



*City of Springfield, MA
Fiscal Year 2019
Adopted Budget*



Domenic J. Sarno, Mayor

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**City of Springfield, Massachusetts
Fiscal Year 2019
Adopted Budget**



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**City of Springfield
Massachusetts**

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE BASKETBALL HALL OF FAME

May 1, 2018

Dear City of Springfield and Springfield City Council,

It is our great pleasure to submit to you the FY19 Recommended Budget which totals \$656.2M and represents a 4.4% increase over the FY18 Adopted Budget. We continue to make progress, both as a community and as a government, toward a future that focuses on fiscal sustainability. This budget is an important step along our progressive path, targeting our core mission with a continued focus on public education, and providing funding for improved economic development, public safety, healthy neighborhoods, and community services for the residents of Springfield.

For the fourth consecutive year, the City has successfully balanced the FY19 budget without the need for stabilization reserve funds. This accomplishment is a testament to the administration's management of City finances and the hard work and determination of our City. Closing the budget gap of nearly \$17M was achieved through difficult decisions and tough compromises. We will, however, continue to preserve core services and provide targeted investments that tie with our mission, all while utilizing a restricted amount of potential tax revenue.

Springfield also continues to maintain a strong financial position, as demonstrated by our improved bond ratings. In FY19 we will sustain the City's \$44.2M stabilization reserve account. Furthermore, we expect to meet our previous goal of reaching \$45.0M in reserve funds by the conclusion of FY18. In January 2017, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's recorded history; steadily improving from its A- rating six years ago. This credit rating review focuses on the City's strong institutional core by highlighting Springfield's "management, with 'strong' financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. These rating improvements validate how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. The City hopes to continuously increase its ratings going forward.

The recession of 2008 was challenging for municipalities across the nation and especially difficult for Springfield. Despite the challenges we've faced over the last decade, my administration has worked tirelessly to ensure the dedicated residents, business, and visitors of our great city continue to receive the core services they so rightly deserve. The result of our efforts will shine brightly during the upcoming fiscal

year and there are many exciting things we are bringing to the table. With a focus on fiscal responsibility and sustainability, we are pleased to introduce the essential investments we are making in FY19.

Public Safety

A top priority of my administration has, and will continue to be, a strong investment in public safety. Over the last five (5) years, Springfield has seen an astounding 45% decrease in crime and we are working hard to continue this trend. FY19 is no different, and we will continue to strategically invest in areas that enhance departmental operations and keep all who come to Springfield safe.

Police Department

- ◆ **New Recruits:** Over the course of the next fiscal year, the Springfield Police Department (SPD) will welcome 32 new Police Officers to the force. With these recruits anticipated to graduate from the academy in the fall of 2018, the Police Department will have a total of 428 officers; bringing the total complement to 510 sworn personnel, and an overall staff of 595.0 FTEs. This level of staffing will help address department attrition brought on by upcoming mandatory retirements, and help the department focus on quality of life issues by supporting and enhancing neighborhood initiatives, such as the C3 policing units and the Ordinance Flex Squad units.
- ◆ **Real-Time Crime Analysis:** The SPD will be adding several new positions to its Crime Analysis Division, an integral step in moving the department towards a 24-7 “Real Time Intelligence and Communications Center.” This initiative will help fight crime by giving officers access to real-time data for which they can strategically use. Three (3) new Crime Analysts will be hired in FY19 along with one (1) Crime Analysis Reporting Supervisor.
- ◆ **Gaming Enforcement Unit:** In advance of MGM Springfield’s opening this August, the SPD will soon introduce its newly created Gaming Enforcement Unit. Consisting of five (5) Officers and one (1) Supervisor, this unit will be located on site at MGM to ensure a safe and welcoming experience for all guests who visit the new casino.
- ◆ **Support of Ongoing Initiatives:** Continued support of the E-3 Metro Policing Unit which will increase police presence along Main Street and in neighborhoods throughout the City. The installation of highly visible and strategically placed police kiosks to be staffed 24/7, with walking and roving patrols, will increase public safety in the Springfield’s metro-area without any reduction in police officer presence in any neighborhoods or other areas of the city. Furthermore, the \$11.9M renovation of 50 East Street is scheduled to be completed in early FY19. This multi-purpose public safety facility will include space for a training academy, evidence storage, juvenile assessment center, and the Department's Tactical Response Unit.

Fire Department

- ◆ **New Recruits:** The FY19 Fire Department budget funds the hiring of nineteen (19) Firefighters which will fill current vacancies and add five (5) new Firefighter positions to the complement. Based on the current State Academy schedule, fourteen (14) firefighters are anticipated to graduate in October (the first academy will start in June of 2018) and the following five in May of 2019. In order to stay ahead of attrition and fulfill their complement of 273 FTEs, the department will continually send new recruits to the State-run mini-academies.

This is a proactive measure to address the large number of retirements anticipated over the next five years.

- ◆ **New Apparatus:** Funding is included for the lease of another new fire engine. In an effort to maintain newer, more efficient apparatus, the Fire Department regularly schedules the replacement of older models in the fleet. By leasing new fire apparatus to replace aging models in a proactive manner, the City reduces both maintenance and supply costs.
- ◆ **O₂X Program:** The Fire Department will continue to deploy its health and wellness program, O₂X. Aimed at promoting physical and mental health in first responders, the Department has seen strong interest in the program thus far and anticipates a decrease in the number of work related injuries. This will help sustain the overall health of the Department both now and in the future.

Emergency Communications (Dispatch)

- ◆ **Floor Supervisors:** The FY19 budget provides funding for the hiring of three (3) new Floor Supervisors, in addition to one who was hired in FY18. Each supervisor will play a critical role by overseeing daily operations and providing on site management for dispatchers including quality assurance to strengthen employee development.
- ◆ **Smart911:** Continued funding for the Smart911 software. The Smart911 initiative enables residents to create a free, customizable safety profile for their household containing vital information for first responders.
- ◆ **Other Investments:** An increase in funding for training is included in an effort to strengthen professional department for both leadership and support staff. Additionally, funding is included for all critical radio maintenance agreements in FY19.

Economic Development

Springfield is in the midst of \$3.3 billion in economic development projects which has created thousands of jobs and career opportunities, all while continuing to invest in neighborhoods and small/mid-sized businesses. The City's Planning and Economic Development Department continues to support a number of projects including Union Station, MGM, Court Square, and the proposed biomass plant in East Springfield, among others.

- ◆ The grand opening for the renovated, historic Union Station occurred on June 24, 2017. This is the first time in nearly four decades that the station is operational and open for public use. The station is home to Amtrak rail as well as a new commuter rail service to Hartford and New Haven, scheduled to begin this summer. Additionally, Union Station will serve as a regional hub for both intercity and intracity bus services, with Peter Pan, the PVRTA and Greyhound all operating out of the facility. The improved services promote more job opportunities for residents and also encourage tourism by acting as a gateway to the City's downtown area.
- ◆ In FY19, MGM Springfield will come to life. The steel bones of the casino will change into the artistic renderings the City has been anticipating. Scheduled to open its doors in August of 2018, the new

casino will connect with its surroundings along Main Street and act as a catalyst to our downtown economy. The new hotels, restaurants, and entertainment that will be attracted to the area will further grow our City's economy.

- ◆ CRRC Railways, the world's largest rail car maker, continues to thrive since it' opening in 2017. The factory has brought 150 production jobs with starting salaries of at least \$66,000 a year. The \$95.0M railroad car manufacturing operation has now begun to build cars for the MBTA and is looking to further expand due to new orders from cities such as Los Angeles and Philadelphia.

Infrastructure Improvement

The FY19 budget places a strategic focus on infrastructure investment to ensure healthy neighborhoods for all who live, work, and visit our city. Some key initiatives we are investing in are shown below.

Department of Public Works

- ◆ Sidewalk Crew: For the first time ever, a dedicated staff of full time employees will address the ever-growing need to repair and replace sidewalks throughout our city. These individuals will work to ensure that repairs are addressed in a strategic manner, and that no neighborhood is left behind.
- ◆ Mercy Hospital: We are redesigning the Carew St. entrance to Mercy Medical Center, which will include new traffic signalization that has been sorely missed for many years. This will give peace of mind to both the patrons of Mercy Hospital as well as our Carew Street neighborhood area.
- ◆ Core Services: We will continue to provide free single-stream recycling and yard waste pick up, and free hazardous waste drop-off dates. We have also increased our fleet of street sweepers to keep city streets and neighborhoods clean and clear.

Facilities

- ◆ Downtown Park Crew: funding will be added for a maintenance crew that will be responsible for the upkeep of all downtown area parks, including DaVinci Park, Emerson Wright, Riverfront, Court Square, Stearns Square, Pynchon Plaza, and others. As "gateways" into the North and South End, it is essential these parks are well maintained and align with the current "Downtown Refresh" initiative.
- ◆ Three (3) additional Custodians will also be added to account for the new buildings that have opened or will soon be open. These include the Raymond A. Jordan Senior Center, South End Community Center, and the Paul J. Fenton Public Safety Annex at 50 East St.

Department of Capital Asset Construction

The City has made great strides in utilizing the Department of Capital Asset Construction (DCAC) for its many capital projects.

- ◆ Completed Projects: In FY18, the City completed the Raymond A. Jordan Senior Center, which opened in early February. The South End Community Center (SECC) was also completed, opening its doors on October 26, 2017.

- ◆ Ongoing Projects: The City will continue work on the Springfield Public School Culinary and Nutrition Center, the East Forest Park Library, Riverfront Park improvements, the renovation of Stearns Square and, in preparation for the MGM Casino opening, a revitalization of the City's downtown streets and sidewalks. Projects scheduled to begin in FY19 include renovations to the MSBA Statement of Interest schools. A feasibility study and schematic design will be underway for the combination of various schools in need of immediate replacement. This includes the joining of Brightwood and Lincoln Elementary into a single campus, as well as DeBerry and Homer Street Elementary Schools.
- ◆ Resiliency Efforts: Springfield is excited to continue work on innovative projects that will increase resiliency in the City. Thanks to the \$17M National Disaster Resilience Grant received from HUD, the City can leverage additional funds from outside sources to carry out a variety of projects, including the restoration of hydropower at the Watershops Pond Dam. This will provide electricity to the new Elias Brookings Elementary School which will be used as an emergency shelter in the event of a future disaster.

Education

The Springfield Public Schools (SPS) have made a concerted effort to establish a more competitive salary structure for teachers, with the objective of recruiting and retaining high quality educators. Increasing teacher retention rates will benefit our students and community positively in the long-term.

- ◆ Over the past several years, SPS has collaborated with many public and private partners to invest in early childhood education with the goal of leveraging existing resources, avoiding duplication of services, and streamlining systems for children and families. It is by way of these partnerships that SPS has implemented a program that will follow children from their earliest years in the private programs, through Springfield Public Schools, and on to adulthood. For the third year in a row, the City will devote \$250,000 in support of the expansion of pre-k services to better meet the needs of the community.

The SPS has worked diligently to decrease the overall dropout rates and increase the number of students graduating. The district's efforts are nothing short of exceptional.

- ◆ The dropout rate has been cut nearly in half, decreasing from 10.0% in 2012 to 5.1% in 2017.

Furthermore, the District has seen a significant rise in its four-year cohort graduation rate. This represents the percentage of students who graduate within four years of entering the 9th grade.

- ◆ The cohort graduation rate has spiked more than 20% from 56.6% in 2012 to 76.9% in 2017. This is a testament to the dedicated educators throughout Springfield's 56 schools who show true passion and concern for the success of every student they teach.

Community Services

We are happy to announce that core community services will remain intact in this year's budget. Across the City, our departments are doing some amazing work.

Parks and Recreation

- ◆ Essential Programs: The After School & Evening Gym Programs will continue services to help keep our children safe and active. Along with the Camp STAR Angelina and Therapeutic Recreation Program, the Terrace Maintenance Program will continue through FY19. Furthermore, all pools and splash pads will remain open for our families to enjoy.
- ◆ The Summer Concert Series and “Movies in the Park” will also continue in the upcoming fiscal year. This free, family fun entertainment was immensely popular in 2017.

Code Enforcement

- ◆ Operational Sustainability: Funding for a full complement of administrative and inspectional personnel to ensure healthy neighborhoods and safe buildings all throughout the City.

Planning & Economic Development

- ◆ Business Partnerships: Participation in the ValleyBike Share Program with other communities in the Pioneer Valley, as well as the Pioneer Valley Planning Commission.
- ◆ Increased funding for MOUs with the Springfield BID and the Springfield Cultural Council.

Health & Human Services

- ◆ New Positions: Funding added for one (1) Nurse Supervisor, One (1) Veterinarian at TJO, and a Gambling Outreach Coordinator to provide gambling addiction assistance for those in need.

Elder Affairs

- ◆ Expanded Lunch Program: Additional funding to provide approximately 45 lunch meals per day for seniors at the new Raymond A. Jordan Senior Center at Blunt Park.

Libraries

- ◆ Core Services: Maintains current hours and services at all 9 City library branches. Additional funding is included to replace aging book drops and to upgrade computers at various branches.

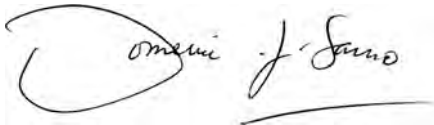
Fiscal Responsibility

- ◆ Received the “Distinguished Budget Award” from the Government Finance Officers Association for the 10th year in a row; received the “Certificate of Excellence in Financial Reporting” for issuance of the City’s Comprehensive Annual Financial Report for the sixth consecutive year.
- ◆ Pension: \$39.5M contribution towards pension liability; a 14.6% increase over FY18 Adopted.
- ◆ Honors all contractual obligations including collective bargaining agreements, and agreements such as the SPS food service contract and Police Department Assessment Center.
- ◆ REO: New Compliance Unit to oversee the City’s Responsible Employer Ordinance. Two (2) Project Managers will ensure diversity in hiring practices for City construction projects. These individuals will also ensure compliance with all Federal and State rules and regulations.

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

Thank you for reviewing the FY19 Recommended Budget. I look forward to your continued support as we commence our new fiscal year.

Respectfully,

Handwritten signature of Domenic J. Sarno in black ink, featuring a large, stylized initial 'D'.

Domenic J. Sarno
Mayor

Handwritten signature of Timothy J. Plante in blue ink, featuring a stylized 'T' and 'P'.

Timothy J. Plante
Chief Administrative & Financial Officer

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Executive Summary

The Recommended Budget for FY19 is \$656.2M. This represents a 4.4% increase over the FY18 Adopted Budget and a 3.8% increase from the FY18 Revised Budget.

Fiscal 2016 Actual General Fund	Fiscal 2017 Actual General Fund	Fiscal 2018 Adopted General Fund	Fiscal 2018 Revised General Fund	Fiscal 2019 Adopted General Fund	% Change from FY18 Adopted	% Change from FY18 Revised
598,714,425	611,057,287	628,819,202	631,988,434	656,191,374	4.4%	3.8%

FY19 marks the fourth consecutive year that the City has been able to balance its budget without the use of stabilization reserve funds. This accomplishment is a testament to the administration’s management of City finances and the hard work and determination of our City. The City’s assessed property valuations, budgeted State Aid, and local receipt estimates, continue to increase. The need to support the rising costs of legal and contractual obligations, employee salaries and benefits, and other city-wide fixed costs, however, leaves the City facing a gap between projected revenues and expenditures year after year.

This year a \$16.8M gap was identified upon review of all departmental budget requests. All budget decisions have been carefully evaluated using a three-pronged approach: revenue increases, expenditure reductions, and strategic offsets to alternate funding sources. In addition, budgets have been analyzed and presented based on departmental programs, allowing for more data-driven decision making. By analyzing and presenting departmental funding in a programmatic manner, programs are clarified which helps to improve expenditure prioritization. The City’s resources are allocated to the programs that deliver the greatest benefits to the community.

Fiscal Year 2018 Budget Update

Based on the City Comptroller’s Monthly Financial Statements published in March 2018, a surplus of approximately \$1M is estimated for the year-end. This projected surplus is very similar to the past four years because the City has budgeted more closely to projections and anticipated outcomes. Overall, the City has and continues to focus on maintaining realistic and balanced budgets throughout each fiscal year. The City is able to maintain its fiscal health by conducting monthly reviews of spending and revenue in an effort to estimate our position at year end. This process allows the City to scrutinize all expenses and revenues which encourages cost savings and ensures that the budget sustains its trajectory.

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

Springfield also continues to maintain a strong financial position as demonstrated by our improved bond ratings, and in FY19 we will maintain the City’s \$44.2M stabilization reserve account. Furthermore, we expect to meet our previous goal of reaching \$45M in reserve funds by the conclusion of FY18. In January 2017, Standard & Poor’s (S&P) affirmed the City’s AA- credit rating with a stable outlook which continues to be the highest rating in the City’s recorded history; steadily improving from its A- rating six years ago. This credit rating review focuses on the City’s strong institutional core by highlighting Springfield’s “management, with ‘strong’ financial policies and practices, adequate budgetary performance, and strong budgetary flexibility.” Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody’s in January 2017. These rating improvements are a

testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. The City hopes to continuously increase its ratings going forward.

Fiscal Year 2019 Budget Challenges

Although planning begins years in advance, the actual budget process for each fiscal year begins in January when departments submit their budget requests. These requests are meant to first build up costs to provide the same level of programs and services as the current year. Departments have the opportunity to request new programs or to expand existing ones. In addition, departments were asked to submit proposals that reduced their budget by 2% below their FY18 Adopted budgets and to provide the impacts of those reductions. This allows the Mayor and his finance team to review requests and understand how departments would suggest operating with lesser amounts.

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

For FY19, the projected gap after budget request submissions totaled \$16.8M.

Budget Solutions

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue maximization, and notably, did not utilize stabilization reserves. All budget decisions were considered in the context of providing vital programs and services to the City with the intention of avoiding layoffs that would impact services. The FY19 budget solutions include:

Getting to Balanced: FY19 Budget Decisions	
Original Gap, based on MYFP	(12,776,696)
Increased Gap, after Department Requests	(16,785,278)
Solutions:	
Expense	10,934,770
Department Spending Reductions	7,768,174
Benefits Decrease	2,885,103
Debt Schedule Reduction	1,199,251
School Transportation Reduction	604,721
Grant Offsets	3,131,754
Department Spending Increases	(4,654,233)
Revenue	3,850,508
Dept Revenue Increase	529,695
Projected Medicaid Increase	600,000
Building Permits	1,500,000
MGM GGR payments	1,220,813
Property Values	2,000,000
New Growth	2,000,000
One Time Revenue	
Free Cash	-
Reserves	-
Balance Sheet	0

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 Office of Management and Budget requests levy projections from the Assessor's Office during the budget season. These projections are included in the budget. The exact tax levy is not known until half way through the budgeted fiscal year once the tax rate is set and properties are levied.

Local Source Revenue

The City is projecting to collect additional local receipts in FY19. The most notable is the projected permit revenue from various large-scale construction projects during FY19, which will add \$1,500,000 to projected revenues. FY19 local source receipts also included revenue from MGM, as outlined in the Host Community Agreement.

Debt Restructuring

In FY17, the City refunded bonds sold in 2007 and paid the remaining balance of the loans off at a lower interest rate. This saves the City an anticipated \$3.8M in debt repayments. In addition, previous years' efforts to restructure debt have prevented dramatic increases in future debt payments, and placed the City onto a declining debt schedule which increases our capacity for future debt issuances. Springfield's debt retirement benchmark is currently 82% paid off within ten years, which is well within the municipal finance standard of between 65% and 100%.

Additional State Aid

Per the State's proposed FY19 budget, the City is projecting to have an increase in Unrestricted General Governmental Aid (UGGA) of nearly \$740,000. In addition, the State is projecting to provide an increase of more than \$11.4M for educational purposes in its Chapter 70 allocation.

Expenditure Reductions

Departmental Spending Reductions

Despite the increased unrestricted state aid, MGM revenue, and potential permit fees, Springfield continues to operate with lean revenue projections, growing by just 4.4%. Therefore, to submit a balanced budget, departmental budgets must be evaluated for potential reductions. Not all departments were impacted by budget reductions as steeply as others, partly because departmental budgets have been cut year over year, and further reductions could severely hamper operations. Most of the reductions taken were based on historical spending trends and all departmental programs remain intact for FY19 without the need to curtail any operations.

Some specific departmental reductions include:

- ◆ Health Insurance - Due to a decrease in the rates established by the Group Insurance Commission (GIC), combined with costs offset to the Solid Waste Enterprise Fund and various grant funds, \$2.9M was reduced from the General Fund appropriation.
- ◆ Citywide - Offset \$3.1M in eligible costs to grants.
- ◆ Citywide - Gasoline & diesel accounts reduced by \$86,586 due to lower prices.
- ◆ Citywide - Departmental budget reduced by \$7.8M by level-funding line items despite requested increases or cutting budgets to historical spending levels.

Workers' Compensation & Unemployment

For FY19, the appropriation for Worker's Compensation will increase by \$82,419. This increase is due to projected current spending trends during FY18.

City of Springfield – General Fund Revenue and Expenditures

FY19 Revenue

State Aid

State Aid is the largest source of revenue for the City of Springfield, historically comprising more than 60% of the City's total revenue. All State Aid is disclosed via the Cherry Sheet, the official notification from the Massachusetts Department of Revenue (DOR) regarding the next fiscal year's state aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget, then again for each of the House and Senate budgets. It is finalized based on the final State budget known as the General Appropriations Act (GAA) by July 1st of each year.

Property Tax

Property tax is the largest and most dependable local source revenue, but it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every 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 FY19 budget are still being reviewed and will be part of the tax rate setting process this fall.

	FY15 Levy Calculation	FY16 Levy Calculation	FY17 Levy Calculation	FY18 Adopted	FY19 Adopted
Tax Levy	172,959,829	176,123,213	181,910,553	191,434,885	198,331,396
Prior Year Growth	28,013	141,737	9,717	-	-
Increase Levy 2.5%	4,323,996	4,406,624	4,548,007	4,785,872	4,958,285
Subtotal	177,311,838	180,671,574	186,468,277	196,220,757	203,289,681
New Growth	3,893,490	1,380,716	4,966,608	4,332,083	2,000,000
Subtotal of Gross Tax Levy	181,205,328	182,052,290	191,434,885	200,552,840	205,289,681
Actual Levy Billed	176,123,123	181,910,553	191,434,885	198,331,396	
Less Overlay	(4,000,000)	(4,000,000)	(3,976,196)	(2,500,000)	(2,500,000)
Subtotal of Net Tax Levy	172,123,123	177,910,553	187,458,689	195,831,396	202,789,681

Local Receipts

Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts are projected to increase based on historical collection trends and an uptick in the housing market. The City has also made great strides in recent years to improve its collection of local receipts.

Reserves

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

FY19 Spending

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

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

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

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

Development Services- the Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city. Highlights of major economic development projects include MGM, Union Station, the biomass plant, and Big Y's expanded distribution center.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. In FY19, nineteen (19) fire fighter vacancies will be filled and thirty two (32) 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-three (33) elementary schools, ten (10) middle schools, seven (7) high schools, and six (6) specialized schools. The District serves over 25,000 students, with a staff of 4,722 employees for FY19. The Springfield Public Schools system is governed by an elected school committee that creates policies and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of nine (9) chiefs who are each in charge of various segments of the organization.

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

Debt Service - Municipalities issue debt to finance capital improvements because the costs are too expensive to finance through the operating budget. Spreading the cost of a project over time creates a manageable annual expense for a Massachusetts community that is limited by Proposition 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.

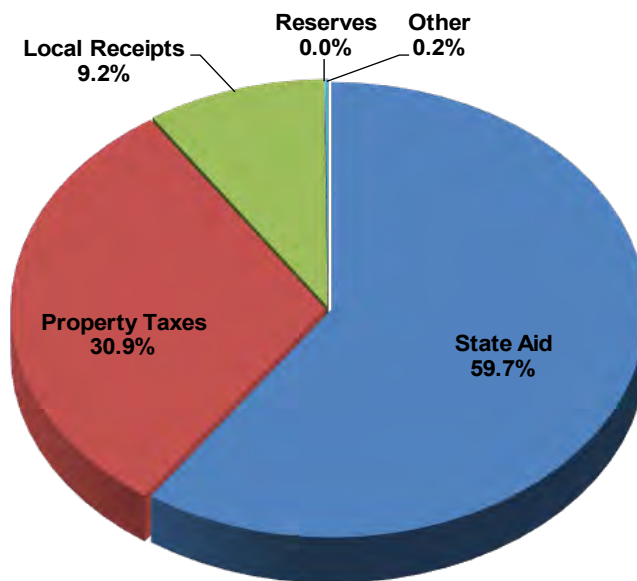
Other – This category includes other payments made on behalf of the City to varying entities including the payment to the Springfield Museums Association, the contract with the Springfield Parking Authority, and the City’s reserve for emergency expenses that may come up throughout the year.

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 FY19, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid represents 59.7% of the City’s revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.

City Revenue	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	% of Total	\$ Change	% Change
State Aid	366,959,416	378,594,165	378,974,697	391,850,224	59.7%	12,875,527	3.4%
Property Taxes	176,662,920	185,958,317	196,720,757	202,789,680	30.9%	6,068,923	3.1%
Local Receipts	47,289,467	46,755,481	45,123,748	60,330,657	9.2%	15,206,909	33.7%
Reserves	-	-	-	-	0.0%	-	0.0%
Other	4,000,000	5,500,000	8,000,000	1,220,813	0.2%	(6,779,187)	-84.7%
TOTAL	594,911,802	616,807,963	628,819,202	656,191,374	100%	27,372,172	4.4%

FY19 Revenue Sources

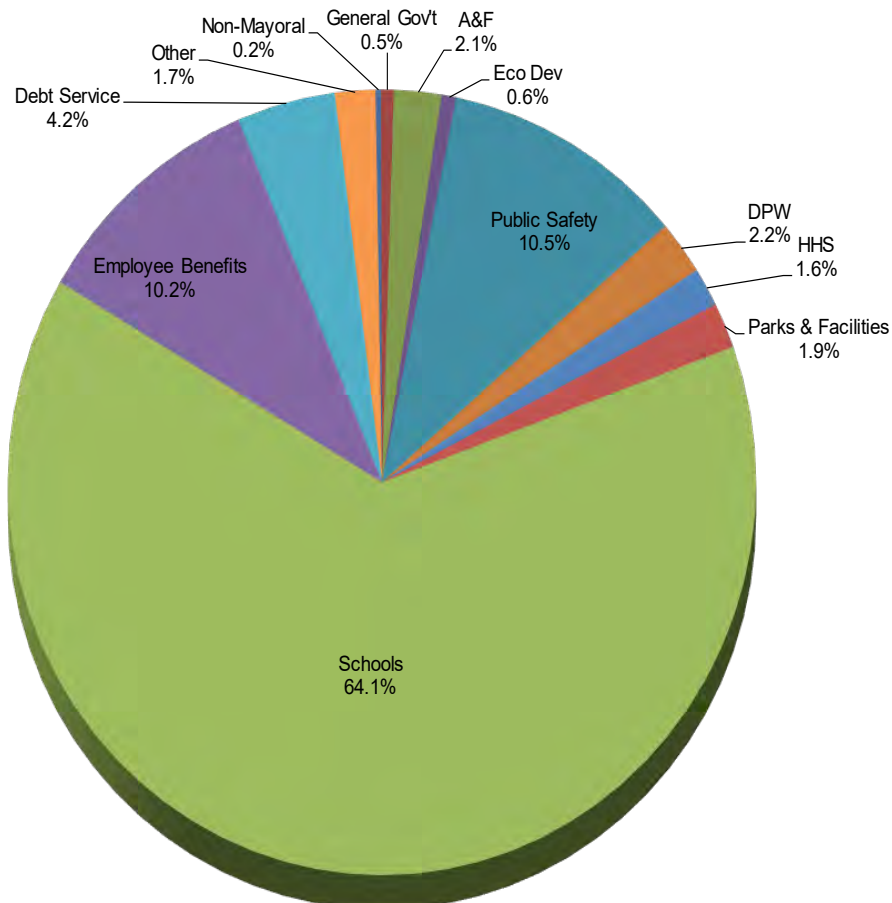


City Spending – How is City Revenue Spent?

The City spends money within its divisions and departments based on the needs of City residents and priorities of the Mayor. For FY19, the chart below shows how the \$656.2M of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by the costs associated with operating our School Department. Expenses within the remaining Divisions are driven by personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent 69% of the City’s operating budget.

City Spending	FY16 Adopted	FY17 Adopted	FY18 Adopted	FY19 Adopted	% of Total	\$ Change	% Change
Non-Mayoral	1,403,119	1,391,514	1,499,114	1,541,496	0.2%	42,382	2.8%
General Gov't	3,108,779	3,172,819	3,447,470	3,581,186	0.5%	133,716	3.9%
A&F	10,859,610	10,919,522	13,190,338	13,465,472	2.1%	275,135	2.1%
Eco Dev	3,646,220	3,868,681	3,885,720	4,126,643	0.6%	240,923	6.2%
Public Safety	64,493,609	66,392,461	65,926,373	68,887,509	10.5%	2,961,135	4.5%
DPW	14,029,642	13,340,665	14,007,735	14,616,922	2.2%	609,187	4.3%
HHS	10,383,664	10,641,495	10,332,035	10,542,526	1.6%	210,491	2.0%
Parks & Facilities	10,607,583	10,933,366	11,442,123	12,338,635	1.9%	896,512	7.8%
Schools	378,568,674	394,423,973	406,045,030	420,749,687	64.1%	14,704,657	3.6%
Employee Benefits	54,612,636	57,048,139	62,956,422	67,023,879	10.2%	4,067,457	6.5%
Debt Service	36,395,462	34,070,027	27,984,872	27,870,576	4.2%	(114,296)	-0.4%
Other	6,802,804	10,605,301	8,101,970	11,446,843	1.7%	3,344,873	41.3%
TOTAL	594,911,802	616,807,962	628,819,202	656,191,374	100%	27,372,173	4.4%

FY19 Expenditure Uses



Conclusion

The FY19 Recommended Budget for the City focuses on strategic growth and is balanced and responsible. It addresses the priorities of its residents and aggressively looks for savings and efficiencies. It continues to require all City Departments to maximize resources and do more with less. It also provides programs and services that cannot be found through any other private entity. While this budget is full of difficult decisions that will require hard work and creativity from the departments, the City will work to maintain core programs and services to its residents, business, and visitors.

Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2019 Adopted Annual Budget. It serves as a guide to help administrators, elected officials, the general public, and other interested parties understand the City's programs, services, goals, and finances in Fiscal Year 2019. This document focuses on four key elements:

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

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

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

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

Budget Document Format

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

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

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

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

The bulk of the budget, the middle eight sections, contains detailed budgets for City departments. Each departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2018 highlights, program budgets, budget adjustments, and program goals.

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

The final section, the *Appendices*, includes a glossary of budget terms, a general explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Year 2019 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2019.

The Budget Documents

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

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

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

** Printing and mailing charges may apply*

Budget Administration

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

Section	Code of the City of Springfield	Summary
Compliance with finance laws	Ch42, Art VII, Sec 28	Requires compliance by all City employees with state laws, special acts and local ordinances as they relate to finance and financial management. In addition requires the Finance Department to regularly review and update the financial ordinances to reflect changes in state law.
Ordinances with regard to the budget	Ch42, Art VII, Sec 29	Requires the Mayor to submit a balanced budget with specific sections related to expenditures, revenues, debt, and capital. Defines the level at which the budget must be adopted, defines the deadline for the creation of the annual multi-year financial plan and requires the comptroller to submit a monthly report of spending and revenue to the City Council.
Revenue policies	Ch42, Art VII, Sec 30	Requires a review at least every 2 years of all fees to ensure fees are recovering costs. Requires a conservative revenue base to be used for locally generated revenues and requires updates to property tax values consistent with State law.
Policies with regard to self supporting operations	Ch42, Art VII, Sec 31	Requires that all enterprise fund operations are supported by revenues and requires a report to the Council if a deficit in enterprise operations occurs.
Capital planning policies	Ch42, Art VII, Sec 32	Defines capital purchases and requires an annual capital plan that is developed by departments and reviewed by a diverse committee. Requires the regular review of capital expenditures.
Financial reserve policies	Ch42, Art VII, Sec 33	Defines the requirements for the City’s undesignated fund balance, stabilization reserve, free cash, capital reserve and self insurance reserve funds.
Debt Policies	Ch42, Art VII, Sec 34	Defines how the City will manage debt as a percentage of revenues, how debt should be utilized and the term of issuances of short term debt. Requires the City to complete an annual debt affordability analysis to evaluate the affordability of the issuance of new debt.
Policies regarding cash management	Ch42, Art VII, Sec 35	Requires the City to manage all cash resources in a prudent and diligent manner and to report quarterly on investment strategies.
Policies regarding financial reporting and reconciliation	Ch42, Art VII, Sec 36	Develops policies for reporting including notification of non-compliance with financial ordinances, monthly spending and revenue report, reconciliation of bank accounts and year end reconciliation of spending and revenue.
Policies regarding financial responsibilities of departments	Ch42, Art VII, Sec 37	Requires all departments to report on revenue collections (in departments where revenue is collected), requires use of the City’s accounting system, prohibits departments from opening bank accounts and from over-spending appropriations. Requires the proper use of procurement policies and the diligent pursuit of delinquent taxes.
Policies regarding grants	Ch42, Art VII, Sec 38	Requires oversight of all grants, the establishment of grant policies, the review of all grants and the use of grant funds prior to the use of general fund appropriations for employees, goods and services.
City Ordinances can be found online at http://ecode360.com/SP2105		

Basis of Budgeting: The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of a timing difference in how encumbrances are treated. On a GAAP basis, encumbrances are not considered expenditures because a fund liability has not occurred. On a budgetary basis they are considered expenditures in the period the commitment is made.

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

Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by the Massachusetts Department of Revenue (DOR) through the Uniform Massachusetts Accounting System (UMAS), which was most recently updated in July 2011, and is applicable to all political subdivisions in the Commonwealth.

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

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

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

Budget Preparation Calendar: Budget preparation begins in the late fall/early winter of each year with the distribution of instructions and forms to departments. Departments submit their budget requests for review and analysis by the Office of Management and Budget (OMB) in February or March. When City departments prepare budget requests, they consider program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

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

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

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

Budget Transfers: Revisions to the adopted budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to OMB. Then the request must be reviewed and approved by a Management Analyst and the Budget Director before being forwarded to the Chief Administrative and Financial Officer for authorization. City Council approval is necessary if the request adjusts the Fiscal Year

2019 Schedule of Appropriations (“Schedule A”) . Upon Council authorization, the Office of the Comptroller processes the request.

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

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

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

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

The Fiscal Year 2019 budget draws on revenues from the General Fund. The General Fund is the largest fund in the City and accounts for most of the City’s financial resources. General Fund revenues include property taxes, license and permit fees, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for basic operating services, such as public safety, education, health and human services, finance, parks and recreation, and public works. The adopted budget is strictly built on General Fund revenues.

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

The City’s Overlay Surplus Fund is any balance in the overlay account of a given year in excess of the budgeted amount remaining to be collected or abated. Within ten days of a written request by the Chief Executive Officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed"; in other words, it becomes a part of free cash.

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

Non-Budgeted Special Revenue Funds: These funds are established by law and account for certain revenue sources that have been segregated from the budgeted funds and support specific governmental activities (e.g. federal grants or enterprise funds.)

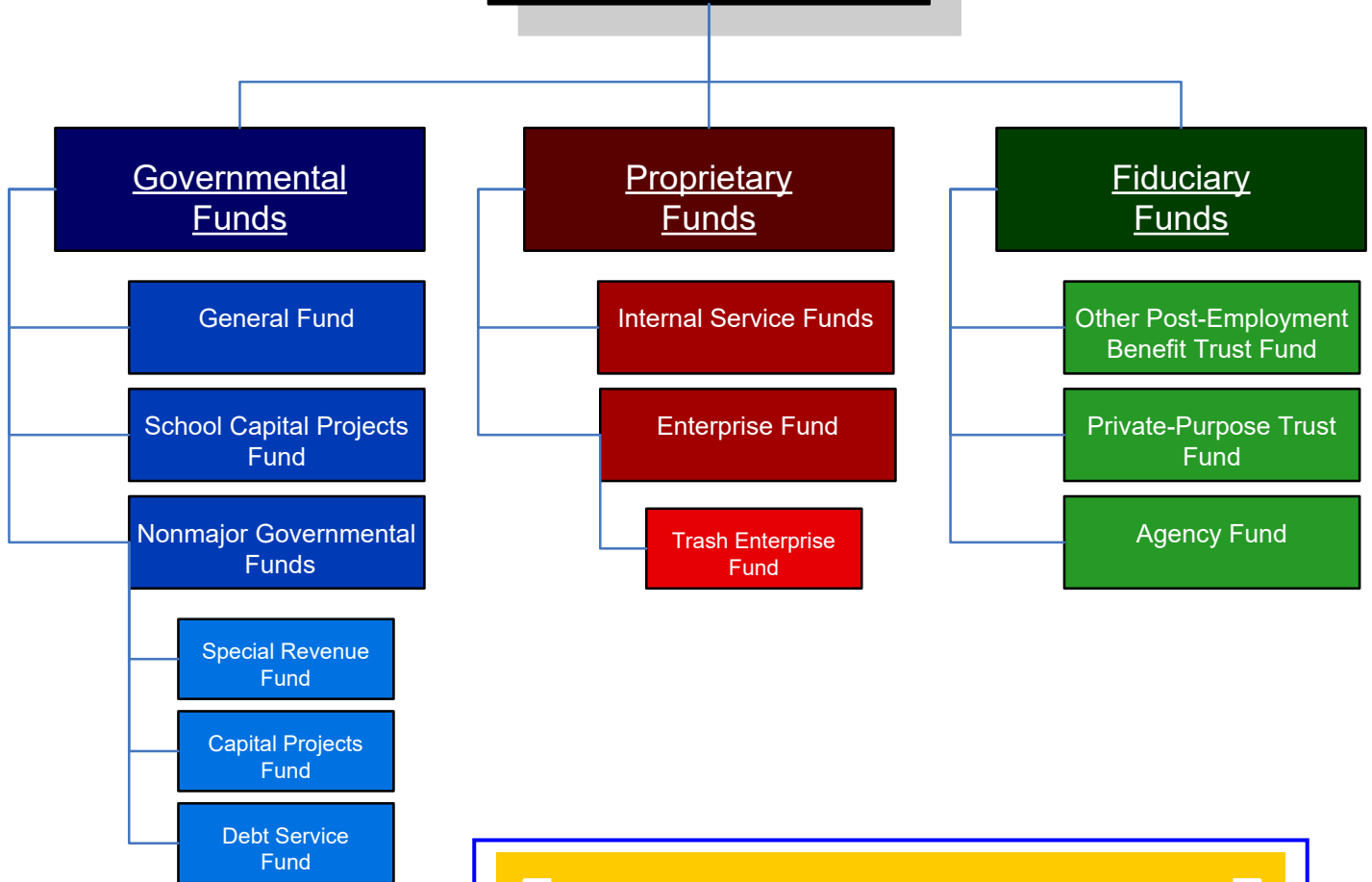
In addition to General Fund appropriations, many departments have access to Federal and State grants that fund the operation of a specific program or service. All departments are able to apply for grant funds. The Office of Management and Budget assists departments in ensuring that grant funded programs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

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

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

Reconciliation of Fund Equity (Retained Earnings) for the Fiscal Year End June 30, 2018							
Item Description		General	Special Revenue	Capital Projects	Enterprise	Trust	Total
1	Total Revenue	628,976,859	116,976,759	29,812,095	4,766,319	88,739,815	869,271,847
2	Total Expenditures	615,221,904	111,470,305	41,569,248	8,368,389	88,037,455	864,667,301
3	Total Excess (Deficiency) Of Revenues Over Expenditures (Line 1 - Line 2)	13,754,955	5,506,454	(11,757,152)	(3,602,070)	702,359	4,604,546
4	Transfers From Other Funds	235,000	354,367	124,753	3,592,159	4,255,102	8,561,381
5	Other Financing Sources	-	-	-	-	-	-
6	Transfers To Other Funds	8,222,014	339,367	-	-	-	8,561,381
7	Other Financing Uses	-	-	-	-	-	-
8	Total Other Financing Sources (Uses) Sum Of Lines 4 And 5 Minus Lines 6 And Lines 7	(7,987,014)	15,000	124,753	3,592,159	4,255,102	-
9	Total Excess (Deficiency) Of Revenues Over Expenditures & Other Financing Sources (Uses) (Sum Of Lines 3 And 8)	5,767,942	5,521,454	(11,632,400)	(9,911)	4,957,461	4,604,546
10	Fund Equity (Retained Earnings) Beginning Of Year	64,393,658	25,832,888	21,988,608	1,573,457	68,582,420	182,371,031
11	Other Adjustments	-	-	-	-	-	-
12	Total Fund Equity (Retained Earnings) End Of Year (Sum Of Lines 9 Through 11)	\$ 70,161,600	\$ 31,354,342	\$ 10,356,208	\$ 1,563,546	\$ 73,539,881	\$ 186,975,577

City of Springfield All Funds Overview



Major Fund Descriptions

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

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

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

City of Springfield Budget Cycle



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

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

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

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

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

Budget Calendar (continued)

April: The Mayor and OMB draft budget recommendations.

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

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

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

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

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

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

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

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

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

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

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

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

City of Springfield Overview

The City of Springfield is located in Western Massachusetts, along the east bank of the Connecticut River. Located 89 miles west of Boston, 85 miles east of Albany, 25 miles north of Hartford, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the major east-west and north-south railroads and interstate highways that meet around the city. Occupying a land area of approximately thirty-three (33) square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population just over 154,000, 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. Springfield was incorporated as a town in 1641 and as a city in 1852.

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

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

The City is home to the James A. Naismith Memorial Basketball Hall of Fame, Dr. Seuss National Memorial, and the George Walter Smith Art Museum. Entertainment venues include the City Stage Theater, Springfield Symphony Hall, and the MassMutual Convention Center. Greater Springfield boasts the second-

largest concentration of institutions of higher learning in New England. The City of Springfield is home to three four-year colleges: Springfield College, Western New England University and American International College. Springfield Technical Community College, a two-year school, is situated on the grounds of the former Springfield Armory.



The New Arsenal

Springfield Demographics

Springfield became known as the "City of Homes" due to the many Victorian style mansions built before 1939. Springfield has seventeen neighborhoods, each possessing distinct qualities. The cost of housing in Springfield is affordable compared to peer cities nationally and other areas in New England.

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

Springfield Economy

From newly renovated boulevards to historic downtown buildings, from an active technology and manufacturing sector 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 Springfield.

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** - On June 24, 2017 Union Station opened its doors for the first time in nearly four decades. After a \$93M revitalization effort, the station is now operational and open for public use. The station is home to Amtrak rail service and daily commuter rail service to Hartford and New Haven, connecting Springfield with commuter rail lines all the way to New York City. Additionally, Union Station will serve as a regional hub for both intercity and intracity bus services, with Peter Pan, the PVRTA and Greyhound all operating out of the facility. These improved services promote more job opportunities for residents and also encourage tourism by acting as a gateway to the City's downtown area.
- ◆ **Culinary and Nutrition Center - Food Service Building** -The new Food Service Building will be a cutting edge facility, the first of its kind in the nation, and a model to other school systems around the country. The new facility will act as a centralized location for preparing the meals served throughout the school district. It will also allow the City to implement a student culinary arts training program in partnership with Putnam Vocational and Central High. The new facility could be designed and outfitted to produce 100,000 meals daily. Additionally, the creation of the facility could create an additional 40 full-time jobs that are currently being outsourced.
- ◆ **Resiliency and Recovery Projects** - In the aftermath of the 2011 tornado, FEMA provided the City with a \$25.3 million grant for damages to two city-owned properties, the Springfield Armory and the vacant Zanetti School on Howard Street. The City received approval from FEMA to put the funding towards four important projects. In FY16, the renovation and expansion of the Clifford Phaneuf Environmental Center at Forest Park was completed. This project updated the City's Environmental Center for our Schools (ECOS) building and will provide both educational value to Springfield students and be an important resource for the Greater Springfield community. Funding also benefited three major projects that were completed or are nearing completion in FY18: the new Raymond A. Jordan Senior Center at Blunt Park, which opened in February of 2018, a new facility for Springfield's South End Community Center which opened in October 2017, and major renovations to the former Arthur MacArthur Army Reserve Center at 50 East Street, which will be used by the Police Department. This new facility, named the Paul Fenton Public Safety Annex in honor of a former Springfield police chief, is already partially in use and is expected to be completed early in FY19.
- ◆ In January 2016, the Department of Housing and Urban Development (HUD) announced that the City of Springfield had been selected as one of thirteen winners of the National Disaster Resilience Competition (NDRC). The City will receive \$17,056,880 in CDBG-NDR (Community Development Block Grant – National Disaster Resilience) funding for innovative projects that will increase the reliance of

the City. Receiving this award will also leverage \$80,199,042 from outside sources to fund projects throughout the City. These projects include: Hydropower at Watershops Pond, a Safe and Healthy Rental Homes program for the rehabilitation of 1-4 unit homes, and the creation of the Springfield Innovation Center, which will equip low-income residents with the skills they need to work on projects being funded through the NDRC grant.

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	154,341
% 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 2013)	
Households	55,644
Persons Per Household	3
Persons Under 5 Years Old	7.3%
Persons Under 18 Years Old	27.0%
Persons Over 65 Years	10.9%

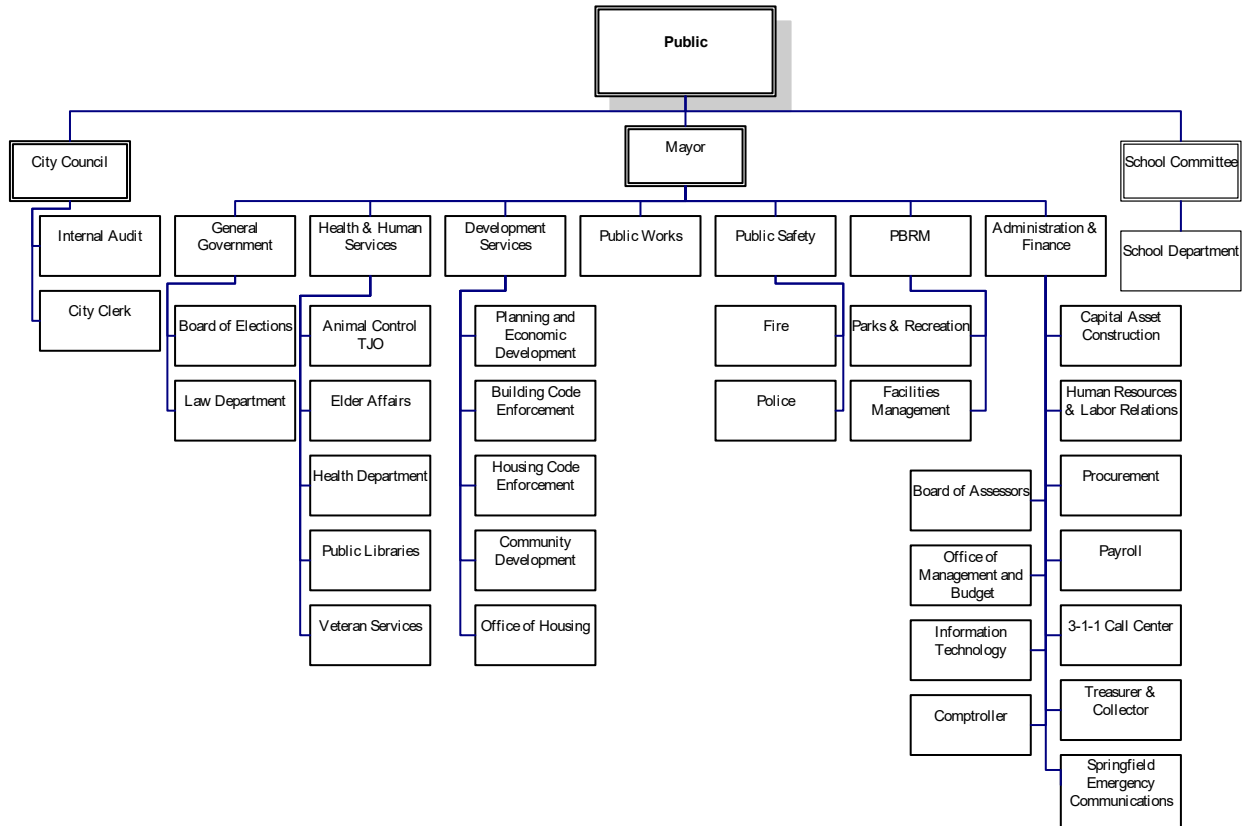
2018 Tax Rates (Per \$1,000 Value)		
Residential Tax Rate	\$	19.68
<i>Average Single Family Home Value</i>	\$	147,300
Commercial / Industrial / Personal Property	\$	39.28

Ten Largest Employers (2017)	
Baystate Health Systems	7,318
Mass Mutual Financial Group	7,000
Big Y World Class Markets	5,600
Mercy Medical Center and Its Affiliates	4,173
Center for Human Development	1,500
Smith & Wesson	1,480
Springfield College	1,000
Verizon	1,000
Western New England University	855
Springfield Technical Community College	792

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

Parcels	
Single Family	26,237
Condominiums	1,877
Two and Three Family	7,607
Vacant Land	2,875
Apartment	681
Misc Residential	86
Mixed Use Residential	256
Mixed Use Commercial	256
Commercial	2,180
Industrial	346
Personal Property	3,126
Exempt Parcels	2,492

Organizational Structure Overview



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

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

The Council holds hearings, passes ordinances, approves financial orders and resolutions, votes on the budget, and must authorize the sale of bonds. Another important power of the Council is land-use regulation through zoning ordinances and the granting of special permits. Although the Council focuses on policy review, members can also discuss and question the policies of the Mayor's administration and review the performance of City departments. Members serve on standing committees, which study and review these matters. The Council also elects the City Clerk for a three-year term and must confirm the appointment of the Director of Internal Audit.

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

Chief Administrative and Financial Officer (CAFO): On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of a Chief Administrative and Financial Officer (CAFO). The CAFO is responsible for the overall

budgetary and financial administration of the city. The CAFO is appointed by the Mayor to a term of no longer than three years and reports directly to the Mayor. The Board of Assessors, Treasurer, Collector, Budget Director, Comptroller, Director of Information Technology, Chief Procurement Officer, Director of Human Resources/Labor Relations, Director of Capital Asset Construction, and any other positions or departments approved by the Mayor are under the direction of the CAFO. Additionally, the business and financial services of the School Department are under the authority of the CAFO.

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

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

Strategic Planning Initiative

Introduction

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

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

Vision

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

Mission

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

Values

The City will operate with the following values:

Accountability

Operate with integrity, fiscal responsibility, and transparent practices

Diversity

Respect and celebrate differences in all aspects of community life

Collaboration

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

Continuous Improvement

Encourage new ideas, creative solutions, and innovation

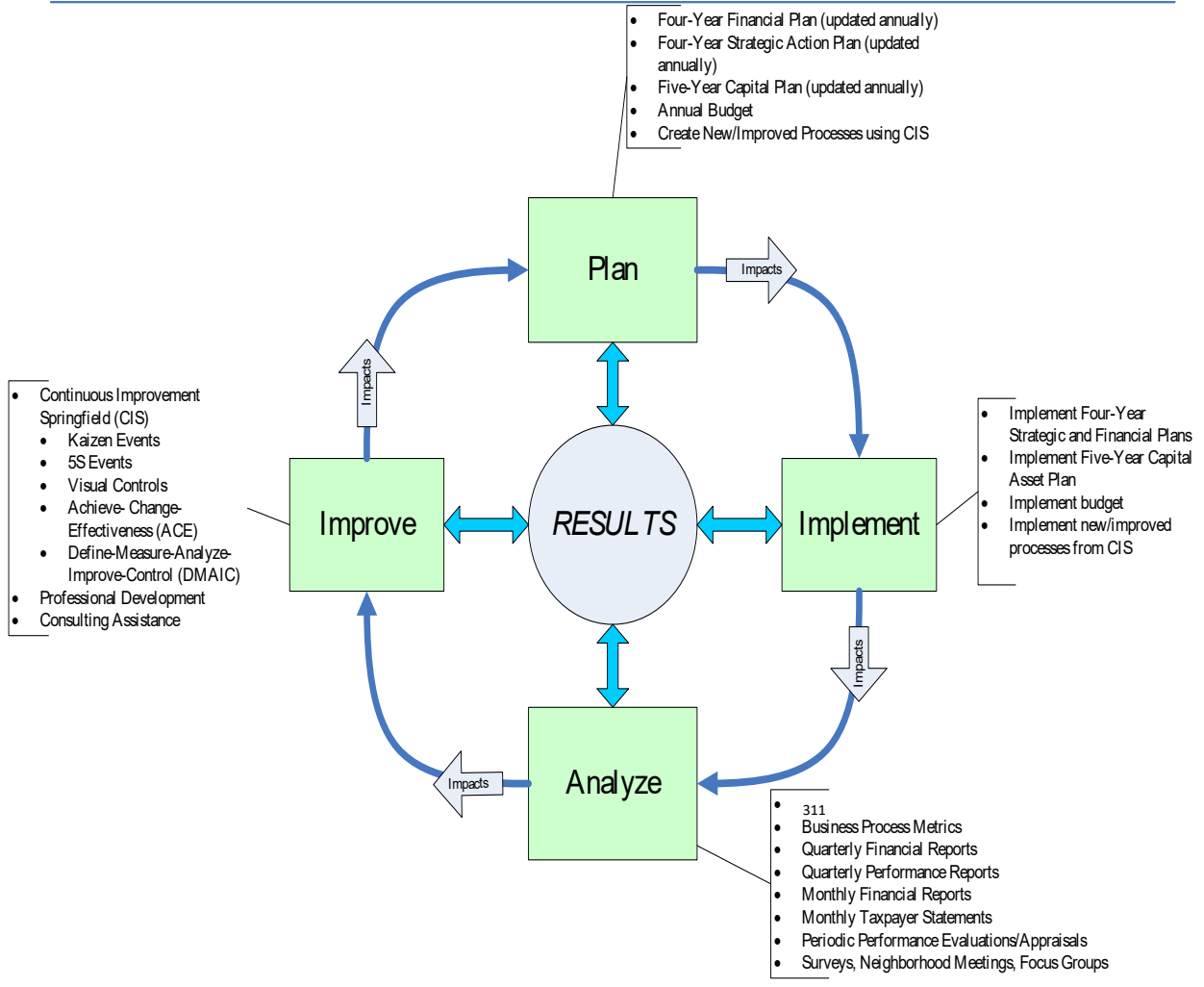
Strategic Priorities

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

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

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

City of Springfield Management Framework



Strategic Plan Development Timeline

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

July 2010

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

August 2010

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

September 2010

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

October 2010

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

November 2010

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

December 2010

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

January 2011

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

February-June 2011

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

Definition of Terms

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

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

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

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

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

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

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

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

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

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Section 2

Fiscal Summary

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Overview

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

The City continues to operate with modest revenue growth, making the necessary decisions to balance the budget and maintain core services. FY19 reflects the fourth consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget. During the seven years from FY08 to FY14, the City relied on reserves to solve budgetary shortfalls. Balancing the budget without the use of reserves is a clear testament to how effectively the administration is managing City finances.

After preparing the City's Multi-Year Financial Plan (FY19-FY22), which includes the City's projected revenue and expenditures for FY19; the City was confronted with an initial deficit of \$12.8M. Upon the receipt of departmental budget requests, the gap increased to \$16.8M. The deficit was driven by rising salaries due to collective bargaining agreements and cost of living adjustments for non-bargaining employees, rising costs of benefits, particularly pensions, contractual operating costs, and stagnant revenue projections. After solving for this deficit, a second focal point was to reduce the City's reliance on one-time revenue to solve the budget gap. Finally, the administration looked to provide strategic investments in the areas of public safety, economic development, early education, and City infrastructure, with a focus on improving the quality of services in the City's many neighborhoods.

Initially, the \$16.8M deficit was reduced primarily by evaluating rising property values and economic development. Increases in property values allow the City to raise its levy ceiling. The City is projecting property values to grow 2.5% or \$4.9M, as allowed under Proposition 2 1/2 in FY19.

Departments continue to develop innovative ways to increase and maintain revenue collections. Through these initiatives, \$3.9M in additional revenue was added to the FY19 budget, further reducing the budget gap. Reductions in expenses were realized through detailed analyses of City departments' expenditures. In total, \$10.9M in requested funding was eliminated. Of this \$10.9M in expense reductions, \$1.2M was the result of debt payments for FY19 being lower than initially projected. Another \$600K was reduced from School Transportation costs, and \$7.8M from departmental budget reductions. Staffing levels remain unchanged and, in some cases, the administration strategically increased the staffing levels of departments to better serve City residents.

In an effort to strategically solve for continuing budget deficits, the FY19 budget is built without 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. Although we are able to manage expenses, we are not able to do the same with revenue, which is problematic when balancing a budget. The efforts made today have a direct impact on the future of the City of Springfield. Reducing dependence on one-time revenue enables the City to grow its reserves. In FY19 we will maintain the City's \$44.2M stabilization reserve fund, and the City expects to meet its previous goal of reaching \$45M in reserves by the end of FY18. The City will continue to strive to grow these reserves in future years to ensure that the City will be able to weather future economic downturns without having to reduce services.

The FY19 budget demonstrates the Mayor's commitment to community services through its appropriations for the City's public libraries, parks, and Department of Public Works, as well as funding to

support operations at Union Station. This year's budget adds a dedicated sidewalk crew to the Department of Public Works, funding eight full time employees and the supplies needed to make necessary repairs and upgrades to the City's sidewalks. The new sidewalk crew will repair and improve aging sidewalks across the City, in every neighborhood.

The FY19 budget continues to fund the operation of the new Raymond A. Jordan Senior center, and provides funding to serve 45 meals per day at the center. With the opening of the MGM Springfield facility this coming year, the FY19 budget also provides funding for a new full time gambling outreach coordinator within the Department of Health and Human Services and \$200K in funding for the Parks Department for a new crew that will focus on improving the appearance of the City's downtown area.

The FY19 budget includes increases to the Police and Fire Department complements by means of new academies, added staff, and funded vacancies. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY19 budget reflects this dedication to the safety of City residents. The FY19 budget includes funding for an academy of 32 new police officers who are set to graduate in the fall of 2018. This will help support the ongoing effort to stay ahead of attrition by maintaining the complement of officers at 428, a total of 510 sworn personnel, and an overall staff of 595. This level of staffing will help the department focus on quality of life issues by supporting neighborhood initiatives, C3 policing units, and maintaining the Ordinance Flex Squad. To handle the demands of the Commonwealth's new public records law, the Department is also bringing on a new public records analyst.

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

The budget continues to invest in the Police Department's Real-Time Crime Analysis Center. Prior investments in technology for this center will be supplemented in the coming fiscal year by the addition of three full time crime analysts and a crime analyst reporting supervisor. Additionally, with the opening of MGM Springfield, the Department will be creating a Gaming Enforcement Unit, which will consist of five officers and one lieutenant. The City was able to leverage state funding to cover the costs of this new unit. Finally, this year's budget provides additional \$209K in capital funding for the Police Department for the purchase of new radios, bulletproof vests, and computer hardware.

The FY19 Fire Department budget funds two academies, which will train a total of nineteen firefighters in FY19. These academies will be completed in the fall of 2018 and spring of 2019 respectively and will add five new positions to the Department's complement of officers. In order to stay ahead of attrition and fill their complement of 273.0 FTEs, the Fire Department will continually send new recruits to State-operated academies. This is a proactive measure to address the large number of retirements anticipated over the next five years.

In addition to the new ladder truck that was funded in FY18's budget, the City will also fund the lease of a new fire engine in an effort to maintain newer, more efficient equipment and minimize costly repair expenses. The FY19 appropriation also continues to fund the implementation of a new health and wellness program introduced in FY18, O₂X , which is aimed at promoting physical and mental health in first responders. Finally, the FY19 budget includes an increased appropriation for the purchase of critical fire

safety equipment such as turnout gear.

The FY19 Budget substantially increases the training budget at the Springfield Emergency Communications Department to ensure that dispatchers have the training they need to fulfill their important role. The FY19 budget also continues to fund the addition of a new dispatch supervisor hired in FY18 and adds three new supervisor positions for FY19.

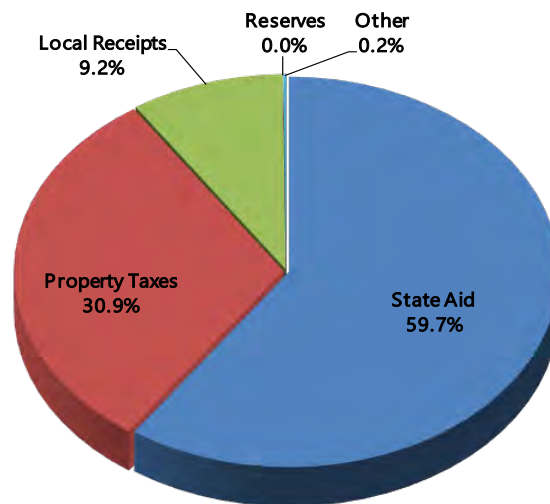
Enhancing public safety is often also achieved by improving economic conditions in urban areas. At the same time, strengthening public safety will attract more residents and businesses to Springfield, therefore increasing economic development. The FY19 budget provides level funding services for the Planning & Economic Development department while continuing funding for three additional building inspectors brought on board in FY17. These inspectors are essential to accommodating the demands of large-scale commercial projects such as, the MGM Casino and CRRC Railway Facility. As business development continues to expand in upcoming years, with projects such as the \$40M redevelopment of Paramount Theater and Massasoit building in downtown, or the \$35M expansion of Big Y's distribution center in East Springfield, the City will be fully prepared to manage the workload efficiently.

In January 2017, Standard & Poor's (S&P) affirmed the City's "AA-" credit rating with a stable outlook which continues to be the highest rating in the City's recorded history; steadily improving from its "A-" rating six years ago. S&P's report highlighted Springfield's "management, with "strong" financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of "A2" with a stable outlook from Moody's; which applauded Springfield's stabilized financial position, satisfactory reserves, and consistent demonstration of conservative fiscal management strategies. Both reviews reflect how the City continues invest strategically in economic growth, while ensuring that growth in the City's budget is sustainable.

Revenue Overview

Fiscal 2016 Actual General Fund	Fiscal 2017 Actual General Fund	Fiscal 2018 Adopted General Fund	Fiscal 2018 Revised General Fund	Fiscal 2019 Adopted General Fund	% Change from FY18 Adopted	% Change from FY18 Revised
604,459,064	617,536,597	628,819,202	628,596,797	656,191,374	4.4%	4.4%

FY19 Revenue Sources



Revenue from multiple sources subsidizes the City’s budget. These sources include State Aid, local source revenue, and local receipts. The City’s Adopted FY19 revenue totals \$656.2M, a 4.4% increase over the FY18 Adopted budget.

The most significant factors driving the revenue increases include:

- ◆ Chapter 70 State Aid (Education)
- ◆ Unrestricted General Government State Aid
- ◆ Increase in the City’s Property Tax Levy
- ◆ MGM revenue based on the host community agreement schedule

To understand the FY19 revenue projections, it is important to understand the different sources that are used to fund Springfield’s operating budget.

State Aid

State Aid is the largest source of revenue for the City of Springfield, on average accounting for 61.9% of the City’s total revenue since FY10. In FY19 the City estimates it will receive \$391.9M in State Aid, an increase of \$12.9M, or 3.4%, over FY18. There are several different categories of State Aid. State Aid is distributed through the Cherry Sheet for each city and town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it was once printed on, is the official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year’s State Aid to municipalities. The Cherry Sheet is updated throughout the State budget process. First in January, based on the Governor’s budget recommendation, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as the General Appropriations Act (GAA), effective July 1st of each year. Categories of State Aid include:

Education Aid	
Chapter 70	343,408,679
Charter School Tuition Reimbursement	7,831,621
TOTAL SCHOOL AID	351,240,300

Non-Education Aid	
Unrestricted Gen. Gov’t Aid	39,142,890
Veterans Benefits	863,302
Exempt: Vets, Blind, Surv Spouses	563,921
State Owned Land	19,811
Abandoned Property	20,000
TOTAL NON-EDUCATION AID	40,609,924

TOTAL STATE AID	391,850,224
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Included in Springfield’s Cherry Sheet are also assessments the Commonwealth charges for services. These services include the Pioneer Valley Transit Authority (PVRTA) regional transit system and charter school tuition. Springfield’s FY19 assessments are \$60.9M, an increase of \$5.5M over the previous fiscal year.

State Education Aid

State Aid for Education has increased significantly over the past ten years, from \$242M in FY09, to \$351.2M in FY19. Despite this growth, over the past four years the average percentage increase over the previous year's appropriation has declined, from an average of 4.3% from FY10-FY14, to 2.0% from FY15-FY19. This rate of growth does not keep pace with the growth rate of fixed costs. Consequently, the School Department still needs to solve for budget gaps each year.

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

Chapter 70

Springfield is anticipating to receive \$343.4M of Chapter 70 Aid in FY19, an increase of \$11.4M, or 3.4% over FY18. The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district's End-of-Year Pupil and Financial Reports. DESE informs municipalities of their education appropriation for the next fiscal year, known as the required local contribution. A municipality's local contribution, combined with its Chapter 70 State Aid, equals the district's NSS requirement. If a municipality does not spend at least 95% of its Net School Spending requirement, the municipality's Chapter 70 Aid may be reduced the following fiscal year. The City's NSS requirement will increase in FY19 from \$369.3M to \$381.7M, increasing Springfield's local contribution from \$37.4M to \$38.2M.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$7.8M in charter tuition reimbursements, an increase of \$686K from FY18. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield's FY19 costs for charter school tuition are \$52.2M, a \$5.2M increase from FY18.

Massachusetts' Chapter 70 program assigns State Aid to each student in every school district, as determined by DESE. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding for that student is directed to the charter school. This funding is the students' tuition and the public school is assessed for the associated charter school tuition for the student. The State slowly phases in the costs of charter tuition assessments for new students, providing temporary relief to the public school district.

