	1,245,548	461,618	58.9%
All Funds Budget:	1,388,652	1,088,071	1,545,398	457,327	42.0%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FFES	-	-	-	-	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	FY13 Actual	FY14 Actual	FY15 Adopted
SENIOR AIDE FY14	GRANT	6/30/2014	619,816	514,402	619,816
GREATER SPRINGFIELD SENIOR SERVICES	GRANT	9/30/2014	88,890	75,542	88,890
ONE CARE DUAL RATE	GRANT	3/24/2016	10,785	500	10,785
ONE CARE DUAL FUNDING 2	GRANT	3/24/2016	12,500	3,129	12,500
MIPPA PROGRAM	GRANT	VARIOUS	8,783	323	8,783
COUNCIL ON AGING	GRANT	VARIOUS	191,072	182,001	191,072
COMCAST GRANT	GRANT	VARIOUS	40,000	2,800	40,000
COMMONWEALTH CARE GRANT	GRANT	VARIOUS	20,000	5,232	20,000
<i>Subtotal FY15 anticipated grants:</i>			991,846	783,930	991,846
COUNCIL ON AGING	GRANT		153,706	-	153,706
SHINE 15	GRANT		99,996	-	99,996
<i>Subtotal Other Funding:</i>			99,996	-	253,702
TOTAL External Funding Sources:			1,091,842	783,930	1,245,548

Fiscal Year 2015 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Council on Aging

Council on Aging	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	66,911	339,988
FTEs	N/A	4.0	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
To encourage senior participation through health and recreational activities			
Number of who participated in recreational activities	5,258	6,000	6,200

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

Highlights

Council on Aging (senior Centers) provide health and recreational activities for Springfield senior residents. These Centers are Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point , Clodo Concepcion Community Center and the Fitness Center are located throughout the city. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing at all Senior Centers and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

Fiscal Year 2015 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Senior Aides Program

Senior Aides Program	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	179,443	911,785
FTEs	N/A	2.5	2.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
To assess and address the needs of seniors			
Number of seniors transitioned from subsidized to unsubsidized employment	21	21	21
Number of unsubsidized job placements	21	21	21
Number of enrolled participants	66	66	74

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

Highlights

The Senior Aides program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc.

DEA is a subcontractor of Senior Service America that has a 3 year contract with DOL. SSA is in the 2nd year of the 3 year contract. DEA contract is yearly contract. Contract calls for clear goals and outcomes.

Fiscal Year 2015 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	27,373	139,086
FTEs	N/A	3.5	3.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
To Improve awareness of benefits and services available to seniors			
Number of information and referral services	13	19	29
Number of community presentations	35	49	60
Number of seniors assisted	950	1,100	1,200

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

Highlights

Senior Health Information network and education. The SHINE program provides information on benefits and services available to seniors. encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

3 year contract state contract year FY13-FY16

This contract is allocated through the Federal state Mass Health and affordable care legislature.

Fiscal Year 2015 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	30,414	154,540
FTEs	N/A	3.0	4.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
To Improve awareness of benefits and services available to seniors			
Number of follow-up home visits	200	500	200
Number of community presentations	100	150	150
Number of information and referral services	4,000	4,000	4,000

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

Highlights

The Greater Springfield Senior Services, Inc. (GSSSI) program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

This is a 3 year Federal grant we are in the second year. DEA is a sub grantee from Greater Senior Services grant is a Title 3b with the Department of Agriculture.

Fiscal Year 2015 Budget and Program Summaries
ELDER AFFAIRS

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Council on Aging				
Personal Services	(31,365)	(21,451)	-	-
Office Supplies		(1,146)		
Senior Aides Program				
SHINE				
Gas & Diesel	-	(1,450)	-	-
Greater Senior Services				
Special Events		(1,000)	-	
Professional Services	(6,000)	(3,005)	-	
TOTAL ADJUSTMENTS	(37,365)	(28,052)	-	-

Budget Impact Statement

The FY15 recommended budget for the Department of Elder Affairs represents a level funded budget.

Fiscal Year 2015 Budget and Program Summaries

VETERAN SERVICES

Mission

The mission of the Department of Veterans' Services is to advocate on behalf of all the Commonwealth's veterans, to provide quality support services, and to direct an emergency financial assistance program for veterans and their dependents in need.

FY14 Department Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department Veteran Services is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper interment of deceased veterans in accordance with state regulations. title/foreclosure matters.

FY15 Budget Highlights

- ◆ Funds 4.0 FTEs consistent with FY14
- ◆ Includes a 2% salary increase for non-bargaining employees
- ◆ Budget request for OTPS for FY15 is consistent with funded service level for FY14
- ◆ Continues to support Veterans Benefits;
 - ◇ Doctors Bills
 - ◇ Nursing Home
 - ◇ Medication
 - ◇ Hospital Costs
 - ◇ Dental

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	226,973	219,918	230,583	10,665	4.8%
OTPS	2,924,518	3,353,518	3,053,018	(300,500)	-9.0%
Capital	-	-	-	-	0.0%
Total General Funds	3,151,491	3,573,436	3,283,601	(289,835)	-8.1%

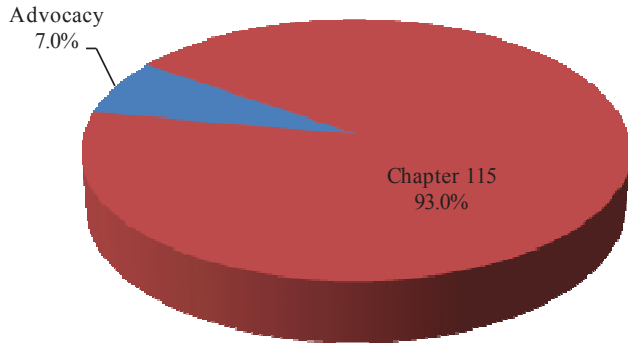
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	4.0	4.0	4.0	-	0.0%
Total FTEs:	4.0	4.0	4.0	-	0.0%

Fiscal Year 2015 Budget and Program Summaries

VETERAN SERVICES

Program Expenses



Program Summaries

Advocacy - Processes applications for veterans' benefits for financial assistance

Chapter 115 - Provides financial and medical assistance to qualified veterans and their dependents

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Advocacy	N/A	250,141	229,852	(20,288)	7.0%
Chapter 115	N/A	3,323,295	3,053,749	(269,546)	93.0%
Total Expenditures:	3,151,491	3,573,436	3,283,601	(289,834.7)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2015 Budget and Program Summaries
VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	226,973	219,918	230,583	10,665	4.8%
OTPS	2,924,518	3,353,518	3,053,018	(300,500)	-9.0%
Capital	-	-	-	-	0.0%
Total General Funds	3,151,491	3,573,436	3,283,601	(289,835)	-8.1%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	500	500	-	(500)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	500	500	-	(500)	-100%
All Funds Budget:	3,151,991	3,573,936	3,283,601	(290,335)	-8.1%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FFES	-	-	-	-	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	FY13 Actual	FY14 Actual	FY15 Adopted
DAVIS FOUNDATION-EMPLOYERS SUMMIT			500	500	-
<i>Subtotal FY15 anticipated grants:</i>			500	500	-
<i>Subtotal Other Funding:</i>			-	-	-
TOTAL External Funding Sources:			500	500	-

Fiscal Year 2015 Budget and Program Summaries
VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	250,141	250,141	229,852
FTEs	1.0	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Support and advocate on behalf of Veterans and their dependents</i>			
Number of veterans/spouses participating Chapter 115 intake application process			
Number of veterans/spouses submitting application successfully approved			
Number of request for DD -214 Discharge/Separation documentation			

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

Continued to strengthen the department staff’s performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

Department greatly enhanced its readiness posture by creating policies and procedures to coordinated and executed 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.

Fiscal Year 2015 Budget and Program Summaries
VETERAN SERVICES

Program Summaries

Chapter 115

Chapter 115	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	3,323,295	3,323,295	3,053,749
FTEs	3.0	3.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
<i>Provide financial and medical assistance to qualified Veterans and their dependents</i>			
Number of veterans who came off of Chapter 115 due to alternative sources of income			
Reimbursement dollars and other cost saving/cost recovery			

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department Veteran Services is charged with taking applications for veterans’ benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department organized monthly job skills workshops to assist veterans in securing employment of any kind, and installed computer workstations to support job search efforts

Fiscal Year 2015 Budget and Program Summaries

VETERAN SERVICES

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Advocacy				
Personnel Services	(93,197)	-	(7,055)	5,401
OTPS				(500)
Chapter 115	-	-	-	
OTPS	602,107		429,000	(300,000)
Nursing Home	-	(19,624)	-	-
TOTAL ADJUSTMENTS	508,910	(19,624)	421,945	(295,099)

Budget Impact Statement

The Veterans Department reduced OTPS by \$295k over the FY15 request. Due to caseload amounts the Chapter 115 appropriation was reduced by \$300k over FY14.

Reduction in OTPS

- ◆ Seminars / Training - (\$150)
- ◆ Dues / Membership - (\$50)
- ◆ Office Supplies - (\$150)
- ◆ Printing / Binding - (\$150)
- ◆ Veterans Benefits - (\$300,000)

Fiscal Year 2015 Budget and Program Summaries

LIBRARIES

Mission

Building connections, broadening horizons and strengthening the community. The Springfield Public Libraries are the community's source for literacy, technology and information.

FY14 Department Highlights

The City, acting on the recommendations of the "Re: Think Springfield City Library" consultant study, supported the resurgence of the Springfield City Library in FY2014. 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 seven branch libraries were increased from 18 to 30 hours a week beginning on November 18, 2013. The response by the public during just the first three months has exceeded all expectations. Compared with the same three month period the year before, visits by the public at these branches increased by 60%. Use of computers went up 93% and Wi-Fi use rose 118%. Attendance at children's programs is up 105% and attendance at meetings by community groups rose by 137%. It is clear that having reliable schedules for these locations has eliminated the confusion and frustration people had experienced in the past with limited hours and days available. The Library Express at Pine Point opened on March 10, 2014. This smaller footprint library outlet focuses on the newest, most popular library materials in an informal and inviting atmosphere. Expectations are that this library will be a welcome addition to the Pine Point neighborhood.

To coincide with the expanded hours at library branches, the library on November 18 launched a brand new website at www.springfieldlibrary.org. It features a more attractive and graphical presentation of events, resources, library news and how-tos. Its flexibility enables the site to be kept vibrant and current.

A grant application was filed with the Massachusetts Board of Library Commissioners to study the feasibility, location and design of a new branch library for the East Forest Park neighborhood. Residents of that area are hoping for a full-service library and community center to replace the small and inadequate storefront branch that is currently being leased by the City. The Mayor and City Council unanimously approved submitting this grant application. The hope is that the grant will be approved in June of 2014, with planning work to begin shortly thereafter.

In addition to expanded hours, the library has focused the energy and creativity of its staff into programming and outreach teams to address important Springfield issues and populations. These include Adult Literacy and Lifelong Learning, After School, Civic and Community Engagement, Early Literacy, Workforce Development and Customer Experience.

FY15 Budget Highlights

- ◆ Funds 75.3 FTEs - General Fund
- ◆ Includes a 2% salary increase for non-bargaining and AFSCM1596A union employees
- ◆ Continues to fund expanded branch hours
- ◆ Automated resource sharing services for Library
- ◆ Wireless Access for Branch Libraries

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	2,155,059	2,595,504	2,971,585	376,081	14.5%
OTPS	1,360,259	1,469,347	1,479,344	9,997	0.7%
Capital	40,000	40,000	47,000	7,000	17.5%
Total General Funds	3,555,318	4,104,851	4,497,929	393,078	9.6%

Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	59.2	77.9	75.3	(2.6)	-3.3%
Grant FTEs	10.8	6.1	12.6	6.5	106.6%
Total FTEs:	70.0	84.0	87.9	3.9	4.6%

Fiscal Year 2015 Budget and Program Summaries

LIBRARIES

Program Summaries

After School - High quality educational and leisure opportunities for Springfield youth, from birth through age seventeen.

Civic & Community Engagement - Outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences.

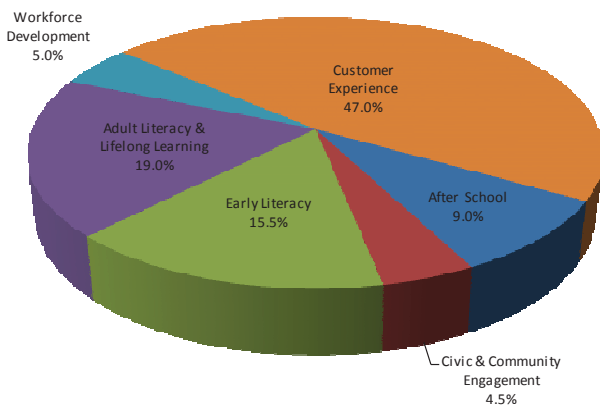
Early Literacy - Programs are offered for the education, entertainment, and enlightenment of these groups.

Adult Literacy & Lifelong Learning - Resources and skills that they need to explore topics of personal interest and continue to learn throughout their lives

Workforce Development - Helps residents with the opportunity to attain steady and meaningful jobs

Customer Experience - Provides timely and accurate information services for residents

Program Expenses



Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
After School	N/A	423,323	469,033	45,710	9.0%
Civic & Community Engagement	N/A	211,661	234,516	22,855	4.5%
Early Literacy	N/A	729,056	807,779	78,723	15.5%
Adult Literacy & Lifelong Learning	N/A	893,682	990,180	96,499	19.0%
Workforce Development	N/A	235,179	260,574	25,394	5.0%
Customer Experience	N/A	2,210,686	2,449,394	238,708	47.0%
Total GF Expenditures:	3,555,318	4,104,851	4,497,929	393,078	0.0%
Total Grant Expenditures:	633,218	598,737	713,548	114,811	0.0%
All Funds Expenditures:	4,188,536	4,703,588	5,211,476	507,889	100%

Program Revenue

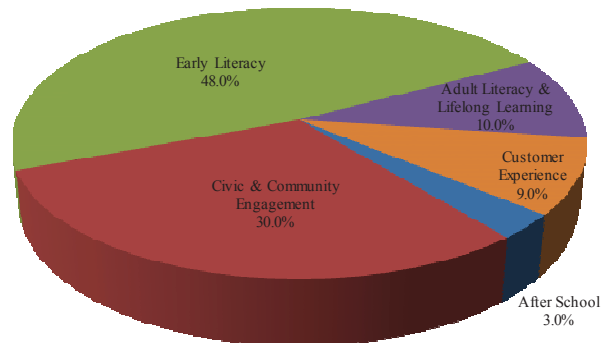
Revenue Summary

TOTAL REVENUE: \$967,209

Fees / Fines - \$107,086

◆ Late Charges

Grant Funds - \$860,123



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
After School	N/A	27,429	29,016	1,587	3.0%
Civic & Community Engagement	N/A	274,292	290,163	15,871	30.0%
Early Literacy	N/A	438,867	464,260	25,393	48.0%
Adult Literacy & Lifelong Learning	N/A	91,431	96,721	5,290	10.0%
Workforce Development	N/A	-	-	-	0.0%
Customer Experience	N/A	82,288	87,049	4,761	9.0%
Total General Fund:	178,000	178,000	107,086	(70,914)	0.0%
Total Grant / Donations / Trusts:	783,218	736,306	860,123	123,817	0.0%
All Funds Revenue:	961,218	914,306	967,209	52,903	100%

Fiscal Year 2015 Budget and Program Summaries
LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	2,155,059	2,595,504	2,971,585	376,081	14.5%
OTPS	1,360,259	1,469,347	1,479,344	9,997	0.7%
Capital	40,000	40,000	47,000	7,000	17.5%
Total General Funds	3,555,318	4,104,851	4,497,929	393,078	9.6%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	633,218	598,737	713,548	114,811	19.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	150,000	137,569	146,575	9,006	6.5%
Other Funding	-	-	-	-	0.0%
Total External Funds	783,218	736,306	860,123	123,817	16.8%
All Funds Budget:	4,338,536	4,841,157	5,358,051	516,895	10.7%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
DEPARTMENTAL FEES	75,000	75,000	-	(75,000)	-100%
DEPARTMENTAL FINES	103,000	103,000	107,086	4,086	4.0%
MISCELLANEOUS REVENUE	-	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	-	-	-	-	0.0%
Total Departmental Revenue	178,000	178,000	107,086	(70,914)	-39.8%

External Funding Sources	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Adopted
HAMPDEN BANK	GRANT	VARIOUS	-	5,000	5,000
LSTA	GRANT	6/30/2014	17,681	9,303	9,319
FAMILY CHILD CARE LITERACY PROJECT	GRANT	8/31/2014	357	400	400
CELEBRATE SPRINGFIELD AND ITS' LIBRARY	GRANT	VARIOUS	65,695	54,166	75,827
ABE GRANT FY14	GRANT	8/31/2014	186,966	181,802	259,274
MASS CULTURAL COUNCIL FY14	GRANT	6/30/2014	9,905	3,951	11,118
MBLC STATE AID FY14	GRANT	VARIOUS	213,505	205,006	213,500
LITERACY VOLUNTEERS PROGRAM FY14	GRANT	6/30/2014	5,109	5,109	5,109
MASON SQUARE LIBRARY	GRANT	6/30/2014	134,000	134,000	134,000
<i>Subtotal FY15 anticipated grants:</i>			633,218	598,737	713,548
TRUST & ENDOWMENT	TRUST		150,000	137,569	146,575
<i>Subtotal Other Funding:</i>			150,000	137,569	146,575
TOTAL External Funding Sources:			783,218	736,306	860,123

Fiscal Year 2015 Budget and Program Summaries
LIBRARIES

Program Summaries

After School

After School	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	423,323	469,033
FTEs	N/A	13.0	7.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
YA Programs	164	330	347
YA Program Attendance	1,690	3,615	3,796
Partnerships with Organizations	1	2	2
Circulation of Young Adult Materials	45,179	44,738	46,974
Young Adult Cardholders	10,331	20,142	21,149

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

Teen Read Week focused on a national theme of “Seek the Unknown,” offering ten programs around the idea of trying new things and exploring new places both real and imaginary. Other popular programs included a Character Cosplay which built on the popularity of costuming among fans of Japanese animation, paranormal phenomena and journal making. Over 150 teens participated in these programs.

Building on the popularity of a media grant for teens in FY13, the library has been planning how to expand the reach of that “mobile media lab” (MacBook laptops, equipment and media creation software). A 4-day Web Design Mini-camp during February vacation served as a model for programs to take place during the summer. The teens had fun using Photoshop Elements to design Web sites. They were tasked with recreating the city logo and Web site, and developing an informational brochure about Springfield. Students researched the history of the city and some of the attractions that make it unique.

Teen Tech Week featured workshops to help teens gain skills in digital media creation. The Library’s mobile lab of laptops traveled to four branch libraries over the course of the week. Branch librarians taught teens how to make animated GIFs using Photoshop Elements; their GIFs were “book trailers” which, like movie trailers, promoted a book that the teen had read. While giving a total of 24 teens a fun after-school activity, the Teen Tech sessions also taught them the basics of a computer application that they can use for school projects and eventually in college or careers.

In the months since hours at branch libraries increased (mid-November 2013), the number of teen programs and attendance at them has skyrocketed. This is especially important because such programs provide teens with safe opportunities to learn, to have fun and to interact positively with one another.

Fiscal Year 2015 Budget and Program Summaries
LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	211,661	234,516
FTEs	N/A	19.1	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Civic & Community Programs	N/A	20	21
Civic & Community Program Attendance	N/A	1,898	1,992
Partnerships with Organizations	N/A	6	6
Community Group Meetings at Libraries	344	302	317
Attendance at Meetings of Organizations	8,450	7,187	7,546

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

Highlights

Inspired by the Interfaith Council of Western Massachusetts’ “Creating a Peace-Full City: Our Community Responds to Violence” initiative, the Library’s Civic & Community Engagement Team created a series of programs to provide opportunities for residents to explore gun violence, public safety and peacemaking. Over 1,265 people participated in this series. Harvest Festivals offered families a way to have fun in a safe place along with their fellow residents and neighbors.

Springfield Police Commissioner William Fitchet arranged for Ordinance Officers – the policemen and women assigned to our neighborhoods – to attend and have the opportunity to listen to residents’ concerns, foster relationships and build community. We wrapped up the series with a panel discussion moderated by Jim Madigan, of WGBY, Public Television for Western New England. Six panelists engaged attendees with their stories and perspectives on the topic of gun violence. An exciting outcome of the panel discussion is that people who met there from the audience have bonded together to create a campaign, “We Are Springfield,” to communicate civic pride and engage new residents, long-time residents, and potential residents about the many positive reasons to live and work in Springfield.

LIBRARIES

Program Summaries

Early Literacy

Early Literacy	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	729,056	807,779
FTEs	N/A	6.0	14.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Juvenile Programs	1,432	1,967	2,065
Juvenile Attendance	29,859	33,240	34,902
Circulation of Children's Materials	161,968	173,510	182,185
Children's Cardholders	16,234	11,500	12,075

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

A three-week Puppet Fiesta took place at all library locations in the Fall of 2013. Use of puppets demonstrates that literacy can be built in many ways—storytelling can be done without a book, and the stories that children and families create together are incredibly valuable. The total participation in all craft programs was 366; the total for the professional performances was 276.

In April, the citywide Baby Days @ Your Library drew attention to the fact that even infants can have their own library cards in Springfield. Literacy begins at birth and the library supports parents as baby’s first teacher by highlighting our infant-based programming and collections, as well as providing a free gift bag with books and materials to help foster literacy in babies. The first 200 Springfield families received gift bags. The Library partnered with the Davis Foundation and Home City Families, as well as the Friends of the Library to make this, and all of our initiatives, a reality.

In the Spring it was decided to add another team to focus on services to children who are of Elementary School age.

Fiscal Year 2015 Budget and Program Summaries
LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	893,682	990,180
FTEs	N/A	9.0	12.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Read/Write/Now Classes	189	128	134
Read/Write/Now Attendance	5965	3,984	4,183
Number Students Advancing a Level	28	28	29
Volunteer Tutor Hours	957	999	1,049
Number Adult Programs	477	536	562
Attendance at Adult Programs	6872	7,097	7,451
New Programs Developed	N/A	4	4
Partnerships with Organizations	N/A	2	2
Circulation of Adult Materials	306,438	306,351	321,669
Adult Cardholders	47,226	55,779	58,568

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

READ/WRITE/NOW is an adult basic education program that helps individuals achieve their goals as family members, workers and community members. Classes serve adult learners who are beginning, developing and intermediate readers and writers (0-9th grade level equivalency). In addition to adult basic education classes, learners can participate in leadership training, computer literacy classes and a driver's permit study group. In FY14 a Literacy Volunteers component was added through a United Way Grant. Springfield Literacy Volunteers is a program offering individualized instruction in English as a second Language or basic literacy. This program was developed to provide services to adults on our waiting list. The waiting list varies between 90 -150, most waiting for day classes.

LIFELONG LEARNING – Examples include computer workshops, financial literacy, writing workshops, music concerts, cultural programs promoting diverse groups in Springfield, book discussion groups, local author fairs and other relevant programs. Free computer workshops have expanded from the Central Library to four other branch locations with well-attended workshops at the Sixteen Acres, East Forest Park, Indian Orchard, and Mason Square branch libraries. Topics include basic computing, word processing, spreadsheets, eBooks, and more. Since October 2013, Hi! Tech classes (system wide) have attracted about 300 adult learners to our computer workshops. A Money Week series in October offered Financial Literacy programming for over 100 library patrons at many library locations. Participants enjoyed workshops in basic budgeting, home buying, and more.

Fiscal Year 2015 Budget and Program Summaries
LIBRARIES

Program Summaries

Workforce Development

Workforce Development	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	235,179	260,574
FTEs	N/A	3.0	3.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Workforce Development Events	N/A	2	2
Attendance at Workforce Events	N/A	150	158
Workforce Dev. Partner Organizations	N/A	12	13
Workforce Development Trainings	41	15	16
Workforce Dev. Training Attendance	409	111	117

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The library coordinated two major events titled “Let’s Get to Work Springfield.” One was on December 2, 2013 and the other on April 8, 2014. These days featured representatives from organizations involved with employment, as well as major employers. These included Dress for Success, the Job Corps, Future Works, Springfield Technical Community College, Springfield’s Veterans Affairs Department, Springfield Public Schools, Springfield Human Resources Department, Six Flags and Veterans, Inc.

Participants had opportunities to learn how to find jobs, how to apply (especially online), and received assistance on improving their resumes, how to apply for college financial aid, and were made aware of employment opportunities and what employers are looking for, from the employers themselves, along with a wide variety of services available to jobseekers.

Fiscal Year 2015 Budget and Program Summaries
LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	N/A	2,210,686	2,449,394
FTEs	N/A	33.9	48.3
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Total Circulation	600,622	613,823	644,514
Total Reference Transactions	94,200	101,922	107,018
Total Cardholders	73,790	87,421	91,792
Total Website Hits	14,959,544	12,663,243	13,296,405
Total Database Searches	83,958	68,855	72,297
Total Computer Uses	94,660	105,515	110,790
Total Wi-Fi Uses	28,746	32,168	33,776

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

In the Fall of 2013, the Customer Experience Team met with the Head of User Experience from the Darien (CT) Library, a library nationally recognized as a leader in the field of Customer Experience. Since then, staff from all library departments and locations have used templates and exercises to review how their visitors are using their facilities and to determine how the facilities help or hinder people’s ability to access the services they most want.

Questions being asked include:

- ◆ Are bookshelves too high or too low for access by a wide range of visitors?
- ◆ Are there enough computers?
- ◆ What are they using computers for?
- ◆ Are more electrical outlets needed to enable people to charge their electronic devices?
- ◆ Should service desks be consolidated so staff do not have to refer people seeking answers to another desk?
- ◆ Should all staff be able to tend to certain basic services (Core Competencies) to eliminate people having to wait on lines?
- ◆ Should space for collections be downsized in favor of other uses for libraries?
- ◆ Are services logically arranged so people can better understand what is where?

New models of service will be developed for: Borrowers Services , Collections and Technical Services, Information Technology and Information Services and Neighborhood Services,

Fiscal Year 2015 Budget and Program Summaries
LIBRARIES

FY15 Budget Adjustments

Program Budget Adjustments	FY12	FY13	FY14	FY15 Adopted
Customer Experience				
Personal Services	(318,622)	(74,148)	440,446	(300,000)
Increased Branch Hours			109,088	
Overtime		(49,500)		
Data Communications				(20,000)
Rental - Building		(45,622)		
Natural Gas	(15,500)	(9,748)		(16,000)
Electricity	(5,000)			
Alarm Services	-	(41,238)		(58,000)
Computer Hardware	(5,500)			(40,000)
Adult Literacy & Lifelong Learning				
Library Materials	-	(61,000)		(211,000)
Office Supplies	(2,000)			
Professional Services	-	(5,000)		
Civic and Community Engagement				
After School				
Early Literacy				
Workforce Development				
TOTAL ADJUSTMENTS	(346,622)	(286,256)	549,534	(645,000)

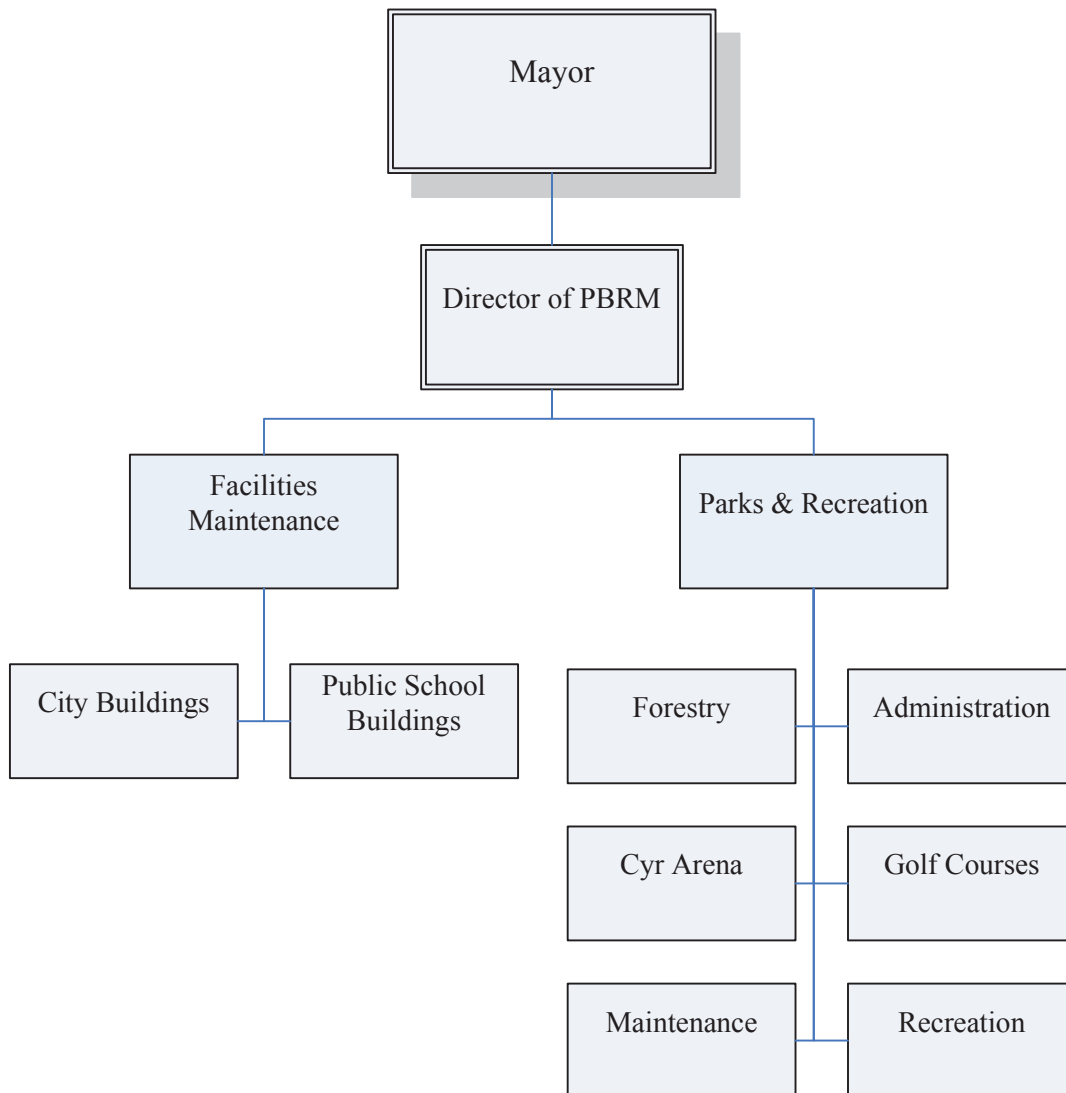
Budget Impact Statement

The Library Department FY15 Recommended Budget was reduced by \$645,000 from requested.

- ◆ (\$250,000) has been off set to State Aid
- ◆ Personal Services - (\$50,000)
- ◆ Alarm Guard Services has been reduced by (\$58,000)
- ◆ Data Communications - (\$20,000)
- ◆ Computer Hardware - (\$40,000)
- ◆ Natural Gas - (\$16,000)
- ◆ Library Materials - (\$211,000)

Section 10

Parks, Recreation and Building Management



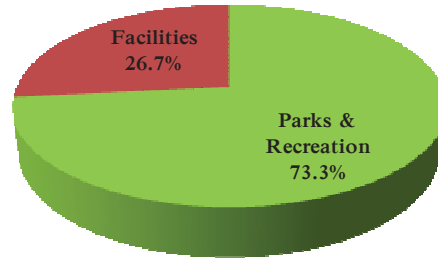
Mission Statement

The Parks and Facilities Management's mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

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Fiscal Year 2015: All Funds Budget and Staffing Overview

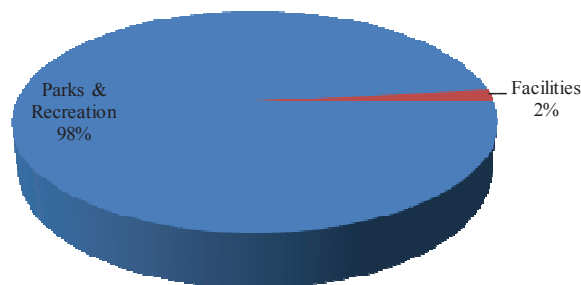
Parks, Building & Recreation Management Division



FY15 Adopted Budget & FTEs Parks, Building & Recreation Management Division					
	FY13 Actual	FY14 Adopted	FY14 Revised	FY15 Adopted	% Change from FY14 Adopted
Parks & Recreation	7,493,611	7,592,960	7,721,613	7,878,112	3.8%
Facilities	3,601,646	2,935,200	2,990,368	2,862,619	-2.5%
Total	11,095,257	10,528,160	10,711,981	10,740,732	2.0%

FY15 Division Personnel (FTEs)	General Fund	Enterprise Fund	Revolving Fund	Grants	Other	Total
Parks & Recreation	76.0	-	-	2.0	2.0	80.0
Facilities	24.0	-	-	1.0	-	25.0
Total	100.0	-	-	3.0	2.0	105.0

Revenue Overview



Division / Department	FY15 Departmental Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY15 Total Revenue
Parks & Recreation	2,144,062	-	-	-	-	2,144,062
Facilities	39,000	-	-	-	-	39,000
Total	2,183,062	-	-	-	-	2,183,062

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Fiscal Year 2015 Budget and Program Summaries

PARKS DEPARTMENT

Mission

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

FY14 Department Highlights

The Park Maintenance Division is responsible for the care and maintenance of 35 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 30 miles of city sidewalks to ensure a safe passage for school children. Responsibilities include playground equipment repair; park building maintenance and repair; trash and litter clean-up and removal; athletic field maintenance; mowing, trimming, leaf/fall clean-up and disposal; vegetation management; horticulture; and illegal dumping reporting and remediation. 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.

FY15 Budget Highlights

- ◆ Adds 6.5 FTEs to the FY15 budget
 - ◇ 3.5 FTEs from After School Program transitioned back onto General Fund
 - ◇ 3.0 FTEs brought back onto General Fund from various grants
- ◆ All City pools and splash pads, along with the 5-Mile Pond beach, will be open in FY15
- ◆ All parks and terraces will be maintained on a year-round basis
- ◆ The City's two (2) golf courses will be fully-staffed; capital funding is provided to replace aging maintenance equipment
- ◆ Capital funding has been provided to replace the Zamboni at Cyr Arena

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	3,510,565	3,938,631	4,146,292	207,661	5.3%
OTPS	3,964,957	3,654,329	3,506,820	(147,509)	-4.0%
Capital	18,090	-	225,000	225,000	0.0%
Total General Funds	7,493,611	7,592,960	7,878,112	285,152	3.8%

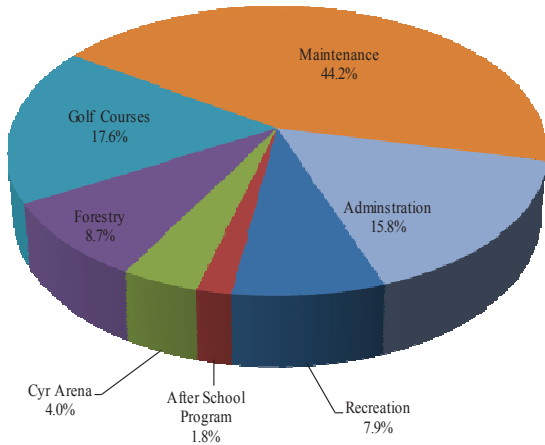
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	72.0	70.0	76.0	6.0	8.6%
Grant FTEs	4.0	2.0	2.0	-	0.0%
Trusts/Donations/Other FTEs	2.0	2.0	2.0	-	0.0%
Total FTEs:	78.0	74.0	80.0	6.0	8.1%

Fiscal Year 2015 Budget and Program Summaries

PARKS DEPARTMENT

Program Expenses



Program Summaries

Recreation - Year-round recreational activities for all ages

After-School - Held during the school year from September to June

Cyr Arena - Hosts youth, adult, and school-based hockey teams; also open skate programs

Forestry - Maintains the City's street trees

Golf Courses - two (2) municipally-run, 18-hole golf courses

Maintenance - Upkeep of the City's parks and terraces

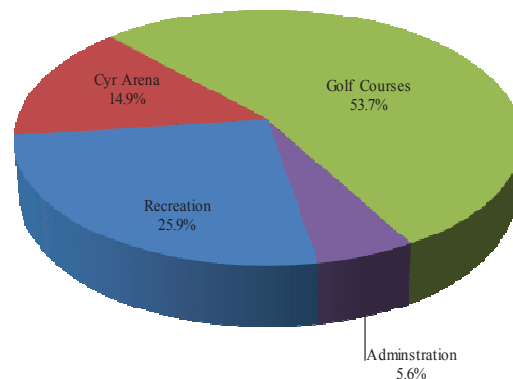
Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Recreation	508,347	594,303	619,251	24,948	7.9%
After School Program	-	-	142,024	142,024	1.8%
Cyr Arena	98,087	293,003	316,048	23,045	4.0%
Forestry	759,876	736,027	684,592	(51,435)	8.7%
Golf Courses	1,125,116	1,216,150	1,388,535	172,385	17.6%
Maintenance	3,623,941	3,565,684	3,481,591	(84,093)	44.2%
Administration	1,378,245	1,187,793	1,246,071	58,278	15.8%
Total Expenditures:	7,493,611	7,592,960	7,878,112	285,152	100.0%

Revenue Summary

- ◆ **Recreation** - Forest Park parking passes, field rentals, Bright Nights fees
- ◆ **Cyr Arena** - Hockey leagues, open skate fees, skate rentals
- ◆ **Administration** - Concession rental fees, Old First Church rental, billboard lease fees
- ◆ **Golf Course** - Open golf, leagues, tournaments

Program Revenue



Departmental Revenue

Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Recreation	2,005,171	506,171	554,669	48,498	25.9%
Cyr Arena	163,000	350,000	318,779	(31,221)	14.9%
Golf Courses	-	1,505,000	1,151,512	(353,488)	53.7%
Administration	-	285,000	119,102	(165,898)	5.6%
Total Departmental Revenue	2,168,171	2,646,171	2,144,062	(502,109)	100.0%

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	3,510,565	3,938,631	4,146,292	207,661	5.3%
OTPS	3,964,957	3,654,329	3,506,820	(147,509)	-4.0%
Capital	18,090	-	225,000	225,000	0.0%
Total General Funds	7,493,611	7,592,960	7,878,112	285,152	3.8%
External Funds Budget					
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	7,493,611	7,592,960	7,878,112	285,152	3.8%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Recreation	2,005,171	506,171	554,669	48,498	9.6%
Cyr Arena	163,000	350,000	318,779	(31,221)	-8.9%
Golf Courses	-	1,505,000	1,151,512	(353,488)	-23.5%
Adminstration	-	285,000	119,102	(165,898)	-58.2%
Total Departmental Revenue	2,168,171	2,646,171	2,144,062	(502,109)	-19.0%
External Funds					
External Funds	Type of Funding	Expiration Date	FY13 Acutal	FY14 Actual	FY15 Projected
			-	-	-
			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Recreation

Recreation	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	508,347	594,303	619,251
FTEs	5.0	5.0	9.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of participants who registered for a pool pass	N/A	4,669	5,169
# of athletic program participants	N/A	2,045	2,106
# of summer enrichment programs	11	9	7
# of therapeutic enrichment programs	N/A	N/A	2
# of special events	N/A	7	9
# of employment opportunities for youth	N/A	201	201
# of community groups served	N/A	69	74

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Recreation Division is to provide a variety of educational programming and serves as the central information center for all sports activities, and seasonal youth-serving programs located within the City of Springfield.

- ◆ Special Events - Bright Nights, Pancake Breakfast, July 4th festivities, etc.
- ◆ Pools & Splash Pads - Five Mile Pond, 1 indoor pool, 1 outdoor pool, 14 splash pads
- ◆ Athletic Programs - 9 summer programs, 7 after school (fall/winter) programs
- ◆ Summer Enrichment - 9 programs; overlaps with Athletic Programs
- ◆ Special Needs Programs - 1 program; 2 sessions of summer camp

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

After-School Program

After-School Program	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	-	-	142,024
FTEs	-	-	7.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of participants in afterschool programs	N/A	365	365
# of partners involved in out-of-school-time programming	N/A	24	29

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the After-School Program is to provide safe and academically enriched programming that aligns with and supports school-day programming for City youth

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	98,087	293,003	316,048
FTEs	4.0	4.0	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of adult hours booked per week	15	15	20
# of youth hours booked per week	16	16	21
# of participants in Public skating			

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Cyr Arena Program 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 - 5 leagues scheduled for FY14
- ◆ Youth Leagues - 9 leagues scheduled for FY14
- ◆ School Varsity & JV usage - 3 school-based teams scheduled for FY14
- ◆ Open Skate - # of days/hours scheduled for FY14

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Forestry

Forestry	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	759,876	736,027	684,592
FTEs	6.0	6.0	6.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# trees planted	965	325	1,600
# trees removed	614	800	750
# trees trimmed	716	1,000	1,500
# emergencies pickups/hangers	176	N/A	N/A
# new tree requiring after care water/stake/re-mulch	703	1,200	1,200
#stumps removed	443	100	500

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

Highlights

The goal of the Forestry Program is to responsibly care for and maintain of all public shade trees. The division also assists in the management and care of all trees on public property.

- ◆ Tree Planting - Regular tree replacement of street & parkland trees
- ◆ Street Tree Maintenance - Trimming program & removal of hazard/diseased trees
- ◆ Special Projects - Reforestation in areas of the City affected by the 6/1/11 tornado and 10/29/11 nor'easter

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Golf Courses

Golf Courses	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,125,116	1,216,150	1,388,535
FTEs	5.0	5.0	5.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of golf leagues	20	22	22
# of tournaments	57	60	60
# of rounds of golf	7,000	5,000	5,000

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Golf Courses Program 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 65,000 rounds of competitively-priced golf on an annual basis.

- ◆ Veteran’s Memorial - 18-holes, Par 72, 6,100 yards
- ◆ Franconia - 18-holes, Par 70, 6,318 yards

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	3,623,941	3,565,684	3,481,591
FTEs	36.0	36.0	36.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of residential site work by Clean City	1,532	1,280	1,600
# of lots cleaned by Clean City	222	208	225
# of athletic fields maintained	64	64	64
# of terraces maintained	158	158	158
# of flowers planted	1,272	643	1,399
# of acres debrushed	N/A	2	2

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Maintenance Program is to responsibly care for and maintain 35 parks, 43 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.

- ◆ Infrastructure Improvement - Maintenance of 55 buildings and 25 structures as well as infrastructure of drainage systems, sidewalks, roads, bridges, and dams
- ◆ Clean City - Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the “abandoned house” portfolio
- ◆ Turf Maintenance - Maintains 91 athletic fields at 31 City-owned locations
- ◆ Court Maintenance - Maintains outdoor hard courts (tennis/basketball) at City-owned locations
- ◆ Terrace Maintenance - Maintains 175 traffic islands & terraces covering over 70 acres
- ◆ Horticulture - Provides advanced plant care for terraces, gateways, and parks

Fiscal Year 2015 Budget and Program Summaries
PARKS DEPARTMENT

Program Summaries

Administration

Administration	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	1,378,245	1,187,793	1,246,071
FTEs	16.0	14.0	13.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
# of safety seminars held annually	3	3	
# of days taken to update the Parks website with program changes	1	1	

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

Highlights

The goal of the Administration Program is to provide administrative, managerial, and operational support for the Parks Department. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination.

Fiscal Year 2015 Budget and Program Summaries

PARKS DEPARTMENT

FY15 Budget Adjustments

Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Recreation				
Personal Services		(211,149)	(44,458)	
OTPS				
After School Program				
Personal Services		(140,232)		
OTPS				
Cyr Arena				
Personal Services				(10,000)
OTPS		(173,631)		
Capital				
Forestry				
Personal Services				(2,086)
OTPS				(54,442)
Golf Courses				
Personal Services				(30,838)
OTPS				
Capital				
Maintenance				
Personal Services		(32,094)	(68,536)	(12,719)
OTPS	(193,710)	(255,000)	(29,161)	(97,867)
Administration				
Personal Services			(108,715)	(16,025)
OTPS		(43,760)	(14,000)	
TOTAL ADJUSTMENTS	(193,710)	(855,866)	(264,870)	(223,977)

Budget Impact Statement

- ◆ (\$10,000) - Cyr Arena: Reduction in Holiday & Shift Differential to historical spending averages
- ◆ (\$2,086) - Forestry: Reduction in Additional Pay to historical spending averages
- ◆ (\$54,442) - Forestry: Eliminate requested increases in Professional Services line item
- ◆ (\$30,838) - Golf Courses: Reduction in Temporary Staffing & Holiday to historical spending averages
- ◆ (\$12,719) - Maintenance: Reduction in Holiday & Shift Differential to historical spending averages
- ◆ (\$97,867) - Maintenance: Reduction in Natural Gas, Water/Sewer, Professional Services, and Waste Removal Services to historical spending averages
- ◆ (\$16,025) - Administration: Reduction in Temporary Staffing to historical spending levels

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Fiscal Year 2015 Budget and Program Summaries

FACILITIES DEPARTMENT

Mission

The Facilities Department is committed to maintaining our public buildings and school buildings in a manner that will sustain a safe, healthy and productive learning, and working environment for the occupants and visitors of all of our schools, municipal buildings and grounds.

FY14 Department Highlights

Facilities 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 2012. 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.

FY15 Budget Highlights

- ◆ All maintenance and custodial positions are fully-funded
- ◆ Natural Gas costs have been reduced due to lower negotiated contract rates
- ◆ 1.0 additional FTE has been added to oversee contract compliance

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,054,927	1,177,014	1,252,301	75,287	6.4%
OTPS	2,546,719	1,758,186	1,610,318	(147,868)	-8.4%
Capital	-	-	-	-	0.0%
Total General Funds	3,601,646	2,935,200	2,862,619	(72,581)	-2.5%

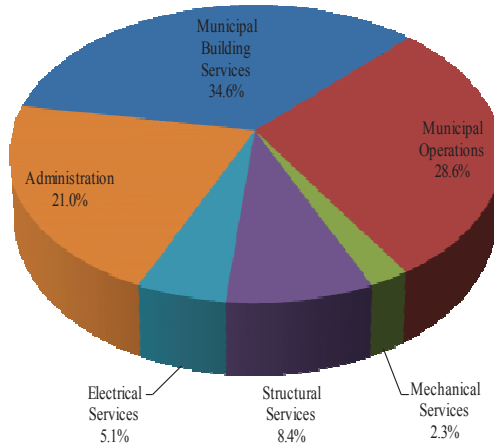
Department Staff

Department FTEs	FY13 Adopted	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	23.0	23.0	24.0	1.0	4.3%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs:	24.0	24.0	25.0	1.0	4.2%

Fiscal Year 2015 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

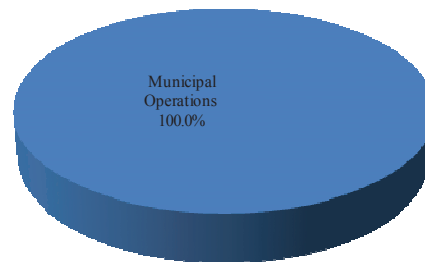
Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Municipal Building Services	907,128	988,010	990,552	2,542	34.6%
Municipal Operations	1,599,569	890,677	819,568	(71,109)	28.6%
Mechanical Services	80,940	70,037	65,037	(5,000)	2.3%
Structural Services	286,251	244,261	239,261	(5,000)	8.4%
Electrical Services	202,200	150,704	145,704	(5,000)	5.1%
Administration	525,558	591,511	602,498	10,987	21.0%
Total Expenditures:	3,601,646	2,935,200	2,862,619	(72,581)	100.0%

Revenue Summary

Municipal Operations - \$39,000

- ♦ Payments from Western MA Electric Company (WMECO) resulting from the City's ESCO projects

Program Revenue



Program Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
Municipal Building Services	-	-	-	-	0.0%
Municipal Operations	275,957	161,000	39,000	(122,000)	100.0%
Mechanical Services	-	-	-	-	0.0%
Structural Services	-	-	-	-	0.0%
Electrical Services	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	275,957	161,000	39,000	(122,000)	100.0%

Fiscal Year 2015 Budget and Program Summaries
FACILITIES DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	1,054,927	1,177,014	1,252,301	75,287	6.4%
OTPS	2,546,719	1,758,186	1,610,318	(147,868)	-8.4%
Capital	-	-	-	-	0.0%
Total General Funds	3,601,646	2,935,200	2,862,619	(72,581)	-2.5%
External Funds Budget					
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	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:	3,601,646	2,935,200	2,862,619	(72,581)	-2.5%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
RENTALS	-	-	-	-	0.0%
MISCELLANEOUS REVENUE	275,957	161,000	39,000	(122,000)	-75.8%
REIMB FOR DAMAGES	391	-	-	-	0.0%
REIMB FOR PRIOR YEAR EXPEND	109	-	-	-	0.0%
Total Departmental Revenue	276,456	161,000	39,000	(122,000)	-75.8%
External Funds					
External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
			-	-	-
			-	-	-
<i>Subtotal FY15 Anticipated Grant Funds:</i>			-	-	-
			-	-	-
			-	-	-
<i>Subtotal FY15 Other Funds:</i>			-	-	-
TOTAL External Funding Sources:			-	-	-

Fiscal Year 2015 Budget and Program Summaries
FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY13 Actual	FY14 Budgeted	FY15 Adopted
Budget	525,558	591,511	589,552
General Fund FTEs	8.0	8.0	9.0
Utility Fund FTEs	1.0	1.0	1.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of EEs participating in State-mandated ethics training	100%		
Tonnage of trash from School Buildings	1,514		
Tonnage of recyclable materials from School buildings	206		
Recycling Rate for Springfield School Department	12%		

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

PBRM continues to ensure all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the city's Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department's capital plan is updated accordingly.

Fiscal Year 2015 Budget and Program Summaries
FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY13 Actual	FY14 Budgeted	FY15 Adopted
Budget	3,076,087	2,343,689	2,380,614
FTEs	15.0	15.0	15.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
% of Safety Emergency Work Orders completed within 2 working days	N/A	75%	75%
% of Open Work Orders 1-3 Months old	N/A	50%	50%
Reduce/close open work orders older than 24 months	N/A	90%	90%
Reduce/close open work orders 12-24 months	N/A	75%	75%
Reduce/close open work orders 6-12 months	N/A	75%	75%
Evaluate balance of open work orders older than 9 months and prioritize resources to complete them or close them if they are unrealistic.	N/A	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 2007. 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.

Fiscal Year 2015 Budget and Program Summaries
FACILITIES DEPARTMENT

FY15 Budget Adjustments

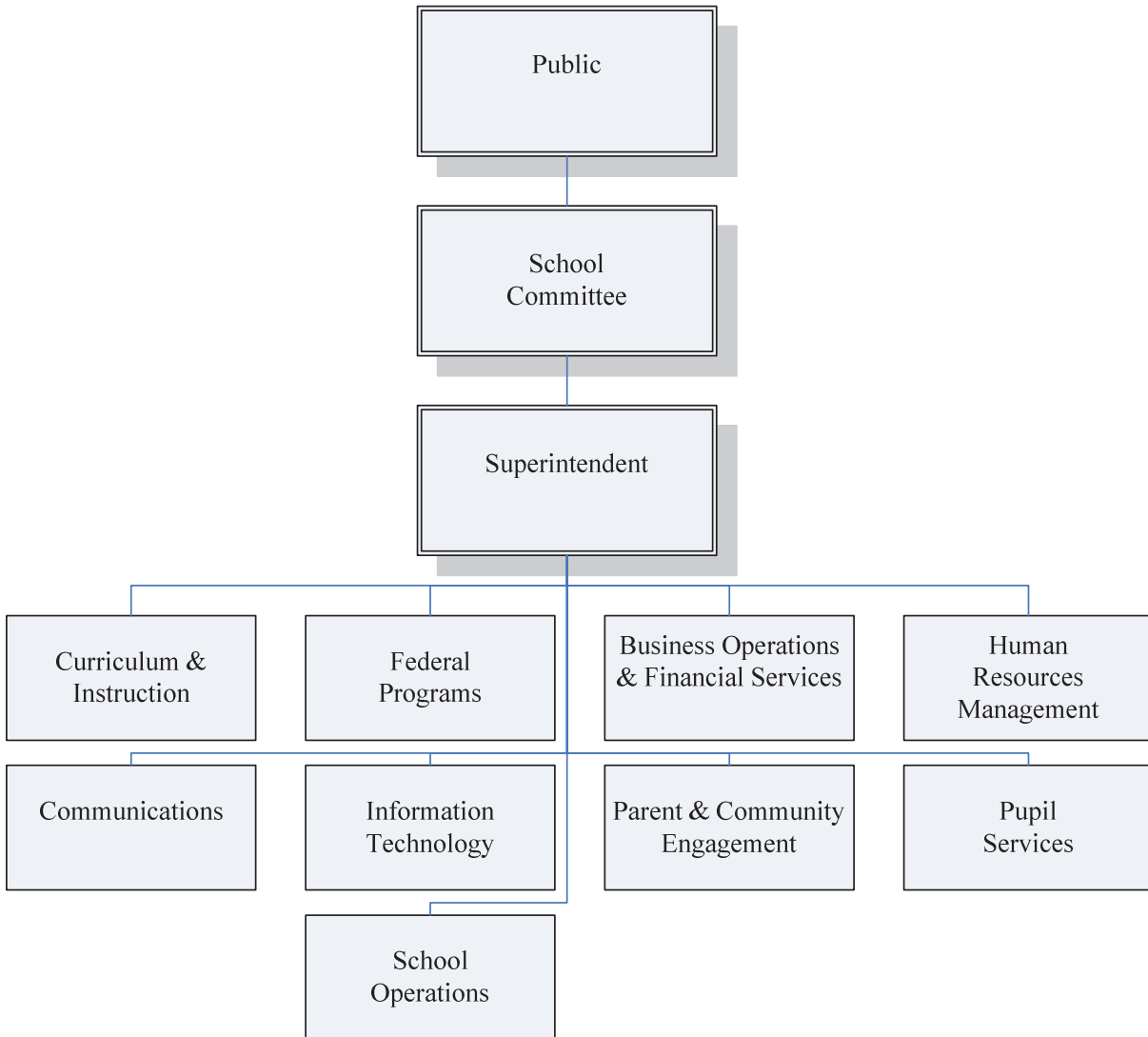
Program Budget Adjustments	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Adopted
Municipal Building Services				
Salaries & Wages	-	-	-	
OTPS	-	-	-	(60,742)
Municipal Operations				
Salaries & Wages	-	(139,849)	-	-
OTPS	(130,708)	(71,037)	(648,374)	(72,126)
Mechanical Services				
Salaries & Wages	-	-	(3,896)	-
OTPS	-	-	-	(5,000)
Structural Services				
Salaries & Wages	-	-	(4,719)	-
OTPS	-	-	-	(5,000)
Electrical Services				
Salaries & Wages	-	-	(5,295)	-
OTPS	-	-	-	(5,000)
Administration				
Salaries & Wages	-	-	-	-
OTPS	-	-	-	-
TOTAL ADJUSTMENTS	(130,708)	(210,886)	(662,284)	(147,868)

Budget Impact Statement

- ◆ (\$60,742) - Municipal Building Services: Reduction of several line items to historical spending averages - Rep & Maint of Buildings, Landscaping, Snow Removal, Engineering & Architectural Services, and Custodial Supplies
- ◆ (\$72,126) - Municipal Operations: Reduction in Natural Gas and Vehicle Fuel
- ◆ (\$5,000) - Mechanical Services: Reduction of Rep & Maint of Buildings and Professional Services line items to historical spending levels
- ◆ (\$5,000) - Structural Services: Reduction of Rep & Maint of Buildings and Professional Services line items to historical spending levels
- ◆ (\$5,000) - Electrical Services: Reduction of Rep & Maint of Buildings and Professional Services line items to historical spending levels

Section 11

Springfield Public Schools

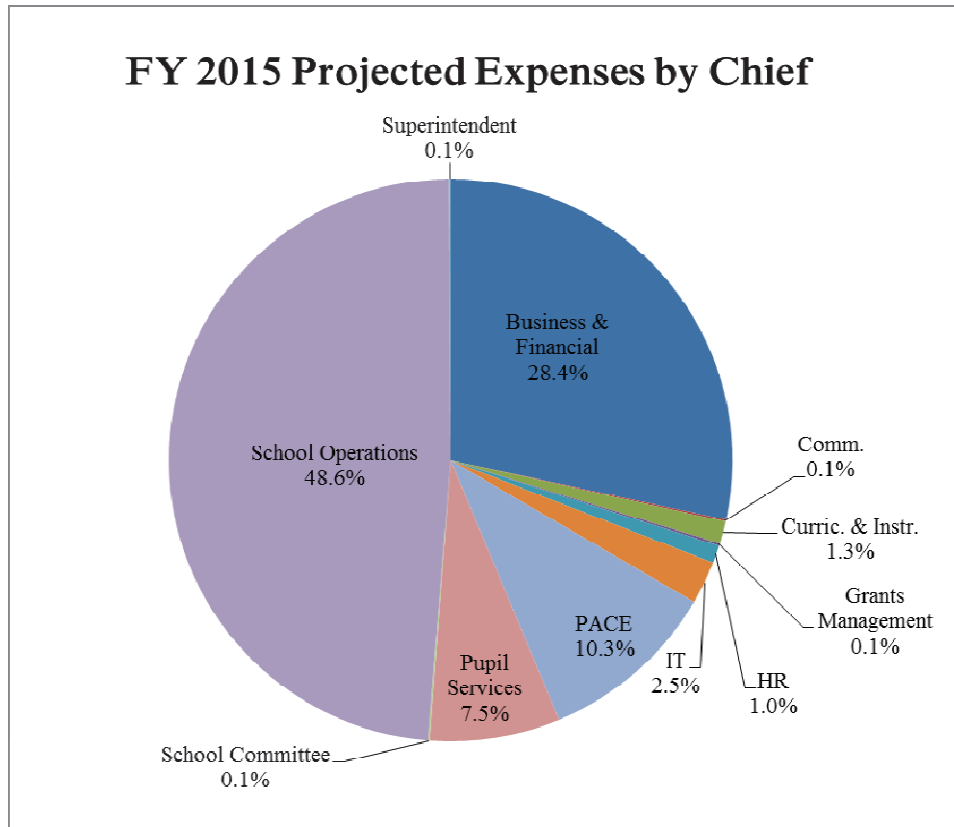


Mission Statement

The mission of the Springfield Public Schools is to provide the highest quality of education so that all of our students are empowered to realize their full potential and lead fulfilling lives as lifelong learners, responsible citizens and leaders in the 21st Century.

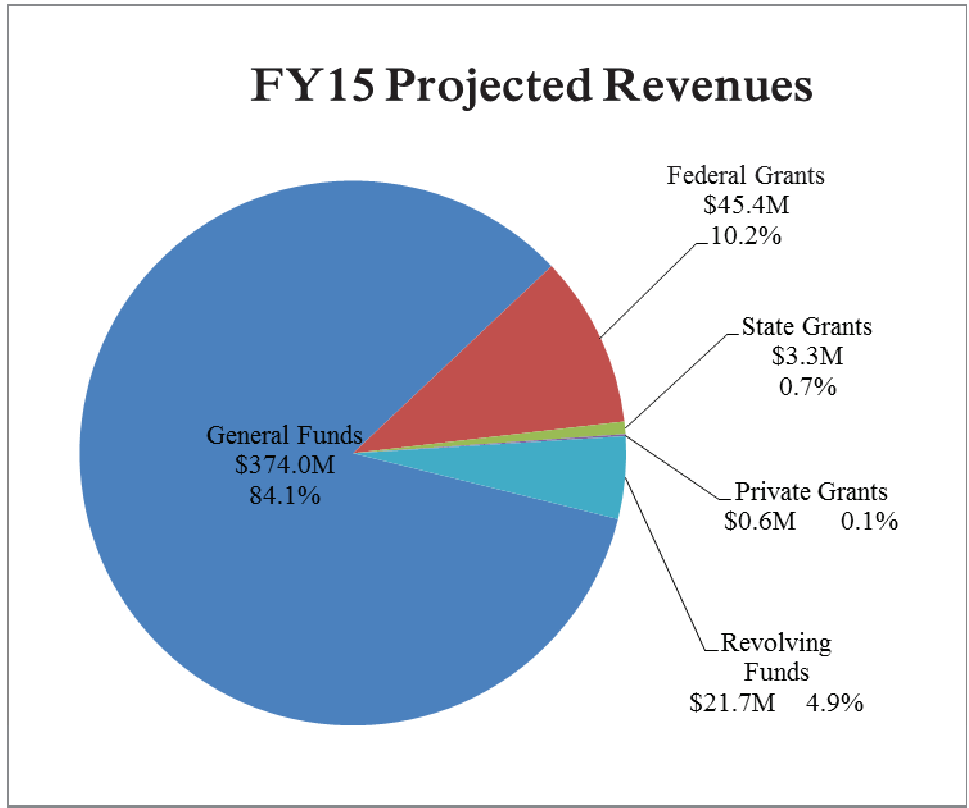
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General Fund—Divisional Budget



	<u>2011 Actual</u>	<u>2012 Actual</u>	<u>2013 Actual</u>	<u>2014 Adopted</u>	<u>2015 Budget</u>	<u>Change</u>	<u>% Chg</u>
Business & Financial	86,067,330	97,835,453	101,047,176	105,911,896	106,199,518	287,622	0.3% (22.8%)
Communications	209,635	338,997	385,710	521,100	402,335	(118,764)	0.0% (42.1%)
Curriculum & Instr.	3,469,866	7,484,408	6,265,090	4,792,200	4,792,404	204	0.0%
Grants Management	909,359	1,105,239	2,106,742	849,957	492,491	(357,466)	5.9%
Human Resources	1,567,827	3,015,588	3,951,937	3,571,354	3,781,607	210,253	139.1%
Information Technology	6,248,800	4,573,228	7,099,066	3,868,829	9,250,206	5,381,377	10.7%
Parent & Community	31,905,858	34,170,010	36,116,547	34,820,231	38,545,280	3,725,049	2.1%
Pupil Services	26,313,020	25,599,757	24,288,083	27,406,882	27,990,212	583,330	9.5%
School Committee	169,772	282,657	329,301	352,268	385,574	33,306	3.7% (13.2%)
School Operations	142,272,888	150,598,402	158,205,763	175,382,968	181,834,257	6,451,289	0.3%
Superintendent	370,509	336,209	348,750	391,038	339,237	(51,802)	4.5%
Total General Fund	299,504,864	325,339,949	340,144,165	357,868,724	374,013,121	16,144,398	4.5%

General Fund—Divisional Budget



	<u>2012</u> <u>Actual</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Adopted</u>	<u>2015</u> <u>Budget</u>	<u>Change</u>	<u>% Chg</u>
General Funds	\$330,834,330	\$344,286,266	\$357,868,724	\$374,013,121	\$16,144,397	4.5%
Federal Grants	\$57,400,101	\$54,125,257	\$50,570,775	\$45,350,422	(\$5,220,353)	(10.3%)
State Grants	\$3,252,506	\$3,253,007	\$3,280,586	\$3,275,623	(\$4,963)	(0.2%)
Private Grants	\$569,090	\$587,050	\$510,078	\$570,204	\$60,126	11.8%
Revolving Funds	\$18,517,505	\$17,948,215	\$17,762,345	\$21,718,555	\$3,956,210	22.3%
TOTAL:	\$410,573,532	\$420,199,795	\$429,992,508	\$444,927,926	\$14,935,418	3.5%

Fiscal Year 2015 Budget and Program Summaries

SCHOOL DEPARTMENT

Mission

The mission of the Springfield Public Schools is to provide the highest quality of education so that all of our students are empowered to realize their full potential and lead fulfilling lives as lifelong learners, responsible citizens, and leaders in the 21st Century.

FY14 Department Highlights

We began our partnership with the Education Innovation Laboratory (EdLabs) at Harvard University in FY 2014 to drive student improvement at six low performing schools. Under the partnership, EdLabs leads the implementation of intensive Science, Math, and Reading curriculums at these schools. The program includes 2:1 Math tutoring sessions for students, and teaching and learning strategies.

We extended our English Language Learner (ELL) program to all elementary schools in the District. In prior years, seven elementary schools were without ELL programs, although they had eligible students within their boundaries. Those students had been bussed to other schools. This change allows all ELL students to attend an elementary school within their boundary.

As a result of the turnaround plans and intervention programs implemented by the District, three Springfield public schools exited the Level 4 status in the 2014 school year. These schools include German Gerena School, Homer Street School, and Alfred G. Zanetti School. Alfred G. Zanetti School's performance gain was spectacular, in that, it exited the Level 4 status to become a Level 1 school.