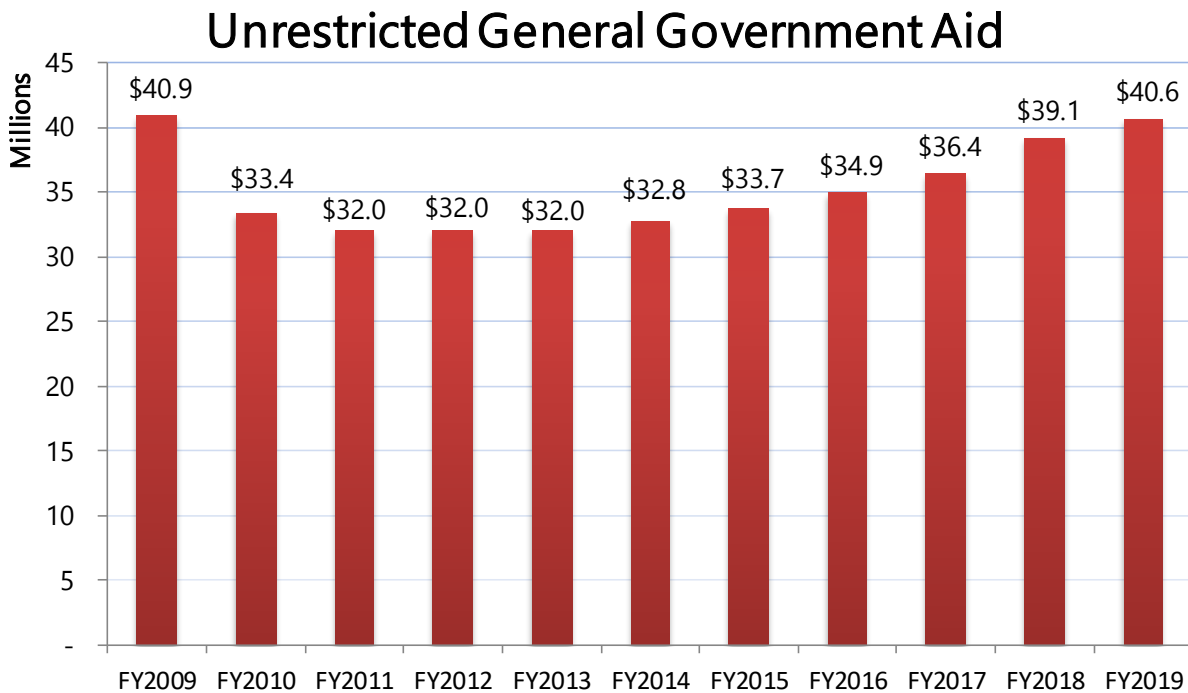
State Non-Education Aid

Ninety percent of Springfield's State Aid supports education. While educational aid has increased, in previous years, decreases in Non-Education Aid have directly impacted core City services, resulting in program reductions and layoffs. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the Commonwealth and continuously monitors State budget actions throughout the year to understand their potential impact on Springfield. The City estimates it will receive \$40.6M in Non-Education Aid from the State for FY19, an increase of \$740K, or 1.9% over FY18. This Aid comes in the following forms:

Non-Education Aid	
Unrestricted Gen. Gov't Aid	39,142,890
Veterans Benefits	863,302
Exempt: Vets, Blind, Surv Spouses	563,921
State Owned Land	19,811
Abandoned Property	20,000
TOTAL NON-EDUCATION AID	40,609,924

Unrestricted General Government Aid

In FY19, Unrestricted General Government Aid (UGGA) is \$40.6M, \$1.5M more than in FY18. In the past, reductions in UGGA have impacted City services and required program and staffing reductions in order for the City to balance its budget.



Veterans' Benefits

Springfield estimates it will receive \$863K in Veterans' benefits this year, a decrease of \$550K over FY18. Municipalities receive a 75% reimbursement from the State on all spending put towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

The State estimates it will reimburse the City \$564K for exemptions, an increase of \$20K from FY18. Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500. This exemption creates a loss of local revenue that is fully reimbursed by the State.

State-owned Land

Springfield anticipates it will receive \$20K in reimbursements for tax-exempt state-owned land in FY19, an increase of \$1,500 over FY18. The State reimburses municipalities for the tax revenue lost on state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases.

Local Source Revenue

Approximately 40% of total revenue is collected in the City of Springfield. Local source revenue includes property tax, motor vehicle excise, fees and fines, payments-in-lieu of taxes, and reserves. The City continues to budget revenue conservatively since the general health of the economy impacts these local collections.

Local Source Revenue	
Real & Personal Property Taxes, net of refund	202,789,680
Motor Vehicle and other excise taxes	11,300,000
Hotel/Motel tax	1,352,927
Meals Tax	1,800,000
Charges for services	784,099
Penalties and interest on taxes	1,230,350
Payments in lieu of taxes	16,119,948
Licenses and permits	7,637,353
Fines and forfeitures	5,868,722
Rentals	166,381
Departmental and other	2,476,405
Schools and other	771,331
Investment Income	1,896,859
Medicaid	4,475,000
Not Classified	4,451,282
Total Local Source Revenue	263,120,337

Property Taxes

The City of Springfield is projecting the receipt of \$202.8 M in property taxes in FY19. Property tax revenue accounts for 77.7% of the City's local source recurring revenue. While property tax is the City's 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 now revalued every 5 years as of FY18, based on the State Municipal Modernization Act of 2016. The total tax value of land is also known as the gross levy. The gross levy is partitioned amongst all non-exempt parcels throughout the City; the levy amount for a single parcel of land is known as the tax per parcel. If the owner of the parcel does not agree with the tax, they can appeal to the Board of Assessors and the Appellate Tax Board if necessary. Should the taxpayer prevail, the City must reimburse the taxpayer for the over assessment. Reimbursement funds are set aside each year for this purpose. These funds are known as the overlay. The total amount of taxes the City can expect to collect is the difference between the gross levy amount and the overlay; this is known as the net levy amount.

Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created 2 levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's total levy; this is known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in 3 ways: a 2.5% increase over the previous year's levy limit, new growth in the tax base, or a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

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

Springfield's property tax rate for FY18 is \$19.68 per \$1,000 of value for residential property and \$39.28 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected net levy for FY19 is \$202.8M. During the 1990's, the total assessed value in the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5% of the total assessed value. From FY96 through FY00, Springfield's tax levy was at 2.5% of the total assessed value, limiting the City's ability to increase property taxes.

Local Receipts

The City of Springfield anticipates collecting \$60.3M in local revenue from sources other than personal or real property taxes, an increase of 33.7% from FY18 projected amounts. This increase is largely driven by Payments in Lieu of Taxes (PILOTs), which have increased revenue from the new MGM Springfield facility, as outlined in the City's host community agreement with MGM. Local receipts include vehicle excise tax, building permits, parking ticket fines, and the hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

Departmental Revenue

This category includes a variety of miscellaneous and departmental revenue projected to be nearly \$2.5M in FY19, a decrease of \$96k from FY18. Included in this revenue category are parking meter reimbursements,

various departmental fines and fees.

Motor Vehicle Excise

In FY19, the City anticipates collecting \$11.3M in motor vehicle excise, an increase of \$1M from FY18. Chapter 60A of the Massachusetts General Laws sets an excise rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

Hotel / Motel Excise

Springfield projects collecting \$1.4M in hotel/motel excise taxes for FY19, level with FY18. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs to offset cuts to State Aid . One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three cities that currently has an enhanced room occupancy tax, due to the convention center housed here. Boston and Worcester have the same enhanced rate.

Charges for Services

The City estimates that charges for services will total \$784K for FY19, an increase of \$37K from FY19. The City imposes fees and charges to offset the costs of providing certain services to the public. These include the rental of municipal facilities by community groups and nonprofits.

Penalties and Interest on Taxes

For FY19, penalties and interest on taxes are expected to be \$1.2M. 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 FY19 is estimated to be \$16.1M, an increase of \$13.9M over FY18. Federal and State government land and facilities, hospitals, colleges and universities, religious institutions, and nonprofits 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. This year's large increase is due to the implementation of an 121A agreement with the new MGM Springfield facility. This agreement allows the City to generate increased revenue from the new \$950M casino.

Licenses and Permits

Licenses and Permits revenue is expected to total \$7.6M in FY19, which is an increase of \$913K in comparison to FY18 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 \$5.9M in fines and forfeitures in FY19, \$117K less than FY18 projected amounts. The City collects fines for a variety of violations issued by several departments, including the City Clerk’s Office, the Planning and Economic Development Department, and the Treasurer/Collector’s Department.

Interest Earned on Investments

Interest earned on investments will generate \$1.9M in FY19, an increase of \$95K over the FY18 budget. Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield. For the coming fiscal year, the City will continue to work toward maximizing its investment earnings by looking to a broad range of investment opportunities that are available to municipalities.

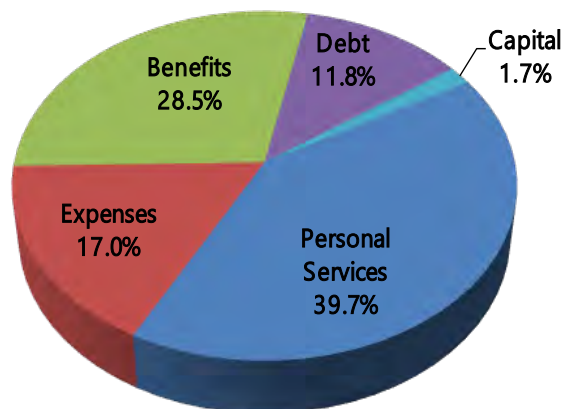
Reserves

The City of Springfield’s FY19 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the fourth consecutive year. Prior to FY16, the City had been unable to accomplish this goal dating back to FY08. Over the past 10 years, the City has worked hard to increase its reserve balances through careful planning and tracking of expenditures. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue’s Director of Accounts.

Expenditure Overview

Fiscal 2016 Actual General Fund	Fiscal 2017 Actual General Fund	Fiscal 2018 Adopted General Fund	Fiscal 2018 Revised General Fund	Fiscal 2019 Adopted General Fund	% Change from FY18 Adopted	% Change from FY18 Revised
598,714,425	611,057,287	628,819,202	631,988,434	656,191,374	4.4%	3.8%

FY19 City Budget Breakdown



The Adopted FY19 budget appropriates \$656.2M for municipal and educational purposes. This represents an increase of 4.4% from the Adopted FY18 budget. The total budget funds both the School Department and the City departments (Police, Fire, Public Works, etc.).

Personnel

The largest expense in the City’s budget is personnel. The FY19 budget appropriates \$96.5M for salaries and overtime. This represents funding for 1,435.7 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 86.1 Grant Funded Employees across all departments and 20.0 Trust Funded Employees across several departments. FY19 General Fund FTEs increased 37.0 over FY18.

DEPARTMENT	FY14	FY15	FY16	FY17	FY18	FY19	Diff 19-18
CITY COUNCIL	16.0	16.0	16.0	16.0	16.0	16.0	-
CITY CLERK	10.0	9.0	9.0	9.0	10.0	10.0	-
INTERNAL AUDIT	3.0	3.0	3.0	3.0	3.0	3.0	-
Non-Mayoral Subtotal	29.0	28.0	28.0	28.0	29.0	29.0	-
BOARD OF ELECTION COMMISSION	4.5	4.5	4.5	5.0	5.0	5.0	-
MAYOR	7.0	7.0	7.0	7.0	7.0	7.0	-
LAW	23.0	23.0	25.5	26.0	31.0	31.5	0.5
General Gov't Subtotal	34.5	34.5	37.0	38.0	43.0	43.5	0.5
OFFICE OF MANAGEMENT & BUDGET	8.0	8.0	8.0	8.0	8.0	11.0	3.0
FINANCE	-	-	-	-	-	-	-
CITISTAT	-	-	-	-	-	-	-
311	8.8	9.0	8.8	8.8	9.0	9.0	-
COMPTROLLER	9.0	9.0	9.0	9.0	8.0	8.0	-
OFFICE OF PROCUREMENT	7.0	7.0	7.0	7.0	8.0	7.0	(1.0)
BOARD OF ASSESSORS	12.0	12.0	12.0	13.0	12.0	12.0	-
TREASURER/COLLECTOR	16.0	16.0	16.0	16.0	16.0	16.0	-
HUMAN RESOURCES AND LABOR RELATIONS	16.0	16.0	16.0	16.0	16.0	16.0	-
LABOR RELATIONS	-	-	-	-	-	-	-
PAYROLL DEPARTMENT	-	-	-	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	14.0	13.0	13.0	13.0	13.0	13.0	-
CAPITAL ASSET CONSTRUCTION	2.0	4.0	4.0	5.0	5.0	5.0	-
EMERGENCY COMMUNICATIONS	27.0	27.0	27.0	27.0	52.0	50.0	(2.0)
A&F Subtotal	119.8	121.0	120.8	122.8	147.0	147.0	-
PLANNING DEPARTMENT	13.0	13.0	13.0	13.0	12.0	12.0	-
BUILDING - CODE ENFORCEMENT	25.0	25.3	25.3	28.3	28.0	28.0	-
HOUSING - CODE ENFORCEMENT	11.3	13.0	15.0	15.0	15.0	15.0	-
Planning and Eco Dev Subtotal	49.3	51.3	53.3	56.3	55.0	55.0	-
PARKS DEPARTMENT	70.0	76.0	79.5	80.5	80.5	83.5	3.0
FACILITIES MANAGEMENT	23.0	23.0	24.0	24.0	23.0	26.0	3.0
PBRM Subtotal	93.0	99.0	103.5	104.5	103.5	109.5	6.0
POLICE	485.0	503.0	529.0	552.0	559.5	568.5	9.0
FIRE	240.0	260.0	260.0	261.0	267.0	273.0	6.0
Public Safety Subtotal	725.0	763.0	789.0	813.0	826.5	841.5	15.0
DEPARTMENT OF PUBLIC WORKS	70.0	71.0	70.0	70.0	70.0	80.0	10.0
Public Works Subtotal	70.0	71.0	70.0	70.0	70.0	80.0	10.0
TJ O'CONNOR ANIMAL CONTROL	12.0	11.5	14.0	14.0	14.0	15.0	1.0
HEALTH & HUMAN SERVICES	22.5	22.0	22.0	22.0	23.0	25.0	2.0
DEPARTMENT OF ELDER AFFAIRS	5.3	5.8	5.6	5.6	5.6	8.6	3.0
VETERANS SERVICES	4.0	4.0	5.0	6.0	6.0	6.0	-
LIBRARY	77.9	77.1	76.1	76.1	76.1	75.6	(0.5)
HHS Subtotal	121.6	120.4	122.7	123.7	124.7	130.2	5.5
CITY GRAND TOTAL	1,242.2	1,288.2	1,324.3	1,356.3	1,398.7	1,435.7	37.0

In addition to salaries and overtime costs, the budget appropriates over \$67M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 69.4% of the City's total operating budget. Due to the significant cost of personnel, the City carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. Departments are always looking for ways to restructure and reallocate duties in an effort to find savings. The City has a Personnel Review Committee (PRC), comprised of representatives from the Mayor's Office, Human Resources, and the Office of Management and Budget (CAFO and Budget Director) that reviews every hire, including backfills, promotions, and new non-School Department positions.

The majority of Springfield employees are union members covered by collective bargaining agreements. In order to allow for better long-term financial planning, it is important to continue to negotiate long-term, sustainable union agreements. Currently, seven of the City's twelve non-School unions have contracts settled through FY20 or later. Four unions have contracts that expired prior to FY18, and one union has a contract that will expire at the end of FY18 if it is not settled. The Administration continues to strive to settle all union contracts. In addition, the FY19 budget includes a 2.0% wage increase for all non-bargaining employees.

Health Insurance

Springfield's FY19 budget includes \$24.1M for health insurance for City department employees, a 4.9% decrease from FY18. This amount pays for active and retired City employees. This decrease was largely driven by two factors. Most importantly, rates for many GIC plans decreased from FY18 to FY19, resulting in savings for the City. Additionally, the administration has continued to focus on offsetting the costs of insurance to grants whenever possible.

Prior to 2007, the City's health insurance costs were approximately 10% of the budget and were increasing at a rate of 13% annually. This trend would have proven unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5% annually. In order to control costs, Springfield became the first Massachusetts municipality to join the Group Insurance Commission (GIC). The GIC purchases health insurance for 442,000 State and municipal employees and retirees. The City also requires employees to contribute 25% of premium costs and eligible subscribers to join Medicare Part A and B. By joining Medicare through Chapter 32B of the Massachusetts General Laws, the City shifts a portion of its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for 10 years or if a spouse contributed to Medicare.

Other Post-Employment Benefits

In addition to providing pension benefits, the City also provides health, dental, vision and life insurance to retired employees and their survivors, including those retired under the Massachusetts Teachers Retirement System (MTRS). This policy is in accordance with Chapter 32 of the Massachusetts General Laws.

In addition to health, dental, and vision insurance premiums, the City provides 100% reimbursement for Medicare Part B penalty premiums and a 50% reimbursement on life insurance policies. The City's unfunded actuarial accrued liability for other post-employment benefits is estimated to be \$936.5M based on the valuation of the system completed in FY16.

Retirement

The FY19 budget appropriates \$39.6M for retirement costs for City and School Department employees who

are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, since it is received through MTRS.

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

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

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to 80% of the employee's highest three-year average annual rate of regular compensation. Benefit payments are based on a member's age, length of creditable service, level of compensation, veteran status and group classification. Members become vested after ten years of creditable service. Management of Springfield's retirement system assets was transferred to the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM) in August 2005. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2040. Springfield has adopted an aggressive funding schedule that will fully fund its pension obligations by 2034.

For FY19, Springfield utilizes an updated pension valuation as of April 2016 with a funding schedule extended to 2034. This valuation defines the City's accrued liabilities as \$826.4M with a funded ratio of 27% as of the time of its publication.

Debt Service

Municipalities issue debt to finance capital improvements because the costs are too expensive to finance through the operating budget. Spreading the cost of a project over time creates a manageable annual expense for a Massachusetts community that is limited by Proposition 2 ½ in raising additional property tax revenue.

Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments. The FY19 budget includes \$27.9M for debt service. Springfield's annual debt expenditures for FY19 will be approximately 4.25% of the City's overall general fund expenditures. This represents a decrease of 4.6% as a share of total expenditures from FY18. 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 FY19 budget appropriates \$3.6M 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 \$4.8M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin in FY13.

Assessments

The FY19 budget appropriates \$60.9M for state assessments. Springfield's assessments are mandated costs

that are based on the City's Cherry Sheet, which is the Department of Revenue's notification of the next fiscal year's State Aid and Assessments. These charges are for a variety of State programs. The majority of Springfield's assessments are related to education tuition. \$57M is for School Choice Sending Tuition and Charter School Sending Tuition, 93.7% of the City's total assessments. The City is assessed a fee by the department of Environmental Protection (DEP) for monitoring air pollution levels and enforcing air quality standards at industrial and commercial facilities. The assessment cost for FY19 is \$34K; this assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$467K in FY19 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset costs for this service. Additionally, in FY19 Springfield will be assessed a \$3M fee to help fund the Pioneer Valley Transit Authority, an increase of \$60k over FY18.

Springfield Museums Association

The FY19 budget appropriates \$1.32M for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32M annually to the SMA until 2031. This agreement stems from a settlement between the SMA and the City over the Association's sale of the Mason Square Library Branch in 2003. The agreement includes free admission for City residents to the Springfield Science Museum, the D'Amour Museum of Fine Arts, the Wood Museum of Springfield History and the George Walter Vincent Smith Art Museum.

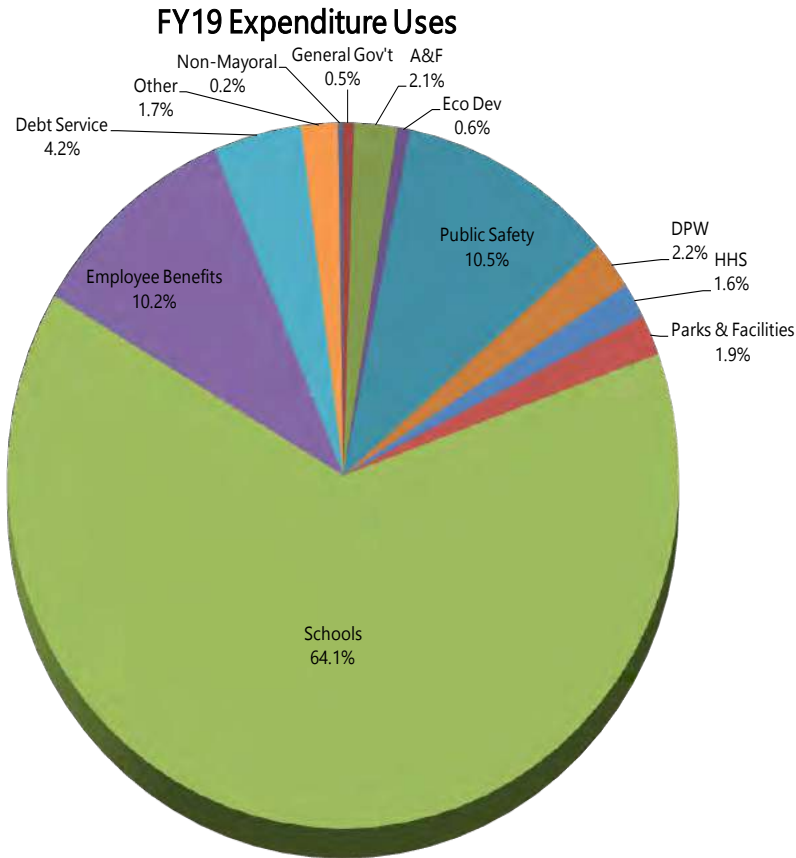
School Department

The School Department budget for FY19 is \$420.8M, an increase of 3.6% over FY18's appropriation. The City operates the second largest school district in the Commonwealth of Massachusetts with one Pre-K school, thirty-one elementary schools, one kindergarten through eighth-grade school, ten middle schools, three sixth through twelfth-grade school, four high schools, and eight alternative schools. Students also have the option of attending a local charter school or participating in school choice, which allows them to attend school in another school district.

Springfield has approximately 29,000 students of which roughly 25,600 attend Springfield Public Schools in the District. With over 4,660 employees and over 2,500 teachers in-district, Springfield boasts a 88.8% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to seven Springfield and five out-of-district charter schools that collectively enroll approximately 3,500 students, and to other neighboring school districts that collectively enroll 790 students who reside in Springfield, but attend school in other districts under the School Choice Program.

City Departments

Springfield's FY19 budget appropriates \$235.4M for City departments and \$420.7M for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The FY19 budget includes \$1,541,496 for the Non-Mayoral Division departments, an increase of \$42,383 from the FY18 Adopted budget. This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield; the City Clerk and the Director of Internal Audit report to the Council.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
City Council	416,159	437,254	437,254	445,252	1.8%	1.8%
City Clerk	513,670	580,121	580,121	603,475	4.0%	4.0%
Internal Audit	458,833	481,738	481,738	492,769	2.3%	2.3%
Total	1,388,662	1,499,113	1,499,114	1,541,496	2.8%	2.8%

The City Council's FY19 budget is \$445,252. The City Council is responsible for enacting general and zoning ordinances, reviewing petitions for special permits, and authorizing legislation and special acts on behalf of Springfield residents. The appropriation for this department continues to fund level service and staffing for the City Council.

The City Clerk’s FY19 budget is \$603,477. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The FY19 budget provides the City Clerk’s Department with level service funding.

The Internal Auditor’s FY19 budget is \$492,769. 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 conducting internal audits, as well as funding for full staffing.

General Government Division

The FY19 budget includes \$3,581,186 for the General Government Division, an increase of \$133,716 from the prior fiscal year. These departments oversee a variety of City functions, including overseeing elections, legal advice, constituent services, and administration of the City.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Mayor's Office	524,449	540,171	540,171	557,878	3.3%	3.2%
Law Department	3,436,999	2,325,601	3,278,198	2,438,067	4.8%	-34.5%
Elections Department	561,518	581,698	581,698	585,241	0.6%	0.6%
Total	4,522,966	3,447,470	4,400,068	3,581,186	3.9%	-22.9%

The Mayor’s Office’s FY19 budget is \$557,878. 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.

The Law Department’s FY19 budget is \$2,438,067. This year’s appropriation includes funding for a new Deputy City Solicitor for Licensing position to help the Department with the City’s heavy caseload and continues to fund existing staffing levels and services.

The Board of Elections' FY19 budget is \$585,241. The Department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. This appropriation continues level service and staffing for The Board of Elections.

Administration and Finance Division

The budget for the Administration and Finance Division totaled \$13,465,472 in FY19, an increase of \$275,134, from the prior fiscal year. These departments, reorganized under the Chief Administrative and Financial Officer in 2010, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, labor relations, and collection of taxes. The Payroll department, previously funded through appropriations from both the City and School Department budgets, has been fully funded through the Service Level Agreement with the School Department.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Office of Management &	660,168	707,362	747,362	920,250	30.1%	23.1%
Dept 3-1-1	418,607	455,554	455,554	465,021	2.1%	2.1%
Comptroller	555,067	566,409	566,409	593,030	4.7%	4.7%
Procurement	511,907	605,082	605,082	573,278	-5.3%	-5.3%
Assessors	893,323	903,241	863,241	937,010	3.7%	8.5%
Treasurer	1,725,577	1,870,867	1,870,867	1,870,636	0.0%	0.0%
Collector	491,681	484,230	484,230	520,310	7.5%	7.5%
HRLR	1,587,998	1,638,388	1,638,388	1,675,884	2.3%	2.3%
Payroll	151,317	166,447	166,447	170,281	2.3%	2.3%
Information Technology	3,120,900	3,117,570	3,117,570	3,170,974	1.7%	1.7%
Capital Asset Construction	428,945	453,120	453,120	523,400	15.5%	15.5%
Centralized Dispatch	1,927,335	2,222,067	2,222,067	2,045,397	-8.0%	-8.0%
Total	12,472,824	13,190,338	13,190,338	13,465,472	2.1%	2.1%

The Office of Management and Budget's FY19 budget is \$920,250. The Chief Administrative and Financial Officer is responsible for administering and supervising the City's financial services, which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments, and implementing and maintaining uniform financial systems and controls for all departments. The FY19 appropriation includes level funding of staff and services, funding for a new grants director position, and funding for two project management positions as part of a new Compliance Unit. Creating this new Compliance Unit will assist with the administration and monitoring of the City's many grants, as well as enforcement of the City's Responsible Employer Ordinance.

The 3-1-1 budget for FY19 is \$465,021. 3-1-1 is the first point of contact for residents needing services or information from City government. All requests are tracked and departmental performance is measured daily, monthly, and annually. Funding in FY19 will continue to maintain level services and includes an increase in the advertising budget to place 3-1-1 signs around the downtown area.

The Comptroller's Office FY19 budget is \$593,030. The Comptroller is responsible for maintaining the City's financial system of record and ensuring all financial transactions are in compliance. The FY19 appropriation for this department maintains level services.

The FY19 budget appropriates \$573,278 for the Office of Procurement. Procurement is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. The FY19 appropriation includes one less FTE than the FY18 budget.

The Board of Assessors' FY19 budget is \$937,010. This department provides accurate and equitable valuation of all real and personal property within the City, driving the City's top source of local revenue. This year's appropriation funds all current programs at level service for the department.

The Treasurer's Office FY19 budget is \$1,870,636. 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 continues to level fund service and staffing for the department.

The Collector's Office FY19 budget is \$520,310. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. This office also prepares and facilitates the tax-taking of delinquent properties. This year's appropriation continues to support Tax Title and Cash & Investment programs and provides a level service budget for staffing and

expenditures.

The Human Resources and Labor Relations Department’s FY19 budget is \$1,675,884. The department is responsible for recruiting new hires, upholding a climate of respect in the workplace, and ensuring compliance with statutory, regulatory, and ethical practices. The appropriation for this department includes necessary funding to continue monitoring benefit costs and handling all labor relations matters for the City and its departments.

The Information Technology (IT) Department’s FY19 budget is \$3,170,974. The IT Department maintains and supports the City’s electronic information infrastructure and software applications. The appropriation for this department includes level staffing and services.

The Capital Asset Construction Department’s FY19 budget is \$523,400. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes level funding staff and services. By bringing work in-house, these services provide continuous savings to the City on project management consultant costs.

The Springfield Emergency Communications Department (formerly Centralized Dispatch) has an appropriation of \$2,045,397 for FY19. Some operational costs have been funded through the department’s E911 grant funded by the State for FY19. This year’s appropriation, along with efficient managing of grant funding, supports level services along with funding to support the continued operation of Smart911. Smart911 is a software which provides dispatchers access to more comprehensive information on 911 calls such as photographs, detailed medical information, enhanced geographic location and other relevant information in an effort to provide the most efficient level of service possible. In response to the increasing complements for Police & Fire, the department will be layering in an additional three shift supervisors during FY19. Additional supervision will help provide “real-time” feedback and assistance to dispatchers taking calls. Additional funding is also included for the Department’s training budget above FY18 service levels. The decrease in the Department’s appropriation from FY18 levels is due to the completion of a lease to own agreement for emergency communications equipment.

Development Division

The Developmental Services Division FY19 budget appropriates \$4,126,643 an increase of \$240,923 over the FY18 appropriation. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Planning	1,208,007	1,277,914	1,252,703	1,356,645	6.2%	7.7%
Community Development	-	-	-	-	0.0%	0.0%
Building Code	1,591,953	1,742,536	1,518,311	1,832,846	5.2%	17.2%
Housing Code	714,986	865,270	782,706	937,152	8.3%	16.5%
Total	3,514,946	3,885,720	3,553,720	4,126,643	6.2%	16.1%

The FY19 budget appropriates \$1,356,645 for the Department of Planning and Economic Development. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the City. The Department’s appropriation includes level funding services to support projects, such as; the MGM Casino, CRRC, and redevelopment of Court Square, which will provide economic growth and development for the City.

The Building Inspectional Services Division’s FY19 budget is \$1,832,846. The department enhances public

safety through inspections and licensing of physical operations of businesses in the City. This year's appropriation includes continued level service funding the department.

The Housing Inspectional Services Division FY19 budget is \$937,152. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year's appropriation continues to level fund staffing and services for the department.

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

Public Safety Division

The Public Safety Division departmental budgets total \$68,887,509, an increase of \$2,961,135 over last year. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Police Department	42,332,214	44,256,463	43,166,081	45,395,084	2.6%	5.2%
Fire Department	20,495,126	21,669,910	21,669,910	23,492,424	8.4%	8.4%
Total	62,827,339	65,926,373	64,835,991	68,887,509	4.5%	6.2%

The Police Department's FY19 budget is \$45,395,084. The Police Department's mission is to reduce the incidence of crime, improve the quality of life, and create an environment where all residents can live safely and without fear. The appropriation will maintain the complement of police officers at 428, with a total of 510 sworn personnel and 595 total staff. This budget continues to fund critical technology upgrades designed to strengthen the department's "Intelligence-Led Policing" strategy by gaining access to various sources of real-time data for use in the new Real Time Crime Analysis Center. This includes continued funding for three full time crime analysts and one crime analyst reporting supervisor added in FY18. This year's budget also includes funding for an academy of 32 officers set to graduate in the fall of 2018, the City's new E3 Metro unit, continued support for C3 policing and neighborhood initiatives, a new state funded Gaming Enforcement Unit funded by the Commonwealth, and increased ShotSpotter coverage throughout the City.

The Fire Department's FY19 budget is \$23,492,424. The appropriation for the Fire Department includes funding for the lease of a new engine in an effort to maintain newer, more efficient apparatuses and minimize costly repair expenses. The FY19 budget also funds the onboarding of 19 firefighters, who will join the department through two academies in the fall of 2018 (September), and the spring of 2019 (March). This includes five new positions being added to the total complement. Additionally, the budget provides for the purchase of \$32K in new turnout gear for firefighters and continued funding for O2X - a health and wellness program aimed at promoting physical and mental health in first responders.

Public Works Division

The Department of Public Works (DPW) FY19 Budget is \$20,051,824. DPW monitors and preserves the City's fleet inventory (except Public Safety vehicles) and equipment. Additionally, DPW provides services for the preservation and repair of public way infrastructures (streets, sidewalks, street signs, and traffic signals) and administers the solid waste, recycling, and yard waste programs.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
DPW - General Fund	10,189,517	10,415,577	10,415,577	11,009,057	5.7%	5.7%
DPW - Enterprise Fund	8,069,376	8,972,150	8,972,150	9,042,767	0.8%	0.8%
Total	18,258,893	19,387,727	19,387,727	20,051,824	3.4%	3.3%

This year the Department added a dedicated sidewalk crew to address the long list of necessary upgrades and maintenance to city-wide sidewalks. This crew will be made up of eight full time positions, and funding has been put in place for mixes and supplies as well.

Health and Human Services

The FY19 budget appropriates \$10,542,526 for the Health and Human Services Division. This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City's library system.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
TJO - Animal Control	1,324,608	1,417,499	1,394,790	1,515,698	6.9%	8.0%
Health	1,330,214	1,514,779	1,448,836	1,696,310	12.0%	14.6%
Elder Affairs	285,312	287,155	302,458	533,404	85.8%	43.3%
Veterans	1,933,527	2,551,007	2,986,798	2,068,847	-18.9%	-44.4%
Libraries	4,381,715	4,514,595	4,508,613	4,681,266	3.7%	3.7%
Total	9,255,375	10,285,035	10,641,495	10,495,526	2.0%	-1.4%

The Thomas J. O'Connor Animal Control and Adoption Center's FY19 budget is \$1,515,698. 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. This year's appropriation also adds funding for a full-time veterinarian. Previously, TJO had contracted their veterinarian services; however demand at the center has necessitated a full time position. Additionally, this year's budget also funds the replacement of older commercial clothes washers and dryers.

The Health Department FY19 budget is \$1,696,310. The Department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The Department works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. This year's appropriation continues to fund the Department at level service levels, including funding for a new public health nurse position that was added during FY18, and includes the addition of a full time gambling outreach coordinator in preparation for the opening of MGM Springfield this fall.

The Department of Elder Affairs FY19 budget is \$533,404. The Department of Elder Affairs enhances the quality of life for elderly citizens through outreach, the operation of senior centers, and recreational programming. This year's appropriation continues to offset general fund salaries to grants, which will provide additional savings to the City. Additionally, the City has appropriated funding to provide approximately forty-five lunch meals per day to seniors at the new Raymond Jordan Senior Center at Blunt Park.

The Veterans Services Department's FY19 budget is \$2,068,847. This department is responsible for dispensing state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining

federal benefits. The State reimburses the City 75% of costs allocated for Veteran’s benefits. The budget for this department is caseload driven and over the past several years, the caseload has significantly increased.

The Library Department’s budget for FY19 is \$4,728,266. In FY15 the City, acting on the recommendations of the “Re: Think Springfield City Library” consultant study, supported the resurgence of the Springfield City Library. After repurposing the Liberty Branch Library for use as a senior drop-in center and converting Pine Point into a Library Express and adult literacy center, hours at the other 7 branch libraries were increased from 18 to 30 hours. The FY19 appropriation continues to support the increased hours put in place in FY15, while providing additional savings by offsetting costs to Library State Aid.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings, and Recreation Management Division’s (PBRM) FY19 budget is \$12,338,635. PBRM maintains the City’s parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

Division / Department	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Parks Department	8,017,440	8,459,720	7,978,252	9,062,270	7.1%	12.0%
Facilities	2,699,964	2,982,403	2,752,211	3,276,364	9.9%	16.0%
Total	10,717,404	11,442,123	10,730,463	12,338,635	7.8%	13.0%

The Parks Department’s FY19 budget is \$9,062,270. Parks is responsible for maintaining the City’s parks, golf courses, skating rink, and athletic fields. The Department’s appropriation includes continued operations and servicing of 5-Mile Pond, all City pools and splash pads, Veteran’s Memorial Golf Course and Franconia Golf Course, and Cyr Arena. It also maintains funding for the After School and Evening Gym Programs along with sustaining terrace maintenance at FY17 expansion levels. In addition to level service for operations and current programming, finances have been appropriated to support the Therapeutic Recreation Program and Camp STAR Angelina Summer Program. Therapeutic recreation provides opportunities for social interaction, skill development, and fun for youth and adults with disabilities. As an all inclusive program, Camp STAR Angelina focuses programming on youth and young adults with or without disabilities. Additionally, \$200K has been provided for a maintenance crew dedicated to Springfield’s downtown, with the goal of improving the attractiveness of the downtown area and encouraging recreation and tourism.

The FY19 budget appropriates \$3,276,364 for the Facilities Department. The Facilities Department maintains and repairs over 90 Municipal and School buildings. This year’s appropriation level funds current services and provides increased funding for custodial services at three new buildings that opened in FY18, the South End Community Center, Raymond A. Jordan Senior Center, and Paul J. Fenton Public Safety Annex.

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Fiscal Year 2019: Financial Forecast

Financial Forecast

MULTI-YEAR FINANCIAL PLAN (FY19-FY22):

	FISCAL 2017 ACTUALS	FISCAL 2018 ADOPTED	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED
SPENDING ASSUMPTIONS						
Administration and Finance Division	10,545,489	11,908,301	16,094,500	16,416,390	16,744,717	17,853,127
Development Division	3,514,947	3,885,720	3,963,434	4,042,703	4,123,557	4,206,028
General Government Division	4,522,966	3,447,470	3,766,419	3,591,748	3,663,583	3,736,854
Non-Mayoral Division	1,388,662	1,499,114	1,529,096	1,559,678	1,590,871	1,622,689
Health and Human Services Division	9,302,030	10,332,035	10,538,676	10,749,450	10,964,439	11,183,727
Public Safety Division	64,754,674	68,148,440	71,801,428	73,237,456	74,702,205	76,196,249
Public Works Division	10,189,517	14,007,735	14,287,890	14,573,648	14,865,121	15,162,423
Parks & Facilities Division	10,717,404	11,442,123	11,670,965	11,904,385	12,142,472	12,385,322
School Department*	397,921,621	406,045,030	418,952,327	435,085,129	451,900,137	469,430,632
Debt	33,540,753	27,984,872	29,069,827	28,100,390	26,261,702	23,914,490
Health Insurance & Fringe	26,144,263	28,356,682	30,613,231	33,062,851	35,722,279	38,609,704
Pensions**	30,303,852	34,599,740	39,424,199	42,566,990	45,961,204	49,626,955
Other Spending	7,906,300	7,161,940	9,577,373	9,755,404	9,951,786	10,152,961
Total	610,752,479	628,819,202	661,289,366	684,646,220	708,594,073	734,081,161
REVENUE ASSUMPTIONS						
Property Taxes	184,929,137	196,720,757	200,789,681	205,871,923	211,081,221	216,420,753
Local Receipts	49,484,750	45,123,748	42,154,296	42,154,296	42,154,296	42,154,297
State Aid	374,392,096	378,974,697	389,539,858	398,076,126	407,350,977	417,265,945
Reserves	1,730,615	-	-	-	-	-
Net School Spending	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-
Casino Revenue	7,000,000	8,000,000	16,028,834	16,438,834	16,438,834	16,438,834
Total	617,536,597	628,819,202	648,512,669	662,541,179	677,025,329	692,279,829
SURPLUS / (GAP)	6,784,119	0	(12,776,696)	(22,105,041)	(31,568,744)	(41,801,332)

*Includes School Department admin pension appropriation.

**Pension appropriation for City non-school retirement.

Summary

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

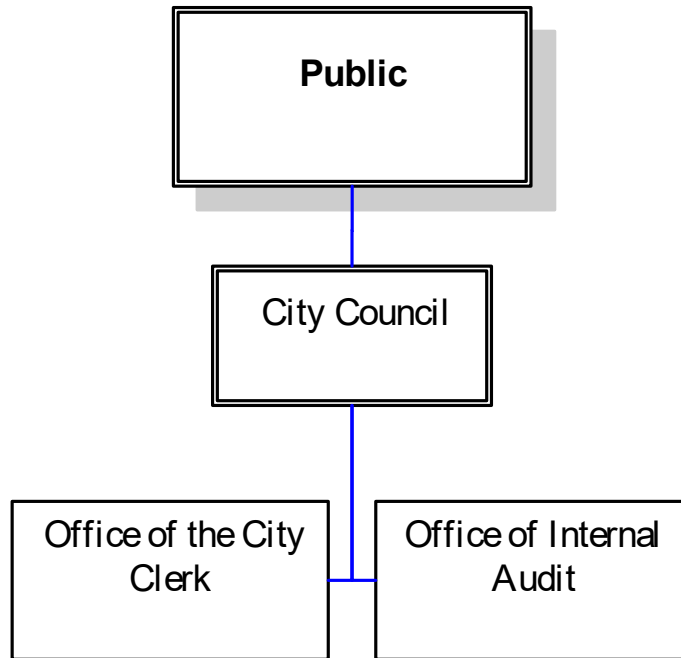
- ◆ 14% increase in FY19 scheduled pension payment and 8% from FY20-FY22.
- ◆ 8.7% increase in health insurance and adherence to the City's debt schedule.
- ◆ 2.7% increase in Chapter 70 and 3.5% increase in Unrestricted General Government Aid (UGGA) which matches the Governor's recommended FY19 budget.
- ◆ 2.5% increase in property tax revenue.
- ◆ No use of one-time resources / reserves.
- ◆ Departmental spending growth ranging up to 2%.
- ◆ Level local receipts with reduction in one-time revenue built into the FY18 budget.

Springfield's operating costs are projected to outpace revenue by an average of 4% each fiscal year. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$12.8 million in FY19 and growing to \$41.8 million in FY22. This forces the City to develop creative solutions in an effort to cut costs in an efficient manner.

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Section 3

Non-Mayoral Division



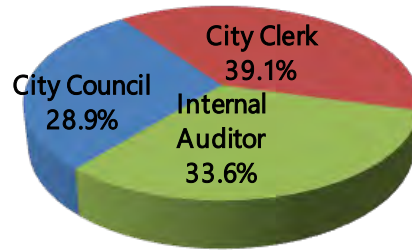
Mission Statement

The mission of the Non-Mayoral Division is to adopt and carry out the policy decisions and services of the City as elected by the people, or to serve as an independent source to verify the legitimacy of the City's programs, services, and finances.

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Fiscal Year 2019: All Funds Budget and Revenue Overview

Non-Mayoral Division



FY19 Adopted Budget Non-Mayoral Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
City Council	416,159	437,254	437,254	445,252	1.8%	1.8%
City Clerk	513,670	580,121	580,121	603,475	4.0%	4.0%
Internal Audit	458,833	481,738	481,738	492,769	2.3%	2.3%
Total	1,388,662	1,499,113	1,499,114	1,541,496	2.8%	2.8%

Revenue Overview



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,214,022	-	40,000	-	-	1,254,022
Internal Audit	-	-	-	-	-	-
Total	1,214,022	-	40,000	-	-	1,254,022

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Fiscal Year 2019 Budget and Program Summaries

CITY COUNCIL

Mission

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

FY18 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 the City Council's 129 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed (6,900) telephone calls related to complaints and/or requests for information regarding matters affecting quality of life issues in the City of Springfield.
 - ◇ Processed:
 - ◇ Orders 54
 - ◇ Ordinances 9
 - ◇ Grants 70
 - ◇ Special Permit 42
 - ◇ Zone change 11
 - ◇ Resolution 19
 - ◇ Special Act 2

FY19 Budget Highlights

- ◆ 16.0 General Fund FTEs, consistent with FY18.
- ◆ Includes 2% increase for non-bargaining standard employees.
- ◆ Includes 3 full time aides to the City Council for continued assistance with committee meetings and constituent

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	411,089	425,716	433,714	7,998	1.9%
OTPS	5,070	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	416,159	437,254	445,252	7,998	1.8%

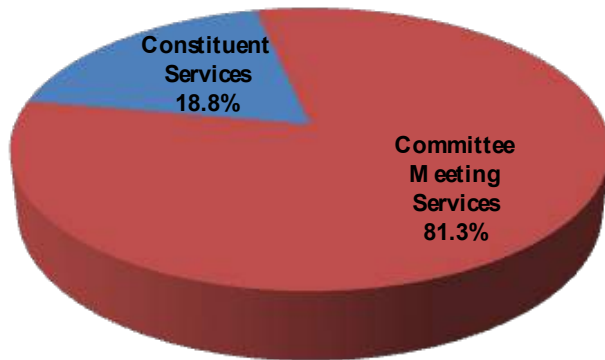
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	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 2019 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	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Constituent Services	78,030	81,985	83,485	1,500	18.8%
Committee Meeting Services	338,129	355,269	361,767	6,498	81.3%
Total Expenditures	416,159	437,254	445,252	7,998	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

CITY COUNCIL

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	411,089	425,716	433,714	7,998	1.9%
OTPS	5,070	11,538	11,538	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	416,159	437,254	445,252	7,998	1.8%
External Funds Budget	FY17 Actual	FY18 Available	FY 19 Projected	Variance FY19-FY18	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	416,159	437,254	445,252	7,998	1.8%

All Funds Revenue Detail

This department does not produce any revenue.

CITY COUNCIL

Program Summaries

Constituent Services

Constituent Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	78,030	81,985	83,485
FTEs	3.0	3.0	3.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percent of responses to public and press within legal requirements	100%	100%	100%
Percent of public meetings that comply with Open Meeting Laws	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Tracked and analyzed (6,900) telephone calls relative to complaints and/or requests for information received regarding matters affecting the quality of life issues in the City of Springfield.

CITY COUNCIL

Program Summaries

Committee Meeting Services

Committee Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	338,129	355,269	361,767
FTEs	13.0	13.0	13.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	67	36	75

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Provided full support for the approval and posting of City Council’s 155 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Processed (11) proposed ordinances and passed (9); (10) zone changes, (180) Proclamations, and (43) special permits.

Fiscal Year 2019 Budget and Program Summaries

CITY COUNCIL

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Constituent Services				
Committee Meeting Services				
Total Adjustments	-	-	-	-

Fiscal Year 2019 Budget and Program Summaries

CITY CLERK

Mission

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

FY18 Department Highlights

- ◆ All City Council agendas and minutes have been posted to the City's website.
- ◆ E-mailed tag sale permits to the Police Department each Friday for compliance and spot checks.
- ◆ Mailed notice letters on time to renew Business Certificates to City businesses 45 days prior to the certificates' expiration dates.
- ◆ The Clerk's Office has reconfigured our vaults to make better use of the available space.
- ◆ Coordinated with all City boards and commissions to post agendas and minutes to Citywebsite

FY19 Budget Highlights

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

Department Budget

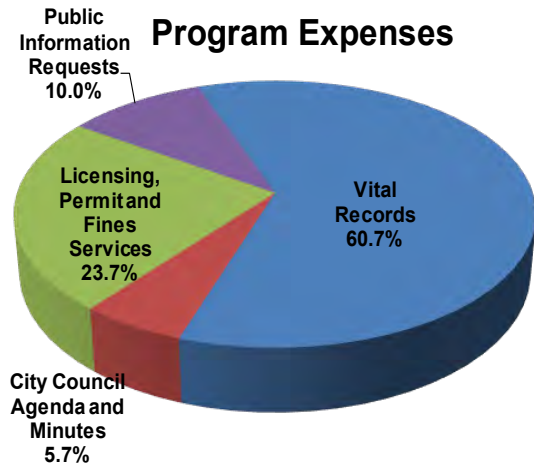
General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	489,326	541,569	556,013	14,444	2.7%
OTPS	24,345	38,552	47,462	8,910	23.1%
Capital	-	-	-	-	0.0%
Total General Funds	513,670	580,121	603,475	23,354	4.0%

Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	9.0	10.0	10.0	-	0.0%
Total FTEs:	9.0	10.0	10.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries

CITY CLERK



Program Summaries

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

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

Licensing and Permit Services — Provides licenses and permits.

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Vital Records	328,749	330,063	366,108	13,287	56.9%
City Council Agenda and Minutes	46,230	30,830	34,197	1,241	5.3%
Licensing, Permit and Fines Services	138,691	128,761	142,822	5,183	22.2%
Public Information Requests	-	54,406	60,347	2,190	9.4%
Total General Fund Expenditures	513,670	544,059	603,475	21,902	93.8%
Total External Funds Expenditures	54,422	40,000	40,000	-	7.1%
Total All Funds Expenditures	568,092	584,059	643,475	21,902	100%

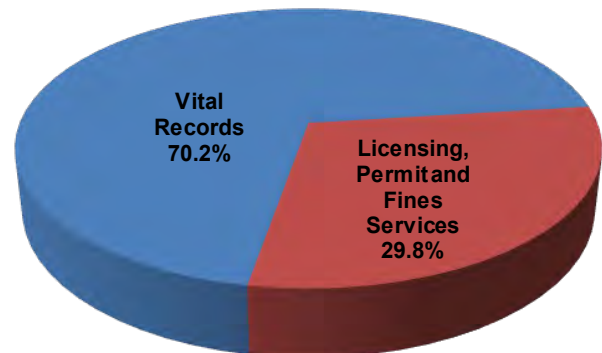
Revenue Summary

TOTAL REVENUE: \$1,214,022

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

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

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Vital Records	762,912	852,839	852,839	-	70.2%
Licensing, Permit and Fines Services	333,896	361,183	361,183	-	29.8%
Closeout	-	13,889	-	(13,889)	0.0%
Total Departmental Revenue	1,096,808	1,227,911	1,214,022	(13,889)	100%

Fiscal Year 2019 Budget and Program Summaries

CITY CLERK

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	489,326	541,569	556,013	14,444	2.7%
OTPS	24,345	38,552	47,462	8,910	23.1%
Capital	-	-	-	-	0.0%
Total General Funds	513,670	580,121	603,475	23,354	4.0%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	40,000	40,000	40,000	-	0.0%
Enterprise/Revolving Funds	14,422	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	54,422	40,000	40,000	-	0.0%
All Funds Budget	568,092	620,121	643,475	23,354	3.8%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	762,912	852,839	852,839	-	0.0%
Departmental Fines	333,896	361,183	361,183	-	0.0%
Reimbursements for Prior Year Expenditures	-	13,889	-	(13,889)	-100%
Total Departmental Revenue	1,096,808	1,227,911	1,214,022	(13,889)	-1.1%

External Funding Sources	Type of Funding	Expiration Date	FY 17 Actual	FY18 Available	FY19 Projected
Comcast Grant	Grant	6/30/2023	40,000	40,000	40,000
<i>Subtotal FY19 Anticipated grants</i>			40,000	40,000	40,000
Total External Funds			40,000	40,000	40,000

Fiscal Year 2019 Budget and Program Summaries

CITY CLERK

Program Summaries

Vital Records

Vital Records	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	328,749	330,063	366,108
FTEs	5.4	6.0	6.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of records requests completed within 2 business days	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Clerk's office recorded the following vital records for the calendar year 2017:

- ◆ Births: 5,297
- ◆ Deaths: 2,515
- ◆ Marriage intentions: 979
- ◆ Birth Affidavits: 584
- ◆ Death Affidavits: 69
- ◆ Marriage Affidavits: 17

CITY CLERK

Program Summaries

City Council Agenda and Minutes

City Council Agendas and Minutes	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	46,230	30,830	34,197
FTES	0.9	0.6	0.6
Performance Metrics	FY17 Actual	FY18 Actual	FY19 Goal
% of Council agendas completed on time and posted online	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Fiscal Year 2019 Budget and Program Summaries

CITY CLERK

Program Summaries

Licensing, Permit and Fines Services

Licensing, Permit and Fines Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	138,691	128,761	142,822
FTEs	2.7	2.4	2.4
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percentage of registered dogs	20%	20%	50%

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

Highlights

The Clerk’s office granted the following permits and licenses for the calendar year 2017:

- ◆ Business Certificates: 638, including 77 Renewals of 4-year-old Business Certificates
- ◆ Dog licenses: 4,654/25,000
- ◆ Tag Sale: 1,279
- ◆ Physician’s Registration (one-time fee): 9
- ◆ Open-Air Parking: 23
- ◆ Above and Underground Storage Locations: 230

Fiscal Year 2019 Budget and Program Summaries

CITY CLERK

Program Summaries

Public Information Requests

City Council Agendas and Minutes	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	-	54,406	56,596
FTES	-	1.0	1.0
Performance Metrics	CY17 Actual	CY18 YTD	FY19 Goal
Total Information Requests Responded To	833	77	1,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The office also handled 34 appeals in calendar year 2017.

Fiscal Year 2019 Budget and Program Summaries

CITY CLERK

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Vital Records				
Printing and Binding	-	-	-	3,000
Dues and Memberships	-	-	-	10
City Council Agenda and Minutes				
Differential	-	-	-	(50)
Licensing, Permit and Fines Services				
Office Supplies, etc.	(380)	-	-	-
Postage & Delivery	(2,186)	(3,000)	-	-
Rental-Office Equipment	(1,446)	-	-	-
Advertising	-	(3,000)	11,977	5,500
Intergovernmental Licenses and Fees	-	-	-	400
Total Adjustments	(25,012)	(26,000)	55,970	8,860

Notes

- ◆ Printing and Binding— Increased by \$3,000 to cover the costs associated with the City census
- ◆ Dues and Memberships — Increased by \$10 due to rising fees
- ◆ Differential — Reduced by \$50 based on historical analysis
- ◆ Advertising — Increased by \$5,500 due to rising fees for advertising special permit meetings
- ◆ Intergovernmental Licenses and Fees — Increased by \$400 based on historical analysis

Fiscal Year 2019 Budget and Program Summaries

INTERNAL AUDIT

Mission

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

FY18 Department Highlights

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

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

FY19 Budget Highlights

- ◆ Funds 3.0 General Fund FTEs, with a 2% increase for non-bargaining employees.
- ◆ OTPS budget includes staff training for professional certifications.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	262,509	267,759	280,230	12,471	4.7%
OTPS	196,323	213,979	212,539	(1,440)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	458,833	481,738	492,769	11,031	2.3%

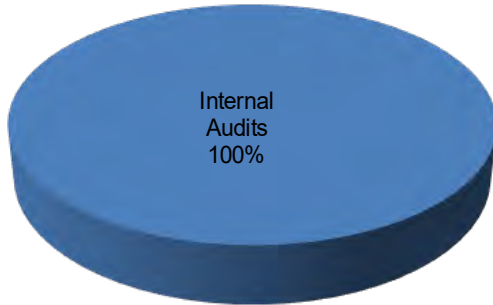
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	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 2019 Budget and Program Summaries

INTERNAL AUDIT

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Internal Audits	458,833	481,738	492,769	11,031	100%
Total Expenditures	458,833	481,738	492,769	11,031	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

INTERNAL AUDIT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	262,509	267,759	280,230	12,471	4.7%
OTPS	196,323	213,979	212,539	(1,440)	-0.7%
Capital	-	-	-	-	0.0%
Total General Funds	458,833	481,738	492,769	11,031	2.3%
External Funds Budget	FY17 Actual	FY 18 Available	FY19 Projected	Variance FY19-FY18	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	458,833	481,738	492,769	11,031	2.3%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

INTERNAL AUDIT

Program Summaries

Internal Audit	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	458,833	481,738	492,769
FTEs	3.0	3.0	3.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of hours allocated to performance audits and other audit related activities	77%	84%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	2%	2%	20%
% of other hours utilized for administrative, training, development, other activities	21%	14%	30%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Fiscal Year 2019 Budget and Program Summaries

INTERNAL AUDIT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Internal Audits				
Professional Services	(5,000)	-	(15,000)	(13,000)
Total Adjustments	(5,000)	-	(15,000)	(13,000)

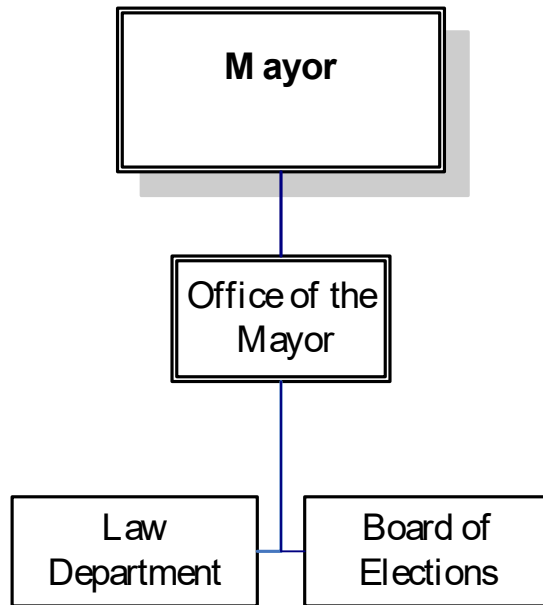
Notes

- ◆ Professional Services– \$13,000 of the costs associated with the external audit of the City can be offset to grants

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Section 4

General Government Division



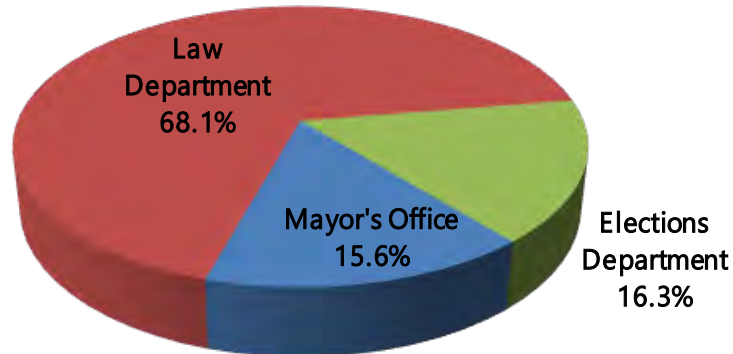
Mission Statement

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

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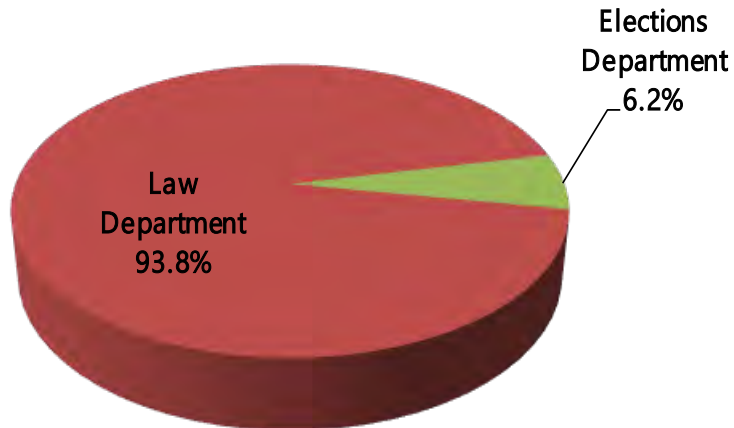
Fiscal Year 2019: All Funds Budget and Revenue Overview

General Government Division



FY19 Adopted Budget General Government Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Mayor's Office	524,449	540,171	540,171	557,878	3.3%	3.3%
Law Department	3,436,999	2,325,601	3,278,198	2,438,067	4.8%	-25.6%
Elections Department	561,518	581,698	581,698	585,241	0.6%	0.6%
Total	4,522,966	3,447,470	4,400,068	3,581,186	3.9%	-18.6%

Revenue Overview



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
Mayor's Office	-	-	-	-	-	-
Law Department	946,632	-	189,000	-	-	1,135,632
Elections Department	74,815	-	-	-	-	74,815
Total	1,021,447	-	189,000	-	-	1,210,447

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Fiscal Year 2019 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.

FY18 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, Deputy Communications Director Darryl Moss, Mayoral Aide Minerva Marrero, Constituent Services Director William Baker, and Communications Director Marian Sullivan.

FY19 Budget Highlights

- ◆ 7.0 General Fund FTEs, consistent with FY18.
- ◆ Level service OTPS.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	518,136	525,788	543,446	17,658	3.4%
OTPS	6,313	14,383	14,432	49	0.3%
Capital	-	-	-	-	0.0%
Total General Funds	524,449	540,171	557,878	17,707	3.3%

Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs	7.0	7.0	7.0	-	0.0%

OFFICE OF THE MAYOR

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% Of Total
City Governance	524,449	540,171	557,878	17,707	100%
Total General Fund Expenditures	524,449	540,171	557,878	17,707	100%

Revenue Summary

This department does not produce any revenue.

OFFICE OF THE MAYOR

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	518,136	525,788	543,446	17,658	3.4%
OTPS	6,313	14,383	14,432	49	0.3%
Capital	-	-	-	-	0.0%
Total General Funds	524,449	540,171	557,878	17,707	3.3%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	524,449	540,171	557,878	17,707	3.3%

Revenue Summary

This department does not produce any revenue.

OFFICE OF THE MAYOR

Program Summaries

City Governance

City Governance	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	524,449	540,171	557,878
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, Deputy Communications Director Darryl Moss, Mayoral Aide Minerva Marrero, Constituent Services Director William Baker, and Communications Director Marian Sullivan.

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

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

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

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

OFFICE OF THE MAYOR

Program Summaries

City Governance

Highlights (cont.)

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

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

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

OFFICE OF THE MAYOR

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
City Governance	-	-	-	-
Total Adjustments	-	-	-	-

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

Mission

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

FY18 Department Highlights

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

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

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

During FY18 the Law Department opened 176 new Litigation matters, and 311 Contract/Transactional matters. The Department was also involved in: investigation of new claims alleging property damage or personal injury, responding to requests for opinions, legislation, and other legal advice and services in accordance with the mission of the Law Department, such as providing legal services in conjunction with the Open Meeting Law.

FY19 Budget Highlights

- ◆ 31.5 General Fund FTEs, an increase of 0.5 from FY18, and 1.7 Grant FTEs.
- ◆ Includes 2% increases for non-bargaining employees.

Department Budget

	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund Operating Budget					
Personal Services	1,451,839	1,893,883	1,996,338	102,455	5.4%
OTPS	1,985,160	431,718	441,730	10,012	2.3%
Capital	-	-	-	-	0.0%
Total General Funds	3,436,999	2,325,601	2,438,067	112,466	4.8%

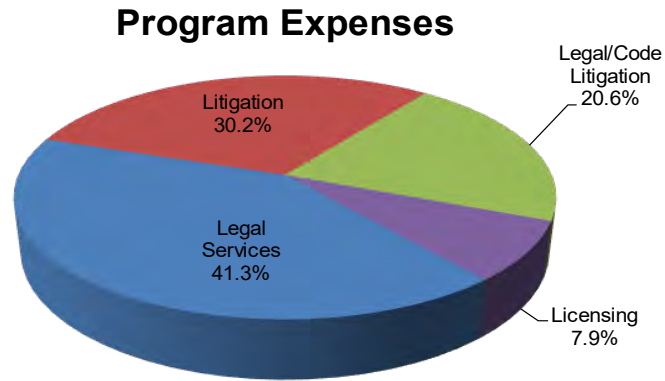
Department Staff

	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Department FTEs					
General Fund FTEs	26.0	31.0	31.5	0.5	1.6%
Grant FTEs	1.7	1.7	1.7	-	0.0%
Total FTEs	27.7	32.7	33.2	0.5	1.5%

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

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	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Legal Services	770,466	870,442	918,252	47,810	41.3%
Litigation	2,169,739	822,219	856,641	34,423	30.2%
Legal/Code Litigation	362,799	458,852	479,523	20,672	20.6%
Licensing	133,994	174,088	183,650	9,562	7.9%
Total Expenditures	3,436,999	2,325,601	2,438,067	112,466	100%

Revenue Summary

TOTAL REVENUE: \$946,632

Licensing— \$582,779

Alcoholic Beverage Licenses

Other Permits

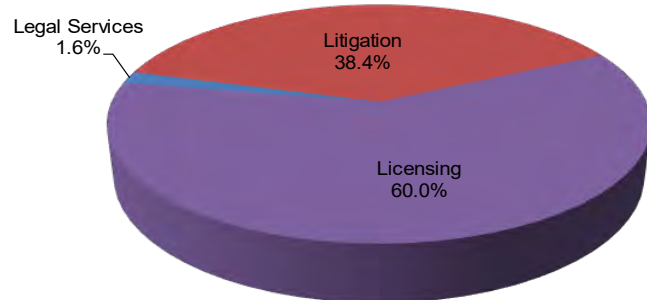
◆ Car Dealers

◆ Common Victualler

Litigation— \$363,853

◆ Judgements and settlements in favor of the City

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Legal Services	430	15,000	-	(15,000)	1.6%
Litigation	212,105	363,853	363,853	-	38.4%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	529,234	580,779	582,779	2,000	60.0%
Total Departmental Revenue	741,769	959,632	946,632	(13,000)	100%

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,451,839	1,893,883	1,996,338	102,455	5.4%
OTPS	1,985,160	431,718	441,730	10,012	2.3%
Capital	-	-	-	-	0.0%
Total General Funds	3,436,999	2,325,601	2,438,067	112,466	4.8%

External Funds Budget	FY17 Actual	FY 18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	127,000	139,000	139,000	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	50,000	50,000	50,000	-	0.0%
Total External Funds	177,000	189,000	189,000	-	0.0%
All Funds Budget	3,613,999	2,514,601	2,627,067	112,466	4.5%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Freedom of Information Act	430	15,000	-	(15,000)	-100%
Alcohol Beverage Licenses	402,475	452,129	452,129	-	0.0%
Taxi Cab License	1,875	10,000	2,000	(8,000)	-80.0%
Other Permits	124,884	118,650	128,650	10,000	8.4%
Miscellaneous Revenue	187,980	363,853	363,853	-	0.0%
Reimbursement for Damages	24,125	-	-	-	0.0%
Total Departmental Revenue	741,769	959,632	946,632	(13,000)	-1.4%

External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
Comcast - City of Springfield Cable Related	Grant	6/30/2020	40,000	40,000	40,000
Local Consumer Aid FY19	Grant	6/30/2017	87,000	99,000	99,000
Subtotal FY19 Anticipated Grants			127,000	139,000	139,000
SPA Offset for Employee Services	Reimbursement		50,000	50,000	50,000
Subtotal FY19 Other Funds			50,000	50,000	50,000
Total External Funding Sources			177,000	189,000	189,000

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services

Legal Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	770,466	870,442	918,252
FTEs	11.5	13.0	13.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	95%	98%	98%

Citywide Strategic Priority: Fiscal and Operational Excellence

The highlights of the Law Department Legal Services Division's activities in FY18 included:

Public Safety:

- ◆ Advised Community Police Hearing Board in case reviews and hearings, and continued implementation of Mayor Sarno's Executive Order to provide greater transparency and improved reporting vis-à-vis Case Data.
- ◆ Assisted in the prosecution of internal SPD disciplinary hearings on citizen's complaints of excessive force involving police officers.
- ◆ Provided legal services in relation to the drafting of a contract for a consultant to review the Police Department's Internal Investigation Unit procedures and practices.
- ◆ Provided legal support to the Police Department by drafting requests for quotes, invitation for bids, and contracts for a reputable, licensed and bonded vendor to conduct an inventory of non-evidentiary firearms and other weapons stored at SPD, removal of such for storage, and payment to SPD for non-junk firearms, resulting in payments to the City of over \$56,000.
- ◆ Provided legal support to the Police, Fire, and Dispatch Departments in connection with grant contracts, contracts for goods and services, amendments, and lease/purchase agreements for new public safety equipment, and negotiated a lease for a police substation at 75 Dwight Street, for the SPD "Metro Unit."
- ◆ Provided legal support to City Departments in responding to subpoenas for records in criminal investigations and trials.
- ◆ Represented the Police Department in negotiating a "Memorandum of Understanding" with the Mass. State Police, in collaboration with the Mass. Gaming Commission, for SPD officers and a supervisor to participate in a State Police "Gaming Enforcement Unit" (GEU) assigned to the MGM Springfield casino. Assisted SPD in applying for a Mass. Gaming Commission specific impact grant to cover police training and costs related to replacing the SPD personnel being assigned to the GEU.

Economic Development:

- ◆ Provided continuing legal services to the Springfield Redevelopment Authority regarding the construction, and redevelopment of Union Station, and for the proposed redevelopment of 31 Elm Street.
- ◆ Provided continuing Legal Services to the Springfield Parking Authority regarding the Civic Center garage project and other matters; loaned a Law Department employee to the Springfield Parking Authority as to serve as Acting Executive Director.
- ◆ Provided legal services to DPW and Disaster Recovery for the Marble Street Traffic Improvement Project, Central Street Traffic Improvement Project, Six Corners Traffic Improvement Project, Cottage Street Traffic Project (with PVTa), and the North End Pedestrian Tunnel Project, including meeting with property owners, drafting appraisal and other professional service contracts, drafting City Council Orders, drafting documents and notices for eminent domain takings of easements and property, and drafting engineering contracts as needed.