FY15 Budget Highlights

- ◆ Teacher Retention
- ◆ Free Extended Learning Time Opportunities for Students
- ◆ Partnership between EdLabs and Forward 5
- ◆ New High School Model at Duggan
- ◆ Academic Intervention Teachers
- ◆ Classroom Supply/Textbook Allotment
- ◆ Effective Educator Coaches
- ◆ New Conservatory of the Arts School
- ◆ 9th Grade Academies
- ◆ Expansion of the City Connects Program
- ◆ 2:1 Technology Investment
- ◆ Community Eligibility Provision

Department Budget

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	213,080,733	227,552,149	235,545,601	2,060,565	0.9%
OTPS	131,205,533	130,316,575	138,467,520	8,963,122	6.9%
Capital	-	-	-	-	0.0%
Total General Funds	344,286,266	357,868,724	374,013,121	11,023,687	3.1%

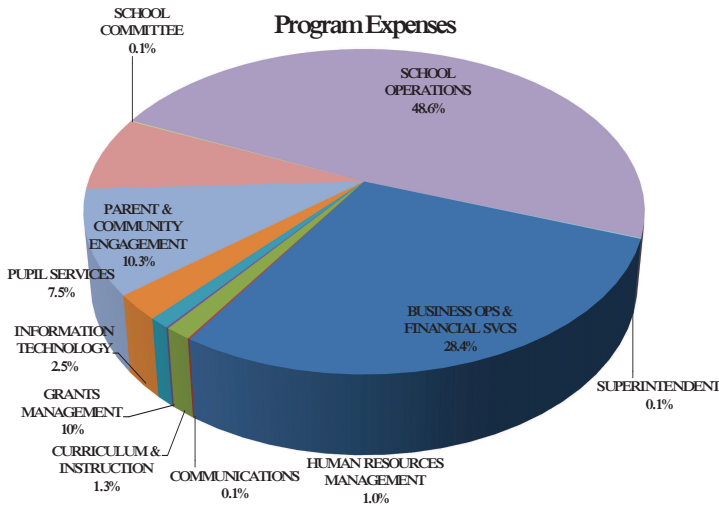
Department Staff

Department FTEs	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund FTEs	3,949.6	3,988.8	4,014.9	26.1	0.7%
Grant FTEs	702.7	705.8	693.9	(11.9)	-1.7%
Total FTEs:	4,652.3	4,694.6	4,708.8	14.2	0.3%

Fiscal Year 2015 Budget and Program Summaries

SCHOOL DEPARTMENT

Program Summaries



Business Operations & Financial Services—develops individual school and department budgets, which comprise the operating budget for the District .

Communications—effectively describe and promote Springfield Public Schools to improve the image of the District and foster public confidence, interaction and support for District programs.

Curriculum & Instruction—provides instructional leadership and curriculum support across academic disciplines to impact student achievement and promote lifelong learning.

Grants Management— align resources to improve teaching and learning performance outcomes.

Human Resources—provides for the effective, efficient and timely management of human resources and school safety and security.

Information, Instructional Technology, & Accountability—providing leadership, expertise, and guidance in the use of existing and emerging technologies, assessment and research, and continuous improvement strategies to support high student achievement

Parent & Community Engagement—build on the skills, talents, and abilities of staff for continuous improvement and exemplary customer service

Pupil Services—meeting the educational needs of over 5,000 students with disabilities in the District while maintaining compliance with state and federal regulations.

School Operations—ensures the alignment and delivery of instructional programs and support services to 45 schools, through oversight provided by the Chief Schools Officers.

Superintendent—The Superintendent attempts to maintain clear direction of Springfield Public Schools’ vision of A Culture of Equity and Proficiency through the closure of the achievement gap.

Program Budgets

Program Expenses	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	% of Total
BUSINESS OPS & FINANCIAL SVCS	101,047,176	105,911,896	106,199,518	287,622	28.4%
COMMUNICATIONS	385,710	521,100	402,335	(118,764)	0.1%
CURRICULUM & INSTRUCTION	6,265,090	4,792,200	4,792,404	204	1.3%
GRANTS MANAGEMENT	2,106,742	849,957	492,491	(357,466)	0.1%
HUMAN RESOURCES MGMT	3,951,937	3,571,354	3,781,607	210,253	1.0%
INFORMATION TECHNOLOGY	7,099,066	3,868,829	9,250,206	5,381,377	2.5%
PARENT & COMMUNITY ENGAGEMENT	36,116,547	34,820,231	38,545,280	3,725,049	10.3%
PUPIL SERVICES	24,288,083	27,406,882	27,990,212	583,330	7.5%
SCHOOL COMMITTEE	329,301	352,268	385,574	33,306	0.1%
SCHOOL OPERATIONS	158,205,763	175,382,968	181,834,257	6,451,289	48.6%
SUPERINTENDENT	348,750	391,038	339,237	(51,802)	0.1%
Total Expenditures:	340,144,165	357,868,723	374,013,121	16,144,398.0	100%

Fiscal Year 2015 Budget and Program Summaries

SCHOOL DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
Personal Services	213,080,733	227,552,149	235,545,601	7,993,452	3.5%
OTPS	131,205,533	130,316,575	138,467,520	8,150,945	6.3%
Capital	-	-	-	-	0.0%
Total General Funds	344,286,266	357,868,724	374,013,121	16,144,397	4.5%
External Funds Budget	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY14-FY13	Percent Change
Grant Funds	57,965,314	54,361,439	49,196,250	(5,165,189)	-9.5%
Enterprise/Revolving Funds	17,948,215	17,762,345	21,718,555	3,956,210	22.3%
Donations/Trusts		-	-	-	0.0%
Other Funding				-	0.0%
Total External Funds	75,913,529	72,123,784	70,914,805	(1,208,979)	-1.7%
All Funds Budget:	420,199,795	429,992,508	444,927,926	14,935,418	3.5%

All Funds Revenue Detail

Department Revenue	FY13 Actual	FY14 Adopted	FY15 Adopted	Variance FY15-FY14	Percent Change
General Fund	344,286,266	357,868,724	374,013,121	16,144,397	4.5%
Federal Grants	54,125,257	50,570,775	45,350,422	(5,220,353)	-10.3%
State Grants	3,253,007	3,280,586	3,275,623	(4,963)	-0.2%
Private Grants	587,050	510,078	570,204	60,126	11.8%
Revolving Funds	17,948,215	17,762,345	21,718,555	3,956,210	22.3%
Total Departmental Revenue	420,199,795	429,992,508	444,927,926	14,935,418	3.5%
External Funds	Type of Funding	Expiration Date	FY13 Actual	FY14 Actual	FY15 Projected
Title I	FED GRANT	6/30/2014	20,029,775	18,323,032	21,016,781
IDEA - Special Education Entitlement	FED GRANT	6/30/2014	7,450,734	7,431,777	7,256,914
Magnet	FED GRANT	6/30/2014	3,889,500	2,756,883	5,850,000
Teacher Incentive Funds (TIF)	FED GRANT	6/30/2014	2,702,829	3,370,557	3,370,557
Title IIA - Improving Educator Equality	FED GRANT	6/30/2014	2,699,491	2,666,667	-
Race To The Top (RTTT)	FED GRANT	6/30/2014	4,579,511	5,476,589	1,250,000
Title III - English Language Acquisition	FED GRANT	6/30/2014	630,494	713,883	696,744
Perkins	FED GRANT	6/30/2014	664,447	607,156	607,156
School Redesign Implementation (SIG)	FED GRANT	6/30/2014	4,390,837	3,748,900	2,321,896
Stabilization/Education Jobs	FED GRANT	6/30/2014	-	-	-
Miscellaneous Federal Grants	FED GRANT	6/30/2014	7,087,639	5,475,331	2,980,374
Quality Full Day Kindergarten	STATE GRANT	6/30/2014	1,168,576	1,160,988	1,147,868
Recovery High School	STATE GRANT	6/30/2014	500,000	500,000	500,000
Coordinated Family & Community Engagement	STATE GRANT	6/30/2014	400,656	400,656	400,656
Miscellaneous State Grants	STATE GRANT	6/30/2014	1,183,775	1,218,942	1,227,099
Private Grants	Grant	6/30/2014	587,050	510,078	570,204
Subtotal FY15 Anticipated Grant Funds:			57,965,314	54,361,439	49,196,250
Food Service Program (Ch. 548 Acts 1948)	Revolving		13,880,604	15,240,994	18,989,394
Circuit Breaker (Ch. 139 Acts 2006)	Revolving		2,925,000	7,050,610	3,929,210
Tuition (Ch. 71 Sec. 71F)	Revolving		263,373	750,696	450,000
Miscellaneous Revolving Funds	Revolving		879,238	2,215,624	1,933,800
Subtotal FY15 Other Funds:			17,948,215	25,257,924	25,302,404
TOTAL External Funding Sources:			75,913,529	79,619,363	74,498,654

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Business Operations & Financial Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	101,047,176	113,522,357	106,199,518
FTEs	429.0	443.0	438.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Increase school-level support by implementing school visits and one-to-one support and collaboration from business office analysts with principals, clerks, and administrative departments on a quarterly basis.	Accomplished – Implemented site visits	4 school visits per year	6 school visits per year
Increase the percentage of actual expenditures to budgeted revenues to a level of 99%.	98.7%	Actual exp. to bud. rev. to 99%	Actual exp. to bud. rev. to 99%
Improve school and District accountability and compliance with federal state and local laws by developing and implementing a new Student Activity Account process for all principals.	Accomplished – Piloted SAA module	SAA policies and procedures for principals	Combine all SAA under 1 financial inst & pilot 3 schools
Increase the proficiency of principals in the utilization of financial and Human Resource data by increasing the number of principals participating in Business Office/MUNIS training to 100%.	Accomplished – Provided mandatory trainings	Principals participation in Business Office/MUNIS trainings	Offer more training to ensure 100% participation
Improve overall business management and performance by providing a system-wide resource of policies, procedures, guidelines, and processes through the development of a Business and Financial Service Department Manual, vetting through the school committee where appropriate.	Accomplished	Development of Business and Financial Services Department Manual	Release and communicate the manual to SPS staff and post to website
Increase breakfast and lunch meal participation. Pilot universal free high school lunch program.	From 85.5% to 87.2%	Increase meal participation	Increase meal participation
Reduce the number of workers compensation claims, sick leave and overtime hours worked by SPS custodians.	Accomplished	Reduce custodial W/C, sick leave & OT	Reduce custodial W/C, sick leave & OT

Citywide Strategic Priority: Fiscal and Operational Excellence

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Communications

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	385,710	521,100	402,335
FTEs	5.0	5.0	4.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Develop effective communication strategies to help increase district CPI scores in ELA, Math, and Science	ELA – 71.3 Math – 60.7 Science – 55.9	ELA – 78.9 Math – 69.3 Science – 67.4	ELA – 81.2 Math – 72.7 Science – 71.0
Revise and monitor successful implementation of the District Wide Communications Plan	Revised the District Wide Communication Plan for 2012-14 and fully engaged 100 percent of deliverables	Fully engage 100 percent of 2012-14 Communication Plan Goals and Deliverables	Revise the District Wide Communication Plan for 2015-17 and fully engage in 100 percent of deliverables
Work to improve the quality of Customer Service provided by SPS Central Office employees to the public, SPS faculty and staff	Revised 1 unit of the Customer Service Campaign for Central Office	Partnership with Springfield Parent Academy to assess and revise Customer Service Campaign to deliver Unit 1 of Campaign	Deliver Unit 2 of Customer Service Campaign to Central Office and also School Clerks in conjunction with SPA.
Develop communication strategies to help support increasing the District-wide student attendance rate in 2015, increasing the four-year cohort graduation rate, and decreasing the 2015 dropout rate	Attendance rate – 92.2% Graduation rate – 54.9% Dropout rate – 6.5%	Attendance rate – 93.2% Graduation rate – 71.1% Dropout rate – 8.7%	Attendance rate – 94.2% Graduation rate – 77.4% Dropout rate – 7.8%
Improve the perception of Springfield Public Schools in the community	89% average positive publicity rate per month	90% monthly positive publicity	95% monthly positive publicity
Increase the SPS communication system’s level of interaction and responsiveness to the needs of students, families and staff	Provided 32 communication deliverables	Delivered 35 communication deliverables	Provide 50 communication deliverables

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Curriculum & Instruction

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	6,265,090	4,792,200	4,792,404
FTEs	39.2	37.2	37.7
Grant FTEs	20.2	22.5	19.9
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Increase the District/zone CPI scores	ELA – 71.3 Math – 60.7 Science – 55.9	ELA – 78.9 Math – 69.3 Science – 67.4	ELA – 81.2 Math – 72.7 Science – 71.0
Increase the high school 4 year cohort graduation rate	55%	71%	77%
Decrease the dropout rate	7%	9%	8%
Increase the District’s MCAS growth percentile score	ELA – 40.5 Math – 36	ELA – 45.5 Math – 41	ELA – 50 Math – 46
Increase the ELL subgroup scores in ELA and Math	ELA – 52.7 Math – 45.1	ELA – 58.2 Math – 53..8	ELA – 60.1 Math – 54.0
Improve District CPI scores for SPED sub-groups in ELA and Math	SPED ELA – 51.0 SPED Math – 53.8	To be one point larger than the State	To be one point larger than the State

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Grant Management

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	2,106,742	849,957	492,491
FTEs	23.4	22.4	17.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Increase the District/zone CPI scores	ELA – 71.3 Math – 60.7 Science – 55.9	ELA – 78.9 Math – 69.3 Science – 67.4	ELA – 81.2 Math – 72.7 Science – 71.0
Increase the CPI scores in all Magnet schools	ELA – 79.3 Math – 58.5 Science – 53.0	ELA – 85.2 Math – 67.9 Science – 68.7	ELA – 86.8 Math – 71.5 Science – 72.2
Increase the high school 4 year cohort graduation rate	55%	71%	77%
Decrease the dropout rate	7%	9%	8%
Decrease the number of external student suspensions	5,583	5,319	4,654
Increase the District’s MCAS growth percentile score	ELA – 40.5 Math – 36	ELA – 45.5 Math – 41	ELA – 50 Math – 46
Increase the teacher attendance rate	95%	96%	97%
Increase Extended Learning Time (After School, Summer School, and Night School) student attendance	Pending	Increase by 5%	Increase by 5%

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Human Resources

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	3,951,937	3,571,354	3,781,607
FTEs	22.0	22.0	19.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Increase the percentage of core academic classes taught by Highly Qualified Teachers (HQT) in the District	HQT 91.9%	Increase HQT to 97.2%	Increase HQT
Increase the teacher attendance rate	94.6%	95.6%	96.6%
Increase the paraprofessional attendance rate	91.8%	92.8%	93.8%
Decrease the number of teachers on waivers	60 waivers	62 waivers	decrease waivers
Through effective recruiting, hiring and retention practices for teachers and administrators, increase the District aggregate CPI scores in ELA, Math, and Science	ELA – 71.3 Math – 60.7 Science – 55.9	ELA – 78.9 Math – 69.3 Science – 67.4	ELA – 81.2 Math – 72.7 Science – 71.0
Improve school safety for students and staff by decreasing the number of assaults and battery	Decreased 14.8%	Decrease assault & battery by 5%	Decrease assault & battery by 5%
Decrease the amount of vandalism in schools	Decreased 32.4%	Decrease vandalism 5%	Decrease vandalism 5%
Decrease the number of external student suspensions	5,583	5,319	4,654

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Information, Instructional Technology, & Accountability

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	7,099,066	3,868,829	9,250,206
FTEs	39.0	40.5	39.5
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Improve effectiveness of instruction and efficiency of operations through the use of data	Accomplished	Expand dashboards and provide one-on-one data coaching to school leadership teams.	Expand the SchoolStat program with dashboard indicators and coaching to support principals, senior leaders, and teachers.
Promote operational improvement and sound decision-making through project and process management	Accomplished	Implement project and portfolio management practices at the District-level.	Revise and simplify the project and process management systems for the District, while managing a District project portfolio
Improve responsiveness and timeliness in delivery of technology and info systems support to depts. and schools	Accomplished	Respond to school needs for technology and systems support more efficiently (closing 85% of tickets within 5 days)	Respond to school needs for technology and systems support more efficiently (closing 85% of tickets within 4 days)
Through the enhanced use of technology in teaching and learning, increase the District aggregate CPI score in ELA, Math and Science	ELA – 71.3 Math – 60.7 Science – 55.9	ELA – 78.9 Math – 69.3 Science – 67.4	ELA – 81.2 Math – 72.7 Science – 71.0
Through improved use of technology and data across the District, increase the District’s graduation rate and reduce the dropout rate	Graduation rate – 54.9% Dropout rate – 6.5%	Graduation rate – 71.1% Dropout rate – 8.7%	Graduation rate – 77.4% Dropout rate – 7.8%

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Parent & Community Engagement

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	36,116,547	34,820,231	38,545,280
FTEs	22.0	24.0	24.0
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Increased parent participation in the Springfield Parent Academy (SPA)	Increase parent participation in (SPA) by 5% =674	Increase parent participation in (SPA) by 5% =708	Increase parent participation in the Springfield Parent Academy (SPA) by 5%
Increase the District/zone CPI scores	ELA – 71.3 Math – 60.7 Science – 55.9	ELA – 78.9 Math – 69.3 Science – 67.4	ELA – 81.2 Math – 72.7 Science – 71.0
Increase the District-wide student attendance rate in 2015, increase the four-year cohort graduation rate, and decrease the 2015 dropout rate	Attendance rate – 92.2% Graduation rate – 54.9% Dropout rate – 6.5%	Attendance rate – 93.2% Graduation rate – 71.1% Dropout rate – 8.7%	Attendance rate – 94.2% Graduation rate – 77.4% Dropout rate – 7.8%
Increased Community Partners	(57) Community Partners	(63) Community Partners	Increase the number of Community Partners by 5% (66)
Increased number of School Volunteers by 5%	5% = 2,122	4% = 2,197	Increase the number of School Volunteers by 3.5% (2,276)
Trained all School Leadership, Clerical staff, PTO & SCDM Teams (MA Fundamentals)	N/A	N/A	Develop PACE capacity-building opportunities to support SEEDS

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Pupil Services

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	24,288,083	27,406,882	27,990,212
FTEs	283.2	280.9	280.1
Performance Metrics	FY13 Actual	FY14 YTD	FY15 Goal
Improve District-wide truancy rate	4%	4%	3%
Increase the teacher attendance rate	95%	96%	97%
Increase the District/zone CPI scores	ELA – 71.3 Math – 60.7 Science – 55.9	ELA – 78.9 Math – 69.3 Science – 67.4	ELA – 81.2 Math – 72.7 Science – 71.0
Increase the high school 4 year cohort graduation rate	55%	71%	77%
Decrease the dropout rate	7%	9%	8%
Assist in successful implementation of the New Educator Evaluation system	Accomplished	Facilitate the initiation of the Educator Evaluation System	Facilitate the initiation of the Educator Evaluation System
Improve District CPI scores for SPED sub-groups in ELA and Math	SPED ELA – 51.0 SPED Math – 53.8	To be one point larger than the State	To be one point larger than the State
Improve compliance in the Special Education Program	Accomplished	Provide more services to improve compliance	Provide more services to improve compliance
Expand and successfully implement the PBIS and City Connects Programs across the District	Accomplished	Improve PBIS and City Connects Programs	Improve PBIS and City Connects Programs
Increase student participation in AP courses	Accomplished	Improve PBIS and City Connects Programs	Improve PBIS and City Connects Programs

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

School Operations

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	158,205,763	175,382,968	181,834,257
FTEs	3,760.0	3,787.1	3,820.0
Performance Metrics			
See School Budget - District Information pg. 89			

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

Superintendent

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	348,750	391,038	339,237
FTEs	3.0	2.0	2.0
Performance Metrics			
See School Budget - District Information pg. 89			

Citywide Strategic Priority: Education

Fiscal Year 2015 Budget and Program Summaries
SCHOOL DEPARTMENT

Program Summaries

School Committee

	FY13 Actual	FY14 Adopted	FY15 Adopted
Budget	329,301	352,268	385,574
FTEs	8.3	6.3	7.0

Citywide Strategic Priority: Education

Section 12
Fiscal Year 2015 - 2019
Capital Improvement Plan

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City of Springfield, Massachusetts
Fiscal Years 2015-2019 Capital Improvement Plan



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- Appendix A: FY15 through FY19 Capital Improvement Plan
- Appendix B: FY14 Funded Projects
- Appendix C: Capital Improvement Process
- Appendix D: Rating Criteria



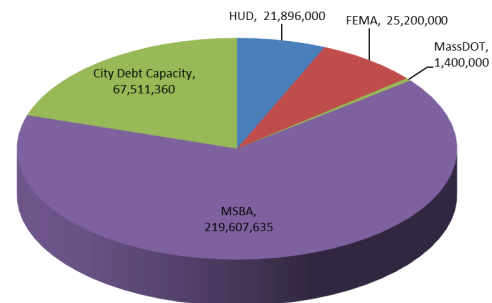
March 31, 2014

Honorable Mayor Domenic J. Sarno, Members of the City Council and Residents:

This transmittal letter provides an overview of planning and budgeting for the City’s five year Capital Improvement Plan (CIP) for Fiscal Years 2015-2019. The CIP reflects a comprehensive process, builds upon priorities established by the current Administration and provides a detailed view of capital needs within the City of Springfield. The current amount of capital need is \$538.3 million. The highest priority projects total \$177.6 million which support economic development and rebuilding efforts after the tornado, snow storm and other disasters that have affected the City.

In recent years, the City has made a concerted effort to address its capital need by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping these benefits and has the ability to address many of the highest priority projects within the CIP. We now have \$67.5 million in FY15 and another \$47.9 million in FY16 of debt capacity for capital improvement projects within the City.

In addition to debt capacity, the City has been strategic in leveraging funds from Federal and State agencies. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the US Department of Urban Development (HUD), the Massachusetts Emergency Management Agency (MEMA), and the Massachusetts School Building Authority (MSBA) to maximize revenues for schools, facilities and infrastructure improvements.



Through the Disaster Relief Appropriations Act of 2013 (Sandy Recovery Improvement Act), the City was awarded \$21.8 million from HUD through the Community Development Block Grant – Disaster Recover (CDBG-DR) program for natural disasters that the City endured in 2011. The City was also granted \$25.2 million of reimbursements from FEMA for damages to city owed property, specifically the South End Community Center, and the vacant Zanetti School on Howard Street. Additionally, State Treasurer Steve Grossman and the MSBA board recently voted unanimously to fully fund rebuilding Elias Brookings (\$27.9 million) and Mary A. Dryden (\$15 million) schools which were affected by the June 1, 2011 tornado. This vote saved the City \$13 million that can be used to fund other capital needs. MSBA also invited the City to take part in the Accelerated Repairs program which MSBA will reimburse the City up to 80% of eligible costs up to \$11.3 million of repairs. Moreover, Massachusetts Department of Transportation (MassDOT) will contribute \$1.4 million to the Boston Road economic development project, which will help strengthen a dominant city retail corridor.



By leveraging Federal and State revenues through recent years, the City will fund projects that help promote economic development, revitalization, infrastructure improvements, and housing throughout Springfield. Some projects include a new Senior Center at Blunt Park, a new South End Community Center at Emerson Wight Park and renovations to the Environmental Center for Our Schools (ECOS), an environmental education program in which over 100,000 Springfield elementary and middle school students have attended. The City will also renovate 50 East Street, the former Arthur McCarthy Army Reserve Center. This renovation will not only create additional space for the current Police Headquarters on Pearl Street, but will create an updated Juvenile Assessment Center, a Training Center, and an enhanced evidence storage facility among others. 50 East Street will provide the Police Department the opportunity to support the economic viability of the immediate neighborhood and City as a whole.

As a result of collaboration with Federal and State agencies for schools, facilities and infrastructure improvements, the City is able to fund over \$294.1 million of projects while only having to contribute \$27.4 million of tax dollars.

External Funding Sources	External	City's Share	Total Project Cost
HUD - CDBG-DR	21,896,000		21,896,000
Alternative (FEMA) Projects	25,200,000	3,000,000	28,200,000
Accelerated Repair Program	9,052,646	2,263,161	11,315,807
Springfield Central High School	25,670,321	6,417,580	32,087,901
Brookings	27,900,000	-	27,900,000
Dryden	15,051,832	-	15,051,832
Forest Park Middle School	39,060,000	4,340,000	43,400,000
Putnam Vocational High School	102,872,837	11,430,315	114,303,152
Total External Funding	266,703,636	27,451,056	294,154,692

Springfield should also be proud of the recent double bond upgrade from S&P. In January 2014, Standard and Poor's gave the City a double upgrade of its credit rating to "AA-" from "A." The S&P rating continues to be the highest rating in the City's recorded history. This is a testament to how well the City has navigated through the economic downturn and made appropriate decisions to keep the budget balanced. This rating puts the City in line with other communities such as Chicopee "AA-", Hartford CT, "AA-", and East Longmeadow "AA."

The City will continue to look for ways to leverage funding to maximize its use of tax payer dollars. I look forward to your feedback and to working with City Departments on these important projects.

Sincerely,

Timothy J Plante
Chief Administrative and Financial Officer



CAPITAL PLAN OVERVIEW

The City of Springfield’s \$538.3 million five-year Capital Improvement Plan (CIP) is updated annually for the acquisition, renovation or construction of new or existing facilities and infrastructure. The Capital Plan is the City’s investment roadmap for the next five years and is strategically implemented to address the Mayor’s five essential priorities for sustaining a vibrant community; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City’s mission: To provide a high quality of life for residents, businesses and visitors.

The CIP document details major spending for construction and equipment projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and needs. A capital project, according to the financial ordinances section 4.44.050 (A) of the City of Springfield, is *...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.*

The City develops and presents a Capital Improvement Plan. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital budget represents the funding for the first year of that plan each year. Projects in the annual budget represent the City’s most immediate investment priorities and projects with the highest return on investment for the taxpayers of Springfield. The goal of the Capital Improvement Plan is to create a logical, data-driven, comprehensive, integrated, and transparent strategic capital investment strategy that addresses infrastructure, roads, sidewalks, parks, land, buildings, equipment, technology, fleet and other capital asset needs.

The administration oversees all aspects of the CIP with certain City departments playing an integral role for the City’s Capital Improvement Plan. The Finance Department oversees the financial aspects of each capital project and maintains a record of expenses for each project. The City’s Capital Asset Construction Department is responsible for management and oversight of construction, major renovation, and repair projects of existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The City’s Facilities Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City’s facilities. Lastly, the Department of Public Works is responsible for the repair and maintenance of city roadways and sidewalks - a key piece to the City’s infrastructure.

Since the scope of the capital plan is limited to affordability, the City continues to have a significant capital need. Over the past few years many buildings and road projects were deferred due to budgetary constraints. While financial shortcomings will always be an issue within city government, the CIP allows the City to better plan for when projects need to be completed or when replacement equipment needs to be purchased.

The following alternative funding sources were used to help the City fund a portion of the CIP:



- Increased use of 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 plans, and economic development.
 - 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)
- Increased use of grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, fire engine replacements, repair of dams, the rehabilitation of roads, and energy efficiency. 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 was established in the financial ordinances in with a goal to fund smaller capital projects through the annual operating budget.
- Review use of bond funds – On an annual basis the City conducts a Debt Affordability Analysis to monitor factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has and its ability to afford new debt. This will help City leaders make financially sound decisions in issuing new debt since debt service is a legal requirement that must be paid before all other City expenses.
- Use reserves or other one-time funds for certain one-time capital projects.
- Increase the frequency of asset inventory – By regularly taking inventory of City assets, the need for certain pieces of small equipment for replacement is being determined. It also ensures that departments are properly storing and maintaining the important tools that are integral for their operations.
- Use of unexpended bond proceeds – On an annual basis starting in Fiscal Year 2009, the Finance Department compiles a list of projects funded by bond proceeds in an effort to find if there were proceeds that were unexpended.

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the need within the City

CAPITAL IMPROVEMENT COMMITTEE

The Capital Improvement Committee is responsible for identifying and prioritizing the City’s capital needs. The FY15-19 Capital Improvement Committee is comprised of the following:

- Chief Administration and Finance Officer.....Timothy J. Plante
- Chief Development Officer.....Kevin Kennedy
- Director of Department of Public Works.....Allen Chwalek
- Director of Parks, Building/Recreation.....Patrick Sullivan
- Director of Capital Asset and Construction.....Peter Garvey
- City Council CIP Chair.....Councilor Kateri Walsh



Budget Director..... Jennifer Winkler
Deputy Director of Economic Development..... Brian Connors
Capital Improvement Analyst.....Ron Molina-Brantley

In January, the committee met to evaluate the proposed \$538.3 million Capital Improvement Plan. After all departmental requests were reviewed, the committee established priorities based on need and a list of priority projects was developed and reviewed by the committee for approval. Some options for funding capital projects include General Obligation Bonds / Bond Anticipation Notes (BANs), Pay-As-You-Go capital, unexpended bond proceeds and federal and state grants. These funding options are looked at strategically to fully maximize available resources.

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 as required by law.

PROPOSED FY15 CAPITAL BUDGET AND PROJECTS

At the present time, the City is expected to issue additional debt in FY15 and beyond based on the debt affordability analysis conducted in January 2014. In order to address some of its capital needs, Springfield is looking to issue short and long term debt in 2015 as well as use a combination of Pay-Go and grant fund to fund over \$125 million of projects. This will help fund infrastructure improvements, various capital improvement projects and equipment purchases. By capitalizing on its decreasing debt schedule Springfield plans to sell debt again in 2016 alleviating almost half of its highest priority requests.

(HUD) CDBG-Disaster Recovery

The City of Springfield has been awarded \$21.8 Million CDBG-DR grant funds that will be used for disaster related relief, long-term recovery, restoration of infrastructure, and housing and economic revitalization activities in the most impacted distressed areas of the City resulting from multiple Presidentially Declared Disasters occurring in 2011 or 2012.

The following chart illustrates proposed projects that will be funded with CDBG-DR funds:



CDBG-DR Projects	HUD Share
Infrastructure	14,006,000
Road and Sidewalks	8,726,627
Purchase of Mount Carmel School	2,600,000
Purchase of School Street School	760,000
Demolitions	1,100,000
Parks	536,000
Housing	4,800,000
New Construction - Central Street	2,900,000
Housing Rehabilitation	300,000
Replacement Housing	1,600,000
Economic Development	2,000,000
Central Street	1,000,000
Workforce Training	250,000
Job Creation/Business Recovery	750,000
Administration	1,090,000
5% Administration Costs (21.8M)	1,090,000
Total	21,896,000

**The City paid \$43,373 for Mt Carmel School*

Infrastructure

The City's infrastructure particularly roads and sidewalks was extensively damaged from the 2011 natural disasters. Roadways and sidewalks experienced damage from falling trees and debris, which made many roads impassable. DPW has repaired over 16.3 miles (91,200 linear feet) of road and side walk improvements within the City.

Springfield recently purchased the Mount Carmel School (South End Middle School) from the Dioceses of Springfield. This was a strategic financial decision because lease costs outweighed purchase costs. The City was able to save approximately \$5.1 million in lease payments over a sixteen year period by purchasing the school using \$2.6 million in CDBG-DR funds, and \$43,373 in City funds. Savings include avoiding lease fees and extra transportation. Likewise, the City wanted to ensure that the South End Middle School remains an important anchor institution in the south end neighborhood.

The City is in the process of purchasing the small former charter school building on School Street. Currently the Parent Information Center (PIC) is housed within the basement of the Milton Bradley School. With this purchase, the PIC will be moved to the School Street location, which will free up additional space at Milton Bradley. The additional space will enable Milton Bradley to offer a pre-kindergarten program where the PIC was formally located. With lease costs outweighing purchase costs the City will save approximately \$3.7 million in lease payments over a sixteen year period.

The tornado created public safety health issues, including mold infiltration, lead and asbestos hazards within destroyed buildings and storm debris. Properties were abandoned leaving vacant blighted buildings that created safety hazards throughout neighborhoods. The Office of Housing will oversee the demolition of blighted properties in tornado-impacted neighborhoods.



The tornado directly impacted seven parks, toppling mature trees, and destroying playground equipment, benches, lighting, fencing, and other park infrastructure including a building at Camp Wilder. The City's Parks department will coordinate debris removal and repair of affected Parks with the use of CDBG-DR funds.

Housing

Springfield plans to use funds from the CDBG-DR grant to construct single-family homes on vacant lots owned by the City. The following are projects what will be considered for this initiative:

- South End: acquisition and development of 10 single-family homes on Marble Street facing Emerson Wight Park
- Construction of homes on City-owned lots in the South End, and along the tornado corridor through Six Corners and Old Hill
- Desire to assemble properties along Central Street as part of the realignment project and redevelopment project in the neighborhood, with the goal of acquiring distressed property to develop into single family housing as well as potential of new commercial development
- Central Street Corridor - 10-15 single-family homes to be developed on Central Street

Alternative (FEMA) Projects

FEMA granted the City a \$25.2 million settlement for damages to city-owned properties, primarily the destruction of the South End Community Center and the vacant Zanetti School on Howard Street. The City is able to use FEMA alternate project funds on projects that were not directly affected by the tornado. This money will be used for major capital improvements, including a new senior center at Blunt Park, a new South End Community Center, the renovation and expansion of the Clifford Phaneuf environmental center at Forest Park and for major renovations to the former Arthur MacArthur Army Reserve Center at 50 East St., for various Police Department uses.

Senior Center

The City wants to build a new senior center to provide a welcoming place for all seniors, their families and caregivers, elder service providers, and the community at large. The new building will include wood and stone elements on the exterior and cupolas that will allow for natural light into the hallways, and vestibules. The schematic design includes rooms designed for activities which include dancing, billiards, sewing, ceramics, carpentry, music and computers. The focal point is a banquet room that will be used for daily lunches, special events and a teaching kitchen for up to 300 visitors.





South End Community Center

The community center used the former state armory on Howard Street rent-free from the city to provide social and recreational programs for residents. The City will rebuild the South End Community Center to have a public location where members of the community can have a safe place to gather for group activities, social support, public information, and other purposes.

ECOS

The City in collaboration with the School Department would like to update its Environmental Center for our Schools (ECOS) building by completing a massive renovation including an energy-efficient structure, a model ‘green’ facility complete with solar panels and new technology. This project will provide both educational values to Springfield students, and be an important resource for the Greater Springfield community.



50 East Street

The Police department will use a portion of funds granted to renovate the old army building at 50 East Street to house police-based programs. With the renovation, space will be freed up at the current police headquarters and the East Street building will house a state-of-the-art evidence storage system built in the basement, a Juvenile Assessment Center, add a Training Center. This would consolidate several divisions into one building reducing lease payments and allowing the divisions to be more efficient.

Overall, Springfield was able to fund over \$25.2 million worth of capital projects using FEMA grants. The City’s contribution to the alternative projects has yet to be determined.

Alternative (FEMA) Projects	FEMA Share	City Share	Total Cost
Senior Center	10,000,000		10,000,000
South End Community Center	8,000,000		8,000,000
ECOS	2,200,000	500,000	2,700,000
50 East Street	5,000,000	2,500,000	5,000,000
Totals	25,200,000	3,000,000	25,700,000

Boston Road Corridor

The Department of Public Works continues to make investments in the City’s infrastructure. The Boston Road corridor project is aimed at improving traffic flow and safety and to become a catalyst for economic development in hopes to attract national chain stores. To date the City has funded \$6 million for the Boston Road project with MassDOT contributing \$1.4 million.



DPW Storage Facility

The City is currently exploring options for a vehicle storage facility at the former Westinghouse Electrical Apparatus Repair facility at 160 Tapley Street. The facility will provide indoor storage for the City's fleet of vehicles and equipment. Parking the fleet and equipment inside extends the useful life, resulting in cost savings due to reduced frequency of replacement and maintenance costs.

Redevelopment

In an effort to stabilize neighborhoods, particularly in critical neighborhoods, the Community Development Department has made continued efforts in the areas of redevelopment of abandoned/vacant homes, homebuyer down payment incentives and demolition of blighted residential structures. They have also worked with receivers to take control of residential properties and target proactive code enforcement. They have boarded and secured vacant homes, acquired and disposed of tax-foreclosed residential properties and rehabilitated historic properties and cleaned up lots including graffiti removal.

Camp Angelina

Aided by state grant and privately raised funds, the Parks Department was able to renovate Camp Angelina. This includes installing a sloped zero-entry pool, an accessible trail to Porter Lake, a three-season amphitheater, year-round program buildings and overall site improvements recreational programs for youth and young adults, ages 3 to 22, most with special needs.

Sumner Ave / Harkness Ave

Major reconstruction and realignment work will happen on Sumner Avenue and Harkness Avenue. The Springfield Water and Sewer department will replace the sewer main while traffic flows will be realigned. The MassDOT roadway reconstruction project will cost approximately \$2.8 million.

The complete FY15 Proposed Capital Budget can be found in Appendix A of this document.

FY14 OVERVIEW

In FY14 a total of \$137.8 million from various funding sources was appropriated for capital projects, of which \$106.3 million funded priority "A" projects. The City appropriated \$3 million to fund various capital projects through the Pay-Go capital account and use bond proceeds from completed or abandoned projects in the sum of \$315,000.

During FY14, the City authorized a total appropriation of \$68.3 million of debt for capital projects. 78% of the FY14 appropriation pertained to school related capital projects with 22% pertaining to city projects. The City was able to fund multiple school improvement projects by strategically taking advantage of MSBA reimbursements, a main reason for the high percentage of school related capital projects.



FY14 School Projects

Springfield has worked closely with MSBA over the last few years leveraging reimbursements for school improvements. The City was invited to participate in MSBA’s - Accelerated Repair Program initiative, an innovative competitive grant program which represents a unique opportunity for the City.

The Accelerated Repair Program’s main goal is to improve learning environments for children and teachers, reduce energy use while generating cost savings for the City. This program will repair or replace roofs at Springfield High School of Science and Technology, Margaret C. Ells School, South End Middle School, Springfield Public Day High School and Chestnut Accelerated Middle Schools. The roof projects will cost approximately \$11.3 million with MSBA reimbursing up to \$9 million (80%) of eligible costs. The City will pay approximately \$2.2 million (20%).

MSBA's Accelerated Roof Repair Program	MSBA's Share	City's Share	Total Project Cost
High School of Science and Technology	2,810,726	702,681	3,513,407
Margaret C. Ells School	1,313,154	328,288	1,641,442
South End Middle School	616,922	154,231	771,153
Springfield Public Day High School	736,426	184,106	920,532
Chestnut Accelerated Middle School	3,575,418	893,855	4,469,273
Total	9,052,646	2,263,161	11,315,807

FY14 City Projects

Union Station

The Planning & Economic Development department is overseeing revitalization efforts of the Union Station project, a crucial project for the continued revitalization of the City of Springfield. The goal is to transform the long-vacant property into a sustainable transportation facility bolstering downtown redevelopment efforts. When completed, the historic downtown station will be transformed into the region's main transportation hub. It will provide connections for the continuation and expansion of services, including local, regional and intercity buses; Amtrak, commuter and high-speed passenger rail; and other ground-transportation services.

Mass DOTs Board of Directors recently designated another \$16.5 million for the renovation of Springfield's Union Station. The decision completed the \$65.7 million funding package necessary to fully finance the first phase of the redevelopment of Springfield's historic station, according to a news release. The total project cost is projected to be \$83 million.





The long vacant historic Union Station train station began a renovation project in November, 2012 that will encompass \$48 million to renovate the main terminal building and create parking and bus berths for both city and intercity bus transit. The project coincides with the introduction of commuter rail that will connect Springfield with frequent service to Hartford-New Haven and ultimately New York, NY. This \$83 million project integrates multiple transit modes (local and intercity bus; Amtrak intercity and planned New Haven-Hartford-Springfield commuter rail; and taxi, bicycle and pedestrian travel in one state-of-the-art transportation complex. A \$51 million phase I component offers a program of independent utility to position the project to take advantage of early funding availability. The redevelopment of Union Station will be a major catalyst for the redevelopment of the North Block of the City's downtown.

Road Projects

The State's Chapter 90 Program entitles municipalities to 100% reimbursement of documented expenditures under the provisions of General Laws, Chapter 90, Section 34, Clause 2(a) on approved projects. Funds are provided from transportation bond issues authorizes such capital improvement projects for highway construction, preservation and improvement projects that create or extend the life of capital infrastructure. Chapter 90 road money is distributed to the city each year as a grant. In FY14 the City's Department of Public Works received approximately \$2 million from state Chapter 90 grants and \$300,000 in city funds to repair roads within the City.

Fleet

Twenty new vehicle purchases were made by the DPW in an effort to update the City's aging fleet and realize savings in maintenance costs purchased. DPW maintains a vehicle replacement list that is reviews multiple times a year when funding becomes available.

Information Technology

The City's IT department has implemented a carrier grade metropolitan area fiber optic network (Metro Ethernet). This network has allowed the IT department to deliver services to remote sites for a decreased cost at a much higher bandwidth. The City has increased internet bandwidth 20 times the current amount while increasing the annual costs only 25%.

Pine Point/ Liberty Branch

To strengthen the library system, the Library Commission commissioned a study that supported a system wide re-organization that would increase branch hours and close and re-use of two branch libraries, Liberty Street and Pine Point. The Pine Point branch has been renovated to now serve a dual role as an express library and as an adult education hub. The Liberty branch library will close as a library but remain open as a community building and be used to enhance services to area seniors as well as increase recreational space for neighborhood use.



Police Vehicles

The Police Department purchased sixteen new vehicles as part of an initiative to improve its aging fleet with more energy efficient cruisers with all-wheel drive capabilities. The vehicles will have enough room for police equipment, and include radios, decals, lights and CF-31 toughbooks.

South Branch Parkway Guardrail

The DPW installed a guardrail on South Branch Parkway due to safety concerns of a steep drop-off that was not protected. Those trees prevented out-of-control vehicles from going too far off the roadway. The project follows the 2011 tornado which downed a number of trees in a once heavily forested area.

The complete FY14 Funded Capital Projects can be found in Appendix B of this document.

FY09-13 OVERVIEW

In FY13 a total of \$81.9 million was appropriated for three capital school improvement projects and an additional \$43.4 million for the New Forest Park Middle School in FY12. The projects include rebuilding of Brookings and Dryden Schools and construction of 12 science labs at Central High.

The City was selected by MSBA to partake in their High School Science Lab Initiative. The Springfield Central High school science lab project will include construction of a three-story science wing that consists of 12 new science laboratories and preparation rooms. In addition, the project will include renovation of six existing science labs on the third floor of the high school, installation of a new roof for the entire school and a new sprinkler system. MSBA has approved up to \$25.6 million in reimbursements for the project, representing up to 80% of eligible costs.



In FY12 The renovated and expanded Forest Park Middle School reopened in September 2013. The overall \$43.4 million project qualified for 90% reimbursement from the MSBA. The total MSBA grant for the project was up to \$39 million (90%) with a City contribution of \$4.3 million for an efficient, sustainable, affordable and much improved Forest Park Middle School.

In FY11 Through the Capital Asset and Construction Department the new Putnam Vocational high school opened in Sept 2012. The \$114 million project provided a state-of-the-art vocational school for Springfield students. MSBA granted 90% reimbursement of costs to build this state of the art vocational school.

In FY10 the City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local



educational agencies or school systems to issue taxable bonds and use 100% of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100% of the tax credit associated with this issuance.

In FY09 the City produced its first comprehensive Capital Improvement Plan. City Departments were asked for a comprehensive list of capital needs, those needs were organized in a database managed by the Finance Department and a panel of City departments evaluated the submissions based upon a set of criteria. The major benefit of the capital process is to evaluate all department requests and analyze projects based on the benefit to the City rather than funding projects on an ad-hoc basis. The projects funded during the first year of implementing this process included large equipment and vehicle purchases, park projects, road and sidewalk projects, and ensured locations within the City are compliant with the Americans with Disabilities Act.

CONCLUSION

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total amount of capital requests for FY15 through FY19 is \$538.3 million. The highest priority projects total \$177.6 million. In FY15 the City will be able to leverage over \$57.5 million from outside agencies to fund high priority projects that were identified within the CIP. Subsequently, Springfield's recent double upgrade of its credit rating to 'AA-' from 'A', and increased debt capacity will offer available funding for these projects at a much lower interest rate than in previous years.

This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important neighborhoods. This Capital Improvement Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life along with a more efficient and effective government.



APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PROJECTS

Capital Improvement Plan
APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PLAN

Priority A											
Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-		Funded Sources	2015	2016	2017	2018	2019
				FY19							
A	ECO DEV	UNION STATION	P	74,218,490		Grants and City Match	74,218,490				
A	DCAC	SKYWALK	P	-		PAY-GO FY13					
A	FACILITIES	CITY HALL - BOILER PLANT		2,000,000			750,000	625,000	625,000		
A	ECO DEV	COURT SQUARE REDEVELOPMENT - SHEAN BLOCK ACQUISITION	P	26,011,390		State Grant	3,711,390	22,300,000			
A	DPW	VEHICLE AND EQUIPMENT STORAGE		5,500,000			5,500,000				
A	DCAC	BUSINESS CONTINUITY PLAN - PHASE 1- DPW GEN UPGRAD	P	1,400,000		SNOW AND ICE FUND	1,400,000				
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	13,500,000		UNEXPENDED BONDS	3,500,000	3,000,000	3,000,000	2,000,000	2,000,000
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	12,000,000		PAY-GO FY13/CH90	4,500,000	4,000,000	3,500,000		
A	FACILITIES	SCHOOLS - SAFETYCAMERAS	P	-		SCHOOL BUDGET					
A	DCAC	SENIOR CENTER	P	-		PAY-GO FY12/OLD BOND FUNDS / FEMA					
A	DPW	FLOOD CONTROL SYSTEM - ANNUAL INSPECTIONS		330,000			160,000	170,000			
A	DPW	BONDI'S ISLAND LANDFILL CLOSURE	P	2,000,000		BOND	500,000	500,000	500,000	500,000	
A	ECO DEV	ROOFS FOR SOLAR PANELS		1,200,000			1,200,000				
A	DPW	PRIVATE WAYS - RESURFACING	P	1,346,811		PAY-GO FY14	300,000	446,811	300,000	300,000	
A	FACILITIES	CHESTNUT JUNIOR HIGH DEMOLITION		-		BOND					
A	FACILITIES	ESCO PHASE 2		15,000,000			15,000,000				
A	HOUSING	SS FRONT STREET - INDIAN ORCHARD MILLS		150,000			150,000				
A	DCAC	CITY DAMS		3,000,000			1,000,000	1,000,000	1,000,000		
A	DPW	City-wide Vehicles Replacement Project - Non-Public Safety	P	-		PAY-GO FY12					
A	FACILITIES	MSBA MATCH		20,000,000			5,000,000	5,000,000	5,000,000	5,000,000	
Total Priority A				177,656,691			116,889,880	37,041,811	13,925,000	7,800,000	2,000,000

Priority B										
Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-		Funded Sources	2015	2016	2017	2018
				FY19						
B	SCHOOL	SCHOOL TECHNOLOGY	P	5,962,878		SCHOOL BUDGET	5,962,878			
B	FACILITIES	DUGGAN - REPAIR EXTERIOR STAIRCASE (SAFETY)		30,000			30,000			
B	PARKS	BRECKWOOD POND DAM - REPAIR		350,000				600,000		
B	FACILITIES	CONVERT PINE POINT LIBRARY TO ADULT EDUC FACILITY		850,000			250,000			
B	PARKS	FOUNTAIN LAKE DAM - REPAIR		500,000			500,000			
B	PARKS	PORTER LAKE DAM - REPAIR		380,000			380,000			
B	FACILITIES	SCHOOLS - RENOVATE SCHOOL PARKING LOTS		500,000			500,000			
B	FACILITIES	SCHOOLS - ELECTRICAL WORK TO SUPPORT ERATE	P	1,375,000		MSBA 80%	1,375,000			
B	POLICE	RENOVATION OF POLICE DEPARTMENT FACILITY		13,698,363			6,000,000	6,000,000	1,698,363	
B	DPW	FLOOD CONTROL PLAN		700,000			300,000	400,000		
B	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE		3,000,000			250,000	1,250,000	1,500,000	
B	FACILITIES	SCHOOL-WIDE MATERIAL REPLACEMENT POST-ABATEMENT		4,100,000			1,500,000	2,600,000		
B	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		800,000			200,000	200,000	200,000	200,000
B	FACILITIES	SCHOOL-WIDE ABATEMENT OF HAZARDOUS MATERIALS		1,570,000			935,000	635,000		
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION		1,200,000			1,200,000			
B	IT	IT BACKUP SERVER		90,000			90,000			
B	FACILITIES	HOMER - BATHROOM REPLACEMENT		650,000			650,000			
B	FACILITIES	WASHINGTON - BATHROOM REPLACEMENT		250,000			250,000			
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT		150,000			150,000			
B	FACILITIES	DUGGAN - EMERGENCY LIGHTING		30,000			30,000			
B	FACILITIES	DUGGAN - UNIVENT REPAIRS		180,000			180,000			
B	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT		200,000			200,000			
B	FIRE	PORTABLE RADIO UPGRADE/DIGITAL		200,000			200,000			
B	FIRE	ZETRON STATION ALERT SYSTEM		80,000			80,000			
B	FACILITIES	SCHOOL FIRE ALARM SYSTEM UPDATES		3,440,000			3,440,000			
B	DCAC	UNION STATION PHASE 1		4,000,000			4,000,000			
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	P	1,200,000		PAY-GO FY13, PRODUCTIVITY BANK	1,200,000			
B	FACILITIES	REPLACE POOL FILTER SYSTEM - MILTON BRADLEY SCHOOL		130,000			130,000			
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR		80,000			80,000			
B	DCAC	CITY HALL - REPAIRS TO LEADED WINDOWS		75,000			75,000			
B	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		130,550				65,275		
B	FACILITIES	SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES		1,200,000			1,200,000			
B	FACILITIES	BRUNTON - REPLACE PORTABLE CR'S		250,000			250,000			
B	FACILITIES	BRIGHTWOOD - RESTROOM REPLACEMENT		350,000			350,000			
B	FACILITIES	BALLIET ELEMENTARY - ROOF REPLACEMENT		-		MSBA				
B	FACILITIES	BALLIET MIDDLE - WINDOW & DOORS		-		MSBA				
B	FACILITIES	BRUNTON ELEMENTARY - ROOF, WINDOWS & DOORS		-		MSBA				
B	FACILITIES	CHESTNUT ACCELERATED - HEATING SYSTEM		-		MSBA				
B	FACILITIES	DORMAN - ROOF REPLACEMENT		-		MSBA				
B	FACILITIES	GLENWOOD - HEATING SYSTEM		-		MSBA				
B	FACILITIES	KENNEDY - WINDOWS & DOORS		-		MSBA				
B	FACILITIES	KENSINGTON - ROOF, WINDOW, DOORS & HEATING SYSTEM		-		MSBA				
B	FACILITIES	LIBERTY - HEATING SYSTEM		-		MSBA				
B	FACILITIES	LYNCH - ROOF REPLACEMENT		-		MSBA				
B	FACILITIES	STEM - ROOF REPLACEMENT		-		MSBA				
B	FACILITIES	SUMNER AVE ELEMENTARY - HEATING SYSTEM		-		MSBA				
B	FACILITIES	TALMADGE - HEATING SYSTEM		-		MSBA				
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT		-		MSBA				
B	FACILITIES	WALSH - HEATING SYSTEM		-		MSBA				
B	FACILITIES	ZANETTI - WINDOWS & DOORS		-		MSBA				
B	FACILITIES	BRIGHTWOOD - BUILDING REPLACEMENT		-		MSBA				
B	FACILITIES	HOMER ST SCHOOL - BUILDING REPLACEMENT		-		MSBA				
B	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT		145,000			145,000			
B	FACILITIES	LIBERTY - BATHROOM REPLACEMENT		240,000			240,000			
B	FACILITIES	WHITE - BATHROOM REPLACEMENT		600,000			600,000			
B	FACILITIES	TALMADGE - NORTH WALL		-						
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT		650,000			650,000			
B	FACILITIES	LINCOLN - SPRINKLER (CODE)		30,000			30,000			
B	FACILITIES	TALMADGE - REPLACE EXTERIOR DOORS		40,000			40,000			
B	FACILITIES	SCHOOL BUILDINGS-FIRE DEPARTMENT CODE COMPLIANCE		250,000			250,000			
B	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS		35,000			35,000			
B	FACILITIES	WHITE - SPRINKLER (CODE)		25,000			25,000			
B	FACILITIES	GLENWOOD - ELECTRICAL FPE PANEL REPLACEMENT		250,000			250,000			
B	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT		-						
B	FACILITIES	MSBA 2014 SUBMISSION-SCHOOL WINDOWS		3,100,000			3,100,000			
B	FACILITIES	HOMER - SPRINKLER (CODE)		25,000			25,000			
B	FACILITIES	HOMER - ELECTRICAL PANEL		100,000			100,000			
B	FACILITIES	KENNEDY - SPRINKLER (CODE)		30,000			30,000			
B	FACILITIES	MSBA 2014 SUBMISSION - SCHOOL ROOFS		4,750,000			4,750,000			
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT		120,000			120,000			
B	DCAC	FOREST PARK - ZOO DRAINAGE REPAIR		450,000			450,000			
B	DCAC	FOREST PARK - SWAN POND DAM		400,000			400,000			
B	LIBRARY	PINE POINT - REPLACE HVAC SYSTEM		300,000			300,000			
B	PARKS	PORTER LAKE SKATE HOUSE		1,500,000			1,500,000			
B	FIRE	SCBA ENSEMBLE REPLACEMENT		350,000			350,000			
B	IT	BUSINESS CONTINUITY PLAN - PHASE 3 - REGIONALIZATION		1,000,000			1,000,000			
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGF		8,500,000			8,500,000			
B	FACILITIES	KENNEDY - POOL REPLACEMENT		2,500,000			2,500,000			
B	FACILITIES	LIBERTY - REDESIGN ADA ENTRANCES		25,000			25,000			
B	FACILITIES	LYNCH - REPLACE PORTABLE CLASS ROOMS		250,000			250,000			
B	FACILITIES	POTTENGER - BASEMENT VENTILATION		35,000			35,000			
B	FACILITIES	WASHINGTON - BASEMENT VENTILATION		850,000			850,000			
B	FACILITIES	HOMER - BASEMENT VENTILATION		35,000			35,000			
B	FACILITIES	KENSINGTON - BASEMENT VENTILATION		850,000			850,000			
B	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)		30,000			30,000			
B	PARKS	MARY TROY PARK		600,000			600,000			

**Capital Improvement Plan
APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PLAN**

B	PARKS	BRIGHT NIGHTS LED CONVERSION		200,000		200,000	-	-	-	
B	LIBRARY	BUILDING ACCESSIBILITY - FOREST PARK		361,617		361,617	-	-	-	
B	PARKS	FOREST PARK LAKE MANAGEMENT PROGRAM		500,000		250,000	100,000	100,000	50,000	
B	LIBRARY	PINE POINT LIBRARY EXPANSION		750,000		750,000	-	-	-	
B	FACILITIES	SCHOOLS - OIL TANK REMOVAL	P	1,486,554	MSBA 80%	684,552	802,002	-	-	
B	PARKS	FOREST PARK AMPHITHEATER		300,000		300,000	-	-	-	
B	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT		650,000		650,000	-	-	-	
B	FACILITIES	BRIDGE - INTERIOR RENOVATIONS		700,000		-	700,000	-	-	
B	FACILITIES	BALLIET - WINDOW REPLACEMENT		300,000		300,000	-	-	-	
B	FACILITIES	WHITE - BASEMENT VENTILATION		850,000		850,000	-	-	-	
B	FACILITIES	DEBERRY - REBUILDING FLOOR		1,200,000		1,200,000	-	-	-	
B	FACILITIES	DORMAN - BASEMENT VENTILATION		35,000		35,000	-	-	-	
B	FACILITIES	DUGGAN - INTERIOR RENOVATION		6,000,000		3,000,000	3,000,000	-	-	
B	FACILITIES	KENNEDY - REPLACE GYM FLOOR		90,000		90,000	-	-	-	
B	DCAC	CAMPANILE RESTORATION		20,000,000		850,000	8,150,000	7,000,000	4,000,000	
B	FIRE	ROOF, WINDOWS AND DOORS (IO, MASON SQUARE, HQ BLD)		180,000		180,000	-	-	-	
B	FACILITIES	UPDATE SCHOOL GROUNDS		250,000		250,000	-	-	-	
B	FACILITIES	REPLACE POOL FILTER SYSTEM - MILTON BRADLEY SCHOOL		-		-	-	-	-	
B	FACILITIES	BALLIET - RENOVATION FOR PROGRAMMING SPACE - SEMORE		2,000,000		2,000,000	-	-	-	
B	FACILITIES	SCHOOLS - FLOOR REPLACEMENT		750,000		250,000	250,000	-	-	
B	FACILITIES	BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM		30,000		30,000	-	-	-	
B	FACILITIES	KENNEDY - BATHROOM REPLACEMENT		30,000		30,000	-	-	-	
B	FACILITIES	SCI-TECH - BATHROOM PARTITIONS		25,000		25,000	-	-	-	
B	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION		90,000		90,000	-	-	-	
B	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS		35,000		35,000	-	-	-	
B	FACILITIES	VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM		145,000		145,000	-	-	-	
B	FACILITIES	GLENWOOD - CLASSROOM EXPANSION/BASEMENT		250,000		250,000	-	-	-	
B	FACILITIES	GLICKMAN - BATHROOM PARTITIONS		25,000		25,000	-	-	-	
B	FACILITIES	HARRIS - BATHROOM PARTITIONS		20,000		20,000	-	-	-	
B	SCHOOL	TECHNOLOGY UPGRADE - DENISE WIRELESS NETWORK		3,300,000		2,000,000	1,300,000	-	-	
B	IT	INTEGRATED PAYROLL SYTEM		-		-	-	-	-	
B	FACILITIES	BEAL - REPLACE PORTABLE CR'S		250,000		250,000	-	-	-	
B	FACILITIES	BRIGHTWOOD SCHOOL REPLACEMENT		15,000,000		-	15,000,000	-	-	
B	FACILITIES	BRIGHTWOOD - BASEMENT VENTILATION		850,000		850,000	-	-	-	
B	FACILITIES	BRIGHTWOOD - DRYWELL/ROOF DRAINS		86,000		86,000	-	-	-	
B	DCAC	CITY HALL - WINDOW RESTORATION		1,500,000		1,500,000	-	-	-	
B	DPW	PURCHASE OF VEHICLES	P	4,483,972	PAY-GO FY14	1,940,982	1,509,330	1,033,660	-	
B	DPW	STORMWATER IMPROVEMENTS		200,000		50,000	50,000	100,000	-	
B	FACILITIES	SCHOOL GYM EQUIPMENT		600,000		600,000	-	-	-	
B	FACILITIES	REPLACE HOMER ST SCHOOL		15,000,000		15,000,000	-	-	-	
B	FACILITIES	REPLACE BRIGHTWOOD SCHOOL		15,000,000		15,000,000	-	-	-	
B	PARKS	LOON POND BEACH		250,000		50,000	100,000	100,000	-	
B	FACILITIES	ACQUIRE LAND FOR LIBERTY SOCIAL CENTER PARKING		100,000		100,000	-	-	-	
B	SCHOOL	FOOD SERVICE - WAREHOUSE PURCHASE		1,500,000		1,500,000	-	-	-	
B	IT	DESKTOP COMPUTER REPLACEMENT		240,000		120,000	120,000	-	-	
B	PARKS	FOREST PARK COMFORT SHELTER/DROP-IN CENTER		850,000		850,000	-	-	-	
B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL		800,000		800,000	-	-	-	
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING		32,000		32,000	-	-	-	
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)		10,000		10,000	-	-	-	
B	FACILITIES	OLD FIRST CHURCH RENOVATIONS		200,000		200,000	-	-	-	
B	PARKS	CITY-WIDE LIGHTING AND SECURITY CAMERA		2,500,000		1,000,000	1,000,000	500,000	-	
B	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE		2,500,000		1,000,000	1,500,000	-	-	
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND		2,730,911		944,440	770,996	1,015,475	-	
B	FACILITIES	LYNCH - DOOR REPLACEMENT		500,000		500,000	-	-	-	
B	DCAC	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION		750,000		100,000	650,000	-	-	
B	DCAC	PECODISE BROOK RESTORATION		250,000		250,000	-	-	-	
B	DCAC	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION		1,000,000		800,000	200,000	-	-	
B	DISPATCH	Consolidated Dispatch Building w/equipment		10,000,000		10,000,000	-	-	-	
B	PARKS	HANDICAP ACCESSIBLE PARK PROGRAM		400,000		100,000	100,000	100,000	100,000	
B	IT	LAPTOP REPLACEMENT		25,000		25,000	-	-	-	
B	FACILITIES	SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)		288,000		288,000	-	-	-	
B	FACILITIES	SPS BERKSHIRE - REPLACE EXTERIOR DOORS		40,000		40,000	-	-	-	
B	FACILITIES	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT		650,000		650,000	-	-	-	
B	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT		60,000		60,000	-	-	-	
B	FACILITIES	SCHOOL-WIDE PROPERTY CONDITION ASSESSMENTS		150,000		50,000	100,000	-	-	
Total Priority B				195,115,845		129,715,744	47,452,603	13,597,498	4,350,000	-

Priority C									
Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15-					
				FY19	Funded Sources	2015	2016	2017	2018
C	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT		70,000		70,000	-	-	-
C	PARKS	INCREASE PARK EQUIPMENT/VEHICLE INVENTORY		200,000		200,000	-	-	-
C	FACILITIES	BEAL - ELECTRICAL PANELS		200,000		200,000	-	-	-
C	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT		70,000		70,000	-	-	-
C	FACILITIES	BRUNTON - WINDOW AND DOOR REPLACEMENT		1,000,000		1,000,000	-	-	-
C	FACILITIES	CITY-WIDE CUSTODIAL EQUIPMENT		900,000		300,000	300,000	300,000	-
C	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT		30,000		30,000	-	-	-
C	PARKS	PARK FIELD RENOVATIONS		400,000		400,000	-	-	-
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS		300,000		150,000	150,000	-	-
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM		60,000		60,000	-	-	-
C	FACILITIES	ELLS - REPLACE TILE		40,000		40,000	-	-	-
C	FACILITIES	FREEDMAN - FLOOR TILE REPLACEMENT		125,000		125,000	-	-	-
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS		600,000		300,000	300,000	-	-
C	PARKS	CVR ARENA EQUIPMENT AND REPAIRS		100,000		100,000	-	-	-
C	PARKS	GOLF COURSE EQUIPMENT		1,000,000		1,000,000	-	-	-
C	FACILITIES	GERENA SCHOOL - NEW HVAC, WATER PUMPS & SEAL WALLS		5,000,000		250,000	4,000,000	750,000	-
C	FACILITIES	UPDATE SCHOOL THEATRES		500,000		500,000	-	-	-
C	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT		100,000		100,000	-	-	-
C	PARKS	CITY-WIDE LAKE MANAGEMENT PROGRAM		360,000		120,000	120,000	-	-
C	SCHOOL	TECHNOLOGY UPGRADE - SECOND DATA CENTER		-		-	-	-	-
C	SCHOOL	TECHNOLOGY UPGRADE - DUGGAN BANDWIDTH INCREASE	P	877,900	SCHOOL BUDGET	583,800	15,000	-	-
C	ELECTIONS	NEW VOTING MACHINES		384,000		384,000	-	-	-
C	FACILITIES	PINE POINT LIBRARY - HVAC		100,000		100,000	-	-	-
C	FIRE	RIVER RESCUE BOAT PURCHASE		125,000		125,000	-	-	-
C	FACILITIES	CONVERT LIBERTY LIBRARY TO SOCIAL CENTER		80,000		80,000	-	-	-
C	FACILITIES	RELOCATE DEPT. OF HEALTH AND HUMAN SERVICES		1,430,000		180,000	1,250,000	-	-
C	PARKS	STORAGE BARN FOR BRIGHTNIGHT STRUCTURES		1,130,853		1,130,853	-	-	-
C	FACILITIES	POOL BLANKETS/COVERS		225,000		225,000	115,000	-	-
C	FACILITIES	BEAL - BATHROOM RENOVATION		120,000		120,000	-	-	-
C	FACILITIES	CENTRAL HIGH SCHOOL DUGOUTS AND BLEACHERS		100,000		100,000	-	-	-
C	FACILITIES	BALLIET - BATHROOM AND PARTITION REPLACEMENT		-		-	-	-	-
C	FACILITIES	SUMNER - BATHROOM PARTITIONS		-		-	-	-	-
C	FACILITIES	ELLS - BATHROOM UPGRADE		30,000		30,000	-	-	-
C	PARKS	ADVANCED ENTRY SYSTEM		1,000,000		1,000,000	-	-	-
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION		20,000		20,000	-	-	-
C	FACILITIES	GLICKMAN - PLAYGROUND REPLACEMENT		45,000		45,000	-	-	-
C	SCHOOL	SERVING LINES - KENNEDY		57,454		57,454	-	-	-
C	SCHOOL	SERVING LINES - DUGGAN		40,358		40,358	-	-	-
C	FACILITIES	INDIAN ORCHARD - PARAPET REPAIR		60,000		60,000	-	-	-
C	FACILITIES	KENSINGTON - WINDOWS AND DOORS REPLACEMENT		350,000		350,000	-	-	-
C	ECO DEV	CHAPMAN VALVE INDUSTRIAL PROJECT	P	4,500,000		1,500,000	1,500,000	1,500,000	-
C	FACILITIES	RELOCATION OF RENAISSANCE SCHOOL		-		-	-	-	-
C	FACILITIES	BALLIET - CAFETERIA IMPROVEMENT/DESIGN STUDY		3,900,000		900,000	3,000,000	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES WEST WING		85,000		85,000	-	-	-
C	SCHOOL	WALSH BUILDING REPAIRS - CEILING TILES SCIENCE ROOM		40,000		40,000	-	-	-
C	PARKS	CAMEROTA PROPERTY		750,000		750,000	-	-	-
C	PARKS	FORESTRY - UPDATE STREET TREE INVENTORY		200,000		200,000	-	-	-

**Capital Improvement Plan
APPENDIX A: FY15 PROPOSED CAPITAL IMPROVEMENT PLAN**

C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	65,000		65,000	-	-	-	-
C	FACILITIES	CITY-WIDE REMOVAL OF UNDERGROUND STORAGE TANKS	1,400,000		1,400,000				
C	FACILITIES	SCHOOLS - PAINTING PROJECTS	1,386,000		462,000	462,000	462,000		
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	75,000		75,000				
C	SCHOOL	APPLIANCES	25,000			25,000			
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	15,000		15,000				
C	DCAC	CITY HALL - RESTORE SCONES ON CITY HALL AND THE CAMPANILE	100,000		100,000				
C	DCAC	CITY HALL - REMOVE STAINING	30,000		30,000				
C	FIRE	REPLACEMENT VEHICLES AND VEHICULAR EQUIPMENT	260,000		260,000				
C	SCHOOL	WALSH BUILDING REPAIRS - REMOVE OIL TANK FROM PARKING LOT	15,850		15,850				
C	SCHOOL	WALSH BUILDING REPAIRS - SIDEWALK REPAIRS	30,000		30,000				
C	FACILITIES	CITY-WIDE HAZARDOUS WASTE SITE CLEANUPS	275,000			150,000	125,000		
C	PARKS	BLUNT PARK ROADWAY IMPROVEMENTS	1,500,000			1,500,000			
C	FACILITIES	SCHOOLS - CLOCKS	120,000		120,000				
C	FACILITIES	CHESTNUT - SEAL BRICK TOWERS	35,000		35,000				
C	FIRE	APPARATUS BAY FLOOR RENOVATIONS-HQ,NMAIN,JO,MS,MAS	200,000		200,000				
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY	750,000			750,000			
C	FACILITIES	JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	300,000		300,000				
C	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	25,000		25,000				
C	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	90,000			90,000			
C	FACILITIES	BRUNTON - LIBRARY HEATING SYSTEM UPGRADE	35,000		35,000				
C	DCAC	WALSH - PLAYGROUND	130,000		130,000				
C	FIRE	16 ACRES FIRE STATION REPLACEMENT	5,000,000		5,000,000				
C	ECO DEV	PYNCHON PARK RESTORATION	2,000,000		1,500,000	500,000			
C	FACILITIES	RENOVATION OF MULBERRY BUILDING	5,000,000		5,000,000				
C	POLICE	POLICE STATION - NEW POLICE HEADQUARTERS	45,000,000		45,000,000				
C	POLICE	POLICE STATION - REPLACE MALE CELL BLOCK	500,000		500,000				
C	FIRE	COMMAND VEHICLE REPLACEMENT (2)	124,000		124,000				
C	FIRE	AERIAL LADDER #5-INDIAN ORCHARD REPLACEMENT							
C	FIRE	COMMAND AND SUPPORT VEHICLES, REPLACEMENT							
C	PARKS	REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT	510,000		170,000	170,000	170,000		
C	PARKS	BLUNT PARK BIKEWAY/WALKWAY	1,500,000			1,500,000			
C	LIBRARY	CENTRAL LIBRARY - ROOF REPLACEMENT	300,000		300,000				
C	IT	NETWORK SWITCH REPLACEMENT	126,000		42,000	42,000	42,000		
C	IT	INCREASE STORAGE CAPACITIES	30,000		30,000				
C	FACILITIES	WHITE - INSTALL DROP CEILING	60,000		60,000				
C	FACILITIES	CENTRAL HIGH - FIELD HOUSE ROOF							
C	FACILITIES	FREEDMAN - GROUNDS CAPITAL IMPROVEMENT	500,000		500,000				
C	FACILITIES	KILEY - FLOOR TILE REPLACEMENT	200,000		200,000				
C	DCAC	KENNEDY - POOL BUILDING ENVELOPE REPAIRS	800,000		800,000				
C	FIRE	ENGINE REPLACEMENT, ENGINE 5	610,000			610,000			
C	DPW	TRASH BARRELL REPLACEMENTS	1,200,000	PAY-GO FY11	300,000	300,000	300,000	300,000	
C	PARKS	UPGRADE SCHOOL ATHLETIC FIELDS	1,860,000		620,000	620,000	620,000		
C	FIRE	HEALTH & WELLNESS (ADDL. STATION UPGRADES)	115,000		115,000				
C	PARKS	WATERSHOPS POND	1,500,000		1,500,000				
C	PARKS	ZOO IMPROVEMENTS	600,000			600,000			
C	FACILITIES	CONSTRUCT ADD'L PARK'G LOT FOR LIBERTY SOCIAL CENT	250,000			250,000			
C	FIRE	QUINT - HYBRID VEHICLE	175,000		175,000				
C	FIRE	ENGINE REPLACEMENT, ENGINE 1	670,000		670,000				
C	FIRE	ENGINE REPLACEMENT, ENGINE 9							
C	FIRE	ENGINE REPLACEMENT, ENGINE 8	650,000		650,000				
C	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS	2,250,000		250,000	1,500,000	500,000		
C	PARKS	MILL POND	2,000,000		2,000,000				
C	FACILITIES	PURCHASE 91 SCHOOL STREET FOR SCHOOL DEPT USE	593,000		593,000				
C	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,600,000		3,600,000				
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	600,000		600,000				
C	IT	CISCO ROUTER REPLACEMENT	36,000		36,000				
C	FIRE	ENGINE REPLACEMENT, ENGINE 3	610,000			610,000			
C	SCHOOL	WAREHOUSE - NEW EQUIPMENT	66,572		66,572				
C	LIBRARY	CENTRAL LIBRARY - WINDOW REPLACEMENT	200,000		200,000				
C	LIBRARY	CENTRAL LIBRARY - OUTDOOR LIFT	25,000		25,000				
C	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	50,000		50,000				
C	FACILITIES	JOHNSON - WINDOW HARDWARE	25,000		25,000				
C	FACILITIES	WALSH - TRAFFIC ROUTE REPAV BUS DROPOFF	150,000		150,000				
C	PARKS	JAIMIE ULLOA PARK IMPROVEMENTS	300,000		300,000				
C	PARKS	DAVINCI PARK IMPROVEMENTS	150,000		150,000				
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	275,000		275,000				
C	PARKS	WALSH PARK	1,300,000		1,300,000				
C	PARKS	PYNCHON PARK RENOVATIONS	5,000,000		3,000,000	2,000,000			
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	30,000		30,000				
C	POLICE	REPLACE COMM 1	1,000,000		1,000,000				
C	FIRE	HQ/16A APRON (CONCRETE) AND PARKING LOT REPAIRS	200,000		200,000				
C	PARKS	RIVERFRONT PARK MASTER PLAN	3,000,000		3,000,000				
C	PARKS	CITY WIDE TENNIS COURT IMPROVEMENTS	250,000		150,000	100,000			
C	PARKS	BARNEY MAUSOLEUM	1,500,000			1,500,000			
Total Priority C			126,057,987		96,560,887	24,029,000	4,889,000	300,000	

Priority D									
Priority	Department	Project Summary	Partial/ Funded	Total Cost FY15- FY19	Funded Sources	2015	2016	2017	2018
D	LIBRARY	PINE POINT - FIRE ALARM SYSTEM		40,000		40,000	-	-	-
D	IT	FIBER NETWORK EXPANSION							
D	LIBRARY	FOREST PARK - EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - REPLACE LIGHTING IN ROTUNDA		50,000		50,000	-	-	-
D	LIBRARY	FOREST PARK - FIRE ALARM SYSTEMS		40,000		40,000	-	-	-
D	LIBRARY	EAST SPFLD - FIRE ALARM SYSTEMS		40,000		40,000	-	-	-
D	LIBRARY	LIBERTY - FIRE ALARM SYSTEMS		40,000		40,000	-	-	-
D	LIBRARY	EAST SPFLD - EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	LIBRARY	LIBERTY - EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	LIBRARY	PINE POINT - EXTERIOR SECURITY SYSTEM WITH CAMERAS		13,000		13,000	-	-	-
D	PARKS	COTTAGE HILL PARK		450,000		450,000	-	-	-
D	PARKS	FIVE MILE POND PARK COVE DREDGING		1,500,000		1,500,000	-	-	-
D	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE		475,000		225,000	250,000		
D	FACILITIES	MILTON BRADLEY - REPAIR PIPING		200,000		200,000	-	-	-
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK		150,000		150,000	-	-	-
D	FACILITIES	DUGGAN - REPAVE PARKING LOT		200,000		200,000	-	-	-
D	LIBRARY	LIBERTY - NEW PARKING LOT		75,000		75,000	-	-	-
D	LIBRARY	FOREST PARK - WINDOW REPLACEMENT		85,000					
D	LIBRARY	CENTRAL LIBRARY - PAVE ADJACENT PARKING LOT		150,000		150,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - AIR CONDITIONING		650,000		650,000	-	-	-
D	LIBRARY	EAST SPFLD - WINDOW REPLACEMENT		65,000		65,000	-	-	-
D	LIBRARY	LIBERTY - WINDOW REPLACEMENT		100,000		100,000	-	-	-
D	FACILITIES	TALMADGE - REPAVE PARKING LOT		80,000		80,000	-	-	-
D	POLICE	POLICE CRUISER REPLACEMENTS (30/YEAR)		5,010,000	PAY-GO FY12	2,850,000	1,080,000	1,080,000	
D	POLICE	POLICE - SHOT SPOTTER		1,092,000		764,000	164,000	164,000	
D	PARKS	CITY WIDE BASKETBALL COURT IMPROVEMENTS		300,000		150,000	150,000		
D	PARKS	SOLUTIA PARK		1,200,000			1,200,000		
D	PARKS	VAN HORN PARK		3,000,000				3,000,000	
D	FACILITIES	CENTRAL HIGH - INTERIOR CLASSROOM DOORS		66,000		66,000	-	-	-
D	FACILITIES	HARRIS - ADD ADDITIONAL PARKING		100,000				100,000	
D	FACILITIES	KENSINGTON - ADD ADDITIONAL PARKING							
D	IT	GENERATOR - CITY HALL		200,000			200,000		
D	LIBRARY	EAST SPFLD - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-
D	LIBRARY	LIBERTY - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-
D	LIBRARY	PINE POINT - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-
D	LIBRARY	SIXTEEN ACRES - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-
D	LIBRARY	INDIAN ORCHARD - REPLACE PHONE SYSTEM		5,000		5,000	-	-	-

Capital Improvement Plan
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D	LIBRARY	FOREST PARK - REPLACE PHONE SYSTEM	5,000		5,000	-	-	-
D	PARKS	BLUNT PARK NEW MAINTENANCE BUILDING	800,000		-	800,000	-	-
D	PARKS	FOREST PARK BIKE PATH	500,000		-	500,000	-	-
D	FACILITIES	BALLIET - PLAYGROUND REPLACEMENT	60,000		-	60,000	-	-
D	FACILITIES	BEAL - PLAYGROUND REPLACEMENT	-		-	-	-	-
D	FACILITIES	BOLAND - HVAC SYSTEM	60,000		-	60,000	-	-
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	85,000		85,000	-	-	-
D	FACILITIES	DORMAN - REPAVE PARKING LOT	-		-	-	-	-
D	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	85,000		-	85,000	-	-
D	LIBRARY	LIBERTY - BUILDING ACCESSIBILITY	875,000		-	875,000	-	-
D	LIBRARY	EAST SPFLD - ROOF REPLACEMENT	71,000		-	71,000	-	-
D	LIBRARY	EAST SPFLD - BUILDING ACCESSIBILITY	875,000		-	875,000	-	-
D	LIBRARY	ALL BRANCHES - RFID	801,000		65,110	735,890	-	-
D	LIBRARY	ALL BRANCHES - MEDIA MANAGER MACHINES	195,000		45,000	150,000	-	-
D	PARKS	RUTH ELIZABETH NEW COMMUNITY BUILDING	800,000		-	800,000	-	-
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	100,000		100,000	-	-	-
D	FACILITIES	LIBERTY - ADD ADDITIONAL PARKING	35,000		35,000	-	-	-
D	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	2,000,000		-	2,000,000	-	-
D	FACILITIES	KENSINGTON - PLAYGROUND UNIT	80,000		80,000	-	-	-
D	LIBRARY	FOREST PARK - CENTRAL AIR CONDITIONING	45,000		-	45,000	-	-
D	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	120,000		40,000	40,000	40,000	-
D	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000		60,000	-	-	-
D	LIBRARY	CENTRAL LIBRARY - 3M INTELLIGENT RETURN/SORTER SYSTEM	232,000		232,000	-	-	-
D	LIBRARY	EAST SPFLD - CENTRAL AIR CONDITIONING	45,000		-	45,000	-	-
D	LIBRARY	LIBERTY - CENTRAL AIR CONDITIONING	45,000		-	45,000	-	-
D	FACILITIES	BEAL - REPAVE PARKING LOT	100,000		100,000	-	-	-
D	FACILITIES	HOMER - REPAVE DRIVEWAY	800,000		800,000	-	-	-
D	PARKS	ZIMMERMAN PROPERTY	350,000		350,000	-	-	-
D	PARKS	STEARNS SQUARE RENOVATION	50,000		50,000	-	-	-
D	PARKS	WALKER GRANDSTAND RENOVATION	1,000,000		1,000,000	-	-	-
D	PARKS	TRAIL RENOVATIONS	300,000		100,000	100,000	100,000	-
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	180,000		180,000	-	-	-
D	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	230,000		-	230,000	-	-
D	LIBRARY	PINE POINT - REPAVE PARKING LOT	35,000		-	35,000	-	-
D	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000		-	62,000	-	-
D	PARKS	MEADOW BROOK Ravine Restoration	150,000		-	150,000	-	-
D	FACILITIES	DUGGAN - DRYWELL	25,000		25,000	-	-	-
D	PARKS	FOREST PARK SIGN REPLACEMENT PROJECT	100,000		50,000	50,000	-	-
D	FACILITIES	BEAL - CLASSROOM CABINETRY	25,000		25,000	-	-	-
D	FACILITIES	CHESTNUT - INTERIOR COURTYARD REPAIRS	45,000		45,000	-	-	-
D	LIBRARY	FOREST PARK - CIRCULATION DESK	30,000		30,000	-	-	-
D	PARKS	MCKNIGHT GLEN IMPROVEMENTS	180,000		-	180,000	-	-
D	LIBRARY	EAST FOREST PARK - NEW LIBRARY	5,029,000	P	PAY-G014	29,000	5,000,000	-
D	PARKS	CLODO CONCEPCION COMMUNITY CENTER WATER SPRAY PARK	1,555,000		-	1,555,000	-	-
D	LIBRARY	INDIAN ORCHARD - RENOVATE BASEMENT AREA	75,000		-	75,000	-	-
D	PARKS	TRIANGLE/TERRACE RESTORATIONS	300,000		100,000	100,000	100,000	-
D	PARKS	TREE REPLACEMENT PROGRAM	1,800,000		600,000	600,000	600,000	-
D	PARKS	BOWLES FOUNTAIN RESTORATION	400,000		-	400,000	-	-
D	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	3,000,000		-	-	3,000,000	-
D	FINACE	CAPITAL ASSET CONSTRUCTION ADMINISTRATIVE COSTS	-		-	-	-	-
D	FACILITIES	BALLIET - ROOF REPLACEMENT	-		-	-	-	-
D	FACILITIES	CITY HALL, SYMPHONY HALL BRONZE DOORS RESTORATION	-		-	-	-	-
D	FACILITIES	WASHINGTON - ROOF REPLACEMENT	260,000		260,000	-	-	-
D	FACILITIES							
Total Priority D			39,490,000		12,538,110	18,767,890	8,184,000	-
Total Cost of FY15 FUNDED PROJECTS			538,320,523		355,704,621	127,291,304	40,595,498	12,450,000



APPENDIX B: FY14 FUNDED PROJECTS

**Capital Improvement Plan
APPENDIX B: FY14 FUNDED PROJECTS**

Priority A

<u>Priority</u>	<u>Department</u>	<u>Project Summary</u>	<u>Partial/ Funded</u>	<u>Funded Sources</u>	<u>2014</u>
A	DCAC	ELIAS BROOKINGS - SCHOOL REBUILD	F	FEMA, MSBA	27,385,000
A	DCAC	DRYDEN - REPAIRS AND REBUILDING	F	FEMA, MSBA	15,247,142
A	DCAC	SECC - EARMARK	F	PAY-GO FY13-14 - FEMA	8,626,180
A	DCAC	FOREST PARK - PORTER LAKE SKATEHOUSE RENOVATIONS (ECOS)	F	PAY-GO FY12/ FEMA	2,547,923
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	P	UNEXPENDED BONDS	250,000
A	DPW	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	P	PAY-GO FY13/Ch90	2,900,000
A	FACILITIES	SCHOOLS - SAFETYCAMERAS	P	SCHOOL BUDGET	2,828,391
A	DCAC	SENIOR CENTER	P	PAY-GO FY12/OLD BOND FUNDS / FEMA	10,000,000
A	DPW	BONDI'S ISLAND LANDFILL CLOSURE	P	BOND	500,000
A	POLICE	50 EAST STREET	F	FEMA	7,200,000
A	DPW	PRIVATE WAYS - RESURFACING	P	PAY-GO FY14	44,105
A	PARKS	CAMP STAR ANGELINA RENOVATIONS	F	Grant / Donations	1,900,000
A	DPW	NORTH END LIGHTING	F	PAY-GO FY12 & FY14	66,391
A	DCAC	CENTRAL HIGH EXPANSION	F	OLD BOND FUNDS, MSBA 80%	32,081,901
A	FACILITIES	PURCHASE MT CARMEL BUILDING	F	CDBG-DR (HUD), CITY	2,845,000
A	FACILITIES	PURCHASE SCHOOL ST BUILDING	F	CDBG-DR (HUD), CITY	975,000
A	DPW	City-wide Vehicles Replacement Project - Non-Public Safety	P	PAY-GO FY12	269,270
A	DPW	SOUTHBRANCH PKWY GUARDRAIL	F	PAY-GO FY14	138,354
A	DPW	BOSTON ROAD - PASCO TO WILBRAHAM	F	BOND	7,374,177
B	SCHOOL	SCHOOL TECHNOLOGY	P	SCHOOL BUDGET	5,910,276
B	DPW	Temple Street Sidewalk	F	PAY-GO FY14	97,500
B	DCAC	SCIENCE AND TECHNOLOGY ROOF REPAIR	F	MSBA 80%, CITY BOND	1,028,527
B	DCAC	SOUTH END MIDDLE SCHOOL ROOF REPAIR	F	MSBA 80%, CITY BOND	229,567
B	DCAC	SPRINGFIELD PUBLIC DAY HIGH SCHOOL ROOF REPAIR	F	MSBA 80%, CITY BOND	271,482
B	DCAC	MARGARET C. ELLS SCHOOL ROOF REPAIR	F	MSBA 80%, CITY BOND	437,536
B	FACILITIES	FREEDMAN - ROOF REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	455,546
B	FACILITIES	GLICKMAN - ROOF	F	GREEN REPAIR MSBA 80%, CITY BOND	500,000
B	SCHOOL	SAFETY EQUIPMENT	F	SCHOOL BUDGET	500,000
B	SCHOOL	LIGHTING RETROFITS	F	SCHOOL BUDGET	254,702
B	DPW	PURCHASE OF VEHICLES	P	PAY-GO FY14	251,270
C	FACILITIES	DORMAN - FLOOR TILE REPLACEMENT	F	SCHOOL BUDGET	30,000
C	SCHOOL	TECHNOLOGY UPGRADE - DUGGAN BANDWIDTH INCREASE	P	SCHOOL BUDGET	144,900
C	FACILITIES	ELLS - DOOR REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	500,000
C	FACILITIES	KILEY - WINDOW AND DOOR REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	2,500,000
C	DCAC	KENNEDY - WINDOW AND DOOR REPLACEMENT	F	GREEN REPAIR MSBA 80%, CITY BOND	2,500,000
D	LIBRARY	EAST FOREST PARK - NEW LIBRARY	P	PAY-GO14	29,000
Total Cost of FY14 FUNDED PROJECTS					138,819,141



APPENDIX C: CAPITAL IMPROVEMENT PROCESS

CAPITAL IMPROVEMENT PROCESS

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Finance Department and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

Database Requirements - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Description of the Project's Prior Phases Completed

Categories - Capital projects are categorized into one of seven categories:

- Building – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Technology – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.

Types - Each project is further classified into one of five different types of projects:



- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.
- Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.
- Demolition – This includes commercial and residential building demolition.
- Major Repair/Renovation – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Finance Officer, the Director of Finance, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY12 planning process the Committee members included:

- CAFO – Timothy J Plante
- Budget Director – Jennifer Winkler
- Public Works Director – Allen Chwalek
- PBRM Director – Patrick Sullivan
- Capital Asset Construction Director – Peter Garvey
- Planning and Economic Development Director – Kevin Kennedy
- City Council Representative – Kateri Walsh

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities given quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on six criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?
- Legal obligations – Does the project improve compliance with federal law, state law, or local ordinance?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?



- Prior phases - If the project is a multiyear project, have prior phases been previously conducted?
- Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

Each criterion above receives a different weight as seen in Appendix B. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



APPENDIX D: RATING CRITERIA

CITY OF SPRINGFIELD PROJECT REQUEST RATING SHEET DESCRIPTION OF RATING CRITERIA AND SCALES

CRITERIA A- OVERALL FISCAL IMPACT

Weight: 4

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

- 5- Project requires less than 10% City funding.
- 4- Project requires less than 50% City funding.
- 3- Project requires more than 50% City funding, decreases operating costs and increases City revenues.
- 2- Project requires more than 50% City funding, increases operating costs and increases City revenues.
- 1- Project requires more than 50% City funding, decreases operating costs and decreases City revenues.
- 0- Project requires more than 50% City funding, increases operating costs and decreases City revenues.

Note: Projects which do not impact either revenues or operating costs will receive the score of a project that is more favorable in the category (for revenue, the score will be the “increasing revenue” score and for costs, the “decreasing costs” score). This score will then be reduced by 0.5 to reflect the lack of actual increase in revenue or decrease in costs.



CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

- 5- City or Department is currently under court order to take action.
- 4- Project is necessary to meet existing state and federal requirements.
- 3- Legislation is under discussion that would require the project in future.
- 2- There is no legal or court order or other requirement to conduct the project.
- 1- Project requires change in state or law to proceed.
- 0- Project requires change in federal or law to proceed.

CRITERIA C-IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City's objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the service is already being provided by existing agencies.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the project focuses on a service that is currently a "high priority" public need.

Illustrative Ratings:

- 5- The service itself addresses an immediate public health, safety, accreditation, or maintenance need.
- 4- Service is improved and addresses a public health, safety, accreditation, or maintenance need.
- 3- Service is greatly improved.
- 2- Service is improved.
- 1- Service is minimally improved and addresses a public health, safety, accreditation, or maintenance need.
- 0- Service is minimally improved.



CRITERIA D- URGENCY OF MAINTENANCE NEEDS

Weight: 3

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

- 5- Service is currently interrupted and the project will restore service in the most cost-effective manner possible.
- 4- Service is likely to be disrupted in a five-year horizon if the project is not funded.
- 3- The project is necessary to maintain an orderly schedule for maintenance and replacement.
- 2- The cost of the project will increase in future (beyond inflation) if it is delayed at this time.
- 1- There is a minor risk that costs will rise or service will be interrupted if the project is not funded.
- 0- There is no financial or service risk in delaying or not funding the project (e.g., the project is new and has no impact on current service).

CRITERIA E - PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.



Illustrative Ratings:

- 5- All but the final phase has been fully funded.
- 4- Multiple phases have been fully funded.
- 3- Multiple phases have been partially funded.
- 2- The first phase has been fully funded.
- 1- The first phase has been partially funded.
- 0- No prior phases have been funded or partially funded.

CRITERIA F – DEPARTMENTAL PRIORITY

Weight: 2

Rationale: Departments are expected to provide an indication of which projects are most important to their mission.

Considerations: Ratings for this factor will consider these major points:

- A. Departmental ranking of each individual project.
- B. The total number of project requests that are submitted by a department.

Illustrative Ratings:

- 5- The project is within the top 20% of departmentally ranked project requests (81% to 100%).
- 4- The project is within the next 20% of projects (61% to 80%).
- 3- The project is within the next 20% of projects (41% to 60%).
- 2- The project is within the next 20% of projects (21% to 40%).
- 1- The project is within the bottom 20% of ranked projects (0% to 20%).



Analysis of Outstanding Debt **City of Springfield, Massachusetts**

January 31, 2014

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

I am pleased to provide you with the enclosed analysis of the City of Springfield's existing debt. This report is intended as a user-friendly examination of current and future debt issued on behalf of the residents of our community. The analysis continues to be a tool that can be used when assessing the City's debt position and impact of financial programs on the financial position of the City to make informed decisions. This analysis evaluates the affordability of issuing new debt, taking into account the City's existing annual debt service payment obligations.

In this analysis, affordability is measured by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. This measure (debt service as a percent of general fund revenues) is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by taking into account the actual City's payment obligations on debt and the amount of revenue available to pay those obligations.

The Fiscal Year 2014-2018 Capital Improvement Plan (CIP) showed a \$535.2 million capital need in the City. The CIP plan provides a detailed view of the capital needs within the City of Springfield. The Fiscal Year 2015-2019 Capital Improvement Plan process is underway. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs and which will serve as a singular basis for capital funding decisions in future years.

The City of Springfield has issued debt to finance investment in its capital infrastructure, specifically funds through the issuance of bonds and notes to fund the large majority of its capital investments. These investments were made for numerous purposes, including the construction and renovation of buildings and schools. As you know, recently the MSBA unanimously voted to fully fund the two schools which were affected by the June 1, 2011 tornado, Elias Brookings and Mary Dryden. MSBA raised its reimbursement levels from 80% to 100% and lifted all caps on the projects. To date the City of Springfield has submitted \$14.2 million for reimbursement from MSBA for the Brookings (\$1.8 million) and Dryden (\$12.4 million) projects.

The City also took advantage of the MSBA's new - Accelerated Repair Program initiative, this innovative competitive grant program represents a unique opportunity for the City. The main goals of the Accelerated Repair Program are to improve learning environments for children and teachers, reduce energy use and generate cost savings for the City. The program will repair or replace roofs, windows and boilers in schools that are otherwise structurally, functionally and educationally sound. The collaboration between the City and MSBA results in high reimbursement levels, a major reason for the high percentage of school related debt.

The City continues to pursue assistance from the Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA), Federal Highway Administration (FHWA), Natural Resources Conservation Service (NRCS), and the Massachusetts School Building Authority (MSBA) for the costs related to the 2011 tornado and snow storm. Springfield has issued Bond Anticipation Notes (BANs) to address the Department of Revenue (DOR) requirement to extinguish the deficits; however we anticipate reimbursement from these agencies. In the meantime, the City continues to monitor its cash flow and process timely payments.

In recent years, the City had made a concerted effort to restructure its debt for the purposes of increasing its capacity for future debt issuances and preventing dramatic increases in future debt payments. As a result, the City of Springfield received a reaffirmed credit rating of A2 with a stable outlook by Moody's in July 2013, and in January 2014, Standard and Poor's gave the City a double upgrade of its credit rating to 'AA-' from 'A'. The S&P rating continues to be the highest rating in the City's recorded history. This is a testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. Moody's credited Springfield's stabilized financial position with "satisfactory reserve levels, as well as demonstrated ability to independently manage the city, following the disbanding of the city's control board in 2009".

Consequent to the restructure efforts, the City of Springfield is now in a position to strategically invest in its infrastructure and capital needs and is looking to issue short and long term debt in 2015 and 2016 as well as use a combination of Pay-As-You-Go Capital funds and Capital Reserve funds.

I hope this analysis is helpful to you and would welcome the opportunity to provide any additional information that would be useful to you or the residents of our community.

Very truly yours,



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 review is designed to have two desired effects:

1. An outstanding debt analysis will show financial officials and citizens the current state of debt management.
2. Secondly, this analysis will show if the City of Springfield could afford more debt in either the current fiscal year or future years as debt service payments decline.

Currently, the City of Springfield has a total of 294.3 million in outstanding total debt (\$233.3 million in principal and \$61 million in interest). The total debt consists of issuances dating back to fiscal year 2001 up to the most recent debt refunding in 2012. This study will show the City is currently within its debt capacity as mandated by the City’s financial ordinances Chapter 4.44.070 (General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)).

Debt Service as a % of General Fund Revenue			
			Source
A	2013 Total Debt Service	\$38,858,908	First Southwest
B	2013 General Fund Revenue	\$574,626,797	Springfield
A/B	Debt Capacity	6.8%	

Capital

Consistent with the City’s financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix A of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects is a capital project, and each expenditure of funds is considered a capital investment.

The City of Springfield defines *capital* as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least ten years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of 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.

Debt

Municipal debt – usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

- Bond:** A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.
- Note:** A financing tool generally used for short-term needs, such as “bridge financing” during construction. In Massachusetts, notes are generally issued as one-year debt which can be “rolled” for a maximum of five years.
- Term:** The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the “term” of the debt is 20 years. In five years, the “remaining term” would be 15 years.

Debt Issuance

With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

Public Works

- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

Municipal Equipment

- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

Energy

- Energy conservation, to pay for energy audits or to implement alternative energy technologies.

Environmental

- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

Recreational

- Construction of parks and playgrounds
- Construction of 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. The City continues to recover from the June 2011 tornado and October 2011 snow storm. Certain projects such as the construction of Elias Brookings Elementary School and Mary Dryden Elementary School which lost an entire wing can only be afforded by spreading their cost over many years. MSBA Grant Program requires the City to appropriate the full cost of the project, before any reimbursements from MSBA can be requested, which is something that requires the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

As an example, the City has bonded for the construction of a new 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

Debt management is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

Analysis of City Debt

The City's aggregate debt service totals \$294.3 million over fourteen years. Projects that make up this debt range from the small - \$189,000 for renovations to Marshall Roy Park in 2007 to the large - \$15.2 million for the Mary Dryden Elementary School which lost an entire wing of the building as a result of the 2011 Tornado.

There are many different ways to examine the City's debt. This document first examines the policy issues associated with our debt – for what purpose was it issued, in what structure or manner was it issued – and then examines what this debt tells us about the finances of our community. The latter analysis relies on benchmarks established by Moody's Investors Service, Standard & Poor's and Fitch Ratings, the three large companies that evaluate and rate municipal debt. These benchmarks tell us what our ability is to repay our debt, highlights areas of further investigation and public discourse and will be used by rating agencies to rate our bonds. When Springfield wants to issue bonds, its bond rating reflects the amount of interest it has to pay an investor. The higher the bond rating, the lower the risk of default and the amount of risk the investor is taking. Lower risk means lower interest received by the investor and paid out by the City.

Annual Debt Service

The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses including salary obligations. This annual payment is known as the debt service payment. Because of this mandated expense, the City must be cognizant of debt service payments when issuing new debt and whether or not the City has the ability to increase those payments.

Figure 1, shows the City's debt service repayment schedule as of June 30, 2013. It should be noted that the City has entered in to a declining debt service payment schedule. In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This is the explanation for the large increase in payments in 2027. The City just recently completed a debt refund saving over \$2 million in interest payments over the fifteen years of debt service. The total debt service payment that will be made in Fiscal Year 2014 is \$38.8 million. Figure 1 below shows that after 2015 the City will have bonding capacity based on the

long term debt service. This refunding gives the City a larger debt capacity each year enabling more debt to be issued.

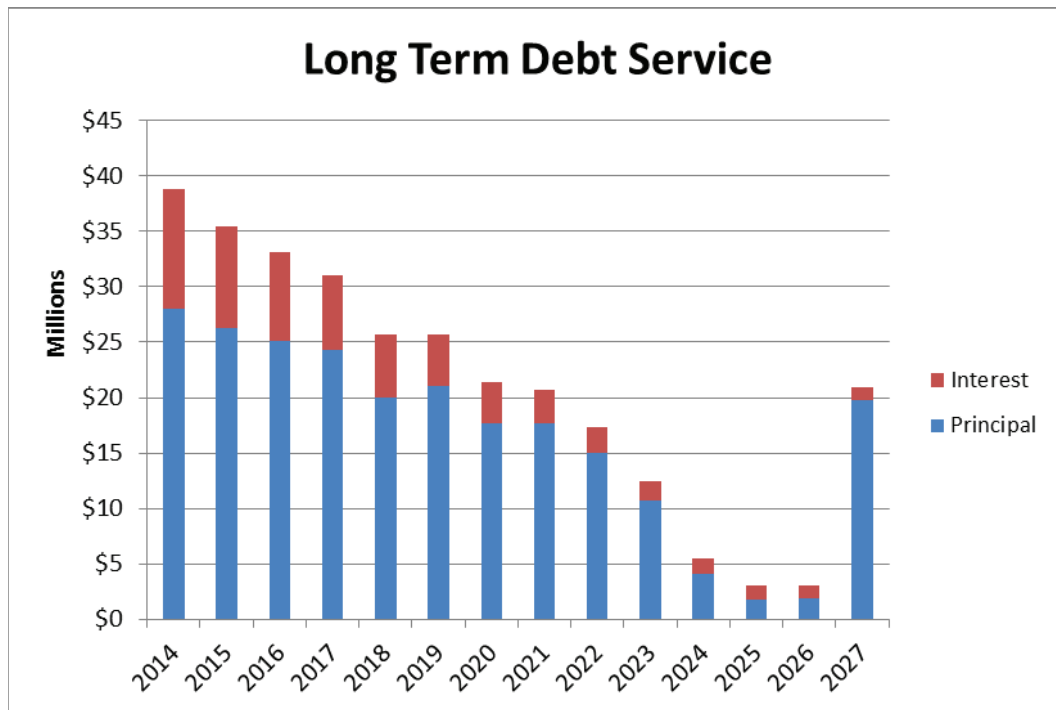


Figure 1

Purpose of Issuance

Of the City’s \$233.3 million (principal only) debt, \$152.4 million (65%), was issued to finance school projects and \$80.9 million (35%), was issued for all other municipal purposes. The category of “all other municipal purposes” includes roads, sidewalks, police, fire, recreation, general government, as well as senior and other social services.

A majority of the City’s debt is dedicated for school facilities because of varying degrees of need ranging from repairs, to major renovations, and new school construction. Many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received from the School Building Authority Board, the predecessor to the MSBA, allowed the City to issue debt for school building projects at a lower cost to the City’s general fund. The City will receive a total of \$78.7 million in reimbursements from the Massachusetts School Building Authority (MSBA) over the next nine years. The City has applied for funding from the MSBA in order to address the schools affected by the June 1, 2011 tornado, Elias Brookings, and Mary Dryden Elementary. The City also took advantage of the MSBA’s new - Accelerated Repair Program initiative, this innovative competitive grant program represents a unique opportunity for the City. The main goals of the Accelerated Repair Program are to improve learning environments for children and teachers, reduce energy use and generate cost savings for the City. The program will repair or replace roofs, windows and boilers in schools that are otherwise

structurally, functionally and educationally sound. The collaboration between the City and MSBA results in high reimbursement levels, a major reason for the high percentage of school related debt.

Other Funding Sources

The City took advantage of the Qualified School Construction Bonds (QSCB) program which was part of the Federal Government's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over \$15 million in order to fund the Forest Park Middle School renovation project, as well as the renovation of two parochial schools for City use. These bonds have allowed the City to realize significant savings in borrowing the funds for these school projects. This borrowing requires a "bullet" payment at the end of the seventeen year borrowing term. Each year, the City will invest the required payments (\$776,910 annually) for the bond in to a "sinking fund" and at the end of the term; the City will pay the principal and interest payments out of the sinking fund. This bullet payment explains the large increase in debt payments in 2027. Otherwise, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

Three projects were funded by the QSCB proceeds: the renovation of Forest Park Middle School, the renovation of two parochial schools for School Department use, and the renovation of the STEM Middle school. The largest of these projects is the renovation of the Forest Park Middle School. This project will be 90% funded by the MSBA and will cost a total of \$43 million funded by the City and MSBA. The school has been fully renovated and opened in September 2013.

The City's most recent issuance was in July 2013. This issuance rolled over notes that were originally issued to fund emergency appropriations for costs related to the City's 2011 tornado, and subsequent ice storm, totaling \$15.3 million. Short-term Bond Anticipation Notes (BANs) were issued for these projects largely to fund the remaining balance of the 2011 tornado and snowstorm emergencies. The tornado caused \$89.2 million in damages and the October snowstorm caused \$28.3 million for a combines emergency cost of \$117.5 million. After reimbursements from FEMA, FHWA, NRCS and MSBA the outstanding cost is roughly \$15.3 million. The City, however, anticipates additional reimbursement from Federal and State agencies and therefore does not expect to issue long term bonds for the entire amount. The City expects at least \$7 million in reimbursement from Federal and State agencies and once those funds are appropriated, the City will issue bonds for the remaining balance. Most recently, the City received \$3.4 million from FHWA leaving a total expected reimbursement amount of \$3.6 million

Composition of Debt

Debt can be issued for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has a different capital characteristic. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department.

General government services should have a much more diverse mix of facility and non-facility debt. In the Fiscal Year 2014-2018 Capital Improvement Plan the Police Station had requested electrical upgrades. Parks and recreational debt should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus and equipment purchases.

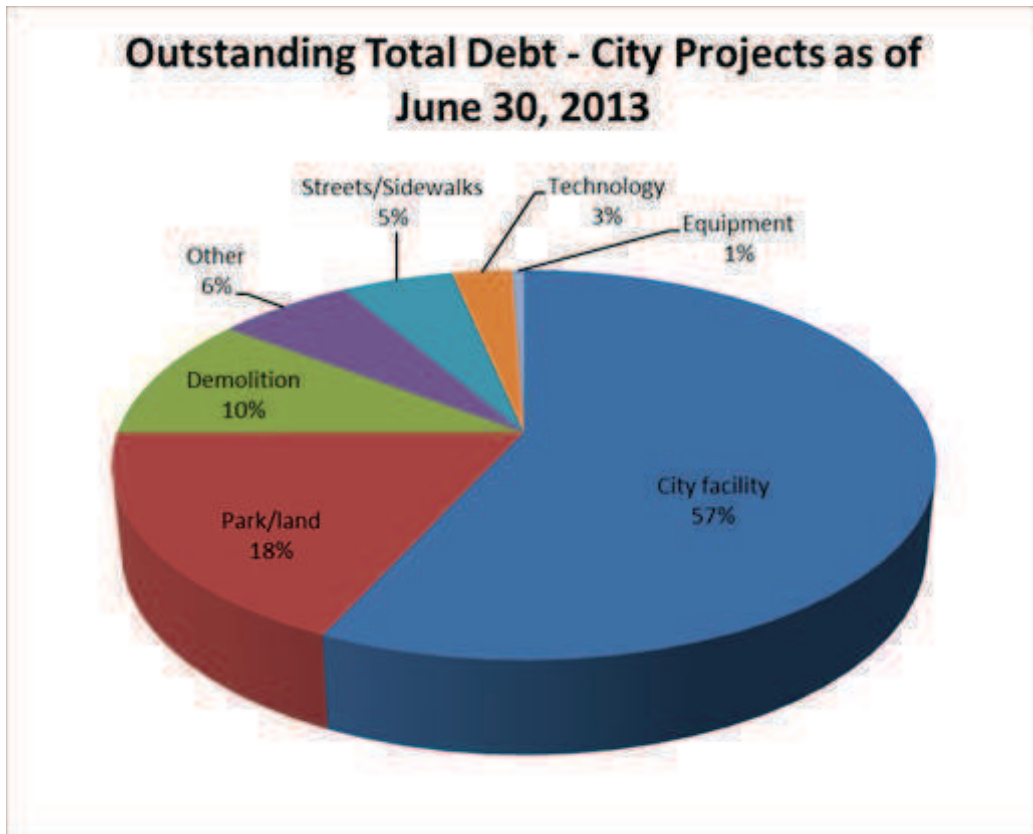


Figure 2

Examining non-facility debt, the City has begun to make substantial investments in parks, land purchases, the demolition of derelict buildings, and road and sidewalk infrastructure. The City's CIP indicates there will need to be considerable future funding in those areas. These projects should also weigh heavily in the economic development plan for the City as dictated by the City's executive leadership.

The City's has shown its ability to fund non-facility investment projects with the use of debt. The City resurfaced upwards of \$3 million worth of public roadways in FY13. Currently the City successfully awarded a bid for \$9 million of improvements to Boston Road. The Boston road project is as a principal retail corridor within the City. This projects will provide infrastructure and streetscape improvements to enhance the business climate and overall character, traffic and vehicular and pedestrian safety.

In Fiscal Year 2009 the City had instituted another source of funding for capital expenditures, which is known as "pay-as-you-go" capital. The City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt, as required by the City's financial ordinances and policies (Ch. 4.44.050. This source allows the City to reduce its overall borrowing costs by funding smaller routine projects through the operating budget and avoid interest payments associated with bonds. Roughly \$14 million has been appropriated since then for capital projects.

Net Debt Service

As mentioned previously, the City of Springfield has a total outstanding debt portfolio (principal only) of \$233.3 million as of June 30, 2013. When interest is included, the total cost of this debt is \$294.3 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursement for certain debt funded projects which, when netted from the \$233.3 million, leaves a balance of \$202 million of liability (principal and interest).

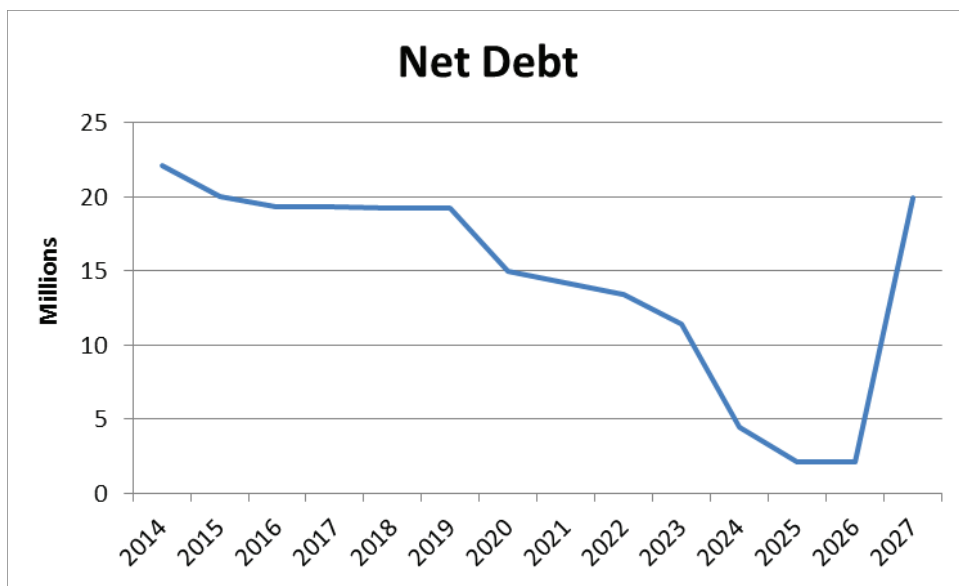


Figure 3

The following graph shows the schedule of MSBA reimbursements. The 2027 debt service payment represents the sinking fund payment of the QSCB as explained previously. This graph does not include reimbursements for tornado affected schools.

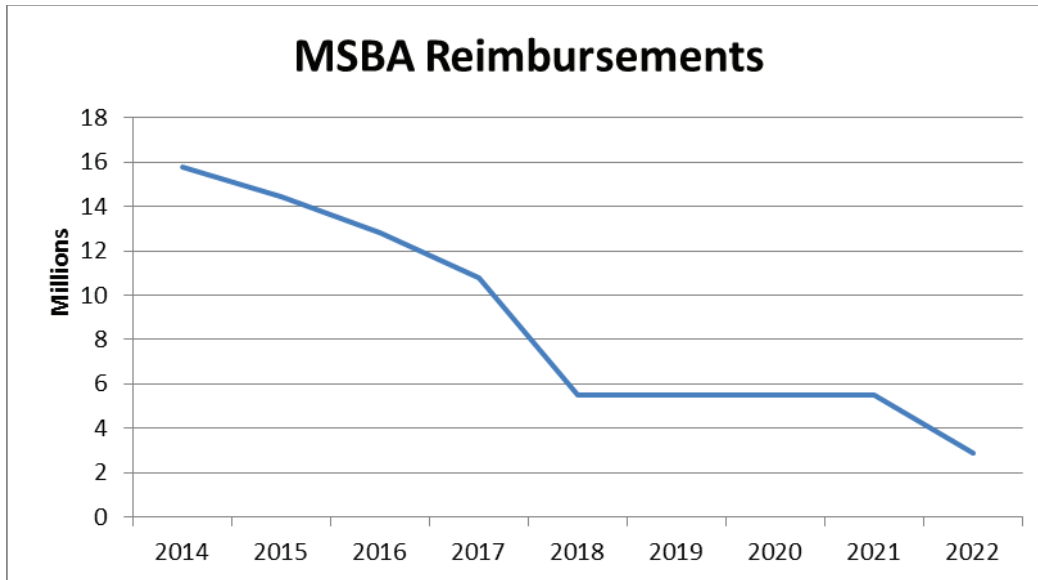


Figure 4

The City also receives a small reimbursement for past bond issuances for sewer construction and renovations. The total amount to be reimbursed in Fiscal Year 2014 is \$46,918. This is taken in as General Fund revenue. The Water and Sewer Commission assumed this debt when it was created. The Commission will continue to reimburse the City for this debt until 2015.

Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

What is Included in this Report and What is Not?

This ratio analysis looks at all debt that places a burden on our general government revenue stream, but it excludes enterprise fund debt that would be repaid through dedicated revenue. Currently the City has not issued debt on behalf of its single enterprise fund. For ratios that examine debt service, this analysis also nets from overall debt service the value of reimbursements we receive from the Commonwealth for school construction projects. This revenue is dedicated to the repayment of bonds and therefore reduces the overall cost of repaying our debt.

This report assumes normal operations for the City of Springfield. A “worst case scenario” analysis could be conducted that would assume the Commonwealth stops making school building assistance payments. (This measure is appropriate when the City establishes its reserve funds, as these funds are established to address such emergencies.) The City’s debt study, however, should examine debt under normal operating conditions. The following measurements have been performed for this analysis:

<u>Measure</u>	<u>Industry Standard</u>	<u>Springfield FY13</u>	<u>Springfield FY14</u>
Debt Service as a % of General Fund Expenditures	0%-8%	7.3	6.8%
% of Principal Retired in Ten Years	65%-100%	81.3	88.9%
Debt as a Percentage of EQV	0%-5%	3.9	3.2%
Total Debt as a % of Total Personal Income	0%-7%	9.3	8.2%
Net Debt Per Capita	\$0-\$1000	\$1,751.00	\$1,524.37
Undesignated Fund Balance as a % of Revenues	10% or greater	10.3%	8.5%
General Fund Balance as a % of Revenues	15% or greater	16.9%	15.8%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0%-15%	8.4%	9.9%
Overall Net Debt as a % of Full Value	1.5% - 5%	3%	3%

Figure 5

Debt Service as a Percentage of General Fund Expenditures

The metric used for this benchmark measures the City’s ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community’s existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed.

The City’s measure of debt service as a percentage of General Fund expenditures is strong, with 6.8% of the Fiscal Year 2014 budget dedicated to debt service. This is down from 7.3% from Fiscal Year 2013 due to decrease in total debt service and increase in the City’s general fund revenue. The City is required to annually fund a capital reserve at least one and one half percent of property taxes from the prior fiscal year (Ch, 4.44.060). Many cities and towns with similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City’s budget in the future.

The City’s relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems that may arise. Debt payments are not discretionary. Courts have ruled that these payments must be made even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community’s financial situation. The City restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable but also allows the City to layer more debt in future fiscal years. Having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

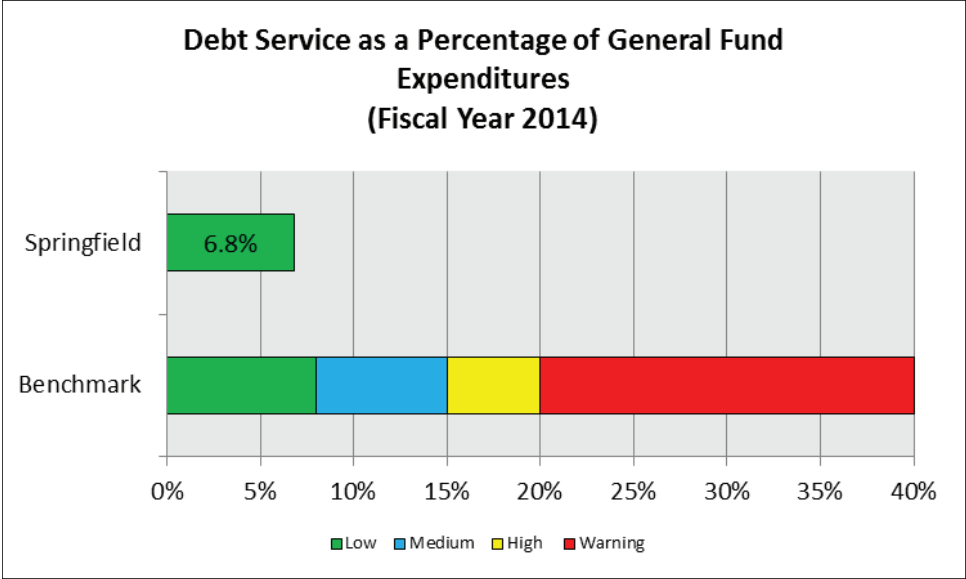


Figure 6

Debt Service as a % of General Fund Expenditures			
			<u>Source</u>
A	2013 Total Debt Service	\$38,858,908	First Southwest
B	2013 Budgeted General Fund Expenditures	\$569,077,995	Springfield
A/B	Debt Capacity	6.8%	

Figure 7

Debt Retirement: Percent Retired within Ten Years

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower’s intention to repay the money it borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.
- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining the timing of debt repayment – the “back-loading” issue described above. Back-loading occurs when the cost of debt is pushed off into the future, reducing current year payments while increasing future ones. Back loading increases the cost of debt in the long term and can be a destabilizing financial factor when debt service requirements increase in future years. This means the City would need to reduce expenditures or programs, or increase taxes or other revenues to make the debt service payment. Prior to 2005, the City back-loaded debt issuances causing major spikes in its debt service payments in future years. This was accompanied through “front-loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital investment, otherwise known as deferred maintenance, can be considered a form of debt back-loading because capital needs must be addressed at some point; delay in maintenance or investment only delays the financing of these improvements, increases the likelihood that capital will fail *en masse*, forcing unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive because costs tend to increase over time.

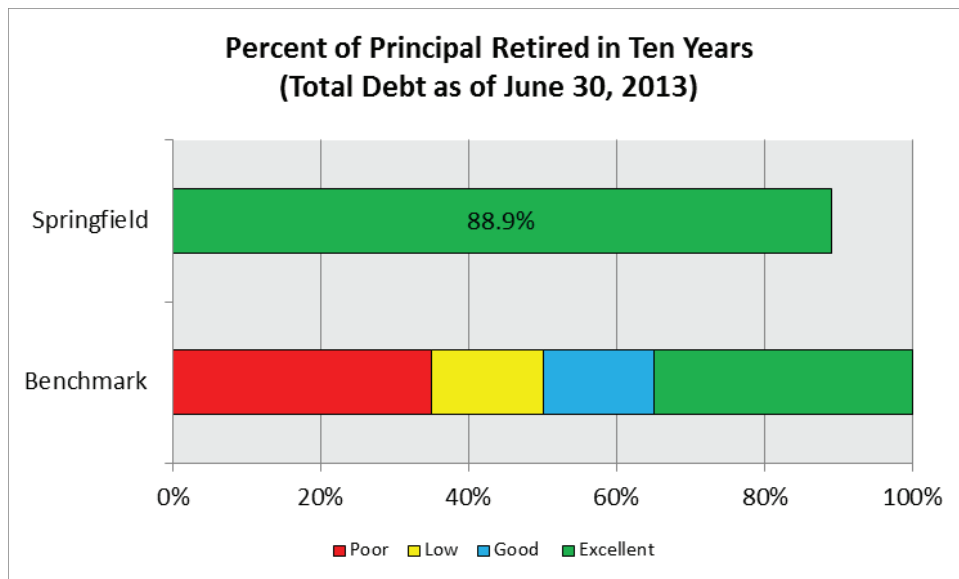


Figure 8

Percent of Principal Retired in 10 Years			
			Source
A	Total Debt Retired in 10 Years	\$261,802,675	First Southwest
B	Total Outstanding Debt Service	\$294,383,953	First Southwest
A/B	Percent of Principal Retired in 10 Years	88.9%	

Figure 9

The City currently has an aggressive debt retirement schedule. On average, 88.9% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within fourteen years. 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.

The City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule below indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in most communities comes from property taxation, so this ratio examines a community’s debt relative to its main revenue source. However, in Springfield, 60% of revenue comes from state aid while 40% comes from local revenue. In essence, this ratio looks at one of Springfield’s major sources of revenue to determine if outstanding debt would place too large a burden on it.

This measure is helpful but not deeply informative because it looks at total outstanding debt, not debt service. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another but is not an absolute measure of debt affordability because of these issues.

Mass. Gen. Laws ch. 44, § 10 dictates the City’s debt limit be no more than 5% of equalized value. The City’s ratio of debt to property value is 3.2% which is considered “medium” by rating agencies. As indicated above, this medium measure does not directly relate to the City’s ability to pay for this debt; this ratio does not take into account debt structure (how much money is due at what point in time for each issuance) or timing of payments, nor does it consider the City’s ability to access property values due to Proposition 2 ½.

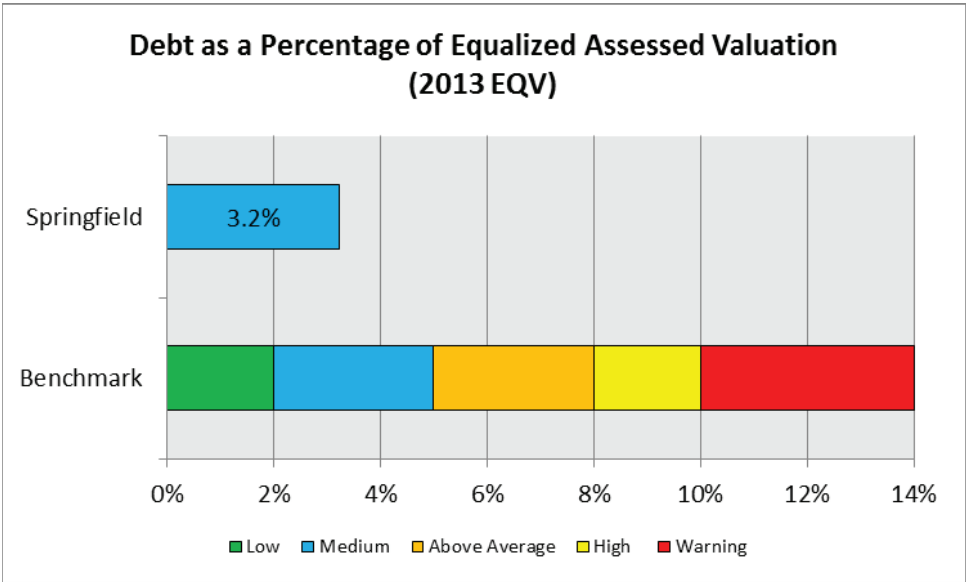


Figure 10

Debt Service as a Percentage of EQV			
			Source
A	Total Outstanding Debt (Principal)	\$233,320,602	First Southwest DOR
B	2012 EQV	\$7,233,354,700	
A/B	Debt Service as a Percentage of EQV	3.2%	

Figure 11

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.

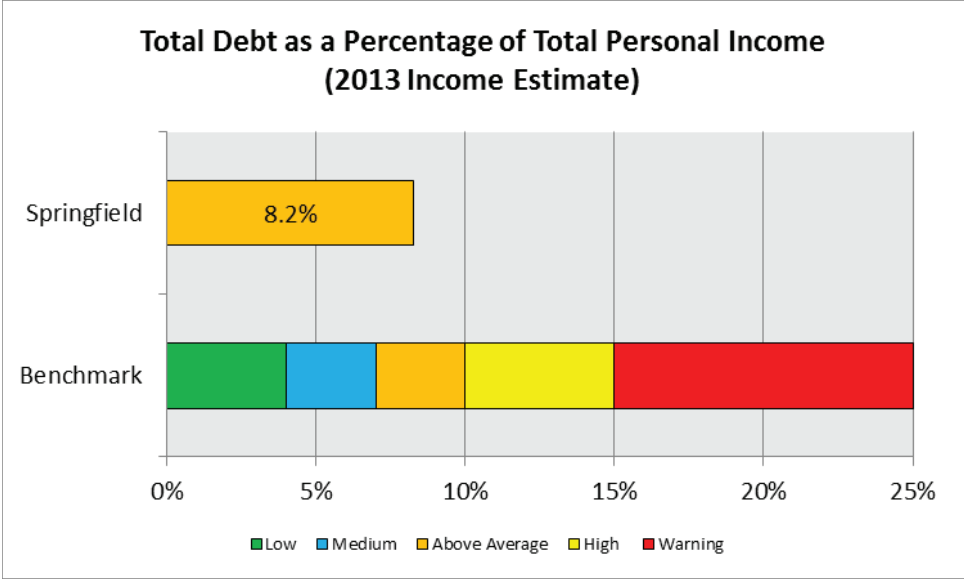


Figure 12

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita			
			Source
A	Total Outstanding Debt Per Capita	\$1,524	US Census & First Southwest
B	2013 Per Capita Income	18,483	US Census
A/B	Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	8.2%	

Figure 13

Springfield’s ratio of debt to personal income is considered “above average” by credit rating agency standards. This means that the City’s debt can be considered a large share of a resident’s income. Like the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take in to account the net debt service or timing of debt payments. When net debt is factored, the percentage of Total Personal Income decreases to 7.8%.

There are two important factors to consider when examining this ratio. The first, as described above, is that the City has entered into an aggressive debt retirement schedule that does not inappropriately delay debt payments. Another aspect to consider is that the City receives school and other reimbursements, decreasing the cost of the debt and the effective debt to personal income ratio. In 2014, the City of Springfield will receive \$15.6 million in MSBA grants with an average of \$8.7 million in each of the next nine years. Since this ratio only looks at “total debt,” this subsidy is not considered.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by higher commercial and industrial property values that are included in the debt to total property value but not in the debt to personal income ratio. The City would not be able to provide the level of services and investment in infrastructure without business property tax revenue. This disparity highlights the need for economic development to be a top priority of the City.

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community’s debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, however, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½ which limits a community’s ability to access its property tax base; Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.

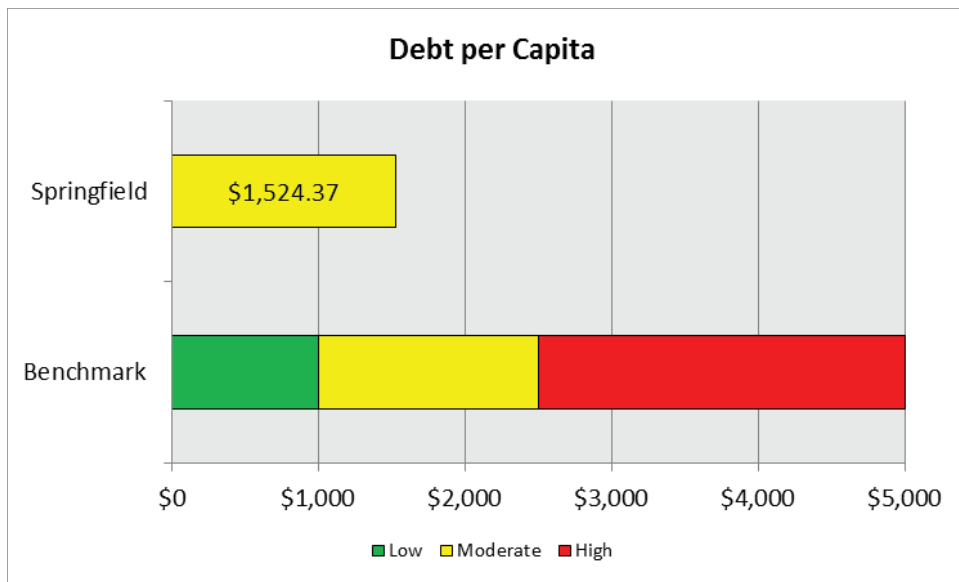


Figure 14

Total Outstanding Debt Per Capita			
			Source
A	Total Outstanding Debt (Principal)	\$ 233,320,602.00	First Southwest
B	2010 Population	153,060	US Census
A/B	Total Outstanding Debt Per Capita	1,524.37	

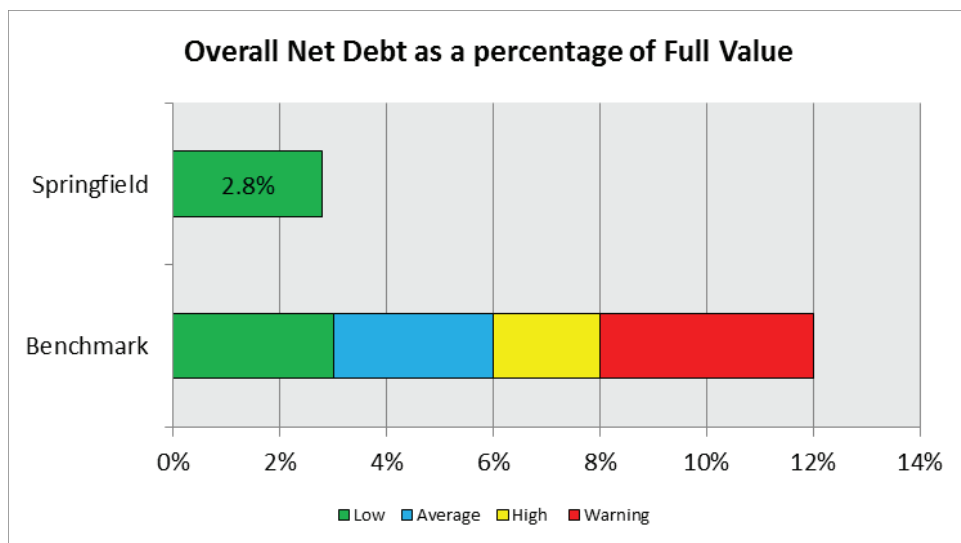
Figure 15

The City’s level of debt per capita is considered moderate by rating agencies. This measurement is not completely unexpected as the City has a large number of aging facilities (particularly schools) and infrastructure. The City is currently performing large school reconstruction projects, as well as, the replacement of schools and other facilities. Because of the major capital needs and significant backlog of deferred maintenance related to the City’s decade long financial issues, it will be difficult for the City to lower the debt per capita measurement. To address this, the City of Springfield restructured its debt repayment schedule between 2007, 2009 and 2012 in order to support future investment in capital infrastructure.

In terms of net debt at \$202 million, the debt per capita decreases to \$1,319. This could be considered a more accurate metric as this amount explains how much actual debt per person after reimbursements from issuances.

Overall Net Debt as a percentage of Full Value

Overall Net Debt as a percentage of full value or sometimes referred to as the ‘Debt Burden’ of the community, measures the value of a city’s debt compared to the value of a city’s assessed real property. In a municipal bond issue, a ratio measuring the value of the municipality's net debt compared to the specified value of the real property being purchased as assessed for tax purposes.



Overall Net Debt as a percentage of Full Value			
			Source
A	Total Outstanding Debt (Principal)	\$202,155,727	First Southwest
B	2012 EQV	\$7,233,354,700	DOR
A/B	Overall Net Debt as a percentage of Full Value	2.8%	

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 3-4% tend to be viewed as average. The City's level of debt burden is of 2.8% which is considered low by most rating agencies.

Conclusion

Since Fiscal Year 2005 continuing through present day, the City of Springfield has strengthened its financial position by not only instituting clear and strict financial policies but also passing responsible budgets and a comprehensive five-year capital investment plan within the fiscal constraints illustrated in the debt affordability analysis. The City has paid particular attention to the debt policies that allow the City to borrow for specific projects and pay off the debt in a timely manner. As a result, the City of Springfield received a reaffirmed credit rating of A2 with a stable outlook by Moody's in July 2013, and in September 2013, Standard and Poor's upgraded their credit rating for the City to 'A' from 'A-'.