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal Services Highlights cont.

- ◆ Provided legal services related to contracts for the South End Community Center and new Senior Center
- ◆ Prepared and participated in successful foreclosure, auction, and disposition of Tax Title Properties to return properties to the taxrolls.
- ◆ Reviewed and negotiated contracts for Planning and Economic Development, Disaster Recovery, and the Office of Housing.

Casino Gaming Development and Licensing Process:

- ◆ Supported the ongoing efforts to implement the Host Community Agreement at the local level; reviewed construction progress, traffic impacts, proposed easements, and streetwidening
- ◆ Drafted and reviewed contracts for the implementation of a parking services program funded by MGC mitigation reserve funds.
- ◆ Participated in negotiation and review of proposed amendments to the Host Community Agreement.

Contracts and Procurement Assistance:

- ◆ The Law Department, Office of Procurement, Office of the Comptroller, and School Department continued to collaborate, update, discuss, and trouble-shoot contract, procurement, and payment issues. The Law Department drafted and negotiated a large volume of contracts and amendments for the Springfield Public Schools, Springfield Empowerment Zone Partnership and UP Academy, including Out of District Tuition and Special Education Service Provider contracts, professional service contracts, software licensing agreements, and leases. The Law Department also provided significant legal assistance to the School Dept. in acquiring the property at 75 Cadwell Drive by eminent domain for a Foodservice and Culinary Center, and by drafting City Council Orders and working with the owner's counsel to authorize the acceptance of a gift of land by the neighboring property owner, which requires Land Court approval.

Legal Research and Legislation:

- ◆ In FY18, the Law Department provided legal support for City departments on a variety of subjects including: implementing the medical marijuana and recreational marijuana laws, collective bargaining, and employee discipline. The Department also drafted and revised ordinances.

Boards and Commissions:

- ◆ In FY18 the Licensing Department began a major project dedicated to developing systems that ensure that City Boards and Commissions are adequately staffed, are provided Open Meeting Law training, appropriate minutes and records are taken and maintained, and that appointments of members are updated and current.

Public Records:

- ◆ In FY18, the City Clerk took over primary responsibility for public records compliance, and a full time Law Dept. paralegal transitioned to the Clerk's Office for this purpose. The City Clerk's Office opened 906 new public records matters in FY18 to date. The Law Department works closely with the City Clerk's office on records requests involving Law Department documents.

Appellate Tax Board:

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

School Construction and Renovation Projects:

- ◆ The Department provided legal services to the School Building Commission (SBC) and Department of Capital Asset Construction, including attending all SBC meetings, contract negotiations with the Massachusetts School Building Authority, and drafting and reviewing contracts and amendments for multiple school building and repair projects.

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Litigation

Litigation	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	2,169,739	822,219	856,641
FTEs	7.5	9.5	9.5
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Target (settlements against city)	1,700,760	1,107,828	195,500
Percentage of on time responses to court complaints	99%	99%	99%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Litigation Division has continued to provide defense to the City in claims brought in both State and Federal Court throughout FY18. Some of this year's highlights include successfully negotiating a release in a claim (paying no damages) brought seeking nearly 2 million dollars for the demolition of condominiums immediately after the June, 2011 tornado; negotiating a settlement of a 10-taxpayer action involving our tax methodology for billboards and cell towers, negotiating a resolution to a decades old contract dispute arising out of a school building project in the late 90s for less than half of our exposure, negotiating multiple settlements of relatively small personal injury and/or property damage claims arising out of motor vehicle accidents for less than our full exposure, and resolving some pending civil rights claims through very favorable settlements. The City succeeded in having multiple claims dismissed at the outset of the litigation; one such claim, which arose out of a zoning dispute relating to a potential placement of a state agency is currently on appeal to the First Circuit and is being vigorously defended there. The City also continues to defend against several interrelated claims alleging our provision of special education services is constitutionally insufficient. The Department defeated class certification at the Federal District Court level, had one other related claim dismissed, and is currently defending this at the First Circuit Court of Appeals. The City continues to utilize dispositive motions to have cases dismissed and/or the claims and exposure limited, while pursuing reasonable settlements through direct negotiation as well as through the use of alternative dispute resolution avenues in appropriate cases.

In FY18, the City encountered many challenges related to litigation in the state and federal courts, as well as various administrative bodies. These included lawsuits involving allegations of misconduct against police officers, two separate cases in which plaintiffs sought class action certification to challenge the provision of special education services in the Springfield Public Schools, defending two wrongful conviction cases, as well as employment-related litigation, tort claims, and contract claims. Some highlights of this year included:

- ◆ Defending two cases in federal court where plaintiffs attempted to certify "class actions" in claims against the School Department. One case was dismissed by the plaintiffs after the City filed a motion in federal court. The court denied class certification after a hearing in the other case. The latter case has an appeal pending in the 1st Circuit.
- ◆ Defending two complex cases involving claims of wrongful convictions. One case has settled after several days of mediation at the First Circuit Court of Appeals.
- ◆ Defending various civil rights lawsuits in state and federal courts.
- ◆ Negotiated very favorable settlements of tort claims based on available legal defenses in a strategic manner, including a death case that was settled with the City paying only \$35,000.
- ◆ Handled multiple appeals in state and federal appellate courts.
- ◆ Successfully defended a Land Court challenge to City Council's establishment of a Casino Overlay District.

LAW DEPARTMENT

Program Summaries **Litigation Highlights cont.**

- ◆ Obtained a dismissal of a wrongful death case filed against the City arising out of a murder at a local bar.
- ◆ Obtained a voluntary dismissal of a case seeking damages for the emergency demolition of a large mixed use condominium complex following the 2011 tornado, where the City paid no damages.
- ◆ Successfully defeated a request to stop the construction of the Hampden County Addiction Treatment Center on Mill Street.
- ◆ Assisted the Labor Relations Department on various arbitrations, MCAD complaints, and litigation related matters.
- ◆ Pursued a lawsuit to recover against the surety bond pledged by the terminated Grounds Management Services contractor for the additional costs incurred by the City to obtain replacement services when the vendor defaulted on the contract and its equipment was seized by creditors.

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Legal/Code Litigation

Legal/Code Litigation	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	362,799	458,852	479,523
FTEs	5.0	6.0	6.5
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
To file all emergency code enforcement cases within three (3) business days and prioritize non emergency code enforcement cases within forty-five (45) days of receipt.			
Number of cases filed	648	350	735
Number of receivers appointed	52	57	70

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In FY18 the Code Enforcement Legal Division continued to bring hundreds of civil actions in the Western Division Housing Court enforcing the State Sanitary, Building, Electric, Plumbing and Fire Codes as well as City zoning and quality of life ordinances. The Division has had some personnel changes, losing two (2) of our four (4) attorneys to positions at the Housing Court, but the Department has worked assiduously to replace them. Offer letters to two highly qualified candidates are being prepared and will be sent out on February 21, 2018. Additionally, the City Solicitor has recently assigned another full-time administrative person to the Code Legal Division, bringing the administrative support available in this division to 3 FTEs. The Division, which has been housed at Allen Street for several years, will be returning to downtown in the Spring of 2018, taking over the space on the 2nd floor of 1600 East Columbus. This location will allow much greater efficiency for the division staff, who need to access the Housing Court and the Sheriff's office on almost a daily basis.

FY18 Highlights

- ◆ More than 350 Code Enforcement claims had been filed in court by the Law Department; the Department is on track to file approximately 600 cases this year.
- ◆ The Law Department is on track to obtain approximately 70 receiverships involving blighted or non-compliant properties in this fiscal year.
- ◆ The Law Department will once again provide training for current and new receivers for the Western Division of Housing Court as well as other Code Enforcement officials.
- ◆ Two (2) experienced attorneys are being brought on board to replace two supervisory legal staff members who left to take jobs with the Housing Court.

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

Program Summaries

Licensing

Licensing	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	133,994	174,088	183,650
FTEs	2.0	2.5	2.5
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Revenue	90%	88%	100%
Number of Licenses Processed	604	590	630

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ The rules and regulations manuals for both the Traffic Commission and the Taxi/Livery Commissions were redrafted and now each has a manual that is consistent with current law.
- ◆ The Licensing Division issued renewals of 165 liquor-related licenses in FY18 .
- ◆ The Law Department’s licensing office continues to support the implementation of entertainment regulations promulgated by the Mayor, and conducts Entertainment Licensing hearings asneeded.
- ◆ Increased revenue raised through the administration of the License Commission. Added a full-time staff person and a part-time attorney to assist in the administration of the License Commission publicoffice.
- ◆ Provided license renewal administration and services for alcohol, common victualler, and auto dealer licenses, to reduce postage costs. Only 10% of licensees had to be mailed their license renewal packets due to lack ofemail.
- ◆ The rules and regulations manual drafted by the Law Department helps businesses and other interested parties in understanding the basic rules and regulations regarding common victualler (commonly known as a restaurant), liquor, entertainment, car dealer, video game, and billiard licensing in the City of Springfield, which all licensees are required to adhere to.
- ◆ The Law Department continued to provide legal support to the Taxi and LiveryCommission.
- ◆ The rules and regulations manuals for both the Traffic Commission and the Taxi/Livery Commissions were redrafted and now each has a manual that is consistent with current law.

Fiscal Year 2019 Budget and Program Summaries

LAW DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY 18 Actual	FY19 Adopted
Legal Services				
Salaries & Wages	(40,000)	(40,000)	-	-
Supplies & Services	(5,000)	-	-	-
Litigation				
Printer rental	-	-	-	2,000
Professional Services	-	-	(3,000)	-
Licensing				
Salaries & Wages	-	-	-	13,776
Legal/Code Litigation				
Total Adjustments	(45,000)	(40,000)	(3,000)	15,776

Notes

- ◆ Salaries and Wages— Adjusted by \$13,776 to account for salary changes that were passed by the Personnel Review Committee during the budgeting process.
- ◆ Rental– Office Equipment— \$2,000 added for a new printer for Litigation’s new office location.

Fiscal Year 2019 Budget and Program Summaries

BOARD OF ELECTIONS

Mission

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

FY18 Department Highlights

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

FY19 Budget Highlights

- ◆ Funds 5.0 FTEs, consistent with FY18.
- ◆ Includes a 2% salary increase for non-bargaining and UPSEU employees.
- ◆ Funds operations related to the annual city census, one (1) State Primary, one (1) State Election, early voting, voter registration, and voter outreach events.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	415,915	409,895	441,148	31,253	7.6%
OTPS	145,604	171,803	144,093	(27,710)	-16.1%
Capital	-	-	-	-	0.0%
Total General Funds	561,518	581,698	585,241	3,543	0.6%

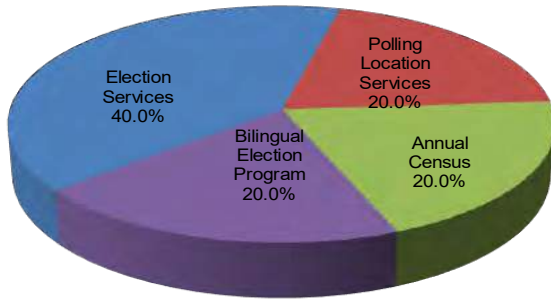
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries

BOARD OF ELECTIONS

Program Expenses



Program Summaries

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

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

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

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Election Services	224,607	232,679	234,096	1,417	40.0%
Polling Location Services	112,304	116,340	117,048	709	20.0%
Annual Census	112,304	116,340	117,048	709	20.0%
Bilingual Election Program	112,304	116,340	117,048	709	20.0%
Total Expenditures	561,518	581,698	585,241	3,543	100%

Revenue Summary

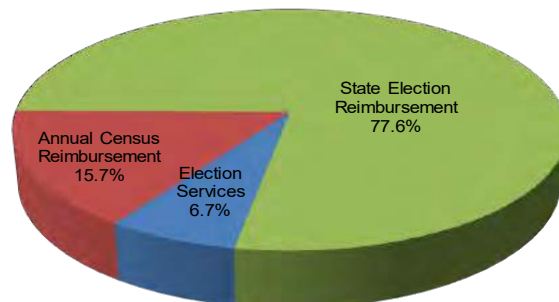
TOTAL REVENUE: \$74,815

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

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

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

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Election Services	4,300	3,000	5,000	2,000	6.7%
Annual Census Reimbursement	52,316	-	11,746	11,746	15.7%
State Election Reimbursement		-	58,069	58,069	77.6%
Total Departmental Revenue	56,616	3,000	74,815	71,815	100%

Fiscal Year 2019 Budget and Program Summaries

BOARD OF ELECTIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	415,915	409,895	441,148	31,253	7.6%
OTPS	145,604	171,803	144,093	(27,710)	-16.1%
Capital	-	-	-	-	0.0%
Total General Funds	561,518	581,698	585,241	3,543	0.6%
External Funds Budget					
External Funds Budget	FY17 Actual	FY18 Adopted	FY19 Projected	Variance FY19-FY18	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	561,518	581,698	585,241	3,543	0.6%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	4,300	3,000	5,000	2,000	66.7%
Other Revenue-From Services	52,316	-	11,746	11,746	N/A
Other Revenue-State	-	-	58,069	58,069	N/A
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
Total Departmental Revenue	56,616	3,000	74,815	71,815	2,393.8%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
N/A			-	-	-
Total External Funding Sources			-	-	-

BOARD OF ELECTIONS

Program Summaries

Election Services

Election Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	224,607	232,679	234,096
FTEs	2.0	2.0	2.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Elections Administered	2	2	2
Provisional ballots cast	231	12	57
Absentee ballots cast & counted	1964 / 7133	511	1500 / 7500
# of Registered Voters	104,092	106,042	108,000
# of Newly registered voters	7,368	4,549	5,000
Voter Turnout	53.1%	9.9%	35.0%
# of Retirement Board Elections Conducted	0	0	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY18, Election Services convened an active slate of Election Commissioners and administered a Preliminary Election and Municipal Election.
- ◆ Elections Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY19, the Board will conduct a State Primary and State Election in a cost efficient manner, using a precinct-based optical scanning system. The Board will strive to increase voter turnout in these elections by expanding voter outreach via marketing and civic engagement programs.
- ◆ In FY19, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as-needed basis.
- ◆ In FY19, the Board will collaborate with Springfield Retirement Board to administer the Retirement Board Election.

BOARD OF ELECTIONS

Program Summaries

Polling Location Services

Polling Location Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	112,304	116,340	117,048
FTEs	1.0	1.0	1.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Poll workers recruited and hired (bilingual)	109	103	130
Poll workers recruited and hired (non-bilingual)	320	283	300
Poll worker training sessions administered	15	21	15
HAVA compliant voter equipment maintained	60	60	60

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ This year the division was able to successfully manage 64 voting precincts. The relocation of one polling place was necessary. All affected voters were notified of the aforementioned change. The division also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ This year the Board successfully collaborated with the Springfield School Department in voter registration efforts aimed at seniors in all the high schools.
- ◆ In FY19, the Board will continue recruiting new poll workers to supplement the current roster, which has decreased due to retirement.

BOARD OF ELECTIONS

Program Summaries

Annual Census

Annual Census	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	112,304	116,340	117,048
FTEs	1.0	1.0	1.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Census records maintained*	77,136	87,854	85,000
Census response rate	42.3%	42.7%	50.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY18, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY19, the Board will conduct the Annual City Census in accordance with state law, and hopes to increase the response rate by at least eight percent (8%).
- ◆ For FY19, the Board will continue to work directly with the owners and managers of multi-dwelling unit residential properties to collect more accurate census data.
- ◆ For FY19, the Board will conduct a second census mailing.

BOARD OF ELECTIONS

Program Summaries

Voter Outreach & Bilingual Election Program

Voter Outreach & Bilingual Election Program	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	112,304	116,340	117,048
FTEs	1.0	1.0	1.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Number of community-based organizations in the outreach network	130	130	140

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ In FY18, the Board continued collaboration with the Springfield School Department in a Student Voting initiative. The purpose of this collaboration is to encourage lifelong voting habits in children, increase family communication about civic engagement, and ultimately promote greater adult voter turnout.
- ◆ In FY18, the Board collaborated with the Springfield City Library and various other community and faith based organizations in order to offer opportunities for voter/resident engagement.
- ◆ In FY19, the Board will increase recruitment of bilingual poll workers to effectively implement the Voting Rights Act consent decree, and will expand relationships with community-based organizations within the City of Springfield.

Fiscal Year 2019 Budget and Program Summaries

BOARD OF ELECTIONS

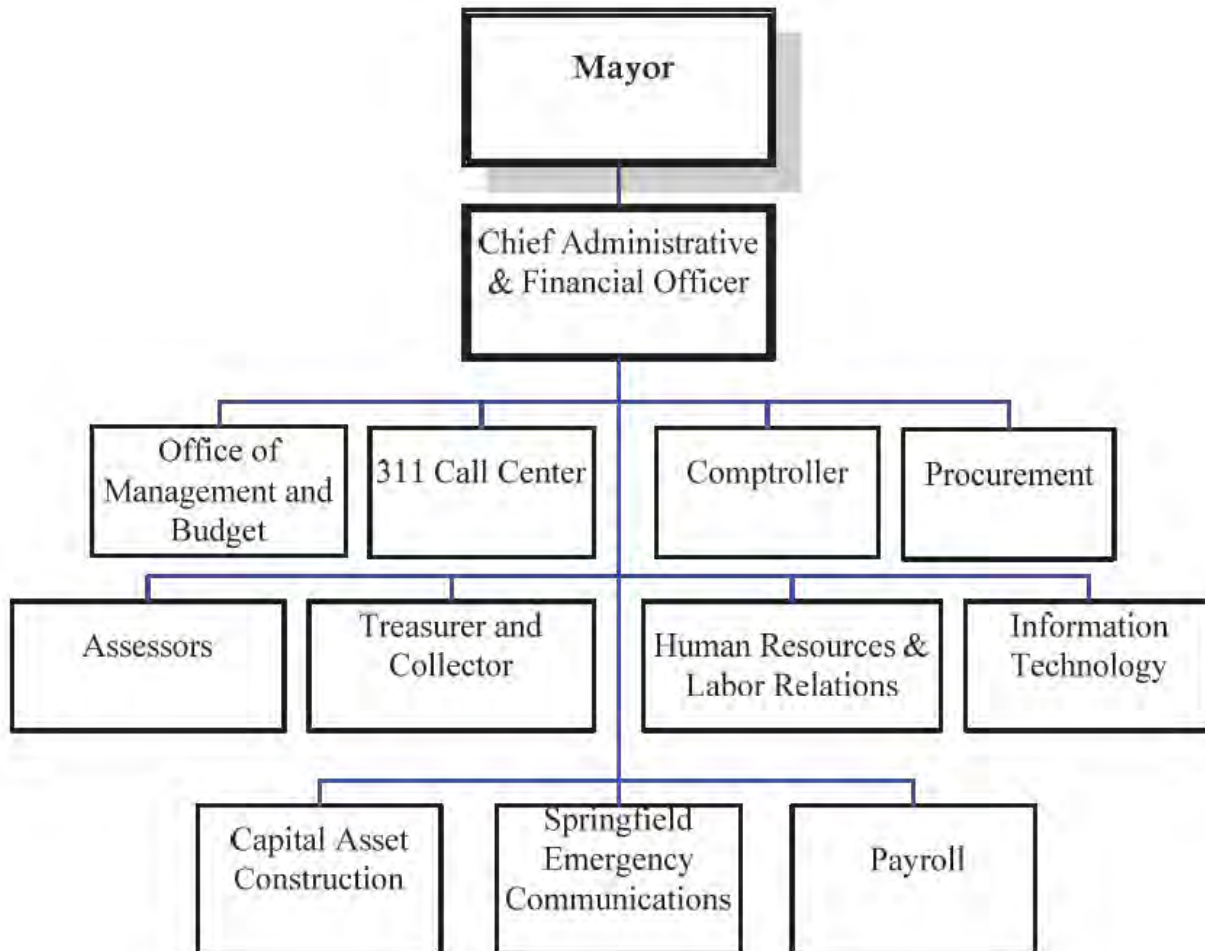
FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Election Services				
Temporary Salaries & Wages	(7,600)	-	-	-
Dues & Memberships	(800)	-	(100)	-
Rental - Office Equipment	-	-	(603)	(850)
Other Supplies	(5,000)	-	-	-
Printing and Binding	-	-	-	(20,500)
Postage & Delivery	-	(5,914)	-	-
Office Supplies	-	(1,128)	(3,500)	(500)
Professional Services	-	-	-	(5,700)
Polling Location Services				
Other Supplies	-	-	(15,000)	-
Rental - Building	(870)	(840)	-	(160)
Total Adjustments	(14,270)	(7,882)	(19,203)	(27,710)

Notes

- ◆ Rental - Office Equipment— Reduced by \$850 based on the current printer lease
- ◆ Printing and Binding— Reduced by \$20,500 due to the fact that the state provides ballots to municipalities during state election years
- ◆ Office Supplies— Reduced by \$500 based on historical analysis
- ◆ Professional Services— Reduced by \$5,700 due to the fact that the state provides ballots to municipalities during state election years.
- ◆ Rental - Building— Reduced by \$160 based on current rental rates

Section 5 Administration & Finance Division



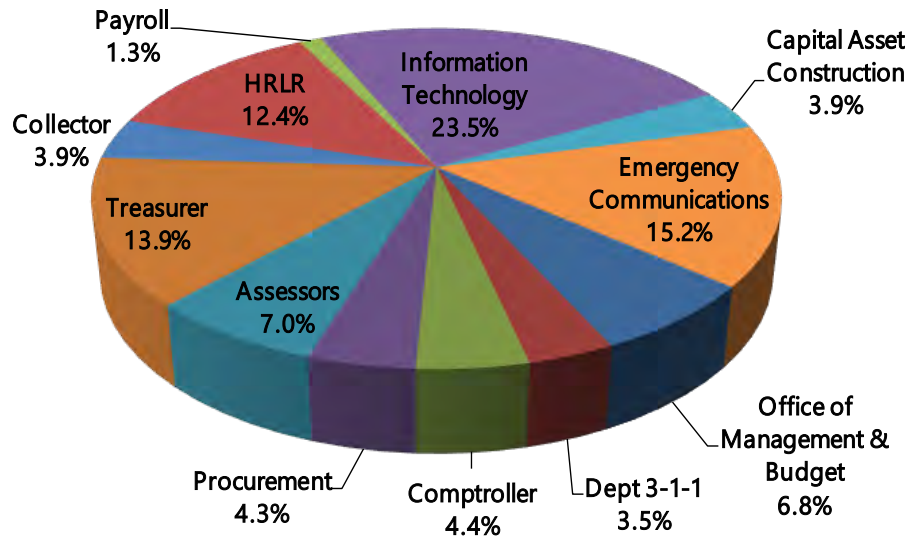
Mission Statement

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 2019: All Funds Budget and Revenue Overview

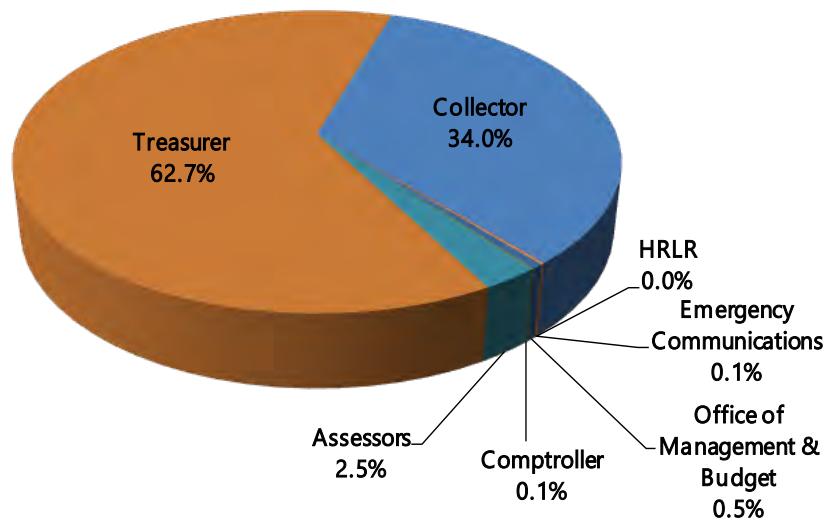
Administration & Finance Division



FY19 Adopted Budget Administration & Finance Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Office of Management & Budget	660,168	707,362	747,362	920,250	30.1%	23.1%
Dept 3-1-1	418,607	455,554	455,554	465,021	2.1%	2.1%
Comptroller	555,067	566,409	566,409	593,030	4.7%	5%
Procurement	511,907	605,082	605,082	573,278	-5.3%	-5.3%
Assessors	893,323	903,241	863,241	937,010	3.7%	8.5%
Treasurer	1,725,577	1,870,867	1,870,867	1,870,636	0.0%	0.0%
Collector	491,681	484,230	484,230	520,310	7.5%	7.5%
HRLR	1,587,998	1,638,388	1,638,388	1,675,884	2.3%	2.3%
Payroll	151,317	166,447	166,447	170,281	2.3%	2.3%
Information Technology	3,120,900	3,117,570	3,117,570	3,170,974	1.7%	1.7%
Capital Asset Construction	428,945	453,120	453,120	523,400	15.5%	15.5%
Emergency Communications	1,927,335	2,222,067	2,222,067	2,045,397	-8.0%	-8.0%
Total	12,472,824	13,190,338	13,190,338	13,465,472	2.1%	2.1%

Fiscal Year 2019: All Funds Budget and Revenue Overview

Revenue Overview



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
Office of Management & Budget	3,456,213	-	-	-	-	3,456,213
Dept 3-1-1	-	-	-	-	-	-
Comptroller	634,000	-	-	-	-	634,000
Procurement	-	-	-	-	-	-
Assessors	16,119,948	-	-	-	-	16,119,948
Treasurer	4,722,065	-	-	-	393,630,224	398,352,289
Collector	13,204,000	202,789,680	-	-	-	215,993,680
HRLR	295,000	-	-	-	-	295,000
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
Emergency Communications	-	-	783,262	-	-	783,262
Total	38,431,226	202,789,680	783,262	-	393,630,224	635,634,392

Fiscal Year 2019 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Mission

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

FY18 Department Highlights

- ◆ Maintained a credit rating of AA– from Standard and Poor’s Rating Agency and an A2 rating from Moody’s Rating Agency.
- ◆ Continued Strategic Workforce Analytics & Tactics (SWAT) teams. SWAT teams are comprised of specific people from different departments and address high priority problems identified by departments.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the FY18 Budget; this is tenth consecutive year the Department has won this award.
- ◆ OMB, working with Emergency Management, the Department of Public Works, and the Parks, Recreation and Building Management Division, developed the City of Springfield’s Hazard Mitigation Plan, which received its formal approval from FEMA Region 1.
- ◆ Created a new Compliance Unit, which is assisting with the enforcement of the City’s Responsible Employer Ordinance and compliance with state and federal regulations.

FY19 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs, including two new positions, which will be part of the Department’s Compliance Unit, and a new Grants Director position.
- ◆ Funds annual Massachusetts Municipal Association dues.
- ◆ Includes a 2% salary increase for non-bargaining employees.

Department Budget

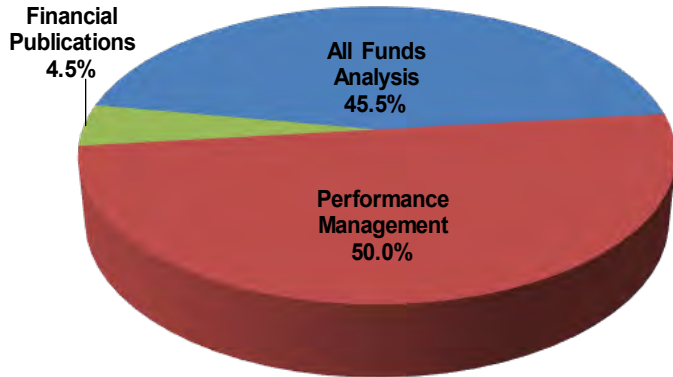
General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	565,910	610,749	790,303	179,554	29.4%
OTPS	94,259	96,612	129,947	33,335	34.5%
Capital	-	-	-	-	0.0%
Total General Funds	660,168	707,362	920,250	212,888	30.1%

Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	8.0	8.0	11.0	3.0	37.5%
Total FTEs	8.0	8.0	11.0	3.0	37.5%

Fiscal Year 2019 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Expenses



Program Summaries

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

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

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

Program Budgets

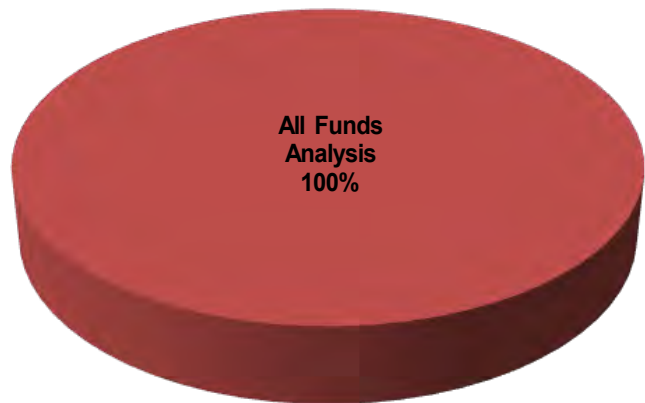
Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
All Funds Analysis	300,077	321,528	418,295	96,767	45.5%
Performance Management	330,084	353,681	460,125	106,444	50.0%
Financial Publications	30,008	32,153	41,830	9,677	4.5%
Total Expenditures	660,168	707,362	920,250	212,888	100%

Revenue Summary

All Funds Analysis: \$3,456,213

- ◆ Service Level Agreements with School Department
- ◆ Indirect Costs from Grants
- ◆ MGM Casino Revenue

Program Revenue



Program Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Performance Management					0.0%
All Funds Analysis	8,934,223	7,300,000	3,456,213	(3,843,787)	100%
Financial Publications					0.0%
Total Departmental Revenue	8,934,223	7,300,000	3,456,213	(3,843,787)	100%

Fiscal Year 2019 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	565,910	610,749	790,303	179,554	29.4%
OTPS	94,259	96,612	129,947	33,335	34.5%
Capital	-	-	-	-	0.0%
Total General Funds	660,168	707,362	920,250	212,888	30.1%
External Funds Budget					
External Funds Budget	FY17 Actual	FY18 Available	FY19 Adopted	Variance FY19-FY18	Percent Change
Grant Funds	50,000	150,000	-	(150,000)	-100%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	50,000	150,000	-	(150,000)	-100%
All Funds Budget	710,168	857,362	920,250	62,888	7.3%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Miscellaneous Revenue	8,934,223	7,300,000	3,456,213	(3,843,787)	-52.7%
Total Departmental Revenue	8,934,223	7,300,000	3,456,213	(3,843,787)	-52.7%

External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
MA Gaming Commission - Community Mitigation Fund Specific Impact Grant	Grant	TBD	50,000	150,000	-
Subtotal FY18 Anticipated Grants			50,000	150,000	-
Total External Funding Sources			50,000	150,000	-

Fiscal Year 2019 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

All Funds Analysis

All Funds Analysis	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	300,077	321,528	418,295
FTEs	4.0	4.0	5.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of Council Orders due to being over budget	1%	1%	1%
Average number of days to review requisitions sent to OMB	1	1	1

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Managed to an operating surplus in FY17.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY18 budget; this is the tenth consecutive year OMB has won this award.
- ◆ Maintained an AA– credit rating from S&P and an A2 rating from Moody’s.
- ◆ Continued to assist departments with monitoring and seeking reimbursements for grants. Created a new grants director position to ensure that the City is maximizing its ability to use external funding sources to supplement the General Fund budget.

Fiscal Year 2019 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Program Management

Performance Management	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	330,084	353,681	460,125
FTEs	3.5	3.5	5.5
Performance Metrics	FY17 Actual	FY18 YTD	FY18 Goal
# of SWATs	12	6	15

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Examples of facilitated successful SWAT sessions:

Responsible Employer Ordinance

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

Personnel Management

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

Affordable Care Act Reporting

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

Benefits Analysis

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

Fiscal Year 2019 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

Program Summaries

Financial Publications

Financial Publications	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	30,008	32,153	41,830
FTEs	0.5	0.5	0.5
Performance Metrics	FY17 Actual	FY18 YTD	FY18 Goal
Balanced budget published by June 30th	Yes	Yes	Yes
Released 3 financial documents by the appropriate deadline	Yes	Yes	Yes

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Released the following four financial publications within their respective deadlines:
 - ◇ Fiscal Year 2018 Debt Affordability Study (Deadline: January 30, 2018)
 - ◇ Fiscal Years 2019-23 Capital Improvement Plan (Deadline: March 30, 2018)
 - ◇ Fiscal Years 2019-22 Multi-Year Financial Plan (Deadline: March 30, 2018)
 - ◇ Fiscal Year 2019 Mayor’s Recommended Budget (Deadline: June 30, 2018)

Fiscal Year 2019 Budget and Program Summaries
OFFICE OF MANAGEMENT AND BUDGET

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
All Funds Analysis				
Funding for Grants Director position and Compliance Unit	-	-	-	78,540
Funding for cost allocation study	-	-	-	25,000
Reduction Temporary Salaries & Wages	(2,500)	-	-	-
Training, travel, memberships, subscriptions	-	-	(4,500)	-
Office Equipment Rental	-	(3,500)	-	-
Professional Services - Consultant Fees	-	(5,000)	-	-
Total Adjustments	(2,500)	(8,500)	(4,500)	103,540

Notes

- ◆ Salaries and Wages—Appropriation increased by \$78,540 to account for Compliance Unit project managers and grants director position, added in FY18.
- ◆ Professional Services— Appropriation increased by \$25,000 to fund a cost allocation study.

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Fiscal Year 2019 Budget and Program Summaries

311 CALL CENTER

Mission

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

FY18 Department Highlights

- ◆ Answered 1,386,376 calls since March of 2009. The Department's Customer Service Representatives answered 82% of all calls without transferring to another department.
- ◆ From the beginning of FY18 to the end of January, a total of 76,494 calls were answered by our eight Customer Service Representatives (CSRs). Call volume increased by 4% from last year. Our residents and callers waited less than 30 seconds for a call to be answered 85% of the time.
- ◆ 311 assisted Health and Human Services and Code Enforcement this past December. The Northeast experienced cold temperatures with windchills below freezing. 311 reported beyond their normal schedule for residents who might call in for heating emergencies. It was well worth the Department being called in for coverage, as 15

FY19 Budget Highlights

- ◆ Funds 9.0 General Fund FTEs.
- ◆ Includes a 2% salary increase for non-bargaining employees and UPSEU members.
- ◆ Funds operations related to the 311 Call Center
- ◆ Includes increased advertising funds to place 311 signs in the downtown area

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	367,371	403,554	412,263	8,709	2.2%
OTPS	51,236	52,000	52,758	758	1.5%
Capital	-	-	-	-	0.0%
Total General Funds	418,607	455,554	465,021	9,467	2.1%

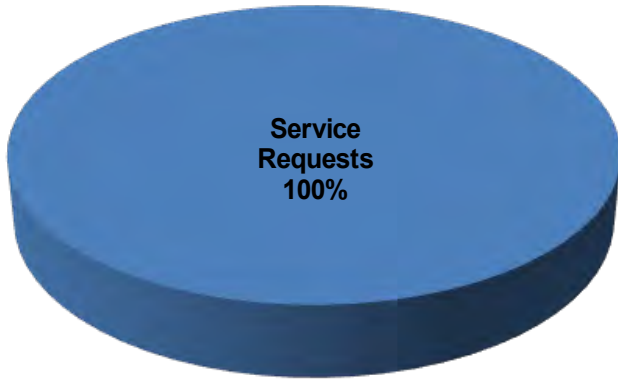
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	8.8	9.0	9.0	-	0.0%
Total FTEs	8.8	9.0	9.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries

311 CALL CENTER

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Service Requests	418,607	455,554	465,021	9,467	100%
Total Expenditures	418,607	455,554	465,021	9,467	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

311 CALL CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	367,371	403,554	412,263	8,709	2.2%
OTPS	51,236	52,000	52,758	758	1.5%
Capital	-	-	-	-	0.0%
Total General Funds	418,607	455,554	465,021	9,467	2.1%
External Funds Budget					
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	418,607	455,554	465,021	9,467	2.1%

All Funds Revenue Detail

No revenue is generated by this department.

Fiscal Year 2019 Budget and Program Summaries

311 CALL CENTER

Program Summaries

Service Requests

Service Requests	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	418,607	455,554	465,021
FTEs	8.8	9.0	9.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of calls answered within 30 seconds	86%	85%	85%
% of calls completed without transfers to other departments	84%	82%	85%
% increase of smartphone application downloads	52%	46%	10%

Citywide Strategic Priority: Fiscal and Operational Excellence; Healthy Neighborhoods

Highlights

This year the Department hired two new staff members. Training of a new hire takes approximately 8 weeks, and it usually takes up to 6 months before the Customer Service Representative feels experienced enough to handle calls relating to all the departments with confidence. Keeping this in mind, 311 is still currently achieving its goals for FY18, with a 4% increase in call volume. As of the end of January 2018, 311 has answered 76,494 calls. 311's average speed of answer is 22 seconds, our abandoned call rate is 5.5%, and our service level is 85%.

DPW Forms: 311 is the main contact for DPW trash administration, Opt-In, Opt-Out, and Discount forms. While being understaffed and handling high call volumes, we maintained our service levels, providing responsive customer service for those requests. 63% percent of the forms received during the mailing/billing season last year resulted in a discount .

DPW Forms: July – January 2018

- ◆ 429 forms received
- ◆ 68% of the forms resulted in a request for new service
- ◆ 78% resulted in a discount; elderly, veteran, blind, and indigent
- ◆ Average turnaround time was 6 days from the time of request to the time service was provided.
- ◆ DPW initiated a policy that no bulk trash pick up appointments would be accepted if there was not an active account at the requesting address. Some callers were surprised to find out that they didn't have service because they were in possession of City trash barrels. With this new knowledge, we gave the caller an opportunity to opt-in to trash service. If they did not submit opt-in paperwork to pay for their City barrels, we scheduled a field inspection and removed the barrels. Due to this change in policy, in this last year DPW has retrieved 110 barrels and the City has gained 25 new paying service accounts, accounting for over \$5000 in payments. 311 continues to schedule spot checks for City barrels at properties that have not opted in to City trash service.

Web Form requests are up by 12% from last year. Mobile app usage has also taken off , with an increase of 46% from last year. The increase may be due to 311 including a 311 magnet with every opt-in request for trash service and promoting the app on the Nextdoor website. The most requested department is the police ordinance squad and Clean City initiative. Email continues to be our greatest channel of communication used by internet users; from 2017 to 2018 we have seen an increase of 13%. Other City departments have begun to link their City webpages to 311 so that our Department can respond to residents' inquiries.

Fiscal Year 2019 Budget and Program Summaries

311 CALL CENTER

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Service Requests				
Elimination of Intern Position	-	-	(16,652)	-
Salaries & Wages	(6,464)	-	-	-
OTPS	(1,000)	-	-	-
Advertising	-	-	-	500
Total Adjustments	(7,464)	-	(16,652)	500

Notes

- ◆ Advertising
 - ◆ Funding included to hang signs advertising 311 around the Springfield downtown area —\$500

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Fiscal Year 2019 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.

FY18 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 sixth year in a row.
- ◆ Updated the City's website to include the Open Checkbook and the Taxpayer Monthly Statement on a timely basis.
- ◆ Performed a successful year end close of the General Ledger in MUNIS on July 14, 2017.
- ◆ Worked with the City's financial management team to affirm the City's A2 Bond Rating.
- ◆ Three staff members successfully completed the Annual Massachusetts Municipal Auditing & Accounting Educational Program.

FY19 Budget Highlights

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

Department Budget

General Fund Operating Budget	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	549,321	560,457	586,943	26,487	4.7%
OTPS	5,746	5,952	6,087	135	2.3%
Capital	-	-	-	-	0.0%
Total General Funds	555,067	566,409	593,030	26,622	4.7%

Department Staff

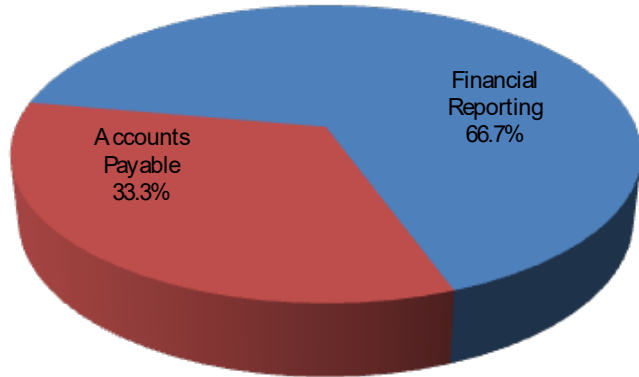
Department FTEs	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
General Fund FTEs	9.0	8.0	8.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	10.0	9.0	9.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries

CITY COMPTROLLER

Program Summaries

Program Expenses



Financial Reporting - Maintain the City's financial system of record, provide city management and other stakeholders with the accounting and financial records necessary to make sound financial decisions; to ensure the City financial transactions are in compliance with applicable accounting regulations, law, and to maximize the productivity and efficiency of MUNIS.

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

Program Budgets

Program Expenses	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Financial Reporting	333,040	339,845	395,354	55,508	66.7%
Accounts Payable	222,027	226,563	197,677	(28,887)	33.3%
Total General Fund Expenditures	555,067	566,409	593,030	26,622	100%

Revenue Summary

TOTAL REVENUE: \$634,000

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

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

Program Revenue



Departmental Revenue

Program Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	1,053,418	1,082,152	634,000	(448,152)	100%
Total Departmental Revenue	1,053,418	1,082,152	634,000	(448,152)	100%

Fiscal Year 2019 Budget and Program Summaries

CITY COMPTROLLER

All Funds Expenditure Detail

General Fund Operating Budget	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	549,321	560,457	586,943	26,487	4.7%
OTPS	5,746	5,952	6,087	135	2.3%
Capital	-	-	-	-	0.0%
Total General Funds	555,067	566,409	593,030	26,622	4.7%
External Funds Budget	FY 17 Actual	FY 18 Available	FY 19 Projected	Variance FY 19-FY 18	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	555,067	566,409	593,030	26,622	0.0%

All Funds Revenue Detail

Department Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Other Revenue - State	(300)	-	-	-	0.0%
Miscellaneous Revenue	617,385	685,000	630,000	(55,000)	-8.0%
Reimb For Prior Year Expenditure	404,887	393,152	-	(393,152)	-100%
Indirect Cost Reimbursement	7,099	2,000	2,000	-	0.0%
Petty Cash - Close/Over	26	-	-	-	0.0%
Refund Of Expenditure	24,320	2,000	2,000	-	0.0%
Total Departmental Revenue	1,053,418	1,082,152	634,000	(448,152)	-41.4%

External Funding Sources	Type of Funding	Expiration Date	FY 17 Actual	FY 18 Available	FY 19 Projected
Subtotal FY 19 Anticipated Grants			-	-	-
Subtotal FY 19 Other Funds			-	-	-
Total External Funds			-	-	-

CITY COMPTROLLER

Program Summaries

Financial Reporting

	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	333,040	339,845	395,354
FTEs	6.0	6.0	6.0
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
Average # of days to close month	7	7	7
# of post-close adjustments	74	50	50

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Submitted the State mandated Schedule A Report on November 30, 2017
- ◆ Coordinated Annual Audit and Federal Single Audit with External Auditors
- ◆ Submitted Monthly Revenue vs. Expenditure Reports to the Mayor and City Council
- ◆ Certified Free Cash with the Massachusetts Department of Revenue in January 2018
- ◆ Completed the MA Department of Revenue Year End Checklist
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2018
- ◆ Reconciliation of All Tax and Departmental Receivables
- ◆ Cash Reconciliation with Treasurers on a quarterly basis
- ◆ Proper recording of all General Journal and Budget Amendment entries in the Accounting System
- ◆ Maintenance of all records of Grants, Gifts and other Special Revenue Funds

CITY COMPTROLLER

Program Summaries

Accounts Payable

	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	222,027	226,563	197,677
FTEs	4.0	3.0	3.0
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
# correcting accounting entries to total accounting entries	11	10	10
% vendors/bills not paid on time/after 90 days	4%	3%	3%

Citywide Strategic Priority: Fiscal Management

Highlights

- ◆ Created, mailed and filed 1099 Forms in accordance with IRS Regulations on a timely basis
- ◆ Assured that all transactions were properly documented with corresponding invoices
- ◆ Staff member provides MUNIS training to all new City employees on an ad hoc basis
- ◆ Participated in bi-weekly meetings with Procurement, Law and the School Department to troubleshoot Contract and Accounts Payable issues
- ◆ Enforcement of the City Budget and Grant Awards on all invoices and contracts for the City and School Departments

CITY COMPTROLLER

FY19 Budget Adjustments

Program Budget Adjustments	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Adopted
Accounts Payable				
Salaries & Wages	(910)	-	(34,766)	-
Rental - Office Equipment	-	-	-	135
Seminars/Trainings & Membership Fees	(2,790)	-	-	-
Office Supplies & Equipment	(2,200)	(319)	-	-
Postage & Delivery	-	750	-	-
In-State Travel	(250)	-	-	-
Financial Reporting	-	-	-	-
Total Adjustments	(6,150)	431	(34,766)	135

Notes

◆ OTPS Addition:

◇ Rental - Office Equipment: Contractual Increase \$135

Fiscal Year 2019 Budget and Program Summaries

OFFICE OF PROCUREMENT

Mission

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

FY18 Department Highlights

- ◆ Policy Implementations: The OOP continues its work in implementing updated procedures to streamline purchasing. The OOP has developed training modules for City Departments and will conduct trainings in FY19 to ensure compliance with the new procedures contained in the Massachusetts Municipal Modernization Act.
- ◆ The City helped conduct several emergency procurements on short notice to preserve operations including the failed compressor at Cyr Arena, Swan Pond emergency dredging and emergency repairs to the campanile.
- ◆ DCAC Contracts: The OOP assisted the Department of Capital Asset Construction in procuring and securing contracts for several projects in FY18, including the Culinary and Nutrition Center (\$10.2M), Kiley Middle School windows and doors (\$5.2M), Central Library (\$3.5M), Zanetti Montessori Magnet School windows and doors (\$2.2M), and has multiple other large scale projects in the pipeline for FY19 (Brightwood, etc.). OOP assisted the Department of Public Works with conducting arterial paving for \$3.5M.
- ◆ Contract Processing: As of 4/13/18, the OOP generated 666 contracts, which is a substantial decrease from last year. This is a direct result of the Department's policy of pushing through low risk contracts and purchases under \$25K as purchase orders. Efficiency has been increased a great deal for these purchases. By implementing the updated contract/PO thresholds, the OOP was able to reduce the amount of resources dedicated to administrating these smaller contracts by a substantial amount.
- ◆ Assisted the Treasurer/Collector in establishing more competitive contracts for the City's Banking & Tax Title Operations.
- ◆ Collaborated with the DPBRM and OMB in procuring and establishing new contracts for the purchase of natural gas, resulting in a significant savings over the term of these contracts.
- ◆ OOP helped the Office of Planning and Economic Development bid out and successfully contract with a firm for wayfinding services for the City's downtown area.

FY19 Budget Highlights

- ◆ Funds General Fund 7.0 FTEs for FY19.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	406,952	512,091	480,287	(31,804)	-6.2%
OTPS	104,955	92,991	92,991	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	511,907	605,082	573,278	(31,804)	-5.3%

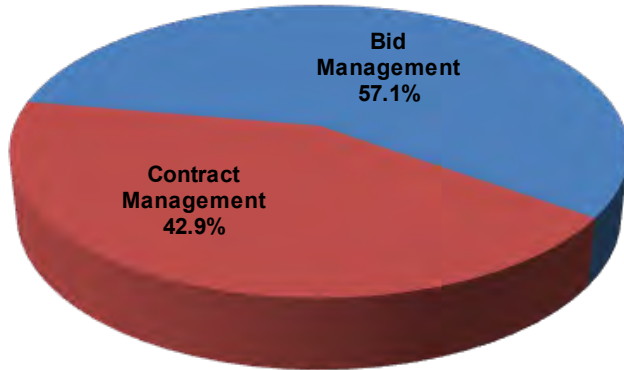
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	7.0	8.0	7.0	(1.0)	-12.5%
Total FTEs	7.0	8.0	7.0	(1.0)	-12.5%

Fiscal Year 2019 Budget and Program Summaries

OFFICE OF PROCUREMENT

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Bid Management	292,518	345,761	327,588	(18,174)	57.1%
Contract Management	219,389	259,321	245,691	(13,630)	42.9%
Total General Fund Expenditures	511,907	605,082	573,278	(31,804)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

OFFICE OF PROCUREMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	406,952	512,091	480,287	(31,804)	-6.2%
OTPS	104,955	92,991	92,991	-	0.0%
Capital	-	-	-	-	0.0%
Total General Funds	511,907	605,082	573,278	(31,804)	-5.3%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	511,907	605,082	573,278	(31,804)	-5.3%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	-	-	-	-	0.0%
Sale Of Old Materials	22,343	-	-	-	0.0%
Sale Of Land & Bldg	-	-	-	-	0.0%
Total Departmental Revenue	22,343	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
Total External Funds			-	-	-

OFFICE OF PROCUREMENT

Program Summaries

Bid Management

Bid Management	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	292,518	345,761	327,588
FTEs	3.0	4.0	4.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% increase in bids over previous YTD	N/A	N/A	N/A
% bids needing amendments	<25%	<25%	<25%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

OFFICE OF PROCUREMENT

Program Summaries

Contract Management

Contract Management	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	219,389	259,321	245,691
FTEs	3.0	3.0	3.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Average number of days to prepare and execute contract	21	22	21

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

Fiscal Year 2019 Budget and Program Summaries

OFFICE OF PROCUREMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Bid Management				
Salaries & Wages	-	-	54,122	-
Professional Services	-	-	-	-
Postage & Delivery	-	-	(1,000)	-
OTPS	-	-	(763)	-
Total Adjustments	-	-	52,359	-

Notes

There are no budget reductions recommended in FY19 for the Office of Procurement.

Fiscal Year 2019 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.

FY18 Department Highlights

The Assessors Department determines the property tax levy, which is the primary local source of General Fund revenue. The Department also determines the taxable value of all real and personal property located within the city. Assessors must comply with state laws and regulations in annually assessing all real property at its full and fair cash value (FFCV) based on physical condition as of June 30th and market conditions as of January 1st. The City's FY18 tax levy is \$198.3M.

The Department also administers the Urban Redevelopment excise (Chapter 121A) contracts and motor vehicle excise system and the payment-in-lieu-of-taxes (PILOT) program. The City issues in excess of 100,000 motor vehicle excise bills annually, totaling \$11M. The Chapter 121A and PILOT categories in recent years have generated \$2.0M - \$2.2M. The 121A program will be dramatically boosted by the addition of the MGM casino project. The FY18 MGM 121A payment is scheduled to be \$4M and that number will grow to \$17.6M in FY19.

FY19 Budget Highlights

- ◆ Funds 12.0 FTEs.
- ◆ Includes a 2% salary increase for all non-bargaining and UPSEU employees.
- ◆ Services to aid the levy ceiling growth and produce FY19 valuations.

Department Budget

General Fund Operating Budget	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	666,282	716,173	748,442	32,269	4.5%
OTPS	227,041	187,068	188,568	1,500	0.8%
Capital	-	-	-	-	0.0%
Total General Funds	893,323	903,241	937,010	33,769	3.7%

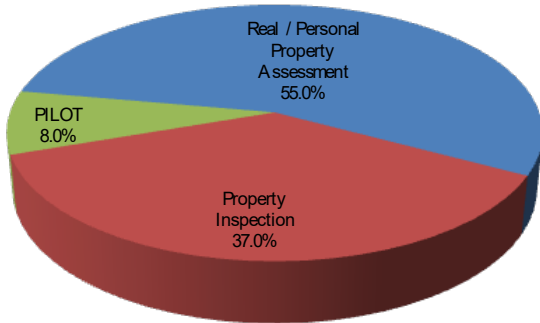
Department Staff

Department FTEs	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
General Fund FTEs	13.0	12.0	12.0	-	0.0%
Total FTEs	13.0	12.0	12.0	-	0.0%

Fiscal Year 2019 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

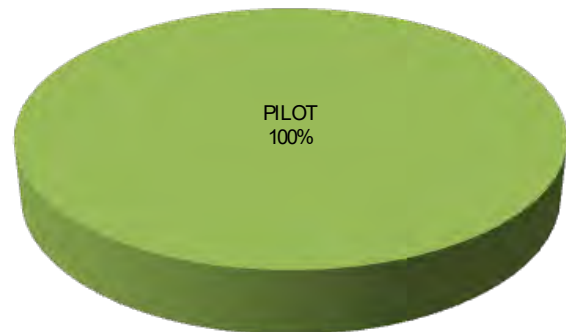
Program Expenses	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Real / Personal Property Assessment	491,328	496,783	515,356	18,573	55.0%
Property Inspection	330,529	334,199	346,694	12,494	37.0%
PILOT	71,466	72,259	74,961	2,702	8.0%
Total General Fund Expenditures	893,323	903,241	937,010	33,769	100%

Program Revenue

Revenue Summary

Revenue collected by the Assessor's Office includes PILOT and urban redevelopment excise payments.

Total Revenue: \$16,119,948



Departmental Revenue

Program Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	2,109,803	2,179,682	16,119,948	13,940,266	100%
Total Departmental Revenue	2,109,803	2,179,682	16,119,948	13,940,266	100%

Fiscal Year 2019 Budget and Program Summaries

ASSESSORS DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	666,282	716,173	748,442	32,269	4.5%
OTPS	227,041	187,068	188,568	1,500	0.8%
Capital	-	-	-	-	0.0%
Total General Funds	893,323	903,241	937,010	33,769	3.7%
External Funds Budget	FY 17 Actual	FY 18 Available	FY 19 Projected	Variance FY 19-FY 18	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	893,323	903,241	937,010	33,769	3.7%

All Funds Revenue Detail

Department Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
PILOT - Local	697,700	2,179,682	300,000	(1,879,682)	-86.2%
Chapter 121A - Sec 10	319,984	-	5,842,490	5,842,490	0.0%
Chapter 121A - Sec 6A	1,092,119	-	9,977,458	9,977,458	0.0%
Miscellaneous Revenue	-	-	-	-	0.0%
Total Departmental Revenue	2,109,803	2,179,682	16,119,948	13,940,266	639.6%

External Funding Sources	Type of Funding	Expiration Date	FY 16 Actual	FY 18 Available	FY 19 Projected
<i>Subtotal FY 19 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal FY 19 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2019 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

Real / Personal Property

Real / Personal Property Assessment	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	491,328	496,783	515,356
FTEs	9.0	8.0	8.0
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
% of deeds transferred and entered within 30 days	100%	75%	100%
Number of parcel transfers	3700	1936	3500
Number of personal exemptions granted	1246	1152	1375
Number of abatements granted	86	0	0
Actual levy % change from prior year	5%	4%	5%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department received certification for FY18 valuations from the Department of Revenue (DOR), which represented an overall increase of \$275M or 3.5% over the FY17 total value. Also, the DOR scheduled Springfield among one of the first group of communities for certification in FY18, the first year of the new five year cycle implemented by DOR in the Municipal Modernization Act.

ASSESSORS DEPARTMENT

Program Summaries

Property Inspection

Property Inspection	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	330,529	334,199	346,694
FTEs	3.0	3.0	3.0
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
% of total property inspected	13%	14%	14%
Average number of properties inspected per inspector annually	1424	1576	1900

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department is in the process of implementing an improved inspection system, which will increase the time inspectors are in the field. This new system is intended to increase the number of inspections performed each year.

Fiscal Year 2019 Budget and Program Summaries

ASSESSORS DEPARTMENT

Program Summaries

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

PILOT	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	71,466	72,259	74,961
FTEs	1.0	1.0	1.0
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
# of PILOTS	N/A	N/A	N/A
# of Urban Redevelopment Excise	N/A	N/A	N/A
% change of total PILOT from previous year	N/A	N/A	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Assessors Department has made progress in engaging some tax-exempt institutions in a proposed program of contributions to the General Fund. As a result, there will be one PILOT added in Fiscal Year 2018 related to the disposition of city-owned land.

Fiscal Year 2019 Budget and Program Summaries

ASSESSORS DEPARTMENT

FY19 Budget Adjustments

Program Budget A djustments	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Adopted
Real / Personal Property				
Personnel Services	-	46,599	(64,838)	5,000
OTPS	(55,107)	(69,000)	(18,195)	1,500
Property Inspection	-	-	-	-
Payment - in - lieu - of - Taxes(PILOT)	-	-	-	-
Total A djustments	(55,107)	(22,401)	(83,033)	6,500

Notes

- ◆ Personal Services Additions:
 - ◇ Overtime: \$5,000
- ◆ OTPS Additions:
 - ◇ Professional Development: MAA Designation \$1,500

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Fiscal Year 2019 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.

FY18 Department Highlights

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

FY19 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY18.
- ◆ Includes 2% increase for all non-bargaining and UPSEU employees.
- ◆ OTPS budget includes:
 - ◇ Full funding for Tax Title program including legal services, Registry of Deeds filing fees, and property maintenance fees.

Department Budget

General Fund Operating Budget	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	488,866	504,014	519,312	15,298	3.0%
OTPS	1,236,711	1,366,853	1,351,324	(15,529)	-1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,725,577	1,870,867	1,870,636	(231)	0.0%

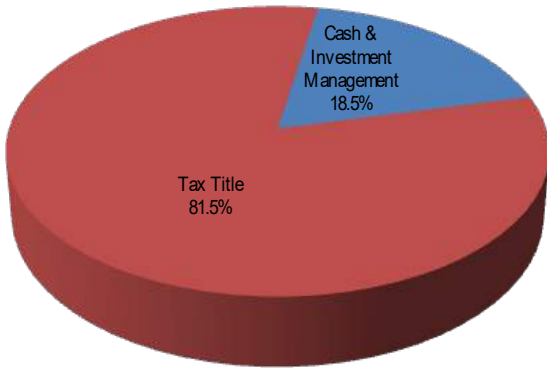
Department Staff

Department FTEs	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	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 2019 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	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Cash & Investment Management	349,370	459,912	470,236	10,324	18.5%
Tax Title	1,376,207	1,410,955	1,400,400	(10,555)	81.5%
Total General Fund Expenditures	1,725,577	1,870,867	1,870,636	(231)	100%

Revenue Summary

TOTAL REVENUE: \$398,352,289

Cash & Investment Management -

- ◆ Penalties & Interest \$ 1,382,927
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 10,000
- ◆ Fines & Forfeits \$ 90,000
- ◆ Interest on Investments \$ 1,896,859
- ◆ Departmental & Other \$ 820,000

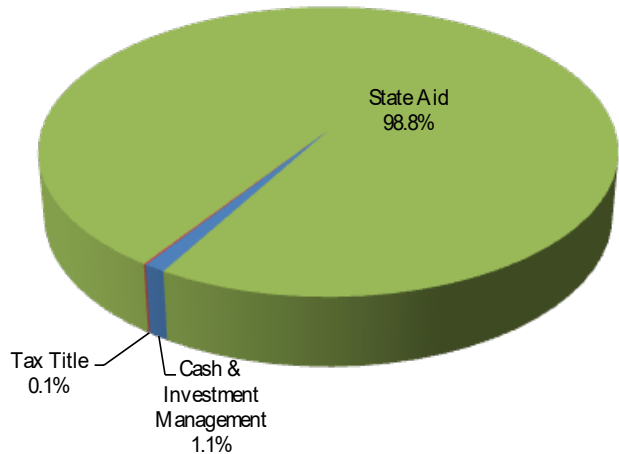
Tax Title -

- ◆ Penalties & Interest \$ 500,000

State Aid

- ◆ State Aid \$ 393,630,224

Program Revenue



Departmental Revenue

Program Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Cash & Investment Management	4,220,420	4,382,046	4,222,065	(159,981)	1.1%
Tax Title	2,537,175	800,000	500,000	(300,000)	0.1%
State Aid	376,182,957	380,649,697	393,630,224	12,980,527	98.8%
Total Departmental Revenue	382,940,553	385,831,743	398,352,289	12,520,546	100%

Fiscal Year 2019 Budget and Program Summaries

TREASURER'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	488,866	504,014	519,312	15,298	3.0%
OTPS	1,236,711	1,366,853	1,351,324	(15,529)	-1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,725,577	1,870,867	1,870,636	(231)	0.0%
External Funds Budget	FY 17 Actual	FY 18 Available	FY 19 Projected	Variance FY 19-FY 18	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	1,725,577	1,870,867	1,870,636	(231)	0.0%

All Funds Revenue Detail

Department Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Taxes	1,950,676	-	-	-	0.0%
Penalties, interest and other taxes	1,956,285	2,182,927	1,882,927	(300,000)	-13.7%
Charges for Services	22,279	22,279	22,279	-	0.0%
Miscellaneous	128,103	10,000	10,000	-	0.0%
Intergovernmental	365,827,358	380,649,697	393,630,224	12,980,527	3.4%
MSBA Payments	10,355,599	-	-	-	0.0%
Fines and Forfeits	56,844	90,000	90,000	-	0.0%
Interest earned on Investments	1,856,150	1,801,840	1,896,859	95,019	5.3%
Departmental & Other	787,258	1,075,000	820,000	(255,000)	-23.7%
Total Departmental Revenue	382,940,553	385,831,743	398,352,289	12,520,546	3.1%

External Funding Sources	Type of Funding	Expiration Date	FY 17 Actual	FY 18 Available	FY 19 Projected
Subtotal FY 19 Anticipated Grant Funds			-	-	-
Subtotal FY 19 Other Funds			-	-	-
Total External Funds			-	-	-

TREASURER’S DEPARTMENT

Program Summaries

Cash & Investment Management

Cash & Investment Management	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	349,370	459,912	470,236
FTEs	4.5	4.5	4.5
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
Percentage Increase in Investment Income	33%	35%	30%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

In FY19, the City expects to see a continued increase in its earnings on investments. This is due in part to interest rates slowly increasing and negotiations by the Treasurer with the banks. Additionally, a new contract with Peoples United will provide the City with more advantageous interest rates on its operating accounts. While the increased rates are a positive sign, the City is mindful of the security and safety of the funds, and all City funds are insured through the FDIC, Depositors Insurance Fund (DIF), and securities backed by the Federal government.

TREASURER’S DEPARTMENT

Program Summaries

Tax Title Management

Tax Title	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	1,376,207	1,410,955	1,400,400
FTEs	4.5	4.5	4.5
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
Percentage of Foreclosures Returned to the Tax Rolls	16%	5%	30%
Percentage of Tax Liens Redeemed	24%	17%	20%
Percentage of Foreclosures Redeemed	6%	2%	5%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	6%	2%	7%
Number of Payment Plans	189	135	150
Number of Public Auctions Held	2	1	3

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

TREASURER'S DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Adopted
Cash & Investment Management				
Personal Services	-	-	-	-
OTPS	(3,500)	1,030	(6,545)	-
Tax Title Program				
Personal Services	-	-	-	-
OTPS	-	-	(82,750)	(18,204)
Total Adjustments	(3,500)	1,030	(89,295)	(18,204)

Notes

- ◆ OTPS Reductions Based on Historical Spending:
 - ◇ Professional Services: (\$18,204)

Fiscal Year 2019 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Mission

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

FY18 Department Highlights

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

- ◆ Continued working with the Springfield Parking Authority (SPA) on the City's Boot Program, which resulted in the collection of \$376,670 in delinquent motor vehicle excise taxes and outstanding parking tickets in FY2017.
- ◆ Continued the acceptance of parking tickets through our Deputy Collector, Kelley and Ryan. This provides the taxpayer with "one stop shopping", allowing them to pay any tax, fee or ticket, while having the opportunity to resolve any issues, in one place through a visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC), which has assisted with collecting monies due to the City as part of any real estate transaction.
- ◆ Worked with Housing Code and the Office of Management and Budget to lien past due charges to the real estate tax bill, resulting in increased collections.
- ◆ Continued working with the Office of Procurement and the License Commission to develop a process in which all potential vendors are vetted to ensure that no monies are due to the City before a contract or license is awarded.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables.
- ◆ Continued the successful Revenue Recapture/Tax Certification program which ensures that all monies due the City are collected before issuing any refunds, contracts for work with the City, and/or licenses/permits are issued. Since the inception of this program, over \$500,000 in past due monies owed the City has been collected. In FY2017, this program resulted in the collection of \$155,674 in delinquent taxes/fees.

FY19 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY18.
- ◆ Includes 2% increase for all non-bargaining and UPSEU employees.
- ◆ OTPS budget includes:
 - ◇ Legal services and an increase to advertising related to delinquent collections
 - ◇ Postage & mailing costs

Department Budget

	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	333,853	341,570	352,020	10,450	3.1%
OTPS	157,828	142,660	168,289	25,629	18.0%
Capital	-	-	-	-	0.0%
Total General Funds	491,681	484,230	520,310	36,080	7.5%

Department Staff

Department FTEs	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Total FTEs	7.0	7.0	7.0	-	0.0%

Fiscal Year 2019 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	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Collections	491,681	484,230	520,310	36,080	100%
Total General Fund Expenditures	491,681	484,230	520,310	36,080	100%

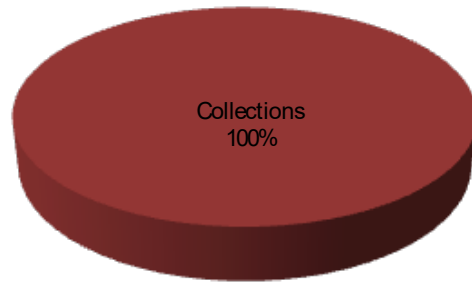
Revenue Summary

TOTAL REVENUE: \$ 215,993,680

Collections—

◆ Property Taxes	\$ 202,789,680
◆ Motor Vehicle Excise	\$ 11,300,000
◆ Penalties & Interest	\$ 700,000
◆ Departmental Fees	\$ 1,200,000
◆ Special Assessments	\$ 4,000

Program Revenue



Departmental Revenue

Program Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	% of Total
Collections	198,653,641	209,220,757	215,993,680	6,772,923	100%
Total Departmental Revenue	198,653,641	209,220,757	215,993,680	6,772,923	100%

Fiscal Year 2019 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Personal Services	333,853	341,570	352,020	10,450	3.1%
OTPS	157,828	142,660	168,289	25,629	18.0%
Capital	-	-	-	-	0.0%
Total General Funds	491,681	484,230	520,310	36,080	7.5%

External Funds Budget	FY 17 Actual	FY 18 Available	FY 18 Projected	Variance FY 19-FY 18	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	491,681	484,230	520,310	36,080	7.5%

All Funds Revenue Detail

Department Revenue	FY 17 Actual	FY 18 Adopted	FY 19 Adopted	Variance FY 19-FY 18	Percent Change
Taxes On Personal Property	24,492,270	25,759,400	25,759,400	-	0.0%
Taxes On Real Property	160,436,867	170,961,357	177,030,280	6,068,923	3.5%
Mvtaxes Previously Written Off	16,758	-	-	-	0.0%
Motor Vehicle Excise	11,484,195	10,300,000	11,300,000	1,000,000	9.7%
Penalties & Interest - Taxes	751,044	1,000,000	700,000	(300,000)	-30.0%
Departmental Fees	1,467,240	1,200,000	1,200,000	-	0.0%
Special Assessments	5,267	-	4,000	4,000	100%
Total Departmental Revenue	198,653,641	209,220,757	215,993,680	6,772,923	3.2%

External Funding Sources	Type of Funding	Expiration Date	FY 16 Actual	FY 18 Available	FY 19 Projected
Subtotal FY 19 Anticipated Grant Funds			-	-	-
Subtotal FY 19 Other Funds			-	-	-
Total External Funds			-	-	-

Fiscal Year 2019 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

Program Summaries

Collections

Collections	FY 17 Actual	FY 18 Adopted	FY 19 Adopted
Budget	491,681	484,230	520,310
FTEs	7.0	7.0	7.0
Performance Metrics	FY 17 Actual	FY 18 YTD	FY 19 Goal
Current Year Real Estate and Personal Property Tax Collection Rate	95%	96%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	90%	N/A	N/A
Delinquent Tax (RE & PP) Collection Rate	20%	13%	25%
Number of New Liens Placed on Properties	598	0	520
Number of Liens from Previous Years Remaining	1,440	1,498	1,025
Number of Properties in Tax Title	2,038	1,498	1,545
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	22%	30%	30%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices	7	9	12

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

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

Fiscal Year 2019 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

FY19 Budget Adjustments

Program Budget A djustments	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Adopted
Collections				
Salaries & Wages	-	-	-	-
Rental - Office Equipment	-	-	702	-
Postage	-	-	-	(2,035)
Office Supplies	-	-	-	(800)
Interest and Abatements	(16,538)	5,000	(100,000)	-
Total A djustments	(16,538)	5,000	(99,298)	(2,835)

Notes

- ◆ OTPS Reductions Based on Historical Spending:
 - ◇ Postage: \$2,035
 - ◇ Office Supplies: \$800

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Fiscal Year 2019 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Mission

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

FY18 Department Highlights

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

The Department is responsible for negotiating the 24 City and School Department collective bargaining agreements, processing grievances, representing the City in arbitration, managing disciplinary matters, settling grievances/complaints, and addressing a myriad of other labor and employee relations issues.