In January 2014, Standard and Poor's recognized the City of Springfield with a double credit rating upgrade. This demonstrates that Standard & Poor's believes so strongly in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, with available reserves above 8% of general fund expenditures, very strong management conditions led by formalized financial policies and an experienced and capable management team as a few reasons for the credit rating upgrade. The S&P rating continues to be the highest rating in the City's recorded history. Credit ratings has an integral role in the municipal bond market and are one factor that affects the City's cost of funds on debt offerings.

The debt service illustrates the City's ability to finance debt within its current budget as a Percentage of General Fund Expenditures. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community's existing budget. The City's measure of debt service as a percentage of General Fund expenditures is strong, with 6.8% of the Fiscal Year 2014 budget dedicated to debt service. This is down from 7.3% from Fiscal Year 2013. The improvement in the debt service ratio is attributable to the reduction of 2013 total debt service.

According to the measures presented in this plan, the City is in a solid debt position but can improve its standing even more. One way to bring the City more in line with its debt policies is to foster an environment that promotes jobs and increase citizens' wealth. These policies help decrease the percentage of debt per total income and decrease debt per capita. This will bring Springfield in line with other communities in the Commonwealth and have the desired affect of increasing the City's financial standing.

The ability to address the City's large capital liability will be a substantial issue over the next few fiscal years. In addition to its standard capital improvement needs, Springfield was hit by a tornado on June 1, 2011 and an early snowstorm on October 29, 2011 realizing over \$120 million in infrastructure damage, specifically to two of its schools, a community center and several hundred city-owned trees. With help from the Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA) and the MSBA most of the costs will be reimbursed. What remains will have to be paid for by Springfield and added to its capital liability.

In order to address some of its capital needs, Springfield is looking to issue short and long term debt in 2015 and 2016 as well as use a combination of Pay-As-You-Go Capital funds and Capital Reserve funds. In 2015 Springfield plans to issue BANs to continue efforts to update its infrastructure and for permanent funding needed for previously issued BANs and Council authorized debt issuances. Capitalizing on its decreasing debt schedule, in 2016, Springfield plans to go out to bond again, alleviating almost half of its highest priority requests.

Appendix A

Current Outstanding Debt Issuances

City of Springfield, Massachusetts

Net Long-Term Debt Outstanding as of June 30, 2013

Includes the Effects of the December 2012 Refunding

Net of MSBA, MWPAT & QSCB Subsidies

Does Not Reflect Annual Required Sinking Fund Deposits or Invested Sinking Fund Interest Earnings on QSCB

Date	Principal	Interest	MSBA Subsidy	MWPAT Subsidy	QSCB Subsidy	Net D/S
06/30/2014	28,024,556.00	10,834,424.16	(15,628,899.00)	(46,918.83)	(966,442.40)	22,216,719.93
06/30/2015	26,232,046.00	9,251,369.37	(14,435,652.00)	(36,069.71)	(966,442.40)	20,045,251.26
06/30/2016	25,155,000.00	7,929,577.51	(12,797,680.00)	-	(966,442.40)	19,320,455.11
06/30/2017	24,325,000.00	6,755,877.52	(10,795,752.00)	-	(966,442.40)	19,318,683.12
06/30/2018	20,010,000.00	5,722,327.53	(5,517,277.00)	-	(966,442.40)	19,248,608.13
06/30/2019	20,995,000.00	4,736,565.04	(5,517,277.00)	-	(966,442.40)	19,247,845.64
06/30/2020	17,635,000.00	3,810,327.52	(5,517,277.00)	-	(966,442.40)	14,961,608.12
06/30/2021	17,685,000.00	3,000,565.00	(5,517,284.00)	-	(966,442.40)	14,201,838.60
06/30/2022	15,010,000.00	2,284,327.50	(2,887,946.00)	-	(966,442.40)	13,439,939.10
06/30/2023	10,680,000.00	1,725,715.00	-	-	(966,442.40)	11,439,272.60
06/30/2024	4,055,000.00	1,410,658.75	-	-	(966,442.40)	4,499,216.35
06/30/2025	1,830,000.00	1,284,915.00	-	-	(966,442.40)	2,148,472.60
06/30/2026	1,885,000.00	1,201,327.50	-	-	(966,442.40)	2,119,885.10
06/30/2027	19,799,000.00	1,115,377.50	-	-	(966,442.40)	19,947,935.10
Total	\$233,320,602.00	\$61,063,354.90	\$(78,615,044.00)	\$(82,988.54)	\$(13,530,193.60)	\$202,155,730.76

Par Amounts Of Selected Issues

August 1 2001 SQ Non-Called -School Construction (Chestnut) (l).....	758,000.00
August 1 2001 SQ Non-Called -School Construction (Commerce) (l).....	229,000.00
August 1 2001 SQ Non-Called -Aerial Mapping (l).....	21,000.00
August 1 2001 SQ Non-Called -Park Improvements (l).....	26,000.00

August 1 2001 SQ Non-Called -GIS (I).....	10,000.00
August 1 2001 SQ Non-Called -Park Restoration (I).....	41,000.00
August 1 2001 SQ Non-Called -Street Construction 1 (I).....	92,000.00
August 1 2001 SQ Non-Called -Departmental Equipment (I).....	31,000.00
August 1 2001 SQ Non-Called -Street Construction 2 (I).....	46,000.00
August 1 2001 SQ Non-Called -Sidewalk Construction (I).....	25,000.00
August 1 2001 SQ Non-Called -School Design (Harris) (I).....	66,000.00
August 1 2001 SQ Non-Called -School Construction (Van Sickle) (I).....	188,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learnign Center Design (I).....	56,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Land Acq. (I).....	51,000.00
August 1 2001 SQ Non-Called -School Construction (Harris) (I).....	468,000.00
August 1 2001 SQ Non-Called -Library (I).....	188,000.00
August 1 2001 SQ Non-Called -Edward P. Boland Learning Center Construction (I).....	519,000.00
August 1 2001 SQ Non-Called -Fire and Safety Complex (I).....	234,000.00
August 1 2001 SQ Non-Called -Demolition (I).....	121,000.00
August 1 2001Phase I MWPAT 94-24 (O).....	579,920.00
August 1 2001 MWPAT 91-59 (I).....	231,682.00
July 25 2002 QZAB (I).....	2,000,000.00
July 2005 Advance Refunding SQ -96 School Construction.....	2,418,344.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Remodeling.....	232,909.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School Land.....	222,689.00
July 2005 Advance Refunding SQ -97 School Roofs.....	130,189.00
July 2005 Advance Refunding SQ -97 Industrial Park.....	86,772.00
July 2005 Advance Refunding SQ -97 Milton Bradley School Land.....	1,767,953.00
July 2005 Advance Refunding SQ -97 HS of Science and Tech.....	5,537,625.00
July 2005 Advance Refunding SQ -97 Indian Orchard School Remodeling.....	96,614.00
July 2005 Advance Refunding SQ -97 Commerce HS Remodeling.....	251,164.00
July 2005 Advance Refunding SQ -97 Sumner Ave School Remodeling.....	96,614.00
July 2005 Advance Refunding SQ -97 Chestnut Middle School.....	1,144,836.00
July 2005 Advance Refunding SQ -98 Land Aquisition and Appraisal.....	762,927.00
July 2005 Advance Refunding SQ -98 School Construction.....	22,735,996.00
July 2005 Advance Refunding SQ -99 School 1.....	15,608,570.00
July 2005 Advance Refunding SQ -99 Chestnut School Land Acquisition.....	722,397.00
July 2005 Advance Refunding SQ -99 Urban Renewal.....	4,194,929.00
July 2005 Advance Refunding SQ -99 Demolition.....	1,260,227.00
July 2005 Advance Refunding SQ -99 Public Building 1.....	702,251.00
July 2005 Advance Refunding SQ -99 Public Building 2.....	791,994.00
July 7 2005 New Money 1 non-called -Remodeling Public Buildings (ISQ).....	160,760.40
July 7 2005 New Money 1 non-called -Dept. Equip. Facility Mgmt and Park	31,568.39

(ISQ).....	
July 7 2005 New Money 1 non-called -Public Building Renovations (ISQ).....	600,613.72
July 7 2005 New Money 1 non-called -Roof Repairs - School (ISQ).....	126,060.03
July 7 2005 New Money 1 non-called -Boston Road/Parker Street (ISQ).....	32,973.66
July 7 2005 New Money 1 non-called -Repairs to Public Buildings ADA Requirements.....	303,979.60
July 7 2005 New Money 1 non-called -Repairs to Public Buildings (ISQ).....	292,704.60
July 7 2005 New Money 1 non-called -Repairs to Public Buildings-School (ISQ).....	141,339.60
July 7 2005 New Money 1 non-called -Repairs to Public Buildings-School Emerg. (I.....	300,000.00
July 7 2005 New Money 1 non-called -Library & Museums Remodeling (SQ).....	6,000.00
July 7 2005 New Money 1 non-called -Repairs to Municipal Group (ISQ).....	1,096,908.10
July 7 2005 New Money 1 non-called -Final Phase Tapley Street (ISQ).....	316,223.43
July 7 2005 New Money 1 non-called -School Building Repairs (ISQ).....	443,117.44
July 7 2005 New Money 1 non-called -Public Building Repairs (ISQ).....	78,751.03
July 7 2005 New Money 1 non-called -Rebecca Johnson School Improvements (ISQ).....	149,000.00
July 7 2005 New Money 1 non-called -Demolition of Former Tech. High School (ISQ).....	320,000.00
July 7 2005 New Money 2 non-called -Facility Construction (ISQ).....	35,000.00
July 7 2005 New Money 2 non-called -Landfill Closure (OSQ).....	815,000.00
July 7 2005 New Money 2 non-called -Departmental Equipment (ISQ).....	45,000.00
July 7 2005 New Money 2 non-called -Urban Renewal I (OSQ).....	115,000.00
July 7 2005 New Money 2 non-called -Park Improvements I (ISQ).....	330,000.00
July 7 2005 New Money 2 non-called -Park Improvements II (ISQ).....	690,000.00
July 7 2005 New Money 2 non-called -Cyr Arena (ISQ).....	110,000.00
July 7 2005 New Money 2 non-called -Fire/Safety Complex (ISQ).....	330,000.00
July 7 2005 New Money 2 non-called -Library & Museum (SQ).....	495,000.00
July 7 2005 New Money 2 non-called -Urban Renewal II (OSQ).....	495,000.00
July 7 2005 New Money 2 non-called -Park Improvements III (ISQ).....	145,000.00
February 7 2007 New Money SQ -Putnam School Renovation.....	6,255,000.00
February 7 2007 New Money SQ -Our Lady Hope School Renovation.....	3,445,000.00
February 7 2007 New Money SQ -Various School Water & Sewer.....	270,000.00
February 7 2007 New Money SQ -Demolition 1.....	1,535,000.00
February 7 2007 New Money SQ -Demolition 2.....	1,125,000.00
February 7 2007 New Money SQ -Demolition 3.....	1,795,000.00
February 7 2007 New Money SQ -Road Construction.....	1,830,000.00
February 7 2007 New Money SQ -Sidewalk Construction.....	460,000.00
February 7 2007 New Money SQ -Financial Software.....	1,360,000.00
February 7 2007 New Money SQ -Fire Station Land Acquisition.....	390,000.00

February 7 2007 New Money SQ -Fire Upgrades.....	395,000.00
February 7 2007 New Money SQ -Library Upgrades.....	395,000.00
February 7 2007 New Money SQ -Police Department Renovation.....	3,650,000.00
February 7 2007 New Money SQ -Police/Fire Design.....	1,065,000.00
February 7 2007 New Money SQ -Hope/Baptist Land Acquisition.....	195,000.00
February 7 2007 New Money SQ -Greenleaf Park Building Repair.....	60,000.00
February 7 2007 New Money SQ -Blunt Park Renovation.....	30,000.00
February 7 2007 New Money SQ -Treetop Park Renovation.....	170,000.00
February 7 2007 New Money SQ -Marshall Roy Park Renovation.....	160,000.00
February 7 2007 New Money SQ -Park Land Acquisition.....	195,000.00
February 7 2007 New Money SQ -Project Management.....	120,000.00
February 7 2007 ESCO SQ.....	10,860,000.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Chestnut School Construction.....	7,627,280.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Commerce School Construction.....	2,308,700.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Aerial Mapping (ISQ).....	237,230.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Improvements (ISQ).....	260,150.00
February 7 2007 Advance Refunding -Adv Ref of 2001 GIS (ISQ).....	129,750.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Park Restoration (ISQ).....	422,380.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction (ISQ).....	723,450.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Departmental Equipment (ISQ).....	329,830.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Street Construction 2 (ISQ).....	363,775.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Sidewalk Construction (ISQ).....	263,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Design (ISQ).....	684,435.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Van Sickle School Construct (.....)	1,930,115.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Design.....	568,915.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Bowland LearningCenter Land (.....)	529,200.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Harris School Construction (I.....)	4,722,500.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Library (ISQ).....	1,893,950.00
February 7 2007 Advance Refunding -AdvRef of 2001 BowlandLearningCenterConstruct.....	5,244,515.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Fire and Safety Complex (ISQ).....	2,358,440.00
February 7 2007 Advance Refunding -Adv Ref of 2001 Demolition (ISQ).....	1,206,700.00
February 7 2007 Advance Refunding -Adv Ref of 2003 Harris Elementary School (OSQ).....	3,745,361.71
February 7 2007 Advance Refunding -Adv Ref of 2003 Bowland Learning Center (OSQ).....	8,539,194.98
February 7 2007 Advance Refunding -Adv Ref of 2003 Van Sickle Middle/ HS (OSQ).....	29,620,928.31
April 15 2009 Series A SQ -South End Development (ISQ).....	1,240,000.00
April 15 2009 Series A SQ -White Street Fire Station	3,225,000.00

(ISQ).....	
April 15 2009 Series A SQ -Paving (ISQ).....	240,000.00
April 15 2009 Series A SQ -Technology (ISQ).....	480,000.00
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	575,000.00
April 15 2009 Series A SQ -Old First Church (ISQ).....	510,000.00
April 15 2009 Series A SQ -Demolition (ISQ).....	150,000.00
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	230,000.00
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	150,000.00
April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	80,000.00
June 24 2010 QSCB (Taxable).....	17,864,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ).....	563,790.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park(ISQ).....	134,790.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ).....	2,135,270.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ).....	439,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ).....	104,525.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require (ISQ).....	1,067,350.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ).....	1,037,800.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ).....	503,950.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ).....	1,067,350.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel (ISQ).....	13,000.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ).....	3,858,100.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ).....	1,127,675.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ).....	1,541,500.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ).....	259,900.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ).....	523,775.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ).....	1,143,725.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ).....	115,400.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ).....	2,423,500.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ).....	153,550.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (ISQ).....	347,175.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ).....	1,001,800.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ).....	2,086,150.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ).....	314,500.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ).....	981,450.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (OSQ).....	1,474,350.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ).....	1,478,925.00
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ).....	456,700.00

TOTAL.....

233,320,602.00

FirstSouthwest
Public Finance

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 fu-

ture

ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Gap: The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to \$0 before the Mayor submits his recommended budget for City Council approval and adoption.

Budget Document: The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

Budget Message: An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

Budget Transfer: Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

Capital Assets: A fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

Capital Improvements: Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

Capital Outlay: Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Carryover: If goods or services which have been encumbered in the year are not received by June 30th of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

Cherry Sheet: Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's

state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Composite Performance Index (CPI): The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

Contingency: A budgetary reserve set aside for unforeseen expenditures.

Debt Service: The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

Delinquent Taxes: Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

Designated Fund Balance: A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

Disbursement: Payment for goods and services.

Employee Benefits: Employee benefits includes, but is not limited to, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods/services have been received or rendered and payment is made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

Equalized Valuations (EQV): The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect

current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year.

Expenses: Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

Federal Emergency Management Agency (FEMA): FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Highway Administration (FHWA): The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Foundation Budget: The Commonwealth's calculation of an "adequate" spending level for a district.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are

segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Accounting: Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Gain Target: As shown on data reports generated by the School Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

Generally Accepted Accounting Principles (GAAP): A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

General Fund: The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

General Obligation Bonds (GOBs): Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

Government Finance Officers Association (GFOA): The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Graduation Rate: All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

Interest: The price paid for the use of money, or the return on investment obtained from investing money.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Line-Item Budget: A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Receipts: Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long Term Debt: Debt with a maturity date of more than one year after the date of issuance.

Management Initiatives: Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

Massachusetts Comprehensive Assessment System (MCAS): The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

MCAS-Alternate Assessment (MCAS-Alt): While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to participate in the standard MCAS testing program. According to federal rules, up to one percent of the student population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

MCAS-Alt Index: The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who demonstrate performance equivalent to each of the five MCAS Alternate Assessment performance levels (*Progressing, Emerging, Awareness, Portfolio Incomplete, Portfolio not Submitted*). The number of students at each MCAS-Alt performance level is multiplied by the number of MCAS-Alt Index points associated with each and divided by the total number of students. The result is a number between 0-100, called the MCAS-Alt Index.

Massachusetts Emergency Management Agency (MEMA): MEMA is a Commonwealth of Massachusetts agency that coordinates Federal, State, local and private resources throughout the Commonwealth during times of disasters and emergencies.

Maturity Date: The date at which full and/or final payment of principal and interest is due on debt obligations.

Mission Statement: A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement is a written statement of purpose that can be used to initiate, evaluate, and refine business activities.

Modified Accrual Basis of Accounting: The modified accrual basis is used for all funds except for the proprietary funds. Accounting transactions for revenue are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. "Available" means collectible in current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Bond: Bond issued by a state, local or government authority in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue.

MUNIS: MUNIS is the financial software of record used by the City of Springfield.

Natural Resources Conservation Service (NRCS): The NRCS was formerly known as the Soil Conservation Service (SCS), and is an agency of the United States Department of Agriculture (USDA) that provides technical assistance to farmers and other private landowners and managers.

No Child Left Behind (NCLB): Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

Non-Discretionary: Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

Participation: A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students

enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

Performance Level: Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted.*

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Pupil Enrollment: For any budget year, the number of pupils enrolled.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Reserved Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

Revenue Forecast: A projection of future City revenue collections.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

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Appendix B
Expense Code Classifications

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

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

5000 - Personal Services

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

5100 - Fringe Benefits

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

5200 & 5300 - Purchase of Services

Generally used to code the cost of purchased professional services; specifically for services, which

require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

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
521030	Water/Sewer	Use Only.
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	

PURCHASE OF 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.
GROUNDSKEEPING/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, special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551600	Classroom	
551700	Other Supplies	
551800	Athletic Supplies	
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. Examples: Firefighting, crime prevention, uniforms/other clothing, training guns, ear/eye protection.
558105	Weapons and Ammunition	
558110	K9 Supplies	
558200	Uniform, Clothing	
558400	Safety Items Supplies	
558600	Photo Lab Supplies	

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: Expenses for intergovernmental functions not classified elsewhere.
		Employer Match - Medicare Tax - EMP	
569300	MED	
569500	Petty Cash	
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' benefits are all examples of charges that are classified here.

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	
577300	Sold/Sailors Graves	For Veterans Office Use Only.
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.

Plant - Expenditures for the acquisition of or major capital improvements to existing buildings used to provide utility services (e.g., water pumping station, electric generating station). Capitalized lease obligations for plant would be charged here along with new plant construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of five).

Replacement Equipment - Expenditures for equipment, which replaces existing assets. For example, purchase of a new or used ambulance to replace one which has or will be sold would be recorded here.

CAPITAL OUTLAY			
CAPITAL OUTLAY			Proper Use:
580100	Land	Payments for capital outlay acquisitions.
580200	Building	
580400	Building Improvements	
580500	Furniture & Fixtures	
580600	Machinery & Equipment	
580700	Vehicles	
580800	Infrastructure	
580900	Computer Hardware	
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
591200	Long Term Debt - Interest	owed on long-term debt.
591400	QSCB Sinking Fund Acct	
592100	LTD Interest Non State Qualified	
595000	Temporary Loans/Principal	
595050	Temporary Loans/Interest	
595100	Cost of Issuance	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

PERSONAL SERVICES
SALARIES & WAGES

501000 Salaries & Wages
 501020 Police - Salaries & Wages (Shift A) SAL-A
 501021 Police - Salaries & Wages (Shift B) SAL-B
 501022 Police - Salaries & Wages (Shift C) SAL-C
 501199 Salaries & Wages - Quinn Bill/Educ Inc.
 502000 Board Members Salaries & Wages
 503000 Temporary Salaries & Wages
 504000 Summer Help
 505000 Holiday Pay
 505020 Police - Holiday (Shift A) HOL-A
 505021 Police - Holiday (Shift B) HOL-B
 505022 Police - Holiday (Shift C) HOL-C
 506000 Overtime
 506020 Police - Overtime (Shift A) OT-A
 506021 Police - Overtime (Shift B) OT-B
 506022 Police - Overtime (Shift C) OT-C
 506050 Court Time
 507000 Bonus
 507500 Allowances - Clothes, Tools etc
 508000 Shift Differential
 508020 Police - Shift Differential (Shift A) SHIFT-A
 508021 Police - Shift Differential (Shift B) SHIFT-B
 508022 Police - Shift Differential (Shift C) SHIFT-C
 509000 Additional Pay
 509010 Additional Pay - Class Coverage
 509900 Imputed Income
 509950 Lost Time
 509999 Payroll Suspense School

BENEFITS

517010 Health/Life Insurance
 517020 Retirement
 517021 Non-Contributory
 517030 Unemployment
 517040 Workers' Compensation - Indemity
 517050 Workers' Compensation - Medical
 517120 Clothing Allowance
 517130 Meal Allowance
 517140 Canarx Reimbursement

PURCHASE OF SERVICES
ENERGY

521010 Oil Heat
 521015 Electricity
 521020 Natural Gas
 521030 Water/Sewer

REPAIRS AND MAINTENANCE

524010 Rep & Maint - Vehicles
 524015 Rep & Maint - Equipment
 524020 Rep & Maint - Office Equipment
 524030 Rep & Maint - Buildings
 524040 Rep & Maint - Software
 524045 Rep & Maint - Computer Hardware
 524050 Rep & Maint - Telephones
 524060 Rep & Maint - Parking Meters
 524070 Rep & Maint - Signs

RENTAL AND LEASE

527010 Rental - Building
 527020 Rental - Equipment
 527030 Rental - Office Equipment

527040 Rental - Vehicles
 527050 Rental - Storage

OTHER PROPERTY SERVICES

529100 Waste Removal Services
 529200 Demolition Services
 529300 Landscaping Services
 529400 Snow Removal Services

PROFESSIONAL SERVICES

530105 Professional Services
 530130 Program Evaluation
 530140 Translation Services
 530150 Consultant/Student Instruction
 530180 Supplemental Tutoring Services
 530600 Engineer & Architectural, Surveys
 530900 Legal Services

OTHER PURCHASED SERVICES

531010 Alarm/Guard Services
 531020 Seminars/Education/Training/Workshop
 531030 Tuition
 531040 Dues and Memberships
 531050 Moving Services
 531060 Exhibitions/Admissions
 531070 Exterminations
 531080 Physical Therapy
 531100 Medical & Dental
 531200 Printing/Binding
 531500 Test/Inspections
 531710 Hired Equipment
 531730 Temporary Services
 531740 Insurance Premiums

SCHOOL TRANSPORTATION

533100 Contract Carrier
 533200 Special Education
 533300 Athletics
 533400 Instruction
 533500 Other (Tokens)

COMMUNICATIONS

534050 Data Communication Services
 534100 Postage and Delivery
 534200 Telephone
 534300 Advertising
 534400 Audio/Video

RECREATION

535100 Officials/Referees
 535200 Special Events
 535300 Recreation Playground
 535400 Pool Cleaning

SUPPLIES AND MATERIALS

ENERGY SUPPLIES

541100 Energy Supplies

OFFICE SUPPLIES

542010 Office Supplies
 542300 Software

BUILDING SUPPLIES

543100 Mechanical/Engineer Supplies
 543200 Electrical Supplies

543500 Hardware Supplies
 543600 Lumber/Wood Supplies
 543700 Paint/Materials Supplies
 544000 Roofing Supplies
 544100 Flooring Supplies
 544200 Ceiling Supplies
 544300 HVAC Supplies
 544600 Glass Supplies
 544900 Preventative Maintenance Supplies

CUSTODIAL AND HOUSEKEEPING

545100 Custodial & Housekeeping Supplies

GROUNDSKEEPING/LANDSCAPING SUPPLIES

546100 Fertilizer
 546200 Pesticides & Herbicides
 546300 Seed
 546400 Trees

RECREATION SUPPLIES

547200 Recreation Supplies

VEHICLE SUPPLIES

548100 Vehicle Supplies/Parts/Accessories
 548400 Gasoline and Diesel

FOOD SERVICE SUPPLIES

549100 Food
 549300 Paper Goods

MEDICAL SUPPLIES

550300 Pharmaceutical Drugs
 550500 Therapy Supplies
 550600 Disposable Supplies
 550700 Nursing Materials

EDUCATION SUPPLIES

551200 Textbooks
 551300 Library Materials
 551400 Subscriptions
 551600 Classroom
 551700 Other Supplies
 551800 Athletic Supplies
 551900 Testing Materials

PUBLIC WORKS SUPPLIES

553200 Mixes
 553800 Salt

OTHER SUPPLIES

558100 Crime Prevention Supplies
 558200 Uniform, Clothing
 558400 Safety Items Supplies
 558600 Photo Lab Supplies

INTERGOVERNMENTAL CHARGES

CHERRY SHEET ASSESSMENTS

563000 RMV Non-Renewal Surcharge
 563100 Special Education
 563900 Mosquito Control
 564000 Air Pollution District
 564100 Planning Council
 566300 Regional Transit - PVTA
 566500 School Choice Assessment
 566600 Charter School Assessment
 569200 Intergov. - Lic, Fees, Permits
 569300 Employer Match - Medicare Tax - EMP MED
 569900 State - Other

OTHER CHARGES AND EXPENSES
TRAVEL

571100 In State Travel
 571200 Out of State Travel

JUDGEMENTS

576100 Damages
 576400 Settlement Claims

VETERANS SERVICES

577100 Benefits
 577200 Funerals
 577300 Sold/Sailors Graves
 577400 Patriotic Functions
 577500 Vets - Ordinary Benefits
 577510 Vets - Fuel
 577520 Vets - Nursing Home
 577530 Vets - Doctor Bills
 577540 Vets - Medication Drugs
 577550 Vets - Hospital
 577560 Vets - Dental
 577570 Veterans Benefits

OTHERWISE UNCLASSIFIED

578200 Reserve for Contingency
 578300 Salary & Position Adjustment
 578700 Indirect Costs
 579000 Flow-Through-LEA

CAPITAL OUTLAY

580100 Land
 580200 Building
 580400 Building Improvements
 580500 Furniture & Fixtures
 580600 Machinery & Equipment
 580700 Vehicles
 580800 Infrastructure
 580900 Computer Hardware
 584000 Site Improvement
 589000 Depreciation

DEBT SERVICE

591000 Long Term Debt - Principal
 591200 Long Term Debt - Interest
 595000 Temporary Loans/Principal
 595050 Temporary Loans/Interest
 595100 Cost of Issuance
 599999 Prior Year Expenditures



Revised as of 5/10/10

Appendix C
Property Taxes
Collection and Levy Data

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Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%
2013	4,858,355,700	72.55%	\$ 19.71	\$ 95,758,191	57.20%
2014	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%
2013	1,047,246,800	15.64%	\$ 38.98	\$ 40,821,680	24.39%
2014	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%
2013	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%
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%

FY	Total Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	7,433,650,520	100.00%		\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%		\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%		\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%		\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%		\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%		\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%		\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%		\$ 172,956,973	100.00%

2008	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%	259,991,900	4.50%	\$ 4,109,901	4.44%
Commercial	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%	75,564,550	7.53%	\$ 2,551,577	7.97%
Industrial	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%	11,632,800	4.96%	\$ 403,225	5.38%
Personal	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%	26,302,730	6.29%	\$ 897,110	6.72%
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TOTAL	7,807,142,500			\$ 153,489,174		373,491,980	5.02%	7,961,812	5.47%
		Levy Inc/Dec		\$ 7,961,812	5.47%				

2009	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%	(552,233,530)	-9.15%	\$ 1,349,281	1.39%
Commercial	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%	(6,363,400)	-0.59%	\$ 5,096,534	14.74%
Industrial	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%	(3,336,100)	-1.35%	\$ 1,093,487	13.86%
Personal	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%	(3,934,890)	-0.89%	\$ 2,050,498	14.40%
====				====		====		====	
TOTAL	7,241,274,580			\$ 163,078,974		(565,867,920)	-7.25%	9,589,801	6.25%
		Levy Inc/Dec		\$ 9,589,801	6.25%				

2010	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%	(232,569,070)	-3.85%	\$ 4,295,307	4.44%
Commercial	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%	(20,942,200)	-1.94%	\$ 1,613,635	4.67%
Industrial	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%	(13,702,400)	-5.56%	\$ 13,771	0.17%
Personal	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%	20,757,990	4.67%	\$ 1,814,917	12.74%
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TOTAL	6,994,818,900			\$ 170,816,604		(246,455,680)	-3.40%	7,737,630	4.74%
		Levy Inc/Dec		\$ 9,589,801	6.25%				

2011	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%	(96,431,300)	-1.76%	\$ (1,931,968)	-1.97%
Commercial	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%	(6,436,750)	-0.60%	\$ (545,405)	-1.37%
Industrial	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%	(44,437,600)	-18.29%	\$ (1,795,934)	-19.99%
Personal	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%	1,815,480	0.41%	\$ (58,431)	-0.36%
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TOTAL	6,849,328,730			\$ 166,484,866		(145,490,170)	-2.08%	(4,331,738)	-2.54%
		Levy Inc/Dec		\$ (4,331,738)	-2.66%				

2012	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%	(116,866,300)	-2.23%	\$ (564,513)	-0.55%
Commercial	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%	(35,608,700)	-3.38%	\$ (357,500)	-0.87%
Industrial	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%	(18,028,600)	-7.86%	\$ (532,416)	-5.92%
Personal	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%	97,182,820	21.06%	\$ 4,358,780	24.07%
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TOTAL	6,776,007,950			\$ 169,389,217		(73,320,780)	-1.07%	2,904,351	1.74%
		Levy Inc/Dec		\$ 2,904,351	1.70%				

2013	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	4,858,355,700	72.55%	\$ 19.71	\$ 95,758,191	57.20%	(180,500,500)	-3.72%	\$ (4,162,328)	-4.35%
Commercial	1,047,246,800	15.64%	\$ 38.98	\$ 40,821,680	24.39%	37,275,500	3.56%	\$ 432,928	1.06%
Industrial	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%	(7,096,900)	-4.44%	\$ (445,128)	-7.15%
Personal	631,025,200	9.42%	\$ 38.98	\$ 24,597,362	14.69%	70,667,250	11.20%	\$ 2,188,648	8.90%
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TOTAL	6,696,353,300			\$ 167,403,337		(79,654,650)	-1.19%	(1,985,880)	-1.19%
		Levy Inc/Dec		\$ (1,985,880)	-1.17%				

2014	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%	166,843,300	3.32%	\$ 3,288,481	3.32%
Commercial	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%	17,732,900	1.67%	\$ 755,127	1.82%
Industrial	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%	2,840,900	1.75%	\$ 120,492	1.90%
Personal	665,647,970	9.62%	\$ 39.04	\$ 25,986,897	15.03%	34,622,770	5.20%	\$ 1,389,534	5.35%
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TOTAL	6,918,393,170			\$ 172,956,973		222,039,870	3.21%	5,553,635	3.21%
		Levy Inc/Dec		\$ 5,553,635	3.32%				

Rank	Owner	Use	2014 Par/Accts	2014 Total Value	2014 Total Tax	2014 Levy	2013 Total Value	2013 Total Tax	2013	Value Inc/Dec	Tax Inc/Dec
						172,956,973			167,403,337		
						% of Levy					
						% of Levy					
1	WESTERN MASSACHUSETTS ELECTRIC COMPANY	Utility	31	274,493,350	\$10,715,130.17	6.20%	258,676,360	\$10,082,117.68	6.02%	15,816,990	\$ 633,012
2	BAY STATE GAS COMPANY	Utility	6	105,338,480	\$ 4,112,414.26	2.38%	98,265,330	\$ 3,830,382.56	2.29%	7,073,150	\$ 282,032
3	MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	26	83,845,200	\$ 3,263,591.69	1.89%	83,825,900	\$ 3,257,838.84	1.95%	19,300	\$ 5,753
4	NEW ENGLAND TELEPHONE CO/VERIZON	Utility	11	43,279,310	\$ 1,689,624.26	0.98%	53,063,290	\$ 2,068,407.04	1.24%	(9,783,980)	\$ (378,783)
5	MASSPOWER	Energy	1	34,000,000	\$ 1,327,360.00	0.77%	-	\$ -	0.00%	34,000,000	\$ 1,327,360
6	SOLUTIA INC	Chemicals	8	30,099,500	\$ 1,175,043.89	0.68%	24,141,700	\$ 941,006.85	0.56%	5,957,800	\$ 234,037
7	HUBBARD REAL ESTATE INVESTMENTS	Retail	9	24,069,500	\$ 939,673.28	0.54%	23,434,300	\$ 913,469.01	0.55%	635,200	\$ 26,204
8	SPRINGFIELD CENTER I ASSOCIATES LIMITED	Retail	12	23,730,800	\$ 925,938.19	0.54%	22,639,800	\$ 881,988.75	0.53%	1,091,000	\$ 43,949
9	COMCAST OF MASSACHUSETTS II IN	Utility	4	23,566,480	\$ 920,035.38	0.53%	25,255,480	\$ 984,458.61	0.59%	(1,689,000)	\$ (64,423)
10	EASTFIELD ASSOCIATES LLC	Retail	12	21,702,400	\$ 845,630.78	0.49%	23,561,860	\$ 907,098.98	0.54%	(1,859,460)	\$ (61,468)
11	WASON AVENUE PARTNERS II LLC	Office	3	20,797,000	\$ 811,914.88	0.47%	15,711,700	\$ 612,442.07	0.37%	5,085,300	\$ 199,473
12	CATALDO FRANCIS J & JOHN M WALLACE	Office	28	19,344,320	\$ 749,726.06	0.43%	32,333,220	\$ 1,252,465.56	0.75%	(12,988,900)	
13	SPRINT COMMUNCIATIONS	Utility	5	15,137,980	\$ 590,986.74	0.34%					
14	PYNCHON I & II APARTMENTS LIMITED	Residential	3	26,081,300	\$ 514,062.42	0.30%	24,207,600	\$ 477,131.80	0.29%	1,873,700	\$ 36,931
15	LOWES HOME CENTERS INC	Retail	3	11,979,140	\$ 467,665.63	0.27%	11,985,040	\$ 467,176.86	0.28%	(5,900)	\$ 489
16	D'AMOUR CHARLES L & DONALD H TRUST/BIG Y	Retail	10	11,176,740	\$ 436,339.93	0.25%	10,319,500	\$ 402,254.11	0.24%	857,240	\$ 34,086
17	LEVENTHAL NORMAN B & EDWIN N SIDMAN TRS	Residential	8	22,069,000	\$ 434,979.99	0.25%	21,353,900	\$ 420,885.37	0.25%	715,100	\$ 14,095
18	SPRINGFIELD FOOD SERVICE	Retail	2	10,975,300	\$ 428,475.71	0.25%	6,394,800	\$ 236,479.70	0.14%	4,580,500	
19	DAVID L BABSON & CO	Office	1	10,522,540	\$ 410,799.96	0.24%	10,325,460	\$ 402,486.43	0.24%	197,080	\$ 8,314
20	SPRINGFIELD VF L L C	Retail	2	10,004,700	\$ 390,583.49	0.23%	10,005,200	\$ 390,002.70	0.23%	(500)	\$ 581
21	RELATED SPRINGFIELD ASSOCIATES LIMITED	Residential	4	16,398,820	\$ 386,001.88	0.22%	16,395,270	\$ 385,668.56	0.23%	3,550	\$ 333
22	3500 MAIN ST LLP	Office	6	9,119,700	\$ 356,033.09	0.21%	9,119,700	\$ 355,485.91	0.21%	-	\$ 547
23	AMERISTAR CASINO	Office	1	9,105,100	\$ 355,463.10	0.21%	15,847,000	\$ 617,716.06	0.37%	(6,741,900)	\$ (262,253)
24	TRT SPRINGDALE LLC	Retail	1	8,270,000	\$ 322,860.80	0.19%					
25	CENTER SQUARE INC	Office	1	7,946,900	\$ 310,246.98	0.18%	7,522,000	\$ 293,207.56	0.18%	424,900	\$ 17,039
TOTAL				873,053,560	\$32,880,582.56	19.01%	804,384,410	\$ 30,180,171	18.03%	45,261,170	\$ 2,097,308

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Appendix D
City of Springfield Financial Policies

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COMMONWEALTH OF MASSACHUSETTS
CITY OF SPRINGFIELD
FINANCE CONTROL BOARD

EXECUTIVE ORDER

#04-09-13-2009

This Executive Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004, *An Act Relative to the Financial Stability of the City of Springfield.*

Pursuant to the authority granted under section 4(d)(7) of Chapter 169 of the Acts of 2004, the Springfield Financial Control Board hereby amends Title 4 of the Revised Ordinances of the City of Springfield, 1986, as amended, through further amendment, by adding a new Chapter 4.44 thereto: Financial Ordinances

AMENDING TITLE 4, OF THE REVISED ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS AMENDED HEREBY FURTHER AMENDED BY ADDING A NEW CHAPTER 4.44 THERETO: FINANCIAL POLICIES.

Title 4, of the Revised Ordinances of the City of Springfield, 1986, as amended, hereby further amended by adding the following new Chapter 4.44 thereto:

Chapter 4.44

FINANCIAL ORDINANCES

Sections:

- 4.44.010 Compliance with finance laws
- 4.44.020 Ordinances with regard to the budget.
- 4.44.030 Revenue policies.
- 4.44.040 Policies with regard to self-operations.
- 4.44.050 Capital planning policies.
- 4.44.060 Financial reserve policies.
- 4.44.070 Debt policies.
- 4.44.080 Policies regarding cash management.
- 4.44.090 Polices regarding financial reporting and reconciliation.
- 4.44.100 Polices regarding financial responsibilities of departments.
- 4.44.110 Policies regarding grants.

4.44.010 Compliance with finance laws.

A. All city employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and city ordinances that relate to finance and financial management.

B. By September 30 of each year, the finance department shall provide to all departments an update regarding the financial policies and ordinances of the city of Springfield. By November 1 of each year, the law department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

4.44.020 Ordinances with regard to the budget.

A. The mayor shall propose to the city council and the city council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The city will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from “free cash” and a “stabilization reserve fund” shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the chief administrative and financial officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the city will finance these recurring expenses in upcoming fiscal years.

C. The city will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the city’s financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the city’s capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The city’s annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the city will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two (2) weeks of the start of the fiscal year, the comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The comptroller shall provide to the mayor and city council a monthly report of revenues and expenditures at the line item level.

4.44.030 Revenue policies.

A. The city's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The chief administrative and financial officer shall review and propose to the city council an updated fee schedule for each of the city's departments no less than every two (2) years to ensure the cost of services is being adequately recovered.

D. The city may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than three percent (3%), with the exception of

1. Real and personal property taxes, whose increase shall not exceed the revenue permitted under law, with New Growth set at a level certified by the Assessors as reasonable.

2. Chapter 70 (school) aid and school building assistance payments from the Commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts, and

3. Certain fees and fines, which may increase more than three percent (3%) only if the underlying cost of the fee or fine is increased. In such an instance, the city may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the chief administrative and financial officer.

E. Any revenue increase in excess of the three percent (3%) limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

F. The city will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

G. The city shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30th of each year, the city shall commence tax title proceedings against all properties that owe property taxes to the city.

4.44.040 Policies with regard to self supporting operations.

A. The city shall annually adopt the rates and fees for all enterprise fund activities, and the chief administrative and financial officer shall propose no less than every two years the rates and fees for all other rate- and-fee-supported services in city government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the finance director and relevant department

head shall make a report to city council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

4.44.050 Capital planning policies.

A. For purposes of this ordinance, the term “capital” shall refer to a facility, object or asset costing more than twenty-five thousand dollars (\$25,000) with an estimated useful life of ten (10) years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the city.

C. The capital improvement plan shall be issued by March 30th of each year and shall be produced by and in the form designated by the chief administrative and financial officer.

At a minimum, the capital improvement plan shall be a “rolling” five (5) year plan which shall be submitted to the city council for approval annually.

D. The capital improvement plan shall be reviewed by the capital improvement planning committee and shall include all capital expenditures proposed by the various departments. The committee shall recommend in each year of the plan the capital investments to be funded, and how these expenditures should be financed.

E. The capital improvement planning committee shall be comprised of the city’s chief administrative and financial officer or his/her designee, the finance director, a representative from the city council, the director of parks, buildings and recreation management, the budget director, the planning director, the director of capital asset construction, the director of public works and the director of community and economic development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the committee shall recuse him/herself from deliberations regarding said items. The committee shall provide its recommendations in writing to the mayor and city council. Any capital funding request that is at variance from the committee’s recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the city council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel/energy efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multi-year forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed

capital improvement.

K. As part of a comprehensive capital improvement program, the city shall maintain net tax-financed capital improvement expenditures (pay as you go) at a level of one and one-half percent of local source revenue.

L. The finance director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the city shall conduct project close out within six (6) months of project completion. For a construction-related capital expenditure, the city shall conduct project close out within nine (9) months of the end of construction. The city shall release unexpended bond proceeds within six (6) months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

4.44.060 Financial reserve policies.

A. The city shall maintain an undesignated fund balance of between five percent (5%) and fifteen percent (15%) of general fund revenues, less debt exclusions.

B. In the event that the city's undesignated fund balance falls below five percent (5%) of general fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the city into compliance with the minimum fund balance requirement shall be submitted to the city council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the city shall maintain a reserve for extraordinary expenses of at least one percent (1%) and not greater than three percent (3%) of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than three percent (3%) or more than six percent (6%) of General Fund operating revenue, less debt exclusions.

E. The city shall maintain a primary stabilization reserve fund equal to between five percent (5%) and fifteen percent (15%) of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed ten percent (10%) of the equalized value of the city.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the city shall annually fund a capital reserve of at least one and half percent (1.5%) of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the city may issue bonds for a term of ten (10) years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the city is self insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, whose loss or damage would be covered by property and liability insurance had the city purchased it. Said Reserve may also be used to pay justified damage, liability and workers' compensation claims against the city and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

4.44.070 Debt policies.

A. The city shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

1. General Fund debt service as a percentage of general fund revenues, net of debt exclusions – not to exceed eight percent (8%).
2. Enterprise fund debt service as a percentage of enterprise operating revenue – not to exceed fifteen percent (15%).
3. Percentage of total debt that will be retired at the end of ten (10) years – at least sixty-five percent (65%).

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The city may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30th of each year.

E. Any bond anticipation debt will be retired within six (6) months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two (2) years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The city shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the city would be better served through a negotiated financing.

I. In all instances in which the city issues bonds or notes of a term exceeding twelve (12) months, the city shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a city debt transaction during the thirty-six (36) months prior to the issuance of the bonds or note then being financed.

J. The finance director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the city, using established and generally accepted benchmarks as a basis for comparison.

K. The city shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least three percent (3%) of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The city may not use bond proceeds to finance operating expenses other than those certified by the chief administrative and financial officer as being specifically related to implementation of the project. The city may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all Federal and State government laws and polices with regard to arbitrage earnings on bond proceeds.

4.44.080 Policies regarding cash management.

A. The city shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The treasurer/collector shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the city shall not invest cash in instruments with a term exceeding three hundred sixty-five (365) days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The city shall not invest in derivatives of cash products or any structured financial vehicle.

C. The treasurer/collector shall submit a written report with regard to the city's cash investments to the office of internal audit no less than quarterly. Said report shall be in the form required by the director of internal audit and shall document the city's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the office of the city collector. The finance director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the city collector on a daily basis or on another schedule as may be approved in writing by the finance director.

E. The finance director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

4.44.090 Policies regarding financial reporting and reconciliation.

A. All department heads shall notify the chief administrative and financial officer in writing within one (1) week of becoming aware of non-compliance with any financial ordinance or policy of the city of Springfield. The chief financial officer shall provide a written report to the city council when the city

fails to comply with any financial policy of the city of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional non-compliance, such as the use of non-recurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The comptroller shall produce and present to the mayor and chief administrative and financial officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The treasurer/collector shall reconcile the city's revenues and bank accounts on a monthly basis, within fifteen (15) business days of the close of each month.

D. The city shall reconcile revenues and expenditures for each fiscal year within two (2) months of the end of the fiscal year.

4.44.100 Policies regarding financial responsibilities of departments.

A. All departments authorized to collect receipts by the finance director shall remit them to the city collector on a daily basis, or on another schedule approved by the finance director in writing on a case by case basis.

B. All departments shall utilize the city's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the finance director and may not make any payment outside of the city's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said Laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends their budget may be held individually and personally liable and required to make payment to the city in the amount of the over-expenditure, with determination of said liability made by the mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously-identified funding source, said department must seek and receive the approval of the finance director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and city ordinance shall provide written monthly reports to the finance director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The city shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest timeframe permitted by law.

4.44.110 Policies regarding grants.

A. The grant director shall oversee all grants for the city of Springfield and, to the extent permitted by law, for the Springfield public school department. With the approval of the chief administrative and financial officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the city.

C. All grant applications shall be reviewed by the grant director prior to submission. Departments shall provide all information requested by the grant director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which can not pay for fringe benefits shall stipulate to the grant director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of general fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the finance director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the finance director no later than three (3) months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a city match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the grant director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the finance director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the finance director.

**Appendix E
Fiscal Year 2015
City of Springfield
City Council
Appropriation Orders**

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City of Springfield

DRAFT

Meeting: 06/16/14 07:00 PM
Initiator: Jennifer Winkler
Sponsors: Mayor Domenic J. Sarno
DOC ID: 2630

Financial Order - Transfer from Stabilization (Mayor Sarno)

WHEREAS, pursuant to the requirements of Chapter 40 Section 5B, Chapter 59 Section 23 and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$2,856,130 from the City's Stabilization Fund to the City's FY15 revenue receipts.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the transfer of the sum of \$2,856,130 from the City's Stabilization Fund to the City's FY15 revenue receipts.

From: Stabilization Fund - Financial Reserves

8213-00-000-0000-0000-000000-0000000-701000 \$2,856,130

To: 0100-00-000-0000-0000-000000-0000000-700000

0000-00-000-0000-0000-000000-0000000-000000 \$2,856,130

This order requires a 2/3 vote of the City Council.



City of Springfield

DRAFT

Meeting: 06/16/14 07:00 PM
Initiator: Jennifer Winkler
Sponsors: Mayor Domenic J. Sarno
DOC ID: 2631

FY 15 Budget - EF Retained Earnings (Mayor Sarno)

WHEREAS, to meet the expenses of the City of Springfield for the fiscal year commencing July 1, 2014 and ending June 30, 2015 (FY'15), pursuant to Mass. Gen. Laws ch. 44 , Section 33B, Chapter 59 Section 23, and Chapter 468 of the Acts of 2008, the Chief Administrative and Financial Officer and his Honor the Mayor have requested authorization from the City Council to transfer the sum of \$525,961 from FY13 Certified Retained Earnings to FY15 Estimated Revenue of the Enterprise Fund.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the transfer, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the transfer of the sum of \$525,961 from FY13 Certified Retained Earnings to FY15 Estimated Revenue of the Enterprise Fund and meet the expenses of the Enterprise Fund for Fiscal Year 2015.

From: Certified Retained Earnings - Other Financing Uses	
6500-00-000-0000-0000-000000-0000000-701000 -	\$525,961
Total	\$525,961
To: Enterprise Fund	
FY15 Estimated Revenue	\$525,961



City of Springfield

DRAFT

Meeting: 06/16/14 07:00 PM
Initiator: Jennifer Winkler
Sponsors: Mayor Domenic J. Sarno
DOC ID: 2629

FY Budget - GF Order (Mayor Sarno)

Fiscal Year 2015 Budget Appropriations Order
July 1, 2014 to June 30, 2015
Date of Vote:

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2014 and ending June 30, 2015 (FY'15), General Fund Appropriations in the amount of \$577,891,383 As itemized on the Attached Schedule of Appropriations and \$4,031,454, 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 2015.

SOURCES

Estimated General Fund Revenue:	<u>\$581,922,838</u>
TOTAL:	\$581,922,838

USES

Total General Fund Financing:	\$577,891,383
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 4,031,454</u>
TOTAL:	\$581,922,838



City of Springfield

DRAFT

Meeting: 06/16/14 07:00 PM
Initiator: Jennifer Winkler
Sponsors: Mayor Domenic J. Sarno
DOC ID: 2632

FY15 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2015 Budget Appropriations Order
July 1, 2014 to June 30, 2015
Date of Vote:

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, 2014 and ending June 30, 2015 (FY'15), 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 2015.

SOURCES

Estimated FY15 Trash Enterprise Fund Revenue:	\$4,250,000
Retained Earnings - Trash Fee Enterprise Fund	\$ 525,961
Other Financing Source - General Fund:	<u>\$4,557,415</u>
TOTAL:	\$8,807,415

USES

Total Trash Enterprise Fund Financing:	<u>\$8,807,415</u>
TOTAL:	\$8,807,415



FY15 Budget Order - Revolving Funds (Mayor Sarno)

Fiscal Year 2015 Budget Appropriations Order
July 1, 2014 to June 30, 2015
Date of Vote:

Revolving Fund

WHEREAS, pursuant to the requirements of Section 53A and 53E ½ of Chapter 44 of Massachusetts General Law, the following Revolving Funds shall be reauthorized for the fiscal year commencing July 1, 2014 and ending June 30, 2015 (FY'15), provided that expenditures shall not be made or liabilities incurred for any revolving fund in excess of the balance of the fund, nor in excess of the total authorized expenditures of said fund.

WHEREAS, after reviewing this order, the Chief Administrative and Financial Officer has certified to the Mayor and City Council, that in his professional opinion, after an evaluation of all pertinent financial information reasonably available, the City's financial resources and revenues are and will continue to be adequate to support the proposed expenditures and obligations involved in the Order, without a detrimental impact on the continuous provision of the existing level of municipal services, in accordance with Section 2(f) of Chapter 656 of the Acts of 1989, as added by Section 1 of Chapter 468 of the Acts of 2008.

NOW THEREFORE BE IT ORDERED, that the City Council approves the reauthorization of the following revolving funds for Fiscal Year 2015.

Annual Appropriation

Handicapped Parking (2402-520)

Program/Purpose: Handicapped parking receipts in accordance with Chapter 40 section 8J
Receipts Credited: \$200,000
Authorization to Expend: \$200,000
Limitation: not to exceed \$500,000

Mattoon Street Parking (2408-145)

Program/Purpose: Parking violation enforcement
Receipts Credited: \$50,000
Authorization to Expend: \$50,000
Limitation: not to exceed \$50,000

Blight Removal (2409-241)

Program/Purpose: Funding building demolition, enforcement, and related blight removal activities of all city departments

Receipts Credited: \$200,000

Authorization to Expend: \$200,000

Limitation: not to exceed \$200,000

Park - Banquet Facilities (2413-650)

Program/Purpose: Operation of Barney Carriage House, King Phillip's Stockade, and Camp Wilder

Receipts Credited: \$200,000

Authorization to Expend: \$200,000

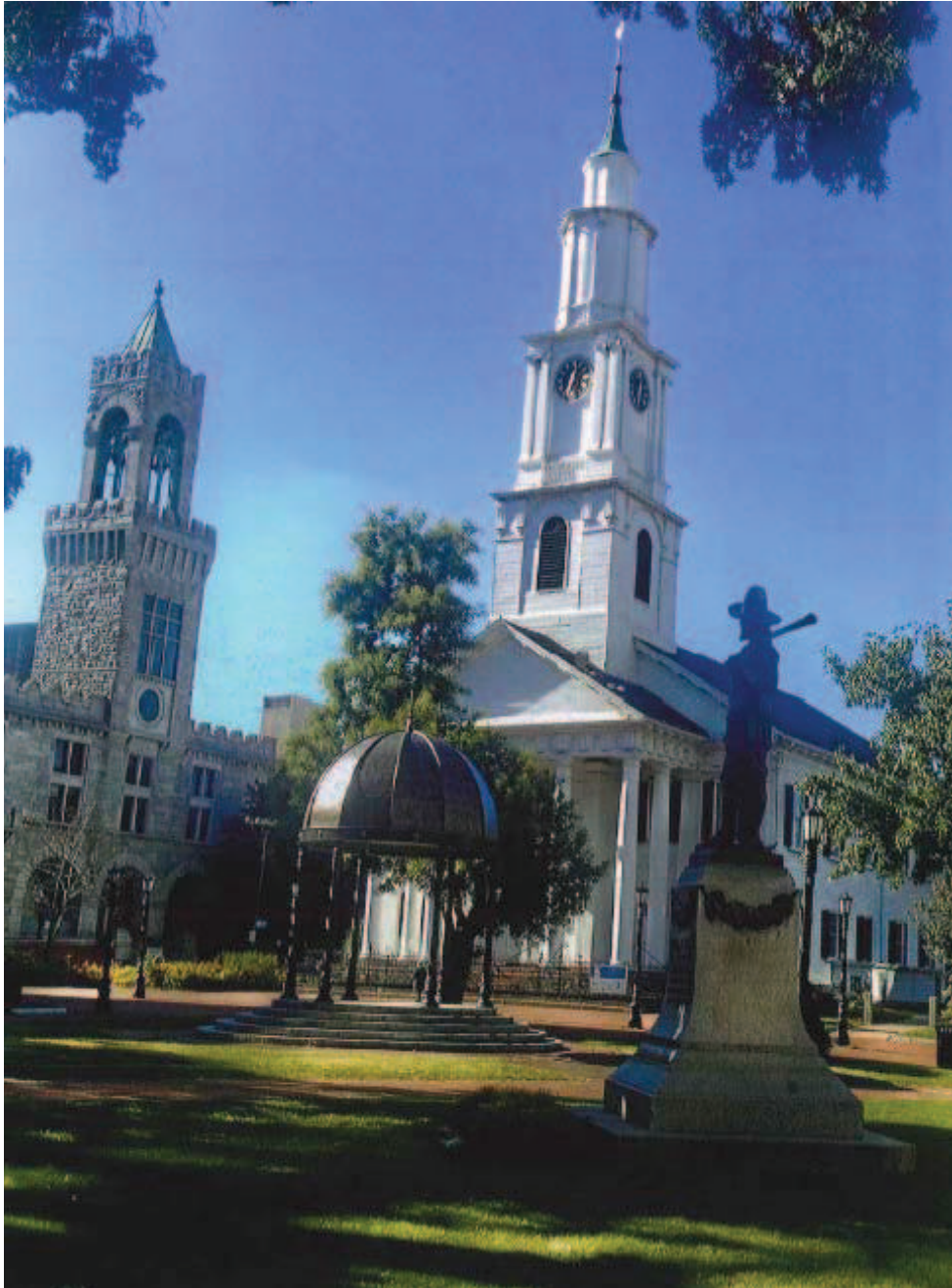
Limitation: not to exceed \$200,000

Appendix F
City of Springfield
Consolidated Annual Financial Report
for the fiscal year ended
June 30, 2013

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CITY OF SPRINGFIELD, MASSACHUSETTS

COMPREHENSIVE ANNUAL FINANCIAL REPORT



FOR THE FISCAL YEAR ENDED JUNE 30, 2013

On the cover: Old First Church - built in 1819 located in the Court Square Historic District.



A view of the Springfield Armory – a National Historic Site.



City of Springfield, Massachusetts

Comprehensive Annual Financial Report

For the Fiscal Year ended June 30, 2013



Prepared by:

The Comptroller's Office of the City of Springfield, Massachusetts

CITY OF SPRINGFIELD, MASSACHUSETTS
COMPREHENSIVE ANNUAL FINANCIAL REPORT
FISCAL YEAR ENDED JUNE 30, 2013

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Introductory Section



The newly renovated Putnam Vocational High School.

City of Springfield, Massachusetts
Comprehensive Annual Financial Report
For the fiscal year ended June 30, 2013



The Barney Carriage House located in Forest Park.

Introductory Section

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Timothy J. Plante
*Chief Administrative
& Financial Officer*

Administration & Finance
36 Court Street, Room 412
Springfield, MA 01103
Office: (413) 886-5004
Fax: (413) 750-2623



THE CITY OF SPRINGFIELD, MASSACHUSETTS

Letter of Transmittal

December 12, 2013

To the Honorable Mayor, Members of the City Council and Citizens of the City of Springfield, Massachusetts:

At the close of each fiscal year, Massachusetts General Law (MGL) requires the City of Springfield to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, we hereby issue the **Comprehensive Annual Financial Report (CAFR)** of the City of Springfield, Massachusetts, for the fiscal year ending June 30, 2013.

This report consists of management's representations concerning the finances of the City. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management of the City has established a comprehensive internal control framework that is designed both to protect the government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the City's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh their benefits, the City's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements for the fiscal year ended June 30, 2013, are fairly presented in conformity with GAAP.

The City of Springfield's financial statements have been audited by Powers & Sullivan, LLC, a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the City for the fiscal year ended June 30, 2013, are free of material misstatement. The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. Powers & Sullivan, LLC concluded, based upon the audit, that there was a reasonable basis for rendering an unmodified opinion that the City's financial statements for the fiscal year ended June 30, 2013 are fairly presented in conformity with GAAP. An "unmodified opinion" means that the Auditors have no significant reservation regarding information provided in the financial statements. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of the City was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the City of Springfield's separately issued Single Audit Report.

GAAP requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement that analysis and should be read in conjunction with it. The City's MD&A can be found immediately following the report of the independent auditors.

Profile of the City

The City of Springfield is located in western Massachusetts along the east bank of the Connecticut River. Strategically Located, Springfield lies 90 miles west of Boston, 85 miles east of Albany, New York, 25 miles north of Hartford, Connecticut, 150 miles northeast of New York City, and 301 miles south of Montreal, Quebec, Canada. The City occupies a land area of approximately 33 square miles. The City is served by Bradley International Airport which is within 20 miles of downtown Springfield

Settled in 1636, Springfield is the cultural, commercial, and healthcare center of western Massachusetts. Springfield was incorporated as a town in 1641 and as city in 1852. In 2010, the City had a population of 153,060 making it the third largest city in The Commonwealth of Massachusetts. In 2009, Greater Springfield's population was estimated at 698,903. The City is governed by its Massachusetts Plan "A" charter, where voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen-member City Council, eight elected ward councilors and five elected at large, serves as a Representative legislature.

The Springfield Metropolitan Area is one of the two metropolitan areas in Massachusetts – the other is Greater Boston. Historically the first Springfield in the New World, it is the largest city in Western New England, and the urban, economic, and cultural capital of Massachusetts' Connecticut River Valley, (colloquially known as the Pioneer Valley). It is the third largest city in Massachusetts and fourth largest in New England (after Boston, Worcester and Providence). Springfield has several nicknames – The City of Firsts, because of its many innovations, The City of Homes, due to its attractive Victorian residential architecture.

The City of Springfield has played an important role throughout American history – founded on New England's most fertile soil, next to one of America's most significant rivers, Springfield is located midway between the major North American ports of New York City, Boston, Albany, and Montreal. In 1777, Springfield's prime location led George Washington and Henry Knox to found the fledgling United States' National Armory at Springfield, which produced the first American musket in 1794, and later the famous Springfield rifle. From 1777 until its controversial closing during the Vietnam War, the Springfield Armory attracted skilled laborers to Springfield, making it the United States' longtime epicenter for precision manufacturing. Springfielders produced many of America's most significant innovations, including the first American-English dictionary (1805, Merriam Webster); the first use of interchangeable parts and the assembly line in manufacturing, (1819, Thomas Blanchard;) the first American horseless car, (1825, Thomas Blanchard;) the discovery and patent of vulcanized rubber, (1844, Charles Goodyear;) the first American, gasoline-powered car, (1893, Duryea Brothers); the first successful motorcycle company, (1901, "Indian"); America's first commercial radio station, (1921, WBZA from the Hotel Kimball); and most famously basketball, (1891, Dr. James Naismith).

Profile of Government

The City of Springfield is governed by its Massachusetts Plan "A" charter, where voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen-member City Council serves as a representative legislature. With the enactment of Chapter 169 of the Acts of 2004 and the appointment of the Springfield Finance Control Board (SFCB), the authority of the City's executive officers and the City Council over financial matters was largely pre-empted by that of the SFCB between 2004 and 2009. The SFCB was dissolved effective June 30, 2009, and authority over financial matters returned to local control.

The Mayor is elected for four years in November with the latest term starting in January 2012. The Mayor is the administrative head of the City and chairman ex-officio of the School Committee, the Board of Library Trustees, and the Board of Trust Fund Commissioners. The Mayor acts with the City Council and School Committee to carry out city business. The Mayor appoints his or her office staff, the City Solicitor, and the Assistant City Solicitor without City Council confirmation.

The appointments of most City department heads, and members of the various boards and commissions, however, require City Council confirmation. The Mayor has the right to veto any order, resolution, or ordinance passed by the Council. However, a veto may be overturned by a two-thirds vote of all councilors. As the general administrator of all City departments, the Mayor is consulted by department heads pertaining to the City's welfare.

On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included the creation of the Chief Administrative and Financial Officer (CAFO) position and a Department of Administration and Finance, which is responsible for the overall budgetary and financial administration of the city. This department is under the control of the CAFO, who reports to the Mayor. The CAFO is appointed to a term no longer than three years. The CAFO is responsible for administering and supervising the City's financial services, which includes developing department's budgets, monitoring expenditures and implementing and maintaining uniform financial systems and control for all departments. The CAFO is also required to submit a four year financial plan and a five year capital plan to the Mayor and the City Council.

The City Council is primarily the legislative branch of the City government. As the legislative body, the Council confirms appointments made by the Mayor and appropriates all monies necessary to City operation. It can approve, disapprove, or reduce the amount of appropriations, but not add to the appropriation. The Council receives orders of recommendation by the Mayor and petitions from the public, and acts on them after committee study. The City Council also has the power to enact the Ordinances and other regulations. A majority of the City Council constitutes a quorum, and the affirmative vote of a majority of all the members of the Council is necessary for the adoption of any motion resolution, or ordinance. In some instances, adoption by a two-thirds vote of the members is required by statute.

The City provides general governmental services for the territory within its boundaries including police and fire protection, disposal of garbage and rubbish, public education in grades K-12, including vocational technical education at the high school level, street maintenance, parks and recreation facilities. The fire department operates eight stations. Springfield also provides a library system with a main library and seven branches. Water and sewer facilities are provided to Springfield residents and five surrounding communities by the Springfield Water and Sewer Commission, Inc.

Local Economy

Springfield is the regional employment center for Western Massachusetts, with a diverse and balanced mix of financial, manufacturing, commercial and service trade industries. The financial sector is characterized by a strong presence of insurance and regional banking operations that have continued to expand led by Massachusetts Mutual Insurance Company, Bank of America, and TD Bank. Springfield also serves as the largest manufacturing employer in the region producing a wide range of precision-manufactured parts, medical devices, chemicals, paper and metal products. The technology industry continues to experience sustained growth and through Springfield Technical Community College's nationally recognized expertise in technology education, Springfield is poised for future advances in information technology. Tourism continues to be an important component of the City's economic health due to the opening of the Mass Mutual Convention Center, Naismith Memorial Basketball Hall of Fame, Dr. Seuss Memorial Park and the success of the Six Flags Amusement Park in nearby Agawam. Marketing has been implemented as a facet of economic development to promote positive awareness of the City as a residential, commercial and recreational destination.

Technology

Springfield Technical Community College Technology Park provides 465,000 square feet of lease space for telecommunication technology-based and light manufacturing companies. Currently the Technology Park is home to 23 tenant companies employing over 1,200 employees. Liberty Mutual, a fortune 100 company, established a Customer Response Center at the site. Complementing the City's existing technological infrastructure, the Commonwealth announced in 2010 the redevelopment of the former Tech High School into the state's new \$76 million data center. The center will house virtually all of the state's electronic records. The local facility is expected to generate about 70 full-time jobs. Construction will take two years and will employ another 200 people. Additionally, in 2009 the Massachusetts Broadband Institute (MBI), a division of Massachusetts Technology Collaborative began a \$71.6 million project connecting 120 communities in western and north-central Massachusetts with more than 1,300 miles of fiber optic network.

Manufacturing

Approximately 15% of the City is zoned for industrial uses; employment in the sector has increased primarily among small and start-up companies, and remains an important sector of Springfield's economy providing jobs and income for the City. Major manufacturers in Springfield include:

- Smith and Wesson 1,600 employees
- Eastman Chemical (formerly Solutia) 523 employees
- Farmland Foods 220 employees
- Nu Visions 219 employees
- TiteFlex 100 employees
- Clarity Imaging 130 employees

In 2010, City officials and the Commonwealth completed incentive proposals for Smith & Wesson Corporation and TiteFlex. TiteFlex agreed to remain in the City, invest \$3.4 million into their property, retain 100 manufacturing positions and demolish underutilized facilities on their property to create more available industrial space. The City proposed a multi-year Tax Increment Finance agreement that will save the company approximately \$300,000 in local property taxes. The company has since completed the work, invested \$4.1 million, retained all jobs and added an additional 20 positions.

In December, Smith & Wesson Corporation and the city announced the company's decision to relocate their long barrel rifle business from Rochester, New Hampshire to Springfield resulting in the creation of 225 new jobs in Springfield. The company also committed to investing an additional \$63 million dollars into facility improvements and new technology over the next five years. The Commonwealth approved \$6 million in tax credits and the City was poised to approve a 5-year STA agreement resulting in \$600,000 in savings to the company. Smith & Wesson has enjoyed continued growth over the last five years and is actively engaged with Springfield's Putnam Vocational Technical High School and Springfield Technical Community College to create training programs for new machinists. Smith & Wesson donated \$250,000 for equipment needs in the new Putnam High School that formally opened in August, 2012.

Recognizing the demand for new industrial land, in 2003 the City created the Springfield Smith & Wesson Industrial Park on 85 acres, next to the Smith & Wesson headquarters. The new park has the potential to produce 650,000 square feet of industrial, commercial and general office space and generate as many as 1,000 jobs. Grants in the amount of \$2.48 million from the Federal Economic Development Administration (EDA) and a Public Works Economic Development grant (PWED) was used to design and build the infrastructure in the park. The first investor was Performance Food Group (PFG) – a Fortune 500 company - purchased 35 acres and opened a 210,000 square foot facility in 2007. F.W. Webb has agreed to purchase 15 acres of the property for \$1,000,000 from the Springfield Redevelopment Authority to build a 70,000 square foot facility with a showroom.

The Chicopee River Business Park, shared by Springfield and Chicopee, is ready for development and continues to be marketed by both cities and the Western Massachusetts Economic Development Corporation. The first tenant was Prima North America, an industrial laser company. Since its opening in 2003, the company expanded its building to 86,000 square feet.

Housing Development

A number of major single family development projects and rental housing rehabilitation and construction projects are currently underway or were recently completed in the City, aggregating 219 homes with work completed valued at an average of about \$134,500 each. It was estimated at the time the permits were issued that approximately \$40 million of private investment would be directed toward the construction and/or rehabilitation of 1,107 residential structures.

A new downtown market rate housing complex is under construction with the redevelopment of 195 State Street, the former Springfield School Department Headquarters. The historic property will undergo an estimated \$3 million worth of renovations in being transformed to 33 market rate housing units by developer CSM North.

Higher Education

Higher education is available in Springfield at American International College, Springfield College, Western New England University and School of Law and Springfield Technical Community College. In addition, the main campuses of the University of Massachusetts (UMass-Amherst), Amherst College, Hampshire College, Mount Holyoke College, Smith College, Bay Path College, Elms College and Westfield State University are located in nearby communities. In 2010 UMass-Amherst established a presence in the City's downtown with the Urban Design Center. Enrollment at Springfield's institutions of higher education is approximately 19,000 full and part-time students. During the past several years, all three Colleges and the University have upgraded and expanded their facilities to accommodate student needs and remain competitive. In addition, a number of construction projects are underway or in the planning stages at these institutions

Healthcare and Social Assistance

Baystate Health Systems is one of the largest employers in Western Massachusetts with approximately 9,115 employees in the region, of which an estimated 6,982 work in Springfield. In recent years, Baystate Health Systems was named one of the "Top 100 Most Highly Integrated Healthcare Networks" in the U.S. by Verispan for the eighth consecutive year and one of "America's Best Hospitals" by U.S. News and World Report. In 2007, Baystate Health Systems announced a \$259 million expansion of the Baystate Medical Center in Springfield. The project will expand the largest medical facility in Western Massachusetts with a new eight story, 600,000 square foot building. The expansion will provide 200 construction jobs plus permanent employment for 50 doctors and 500 staff members. The new wing opened in December 2012.

Leisure and Hospitality

Springfield has in excess of 300 leisure and hospitality firms employing in excess of 5,000 persons. The opening of the Naismith Basketball Hall of Fame in September 2002 marked a milestone for Springfield's tourism economy. Located inside the Hall of Fame complex, it contains 100,000 square feet of exhibition space. In addition, occupants of the complex include Subway, Samuel's Tavern, Reebok, Plan B Burger, Cold Stone Creamery, and Max's Tavern. In March 2008, the City completed the demolition of the former York Street Jail in anticipation of the potential redevelopment of a 3.3 acre parcel at the southern end of the site. The River's Landing Project, completed in the spring of 2008 is a \$14 million sports, fitness and entertainment destination in the former Naismith Memorial Basketball Hall of Fame along the City's waterfront. This 70,000 square foot entertainment and fitness center contains an LA Fitness facility and a Trillium Sports Medicine and Day Spa. A July 2001 economic analysis of downtown Springfield prepared by the Cecil Group, Inc. of Boston found that Springfield had a strong market for additional hotel development and tourism/entertainment related services. Since the report was completed, Springfield has continued to strengthen this sector of its economy with the opening of the new Basketball Hall of Fame, Luxeburgerthe Dr. Seuss Memorial Park, a Hilton Garden Inn, and a

3.5 mile bikeway/walkway that stretches the length of the Connecticut River in Springfield. Each of these projects complement the expanded Six Flags Amusement Park located across the river in Agawam, which attracts over one million visitors each year.

In addition, the Legislation enacted in 2011 is hoped to have a direct economic benefit to the City in the coming years. Currently, one major casino company, MGM, was awarded a host agreement based on its proposal for casino development in the City's South End of the downtown. The proposal seeks to invest over \$800 million in development along with bringing hundreds of jobs at all skill levels to the area. The City hired a consultant to help evaluate the proposal and to develop a host agreement for the City. The host agreement was approved by the voters in early July. The Host Agreement will now be forwarded for consideration by the Massachusetts Gaming Commission. Under State law, the commission will consider granting up to three resort casino licenses in the state, including one in Western Massachusetts.

Government Projects

The State has and continues to be a strong partner and advocate in the disaster recovery efforts of the City as it continues to recover from the June 2011 tornado and October 2011 snow storm. The tornado, estimated to cost the City a total of \$89 million in damages, impacted two schools and the local armory, which was being used as a community center, along with various emergency protective measures such as police, fire and code enforcement support. The Elias Brookings Elementary School was a three story, 85-year old school directly in the path of the tornado. Based on the need to update the building to current codes and standards, and the fact that enrollment was higher than the current school could accommodate, the decision was made to build a new school for the neighborhood, as opposed to repairing the damaged building. The Massachusetts School Building Authority (MSBA) approved the \$27 million project and will provide 80% reimbursement to the City.

In addition to the Brookings project, the Mary Dryden Elementary School lost an entire wing of the building as a result of the tornado. The MSBA approved the rebuilding of the wing at a cost of approximately \$15 million, and will provide 80% reimbursement to the City.

In the meantime, both Schools are utilizing portable classrooms for the students during the current school year through the completion of the two projects. In addition to School projects, the City recently authorized funding for the redevelopment of Union Station. The project, estimated to cost over \$78 million will be completed in two phases which will restore the terminal and central concourse along with demolishing the baggage claim to provide space for the bus terminal and parking. The project will integrate intercity rail service, PVTA bus service and Peter Pan bus service into one area.

Financial Overview

Within 170 days after the annual organization of the city government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on July 1. The City Council may make appropriations for the recommended purposes and may reduce or reject any item. Without a recommendation of the Mayor, the Council may not make any appropriation for a purpose not included in the proposed budget, except by a two-thirds vote in case of a failure of the Mayor to recommend an appropriation for such a purpose within 7 days after a request from the City Council. The Council may not increase any item without the recommendation of the Mayor (except as provided by legislation, subject to local acceptance, under which the school budget or regional school district assessment can be increased upon recommendation of the school committee or regional district school committee and by two-thirds vote of the Council, provided that such increase does not cause the total annual budget to exceed property tax limitations). If the Council fails to act on any item of the proposed budget within 45 days, that item takes effect. If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the Council. Provision is also made for supplementary appropriations upon recommendation of the Mayor.

As a result of an initiative law adopted in November 1980, school committees are no longer autonomous with respect to school expenditures for current purposes. The school budget is limited to the total amount appropriated by the City Council, but the school committee retains full power to allocate the funds appropriated. City department heads are generally required to submit their budget requests to the Mayor in January. This does not apply to the school department, which must submit its requests in time for the Mayor to include them in his submission to the Council. State and county assessments, abatements in excess of overlays, principal and interest not otherwise provided for, and final judgments are included in the tax levy whether or not included in the budget. Revenues are not required to be set forth in the budget but estimated non-tax revenues are taken into account by the assessors in fixing the tax levy.

History of Prior Financial Problems (1989-2004)

Since 1989 the City has experienced varying periods of financial stress. Contributing factors included the regional economic downturn, increases in employee health care costs, cutbacks in state aid and deficits associated with the operation of a municipal hospital. The City undertook a series of steps between 1989 and 1995 to address these issues, but a structural imbalance remained into FY96. In response, the City sold its municipal hospital in 1996 to end the structural deficits this enterprise was creating for the City. The State Legislature acted in 1989 to assist the City in overcoming its financial difficulties. Chapter 656 of the Acts of 1989 established a Department of Finance under the direction of a Chief Financial Officer. The position of Chief Financial Officer allowed the City to consolidate and centralize financial management under a professional with specific skills and experience as a financial manager. Chapter 656 of the Acts of 1989 also provided for the consolidation of personnel activities under the City's Human Resources Director. Both operational reforms were designed to improve the City's ability to manage two of its largest and most important areas – finance and personnel. Chapter 656 also established a fiscal stability reserve fund and created personal liability for department heads who failed to manage within their budgets. The Chapter 656 reserve is currently 1 percent of the gross amount to be raised as shown on the assessors' tax recapitulation sheet approved by the Department of Revenue. During FY96 it was determined that various hospital revenue deficits from prior years had not been raised as required by Massachusetts General Law.

The City sought and received special legislative authority to issue in June 1996 deficit notes to eliminate this deficit and permit its amortization over a ten year period. In addition to budgetary reductions, service shedding through sale of the municipal hospital and operational reforms, the City undertook a successful operational override of Proposition 2 ½ in June 1990. This created \$10.8 million in additional, recurring, tax revenue. Combined with the issuance of deficit notes, these actions assisted the City in achieving some financial flexibility and stability. In FY03, the Commonwealth received lower than anticipated revenue. The State Legislature authorized the Governor to make significant budgetary reductions to compensate for this loss of revenue, including significant reductions in the amount of state aid originally appropriated for cities and towns. As a result, state aid for Springfield was reduced by \$3.4 million mid-year, after its tax rate had been set. The City took steps to reduce expenditures to absorb the cuts and in doing so, reduced its workforce by 295 employees. This reduced expenditures by approximately \$2.5 million. The City saved another \$1.5 million by reducing work hours for some personnel, reducing non-personnel expenditures, and through the receipt of additional grant funds. Continued changes in the local economy, significant growth in certain cost areas and management difficulty continued to impact the City's financial performance. In FY04 these difficulties resulted in a budget deficit of approximately \$20 million. Exercising authority granted to the City under Chapter 656 of the Acts of 1989, the City imposed a wage freeze on all collective bargaining units, and utilized non-recurring revenue to address this deficit.

Springfield Finance Control Board (SFCB)

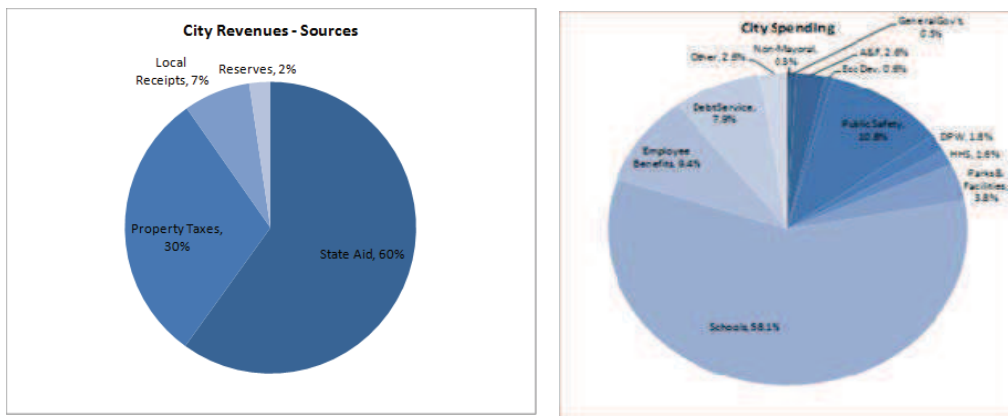
Over two decades, the City of Springfield experienced varying periods of financial stress, culminating in a \$41 million deficit for FY05. In response to this fiscal crisis on June 9, 2004, the Massachusetts Legislature enacted Chapter 169 of the Acts of 2004, An Act Relative to the Financial Stability of the City of Springfield. This legislation provided a \$52 million no interest loan to the City and created the SFCB. The SFCB consisted of five members including the Mayor, the President of the City Council and three members appointed by the Secretary of Administration and Finance. The SFCB acts by a majority vote of its members. The SFCB dissolved June 30, 2009. The \$52 million Loan was deposited into a Trust Fund which was subject to the control of the Secretary and from which interest-free loans were disbursed to the City from time to time on terms and conditions determined by the SFCB and approved by the Secretary. Over the ensuing years, the SFCB improved the City's finances by renegotiating all collective bargaining agreements; implementing an integrated financial software system MUNIS; collecting tens of millions of dollars in unpaid taxes; investing in infrastructure through the Capital Improvement Plan; restructuring the City's debt structure; enrolling in the state Group Insurance Commission (GIC) for group health insurance; consistently certifying Free Cash and steadily increasing the reserves each year; implementing a time and attendance system; and improving the effectiveness and efficiency of delivering municipal services through a variety of means, including the establishment of the CitiStat Department and 311 Call Center.

In anticipation of the expiration of the SFCB on June 30, 2009 and continuing a structured transition to local control July 1, 2009, on January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008 (Chapter 468). This legislation included a series of governance changes, including the creation of the CAFO and the affirmation of the Director of Internal Audit and Comptroller positions created by the SFCB. In addition, the legislation extended the \$52 million loan payback schedule from five years to fifteen years (the State loan was paid-off early during FY10). The CAFO is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments. The CAFO is also required to submit a four year financial plan and a five year capital plan to the Mayor and City Council. The Board of Assessors, Treasurer/Collector, Budget Director, Comptroller, Director of Information Technology, Office of Procurement, Director of Human Resources, Labor Relations Director, Director of Capital Asset Construction and any other positions or departments approved by the Mayor are under the direction of the CAFO. The business and financial services of the School Department are under the authority of the CAFO as well. The City and school financial operations were formally consolidated by a vote of the school committee on December 2, 2010, and are overseen by the Director of Finance pursuant to an interdepartmental agreement. The Office of Comptroller is responsible for maintaining the City's financial records, including the general ledger and subsidiary ledgers, verifying that all payments are lawful and funding exist, and preparing financial statements and reports. The Director of Internal Audit examines the City's financial records and conducts financial and performance audits to prevent and detect waste, fraud and abuse as well as improve the efficiency, effectiveness and quality of municipal services. The Director of Internal Audit is also responsible for administering the City's Fraud Hotline. Previously, the responsibilities of Comptroller and Director of Internal Audit were combined under the position of City Auditor.

Budget Highlights

- Fiscal Year 2011** - The City Council approved its first budget under local control for FY11 totaling \$533.5 million. At the beginning of the budget process in January 2010, initial estimates suggested a \$45.5 million gap based on departmental budget requests and revenue projections. This gap was closed by a careful review of all spending and revenue and use of Municipal Relief in the City's pension schedule offered by the Commonwealth, along with a conservative use of reserves. The FY11 adopted budget experienced a drop in the budgeted levy based on initial projections by the Assessor's office. This reduction was built into the initial budget planning and spending was adjusted accordingly. In the fall of 2010 as part of the tax rate setting process, the tax levy was finalized and did not see the magnitude of the reduction originally projected during the budget process. Overall, state aid increased by 1.2%, the major driver of which was the increase in Chapter 70 aid, which increased by \$5.2 million or 2% over FY10. Unrestricted General Government Aid decreased by \$1.3 million or 4% below FY10. This represented the fourth consecutive year of reductions in this category totaling 30% since fiscal year 2008. The City utilized \$12.5 million in stabilization reserves to balance the FY11 budget. The FY11 adopted budget included appropriations 1.2% higher than FY10. Employee costs continue to be the main driver of the City's expenses, with 1,460 budgeted employees. Collective bargaining increases were honored within this year's budget, that range from 2.0 to 2.5% increases across all unions. This City maintains its health insurance with the State's GIC that has increased at lesser amounts than experienced prior to joining the GIC. Enrollment in health insurance this year has experienced increases due to health insurance changes at other local businesses, however, that has been offset by the City's policy to educate employees about less expensive plans. This year the City's pension schedule increased by 9%, however, the funding schedule was also extended to 2039 per State legislation; otherwise a more significant increase would have been budgeted. Although the City has been aggressive about debt restructuring and is currently on a declining schedule, there was a 2.9% budgeted increase to account for the Qualified School Construction Bonds issued at the end of FY10. The City continues to support the trash fee enterprise fund with a supplement of \$4.6 million in fiscal year 2011. A \$75 trash fee and late fees and interest payments will support the remaining trash costs of \$3.7 million. On June 1, 2011, the City experienced a category EF-3 tornado that impacted a 1 mile swath across the entire City. Estimated costs to the City total \$89 million. The City has segregated all tornado related costs and continues recovery efforts which include Federal and State reimbursements.

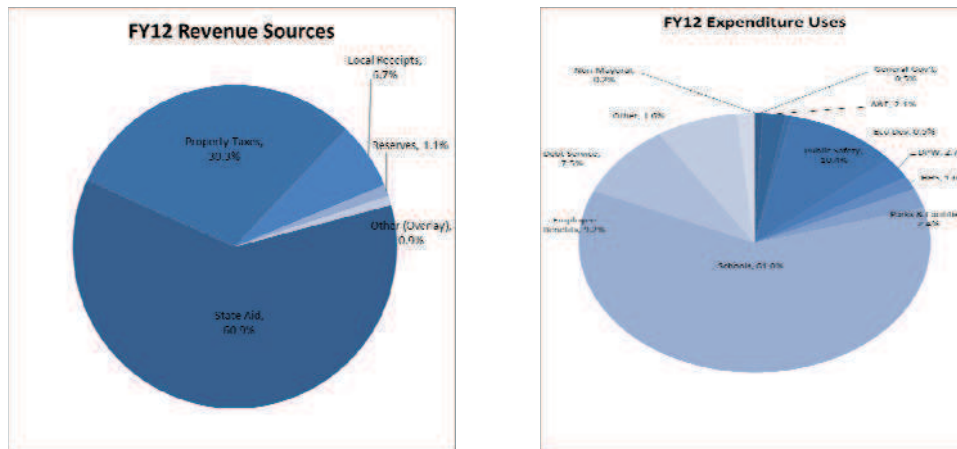
FY11 Sources & Uses



- Fiscal Year 2012** - On May 16, 2011, the Mayor presented the FY12 budget recommendation to the City Council. The FY12 budget recommendation totaled \$544.9 million and represented a 2.1% increase over the FY11 Adopted budget and a 0.7% decrease from the FY11 Projected Budget for the City. The City began the budget process with a projected \$49.4 million gap driven by increases in spending for health insurances and departmental fixed costs and revenue decreases assuming no reserves would be used, the trash fee would

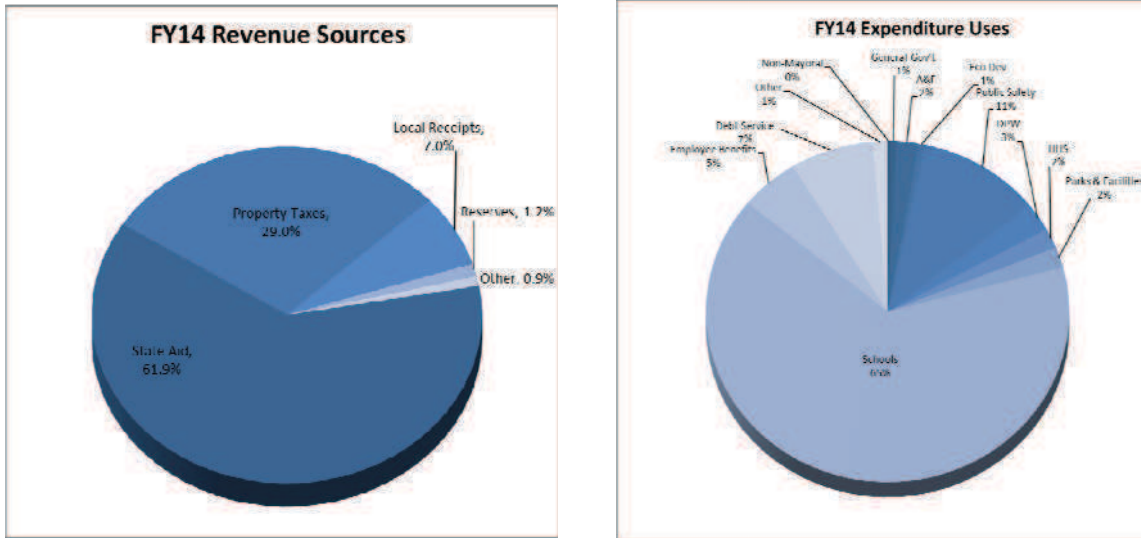
be eliminated, State Aid would be reduced and locally generated revenue would remain level. Ultimately, \$25.6 million in spending reductions were implemented including updating the pension valuation schedule based on a 2039 schedule, updating health insurance estimates based on approved GIC rates, elimination of vacant positions, 13.5 layoffs, a wage freeze and 6-12 furlough days, tiered by salary, for non-bargaining employees and departmental budget reductions to supplies, professional services, training, travel, and overtime, among other categories. In addition, revenue solutions including updated locally generated revenue based on actual collections, implementing the trash fee in the same \$75 structure as the current year and using \$6.2 million in stabilization reserves and \$5 million in overlay surplus certified by the Board of Assessors, balanced the FY12 budget. The City continues to be reliant on State Aid for 60% of its revenue. The State FY12 budget reduced Unrestricted General Government Aid by 7.2%. The City is currently at its Levy ceiling and could not recognize new growth as part the FY12 tax rate setting process. On June 22, the City Council held its formal budget meeting to adopt an FY12 budget. Before adoption, the Council voted to reduce the budget by \$2.7 million which included a 5% across the board reduction to all departmental “other than personal services” accounts, the elimination of the CitiStat department and other targeted reductions in Finance, Audit, Information Technology and Procurement, among others. With these reductions the bottom line of the FY12 budget is \$542,203,022 which is a 1.6% increase from the FY11 adopted budget.

FY12 Sources & Uses



- Fiscal Year 2013** - The Mayor’s Recommended Budget for Fiscal Year 2013 is \$551,776,343. This represents a 1.8% increase over the FY12 Adopted Budget and a 1.8% decrease from the FY12 Projected Budget. For FY13, the projected gap at the beginning of the process totaled \$30.1 million. A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue increases and a use of stabilization reserves. All of these things were considered in the context of providing vital programs and services to the City with the intention of minimizing layoffs that would impact vital services. Every department was impacted by budget reductions in the Fiscal Year 2013 budget planning process. Including \$10.2 million in reductions from personal services (salaries, benefits, elimination of vacant positions, layoffs), \$4.6 million in reductions from other than personal services (OTPS), and \$269,000 in reductions to capital expenditures. Overall, the budget reductions across departments impacted 108.0 requested FTEs which are divided into the elimination of 96.0 FTE vacancies and the layoff of 12.0 FTEs. The General Fund FTE complement is at its lowest to date at 1,207.3 FTEs. That is a reduction of 374 FTEs (-24%) since Fiscal Year 2008. The City is using a total of \$8 million in reserves from its \$40 million reserve account. This amount leaves the fund balance at 6% of the overall budget which complies with the City’s financial ordinances. Utilizing reserves is necessary to fund programs and services that would otherwise be decimated by that level of reductions. The City utilized revenue growth intuitive including enacting the final municipal partnership act local option for an increase to the hotel/motel tax from 4% to 5%, an increase to the

FY14 Sources & Uses



Long Term Financial Planning

The City's Chief Administrative and Financial Officer and Office of Management and Budget prepare a 4-year forecast and update it annually. The instrument provides an initial roadmap of the City's financial future, aids in planning for upcoming budget years, and provides stakeholders with information about the upcoming challenges facing the City. The City engages in the planning process to illustrate how budget and operational decisions today impact the City in the future. The process and the final report helps the City understand and think through budget decisions. By knowing the projected gap in the future, the City is required to make decisions that may not have an immediate impact but will help alleviate future budgetary gaps. The plan outlines and explores the environment the City operates in (the nationwide economic situation, upcoming issues, and the state economy) and the environment's impact on the City's future.

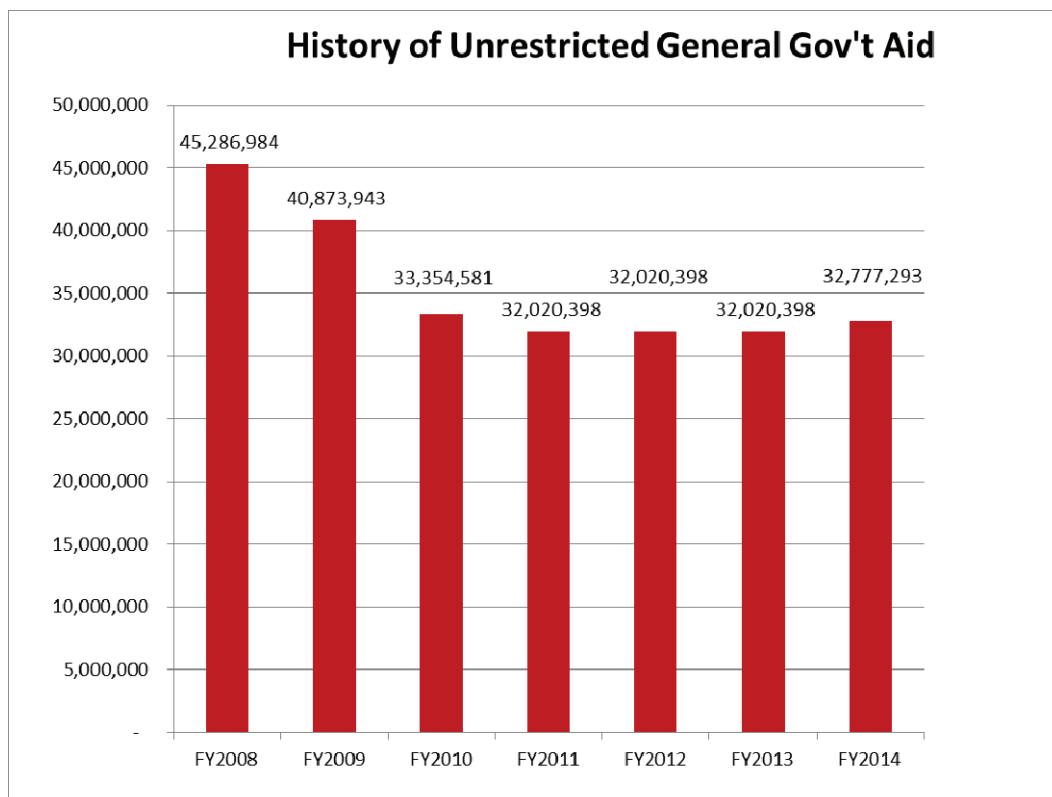
	FISCAL 2014 ADOPTED	FISCAL 2015 MYFP - PROJECTED	FISCAL 2016 MYFP - PROJECTED	FISCAL 2017 MYFP - PROJECTED	FISCAL 2018 MYFP - PROJECTED
SPENDING ASSUMPTIONS					
Administration and Finance Division	10,714,885	10,929,183	11,147,767	11,220,722	11,295,136
Development Division	3,352,915	3,419,973	3,488,373	3,558,140	3,629,303
General Government Division	2,840,404	2,822,213	2,878,657	2,936,230	2,994,955
Non-Mayoral Division	1,307,277	1,333,423	1,360,091	1,387,293	1,415,039
Health and Human Services Division	10,529,515	10,740,106	10,954,908	11,174,006	11,397,486
Public Safety Division	60,001,559	61,492,905	63,021,361	67,087,851	71,255,822
Public Works Division	14,759,839	15,055,036	15,356,137	15,663,260	15,976,525
Parks & Facilities Division	10,528,160	10,738,723	10,953,498	11,172,568	11,396,019
School Department	357,868,724	366,229,729	375,757,312	385,818,309	385,818,310
Debt	40,759,110	40,759,110	40,759,110	40,759,110	40,759,110
Health Insurance & Fringe	26,125,467	26,396,072	26,669,571	26,945,995	27,225,378
Pensions	25,665,802	26,809,120	28,400,567	30,087,502	30,087,502
Other Spending	7,425,179	8,257,797	8,362,357	8,469,423	8,579,059
TOTAL	571,878,838	584,983,390	599,109,708	616,280,407	621,829,643
REVENUE ASSUMPTIONS					
Property Taxes	165,624,697	162,324,697	162,324,697	162,324,697	162,324,697
Local Receipts	40,225,762	40,443,762	40,443,762	40,443,762	40,443,764
State Aid	353,733,359	358,031,027	364,643,690	371,624,420	381,113,775
Reserves	7,000,000	1,000,000	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	5,295,020	1,500,000	1,500,000	1,500,000	1,500,000
Casino Revenue	-	3,000,000	3,000,000	20,100,000	20,100,000
TOTAL	571,878,838	566,299,486	571,912,149	595,992,879	605,482,236
SURPLUS / (GAP)	(0)	(18,683,904)	(27,197,559)	(20,287,529)	(16,347,406)

As with any large organization long-term liabilities are continually evaluated and help drive decisions on current year services.

- Property Tax Limitations** - From 1996 to 2000 Springfield's tax levy was up against its 2.5 percent levy ceiling, limiting the City's ability to increase property taxes. Since 2004, the City increased its room between the tax levy and the tax ceiling through additional economic development and higher assessed values. In 2011, Springfield's assessed values decreased by 2.1 percent and, in 2012, decreased by an additional 1.1 percent. Although a lesser decline than originally expected was encountered in FY12, the City made an effort to reduce property taxes for the majority of businesses and residents.

	FY11	FY12	FY13	FY14	FY15	FY16	FY17
	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation
Tax Levy	170,824,032	171,233,218	169,400,199	167,408,833	165,734,744	164,077,397	164,077,397
Increase Levy 2.5%	4,292,701	4,318,594	4,452,106	4,185,221	4,143,369	4,101,935	4,101,935
Subtotal	175,116,733	175,551,812	173,852,305	171,594,054	169,878,113	168,179,332	168,179,332
New Growth	3,482,214	4,526,534	5,868,281	4,000,000	4,000,000	4,000,000	32,000,000
Subtotal of Gross Tax Levy	178,598,947	180,078,346	179,720,586	175,594,054	173,878,113	172,179,332	200,179,332
Levy Ceiling	171,233,218	169,400,199	167,408,833	165,734,744	164,077,397	164,077,397	181,577,397
LOST REVENUE	7,365,729	10,678,147	12,311,753	9,859,310	9,800,716	8,101,935	18,601,935
To Support Operations							
	<i>Total lost to date FY11-FY13:</i>		30,355,629	<i>Total estimated lost FY11-FY17:</i>			76,719,525

- State Aid** - The Commonwealth reduced state aid (Unrestricted General Government Aid) to Springfield by 30% since FY08. Chapter 70 Aid continues to grow, however, so do our education expenses including the City's required contribution and the non-School eligible spending cost for transportation. Because the City's budget is reliant on State Aid for 60% of our revenues, our budget follows the same economic cycles experienced by the State.



- **Personnel** - One of the largest costs in the City's budget is personnel. The City is able to manage these costs through strict control mechanisms such as the Personnel Review Committee. This Committee reviews every hire, backfill, and promotion prior to filling a vacancy and frequently drives a re-examination and modernization of departmental structures as part of its review. Department heads must justify and/or reaffirm the need for every position when a vacancy occurs. Union positions make up the majority of the City's FTEs along with the need to address their annual contractual pay increases.

	FY08	FY09	FY10	FY11	FY12	FY13	FY14
City GRAND TOTAL	1,581.5	1,557.9	1,433.2	1,410.3	1,298.8	1,208.3	1,242.2

- **Benefits** - Prior to Fiscal Year 2007, the City's health insurance costs were increasing at a rate of 18 percent annually. The City became the first community to join the Group Insurance Commission (GIC). The GIC purchases health insurance for 265,000 state employees and retirees and has significant purchasing power. Over the last number of years, GIC premiums increased at an average 5% annually which is significant growth but much more controlled than under the previous situation.
- **Retirement** - Retirement benefits for local and state employees are uniform across the Commonwealth. Until July 2009, Chapter 32 of the Massachusetts General Laws required municipalities to fully fund their retirement liability by 2028. The Commonwealth's Fiscal Year 2010 budget included an extension of this requirement to 2030, and further modifications to 2040 were adopted in FY11. The City must revalue its schedule every 3 years and adjust the schedule accordingly. Springfield's most recent actuarial valuation estimated the City's unfunded actuarial accrued liability (UAAL) at \$657.2 million as of January 1, 2012. Our funded status is 29.0%.
- **Other Postemployment Benefits** - In addition to providing pension benefits, the City provides health, dental, vision and life insurance to retired employees and their survivors, in accordance with Chapter 32 of the Massachusetts General Laws. The City's OPEB unfunded actuarial accrued liability is estimated at \$1,029 million as of July 1, 2012. In order to fully fund this liability in 30 years, as it does with retirement, the City would have to appropriate \$65.8 million on an annual basis. We currently fund 43.6% of this amount.
- **Debt Service and Capital Needs** - The City has a \$540.4 million Capital Improvement Plan that identifies major equipment and construction needs over the next five years. Due to previous deferred maintenance and the number of facilities and parks, the City has significant capital needs. Based on the October 2012 report entitled "Analysis of Outstanding Debt" we are currently evaluating our capacity to sell notes and bonds in calendar year 2014.

Awards & Acknowledgements

The GFOA awarded a Distinguished Budget Presentation Award to the City of Springfield for its budget document for the fiscal years 2009, 2010, 2011, 2012 and 2013. The GFOA established the Distinguished Budget Award in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's recommended practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

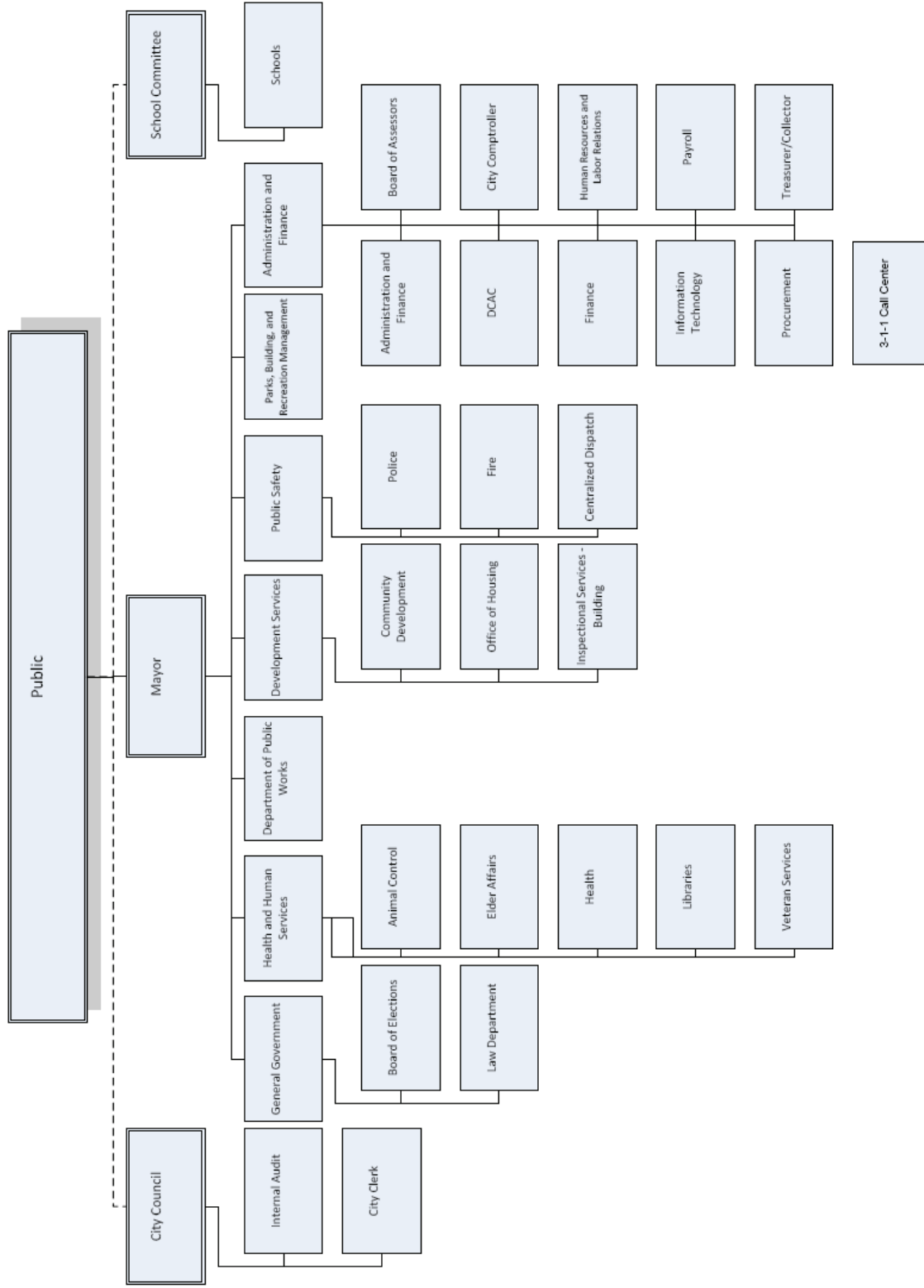
The preparation of both the CAFR and the Distinguished Budget Presentation Award would not have been possible without the efficient and dedicated services of the Administration and Finance Division staff. We would like to express our appreciation to all the members of the departments who assisted and contributed to the preparation of this report. Credit must also be given to the City Council and Mayor for their unfailing support for maintaining the highest standards of professionalism in the management of the City of Springfield's finances.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante". The signature is written in a cursive style with a large, stylized initial "T".

Timothy J. Plante
Chief Administrative & Financial Officer

Organizational Chart



Directory of Officials

Fiscal Year 2013

Mayor

Domenic J. Sarno

City Council

James Ferrera, At Large (President)

Bud Williams, At Large (Vice President)

Zaida Luna, Ward 1

Michael Fenton, Ward 2

Melvin Edwards, Ward 3

E. Henry Twiggs, Ward 4

Clodovaldo Concepcion, Ward 5

Kenneth Shea, Ward 6

Timothy Allen, Ward 7

John Lysak, Ward 8

Thomas Ashe, At Large

Kateri Walsh, At Large

Timothy Rooke, At Large

School Committee

Mayor Domenic J. Sarno (Chairman)

Peter Murphy, District 4 (Vice-Chairman)

Norman Roldan, District 1

Barbara Gresham, District 2

Christopher Collins, District 3

Denise Hurst, At Large

Antonette Pepe, At Large

Appointed City Executive Branch

Chief Administrative and Financial Officer

Timothy J. Plante

Comptroller

Patrick Burns

Budget Director

Jennifer Winkler

Acting Director of Internal Audit

Cecelia Goulet

Treasurer/Collector

Stephen Lonergan

Chairman of the Board of Assessors

Richard J. Allen

City Clerk

Wayman Lee, Esq



Government Finance Officers Association

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Reporting**

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**City of Springfield
Massachusetts**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2012

Executive Director/CEO

Financial Section



Colleges and Universities located in Springfield.

City of Springfield, Massachusetts
Comprehensive Annual Financial Report
For the fiscal year ended June 30, 2013



A view of historic Matoon Street.

Financial Section

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Suite 101
Wakefield, MA 01880
T. 781-914-1700
F. 781-914-1701
www.powersandsullivan.com

Independent Auditor's Report

To the Honorable Mayor and the City Council
City of Springfield, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Springfield, Massachusetts, as of and for the fiscal year ended June 30, 2013 (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2012), which collectively comprise the City's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We did not audit the financial statements of the Springfield Redevelopment Authority and the Springfield Library and Museums Association, which represent 100% of the assets, net position, and revenues of the discretely presented component units. Those statements were audited by other auditors whose reports have been furnished to us, and our opinion, insofar as it relates to the amounts included for the Springfield Redevelopment Authority and the Springfield Library and Museums Association, is based solely on the reports of the other auditors. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, based on our audit and the reports of other auditors, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, the aggregate discretely presented component units, each major fund, and the aggregate remaining fund information of the City of Springfield, Massachusetts, as of June 30, 2013 (except for the Springfield Contributory Retirement System which is as of and for the year ended December 31, 2012), and the respective changes in financial position and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City of Springfield's basic financial statements. The introductory section, combining and individual fund statements, and statistical section, as listed in the table of contents, are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund statements, as listed in the table of contents, are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, based on our audit, the procedures performed as described above, the combining and individual fund statements are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory and statistical sections, as listed in the table of contents, have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 12, 2013, on our consideration of the City of Springfield, Massachusetts' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing* and should be read in conjunction with this report in considering the results of our audit.

A handwritten signature in black ink that reads "Powers + Juliani, LLC". The signature is written in a cursive, flowing style.

December 12, 2013

Management's Discussion and Analysis

Management's Discussion and Analysis

As management of the City of Springfield, Massachusetts, we offer readers of these financial statements this narrative overview and analysis of the financial activities of the City of Springfield for the fiscal year ended June 30, 2013. This is the twelfth year our financial statements have been prepared under the Government Accounting Standards Board Statement 34 – Basic Financial Statements - and Management's Discussion and Analysis – for State and Local Governments. We encourage readers to consider the information presented in this report.

The Governmental Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principles (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

Governments must adhere to GASB pronouncements in order to issue their financial statements in conformity with GAAP. The users of financial statements also rely on the independent auditor's opinion. If the City's financial statements have significant departures from GAAP the independent auditors' may issue a qualified opinion or a disclaimer (where no opinion is given). These types of opinions may have an adverse effect on the City's bond rating and our ability to borrow money at favorable interest rates. The financial statements of the primary government have received an unmodified auditor's opinion.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the City of Springfield's basic financial statements. These basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. The government-wide financial statements provide both long-term and short-term information about the City as a whole. The fund financial statements focus on the individual components of the City government, reporting the City's operations in more detail than the government-wide statements. Both presentations (government-wide and fund) allow the user to address relevant questions, broaden the basis of comparison and enhance the City's accountability. An additional part of the basic financial statements are the notes to the financial statements. The report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements. The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net position* presents information on all assets and liabilities, with the difference between the two reported as *net position*. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, public works, health and welfare, culture and recreation, storm damage associated with the October 2011 snow storm, and interest. The business-type activities consist of the City's trash collection activities.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. *Governmental funds* are used to account for essentially the same functions reported as *governmental activities* in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on *near-term inflows of spendable resources*, as well as on *balances of spendable resources* available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The City adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget.

The City reports three major governmental funds that are presented separately in the governmental fund financial statements. The remaining non-major funds are combined into a single, aggregated presentation. Individual fund data for each of these non-major governmental funds is provided in the form of combining statements elsewhere in this report.

Proprietary funds. The City maintains two types of proprietary funds.

Enterprise funds are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The City uses an enterprise fund to account for its trash activities. The trash enterprise fund is not intended to be self-supporting and requires a substantial subsidy from the general fund; \$4,740,000 and \$4,699,000 in fiscal years 2013 and 2012, respectively.

Internal service funds are an accounting device used to accumulate and allocate costs internally among various functions. The City uses this fund to account for risk financing activities related to self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statements because the resources of those funds are *not* available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to the basic financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. The City of Springfield's governmental assets exceeded liabilities for governmental activities by approximately \$362 million. Key components of the City's activities are presented below.

Governmental Activities

	<u>2013</u>	<u>2012</u>
Assets:		
Current assets.....	\$ 229,226,225	\$ 217,518,908
Noncurrent assets (excluding capital).....	58,318,577	67,428,324
Capital assets, non depreciable.....	65,248,783	115,526,356
Capital assets, net of accumulated depreciation.....	<u>542,997,693</u>	<u>450,957,615</u>
Total assets.....	<u>895,791,278</u>	<u>851,431,203</u>
Liabilities:		
Current liabilities (excluding debt).....	76,389,856	67,391,964
Noncurrent liabilities (excluding debt).....	201,366,274	161,095,591
Current debt.....	47,612,439	28,935,471
Noncurrent debt.....	<u>208,670,184</u>	<u>239,147,646</u>
Total liabilities.....	<u>534,038,753</u>	<u>496,570,672</u>
Net Position:		
Net investment in capital assets.....	434,638,276	374,981,234
Restricted.....	15,633,323	22,794,687
Unrestricted.....	<u>(88,519,074)</u>	<u>(42,915,390)</u>
Total net position.....	<u>\$ 361,752,525</u>	<u>\$ 354,860,531</u>

Governmental net position of \$435 million reflects its investment in capital assets (e.g., land, buildings, infrastructure, and machinery, and equipment), less any related debt used to acquire those assets that are still outstanding. The City uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the net position of \$15.6 million represents resources that are subject to external restrictions on how they may be used. The remaining balance of *unrestricted net position* resulted in an \$88.5 million deficit mainly relating to the cumulative effect of recording \$174 million of governmental other postemployment benefit liabilities through June 30, 2013.

Net position increased by \$6.9 million in fiscal year 2013 compared with a decrease of \$17.6 million in fiscal year 2012. The decrease in 2012 was mainly related to two natural disasters that occurred in June and October of 2011. The net expenses from these storms decreased net position in 2012 by approximately \$12 million. In addition to these costs the City incurred OPEB expenses of \$37 million and transferred almost \$5 million to the Trash enterprise fund.

Current year revenues were up just over \$10 million from an increase in program revenues of \$12.2 million and a decrease of general revenues of \$1.8 million. Expenses, exclusive of the 2012 storm related costs, increased by \$13.2 million in FY13. The revenue increases were mainly in the area of capital grants for school construction and the expense increases were mainly in the school department's operating budget. Total expenses include the City recording another year of OPEB expenses in the amount of \$37.8 million, bring the cumulative OPEB liability up to almost \$175 million.

	<u>2013</u>	<u>2012</u>
Program revenues:		
Charges for services.....	\$ 30,843,165	\$ 29,668,976
Operating grants and contributions.....	442,911,024	452,149,037
Capital grants and contributions.....	57,614,376	37,356,599
General Revenues:		
Real estate and personal property taxes.....	164,157,394	166,713,377
Motor vehicle and other excise taxes.....	11,907,731	12,096,067
Penalties and interest on taxes.....	1,818,809	1,802,033
Grants and contributions not restricted to specific programs.....	32,057,032	32,059,135
Unrestricted investment income.....	335,362	458,708
Payments in lieu of taxes.....	3,975,168	5,054,420
Gain on sale of capital assets.....	2,072,705	-
Other revenues.....	95,433	42,044
Total revenues.....	<u>747,788,199</u>	<u>737,400,396</u>
Expenses:		
General government.....	48,859,996	55,175,091
Public safety.....	110,185,618	111,769,805
Education.....	500,466,892	481,476,353
Public works.....	30,833,589	30,608,396
Health and welfare.....	11,525,257	10,241,088
Culture and recreation.....	22,960,894	20,769,658
Storm damage - October 2011 snow storm.....	1,199,462	27,596,332
Interest.....	9,414,835	12,170,740
Total expenses.....	<u>735,446,543</u>	<u>749,807,463</u>
Excess (Deficiency) before extraordinary items, and transfers.....	12,341,656	(12,407,067)
Extrordinary item - tornado reimbursements.....	770,149	20,000,450
Extrordinary item - tornado expenses.....	(1,479,748)	(20,485,451)
Transfers.....	<u>(4,740,063)</u>	<u>(4,698,790)</u>
Change in net position.....	6,891,994	(17,590,858)
Net position - beginning.....	<u>354,860,531</u>	<u>372,451,389</u>
Net position - ending.....	<u>\$ 361,752,525</u>	<u>\$ 354,860,531</u>

Financial notes related to governmental activities:

- Charges for services represent 4% of governmental activities resources. The City can exercise more control over this category of revenue than any other. Fees charged for services rendered that are set by the City are included in this category.
- Operating and capital grants and contributions accounted for 67% of the governmental activities resources. Most of these resources apply to education operations. These resources offset costs within the school department in addition to their General Fund operating budget.
- Property and excise taxes are a significant revenue source for the City's governmental activities. They comprised 24% of current resources.
- Other taxes and other revenues comprised a total of 5% of the governmental activity's resources. Other revenues consist mainly of grants and contributions and investment income earned on the City's deposits.
- Education is by far the largest governmental activity of the City. Approximately \$500 million in expenses were recorded in FY13. After accounting for \$465 million in program revenues, an additional \$35 million in taxes and other revenues were needed to cover its fiscal 2013 operating expenses. Approximately \$51 million of a pension contribution made by the state on-behalf of Springfield teachers has been recorded as an expense and grant revenue.
- General government, Public safety, and Public works are the second, third, and fourth largest activities of the City. Approximately \$25 million, \$99 million, and \$25 million, respectively, of taxes and other revenues were needed to cover their fiscal 2013 operating expenses.

Business-type Activities. Business-type activities decreased the City's net position decreased by \$31,000 during fiscal year 2013. These activities consist of the Trash enterprise fund.

Trash business-type activities assets exceeded liabilities by \$2.7 million at the close of fiscal year 2013. The net investment in capital assets of \$883,000 relates to the acquisition of capital assets through capital lease financing. Unrestricted net position amounted to \$1.8 million. The general fund subsidized the activities in the amount of \$4.7 million in fiscal years 2013 and 2012. Operating and depreciation expenses amounted to \$8.2 million and \$658,000, respectively.

	<u>2013</u>	<u>2012</u>
Assets:		
Current assets.....	\$ 2,698,131	\$ 2,967,975
Capital assets, net of accumulated depreciation.....	1,778,413	1,956,547
Total assets.....	<u>4,476,544</u>	<u>4,924,522</u>
Liabilities:		
Current liabilities (excluding debt).....	319,946	206,086
Non-current liabilities (excluding debt).....	542,235	424,621
Current debt.....	317,187	648,834
Noncurrent debt.....	578,250	895,437
Total liabilities.....	<u>1,757,618</u>	<u>2,174,978</u>
Net Position:		
Net investment in capital assets.....	882,976	412,276
Unrestricted.....	1,835,950	2,337,268
Total net position.....	<u>\$ 2,718,926</u>	<u>\$ 2,749,544</u>

	<u>2013</u>	<u>2012</u>
Program revenues:		
Charges for services.....	\$ <u>4,069,875</u>	\$ <u>3,982,627</u>
Expenses:		
Trash.....	<u>8,840,556</u>	<u>8,874,676</u>
Excess (Deficiency) before transfers.....	(4,770,681)	(4,892,049)
Transfers.....	<u>4,740,063</u>	<u>4,698,790</u>
Change in net position.....	(30,618) \$	(193,259)
Net position - beginning.....	<u>2,749,544</u>	<u>2,942,803</u>
Net position - ending.....	\$ <u><u>2,718,926</u></u>	\$ <u><u>2,749,544</u></u>

Financial Analysis of the Government's Funds

As noted earlier, the City uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of the City of Springfield's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of approximately \$119.8 million, a decrease of approximately \$19.8 million from the prior year. The decrease is primarily due to the \$24 million decrease in the nonmajor funds relating to the timing of when revenues, expenditures, and other financing sources are recorded.

General Fund

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was approximately \$55.2 million, while total fund balance was approximately \$98.0 million. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents approximately 9% of total general fund expenditures, while total fund balance represents approximately 17% of that same amount. The General fund balance decreased by \$330,000 from the prior year. The decrease is primarily due to the \$4.7 million transfer out to the Trash Enterprise fund.

October 29, 2011 Snow Storm Fund

The City was hit with a major snow storm on October 29, 2011 that closed over 2,000 roads and downed power lines throughout the City. Clean-up costs as of June 30, 2013 amounted to \$28.8 million of which the City has received federal and state assistance of approximately \$21.8 million. The fund has an accumulated deficit of \$7.0 million at June 30, 2013. The City has requested reimbursement from the Federal Emergency Management Agency (FEMA). Any remaining deficit will be funded with bond proceeds.

Tornado Relief Fund

A category EF-3 tornado touched down in the City on June 1, 2011 devastating large sections of the City. The storm killed 3 people, injured 300 others, and left over 500 people homeless in addition to leaving 48,000 electric customers without power. The Governor of Massachusetts declared a state of emergency and President Obama declared Springfield and the surrounding area a Federal disaster area. Relief expenditures as of June 30, 2013 amounted to \$22.8 million, of which the City has received federal and state assistance of approximately \$21.3 million and \$809,000 was transferred from the City's general fund. The fund has an accumulated deficit of \$710,000 at June 30, 2013. The City has requested reimbursement from the Federal Emergency Management Agency (FEMA). Any remaining deficit will be funded with bond proceeds.

General Fund Budgetary Highlights

The City of Springfield adopts an annual appropriated budget for its general fund. A budgetary comparison schedule has been provided for the general fund to demonstrate compliance with this budget. Actual revenues exceed budgeted revenues by \$6.8 million (1.3%), while actual expenditures, including carryovers, were less than budgeted amounts by \$7.2 million (1.3%). The City carried over \$32.9 million in appropriations to FY14.

Capital Asset and Debt Administration

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2013, approximately \$15.6 million of such assistance was received. Approximately \$78.6 million is expected to be received in future fiscal years. Of this amount, \$18.0 million represents reimbursement of long-term interest costs, and \$60.6 million represents reimbursement of approved construction costs.

Additionally, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School, various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or \$112,500,000 of eligible construction costs towards the new Putnam School and up to 80% or \$19,069,165 of eligible construction costs in conjunction with the new Green Repair agreement which consists of roof, exterior window, and exterior door replacement and associated work for 18 City schools, the Central High School Science Lab Renovation, the Dryden Memorial School renovation, construction of the new Elias Brookings school and the Forest Park Middle School renovation. During the fiscal year the City received \$48.4 million for these projects and has recognized a receivable for \$11.2 million.

Major capital assets are funded by the issuance of long-term debt. During FY2013 the City spent and capitalized additions totaling approximately \$23.5 million on the Forest Park School, \$17.3 million on the new Putnam Vocational School, \$5.6 million on the Dryden Memorial School, and an additional \$27.9 million on other City-wide projects. The Business-Type Activities acquired \$479,000 of new vehicles and equipment.

Outstanding long-term debt of the general government, as of June 30, 2013, totaled approximately \$233.3 million, including unamortized premiums of \$3.2 million.

Please refer to notes 5, 7, 8, and 9 to the financial statements for further discussion of the major capital asset and debt activity.

Requests for Information

This financial report is designed to provide a general overview of the City of Springfield's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Chief Administrative and Financial Officer or the City Comptroller at 36 Court Street, Springfield, MA 01103.

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Basic Financial Statements

STATEMENT OF NET POSITION

JUNE 30, 2013

	<i>Primary Government</i>			<i>Component Units</i>	
	Governmental Activities	Business-type Activities	Total	Springfield Redevelopment Authority	Springfield Library and Museums Association
ASSETS					
CURRENT:					
Cash and cash equivalents.....	\$ 179,217,322	\$ 1,424,005	\$ 180,641,327	\$ 533,764	\$ 59,010
Restricted cash and cash equivalents.....	2,538,263	-	2,538,263	2,539,896	-
Investments.....	1,909,602	-	1,909,602	-	-
Restricted investments.....	-	-	-	-	-
Receivables, net of allowance for uncollectibles:					
Real estate and personal property taxes.....	5,448,573	-	5,448,573	-	-
Tax liens.....	575,912	-	575,912	-	-
Motor vehicle excise taxes.....	3,635,692	-	3,635,692	-	-
Departmental and other.....	3,334,306	-	3,334,306	-	-
Trash fees.....	-	1,274,126	1,274,126	-	-
Intergovernmental.....	32,091,555	-	32,091,555	20,220,784	-
Loans.....	375,000	-	375,000	64,513	-
Contributions and other.....	-	-	-	-	361,862
Other.....	-	-	-	-	782,200
Prepaid expenses and supplies.....	-	-	-	-	484,350
Working capital deposit.....	100,000	-	100,000	-	-
NONCURRENT:					
Restricted cash and cash equivalents held by custodian.....	2,453,296	-	2,453,296	-	-
Investments.....	-	-	-	-	14,931,563
Restricted investments.....	-	-	-	-	921,263
Receivables, net of allowance for uncollectibles:					
Departmental and other.....	417,046	-	417,046	-	-
Intergovernmental.....	48,874,673	-	48,874,673	-	-
Loans.....	6,573,562	-	6,573,562	-	-
Contributions.....	-	-	-	-	1,954,904
Beneficial interest in perpetual trusts.....	-	-	-	-	24,015,478
Capital assets, non depreciable.....	65,248,783	-	65,248,783	6,479,792	-
Capital assets, net of accumulated depreciation.....	542,997,693	1,778,413	544,776,106	840,585	17,698,385
TOTAL ASSETS.....	895,791,278	4,476,544	900,267,822	30,679,334	61,209,015
LIABILITIES					
CURRENT:					
Warrants payable.....	15,303,276	268,187	15,571,463	114,907	591,112
Accrued unemployment liability.....	899,000	-	899,000	-	-
Accrued payroll.....	17,426,447	51,759	17,478,206	-	-
Employee contributions paid in advance.....	1,963,750	-	1,963,750	-	-
Health claims payable.....	119,815	-	119,815	-	-
Tax refunds payable.....	17,013,497	-	17,013,497	-	-
Accrued interest.....	4,932,232	-	4,932,232	28,354	-
Other liabilities.....	6,822,897	-	6,822,897	15,801	309,773
Taxes collected in advance and unearned revenue.....	-	-	-	20,285,297	12,440
Capital lease obligations.....	473,716	317,187	790,903	-	-
Landfill closure.....	750,000	-	750,000	-	-
Compensated absences.....	6,711,942	-	6,711,942	-	-
Workers' compensation.....	1,325,000	-	1,325,000	-	-
Due to granting agencies.....	3,122,000	-	3,122,000	-	-
Lines of credit.....	-	-	-	-	319,050
Notes payable.....	18,537,644	-	18,537,644	270,000	86,191
Bonds payable.....	28,601,079	-	28,601,079	-	-
NONCURRENT:					
Capital lease obligations.....	769,298	578,250	1,347,548	-	-
Due to granting agencies.....	6,789,000	-	6,789,000	-	-
Compensated absences.....	11,362,864	-	11,362,864	-	-
Workers' compensation.....	3,092,000	-	3,092,000	-	-
Landfill closure.....	5,750,000	-	5,750,000	-	-
Other postemployment benefits.....	174,372,410	542,235	174,914,645	-	-
Lines of credit.....	-	-	-	-	1,939,898
Notes payable.....	-	-	-	1,634,468	2,312,750
Bonds payable.....	207,900,886	-	207,900,886	-	-
TOTAL LIABILITIES.....	534,038,753	1,757,618	535,796,371	22,348,827	5,571,214
NET POSITION					
Net investment in capital assets.....	434,638,276	882,976	435,521,252	5,595,909	17,698,385
Restricted for:					
Chapter 656 Reserve.....	5,785,837	-	5,785,837	-	-
Debt service.....	2,453,296	-	2,453,296	-	-
Loans.....	159,562	-	159,562	-	-
Permanent funds:					
Nonexpendable.....	-	-	-	-	24,936,741
Grants and gifts.....	7,234,628	-	7,234,628	2,463,752	-
Unrestricted.....	(88,519,074)	1,835,950	(86,683,124)	270,846	13,002,675
TOTAL NET POSITION.....	\$ 361,752,525	\$ 2,718,926	\$ 364,471,451	\$ 8,330,507	\$ 55,637,801

See notes to basic financial statements.

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2013

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	
Primary Government:					
<i>Governmental Activities:</i>					
General government.....	\$ 48,859,996	\$ 10,971,235	\$ 13,315,102	\$ -	\$ (24,573,659)
Public safety.....	110,185,618	8,782,858	2,375,526	-	(99,027,234)
Education.....	500,466,892	5,524,444	405,775,153	53,971,431	(35,195,864)
Public works.....	30,833,589	2,392,574	6,833	3,642,945	(24,791,237)
Health and welfare.....	11,525,257	297,298	5,968,911	-	(5,259,048)
Culture and recreation.....	22,960,894	2,874,756	3,752,291	-	(16,333,847)
Storm damage - October 2011 snow storm.....	1,199,462	-	6,271,225	-	5,071,763
Interest.....	9,414,835	-	5,445,983	-	(3,968,852)
Total Governmental Activities.....	735,446,543	30,843,165	442,911,024	57,614,376	(204,077,978)
<i>Business-Type Activities:</i>					
Trash.....	8,840,556	4,069,875	-	-	(4,770,681)
Total Primary Government.....	\$ 744,287,099	\$ 34,913,040	\$ 442,911,024	\$ 57,614,376	\$ (208,848,659)
Component Units:					
Springfield Redevelopment Authority.....	\$ 2,165,991	\$ 1,463,961	\$ 2,234,932	\$ -	\$ 1,532,902
Springfield Library and Museums Association.....	7,233,648	1,533,748	2,085,925	-	(3,613,975)
Total Component Units.....	\$ 9,399,639	\$ 2,997,709	\$ 4,320,857	\$ -	\$ (2,081,073)

See notes to basic financial statements.

(Continued)

STATEMENT OF ACTIVITIES

FISCAL YEAR ENDED JUNE 30, 2013

	<u>Primary Government</u>			<u>Component Units</u>	
	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>	<u>Springfield Redevelopment Authority</u>	<u>Springfield Library and Museums Association</u>
Changes in net position:					
Net (expense) revenue from previous page.....	\$ <u>(204,077,978)</u>	\$ <u>(4,770,681)</u>	\$ <u>(208,848,659)</u>	\$ <u>1,532,902</u>	\$ <u>(3,613,975)</u>
<i>General revenues:</i>					
Real estate and personal property taxes, net of tax refunds payable.....	161,546,733	-	161,546,733	-	-
Tax liens.....	2,610,661	-	2,610,661	-	-
Motor vehicle and other excise taxes.....	9,394,207	-	9,394,207	-	-
Hotel/motel tax.....	889,971	-	889,971	-	-
Local meals tax.....	1,623,553	-	1,623,553	-	-
Penalties and interest on taxes.....	1,818,809	-	1,818,809	-	-
Payments in lieu of taxes.....	3,975,168	-	3,975,168	-	-
Grants and contributions not restricted to specific programs.....	32,057,032	-	32,057,032	-	-
Unrestricted investment income.....	335,362	-	335,362	7,616	2,283,538
Gain on sale of capital assets.....	2,072,705	-	2,072,705	-	-
Miscellaneous.....	95,433	-	95,433	137	-
Sale of art collections.....	-	-	-	-	8,109,006
<i>Extraordinary item - Tornado reimbursements</i>	770,149	-	770,149	-	-
<i>Extraordinary item - Tornado expense</i>	(1,479,748)	-	(1,479,748)	-	-
<i>Transfers, net</i>	(4,740,063)	4,740,063	-	-	-
Total general revenues, extraordinary items, and transfers.....	<u>210,969,972</u>	<u>4,740,063</u>	<u>215,710,035</u>	<u>7,753</u>	<u>10,392,544</u>
Change in net position.....	6,891,994	(30,618)	6,861,376	1,540,655	6,778,569
<i>Net Position:</i>					
Beginning of year.....	<u>354,860,531</u>	<u>2,749,544</u>	<u>357,610,075</u>	<u>6,789,852</u>	<u>48,859,232</u>
End of year.....	\$ <u><u>361,752,525</u></u>	\$ <u><u>2,718,926</u></u>	\$ <u><u>364,471,451</u></u>	\$ <u><u>8,330,507</u></u>	\$ <u><u>55,637,801</u></u>

See notes to basic financial statements.