FY19 Budget Request

- ◆ 16.0 General Funded FTEs, consistent with FY18.
- ◆ Includes a 2% increase for all Non-bargaining employees and UPSEU Union employees.
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services costs.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits:
 - ◇ Health/Life Insurance \$24,147,257
 - ◇ Unemployment \$174,800
 - ◇ Workers' Compensation \$595,970
 - ◇ Medical & Dental \$1,056,518
 - ◇ Medicare - Employer Match \$1,426,746
- ◆ Contrib. Retirement \$39,473,185
- ◆ Non - Contrib. Pensions \$149,403

Department Budget

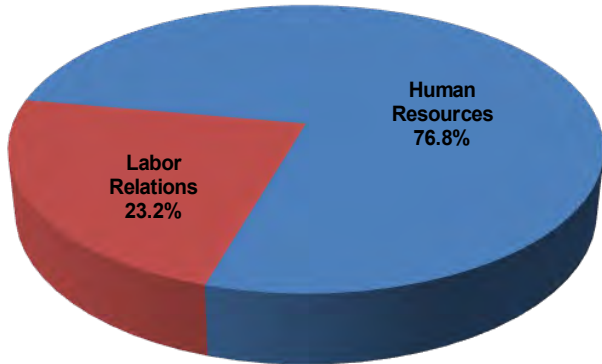
General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,099,183	1,121,354	1,153,481	32,127	2.9%
OTPS	488,815	517,034	522,403	5,369	1.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,587,998	1,638,388	1,675,884	37,496	2.3%

Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	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 2019 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	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Human Resources	1,220,061	1,258,776	1,287,585	28,808	76.8%
Labor Relations	367,937	379,612	388,300	8,688	23.2%
Total General Fund Expenditures	1,587,998	1,638,388	1,675,884	37,496	100%

Revenue Summary

TOTAL REVENUE: \$295,000

Water & Sewer Retiree Health Insurance Reimbursement \$295,000

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Medicare Part D	1,330,700	1,250,000	-	(1,250,000)	0.0%
Water & Sewer Retiree Health Ins.	264,500	225,000	295,000	70,000	100%
Reimbursement for Prior Year Expenditures	1,521	-	-	-	-
Total Departmental Revenue	1,596,721	1,475,000	295,000	(1,180,000)	100%

Fiscal Year 2019 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,099,183	1,121,354	1,153,481	32,127	2.9%
OTPS	488,815	517,034	522,403	5,369	1.0%
Capital	-	-	-	-	0.0%
Total General Funds	1,587,998	1,638,388	1,675,884	37,496	2.3%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
N/A	-	-	-	-	0.0%
Total External Funds	-	-	-	-	0.0%
All Funds Budget	1,587,998	1,638,388	1,675,884	37,496	2.3%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Medicare Part D Reimbursement	1,330,700	1,250,000	-	(1,250,000)	-100%
Reimbursement W&S Retiree Health Insurance	264,500	225,000	295,000	70,000	31.1%
Miscellaneous revenue	-	-	-	-	0.0%
Total Departmental Revenue	1,595,200	1,475,000	295,000	(1,180,000)	-80.0%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
	<i>Subtotal FY18 Anticipated Grants</i>		-	-	-
	<i>Subtotal Other Funding</i>		-	-	-
Total External Funds			-	-	-

Fiscal Year 2019 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Human Resources

Human Resources	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,220,061	1,258,776	1,287,585
FTEs	12.0	12.0	12.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percent of Health Plan Customer Service encounters resolved within one day	100.0%	100%	100%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	96.0%	97.0%	100%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100%	100%	100%
Average hours a job interchanges from the Personnel Review Committee to posting on the COS.	8.0	8.0	8.0
Average hours from the close of the standard 14 day posting, to referring applicants to the department head	8.0	8.0	8.0

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Completed the RFP process for the City’s third party administrator for the Police/Fire 111(f) programs.
- ◆ Maintained electronic system for Civil Service applicants, eliminating a highly manual process, streamlining the application process.
- ◆ Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C), meeting the original due date of January 31, 2018.
- ◆ The Residency Compliance Unit worked on compliance issues with the revised City Residency Ordinance.
- ◆ Partnered with local colleges and high schools to provide internship opportunities within City departments.
- ◆ Hosted two (2) blood drives: Annual Blood Drive and Battle of the Badges, with the American Red Cross.
- ◆ Provide City employees with fifth annual Wellness Fair (June 2018).
- ◆ Hosted United Way Campaign increasing donations by \$439.12.
- ◆ Received Pinnacle Award for Excellence in Commuter Options from MassDOT.
- ◆ Implemented E-Verify for all new hire/rehire I-9s.
- ◆ Hosted Firefighter Exam Open House on January 24, 2018.
- ◆ Collaborated with Springfield Police Department to administer active shooter preparedness training to department heads and City employees.
- ◆ Continued to make significant progress in resolving long-standing workers’ compensation claims and improving return to work results for new claims.
- ◆ Our online job postings were viewed 71,235 times and we have received 6,402 applications in FY18 (to date – February 8, 2018).

Fiscal Year 2019 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

Program Summaries

Labor Relations

Labor Relations	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	367,937	379,612	388,300
FTEs	4.0	4.0	4.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Bargaining Sessions Complete	37	67	N/A
Interest Arbitrations Completed	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

- ◆ Completed negotiations with the following bargaining units:
 - ◇ AFSCME 3556 through 2020
 - ◇ SEA through 2020
 - ◇ AFT through 2020
 - ◇ TEA through 2021
 - ◇ NAGE Building Inspector through 2021
 - ◇ Public Health Nurses through 2020

Fiscal Year 2019 Budget and Program Summaries
HUMAN RESOURCES & LABOR RELATIONS

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Human Resources				
Salaries & Wages	-	-	-	(9,416)
Overtime	-	-	(500)	-
Professional Services	-	-	(13,934)	5,216
Seminars/Education/Training	-	-	(1,000)	-
Subscriptions	-	-	-	32
Advertising	-	-	(1,000)	-
Services & Supplies	8,345	(42,828)	(300)	-
Out of State Travel	-	-	(500)	-
Labor Relations				
Salaries & Wages	9,546	-	-	-
Benefits	-	-	(1,248,479)	(2,634,918)
Total Adjustments	17,891	(42,828)	(1,265,713)	(2,639,086)

Notes

- ◆ Salaries and Wages— Reduced by \$9,416 after being adjusted based on the salary rates of new hires within the department
- ◆ Professional Services— \$5,216 added as a level service increase to account for rising costs for legal services that are contracted in connection with workers’ compensation claims.
- ◆ Subscriptions— \$32 added as a level service increase to account for rising subscription costs.
- ◆ Benefits
 - ◇ \$2,885,103 reduced from health insurance appropriation based on the FY19 GIC insurance rates.
 - ◇ \$535,869 offset from the health insurance appropriation to the Solid Waste Enterprise Fund.
 - ◇ \$188,043 offset from the health insurance appropriation to grants.
 - ◇ \$66,718 added to the appropriation for workers’ compensation medical and dental claims based on historical analysis.
 - ◇ \$103,468 added to the appropriation for Medicare payroll taxes based on FY19 staffing levels.
 - ◇ \$80,000 added to the appropriations for non-contributory pensions.

Fiscal Year 2019 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.

FY18 Department Highlights

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

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

FY19 Budget Highlights

- ◆ Funds 14.0 FTEs, consistent with FY18. Includes 2% increase for all UPSEU and non-bargaining employees.
- ◆ Funding for replacement of Storage Area Networks (SANs) to house all data and servers that operate the City (MUNIS, Kronos, Web, Email, Etc.)
- ◆ Funding for continued service and support for MUNIS, Everbridge, and Accela.
- ◆ Level service for continued IT services and support.

Department Budget

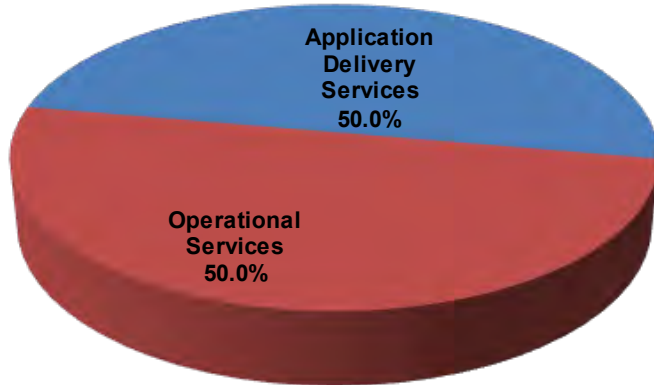
General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	982,063	1,008,391	1,034,219	25,828	2.6%
OTPS	2,119,587	2,089,180	2,116,755	27,576	1.3%
Capital	19,250	20,000	20,000	-	0.0%
Total General Funds	3,120,900	3,117,570	3,170,974	53,403	1.7%

Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	13.0	13.0	13.0	-	0.0%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
Total FTEs	14.0	14.0	14.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Expenses



Program Summary

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

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Application Delivery Services	1,560,450	1,558,785	1,585,487	26,702	50.0%
Operational Services	1,560,450	1,558,785	1,585,487	26,702	50.0%
Total General Fund Expenditures	3,120,900	3,117,570	3,170,974	53,403	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	982,063	1,008,391	1,034,219	25,828	2.6%
OTPS	2,119,587	2,089,180	2,116,755	27,576	1.3%
Capital	19,250	20,000	20,000	-	0.0%
Total General Funds	3,120,900	3,117,570	3,170,974	53,403	1.7%
External Funds Budget					
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	3,120,900	3,117,570	3,170,974	53,403	1.7%

All Funds Revenue Detail

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Application Delivery Services

Application Delivery Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,560,450	1,558,785	1,585,487
FTEs	7.0	7.0	7.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	955,157	502,543	900,000
% of requests completed on-time	95.0%	95.0%	95.0%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

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

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

Fiscal Year 2019 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

Program Summaries

Operational Services

Operational Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,560,450	1,558,785	1,585,487
FTEs	7.0	7.0	7.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Number of desktops/laptops to replace	40	19	800
% of Help Desk requests resolved within 24 hours	87.0%	96.5%	97.0%
Average number of Help Desk requests per month	421	162	175
Average number of email requests per day	N/A	16,503	21,000
Average number of allowed requests per day	N/A	9,162	11,000
Average number of spam blocked requests per day	N/A	5,005	10,000

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Operational Services Division is responsible for maintaining the City's voice and data network infrastructure, supporting users of information technology with a customer-focused help desk, installing and maintaining computer, network and printer equipment, and providing for City business continuity in the case of a disaster. The 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 that was implemented for Financials and Purchasing in FY 2008; Tax Revenue Billing (Real Estate, Personal Property and MV Excise), Work Orders (for Facilities, Parks and Police Outside Extra Duty requests / billing), and Contracts and Bids in FY 2009. Payroll/Base Human Resources and Position Control functions were implemented in FY 2010. Additional activity being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past few years to improve financial information, controls and operational efficiencies across the city and schools.

Fiscal Year 2019 Budget and Program Summaries
INFORMATION TECHNOLOGY DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Operational Services				
Salaries & Wages	-	(5,648)	-	-
Professional Services	(550)	(10,000)	(10,000)	-
Telephone	-	-	-	-
Office Supplies	(220)	(2,000)	(880)	-
Repair and Maintenance - Office Equipment/Computers	(15,000)	(13,587)	(24,120)	-
Repair and Maintenance - Networks	-	(6,000)	(5,331)	-
Rental - Equipment	(1,500)	(3,851)	(4,147)	(18,518)
Other Supplies	(25)	-	(763)	-
Printing/Binding	(120)	(1,380)	(500)	-
In State Travel	(100)	-	(100)	-
Computer Hardware/Software	(38,218)	(20,000)	(52,031)	(40,000)
Gasoline	-	(250)	(375)	-
Dues & Memberships	-	-	(250)	-
Total Adjustments	(55,733)	(62,716)	(98,497)	(58,518)

Notes

- ◆ OTPS - \$58,518 reduction to reflect level service spending:

◇ Rental - Equipment	(\$18,518)
◇ Software	(\$40,000)

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Mission

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

FY18 Department Highlights

- ◆ **Culinary and Nutrition Center** — Construction administration for a new commercial kitchen that can serve up to 100,000 meals a day.
- ◆ **Central Library Phase I** — Replacing the existing rear library/museum stairs and closed ramp, roof replacement, and rebuilding the front stairs at the State Street entrance.
- ◆ **Massachusetts School Building Authority (MSBA) Accelerated Repair Projects** — Construction administration for the replacement of windows and doors at Kiley Middle School, Balliet Middle School, and Zanetti Elementary School, with construction starting in the summer of 2018. Replacement of doors and windows at South End Middle School will start in the summer of 2019.
- ◆ **Paul J. Fenton Public Safety Annex** — Close out administration of the new police public safety annex.
- ◆ **South End Community Center** — Phase II construction administration of the new South End Community Center located within Emerson Wight Park.
- ◆ **Senior Center** — Close out administration of the new Raymond A. Jordan Senior Center constructed in Blunt Park.
- ◆ **Implementing the NDRC Grant** — Installing Hydro power at the Mill River Dam for redundant power and repairing the Lower Dam at Van Horn Park.
- ◆ **Brightwood/Lincoln Elementary School** — Working with MSBA to develop the building program for the new Brightwood / Lincoln School.
- ◆ **Deberry/Homer Street Elementary School** — Working with MSBA to develop the building program and educational program for the new Deberry/Homer Street Elementary School.
- ◆ **Campanile** — Working with a design team to develop the best course of action to provide a safe and secure Campanile.
- ◆ **East Forest Park Library** — Design and construction administration of the new East Forest Park Library.
- ◆ **Implementation of the following Parks Department projects:** Riverfront Park, Pynchon Plaza, Stearns Square & Duryea Way, and Ruth Elizabeth Park
- ◆ **City Hall Refresh** — Repairs to City Hall, including restoration to the front steps, graffiti removal and landscape upgrades.
- ◆ **Police Kiosks** — Installation of police kiosks along Main Street and a police kiosk at Riverfront Park.
- ◆ **Completed closeout of the following MSBA window replacement projects:** Brunton, Public Day Middle, Stem, and Mary Walsh schools. In addition, DCAC is in the in progress of closing out the Lynch, Thomas Balliet and Kensington Elementary School roof and ADA upgrade projects.

FY19 Budget Highlights

- ◆ Funds 5.0 FTEs consistent with FY18; insourcing project management functions.
- ◆ Includes 2% salary increase for all non-bargaining employees.

Department Budget

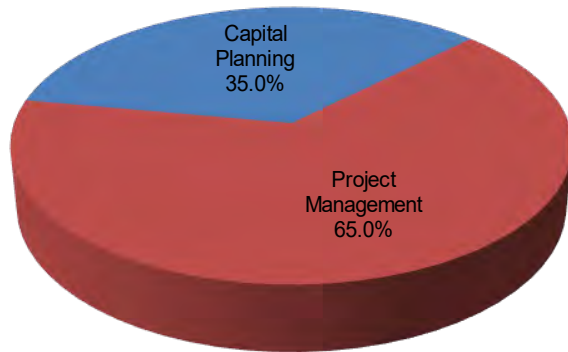
General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	367,149	375,420	446,200	70,780	18.9%
OTPS	61,796	77,700	77,200	(500)	-0.6%
Capital	-	-	-	-	0.0%
Total General Funds	428,945	453,120	523,400	70,280	15.5%

Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
Total FTEs	5.0	5.0	5.0	-	0.0%

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Expenses



Program Summaries

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

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Capital Planning	150,131	158,592	183,190	24,598	35.0%
Project Management	278,814	294,528	340,210	45,682	65.0%
Total General Fund Expenditures	428,945	453,120	523,400	70,280	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	367,149	375,420	446,200	70,780	18.9%
OTPS	61,796	77,700	77,200	(500)	-0.6%
Capital	-	-	-	-	0.0%
Total General Funds	428,945	453,120	523,400	70,280	15.5%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Adopted	Variance FY19-FY18	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	5,084,821	35,238,564	43,039,756	7,801,192	22.1%
Total External Funds	5,084,821	35,238,564	43,039,756	7,801,192	22.1%
All Funds Budget	5,513,767	35,691,684	43,563,157	7,871,473	22.1%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
	-	-	-	-	0.0%
Total Departmental Revenue	-	-	-	-	0.0%

External Funding Sources	Funding Source	Estimated Project Cost	Life To Date Expenses	FY19 Projected Available
Brightwood/Lincoln School Feasibility Study	Bond	1,000,000	362,271	637,730
Central Library Phase I	Unexp. Bond Proceeds	3,957,898	1,038,488	2,919,410
City Hall Refresh	Bond	1,000,000	43,083	
Culinary and Nutrition Center	USDA/Grants/Bond	7,000,000	4,316,591	2,683,409
DeBerry/Homer School Feasibility Study	Bond	1,600,000	-	1,600,000
East Forest Park Library	MBLC/Bond	9,543,833	393,623	9,150,211
Kensington Elementary School	MSBA/Bond	1,222,828	1,041,712	181,116
Lower Van Horn Reservoir Dam	Grant/NDRC/Pay-go	2,400,000	2,168,507	231,493
MSBA - Brunton/STEM/Walsh/Public Day	MSBA/Bond	9,103,543	6,369,954	2,733,589
MSBA - Kiley/Kensington/Lynch/Zanetti	MSBA/Bond	16,261,075	3,043,782	13,217,293
MSBA - Balliet Elementary & Middle	MSBA/Bond	3,796,555	2,013,243	1,783,312
MSBA - South End Middle	MSBA/Bond	2,391,493	-	-
Paul J. Fenton Public Safety Annex	FEMA/Bond	11,943,584	10,672,582	1,271,002
Raymond A. Jordan Senior Center	FEMA/Bond	12,000,000	10,945,958	1,054,042
Riverfront Park Improvements	MGM HCA/PARC Grant/Bond	3,000,000	148,000	2,852,000
South End Community Center (SECC)	FEMA/Bond	10,292,500	9,361,565	930,935
Stearn Square	Bond/Pay-Go/CDBG	1,950,000	155,785	1,794,216
Total External Funds		98,463,309	52,075,142	43,039,756

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Capital Planning

Capital Planning	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	150,131	158,592	183,190
FTEs	2.0	2.0	2.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Total # of new projects	12	10	6
# of projects scheduled for completion	8	9	10

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.

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

Fiscal Year 2019 Budget and Program Summaries
DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

Program Summaries

Project Management

Project Management	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	278,814	294,528	340,210
FTEs	3.0	3.0	3.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percentage of projects completed under budget	100%	100%	100%
Percentage of change orders of total construction budget per project	2.6%	2.1%	2.0%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	10	9	8

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Department of Capital Asset Construction ensures that improvements to all City buildings adhere to health and safety codes, provide access to disabled citizens, provide energy and other operational cost savings, and ensures projects are on budget and meet all municipal requirements. The project managers that are assigned to a project handle the project from planning through construction, and finally closeout. This ensures a seamless transmission of knowledge throughout the construction process. Additionally, DCAC continues to closeout of all projects in a timely manner to ensure final payments from MSBA.

South End Community Center (SECC)

- ◆ The new South End Community Center was constructed at Emerson Wight Park and is located within the previously existing walking ellipse. While the SECC is now open, parts of the project are still in the construction stage. Phase II will be completed summer/ fall of 2018

Brightwood/ Lincoln School

- ◆ Working with the MSBA and the School Department on the enrollment and building design for the new 155,000 sf building.

Kiley Middle, Balliet Middle and Zanetti Elementary schools

- ◆ Install new energy efficient windows and doors over the summer school break in 2018.

East Forest Park Library

- ◆ Currently in the design phase, this project involves the construction of a new 17,000sf building to house the East Forest Park Library. DCAC is looking to go out to bid for construction in August of 2018.

DeBerry/ Homer Street School

- ◆ In the process of selecting an OPM and Designer for the new proposed combined facility. This will also include close work with the MSBA on the education and building programs.

Culinary and Nutrition Center

- ◆ Construction of a state of the art commercial kitchen facility. This kitchen facility will be capable of serving 100,000 meals to the students of Springfield Schools.

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Capital Planning				
Special Events	-	-	(300)	
Various OTPS	-	-	(950)	(500)
Project Management				
Personal Services	-	(50,477)	-	2,871
Professional Services	(70,808)	(32,000)	(25,000)	
Total Adjustments	(70,808)	(82,477)	(26,250)	2,371

Notes

- ◆ Salaries and Wages— Increased by \$2,871 to account for salary changes passed by the Personelle Reivew Committee during the budgeting process.
- ◆ Rental - Office Equipment— Reduced by \$500 based on copier lease.

Fiscal Year 2019 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Mission

The mission of Springfield Emergency Communications (SEC) is to improve the quality of life of Springfield residents and visitors by providing and maintaining a primary 9-1-1 Public Safety Answering Point (PSAP), and a backup answering point, to effectively receive and process emergency calls in order to dispatch the appropriate emergency responders in a prompt, efficient, courteous and professional manner; to help save lives, protect property, and assist the public.

FY18 Department Highlights

Deployment of the Next Generation 9-1-1 (NG9-1-1) Automatic Call Distribution (ACD) and Mapping System (installed and maintained by the Massachusetts State 911 Department) was completed in September 2017 in both the Police Division and Fire Division of Springfield Emergency Communications (SEC). All dispatch and call taking team members received state-provided training in the use of the system over a two day period, and all of the SEC Leadership Team attended single day training sessions to familiarize themselves with the administrative capabilities of the system. The deployment of the NG9-1-1 ACD and Mapping System dramatically improves the situational awareness of call taking team members by providing accurate location information of 9-1-1 callers and the ability to continually determine the position of those callers whose location is changing. This capability is invaluable when it comes to locating callers who do not know their exact location or become incapacitated during a 9-1-1 call. Features and functionality of the NG9-1-1 ACD and Mapping System are expected to grow exponentially with time, and training will be ongoing for all SEC team members during this process.

2017 saw the appointment of two key positions to the SEC Leadership Team. The creation of a Junior Quality Assurance (QA)/ Freedom of Information Act (FOIA) Analyst role allowed the department to handle an increased volume in “requests for information” changes under the Public Records Law. Following the appointment of the previous Director of Dispatch to a state position, a new Director was appointed in December, with an effective start date in January 2018.

SEC answered 90,678 emergency 9-1-1 calls in 2017, and approximately 184,000 non-emergency calls. The Police Division handled 253,816 total calls for service in 2017. The Fire Division handled 15,334 total calls for service in 2017. SEC processed 1,871 requests for electronic information, an increase of nearly 14% over last year.

SEC hired and trained 9 new dispatchers to fill vacant positions in 2017. These included vacancies in both the Police and Fire Divisions. SEC continues to meet mandated 9-1-1 call answer time regulations as required by Massachusetts General Law.

FY19 Budget Highlights

- ◆ Funds 50.0 General Fund FTEs for FY19:
 - ◇ 32 Police Dispatchers, 9 Fire Dispatchers 4 Dispatch Supervisors, and 5 Administrative personnel.
 - ◇ Factors in adjustments to Shift Differential based on contractual increases, as well as Lead Dispatchers working 24-7.
- ◆ Offsets all eligible salary costs for Dispatchers to State Support and Incentive Grant -
 - ◇ Salaries & Wages: \$663,262
- ◆ Includes funding for new online CritiCall software; increases operational efficiency by allowing the department to remotely test dispatch applicants.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,479,110	1,721,428	1,886,781	165,354	9.6%
OTPS	444,643	496,639	158,616	(338,023)	-68.1%
Capital	3,581	4,000	-	(4,000)	-100%
Total General Funds	1,927,335	2,222,067	2,045,397	(176,669)	-8.0%

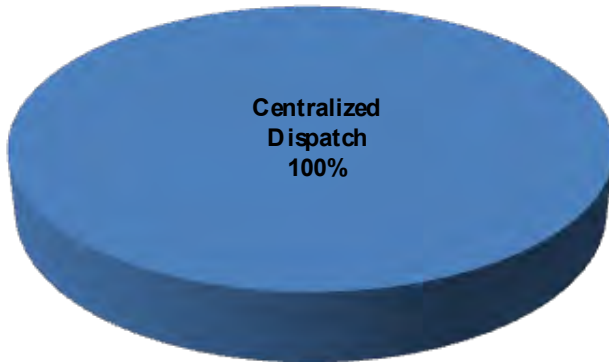
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	45.0	52.0	50.0	(2.0)	-3.8%
Total FTEs	45.0	52.0	50.0	(2.0)	-3.8%

Fiscal Year 2019 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Expenses



Program Summaries

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

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Centralized Dispatch	1,927,335	2,222,067	2,045,397	(176,669)	72.3%
Total General Fund Expenditures	1,927,335	2,222,067	2,045,397	(176,669)	72.3%
Total External Funds Expenditures	793,086	784,046	783,262	(784)	27.9%
Total All Funds Expenditures	2,720,421	3,006,113	2,828,659	(177,453)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,479,110	1,721,428	1,886,781	165,354	9.6%
OTPS	444,643	496,639	158,616	(338,023)	-68.1%
Capital	3,581	4,000	-	(4,000)	-100%
Total General Funds	1,927,335	2,222,067	2,045,397	(176,669)	-8.0%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	793,086	784,046	783,262	(784)	-0.1%
Total External Funds	793,086	784,046	783,262	(784)	-0.1%
All Funds Budget	2,720,421	3,006,113	2,828,659	(177,453)	-5.9%

All Funds Revenue Detail

	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Total Departmental Revenue	-	-	-	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
State 911 Support & Incentive Grant	Grant	6/30/2019	663,262	663,262	663,262
SETB- Statewide Emergency Telecommunication	Grant	6/30/2019	129,824	120,784	120,000
Subtotal FY19 Anticipated Grant Funds			793,086	784,046	783,262
Subtotal Other Funding			-	-	-
Total External Funds			793,086	784,046	783,262

Fiscal Year 2019 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

Program Summaries

Centralized Dispatch Services

Centralized Dispatch	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,927,335	2,222,067	2,045,397
FTEs	45.0	52.0	50.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	90.5%	92.1%	95.0%
Percentage of 9-1-1 calls processed and prioritized accurately	65.0%	75.0%	80.0%
Percentage of 9-1-1 calls reviewed in the department's QA/QI process	0.1%	0.2%	0.5%

Citywide Strategic Priority: Public Safety

Highlights

Deployment of the Next Generation 9-1-1 (NG9-1-1) Automatic Call Distribution (ACD) and Mapping System (installed and maintained by the Massachusetts State 911 Department) was completed in September 2017 in both the Police Division and Fire Division of Springfield Emergency Communications (SEC). All dispatch and call taking team members received state-provided training in the use of the system over a two day period, and all of the SEC Leadership Team attended single day training sessions to familiarize themselves with the administrative capabilities of the system. The deployment of the NG9-1-1 ACD and Mapping System dramatically improves the situational awareness of call taking team members by providing accurate location information of 9-1-1 callers and the ability to continually determine the position of those callers whose location is changing. This capability is invaluable when it comes to locating callers who do not know their exact location or become incapacitated during a 9-1-1 call. Features and functionality of the NG9-1-1 ACD and Mapping System are expected to grow exponentially with time, and training will be ongoing for all SEC team members during this process.

2017 saw the appointment of two key positions to the SEC Leadership Team. The creation of a Junior Quality Assurance (QA)/Freedom of Information Act (FOIA) Analyst role was added due to changes in requests that are made under the Public Records Law. The department has seen a sharp increase in such requests, making the position an invaluable addition to the department. Following the appointment of the previous Director of Dispatch to a state position, a new Director was appointed in December, with an effective start date in January 2018.

The Dispatch Department answered 90,678 9-1-1 calls in 2017, and approximately 184,000 non-emergency calls.

- ◆ The Police Division handled 253,816 total calls for service in 2017.
- ◆ The Fire Division handled 15,334 total calls for service in 2017.
- ◆ The department processed 1,871 requests for electronic information, an increase of nearly 14% over last year.

Fiscal Year 2019 Budget and Program Summaries

EMERGENCY COMMUNICATIONS

FY19 Budget Adjustments

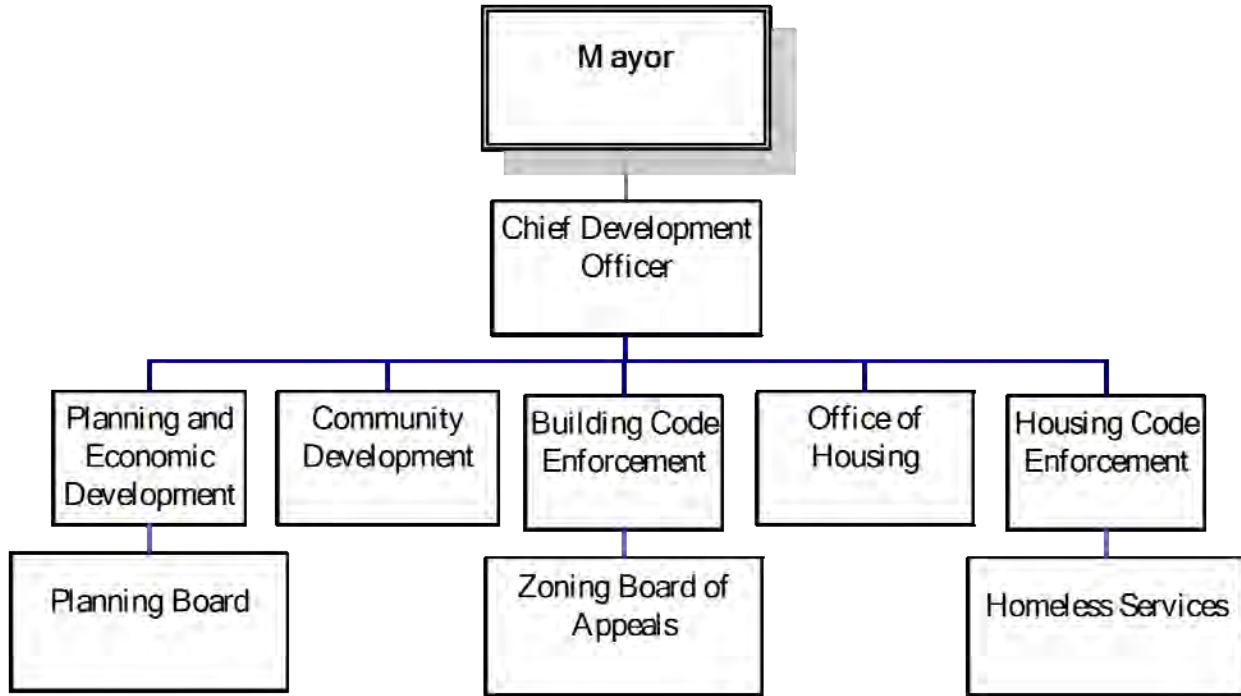
Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Centralized Dispatch				
Grant Offset	(673,261)	(663,262)	(663,262)	(663,262)
Salaries & Wages	-	-	197,000	165,000
Overtime	-	(25,200)	-	-
Supplies & Operations	(4,500)	(39,400)	2,978	8,995
Capital	(1,500)	-	-	-
Total Adjustments	(679,261)	(727,862)	(463,284)	(489,267)

Notes

- ◆ \$165,000 added to Salaries & Wages to fund three (3) additional floor supervisors.
- ◆ General fund offset of \$663,262 in salaries to the State Support & Incentive Grant.
- ◆ \$8,995 for new CritiCall software—allows for the remote (online) testing of prospective dispatch applicants.
- ◆ Other OTPS— No budget reductions recommended for FY19.

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Section 6 Development Services Division



Mission Statement

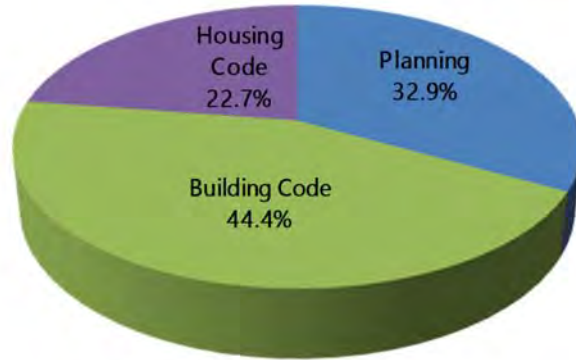
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood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

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

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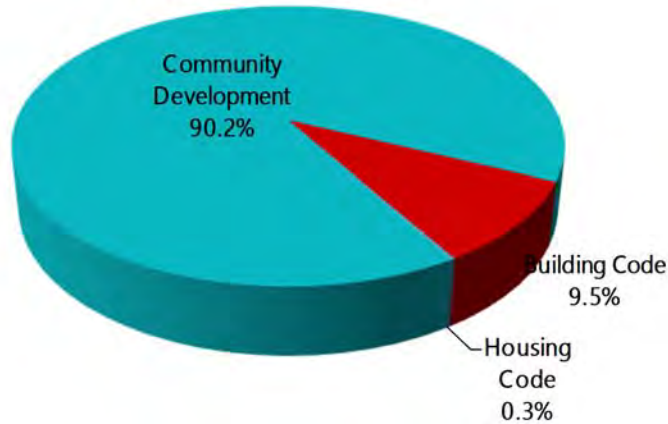
Fiscal Year 2019: All Funds Budget and Revenue Overview

Development Division



FY19 Adopted Budget Development Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Planning	1,208,007	1,277,914	1,252,703	1,356,645	6.2%	7.7%
Community Development	-	-	-	-	-	-
Building Code	1,591,953	1,742,536	1,518,311	1,832,846	5.2%	17.2%
Housing Code	714,986	865,270	782,706	937,152	8.3%	16.5%
Total	3,514,946	3,885,720	3,553,720	4,126,643	6.2%	13.9%

Revenue Overview



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
Planning	4,500	-	-	-	-	4,500
Community Development	25,000	-	47,215,122	-	-	47,240,122
Building Code	4,980,000	-	-	-	-	4,980,000
Office of Housing	-	-	-	-	-	-
Housing Code	135,000	-	-	-	-	135,000
Total	5,144,500	-	47,215,122	-	-	52,359,622

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Fiscal Year 2019 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Mission

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

FY18 Department Highlights

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

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

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

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

FY19 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs, consistent with FY18.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ OTPS includes funding for:
 - ◇ Business Improvement District dues (including increase of \$80,000 to MOU)
 - ◇ Springfield Redevelopment Authority contractual payments
 - ◇ Casino Liaison's Office
 - ◇ Property appraisal services
 - ◇ Funding match for the Springfield Cultural District (\$10,000)

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	876,917	916,470	953,786	37,316	4.1%
OTPS	331,089	361,444	402,859	41,415	11.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,208,007	1,277,914	1,356,645	78,731	6.2%

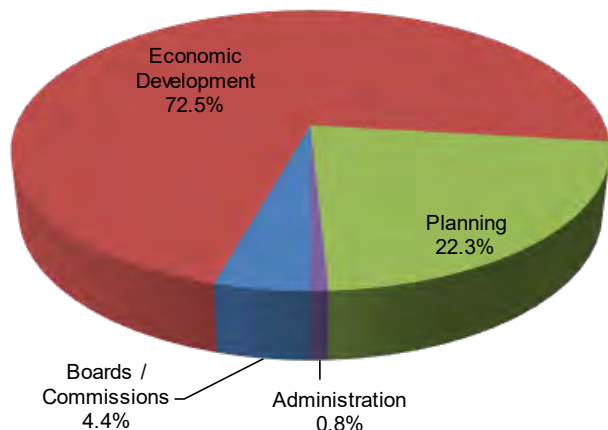
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	13.0	12.0	12.0	-	0.0%
Total FTEs	13.0	12.0	12.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries

PLANNING & ECONOMIC DEVELOPMENT

Program Expenses



Program Summary

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

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

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

Administration— Provides general administration for the Division.

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Boards / Commissions	57,055	58,196	59,132	936	4.4%
Economic Development	850,264	910,296	983,547	73,251	72.5%
Planning	290,136	298,477	303,121	4,643	22.3%
Administration	10,552	10,945	10,845	(100)	0.8%
Total General Fund Expenditures	1,208,007	1,277,914	1,356,645	78,731	100%

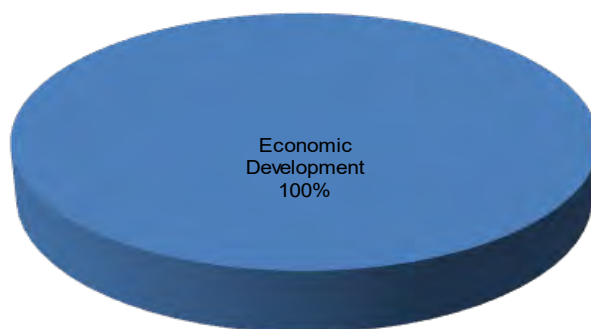
Revenue Summary

TOTAL REVENUE: \$4,500

Economic Development -

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

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	5,269	3,500	4,500	1,000	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
Total Departmental Revenue	5,269	3,500	4,500	1,000	100%

Fiscal Year 2019 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	876,917	916,470	953,786	37,316	4.1%
OTPS	331,089	361,444	402,859	41,415	11.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,208,007	1,277,914	1,356,645	78,731	6.2%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	1,208,007	1,277,914	1,356,645	78,731	6.2%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	4,519	2,500	3,000	500	20.0%
Other Permits	750	1,000	1,500	500	50.0%
Total Departmental Revenue	5,269	3,500	4,500	1,000	28.6%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
<i>Subtotal FY19 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2019 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Boards/Commissions

Boards/Commissions	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	57,055	58,196	59,132
FTEs	1.0	1.0	1.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of special permit application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of zoning change application recommendations provided to the City Council before the next scheduled hearing date	100%	100%	100%
% of historic applications reviewed and processed to the Historical Commission before the next scheduled hearing date	100%	100%	100%

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2019 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Economic Development

Economic Development	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	850,264	910,296	983,547
FTEs	8.0	7.0	7.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
New construction value	\$210,219,201	\$133,318,438	\$200,000,000
Number of business forums held annually	10	8	12
Average number of weekly business visits	3	4	4

Citywide Strategic Priority: Economic Vitality

Highlights

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

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

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

Fiscal Year 2019 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Office of Planning

Planning	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	290,136	298,477	303,121
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Economic Vitality

Fiscal Year 2019 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

Program Summaries

Administration

Administration	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	10,552	10,945	10,845
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

Provides oversight for the Planning & Economic Development Department.

Fiscal Year 2019 Budget and Program Summaries
PLANNING & ECONOMIC DEVELOPMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Economic Development				
Personal Services	-	-	(39,770)	(14)
OTPS	-	(1,000)	(15,000)	(39,945)
Planning				
Personal Services	-	(5,208)	-	-
OTPS	-	(500)	39,500	-
Administration				
OTPS	-	(450)	(455)	(100)
Total Adjustments	-	(7,158)	(15,725)	(40,059)

Notes

- ◆ \$10,000 funding match for the Springfield Cultural District.
- ◆ Valley BikeShare- \$40,000 offset to outside funding sources (private sponsors).
- ◆ Other PS/OTPS - \$10,100 reduction to reflect level service spending:
 - ◇ Allowances (\$14)
 - ◇ Professional Services (\$10,000)
 - ◇ Rental - Office Equipment (\$100)

Fiscal Year 2019 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Mission

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

FY18 Department Highlights

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

FY19 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs, consistent with FY18.
- ◆ Includes funding to allow Building Inspectors to work 40 hours/week. This is to address the increased number of building construction projects throughout the City of Springfield.
- ◆ Includes a 2% salary increase for all UPSEU, NAGE, and non-bargaining employees.
- ◆ FY19 OTPS:
 - ◇ Funding added for GPS units in all vehicles used by inspectional services personnel.
 - ◇ Includes funding for all contractually-obligated costs (uniforms & safety equipment.)
 - ◇ Vehicle fuel (\$17,500) represents 32% of the total OTPS budget.
 - ◇ Funds training costs to ensure Inspectors are educated on updated code enforcement statutes.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,549,005	1,695,916	1,778,553	82,636	4.9%
OTPS	42,948	46,620	54,293	7,673	16.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,591,953	1,742,536	1,832,846	90,309	5.2%

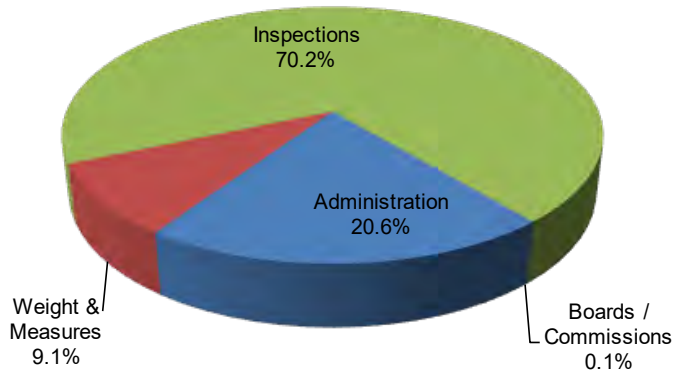
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	28.3	28.0	28.0	-	0.0%
Total FTEs	28.3	28.0	28.0	-	0.0%

Fiscal Year 2019 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

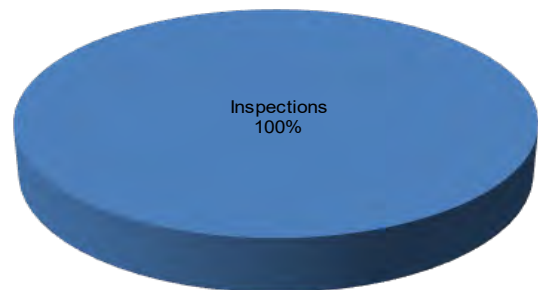
Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Administration	340,656	356,464	378,131	21,667	20.6%
Weight & Measures	128,883	159,014	166,289	7,274	9.1%
Inspections	1,121,204	1,225,558	1,286,926	61,368	70.2%
Boards / Commissions	1,210	1,500	1,500	-	0.1%
Total General Fund Expenditures	1,591,953	1,742,536	1,832,846	90,309	100%

Revenue Summary

TOTAL REVENUE: \$4,980,000

- ◆ Departmental Fees - \$480,000
 - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$4,500,000
 - ◇ Occupancy permits
 - ◇ Building permits: Roofs, additions, demolitions, pools
 - ◇ Utility permits - Electrical, plumbing
 - ◇ Zoning change permits

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	7,253,913	3,960,000	4,980,000	1,020,000	100%
Boards / Commissions	-	-	-	-	0.0%
Total Departmental Revenue	7,253,913	3,960,000	4,980,000	1,020,000	100%

Fiscal Year 2019 Budget and Program Summaries

BUILDING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,549,005	1,695,916	1,778,553	82,636	4.9%
OTPS	42,948	46,620	54,293	7,673	16.5%
Capital	-	-	-	-	0.0%
Total General Funds	1,591,953	1,742,536	1,832,846	90,309	5.2%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	1,591,953	1,742,536	1,832,846	90,309	5.2%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	508,967	460,000	480,000	20,000	4.3%
Other Permits	6,744,945	3,500,000	4,500,000	1,000,000	28.6%
Departmental Fines	-	-	-	-	0.0%
Total Departmental Revenue	7,253,913	3,960,000	4,980,000	1,020,000	25.8%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
<i>Subtotal FY19 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2019 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Administrative

Administration	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	340,656	356,464	378,131
FTEs	6.3	6.0	6.0

Citywide Strategic Priority: Economic Vitality

Highlights

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

BUILDING CODE DEPARTMENT

Program Summaries

Weights & Measures

Weights & Measures	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	128,883	159,014	166,289
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2019 Budget and Program Summaries

BUILDING CODE DEPARTMENT

Program Summaries

Inspections

Inspections	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,121,204	1,225,558	1,286,926
FTEs	19.0	19.0	19.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Number of Section 106 life and safety certificates issued	1,023	1,041	1,100
Percentage of complaints resolved within 70 days	14.0%	27.0%	25.0%
Percentage of permits issued within 14 days	54.0%	93.0%	90.0%
Number of average monthly inspections per zoning inspector	195	233	180
Number of average monthly inspections per building inspector	104	115	110
Percentage of joint housing and building inspections	25.0%	25.0%	25.0%

Citywide Strategic Priority: Economic Vitality

Highlights

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

BUILDING CODE DEPARTMENT

Program Summaries

Boards/Commissions

Boards / Commissions	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,210	1,500	1,500
FTEs	-	-	-

Citywide Strategic Priority: Economic Vitality

Highlights

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

Fiscal Year 2019 Budget and Program Summaries

BUILDING CODE DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Administration				
Personal Services	-	-	(13,847)	24,099
OTPS	(2,000)	(2,000)	(500)	-
Weights & Measures				
Personal Services	(100)	-	-	-
OTPS	-	-	-	682
Inspections				
Personal Services	(1,300)	178,176	-	45,177
OTPS	-	(4,500)	(7,500)	3,866
Boards / Commissions				
Personal Services	-	-	-	-
Total Adjustments	(3,400)	171,676	(21,847)	73,824

Notes

- ◆ \$24,099— administrative salary adjustments.
- ◆ \$45,177 added to Inspectional Services Division to accommodate full staffing levels.
 - ◇ Adjustments made to reflect current rates of pay for Building Inspectors due to the settlement of a new collective bargaining agreement.
- ◆ \$4,548 for the use of GPS units in all vehicles for inspectional personnel.
- ◆ OTPS – No budget reductions recommended for FY19.

Fiscal Year 2019 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Mission

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

FY18 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.

FY19 Budget Highlights

- ◆ Funds 15.0 General Fund FTEs, consistent with FY18.
- ◆ Includes a 2% salary increase for all UPSEU and non-bargaining employees.
- ◆ Funds contractual clothing & supply allowances for all members of the UPSEU bargaining unit.
- ◆ Includes \$110,000 for Mayor's Clean City program.
- ◆ \$20,000 in funding for the cost of municipal lien recording fees.
- ◆ Funding added for GPS units in all vehicles used by inspectional services personnel.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	565,987	696,570	766,406	69,836	10.0%
OTPS	148,999	168,700	170,747	2,047	1.2%
Capital	-	-	-	-	0.0%
Total General Funds	714,986	865,270	937,152	71,883	8.3%

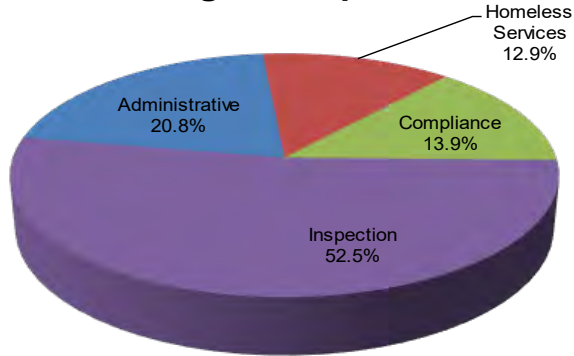
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	15.0	15.0	15.0	-	0.0%
Total FTEs	15.0	15.0	15.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Expenses



Program Summary

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

Homeless - Homeless outreach services.

Compliance - Ensure compliance with State Laws and City Ordinances.

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

Program Budgets

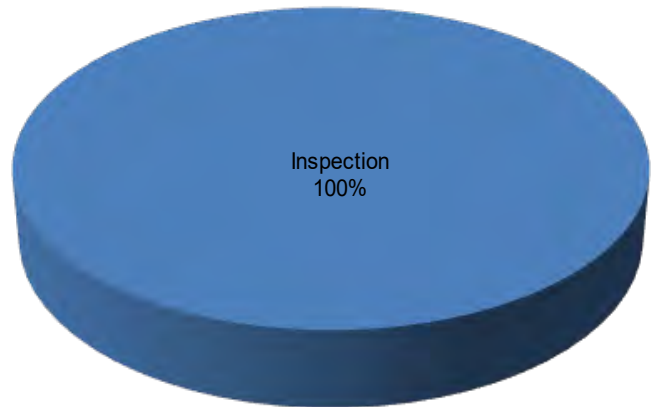
Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Administrative	184,193	237,420	194,588	(42,832)	20.8%
Homeless Services	87,011	132,343	120,747	(11,596)	12.9%
Compliance	110,000	130,000	130,000	-	13.9%
Inspection	333,783	365,507	491,817	126,311	52.5%
Total General Fund Expenditures	714,986	865,270	937,152	71,883	100%

Revenue Summary

TOTAL REVENUE: \$135,000

- ◆ Departmental Fees - \$35,000
 - ◇ Littering, debris, illegal dumping
 - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
 - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$100,000
 - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Inspection	152,181	133,000	135,000	2,000	100%
Total Departmental Revenue	152,181	133,000	135,000	2,000	100%

Fiscal Year 2019 Budget and Program Summaries

HOUSING CODE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	565,987	696,570	766,406	69,836	10.0%
OTPS	148,999	168,700	170,747	2,047	1.2%
Capital	-	-	-	-	0.0%
Total General Funds	714,986	865,270	937,152	71,883	8.3%
External Funds Budget					
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	714,986	865,270	937,152	71,883	8.3%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	45,922	48,000	35,000	(13,000)	-27.1%
Departmental Fines	101,702	85,000	100,000	15,000	17.6%
Reimbursement for Prior Year Expenses	4,558	-	-	-	0.0%
Total Departmental Revenue	152,181	133,000	135,000	2,000	1.5%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
<i>Subtotal FY19 Anticipated Grant Funds</i>			-	-	-
<i>Subtotal Other Funding</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2019 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Administrative

Administrative	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	184,193	237,420	194,588
FTEs	4.0	4.0	4.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

Responsible for the administrative and logistical management of inspectional services.

HOUSING CODE DEPARTMENT

Program Summaries

Homeless Services

Homeless Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	87,011	132,343	120,747
FTEs	3.0	3.0	3.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

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

HOUSING CODE DEPARTMENT

Program Summaries

Compliance

Compliance	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	110,000	130,000	130,000
FTEs	0.0	0.0	0.0

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

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

Fiscal Year 2019 Budget and Program Summaries

HOUSING CODE DEPARTMENT

Program Summaries

Inspections

Inspection	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	333,783	365,507	491,817
FTEs	8.0	8.0	8.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percent of violations found through proactive deployment	25%	30%	25%
Percent of complaints responded to within 10 business days	91%	76%	80%
Percent of emergency complaints responded to within 1 business day	83%	86%	80%
Percent of violations resolved within 70 days	34%	58%	40%
Average monthly inspections per inspector	146	185	150
Training sessions provided for inspectors	6	6	6

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The Inspectional Services Housing Division responds to issues involving housing violations, absence of heat, disasters involving dwelling units, abandoned vehicles, and illegal dumping on private property. The division seeks to have owners correct violations first through mediation and then if necessary, by legal action. Housing Code Enforcement is a critical element in fighting neighborhood decline, preserving sound neighborhoods, and restoring distressed areas. Code enforcement officials are the first responders to vacant and foreclosed homes, as well as community blight; code enforcement is critical to protecting neighborhoods and stabilizing property condition. The program's successful operation is essential to improving the quality and value of Springfield's housing stock and to addressing neighborhood quality of life issues.

Fiscal Year 2019 Budget and Program Summaries

HOUSING CODE DEPARTMENT

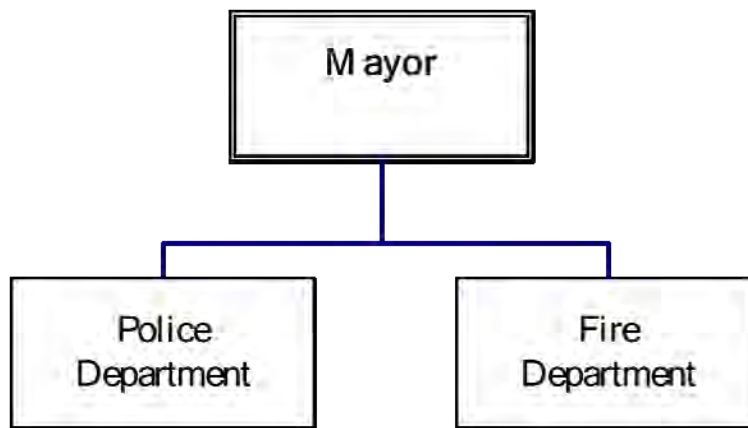
FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Administrative				
Personal Services	-	-	-	(31,591)
OTPS	(5,300)	(4,300)	(3,800)	-
Homeless Services				
Personal Services				(28,050)
OTPS	(400)	-	-	-
Compliance				
OTPS	-	-	20,000	-
Inspection				
Personal Services	(400)	-	-	52,846
OTPS	(5,000)	(2,000)	(2,000)	2,047
Total Adjustments	(11,100)	(6,300)	14,200	(4,749)

Notes

- ◆ Offset of salaries to alternative funding sources:
 - ◇ Administrative Division: \$31,591
 - ◇ Homeless Services Division: \$28,050
- ◆ \$52,846 added to Inspectional Services Division to accommodate full staffing levels and adjustments to match current rates of pay.
- ◆ \$2,047 for the use of GPS units in all vehicles for inspectional personnel.
- ◆ OTPS – No budget reductions recommended for FY19.

Section 7 Public Safety Division



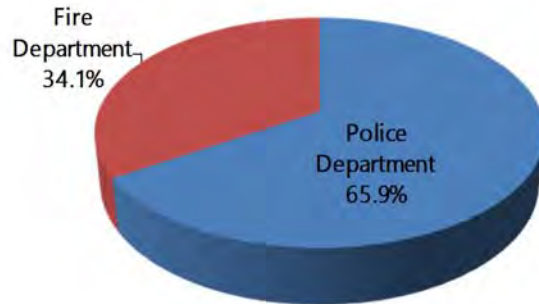
Mission Statement

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

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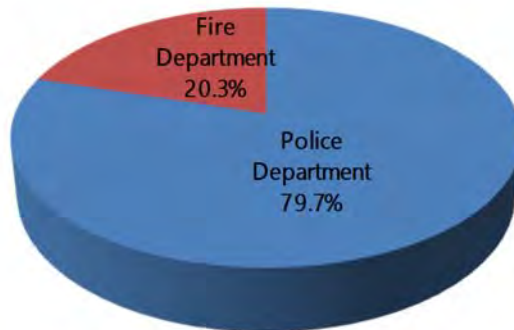
Fiscal Year 2019: All Funds Budget and Revenue Overview

Public Safety Division



FY19 Adopted Budget Public Safety Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Police Department	42,332,214	44,258,483	43,166,081	45,395,084	2.6%	5.2%
Fire Department	20,495,126	21,669,910	21,669,910	23,492,424	8.4%	8.4%
Total	62,827,339	65,926,373	64,835,991	68,887,509	4.5%	6.2%

Revenue Overview



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
Police Department	571,000	-	1,229,768	-	-	1,800,768
Fire Department	445,900	-	14,000	-	-	459,900
Total	1,016,900	-	1,243,768	-	-	2,260,668

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Fiscal Year 2019 Budget and Program Summaries

POLICE DEPARTMENT

Mission

The Springfield Police Department (SPD) is committed to serving the citizens of Springfield with the highest level of professionalism in order to safeguard the lives and property we serve. Our goal is to reduce incidences and fear of crime while serving our community and improving overall quality of life.

FY18 Department Highlights

Throughout Fiscal Year 2018, under the direction of Commissioner John Barbieri, departmental priorities remain the following:

- ◆ Neighborhood-based proactive patrols; continuation of C3 and implementation of the E3 Metro Division.
- ◆ Utilizing a staffing formula of 75% uniform patrol and 25% investigative division and support.
- ◆ Enhanced Policing Strategies through enhanced technology; Up to date law enforcement training.
- ◆ Graduated a recruit class of 40 officers; beginning a second class of 32 recruits this spring.

Ongoing proactive patrols are responsible for building partnerships with the community and stake-holders for collaborative problem identification and creative solutions. Enhanced communication has created a unified effort primarily utilizing the C3 style of policing.

During FY18, the Commissioner integrated the E3 Metro Division. E3 policing is a strategy based on a fusion of C3 Policing tactics and best practices established to effectively police the City's newly established Metro district. In addition to the C3 policing efforts in the South End, this district includes the MGM Casino resort corridor, Mass Mutual Center and Tower Square. It also includes independent restaurants, retailers, entertainment venues and professional office tenants along the Main Street corridor from Main and Mill Streets to Main and Liberty Streets. With the projected daily influx of thousands of visitors, it is incumbent that the SPD provide a stable environment to mitigate quality of life issues for those who live, work and visit the area. As the Metro Division expands and operates 24 hours per day, plans will be in place to continue addressing these issues by sustaining and increasing current partnerships and relationships that the Unit has developed with the community and resource providers. Part of the Metro expansion will include a substation and a series of Police Kiosks. The Substation will provide a centralized location which will allow for officers assigned to the Metro Division to focus their approach to their area of responsibility. The Kiosks will be strategically placed along Main Street so as to provide for an increased police presence while assisting business owners and pedestrians.

The uniformed patrol divisions are considered the core of the department. Commissioner Barbieri's policy of utilizing a staffing formula of 75% of officers in the field and 25% in investigations and support allows for the maximum amount of manpower to be utilized where they are needed most to providing both public and officer safety.

Based on Commissioner Barbieri's vision of a multifaceted Crime Analysis Unit, expansion continues and is moving closer to a fully implemented "Real Time Intelligence and Communication Center." The Unit continues to identify patterns and information aiding investigations and proactive patrols

FY19 Budget Highlights

- ◆ Funds a total of 595.0 FTEs to include 510.0 sworn and 85.0 civilian personnel.
- ◆ 13.5 new FTEs added to further strengthen departmental operations in FY19:
 - ◇ Civilian: Media Relations Specialist; FOIA Analyst; Coordinator (Hub & Core); (3) Crime Analysts & (1) Reporting Supervisor.
 - ◇ Sworn: Five (5) Officers and One (1) Lieutenant; these FTEs will encompass the newly created Gaming Enforcement Unit.
- ◆ Continuation of professional development training, outfitting a new recruit class of 32, and implementing both the E3 Metro Unit and Gaming Enforcement Unit in advance of MGM Springfield's opening this August.
- ◆ Additional funding for the expansion of the ShotSpotter Gunfire Detection System in the Mason Square Neighborhood.
- ◆ Funding for an Assessment Center for upcoming sworn supervisor vacancies.
- ◆ Capital funding for proactive replacement schedule of vital policing equipment—portable radios, computer hardware, etc.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	39,510,378	41,226,448	41,860,890	634,442	1.5%
OTPS	2,821,836	3,030,016	3,325,395	295,379	9.7%
Capital	-	-	208,800	208,800	0.0%
Total General Funds	42,332,214	44,256,463	45,395,084	1,138,621	2.6%

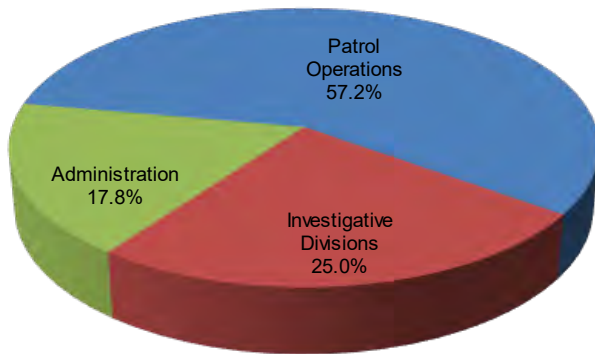
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	552.0	559.5	568.5	9.0	1.6%
Grant FTEs	2.0	3.0	7.5	4.5	150.0%
Trusts/Donations/Other FTEs	25.0	19.0	19.0	-	0.0%
Total FTEs	579.0	581.5	595.0	13.5	2.3%

Fiscal Year 2019 Budget and Program Summaries

POLICE DEPARTMENT

Program Expenses



Program Summaries

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

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

Administration — The units in this division include Information Services, Quality Assurance and Administrative

Program Budgets

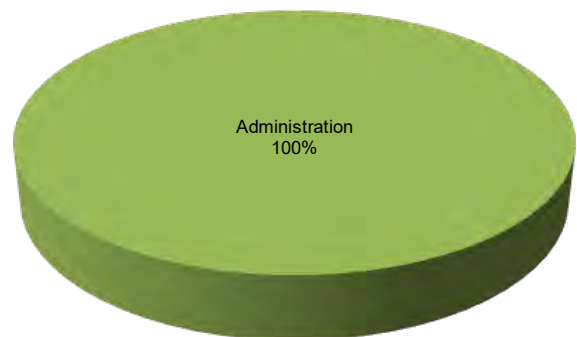
Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Patrol Operations	24,218,238	25,319,100	25,970,505	651,405	57.2%
Investigative Divisions	10,599,136	11,080,929	11,366,017	285,088	25.0%
Administration	7,514,840	7,856,434	8,058,563	202,129	17.8%
Total General Fund Expenditures	42,332,214	44,256,463	45,395,084	1,138,621	100%

Revenue Summary

TOTAL REVENUE: \$571,000

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

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	536,797	480,000	571,000	91,000	100%
Total Departmental Revenue	536,797	480,000	571,000	91,000	100%

Fiscal Year 2019 Budget and Program Summaries

POLICE DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	39,510,378	41,226,448	41,860,890	634,442	1.5%
OTPS	2,821,836	3,030,016	3,325,395	295,379	9.7%
Capital	-	-	208,800	208,800	0.0%
Total General Funds	42,332,214	44,256,463	45,395,084	1,138,621	2.6%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	1,301,630	793,210	1,229,768	436,558	55.0%
Donations/Trusts	53,551	2,415	-	(2,415)	-100%
Total External Funds	1,355,181	795,625	1,229,768	434,143	54.6%
All Funds Budget	43,687,394	45,052,088	46,624,852	1,572,764	3.5%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	144,511	125,000	145,000	20,000	16.0%
Admin Fee - Extra Detail	383,062	350,000	400,000	50,000	14.3%
Other Permits	5,333	5,000	6,000	1,000	20.0%
Departmental Fines	-	-	20,000	20,000	0.0%
Miscellaneous Revenue	1,901	-	-	-	0.0%
Reimbursements (Prior Year And Damages)	1,991	-	-	-	0.0%
Total Departmental Revenue	536,797	480,000	571,000	91,000	19.0%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
Jag Technology Improvement FY17	Grant	9/30/2018	25,127	13,160	15,675
Jag Technology Improvement FY18	Grant	9/30/2019	-	-	120,000
Jail Diverson	Grant	6/30/2018	74,548	52,175	28,418
Governor's Highway Safety Traffic	Grant	9/30/2017	60,462	54,674	15,675
Shannon Grant	Grant	12/31/2018	623,597	509,259	600,000
Safe & Successful Youth Initiative FY18	Grant	6/30/2019	517,895	163,942	450,000
Subtotal FY19 Anticipated Grant Funds			1,301,630	793,210	1,229,768
Donations	Donations	N/A	53,551	2,415	-
Subtotal Other Funds			53,551	2,415	-
Total External Funds			1,355,181	795,625	1,229,768

Fiscal Year 2019 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

The Uniform Divisions

Patrol Operations	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	24,218,238	25,319,100	25,970,505
FTEs	314.0	350.0	356.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
No. of Calls for Service	242992	149719	220000
No. of Reports Taken	20426	11992	20000
No. of Alarm Calls	14822	8412	8000
No. Assigned Proactive Patrols	73403	49288	100000
No. of Adult Arrests	4096	2328	5000
Avg Response Time Priority 1 calls (minutes)	10.38	10.31	10
Avg Response Time Priority 2 calls (minutes)	15.23	15.9	15
Avg Response Time Priority 3 calls (minutes)	27.98	30.37	27

Citywide Strategic Priority: Public Safety

Highlights

The Uniform Divisions

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

The uniformed divisions of the department patrol the 33.2 Square miles of the city 24 hours a day, 7 days a week, 365 days a year. Supervisors and Officers are assigned to three Uniform Squads A, B and C covering midnight to 8am, 8am to 4pm, and 4pm to midnight as well as geographical areas which fall under the supervision of the three Deputy Chiefs. These squad officers perform routine patrol of the City's nine neighborhood sectors and respond to 911 calls for emergency service, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. Officers under the direction of the sector responsible Deputy Chief perform Directed Patrols, Park & Walk details and other crime deterrent activities. Officers in these Uniform Squads also serve and enforce orders of protection (restraining orders). Each neighborhood sector has an assigned Ordinance Unit Officer to work directly with neighborhood groups focusing on quality-of-life concerns. The Traffic Bureau and Street Crimes units have citywide responsibilities. The Traffic Bureau investigates accidents and enforces motor vehicle laws while the Street Crimes Unit is charged with responding to and patrolling areas citywide with gang, drug and street violence issues. Both units are responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and neighborhood concerns and issues.

POLICE DEPARTMENT

Program Summaries

Investigative & Strategic Impact Division

Investigative Divisions	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	10,599,136	11,080,929	11,366,017
FTEs	172.0	135.0	135.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
No. of M/V Stolen Investigations	490	330	500
No of B&E Investigations	1322	702	1300
No of Aggravated Assault Investigations	792	478	800
No of Homicide Investigations	14	6	14

Citywide Strategic Priority: Public Safety

Highlights

Investigative Division

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

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

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

Fiscal Year 2019 Budget and Program Summaries

POLICE DEPARTMENT

Program Summaries

Administration

Administration	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	7,514,840	7,856,434	8,058,563
FTEs	92.0	93.5	103.0
Grant FTEs	1.0	3.0	1.0

Citywide Strategic Priority: Public Safety

Highlights

Administrative Divisions

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

The Quality Assurance Unit encompasses the following:

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

The Information Services Unit encompasses the following:

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

The Administrative Support Unit encompasses the following:

- ◆ Facilities Management - oversees the maintenance and upkeep of the building and grounds.
- ◆ Fleet - oversight for the motor vehicle fleet.
- ◆ Extra Details - oversees extra job assignments as well as the billing and collection process.

Fiscal Year 2019 Budget and Program Summaries

POLICE DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Patrol Operations/Investigative Divisions				
Service Level Agreement with School Department	(1,768,405)	(1,770,039)	(1,324,992)	(1,306,449)
Gaming Enforcement Unit - Offset	-	-	-	(500,207)
Adjustment to Fully-Funded Complement	-	-	163,348	52,740
Court time, differential, allowances, OT reductions	(446,429)	(457,000)	(82,492)	(200,000)
OTPS	-	(134,743)	-	-
Uniforms/clothing	-	-	-	-
Administration				
Ammunition	-	-	(8,582)	-
Office Supplies, Telephone, etc.	-	-	-	-
Capital requests, offset to grant/capital funds	(33,650)	(27,000)	(1,350,000)	(757,000)
Seminars/Training	-	-	(20,000)	-
Software	-	-	(15,265)	(10,625)
OTPS	-	-	(960)	138,269
Total Adjustments	(2,248,484)	(2,388,782)	(2,638,943)	(2,583,272)

Notes

- ◆ Service Level Agreement with School Department (Quebec Unit) — (\$1,306,449)
- ◆ Gaming Enforcement Unit Offset (State Funding) - (\$500,207)
- ◆ Increase to fully fund complement of 594.0 FTEs, as well as contractual step increases — \$52,740
 - ◇ Includes new Program Coordinator for the SPD’s Hub & Core Initiative—(\$25,000)
- ◆ Reduction of Overtime to maintain level funding with FY18—(\$200,000)
- ◆ Increase in utility line items to account for new police facilities—\$138,269
- ◆ Adds & Reductions to various OTPS line items:
 - ◇ Software (\$10,625)
- ◆ Capital requests—offset to other founding sources: (\$757,000)

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Fiscal Year 2019 Budget and Program Summaries

FIRE DEPARTMENT

Mission

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

FY18 Department Highlights

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

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

The Department faces a broadening range of calls, averaging nearly 16,000 calls per year, including over 1,000 fire incidents. The Department's efforts save over \$21 million in property damage per year. In collaboration with the Mayor and the Office of Management and Budget in FY18, the Fire Department was able to add an additional apparatus to its lease plan, resulting in replacement of an apparatus at the end of its useful life, reducing the cost of repairs.

The Department was able to replace and update all of their supply hoses to enable the firefighters to more efficiently move water from the public water system to the fire ground. This was accomplished through a successful application to the Assistance to Firefighter's Grant (AFG) program.

The Department will have successfully upgraded its vocal alerting system by the end of FY18. This upgrade was critical for timely alerting of fire companies to respond to emergencies. The updated equipment will allow the SFD to provide more reliable and accurate response to incidents. The prior system was out of date and unreliable, contributing to delayed response time and poor communication.

FY19 Budget Highlights

- ◆ Funds 273.0 General Fund FTEs, to include five (5) new Firefighters. Also includes three (3) part-time interns.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, and IAFF employees.
- ◆ A fully funded staff to respond to nearly 16,000 calls saving an average of \$21 million in property damage each year.
- ◆ Appropriately funds turnout gear replacement in every effort to ensure firefighter safety.
- ◆ Apparatus replacement plan funding to accommodate lease payments, ensuring that the Department's apparatus are replaced before they're in need of costly repairs and spend excessive amounts of time out of service.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	18,881,389	19,970,459	21,610,963	1,640,504	8.2%
OTPS	1,603,897	1,691,951	1,873,961	182,010	10.8%
Capital	9,840	7,500	7,500	-	0.0%
Total General Funds	20,495,126	21,669,910	23,492,424	1,822,514	8.4%

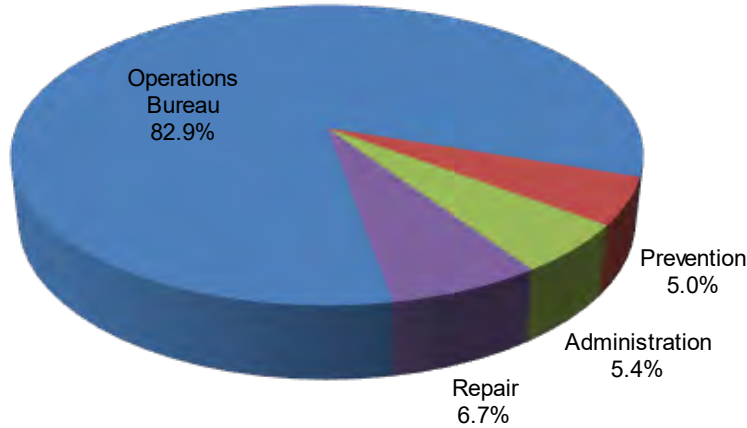
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	261.0	267.0	273.0	6.0	2.2%
Grant FTEs	1.0	-	-	-	0.0%
Total FTEs	262.0	267.0	273.0	6.0	2.2%

Fiscal Year 2019 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	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Operations Bureau	16,927,967	17,783,271	19,482,242	1,698,972	82.9%
Prevention	1,055,570	1,108,087	1,185,886	77,799	5.0%
Administration	1,248,262	1,396,981	1,257,513	(139,468)	5.4%
Repair	1,263,326	1,381,571	1,566,783	185,212	6.7%
Total General Fund Expenditures	20,495,126	21,669,910	23,492,424	1,822,514	100%

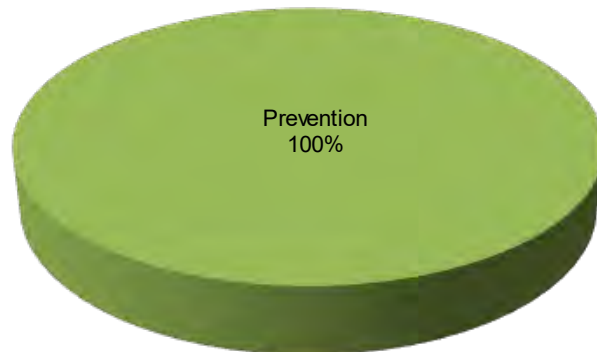
Revenue Summary

TOTAL REVENUE: \$445,900

Prevention

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

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	477,325	438,050	445,900	7,850	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
Total Departmental Revenue	477,325	438,050	445,900	7,850	100%

Fiscal Year 2019 Budget and Program Summaries

FIRE DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	18,881,389	19,970,459	21,610,963	1,640,504	8.2%
OTPS	1,603,897	1,691,951	1,873,961	182,010	10.8%
Capital	9,840	7,500	7,500	-	0.0%
Total General Funds	20,495,126	21,669,910	23,492,424	1,822,514	8.4%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	89,612	160,066	14,000	(146,066)	-91.3%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	11,000	13,586	8,361	(5,225)	-38.5%
Other Funding	-	-	-	-	0.0%
Total External Funds	100,612	173,652	22,361	(151,291)	-87.1%
All Funds Budget	20,595,738	21,843,562	23,514,785	1,671,223	7.7%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Penalties & Interest - Taxes	343	350	350	-	0.0%
Departmental Fees	306,695	289,575	297,100	7,525	2.6%
Admin Fee-Department	2,050	500	500	-	0.0%
Other Permits	145,427	122,625	127,150	4,525	3.7%
Departmental Fines	22,250	25,000	20,800	(4,200)	-16.8%
Reimbursement For Prior Year Expenditures	561	-	-	-	0.0%
Total Departmental Revenue	477,325	438,050	445,900	7,850	1.8%

External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
FY17 Mass Decontamination Unit	Grant	6/30/2017	6,000	-	-
FY17 Safe & Senior Safe Grant	Grant	N/A	14,039	-	-
FY17 S.A.F.E Grant For Fire Safety House	Grant	1/27/2020	1,800	-	-
FY16 Afg Program	Grant	5/18/2018	67,773	-	-
FFY2016 State Homeland Security	Grant	5/31/2018	-	5,000	-
FFY2016 Emp Grant	Grant	11/30/2017	-	69,975	-
FFY2017 Emp Grant	Grant	6/30/2018	-	69,975	-
FY18 S.A.F.E Grant For Fire Safety House	Grant	1/30/2018	-	1,500	-
FY18 Safe & Senior Safe Grant	Grant	N/A	-	13,616	-
FY19 Safe & Senior Safe Grant	Grant	N/A	-	-	12,500
FY19 S.A.F.E Grant For Fire Safety House	Grant	1/30/2018	-	-	1,500
Subtotal FY19 Anticipated Grants			89,612	160,066	14,000
Donations			13,586	13,586	8,361
Subtotal Other Funding			11,000	13,586	8,361
Total External Funds			100,612	173,652	22,361

Fiscal Year 2019 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Operations Bureau

Operations Bureau	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	16,927,967	17,783,271	19,482,242
FTEs	230.0	236.0	241.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of structure fires responded to within 5 minutes from time of dispatch	91%	100%	N/A
% of structure fires responded to within 4 minutes from time of dispatch	N/A	N/A	90%
% of property value saved	80%	86%	85%
% of members trained in EMSFR/AED/CPR	98%	100%	100%
# of OEP joint exercises	19	14	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. Creates training plans, arranges, and delivers training for all SFD personnel. The OEP prepares and maintains emergency response plans for the City and the region. The OEP represents the city on the Western Massachusetts Homeland Security Council and coordinates exercise programs to train departments, both in Springfield and in neighboring communities. The OEP also is responsible for coordinating the Central Medical Emergency Direction (CMED) radio network for Western Massachusetts.

Fiscal Year 2019 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Fire Prevention

Prevention	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,055,570	1,108,087	1,185,886
FTEs	15.0	15.0	15.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percentage of investigated fires whose cause was determined	92%	92%	95%
Average monthly inspections	405	430	420
Average monthly public education presentations	18	49	15
Maintain collection rate	97%	98%	98%

Citywide Strategic Priority: Public Safety

Highlights

The Prevention Bureau consists of Fire Inspection, the Arson and Bomb Squad, and Public Education. Fire Inspection staff issue fire permits, review plans for construction, investigate safety complaints, conduct mandated fire inspections, conduct fire alarms and sprinklers acceptance testing, and provide firework safety for the annual Spirit of Springfield fireworks extravaganza. The Arson and Bomb Squad provides thorough cause and origin investigation and works with the Springfield Police Department in prosecution of malicious and incendiary fires within the City of Springfield. It is also responsible for the handling and disarmament of hazardous devices found within the City. Public Education provides education programs to Springfield residents (focusing on youth and at risk populations).

Fiscal Year 2019 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Administration

Administration	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,248,262	1,396,981	1,257,513
FTEs	12.0	10.0	11.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Successfully apply for and obtain grants or corporate donations	N/A	31	5
Policies and Procedures revised or created	N/A	1	12
Number of new firefighters hired	N/A	12	20

Citywide Strategic Priority: Public Safety

Highlights

This program includes the Administration and Public Information divisions and is responsible for providing leadership and support to the Department’s line divisions. Administration includes the department’s senior command structure of the Fire Commissioner, Deputy Chief, and Director of Finance and Administration as well as administrative support for the department. The Administration Bureau supports the mission of the Department managing administrative policies and procedures and providing a consistent single point of contact for emergency coordination and public information. This division also provides information technology (IT) support to the entire Department.

Fiscal Year 2019 Budget and Program Summaries

FIRE DEPARTMENT

Program Summaries

Repair

Repair	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,263,326	1,381,571	1,566,783
FTEs	5.0	6.0	6.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
hours	91%	99%	100%
Perform at least 10 monthly services on front line apparatus	8	9	9
Maintain 2 fully equipped spare apparatus at all times	100%	100%	100%

Citywide Strategic Priority: Public Safety

Highlights

The Repair Division is responsible for the maintenance and repair of the SFD’s fleet of vehicles including 8 front line engine companies, 4 front line ladder companies, and the Rescue Squad. The division is also responsible for maintaining the Department’s spare apparatus in a full state of readiness along with 35 support vehicles and 5 boats. It is also responsible for maintenance and repair of all of the SFD’s firefighting equipment, such as hand tools, fire 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.

The Repair Division also employs up to three interns at a time from the Putnam Vocational Technical High School co-op program. These interns are enhancing the skills they have learned in the vocational program and becoming better prepared to enter the workforce after graduation.

Fiscal Year 2019 Budget and Program Summaries

FIRE DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Operations Bureau				
Personal Services	(342,340)	(537,547)	23,086	(32,415)
Overtime	(300,000)	(150,440)	(7,000)	(92,838)
Administration				
Personal Services	-	43,229	(121,456)	-
Electricity	-	-	(10,530)	8,518
Natural Gas	-	-	(10,000)	2,387
Safety Items	-	-	-	-
Various OTPS Items	(56,297)	14,516	(450)	(6,250)
Hardware	-	-	(2,500)	-
Repair				
Repair & Maintenance - Vehicles	(30,000)	-	-	-
Vehicle Supplies/Accessories	(55,125)	-	-	-
Software	-	-	-	-
Gasoline and Diesel	(30,000)	(20,000)	-	(10,000)
Apparatus Lease	-	-	-	135,000
Total Adjustments	(813,762)	(650,243)	(128,851)	4,401

Notes

Adjustments for the Department in FY19 impact both Personal Services & OTPS. These include:

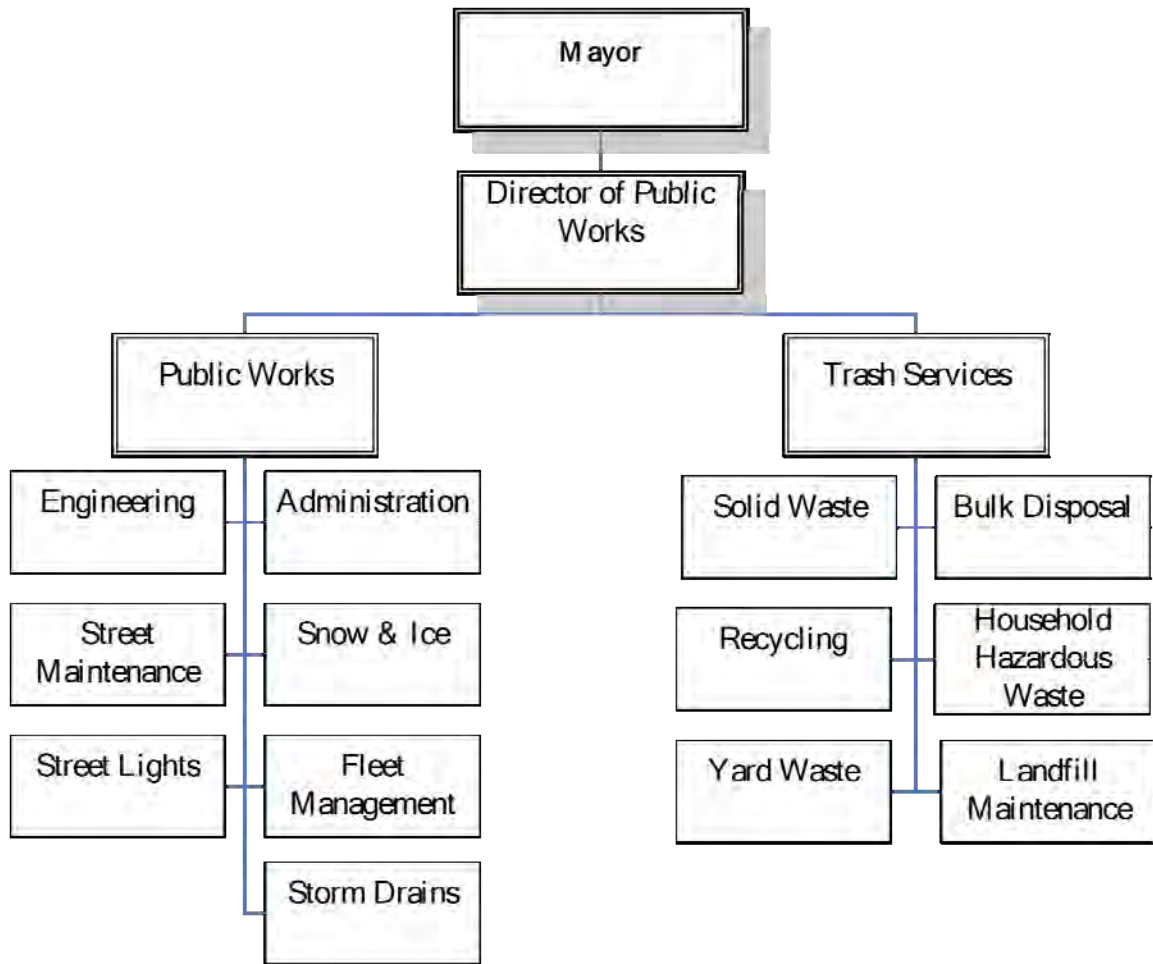
◆ Personal Services

- ◇ Salaries & Wages (\$32,415)
 - ◆ Adjustment based on OMB build-up (\$123,102)
 - ◆ Addition of five (5) new FFs \$90,686
- ◇ Overtime: Reduction to FY18 level-funded (\$92,838)

◆ OTPS

- ◇ Addition of another new apparatus lease (engine) \$135,000
- ◇ Adjustments to utility accounts \$10,905
- ◇ Various OTPS items adjusted for level service funding:
 - ◆ Repair & Maintenance—Networks (\$2,000)
 - ◆ Seminars & Training (\$4,000)
 - ◆ Postage & Delivery (\$250)

Section 8 Public Works Division



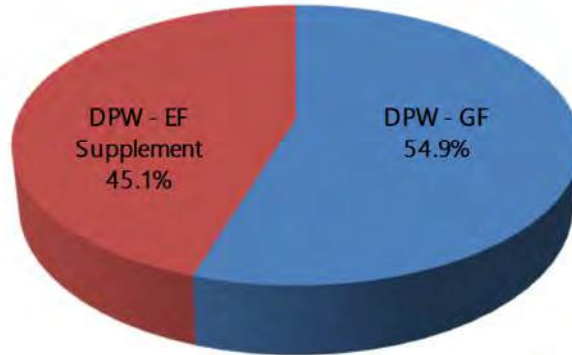
Mission Statement

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

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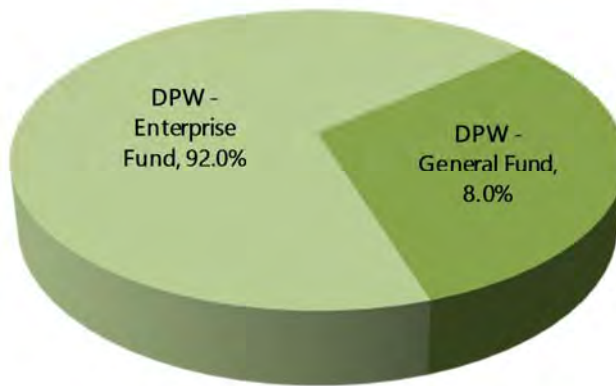
Fiscal Year 2019: All Funds Budget and Revenue Overview

Public Works Division



FY19 Adopted Budget Public Works Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
DPW - General Fund	10,189,517	10,415,577	10,415,577	11,009,057	5.7%	5.7%
DPW - Enterprise Fund	8,069,376	8,972,150	8,972,150	9,042,767	0.8%	0.8%
Total	18,258,893	19,387,727	19,387,727	20,051,824	3.4%	3.3%

Revenue Overview



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
DPW - General Fund	361,000	-	3,729,332	-	-	4,090,332
DPW - Enterprise Fund	-	-	-	9,042,767	-	9,042,767
Total	361,000	-	3,729,332	9,042,767	-	13,133,099

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Fiscal Year 2019 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.

FY18 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.

- ◆ Continued Site Plan and Traffic Improvement Coordination for the Casino Project.
- ◆ Resurfaced \$2.3 million worth of public roadways, school and municipal parking lots.
- ◆ Initiated \$2.5 million sidewalk replacement program
- ◆ Maintained Pavement Management System Database that allows for improved condition analysis of the City's roadways.
- ◆ Coordinating with Mass DOT on the construction of a new pedestrian tunnel under the railroad tracks in Brightwood.
- ◆ Continued compliance for Federal NPDES permits, which include citywide street sweeping and the catch basin cleaning program.
- ◆ Completed 25% design level and moving forward towards design finalization of the Bay and Berkshire Ave. intersection, a future Mass DOT project.
- ◆ Proceeding to 25% design level of the "X" intersection for a future Mass DOT project.
- ◆ Completed design for \$2.5 million improvements to the City's Flood Control System as required by the USACOE.
- ◆ Completed coordination for \$1.5 million for Main St. Refresh Improvements
- ◆ Completed design of the Island Pond Road at Roosevelt Ave. and Alden Street. Construction to continue this spring.

FY19 Budget Highlights

- ◆ Funds 80.0 General Fund employees, 56.0 Enterprise Fund employees and 1 Grant Employee.
- ◆ Includes funding for 2.0 Intern position through Co-Op program with Putnam High School.
- ◆ Includes funding for 8.0 FTEs for new Sidewalk Crew.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	3,842,559	3,812,329	4,314,466	502,138	13.2%
OTPS	6,346,958	6,603,248	6,694,591	91,342	1.4%
Capital	-	-	-	-	0.0%
Total General Funds	10,189,517	10,415,577	11,009,057	593,480	5.7%

Enterprise Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	2,854,600	3,140,768	3,202,816	62,048	2.0%
OTPS	5,214,776	5,831,382	5,839,951	8,569	0.1%
Capital	-	-	-	-	0.0%
Total Enterprise Funds	8,069,376	8,972,150	9,042,767	70,618	0.8%

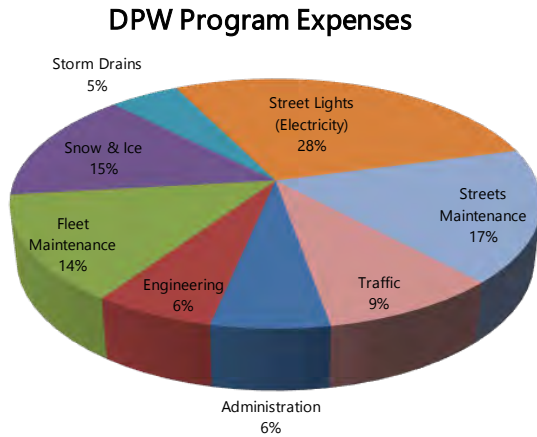
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	68.0	70.0	80.0	10.0	14.3%
Grant FTEs	1.0	1.0	1.0	-	0.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
Total FTEs	125.0	127.0	137.0	10.0	7.9%

Fiscal Year 2019 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.

Program Budgets

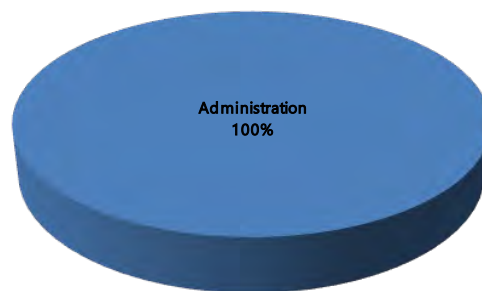
DPW Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Administration	626,804	661,410	668,172	6,762	6.1%
Engineering	641,091	582,081	684,627	102,546	6.2%
Fleet Maintenance	1,492,174	1,636,978	1,505,722	(131,255)	13.7%
Snow & Ice	1,747,116	1,591,250	1,591,250	-	14.5%
Storm Drains	435,298	551,831	552,695	863	5.0%
Street Lights (Electricity)	3,016,165	3,075,254	3,101,963	26,710	28.2%
Streets Maintenance	1,319,797	1,343,051	1,896,998	553,948	17.2%
Traffic	911,072	973,724	1,007,629	33,906	9.2%
Total General Fund Expenditures	10,189,517	10,415,577	11,009,057	593,480	100%

Revenue Summary

TOTAL REVENUE: \$361,000

- ◆ Departmental Fees- \$12,000
- ◆ Other Permits- \$345,000
- ◆ Sale of Old Materials- \$4,000

DPW Program Revenue



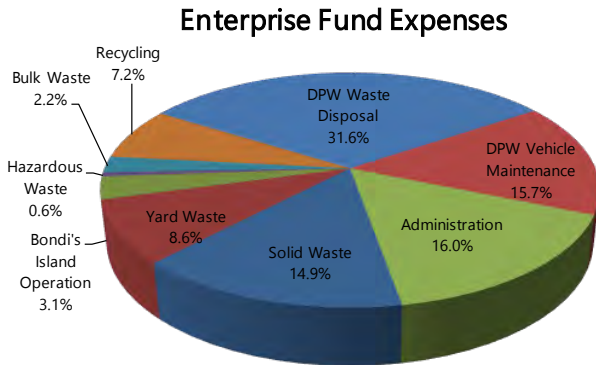
Departmental Revenue

DPW Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Administration	360,377	466,000	361,000	(105,000)	100%
Total Departmental Revenue	360,377	466,000	361,000	(105,000)	100%

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Programs



Solid Waste- Collects residential rubbish.

Yard Waste- Provides bi-weekly collection of residential yard waste.

Bondi's Island- Manages the landfill where the city's rubbish and yard waste is disposed.

Hazardous Waste- Collects and safely disposes residential hazardous waste.

Bulk Waste- Collects and in an environmentally responsible way, disposes residential bulky items.

Recycling- Provides bi-weekly single-stream collection of residential recycling.

Administration- Provides support to the operational divisions.

Program Budgets - Solid Waste

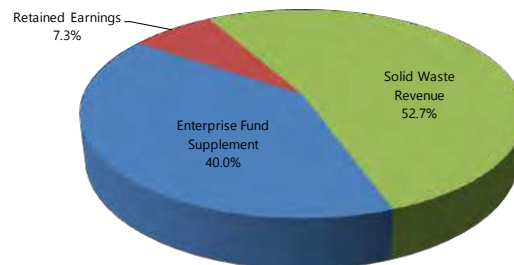
Enterprise Fund Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Solid Waste	1,289,324	1,385,402	1,349,387	(36,015)	14.9%
Yard Waste	590,681	757,305	778,954	21,650	8.6%
Bondi's Island Operation	232,601	259,719	281,983	22,264	3.1%
Hazardous Waste	56,258	59,002	52,500	(6,502)	0.6%
Bulk Waste	159,258	176,473	199,968	23,496	2.2%
Recycling	550,761	606,595	653,798	47,203	7.2%
DPW Waste Disposal	2,955,200	2,760,000	2,862,000	102,000	31.6%
DPW Vehicle Maintenance	956,505	1,495,309	1,419,593	(75,716)	15.7%
Administration	1,278,788	1,472,345	1,444,584	(27,761)	16.0%
Total General Fund Expenditures	8,069,376	8,972,150	9,042,767	70,618	100%

Revenue Summary

TOTAL REVENUE: \$9,042,767

◆ General Fund Supplement	\$3,607,865
◆ Retained Earnings	\$616,902
◆ Trash Liens Redeemed	\$300,000
◆ Penalties & Interest	\$143,000
◆ Departmental Fees	\$175,000
◆ Trash Fees	\$3,700,000
◆ Departmental Fines	\$170,000
◆ Miscellaneous Revenue	\$330,000

Solid Waste Program Revenue



Departmental Revenue - Solid Waste

Solid Waste Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Enterprise Fund Supplement	3,286,181	3,592,159	3,607,865	15,707	40.0%
Retained Earnings	761,341	653,990	616,902	(37,088)	7.3%
Solid Waste Revenue	4,524,316	4,726,001	4,818,000	91,999	52.7%
Total Departmental Revenue	8,571,838	8,972,150	9,042,767	70,618	100%

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	3,842,559	3,812,329	4,314,466	502,138	13.2%
OTPS	6,346,958	6,603,248	6,694,591	91,342	1.4%
Capital	-	-	-	-	0.0%
Total General Funds	10,189,517	10,415,577	11,009,057	593,480	5.7%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	3,550,763	3,766,832	3,729,332	(37,500)	-1.0%
Enterprise/Revolving Funds	8,069,376	8,972,150	9,042,767	70,618	0.8%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	11,620,139	12,738,982	12,772,099	33,118	0.3%
All Funds Budget	21,809,655	23,154,559	23,781,156	626,598	2.7%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	176,138	224,000	187,000	(37,000)	-16.5%
Departmental Fines	170,704	80,000	170,000	90,000	112.5%
Enterprise Fund Supplement	3,286,181	3,592,159	3,607,865	15,707	0.4%
Miscellaneous Revenue	333,125	404,000	330,000	(74,000)	-18.3%
Other Permits	344,150	450,000	345,000	(105,000)	-23.3%
Penalties & Interest	28,703	30,000	30,000	-	0.0%
Penalties & Interest- Taxes	112,373	100,000	113,000	13,000	13.0%
Reimb For Prior Year Expend	47,096	-	-	-	0.0%
Retained Earnings	761,341	653,990	616,902	(37,088)	-5.7%
Sale Of Old Materials	3,316	4,000	4,000	-	0.0%
Trash Fees	3,036,759	3,400,001	3,700,000	299,999	8.8%
Trash Liens Redeemed	598,330	500,000	300,000	(200,000)	-40.0%
Reimbursement for Damages	34,000	-	-	-	0.0%
Total Departmental Revenue	8,932,216	9,438,150	9,403,767	(34,382)	-0.4%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
Chapter 90 Funds	Grant	6/30/2027	3,371,825	3,657,832	3,657,832
CDBG-DR	Grant	6/30/2018	66,938	-	-
Mass-DEP Recycling Dividend Program	Grant	6/30/2018	112,000	71,500	71,500
Green Infrastructure	Grant	6/30/2019	-	37,500	-
Subtotal FY19 Anticipated Grants			3,550,763	3,766,832	3,729,332
Subtotal FY19 Other Funds			-	-	-
Total External Funds			3,550,763	3,766,832	3,729,332

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Administration

Administration	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	626,804	661,410	668,172
FTEs	8.0	8.0	8.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Number of neighborhood meetings attended by DPW	8	6	8

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 ensuring that employee training and professional requirements are met.

The Administration division recently oversaw the implementation of web based GPS on all City owned vehicles. The number of licenses for Cartegraph was increased allowing for data updates from the field which results in quicker response times and improved efficiency.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Engineering

Engineering	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	641,091	582,081	684,627
FTEs	12.0	14.0	14.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Number of private ways converted	18	16	16
Number of streets analyzed	234	232	233
Percentage of streets analyzed	35%	37%	36%

Citywide Strategic Priorities Supported: Healthy Neighborhoods; Fiscal and Operational Excellence

Highlights

Under the direction of the City Engineer, this Division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations.

This Division is responsible for conducting site plan reviews including MGM, CRRC rail facility and the PVTA bus maintenance facility. They work closely with the Army Corps of Engineers regarding the Flood Protection Certification. They work with both Federal and State agencies to ensure compliance with storm water permitting regulations.

This Division is overseeing numerous construction projects including the \$2.5 million sidewalk replacement project, the Complete Streets initiative and a variety of projects (from design through construction) to modernize and enhance the City. At this time approximately \$34.5 million worth of infrastructure improvements are in the planning, design and implementation stage.

Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This Division is responsible for the issuance and oversight of excavation permits within the City.

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Fleet Maintenance

Fleet Division	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,492,174	1,636,978	1,505,722
FTEs	14.0	14.0	16.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Repair Work Orders Completed	6,741	3,700	6,800
Preventative Maintenance Work Orders Completed	415	240	425
State Safety Inspections Completed	324	211	350
Tire Repair Orders Completed	321	196	300
Auto Body Work Orders Completed	131	91	150

Citywide Strategic Priorities Supported: Fiscal and Operational Excellence

Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 603 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor/mowers, light maintenance equipment, and a variety of trailers and tailored equipment.

The Fleet Division services and maintains snow plowing equipment before, during and after a snow storm. They are on call 24-7 to assist in the event of a weather-related or other emergency event.

Services provided by the division include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, and procurement of replacement vehicles and equipment for the departments served.

The Division is committed to being environmentally responsible and follows DEP guidelines regarding the use and disposal of any regulated items. Measures also are taken to reduce the amount of regulated waste generated. An example of this is our research and use of a parts washer cleaning solvent that is permitted to be disposed with our waste oil. We utilize two DEP-approved Clean Burn waste oil burners which also provide an alternative heat source and support the Mayor's green initiative program.

The DPW recently started a Co-Op program in Partnership with Putnam High School. This program is mutually beneficial as it allows students the opportunity to gain real world experience and helps recruit potential employees for the City of Springfield.

In FY2018 the Fleet Division oversaw the replacement of \$2.75 million worth of heavy duty equipment for the Parks and Public Works Department.

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Traffic

Traffic Division	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	911,072	973,724	1,007,629
FTEs	9.0	9.0	9.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percent of stop signs geocoded (replacement plan)	100%	100%	100%
Percent of stop signs repaired/replaced within 1-2 days	100%	100%	100%

Citywide Strategic Priorities Supported: Public Safety

Highlights

The Traffic Division is responsible for the maintenance and repair of the City's 247 signalized intersections and 14 school-zone flashers. The division manufactures and installs all regulatory, warning, and guide signs. The division maintains 180 miles of pavement markings including crosswalks, and administers the accident recovery program for damages to City property. Additionally, this Division administers, in conjunction with Eversource, the maintenance of 14,000 city street lights. The division is also responsible for the maintenance of 17,000 Regulatory Signs (MUTCD) and for a significant number of non-regulatory signs.

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Storm Drains

Storm Drains Division	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	435,298	551,831	552,695
FTEs	8.0	8.0	8.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Percentage of storm water outfalls inspected	100%	N/A	20%
Number of storm water outfalls inspected	N/A	N/A	76.0%
Number of sweeps around bodies of water	1	1	2
Number of catch basins cleaned	727	421	750

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 22,565 catch basins, 6,100 manholes, 386 outfalls, 24 separate drainage basins, and a significant number of miles of storm drainage pipe of various sizes throughout the city.

The Division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections. This Division is also responsible for yearly maintenance of Springfield’s Flood Protection System as mandated by the Army Corps of Engineers.

The City’s FPS is made up of a concrete flood wall-and 3,895 of earthen embankment. Also, as part of the system is the Mill River Conduit. This is 1,600 feet of concrete walls and culverts designed to force the Mill River to flow into CT. River in the event of a flood.

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Street Maintenance

Street Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,319,797	1,343,051	1,896,998
FTEs	18.0	18.0	26.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Response time to pot hole complaints (days)	2	2%	2%
DPW average response time to snow complaints (based on 24 hour days)	<4 Hours	<4 Hours	<4 Hours
Number of city drivers available for snow operations	32	32	32
Yards of streets milled and paved by DPW (sq. yards)	400	400	400
Number of times the streets have been swept	1	2.0	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 response to snow & ice events. The Street Maintenance Division is responsible for maintaining and patching the existing public sidewalks. In Fiscal Year 2018, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. The DPW has purchased 3 replacement street sweepers in FY18 in order to improve the street sweeping program. The Snow and Ice Control is a seasonal operation responsible for snow removal, and sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 21 pieces of City equipment to fight small snow and ice events. The City adopted new software for snow operations which added GPS functionality an upgraded HTML 5 and added web based AVL. During large snow events the City fleet is supplemented with up to 180 hired plows.

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

Program Summaries

Solid Waste

Solid Waste	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	8,069,376	8,972,150	9,042,767
FTEs	56.0	56.0	56.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Complaints for Missed Collection Resolved	100	100%	100%
Total Trash Tonnage	39,781	24,765	40,000
Recycling Rate	27.4%	26.1%	27.5%
Gallons of hazardous waste collected	6,840	2,850	6,500
Total "Bulk" Tonnage	811	476	900

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

In FY 2018, the DPW / Solid Waste Division negotiated new Solid Waste and Landfill Agreements with Covanta that reduced out tipping fee and provided security for the City moving forward with regards to access of the Bondi's Island Landfill through 2028.

The Solid Waste Division provides weekly curbside pick-up of municipal solid waste and bi-weekly collection of single stream recycling and yard waste to 43,583 residential units. The Solid Waste Division is responsible for the management of City-owned landfills: Armory Street Landfill, and the Bondi's Island Landfill. The Bondi's Island Landfill is involved in both cell capping and maintenance as it complies with DEP regulatory requirements. The Bondi's Island Landfill also provides a year-round drop off area for small brush and leaves that is free to residents of the City of Springfield.

The Solid Waste Division operates over 40 pieces of equipment that include: automated, semi-automated with arm extensions, traditional semi-automated, rear loading trucks, bulk waste truck, and one (1) complaint trucks for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and on dead-end streets. The Solid Waste Division drivers and foreman are also utilized for snow plow operations during the winter months.

The Solid Waste Division provides curbside bulk waste pickup for a fee of \$8 per item. Residents can schedule bulk waste pick-ups through the City's 3-1-1 Call Center. The Solid Waste Division offers household hazardous waste collections six times a year. Household hazardous waste collection is free of charge to residents. The City, through the City Comptroller's Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste.

The Springfield Department of Public Works continues to work to develop and initiate new solid waste reduction programs. The DPW will continue to enforce the City's mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign was put in place to educate residents on the environmental benefits of recycling as well as its impact to the City's budget. Collection routes are routinely examined for ways to maximize efficiency based on the results of the

Fiscal Year 2019 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

FY19 Budget Adjustments

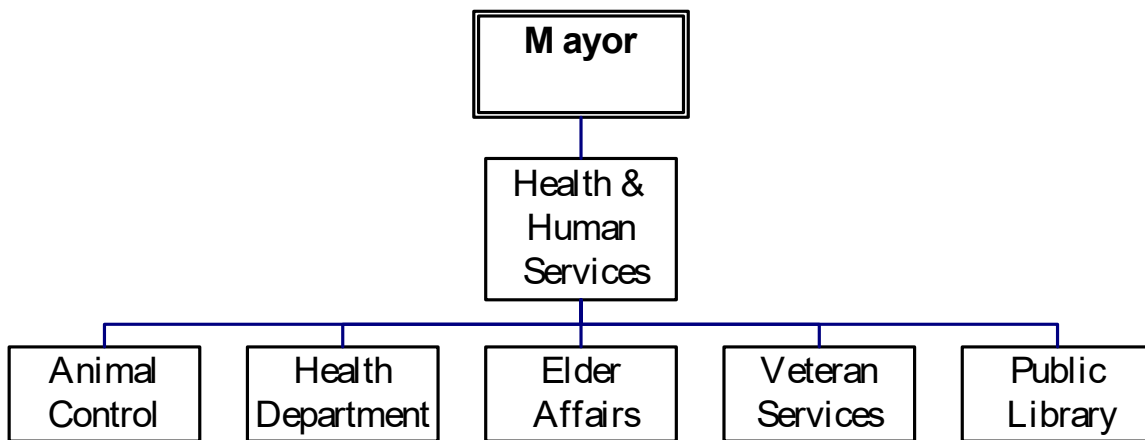
Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Engineering				
Salaries & Wages	2,442	(220,000)	(227,157)	(151,527)
OTPS	(900)	(9,958)	-	(1,500)
Administration				
Salaries & Wages	(41,921)	-	-	-
OTPS	(20,000)	12,000	-	(2,519)
Fleet Maintenance				
Salaries & Wages	3,536	-	-	(140,000)
OTPS	(16,868)	-	-	(112,500)
Traffic				
Salaries & Wages	(33,464)	14,426	-	4,793
OTPS	-	-	-	14,709
Storm Drains				
OTPS	-	-	-	(6,000)
Streets Maintenance				
Salaries & Wages	1,111	-	-	368,340
OTPS	76,000	1,882	447,510	167,429
Street Lights				
OTPS	-	-	-	26,710
Solid Waste				
Salaries & Wages	(42,550)	-	77,606	26,369
OTPS	(300,572)	(493,283)	471,143	(166,181)
Total General Fund Adjustments	(30,064)	(201,650)	220,353	167,934
Total Enterprise Fund Adjustments	(343,122)	(493,283)	548,749	(139,812)

Notes

- ◆ General Fund-\$167,934 Increase over level service request.
 - ◇ Personal Services- \$81,605 Overall increase which includes:
 - \$180,000 Decrease due to Chapter 90 Salary Offset
 - \$24,123 Increase due to Engineer Union Settlement
 - \$8,120 Increase due to salary adjustments
 - \$140,000 Decrease due to Enterprise Fund Offset
 - \$369,363 Increase for new Sidewalk Crew.
 - ◇ OTPS- \$86,329 Overall increase which includes:
 - \$130,171 Decrease due to historical spending.
 - \$156,500 Increase for Sidewalk Crew mixes and supplies
 - \$60,000 Increase for Traffic Paint
- ◆ Enterprise Fund- \$139,812 Decrease over level service request.

Section 9

Health & Human Services Division



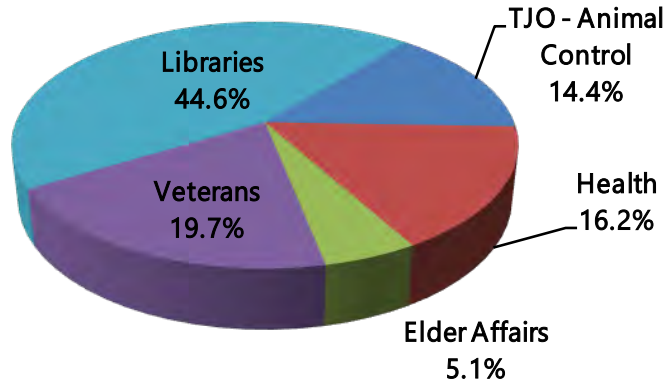
Mission Statement

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.

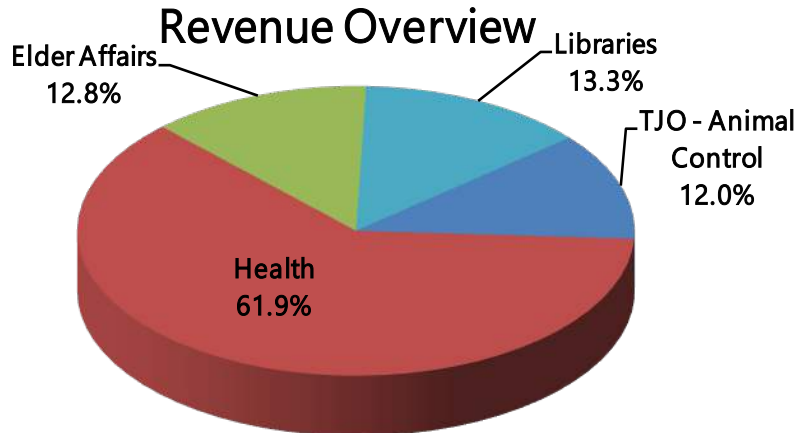
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Fiscal Year 2019: All Funds Budget and Revenue Overview

Health & Human Services Division



FY19 Adopted Budget Health & Human Services Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
TJO - Animal Control	1,324,608	1,417,499	1,417,499	1,515,698	6.9%	6.5%
Health	1,330,214	1,514,779	1,539,779	1,696,310	12.0%	9.2%
Elder Affairs	285,312	287,155	352,155	533,404	85.8%	34.0%
Veterans	1,933,527	2,551,007	2,551,007	2,068,847	-18.9%	-23.3%
Libraries	4,381,715	4,514,595	47,000	4,681,266	3.7%	99.0%
Total	9,255,375	10,285,035	5,907,440	10,495,526	2.0%	43.7%



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
TJO - Animal Control	772,024	-	138,940	-	-	910,964
Health	381,000	-	4,316,553	-	-	4,697,553
Elder Affairs	40,950	-	933,483	-	-	974,433
Veterans	-	-	-	-	-	-
Libraries	75,000	-	935,569	-	-	1,010,569
Total	1,268,974	-	6,324,545	-	-	7,593,519

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Fiscal Year 2019 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Mission

The mission of the Thomas J. O'Connor Animal Control and Adoption Center (TJO) is to provide comprehensive animal control services and programs to our communities for the protection of public health and safety and the welfare of animals.

FY18 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 5,700 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. ACOs investigated 387 complaints of suspected cruelty or neglect.

TJO temporarily housed 3,000 animals last year. Most were found free-roaming, while others were left behind by owners who moved away, died or otherwise could not care for their animals. Of these animals, 48% are dogs, 41% are cats and 11% are small mammals, birds and wildlife. Approximately 46% of stray dogs and 6% of stray cats impounded at TJO are claimed by the families who are missing them. This far exceeds the national average reclaim rate of 22% for dogs and 2% for cats. Those animals not claimed are evaluated for sound temperament and medically assessed; most are made available for adoption.

TJO generates revenue through fees and fines associated with owner claimed animals and adoptions. In addition, participating cities contribute per capita for animal control services.

In collaboration with the City's Department of Emergency Preparedness, TJO continues to recruit and train key individuals to serve as volunteers on a disaster animal response team. The City owns and maintains an 18' long companion animal mobile equipment trailer. This is an impressively stocked vehicle that will allow animal response team members to set up an emergency animal shelter to aid pets and their people in the event of a disaster.

FY19 Budget Highlights

- ◆ Funds 15.0 General Fund FTEs which includes the addition of 1.0 Veterinarian.
- ◆ Includes FT Veterinarian of which 50% is grant funded.
- ◆ Includes PT Veterinary Assistant 32 hours/week which is grant funded.
- ◆ Includes a 2% salary increase for all non-bargaining employees.
- ◆ Includes funding to replace washer and dryer.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	530,182	601,007	685,368	84,361	14.0%
OTPS	794,426	816,492	830,330	13,838	1.7%
Capital	-	-	-	-	0.0%
Total General Funds	1,324,608	1,417,499	1,515,698	98,199	6.9%

Department Staff

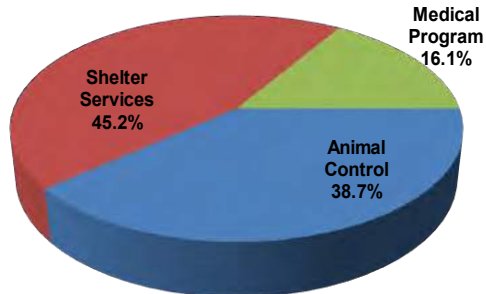
Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	14.0	14.0	15.0	1.0	7.1%
Grant FTEs	-	-	0.5	0.5	0.0%
Total FTEs	14.0	14.0	15.5	1.5	10.7%

Fiscal Year 2019 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Program Expenses



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. A multi-service adoption center, it operates out of one 18,000 square foot facility.

Medical Program - Administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries such as limb amputation, tumor removals and hernia repairs for animals needing temporary housing at the Center. The medical team routinely provides stabilizing emergency care for strays with traumatic injuries.

Program Budgets

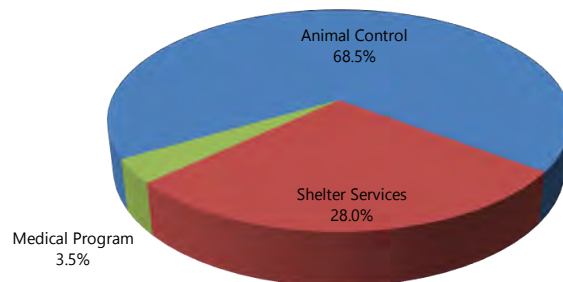
Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Animal Control	557,589	572,176	640,505	68,329	38.7%
Shelter Services	650,521	667,539	747,256	79,717	45.2%
Medical Program	232,329	238,407	266,877	28,470	16.1%
Total General Fund Expenditures	1,324,608	1,417,499	1,515,698	98,199	91.6%
Total External Funds Expenditures	115,831	60,623	138,940	78,317	8.4%
Total All Funds Expenditures	1,440,439	1,478,122	1,654,638	176,516	100%

Revenue Summary

TOTAL REVENUE: \$772,024

- ◆ Adoption Program - \$528,836
- ◆ Shelter Services - \$216,167
- ◆ Medical Fees - \$27,021

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Animal Control	505,679	539,557	528,836	(10,720)	68.5%
Shelter Services	206,701	220,549	216,167	(4,382)	28.0%
Medical Program	25,838	27,569	27,021	(548)	3.5%
Total Departmental Revenue	738,218	787,674	772,024	(15,650)	100%

Fiscal Year 2019 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	530,182	601,007	685,368	84,361	14.0%
OTPS	794,426	816,492	830,330	13,838	1.7%
Capital	-	-	-	-	0.0%
Total General Funds	1,324,608	1,417,499	1,515,698	98,199	6.9%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	90,849	60,623	138,940	78,317	129.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	24,982	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	115,831	60,623	138,940	78,317	129.2%
All Funds Budget	1,440,439	1,478,122	1,654,638	176,516	11.9%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Feeds	738,218	787,674	772,024	(15,650)	-2.0%
Miscellaneous Revenue	-	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
Total Departmental Revenue	738,218	787,674	772,024	(15,650)	-2.0%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
Veterinarian Relief Grant	Grant	6/30/2018	40,560	40,560	54,080
Veterinarian Assistant Grant	Grant	6/30/2018	10,063	10,063	84,860
TJO Training and Behavior Assessment Coordinator Grant	Grant	6/30/2016	-	-	-
Mass Animal Coalition License Plate Grant	Grant	6/30/2018	10,000	10,000	-
Subtotal FY19 Anticipated Grants			60,623	60,623	138,940
Donations	Donation	N/A	31,891	-	-
Subtotal Other Funding			31,891	-	-
Total External Funds			92,513	60,623	138,940

Fiscal Year 2019 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Animal Control

Animal Control	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	557,589	572,176	640,505
FTEs	6.0	6.0	6.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animal of Springfield</i>			
% of priority one calls & two calls	15%	15%	15%
# of events ACOs are first responders	109	43	90
# of free roaming animals impounded	2,440	1,230	2,400
# of animal bites investigated	122	55	95

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Five animal control officers (ACO), and one animal control supervisor, who are certified by the Massachusetts Animal Control Officers Association and Massachusetts Animal Fund Officer Training Program, provide 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. Animal control officers are a presence in every neighborhood, meeting respectable response times, and providing thorough follow-up for potentially dangerous or nuisance dogs, as well as ensuring humane care standards are met for animals. TJO ACOs have been active in programming for feral or community cats, and have had increased community involvement by participating in C3 community policing meetings. Animal control nearly tripled enforcement for Chapter 110 (animal ordinance) violations. We are exploring methods to realize revenue generated by citations.

Over the last year, ACOs responded to approximately 5,780 field calls which represents a marginal increase over prior year. Of those, 844 involved a human in danger (priority 1) or an animal in distress (priority 2). TJO ACOs were first responders along with police and/or fire in 109 cases. There were 122 animal bite investigations and 321 cruelty investigations, including response to 2 significant hoarding cases.

Animal Control Officers serve active roles in the Western MA Hoarding Task Force and Haven (Human/Animal Violence Education network.) ACOs are directly and frequently involved in response to complex animal hoarding and domestic violence cases involving animals. The resources found through each of these connections have proved invaluable to their work in ensuring safety and well-being for animals and their people.

A formal follow up program for owners that have failed to meet humane care standards for their animals was implemented, allowing animal control to carefully monitor an animal's living situation ensuring all humane basics are provided for the animals' lifetime.

Fiscal Year 2019 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Shelter Services

Shelter Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	650,521	667,539	747,256
FTEs	7.0	7.0	7.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Decrease the number of homeless and abandoned animals</i>			
# of animals returned to owner	664	252	690
# of homeless and abandoned animals	2,972	1,251	2,940
% increase of shelter adoption	4%	2%	3%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Each year the TJO Adoption Center becomes increasingly popular, with hundreds of patrons visiting the facility each week. Adopted animals are vaccinated, microchipped, spayed/neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable. Dogs are given a multi-point behavioral assessment prior to adoption to help ensure safe dogs are being returned to the community. In FY13, TJO achieved a 100% adoption rate for adoptable animals, and continues to maintain this impressive standard, placing 1,368 animals into adoptive homes last year. Animals were placed with adoptive families from 181 cities and towns throughout New England, New York and Pennsylvania.

Throughout the year, TJO has been revising standard operating procedures in order to stay current with best practices in the industry. A key change to standard operating procedure was to our sanitation process. All kennel cleaning was streamlined to a one-step process using a more effective, less laborious and less corrosive chemical.

Renovations to the cat adoption area cages was completed with grant funding. Each cage had a portal installed which allows more freedom of movement for the cats and allows flexibility in their housing for staff. It is well-documented that the renovations such as portals reduced stress levels in cats therefore reducing disease transmission and output of resources to treat them.

TJO's team of 174 volunteers provides an average of 1,000 hours of service each month in many areas of operations such as greeting, matchmaking, cleaning/disinfecting, veterinary assistance, housekeeping, maintenance, special events, animal transport, animal training and enrichment, animal foster care, website updates, telephones, photography, volunteer training and much more.

TJO staff and volunteers participated in 39 community and special events with educational messages about safety around animals and responsible pet ownership. These include many youth and civic groups visiting TJO for tours and educational presentations.

As a result of continuous community engagement, support of the TJO Facebook page soared to nearly 35,000 people. Social media provides TJO an opportunity to: broadcast special events, reunite more animals with their families, promote adoptable animals, share important reminders such as vaccination and license deadlines, as well as other messages promoting responsible and humane animal care.

Fiscal Year 2019 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

Program Summaries

Medical Program

Medical Program	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	232,329	238,407	266,877
FTEs	1.0	1.0	2.5
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Increase the number of Animals Returned to Owner</i>			
# of animals treated	3,046	1,251	2,900
# of rabies vaccinations	2,584	1,187	2,500

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

Veterinary services are provided to animals in the shelter four days per week. A veterinarian and veterinary technician are funded through the city budget for two days each week and two days are funded through the Foundation for TJO Animals (a five-star rated 501(c)3 organization). The TJO veterinarian examines every animal presenting with a medical problem and each animal is made available for adoption. The veterinarian administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries resulting from trauma or abuse, such as limb amputation, tumor removal, hernia repair and dental procedures.

Over the last year, the vet/tech team performed 923 surgical procedures, in addition to being responsible for the wellness of 3,000 impounded animals and assisting hundreds of economically-challenged pet owners in the cities we serve.

A large number of animals arrive to the Center injured or in very poor condition. These animals often need a considerable or extraordinary amount of veterinary care to ensure that they are well enough for adoption. Expenses for non-critical surgeries and treatments are not funded by the City, but instead are funded by the Foundation for TJO Animals.

Fiscal Year 2019 Budget and Program Summaries

THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Adoption Services				
OTPS	(8,097)	2,300	(6,800)	47,996
Animal Control				
Personal Services	133,736	-	(14,296)	-
OTPS	(15,707)	18,017	(10,000)	32,944
Total Adjustments	109,932	20,317	(31,096)	80,940

Notes

- ◆ Personal Services- \$47,996 increase to level service request.
 - ◇ \$71,000 Decrease due to salary offsets to grants.
 - ◇ \$20,203 Increase due to salary adjustments.
 - ◇ \$2,800 Increase to Overtime due to historical spending.
- ◆ OTPS- \$32,944 Increase to level service request.
 - ◇ \$20,944 Increase due to historical spending.
 - ◇ \$12,000 Increase to replace washer and dryer.

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Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

Mission

The mission of the Springfield Health and Human Services Department is to promote physical and mental health, control communicable diseases and sanitize the environment to prevent disease, injury and disability for the residents of the City of Springfield. The Department also is mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

FY18 Department Highlights

The Springfield Department of Health and Human Services (SDHHS) works closely with governmental agencies and community-based organizations through a collaborative process to determine the health and human services needs of the residents of the City of Springfield. In addition, SDHHS is charged with developing policies that will protect the health and well-being of residents and ensuring a quality, diverse, healthcare workforce by improving access to education, employment, and health services.

Policy recommendations included increasing the age of buying tobacco products from 18 to 21. The Springfield City Council added the fees to the regulation; another policy recommendation that is in the process of being discussed is syringe access services.

Health Services Resources Administration (HRSA) spent three days auditing the Health Services for the Homeless grant and the Health Center received a favorable review on program and expenditures.

The Department of Health and Human Services opened cooling centers in the city at various places during the summer months.

FY19 Budget Highlights

- ◆ Funds 25.0 General Fund FTEs; Includes addition of 1.0 Community Health Nurse Supervisor and 1.0 Gambling Outreach Coordinator.
- ◆ Includes a 2% salary increase for non-bargaining and union employees.
- ◆ Animal Control Services.
- ◆ Pesticides & Herbicides—Rat Bait & Mosquito Control Program.
- ◆ Public Health Information Materials.
- ◆ Physician Services for Nursing Unit.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,113,571	1,286,935	1,465,866	178,931	13.9%
OTPS	216,643	227,844	230,444	2,600	1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,330,214	1,514,779	1,696,310	181,531	12.0%

Department Staff

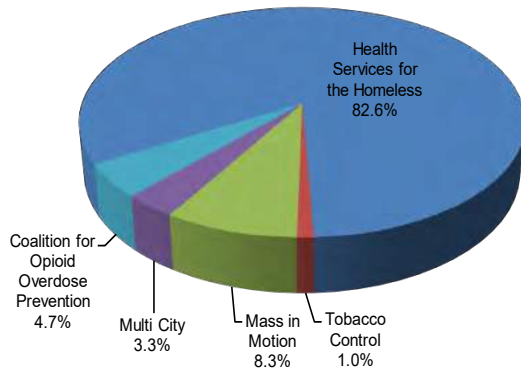
Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	22.0	23.0	25.0	2.0	8.7%
Grant FTEs	18.0	18.0	21.0	3.0	16.7%
Total FTEs	40.0	41.0	46.0	5.0	12.2%

Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Program Expenses



Health Services for the Homeless - provides direct health care, social services, advocacy and outreach to homeless persons at thirty two (32) sites throughout the City.

Tobacco Control - helping the residents of Springfield understand the hazards of tobacco smoke.

Mass in Motion- support work to prevent obesity, diabetes, heart disease and stroke, and reduce health disparities among adults through a combination of community, clinical and health system interventions.

Multi-City- provides mental health services to children ages 0-6 with serious emotional disturbances.

Prevention - implements components of prevention and intervention programs for youth.

Program Budgets

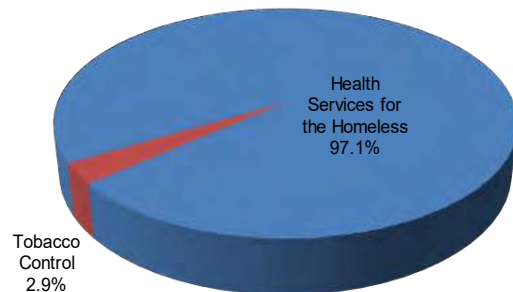
Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Health Services for the Homeless	4,149,051	4,672,237	4,969,031	296,794	82.6%
Tobacco Control	50,516	60,835	60,832	(3)	1.0%
Mass in Motion	439,577	500,000	500,000	-	8.3%
Multi City	244,063	198,000	198,000	-	3.3%
Coalition for Opioid Overdose Prevention	243,652	259,388	285,000	25,612	4.7%
Total General Fund Expenditures	1,330,214	1,514,779	1,696,310	181,531	28.2%
Total External Funds Expenditures	3,796,646	4,175,681	4,316,553	140,872	71.8%
Total All Funds Expenditures	5,126,859	5,690,459	6,012,863	322,403	100%

Revenue Summary

TOTAL REVENUE: \$381,000

- ◆ Licenses and Permits - \$370,000
 - ◆ Food Service Establishment
 - ◆ Burial Permit
 - ◆ Mobile Food Service
 - ◆ Retail Food
 - ◆ Milk
 - ◆ Disposal Works Construction
- ◆ Fine and Forfeits - \$11,000

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Health Services for the Homeless	359,772	370,000	370,000	-	97.1%
Tobacco Control	9,150	11,000	11,000	-	2.9%
Total Departmental Revenue	368,922	381,000	381,000	-	100%

Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,113,571	1,286,935	1,465,866	178,931	13.9%
OTPS	216,643	227,844	230,444	2,600	1.1%
Capital	-	-	-	-	0.0%
Total General Funds	1,330,214	1,514,779	1,696,310	181,531	12.0%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	3,773,737	4,099,384	4,216,553	117,169	2.9%
Enterprise/Revolving Funds	18,159	76,297	100,000	23,703	31.1%
Donations/Trusts	4,750	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	3,796,646	4,175,681	4,316,553	140,872	3.4%
All Funds Budget	5,126,859	5,690,459	6,012,863	322,403	5.7%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Other Permits	356,615	370,000	370,000	-	0.0%
Departmental Fines	9,150	11,000	11,000	-	0.0%
Reimb For Prior Year Expend	3,156	-	-	-	0.0%
Total Departmental Revenue	368,922	381,000	381,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
Health Care for the Homeless	Grant	7/30/2017	1,818,228	2,205,784	2,205,784
Health Services for the Homeless-Medical Assistance	Grant	N/A	682,650	873,000	873,000
Mass in Motion-1422 Grant	Grant	3/29/2018	398,804	440,000	440,000
Mass Multi-City Young Children's Mental Health	Grant	9/30/2017	244,063	198,000	198,000
Mass Call II	Grant	6/30/2017	106,159	74,388	100,000
Oral Health Services Expansion	Grant	1/31/2017	91,824	-	-
Partnership for Success	Grant	6/30/2018	71,315	85,000	85,000
Mass Substance Abuse Collaborative	Grant	6/30/2018	66,177	100,000	100,000
Men of Color Health Awareness (MOCHA)	Grant	1/31/2018	78,897	-	93,937
Tobacco Control Program	Grant	6/30/2018	50,516	60,835	60,832
Mass in Motion-Community Transformation	Grant	6/30/2018	40,773	60,000	60,000
AHEC Model- Carry Over	Grant	6/30/2020	36,740	-	-
ORI-TAG	Grant	9/30/2017	61,014	-	-
Medical Education	Grant	N/A	26,575	2,377	-
Subtotal FY19 Anticipated Grants			3,773,737	4,099,384	4,216,553
Donations	Donation	N/A	4,750	-	-
Handicap Fund	Revolving	N/A	18,159	76,297	100,000
Subtotal Other Funding			22,909	76,297	100,000
Total External Funds			3,796,646	4,175,681	4,316,553

HEALTH DEPARTMENT

Program Summaries

Health Services for the Homeless

Health Services for the Homeless	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	4,149,051	4,672,237	4,969,031
FTEs	33.0	34.0	39.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Provide health, social, advocacy, and outreach services to homeless persons efficiently			
# of homeless adults receiving health care	3,457	3,900	4,000
# of homeless children (under 17) receiving health care	30	100	300
# of homeless receiving dental care	656	800	900
# of homeless receiving social services	2,000	2,100	2,200

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

Target population: Persons in our service area experiencing homelessness or at risk of becoming homeless. One of our recent successes focused on increasing our on-site mental health services to our clients whose primary language is Spanish. We did so by applying and receiving a grant to subsidize both mental health counseling and psychiatry services for this population. A Spanish speaking mental health counselor is now available four days per week. That counselor sees both scheduled patients and walk-ins. This counselor is primarily at our Open Door site, however, they are mobile and also see clients at our Worthington Street site. Currently, the psychiatrist keeps slots available for Health Services for the Homeless clients, so that they are not on a waiting list. This gives our clients rapid access to mental health therapy and needed medications.

Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Tobacco Control

Tobacco Control	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	50,516	60,835	60,832
FTEs	1.0	1.0	1.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Prevent youth from purchasing tobacco products</i>			
\$ permits issued	\$26,950	\$21,950	\$27,000
# of investigated complaints and conducted onsite inspections	250	90	275
% of tobacco retailers adhering to youth access regulations	82%	76%	85%

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Conduct requisite inspections to monitor compliance, including tobaccosales.
- Issue fines, citations, and suspension of permits for violations.
- Conduct routine inspections of tobacco retailers to check for signage, permits, self service displays, and other violations.
- Conduct routine inspections of local bars and restaurants to ensure compliance with the state smoke-free workplace law.
- 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 workshops.
- Recently across the City, the youth have done multiple presentations including presenting to the Public Health Council, City Council and at neighborhood councils and community organizations. They were instrumental in getting the T21 regulation passed and have obtained letters of support from various organizations McKnight, Old Hill and South End Councils. They have also received verbal agreements for letters of support from others.

Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Mass in Motion

Mass in Motion	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	439,577	500,000	500,000
FTEs	2.0	2.0	2.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Promote opportunities for healthy eating and active living</i>			
# of corner stores engaged in healthy retail outreach	6	6	7
# of funded open gym sites	6	6	6
# of Diabetes Prevention Program (DPP) courses offered	7	7	7
# of patients referred to DPP	100	100	120
# of Community Health Workers hired	5	5	5

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Attend quarterly coordinator meetings to network with other Mass in Motion communities and share strategies around healthy eating, active living, and build environment improvements.
- Worked to increase availability of produce and healthy snack options in areas of the City lacking full service grocery stores.
- Recently formed a new partnership with the Office of Planning and Economic Development to uplift the small business loan program and storefront improvement loan program under a healthy retail mission statement.
- In the process of engaging with community partners and healthy retail stakeholders to formalize a Healthy Retail Program in the City of Springfield.
- Sat on Youth Nutrition Subcommittee of the Springfield Food Policy Council to sustain school gardens and school nutrition initiatives.
- Identified funding for open gyms program and identified school gyms in neighborhoods with the greatest need or safe open space in coordination with the Department of Parks and Recreation. Sites are designated to stay open after normal hours and provide Springfield youth with safe spaces to stay physically active during the winter months.
- Secured funding from Health New England for 6 open gym sites for winter 2017-2018.
- Currently restructuring safe parks program into sustainable program embedded within a community partner.
- Continued to partner with the Safe Routes to School lead and Bay State Community Health Manager, to onboard new Safe Routes to School member schools.
- Continued to provide Walk Boston Technical Assistance to new Safe Routes to School members.
- Continued to participate in citywide complete streets implementation process.
- 1422 funds support work to prevent obesity, diabetes, heart disease and stroke, and reduce health disparities among adults through a combination of community, clinical and health system interventions.
- Hired three Community Health Workers at Caring Health Center.
- Community Health Workers referred patients to 132 outside resources.
- Offered 5 Diabetes Prevention Program courses at no charge to the community.
- Added 47 signs to Springfield that promote walkability.
- Distributed 6,014 walking maps.
- Conducted baseline nutrition and beverage standards at every Bay State Hospital Health Center site, in partnership with technical assistance from Harvard.

Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Multi City

Multi City	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	244,063	198,000	198,000
FTEs	1.0	1.0	1.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# of Young Children's SOC meetings held	9	2	0
# of children enrolled for direct services	26	3	30
# of SOC Parent Council meetings held	8	0	7

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Overall goal is to strengthen the local system of care through:
 - Engagement and integration of key local systems and stakeholders;
 - Service provision through a clinician/family partner team from a community mental health services provider (Gandara Center);
 - Training and professional development;
 - Social marketing;
 - Family engagement;
 - Quality improvement
- Focus is on families with children age 0-6 that have serious emotional disturbances.

Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

Program Summaries

Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	243,652	259,388	285,000
FTEs	3.0	3.0	3.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Reduce the number affected by opiate abuse and overdose</i>			
# of newly informed and trained community stakeholders	N/A	77	100

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

Highlights

- Foster Springfield Police Department's involvement with SCOOP and promote more community engagement events with the SPD.
- Facilitate dialogue between SPD and Mercy Hospital to develop a knock and talk post-overdose outreach program.
- Develop new community Narcan training sessions for Springfield stakeholders.
- Co-chair Hampden County Addiction Taskforce, along with Hampden County Sheriff's Department & District Attorney's Office.
- Facilitate monthly working group with Holyoke based treatment providers in developing a more streamlined treatment process in order to prevent relapse.
- Build SCOOP capacity with the Cities of Springfield, Holyoke, Chicopee, and Town of East Longmeadow.
- Work with Pioneer Valley Opioid Database Collaborative to develop an opioid overdose database for Hampden & Hampshire Counties.
- Attend community meetings.
- Coordinate community engagement sessions for the community.
- Attend professional development sessions provided for and occasionally mandated by DPH.
- Complete DPH's quarterly reports as indicated.
- Process, track, and evaluate data collected from data sources.
- Create a database and map instances of overdoses within the Cities of Springfield, Chicopee, Holyoke, and the Town of East Longmeadow.
- Research and seek sustainability strategies for the coalition and its members.
- Hold quarterly coalition meetings and disseminate relevant data and documentation to coalition members.
- Conduct monthly harm reduction work group meetings.
- Coordinate parent workshops on access to alcohol and social hosting laws.
- Promote use/adoption of evidence-based substance use prevention curriculum in schools.
- Build capacity of local coalitions and youth serving organizations.
- Promote data informed approaches to youth substance use prevention.

Fiscal Year 2019 Budget and Program Summaries

HEALTH DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Health Services for the Homeless				
Personal Services	-	-	(1,172)	63,141
OTPS	39,684	(12,277)	(2,600)	-
Total Adjustments	39,684	(12,277)	(3,772)	63,141

Notes

- ◆ Personal Services- \$63,141 increase to fund Gambling Outreach Coordinator position.

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Fiscal Year 2019 Budget and Program Summaries

ELDER AFFAIRS

Mission

The Department of Elder Affairs: where we encourage everyone to create their own handbook for aging well via services that support living better.

FY18 Department Highlights

The Department of Elder Affairs provides a continuum of services that supports a holistic approach to living better. These services range from center-based programs, to advocating for the needs of elders citywide. The department offers recreational and educational programs at 5 sites throughout the City. The department provides outreach and referral services that enable elderly citizen's access to resources critical to their daily well-being. The department retrains and places low income, unemployed, mature workers back into the workforce through its SCSEP program, via a Senior Service America Grant within Hampden and Hampshire County. This program is supported by the Department of Labor and Senior Service America. The Department of Elder Affairs administers the Greater Springfield Senior Service Outreach program providing information on benefits and services, collaborating with agencies and businesses to assist seniors.

The Department of Elder Affairs administers the Serving Health Information Needs of Everyone (SHINE) Program from the Executive Office of Elder Affairs for all of Hampden County and parts of Hampshire County. This program assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. The department also administers the One Care grant through the Executive Office of Elder Affairs. This grant works with individuals under 65 that are also dual enrolled for all of Hampden County. In addition, the department oversees the private nonprofit 501(c) 3 Golden Age Club, Inc. a recreational club that promotes travel, tours and holds weekly meetings at 5 locations throughout the city.

- ◆ Senior Center from July 1– Dec 31, 2017 Served 41,670 seniors (includes seniors who visit on a regular basis).
- ◆ Putnam High School student's hospitality program work with senior centers serving meals, as well as experience putting classroom education to practical use in the community.
- ◆ SHINE serviced more than 3,100 seniors during Medicare Open Enrollment in calendar year 2017, saving them more than \$5.50M in health-related expenses, exceeding last year's totals by over \$1.74M.
- ◆ Increased collaborations with human service agencies.
- ◆ Both SCSEP and Outreach Divisions not only met, but surpassed all required goals by their grantors in 2017 (107.5% and 103.3).
- ◆ PVTA became a new community partner with DEA, along with SSI, DCF and GAC.

FY19 Budget Highlights

- ◆ Funds 8.6 General Fund FTEs; includes 3 additional FTEs for the new Raymond A. Jordan Senior Center.
- ◆ Includes a 2% salary increase for non-bargaining employees.
- ◆ Includes funding for food service at the new center.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	268,972	276,787	406,736	129,950	46.9%
OTPS	16,340	10,368	126,668	116,300	1121.7%
Capital	-	-	-	-	0.0%
Total General Funds	285,312	287,155	533,404	246,250	85.8%

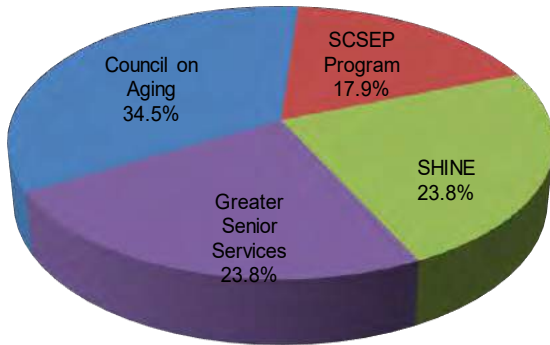
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	5.6	5.6	8.6	3.0	53.6%
Grant FTEs	11.7	11.7	12.7	1.0	8.5%
Total FTEs	17.3	17.3	21.3	4.0	23.1%

Fiscal Year 2019 Budget and Program Summaries

ELDER AFFAIRS

Program Expenses



Program Summaries

Council on Aging - Senior Centers provide health and recreational activities for Springfield senior residents.

SCSEP - Promotes the transition of unemployed mature worker from subsidized to unsubsidized employment.

SHINE - Assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits.

Greater Senior Services - Provides information on benefits and services available to seniors through outreach care.

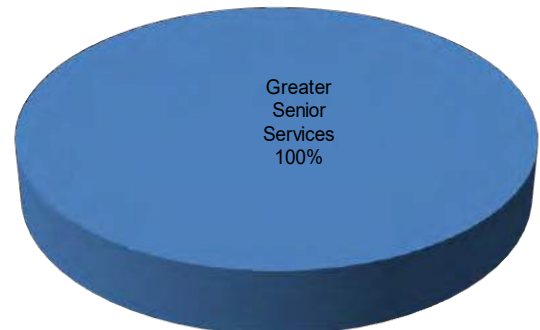
Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Council on Aging	444,926	421,411	506,425	85,015	34.5%
SCSEP Program	230,134	217,971	261,944	43,973	17.9%
SHINE	306,845	290,628	349,259	58,631	23.8%
Greater Senior Services	306,845	290,628	349,259	58,631	23.8%
Total General Fund Expenditures	285,312	287,155	533,404	246,250	36.4%
Total External Funds Expenditures	1,003,439	933,483	933,483	-	63.6%
Total All Funds Expenditures	1,288,751	1,220,637	1,466,887	246,250	100%

Revenue Summary TOTAL REVENUE: \$40,950

- ◆ Departmental Fees- \$40,950

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Greater Senior Services	1,260	-	40,950	40,950	100%
Total Departmental Revenue	1,260	-	40,950	40,950	100%

Fiscal Year 2019 Budget and Program Summaries

ELDER AFFAIRS

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	268,972	276,787	406,736	129,950	46.9%
OTPS	16,340	10,368	126,668	116,300	1121.7%
Capital	-	-	-	-	0.0%
Total General Funds	285,312	287,155	533,404	246,250	85.8%
External Funds Budget					
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	985,617	933,483	933,483	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	17,822	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,003,439	933,483	933,483	-	0.0%
All Funds Budget	1,288,751	1,220,637	1,466,887	246,250	20.2%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	1,242	-	40,950	40,950	100%
Reimb For Prior Year Expend	19	-	-	-	0.0%
Total Departmental Revenue	1,260	-	40,950	40,950	100%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
SCSEP	Grant	6/30/2018	617,142	550,734	550,734
Council on Aging	Grant	6/30/2017	217,514	210,349	210,349
Greater Springfield Senior Services	Grant	9/30/2017	78,381	92,400	92,400
SHINE	Grant	6/30/2017	53,514	80,000	80,000
SHINE 0364 Rate	Grant	6/30/2017	9,473	-	-
SHINE 01192	Grant	6/30/2016	3,123	-	-
One Care Fund Program	Grant	3/30/2018	4,670	-	-
Mass in Motion	Grant	12/31/2017	1,800	-	-
Subtotal FY19 Anticipated Grants			985,617	933,483	933,483
Donations	Donation	N/A	17,822	-	-
Subtotal Other Funding			17,822	-	-
Total External Funds			1,003,439	933,483	933,483

ELDER AFFAIRS

Program Summaries

Council on Aging

Council on Aging	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	444,926	421,411	506,425
FTEs	5.8	5.8	5.8
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
To encourage senior participation through health and recreational activities			
Number of participants in recreational activities	7,473	2,100	7,700

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

Highlights

The Council on Aging (Senior Centers) provides health and recreational activities for Springfield senior residents. These Centers include Riverview, Hungry Hill, Clodo Concepcion Community Center, the Fitness Center, and the brand new Raymond A. Jordan Senior Center, all of which are located throughout the City. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing at all Senior Centers, and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

ELDER AFFAIRS

Program Summaries

SCSEP Program

SCSEP Program	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	230,134	217,971	261,944
FTEs	3.5	3.5	4.5
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
To assess and address the needs of seniors			
Number of seniors transitioned from subsidized to unsubsidized employment	19	18	18
Number of unsubsidized job placements	19	18	18
Number of enrolled participants	57	45	45

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

Highlights

The SCSEP program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc. (SSAI). The DEA contract is a yearly contract. The contract calls for clear goals and outcomes which were met and surpassed in 2017.

Fiscal Year 2019 Budget and Program Summaries

ELDER AFFAIRS

Program Summaries

SHINE

SHINE	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	306,845	290,628	349,259
FTEs	4.0	4.0	4.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
To improve awareness of benefits and services available to seniors			
Number of home visits	68	242	242
Number of community presentations	32	25	25
Number of seniors assisted	3,200	2,613	2,613

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

Highlights

Senior Health Information Network and Education. The SHINE program provides information on benefits and services available to seniors, encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, underinsured, uninsured or homeless.

SHINE is a 2 year state contract from FY17-FY18. We anticipate this program being 80% funded again in 2019 and await the next contract beginning on July 1, 2018. This contract is allocated through Federal, State, and Affordable Care Act legislature.

ELDER AFFAIRS

Program Summaries

Greater Senior Services

Greater Senior Services	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	306,845	290,628	349,259
FTEs	4.0	4.0	7.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
To improve awareness of benefits and services available to seniors			
Number of follow-up home visits	1,050	580	1,100
Number of community presentations	25	22	300
Number of information and referral services	1,200	419	1,600

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

Highlights

The Greater Springfield Senior Services, Inc. (GSSSI) Outreach program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy and case management, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, underinsured, uninsured or homeless.

This is a 3-year Federal grant, currently in its last year. The DEA is a sub-grantee of the Greater Springfield Senior Services grant and is a Title 3b program with the Department of Agriculture.

Fiscal Year 2019 Budget and Program Summaries

ELDER AFFAIRS

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Council on Aging				
Personal Services	(6,132)	-	(123)	-
OTPS	-	-	(9,405)	116,300
SHINE				
OTPS	-	1,700	-	-
Total Adjustments	(6,132)	1,700	(9,528)	116,300

Notes

- ◆ OTPS- \$116,300 Increase to provide the following services at the new Raymond A. Jordan Senior Center:
 - ◇ \$105,000 Food Service
 - ◇ \$2,000 Cable and Wi-Fi
 - ◇ \$7,300 Staff Safety Training
 - ◇ \$2,000 Postage Machine

Fiscal Year 2019 Budget and Program Summaries

VETERAN SERVICES

Mission

To fulfill President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan," by serving and honoring the men and women who are America's Veterans. The mission of the Springfield Department of Veteran Services (DVS) is to honor America's Veterans by providing exceptional services which improves their health and well-being. The Springfield DVS advocates on behalf of all the Commonwealth's veterans, provides quality supportive services and directs an emergency financial assistance program for veterans and their dependents in need.

FY18 Department Highlights

- ◆ Continued to provide historic levels of support to veterans and their familiesby:
 - ◆ Providing DD214s (military discharges)
 - ◆ Expanding aid and attendance benefits that improve quality of life
 - ◆ Assistance with HUD VASH voucher
 - ◆ Getting homeless veterans into shelters while waiting for permanent housing
 - ◆ Promoting jobs with MGM and Trade Unions
 - ◆ Increasing outreach efforts via social media (Facebook) and other venues to promote advocacy and awareness of the Chapter 115 program and its benefits
- ◆ Supported the Mayor's initiative to end homelessness by collaboration and partnership with various organizations; Successfully placed 15 veterans into permanent housing.
- ◆ Complied with the new Chapter 14 of Title 108, Code of Massachusetts Regulations mandate, which requires VSOs to be certified and strengthen the department staff's performance by attending the mandated State Department of Veterans' Services training and development.
- ◆ We have enhanced and improved veteran's quality of life and functioning. Our efforts have impacted housing, employment, health, and social well-being for our recipients.
- ◆ Continued efforts in medical cost avoidance and cost reduction .
- ◆ Actively reduced case load by numerous alternative sources of income.
- ◆ Spearheaded in the coordination of public events on Veterans' Day, Vietnam Veterans' Day and Memorial Day. Each Memorial Day and Veterans' Day, over 22,000 flags are placed on the graves of Veterans interred in Springfield cemeteries.
- ◆ Provided emergency services to Puerto Rican Veterans and their families in supporting them getting their lives back on track. Helped Puerto Rican Veterans and their families to find the Veteran resources most helpful to them.

FY19 Budget Highlights

- ◆ Funding supports 6.0 General Fund FTEs.
- ◆ Includes a 2% salary increase for non-bargaining and union employees.
- ◆ Includes funding for Vetraspec software which will enhance the process of filing Federal Veteran disability claims.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	314,485	343,189	351,790	8,601	2.5%
OTPS	1,619,042	2,207,818	1,717,057	(490,761)	-22.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,933,527	2,551,007	2,068,847	(482,160)	-18.9%

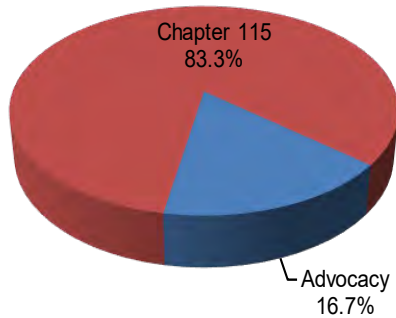
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	6.0	6.0	6.0	-	0.0%
Total FTEs	6.0	6.0	6.0	-	0.0%

Fiscal Year 2019 Budget and Program Summaries

VETERAN SERVICES

Program Expenses



Program Summaries

Advocacy - Processes applications for veterans' benefits for financial assistance. Function as a change agent which impacts their housing, employment, health, social well-being for our veterans and families.

Chapter 115 - Provides financial and medical assistance to qualified veterans and their dependents.

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Advocacy	322,254	425,168	344,808	(80,360)	16.7%
Chapter 115	1,611,272	2,125,840	1,724,040	(401,800)	83.3%
Total General Fund Expenditures	1,933,527	2,551,007	2,068,847	(482,160)	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

VETERAN SERVICES

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	314,485	343,189	351,790	8,601	2.5%
OTPS	1,619,042	2,207,818	1,717,057	(490,761)	-22.2%
Capital	-	-	-	-	0.0%
Total General Funds	1,933,527	2,551,007	2,068,847	(482,160)	-18.9%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	1,933,527	2,551,007	2,068,847	(482,160)	-18.9%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

VETERAN SERVICES

Program Summaries

Advocacy

Advocacy	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	322,254	425,168	344,808
FTEs	1.0	1.0	1.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Support and advocate on behalf of Veterans and their dependents</i>			
Monthly Average of Veterans receiving City Subsidy	500	498	400
% of successful advocacy claims / appeals	85%	90%	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

Our department continued to strengthen the staff’s performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

Department greatly enhanced its readiness posture by creating policies and procedures to coordinate and execute a wide range of services and emergency assistance.

The department’s staff has actively participated in numerous meetings, schools and college visits, and television and radio talk shows to share information about veterans and the services available as part of our outreach efforts. Created a social media page to better inform and communicate with our local community.

VETERAN SERVICES

Program Summaries

Chapter 115

Chapter 115	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,611,272	2,125,840	1,724,040
FTEs	5.0	5.0	5.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
<i>Provide financial and medical assistance to qualified Veterans and their dependents</i>			
# of new applications for benefits approved	88	72	100
% increase of financial assistance to qualified Veteran	3%	0%	N/A

Citywide Strategic Priority: Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

Highlights

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department Veteran Services is charged with taking applications for veterans’ benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department organized monthly job skills workshops to assist veterans in securing employment of any kind, and installed computer workstations to support job search efforts.

VETERAN SERVICES

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Advocacy				
Personnel Services	-	47,721	-	-
Chapter 115				
OTPS	(200,000)	(200,000)	(446,288)	(497,551)
Total Adjustments	(200,000)	(152,279)	(446,288)	(497,551)

Notes

- ◆ OTPS- \$497,551 reduction to level service request.
 - ◇ \$2,449 Increase for purchase of Vetraspec software.
 - ◇ \$500,000 Reduction to benefits due to historical spending patterns which has decreased in the most recent fiscal years.

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Mission

Building connections, broadening horizons and strengthening the community. The Springfield City Libraries are the community's source for literacy, technology and information.

FY18 Department Highlights

The Library continues to thrive under the Re: Think Springfield City Library model. The model brought increased hours for the branches and a large increase in the number of programs and materials offered to residents. Expanded programming and services coordinated by our programming and outreach teams continue to address important Springfield issues and use of Library programs and services by Springfield residents is increasing. In FY18, the number of programs offered to Springfield residents increased by 10% with a corresponding increase in attendance. The number of library cardholders increased by 5%, and website hits and computer users soared by 15%. We began work on our strategic planning process, to continue to grow and excel at serving Springfield residents' needs, beginning with completing the Urban Library Council's Edge Assessment, which compares all manner of technology uses to national recommendations and peer libraries.

Work on a new East Forest Park Branch Library took a giant leap forward when a top-ranked grant application was funded in the first round by the Massachusetts Board of Library Commissioners (MBLC). The City received a grant that could fund up to 59% of the cost of the project. The Springfield Library Foundation contracted with the Financial Development Agency to conduct a feasibility study gauging how much private funding could be raised in support of the new branch library. Their recommendation for a \$2 million campaign reflects on the community's faith in the Library as a valued institution and trust in the City as a strong municipal partner. The campaign is underway with several significant contributions already in the coffers and the visibility of the Foundation raised to a new level.

Phase one of the Central Library's accessibility and usability facilities upgrade plan is nearly complete, with a new plaza and ramp set to open in the summer of 2018, repaired roof and internal storm gutters in place to stem persistent water damage, replaced decorative terra cotta on the roof, and a historically correct State Street staircase ready to welcome visitors, all thanks to \$4 million in funding from the City and \$100,000 from the Massachusetts Cultural Council Facilities grant.

Other significant facilities improvements include a new public performance and gardening space adjacent to the Mason Square Branch Library; a new, main level bathroom along with enhanced décor and updated furnishings and equipment in the East Springfield Branch Library; and initial planning on restoration and accessibility improvements at the Forest Park Branch Library.

FY19 Budget Highlights

- ◆ Funds 75.6 FTEs which is a reduction of .5 FTEs due to the elimination of a temp position that is no longer required.
- ◆ Includes a 2% salary increase for non-bargaining and union employees.
- ◆ Maintains hours at the branches and the Central Library– 268 hours/week.
- ◆ Automated resource sharing services for Library; Library Materials 12% compliance.
- ◆ Fully fund security, electricity, public computers, and DATA at all locations.
- ◆ Includes funding to purchase two new book drops.

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	-	-	-	-	0.0%
OTPS	3,051,043	3,125,914	3,215,623	89,709	2.9%
Capital	1,330,672	1,388,682	1,465,643	76,962	5.5%
Total General Funds	4,381,715	4,514,595	4,681,266	166,671	3.7%

Department Staff

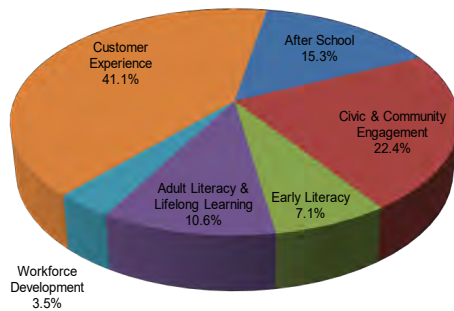
Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	76.1	76.1	75.6	(0.5)	-0.7%
Grant FTEs	10.0	11.2	11.2	-	0.0%
Total FTEs	86.1	87.3	86.8	(0.5)	-0.6%

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Program Summaries

Program Expenses



After School - High quality educational and leisure opportunities for Springfield youth, from birth through age seventeen.

Civic & Community Engagement - Outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences.

Early Literacy - Programs are offered for the education, entertainment, and enlightenment of these groups.

Adult Literacy & Lifelong Learning- Resources and skills that they need to explore topics of personal interest and continue to learn throughout their lives.

Workforce Development- Helps residents with the opportunity to attain steady and meaningful jobs.

Customer Experience - Provides timely and accurate information services for residents.

Program Budgets

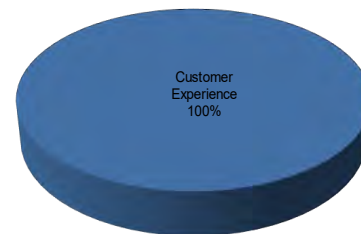
Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
After School	842,136	858,386	857,239	(1,147)	15.3%
Civic & Community Engagement	1,238,066	1,261,955	1,260,269	(1,686)	22.4%
Early Literacy	389,645	397,164	396,633	(531)	7.1%
Adult Literacy & Lifelong Learning	584,468	595,745	594,950	(796)	10.6%
Workforce Development	194,823	198,582	198,317	(265)	3.5%
Customer Experience	2,268,741	2,312,517	2,309,428	(3,089)	41.1%
Total General Fund Expenditures	4,381,715	4,514,595	4,681,266	166,671	83.3%
Total External Funds Expenditures	1,136,164	1,109,753	935,569	(174,184)	16.7%
Total All Funds Expenditures	5,517,879	5,624,348	5,616,835	(7,513)	100%

Revenue Summary

TOTAL REVENUE: \$75,000

- ◆ Fees / Fines - \$75,000
- ◇ Late Charges

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Customer Experience	48,959	75,000	75,000	-	100%
Total Departmental Revenue	48,959	75,000	75,000	-	100%

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

All Funds Expenditure Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	-	-	-	-	0.0%
OTPS	3,051,043	3,125,914	3,215,623	89,709	2.9%
Capital	1,330,672	1,388,682	1,465,643	76,962	5.5%
Total General Funds	4,381,715	4,514,595	4,681,266	166,671	3.7%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	669,580	955,586	781,402	(174,184)	-18.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	466,584	154,167	154,167	-	0.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,136,164	1,109,753	935,569	(174,184)	-15.7%
All Funds Budget	5,517,879	5,624,348	5,616,835	(7,513)	-0.1%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fines	48,959	75,000	75,000	-	0.0%
Total Departmental Revenue	48,959	75,000	75,000	-	0.0%
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
MLCB State Aid	Grant	6/30/2018	266,254	296,167	286,341
ABE Grant	Grant	8/31/2018	219,678	145,393	215,035
Mason Square Library	Grant	6/30/2018	148,608	345,393	145,393
Mass Cultural Council	Grant	6/30/2017	12,711	11,300	11,300
Early Childhood Resource Center	Grant	6/30/2017	6,986	9,333	9,333
Health in the Square	Grant	4/30/2017	4,566	-	5,000
Bringing the Black Experience to Life	Grant	1/17/2018	3,000	-	-
Foundation for a Lifetime Service	Grant	12/31/2014	2,364	-	-
Curiosity Creates	Grant	6/1/2016	1,645	-	-
After School/Weekend Program for Youth	Grant	6/30/2017	1,288	-	-
Artworks at Springfield City Library	Grant	1/21/2017	1,000	-	-
Science on the Go	Grant	6/30/2017	825	-	-
Latino Americans: 500 Years of History	Grant	7/31/2016	641	-	-
Summer Concert Series-Forest Park	Grant	1/21/2017	15	-	-
LENA Start Early Literacy	Grant	7/31/2019	-	60,000	30,000
Springfield Library Foundation	Grant	2/14/2020	-	57,000	57,000
LSTA- Citizenship Corners	Grant	9/30/2018	-	15,000	7,500
LSTA-Mind in the Making	Grant	9/30/2018	-	10,000	5,000
The Arts Rock at the Library	Grant	1/19/2019	-	2,000	2,000
Indian Orchard Mass Literature	Grant	1/3/2020	-	2,000	-
EXCITE Transformation for Libraries	Grant	11/30/2018	-	2,000	-
LSTA STEM Learning	Grant	TBD	-	-	7,500
Subtotal FY19 Anticipated Grants			669,580	955,586	781,402
Donations	Donation	N/A	60,462	-	-
Walker Trust	Trust	N/A	119,760	48,000	48,000
Moses Trust	Trust	N/A	60,146	22,700	22,700
James Garvey Trust	Trust	N/A	38,862	6,754	6,754
James Corcoran Trust	Trust	N/A	73,575	51,713	51,713
Endowment Interest	Endowment	N/A	113,780	25,000	25,000
Subtotal Other Funding			466,584	154,167	154,167
Total External Funds			1,136,164	1,109,753	935,569

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Program Summaries

After School

After School	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	842,136	858,386	857,239
FTEs	13.3	13.4	13.4
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
YA Programs	513	274	550
YA Program Attendance	6,274	2,469	6,400
Partnerships with Organizations	10	10	15
Circulation of Young Adult Materials	68,974	36,843	70,500
Young Adult Cardholders	10,881	11,245	12,850

Citywide Strategic Priorities: Education, Public Safety and Healthy Neighborhoods

Highlights

The After School Team offers programs that give teens a chance to design, build, and create, including cooking workshops, jewelry-making, maker labs focusing on crafts, and video gaming sessions. Teens construct virtual worlds in Minecraft, learning to compete and cooperate with other players. We launched a 20-week Girls Who Code program where girls learned coding under the tutelage of a local high-tech professional, encouraging girls' interest in computer science and technology careers. We partnered with RadSpringfield to run bike repair workshops for teens, promoting mobility and job skills. Our popular anime and comics festival ChibiCon complemented a three part workshop in writing and drawing a graphic novel. In all the libraries, teens have a safe space to come and hang out with their friends, use laptops, desktop computers, or our Wi-Fi, and browse through books, magazines, and graphic novels.

We continue to promote reading through incentive programs. Summer Reading Club kept teens reading during the long break, combatting the "summer slide" and putting books in the hands of teens as prizes. A reading incentive program during the winter months rewarded teens for reading regularly with a pizza and pie party. The library also partnered with Springfield Public Schools to forgive teen overdue fines just by signing up for Summer Reading Club or visiting the library in February.

Building relationships with local social service organizations, we published a brochure of resources for teens in crisis and offer STEM programs in residential facilities for troubled teens. We partnered with the YMCA to offer a weekly teen discussion group on consent, boundary setting, and avoiding abusive relationships; a partnership with Out Now gives young people the opportunity to explore and learn about the challenges facing the LGBTQ+ community as well as how to be an ally.

We look for opportunities to help teens develop leadership skills and a commitment to the community. Teens made catnip toys, tug toys for dogs, and pet beds to donate to the T. J. O'Connor animal shelter. Teen Advisory Boards help to choose books and other library materials, plan programs, and suggest changes in the library; teen volunteers help with children's programs, write for the Library's social media pages, and assist with clerical tasks.

The elementary-age component of this budget area strengthened its collaboration with the Springfield Public Schools by participating in the Springfield School Volunteer's read-aloud program and reaching out to families with elementary school-aged children by attending school open houses, PTO events, school picnics, and literacy nights.

Solar eclipse parties throughout the city attracted hundreds of viewers; we distributed 1,000 pairs of free solar eclipse glasses, the events included live viewing, televised viewing of sites experiencing a total eclipse, art activities, ice cream socials, and a space-themed scavenger hunt. Also popular were other STEM-based programs such as MAD LABS, Creation Station and Mad Science.

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Program Summaries

Civic & Community Engagement

Civic & Community Engagement	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,238,066	1,261,955	1,260,269
FTEs	19.6	19.7	19.7
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Civic & Community Programs	22	12	25
Civic & Community Program Attendance	2,000	1,150	2,300
Partnerships with Organizations	24	24	28
Community Group Meetings at Libraries	634	368	750
Attendance at Meetings of Organizations	12,692	7,043	14,000

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

Highlights

Voters learned about the candidates for City Council and School Committee at a Meet and Greet event attended by over 200 people. We partnered with the League of Women Voters to present a City Council debate at Western New England University that was streamed live on Focus Springfield. Our methods and successes were shared on a state level when we partnered with the Elections Commissioner on a presentation at the Massachusetts Library Association.

This year's Non-Profit Mingle, attended by about 60 people, introduced the area's non-profit community to our new Funding Information Network coordinator, paired funders and grant-seekers, and garnered many ideas for fresh approaches to sharing funding expertise. A new LinkedIn group and e-newsletter reaches hundreds with proposal writing tips and funding opportunities.

We again offered the popular My Beloved Springfield women's leadership information fair and panel discussion during Women's History Month. This year, the Women's Fund of Western Massachusetts co-sponsored the event which featured Springfield notables from the fields of youth development, politics, education, and business.

The Indian Orchard Branch developed relationships with Springfield Housing Authority sites in the neighborhood through a federal (HUD) Book Rich Environment project. Area families took part in scavenger hunts, crafts, and book giveaways as an incentive to promote public library services. The goal of the program is to connect housing authority residents with the services that the public library has to offer, and to encourage a book-rich environment for children at home.

Branch Manager Diane Houle was named a 2018 Massachusetts Literacy Champions. Diane will use her award to purchase a BiblioBike for the Brightwood neighborhood, as a way to promote public library services in the North End. We continued our support of the Reading by 4th Grade initiative by partnering with the Springfield Public Schools, Springfield Parks and Recreations, the Springfield Housing Authority, and the Boys & Girls Club Family Center to promote children read 20 minutes a day for school success.

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Program Summaries

Early Literacy

Early Literacy	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	389,645	397,164	396,633
FTEs	6.2	6.2	6.2
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Juvenile Programs	3,564	1,876	3,750
Juvenile Attendance	46,229	24,716	50,000
Circulation of Children's Materials	201,493	86,115	205,000
Children's Cardholders	12,500	12,550	13,500

Citywide Strategic Priorities: Education and Healthy Neighborhoods

Highlights

The Early Literacy team seeks to provide resources, training and modeling to parents, caregivers, providers, and library staff, for raising awareness and improving early literacy skills in children ages 0 to 5.

Storytimes, one of our key early literacy programs, continue to go strong. We offer family storytime, infant/toddler and toddler storytimes. Sixteen Acres and the Central Library have very successful playgroups that give families opportunities to meet other parents and caregivers as well as see modeling of early literacy practices. One of Sixteen Acres parents commented, "Thank you for another wonderful year at library playgroup, and thank you for your continued kindness to our family!" Another commented, "Thank you for a great season of reading and playing at the library! You always know where to find books about things my child likes, like garbage trucks and Elmo."

A federal Mind in the Making grant (\$10,000) is funding a Play and Learn Place at the Indian Orchard Branch Library to promote unstructured play, literacy and STEM activities for preschool-aged children. Activities to highlight the birthday of Dr. Seuss acquainted residents with the clever work of Springfield's Theodor Geisel.

Last summer, children participating in the Summer Reading Club Read-To-Me program read over 2000 books. New this year, we piloted "Small Talk Springfield" which was funded by the Funder Collaborative for Reading Success. Seven parents graduated from the fall program and more sessions are planned for the spring. This innovative project enables parents to learn how to help their baby's brain grow through talk and play, using a research-based curriculum and a word-counting device.

The team also focused on improving early learning spaces. East Springfield set up a dramatic play area. One child commented, "Mom, look, they have a kitchen just for me!" Sixteen Acres also received an extremely popular kitchen donation for their play area. New early learning toys were purchased for all locations to encourage play, including new, multicultural puppets at Forest Park Branch which are favorites of children, young and old.

The Massachusetts Department of Early Education and Care (DECC) awarded another Early Childhood Resource Center contract to the Central Library Children's Room. It provides books, kits, and toys especially appropriate for teachers, parents, and caregivers working with young children, along with funding for professional development.

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Program Summaries

Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	584,468	595,745	594,950
FTEs	9.2	9.3	9.3
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Read/Write/Now Classes	217	81	225
Read/Write/Now Attendance	6,639	4,453	7,500
Number Students Advancing a Level	30	18	36
Volunteer Tutor Hours	1,859	907	1,900
Number Adult Programs	873	353	750
Attendance at Adult Programs	15,244	5,794	16,000
New Programs Developed	15	15	18
Partnerships with Organizations	20	18	22
Circulation of Adult Materials	447,382	244,455	488,910
Adult Cardholders	52,540	54,468	55,500

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

Highlighted programs for adult lifelong learners included a growing commitment to teaching computer literacy with strong attendance and a broader range of workshop offerings. Support of local authors and readers interested in their works has grown too with long waiting lists for our book signings and impressive attendance at our shared readings, some of which have earned excellent exposure on YouTube. We have experienced growth in and community support of featured author readings and book and film discussions. Services to local non-profit organizations with grant-finding workshops draw participation and partnerships from agencies across the region, and a new partnership with the Community Foundation of Western Massachusetts is planned.

Community members enjoy art and leisure programming at the library. The Central Library continues to offer well-attended monthly concerts, and its art wall draws appreciative viewers from throughout the Valley. Funding from the Springfield Cultural Council has brought in special programs in both art and music for several Springfield City Library locations. Community festivals at Mason Square Branch Library (summer), as well as East Springfield, East Forest Park, and Brightwood branches (autumn) have drawn hundreds of residents to those branches for afternoons and evenings filled with family fun, food, music, learning, and discovery.

Read/Write/Now continues to offer adult basic education (ABE) services for Greater Springfield adults in need of beginning literacy through Hi-SET preparation for 34 weeks annually. Curriculum includes reading, writing, math, digital literacy, as well as all of the subject areas that are included on the HiSET and GED tests. The program usually has a waiting list of 100 – 140 people who are waiting for classes or tutoring. We continue to provide counseling and referrals for services to assist adult learners with overcoming barriers to educational progress that can include lack of child care, transportation, health issues, housing problems, and other challenges that generally come with poverty. Students' accomplishments include earning U.S. citizenship, voting, getting jobs, helping their children with school work, and many other literacy-related goals. During 2018 and 2019, Read/Write/Now will offer U.S. citizenship classes and materials for adult learners from Read/Write/Now and other ABE programs. We will also purchase materials for citizenship study for the Central Library and for Pine Point's Library Express.

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Program Summaries

Workforce Development

Workforce Development	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	194,823	198,582	198,317
FTEs	3.1	3.1	3.1
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Workforce Development Events	25	15	30
Attendance at Workforce Events	655	715	1,500
Workforce Dev. Partner Organizations	16	18	22
Workforce Development Trainings	18	12	24
Workforce Dev. Training Attendance	275	158	300

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

The Springfield City Library’s Workforce Development Team connects city job seekers with the education and resources necessary to find, obtain, and retain employment through a combination of programming, services, and community partnerships. The team twice partnered with the Sheriff Department’s After Incarceration Support Systems program (AISS) to provide workshops to job seekers on how to approach their job search, strategies for getting through online applications, suggestions for the interview process, and information on how to engage with contemporary workplaces to ensure that they will thrive in a new position. In an effort to address technology literacy barriers, the second iteration of this program, “Get Ready to Work,” included three sessions of Microsoft Office classes, led by city librarians. We incentivized attendance to all 3 days of the program with referrals to Suit-Up Springfield and Dress For Success, which more than half of the participants received.

The team also reached out to community partners to explore how to best serve job seekers with legal barriers to employment, specifically those with criminal records. We partnered with non-profit law firm Community Legal Aid, Futureworks, AISS, and Western New England University’s Law School to host an information session about applicant’s rights and protections during the job seeking process. The program’s attendees, which included a number of service providers, over-filled Futureworks’ meeting room.

Oreste Valera of Springfield’s Small Business Association offered a well-attended presentation on the process of starting a small business as well as the services and assistance provided by the SBA. Three times a month, Kat Mangiafico of Opportunity Services travels to the Mason Square, Central, and Sixteen Acres libraries to assist patrons with signing up for the Skillsmart jobs portal. Through this portal, patrons can directly apply for jobs at MGM Springfield, the Springfield Public Schools, and a number of other local employers. The team continues to support to the efforts of the Springfield Works! initiative, as well, by participating on their coaching and mentoring committee.

Finally, a major component of the team’s work in the past year has been in staff training. It’s critical that staff be well-informed about the workforce organizations and resources in the Greater Springfield area in order to serve our job seeking patrons effectively. We hosted representatives from Skillsmart, Springfield Works!, Futureworks, Youthworks, the Western Mass Employment Collaborative, the Regional Employment Board of Hampden County, and the AISS program at both team meetings and focused staff trainings in an effort to educate library staff.

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

Program Summaries

Customer Experience

Customer Experience	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	2,268,741	2,312,517	2,309,428
FTEs	34.7	35.6	35.1
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
Total Circulation	717,849	357,413	764,410
Total Reference Transactions	107,135	54,697	110,350
Total Cardholders	75,921	78,563	81,850
Total Website Hits	36,117,812	18,568,096	38,000,000
Total Database Searches	90,179	38,424	92,000
Total Computer Uses	102,692	48,572	106,000
Total Wi-Fi Uses	47,107	23,080	50,000
Total Visitors	681,457	333,608	725,000

Citywide Strategic Priorities: Education, Economic Vitality and Healthy Neighborhoods

Highlights

We examined the overall experience of patrons in our libraries and considered how to improve those experiences, including how our libraries look (signs, furniture, neatness, cleanliness), feel (is it easy to get around? can you tell where to go?), sound (is it quiet where it needs to be quiet?), provide human interaction (are staff providing high-quality service?), as well as examining the digital experience we provide through our website, online resources, and apps. Our goal is to find and implement ways to remove barriers patrons may experience in accessing library services.

The committee reviewed the Library's policy regarding food and drink and made recommended changes; implemented a staff survey about user experience of the library's website; implemented a detailed staff gathering feedback about the creation of an orientation plan; created a detailed orientation plan for all new Library employees; implemented a series of staff development sessions which covers topics like Basic Spanish for Library Employees, Futureworks Resources, Springfield WORKS, Mental Health First Aid, and Helping People Experiencing Homelessness. Our new Digital Services Librarian used staff and user feedback to revamp our website, making it a more effective and user-friendly tool the use of which grew dramatically.

Two innovative services launched this year: Book-A-Librarian allows residents to make an appointment with a librarian for assistance with research, online searching, and other queries. Our new Personalized Reading Recommendations service helps avid readers locate their next great read, personally tailored to their tastes and preferences.

We use wireless hotspots to bring library card registration and book check-out to community events across the city, and are expanding the number of hotspots so we can provide programming and reference services at senior centers, apartment complexes, and in city parks. We have increased the number of wireless printing locations by adding this service at the East Springfield Branch, and we now offer highly-used fax/scanner services at five branches.

We partnered with the Silvio Conte US Fish and Wildlife Service to offer science and nature learning for elementary school-aged children at several branch locations and the Central Library Children's Room. Outreach personnel from the agency did story times that explored indigenous animals and animal adaptation.

Home City Families continues to be a great community partner, complementing our storytimes at five locations: Brightwood (bilingual), Forest Park, Sixteen Acres and two new locations this year--Indian Orchard and East Forest Park. They sponsored our Family Book Club at the Forest Park location last summer and plan to sponsor another round of Music Together this spring.

Fiscal Year 2019 Budget and Program Summaries

LIBRARIES

FY19 Budget Adjustments

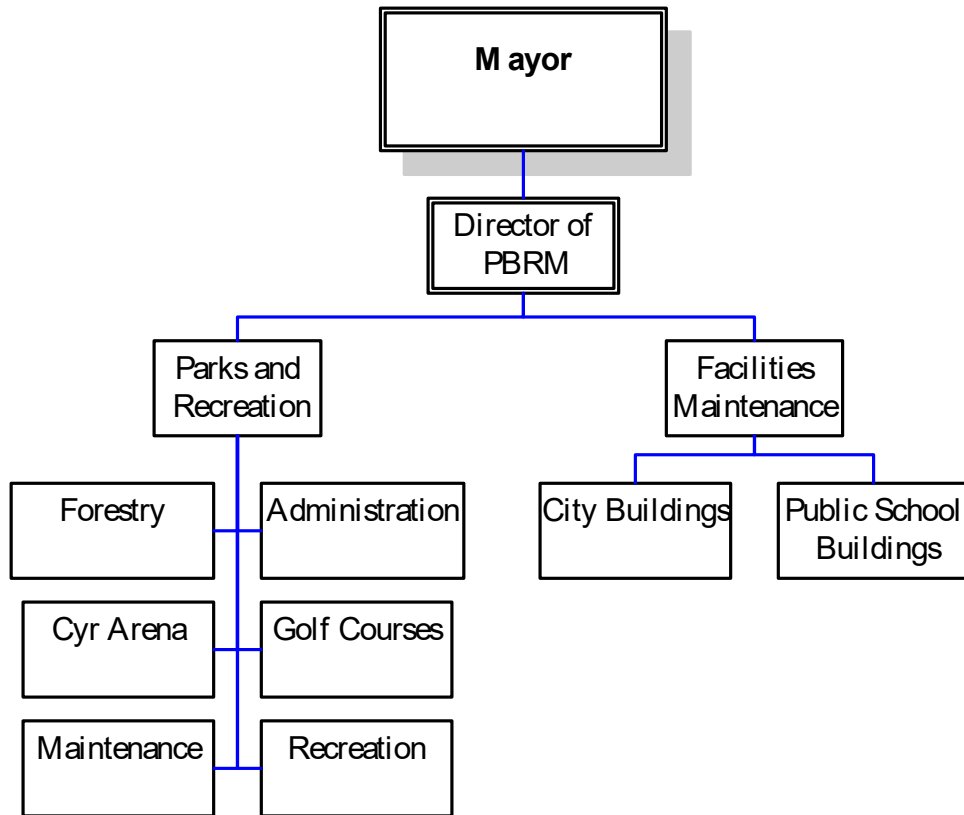
Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Customer Experience				
Personal Services	(495,140)	(202,583)	(303,668)	(209,500)
OTPS	(66,868)	(56,428)	(316,205)	(201,995)
Capital	-	-	(28,720)	(104,440)
Adult Literacy & Lifelong Learning				
OTPS	(271,121)	(242,550)	-	-
Total Adjustments	(833,129)	(501,561)	(648,593)	(515,935)

Notes

- ◆ Personal Services- \$209,500 Reduction to level service request.
 - ◇ \$207,000 Reduction due to State Aid Offset.
 - ◇ \$2,500 Reduction in overtime due to historical spending.
- ◆ OTPS- \$201,995 Reduction to level service request due to historical spending.
- ◆ Capital—\$104,440 Reduction to level service request due to historical spending.

Section 10

Parks, Recreation and Building Management Division



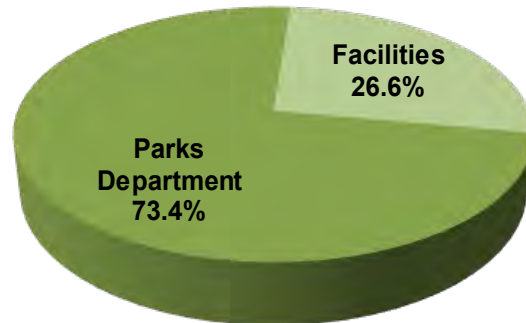
Mission Statement

The Parks and Facilities Management's mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

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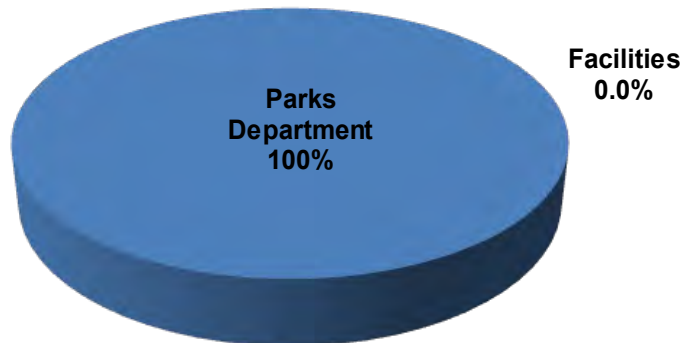
Fiscal Year 2019: All Funds Budget and Revenue Overview

Parks, Buildings, and Recreation Management Division



FY19 Adopted Budget Parks, Buildings, and Recreation Management Division						
	FY17 Actual	FY18 Adopted	FY18 Revised	FY19 Adopted	% Change from FY18 Adopted	% Change from FY18 Revised
Parks Department	8,017,440	8,459,720	7,978,252	9,062,270	7.1%	12.0%
Facilities	2,699,964	2,982,403	2,752,211	3,276,364	9.9%	16.0%
Total	10,717,404	11,442,123	10,730,463	12,338,635	7.8%	13.0%

Revenue Overview



Division / Department	FY19 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY19 Total Revenue
Parks Department	2,595,507	-	1,755,273	-	-	4,350,780
Facilities	-	-	-	-	-	-
Total	2,595,507	-	1,755,273	-	-	4,350,780

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Fiscal Year 2019 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.

FY18 Department Highlights

The Parks Division is responsible for the care and maintenance of 35 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 55 miles of City sidewalks to ensure a safe passage for school children. 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. The general public has responded with favorable comments and is pleased that their requests are being answered in a timely manner. The department is proud to be recognized by the EPA for the initiation of Organic Lawn Care program as well as our work across the City in energy efficiency.

FY19 Budget Highlights

- ◆ Funds 83.5 General Fund FTEs and 4.0 Grant FTEs.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, UFCW, and AFSCME employees.
- ◆ Continues Funding for Afterschool and Camp Star Angelina-TRC Programs
- ◆ Includes Funding for Expansion of the Summer Concert Series and a New Downtown Maintenance Crew

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	4,522,922	4,759,031	5,068,530	309,499	6.5%
OTPS	3,268,254	3,474,426	3,767,476	293,049	8.4%
Capital	226,263	226,263	226,265	2	0.0%
Total General Funds	8,017,440	8,459,720	9,062,270	602,550	7.1%

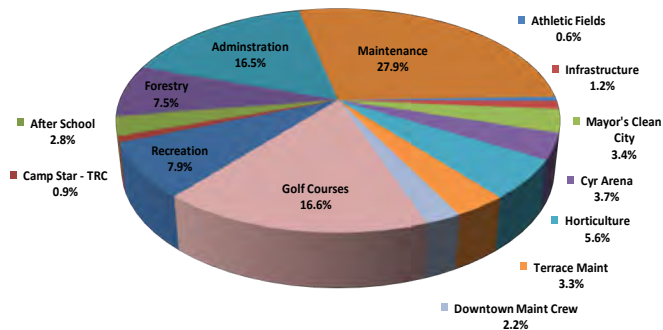
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	80.5	80.5	83.5	3.0	3.7%
Grant FTEs	2.0	2.0	4.0	2.0	100%
Total FTEs	82.5	82.5	87.5	5.0	6.1%

Fiscal Year 2019 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.

Forestry - Maintains the City's street trees.

Maintenance - Upkeep of the City's parks and terraces.

Cyr Arena - Hosts youth, adult, and school-based hockey teams and open skate programs.

Golf Courses - two (2) municipally-run, 18-hole

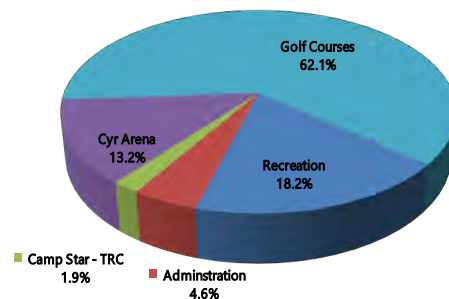
Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Recreation	636,988	678,746	714,976	36,230	7.9%
Camp Star - Therapeutic Recreation	19,867	80,484	80,484	-	0.9%
After School Program	230,196	248,255	250,860	2,606	2.8%
Forestry	646,369	665,372	679,499	14,127	7.5%
Administration	1,268,543	1,360,929	1,490,828	129,899	16.5%
Maintenance	2,299,685	2,395,068	2,529,470	134,402	27.9%
Athletic Fields	78,436	63,751	58,251	(5,500)	0.6%
Infrastructure	117,063	99,252	105,402	6,150	1.2%
Mayor's Clean City	348,515	309,616	303,955	(5,661)	3.4%
Cyr Arena	318,966	326,181	337,049	10,868	3.7%
Horticulture	495,484	503,515	511,820	8,305	5.6%
Terrace Maintenance	288,684	293,331	298,063	4,732	3.3%
Downtown Maint Crew	-	-	200,000	200,000	2.2%
Golf Courses	1,268,642	1,435,221	1,501,613	66,393	16.6%
Total General Fund Expenditures	8,017,440	8,459,720	9,062,270	602,550	100%

Revenue Summary

- ◆ **Recreation** - Forest Park Parking Passes, Field Rentals, Bright Nights Fees
- ◆ **Administration** - Concession Rental Fees, Old First Church Rental, Toll Booth Receipts
- ◆ **Cyr Arena** - Hockey Leagues, Skate Rentals and Fees
- ◆ **Golf Courses** - Open Golf, Leagues, Tournaments

Program Revenue



Departmental Revenue

Program Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Recreation	457,394	486,405	471,405	(15,000)	18.2%
Administration	113,950	119,102	119,102	-	4.6%
Camp Star - TRC	49,783	124,300	50,000	(74,300)	1.9%
Cyr Arena	353,236	350,000	343,000	(7,000)	13.2%
Golf Courses	1,554,772	1,612,000	1,612,000	-	62.1%
Total Departmental Revenue	2,529,135	2,691,807	2,595,507	(96,300)	100%

Fiscal Year 2019 Budget and Program Summaries

PARKS DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	4,522,922	4,759,031	5,068,530	309,499	6.5%
OTPS	3,268,254	3,474,426	3,767,476	293,049	8.4%
Capital	226,263	226,263	226,265	2	0.0%
Total General Funds	8,017,440	8,459,720	9,062,270	602,550	7.1%
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	Percent Change
Grant Funds	819,920	4,447,743	1,475,153	(2,972,590)	-66.8%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	269,338	261,742	280,120	18,378	7.0%
Other Funding	-	-	-	-	0.0%
Total External Funds	1,089,259	4,709,485	1,755,273	(2,954,212)	-62.7%
All Funds Budget	9,106,698	13,169,205	10,817,543	(2,351,662)	-17.9%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Departmental Fees	457,394	486,405	471,405	(15,000)	-3.1%
Park Rentals	113,950	119,102	119,102	-	0.0%
Sale of Old Materials	40	-	-	-	0.0%
Reimbursement for Prior Year Expenditures	101	-	-	-	0.0%
Camp STAR - TRC Program	49,783	124,300	50,000	(74,300)	-59.8%
Cyr Arena	353,236	350,000	343,000	(7,000)	-2.0%
Golf Courses	1,554,772	1,612,000	1,612,000	-	0.0%
Petty Cash - Close/Over	(67)	-	-	-	0.0%
Total Departmental Revenue	2,529,208	2,691,807	2,595,507	(96,300)	-3.6%

External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
21st Century-Pottenger	Grant	6/30/2018	83,609	212,789	215,489
Aventura Summer Camp	Grant	7/11/2018	-	5,400	5,400
CDBG Entitlement	Grant	6/30/2018	237,050	-	121,564
Evening Gym Program	Grant	N/A	51,609	67,700	67,700
Greening the Gateway Cities Program	Grant	6/30/2021	-	200,000	450,000
Hasbro Summer Learning	Grant	12/31/2015	325	-	-
Jamie Ulloa Park	Grant	6/1/2018	18,500	250,000	-
Mary Lynch - PARC	Grant	6/1/2018	35,000	474,000	-
MGM Franconia Pavilion	Grant	N/A	(2,500)	-	-
Old First Church	Grant	N/A	8,590	104,500	36,000
Riverfront Park - PARC	Grant	6/1/2019	-	-	-
Skill and Technical Training Facility	Grant	N/A	30,887	-	-
South Branch Parkway	Grant	6/30/2016	338,012	104,042	-
Summer Youth Jobs	Grant	9/15/2017	4,000	4,312	4,000
Swan Pond	Grant	6/30/2019	-	3,000,000	-
Tennis - Park	Grant	N/A	3,119	-	-
Therapeutic Recreation Club - Transportation	Grant	4/1/2017	11,719	-	-
Van Horn Park	Grant	6/1/2019	-	25,000	575,000
Subtotal FY19 Anticipated Grants			819,920	4,447,743	1,475,153
Edward W. Walker	Trust	N/A	149,449	118,344	118,344
William B. Walker	Trust	N/A	49,441	42,100	61,776
Barney	Trust	N/A	70,448	100,000	100,000
Charles O. Davis	Trust	N/A	-	1,298	-
Subtotal FY19 Other Funds			269,338	261,742	280,120
Total External Funds			1,089,259	4,709,485	1,755,273

Fiscal Year 2019 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Recreation

Recreation	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	636,988	678,746	714,976
FTEs	9.0	9.0	9.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# of participants who registered for a pool pass	4,669	5,169	5,400
# of athletic program participants	2,045	2,106	2,150
# of summer enrichment programs	7	7	5
# of therapeutic enrichment programs	2	2	2
# of special events	7	9	9
# of employment opportunities for youth	201	201	201
# of community groups served	69	74	78

Citywide Strategic Priority: Healthy Neighborhoods

The goal of the Recreation Division is to provide a variety of recreational and educational programming and serves as the central information center for all sports activities and seasonal youth-serving programs located within the City of Springfield. This division offers three seasonal programs including Afterschool Enrichment at 5 Elementary Schools, 6 Evening Gym Programs, and 6 Summer Enrichment Programs.

The Afterschool & Summer Enrichment programs provide students with opportunities to participate in academic enrichment activities including hands-on, experiential learning, and to strengthen their social emotional skills. These programs are designed to measure increases in both academic and intermediary outcomes.

In Springfield, children are faced with a number of risk factors, including: single parent families, loosely structured households, lack of significant guidance, gang activity, poverty, and densely populated neighborhoods. The Evening Gym Programs are designed to provide a safe haven for participants and opportunities to increase their physical activity levels. Participants also benefit from the adult mentors who supervise the program. The program is currently serving 31% of African-American students and 62% of Hispanic students. The overwhelming majority of students served are males (92%).

The Evening Gym Program has become a staple in the neighborhoods we serve and we do not have to advertise. The participants show up once they see the lights turned on in the gyms. We have also been very fortunate that little or no disruptive behavior has occurred.

PARKS DEPARTMENT

Program Summaries

After-School Program

After-School Program	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	230,196	248,255	250,860
FTEs	3.0	3.0	3.5
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# of participants in afterschool programs	296	310	325
# of partners involved in out-of-school-time programming	16	21	21

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the After-School Program is to provide safe and academically enriched programming that aligns with and supports school-day programming for City youth. This division has also restructured Therapeutic Recreation opportunities and has ensured all programs are inclusive to residents across the City. The Recreation Division continues to follow the model developed over 15 years ago under the 21st Century program and is proud of the program being offered as it continues to be well-attended by youth across the City.

PARKS DEPARTMENT

Program Summaries

Cyr Arena

Cyr Arena	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	318,966	326,181	337,049
FTEs	4.0	4.0	4.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# of adult hours booked per week	13	14	14
# of youth hours booked per week	31	35	33
# of participants in public skating	8,700	8,718	8,700

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of Cyr Arena is to provide a home for multiple adult, youth, and school-based hockey leagues. In addition, open skates for members of the public are held on a regular basis during the week.

Adult Leagues - 5 leagues scheduled for FY17

Youth Leagues - 9 leagues scheduled for FY17

School Varsity & JV Usage - 3 school-based teams scheduled for FY17

Fiscal Year 2019 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Forestry

Forestry	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	646,369	665,372	679,499
FTEs	9.0	9.0	11.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# trees planted	320	160	200
# trees removed	643	477	500
# trees trimmed	1,004	980	1,500
# emergencies pickups/hangers	224	163	N/A
# new tree requiring after care water/stake/re-mulch	351	892	1,000
#stumps removed	194	17	200

Citywide Strategic Priority: Healthy Neighborhoods; Public Safety

Highlights

The goal of the Forestry Division is to responsibly care for and maintain all public shade trees. The division also assists in the management and care of all trees on public property.

Springfield’s street trees represent a resource valued at nearly \$122 million and provide \$1.5 million in benefits to City residents annually. This includes a net total of 12.5 million pounds of carbon avoided and sequestered annually, 50 million gallons of rainfall intercepted annually, 57,000 pounds of particulate matter pollution removed and avoided from the air annually, and \$743,000 in annual energy benefits for Springfield residents. We are proud to have been selected for the \$1.5 million Greening the Gateway Cities Program Grant. This will prove beneficial to the McKnight, Old Hill, and Upper Hill Neighborhoods.

PARKS DEPARTMENT

Program Summaries

Golf Courses

Golf Courses	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,268,642	1,435,221	1,501,613
FTEs	5.0	5.0	5.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# of golf leagues	80	80	82
# of tournaments	34	34	34
# of rounds of golf	43,000	33,000	57,000

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the 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 57,000 rounds of competitively priced golf on an annual basis.

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

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

Fiscal Year 2019 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Maintenance

Maintenance	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	2,299,685	2,395,068	2,529,470
FTEs	36.0	36.0	36.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# of residential site work by Clean City	1,518	1,239	1,500
# of lots cleaned by Clean City	260	332	400
# of athletic fields maintained	64	64	67
# of terraces maintained	158	158	158
# of flowers planted	643	1,399	1,425
# of acres debrushed	2	2	10

Citywide Strategic Priority: Healthy Neighborhoods

Highlights

The goal of the Maintenance Program is to responsibly care for and maintain 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 locations. Successful implementation of the Organic Lawn care program.

Court Maintenance: Maintains outdoor hard courts (tennis/basketball) at City-owned locations.

Terrace Maintenance: Maintains 160 traffic islands & terraces covering over 70 acres.

Horticulture: Provides advanced plant care for terraces, gateways, and parks.

Waterways and Structures: Two critical dams will be rebuilt over the next fiscal year. The department has rewritten its lake and pond management plan and is in the process of permitting for implementing management practices over the next fiscal year.

Fiscal Year 2019 Budget and Program Summaries

PARKS DEPARTMENT

Program Summaries

Administration

Administration	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	1,268,543	1,360,929	1,490,828
FTEs	16.5	16.5	15.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
# of safety seminars held annually	3	3	3
# of days taken to update the Parks website with program changes	1	1	1

Citywide Strategic Priority: Fiscal & Operational Excellence; Healthy Neighborhoods

Highlights

The goal of Administration is to provide administrative, managerial, and operational support for the PBRM. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination. Administration staff continues to realize a high degree of success in obtaining grants for the department.

Fiscal Year 2019 Budget and Program Summaries

PARKS DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Recreation Personal Svcs	1,439	-	(49,601)	5,746
Recreation OTPS				10,000
Camp Star-TRC Personal Svcs	-	-	25,076	25,076
Camp Star-TRC OTPS	-	-	55,408	55,408
After School Program Personal Svcs	551	100,000	(78,560)	-
After School Program OTPS	-	-	(8,000)	-
Cyr Arena Personal Svcs	725	-	(1,384)	-
Cyr Arena OTPS	(8,500)	(1,750)	-	5,532
Forestry Personal Svcs	136,878	-	(8,398)	-
Forestry OTPS	(172,858)	(5,000)	(3,585)	-
Golf Courses Personal Svcs	(53,000)	-	(14,326)	(80,674)
Golf Courses OTPS	(5,500)	(21,371)	(6,910)	-
Maintenance Personal Svcs	4,488	-	(46,390)	-
Maintenance OTPS	(37,489)	2,745	(114,132)	24,670
Administration Personal Svcs	2,046	27,050	(5,578)	-
Administration OTPS	(40,331)	(16,338)	35,040	70,422
Horticulture OTPS	-	89,306	-	-
Mayor's Clean City OTPS	-	-	(2,500)	-
Terrace Maintenance OTPS	-	-	4,595	-
Infrastructure OTPS	-	-	(21,840)	-
Downtown Maint Crew Personal Svcs	-	-	-	200,000
Total Adjustments	(172,579)	174,643	(241,085)	316,180

Notes

- ◆ Personal Services Additions:
 - ◇ Camp STAR Angelina - TRC Program: \$25,076
 - ◇ Summer Concert Series Event Expansion: \$5,746
 - ◇ New Downtown Maintenance Crew: \$200,000
- ◆ Personal Services Reductions Based on Historical Spending: (\$82,260)
- ◆ OTPS Additions:
 - ◇ Camp Star - TRC Program Funding: \$55,408
 - ◇ Summer Concert Series Event Expansion: \$10,000
 - ◇ Higher Cost of Electricity and Gas Utilities: \$102,210

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Fiscal Year 2019 Budget and Program Summaries

FACILITIES DEPARTMENT

Mission

The Facilities Division of PBRM (Parks, Buildings, and Recreation Management) is committed to maintaining our school and public buildings in a manner that will sustain a safe, healthy and productive learning and working environment for students, staff, and visitors in all of our schools, municipal buildings, and grounds.

FY18 Department Highlights

The Department is proud to have coordinated, during the past 12 years, over 600 million dollars being invested in repairs to buildings, new construction, and overall improved management practices in the daily oversight of the city's municipal buildings and properties. The Facilities Division is responsible for all aspects of the maintenance, repair, and daily operations of all municipal and school buildings and grounds. This includes over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 2016. PBRM continues to provide an environment in municipal and school buildings that ensure the health and safety of the students, municipal workforce, and residents visiting the facilities. In this budget request we are recommending to increase staff for the management of the following facilities coming online in 2017-2018: The Raymond A. Jordan Senior Center, South End Community Center, and the Paul J. Fenton Safety Annex.

FY19 Budget Highlights

- ◆ Funds 26.0 General Fund FTEs.
- ◆ Includes a 2% salary increase for all non-bargaining, UPSEU, and AFSCME employees.
- ◆ Maintains current services and supports increased funding for three new municipal buildings; South End Community Center, Raymond A. Jordan Senior Center, and the Paul J. Fenton Safety Annex.
- ◆ Includes funding for new custodian positions for South End Community Center, Paul J. Fenton Safety Annex, and Raymond A. Jordan Senior Center

Department Budget

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,053,248	1,184,711	1,327,077	142,366	12.0%
OTPS	1,646,716	1,797,692	1,949,287	151,595	8.4%
Capital	-	-	-	-	0.0%
Total General Funds	2,699,964	2,982,403	3,276,364	293,962	9.9%

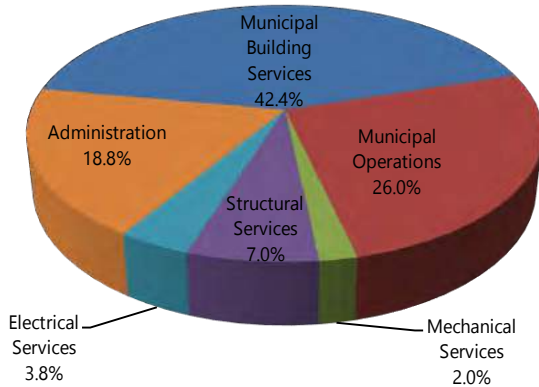
Department Staff

Department FTEs	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
General Fund FTEs	24.0	23.0	26.0	3.0	13.0%
Total FTEs	24.0	23.0	26.0	3.0	13.0%

Fiscal Year 2019 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Expenses



Program Summaries

Municipal Building Services - Custodial and general maintenance services to City buildings.

Municipal Operations - Utility costs and tradesman-related OTPS costs associated with City building maintenance.

Electrical/Structural/Mechanical - OTPS costs for outsourced maintenance to City buildings.

Program Budgets

Program Expenses	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	% of Total
Municipal Building Services	1,032,715	1,019,869	1,390,707	370,838	42.4%
Municipal Operations	754,016	956,249	852,315	(103,934)	26.0%
Mechanical Services	67,652	65,037	65,037	-	2.0%
Structural Services	230,780	227,803	227,803	-	7.0%
Electrical Services	86,823	125,704	125,704	-	3.8%
Administration	527,978	587,741	614,799	27,058	18.8%
Total General Fund Expenditures	2,699,964	2,982,403	3,276,364	293,962	100%

Revenue Summary

This department does not produce any revenue.

Fiscal Year 2019 Budget and Program Summaries

FACILITIES DEPARTMENT

All Funds Budget Detail

General Fund Operating Budget	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Personal Services	1,053,248	1,184,711	1,327,077	142,366	12.0%
OTPS	1,646,716	1,797,692	1,949,287	151,595	8.4%
Capital	-	-	-	-	0.0%
Total General Funds	2,699,964	2,982,403	3,276,364	293,962	9.9%
External Funds Budget					
External Funds Budget	FY17 Actual	FY18 Available	FY19 Projected	Variance FY19-FY18	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	2,699,964	2,982,403	3,276,364	293,962	9.9%

All Funds Revenue Detail

Department Revenue	FY17 Actual	FY18 Adopted	FY19 Adopted	Variance FY19-FY18	Percent Change
Rentals	-	-	-	-	0.0%
Miscellaneous Revenue	1,588	200,000	-	(200,000)	-100%
Reimb For Damages	-	-	-	-	0.0%
Reimb For Prior Year Expenditure	207	-	-	-	0.0%
Total Departmental Revenue	1,795	200,000	-	(200,000)	-100%
External Funding Sources					
External Funding Sources	Type of Funding	Expiration Date	FY17 Actual	FY18 Available	FY19 Projected
<i>Subtotal FY19 Anticipated Grants</i>			-	-	-
<i>Subtotal FY19 Other Funds</i>			-	-	-
Total External Funds			-	-	-

Fiscal Year 2019 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Administration

Facilities Administration	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	2,314,710	2,563,859	2,857,820
FTEs	10.0	9.0	9.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,483	1,791	2,962
Tonnage of recyclable materials from School buildings	361	228	390
Recycling Rate for Springfield School Department	13%	12%	12%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

PBRM continues to ensure all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the City’s Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department’s capital plan is updated accordingly. This past year the City reported a 24% savings in our utility usage maintaining our Green Communities status.

Fiscal Year 2019 Budget and Program Summaries

FACILITIES DEPARTMENT

Program Summaries

Facilities Operations

Facilities Operations	FY17 Actual	FY18 Adopted	FY19 Adopted
Budget	385,255	418,544	418,544
FTEs	14.0	14.0	17.0
Performance Metrics	FY17 Actual	FY18 YTD	FY19 Goal
% of Safety Emergency Work Orders completed within 2 working days	75%	75%	85%
% of Open Work Orders 1-3 Months old	50%	50%	50%
Reduce/close open work orders older than 24 months	90%	90%	90%
Reduce/close open work orders 12-24 months	75%	75%	85%
Reduce/close open work orders 6-12 months	75%	75%	75%
Evaluate balance of open work orders older than 9 months and prioritize resources to complete them or close them if they are unrealistic.	100%	100%	100%

Citywide Strategic Priority: Fiscal and Operational Excellence

Highlights

The Facilities Division is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal/school buildings and grounds. The Facilities Division is responsible for over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 2016. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, municipal workforce, and residents visiting the facilities. Over 5,000 work orders were completed across municipal services.