(Concluded)

**GOVERNMENTAL FUNDS
BALANCE SHEET**

JUNE 30, 2013

ASSETS	General	October 29, 2011 Snow Storm	Tornado Relief	Nonmajor Governmental Funds	Total Governmental Funds
Cash and cash equivalents.....	\$ 137,591,692	\$ 2,334,566	\$ 1,527,258	\$ 29,582,429	\$ 171,035,945
Restricted cash and cash equivalents.....	-	-	-	2,538,263	2,538,263
Restricted cash and cash equivalents held by custodian.....	-	-	-	2,453,296	2,453,296
Investments.....	1,909,602	-	-	-	1,909,602
Receivables, net of uncollectibles:					
Real estate and personal property taxes.....	5,448,573	-	-	-	5,448,573
Tax liens	575,912	-	-	-	575,912
Motor vehicle excise taxes.....	3,635,692	-	-	-	3,635,692
Departmental and other.....	3,125,457	-	-	607,665	3,733,122
Intergovernmental.....	60,978,598	3,803,075	-	16,184,555	80,966,228
Loans.....	-	-	-	6,948,562	6,948,562
Due from other funds.....	-	-	-	16,414,542	16,414,542
Working capital deposit.....	100,000	-	-	-	100,000
TOTAL ASSETS.....	\$ 213,365,526	\$ 6,137,641	\$ 1,527,258	\$ 74,729,312	\$ 295,759,737
LIABILITIES AND FUND BALANCES					
LIABILITIES:					
Warrants payable.....	\$ 8,241,485	\$ 5,552	\$ -	\$ 6,991,427	\$ 15,238,464
Accrued unemployment liability.....	33,000	-	-	-	33,000
Accrued payroll.....	15,145,285	-	-	2,281,162	17,426,447
Tax refunds payable.....	17,013,497	-	-	-	17,013,497
Due to granting agencies.....	-	-	-	9,911,000	9,911,000
Other liabilities.....	2,899,392	-	-	3,923,505	6,822,897
Deferred revenues.....	72,081,936	-	-	2,487,219	74,569,155
Due to other funds.....	-	-	-	16,414,542	16,414,542
Notes payable.....	-	13,100,787	2,236,857	3,200,000	18,537,644
TOTAL LIABILITIES.....	115,414,595	13,106,339	2,236,857	45,208,855	175,966,646
FUND BALANCES:					
Restricted.....	40,486,563	-	-	39,092,674	79,579,237
Assigned.....	2,273,838	-	-	-	2,273,838
Unassigned.....	55,190,530	(6,968,698)	(709,599)	(9,572,217)	37,940,016
TOTAL FUND BALANCES.....	97,950,931	(6,968,698)	(709,599)	29,520,457	119,793,091
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 213,365,526	\$ 6,137,641	\$ 1,527,258	\$ 74,729,312	\$ 295,759,737

See notes to basic financial statements.

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TOTAL FUND BALANCES TO THE STATEMENT OF NET POSITION**

JUNE 30, 2013

Total governmental fund balances.....		\$ 119,793,091
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....		608,246,476
Accounts receivable are not available to pay for current-period expenditures and, therefore, are deferred in the funds.....		74,569,155
Internal service funds are used by management to account for health insurance and parts inventory.		
The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net position.....		6,051,230
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....		(4,932,232)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:		
Bonds payable.....	(236,501,965)	
Capital lease obligations.....	(1,243,014)	
Landfill closure liability.....	(6,500,000)	
Accrued unemployment liability.....	(866,000)	
Workers compensation liability.....	(4,417,000)	
Compensated absences.....	(18,074,806)	
Other postemployment benefits.....	<u>(174,372,410)</u>	
Net effect of reporting long-term liabilities.....		<u>(441,975,195)</u>
Net position of governmental activities.....		<u>\$ 361,752,525</u>

See notes to basic financial statements.

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2013

	General	October 29, 2011 Snow Storm	Tornado Relief	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:					
Real estate and personal property taxes, net of tax refunds.....	\$ 159,557,644	\$ -	\$ -	\$ -	\$ 159,557,644
Tax liens.....	3,098,323	-	-	-	3,098,323
Motor vehicle and other excise taxes.....	8,817,723	-	-	-	8,817,723
Hotel/motel tax.....	889,971	-	-	-	889,971
Local meals tax.....	1,623,553	-	-	-	1,623,553
Charges for services.....	522,102	-	-	1,681,614	2,203,716
Penalties and interest on taxes.....	1,818,809	-	-	-	1,818,809
Payments in lieu of taxes.....	3,975,168	-	-	-	3,975,168
Licenses and permits.....	4,307,698	-	-	-	4,307,698
Fines and forfeitures.....	6,299,722	-	-	18,650	6,318,372
Intergovernmental.....	391,979,501	6,271,225	-	143,338,100	541,588,826
Departmental and other.....	9,871,679	-	-	5,862,629	15,734,308
Contributions.....	-	-	-	1,348,629	1,348,629
Investment income.....	279,317	-	-	119,394	398,711
TOTAL REVENUES.....	593,041,210	6,271,225	-	152,369,016	751,681,451
EXPENDITURES:					
Current:					
General government.....	23,568,922	-	-	13,099,084	36,668,006
Public safety.....	59,094,650	-	-	9,776,119	68,870,769
Education.....	389,628,452	-	-	141,057,427	530,685,879
Public works.....	9,854,238	-	-	4,862,558	14,716,796
Health and welfare.....	5,092,772	-	-	5,360,660	10,453,432
Culture and recreation.....	12,464,724	-	-	4,056,840	16,521,564
Pension benefits.....	24,474,041	-	-	-	24,474,041
Employee fringe benefits - non school.....	594,118	-	-	-	594,118
Employee health benefits - non school.....	22,288,970	-	-	-	22,288,970
Storm damage.....	-	1,199,462	-	-	1,199,462
State, county and district assessments.....	2,917,105	-	-	-	2,917,105
Debt service:					
Principal.....	27,063,276	-	-	-	27,063,276
Interest.....	11,713,951	-	-	-	11,713,951
TOTAL EXPENDITURES.....	588,755,219	1,199,462	-	178,212,688	768,167,369
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	4,285,991	5,071,763	-	(25,843,672)	(16,485,918)
OTHER FINANCING SOURCES (USES):					
Issuance of refunding bonds.....	26,355,000	-	-	-	26,355,000
Premium from issuance of refunding bonds.....	3,807,457	-	-	-	3,807,457
Payments to refunded bond escrow agent.....	(30,162,457)	-	-	-	(30,162,457)
Sale of capital assets.....	1,000,000	-	-	1,100,000	2,100,000
Transfers in.....	458,427	-	-	2,609,913	3,068,340
Transfers out.....	(6,074,070)	-	-	(1,734,333)	(7,808,403)
TOTAL OTHER FINANCING SOURCES (USES).....	(4,615,643)	-	-	1,975,580	(2,640,063)
EXTRAORDINARY ITEM:					
Intergovernmental tornado revenue.....	-	-	770,149	-	770,149
Tornado relief expenditures.....	-	-	(1,479,748)	-	(1,479,748)
TOTAL EXTRAORDINARY ITEMS.....	-	-	(709,599)	-	(709,599)
NET CHANGE IN FUND BALANCES.....	(329,652)	5,071,763	(709,599)	(23,868,092)	(19,835,580)
FUND BALANCES AT BEGINNING OF YEAR.....	98,280,583	(12,040,461)	-	53,388,549	139,628,671
FUND BALANCES AT END OF YEAR.....	\$ 97,950,931	\$ (6,968,698)	\$ (709,599)	\$ 29,520,457	\$ 119,793,091

See notes to basic financial statements.

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF ACTIVITIES**

FISCAL YEAR ENDED JUNE 30, 2013

Net change in fund balances - total governmental funds.....		\$ (19,835,580)
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.</p>		
Capital outlay.....	74,413,760	
Depreciation expense.....	<u>(32,623,960)</u>	
Net effect of reporting capital assets.....		41,789,800
<p>In the Statement of Activities, only the <i>gain</i> on the sale of capital assets is reported, whereas in the governmental funds the entire proceeds of the sale are reported as financial resources. As a result, the change in net position differs from the change in fund balance by the cost of the capital assets sold.....</p>		
		(27,295)
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in deferred revenue.....</p>		
		(8,019,008)
<p>The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.</p>		
Capital lease principal payments.....	1,030,347	
Amortization of bond premiums.....	2,164,515	
Debt service principal payments.....	27,063,276	
Other changes in long-term debt.....	<u>80,000</u>	
Net effect of reporting long-term debt.....		30,338,138
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.</p>		
Net change in compensated absences accrual.....	(983,330)	
Net change in workers compensation accrual.....	(1,057,000)	
Net change in accrued interest on long-term debt.....	54,601	
Net change in unemployment liability accrual.....	759,000	
Net change in landfill accrual.....	750,000	
Other postemployment benefits.....	<u>(37,822,665)</u>	
Net effect of recording long-term liabilities.....		(38,299,394)
<p>Internal service funds are used by management to account for health insurance and workers' compensation activities.</p>		
The net activity of internal service funds is reported with Governmental Activities.....		<u>945,333</u>
Change in net position of governmental activities.....		<u>\$ 6,891,994</u>

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF NET POSITION

JUNE 30, 2013

	Business-type Activities - Trash Enterprise Fund	Governmental Activities - Internal Service Funds
ASSETS		
CURRENT:		
Cash and cash equivalents.....	\$ 1,424,005	\$ 8,181,377
Receivables, net of allowance for uncollectibles:		
Trash fees.....	1,274,126	-
Departmental and other.....	-	18,230
Total current assets.....	<u>2,698,131</u>	<u>8,199,607</u>
NONCURRENT:		
Capital assets, net of accumulated depreciation.....	<u>1,778,413</u>	<u>-</u>
TOTAL ASSETS.....	<u>4,476,544</u>	<u>8,199,607</u>
LIABILITIES		
CURRENT:		
Warrants payable.....	268,187	64,812
Accrued payroll.....	51,759	-
Capital lease obligations.....	317,187	-
Employee contributions paid in advance.....	-	1,963,750
Health claims payable.....	-	119,815
Total current liabilities.....	<u>637,133</u>	<u>2,148,377</u>
NONCURRENT:		
Capital lease obligations.....	578,250	-
Other postemployment benefits.....	542,235	-
Total noncurrent liabilities.....	<u>1,120,485</u>	<u>-</u>
TOTAL LIABILITIES.....	<u>1,757,618</u>	<u>2,148,377</u>
NET POSITION		
Net investment in capital assets.....	882,976	-
Unrestricted.....	<u>1,835,950</u>	<u>6,051,230</u>
TOTAL NET POSITION.....	<u>\$ 2,718,926</u>	<u>\$ 6,051,230</u>

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

FISCAL YEAR ENDED JUNE 30, 2013

	Business-type Activities- Trash Enterprise Fund	Governmental Activities - Internal Service Funds
OPERATING REVENUES:		
Employee contributions	\$ -	\$ 19,637,134
Employer contributions	-	59,844,647
Charges for services.....	4,069,875	2,047,663
TOTAL OPERATING REVENUES	4,069,875	81,529,444
OPERATING EXPENSES:		
Cost of services and administration	7,403,641	1,988,472
Employee benefits	779,175	78,601,027
Depreciation.....	657,740	-
TOTAL OPERATING EXPENSES	8,840,556	80,589,499
OPERATING INCOME (LOSS).....	(4,770,681)	939,945
NONOPERATING REVENUES (EXPENSES):		
Investment income.....	-	5,388
NET INCOME (LOSS) BEFORE TRANSFERS.....	(4,770,681)	945,333
TRANSFERS:		
Transfers in.....	4,740,063	-
CHANGE IN NET POSITION.....	(30,618)	945,333
NET POSITION AT BEGINNING OF YEAR.....	2,749,544	5,105,897
NET POSITION AT END OF YEAR.....	\$ 2,718,926	\$ 6,051,230

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2013

	Business-type Activities- Trash Enterprise Fund	Governmental Activities - Internal Service Funds
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>		
Receipts from member employees.....	\$ 3,902,496	\$ 19,454,217
Receipts from interfund services provided.....	-	61,882,778
Payments to vendors.....	(4,638,132)	-
Payments to employees.....	(3,313,210)	-
Payments for interfund services used.....	-	(80,592,175)
NET CASH FROM OPERATING ACTIVITIES.....	<u>(4,048,846)</u>	<u>744,820</u>
<u>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</u>		
Transfers in.....	4,740,063	-
<u>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:</u>		
Acquisition and construction of capital assets.....	(479,606)	-
Capital lease payments.....	(648,834)	-
NET CASH FROM OPERATING ACTIVITIES.....	<u>(1,128,440)</u>	<u>-</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Investment income.....	-	5,388
NET CHANGE IN CASH AND CASH EQUIVALENTS.....	(437,223)	750,208
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....	1,861,228	7,431,169
CASH AND CASH EQUIVALENTS AT END OF YEAR.....	\$ <u>1,424,005</u>	\$ <u>8,181,377</u>
<u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u>		
Operating income (loss).....	\$ (4,770,681)	\$ 939,945
Adjustments to reconcile operating income to net cash from operating activities:		
Depreciation.....	657,740	-
Changes in assets and liabilities:		
Trash fees.....	(167,379)	-
Departmental and other.....	-	(3,543)
Warrants payable.....	106,852	(2,676)
Accrued payroll.....	7,008	-
Unearned revenues.....	-	(14,687)
Other postemployment benefits.....	117,614	-
Employee contributions paid in advance.....	-	(182,917)
Health claims payable.....	-	8,698
Total adjustments.....	<u>721,835</u>	<u>(195,125)</u>
NET CASH FROM OPERATING ACTIVITIES.....	\$ <u>(4,048,846)</u>	\$ <u>744,820</u>

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF FIDUCIARY NET POSITION

JUNE 30, 2013

	Pension Trust Fund (as of December 31, 2012)	Private Purpose Trust Funds	Agency Funds
ASSETS			
CURRENT:			
Cash and cash equivalents.....	\$ 2,359,385	\$ 103,344	\$ 368,307
Investments:		-	
Alternative investments.....	1,964,799		-
Pension Reserve Investment Trust (PRIT) funds.....	254,409,714		-
Receivables, net of allowance for uncollectibles:			
Departmental and other.....	223,288	-	-
TOTAL ASSETS.....	258,957,186	103,344	368,307
LIABILITIES			
Warrants payable.....	1,348	-	-
Liabilities due depositors.....	-	-	368,307
TOTAL LIABILITIES.....	1,348	-	368,307
NET POSITION			
Held in trust for:			
Pension benefits.....	258,955,838	-	-
Other purposes.....	-	103,344	-
TOTAL NET POSITION.....	\$ 258,955,838	\$ 103,344	\$ -

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION

FISCAL YEAR ENDED JUNE 30, 2013

	Pension Trust Fund (year ended December 31, 2012)	Private Purpose Trust Funds
ADDITIONS:		
Contributions:		
Employer.....	\$ 40,824,978	\$ -
Plan members.....	12,847,619	-
Private donations.....	-	103,844
Total contributions.....	<u>53,672,597</u>	<u>103,844</u>
Net investment income:		
Net change in fair value of investments.....	24,722,058	-
PRIT investment income.....	7,662,659	\$ -
Total investment income.....	<u>32,384,717</u>	<u>-</u>
Less: investment expense.....	<u>(1,352,189)</u>	<u>-</u>
Net investment income.....	<u>31,032,528</u>	<u>-</u>
Intergovernmental.....	<u>1,014,135</u>	<u>-</u>
Transfers from other systems.....	<u>925,788</u>	<u>-</u>
TOTAL ADDITIONS.....	<u>86,645,048</u>	<u>103,844</u>
DEDUCTIONS:		
Administration.....	716,758	-
Transfers to other systems.....	1,996,836	-
Retirement benefits and refunds.....	63,712,742	-
Educational scholarships.....	-	500
TOTAL DEDUCTIONS.....	<u>66,426,336</u>	<u>500</u>
CHANGE IN NET POSITION.....	20,218,712	103,344
NET POSITION AT BEGINNING OF YEAR.....	<u>238,737,126</u>	<u>-</u>
NET POSITION AT END OF YEAR.....	<u>\$ 258,955,838</u>	<u>\$ 103,344</u>

See notes to basic financial statements.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying basic financial statements of the City of Springfield, Massachusetts (the City) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant City accounting policies are described herein.

A. Reporting Entity

The City is a municipal corporation governed by its Massachusetts Plan A charter, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers. A thirteen member City Council, consisting of five members elected at large and one from each of the eight wards serves as a representative legislature.

For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the City (the primary government) and its component units. Three entities have been included as component units in the reporting entity because of the significance of their operational and financial relationships.

Component Unit Presented as a Fiduciary Fund – The following component unit is presented as a Fiduciary Fund of the primary government due to the nature and significance of relationship between the City and the component unit.

- (1) The Springfield Contributory Retirement System (the System) was established to provide retirement benefits to City employees and their beneficiaries. The System is governed by a five-member board comprised of the City Comptroller (ex-officio), two members elected by the System's membership, one member appointed by the System's four other Board members, and one member appointed by the City's Mayor. The System is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

Discretely Presented Component Units – Discretely presented component units are entities that are legally separate from the City, but are financially accountable to the City, or whose relationships with the City are such that exclusion would cause the City's financial statements to be misleading or incomplete. The City has included the following Discretely Presented Component Units because they are fiscally dependent on the City and the nature and significance of their relationship with the City is such that exclusion would cause the City's financial statements to be misleading or incomplete:

- (2) The Springfield Redevelopment Authority (SRA) was chartered by the Commonwealth of Massachusetts in 1960 and is governed by Chapter 121B of the Massachusetts General Laws. The Authority was formed to conduct Springfield urban renewal projects and to redevelop its downtown. The SRA is governed by a five member board, of which four members are appointed by the Mayor. The City periodically provides financial support to the SRA when needed.

- (3) The Springfield Library and Museums Association (SLMA) is a private nonprofit education association which holds and cares for collections of many different kinds of materials, objects and artifacts, makes them accessible and promotes their use for educational, recreational and informational purposes by the residents of Greater Springfield and Western New England. The Association receives a significant portion of its operating income through a lease with the City of Springfield, whereby the City operates general library services using a building owned by the Association as its central library building. The City and SLMA are closely related and financially integrated.

Related Organizations – The Mayor has the responsibility, with the approval of the City Council, to appoint the three member Board of Commissioners for the Springfield Water and Sewer Commission, Inc., however, the City's accountability for this organization does not extend beyond making these appointments.

Availability of Financial Information for Component Units

The Retirement System did not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

The SRA issues a separate audited financial report. That report may be obtained by contacting the SRA located at 70 Tapley Street, Springfield, MA 01104.

The SLMA issues a separate audited financial report. That report may be obtained by contacting the SLMA located at 220 State Street, Springfield, MA 01103.

B. Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net position and the statement of changes in net position) report information on all of the non-fiduciary activities of the primary government and its component units.

Governmental activities, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*

- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the fiscal year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when the related fund liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, and claims and judgments are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Issuance of long-term debt and acquisitions under capital leases are reported as other financing sources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after fiscal year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *October 29, 2011 Snow Storm Fund* and the *Tornado Relief Fund* are used to account for the clean-up activities associated with the two natural disasters that affected the City during 2011.

The nonmajor governmental funds consist of other special revenue, capital projects, and debt service funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds, debt service, or capital projects.

The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.

The *debt service fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest. Debt service funds should be used to report resources if legally mandated. Financial resources that are being accumulated for principal and interest maturing in future years also should be reported in debt service funds.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following proprietary funds are reported:

The *trash enterprise fund* is used to account for the City's trash pick-up activities.

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to the remaining self-insured dental and eye care services, the fully insured health care plan, and a motor pool for gas and auto supplies operated by the Department of Public Works.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The donor restrictions and trustee policies only allows the trustees to authorize spending of the realized investment earnings. The City's educational scholarship trusts are accounted for in this fund.

The *agency fund* is used to account for assets held in a purely custodial capacity. The City's agency fund mainly consists of payroll withholdings and fees collected on behalf of other governments. Agency funds apply the accrual basis of accounting but do not have a measurement focus.

D. Cash and Investments

Government-Wide and Fund Financial Statements

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition.

Investments are carried at fair value. The fair values were determined by the closing price for those securities trade on national stock exchanges and at an average bid-and-asked quotation for those securities traded in the over-the-counter market.

E. Accounts Receivable

Government-Wide and Fund Financial Statements

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

Real Estate, Personal Property Taxes and Tax Liens

Real estate and personal property taxes are levied and based on values assessed on January 1st of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1st, November 1st, February 1st and May 1st and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the fiscal year of the levy.

Real estate tax liens are processed on delinquent properties and are recorded as receivables in the fiscal year they are processed. Real estate receivables that are secured via the tax lien process are considered more likely to be collected. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Personal property taxes cannot be secured through the lien process. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

Motor Vehicle Excise

Motor vehicle excise taxes are assessed annually for each vehicle registered in the City and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Intergovernmental

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

Other

Departmental and loan receivables are recorded as receivables in the fiscal year the revenue is earned. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

F. Inventories

Government-Wide and Fund Financial Statements

Inventories are recorded as expenditures/expenses at the time of purchase. Such inventories are not material in total to the government-wide and fund based financial statements, and therefore are not reported.

G. Capital Assets

Government-Wide and Proprietary Fund Financial Statements

Capital assets, including land, construction in process, land improvements, buildings and improvements, machinery and equipment, and infrastructure, are reported in the applicable governmental or business-type activity column of the government-wide financial statements, and in the proprietary fund financial statements, where applicable. Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

All purchases and construction costs in excess of \$25,000 are capitalized at the date of acquisition or construction with expected useful lives of greater than one year.

Capital assets (excluding land and construction in process) are depreciated on a straight-line basis. The estimated useful lives of capital assets being depreciated are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Infrastructure.....	40-100
Buildings.....	40
Building improvements.....	20
Vehicles.....	5-10
Office equipment.....	5-10
Computer equipment.....	5-10

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

Governmental Fund Financial Statements

Capital asset costs are recorded as expenditures in the acquiring fund in the fiscal year of the purchase.

H. Deferred Outflows/Inflows of Resources

Government-Wide Financial Statements (Net Position)

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, *deferred outflows of resources*, represents a consumption of net position that applies to a future period(s) and so will *not* be recognized as an outflow of resources (expense/ expenditure) until then. The City currently has no items that qualify for this reporting category.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time. The City currently has no items that qualify for this reporting category.

I. Net Position Flow Assumption

Government-Wide Financial Statements (Net Position)

Sometimes the City will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide and proprietary fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the City’s policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

J. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

Government-Wide Financial Statements

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net position as "internal balances".

Fund Financial Statements

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

K. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

Government-Wide Financial Statements

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

Fund Financial Statements

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

L. Deferred Revenue

Deferred revenue at the governmental fund financial statement level represents billed receivables that do not meet the available criterion in accordance with the current financial resources measurement focus and the modified accrual basis of accounting. Deferred revenue is recognized as revenue in the conversion to the government-wide (full accrual) financial statements.

M. Net Position and Fund Equity*Government-Wide Financial Statements (Net Position)*

Net position is reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net position reported as "net investment in capital assets" includes capital assets, net of accumulated depreciation, less the principal balance of outstanding debt used to acquire capital assets. Unspent proceeds of capital related debt are not considered to be capital assets. Outstanding debt related to future reimbursements from the state's school building program is not considered to be capital related debt.

Net position has been “restricted for” the following:

“MGL Chapter 656; An Act relative to reorganization of the financial management structure of the City of Springfield” requires the City to raise an amount equal to 1% of the prior year’s gross amounts to be raised. The City may reduce this amount by any funds remaining in the reserve from the prior year. Expenditures may be made for extraordinary and unforeseen expenses as determined by the Mayor with the approval of the City Council.

“Debt service” represents required sinking fund payment and the accumulation of funds for the retirement of long-term debt.

“Loans” represents the City’s Community Development outstanding loans receivable balances, net of the amounts due back to granting agencies.

“Grants and gifts” represents amounts held for school and other grants, as well as gift funds.

Fund Financial Statements (Fund Balances)

Governmental fund equity is classified as fund balance. Fund balance is further classified as follows:

“Nonspendable” fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

“Restricted” fund balance includes amounts subject to constraints placed on the use of resources that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

“Committed” fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority. A City Council vote to approve a Council Order submitted by the Mayor is the highest level of decision making authority that can commit funds for a specific purpose. Once voted, the limitation imposed by the vote remains in place until the funds are used for their intended purpose or a Council Order vote is taken to rescind the commitment.

“Assigned” fund balance includes amounts that are constrained by the City’s intent to be used for specific purposes, but are neither restricted nor committed. The City’s comptroller is authorized to assign fund balance. Assignments generally only exist temporarily. Additional action does not have to be taken for the removal of an assignment.

“Unassigned” fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.

Sometimes the City will fund outlays for a particular purpose from different components of fund balance. In order to calculate the amounts to report as restricted, assigned, and unassigned fund balance in the governmental fund financial statements a flow assumption must be made about the order in which the resources are considered to be applied. When different components of fund balance can be used for the same purpose, it is the City’s policy to consider restricted fund balance to have been depleted first, followed by assigned fund balance. Unassigned fund balance is applied last.

N. Long-term Debt

Government-Wide and Proprietary Fund Financial Statements

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net position. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount.

Governmental Fund Financial Statements

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

O. Investment Income

Excluding the permanent funds, investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

P. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies.

Government-Wide and Proprietary Fund Financial Statements

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

Governmental Fund Financial Statements

Compensated absences are reported in the governmental funds only if they have matured as a result of employee resignations or retirements. Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities upon maturity of the liability.

Q. Individual Fund Deficits

Within the nonmajor governmental funds there are deficits in the Capital Project funds that will be funded with grant and debt proceeds in FY14.

R. Use of Estimates

Government-Wide and Fund Financial Statements

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

S. Total Column*Fund Financial Statements*

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

NOTE 2 – NATURAL DISASTERS*October 29, 2011 Snow Storm Fund*

The City was hit with an unusually early major snow storm on October 29, 2011 that closed over 2,000 roads and downed power lines throughout the City. Clean-up costs as of June 30, 2013 amounted to \$28.8 million, of which the City has received federal and state assistance in the amount of approximately \$21.8 million. The fund has an accumulated deficit of \$7.0 million at June 30, 2013. The City has requested reimbursement from the Federal Emergency Management Agency (FEMA). Any remaining deficit will be funded with bond proceeds.

On November 30, 2012, the City issued \$13.1 million of bond anticipation notes to temporarily finance the deficit and additional costs incurred during the current fiscal year. Upon maturity of these notes on February 15, 2013, the City re-issued \$13.1 million of bond anticipation notes with a maturity date of July 26, 2013 at a rate of 1.0%. On July 26, 2013, the City re-issued \$13.1 million of bond anticipation notes with a maturity date of February 14, 2014 at a rate of 1.0%.

Tornado Relief Fund

A category EF-3 tornado touched down in the City on June 1, 2011 devastating large sections of the City. The storm killed 3 people, injured 300 others, and left over 500 people homeless in addition to leaving 48,000 electric customers without power. The Governor of Massachusetts declared a state of emergency and President Obama declared Springfield and the surrounding area a Federal disaster area. Relief expenditures as of June 30, 2013 amounted to \$22.8 million, of which the City has received federal and state assistance of approximately \$21.3 million and \$809,000 was transferred from the City's general fund. The fund has an accumulated deficit of \$710,000 at June 30, 2013. The City has requested reimbursement from FEMA. Any remaining deficit will be funded with bond proceeds.

On November 30, 2012, the City issued \$2.2 million of bond anticipation notes to temporarily finance additional costs incurred during the current fiscal year. Upon maturity of these notes on February 15, 2013, the City re-issued \$2.2 million of bond anticipation notes with a maturity date of July 26, 2013 at a rate of 1.0%. On July 26, 2013, the City re-issued \$2.2 million of bond anticipation notes with a maturity date of February 14, 2014 at a rate of 1.0%.

NOTE 3 – CASH AND INVESTMENTS

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and cash equivalents". The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment

Pool (the Pool). The Treasurer may also invest trust funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

The Retirement System participates in the Pension Reserve Investment Trust (PRIT), which meets the criteria of an external investment pool. PRIT is administered by the Pension Reserves Investment Management Board, which was established by the Treasurer of the Commonwealth of Massachusetts who serves as Trustee. The fair value of the position in the PRIT is the same as the value of the PRIT shares.

The PRIT fund, as a pool, invests in various products including, but not limited to, money market mutual funds, equities, pooled foreign and domestic fixed income and equity funds, United States government sponsored enterprises and Treasury notes, real estate, and commodities. The underlying components of PRIT's fixed income portfolio had an effective weighted duration rate ranging from .08 to 10.37 years. There is no credit quality rating for the fund.

MMDT maintains a cash portfolio and a short-term bond portfolio with combined average maturities of approximately 3 months.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the City's deposits may not be returned to it. The City does not have a deposit policy for custodial credit risk. At fiscal year-end, the carrying amount of deposits totaled \$144,286,741 and the bank balance totaled \$152,368,755. Of the bank balance, \$1,647,119 was covered by Federal Depository Insurance, \$137,909,149 was covered by the Depositors Insurance Fund, \$12,718,415 was collateralized, and \$94,072 is uninsured and uncollateralized.

At December 31, 2012, the carrying amount of deposits for the Retirement System totaled \$2,359,385 and the bank balance totaled \$2,825,020. The entire bank balance of \$2,825,020 was covered by Federal Depository Insurance.

Investments

As of June 30, 2013, the City had the following investments:

Investment Type	<u>Fair Value</u>	<u>6-10 Years</u>	<u>Over 10 Years</u>
<u>Debt Securities</u>			
Government Sponsored Enterprises.....	\$ 959,724	\$ 722,934	\$ 236,790
Municipal Bonds.....	<u>949,878</u>	<u>-</u>	<u>949,878</u>
Total Debt Securities.....	1,909,602	<u>\$ 722,934</u>	<u>\$ 1,186,668</u>
 <u>Other Investments</u>			
Money Market Mutual Funds.....	\$ 1,183,910		
MMDT.....	<u>40,633,886</u>		
Total Investments.....	<u>\$ 43,727,398</u>		

As of June 30, 2013, the City’s investments had the following ratings:

Investment Type	<u>Quality Ratings</u>					
	<u>AAA</u>	<u>AA2</u>	<u>AA1</u>	<u>A2</u>	<u>A3</u>	<u>Total</u>
<u>Debt Securities</u>						
Government Sponsored Enterprises.....	\$ 959,724	\$ -	\$ -	\$ -	\$ -	\$ 959,724
Municipal Bonds.....	<u>-</u>	<u>110,270</u>	<u>395,830</u>	<u>221,332</u>	<u>222,446</u>	<u>949,878</u>
Total Debt Securities.....	<u>\$ 959,724</u>	<u>\$ 110,270</u>	<u>\$ 395,830</u>	<u>\$ 221,332</u>	<u>\$ 222,446</u>	<u>\$ 1,909,602</u>

As of December 31, 2012, the Retirement System had the following investments:

Investment Type	<u>Fair Value</u>
<u>Other Investments</u>	
Alternative Investments.....	\$ 1,964,799
Pension Reserve Investment Trust (PRIT).....	<u>254,409,714</u>
Total Investments.....	<u>\$ 256,374,513</u>

Custodial Credit Risk – Investments

For investments, this is the risk that, in the event of a failure by the counterparty, the City will not be able to recover the value of its investments or collateral security that are in the possession of an outside party.

The City does not have an investment policy for custodial credit risk.

Of the Retirement System’s total investments of \$256,374,513 there was custodial credit risk exposure of \$1,964,799 in alternative investments because the related securities are uninsured, unregistered and held by the counterparty.

Investment Rate Risk

The City does not have a formal policy that limits investment maturities as a means of managing its exposure to fair value losses arising from increasing interest rates.

Credit Risk

The City has not adopted a formal policy related to Credit Risk.

Concentration Credit Risk

The City places no limit on the amount it may invest in any one issuer.

NOTE 4 – RECEIVABLES

At June 30, 2013, receivables for the individual major and nonmajor governmental funds in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes.....	\$ 9,220,384	\$ (3,771,811)	\$ 5,448,573
Tax liens.....	2,303,647	(1,727,735)	575,912
Motor vehicle and other excise taxes.....	8,353,377	(4,717,685)	3,635,692
Departmental and other	3,733,122	-	3,733,122
Intergovernmental.....	80,966,228	-	80,966,228
Loans.....	6,948,562	-	6,948,562
Total.....	<u>\$ 111,525,320</u>	<u>\$ (10,217,231)</u>	<u>\$ 101,308,089</u>

The internal service fund has \$18,230 of departmental and other receivables at June 30, 2013.

At June 30, 2013 receivables for the trash enterprise fund consist of the following:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Trash fees.....	\$ 1,274,126	\$ -	\$ 1,274,126

Governmental funds report *deferred revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current fiscal year, the various components of *deferred revenue* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
<u>Receivable type:</u>			
Real estate and personal property taxes.....	\$ 4,163,345	\$ -	\$ 4,163,345
Tax liens.....	575,912	-	575,912
Motor vehicle excise.....	3,635,692	-	3,635,692
Departmental and other.....	3,125,457	607,665	3,733,122
Intergovernmental.....	60,581,530	1,719,992	62,301,522
Loans.....	-	159,562	159,562
 Total.....	 <u>\$ 72,081,936</u>	 <u>\$ 2,487,219</u>	 <u>\$ 74,569,155</u>

NOTE 5 – CAPITAL ASSETS

Capital asset activity for the fiscal year ended June 30, 2013, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 27,794,834	\$ -	\$ (27,295)	\$ 27,767,539
Construction in progress.....	87,731,522	51,096,905	(101,347,183)	37,481,244
 Total capital assets not being depreciated.....	 <u>115,526,356</u>	 <u>51,096,905</u>	 <u>(101,374,478)</u>	 <u>65,248,783</u>
<u>Capital assets being depreciated:</u>				
Land improvements.....	54,986,523	1,550,719	-	56,537,242
Buildings and improvements.....	410,361,482	114,742,509	-	525,103,991
Machinery and equipment.....	114,861,725	8,230,371	(200,831)	122,891,265
Infrastructure.....	428,038,668	140,439	-	428,179,107
 Total capital assets being depreciated.....	 <u>1,008,248,398</u>	 <u>124,664,038</u>	 <u>(200,831)</u>	 <u>1,132,711,605</u>
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(18,322,271)	(2,239,199)	-	(20,561,470)
Buildings and improvements.....	(155,381,731)	(16,865,777)	-	(172,247,508)
Machinery and equipment.....	(97,039,791)	(5,431,411)	200,831	(102,270,371)
Infrastructure.....	(286,546,990)	(8,087,573)	-	(294,634,563)
 Total accumulated depreciation.....	 <u>(557,290,783)</u>	 <u>(32,623,960)</u>	 <u>200,831</u>	 <u>(589,713,912)</u>
 Total capital assets being depreciated, net.....	 <u>450,957,615</u>	 <u>92,040,078</u>	 <u>-</u>	 <u>542,997,693</u>
 Total governmental activities capital assets, net.....	 <u>\$ 566,483,971</u>	 <u>\$ 143,136,983</u>	 <u>\$ (101,374,478)</u>	 <u>\$ 608,246,476</u>

	Beginning Balance	Increases	Decreases	Ending Balance
Business-Type Activities:				
<u>Capital assets being depreciated:</u>				
Machinery and equipment.....	\$ 3,577,406	\$ 479,606	\$ -	\$ 4,057,012
<u>Less accumulated depreciation for:</u>				
Machinery and equipment.....	(1,620,859)	(657,740)	-	(2,278,599)
Total business-type activities capital assets, net.....	<u>\$ 1,956,547</u>	<u>\$ (178,134)</u>	<u>\$ -</u>	<u>\$ 1,778,413</u>

Depreciation expense was charged to functions/programs of the primary government as follows:

	2013
Governmental Activities:	
General government.....	\$ 4,510,709
Public safety.....	1,886,133
Education.....	14,914,582
Public works.....	9,275,720
Human services.....	44,891
Culture and recreation.....	<u>1,991,925</u>
Total depreciation expense - governmental activities.....	<u>\$ 32,623,960</u>
Business-Type Activities:	
Trash.....	<u>\$ 657,740</u>

NOTE 6 – INTERFUND RECEIVABLES, PAYABLES AND TRANSFERS

Interfund receivables and payables between funds at June 30, 2013, are summarized as follows:

Receivable Fund	Payable Fund	Amount
Federal Grants School	Schools Capital Projects	\$ 3,106,531 (1)
State Grants School	Schools Capital Projects	5,133,685 (1)
Other Special Revenue Funds	Schools Capital Projects	7,397,575 (1)
Public Works	Highway Improvements	<u>776,751 (1)</u>
		<u>\$ 16,414,542</u>

(1) Represents advances between funds to meet temporary cash flow needs.

Interfund transfers for the fiscal year ended June 30, 2013, are summarized as follows:

Transfers Out	Transfers In			Total
	General Fund	Nonmajor Governmental Funds	Trash Enterprise Fund	
General Fund.....	\$ -	\$ 1,334,007	\$ 4,740,063	\$ 6,074,070 (1)
Nonmajor Governmental Funds.....	458,427	1,275,906	-	1,734,333 (2)
Total.....	\$ 458,427	\$ 2,609,913	\$ 4,740,063	\$ 7,808,403

- (1) Represents budgeted transfers to the nonmajor bond sinking fund, to fund nonmajor fund deficits, and to the trash enterprise fund for operations.
- (2) Represents budgeted transfers from various nonmajor funds, including \$234,000 from the debt service fund to the general fund, and transfers within various nonmajor funds.

NOTE 7 – LEASES

Capital Leases

The City has entered into lease agreements to finance the acquisition of machinery and equipment for public safety, public works, general governmental, and for trash activities. The lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of their future minimum lease payments as of the inception date.

The following identifies the assets acquired through capital lease agreements:

Asset description:	Governmental Activities	Business-Type Activities
Machinery and equipment.....	\$ 5,341,815	\$ 3,564,938
Less: accumulated depreciation.....	(4,110,947)	(2,207,356)
Total.....	\$ 1,230,868	\$ 1,357,582

Future minimum lease payments under capitalized leases consist of the following at June 30:

Fiscal Years Ending June 30	Governmental Activities	Business-Type Activities
2014.....	\$ 500,837	\$ 334,692
2015.....	360,675	250,381
2016.....	220,511	170,158
2017.....	220,511	170,158
Total minimum lease payments.....	1,302,534	925,389
Less: amounts representing interest.....	(59,520)	(29,952)
Present value of minimum lease payments.....	\$ <u>1,243,014</u>	\$ <u>895,437</u>

Operating Leases

The City leases office equipment, vehicles, and various facilities utilized primarily by the school department, the department of public works, parks and recreation, and the animal control center under non-cancelable operating leases that expire on various dates through fiscal year 2027. The cost of the leases for the fiscal year ended June 30, 2013, totaled approximately \$3,853,000, and is reported as educational, public works, and general governmental expenditures in the general fund and special revenue funds.

The future minimum lease payments are as follows:

Fiscal Years Ending June 30	Governmental Activities
2014.....	\$ 2,790,607
2015.....	2,117,396
2016.....	1,777,553
2017.....	1,754,948
2018.....	1,772,383
2019 to 2023.....	3,210,965
2024 to 2027.....	1,276,000
	\$ <u>14,699,852</u>

NOTE 8 – SHORT-TERM FINANCING

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund.

Details related to the short-term debt activity for the fiscal year ended June 30, 2013, are as follows:

Type	Purpose	Rate (%)	Due Date	Balance at June 30, 2012	Renewed/ Issued	Retired/ Redeemed	Balance at June 30, 2013
BAN	Tornado and Storm Damage.....	1.30-1.50%	02/15/13	\$ -	\$ 15,337,644	\$ 15,337,644	\$ -
BAN	Tornado and Storm Damage.....	1.00%	07/26/13	-	15,337,644	-	15,337,644
BAN	Union Station Redevelopment.....	1.25%	02/14/14	-	2,200,000	-	2,200,000
BAN	Landfill Closure.....	1.25%	02/14/14	-	1,000,000	-	1,000,000
				<u>\$ -</u>	<u>\$ 33,875,288</u>	<u>\$ 15,337,644</u>	<u>\$ 18,537,644</u>

On July 26, 2013 the City renewed BANS totaling \$15,337,644 that will mature on February 14, 2014 with an interest rate of 1%.

NOTE 9 – LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 5% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

Details related to the City’s outstanding general obligation indebtedness at June 30, 2013, and the debt service requirements are as follows:

Bonds Payable Schedule – Governmental Funds

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2012	Issued	Redeemed	Outstanding at June 30, 2013
State Qualified Bonds Dated August 1, 2001.....	2014	\$ 61,316,000	3.50 - 5.0	\$ 6,185,000	\$ -	\$ 3,015,000	\$ 3,170,000
Qualified Zone Academy Bonds Dated July 25, 2002.....	2017	7,014,000	1.28	2,500,000	-	500,000	2,000,000
State Qualified Refunding Bonds Dated February 15, 2003.....	2013	7,359,619	2.0 - 5.0	3,796,011	-	3,796,011	-
State Qualified Refunding Bonds Dated July 7, 2005.....	2020	98,274,000	3.0 - 5.25	68,770,000	-	10,005,000	58,765,000
State Qualified New Money Bonds Dated July 7, 2005.....	2024	49,236,000	3.0 - 5.25	36,844,999	-	28,840,000	8,004,999
State Qualified New Money Bonds Dated February 7, 2007.....	2027	53,605,000	4.5 - 5.75	40,025,000	-	4,265,000	35,760,000
State Qualified Refunding Bonds Dated February 7, 2007.....	2023	73,795,000	4.5 - 5.75	73,720,001	-	10,000	73,710,001
State Qualified New Money Bonds Dated April 15, 2009.....	2024	19,500,000	2.0 - 4.0	9,435,000	-	2,555,000	6,880,000
State Qualified General Obligation School Bonds Dated June 24, 2010.....	2027	17,864,000	6.00	17,864,000	-	-	17,864,000
August 1, 2001 MWPAT 91-59.....	2015	1,193,827	5.0 - 6.13	338,239	-	106,557	231,682
August 1, 2001 Phase 1 MWPAT 94-24.....	2015	2,988,254	5.0 - 6.13	846,642	-	266,722	579,920
State Qualified New Money Bonds Dated February 15, 2003.....	2013	68,300,000	2.0 - 5.0	138,986	-	138,986	-
Advance Refunding Bonds Dated December 12, 2012.....	2024	26,355,000	2.5 - 4.0	-	26,355,000	-	26,355,000
Total General Obligation Bonds.....				260,463,878	26,355,000	53,498,276	233,320,602
Unamortized Premiums on Bonds.....				5,345,878	-	2,164,515	3,181,363
Total Long Term Debt.....				<u>\$ 265,809,756</u>	<u>\$ 26,355,000</u>	<u>\$ 55,662,791</u>	<u>\$ 236,501,965</u>

The bonds outstanding at June 30, 2013 relate to the following projects:

Public education.....	\$	150,110,347
City-wide non-school buildings.....		54,931,261
Parks and recreation.....		10,935,838
Infrastructure.....		10,415,524
Equipment and other.....		<u>6,927,632</u>
Total long-term debt outstanding.....	\$	<u><u>233,320,602</u></u>

Debt service requirements for principal and interest for Governmental bonds payable in future fiscal years are as follows:

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2014.....	\$ 28,024,556	\$ 10,920,824	\$ 38,945,380
2015.....	26,232,047	9,540,324	35,772,371
2016.....	25,154,997	8,221,158	33,376,155
2017.....	24,325,000	7,020,483	31,345,483
2018.....	20,010,000	5,943,858	25,953,858
2019.....	20,994,999	4,927,145	25,922,144
2020.....	17,635,000	3,967,908	21,602,908
2021.....	17,684,999	3,123,630	20,808,629
2022.....	15,009,999	2,370,052	17,380,051
2023.....	10,680,005	1,770,990	12,450,995
2024.....	4,055,000	1,422,871	5,477,871
2025.....	1,830,000	1,284,915	3,114,915
2026.....	1,885,000	1,201,327	3,086,327
2027.....	<u>19,799,000</u>	<u>1,115,377</u>	<u>20,914,377</u>
Total.....	\$ <u><u>233,320,602</u></u>	\$ <u><u>62,830,862</u></u>	\$ <u><u>296,151,464</u></u>

Qualified School Construction

On June 24, 2010, the City issued \$17,864,000 State Qualified General Obligation School Bonds at a 6.00% interest rate, maturing June 1, 2027 with mandatory sinking fund installments payable annually on December 1, 2010 through December 1, 2026. The Bonds were underwritten on a negotiated basis by Wells Fargo Securities. The Bonds were designated as Qualified School Construction Bonds under the provisions of the American Recovery and Reinvestment Act of 2009 (“ARRA”). The Bonds are federally taxable and will receive a cash subsidy from the United States Department of the Treasury of 5.41% of the interest payable on the Bonds, which is equal to the amount of the applicable tax credit rate established on the sale date of the Bonds.

On July 15, 2010, the City entered into an Investment Repurchase Agreement with Bayerische Landesbank wherein the City agreed to deposit \$776,911 annually on December 1, 2010 through December 1, 2026 into a sinking fund held by Wells Fargo Bank, National Association, acting as custodian and trustee for the agreement between the City and Bayerische Landesbank; the City’s annual deposit of \$776,911 will be invested by Bayerische Landesbank, and at termination of the agreement on June 1, 2027, \$17,864,000 will be made available to the City to retire the maturing Bonds. The City’s annual deposits are fully collateralized with either cash, obligations of the United States of America (i.e. treasury securities), Government National Mortgage Association securities (GNMAs), or Small Business Administration securities (SBAs); and the resulting fixed interest rate the City will earn over the life of the investment agreement is guaranteed at 3.42%. The use of the repurchase agreement reduced the City’s net borrowing cost to approximately 0.9509%. At June 30, 2013, the

Bond Sinking Fund has a balance of \$2,453,296 which is classified as a restricted asset in the City's debt service fund.

The interest subsidy received by the City amounted to approximately \$966,000 in Fiscal Year 2013. The City expects to receive future interest subsidies totaling approximately \$13.5 million over the life of the bonds.

School Building Assistance

The City has been approved to receive school construction assistance on various older school construction projects through the Massachusetts School Building Authority (MSBA). The MSBA provides resources for eligible construction costs and related debt interest and borrowing costs. During fiscal year 2013, approximately \$15.6 million of such assistance was received. Approximately \$79 million is expected to be received in future fiscal years. Of this amount, \$18 million represents reimbursement of long-term interest costs, and \$61 million represents reimbursement of approved construction costs. Accordingly, a \$61 million intergovernmental receivable and corresponding deferred revenue have been reported in governmental fund financial statements. The deferred revenue for the entire grant has been recognized as revenue in the conversion to the government-wide financial statements for prior fiscal years.

More recently, the MSBA offers a construction grant program which pays the City the State's share of approved school construction costs and therefore eliminates the need for the City to fund the State's share through long-term debt. In addition to the construction of the new Putnam High School, various on-going school projects are being funded by this grant program. The City has been approved for a grant of up to 90% or \$112,500,000 of eligible construction costs towards the new Putnam School and up to 80% or \$109,393,000 of eligible construction costs in conjunction with the new Green Repair agreement which consists of roof, exterior window, and exterior door replacement and associated work for 18 City schools, the Central High School Science Lab Renovation, the Dryden Memorial School renovation, construction of the new Elias Brookings school and the Forest Park Middle School renovation. During the fiscal year the City received \$48.4 million for these projects and has recorded a receivable of \$11.2 million as of June 30, 2013.

Advance Refunding and Defeased Bonds

In order to take advantage of favorable interest rates the City issued \$26,355,000 of general obligation state qualified refunding bonds. \$26,435,000 of general obligation bonds were defeased by placing the proceeds of the refunding bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the basic financial statements. The City has decreased its aggregate debt service by \$2,501,710 and resulted in an economic gain of \$2,365,548. At June 30, 2013, \$26,435,000 of governmental bonds outstanding from the advance refunding are considered defeased.

Authorized and Unissued Debt

The City is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2013, the City has \$100.6 million of authorized and unissued debt for various City-wide projects.

Changes in Long-term Liabilities

During the fiscal year ended June 30, 2013, the following changes occurred in long-term liabilities:

	Balance June 30, 2012	Bonds and Notes Issued	Bonds and Notes Redeemed	Other Increases	Other Decreases	Balance June 30, 2013	Current Amount Due
<u>Governmental Activities:</u>							
Long-Term Bonds Payable.....	\$ 260,463,878	\$ 26,355,000	\$ (53,498,276)	\$ -	\$ -	\$ 233,320,602	\$ 28,024,556
Capital Lease Obligations.....	2,273,361	-	-	-	(1,030,347)	1,243,014	473,716
Unamortized Bond Premium.....	5,345,878	-	(2,164,515)	-	-	3,181,363	576,523
Compensated Absences.....	17,091,476	-	-	7,024,960	(6,041,630)	18,074,806	6,711,942
Workers' Compensation.....	3,360,000	-	-	2,065,000	(1,008,000)	4,417,000	1,325,000
Due to Granting Agencies.....	8,006,000	-	-	2,535,000	(630,000)	9,911,000	3,122,000
Landfill Closure.....	7,250,000	-	-	-	(750,000)	6,500,000	750,000
Other Postemployment Benefits.....	136,549,745	-	-	68,898,233	(31,075,568)	174,372,410	-
Total governmental activity							
long-term liabilities.....	<u>440,340,338</u>	<u>26,355,000</u>	<u>(55,662,791)</u>	<u>80,523,193</u>	<u>(40,535,545)</u>	<u>451,020,195</u>	<u>40,983,737</u>
<u>Business-Type Activities:</u>							
Capital Lease Obligations.....	1,544,271	-	-	-	(648,834)	895,437	317,187
Other Postemployment Benefits.....	424,621	-	-	214,248	(96,634)	542,235	-
Total business-type activity							
long-term liabilities.....	<u>1,968,892</u>	<u>-</u>	<u>-</u>	<u>214,248</u>	<u>(745,468)</u>	<u>1,437,672</u>	<u>317,187</u>
Total.....	<u>\$ 442,309,230</u>	<u>\$ 26,355,000</u>	<u>\$ (55,662,791)</u>	<u>\$ 80,737,441</u>	<u>\$ (41,281,013)</u>	<u>\$ 452,457,867</u>	<u>\$ 41,300,924</u>

The governmental activities liabilities will be liquidated by the general fund. The business-type liabilities will be liquidated by the enterprise fund reporting the liability, namely the Trash fund.

NOTE 10 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS

The City has adopted GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intention of the GASB is to provide a more structured classification of fund balance and to improve the usefulness of fund balance reporting to the users of the City’s financial statements. The reporting standard establishes a hierarchy for fund balance classifications and the constraints imposed on the uses of those resources.

GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund. The City has reported principal portions of endowment funds as nonspendable.

In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- **Restricted:** fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- **Committed:** fund balances that contain self-imposed constraints of the government from its highest level of decision making authority. The City’s highest level of decision making is made by the Mayor and the City Council.
- **Assigned:** fund balances that contain self-imposed constraints of the government to be used for a particular purpose.

- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

Massachusetts General Law Ch.40 Section 5B allows for the establishment of Stabilization funds for one or more different purposes. The creation of a fund requires a two-thirds vote of the legislative body and must clearly define the purpose of the fund. Any change to the purpose of the fund along with any additions to or appropriations from the fund requires a two-thirds vote of the legislative body.

In accordance with GASB 54, the stabilization funds have been reported in the general fund. At fiscal year end the balance of the General Stabilization Funds is \$36.7 million and is reported as unassigned fund balance within the General Fund.

The City has classified its fund balances with the following hierarchy:

	Governmental Funds				
	General	Snow Storm	Tornado Relief	Nonmajor Governmental Funds	Total Governmental Funds
Fund Balances					
Restricted for:					
Utility/Telephone.....	\$ -	\$ -	\$ -	708,418	\$ 708,418
Receipts reserved.....	-	-	-	1,295,020	1,295,020
School Lunch.....	-	-	-	288,974	288,974
Highway Improvements.....	-	-	-	-	-
Revolving Funds.....	-	-	-	2,918,268	2,918,268
Federal Grants School.....	-	-	-	399,820	399,820
Federal Grants City.....	-	-	-	1,344,843	1,344,843
State Grants School.....	-	-	-	4,273,031	4,273,031
State Grants City.....	-	-	-	1,228,365	1,228,365
Debt Service Reserve.....	-	-	-	2,139,154	2,139,154
Other Special Revenue Funds.....	-	-	-	3,858,215	3,858,215
Bond Sinking Fund.....	-	-	-	2,453,296	2,453,296
School Capital Projects.....	-	-	-	3,285,527	3,285,527
Public Buildings Capital Projects.....	-	-	-	794,537	794,537
Parks Capital Projects.....	-	-	-	120,306	120,306
Equipment Capital Projects.....	-	-	-	2,493,740	2,493,740
Public Works Capital Projects.....	-	-	-	1,621,649	1,621,649
Other Capital Project Funds.....	-	-	-	377,992	377,992
Promise Fund.....	-	-	-	7,403,826	7,403,826
Expendable Governmental Trusts.....	-	-	-	2,087,693	2,087,693
Education.....	34,700,726	-	-	-	34,700,726
MGL Chapter 656.....	5,785,837	-	-	-	5,785,837
Assigned to:					
Encumbrances:					
General government.....	1,275,073	-	-	-	1,275,073
Public safety.....	525,387	-	-	-	525,387
Public works.....	174,591	-	-	-	174,591
Human services.....	3,590	-	-	-	3,590
Culture and recreation.....	245,197	-	-	-	245,197
Employee fringe benefits.....	50,000	-	-	-	50,000
Unassigned.....	55,190,530	(6,968,698)	(709,599)	(9,572,217)	37,940,016
Total Fund Balances.....	\$ 97,950,931	\$ (6,968,698)	\$ (709,599)	\$ 29,520,457	\$ 119,793,091

NOTE 11 – LANDFILL CLOSURE AND POSTCLOSURE CARE

State and Federal laws and regulations require the City to construct a final capping system on the Bondi’s Island and Armory Street landfill sites as they stop accepting waste, and to perform certain maintenance and monitoring functions postclosure. The City closed the Armory Street landfill in 2010 and is currently implementing a post-closure monitoring plan. The Bondi’s Island site is partially closed and is currently just accepting ash deposits and it is expected to be closed within 10 years. The City is developing plans for its closure and postclosure monitoring. To date, the City has expended approximately \$6.8 million for both sites and has recorded an estimated \$6.5 million liability for capping at Bondi’s Island and postclosure maintenance and monitoring functions at both sites. Actual costs may be higher due to inflation, changes in technology or changes in regulations.

NOTE 12 – RISK FINANCING

The City is self-insured in most areas of risk including general liability, property, casualty, workers’ compensation, unemployment, and certain employee health care claims. The City’s legal liabilities are capped per M.G.L. Chapter 258 which limits the liability to a maximum of \$100,000 per claim in all matters except actions relating to federal/civil rights, eminent domain, and breach of contract.

The City established a Self-Insured Stabilization fund to set aside amounts to be used by the law department to settle certain claims and judgments issues as they arise.

The City is self-insured for its dental and eye care insurance, workers’ compensation insurance, and unemployment insurance activities. In January 2007, the City began purchasing fully insured health insurance through the Commonwealth’s Group Insurance Commission (GIC). These fully insured health insurance activities are accounted for in the internal service fund where revenues are recorded when earned and expenses are recorded when the liability is incurred. The City contracts out the administration of the dental and eye care and the workers’ compensation activities. The unemployment claims are administered by the City. Claims are funded on a pay-as-you-go basis from annual appropriations.

Liabilities are reported when it’s probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported (IBNR). The result of the process to estimate the claims liability is not an exact amount as it depends on many factors. Accordingly, claims are reevaluated periodically to consider the effects of inflation, recent claims settlement trends and other economic and social factors.

(a) *Dental and Eye Care Insurance*

The estimate of Incurred But Not Reported (IBNR) claims based on an estimate of claims incurred but unpaid at year end. At June 30, 2013, the liability for dental and eye care insurance claims totaled approximately \$120,000. This liability is the best estimate based on available information. Changes in the reported liability since July 1, 2011, are as follows:

	Balance at Beginning of Fiscal Year		Current Year Claims and Changes in Estimate		Claim Payments		Balance at Fiscal Year-End Currently Due
Fiscal Year 2012.....	\$ 112,703	\$	2,995,390	\$	(2,996,976)	\$	111,117
Fiscal Year 2013.....	111,117		3,018,176		(3,009,478)		119,815

(b) *Workers' Compensation*

The estimated future workers' compensation liability is based on history and injury type. At June 30, 2013, the amount of the estimated liability for workers' compensation claims totaled approximately \$4.1 million. Changes in the reported liability since July 1, 2011 are as follows:

	Balance at Beginning of Fiscal Year	Current Year Claims and Changes in Estimate	Claim Payments	Balance at Fiscal Year-End	Current Portion
Fiscal Year 2012.....	\$ 3,465,000	\$ 3,546,657	\$ (3,651,657)	\$ 3,360,000	\$ 1,039,000
Fiscal Year 2013.....	3,360,000	5,128,732	(4,071,732)	4,417,000	1,325,000

The liability for unemployment claims at June 30, 2013 is based on known claims reported to the Massachusetts Division of Unemployment Assistance and the future liability at fiscal year end was estimated to be approximately \$899,000.

NOTE 13 – PENSION PLAN

Plan Description - The City contributes to the System, a multi-employer cost-sharing defined benefit pension plan administered by the Springfield Contributory Retirement System (System). Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the City does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled approximately \$50,523,000 for the fiscal year ended June 30, 2013, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the System and are borne by the System. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the System located at 70 Tapley Street, Springfield, MA 01104.

At December 31, 2012, the System's membership consists of the following:

Active members.....	3,346
Inactive members.....	705
Disabled members.....	454
Retirees and beneficiaries currently receiving benefits.....	<u>2,362</u>
Total.....	<u><u>6,867</u></u>

Funding Policy - Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The City is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings. Chapter 32 of the MGL governs the contributions of plan members and the City.

Annual Pension Cost - The City contributions to the System for the fiscal years ended June 30, 2013, 2012, and 2011 were \$35,602,402, \$34,338,265, and \$32,253,937, respectively, which equaled its required contribution for each fiscal year. At June 30, 2013, the City did not have a net pension obligation. The required contribution was determined as part of the January 1, 2012 actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included an 8.125% investment rate of return and a 4% rate of salary increases and inflation per year. The actuarial value of the System's assets was determined using an actuarial smoothing technique yielding 112.2% of the fair value of the assets. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll on a closed basis. The remaining amortization period at January 1, 2013, was 24 years with payments increasing at 4% per year.

**Schedule of Funding Progress
(Dollar amounts in thousands)**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/12	\$ 267,807	\$ 924,997	\$ 657,190	29.0%	\$ 134,750	487.7%
1/1/10	278,377	799,916	521,539	34.8%	124,130	420.2%
1/1/08	296,522	699,026	402,504	42.4%	126,478	318.2%
1/1/05	276,286	649,023	372,737	42.6%	115,383	323.0%
1/1/04	291,017	615,605	324,588	47.3%	109,937	295.2%
1/1/03	266,402	573,138	306,736	46.5%	113,848	269.4%
1/1/02	268,001	570,958	302,957	46.9%	137,353	220.6%
1/1/01	291,264	539,502	248,238	54.0%	131,363	189.0%

NOTE 14 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS

Plan Description - The City maintains a single employer defined benefit healthcare plan. The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses. Chapter 32B of the MGL assigns authority to establish and amend benefit provisions of the Plan. The plan provides the benefits by participating in the Commonwealth of Massachusetts' Group Insurance Commission (GIC). Medical, prescription drugs, dental and vision benefits are provided to all eligible retirees through a variety of plans offered by the GIC. Benefit provisions are negotiated between the City and the unions representing City employees and are renegotiated each bargaining period.

At June 30, 2012, the Plan’s membership consisted of the following:

Current retirees, beneficiaries, and dependents.....	5,493
Current active members.....	<u>4,091</u>
Total.....	<u><u>9,584</u></u>

Funding Policy - Contributions requirements are also negotiated between the City and union representatives. Retired plan members and beneficiaries currently receiving benefits are required to contribute 25% of the cost of benefits provided depending on the plan they choose. There is also a relatively small group of retirees that are required to contribute between 13% and 25% up to the year 2016. The City is required to contribute the balance of the current premiums and may contribute additional amounts to pre-fund benefits. The City contributed approximately \$31 million during fiscal year 2013 towards these benefits. Administrative costs of the Plan are assumed to be included in the fully insured premium rates.

Annual OPEB Costs and Net OPEB Obligation - The City’s annual other postemployment benefit (OPEB) cost/expense is calculated based on the *annual required contribution of the employer (ARC)*, an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. The components of the City’s annual OPEB cost for the 2013 fiscal year, the estimated amount actually contributed to the plan, and changes in the City’s net OPEB obligations are summarized in the following table:

Annual required contribution.....	\$ 68,344,937
Interest on net OPEB obligation.....	4,794,103
Adjustments to annual required contribution.....	<u>(4,026,559)</u>
Annual OPEB cost/expense.....	69,112,481
Contributions made.....	<u>(31,172,202)</u>
Increase in net OPEB obligation.....	37,940,279
Net OPEB obligation - beginning of year.....	<u>136,974,366</u>
Net OPEB obligation - end of year.....	<u><u>\$ 174,914,645</u></u>

The City’s annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2013 and the two preceding years is as follows:

Fiscal Year Ended	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2013	\$ 69,112,481	45.1%	\$ 174,914,645
6/30/2012	65,849,600	43.6%	136,974,366
6/30/2011	53,146,532	42.3%	99,854,906

Funded Status and Funding Progress - The funded status of the Plan as of the most recent actuarial valuation date, June 30, 2012, is as follows:

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2012	\$ -	\$ 1,029,275,845	\$ 1,029,275,845	0.00%	\$ 253,791,624	405.56%

Actual valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the basic financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Methods and Assumptions – Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effect of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The following additional information is provided as of the latest actuarial valuation:

Actuarial cost method.....	Projected Unit Credit
Amortization method.....	Amortization payments increasing at 4.50%
Remaining amortization period.....	30 years as of July 1, 2012, open
Actuarial Assumptions:	
Investment rate of return.....	3.50%, pay-as-you-go scenario
Inflation rate.....	4.5%
Projected salary increases.....	4.5%
Medical/drug cost trend rate.....	8.0% decreasing by 0.5% for 6 years to an ultimate level of 5.0% per year

NOTE 15 – COMMITMENTS*Museum Services Agreement*

With the approval of Special Legislation (Chapter 54 of the Acts of 2008) in March of 2008, the City entered into an agreement with the Springfield Museums Association (SMA) where the City has agreed to pay SMA \$1,320,000 per year for a minimum of 25 years. SMA has agreed to provide certain museum services to residents and visitors of the City and to transfer its branch libraries and their contents to the City under individual lease agreements. The 4 branch libraries and their respective contents are being leased to the City for the same 25 year term for the sum of \$1 each per year. The City can extend this agreement with successive 5 year options at terms to be mutually agreed upon.

Waste Services Agreement

In August 1998, the City of Springfield and 6 other communities entered into nearly identical “Service Agreements” with what is now eco/Springfield, LLC, a company that owns and operates a 240 ton per day waste-to-energy facility located on Bondi’s Island, Agawam, Massachusetts. Under the Service Agreement, the City has agreed to deliver for disposal at the facility, in each year for a period of 25 years, specified quantities of solid waste and to pay a specified monthly service fee. The City’s obligation to pay the monthly service fee is absolute and unconditional and is payable whether or not it receives solid waste disposal services from the facility. For the fiscal year ending June 30, 2013, the City’s costs under the Service Agreement were approximately \$3.3 million.

The City is committed to completing various projects throughout the City which will be funded with long-term debt totaling approximately \$100.6 million.

NOTE 16 – CONTINGENCIES*Litigation*

Various lawsuits, claims and proceedings have been or may be instituted or asserted against the City of Springfield, including those pertaining to potential negligent supervision in the schools, use of excessive force by police officers, motor vehicle accidents, eminent domain cases, premise liability cases, civil rights/discrimination cases, and labor and employment case matters. While the amounts claimed may be substantial, the ultimate liability cannot be determined because of the considerable uncertainties that exist. Therefore, it is possible that there could be material negative outcomes affected by certain contingencies existing as of June 30, 2013. However, management believes that the disposition of matters that are pending or asserted will not have a materially adverse effect on the financial statements.

Federal Grants

The City participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2013, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

NOTE 17 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During fiscal year 2013, the following GASB pronouncements were implemented:

- The GASB issued Statement #60, *Accounting and Financial Reporting for Service Concession Arrangements*. The implementation of this pronouncement did not impact the basic financial statements.
- The GASB issued Statement #61, *The Financial Reporting Entity: Omnibus*. The implementation of this pronouncement did not impact the basic financial statements.
- The GASB issued Statement #63, *Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources, and Net Position*. Financial statement changes include net assets changing to net position and invested in capital assets, net of related debt changing to net investment in capital assets. Notes to the basic financial statements were changed to provide additional disclosure on deferred outflows of resources and deferred inflows of resources.
- The GASB issued Statement #66, *Technical Corrections – 2012, an amendment of GASB Statements No. 10 and No. 62*. The implementation of this pronouncement did not impact the basic financial statements.