Fiscal Year 2019 Budget and Program Summaries

FACILITIES DEPARTMENT

FY19 Budget Adjustments

Program Budget Adjustments	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Adopted
Municipal Building Services				
Salaries & Wages	1,966	-	(6,908)	69,658
OTPS	(14,800)	(29,246)	(12,677)	190,558
Municipal Operations				
Salaries & Wages	203	-	522	-
OTPS	(61,604)	32,526	104,482	(109,248)
Mechanical Services				
Salaries & Wages	-	-	-	-
OTPS	-	8,178	-	-
Structural Services				
Salaries & Wages	-	-	-	-
OTPS	(11,458)	-	-	-
Electrical Services				
Salaries & Wages	-	-	-	-
OTPS	-	-	(20,000)	-
Administration				
Salaries & Wages	2,605	-	(89,691)	-
OTPS	-	-	-	-
Total Adjustments	(83,088)	11,458	(24,272)	150,968

Notes

◆ Personal Services Additions:

Salaries & Wages: New Custodian Positions \$69,658

◆ OTPS Additions:

◇ Maintenance Supplies/Services and Utilities for (3) New Municipal Buildings: \$268,580

◆ OTPS Reductions Based on Historical Spending:

◇ Municipal Building Services: (\$32,042)

◇ Municipal Operations: (\$155,228)

Section 11

Planning Documents

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Analysis of Outstanding Debt: FY18 Debt Affordability Study

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Analysis of Outstanding Debt

City of Springfield, Massachusetts

January 31, 2018

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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 to be a user-friendly examination of current and future debt issued on behalf of the residents of our community. The Office of Management and Budget (OMB) specifically uses this analysis to make informed decisions regarding the City's debt and financial position; taking into account the affordability of issuing new debt on top of the existing annual debt service payment obligations.

In this report, affordability is measured by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. Debt service as a percent of general fund revenues is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by taking into account the City's actual debt service payments, and the amount of revenue available to pay those obligations.

In recent years, the City has taken a proactive approach to debt strategy by reviewing outstanding debt for restructuring opportunities; consistently assessing capital needs and offsetting project costs with outside funding whenever possible. The following debt affordability analysis will show that, consequent to these efforts, the City of Springfield is now in a position to strategically invest in its infrastructure and capital needs.

Along with a strong debt strategy, the ability to tackle the City's capital needs by offsetting project costs with grant awards, and funding provided by state and federal agencies. In February 2017, the City issued \$44.3 million of debt for multiple completed and on-going projects. These projects include the School Dense Wireless Project, the building of John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the Union Station parking garage, a new South End Community Center (SECC), and the purchase of vehicles for the Police Department and Department of Public Works. Additionally, the City bonded for the Springfield Public School Culinary and Nutrition Center, the renovation of 50 East Street, the building of the Raymond Jordan Senior Center in Blunt Park, and multiple school projects.

Many of these projects received funding by outside agencies including Massachusetts School Building Authority (MSBA), Federal Emergency Management Agency (FEMA), Massachusetts Emergency Management Agency (MEMA), and U.S. Department of Housing and Urban Development (HUD). In total, the City anticipates receiving outside funding for up to 58% of the total estimated costs of the projects listed above. By leveraging funding through these agencies and other outside entities, the City is able to invest in numerous capital projects.

The City capitalized on the opportunity to pay off old debt at a lower interest rate in March 2017. This refinancing of 2007 bonds will save the City over \$3.8 million over the next six years by exchanging the original interest rate of 4.263% for a lower rate of 2.0063%. In addition to previous years' efforts to restructure debt, this sale increased our capacity for future debt issuances and prevented dramatic increases in future debt payments. One of the established benchmarks reviewed by the municipal bond industry is debt retirement, which is the percent of debt to be paid off within ten years. The industry standard is between 65% and 100%; currently, Springfield's debt retirement number is 80.5%. A declining debt schedule and rapid repayment of principal indicates that the City is committed to repaying its debt quickly and efficiently.

Annually, the City publishes a Capital Improvement Plan (CIP), which provides a detailed view of the capital needs within the City of Springfield. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs which will serve as a singular basis for capital funding decisions in future years. The Fiscal Year 2018-2022 Capital Improvement Plan (CIP) indicates there is over \$850.1 million in capital needs in the City. The Fiscal Year 2019-2023 Capital Improvement Plan process is currently underway.

As often as possible, the City takes advantage of the MSBA's 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 usage and generate cost savings for the City. To date, the City has been invited to take part in this program to repair and/or replace roofs, windows, and doors in eighteen schools. Work is currently underway on the Alfred G. Zanetti Montessori Magnet School, M. Marcus Kiley Middle School, Kensington International School, Mary M. Lynch Elementary School, Thomas M. Balliet Elementary School, and Balliet Middle School. The City is currently discussing an additional ten schools for the replacement of roofs, windows, and doors to be decided upon in February 2018. 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 has continued to pursue assistance from FEMA, MEMA, Federal Highway Administration (FHWA), HUD, and MSBA for the costs related to disaster recovery and resiliency efforts. Springfield has issued Bond Anticipation Notes (BANs) to address the Department of Revenue (DOR) requirement to extinguish the deficits; and we continue to seek reimbursement from these agencies. In the interim, the City continues to monitor its cash flow and process payments in a timely manner.

During our last debt issuance in 2017, Standard & Poor's (S&P) affirmed the City's AA- credit rating with a stable outlook which continues to be the highest rating in the City's recorded

history; steadily improving from its A- rating five years ago. This recent credit rating review focuses on the City's strong institutional core by highlighting Springfield's "strong management, with "strong" financial policies and practices, adequate budgetary performance, and strong budgetary flexibility." Additionally, the City received a reaffirmed credit rating of A2 with a stable outlook by Moody's in January 2017. Looking back almost ten years ago, the City had a Baa3 credit rating, junk bond status. These rating improvements are a testament to how well the City has made it through the economic downturn and made appropriate decisions to keep the budget balanced. Moody's credited Springfield's stabilized financial position to its status as the regional economic center of western Massachusetts, having satisfactory reserves, as well as demonstrating conservative fiscal management and an adherence to formal financial policies.

I hope this analysis is helpful to you and welcome the opportunity to provide any additional information that would be useful to you, and the residents of our community.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante".

Timothy J. Plante
Chief Administrative and Financial Officer

Springfield Debt Overview

Mandated by Chapter 468 of Acts and Resolves of 2008, the City of Springfield’s Office of Management & Budget is required to provide a yearly review of the City’s current outstanding debt. This analysis is designed to have two desired effects:

1. To show financial officials and citizens the current state of debt management.
2. To indicate whether or not the City of Springfield can afford more debt in either the current fiscal year, or future years, as debt service payments decline.

Currently, the City of Springfield has a total of \$257.4 million in outstanding total debt, which can be broken down to \$200.5 million in principal and \$56.8 million in interest. The total debt consists of issuances dating back to fiscal year 2009 up to the most recent debt issuance in March 2017. This study will show that Springfield is currently within its debt capacity as mandated by the City’s financial ordinances, Chapter 4.44.070, which states “General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)”.

Debt Service as a % of General Fund Revenue	
2017 Total Debt Service	\$ 33,519,048
2017 General Fund Revenue	\$ 615,805,978
Debt Capacity	5.4%

Source: First Southwest, Springfield 2017 CAFR

Analysis of City Debt

The City’s aggregate debt service totals \$257.4 million over eight years. Project balances that make up this debt range from the small - \$10,100 for the Blunt Park Renovation, to the large - \$9.9 million for citywide ESCO (Energy Service Contracts, Phase II of III) projects for facility enhancements and improvements that maximize energy efficiency.

There are many different ways to examine the City’s debt. This document first examines the policy 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 the three large companies that evaluate and rate municipal debt: Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings. These benchmarks tell us what our ability is to repay our debt, highlights areas 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. The lower the risk, the lower the interest rate the City will have to pay on its loans.

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 in deciding whether or not the City has the ability to increase those payments.

Long Term Debt Service

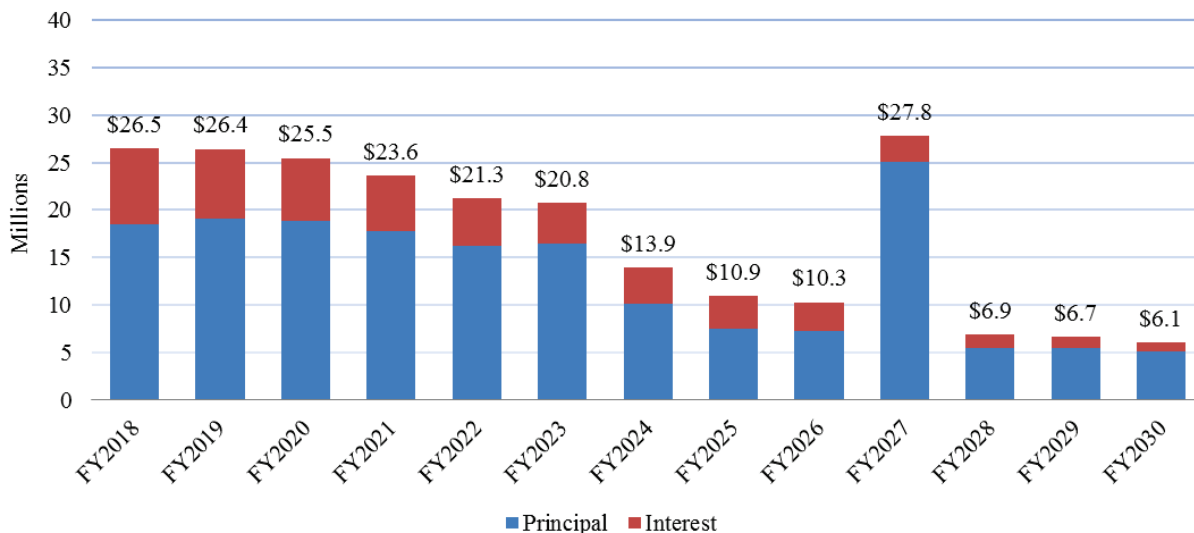


Figure 1: Debt service repayment schedule, First Southwest

The City’s debt service repayment schedule, as of June 30, 2017, is outlined in the chart above (Figure 1). In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a “bullet” payment at the end of a seventeen year borrowing term. This “bullet” payment is reflected in the large \$27.8 million expenditure payment due in 2027. In order to prepare for this, the City has been, and will continue to invest the required payments (\$776,910 annually) for the bond into a “sinking fund” each year. At the end of the term, the City will use the sinking fund to pay the principal and interest payments that are due. Aside from this, the City works to maintain a relatively smooth debt schedule as to not front or back load debt costs.

As illustrated above in Figure 1, the City has entered into a declining debt service payment schedule. Each year, prior bond issuances “fall off” our debt schedule, decreasing the City’s annual long term debt service obligation. This means the City has bonding capacity for new capital improvement projects. In FY15, the City took advantage of the declining debt schedule and bonded approximately \$50.5 million for new projects, including demolition, streets and sidewalk repairs, school improvements and city facility purchasing and improvements. The next sale occurred in February 2017, when the City issued \$44.3 million in debt for numerous capital improvement projects. The same year, March 2017, the City sold bonds for Union Station. The newest sales impact our debt schedule starting in Fiscal Year 2019. By strategically selling debt this way, the City will continue to have a declining debt schedule and keep payments between

fiscal years consistent. The City’s goal is to maintain a similar level of payments to ensure large debt service payments are not unfairly placed on the City’s budget in the future.

Additionally, the City’s ability to refinance some of its outstanding bonds for interest cost savings gives the City a larger debt capacity each year. This larger debt capacity enables more debt to be issued for capital improvement projects that are imperative for the City. Similar to the refinancing of a mortgage, savings are achieved by lowering interest costs. Our lower interest cost savings is the result of being able to call in high interest rate debt and substitute it with lower interest rate debt. This refunding gives the City a larger debt capacity each year enabling more debt to be issued. Between FY15 and FY16, the City completed two debt refunds, saving over \$2.5 million in interest payments over the fifteen years of debt service for the City and \$1.2 million as a reduction in QSCB payments from MSBA. The City also refinanced bonds issued in 2007 at the same time it financed the Union Station Project in March 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years.

Purpose of Issuance

Of the City’s \$200.5 million (principal only) debt, \$84.2 million (42.0%), was issued to finance school projects and \$116.3 million (58.0%), was issued for all other municipal purposes. The category of “all other municipal purposes” includes roads, sidewalks, police, fire, recreation, general government, technology, as well as senior and other social services.

Project/Type	Total	Percent of Total
City Facility	78,143,600	39.0%
Demolition	9,933,167	5.0%
Equipment	2,287,025	1.1%
Other	5,877,450	2.9%
Park/Land	9,326,400	4.7%
Streets/Sidewalks	10,585,050	5.3%
Technology	176,950	0.1%
City Total	116,329,642	58.0%
School Total	84,199,358	42.0%
Grand Total	200,529,000	100%

In years past, the majority of the City’s debt has been dedicated to school facilities because of varying degrees of need ranging from repairs, to major renovations, and new school construction. Additionally, many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). School Construction aid received from the School Building Authority Board, the predecessor to the MSBA, allowed the City to issue debt for school building projects at a lower cost to the City’s general fund.

This year, with the refinancing of bonds from 2007 in March, and the \$44.3 million sale of new debt in February, the ratio of School projects to City projects switched. City projects that aided in this change include the renovation of the Paul J. Fenton 50 East Street, the building of the

Raymond Jordan Senior Center in Blunt Park, the construction of a new South End Community Center (SECC), the building of the John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the Union Station parking garage, and the purchase of vehicles for the Police Department and DPW.

Other Funding Sources

The City has been strategic in leveraging funds from Federal and State agencies. The City worked collaboratively with the Federal Emergency Management Agency (FEMA), the U.S. Department of Housing and Urban Development (HUD), the Massachusetts Emergency Management Agency (MEMA), and the Massachusetts School Building Authority (MSBA) to maximize revenues for schools, facilities, and infrastructure improvements.

In February 2017, the City issued \$44.3 million of debt for its share of cost of City projects. By leveraging funds from FEMA, MEMA, and MSBA, the City anticipates receiving up to 58% of the total estimated costs for the bonded projects. FEMA has committed over \$19.0 million as part of FEMA’s improved projects program, aimed at restoring facilities damaged in the 2011 tornado. The chart below shows the total project costs and the breakdown between FEMA funding and City contribution with the exception of ECOS. The Mass Mutual Foundation granted the Springfield Public School \$150,000 toward the cost of building ECOS; this is reflected in the chart below.

Project	Outside Funding	City Contribution	Total Estimated Project Cost
50 East Street Renovation	2,890,464	9,053,120	11,943,584
Raymond Jordan Senior Center	7,608,496	4,391,504	12,000,000
South End Community Center (SECC)	6,000,000	4,292,500	10,292,500
Clifford A. Phaneuf Environmental Center (ECOS)	2,682,303	1,487,689	4,169,991
TOTAL	19,181,263	19,224,813	38,406,075

In addition to FEMA funding, the City anticipates an 80% MSBA reimbursement for eligible costs for six Springfield public schools that were invited into the MSBA Accelerated Repair Program in 2017: the Alfred G. Zanetti Montessori Magnet School, M. Marcus Kiley Middle School, and Balliet Middle School for the replacement of windows and doors and accessibility upgrades, and the Mary Lynch Elementary School and Kensington Avenue International School, and Thomas M. Balliet Elementary School for roof replacement and accessibility upgrades. The total estimated project cost for these schools is \$20.1 million; all of which are currently in the design construction phase.

School Project	MSBA Estimated Funding	City Contribution	Total Estimated Project Cost
Alfred G. Zanetti Montessori Magnet School	2,525,137	631,284	3,156,421
M. Marcus Kiley Middle School	7,598,889	1,899,722	9,498,611
Kensington International School	1,191,130	297,783	1,488,913
Mary M. Lynch Elementary School	1,693,704	423,426	2,117,130
Thomas M. Balliet Elementary School	1,671,440	417,860	2,089,300
Balliet Middle School	1,365,804	341,451	1,707,255
TOTAL	16,046,104	4,011,526	20,057,630

The City will continue this strategic use of federal, state, private and City funding as we make decisions about future debt issuances.

Composition of Debt

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. As shown below in Figure 2, the City’s outstanding debt is mainly comprised of building and facility debt: City facility (67.2%), demolitions (8.5%), and Streets/Sidewalks (9.1%).

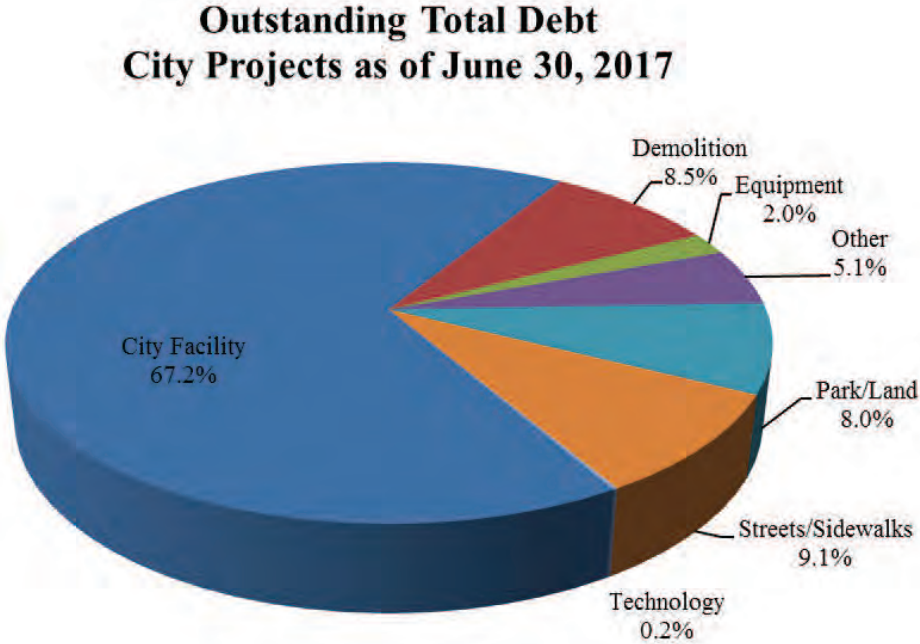


Figure 2: Breakdown of outstanding City debt, First Southwest

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, parks and recreational debt should include some building debt,

but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus, and equipment purchases. These non-facility debt categories account for 24.4% of the total City debt as shown in Figure 2 above.

Examining non-facility debt, the City has begun to make substantial investments in equipment, parks, land purchases, the demolition of blight and condemned buildings, technology, and road and sidewalk infrastructure. The City's Capital Improvement Plan (CIP) indicates there will be considerable funding needed in the future in these areas. These projects should also weigh heavily in the economic development plan for the City as dictated by the City's executive leadership.

The City has shown its ability to fund non-facility investment projects with the use of debt. As mentioned above, a declining debt schedule has allowed for increased bonding capacity for new capital improvement projects.

The City issued \$44.3 million in debt for new capital projects in February 2017. This issuance funds complete projects and projects the City intends to complete within Fiscal Year 2018, including: the completed Skill and Technical Training Facility, ECOS, Dense Wireless Projects, and the purchase of Police and DPW vehicles. The City is also issuing debt for ongoing projects, such as: the School Culinary and Nutrition Center, 50 East Street renovations, South End Community Center, Senior Center, and multiple school projects.

In FY15, the City issued \$50.5 million in debt for capital projects. These projects included improvements to the Boston Road corridor, which is expected to generate a return on investment by attracting national chain stores to the neighborhood. In addition, funding has been used for the purpose of aiding the Springfield Redevelopment Authority in the implementation of the Union Station Redevelopment project. This type of clean up and improvement work is a driving force in economic development.

The FY15 bonds also fund the second phase of the City's ESCO project, which includes improvements to increase energy efficiency within city and school facilities. This project includes upgrading boilers and heating systems in twenty municipal buildings; including thirteen schools, three libraries and four public safety buildings. Returns on investment on this project are best viewed environmentally. Annually, energy efficiencies due to the City's ESCO project improvements will yield the equivalent of 3.9 acres of forest preserved from deforestation, or 102.7 cars off the road for a year. And finally, the FY15 bonds also include additional school improvement projects, which will provide our students with a comfortable, technologically advanced environment in which to learn.

In FY 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. Over the last eight years, \$22.4 million has been

appropriated for capital projects. With this source, the City has been able to fund emergency infrastructure repair, vehicle replacement schedules for Public Safety and Public Works departments, IT upgrades for software, security and servers, as well as park and building renovations.

Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$200.5 million as of June 30, 2017. When interest is included, the total cost of this debt is \$257.4 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 \$257.4 million, leaves a balance of \$237.6 million of liability (principal and interest). Figure 3 below shows net debt service through 2030. The 2027 debt service payment spike represents the sinking fund payment of the QSCB as explained previously.

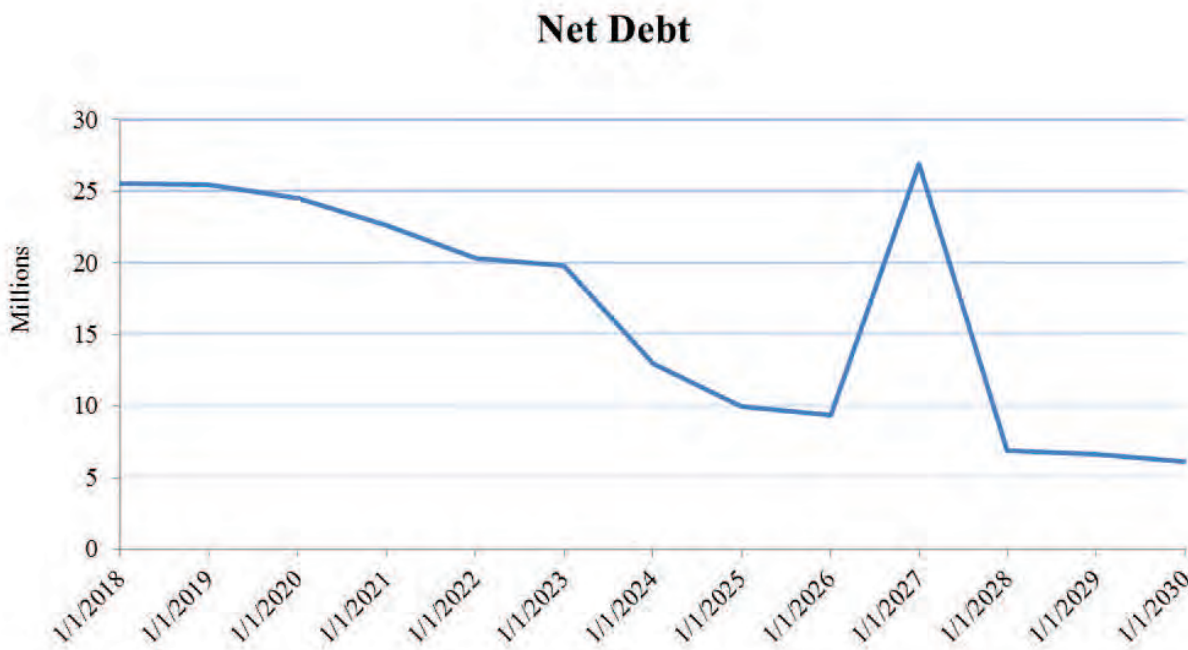


Figure 3: Net Debt Service payments; First Southwest

In previous years, the City had been approved to receive school construction assistance on various school construction projects under a program managed by the Massachusetts School Building Authority (MSBA). Under the terms of this program, the City was required to incur general obligation debt financing for the full costs of the particular school construction project. The MSBA then provided annual grant distributions to the City and such reimbursements were meant to offset the annual debt service costs as the City repaid the bonds. These reimbursements were scheduled to be netted down from the City’s debt service payment until 2022.

However, in FY17, the City entered into a debt refinancing transaction in order to take advantage of favorable interest rates. The City issued \$23,965,000 of general obligation refunding bonds on March 7, 2017. The proceeds of the refunding bonds, along with a refunding premium of \$2.6 million and \$22.6 million of lump-sum payments from the Massachusetts School Building Authority (MSBA), were used to complete a current refunding of \$48,495,000 of existing debt

from 2007. The transaction resulted in an economic gain of \$3,858,526 and a reduction of \$3,806,718 in future debt service payments. The lump-sum payment from the MSBA replaced contract assistance payments that were scheduled through FY2022 on three older school projects.

Industry Benchmarks

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

What is included in this report and what is not?

This ratio analysis looks at all debt that places a burden on our general government revenue stream, including enterprise fund debt. The City issued debt on behalf of its single Enterprise fund in February 2017, for two pick-up trucks, two semi-automated and one fully-automated 31 cubic-yard trucks for trash removal services. Payments, scheduled to begin in 2020, will stay well within the City’s financial ordinances, Chapter 4.44.070, which state “Enterprise fund debt service as a percentage of enterprise operating revenue – should not exceed fifteen percent (15%).” Selling debt in support of the solid waste program enables the City to strategically replace out aging fleet, and purchase more vehicles in the future.

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 as 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:

Measure	Industry Standard	FY2017	FY2018
General Fund Balance as a % of Total Revenues	15% or greater	13.1%	13.6%
Debt Service as a % of General Fund Revenue	0% - 8%	5.9%	5.4%
Debt Service as a % of General Fund Expenditures	0% - 8%	5.3%	4.5%
Percent of Debt Retired in Ten Years	65% - 100%	82.0%	80.5%
Debt as a Percentage of EQV	0% - 5%	2.9%	2.7%
Total Outstanding Debt Per Capita	\$0 - \$1,000	\$1,314.00	\$1,300.41
Total Debt as a Percentage of Total Personal Income	0% - 7%	7.1%	7.2%
Undesignated Fund Balance as a % of Revenues	10% or greater	9.4%	10.0%
Overall Net Debt as a % of Full Value	1.5% - 5%	2.9%	3.2%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	10.3%	9.9%

Figure 5: Municipal Bond Industry Benchmarks

Debt Service as a Percentage of General Fund Expenditures

The metric used for this benchmark measures the City’s ability to finance debt within its current year budget, similar to the measurement of household income dedicated to mortgage payments.

This is the most immediate measure of determining a City's ability to pay; however, it only examines the ability to pay for debt within a community's existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed.

The City's measure of debt service as a percentage of General Fund expenditures is strong, with 4.5% of the Fiscal Year 2018 budget dedicated to debt service. This measure has been trending down over the last three fiscal years due to a decrease in total debt service and an increase in the City's general fund revenue. The City is required to annually fund a capital reserve at least one and one half percent of property taxes from the prior fiscal year (Chapter 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 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 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. Therefore, having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

**Debt Service as a Percentage of General Fund Expenditures
(Fiscal Year 2018)**

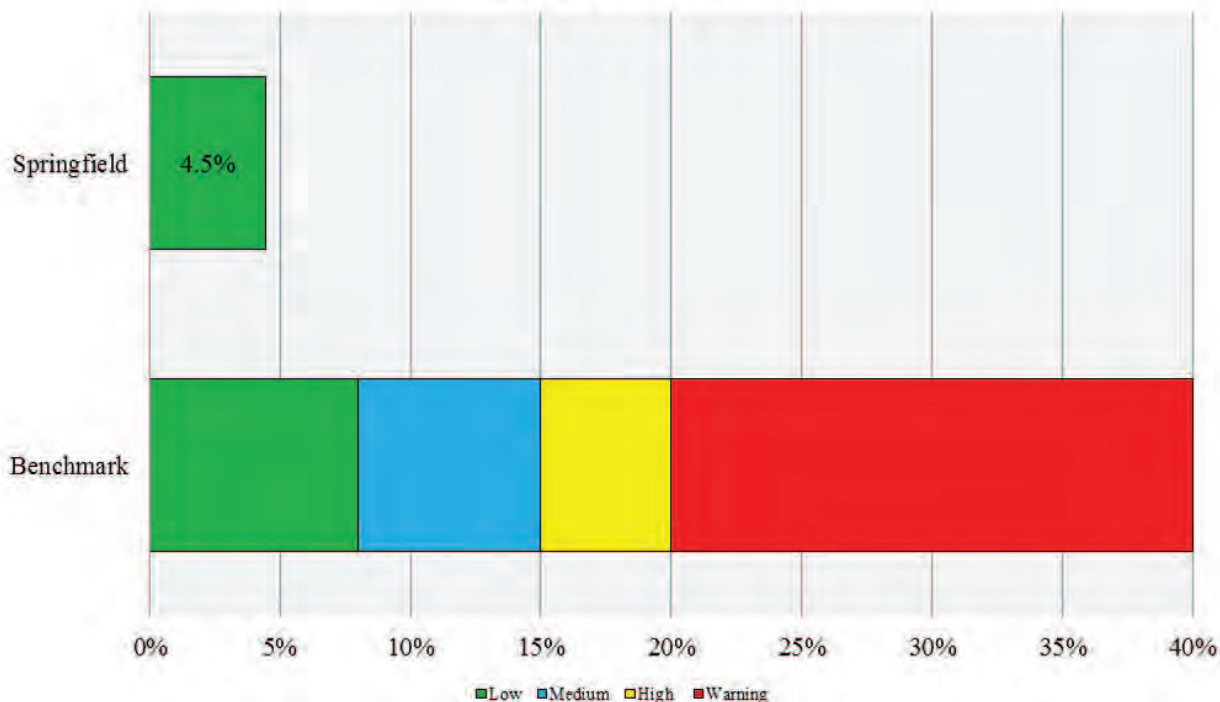


Figure 6: Ratio of 2018 Budgeted Debt Service Payments over Total General Fund Budget

Debt Service as a % of General Fund Expenditures	
2018 Total Debt Service	\$ 27,984,872
2018 Budgeted General Fund Expenditures	\$ 628,819,204
Debt Capacity	4.5%

Source: First Southwest, Springfield FY2018 Adopted Budget

Figure 7: Calculation of Debt Service as a percent of Budgeted General Fund Budget

Debt Retirement: Percent Retired within Ten Years

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them 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.

The City currently has an aggressive debt retirement schedule. On average, 80.5% of the principal borrowed by the City is repaid within ten years as the remainder will be retired within nineteen years, as shown in Figures 8 and 9 below. This places the City well within the “excellent” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.

**Percent of Principal Retired in Ten Years
(Total Debt as of June 30, 2017)**

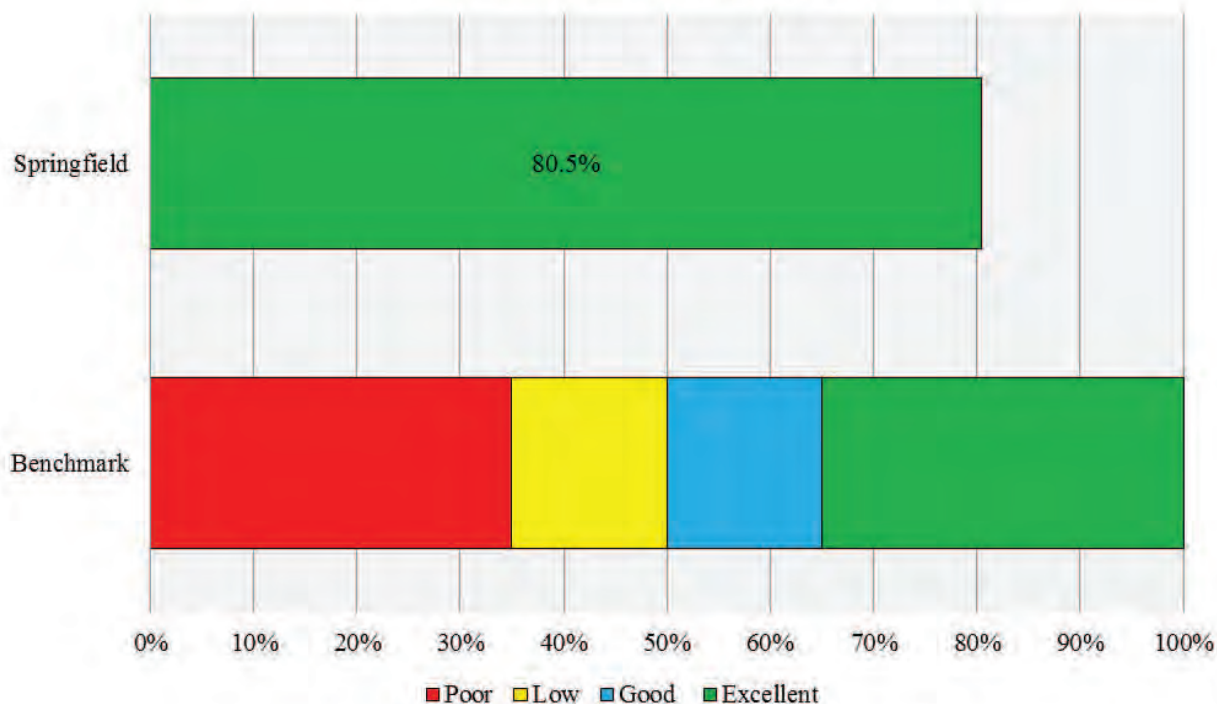


Figure 8: Percent of Debt retired in 10 years.

Percent of Debt Retired in Ten Years	
Total Debt Retired in 10 Years	\$ 207,107,861
Total Outstanding Debt Service	\$ 257,357,028
Percent of Debt Retired in Ten Years	80.5%

Source: First Southwest

Figure 9: Calculation of Total Debt (Principal + Interest) retired in 10 years.

Furthermore, the City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in most communities comes from property taxation; therefore this ratio examines a community’s debt relative to its main revenue source. However, in Springfield, 61% of revenue comes from state aid while 39% 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 (M.G.L) Ch. 44§10 dictates the City’s debt limit be no more than 5% of the equalized value. The City’s ratio of debt to property value is currently 2.7% which is considered “medium” by rating agencies (Figure 10). As indicated above, this medium measure does not directly relate to the City’s ability to pay for this debt. This ratio does not take into account debt structure (how much money is due at what point in time for each issuance), or timing of payments. Furthermore, it fails to consider the City’s ability to access property values due to Proposition 2 ½.

Debt Service as a Percentage of Equalized Assessed Valuation (2016 EQV)

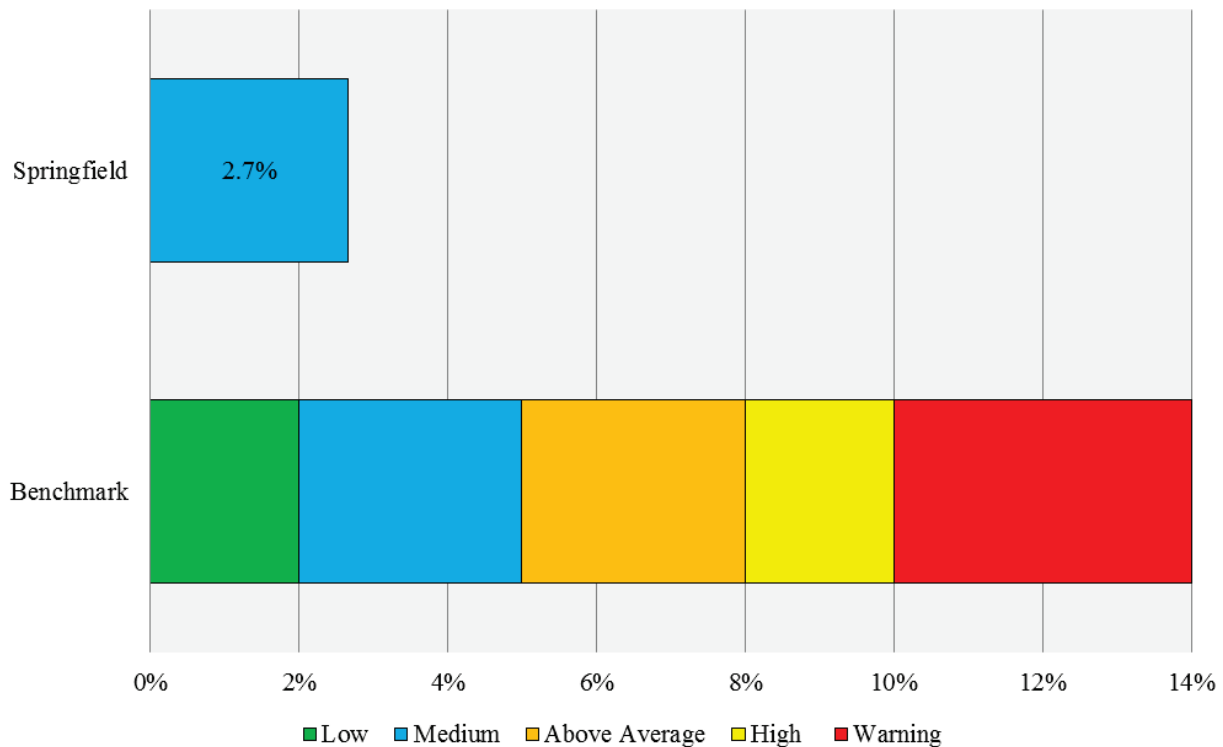


Figure 10: Ratio of Debt to Estimated Property Value

Debt as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 200,529,000
2016 EQV (Equalized Valuation)	\$ 7,518,915,400
Debt as a Percentage of EQV	2.7%

Source: First Southwest, DLS Municipal Databank

Figure 11: Calculation of Outstanding Principal as a percent of EQV.

Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community’s debt if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities – by and large, comparable communities should issue similar amounts of debt for various capital purposes. Even similar sized communities have significant differences about them, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½ which limits a community’s ability to access its property tax base; Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.

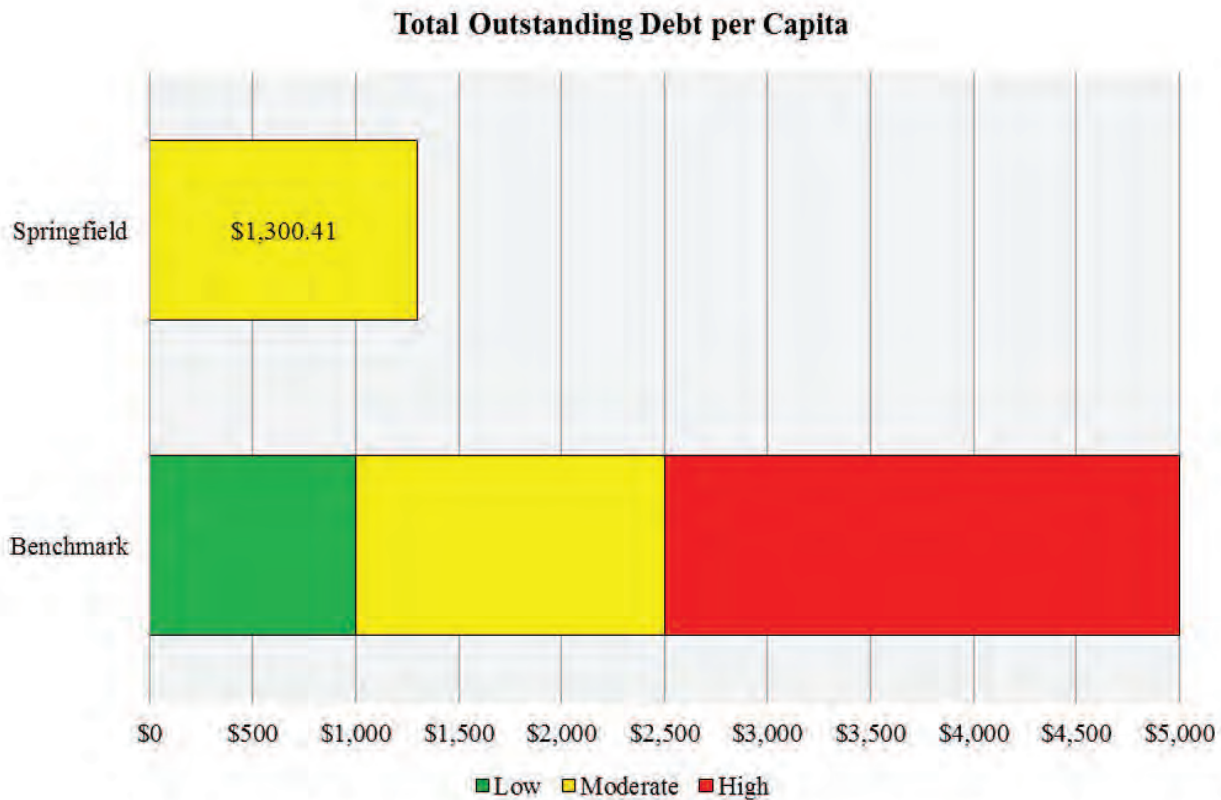


Figure 12: Estimated Debt per person.

Total Outstanding Debt Per Capita	
Total Outstanding Debt (Principal)	\$ 200,529,000
2017 Population Estimate	154,204
Total Outstanding Debt Per Capita	\$ 1,300

Source: First Southwest, MA Division of Local Services

Figure 13: Calculation of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This 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 the issuance of debt every few years, this measurement will continue to fluctuate as it is dependent on the total outstanding principal. To address this, the City of Springfield has restructured its debt repayment schedule in the past and continues to be strategic in how issuing debt affects the City’s outstanding debt and payment schedule.

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.

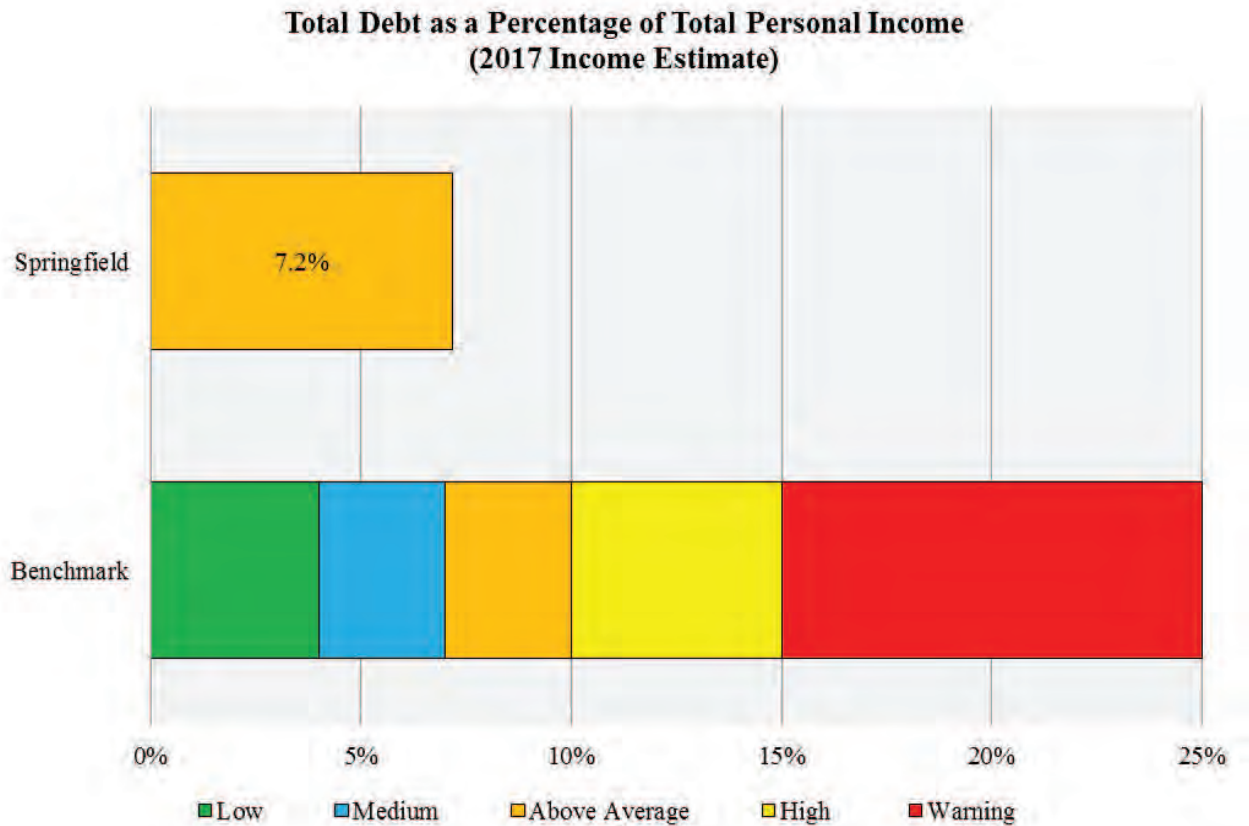


Figure 14: Ratio of debt to personal income.

Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	
Total Outstanding Debt Per Capita	\$ 1,300.41
2017 Per Capita Income	\$ 18,133
Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita	7.2%

Source: US Census Bureau, MA Division of Local Services

Figure 15: Calculation of debt to personal income.

Springfield’s ratio of debt to personal income is considered just slightly “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. Unlike the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take into account the net debt service or timing of debt payments.

This year, when net debt is factored, the percentage of Total Personal Income is increased to 8.5% because the City’s total outstanding debt (principal) is much less than the total net debt. In prior years, the City received reimbursements from the MSBA which effectively made the total outstanding principal and the net debt very close. In March 2017 refunding, the City refunded \$48.5 million of school debt originally issued in 2007. As part of this refunding, the City received \$22.6 million of lump-sum payments from the Massachusetts School Building Authority (MSBA) rather than spreading the payments out. This one-time payment means that the City no longer receives the MSBA reimbursements, causing an increase in the net debt and the percent of debt per person.

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.

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 (2016 EQV)

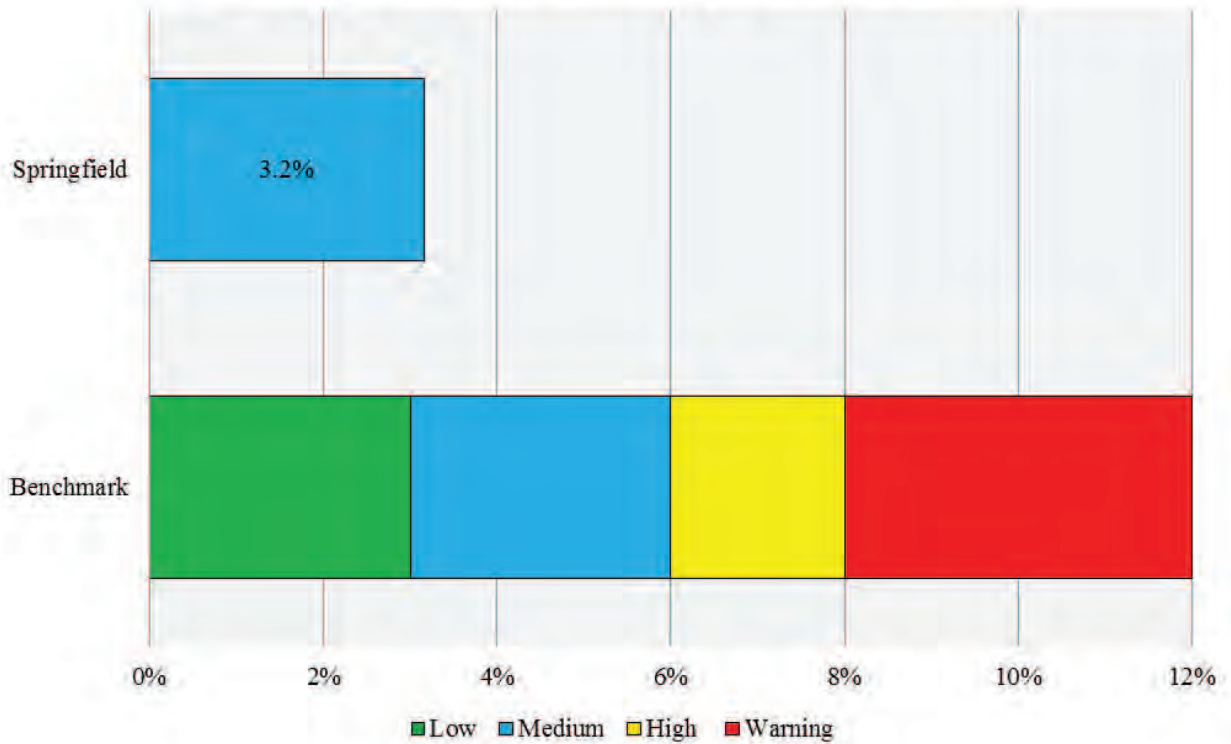


Figure 16: Ratio of Net Debt to EQV.

Overall Net Debt as a percentage of EQV	
Total Outstanding Net Debt	\$ 237,597,714
2016 EQV (Equalized Valuation)	\$ 7,518,915,400
Overall Net Debt as a percentage of EQV	3.2%

Source: First Southwest, MA Division of Local Services

Figure 17: Calculation of net debt to EQV.

This is one of the factors which determine the quality of a municipal bond issue. The lower the City’s debt is relative to the assessed value of its property, the less risky its bonds are deemed to be. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 3-4% tend to be viewed as average. The City’s level of debt burden is 3.2% which is considered average by most rating agencies. Last year, this ratio considered low at 2.9% because the City had a lower outstanding net debt (\$204.9M). With the sale of bonds in February and March of 2017, the City’s net debt was increased thereby increasing the overall net debt as a percentage of EQV.

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; all within the fiscal constraints illustrated in this 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.

During our last debt issuance in 2017, Standard and Poor's (S&P) affirmed the City of Springfield's AA- program rating, with a stable outlook, a high investment grade. This demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, with an available fund balance in fiscal 2016 of 9.7% of operating expenditures, very strong management with "strong" financial policies and practices, and an experienced and capable management team. The S&P rating continues to be the highest rating in the City's recorded history, and one that the City has maintained for the last four years. 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 outlining the ability to pay; however, it only examines the ability to pay for debt within a community's existing budget. With only 4.5% of the Fiscal Year 2018 budget dedicated to debt service, the City's measure of debt service as a percentage of General Fund expenditures is strong. This measure has been trending down over the last four fiscal years (6.5% in FY15, 5.8% in FY16, and 5.3% in FY17) due to a decrease in total debt service and an increase in the City's general fund revenue. The improvement in the debt service ratio is attributable to the decrease of outstanding debt and an increase in the City's budgeted general fund.

According to the measures presented in this analysis, the City is in a solid debt position but can improve its standing even further. 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 more in line with other communities in the Commonwealth and have the desired affect of increasing the City's financial standing.

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. There are four projects that the City issued debt for that will leverage over \$18.9 million in FEMA and MEMA funding. Furthermore, ten schools are currently being partially reimbursed for window, door, and roof projects. The City is currently discussing an additional ten schools for the replacement of roofs, windows, and doors to be decided upon in February 2018.

Additionally, in November 2014, the Massachusetts Gaming Commission officially awarded MGM with a resort-casino license, signaling the green light for the \$950.0 million MGM Springfield Casino project. The host community agreement outlines the financial impact that MGM Springfield will have on the City, totaling over \$25 million in annual payments once the

resort casino opens. In the meantime, the City can expect annual revenue increases averaging \$5.0 million, which began in fiscal year 2016.

In February 2017, the City issued \$44.3 million of debt for multiple completed and on-going projects. In order to address high priority capital needs, Springfield issued short and long term debt, along with a combination of MSBA, FEMA, Pay-Go, unexpended bond proceeds, and grant funding to finance over \$105.8 million of capital improvement projects.

Furthermore, the City will issue Bond Anticipation Notes (BANs) in the spring of 2018 to address the Department of Revenue's (DOR) requirement to extinguish the deficits. We continue to seek reimbursement from the MSBA, FEMA, MEMA, and various grants until projects are complete. In the interim, the City continues to monitor its cash flows and process payments in a timely manner. Additionally, the City is preparing to issue long term debt in FY19 for projects that are currently in progress. These projects include the building of the East Forest Park Library, the Culinary and Nutrition Center (Phase II), the renovation of Riverfront Park, various MSBA school improvement projects, and the feasibility study for the replacement of Brightwood Elementary School.

The City is steadily and strategically moving in the right direction. Our high credit rating allows us to pay back loans at a lower interest rate which in turn, allows the City to issue more debt for citywide projects. The theory is that the more capital projects the City can afford to do, the more economic development will ensue. When we invest into and grow our economy, the spin off effects are new business, a rise in property values, and improved infrastructure – resulting in better maintenance of streets, parks, libraries, and public buildings that are available to City residents. A healthy economy positively impacts school graduation rates, job creation which lowers poverty levels from unemployment, and crime. All of these effects increase citizens' moral and make Springfield a more attractive city for current and future residents.

Appendix A

Debt Analysis Definitions

Consistent with the City’s financial policies as well as standard business practices, the City of Springfield has only issued debt to finance capital investment. Appendix B of this report is a summary of all projects financed by debt that are currently outstanding. Each of these projects is a capital project, and the expenditures are considered capital investments.

The City of Springfield defines **capital** as buildings, facilities, land, infrastructure or major equipment with an estimated useful life of at least ten years and costs at least \$25,000. Similarly, any improvements to capital which would extend the useful life of capital being improved by at least five years may be considered capital if it costs at least \$25,000.

A **capital investment** is the expenditure of funds to improve existing City infrastructure, extend its useful life, buildings, or acquire new capital assets. This is considered an investment because the funds expended are used to reduce costs and/or improve services over a multi-year timeframe.

Debt Service is the cost of repaying debt that has been issued. This includes principal and interest payments. Move definitions to appendix at end.

Municipal debt: usually bonds and notes – is a tool for financing investments in the infrastructure and capital equipment that permits government to provide services to the public. In its most basic form, debt occurs when a city or town borrows from lenders. The money that is borrowed is usually repaid over a number of years, and the lender usually charges interest to the borrower as compensation for allowing someone else to use their money. To begin to understand municipal borrowing, a few key terms are important:

Bond: A long-term financing tool that allows a community to borrow money to finance certain investments. Municipal bonds in Massachusetts are generally issued with a fixed interest rate and carry a term of between 10 and 30 years.

Note: A financing tool generally used for short-term needs, such as “bridge financing” during construction. In Massachusetts, notes are generally issued as one-year debt which can be “rolled” for a maximum of five years.

Term: The length of time a bond or note is outstanding. In other words, if a community borrows money for 20 years to finance the construction of City Hall, the “term” of the debt is 20 years. In five years, the “remaining term” would be 15 years.

With rare exception – exceptions which are authorized by the Commonwealth on a case-by-case basis through special legislation – municipal debt can only be incurred for investment in the capital needs of a community. State finance law permits communities to issue debt for the following purposes:

Public Works

- Construction and reconstruction of roads, bridges, sidewalks, walls and dikes, and for the acquisition of land
- Construction and reconstruction of municipal buildings, including schools
- Traffic signals, public lighting, fire alarm and police communication equipment

Municipal Equipment

- Departmental equipment, including fire equipment and heavy equipment such as graders, street sweepers, trash trucks, and semi-automated recycling trucks.
- Costs for design, development and purchase of computer software and equipment

Energy

- Energy conservation, to pay for energy audits or to implement alternative energy technologies

Environmental

- Asbestos abatement in municipal buildings
- Preservation and restoration of lakes and ponds

Recreational

- Construction of parks and playgrounds
- Construction of skating rinks, outdoor swimming pools, golf courses, tennis courts and other outdoor recreational facilities

Debt should be issued to finance capital improvements that will maintain or improve the rate of return on taxpayer dollars. Stated another way, debt should be issued to finance capital projects that prevent things from getting worse, make things better or improve operations, services or efficiency.

There are a number of reasons to issue debt to finance capital investment. As the City recovered from the June 2011 tornado and October 2011 snow storm, certain projects, such as the construction and reconstruction of the heavily damaged Elias Brookings Elementary and Mary Dryden Elementary Schools, could only be afforded by spreading their cost over many years. The MSBA Grant Program requires the City to appropriate the full cost of the project, before any reimbursements from MSBA can be requested, which required the issuance of debt.

The issuance of debt to finance projects with a long life is also considered “fair.” This equity concern is grounded in the argument that today’s taxpayers should not pay the entire cost of projects that will benefit future residents; rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well. This requires the issuance of debt.

As an example, the City has bonded for the construction of a new Brookings Elementary School that could provide educational services for 50 years. It would not be “fair” to finance the project

through direct cash appropriation because today's taxpayers would pay for its entire cost. Those who moved into Springfield in two years could receive 48 years of benefit without paying any of the cost, and those who moved out of Springfield in five years would have paid 50 years of cost but received only five years of benefit.

Similarly, it would not be "fair" or cost effective to bond for the project and structure the debt in such a way that the City would not pay the starting costs associated with the construction until 20 years from now. In other words, as the City issues debt, it begins paying back the principal and interest as to not back load the debt service schedule for future years to fund. The City's financial policies require the City to structure its debt in such a way that the City pays for the construction based on the depreciation of that building.

Debt management is the application of financial knowledge to ensure that our debt is structured in the manner that saves as much money as possible for our residents and protects our taxpayers from the risks associated with debt. Proper debt management can help the City take advantage of opportunities that suddenly arise and can help us predict and resolve problems before they occur. Specifically, proper debt management allows the City to plan additional debt issuances. The benefit of this is to allow the City to determine those projects that would be viewed as top priorities.

Debt management also helps a community ensure the cost of its debt is fair and equitable. Part of this fairness is issuing debt whose term does not exceed the useful life of the asset it finances. This reduces overall costs by placing a limit on the term of the debt and ensures that taxpayers will not be required to pay for assets that no longer exist, and therefore are no longer providing a public benefit.

Proper debt management should incorporate communication with the public to ensure the people we serve are fully informed of the ways in which their government is financed. This analysis continues the City's efforts to improve communication about public finances.

Appendix B

Current Outstanding Debt Issuances

City of Springfield, Massachusetts
Long-Term Debt Outstanding as of June 30, 2017
General Fund Tax-Supported

Date	Excludes QSCB		QSCB			Net Existing Debt Service
	Principal	Interest	QSCB Interest	Required Sinking Fund Deposits	Federal Subsidy (1)	
06/30/2018	18,445,000.00	7,016,128.22	1,071,840.00	776,910.95	(966,442.40)	26,343,436.77
06/30/2019	19,110,000.00	6,252,318.94	1,071,840.00	776,910.95	(966,442.40)	26,244,627.49
06/30/2020	18,845,000.00	5,547,881.44	1,071,840.00	776,910.95	(966,442.40)	25,275,189.99
06/30/2021	17,800,000.00	4,754,193.94	1,071,840.00	776,910.95	(966,442.40)	23,436,502.49
06/30/2022	16,230,000.00	3,976,981.44	1,071,840.00	776,910.95	(966,442.40)	21,089,289.99
06/30/2023	16,440,000.00	3,283,956.44	1,071,840.00	776,910.95	(966,442.40)	20,606,264.99
06/30/2024	10,140,000.00	2,694,456.44	1,071,840.00	776,910.95	(966,442.40)	13,716,764.99
06/30/2025	7,530,000.00	2,312,306.44	1,071,840.00	776,910.95	(966,442.40)	10,724,614.99
06/30/2026	7,250,000.00	1,983,331.44	1,071,840.00	776,910.95	(966,442.40)	10,115,639.99
06/30/2027	7,245,000.00	1,668,906.44	1,071,840.00	776,910.95	(966,442.40)	9,796,214.99
06/30/2028	5,490,000.00	1,390,131.44	-	-	-	6,880,131.44
06/30/2029	5,480,000.00	1,186,456.44	-	-	-	6,666,456.44
06/30/2030	5,095,000.00	1,002,756.44	-	-	-	6,097,756.44
06/30/2031	4,905,000.00	852,756.44	-	-	-	5,757,756.44
06/30/2032	4,600,000.00	705,756.44	-	-	-	5,305,756.44
06/30/2033	4,595,000.00	560,756.40	-	-	-	5,155,756.40
06/30/2034	4,445,000.00	416,556.40	-	-	-	4,861,556.40
06/30/2035	4,430,000.00	272,075.06	-	-	-	4,702,075.06
06/30/2036	2,345,000.00	156,934.38	-	-	-	2,501,934.38
06/30/2037	2,245,000.00	74,987.50	-	-	-	2,319,987.50
Total	\$ 182,665,000.00	\$ 46,109,628.12	\$ 10,718,400.00	\$ 7,769,109.50	\$ (9,664,424.00)	\$ 237,597,713.62

(1) Does not reflect an assumption regarding reduced subsidies as a result of sequestration.
 prepared by FirstSouthwest, a Division of Hilltop Securities Inc.

Par Amounts Of Selected Issues June 30, 2017	Amount
April 15 2009 Series A SQ -White Street Fire Station (ISQ).....	920,000
April 15 2009 Series A SQ -Technology (ISQ).....	40,000
April 15 2009 Series A SQ -Chapman Valve Eco. Dev. (ISQ).....	170,000
April 15 2009 Series A SQ -Old First Church (ISQ).....	200,000
April 15 2009 Series A SQ -Forest Park Maintenance (ISQ).....	130,000
April 15 2009 Series A SQ -Administrative Expenses (ISQ).....	70,000

April 15 2009 Series A SQ -Van Horn Dam Study (ISQ).....	20,000
June 24 2010 QSCB (Taxable).....	17,864,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings (ISQ).....	497,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park(ISQ).....	118,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno (ISQ).....	1,886,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School (ISQ).....	389,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St (ISQ).....	94,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require (ISQ).....	945,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build (ISQ).....	916,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build (ISQ).....	444,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair (ISQ).....	945,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel (ISQ).....	12,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage (ISQ).....	3,419,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St (ISQ).....	994,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs (ISQ).....	1,363,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs (ISQ).....	232,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School (ISQ).....	463,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS (ISQ).....	1,010,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction (ISQ).....	99,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure (OSQ).....	2,106,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip (ISQ).....	131,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1 (OSQ).....	298,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1 (ISQ).....	866,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2 (ISQ).....	1,806,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena (ISQ).....	272,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex (ISQ).....	851,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum (ISQ).....	1,277,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2 (OSQ).....	1,281,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3 (ISQ).....	396,000
February 12 2015 Series A SQ -Forest Park Middle School Renovation (OSQ).....	3,140,090
February 12 2015 Series A SQ -Landfill Closure (OSQ).....	1,000,000
February 12 2015 Series A SQ -Elias Brookings Elementary School Replace. (OSQ).....	1,617,570
February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel (OSQ).....	2,176,784
February 12 2015 Series A SQ -Union Station (OSQ).....	2,200,000
February 12 2015 Series A SQ -Central HS Science Lab Remodeling (OSQ).....	6,112,627
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I (ISQ).....	4,500,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II (ISQ).....	1,500,000
February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech (OSQ).....	610,350
February 12 2015 Series A SQ -Ells School Roof Replacement (OSQ).....	200,000
February 12 2015 Series A SQ -South End Middle School Roof Replacement (OSQ).....	153,381
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement (OSQ).....	179,157
February 12 2015 Series A SQ -Pine Point Library Design & Construction I (ISQ).....	750,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction II (ISQ).....	650,000
February 12 2015 Series A SQ -Chestnut Middle School Roof (OSQ).....	452,644

February 12 2015 Series A SQ -Chestnut Middle School Demolition (OSQ).....	2,298,967
February 12 2015 Series A SQ -Chestnut Middle School Medallions (OSQ).....	200,220
February 12 2015 Series A SQ -School Remodeling - Green Communities (OSQ).....	75,000
February 12 2015 Series A SQ -Putnam School (OSQ).....	5,874,850
February 12 2015 Series A SQ -ESCO Phase II (ISQ).....	9,996,160
February 12 2015 Series A SQ -Parker St. Road Improvements (ISQ).....	1,000,000
February 12 2015 Series A SQ -City Hall HVAC Improvements (ISQ).....	1,658,000
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St. (ISQ).....	2,864,200
February 12 2015 Series B SQ (Taxable).....	960,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation (ISQ).....	509,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno (ISQ).....	1,550,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water (ISQ).....	240,050
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1 (ISQ).....	1,191,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2 (ISQ).....	1,005,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3 (ISQ).....	1,235,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software (ISQ).....	57,895
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition (ISQ).....	229,305
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades (ISQ).....	270,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades (ISQ).....	280,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation (ISQ).....	2,719,450
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design (ISQ).....	748,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq. (ISQ).....	149,625
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building (ISQ).....	38,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Blunt Park Renovation (ISQ).....	10,100
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation (ISQ).....	125,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation (ISQ).....	115,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition (ISQ).....	149,650
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management (ISQ).....	96,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO (ISQ).....	7,462,475
October 1 2015 SQ -Ref July 2005 Adv Ref 98 Land Acq & Apprais (ISQ).....	270,000
October 1 2015 SQ -Ref July 2005 Adv Ref 98 School Construction (OSQ).....	7,830,000
October 1 2015 SQ -Ref July 2005 Adv Ref 99 School 1 (OSQ).....	6,790,000
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Chestnut School Land (ISQ).....	320,000
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Urban Renewal (OSQ).....	1,845,000
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Demolition (OSQ).....	555,000
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Public Building 1 (ISQ).....	310,000
October 1 2015 SQ -Ref July 2005 Adv Ref 99 Public Building 2 (ISQ).....	345,000
February 23 2017 -Emergency Borrowing (Tornado/ Snowstorm) (OSQ).....	4,079,300
February 23 2017 -School Dense Wireless (Hardware) (ISQ).....	851,500
February 23 2017 -School Dense Wireless (Software) (ISQ).....	1,173,900
February 23 2017 -Kennedy School - Windows & Doors (ISQ).....	1,364,500
February 23 2017 -Kensington School - Windows & Doors (ISQ).....	463,100

February 23 2017 -Daniel Brunton Elementary School (ISQ).....	504,200
February 23 2017 -Mary M. Walsh School - Windows & Doors (ISQ).....	500,700
February 23 2017 -Public Day High School - Windows & Doors (ISQ).....	319,000
February 23 2017 -STEM Middle School - Roof Rplacement (ISQ).....	397,000
February 23 2017 -Food Service Building (ISQ).....	6,645,500
February 23 2017 -50 East Street Planning (ISQ).....	615,700
February 23 2017 -50 East Street Renovation (ISQ).....	7,978,400
February 23 2017 -Senior Center Planning (ISQ).....	758,900
February 23 2017 -Senior Center Construction (ISQ).....	3,407,750
February 23 2017 -South End Community Center Planning 1 (ISQ).....	593,500
February 23 2017 -South End Community Center Planning 2 (ISQ).....	92,000
February 23 2017 -South End Community Center Construction (ISQ).....	3,364,000
February 23 2017 -Skill & Technical Training Facility (ISQ).....	1,638,000
February 23 2017 -ECOS (ISQ).....	1,411,700
February 23 2017 -Police Vehicles 2017 (ISQ).....	1,016,000
February 23 2017 -DPW Vehicles 2015 (ISQ).....	817,300
February 23 2017 -Landfill (Bondis Island) (OSQ).....	1,736,600
February 23 2017 -Demolition 1 (ISQ).....	467,300
February 23 2017 -Demolition 2 (ISQ).....	493,300
February 23 2017 -Demolition 3 (ISQ).....	921,000
February 23 2017 -Roads/Sidewalks 1 (ISQ).....	2,436,500
February 23 2017 -Roads/Sidewalks 2 (ISQ).....	258,350
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Chestnut School (ISQ).....	4,767,100
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Commerce School (ISQ).....	1,442,250
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Aerial Mapping (ISQ).....	149,150
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Improvements(ISQ).....	162,950
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 GIS (ISQ).....	79,055
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Restoration (ISQ).....	263,100
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct (ISQ).....	418,575
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Department Equip (ISQ).....	204,725
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct2(ISQ).....	210,475
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Sidewalk Const (ISQ).....	167,150
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris School Des(ISQ).....	188,900
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 VanSickleSchConst(ISQ).....	1,208,900
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Des (ISQ).....	110,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Land (ISQ).....	102,575
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris Sch Const (ISQ).....	1,310,125
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Library (ISQ).....	1,186,100
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Const (ISQ).....	1,018,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Fire&SafetyComplex(ISQ).....	1,474,795
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Demolition (ISQ).....	755,750
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Harris School (ISQ).....	988,100
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Bowland LC (ISQ).....	1,571,725
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Van Sickle School(ISQ).....	6,185,500
March 15 2017 -Union Station.....	3,115,000
TOTAL PRINCIPLE	200,529,000

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Capital Improvement Plan Fiscal Years 2019 - 2023

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Raymond A. Jordan Senior Center, 2018

City of Springfield, Massachusetts

Fiscal Years 2019 - 2023 Capital Improvement Plan



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March 30, 2018

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

In an effort to continue to provide strategic and well thought out financial planning initiatives, I present to you the FY19-FY23 Capital Improvement Plan (CIP) for the City of Springfield. The City is responsible for maintaining a large inventory of capital assets, including City buildings, schools, roads, parks, libraries and public safety equipment. The capital improvement process helps the City plan vital projects and prioritizes funding. It is an ongoing process strongly dictated by financial ordinances, debt management, and sustainability analysis.