The following GASB pronouncements will be implemented in future fiscal years:

- The GASB issued Statement #65, *Items Previously Reported as Assets and Liabilities*, which is required to be implemented in fiscal year 2014.
- The GASB issued Statement #67, *Financial Reporting for Pension Plans, an amendment of GASB Statement No. 25*, which is required to be implemented in fiscal year 2014.
- The GASB issued Statement #68, *Accounting and Financial Reporting for Pensions, an amendment of GASB Statement No. 27*, which is required to be implemented in fiscal year 2015.
- The GASB issued Statement #69, *Government Combinations and Disposals of Government Operations*, which is required to be implemented in fiscal year 2015.
- The GASB issued Statement #70, *Accounting and Financial Reporting for Nonexchange Financial Guarantees*, which is required to be implemented in fiscal year 2014.

Management is currently assessing the impact the implementation of these pronouncements will have on the basic financial statements.

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Required Supplementary Information

General Fund Budgetary Comparison Schedule

The General Fund is the general operating fund of the City. It is used to account for the entire City's financial resources, except those required to be accounted for in another fund.

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2013

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
REVENUES:					
Real estate and personal property taxes, net of tax refunds.....	\$ 158,510,334	\$ 158,510,334	\$ 162,131,310	\$ -	\$ 3,620,976
Tax liens.....	-	-	3,098,323	-	3,098,323
Motor vehicle and other excise taxes.....	8,500,000	8,500,000	8,817,723	-	317,723
Hotel/motel tax.....	1,065,000	1,065,000	889,971	-	(175,029)
Local meals tax.....	1,600,000	1,600,000	1,623,553	-	23,553
Charges for services.....	446,411	646,411	522,102	-	(124,309)
Penalties and interest on taxes.....	1,690,000	1,690,000	1,818,809	-	128,809
Payments in lieu of taxes.....	4,012,200	4,012,200	3,975,168	-	(37,032)
Licenses and permits.....	4,260,040	4,260,040	4,307,698	-	47,658
Fines and forfeitures.....	6,254,796	6,254,796	6,299,722	-	44,926
Intergovernmental.....	341,130,679	341,130,679	341,436,390	-	305,711
Departmental and other.....	9,407,774	10,167,487	9,871,679	-	(295,808)
Investment income.....	479,108	479,108	283,802	-	(195,306)
TOTAL REVENUES.....	537,356,342	538,316,055	545,076,250	-	6,760,195
EXPENDITURES:					
Current:					
GENERAL GOVERNMENT					
City Council					
Personal Services.....	334,979	347,479	345,220	-	2,259
Expenditures.....	11,238	11,738	11,050	479	209
Total City Council.....	346,217	359,217	356,270	479	2,468
Mayor					
Personal Services.....	422,911	428,411	428,206	-	205
Expenditures.....	14,383	8,883	5,247	-	3,636
Total Mayor.....	437,294	437,294	433,453	-	3,841
Finance					
Personal Services.....	472,296	390,901	388,956	-	1,945
Expenditures.....	25,758	25,312	18,675	285	6,352
Total Finance.....	498,054	416,213	407,631	285	8,297
Department of Administration and Finance					
Personal Services.....	204,061	204,061	163,820	-	40,241
Expenditures.....	25,964	25,891	10,671	92	15,128
Total Department of Administration and Finance.....	230,025	229,952	174,491	92	55,369
311 Call Center					
Personal Services.....	289,735	289,735	276,065	-	13,670
Expenditures.....	53,850	53,850	50,908	-	2,942
Capital.....	1,279	1,200	1,042	-	158
Total CITISTAT.....	344,864	344,785	328,015	-	16,770
Comptroller					
Personal Services.....	580,615	570,815	570,517	-	298
Expenditures.....	131,993	138,749	113,572	-	25,177
Total Comptroller.....	712,608	709,564	684,089	-	25,475
Internal Audit					
Personal Services.....	156,816	86,022	85,950	-	72
Expenditures.....	242,622	156,816	111,815	33,975	11,026
Total Internal Audit.....	399,438	242,838	197,765	33,975	11,098
Office of Procurement					
Personal Services.....	317,494	324,519	317,434	-	7,085
Expenditures.....	109,850	105,055	79,836	6,629	18,590
Total Office of Procurement.....	427,344	429,574	397,270	6,629	25,675
Board of Assessors					
Personal Services.....	573,696	552,696	546,395	-	6,301
Expenditures.....	186,083	223,074	110,397	106,348	6,329
Total Board of Assessors.....	759,779	775,770	656,792	106,348	12,630

(Continued)

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2013

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
Treasurer					
Personal Services.....	435,929	386,459	385,237	-	1,222
Expenditures.....	1,509,838	1,717,942	1,555,334	10,704	151,904
Total Treasurer.....	1,945,767	2,104,401	1,940,571	10,704	153,126
Collector					
Personal Services.....	300,316	300,316	299,869	-	447
Expenditures.....	119,452	119,452	105,938	-	13,514
Total Collector.....	419,768	419,768	405,807	-	13,961
Law					
Personal Services.....	713,145	715,345	711,550	-	3,795
Expenditures.....	594,020	1,242,324	1,090,355	10,055	141,914
Total Law.....	1,307,165	1,957,669	1,801,905	10,055	145,709
Department of Humans Resources & Labor Relations					
Personal Services.....	776,545	727,637	727,637	-	-
Expenditures.....	633,723	579,389	474,036	76,846	28,507
Total Department of Humans Resources & Labor Relations.....	1,410,268	1,307,026	1,201,673	76,846	28,507
Medical & Dental					
Expenditures.....	1,000,000	1,180,000	1,175,983	-	4,017
Payroll					
Expenditures.....	111,794	111,794	5,707	270	105,817
Information Technology					
Personal Services.....	962,706	927,706	924,717	-	2,989
Expenditures.....	1,860,968	1,850,032	1,784,101	55,445	10,486
Capital.....	128,567	110,015	93,785	4,128	12,102
Total Information Technology.....	2,952,241	2,887,753	2,802,603	59,573	25,577
City Clerk					
Personal Services.....	435,713	457,713	453,484	-	4,229
Expenditures.....	43,700	55,318	42,678	5,097	7,543
Total City Clerk.....	479,413	513,031	496,162	5,097	11,772
Board of Election Commission					
Personal Services.....	378,983	591,751	536,430	-	55,321
Expenditures.....	100,939	246,939	156,805	39,688	50,446
Total Board of Election Commission.....	479,922	838,690	693,235	39,688	105,767
Planning					
Personal Services.....	848,801	848,801	837,609	-	11,192
Expenditures.....	449,193	441,048	399,550	22,223	19,275
Total Planning.....	1,297,994	1,289,849	1,237,159	22,223	30,467
Facilities Management					
Personal Services.....	1,079,430	1,053,519	1,047,166	-	6,353
Expenditures.....	2,954,430	2,790,182	2,554,705	152,482	82,995
Total Facilities Management.....	4,033,860	3,843,701	3,601,871	152,482	89,348
Capital Asset Construction					
Personal Services.....	150,498	114,933	114,933	-	-
Expenditures.....	361,433	274,928	165,952	95,594	13,382
Total Capital Asset Construction.....	511,931	389,861	280,885	95,594	13,382
Provisions for Uncompensated Absences					
Expenditures.....	572,915	572,915	-	-	572,915

(Continued)

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2013

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
Reserve for Contingencies					
Expenditures.....	300,000	21,910	-	-	21,910
Parking Contract					
Expenditures.....	1,753,733	1,667,353	1,293,885	175,000	198,468
Pay-As-You-Go Capital					
Capital.....	3,764,587	3,600,408	3,032,658	479,733	88,017
TOTAL GENERAL GOVERNMENT.....	26,496,981	26,651,336	23,605,880	1,275,073	1,770,383
<u>PUBLIC SAFETY</u>					
Police					
Personal Services.....	32,983,586	34,031,600	33,671,296	-	360,304
Expenditures.....	2,276,335	2,727,612	2,308,932	302,572	116,108
Capital.....	16,193	31,193	22,434	-	8,759
Total Police.....	35,276,114	36,790,405	36,002,662	302,572	485,171
Fire					
Personal Services.....	17,614,422	17,614,422	17,482,983	-	131,439
Expenditures.....	1,571,698	1,546,823	1,352,362	108,015	86,446
Capital.....	7,112	7,112	4,741	-	2,371
Total Fire.....	19,193,232	19,168,357	18,840,086	108,015	220,256
Building - Code Enforcement					
Personal Services.....	1,310,300	1,303,000	1,275,417	-	27,583
Expenditures.....	50,850	56,815	53,401	-	3,414
Total Building - Code Enforcement.....	1,361,150	1,359,815	1,328,818	-	30,997
Housing - Code Enforcement					
Personal Services.....	475,953	480,253	478,441	-	1,812
Expenditures.....	159,455	150,300	113,513	26,817	9,970
Total Housing - Code Enforcement.....	635,408	630,553	591,954	26,817	11,782
Centralized Dispatch					
Personal Services.....	1,291,165	1,291,165	1,039,413	-	251,752
Expenditures.....	100,377	89,112	57,705	-	31,407
Capital.....	5,000	5,000	709	-	4,291
Total Centralized Dispatch.....	1,396,542	1,385,277	1,097,827	-	287,450
Animal Control					
Personal Services.....	373,382	357,382	353,131	-	4,251
Expenditures.....	814,901	858,579	729,869	87,983	40,727
Total Animal Control.....	1,188,283	1,215,961	1,083,000	87,983	44,978
TOTAL PUBLIC SAFETY.....	59,050,729	60,550,368	58,944,347	525,387	1,080,634
<u>EDUCATION</u>					
School Department.....	369,590,443	371,468,503	339,149,165	30,665,299	1,654,039
<u>PUBLIC WORKS</u>					
Personal Services.....	3,347,478	3,336,532	3,235,409	-	101,123
Expenditures.....	7,018,779	6,968,433	6,703,111	174,591	90,731
TOTAL PUBLIC WORKS.....	10,366,257	10,304,965	9,938,520	174,591	191,854
<u>HEALTH & HUMAN SERVICES</u>					
Health & Human Services					
Personal Services.....	1,140,868	1,105,868	1,089,263	-	16,605
Expenditures.....	221,495	217,149	202,857	2,516	11,776
Total Health & Human Services.....	1,362,363	1,323,017	1,292,120	2,516	28,381

(Continued)

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

FISCAL YEAR ENDED JUNE 30, 2013

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
Department of Elder Affairs					
Personal Services.....	282,838	282,838	282,446	-	392
Expenditures.....	15,678	15,678	14,364	991	323
Total Department of Elder Affairs.....	298,516	298,516	296,810	991	715
Veterans Services					
Personal Services.....	226,973	216,973	214,620	-	2,353
Expenditures.....	2,924,770	3,374,677	3,289,222	83	85,372
Veterans Services.....	3,151,743	3,591,650	3,503,842	83	87,725
TOTAL HEALTH & HUMAN SERVICES.....	4,812,622	5,213,183	5,092,772	3,590	116,821
CULTURE & RECREATION					
Library					
Personal Services.....	2,155,059	2,305,059	2,305,059	-	-
Expenditures.....	1,377,214	1,427,214	1,297,606	600	129,008
Capital.....	40,000	40,000	39,544	-	456
Total Library.....	3,572,273	3,772,273	3,642,209	600	129,464
Museum					
Expenditures.....	1,320,000	1,320,000	1,320,000	-	-
Parks					
Personal Services.....	3,842,673	3,697,689	3,516,041	-	181,648
Expenditures.....	4,082,992	4,152,709	3,968,384	173,229	11,096
Capital.....	-	90,000	18,090	71,368	542
Total Parks.....	7,925,665	7,940,398	7,502,515	244,597	193,286
TOTAL CULTURE & RECREATION.....	12,817,938	13,032,671	12,464,724	245,197	322,750
OTHER					
Debt Service.....	39,604,660	39,432,256	38,832,498	-	599,758
State Assessments					
Expenditures.....	3,019,823	2,838,885	2,917,105	-	(78,220)
Contribution Retirement Pension					
Expenditures.....	24,322,157	24,322,157	24,176,077	-	146,080
Non-Contributory Pensions					
Expenditures.....	300,000	300,000	297,964	-	2,036
Unemployment					
Expenditures.....	450,819	378,069	163,897	50,000	164,172
Workers Compensation					
Expenditures.....	935,069	655,069	509,221	-	145,848
Health Insurance - Non School					
Expenditures.....	23,947,772	23,402,072	22,288,970	-	1,113,102
TOTAL EXPENDITURES.....	575,715,270	578,549,534	538,381,140	32,939,137	7,229,257
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	(38,358,928)	(40,233,479)	6,695,110	(32,939,137)	13,989,452
OTHER FINANCING SOURCES (USES):					
Sale of capital assets.....	1,000,000	1,000,000	1,000,000	-	-
Transfers in.....	8,420,000	10,610,000	10,833,427	-	223,427
Transfers out.....	(5,716,974)	(12,325,779)	(12,325,779)	-	-
TOTAL OTHER FINANCING SOURCES (USES).....	3,703,026	(715,779)	(492,352)	-	223,427
NET CHANGE IN FUND BALANCE.....	(34,655,902)	(40,949,258)	6,202,758	(32,939,137)	14,212,879
BUDGETARY FUND BALANCE, Beginning of year.....	70,818,021	70,818,021	70,818,021	-	-
BUDGETARY FUND BALANCE, End of year.....	\$ 36,162,119	\$ 29,868,763	\$ 77,020,779	\$ (32,939,137)	\$ 14,212,879

See notes to required supplementary information.

(Concluded)

Retirement System Schedules of Funding Progress and Employer Contributions

The Retirement System Schedule of Funding Progress presents multiyear trend information about whether the actuarial value of planned assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits.

The Retirement System Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the City is one participating employer, as well as the City's proportionate share of the plan's annual contributions.

**SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF FUNDING PROGRESS**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
1/1/12	\$ 267,806,693	\$ 924,996,962	\$ 657,190,269	29.0%	\$ 134,749,530	487.7%
1/1/10	278,377,005	799,915,756	521,538,751	34.8%	124,129,569	420.2%
1/1/08	296,522,245	699,026,798	402,504,553	42.4%	126,478,597	318.2%
1/1/05	276,286,563	649,023,965	372,737,402	42.6%	115,383,642	323.0%
1/1/04	291,017,758	615,605,168	324,587,410	47.3%	109,937,408	295.2%
1/1/03	266,402,470	573,138,293	306,735,823	46.5%	113,848,147	269.4%
1/1/02	268,001,414	570,958,349	302,956,935	46.9%	137,353,027	220.6%
1/1/01	291,264,389	539,502,444	248,238,055	54.0%	131,363,563	189.0%

The City's share of the UAAL as of January 1, 2012 is approximately \$573 million.

See notes to required supplementary information.

**SPRINGFIELD CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF EMPLOYER CONTRIBUTIONS**

<u>System-Wide</u>				<u>City of Springfield</u>	
<u>Fiscal Year Ended June 30,</u>	<u>Annual Required Contributions</u>	<u>(A) Actual Contributions</u>	<u>Percentage Contributed</u>	<u>(B) Actual Contributions</u>	<u>(B/A) City's Percentage of System-Wide Actual Contributions</u>
2013	\$ 40,824,977	\$ 40,824,977	100%	\$ 35,602,402	87.21%
2012	39,380,319	39,380,319	100%	34,338,265	87.20%
2011	35,984,472	35,984,472	100%	32,253,937	89.63%
2010	34,785,581	34,785,581	100%	31,039,501	89.23%
2009	31,709,642	31,709,642	100%	28,597,332	90.18%
2008	30,788,044	30,788,044	100%	27,018,766	87.76%
2007	26,367,000	26,367,000	100%	23,657,210	89.72%
2006	25,400,000	25,400,000	100%	23,123,004	91.04%

The City's actual contributions equaled 100% of its required contributions for each year presented.

See notes to required supplementary information.

Other Postemployment Benefit Plan Schedules

The Schedule of Funding Progress compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions compares, over time, the Annual Required Contributions to the Actual Contributions made.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

OTHER POSTEMPLOYMENT BENEFIT PLAN
SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS

Schedule of Funding Progress

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2012	\$ -	\$ 1,029,275,845	\$ 1,029,275,845	0.00%	\$ 253,791,624	405.56%
6/30/2010	-	854,411,443	854,411,443	0.00%	250,719,136	340.78%
6/30/2008	-	761,576,067	761,576,067	0.00%	299,998,526	253.86%

Schedule of Employer Contributions

Fiscal Year Ended	Annual Required Contribution (ARC)	Actual Contributions Made	Percentage of the ARC Contributed
2012	\$ 68,344,937	\$ 31,172,202	45.6%
2011	52,758,767	22,491,469	42.6%
2010	50,553,704	20,932,337	41.4%
2009	43,518,685	25,004,396	57.5%
2008	41,830,041	21,023,075	50.3%

The City implemented GASB Statement No. 45 for the fiscal year ended June 30, 2008.

See notes to required supplementary information.

**OTHER POSTEMPLOYMENT BENEFIT PLAN
ACTUARIAL METHODS AND ASSUMPTIONS**

Actuarial Methods:

Valuation date.....	June 30, 2012
Actuarial cost method.....	Projected Unit Credit
Amortization method.....	Amortization payments increasing at 4.50%
Remaining amortization period.....	30 years as of July 1, 2012, open
Actuarial Assumptions:	
Investment rate of return.....	3.50%, pay-as-you-go scenario
Inflation rate.....	4.5%
Projected salary increases.....	4.5%
Medical/drug cost trend rate.....	8.0% decreasing by 0.5% for 6 years to an ultimate level of 5.0% per year

Plan Membership:

Current retirees, beneficiaries, and dependents.....	5,493
Current active members.....	<u>4,091</u>
Total.....	<u><u>9,584</u></u>

See notes to required supplementary information.

NOTE A – STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

A. Budgetary Information

Municipal Law requires the adoption of a balanced budget that is approved by the Mayor and the City Council (the “Council”). The Mayor presents an annual budget to the Council, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses.

Supplementary appropriations are made upon recommendation of the Mayor and approval of the Council.

The majority of the City’s appropriations are non-continuing which lapse at the end of each fiscal year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior fiscal year be carried forward and made available for spending in the current fiscal year. These carry forwards are included as part of the subsequent fiscal year’s original budget.

Generally, expenditures may not exceed the legal level of spending authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote of the Council and written approval from the Massachusetts Department of Revenue.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The original fiscal year 2013 approved budget authorized approximately \$581.4 million in appropriations and other amounts to be raised. The City Comptroller’s office has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

B. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the fiscal year ended June 30, 2013, is presented below:

Net change in fund balance - budgetary basis.....	\$ 6,202,758
<u>Basis of accounting differences:</u>	
Increase in revenues due to on-behalf payments.....	50,523,382
Increase in expenditures due to on-behalf payments.....	(50,523,382)
Net change in recording 60 day receipts and other accrued revenues.....	(219,595)
Net change in recording other accrued expenses.....	169,031
Net change in recording tax refunds payable.....	(2,354,071)
<u>Perspective difference:</u>	
Activity of the stabilization funds recorded in the general fund for GAAP.....	<u>(4,127,775)</u>
Net change in fund balance - GAAP basis.....	<u><u>\$ (329,652)</u></u>

C. Appropriation Deficits

During fiscal year 2013, expenditures exceeded budgeted appropriations for state assessments. This is based on state assessments which are not required to be raised.

NOTE B – PENSION PLAN

The City contributes to the System, a cost-sharing, multiple-employer defined benefit pension plan (Plan) administered by the Springfield Contributory Retirement Board. The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. The City is required to pay into the System its share of the system-wide actuarially determined contribution which is apportioned among the employers based on active covered payroll.

The schedule of funding progress, presented as required supplementary information presents multi-year trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions, presented as required supplementary information, presents multi-year trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the City is one participating employer, as well as the City’s proportionate share of the plan’s annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the City.

The following actuarial methods and assumptions were used in the Retirement System’s most recent actuarial valuation:

Actuarial Methods and Assumptions:

Valuation Date.....	January 1, 2012
Actuarial Cost Method.....	Entry Age Normal Cost Method
Amortization Method.....	Increasing at 4.00% per year through 2013, 5% 2014 - 2015, and 6% thereafter
Remaining Amortization Period.....	24 years remaining as of January 1, 2013
Asset Valuation Method.....	Market Value as reported by the Public Employees' Retirement Administration Commission (PERAC). The actuarial value is based on a 5 year smoothing of realized and unrealized earnings greater than or less than the expected return.
Investment Rate of Return.....	8.125%
Projected Salary Increases.....	4.00%
Cost of Living Adjustments.....	3.00% for the first \$12,000 of retirement income.

NOTE C – OTHER POSTEMPLOYMENT BENEFITS

The City administers a single-employer defined benefit healthcare plan (“The Other Postemployment Benefit Plan”). The plan provides lifetime medical, dental, and vision benefits for eligible retirees and their spouses through the City’s participation in the Commonwealth of Massachusetts’ Group Insurance Commission (GIC), which covers both active and retired members.

The City currently finances its other postemployment benefits (OPEB) on a pay-as-you-go basis. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarially accrued liability) was zero. In accordance with Governmental Accounting Standards, the City has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

The Schedule of Funding Progress presents multi-year trend information which compares, over time, the actuarially accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions presents multi-year trend information for required and actual contributions relating to the plan.

Projections for benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing benefits costs between the employer and the plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

Combining Statements

Nonmajor Governmental Funds

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for specific revenue sources that are restricted by law or administrative action to expenditures for specific purposes.

Utility/Telephone Fund – This fund accounts for the accumulation of funds used to offset the City’s utility and telephone expenses.

Receipts Reserved Fund – This fund accounts for specific receipts identified by the Commonwealth that are to be held until appropriated.

Tornado Relief Fund – This fund is used to account for the federal grants, state grants, and other revenues related to the clean-up from the natural disaster of June 1, 2011.

School Lunch Fund – This fund accounts for the school cafeteria activities and is funded by user fees and grants.

Highway Improvements Fund – This fund is used to account for roadway improvements for which expenditures are reimbursed 100% by the Commonwealth.

Revolving Fund – This fund accounts for self-supporting programs sponsored by the City.

Federal Grants School Fund – This fund is used to account for grant funds received from the federal government which are designated for specific school related programs.

Federal Grants City Fund – This fund is used to account for grant funds received from the federal government which are designated for specific non-school related programs.

State Grants School Fund – This fund is used to account for grant funds received from the Commonwealth which are designated for specific school related programs.

State Grants City Fund – This fund is used to account for grant funds received from the Commonwealth which are designated for specific non-school related programs.

Promise Fund – This fund is used to account for the accumulation of resources to provide Springfield students financial aid counseling for post-secondary education.

Expendable Governmental Trusts – This fund accounts for contributions where both principal and investment earnings may be spent to support the government.

Other – This fund accounts for all other legally established special revenues where the funds are spent on governmental purposes.

DEBT SERVICE FUNDS

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general obligation long-term debt principal and interest.

Bond Sinking Fund – This fund is used to account for the accumulation of funds for the future payment related to the City's state qualified general obligation school bonds.

Debt Service Reserve Fund – This fund is used to account for the accumulation of resources for the payment of general obligation long-term debt principal and interest.

CAPITAL PROJECTS FUNDS

Capital projects funds are used to account for financial resources to be used for the acquisition, construction or improvement of major capital facilities and equipment (other than those financed by enterprise funds). Such resources are derived principally from proceeds of general obligation bonds and grants. The capital projects funds are grouped into the following categories:

Schools – This fund is used to account for the construction and renovation of various school buildings.

Public Buildings – This fund is used to account for the construction and renovation of various non-school buildings.

Parks – This fund is used to account for the acquisition, construction, and improvement of various city owned parks.

Equipment – This fund is used to account for the acquisition of capital equipment that is not funded by operating budgets.

Public Works – This fund is used to account for roadway, drainage and landfill improvements that are not funded by the Highway Improvements special revenue fund.

Other – This fund accounts for all other legally established capital projects where the funds are spent on governmental purposes.

**NONMAJOR GOVERNMENTAL FUNDS
COMBINING BALANCE SHEET**

JUNE 30, 2013

	<i>Special Revenue Funds</i>				
	Utility/ Telephone	Receipts Reserved	School Lunch	Highway Improvements	Revolving
ASSETS					
Cash and cash equivalents.....	\$ 736,950	\$ 1,295,020	\$ 1,166,743	\$ -	\$ 3,461,945
Restricted cash and cash equivalents.....	-	-	-	-	-
Restricted cash and cash equivalents held by custodian.....	-	-	-	-	-
Receivables, net of uncollectibles:					
Departmental and other.....	-	-	-	-	607,665
Intergovernmental.....	-	-	-	2,979,828	-
Loans.....	-	-	-	-	-
Due from other funds.....	-	-	-	-	-
TOTAL ASSETS.....	\$ 736,950	\$ 1,295,020	\$ 1,166,743	\$ 2,979,828	\$ 4,069,610
LIABILITIES AND FUND BALANCES					
LIABILITIES:					
Warrants payable.....	\$ 26,254	\$ -	\$ 870,588	\$ 483,085	\$ 388,874
Accrued payroll.....	2,278	-	7,181	-	147,163
Due to granting agencies.....	-	-	-	-	-
Other liabilities.....	-	-	-	-	7,640
Deferred revenues.....	-	-	-	1,719,992	607,665
Due to other funds.....	-	-	-	776,751	-
Notes payable.....	-	-	-	-	-
TOTAL LIABILITIES.....	28,532	-	877,769	2,979,828	1,151,342
FUND BALANCES:					
Restricted.....	708,418	1,295,020	288,974	-	2,918,268
Unassigned.....	-	-	-	-	-
TOTAL FUND BALANCES.....	708,418	1,295,020	288,974	-	2,918,268
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 736,950	\$ 1,295,020	\$ 1,166,743	\$ 2,979,828	\$ 4,069,610

Special Revenue Funds

Federal Grants School	Federal Grants City	State Grants School	State Grants City	Promise Fund	Expendable Governmental Trusts	Other	Sub-total
\$ -	\$ 1,832,167	\$ -	\$ 1,034,940	\$ 7,403,826	\$ 2,143,973	\$ 450,704	\$ 19,526,268
-	2,538,263	-	-	-	-	-	2,538,263
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	607,665
644,802	289,546	-	843,054	-	-	-	4,757,230
-	6,948,562	-	-	-	-	-	6,948,562
3,106,531	-	5,133,685	-	-	-	7,397,575	15,637,791
<u>\$ 3,751,333</u>	<u>\$ 11,608,538</u>	<u>\$ 5,133,685</u>	<u>\$ 1,877,994</u>	<u>\$ 7,403,826</u>	<u>\$ 2,143,973</u>	<u>\$ 7,848,279</u>	<u>\$ 50,015,779</u>
\$ 1,418,710	\$ 151,476	\$ 794,156	\$ 614,352	\$ -	\$ 56,280	\$ 25,894	\$ 4,829,669
1,932,803	41,657	66,498	35,277	-	-	48,305	2,281,162
-	9,911,000	-	-	-	-	-	9,911,000
-	-	-	-	-	-	3,915,865	3,923,505
-	159,562	-	-	-	-	-	2,487,219
-	-	-	-	-	-	-	776,751
-	-	-	-	-	-	-	-
<u>3,351,513</u>	<u>10,263,695</u>	<u>860,654</u>	<u>649,629</u>	<u>-</u>	<u>56,280</u>	<u>3,990,064</u>	<u>24,209,306</u>
399,820	1,344,843	4,273,031	1,228,365	7,403,826	2,087,693	3,858,215	25,806,473
-	-	-	-	-	-	-	-
<u>399,820</u>	<u>1,344,843</u>	<u>4,273,031</u>	<u>1,228,365</u>	<u>7,403,826</u>	<u>2,087,693</u>	<u>3,858,215</u>	<u>25,806,473</u>
<u>\$ 3,751,333</u>	<u>\$ 11,608,538</u>	<u>\$ 5,133,685</u>	<u>\$ 1,877,994</u>	<u>\$ 7,403,826</u>	<u>\$ 2,143,973</u>	<u>\$ 7,848,279</u>	<u>\$ 50,015,779</u>

(Continued)

**NONMAJOR GOVERNMENTAL FUNDS
COMBINING BALANCE SHEET**

JUNE 30, 2013

	<u>Debt Service</u>			<u>Capital Projects</u>	
	Bond Sinking Fund	Debt Service Reserve	Sub-total	Schools	Public Buildings
ASSETS					
Cash and cash equivalents.....	\$ -	\$ 2,139,154	\$ 2,139,154	\$ -	\$ 909,759
Restricted cash and investments.....	-	-	-	-	-
Restricted cash and investments.....	2,453,296	-	2,453,296	-	-
Receivables, net of uncollectibles:					
Departmental and other.....	-	-	-	-	-
Intergovernmental.....	-	-	-	11,427,325	-
Loans.....	-	-	-	-	-
Due from other funds.....	-	-	-	-	-
TOTAL ASSETS.....	\$ 2,453,296	\$ 2,139,154	\$ 4,592,450	\$ 11,427,325	\$ 909,759
LIABILITIES AND FUND BALANCES					
LIABILITIES:					
Warrants payable.....	\$ -	\$ -	\$ -	\$ 1,840,664	\$ 115,222
Accrued payroll.....	-	-	-	-	-
Due to granting agencies.....	-	-	-	-	-
Other liabilities.....	-	-	-	-	-
Deferred revenues.....	-	-	-	-	-
Due to other funds.....	-	-	-	15,637,791	-
Notes payable.....	-	-	-	-	-
TOTAL LIABILITIES.....	-	-	-	17,478,455	115,222
FUND BALANCES:					
Restricted.....	2,453,296	2,139,154	4,592,450	3,285,527	794,537
Unassigned.....	-	-	-	(9,336,657)	-
TOTAL FUND BALANCES.....	2,453,296	2,139,154	4,592,450	(6,051,130)	794,537
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 2,453,296	\$ 2,139,154	\$ 4,592,450	\$ 11,427,325	\$ 909,759

Capital Projects					Total
Parks	Equipment	Public Works	Other	Sub-total	Nonmajor Governmental Funds
\$ 120,306	\$ 2,596,694	\$ 3,912,256	\$ 377,992	\$ 7,917,007	\$ 29,582,429
-	-	-	-	-	2,538,263
-	-	-	-	-	2,453,296
-	-	-	-	-	607,665
-	-	-	-	11,427,325	16,184,555
-	-	-	-	-	6,948,562
-	-	776,751	-	776,751	16,414,542
<u>\$ 120,306</u>	<u>\$ 2,596,694</u>	<u>\$ 4,689,007</u>	<u>\$ 377,992</u>	<u>\$ 20,121,083</u>	<u>\$ 74,729,312</u>
\$ -	\$ 102,954	\$ 102,918	\$ -	\$ 2,161,758	\$ 6,991,427
-	-	-	-	-	2,281,162
-	-	-	-	-	9,911,000
-	-	-	-	-	3,923,505
-	-	-	-	-	2,487,219
-	-	-	-	15,637,791	16,414,542
-	-	3,200,000	-	3,200,000	3,200,000
-	102,954	3,302,918	-	20,999,549	45,208,855
120,306	2,493,740	1,621,649	377,992	8,693,751	39,092,674
-	-	(235,560)	-	(9,572,217)	(9,572,217)
<u>120,306</u>	<u>2,493,740</u>	<u>1,386,089</u>	<u>377,992</u>	<u>(878,466)</u>	<u>29,520,457</u>
<u>\$ 120,306</u>	<u>\$ 2,596,694</u>	<u>\$ 4,689,007</u>	<u>\$ 377,992</u>	<u>\$ 20,121,083</u>	<u>\$ 74,729,312</u>

(Concluded)

NONMAJOR GOVERNMENTAL FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2013

	<i>Special Revenue Funds</i>				
	Utility/ Telephone	Receipts Reserved	School Lunch	Highway Improvements	Revolving
REVENUES:					
Charges for services.....	\$ -	\$ -	\$ 1,316,732	\$ -	\$ 260,874
Fines and forfeitures.....	-	-	-	-	-
Intergovernmental.....	-	-	11,724,803	2,925,644	97,595
Departmental and other.....	-	-	-	-	5,599,755
Contributions.....	-	-	-	-	-
Investment income.....	-	-	1,335	163	237
TOTAL REVENUES.....	-	-	13,042,870	2,925,807	5,958,461
EXPENDITURES:					
Current:					
General government.....	12,156	-	-	-	-
Public safety.....	-	-	-	-	5,629,819
Education.....	-	-	14,819,725	-	1,948,675
Public works.....	-	-	-	3,907,103	46,858
Health and welfare.....	-	-	-	-	-
Culture and recreation.....	-	-	-	-	98,674
TOTAL EXPENDITURES.....	12,156	-	14,819,725	3,907,103	7,724,026
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	(12,156)	-	(1,776,855)	(981,296)	(1,765,565)
OTHER FINANCING SOURCES (USES):					
Sale of capital assets.....	-	-	-	-	-
Transfers in.....	-	-	-	-	-
Transfers out.....	-	-	-	-	-
TOTAL OTHER FINANCING SOURCES (USES).....	-	-	-	-	-
NET CHANGE IN FUND BALANCES.....	(12,156)	-	(1,776,855)	(981,296)	(1,765,565)
FUND BALANCES AT BEGINNING OF YEAR.....	720,574	1,295,020	2,065,829	981,296	4,683,833
FUND BALANCES AT END OF YEAR.....	\$ 708,418	\$ 1,295,020	\$ 288,974	\$ -	\$ 2,918,268

Special Revenue Funds

Federal Grants School	Federal Grants City	State Grants School	State Grants City	Promise Fund	Expendable Governmental Trusts	Other	Sub-total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 104,008	\$ 1,681,614
-	-	-	-	-	-	18,650	18,650
47,584,592	13,138,792	4,853,533	9,041,710	-	-	-	89,366,669
-	62,853	-	7,500	-	-	188,003	5,858,111
-	-	-	(4,000)	-	415,552	937,077	1,348,629
-	1,259	-	60	47,484	119	-	50,657
<u>47,584,592</u>	<u>13,202,904</u>	<u>4,853,533</u>	<u>9,045,270</u>	<u>47,484</u>	<u>415,671</u>	<u>1,247,738</u>	<u>98,324,330</u>
-	9,602,033	-	2,082,987	-	-	233,392	11,930,568
-	470,880	-	3,191,766	-	-	104,966	9,397,431
50,663,511	17,681	8,109,708	-	414,018	-	553,568	76,526,886
-	-	-	-	-	-	1,996	3,955,957
-	3,307,937	-	2,032,156	-	-	20,567	5,360,660
-	186,966	-	3,002,192	-	353,737	415,271	4,056,840
<u>50,663,511</u>	<u>13,585,497</u>	<u>8,109,708</u>	<u>10,309,101</u>	<u>414,018</u>	<u>353,737</u>	<u>1,329,760</u>	<u>111,228,342</u>
<u>(3,078,919)</u>	<u>(382,593)</u>	<u>(3,256,175)</u>	<u>(1,263,831)</u>	<u>(366,534)</u>	<u>61,934</u>	<u>(82,022)</u>	<u>(12,904,012)</u>
-	-	-	-	-	100,000	-	100,000
-	127,653	-	124,915	-	-	4,985	257,553
-	(224,959)	-	-	-	-	-	(224,959)
-	(97,306)	-	124,915	-	100,000	4,985	132,594
<u>(3,078,919)</u>	<u>(479,899)</u>	<u>(3,256,175)</u>	<u>(1,138,916)</u>	<u>(366,534)</u>	<u>161,934</u>	<u>(77,037)</u>	<u>(12,771,418)</u>
<u>3,478,739</u>	<u>1,824,742</u>	<u>7,529,206</u>	<u>2,367,281</u>	<u>7,770,360</u>	<u>1,925,759</u>	<u>3,935,252</u>	<u>38,577,891</u>
<u>\$ 399,820</u>	<u>\$ 1,344,843</u>	<u>\$ 4,273,031</u>	<u>\$ 1,228,365</u>	<u>\$ 7,403,826</u>	<u>\$ 2,087,693</u>	<u>\$ 3,858,215</u>	<u>\$ 25,806,473</u>

(Continued)

NONMAJOR GOVERNMENTAL FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2013

	<u>Debt Service</u>			<u>Capital Projects</u>	
	Bond Sinking Fund	Debt Service Reserve	Sub-total	Schools	Public Buildings
REVENUES:					
Charges for services.....	\$ -	\$ -	\$ -	\$ -	\$ -
Fines and forfeitures.....	-	-	-	-	-
Intergovernmental.....	-	-	-	53,971,431	-
Departmental and other.....	-	-	-	-	-
Contributions.....	-	-	-	-	-
Investment income.....	68,737	-	68,737	-	-
TOTAL REVENUES.....	68,737	-	68,737	53,971,431	-
EXPENDITURES:					
Current:					
General government.....	-	-	-	-	93,834
Public safety.....	-	-	-	-	378,688
Education.....	-	-	-	64,530,541	-
Public works.....	-	-	-	-	-
Health and welfare.....	-	-	-	-	-
Culture and recreation.....	-	-	-	-	-
TOTAL EXPENDITURES.....	-	-	-	64,530,541	472,522
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	68,737	-	68,737	(10,559,110)	(472,522)
OTHER FINANCING SOURCES (USES):					
Sale of capital assets.....	-	-	-	-	-
Transfers in.....	776,911	-	776,911	1,072,500	202,949
Transfers out.....	-	(233,926)	(233,926)	-	(266,786)
TOTAL OTHER FINANCING SOURCES (USES).....	776,911	(233,926)	542,985	1,072,500	(63,837)
NET CHANGE IN FUND BALANCES.....	845,648	(233,926)	611,722	(9,486,610)	(536,359)
FUND BALANCES AT BEGINNING OF YEAR.....	1,607,648	2,373,080	3,980,728	3,435,480	1,330,896
FUND BALANCES AT END OF YEAR.....	\$ 2,453,296	\$ 2,139,154	\$ 4,592,450	\$ (6,051,130)	\$ 794,537

Capital Projects					Total
Parks	Equipment	Public Works	Other	Sub-total	Nonmajor Governmental Funds
\$ -	\$ -	\$ -	\$ -	\$ -	1,681,614
-	-	-	-	-	18,650
-	-	-	-	53,971,431	143,338,100
4,518	-	-	-	4,518	5,862,629
-	-	-	-	-	1,348,629
-	-	-	-	-	119,394
<u>4,518</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>53,975,949</u>	<u>152,369,016</u>
-	951,342	-	123,340	1,168,516	13,099,084
-	-	-	-	378,688	9,776,119
-	-	-	-	64,530,541	141,057,427
-	238,214	668,387	-	906,601	4,862,558
-	-	-	-	-	5,360,660
-	-	-	-	-	4,056,840
<u>-</u>	<u>1,189,556</u>	<u>668,387</u>	<u>123,340</u>	<u>66,984,346</u>	<u>178,212,688</u>
<u>4,518</u>	<u>(1,189,556)</u>	<u>(668,387)</u>	<u>(123,340)</u>	<u>(13,008,397)</u>	<u>(25,843,672)</u>
-	1,000,000	-	-	1,000,000	1,100,000
-	300,000	-	-	1,575,449	2,609,913
-	-	(637,624)	(371,038)	(1,275,448)	(1,734,333)
<u>-</u>	<u>1,300,000</u>	<u>(637,624)</u>	<u>(371,038)</u>	<u>1,300,001</u>	<u>1,975,580</u>
4,518	110,444	(1,306,011)	(494,378)	(11,708,396)	(23,868,092)
<u>115,788</u>	<u>2,383,296</u>	<u>2,692,100</u>	<u>872,370</u>	<u>10,829,930</u>	<u>53,388,549</u>
<u>\$ 120,306</u>	<u>\$ 2,493,740</u>	<u>\$ 1,386,089</u>	<u>\$ 377,992</u>	<u>\$ (878,466)</u>	<u>\$ 29,520,457</u>

(Concluded)

Internal Service Funds

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other governmental units, on a cost reimbursement basis.

Public Works Shared Services Fund – This fund is used to account for the inter-department services provided by the department of public works for the maintenance of vehicles and other services.

Health Insurance Fund – This fund is used to account for the payment of health and other employee benefit programs.

INTERNAL SERVICE FUNDS
COMBINING STATEMENT OF NET POSITION

JUNE 30, 2013

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
ASSETS			
CURRENT:			
Cash and cash equivalents.....	\$ 700,676	\$ 7,480,701	\$ 8,181,377
Receivables, net of allowance for uncollectibles:			
Departmental and other.....	-	18,230	18,230
Total current assets.....	<u>700,676</u>	<u>7,498,931</u>	<u>8,199,607</u>
LIABILITIES			
CURRENT:			
Warrants payable.....	64,812	-	64,812
Employee contributions paid in advance.....	-	1,963,750	1,963,750
Health claims payable.....	-	119,815	119,815
Total current liabilities.....	<u>64,812</u>	<u>2,083,565</u>	<u>2,148,377</u>
NET POSITION			
Unrestricted.....	<u>\$ 635,864</u>	<u>\$ 5,415,366</u>	<u>\$ 6,051,230</u>

INTERNAL SERVICE FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

FISCAL YEAR ENDED JUNE 30, 2013

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
OPERATING REVENUES:			
Employee contributions	\$ -	\$ 19,637,134	\$ 19,637,134
Employer contributions	-	59,844,647	59,844,647
Charges for services.....	2,047,663	-	2,047,663
TOTAL OPERATING REVENUES	2,047,663	79,481,781	81,529,444
OPERATING EXPENSES:			
Cost of services and administration	1,988,472	-	1,988,472
Employee benefits	-	78,601,027	78,601,027
TOTAL OPERATING EXPENSES	1,988,472	78,601,027	80,589,499
OPERATING INCOME.....	59,191	880,754	939,945
NONOPERATING REVENUES (EXPENSES):			
Investment income.....	-	5,388	5,388
CHANGE IN NET POSITION.....	59,191	886,142	945,333
NET POSITION AT BEGINNING OF YEAR.....	576,673	4,529,224	5,105,897
NET POSITION AT END OF YEAR.....	\$ 635,864	\$ 5,415,366	\$ 6,051,230

INTERNAL SERVICE FUNDS
COMBINING STATEMENT OF CASH FLOWS

FISCAL YEAR ENDED JUNE 30, 2013

	Public Works Shared Services	Health Insurance	Total Internal Service Funds
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>			
Receipts from member employees.....	\$ -	\$ 19,454,217	\$ 19,454,217
Receipts from interfund services provided.....	2,047,663	59,835,115	61,882,778
Payments for interfund services used.....	<u>(1,991,148)</u>	<u>(78,601,027)</u>	<u>(80,592,175)</u>
NET CASH FROM OPERATING ACTIVITIES.....	<u>56,515</u>	<u>688,305</u>	<u>744,820</u>
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>			
Investment income.....	<u>-</u>	<u>5,388</u>	<u>5,388</u>
NET CHANGE IN CASH AND CASH EQUIVALENTS.....	56,515	693,693	750,208
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....	<u>644,161</u>	<u>6,787,008</u>	<u>7,431,169</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR.....	<u>\$ 700,676</u>	<u>\$ 7,480,701</u>	<u>\$ 8,181,377</u>
<u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u>			
Operating income.....	\$ 59,191	\$ 880,754	\$ 939,945
Adjustments to reconcile operating income to net cash from operating activities:			
Changes in assets and liabilities:			
Departmental and other.....	-	(3,543)	(3,543)
Warrants payable.....	(2,676)	-	(2,676)
Unearned revenues.....	-	(14,687)	(14,687)
Employee contributions paid in advance.....	-	(182,917)	(182,917)
Health claims payable.....	<u>-</u>	<u>8,698</u>	<u>8,698</u>
Total adjustments.....	<u>(2,676)</u>	<u>(192,449)</u>	<u>(195,125)</u>
NET CASH FROM OPERATING ACTIVITIES.....	<u>\$ 56,515</u>	<u>\$ 688,305</u>	<u>\$ 744,820</u>

Fiduciary Funds

Agency Fund – This fund is used to account for payroll withholdings and other amounts held in a fiduciary capacity for nongovernmental purposes.

AGENCY FUND
STATEMENT OF CHANGES IN ASSETS AND LIABILITIES

FISCAL YEAR ENDED JUNE 30, 2013

	Agency Accounts July 1, 2012	Additions	Deletions	Agency Accounts June 30, 2013
ASSETS				
Cash and cash equivalents.....	\$ 582,783	\$ 100,003,767	\$ (100,218,243)	\$ 368,307
LIABILITIES				
Liabilities due depositors.....	\$ 582,783	\$ 100,003,767	\$ (100,218,243)	\$ 368,307

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Statistical Section

Statistical tables differ from financial statements since they usually cover more than one fiscal year and may present non-accounting data. The following tables reflect social and economic data, financial trends, and fiscal capacity.



The headquarters of Big Y Supermarkets located on Roosevelt Avenue.

City of Springfield, Massachusetts
Comprehensive Annual Financial Report
For the fiscal year ended June 30, 2013



The headquarters of Smith and Wesson located on Roosevelt Avenue.

Statistical Section

This part of the City of Springfield's comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the City's overall financial health.

Financial Trends

- These schedules contain trend information to help the reader understand how the City's financial performance and well-being have changed over time.

Revenue Capacity

- These schedules contain information to help the reader assess the City's most significant local revenue source, the property tax.

Debt Capacity

- These schedules present information to help the reader assess the affordability of the City's current levels of outstanding debt and the City's ability to issue additional debt in the future.

Demographic and Economic Information

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the City's financial activities take place.

Operating Information

- These schedules contain service and infrastructure data to help the reader understand how the information in the City's financial report relates to the services the City provides and the activities it performs.

SOURCES: Unless otherwise noted, the information in these schedules is derived from the audited financial reports for the relevant year.

Net Position By Component
Last Ten Fiscal Years

	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Governmental activities										
Net investment in capital assets.....	\$ 35,527,345	\$ 152,135,812	\$ 337,293,007	\$ 355,316,577	\$ 341,183,744	\$ 325,029,046	\$ 320,198,349	\$ 332,597,837	\$ 374,981,234	\$ 434,638,276
Restricted.....	9,202,820	24,352,366	19,216,828	11,626,045	10,548,347	18,386,621	15,210,173	22,794,687	22,794,687	15,633,323
Unrestricted.....	(26,633,470)	17,467,126	49,923,671	40,591,555	42,012,688	44,159,791	28,345,748	(42,915,390)	(42,915,390)	(88,519,074)
Total governmental activities net assets.....	\$ 18,096,695	\$ 193,955,304	\$ 406,433,506	\$ 407,534,177	\$ 393,744,779	\$ 387,575,458	\$ 363,754,270	\$ 372,451,389	\$ 354,860,531	\$ 361,752,525
Business-type activities										
Net investment in capital assets.....	101,374	-	-	-	19,485	106,681	209,137	266,698	412,276	882,976
Unrestricted.....	469,380	-	-	-	727,929	1,050,992	2,160,316	2,676,105	2,337,268	1,835,950
Total business-type activities net assets.....	\$ 570,754	\$ -	\$ -	\$ -	\$ 747,414	\$ 1,157,673	\$ 2,369,453	\$ 2,942,803	\$ 2,749,544	\$ 2,718,926
Primary government										
Net investment in capital assets.....	35,628,719	152,135,812	337,293,007	355,316,577	341,203,229	325,135,727	320,407,486	332,864,535	375,393,510	435,521,252
Restricted.....	9,202,820	25,282,204	20,736,803	13,972,030	12,177,583	20,024,916	16,988,807	21,614,220	22,794,687	15,633,323
Unrestricted.....	(26,164,090)	16,537,288	48,403,696	38,245,570	41,111,381	43,572,488	28,747,430	20,915,437	(40,578,122)	(86,683,124)
Total primary government net assets.....	\$ 18,667,449	\$ 193,955,304	\$ 406,433,506	\$ 407,534,177	\$ 394,492,193	\$ 388,733,131	\$ 366,123,723	\$ 375,394,192	\$ 357,610,075	\$ 364,471,451

During fiscal years 2005, 2006, and 2007, the City did not have any business-type actives.

Changes in Net Position
Last Ten Fiscal Years

	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Expenses										
Governmental activities:										
General government:	\$ 49,309,817	\$ 33,833,533	\$ 37,313,464	\$ 37,430,911	\$ 48,467,529	\$ 54,328,653	\$ 63,024,227	\$ 62,794,736	\$ 55,175,091	\$ 48,859,966
Public safety.....	57,476,808	81,589,471	85,728,406	92,037,703	103,672,758	101,547,545	108,272,250	110,047,282	111,769,605	110,185,618
Education.....	301,128,474	346,130,455	362,864,927	397,224,731	420,017,056	440,566,125	456,624,524	466,952,480	481,476,353	500,486,892
Public works.....	22,092,283	35,625,891	39,852,304	42,335,873	43,956,415	30,235,263	33,422,502	30,698,396	30,698,396	30,833,899
Health and human services.....	5,012,259	5,599,409	14,629,017	10,665,056	12,075,838	8,244,515	9,813,743	10,289,084	10,241,088	11,525,257
Culture and recreation.....	10,788,760	14,854,349	17,066,712	18,500,551	22,120,662	23,275,504	21,342,468	22,118,556	20,769,658	22,990,894
Employee benefits.....	79,541,619	17,897,676	-	-	-	-	-	-	-	-
State and county charges.....	2,416,185	-	-	-	-	-	-	-	-	-
Commodities.....	871,757	-	-	-	-	-	-	-	-	-
Storm damage - October 2011 snow storm.....	-	-	-	-	-	-	-	-	-	-
Interest.....	16,094,549	14,413,659	16,128,784	14,415,119	15,314,660	14,352,231	13,458,084	13,266,838	12,170,740	9,414,835
Claims and judgments.....	-	-	532,192	556,750	642,918	496,923	-	-	-	-
Miscellaneous.....	373,701	-	-	-	-	-	-	-	-	-
Total governmental activities expenses.....	\$ 544,234,455	\$ 550,955,200	\$ 576,123,068	\$ 614,814,760	\$ 659,446,027	\$ 673,036,876	\$ 698,456,252	\$ 718,901,478	\$ 758,682,139	\$ 744,287,089
Business-type activities:										
Parking.....	485,031	-	-	-	6,178,931	6,158,565	5,962,662	6,537,689	8,874,676	8,840,556
Trash.....	-	-	-	-	6,178,931	6,158,565	5,962,662	6,537,689	8,874,676	8,840,556
Total business-type activities expenses.....	\$ 485,031	\$ -	\$ -	\$ -	\$ 6,178,931	\$ 6,158,565	\$ 5,962,662	\$ 6,537,689	\$ 8,874,676	\$ 8,840,556
Total primary government expenses.....	\$ 544,719,486	\$ 550,955,200	\$ 576,123,068	\$ 614,814,760	\$ 665,624,958	\$ 679,195,441	\$ 704,418,914	\$ 727,439,167	\$ 758,682,139	\$ 744,287,089
Program Revenues										
Governmental activities:										
Education charges for services.....	\$ 14,832,327	\$ 7,885,941	\$ 6,011,926	\$ 9,341,098	\$ 9,545,159	\$ 8,333,298	\$ 7,903,176	\$ 8,545,601	\$ 6,873,282	\$ 5,524,444
Public safety charges for services.....	8,643,220	8,463,586	10,312,096	9,589,623	7,789,484	9,190,168	17,433,422	7,059,899	7,839,552	6,782,889
Public works charges for services.....	323,919,693	339,811,117	265,768,990	265,885,595	394,416,551	413,665,113	419,617,283	438,860,676	452,149,037	443,911,024
Operating grants and contributions.....	25,280,773	4,543,703	4,537,749	12,815,331	7,585,134	3,467,296	10,232,406	43,524,730	37,356,589	57,614,376
Capital grant and contributions.....	-	-	-	-	-	-	-	-	-	-
Total governmental activities program revenues.....	\$ 378,684,268	\$ 385,990,084	\$ 389,884,316	\$ 402,978,823	\$ 428,191,125	\$ 446,019,777	\$ 459,632,090	\$ 510,425,696	\$ 519,174,612	\$ 531,388,955
Business-type activities:										
Charges for services - Parking.....	761,315	-	-	-	4,237,986	3,814,824	3,913,653	4,101,890	3,982,527	4,089,875
Charges for services - Trash.....	-	-	-	-	4,237,986	3,814,824	3,913,653	4,101,890	3,982,527	4,089,875
Total business-type activities program revenues.....	\$ 761,315	\$ -	\$ -	\$ -	\$ 4,237,986	\$ 3,814,824	\$ 3,913,653	\$ 4,101,890	\$ 3,982,527	\$ 4,089,875
Total primary government program revenues.....	\$ 379,345,583	\$ 385,990,084	\$ 389,884,316	\$ 402,978,823	\$ 432,429,112	\$ 449,834,601	\$ 463,545,743	\$ 514,527,586	\$ 523,157,239	\$ 535,438,440
Net (Expense)/Revenue										
Governmental activities:										
Governmental activities.....	\$ (165,650,187)	\$ (164,865,116)	\$ (186,238,752)	\$ (211,835,957)	\$ (231,254,901)	\$ (227,017,099)	\$ (238,824,162)	\$ (208,475,782)	\$ (230,632,851)	\$ (204,077,978)
Business-type activities.....	276,284	-	-	-	(1,940,945)	(2,343,741)	(2,049,009)	(4,435,799)	(4,892,049)	(4,770,881)
Total primary government net expense.....	\$ (165,373,903)	\$ (164,865,116)	\$ (186,238,752)	\$ (211,835,957)	\$ (233,195,846)	\$ (229,360,840)	\$ (240,873,171)	\$ (212,911,581)	\$ (235,524,900)	\$ (208,848,859)
General Revenues and other Changes in Net Position										
Governmental activities:										
Real estate and personal property taxes.....	\$ 123,589,276	\$ 132,057,410	\$ 132,539,064	\$ 140,716,389	\$ 145,585,893	\$ 156,376,934	\$ 162,066,493	\$ 159,965,027	\$ 163,454,196	\$ 161,546,733
Tax liens.....	(A)	5,926,760	5,442,194	5,160,748	2,597,208	2,595,712	3,820,323	4,328,306	3,259,181	2,610,861
Motor vehicle and other excise taxes.....	8,680,469	8,770,981	8,528,670	8,207,546	7,779,625	9,155,042	7,602,869	7,323,777	9,599,000	9,394,207
Hotel/Motel tax.....	-	694,458	934,715	944,735	960,544	876,507	727,765	767,571	872,952	899,871
Local Meals Tax.....	-	-	-	-	-	-	848,795	1,513,257	1,624,115	1,623,553
Penalties and interest on taxes.....	10,061,195	3,882,106	3,537,692	3,360,657	2,185,178	2,342,311	1,613,260	1,677,741	1,802,033	1,818,809
Payments in lieu of taxes.....	-	6,785,417	6,363,640	7,077,284	6,536,565	5,820,090	6,523,169	5,082,080	5,094,420	3,975,168
Specific contributions not restricted to.....	31,025,567	35,867,054	37,288,365	46,897,842	45,298,984	42,580,162	34,225,053	32,062,000	32,059,135	32,057,032
Unrestricted investment income.....	183,203	1,263,014	3,845,110	7,742,338	8,405,541	3,560,833	8,078,832	669,539	458,708	335,962
Gain on sale of capital assets.....	342,374	5,223,206	49,922	789,028	76,324	24,187	28,214	92,752	42,044	95,433
Miscellaneous.....	-	-	-	-	(2,888,359)	(2,754,000)	(3,260,789)	(5,009,149)	(4,698,790)	(4,740,063)
Transfers.....	-	-	-	-	-	-	-	-	-	-
Special items:										
Forgiveness of debt - state loan.....	-	-	-	-	-	-	-	8,700,000	-	-
Extraordinary items.....	-	-	-	-	-	-	-	-	20,000,450	770,149
Tornado reimbursements.....	-	-	-	-	-	-	-	-	(28,485,451)	(1,479,749)
Tornado expenses.....	-	-	-	-	-	-	-	-	-	-
Total governmental activities.....	\$ 173,882,084	\$ 199,980,406	\$ 198,929,372	\$ 220,896,527	\$ 217,665,503	\$ 220,847,778	\$ 215,002,974	\$ 217,172,901	\$ 213,041,993	\$ 210,969,972
Business-type activities:										
Transfers.....	-	-	-	-	2,888,359	2,754,000	3,260,789	5,009,149	4,698,790	4,740,063
Total primary government.....	\$ 173,882,084	\$ 199,980,406	\$ 198,929,372	\$ 220,896,527	\$ 220,553,862	\$ 223,601,778	\$ 218,263,763	\$ 222,182,050	\$ 217,740,783	\$ 215,710,035
Changes in Net Position										
Governmental activities:										
Business-type activities.....	\$ 8,211,897	\$ 35,015,290	\$ 12,800,620	\$ 9,060,570	\$ (13,769,308)	\$ (6,669,321)	\$ (23,821,188)	\$ 6,697,119	\$ (17,590,569)	\$ 6,801,994
Business-type activities.....	276,284	-	-	747,414	-	-	-	573,350	(193,259)	(30,818)
Total primary government.....	\$ 8,508,181	\$ 35,015,290	\$ 12,800,620	\$ 9,808,084	\$ (13,041,984)	\$ (5,759,062)	\$ (22,609,408)	\$ 9,270,469	\$ (17,784,117)	\$ 6,861,376

(A) = In 2004 tax lien revenue was included with real estate and personal property tax revenue.

Source: Audited Financial Statements

Fund Balances, Governmental Funds
Last Ten Fiscal Years

	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
General Fund										
Reserved for										
Encumbrances and continuing appropriations.....	\$ 9,620,120	\$ 20,047,085	\$ 30,904,387	\$ 14,563,295	\$ 9,885,173	\$ 7,440,386	\$ 9,660,020	\$ -	\$ -	\$ -
Chapter 656 reserve.....	-	4,341,962	4,869,332	5,049,684	5,624,879	6,042,256	5,794,053	-	-	-
Schools.....	-	-	-	-	-	-	10,881,300	-	-	-
Unreserved.....	3,882,756	26,562,000	48,042,132	53,639,496	41,892,849	44,551,976	49,160,191	-	-	-
Restricted.....	-	-	-	-	-	-	-	30,421,176	35,132,415	40,486,563
Assigned.....	-	-	-	-	-	-	-	3,341,976	2,978,810	2,273,838
Unassigned.....	-	-	-	-	-	-	-	64,287,919	60,169,358	55,190,530
Total general fund.....	\$ 13,502,876	\$ 50,951,047	\$ 83,815,851	\$ 73,252,475	\$ 57,402,901	\$ 58,034,618	\$ 75,495,564	\$ 98,051,071	\$ 98,280,583	\$ 97,950,931
All Other Governmental Funds										
Reserved.....	\$ 732,241	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unreserved, reported in:										
Special revenue funds.....	11,287,416	12,805,678	18,752,274	56,822,330	86,576,180	109,664,713	54,400,287	-	-	-
Capital projects funds.....	(35,656,164)	14,963,595	12,777,318	55,089,820	27,432,020	40,664,091	34,709,187	-	-	-
Permanent funds.....	-	899,467	1,519,975	2,345,985	1,629,236	1,638,295	1,758,634	-	-	-
Restricted.....	-	-	-	-	-	-	-	66,102,729	53,388,549	39,092,674
Unassigned.....	-	-	-	-	-	-	-	(324,076)	(12,040,461)	(17,250,514)
Total all other governmental funds.....	\$ (23,636,507)	\$ 28,668,740	\$ 33,049,567	\$ 114,258,135	\$ 115,637,436	\$ 151,957,099	\$ 90,868,108	\$ 65,778,653	\$ 41,348,088	\$ 21,842,160

Notes:
Source: Audited Financial Statements
The City implemented GASB 54 in fiscal year 2011, fund balances prior to fiscal year 2011 have been reported in the pre-GASB 54 format.

Changes in Fund Balances, Governmental Funds

Last Ten Fiscal Years

	Fiscal Year									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Revenues:										
Real estate and personal property taxes, net of tax refunds.....	\$ 123,381,108	\$ 122,261,374	\$ 130,987,539	\$ 141,134,996	\$ 142,947,339	\$ 157,510,645	\$ 164,367,177	\$ 160,413,338	\$ 163,234,056	\$ 159,557,644
Tax liens.....	-	5,926,760	7,194,890	5,160,748	4,472,030	3,309,149	3,768,128	3,448,477	3,833,024	3,098,323
Motor vehicle and other excise taxes.....	8,966,277	9,206,553	9,211,096	8,635,626	8,921,591	8,340,690	7,839,549	7,691,115	8,814,442	8,817,723
Hotel/Motel tax.....	-	694,458	934,715	944,735	960,544	876,507	727,765	767,571	872,962	889,971
Local Meals Tax.....	-	-	-	-	-	-	848,795	1,513,257	1,624,115	1,623,953
Charges for services.....	26,160,700	15,214,204	13,431,571	7,854,157	3,599,893	2,148,630	2,439,774	1,353,944	2,663,543	2,203,716
Penalties and interest on taxes.....	10,061,195	3,892,106	3,537,692	3,360,657	2,185,178	3,360,643	2,342,311	1,677,741	1,802,033	1,818,809
Payments in lieu of taxes.....	-	6,785,417	6,363,640	7,077,264	6,936,565	5,820,090	6,523,169	5,082,080	5,054,420	3,975,168
Licenses and permits.....	1,836,229	3,067,713	2,953,760	3,341,714	2,556,063	5,414,924	3,734,353	3,432,098	3,823,239	4,307,698
Fines and forfeitures.....	1,422,400	1,672,981	2,187,751	1,480,434	1,437,672	6,720,709	6,444,218	5,451,805	6,019,333	6,318,372
Intergovernmental.....	377,357,995	394,065,295	406,263,585	426,261,115	447,473,783	465,309,318	473,123,963	527,373,079	531,494,799	541,568,826
Departmental and other.....	-	19,159,203	14,083,982	15,165,511	19,884,792	17,271,932	11,806,484	15,533,603	15,785,677	15,734,308
Investment income.....	183,203	1,246,770	3,804,110	7,702,368	8,302,737	3,792,330	787,970	675,518	497,734	398,711
Miscellaneous.....	2,912,764	123,239	69,200	-	-	-	-	-	-	-
Contributions.....	-	2,267,323	2,991,764	3,620,174	2,574,334	2,913,485	2,888,734	2,588,421	1,832,890	1,348,629
Total Revenue.....	552,281,871	585,583,396	604,005,275	631,739,499	652,252,521	681,770,720	686,913,329	736,982,047	747,352,257	751,681,451
Expenditures:										
General government.....	48,787,210	35,604,663	35,023,044	37,433,149	49,623,102	44,061,974	59,236,857	57,699,771	44,099,741	36,668,006
Public safety.....	55,601,857	57,360,810	57,415,730	69,214,379	70,597,000	66,059,643	74,986,038	73,028,036	70,330,653	68,870,769
Education.....	293,744,880	292,822,538	352,200,997	391,340,765	397,535,802	414,768,913	437,093,450	482,327,150	495,973,985	530,665,879
Public works.....	22,233,205	29,853,711	29,205,295	34,228,445	29,313,471	20,307,276	13,750,634	14,706,846	15,912,108	14,716,796
Health and human services.....	5,059,594	5,093,759	13,453,222	9,684,540	11,094,903	7,364,096	8,628,544	8,988,028	8,668,509	10,453,432
Culture and recreation.....	11,508,301	10,596,657	13,139,890	15,233,919	17,408,776	17,198,787	16,222,484	15,794,746	13,995,057	16,521,964
Finance Control Board Expenditures.....	-	871,757	2,017,282	1,648,086	2,178,191	-	-	-	-	-
Pension benefits.....	-	22,446,447	17,479,734	18,655,982	21,685,459	20,844,905	22,372,681	24,254,094	23,825,273	24,474,041
Employee benefits.....	75,597,564	-	-	-	-	-	-	-	-	-
Miscellaneous.....	191,342	-	-	-	-	-	-	-	-	-
Employee fringe benefits.....	470,127	1,068,473	1,068,431	3,739,401	1,604,431	1,607,929	427,412	1,342,238	728,470	594,118
Employee health benefits.....	56,898,020	18,074,765	23,041,303	26,400,181	26,400,181	25,026,409	22,221,484	22,470,194	23,298,895	22,288,970
Claims and judgments.....	-	413,721	532,192	566,750	642,918	496,923	-	-	-	-
Storm damage.....	-	-	-	-	-	-	-	-	-	-
State, county, and district assessments.....	2,416,185	17,997,676	2,837,845	2,877,262	2,591,642	2,679,875	2,657,567	2,896,717	2,760,698	2,917,105
Debt service.....	34,469,481	19,324,296	18,952,085	20,528,965	20,477,383	26,289,682	72,701,316	26,509,108	26,243,152	27,063,276
Principal.....	-	15,598,461	13,790,706	15,057,019	16,445,028	15,532,168	14,646,118	14,656,717	13,555,322	11,713,951
Interest.....	-	-	-	-	-	-	-	-	-	-
Total Expenditures.....	549,609,619	585,312,643	575,191,240	643,249,965	667,598,296	682,206,580	745,144,585	744,643,645	767,189,195	788,167,369
Excess of revenues over (under) expenditures.....	2,672,252	20,270,753	28,814,035	(11,510,466)	(15,345,775)	19,564,140	(58,231,256)	(7,661,598)	(19,836,938)	(16,485,918)
Other Financing Sources (Uses)										
Issuance of long-term debt.....	-	49,236,000	-	53,605,000	-	19,500,000	17,864,000	-	-	-
Premium from issuance of bonds.....	-	3,463,068	-	1,875,817	-	599,991	-	-	-	-
Issuance of refunding bonds.....	-	-	98,274,000	73,795,000	-	4,805,000	-	-	-	26,355,000
Premium from issuance of refunding bonds.....	-	-	10,195,602	4,418,218	-	112,181	-	-	-	3,807,457
Payments to refunded bond escrow agent.....	-	-	(107,143,336)	(77,546,197)	-	(4,875,832)	-	-	-	(30,162,457)
State loan issuance.....	-	-	3,642,282	26,007,790	478,191	-	-	-	-	-
Capital lease financing.....	-	21,871,757	-	3,085,340	-	-	-	1,436,799	819,676	-
Sale of capital assets.....	6,175,883	16,529,942	3,476,574	21,825,466	35,527,113	107,536,799	68,387,868	9,104,472	5,111,949	2,100,000
Transfers in.....	(6,175,883)	(16,529,942)	(3,476,574)	(21,825,466)	(38,215,472)	(110,290,799)	(71,648,657)	(14,113,621)	(9,610,739)	3,068,340
Transfers out.....	-	71,107,757	8,431,596	82,155,628	875,172	17,387,240	14,603,211	(3,572,350)	(3,879,114)	(2,640,063)
Total other financing sources (uses).....	-	71,107,757	8,431,596	82,155,628	875,172	17,387,240	14,603,211	(3,572,350)	(3,879,114)	(2,640,063)
Special Item - Forgiveness of Debt, State Loan.....	-	-	-	-	-	-	-	8,700,000	-	-
Extraordinary Item - Intergovernmental tornado revenue.....	-	-	-	-	-	-	-	-	20,000,450	770,149
Extraordinary Item - Tornado relief expenditures.....	-	-	-	-	-	-	-	-	(20,485,451)	(1,479,748)
Net change in fund balance.....	2,672,252	91,378,510	37,245,631	70,645,162	(14,470,603)	36,951,380	(43,628,045)	(2,533,948)	(24,201,053)	(19,835,580)
Debt service as a percentage of noncapital expenditures.....	6.41%	6.22%	5.80%	5.76%	5.82%	6.44%	12.33%	6.07%	5.60%	5.59%

(1) Debt service in 2010 includes the early repayment of the \$46.8 million state loan.

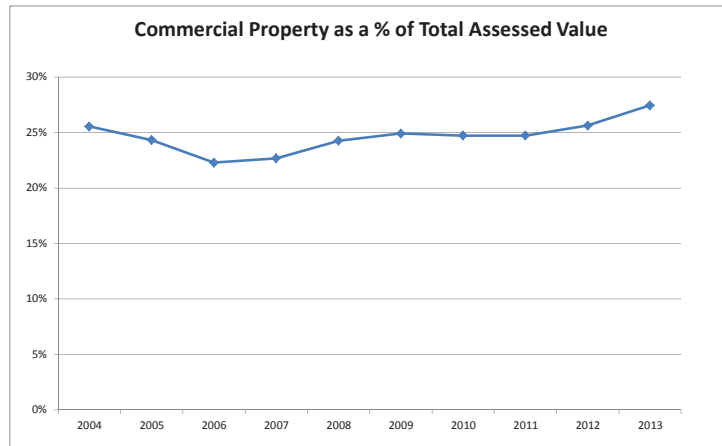
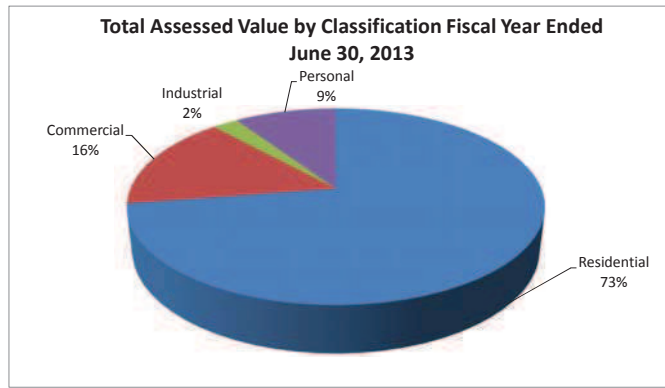
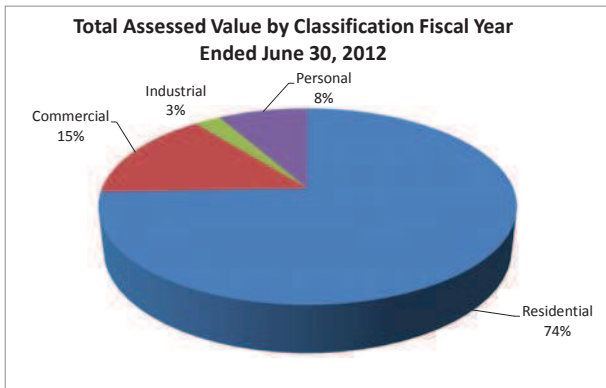
Source: Audited Financial Statements

Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates

Last Ten Fiscal Years

Fiscal Year	Assessed and Actual Values and Tax Rates								
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total CIP Value	CIP Tax Rate	Total Direct Rate (1)	Total City Value
2004	\$3,981,811,000	\$ 18.99	\$828,245,700	\$226,022,200	\$407,898,910	\$1,462,166,810	\$ 34.18	\$ 23.07	\$5,443,977,810
2005	\$4,524,791,200	\$ 17.51	\$916,603,200	\$231,787,300	\$404,317,690	\$1,552,708,190	\$ 33.36	\$ 21.56	\$6,077,499,390
2006	\$5,015,641,700	\$ 17.00	\$965,788,700	\$233,789,700	\$412,180,550	\$1,611,758,950	\$ 33.02	\$ 20.90	\$6,627,400,650
2007	\$5,776,964,500	\$ 16.04	\$1,003,757,800	\$234,694,400	\$418,233,820	\$1,656,686,020	\$ 31.91	\$ 19.58	\$7,433,650,520
2008	\$6,036,956,400	\$ 16.03	\$1,079,322,350	\$246,327,200	\$444,536,550	\$1,770,186,100	\$ 32.04	\$ 19.66	\$7,807,142,500
2009	\$5,484,722,870	\$ 17.89	\$1,072,958,950	\$242,991,100	\$440,601,660	\$1,756,551,710	\$ 36.98	\$ 22.52	\$7,241,274,580
2010	\$5,252,153,800	\$ 19.50	\$1,052,016,750	\$229,288,700	\$461,359,650	\$1,742,665,100	\$ 39.25	\$ 24.42	\$6,994,818,900
2011	\$5,155,722,500	\$ 19.49	\$1,045,580,000	\$184,851,100	\$463,175,130	\$1,693,606,230	\$ 38.97	\$ 24.31	\$6,849,328,730
2012	\$5,038,856,200	\$ 19.83	\$1,009,971,300	\$166,822,500	\$560,357,950	\$1,737,151,750	\$ 39.99	\$ 25.00	\$6,776,007,950
2013	\$4,858,355,700	\$ 19.71	\$1,047,246,800	\$159,725,600	\$631,025,200	\$1,837,997,600	\$ 38.98	\$ 25.00	\$6,696,353,300

Source: Board Of Assessors



(1) The direct rate is the weighted average of the residential and CIP rates.
 Source: Assessor's Department, City of Springfield
 All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the City. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding fiscal year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

Principal Taxpayers
Current Year and Nine Years Ago

Name	Nature of Business	2013			2004		
		Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
Western Mass Electric	Utility	\$ 258,676,360	1	3.9%	110,131,100	2	2.0%
Baystate Gas Co.	Utility	98,265,330	2	1.5%	44,796,140	5	0.8%
Massachusetts Mutual	Insurance	83,825,900	3	1.3%	44,952,400	4	0.8%
Verizon New England	Utility	53,063,290	4	0.8%	54,904,000	3	1.0%
Ineos Nova	Chemicals	41,157,200	5	0.6%	n/a	n/a	n/a
Cataldo and Wallace	Office	32,333,220	6	0.5%	n/a	n/a	n/a
Comcast of Massachusetts	Communications	25,255,480	7	0.4%	n/a	n/a	n/a
Wireline Leasing Co.	Utility	24,851,280	8	0.4%	n/a	n/a	n/a
Solutia	Chemicals	24,141,700	9	0.4%	25,115,800	6	0.5%
Hubbard Real Estate	Real Estate	23,434,300	10	0.3%	19,230,800	8	0.4%
Eastfield Associates	Retail	n/a	n/a	n/a	19,253,350	9	0.4%
Sprint Communications	Utility	n/a	n/a	n/a	115,700,000	1	0.0%
Springfield Center 1 Associates	Chemicals	n/a	n/a	n/a	19,978,400	7	0.4%
Bershire-Brookdale LLC	Distribution	n/a	n/a	n/a	11,009,400	10	0.0%
Totals		\$ 665,004,060		9.9%	\$ 465,071,390		8.5%

Source: Board of Assessors

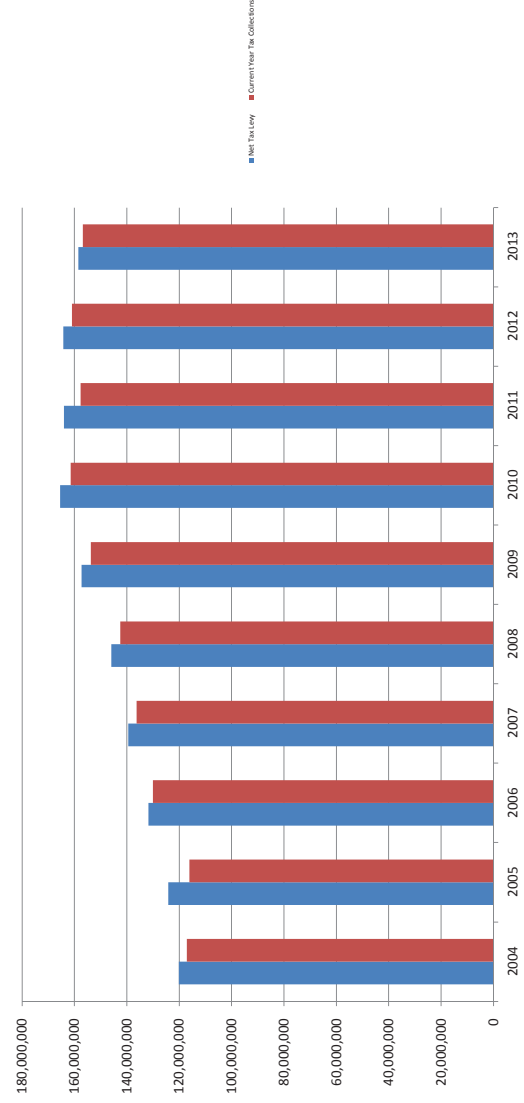
Property Tax Levies and Collections
Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Less Original Reserve for Abatements & Exemptions (1)	Net Tax Levy	Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Net Tax Levy
2004	\$125,591,452	\$5,407,439	\$120,184,013	\$117,137,994	97.5%	\$4,124,226	\$121,262,220	100.9% (2)
2005	\$131,027,439	\$6,798,667	\$124,228,772	\$116,065,409	93.4%	\$8,146,933	\$124,212,342	100.0%
2006	\$138,488,062	\$6,700,000	\$131,788,062	\$130,093,942	98.7%	\$2,139,051	\$132,232,993	100.3% (2)
2007	\$145,527,361	\$6,061,827	\$139,465,534	\$136,302,756	97.7%	\$4,472,030	\$140,774,786	100.9% (2)
2008	\$153,489,174	\$7,622,699	\$145,866,475	\$142,475,259	97.7%	\$3,309,149	\$145,784,408	99.9%
2009	\$163,078,974	\$5,752,571	\$157,326,403	\$153,773,797	97.7%	\$3,768,128	\$157,541,925	100.1% (2)
2010	\$170,816,604	\$5,369,540	\$165,447,064	\$161,385,261	97.5%	\$3,448,477	\$164,833,738	98.6%
2011	\$166,484,866	\$2,506,666	\$163,978,200	\$157,657,130	96.1%	\$3,833,024	\$161,490,154	98.5%
2012	\$169,389,217	\$5,144,964	\$164,244,253	\$160,899,584	98.0%	\$2,328,642	\$163,228,226	98.4%
2013	\$167,403,337	\$8,893,003	\$158,510,334	\$156,836,563	98.9%	\$0	\$156,836,563	98.9%

(1) The City is required by state regulation to estimate a reserve for potential tax abatements and exemptions to produce a balance budget where the Net Levy is the budgeted collections.
 (2) If the actual abatements and exemptions are lower than the reserve, the actual collections can exceed the Net Levy and percentage can exceed 100%.

Source: Board of Assessors, Official Statements

Net Tax Levy vs. First Year Tax Collections Last Ten Fiscal Years



Ratios of Outstanding Debt and General Bonded Debt

Last Ten Fiscal Years

Fiscal Year	Governmental Activities Debt									
	U. S. Census Population	Personal Income	Assessed Value	General Obligation Bonds	Capital Leases	Less Amounts Available (1)	Per Capita	Percentage of Personal Income	Percentage of Assessed Value	
2004	152,082	\$2,462,207,580	\$5,443,977,810	\$305,292,968	\$3,878,727	\$0	\$2,033	12.56%	5.68%	
2005	152,082	\$2,510,721,738	\$6,077,499,390	\$356,668,311	\$2,338,936	\$0	\$2,361	14.30%	5.91%	
2006	152,082	\$2,569,235,896	\$6,627,400,650	\$344,249,407	\$1,488,928	\$0	\$2,273	13.51%	5.22%	
2007	152,082	\$2,607,750,054	\$7,433,650,520	\$404,765,433	\$918,629	\$0	\$2,668	15.56%	5.46%	
2008	152,082	\$2,656,416,294	\$7,807,142,500	\$383,844,043	\$3,056,230	\$0	\$2,544	14.56%	4.96%	
2009	152,082	\$2,704,930,452	\$7,241,274,580	\$376,146,432	\$2,137,804	\$0	\$2,487	13.98%	5.22%	
2010	153,060	\$2,771,151,300	\$6,994,818,900	\$320,358,951	\$1,737,837	\$0	\$2,104	11.62%	4.60%	
2011	153,060	\$2,820,011,453	\$6,849,328,730	\$292,933,732	\$2,348,138	(\$790,196)	\$1,924	10.44%	4.30%	
2012	153,060	\$2,868,803,580	\$6,776,007,950	\$265,809,756	\$2,273,361	(\$1,607,648)	\$1,741	9.29%	3.93%	
2013	153,060	\$2,829,007,980	\$6,696,353,300	\$236,501,965	\$1,243,014	(\$2,453,296)	\$1,537	8.32%	3.51%	

Fiscal Year	Business-type Activities					Total Primary Government				
	General Obligation Bonds	Capital Leases	Total Debt Outstanding	Per Capita	Percentage of Personal Income	General Obligation Bonds	Capital Leases	Total Debt Outstanding	Per Capita	Percentage of Personal Income
2004	\$0	\$0	\$309,171,695	\$2,033	12.56%	\$309,171,695	\$3,878,727	\$309,171,695	\$2,033	12.56%
2005	\$0	\$0	\$359,007,247	\$2,361	14.30%	\$359,007,247	\$2,338,936	\$359,007,247	\$2,361	14.30%
2006	\$0	\$0	\$345,738,335	\$2,273	13.51%	\$345,738,335	\$1,488,928	\$345,738,335	\$2,273	13.51%
2007	\$0	\$0	\$405,684,062	\$2,668	15.56%	\$405,684,062	\$918,629	\$405,684,062	\$2,668	15.56%
2008	\$0	\$1,920,289	\$388,820,562	\$2,557	14.64%	\$388,820,562	\$3,056,230	\$388,820,562	\$2,557	14.64%
2009	\$0	\$1,545,719	\$379,829,955	\$2,498	14.04%	\$379,829,955	\$2,137,804	\$379,829,955	\$2,498	14.04%
2010	\$0	\$1,155,889	\$323,252,677	\$2,112	11.66%	\$323,252,677	\$1,737,837	\$323,252,677	\$2,112	11.66%
2011	\$0	\$1,747,169	\$296,238,843	\$1,935	10.50%	\$296,238,843	\$2,348,138	\$296,238,843	\$1,935	10.50%
2012	\$0	\$1,544,271	\$268,019,740	\$1,751	9.34%	\$268,019,740	\$2,273,361	\$268,019,740	\$1,751	9.34%
2013	\$0	\$895,437	\$236,187,120	\$1,543	8.35%	\$236,187,120	\$1,243,014	\$236,187,120	\$1,543	8.35%

(1) Amounts available are restricted resources from the City's Bond Sinking Fund.

Source: Audited Financial Statements, U. S. Census

Direct and Overlapping Governmental Activities Debt

As of June 30, 2013

<u>Overlapping Entity</u>	<u>Debt Outstanding</u>	<u>Percentage Applicable (1)</u>	<u>Share of Overlapping Debt</u>	<u>FY2013 Dollar Assessment (2)</u>
Pioneer Valley Regional Transit Authority.....	\$ -	38.60%	\$ -	\$ 2,631,258
Pioneer Valley Planning Commission.....	-	None	-	<u>22,959</u>
				\$ <u>2,654,217</u>
City direct debt.....			<u>237,744,979</u>	
Total direct and overlapping debt.....			<u>\$ 237,744,979</u>	

(1) Estimated share based on debt service only.

(2) Estimated dollar assessment based on total net operating expenses, inclusive (where applicable) of debt service.

Source: Official Statements, City Records

Note: Overlapping governments are those that coincide, at least in part, with the geographic area of the City. This schedule calculates the portion of the outstanding debt of those overlapping governments that is borne by the taxpayers of the City. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the taxpayers should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.

Computation of Legal Debt Margin

Last Ten Fiscal Years

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Equalized Valuation.....	\$ 4,855,466,000	\$ 5,778,583,600	\$ 5,778,583,600	\$ 7,118,922,700	\$ 7,118,922,700	\$ 8,479,854,100	\$ 8,479,854,100	\$ 7,856,633,600	\$ 7,856,633,600	\$ 7,233,354,700
Debt Limit - 5% of Equalized Valuation.....	\$ 242,773,300	\$ 288,929,180	\$ 288,929,180	\$ 355,946,135	\$ 355,946,135	\$ 423,992,705	\$ 423,992,705	\$ 392,831,680	\$ 392,831,680	\$ 361,667,735
Less:										
Outstanding debt applicable to limit.....	37,018,892	128,303,001	112,072,606	157,484,340	150,050,738	161,499,705	166,996,788	154,580,881	143,031,151	129,597,855
Authorized and unissued debt.....	137,666,531	25,000,000	52,700,000	52,700,000	11,000,000	12,000,000	31,500,000	31,500,000	31,531,010	100,575,123
Legal debt margin.....	\$ 68,087,877	\$ 135,626,179	\$ 124,156,574	\$ 145,761,796	\$ 194,895,397	\$ 250,493,000	\$ 225,495,917	\$ 206,750,799	\$ 218,269,519	\$ 131,494,757
Total debt applicable to the limit as a percentage of debt limit.....	71.95%	53.06%	57.03%	59.05%	45.25%	40.92%	46.82%	47.37%	44.44%	63.64%

Source: Audited Financial Statements; Statement of Indebtedness

Demographic and Economic Statistics

Last Ten Fiscal Years

Fiscal Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	School Enrollment	Unemployment Rate
2004	152,082	\$2,462,207,580	\$16,190	32.0	26,132	7.8%
2005	152,082	\$2,510,721,738	\$16,509	32.2	25,975	7.3%
2006	152,082	\$2,559,235,896	\$16,828	32.2	25,206	7.4%
2007	152,082	\$2,607,750,054	\$17,147	32.3	25,791	7.0%
2008	152,082	\$2,656,416,294	\$17,467	32.4	25,233	7.9%
2009	152,082	\$2,704,930,452	\$17,786	32.4	25,360	11.7%
2010	153,060	\$2,771,151,300	\$18,105	32.5	25,141	12.6%
2011	153,060	\$2,820,011,453	\$18,424	32.5	25,213	10.4%
2012	153,060	\$2,868,803,580	\$18,743	32.6	25,185	10.7%
2013	153,060	\$2,829,007,980	\$18,483	32.1	25,283	11.9%

Source: Massachusetts Department Of Elementary and Secondary Education, Massachusetts Department of Labor and Workforce Development, Official Statements, US Census Bureau

Principal Employers (excluding the City)

Current Year and Nine Years Ago

Employer	Nature of Business	2013			2004		
		Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
Baystate Health Systems	Healthcare	6,982	1	10.7%	9,000	1	13.4%
MassMutual Financial Group	Insurance	3,352	2	5.1%	4,000	3	6.0%
Sisters of Providence	Healthcare	3,152	3	4.8%	4,039	2	6.0%
Smith and Wesson	Firearms	1,600	4	2.5%	n/a	n/a	n/a
Springfield Technical Community College	Education	1,170	5	1.8%	n/a	n/a	n/a
Big Y	Grocery	916	6	1.4%	1,250	5	1.9%
Western New England University	Education	875	7	1.3%	n/a	n/a	n/a
Center for Human Development	Social Services/Behavioral Health	646	8	1.0%	1,069	7	1.6%
Eastman Chemical (formerly Solutia)	Chemical	523	9	0.8%	675	10	1.0%
Springfield College	Education	270	10	0.4%	1,200	6	1.8%
US Postal Service	Mail	n/a	n/a	n/a	3,208	4	4.8%
Peter Pan Bus Lines	Transportation	n/a	n/a	n/a	850	8	1.3%
Union News	Newspaper	n/a	n/a	n/a	800	9	1.2%
		<u>19,486</u>		<u>29.8%</u>	<u>26,091</u>		<u>39.0%</u>

Source: Official Statements, Massachusetts Department of Labor and Workforce Development

Full-time Equivalent City Employees by Function

Function	Last Ten Fiscal Years									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
(A) General government.....	189	204	390	353	351	364	354	339	309	265
Public safety.....	844	867	852	903	927	918	891	894	832	790
Education.....	3,306	3,507	3,589	3,047	3,212	3,327	3,664	3,808	3,409	3,950
Public works.....	326	346	205	174	186	136	84	70	61	60
Health and human services.....	37	36	40	41	42	41	40	39	35	33
(A) Culture and recreation.....	285	185	102	84	84	80	63	64	63	59
Total	4,986	5,145	5,178	4,602	4,802	4,865	5,097	5,214	4,709	5,157

Source: Payroll Department

(A) In FY 2006 the Park and Facilities Departments were merged and the new department is recorded under the general government heading.

Operating Indicators by Function/Program

Last Ten Fiscal Years

Function/Program	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
General government										
Marriage recordings.....	929	849	860	865	885	861	850	810	901	832
Birth recordings.....	5,597	5,537	5,679	5,627	5,586	5,588	5,297	4,468	5,037	4,709
Death recordings.....	2,028	2,038	2,015	2,098	2,035	1,922	2,006	1,581	1,856	1,933
Police										
Physical arrests.....	7,156	7,381	6,562	6,792	6,720	6,069	5,474	5,634	3,058	4,457
Motor vehicle violations.....	23,400	27,410	20,715	19,974	32,881	27,736	18,581	14,205	5,175	4,900
Police personnel and officers.....	530	538	538	563	589	581	583	467	531	499
Fire										
Inspections.....	6,705	8,853	8,258	8,815	7,774	6,658	5,657	7,397	7,164	7,178
Emergency responses.....	9,943	10,791	11,170	12,219	13,664	14,235	15,019	15,519	15,953	15,726
Fire personnel and officers.....	282	269	255	268	279	264	250	260	225	230
Education										
Number of students.....	26,132	25,975	25,206	25,791	25,233	25,360	25,141	25,213	25,185	25,283
Number of graduating seniors.....	N/A	N/A	928	923	984	1,026	1,017	1,170	995	1,122
Number of teachers.....	2,302	2,235	2,308	2,215	2,208	1,882	2,144	2,076	2,393	2,516
Number of administrators.....	N/A	N/A	N/A	N/A	N/A	N/A	N/A	192	171	208
Elder Affairs										
Number of persons using COA transportation.....	N/A	1,054	1,377	1,462	1,394	1,547	1,513	830	108	156
Number of personnel.....	N/A	12	13	13	13	15	14	1	1	1
Libraries										
Volumes in circulation.....	781,510	800,895	806,449	818,033	801,258	782,835	795,409	785,977	785,436	749,557
Total volumes borrowed.....	585,087	606,627	611,893	635,188	647,913	650,386	608,946	604,071	569,199	513,585

Source: MBLC Annual Report Surveys
 Van Trip Logs, Employee Workforce Reports
 Mass Board of Library Commissioners
 Annual Report Information Survey

N/A - Information not available

Capital Asset Statistics by Function/Program

Last Ten Fiscal Years

<u>Function/Program</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
General government										
Number of buildings.....	38	38	38	38	38	38	39	39	39	39
Fire										
Number of stations.....	8	8	8	8	8	8	8	8	8	8
Police (1)										
Number of stations.....	2	2	2	2	2	2	2	2	2	5
Education										
Number of elementary schools.....	32	32	32	32	32	32	32	32	33	33
Number of middle/junior high schools..	7	7	7	7	7	7	7	8	10	12
Number of secondary schools.....	6	6	6	6	6	6	6	5	10	11
Culture and recreation										
Parks and playgrounds.....	35	35	35	36	36	38	38	38	38	38
Park and playground (acreage).....	2,091	2,091	2,091	2,093	2,093	2,102	2,102	2,102	2,102	2,102
Conservation land (acreage).....	430	430	430	430	430	430	430	430	430	430
Public beaches.....	1	1	1	1	2	2	2	2	2	2
Ball fields.....	62	62	62	62	62	62	62	62	62	62
Tennis courts.....	37	37	37	37	37	37	37	37	37	37

Source: City Departmental records.

(1) Includes substations

Free Cash & Stabilization Fund Balances

Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Free Cash</u>	<u>Stabilization Fund (B)</u>
FY2013.....	\$ N/A	\$ 37,295,134
FY2012.....	\$ 7,498,622	\$ 41,422,909
FY2011.....	\$ 4,698,933	\$ 45,100,661
FY2010 (A).....	\$ 33,776,930	\$ 31,354,741
FY2009.....	\$ 22,319,922	\$ 36,528,216
FY2008.....	\$ 12,543,347	\$ 68,047,256
FY2007.....	\$ 30,453,077	\$ 41,213,237
FY2006.....	\$ 17,372,051	\$ -
FY2005.....	\$ 6,797,833	\$ -
FY2004.....	\$ (37,357,636)	\$ -

Source: City Records

(A) The FY 10 Certified Free Cash includes unappropriated FY 09 Free Cash totaling \$18,996,401.

(B) The City did not have a Stabilization fund until FY 2007

N/A - Fiscal year 2013 free cash balance is not yet available.



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY15-FY18)
March 29, 2014

CITY OF SPRINGFIELD, MASSACHUSETTS



MULTI-YEAR FINANCIAL PLAN (FY15-FY18)



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- Long-Term Liabilities



MESSAGE FROM THE CHIEF ADMINISTRATIVE AND FINANCIAL OFFICER TIMOTHY J. PLANTE

Mayor Sarno, City Councilors and Springfield Residents and Businesses:

Developing the annual budget for the City of Springfield is the most important task of the City as it sets priorities, addresses the needs of our residents and businesses and allocates limited resources to provide services in the most efficient way possible. I am happy to report that we as a City have not only taken ownership and accountability for our finances but also pride in the fact that during this great recession we have maintained vital services, financially weathered natural and man-made disasters and continue to maintain our commitment to our financial policies.

As we plan ahead for the coming budget cycle, it is important to understand how the decisions we made as a City today will effect tomorrow. It is also critical to set guiding principles to keep the budget development task focused. For me these include:

- ✓ Providing core services to residents, businesses and visitors which will require an evaluation of everything that we do to determine our focus and to be leaders in the services we can afford to provide.
- ✓ Preserving and maintaining our assets while also making strategic investments in economic development which will strengthen our City's tax base and in turn the services that we are able to provide.
- ✓ Treating the workforce fairly which will require honest conversations with employee unions and weighing the cost/benefit of providing salary increases and maintaining benefits at current levels.
- ✓ Continued implementation of our financial policies which requires us to maintain reserves, reduce our structural deficit and maximize revenue collections where ever possible.

These guiding principles are important and a reminder as we navigate through this process and will be reflected upon as tough decisions are made. We face many challenges which include maintaining our bond rating by ensuring that fiscal integrity is maintained, dealing with the challenges that all urban centers face and the demands put on City resources, and funding core services when our levy ceiling continues to threaten the City's ability from raising venues.

Fiscal Challenges

Meeting the demands that the City faces is proving to be a difficult task when accounting for facts such as recovering from a \$1 billion decline in values for the past two years that brought Springfield against its levy ceiling, long-term scheduled liabilities such as Pensions, Other Post-Employment Benefits (OPEB) and infrastructure needs and a 2% increase in our State Aid after a 30% reduction since FY08. All of these factors compress the availability of funds for other core services that residents tend to more easily see and feel. However meeting our financial obligations and maintaining a balanced budget must be treated equally as important as providing core services such as police and fire.



The City's property values experienced over \$1 billion in decline since FY11 but are stabilizing. Because of this significant decline, the City's levy ceiling has been significantly constrained. As such, growth to the levy, even the annual 2.5% or the benefit of economic development known as "new growth" has not been able to be captured. Specifically in FY2014, the City was able to capture the annual 2.3% growth in the levy but only \$4.2 million in new growth. Another \$1 million was not able to be captured. Until recently, Springfield was the only community in the Commonwealth that was having this experience. For the first time this fiscal year other communities such as neighboring Holyoke have reached or are close to reaching their levy ceilings and will soon face the same issues. Without being able to grow local revenues and without increases in State Aid, non-discretionary costs are crowding out all other budgetary needs and impacting the City's ability to provide core services.

Setting the improvement of our Schools as a priority will ensure overall economic success of our City. The State has made investments in C.70 throughout the current Administration which in turn have been used to make our system stronger. It should be noted however, that these investments have not been equal on the City-side of local government therefore maintaining non-School programs and services at current levels is impossible. However, the Legislation has tried to address this issue during the FY15 State budget process through a joint resolution offered by the House and Senate Ways and Means Committee, granting the City an additional \$900 thousand in local aid. This increase helps offset the growing costs of public safety, public works and other non-school programs.

The City must also account for long-term liabilities including funding the City's unfunded pension and Other Post-Employment Benefits, debt service and addressing the needs of our infrastructure as outlined in our Capital Improvement Plan.

- Pensions - The City's pension system, funded at a 29% ratio is the lowest funded ratio in the State and continues to make up for FY08 market losses. The annual contribution for the entire City is over \$42 million which must be paid before any other costs as a non-discretionary expense.
- OPEB - In addition to our pension liability, the City recently updated its OPEB valuation learning that the liability is over \$1 billion. To date, the City has requested the State to pass a home rule petition allowing it to use its reserve funds as dictated by Ch656 of the Acts of 1989 to start to address this issues. Currently, \$5.6 million is set aside in the reserve fund.
- Capital Improvement Plan - Consideration must also be given to the City's long-term liability for capital costs as described in our \$532.6 million capital plan which identifies the entire infrastructure and equipment needs of the City. Without investments in capital, our City's infrastructure will deteriorate and equipment will become outdated.

Continuing to address these liabilities whether on a schedule as the pension and debt service liabilities are or when funds are available as the CIP liabilities have more recently been addressed is just as important as maintaining core programs and services.

It is important to all of us that we do all that is necessary to ensure that tax payer dollars are being spent in the most efficient, effective and legal manner and I take my role in this very seriously. This plan is meant to provide an honest outlook of the City's finances and the struggles we are facing. It is also meant to share the ideas being considered to help us achieve our guiding principles within the limited resources available to us.

This plan will continue to be updated as new information becomes available. I look forward to working with you on the FY15 budget planning process and am open to all ideas that will positively benefit our City.



*City of Springfield, Massachusetts
Multi-Year Financial Plan (FY15-FY18)
March 29, 2014*

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante".

Timothy J. Plante,
CAFO



EXECUTIVE SUMMARY

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009. Section 42.29 (G) stipulates that *“The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.”*

The following pages represent adherence to this requirement and show actual spending in FY09 - FY13 and the Adopted budget for FY14 and the draft projected budgets for FY15, FY16, FY17 and FY18. The projected budgets for FY15 through FY18 were estimated by using appropriate and conservative assumptions for revenues and spending including:

- Level Non-School State Aid revenue except Ch. 70 and local aid
- Level property tax revenue
- Level Local Receipts revenue with some loss in revenue for one-time revenue assumptions
- Declining use of one time resources / reserves
- Departmental spending growth ranging from 1 – 2.5% and other known growth costs
- Scheduled growth for pensions, assumptions for health insurance, debt

It should be noted that of the entire City budget, only a small portion (approximately 20%) is discretionary in that it is not mandated by law or ordinance. Therefore, the discretionary portion of the budget must assume all of the reductions to achieve a balanced budget. ***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, reduce or eliminate programs and services and ask the State for additional assistance to meet the core service needs that the City provides to residents, businesses and visitors.***

Section 1, titled “Multi-Year Financial Plan (FY15-FY18)” includes the assumptions used to develop this plan and provides a graphic representation of recent history of actual expenditures and revenues, the FY14 adopted, and the four-year financial forecast for FY15 through FY18. This graph shows that the City, despite a strong Stabilization Reserve balance and strict financial ordinances, continues to face major budget gaps from FY15 through FY18. This demands a proactive approach to budgeting and policy decision-making that will have impacts on the programs and services that the City can provide.

Section 2, titled “Steps to Resolve the Projected Gap” discusses specific steps that govern the decision making process.

Lastly, this document includes 2 appendices; an overview of the City’s Reserve Funds and an overview of the City’s long term liabilities. These informational pieces provide important context for this financial plan.



MULTI-YEAR FINANCIAL PLAN FY15 THROUGH FY18

The following assumptions were used for FY15 through FY18. These assumptions consider historical revenue collections and spending and the current economic climate.

Revenue Assumptions

State Aid – In March, the House and Senate Ways and Means Committee passed a joint resolution for the State’s FY15 budget to increase funding for Chapter 70 and local aid. The MYFP utilizes these estimates.

- *Chapter 70* - The City’s largest source 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, the minimum the district must spend on education each fiscal year. The projection assumes a 2% increase consistent with the Committee’s resolution and a 3% increase in the remaining years of the plan based on pupil estimates.
- *Charter School Tuition Reimbursements* - The Commonwealth provides assistance to municipalities whose resident students attend charter schools. Sending districts are reimbursed a portion of the costs associated with students attending charter schools, 100 percent of the tuition increase for the first year, 60 percent in the second year, and 40 percent in the third year. The projection assumes a \$600 thousand increase in Charter School reimbursements based on enrollment information for FY15. The remaining years of the projection assume an annual 25% decrease.
- *Unrestricted General Government Aid (UGGA)* - Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Committee’s resolution recommendation includes an allocation of \$33.6 million augmenting another \$900 thousand to the Governor’s budget recommendation.
- *School Building Assistance Aid* - The Massachusetts School Building Authority (MSBA) reimburses approved school building projects through School Building Assistance aid. This program is designed to help struggling communities keep building costs at a manageable level and provide students first class facilities in which to learn. These are the final projects statewide being funded under the “old” MSBA method. The official reimbursement schedule has been supplied by MSBA therefore the amounts included in the plan are based on that schedule.
- *Other State Aid* - The following are the assumptions for the other state aid categories Springfield receives:
 - Quinn Bill – The State eliminated its portion of funding for this program in FY12 therefore the City has been paying the full amount of the \$3.8 million annual program.
 - Veterans’ Benefits - The City receives a 75 percent reimbursement on all eligible spending towards veterans’ financial, medical and burial benefits. The projection assumes the Governor’s FY15 budget recommendation for Veterans’ benefits.
 - Tax Exemptions - Chapter 59 of Massachusetts General Laws set 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 FY15 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 FY15 budget recommendation for PILOT payments.



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY15-FY18)
March 29, 2014

Local Source Revenue - The remainder of revenue collected by the City is through local source revenue, including property taxes, excise tax on motor vehicles, fees, fines and payments-in-lieu of taxes. Over the last several years, the City made great strides in improving local source revenue collections. These revenue sources are discussed in greater detail, as some are relatively stable while others are cyclical with the economy. For the purpose of the plan, all local source revenue remained level with the current year budget with the exception of PILOT payments to the City from non-profit entities based on the expiration of the PILOT agreements.

- *Property Taxes* – Based on initial estimates completed by the City’s Board of Assessors, property values are finally increasing after six straight years of declines. The City continues to remain at the primary levy ceiling and is constrained from all growth by the rules of Proposition 2½. The chart below illustrates the constraints and the revenue lost due to the law:

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18
	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation	Levy Calculation
Prior Year Levy Limit	170,824,032	171,233,218	169,400,199	167,408,833	172,959,829	172,959,829	172,959,829	172,959,829
2.5% Increase	4,292,701	4,318,594	4,452,106	4,185,221	4,323,996	4,323,996	4,323,996	4,323,996
Subtotal	175,116,733	175,551,812	173,852,305	171,594,054	177,283,825	177,283,825	177,283,825	177,283,825
New Growth	3,482,214	4,526,534	5,868,281	4,289,851	4,000,000	4,000,000	4,000,000	4,000,000
Potential Levy Limit	178,598,947	180,078,346	179,720,586	175,883,905	181,283,825	181,283,825	181,283,825	181,283,825
Levy Ceiling (Actual Levy Limit)	171,233,218	169,400,199	167,408,833	172,959,829	172,959,829	172,959,829	172,959,829	172,959,829
LOST REVENUE	7,365,729	10,678,147	12,311,753	2,924,076	8,323,996	8,323,996	8,323,996	8,323,996
To Support Operations								
	<i>Total lost to date FY11-FY13:</i>		30,355,629		<i>Total estimated lost FY11-FY18:</i>		66,575,688	

The City’s values have experienced over \$1 billion in decline since FY11. Because of this significant decline, the City’s levy ceiling has been significantly constrained. As such, growth to the levy, even the annual 2.5% or the benefit of economic development known as “new growth” has not been able to be fully captured. Springfield, for some time, was the only community in the Commonwealth that was having this experience; however other communities have hit or are close to hitting their ceiling and will soon face the same issues. Without being able to grow local revenues and without increases in State Aid, non-discretionary costs are crowding out all other budgetary needs and impacting the City’s ability to provide core services.

- *Local Receipts* – In general, the forecast for Local Receipts does not substantially change on an annual basis unless it is affected by a legal change such as a fee or fine increase. This includes motor vehicle excise, rooms occupancy tax, fees and fines, interest income and license and permit revenue among others.
- *PILOT* – The 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 \$5.5 million in one-time revenues (reserves and overlay) will be used. This is about one-half of what was used in reserves in FY14.

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 that must be accommodated within the revenue available. The following are the assumptions for spending in the large categories of the City’s budget:

- *City Departments* - The projection assumes a 0-2.5% increase for all City Departments which assumes that all collective bargaining contracts will have 2-2.5% built into FY15.



- *School Department* - The School Department projection is based on a projected enrollment increase and the required funding rate per student. The projection assumes a 2% annual increase. The majority of the School Department spending increase is offset by State Aid revenue for Schools. Net School Spending (NSS) is the required amount of annual spending on schools that the C.70 formula dictates and is a combination of the state aid for schools and the district's required contribution. The NSS amount is the minimum that must be spent on the School department and only costs related to education can be included. This rule restricts paying for certain costs such as transportation, leases of buildings after a certain period of time and adult basic education (ABE), capital expenditures above \$100K and debt service. Therefore, all of these costs associated with Schools must be borne by the City and therefore reduces the amount available for other City services. To put this into context, the FY14 NSS requirement is \$331M, or \$10M more than FY13. Of that, \$295M is allocated by the State through C.70 and \$35M is the City's required contribution. In FY14, the State provided \$32M in unrestricted State Aid (non-school aid that is intended to fund City services). Based on the required contribution, all of this unrestricted aid plus some additional locally generated revenue is dedicated to the schools. On top of all that, other non-NSS eligible costs such as transportation, leases and ABE, which total \$24M, must be funded by the City without any support from State Aid. *Again, this takes locally generated revenue away from other City services that are vital to residents.*
- *Debt Service* - The City's debt service assumed to be level through each year of the projection. The current schedule has debt service declining over the next several years however it is hoped that by maintaining a level debt service payment, the City can make some investment in its capital needs as spelled out in the Capital Improvement Plan.
- *Health Insurance* - The City has annually saved millions by receiving its health insurance through the Group Insurance Commission. This financial forecast assumes an overall increase of 2% associated with health insurance annually. The GIC recently went out to bid for plans and based on its selection rates are expected to increase by less than 2% for the City.
- *Retirement* - The retirement projection is based on the City's most recent actuarial report which assumes annual increases to get to full funding by 2039. The most recently adopted schedule continues to account for FY08 market losses which require significant increases annual to appropriately fund the schedule within the scheduled period.



City of Springfield, Massachusetts
Multi-Year Financial Plan (FY15-FY18)
March 29, 2014

MULTI-YEAR FINANCIAL PLAN (FY15-FY18):

	FY12 ACTUAL	FY13 ACTUAL	FY14 ADOPTED	FY15 MYFP PROJECTED	FY16 MYFP PROJECTED	FY17 MYFP PROJECTED	FY18 MYFP PROJECTED
REVENUE							
Property Taxes	159,593,039	154,049,565	165,624,697	167,366,826	167,066,826	167,066,826	167,066,826
Local Receipts	43,659,289	44,390,730	41,825,762	43,496,872	43,496,872	43,496,872	43,496,872
State Aid - Schools	278,696,150	289,957,287	300,449,250	306,977,329	314,677,222	322,985,469	331,825,980
State Aid - Non-Schools	49,810,276	50,230,158	51,684,109	52,004,247	49,493,793	47,501,428	47,501,428
Reserves	6,454,644	10,375,000	7,000,000	1,000,000	-	-	-
Other Sources - Schools	18,636,202	18,629,047	-	-	-	-	-
Other Sources - Non-Schools	6,458,300	6,633,244	5,295,020	1,500,000	1,500,000	1,500,000	1,500,000
Casino	-	-	-	-	-	-	-
Total	563,307,900	574,265,031	571,878,838	572,345,274	576,234,713	582,550,595	591,391,108
EXPENDITURES							
City Non-Discretionary							
SCHOOLS	348,740,600	363,564,098	357,868,724	369,462,373	380,535,944	391,952,023	403,710,583
MUSEUM	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000
DEBT SERVICE	38,107,918	37,059,058	38,128,115	38,128,115	38,128,115	38,128,115	38,128,115
STATE ASSESSMENTS	2,898,344	3,016,394	3,245,637	3,288,772	3,370,991	3,455,266	3,541,648
CONTRIBUTION RETIREMENT PENSION	23,531,632	24,176,077	25,380,802	26,524,120	28,115,567	29,802,502	29,802,502
Unemployment	292,405	213,897	253,069	255,600	258,156	260,737	263,345
Workers Compensation Indemnity	721,593	509,221	935,069	953,770	972,846	992,303	1,012,149
Workers Compensation Medical Claims	962,017	1,175,983	1,000,000	1,010,000	1,020,100	1,030,301	1,040,604
Health Insurance	22,623,848	21,342,045	22,998,252	23,458,217	24,427,381	24,915,929	25,414,248
Medicare - Employer Match	967,452	1,036,925	939,077	948,468	957,952	967,532	977,207
NON-CONTRIB. PENSIONS	293,641	297,964	285,000	285,000	285,000	285,000	285,000
CAPITAL RESERVE FUND	2,459,738	2,500,995	2,500,995	2,500,995	2,500,995	2,500,995	2,500,995
PARKING CONTRACT	1,656,936	1,299,416	1,048,522	1,069,492	1,090,882	1,112,700	1,134,954
PAY-AS-YOU-GO CAPITAL	1,974,271	2,861,178	2,095,020	3,162,955	3,158,455	3,158,455	3,158,456
DIF Debt Service Payment	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Subtotal (Non-Discretionary)	446,680,395	460,503,250	458,128,282	472,487,878	486,272,386	500,011,857	512,419,804
% of Total	80%	81%	80%	80%	80%	80%	81%
City Discretionary							
City Departments	110,803,463	108,574,747	113,750,556	116,031,562	118,660,791	121,200,070	123,797,785
M.C.D.I. CONTRACT	625,023	-	-	-	-	-	-
Subtotal (Discretionary)	111,428,486	108,574,747	113,750,556	116,031,562	118,660,791	121,200,070	123,797,785
% of Total	20%	19%	20%	20%	20%	20%	19%
Total Expenditures	558,108,881	569,077,997	571,878,838	588,519,440	604,933,177	621,211,927	636,217,589
MYFP - Surplus / (Gap)	5,199,019	5,187,034	(0)	(16,174,165)	(28,698,464)	(38,661,332)	(44,826,481)
Actual Stabilization Balance	40,069,869	27,894,869					
Estimated Stabilization Balance		36,008,405	29,008,405	28,008,405	28,008,405	28,008,405	28,008,405
% of Budget	7.11%	4.86%	5.07%	4.89%	4.86%	4.81%	4.74%



STEPS TO SOLVE THE PROJECTED GAP

The process for developing the fiscal year budget begins in the fall of each year and continues to be updated until July 1st as new information becomes available. Annually, the City completes a fiscal year budget process that consists of the following steps.

- October –February - Develop initial draft of Multi-Year Financial Plan (MYFP)
- March – Send Fiscal Year budget planning exercise to departments
- March - April – Evaluate revenue and spending reduction submissions from departments
- April – Hold Mayor’s public budget hearings to better understand impacts of suggested revenues and budget reductions
- March - April – Evaluate tax levy and overlay account
- March - May – Make updates based on Legislative budgets from State and other new information
- April -May - Finalize decisions on spending and revenue to balance the budget:
- May – Publish Mayor’s budget recommendations and implement new revenues and spending reductions

Develop initial draft of Multi-Year Financial Plan (MYFP):

In the fall of each fiscal year, the initial review of spending and revenue for the next fiscal year begins based on assumptions made by the OMB team. These assumptions, based on both history and current information, help develop that initial budget gap so that the problem that needs to be solved can be estimated. This initial gap is then used to develop the request that the OMB department makes of departments for revenue maximization and spending reduction ideas usually with a targeted amount that will help solve the overall projected budget gap. For FY14, when the initial draft of the MYFP was completed, the gap was estimated at \$20M. For the current plan developed for FY15, the initial gap was projected at \$16.1M. This gap continues to be updated throughout the budget development process as new information becomes available.

Send Fiscal Year budget planning exercise to departments:

In March, a request is sent to all City departments for their level service budget requests along with a reduction target. The goals of the exercise are:

1. Determine the cost of providing the same level of programs and services as provided in the current year;
2. Determine the options for revenue increases or spending reductions; and
3. Determine the impact of those revenue increases and spending reductions on residents and FTEs.

By the middle of March, departments provided this detailed information to the OMB department who spends the next several weeks analyzing the numbers and gathering additional information in preparation for the Mayor’s public budget hearings.

Evaluate revenue and spending reduction submissions from departments:

As soon as departmental budget information is available, the OMB team works with the departments to understand the requests including the explanation of any increases or decreases in the level service request and the program and service impacts on revenue enhancements and service reductions. At this point in time, the MYFP is updated based upon the level service request of departments. For example, in the development of the MYFP for FY15, spending was projected at \$567M. However, based on departmental submissions, spending was \$584M which increases the gap that needs to be solved to balance the budget. The increases are attributed to the knowledge that departments have of their operations or changes in information that were not available when the initial assumptions were made.

Develop request to the State for assistance and meet with key stakeholders:



In addition to determining the spending and revenue items that the City can locally control and change, the OMB team with the help of departments, reviews areas where the State can be of assistance and develops a request. For the FY13 budget, the City developed a list of nine policy options for the State to consider. Feedback received from the State last year was that our request was too late in the process. For the FY14 planning process, the City began meeting with the local delegation in the fall of 2012 to provide an overview of the City's finances. In addition to discussing the situation with delegation members, the OMB team met with delegation staff to educate them on the financial situation of the City which initiated a meeting with State legislative leadership at both the staff level and the Legislator level with the Mayor. The City has continued this effort through the FY15 planning process and utilizes every opportunity to discuss the issues with policy makers. The goal of these meetings is to educate as many State stakeholders as possible of the issues we are facing and the decisions that need to be made without further State support.

Hold Mayor's public budget hearings to better understand impacts of suggested revenues and budget reductions:

Each February, the Mayor holds public meetings with each of his departments so that he can hear directly from his departmental experts on the impacts of revenue enhancements and spending reductions. Even though the departments provide written impact statements and notes, this face to face meeting allows for dialogue and a review of ideas for helping to resolve the budget gap. The hearings take place over a 2 week period and are published so that both the public and members of the City Council can take part, hear directly from departments and ask questions that they may have.

Evaluate tax levy and overlay account:

While other revenue proposals and spending reductions are being evaluated, the Board of Assessors continues through their process of reviewing residential and commercial values. The Assessors are then able to provide an update on the gross and net tax levy estimates for the coming fiscal year.

Make updates based on Legislative budgets from State and other new information:

The House Ways & Means Committee releases their budget in mid-April and the full House finalizes their budget by the end of April. Then the Senate Ways & Means Committee releases their budget in Mid-May to be finalized by the end of May. Based on these budgets, a Conference report is developed which compromises on the differences between the two budgets. Normally, the two branches are consistent in their treatment in local aid and sometimes publish a local aid resolution that delineates early on what the local aid budgets will be for the coming fiscal year. The goal, however, is to get as many requests into one if not both versions of the Legislative budgets to ensure they are at least discussed in the conference committee.

Finalize decisions on spending and revenue to balance the budget:

Based on all of the information provided by the departments and the updates on revenue provided by the Board of Assessors and the State, the Mayor must then make decisions on which spending reduction and revenue increases to implement. For context, departments submitted a total of \$5.8M in spending cuts from their FY15 level service requests and \$400K in revenue proposals. Some of the ideas to help reduce costs or enhance revenue are:

- Eliminating vacancies – The City is evaluating all positions that are vacant and working with departments to determine if a restructuring or reallocation of duties is appropriate for a cost savings.



- Analyzing programs – All departments have been asked to review programs to ensure they meet the City’s core mission and are consistent with the Mayor’s priorities.
- Analyzing fees – All departments have been asked to review fees that are charged to ensure they are up to date, consistent with the cost of providing the service and comparable to surrounding communities.

All of these proposals will be evaluated and discussed with departments and the Mayor makes the final decision on what will be implemented to balance the budget.

Publish Mayor’s budget recommendations and implement new revenues and spending reductions:

Based on all final decisions, the Mayor’s budget recommendations are published and departments can begin their work on implementing them for the fiscal year which begins on July 1st. The City Council has a chance to review the budget, hold their own public hearings and reduce the budget where they see fit. The budget cannot be increased by the Council. All of the information that has been made available over the course of the preceding 6 months is what is used to finalize the budget recommendations. Although sometimes it may look as though a gap is identified and then miraculously solved, there are many meetings, requests for information, review of details, follow-up meetings and alternatives proposed before getting to the final decision making point in the process. None of the recommendations are taken lightly and the City works to maximize all sources of revenue before cutting into the core of its City services through spending reductions.



APPENDIX 1: RESERVE FUNDS

The City has various reserve funds some of which are designated for specific purposes and others that can be used for operational expenses upon action by the Mayor and City Council. After decades of certifying negative reserve fund balances, the City has certified five consecutive years of positive reserve fund balances.

Stabilization Reserve Funds

The City's Stabilization Reserve Fund (Fund 8213) currently has a balance of \$29 million. The purpose of this reserve is to provide long-term financial stability for the City while improving its financial flexibility and credit worthiness. The City's financial policies require the City to maintain a stabilization reserve fund equal to between 5% and 15% of operating revenues, less debt exclusions.

Chapter 656 Reserve Fund

Chapter 656 of the Acts of 1989 established a fiscal stability reserve fund for the City of Springfield. The balance of this reserve is to be one percent of the gross amount raised as shown in the assessors' tax recapitulation sheet approved by the Department of Revenue. This reserve is maintained in the general fund and has a balance of \$5.6 million.

Self Insurance Reserve Fund

The City is self insured, meaning that it does not have property or liability insurance and pays all damage claims without the use of insurance policies. The Self Insurance Reserve Fund (Fund 8219) is designed to provide the City financial support should a significant liability occur; this allows the City to avoid making unplanned reductions in its operating budget or reserve funds. The current balance of the Self Insurance Reserve Fund is \$568K.

ESCO Stabilization Reserve Fund

The Finance Control Board restructured the City's debt portfolio in 2007 and again in 2009 to address the City's prior inappropriate management of debt and capital investment. As part of the structure of the 2007 bond issuance, the Board appropriated funds into a stabilization reserve fund to help finance a more aggressive debt schedule for the City's energy services contract (ESCO) debt (Fund 3267). The more aggressive debt structure has saved the City substantial interest expenses while also helping to re-shape the City's bond repayment plan to allow future capital investment and prevent the "debt spikes" that were built into the City's debt schedule prior to 2004. The current balance of this Fund is \$23K.



APPENDIX 2: LONG-TERM LIABILITIES

As with any large organization long-term liabilities are continually evaluated and help drive decisions on current year services.

- *Property Tax Limitations* – Property values are continuing to decline in the City. In addition, the City is against its levy ceiling which will not allow for annual 2.5% increases or new growth to be counted into the budget.
- *Personnel* - One of the largest costs in the City’s budget is personnel. The City is able to manage these costs through strict control mechanisms such as the Personnel Review Committee. This Committee reviews every hire, backfill, and promotion prior to filling a vacancy and frequently drives a re-examination and modernization of departmental structures as part of its review. Department heads must justify and/or reaffirm the need for every position when a vacancy occurs. Union positions make up the majority of the City’s FTEs along with the need to address their annual contractual pay increases.
- *Benefits* - Prior to Fiscal Year 2007, the City’s health insurance costs were increasing at a rate of 18 percent annually. The City became the first community to join the Group Insurance Commission (GIC). The GIC purchases health insurance for 265,000 state employees and retirees and has significant purchasing power. Over the last number of years, GIC premiums increased at an average 3.7% annually since FY09 which is significant growth but much more controlled than under the previous situation.
- *Retirement* - Retirement benefits for local and state employees are uniform across the Commonwealth. Until July 2009, Chapter 32 of the Massachusetts General Laws required municipalities to fully fund their retirement liability by 2028. The Commonwealth’s Fiscal Year 2010 budget included an extension of this requirement to 2030, and further modifications to 2040 were adopted in FY11. The City must revalue its schedule every 3 years and adjust the schedule accordingly. Springfield’s most recent actuarial valuation estimated the City’s unfunded actuarial accrued liability (UAAL) at \$657 million as of January 1, 2012. Our funded status is 29%.
- *Other Post Employment Benefits* - In addition to providing pension benefits, the City provides health, dental, vision and life insurance to retired employees and their survivors, in accordance with Chapter 32 of the Massachusetts General Laws. The City’s OPEB unfunded actuarial accrued liability is estimated at \$1.0 billion as of June 30, 2012.
- *Debt Service and Capital Needs* - The City has a \$532.6 million Capital Improvement Plan that identifies major equipment and construction needs over the next five years. Due to previous deferred maintenance and the number of facilities and parks, the City has significant capital needs.



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**Appendix H
Fiscal Year 2015
City of Springfield
Schedule A Documents**

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				FISCAL 2015 ADOPTED GENERAL FUND
Fund	Func	Dept	Classification	
0100	10	111	CITY COUNCIL	417,729
0100	10	111	Personal Services	406,191
0100	10	111	Expenses	11,538
0100	10	111	Capital	-
0100	10	121	MAYOR	508,767
0100	10	121	Personal Services	494,384
0100	10	121	Expenses	14,383
0100	10	121	Capital	-
0100	10	133	FINANCE	-
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	-
0100	10	129	OFFICE OF MANAGEMENT AND BUDGET	648,745
0100	10	129	Personal Services	562,008
0100	10	129	Expenses	86,737
0100	10	129	Capital	-
0100	10	134	CITISTAT	-
0100	10	134	Personal Services	-
0100	10	134	Expenses	-
0100	10	134	Capital	-
0100	10	132	DEPT 3-1-1	428,667
0100	10	132	Personal Services	375,667
0100	10	132	Expenses	53,000
0100	10	132	Capital	-
0100	10	135	COMPTROLLER	568,950
0100	10	135	Personal Services	557,939
0100	10	135	Expenses	11,011
0100	10	135	Capital	-
0100	10	136	INTERNAL AUDIT	399,016
0100	10	136	Personal Services	208,254
0100	10	136	Expenses	190,762
0100	10	136	Capital	-
0100	10	138	OFFICE OF PROCUREMENT	497,932
0100	10	138	Personal Services	400,553

				FISCAL 2015 ADOPTED GENERAL FUND
Fund	Func	Dept	Classification	
0100	10	138	Expenses	97,379
0100	10	138	Capital	-
0100	10	141	BOARD OF ASSESSORS	970,790
0100	10	141	Personal Services	641,390
0100	10	141	Expenses	329,400
0100	10	141	Capital	-
0100	10	145	TREASURER	1,967,839
0100	10	145	Personal Services	469,981
0100	10	145	Expenses	1,497,858
0100	10	145	Capital	-
0100	10	146	COLLECTOR	445,957
0100	10	146	Personal Services	311,693
0100	10	146	Expenses	134,264
0100	10	146	Capital	-
0100	10	151	LAW	1,853,706
0100	10	151	Personal Services	1,403,788
0100	10	151	Expenses	449,918
0100	10	151	Capital	-
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS	1,639,252
0100	10	152	Personal Services	1,075,926
0100	10	152	Expenses	563,326
0100	10	152	Capital	-
0100	10	154	PAYROLL DEPARTMENT	-
0100	10	154	Personal Services	-
0100	10	154	Expenses	-
0100	10	154	Capital	-
0100	10	155	INFORMATION TECHNOLOGY DEPARTMENT	2,969,910
0100	10	155	Personal Services	954,913
0100	10	155	Expenses	1,974,997
0100	10	155	Capital	40,000
0100	10	161	CITY CLERK	485,302
0100	10	161	Personal Services	451,542
0100	10	161	Expenses	33,760
0100	10	161	Capital	-

				FISCAL 2015 ADOPTED GENERAL FUND
Fund	Func	Dept	Classification	
0100	10	162	BOARD OF ELECTION COMMISSION	560,928
0100	10	162	Personal Services	395,928
0100	10	162	Expenses	165,000
0100	10	162	Capital	-
0100	10	175	PLANNING DEPARTMENT	1,263,733
0100	10	175	Personal Services	926,379
0100	10	175	Expenses	337,354
0100	10	175	Capital	-
0100	10	190	FACILITIES MANAGEMENT	2,862,619
0100	10	190	Personal Services	1,252,301
0100	10	190	Expenses	1,610,318
0100	10	190	Capital	-
0100	10	193	CAPITAL ASSET CONSTRUCTION	491,703
0100	10	193	Personal Services	328,705
0100	10	193	Expenses	162,998
0100	10	193	Capital	-
0100	20	210	POLICE	40,386,314
0100	20	210	Personal Services	37,831,084
0100	20	210	Expenses	2,555,230
0100	20	210	Capital	-
0100	20	220	FIRE	20,293,920
0100	20	220	Personal Services	18,797,185
0100	20	220	Expenses	1,461,735
0100	20	220	Capital	35,000
0100	20	241	BUILDING - CODE ENFORCEMENT	1,469,193
0100	20	241	Personal Services	1,410,343
0100	20	241	Expenses	58,850
0100	20	241	Capital	-
0100	20	242	HOUSING - CODE ENFORCEMENT	728,514
0100	20	242	Personal Services	565,714
0100	20	242	Expenses	162,800
0100	20	242	Capital	-
0100	20	250	CENTRALIZED DISPATCH	1,676,719
0100	20	250	Personal Services	1,238,958
0100	20	250	Expenses	433,761

				FISCAL 2015 ADOPTED GENERAL FUND
Fund	Func	Dept	Classification	
0100	20	250	Capital	4,000
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,232,702
0100	20	292	Personal Services	426,597
0100	20	292	Expenses	806,105
0100	20	292	Capital	-
0100	30	300	SCHOOL DEPARTMENT	369,413,119
0100	30	300	SCHOOL DEPARTMENT	369,413,119
0100	40	400	DEPARTMENT OF PUBLIC WORKS	10,115,555
0100	40	400	Personal Services	3,863,275
0100	40	400	Expenses	6,252,280
0100	40	400	Capital	-
0100	50	520	HEALTH & HUMAN SERVICES	1,349,554
0100	50	520	Personal Services	1,146,517
0100	50	520	Expenses	203,037
0100	50	520	Capital	-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	299,850
0100	50	541	Personal Services	283,048
0100	50	541	Expenses	16,802
0100	50	541	Capital	-
0100	50	543	VETERANS SERVICES	3,283,601
0100	50	543	Personal Services	230,583
0100	50	543	Expenses	3,053,018
0100	50	543	Capital	-
0100	60	610	LIBRARY	4,497,929
0100	60	610	Personal Services	2,971,585
0100	60	610	Expenses	1,479,344
0100	60	610	Capital	47,000
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	7,878,112
0100	60	630	Personal Services	4,146,292
0100	60	630	Expenses	3,506,820

				FISCAL 2015 ADOPTED GENERAL FUND
Fund	Func	Dept	Classification	
0100	60	630	Capital	225,000
0100	70	145	DEBT SERVICE	35,459,251
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	35,459,251
0100	80	135	STATE ASSESSMENTS	3,288,772
0100	80	135	Personal Services	-
0100	80	135	Expenses	3,288,772
0100	80	135	Capital	-
0100	90	911	CONTRIBUTION RETIREMENT PENSION	26,524,120
0100	90	911	Personal Services	-
0100	90	911	Expenses	26,524,120
0100	90	911	Capital	-
0100	90	911	NON-CONTRIB. PENSIONS	285,000
0100	90	911	Personal Services	-
0100	90	911	Expenses	285,000
0100	90	911	Capital	-
0100	10	135	SALARY & POSITION ADJUSTMENTS	(1,000,000)
0100	10	135	Personal Services	(1,000,000)
0100	10	135	Expenses	-
0100	10	135	Capital	-
0100	70	145	CAPITAL RESERVE FUND	2,500,995
0100	70	145	Personal Services	-
0100	70	145	Expenses	-
0100	70	145	Capital	2,500,995
0100	90	152	BENEFITS	25,048,460
0100	90	152	Personal Services	-
0100	90	152	Expenses	25,048,460
			<i>Unemployment</i>	153,069
			<i>Workers Compensation Indemnity</i>	935,069
			<i>Workers Compensation Medical Claims</i>	1,000,000
			<i>Health Insurance</i>	22,002,464
			<i>Medicare - Employer Match</i>	957,859
0100	90	152	Capital	-
0100	10	135	RESERVE FOR CONTINGENCIES	250,000

				FISCAL 2015 ADOPTED GENERAL FUND
Fund	Func	Dept	Classification	
0100	10	135	Personal Services	-
0100	10	135	Expenses	250,000
0100	10	135	Capital	-
0100	10	147	PARKING CONTRACT	1,001,457
0100	10	147	Personal Services	-
0100	10	147	Expenses	1,001,457
0100	10	147	Capital	-
0100	10	133	PAY-AS-YOU-GO CAPITAL	892,052
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	892,052
0100	10	133	OTHER (FY10 Homeless, FY11 Paygo & RIP)	584,647
0100	10	133	Personal Services	584,647
0100	10	133	Expenses	-
0100	10	133	Capital	-
0100	10	145	DIF Debt Service Payment	130,000
0100	10	145	Personal Services	-
0100	10	145	Expenses	-
0100	10	145	Capital	130,000
0100	10		TREES	-
0100	10		Personal Services	-
0100	10		Expenses	-
0100	10		Capital	-
0100	10		PRIOR YEAR PAY-GO	-
0100	10		Personal Services	-
0100	10		Expenses	-
0100	10		Capital	-
6500			ENTERPRISE FUND SUPPLEMENT	4,031,454
6500			Personal Services	
6500			Expenses	4,031,454
6500			Capital	
TOTAL				581,922,837

City of Springfield Fiscal Year 2015
Schedule of Appropriations - Trash Enterprise Fund

				FISCAL 2015 ADOPTED
Fund	Func	Dept	Classification	ENTERPRISE FUND
6500	40	400	TRASH ENTERPRISE	8,807,415
6500	40	400	Personal Services	2,768,573
6500	40	400	Expenses	6,038,843
6500	40	400	Capital	-