Our annual CIP compiles all capital improvement needs throughout the City over a five-year period, along with estimated costs. Overall forecasted needs for FY19-23 total over \$885M. In line with the Mayor's key priorities, and specifically the desire to invest in our neighborhoods, the highest priority projects total \$335M and include improvements to public safety, continued upgrades in our schools, and investment in economic development.

Capital improvement needs and costs in the City continue to increase, despite millions of dollars of capital investment in recent years. Springfield is a city with a rich history and aging infrastructure, which demands higher costs to maintain. In some cases, construction work completed twenty to forty years ago is now reaching its end of useful life, requiring replacement. This is due to a change in the industry where equipment and construction is being designed for a thirty-year useful life as opposed to a hundred year useful life, as is the case with many of the City's older buildings.

With limited funding options, investing in in capital improvement will always be a challenge within City government. However, Springfield has spent the past few years investing in maintenance and improvement projects that had been deferred during the times when the City faced financial hardships. Playing this game of catch-up has been important in order to stabilize our capital assets and to serve as a springboard for investment in new projects and equipment.

In addition to aging infrastructure and feeling the effects of years of deferred maintenance, recent changes in the construction industry include modern advancements toward efficiency, which comes with a higher price tag. Efficiency movements and modern building codes mainly fuel this change. The result is shorter capital cycle in order to keep the City's buildings, roadways and equipment in acceptable functioning condition.

The most important factor in allowing the City to continue strategic and purposeful capital improvement, based on the needs of our resident and neighborhoods, is thoughtful financial planning and adherence to our fiscal policies. Our planning process includes debt structuring, making sustainable budgetary decisions and forecasting future financial needs. Establishing and adhering to our fiscal policies has rocketed us to the highest credit rating in the City's history, affording us the lowest interest rates possible on borrowing for capital projects.



In January 2017, Standard & Poor’s (S&P) affirmed the City’s AA- credit rating; steadily improving from its A- rating five years ago. This recent credit rating review focuses on the City’s strong institutional core by highlighting Springfield’s “management, with “strong” financial policies and practices, adequate budgetary performance, and strong budgetary flexibility.”

The results of the dedication to strong fiscal management and strategic decision-making are starting to be actualized in some of the City’s current capital improvement projects. Restructuring the City’s outstanding debt has enabled us the affordability for large-scale projects and our bond rating continues to allow the City to borrow money at low interest rates. A few of these exciting and long-awaited projects include:

Culinary and Nutrition Center, \$21M

In December 2017, the City held a groundbreaking ceremony at 75 Caldwell Drive, home of the Springfield Public School’s new Culinary and Nutrition Center. A state-of-the-art facility, the Culinary and Nutrition Center (CNC) will serve the expanding meal and nutrition needs of SPS students. The CNC will allow for further development of the City’s cutting edge meal and nutrition programs including breakfast in the classroom, weekend meals, summer meals, and expansion of the farm-to-table program. In addition, the CNC, expected to be fully functioning in two years, will create 40 new jobs, as well as provide training in culinary arts for our students. Leveraging outside funding from the USDA, donations from our partner Sodexo, and using the School Department’s food service account to offset any debt service expenses, this project will produce no net cost to the City.

New Brightwood and Lincoln Elementary Schools Project, \$85M

The City will continue its partnership with the Massachusetts School Building Authority (MSBA), by replacing two existing school buildings in the North End of the City, Brightwood Elementary School and Lincoln Elementary School, that are both over 120 years old. The project will consolidate the two schools into a single campus on Plainfield Street. The new facility will share certain spaces in an effort to maximize efficiency, while maintaining the individual identities of both schools. This project shows the MSBA’s strong commitment to education in Springfield with a goal to build the best schools that foster a state-of-the-art learning environment for the City’s students.

New Deberry and Homer Street Elementary Schools Feasibility Study, \$1.5M

The process for yet another elementary school consolidation is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by way of a feasibility study. This intensive project will include land acquisition and share the same scope of the Brightwood and Lincoln project, building unique and shared spaces, in an effort to maximize efficiency, while maintaining the individual identities of both schools. These new construction projects, in addition to annual funding from the MSBA by way of the Accelerated Repairs Program, ensure the students of Springfield’s Public Schools have access to the best learning environments possible.



Riverfront Park, \$3.0M

As strategically timed effort to reinvigorate the City’s riverfront, the multi-funded Riverfront Park renovation has begun. The project, scheduled to be completed in time to host summer events after the opening of MGM, includes an inclusive playground and splash pad, increased viewing along the Connecticut River, site improvements to Festival Field for seasonal outdoor entertainment, along with enhanced pedestrian and vehicular access. By funding through the MGM Host Community Agreement, and PARC grant and the City’s contribution, the Park will continue to connect the South End, North End and downtown neighborhoods. In addition, the Spirit of Springfield launched a fundraising campaign to construct a 9/11 memorial within the park.

Sidewalk Maintenance and Repair, \$2.5M

In the absence of a fully staffed “Sidewalk Crew” within Department of Public Works (“DPW”), funding has been provided for the DPW to repair City sidewalks in poor condition. As part of a citywide initiative to improve our residents’ quality of life and spur economic development, this infrastructure overhaul will work to make progress on the list of sidewalk repair requests, stretching to as many as 300 locations, and will ultimately improve commuter traffic throughout the City. Currently, the City is working on an analysis of the costs and sustainability of funding a full-time Sidewalk Crew within the DPW.

Stearns Square, \$1.8M

It has been thirty-five years since the last significant renovation of the historic Stearns Square and Duryea Way. This park is important to become a centerpiece to establishing a Stearns Square dining district, and important to get completed with the timing of new projects and new visitors to the city. Duryea Way will become a key gateway for transit passengers connecting the station into this district, and will be revamped with new landscaping and decorative gateway arches leading in and out of the district. The City will be investing in full renovation of the area which includes new landscaping, trees, pavers, fountain restoration, and park furniture. In addition, with a 300k match from CDBG, targeted sidewalk widening and traffic calming measures will take shape around the park, to make the area more pedestrian friendly and better suited for outdoor dining.

Updated and Consolidated Computer Aided Dispatch System, \$1.5M

As technology advances by leaps and bounds, so do the needs of public safety, and specifically emergency communications. With the long-awaited vision of a combined public safety dispatch communications center still a while away, a step towards that vision is the consolidation of the City’s two current Computer Aided Dispatch (CAD) systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time.

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. This plan focuses on upgrading and modernizing the City’s aging infrastructure and facilities, expanding the City’s economic base,



and helping to improve the City's diverse and vibrant neighborhoods. The City will continue to look for ways to leverage funding to maximize its use of taxpayer dollars. I look forward to your feedback and to working with City Departments on these important projects.

Sincerely,

A handwritten signature in purple ink that reads "Timothy J. Plante".

Timothy J. Plante
Chief Administrative and Financial Officer



Capital Plan Overview

The City of Springfield’s \$885.9M 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 outlines major spending needs 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 demands. 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 to City Council every year. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital budget represents the funding for the overall estimated cost of projects. High priority projects represent the City’s most immediate investment priorities and reflect the highest return on investment for the taxpayers of Springfield. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent 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 multiple City departments playing an integral role in its development. The Office of Management and Budget oversees the financial aspects of each capital project and maintains a record of expenses for each project. The City’s Capital Asset Construction Department (DCAC) is responsible for management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City’s facilities. Lastly, the Department of Public Works is responsible for the repair and maintenance of City roadways and sidewalks, a key piece to the City’s infrastructure.

Funding Strategies

Projects that are included in the CIP are not guaranteed for funding as the Plan is a reflection of the needs within the City. With limited affordability, the City continues to have a significant challenge in meeting capital demands. While financial shortcomings will always be a challenge within City government, the CIP enables the City to develop a strategy for the timing of projects and for the replacement of aging equipment. In past years, work on many buildings and road projects was deferred due to budgetary constraints. The City has made a concerted effort to address its capital needs by restructuring its debt for the purposes of increasing its capacity for future debt issuances. The City is finally reaping the benefits of these efforts and has a better ability to address high priority projects within the CIP.



Overall funding impact is the highest weighted priority in the CIP, which means, the opportunity to reduce the City’s project cost by an outside funding sources will move a project higher up on the priority list. With this in mind, in order to get the maximum benefit per City dollar spent on capital improvement, the City departments work hard to secure outside funding resources in order to offset costs.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund portions of the CIP:

- 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)
- Federal, State, and Private Grants –There continues to be an interest in seeking grants for projects such as park rehabilitation, first responder equipment, 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 with a goal to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which is approximately \$3.4 million. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fit the debt issuance requirements.
- 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 which is particularly important because the City is legally required to pay for debt service 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 an inventory of City assets, the City can determine the need to replace pieces of small equipment. It also ensures that departments are properly storing and maintaining important tools that are essential for their operations.



- Use of unexpended bond proceeds – On a continuing basis, the Office of Management and Budget compiles a list of projects funded by bond proceeds in an effort to determine if there were proceeds that were unexpended. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are the result of project scope changes, projects being completed under budget, or receiving reimbursements from outside agencies for expenses that were initially deemed “ineligible.” The City has used unexpended bond proceeds for various school building improvements, the Fire Department Vocal Alert System Upgrade, and to fund the first phase of repairs at the Central Library.

Debt Issuances

Most capital improvement projects can only be afforded by spreading their cost over many years. The City issues long-term debt repayable over a term of years related to the project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long life is also considered “fair,” as opposed to paying off a large project in one fiscal year, or by using a lump sum from a funding source outside of the City’s general operating budget. 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.

In February 2017, the City issued \$44.3 million of debt for multiple capital improvement projects. These projects include the completed School Dense Wireless Project, building of the John J. Shea Bright Nights Technical Training Facility (Skill & Technical Training Center), the renovation of the Clifford A. Phaneuf Environmental Center (ECOS) in Forest Park, the Union Station parking garage, and the purchase of vehicles for the Police Department and DPW. Additionally, the City will bond for ongoing projects such as the Springfield Public School Culinary and Nutrition Center, the renovation of 50 East Street, the building of the Raymond Jordan Senior Center in Blunt Park, the construction of a new South End Community Center (SECC), and multiple school projects.

In order to address high priority capital needs, Springfield issued long-term debt, along with a combination of MSBA, FEMA, Pay-Go, unexpended bond proceeds, and grant funding to finance over \$105.8 million of capital improvement projects. The City was left responsible for only 41% of the \$105.8 million project costs.

In FY18, the City plans to issue short-term debt to cover costs associated new projects that have started within the year. These projects include:



PROJECT SUMMARY	TOTAL PROJECT COST	CITY CONTRIBUTION	OUTSIDE FUNDING	OUTSIDE FUNDING SOURCES
BRIGHTWOOD/LINCOLN ELEMENTARY - FEASIBILITY STUDY & SCHEMATIC DESIGN	1,000,000	200,000	800,000	MSBA
CITY HALL STEPS	1,000,000	1,000,000	-	
CULINARY AND NUTRITION CENTER - PHASE I/II	21,048,732	-	21,048,732	USDA, GRANTS, SPS REVENUE
DEBERRY/HOMER ELEMENTARY - FEASIBILITY STUDY & SCHEMATIC DESIGN	1,500,000	300,000	1,200,000	MSBA
DOWNTOWN PD STATIONS - KIOSKS	500,000	500,000	-	
DOWNTOWN REFRESH (INCLUDES WAYFINDER)	1,500,000	1,500,000	-	
DPW EQUIPMENT - 2017 & 2018 FLEET (36 PIECES)	2,750,162	2,750,162	-	
EAST FOREST PARK LIBRARY	9,543,833	2,637,718	6,906,115	MBLC GRANT, LIBRARY FOUNDATION, FUNDRAISING
MILL RIVER IMPROVEMENTS - FLOOD CONTROL SYSTEM	2,337,500	2,337,500	-	
NEW MSBA SOI PROJECTS- BALLIET, BALLIET M	3,796,555	759,311	3,037,244	MSBA
NEW MSBA SOI PROJECTS-ZANETTI, KILEY, LYNCH, KENSINGTON	16,261,075	3,252,215	13,008,860	MSBA
POLICE VEHICLES 2018	1,000,000	1,000,000	-	
PYNCHON PLAZA	4,000,000	500,000	3,500,000	EOHED GRANT
RIVERFRONT PARK	3,000,000	1,600,000	1,400,000	EEA GRANT, MGM DONATION
SIDEWALKS	2,500,000	2,500,000	-	
STEARNS SQUARE	1,800,000	1,500,000	300,000	CDBG
TOTALS	\$ 73,537,857	\$ 22,336,906	\$ 51,200,951	

In FY19, once these projects are completed we will issue long-term debt to cover City costs. In the meantime, as project expenses continue, will we work with funding agencies such as MSBA, State grant agencies, and MGM for project cost reimbursements. In all, the City expects to be left responsible for \$22.3M to fund \$73.5M in capital improvement, which represents only 30% of overall project costs.

Pay-As-You-Go Capital (Pay-go)

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “maintain net tax-financed capital improvement expenditures (pay-as-



you-go) at a level of one and one-half percent of local source revenue.” In recent years, that has worked out to about \$3.5M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in value than projects funded by borrowing. This allows the City to conduct smaller, routine projects for which it would be less-than-optimal to issue debt. Also, for pay-go projects, the taxpayers’ cost is lower than bonding because no interest is involved.

The City often uses pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements.

Outlined below is a list of recent project partially (or wholly) funded through pay-go. The City is proud of the financial flexibility this funding allows for us to get projects over the finish line.

PROJECT SUMMARY	TOTAL PROJECT COST	CITY CONTRIBUTION	OUTSIDE FUNDING	FUNDING SOURCES
BALLIET PARK RENOVATION	600,000	400,000	200,000	STATE GRANT, PAY-GO
BEAUREGARD & SCHIAVINA MEMORIAL PARK	750,000	350,000	400,000	STATE GRANT, PAY-GO
CENTRAL LIBRARY ASSESSMENT & FAÇADE STABILIZATION	155,105	155,105	-	PAY-GO
DPW MILL RIVER PROJECT - DESIGN WORK	173,700	173,700	-	PAY-GO
EAST FOREST PARK LIBRARY FEASIBILITY STUDY	79,000	29,000	50,000	STATE GRANT, PAY-GO
FIRE VOCAL ALERT SYSTEM	400,000	400,000	-	PAY-GO, UNEXPENDED BONDS
FOREST PARK TENNIS COURTS	440,780	440,780	-	PAY-GO
GUNNERY SGT. SULLIVAN PARK	650,000	250,000	400,000	STATE GRANT, PAY-GO
JAIME ULLOA	620,000	370,000	250,000	STATE GRANT, PAY-GO
LOWER VAN HORN RESERVOIR DAM	2,400,000	400,000	2,000,000	GRANT, STATE, PAY-GO
NICE LOG RECORDER - PHASE 1	58,991	58,991	-	PAY-GO
POLICE DEPARTMENT - VIDEO WALL FOR CRIME ANALYSIS	92,723	92,723	-	PAY-GO
POLICE DEPARTMENT RADIOS - NEW RECRUITS	71,056	71,056	-	PAY-GO
POLICE HQ PARKING LOT LIGHTS AND REPAVING	127,567	127,567	-	PAY-GO, PD PAY-GO
POLICE HQ PEARL STREET FEASIBILITY STUDY	259,108	259,108	-	PD CAPITAL, PAY-GO



High priority capital projects will continue to be financed using a combination of outside funding sources, and long and short term financing resources. Through strategic planning and leveraging opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.



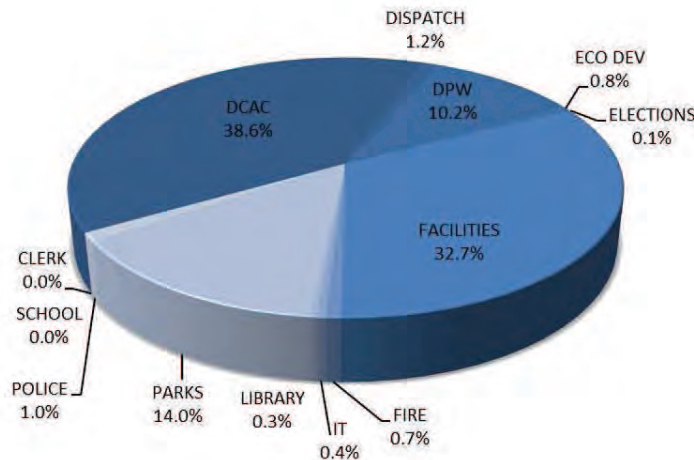
Breakdown of Fiscal Year 2019 Capital Requests

The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council as required by law. This year the final submissions totaled \$885,917,448. The chart below shows the breakdown of the 439 department submitted projects by priority.

Priority	Range	Number of Entries	FY19 Estimated Total Project Cost
A	100-65	22	335,305,000
B	64-45	188	335,233,518
C	44-26	177	164,848,930
D	25-0	52	50,030,000
TOTAL		439	885,417,448

As stated in the FY18 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects because of varying degrees of need ranging from repairs, to major renovations, and new school construction. This is reflected in the CIP with the number of Facilities and DCAC entries for both City and School totaling 244 entries for an estimated \$630.7M in project costs.

Estimated Total Project Cost



When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project. It is also important to note that many department requested projects (mainly School Department) are listed under Facilities or DCAC as they will manage and oversee the project. For example, the Culinary and Nutrition Center for the School Department will be managed by DCAC and is listed as a DCAC project.



Proposed FY19 Capital Budget and Projects

PROJECT SUMMARY	ESTIMATED PROJECT COST	CITY CONTRIBUTION	OUTSIDE FUNDING	POTENTIAL OUTSIDE FUNDING SOURCES
COMPUTER AIDED DISPATCH AND RECORDS MANAGEMENT SYSTEM	1,500,000	1,500,000	-	
ELECTIONS VOTING MACHINES	385,000	385,000	-	
HYDROPOWER AT WATERSHOPS POND	6,050,000	1,000,000	5,050,000	NDRC GRANT
MILL RIVER IMPROVEMENTS - FLOOD CONTROL SYSTEM	2,337,500	2,337,500	-	
MSBA SOUTH END MIDDLE SCHOOL - WINDOWS & DOORS	2,500,000	875,000	1,625,000	MSBA
RUTH ELIZABETH PARK	550,000	150,000	400,000	CDBG
SOUTH BRANCH PARKWAY DRAINAGE IMPROVEMENTS	770,070	192,518	577,553	HMGP
TIFFANY STREET DRAINAGE AND STREAM CHANNEL IMPROVEMENTS	307,020	76,755	230,265	HMGP
TOTALS	14,399,590	6,516,773	7,882,818	-

The complete FY19 Capital Improvement Plan can be found in Appendix A of this document.

Computer Aided Dispatch and Records Management System

The Emergency Communications Department, in collaboration with the Fire and Police Departments, is requesting a new Computer Aided Dispatch (CAD) system to replace disparate legacy CAD systems currently in use at the City’s police and fire dispatch locations. Currently running two separate systems between Police and Fire dispatch neither are sufficient CAD solutions for the current size of the department. The current CADs do not allow for a coordinated public safety response, which ultimately increases call processing time, prevents timely delivery of incident related supplemental information, and adversely impacts response time.

Elections Voting Machines

The Springfield Elections Commission is requesting upgraded elections equipment. The current voting equipment is now two generations behind the systems currently used in most of the Commonwealth and the rest of the nation. The request is to replace sixty-four machines, along with a backup for each precinct, bringing the total to seventy-two. Initial quotes from election services vendors have shown that, in addition to upgrading its aging machines, the City could expect to save \$32,400 in maintenance costs over the first two years if it were to procure newer voting machines. The democratic process is the foundation of our government, and this investment will ensure that the breakdown of aging machines will not prevent voters from exercising their rights on Election Day.



Hydropower at Watershops Pond

Hydropower will be restored at the Watershops Pond Dam on land currently owned by the City. The restored hydropower will generate 707,000 kwh during an average year and will be capable of functioning independent of the grid. A portion of the electricity will fully power the newly built Brookings School, which will also have the capacity to serve as an emergency community shelter in the event of a disaster. The remainder of the energy can be made available to neighboring businesses. The expectation is that an uninterrupted power source can be an attractive amenity to businesses interested in locating in the area. The City will contribute \$1.0 million toward the \$6.05 million total project cost.

Mill River Improvements - Flood Control System

As part of the 2016 United States Army Corps of Engineers (USACOE) inspection of the city's Flood Protection System (FPS), the Mill River section and the Connecticut River South section both received a rating of "unacceptable." This rating requires the city to take action to address all inspection concerns of the USACOE to return the system to an "acceptable" level. To date, the City has spent \$400,000 to address issues expressed by the USACOE. The remaining portion of the project is divided into 3 sections along the Mill River: wall repair locations, the removal of the Baystate Thread Works Dam, and the repair and/or replacement of the toe drain systems along the South End floodwall. The USACOE has reported that repairs are required to maintain certification with the FPS.

MSBA South End Middle School - Windows & Doors

The MSBA has continued a strong partnership with the City, and has provided consistent funding by way of their Accelerated Repair Program. The program focuses on the preservation of existing assets by performing energy-efficient and cost-saving upgrades, which will result in direct operational savings for school districts and the City overall. In FY19, the City plans on beginning the replacement of doors and windows for the South End Middle School. The MSBA continues to reimburse 80% of eligible costs back to the City.

Ruth Elizabeth Park

During the June 2011 tornado, the Elias Brookings School was severely damaged and deemed uninhabitable. The City used the adjacent Ruth Elizabeth Park as a place to house the school's temporary facilities while the new school was being built. This was a popular Park for neighborhood kids and included amenities such as a playground, splash pad and soccer field. The City looks forward to restoring the Park with its previous amenities with the assistance to CDBG funds.

South Branch Parkway Drainage Improvements

With a FEMA-approved Hazard Mitigation Plan, FY18 was the first year that the City was able to apply for the Hazard Mitigation Program Grant. Of the seven projects submitted to the State for consideration, MEMA forwarded on two DPW project applications for HMPG funding. The City is still waiting to hear on acceptance into the program. If chosen, this project will mitigate existing hazards present due to inadequate and undersized storm water infrastructure and resulting slope instability along South Branch Parkway. Issues at this location have been exacerbated due to effects from the City's EF-3 tornado, which destroyed and damaged homes and the mature tree canopy cover over much of the contributing watershed to the storm water drainage system. These issues have led to manhole and pipe deterioration at the intersection of Briarwood Avenue and South Branch Parkway and resulted in sinkholes along the roadway shoulder. The proposed project would improve the resiliency of the City's municipal



infrastructure and protect against loss of use of a significant roadway and critical sewer and water infrastructure in the City.

Tiffany Street Drainage and Stream Channel Improvements

The second project under consideration for HMPG funding will mitigate existing hazards present due to erosion, slope instability, and deposition of embankment materials into Entry Dingle Brook and will protect Tiffany Street. This important roadway in the Forest Park neighborhood connects to one of our elementary schools. This project will also preserve the utilities which lie in the roadway embankment, and, most importantly, the downgradient homes along Craig Street which would be impacted should the erosion and slope failure continue in the area.



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 FY19 through FY23 is \$885.4 million. The highest priority projects total \$335.8 million. Strategic financial planning is the most important factor in allowing the City to continue much needed capital improvement. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. Subsequently, the City of Springfield has maintained its 'AA-' credit rating from Standard and Poor's (S&P) and recently received a reaffirmed credit rating of A2, with a stable outlook by Moody's in January 2017.

Due to the City's high bond rating, the City was able to lock in low interest rates for twenty years during its latest debt issuance; allowing the City to maintain a responsible debt payment plan with low interest. The City also refinanced bonds issued in 2007 and financed the Union Station Project on March 7, 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years. The City will continue to be strategic in investing and funding capital needs by choosing high priority projects, leveraging funds from outside agencies, and selling bonds when the market is highly favorable.

This plan focuses on upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping to improve the City's diverse and vibrant neighborhoods. This Capital Improvement Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life, along with a more efficient and effective government.



Appendices

Appendix A: Capital Improvement Plan

APPENDIX A: PROPOSED CAPITAL PROJECTS

Capital Improvement Plan Draft: Fiscal Years 2019 - 2023

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	3,500,000
A	DCAC	HOMER ST SCHOOL - "NEW" BUILDING REPLACEMENT	42,500,000
A	DCAC	LINCOLN SCHOOL - "NEW" BUILDING REPLACEMENT	42,500,000
A	ECO DEV	COURT SQUARE REDEVELOPMENT -	5,000,000
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	17,500,000
A	DCAC	WATERSHOPS POND - HYDROPOWER	6,050,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	DCAC	BRIGHTWOOD SCHOOL REPLACEMENT	45,000,000
A	DCAC	DEBERRY SCHOOL REPLACEMENT	45,000,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	DISPATCH/POLICE	CAD MIGRATION/RECORDS MANAGEMENT SYSTEM REPLACEMENT	1,500,000
A	DCAC	RECONSTRUCTION OF POLICE HEADQUARTERS	90,000,000
A	ECO DEV	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS - ONGOING	1,500,000
A	DPW	ROOSEVELT AVE /GAUCHER ST RAMP CULVERT REPLACEMENT	250,000
A	DPW	SOUTH BRANCH PARKWAY / BRIARWOOD AVE STORM DRAIN IMPROVEMENT	770,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	ELECTIONS	NEW VOTING MACHINES	385,000
A	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000
A	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
B	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,000,000
B	DPW	ARMORY ST LANDFILL UPGRADES	200,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) REPAIR FOR MILL RIVER CONDUIT AND CT RIVER SOUTH-(ACOE)	2,500,000
B	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000
B	POLICE	BALLISTIC VEST REPLACEMENT	300,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY, PD AND CADWELL TO TOWER SQUARE	120,000
B	POLICE	CRUISER REPLACEMENTS - ONGOING	3,225,000
B	POLICE	IT - VIDEO STORAGE FOR CRIME SCENE INVESTIGATIONS	25,000
B	PARKS	WESSON PARK	750,000
B	DCAC	SKYWALK	150,000
B	IT	BUSINESS CONTINUITY PLAN - PHASE 2- CITY HALL/TAPLEY ST UPGRADE	1,000,000
B	POLICE	UNIFORM - TASER	111,530
B	FACILITIES	WHITE SCHOOL - FIRE PROTECTION SYSTEM	450,000
B	FACILITIES	PUTNAM FOOTBALL FIELD REPLACEMENT	3,500,000
B	FACILITIES	DEBERRY - REBUILDING FLOOR	2,400,000
B	DCAC	CENTRAL LIBRARY - PHASE III	440,727
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	7,860,000
B	DISPATCH	CONSOLIDATED DISPATCH BUILDING, BUILDING USE STUDY	80,000
B	DISPATCH	CONSOLIDATED DISPATCH BUILDING W/EQUIPMENT	10,000,000
B	DCAC	CENTRAL LIBRARY - PHASE II	11,053,009
B	POLICE	MOTOROLA FEDERAL RECOVERY	100,000
B	POLICE	IT - COMPUTERS	48,000
B	POLICE	UNIFORM - GUN REPLACEMENTS	330,000
B	DPW	PRIVATE WAYS - RESURFACING	2,500,000
B	POLICE	IT - HARD DRIVE BACKUP APPLIANCE	35,000
B	FIRE	RADIO RECEIVING SITES	300,000
B	DISPATCH	SPLIT DISPATCH RADIO CONSOLE	100,000
B	POLICE	AED REPLACEMENTS	100,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	40,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - BUILDING ACCESSIBILITY	875,000
B	ECO DEV	DOWNTOWN WAYFINDER	600,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	390,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	50,000

APPENDIX A: PROPOSED CAPITAL PROJECTS

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	FACILITIES	CITY HALL - PERIMETER SECURITY	750,000
B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	POLICE	RADIO REPAIR - CORE CLIENT	150,000
B	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS	90,000
B	DCAC	COMMERCE - ROOF REPLACEMENT - 2018 MSBA SOI	4,500,000
B	DCAC	MILTON BRADLEY - ROOF REPLACEMENT - 2018 MSBA SOI	1,500,000
B	DCAC	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2018 MSBA SOI	3,000,000
B	FACILITIES	SCI-TECH - CHILLERS & TOWERS	2,500,000
B	FACILITIES	TALMADGE - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2018 MSBA SOI	20,000,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	FIRE	RIVER RESCUE BOAT PURCHASE	150,000
B	IT	FIBER NETWORK EXPANSION	1,000,000
B	DCAC	BOWLES - ROOF REPLACEMENT	1,500,000
B	DCAC	BALLIET ELEMENTARY - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	DCAC	CENTRAL HIGH - CHILLERS & HVAC UPGRADES	2,500,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	POLICE	IT - NETWORK SWITCHES NEED REPLACEMENT	60,000
B	POLICE	DB - FORENSICS VAN REPLACEMENT	150,000
B	PARKS	VAN HORN PARK	1,500,000
B	POLICE	PROPERTY AND EVIDENCE TRUCK	45,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT	400,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	3,000,000
B	FACILITIES	SYMPHONY HALL - SERVICE & LIGHTING UPGRADES	2,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	POLICE	IT - CARD ACCESS READER	35,000
B	POLICE	LATENT FINGERPRINT SYSTEM	28,000
B	DCAC	BRUNTON - ROOF REPLACEMENT	1,200,000
B	DCAC	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2018 MSBA SOI	1,500,000
B	DCAC	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2018 MSBA SOI	760,000
B	FACILITIES	TALMADGE - BOILERS - 2018 MSBA SOI	1,000,000
B	FACILITIES	SCI-TECH - BOILERS - 2018 MSBA SOI	1,000,000
B	FACILITIES	INDIAN ORCHARD - BOILERS - 2018 MSBA SOI	1,000,000
B	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI	7,500,000
B	FACILITIES	SOUTH END MIDDLE SCHOOL - WINDOWS & DOORS - 2017 MSBA SOI	2,500,000
B	DCAC	BOLAND - ROOF REPLACEMENT	3,000,000
B	DCAC	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000
B	DCAC	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING)	1,500,000
B	FACILITIES	LINCOLN - ROOF REPLACEMENT	1,500,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT	4,500,000
B	PARKS	FOREST PARK - TROLLEY PAVILION	500,000
B	POLICE	VIDEO WALL	100,000
B	POLICE	IT - DASH CAM STORAGE	152,640
B	POLICE	IT - DASH CAMS	2,125,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	900,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	FACILITIES	SUMNER AVE ELEMENTARY - BOILERS - 2018 MSBA SOI	2,000,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000
B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS	1,500,000
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR	4,500,000
B	LIBRARY	ALL BRANCHES - COMPUTER UPGRADES	80,000
B	FIRE	MOBILE DATA TERMINAL REPLACEMENT	40,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	POLICE	IT ARCHIVING	75,000
B	POLICE	IT SANS UPGRADE	250,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	12,000,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	LIBRARY	MASON SQUARE - OUTDOOR COMMUNITY PERFORMING SPACE	40,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	2,500,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	STONE HOUSE	500,000
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	125,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	350,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	120,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	400,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	400,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	125,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS	300,000
B	IT	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	1,000,000
B	IT	DESKTOP/LAPTOP REPLACEMENT (ONGOING)	40,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	WALKER GRANDSTAND RENOVATION (CPA)	2,000,000
B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	4,183,627
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE POOL FILTER SYSTEM	150,000
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	DCAC	POTTENGER - WINDOWS & DOORS	2,500,000
B	PARKS	GREENLEAF PARK	2,500,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	1,500,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,000,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,000,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	CITYWIDE - TENNIS COURTS	1,500,000
B	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
B	FACILITIES	CENTRAL HIGH - EXTERIOR DOORS	350,000
B	PARKS	CYR ARENA EQUIPMENT AND REPAIRS	2,000,000
B	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
B	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	500,000
B	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
B	FIRE	FIRE VEHICLE REPLACEMENT	220,000
B	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
B	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
B	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
B	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
B	PARKS	FORESTRY	500,000
B	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	500,000
B	PARKS	GODFREY TRIANGLE (CPA)	300,000
B	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
B	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
B	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
B	FACILITIES	DUGGAN - INTERIOR RENOVATION BATHROOMS	2,400,000
B	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	900,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
B	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
B	FIRE	DIGITAL FIRE GROUND COMMUNICATIONS	205,127
B	PARKS	HUBBARD PARK	750,000
B	PARKS	MYRTLE STREET PARK	500,000
B	PARKS	MARSHALL ROY PARK	500,000
B	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
B	PARKS	CARRIAGE HOUSE - MAJOR REPAIRS	1,500,000
B	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000
B	LIBRARY	REPLACE 2004 FORD CUTVAN FOR LIBRARY MAINTENANCE STAFF FOR LIBRARY SYSTEM	50,000
B	LIBRARY	BRANCH LIBRARIES FACILITY ASSESSMENT STUDY	50,000
B	FACILITIES	DUGGAN - INTERIOR RENOVATION CREATE SCIENCE HIGH SCHOOL	5,000,000
B	PARKS	MCKNIGHT TRAIL	4,500,000
B	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000
B	PARKS	HENNESSEY PARK (CPA)	350,000
B	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
B	PARKS	UPGRADES TO GREEN INFRASTRUCUTRES	800,000
B	POLICE	LOCKERS	50,000
B	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	4,000,000
C	PARKS	LOON POND BEACH	1,500,000
C	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,200,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	250,000
C	LIBRARY	CENTRAL LIBRARY; SIXTEEN ACRES; BRIGHTWOOD BRANCHES	75,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	30,000
C	LIBRARY	ALL BRANCHES - RFID	800,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	FACILITIES	CITY HALL ANNEX - WINDOWS	180,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	WALSH - PLAYGROUND	130,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	PARKS	KENEFICK PARK	1,200,000
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	POLICE	IT - MICROSOFT LICENSES	30,000
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF	400,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	POLICE	130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	PARKS	FOREST PARK - SWAN POND DAM PHASE 2	3,000,000
C	LIBRARY	LIBRARY ON WHEELS	200,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	PARKS	CITY CEMETARIES	400,000
C	FACILITIES	DPW E-BUILDING - NEW ROOF	150,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	PARKS	NEAL PARK (SOLUTIA)	2,000,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000
C	FACILITIES	ESCO PHASE 2B	7,500,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000
C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000
C	PARKS	FRANCONIA PAVILLION	700,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	FACILITIES	CENTRAL HIGH - MASONRY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFICIENT DESIGN	1,500,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	FACILITIES	DUGGAN - RE-ENGINEER PARKING LOTS	6,000,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000

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PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	PARKS	GORDON BILL PARK (CPA)	550,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape	300,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT	65,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	PARKS	EMILY BILL PARK/ BUILDING (CPA)	1,500,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	1,800,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	POLICE	NICE LOG RECORDER - PHASE 2	25,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYScape AREA	250,000
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	REBECCA JOHNSON - WINDOW HARDWARE	320,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	1,500,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	CITY HALL - WINDOWS	100,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	22,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	ELECTIONS	POLL BOOKS	90,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	PARKS	WALSH PARK	1,500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAIME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	GERRISH PARK	200,000
C	PARKS	LEONARDO DA VINCI PARK	500,000
C	PARKS	HARRIET TUBMAN PARK	500,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	DEBERRY PARK	500,000
C	PARKS	DONNA BLAKE PARK	750,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000
C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000

APPENDIX A: PROPOSED CAPITAL PROJECTS

Capital Improvement Plan Draft: Fiscal Years 2019 - 2023

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	FACILITIES	CITY HALL - PLANTING BEDS	100,000
C	CLERK	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS	130,550
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	DPW	VAC TRUCK BONDIS ISLAND	175,000
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	2,000,000
C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	1,500,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	POLICE	DIVE TEAM VAN	179,000
C	POLICE	KRONOS IMPLEMENTATION	40,000
C	POLICE	TRU BEAR CAT	317,000
C	POLICE	VOIP MIGRATION	25,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	60,000
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	IT	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	475,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SCI-TECH - EXTERIOR POINTING	500,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000

APPENDIX A: PROPOSED CAPITAL PROJECTS

Capital Improvement Plan Draft: Fiscal Years 2019 - 2023

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYScape	85,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000
D	FACILITIES	BEAL - CLASSROOM CABINetry	160,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	320,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	120,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	ELLS - REPLACE TILE	85,000
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT	800,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	KILEY - FLOOR TILE REPLACEMENT	600,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	PARKS	ATWATER - FOUNTAIN	550,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	PARKS	COLONY HILLS (CPA)	350,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS	80,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000
D	FACILITIES	HARRIS ELEMENTARY - INTERIOR RENOVATIONS - OFFICE	250,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000
TOTAL COST OF CAPITAL IMPROVEMENT NEEDS			885,417,448



Appendix B: Capital Improvement Process

Capital Improvement Process

Departments submit capital requests to the Office of Management and Budget electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Office of Management and Budget and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

Database Requirements - All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Department Priority
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Completed Prior Phases

Categories - Capital projects are categorized into one of eleven categories:

- Building (School, City) – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.
- Infrastructure (IT) – This category includes wireless and fiber networks, technology upgrades and other technology improvements of a lasting nature that are not building structures.
- Infrastructure (Roadways/Sidewalks, Other) – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.
- Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.
- Equipment (IT) – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.
- Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.
- Land/Parks/Fields - This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.
- Salary – This category includes salary for staff associated with a specific project and helps to determine what, if any, operating costs are included in the project plan.
- Other – This category includes all capital projects that do not fall in the categories listed above.

Types - Each project is further classified into one of three different types of projects:

- New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.



- Rehab – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.
- Demolition – This includes commercial and residential building demolition.

Capital Improvement Committee - The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the Chief Administrative and Financial Officer, the Budget Director, the Director of Public Works, the Director of Parks, Buildings and Recreation, the Director of the City's Capital Asset Construction Department and the Director of Economic Development and Planning for the City and a representative of the City Council. Any member who has an interest in any item before the committee must recuse him or herself from deliberations on that item. For the FY17 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Budget Director – Lindsay Hackett
- Director of Department of Public Works – Christopher Cignoli
- Director of Parks, Building/Recreation – Patrick Sullivan
- Director of Capital Asset and Construction – Peter Garvey
- Chief Development Officer – Kevin Kennedy
- City Council Representative – Timothy Allen
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Jennifer Whisher

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

Criteria - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?
- Promotion of Economic growth – How significant of an impact is the project to economic development?
- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?



FY17 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact On Service To The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations And Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.



Appendix C: Rating Criteria

CRITERIA 1 – OVERALL FISCAL IMPACT

Weight: 5

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC

Weight: 3

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service



CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT

Weight: 3

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 3

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

Criteria 4 - Legal Obligations And Mandates - 15%
5 - City or Department is currently under court order to take action
4 - Project is necessary to meet existing state and federal requirements
3 - Legislation is under discussion that would require the project in future
2 - There is no legal or court order or other requirement to conduct the project
1 - Project requires change in state or law to proceed
0 - Project requires change in federal or law to proceed



CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS

Weight: 2

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

Criteria 5 - Operation and Maintenance Impact - 10%
5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible
4 - Service is likely to be disrupted in a five-year horizon if the project is not funded
3 - The project is necessary to maintain an orderly schedule for maintenance and replacement
2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time
1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded
0 - There is no financial or service risk in delaying or not funding the project

CRITERIA 6 – PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.

Illustrative Ratings:

Criteria 6 - Relationship to Other Projects/Coordination - 10%
5 - All but the final phase has been fully funded
4 - Multiple phases have been fully funded
3 - Multiple phases have been partially funded
2 - The first phase has been fully funded
1 - The first phase has been partially funded
0 - No prior phases have been funded or partially funded



CRITERIA 7 – RESILIENCY

Weight: 1

Rationale: Some projects are developed in an effort to mediate unseen risks or disasters the City could face. These projects take a proactive approach to alleviating chronic stresses to the City to assist with resilience efforts after a disaster.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project addresses stresses that weaken the fabric of a city on a daily or cyclical basis, examples include: High unemployment, Overtaxed or inefficient public transportation system, Endemic violence, Chronic food and water shortages
- B. Whether the project addresses response to a vulnerable population after a disaster. A vulnerable population is a group or community whose circumstances present barriers to obtaining or understanding information or accessing resources. Typically, lower-income persons are considered vulnerable populations since they are less able to recover from the effects of disasters.

Illustrative Ratings:

Criteria 7 - Resiliency Improvement and Resolution - 5%
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

CRITERIA 8 – PERCEPTION

Weight: 1

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public’s perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition

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Multi-Year Financial Forecast Fiscal Years 2019 - 2022

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City of Springfield, Massachusetts
Multi-Year Financial Plan (FY19-FY22)
March 30, 2018

CITY OF SPRINGFIELD, MASSACHUSETTS MULTI-YEAR FINANCIAL PLAN



FISCAL YEARS
2019-2022

PREPARED BY:
CITY OF SPRINGFIELD, MASSACHUSETTS
OFFICE OF MANAGEMENT AND BUDGET



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March 30, 2018

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Springfield Residents:

I am pleased to present to you Springfield’s Multi-Year Financial Plan (MYFP) for Fiscal Years 2019-2022. In compliance with City ordinance, the MYFP is meant to highlight projected revenue and expenditures for the next four years using conservative assumptions. This plan serves as a vital tool that allows the City to see the long term impact of its financial decisions and avoid future fiscal stress.

As the City’s Chief Administrative and Financial Officer, it is critical for me that we make strategic and appropriate budgetary decisions that provide core services to our residents while maintaining fiscal sustainability. I am proud of the fact that through strategic planning, the City has successfully balanced the budget each year since the disbandment of the Financial Control Board in 2009, and notably, for the past three years, the City has balanced the budget without using any stabilization reserves. Currently, our reserves equal \$44.5 million with a goal to grow this further by transferring free cash to reserves.

We continue to manage both our revenue and expense budgets to generate free cash. This is highlighted by the fact that we by ended FY17 with a \$6.4 million surplus. Furthermore, we continue to maintain the discipline that is essential to the City’s overall fiscal health and which has prompted Standard and Poor’s to maintain our AA- bond rating and encouraged Moody’s to reaffirm our A2 rating.

Multi-Year Financial Summary

Based on conservative assumptions, the City is projecting to have budgetary deficits ranging from \$12.8 million in FY19 and growing to \$41.8 million in FY22.

	FISCAL 2017 ACTUALS	FISCAL 2018 ADOPTED	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED
Expense	610,752,479	628,819,202	661,289,366	684,646,220	708,594,073	734,081,161
Revenue	617,536,597	628,819,202	648,512,669	662,541,179	677,025,329	692,279,829
SURPLUS / (GAP)	6,784,119	0	(12,776,696)	(22,105,041)	(31,568,744)	(41,801,332)

Even with anticipated MGM revenue starting in FY19, spending growth is projected to outpace revenue growth by an average of 4% each year. This forces the City to continue making difficult decisions and tough compromises in upcoming fiscal years.

Fiscal Challenges

Meeting the demands of an urban City with limited revenue is always a challenge; specifically when over 54% of the City’s budget is a direct pass-through of State Aid to the School Department. The remaining City budget relies heavily on property tax revenue, however, Proposition 2 ½ sets strict limitations to the amount that we can levy each year. In 2009, Springfield’s property values declined \$1 billion which severely dropped our levy ceiling; which is the maximum amount that we can levy in property taxes. Despite property values having increased, Springfield remains at its levy ceiling resulting in a loss of millions of dollars in new growth revenue. From FY12-FY18 alone, the City lost approximately \$40 million in property tax revenue due to these levy limitations. We will continue seeking a legislative solution to grab new growth revenue in upcoming fiscal years.

Another challenge the City faces is a continual rise in operating costs. Non-discretionary spending totals 80% of the City’s overall budget and includes school spending, debt service, health insurance, and contribution retirement pension. We are committed to addressing Springfield’s low pension fund ratio by adhering to an aggressive payment schedule which increased the FY18 appropriation by 14% and will



increase by another 14% in FY19, with annual increases of 8% starting in FY20. As long as this payment schedule is maintained, Springfield's pension fund will be fully funded by FY34. We are currently updating our actuarial evaluation which may change the current funding schedule.

Regardless of these fiscal challenges, the City is dedicated to maintaining core services for our residents by using a balanced approach that relies heavily on spending reductions and revenue maximization with the intention of providing vital programs and services to the City without implementing any layoffs.

Budget Priorities

The City will continue making strategic investments in public safety to combat the public perception of crime. In FY18, Springfield anticipates thirty (30) Police recruits to enter the academy in spring to stay ahead of attrition. In an effort to maintain a healthy balance of veteran and newly trained officers, the City is strategic in planning more frequent police academies. The City also plans to continue funding the successful North End Initiative, four C-3 Policing Units, Ordinance Squad, and the new Metro Policing Unit in Downtown Springfield. These initiatives are highly effective in crime reduction, as evidenced by FBI crime statistics which demonstrate a 45% decline in violent crime over the past 5 years. Investing in the Springfield Police Department will ensure it is operating at its full capacity, in order to improve residents' and visitors' perceptions of safety in downtown areas, while continuing the concentration on quality neighborhood policing.

Additional investments will be made on improving the quality of life in our neighborhoods. We will continue funding for the care and maintenance of all City parks, traffic islands and terraces. Funding will also be provided to maintain the three additional Code Inspectors added in FY17 and the increased hours for all inspectors to accommodate the demands of large-scale commercial projects. In FY18, solid waste vehicles were purchased to replace aging vehicles which will help to maintain our curbside trash pickup services. Free single-stream recycling and yard waste pickup will still be available along with low-cost bulk pickup, and free hazardous waste drop-off. The City is also reviewing budget requests for a Downtown Cleaning Crew in anticipation of MGM's opening and a new sidewalk crew to address the long list of much needed sidewalk repairs and replacements.

Conclusion

This plan is meant to provide an honest outlook of the City's finances and the struggles we are facing. Despite the projected deficits summarized in this plan, the City has faced similar budget gaps in the past and has been able to successfully balance the budget each year with little to no use in reserves. It is important to all of us that we do what is necessary so that tax payer dollars are spent in a manner that is most efficient, effective, and legal and I take my role in this very seriously.

I look forward to working with you on the FY19 budget planning process and I am open to all ideas that will positively benefit our City.

Sincerely,

Timothy J. Plante,
Chief Administrative and Financial Officer



Financial Forecast (FY19-FY22)

	FISCAL 2017 ACTUALS	FISCAL 2018 ADOPTED	FISCAL 2019 PROJECTED	FISCAL 2020 PROJECTED	FISCAL 2021 PROJECTED	FISCAL 2022 PROJECTED
SPENDING ASSUMPTIONS						
Administration and Finance Division	10,545,489	11,908,301	16,094,500	16,416,390	16,744,717	17,853,127
Development Division	3,514,947	3,885,720	3,963,434	4,042,703	4,123,557	4,206,028
General Government Division	4,522,966	3,447,470	3,766,419	3,591,748	3,663,583	3,736,854
Non-Mayoral Division	1,388,662	1,499,114	1,529,096	1,559,678	1,590,871	1,622,689
Health and Human Services Division	9,302,030	10,332,035	10,538,676	10,749,450	10,964,439	11,183,727
Public Safety Division	64,754,674	68,148,440	71,801,428	73,237,456	74,702,205	76,196,249
Public Works Division	10,189,517	14,007,735	14,287,890	14,573,648	14,865,121	15,162,423
Parks & Facilities Division	10,717,404	11,442,123	11,670,965	11,904,385	12,142,472	12,385,322
School Department*	397,921,621	406,045,030	418,952,327	435,085,129	451,900,137	469,430,632
Debt	33,540,753	27,984,872	29,069,827	28,100,390	26,261,702	23,914,490
Health Insurance & Fringe	26,144,263	28,356,682	30,613,231	33,062,851	35,722,279	38,609,704
Pensions**	30,303,852	34,599,740	39,424,199	42,566,990	45,961,204	49,626,955
Other Spending	7,906,300	7,161,940	9,577,373	9,755,404	9,951,786	10,152,961
Total	610,752,479	628,819,202	661,289,366	684,646,220	708,594,073	734,081,161
REVENUE ASSUMPTIONS						
Property Taxes	184,929,137	196,720,757	200,789,681	205,871,923	211,081,221	216,420,753
Local Receipts	49,484,750	45,123,748	42,154,296	42,154,296	42,154,296	42,154,297
State Aid	374,392,096	378,974,697	389,539,858	398,076,126	407,350,977	417,265,945
Reserves	1,730,615	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-
Casino Revenue	7,000,000	8,000,000	16,028,834	16,438,834	16,438,834	16,438,834
Total	617,536,597	628,819,202	648,512,669	662,541,179	677,025,329	692,279,829
SURPLUS / (GAP)	6,784,119	0	(12,776,696)	(22,105,041)	(31,568,744)	(41,801,332)

*Includes School Department admin pension appropriation.

**Pension appropriation for City non-school retirement.

Summary

The City of Springfield is governed by strict financial policies adopted as ordinances in September 2009 which dictate the Chief Administrative Financial Officer (CAFO) produce and issue a four-year financial plan by March 30th of each year. The purpose of this plan is to provide reasonable revenue and expenditure estimates that the City will experience in upcoming fiscal years (FY). This serves as a vital tool for the City as a way to see the long term impact of its financial decisions while maintaining fiscal sustainability.

This Multi-Year Financial Plan (MYFP) shows the actual expenses and revenues for FY17, the adopted budget for FY18, and the projected budgets for FY19 through FY22. The projected budgets were created by using appropriate and conservative assumptions for revenues and expenses including:

- 14% increase in FY19 scheduled pension payment and 8% from FY20-FY22.
- 8.7% increase in health insurance and adherence to the City's debt schedule.
- 3% increase in Chapter 70 and level Non-School State Aid.
- 2.5% increase in property tax revenue.
- No use of one-time resources / reserves.
- Departmental spending growth ranging up to 2%.
- Level local receipts with reduction in one-time revenue built into the FY18 budget.



As demonstrated in this plan, Springfield's operating costs are projected to outpace revenue by an average of 4% each fiscal year. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$12.8 million in FY19 and growing to \$41.8 million in FY22.

With growing expenses and limited revenue sources, the City is faced with making difficult budgetary decisions to maintain City operations. It is important to note that over 80% of the City budget is non-discretionary, meaning the costs are mandated by law or ordinance. This means that approximately 20% of the entire City budget must assume all of the reductions required to balance the budget. This forces the City to develop creative solutions in an effort to cut costs in an efficient manner.

Revenue Assumptions

The State Aid projections used in this plan are based on Governor Baker's FY19 proposed budget which was released on January 24, 2018.

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 2.7% increase in FY19 consistent with the Governor's budget and a 3% increase in the remaining years of the plan based on pupil estimates.

Charter School Tuition Reimbursements

The Commonwealth has committed to providing assistance to municipalities whose resident students attend charter schools. Sending districts shall be reimbursed a portion of the costs associated with students attending charter schools; 100% of the tuition for the first year, and 25% for each of the next five years. Unfortunately, the Commonwealth has not fully lived up to its commitment causing the City to assume a large portion of the actual cost. The projection assumes a \$252.8 thousand reduction in Charter School reimbursements based on enrollment information for FY19. The remaining years of the projection assume an annual 25% decrease.

Unrestricted General Government Aid (UGGA)

Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Governor's budget includes an allocation of \$39.1 million, an increase of 3.5%, and future years are projected to be level.

Other State Aid

The following are the assumptions for the other State Aid categories Springfield receives:



- **Veterans' Benefits** - The City receives a 75% reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY19 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 FY19 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 FY19 budget recommendation for PILOT payments.

Property Taxes

The Commonwealth of Massachusetts is unique in that it limits property tax assessments levied by its municipalities. Under Proposition 2 ½, Springfield cannot tax higher than 2.5% of the total and full cash value of all taxable property. This is known as the levy ceiling. Under the statute, the maximum amount that a municipality can levy in property taxes each year is referred to as the levy limit. The levy limit can only be increased in three ways; 2.5% increase over the prior year levy limit, new growth in the tax base, or a voter override. The levy limit must always be below or the same as the levy ceiling.

A side effect of Proposition 2 ½ is it severely limits the revenue a municipality can collect when property values decline. Since FY09, Springfield experienced over \$1.0 billion in declining property values which drastically reduced our levy ceiling. Although estimates from the City's Board of Assessors indicate property values are finally increasing, the levy ceiling remains significantly low causing the City to not fully capture its levy capacity. From FY12 through FY18, the City of Springfield lost over \$39.5 million in property tax revenue due to these levy limitations.

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. Although some new growth is anticipated in coming years, this MYFP takes a conservative measure by not building it into the revenue projections. The City will continue seeking legislative solutions to help capture new growth revenue in future fiscal years.

Local Receipts

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

PILOT

The Payments in Lieu of Taxes (PILOT) revenue assumes a gradual decline based on the agreements in place and their expiration dates. Some agreements may be renewed which would positively impact



revenue collections. As these PILOT agreements expire, the City should see the tax revenue proportionally increase as these entities cycle back onto the tax rolls.

Reserves

For the purposes of the initial forecast, it is assumed that no funding from one-time revenues (reserves and overlay) will be used. The City will be strategic when deciding to use reserves or one time revenue to balance the budget and wants to avoid jeopardizing its bond rating.

Spending Assumptions

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are still areas of the budget that continue to grow and must be accommodated with the revenue available. The following are the assumptions for spending in the large categories of the City's budget:

City Departments

The projection assumes a 0-2% increase for all City Departments which encompasses cost of living increases for non-bargaining employees, settled collective bargaining contracts, and those currently being negotiated.

School Department

The School Department projection is based on a projected enrollment increase and the required funding rate per student, set out by the Commonwealth's calculation for "Net School Spending (NSS)". This is the required amount of annual spending on schools that the Chapter 70 formula dictates, and is a combination of state aid for schools and the district's required contribution.

The current projection assumes a 2.8% increase for FY19 and 3.5% thereafter, with approximately 80% of the School Department spending increase being offset by State Aid. The difference will be a direct cost to the city. In addition to the City's contribution to meet NSS, it also is responsible for non-NSS costs such as transportation, leases and adult basic education (ABE), and must be funded by the City without any support from State Aid. Transportation costs alone are projected to increase 8% in FY19, and the costs are highly dependent on the amount and operation of local charter schools.

Debt Service

The City's debt service projection uses the current debt schedule, which accounts for the City's most recent sale of Bonds and BANs. The current schedule is designed to have the debt service decline 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 (GIC). Nonetheless, in FY16 the Commission estimated a deficit between \$165 million and \$190 million and a 7% increase in the average premium for FY17. This financial forecast assumes an



overall increase of expenditures of 8.7% associated with this projection. Despite these projected increases, the Governor's FY19 proposed budget level funds health insurance which, if passed, will be reflected on the City's finalized budget. The City's contract with the GIC does not allow the City to opt out until the following October, therefore the City must bear these increases this fiscal year. Depending on the size of the increases in both premiums and deductibles, the City will look at all its options for health insurance next year.

Retirement

The City's municipal pension remains one of the lowest funded in the Commonwealth; with a funding ratio of 26.2% and an unfunded liability totaling \$827.4 million. Poor market and economic conditions are contributing factors that led to Springfield's low pension fund. Pension funds heavily rely on growth of approximately 7.5% a year from investments, any return lower than this would have adverse effects on the unfunded liability amount. In 2008, the fund reported losing 28% of its value due to the stock market crash of that year. Although the market has since rebounded, limited revenue sources have made it challenging to contend with higher pension payments.

To address this issue, the City deliberately lowered its rate of return to reflect market rates and assumed an aggressive payment schedule with the goal to be fully funded by FY34. The payment projections on this plan are based on the City's most recent pension funding schedule which accounts for a 14% increase over the FY18 payment for FY19. Beginning in FY20, the payment increases will be adjusted to 8% and will remain that way until FY34. Developing this aggressive payment schedule certainly addresses the City's low pension problem; however, it comes with concerning fiscal challenges.

The FY19 pension appropriation is \$65.7 million which is divided amongst three separate entities; the City of Springfield, Springfield Housing Authority, and the Springfield Water and Sewer Commission. Given that pension is currently the third largest expense in the City, significant increases in annual payments will likely have an impact on City services if alternative revenue sources are not actualized. To avoid future risk, the City will continue to reevaluate its pension funding schedule every two years when the actuarial evaluation is updated.

Conclusion

Based on these assumptions, it is clear that spending growth will continue to outpace revenue growth for the coming years forcing the City to develop creative solutions. It is important to keep in mind that the revenue assumptions in this document are conservative and will be updated as more information becomes available concerning property values or other revenue opportunities. In future years, we look towards the spin off effect of all the City's economic development projects, as this will continue to grow our tax base and generate new growth, allowing the City more financial flexibility.

Despite the projected budget gaps in coming fiscal years, the City has overcome similar deficits in the past. We have successfully balanced and maintained the City's annual budget by making strategic and compassionate decisions that align with the City's top policy priorities. This approach will not change, and we will continue to make thoughtful, sustainable financial decisions that are in the best interest of the City's taxpayers.

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Appendices

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Appendix A

Glossary of Municipal Finance Terms^{*}

^{*} The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

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Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Account Code: An expenditure classification based on the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

Accounting System: The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

Accrual Basis of Accounting: Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

Adequate Yearly Progress (AYP): As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2013-2014 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

Appropriated Fund Balance: The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

Appropriation: An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

Assessed Value Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Assets: Property owned by the City, which has a monetary value and must be recorded.

Balanced Budget: A budget in which funding sources are equal to estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

Bond Anticipation Notes (BANs): Short-term interest-bearing securities issued in anticipation of a long-

term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A comprehensive financial plan of operation which allocates available revenues among competing expenditure requirements for a given time period.

Budget Calendar: The schedule of key dates or milestones, which the City follows in the preparation, adoption, and administration of the budget.

Budget Gap: The difference between total estimated revenue sources and the total requested budget amounts for any given fiscal year. The budget gap must be reduced to \$0 before the Mayor submits his recommended budget for City Council approval and adoption.

Budget Document: The official document prepared by the Mayor and Finance Department, which presents the proposed budget to the City Council.

Budget Message: An introductory statement of the proposed budget presented in narrative form. The budget message explains principal budget issues, provides a summary of the most important aspects of the budget, changes from the previous fiscal years, and the views and recommendations of the Mayor.

Budget Transfer: Modifications to the operating budget, which involve the transfer of appropriations within and between organizational units and accounts.

Budgetary Control: The control or management of a governmental unit in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and estimated revenues.

Capital Assets: A fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten (10) years or more. Capital assets are also called fixed assets.

Capital Improvements: Physical assets, purchased or constructed, the acquisition of land, and improvements to land or buildings. Capital improvements typically involve buildings, water and sewage systems, roads, and recreational facilities.

Capital Outlay: Expenditures for land, equipment, vehicles, or machinery that results in the acquisition of or addition to fixed assets.

Cash Management: An effort to manage cash flows in such a way that interest and penalties paid are minimized and interest earned is maximized.

Carryover: If goods or services which have been encumbered in the year are not received by June 30th of that fiscal year, and the commitment is still valid, then the encumbrance remains open at year-end and is carried forward into the next fiscal year with an equal portion of the prior year's budget to cover the eventual pay out. (See also Encumbrance and prior year expenditures).

Cherry Sheet: Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Composite Performance Index (CPI): The Composite Performance Index (CPI) is a 100-point index that combines the scores of students who take standard MCAS tests (the Proficiency Index) with the scores of those who take the MCAS-Alternate Assessment (MCAS-Alt) (the MCAS-Alt Index) and is a measure of the extent to which students are progressing toward proficiency in ELA and Mathematics, respectively.

Contingency: A budgetary reserve set aside for unforeseen expenditures.

Debt Service: The payment of principal and interest on borrowed funds, according to a predetermined payment schedule.

Deficit: The excess of an entity's liabilities over its assets and/or the excess of expenses over revenues, during a specified accounting period.

Delinquent Taxes: Taxes that remain unpaid as of the close of business on the date due, after which a penalty for nonpayment is attached and interest begins to accrue.

Department: The highest organizational level for the provision and delivery of a specific governmental service or closely related services. A department may be composed of sub-departments, agencies, programs, etc.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. This represents the decrease in value of physical assets due to use and the passage of time.

Designated Fund Balance: A component of Fund Balance that indicates the portion of Fund Balance, that is segregated by City management for specified future purposes.

Disbursement: Payment for goods and services.

Employee Benefits: Employee benefits includes, but is not limited to, the City's appropriations for retirement, worker's compensation benefits, health, dental, and unemployment costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber

funds means to set aside or commit funds for future expenditures. They cease to be encumbrances and become expenditures when the goods/services have been received or rendered and payment is made.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures on full accrual accounting procedures.

Equalized Valuations (EQV): The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs.

Equalization: An annual assessment of real estate to ensure that assessments accurately reflect current market values. Equalization revenue is the annual increase or decrease in collected revenue resulting from adjustments to the assessment of existing property in the City. This annual increase or decrease is due to value changes rather than to new construction/growth.

Estimated Revenues: The amount of projected revenue to be collected during the current or ensuing fiscal year.

Expenses: Charges incurred for the operation of an organization, such as maintenance, interest, travel, mileage, equipment, rentals, utilities, professional services, contracts, and other charges.

Federal Emergency Management Agency (FEMA): FEMA is an agency of the United States Department of Homeland Security, initially created by Presidential Reorganization Plan No. 3 of 1978 and implemented by two Executive Orders. On 1 April 1979. The primary purpose of FEMA is to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

Federal Highway Administration (FHWA): The FHWA is a division of the United States Department of Transportation that specializes in highway transportation. The agency's major activities are grouped into two "programs," the Federal-aid Highway Program and the Federal Lands Highway Program. Its role had previously been performed by the Office of Road Inquiry, Office of Public Roads and the Bureau of Public Roads.

Fiscal Restraint: The practice of restraining growth in expenditures and disbursements to stay within revenue forecasts.

Fiscal Year (FY): A twelve-month period designated as the operations year for an organization, also called the budget year. For the City, the fiscal year is July 1 to June 30. The fiscal year for the State of Massachusetts is the same. The Federal fiscal year is October 1 to September 30.

Fixed Assets: Property of high value and long-term character such as land, buildings, machinery and other equipment.

Foundation Budget: The Commonwealth's calculation of an "adequate" spending level for a district.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent budget amounts. Free cash is not available or appropriation until certified by the Director of Accounts.

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations, typically used in reference to bonds.

Full Valuation: The term used to indicate a property appraisal at 100% of market value at a specified point in time.

Full Value Tax Rate: The amount of property tax levy for each \$1,000 of full valuation on all properties, to arrive at a desired total tax collection.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Accounting: Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Gain Target: As shown on data reports generated by the School Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

Generally Accepted Accounting Principles (GAAP): A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

General Fund: The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

General Obligation Bonds: (GOBs): Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

Government Finance Officers Association (GFOA): The GFOA is a professional organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

Graduation Rate: All Massachusetts public high schools and districts at the grade 9-12 grade span must meet or exceed the State's graduation rate standard for all reportable student groups in order to make AYP. The graduation rate is one of two criteria (the other being the fulfillment of local requirements) required by the Department as a condition for high school graduation.

Grant: A contribution of assets (usually cash) by one governmental unit or other organization to another. Generally the largest contributions made to local governments are from the state and federal governments. Grants are usually made for specified purposes.

Interest: The price paid for the use of money, or the return on investment obtained from investing money.

Liability: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

Line-Item Budget: A budget that lists each expenditure category (personal services, purchase of services, supplies and materials, etc.) and revenue category (state aid, departmental revenue, etc.) separately, along with the dollar amount budgeted for each specified category.

Local Receipts: Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Long Term Debt: Debt with a maturity date of more than one year after the date of issuance.

Management Initiatives: Changes to internal business practices undertaken by City Managers to improve efficiency, productivity, and customer satisfaction.

Mandate: Any responsibility, action or procedure that is imposed by one sphere of government on another through legislative, executive, or judicial action as a direct order, and/or that is required as a condition for reimbursement of expenditures.

Massachusetts Comprehensive Assessment System (MCAS): The Massachusetts Comprehensive Assessment System (MCAS) is the Commonwealth's student academic assessment program. 2009 school and district AYP findings were based on the results of MCAS tests administered in grades 3-8 and 10 in ELA and Mathematics.

MCAS-Alternate Assessment (MCAS-Alt): While the majority of students with disabilities take standard paper and pencil MCAS tests, either with or without accommodations, the MCAS-Alt is used to assess the attainment of students who, by reason of severe and complex disabilities, are not able to

participate in the standard MCAS testing program. According to federal rules, up to one percent of the student population assessed using the MCAS-Alt may be included in AYP determinations using the MCAS-Alt Index. The MCAS-Alt is a portfolio review of student work and other student data, designed to measure knowledge of the key concepts and skills outlined in the learning standards of the Massachusetts Curriculum Frameworks. The portfolio consists of a structured collection of products, compiled throughout the school year, that document the student's performance of skills and understanding based on the Curriculum Framework in the content area being assessed.

MCAS-Alt Index: The MCAS-Alt Index is a measure of the distribution of student performance among students with significant cognitive impairments (up to 1% of all students assessed statewide) who demonstrate performance equivalent to each of the five MCAS Alternate Assessment performance levels (*Progressing, Emerging, Awareness, Portfolio Incomplete, Portfolio not Submitted*). The number of students at each MCAS-Alt performance level is multiplied by the number of MCAS-Alt Index points associated with each and divided by the total number of students. The result is a number between 0-100, called the MCAS-Alt Index.

Massachusetts Emergency Management Agency (MEMA): MEMA is a Commonwealth of Massachusetts agency that coordinates Federal, State, local and private resources throughout the Commonwealth during times of disasters and emergencies.

Maturity Date: The date at which full and/or final payment of principal and interest is due on debt obligations.

Mission Statement: A mission statement is a broad, philosophical statement of the purpose of an agency, specifying the fundamental reasons for its existence. A mission statement is a written statement of purpose that can be used to initiate, evaluate, and refine business activities.

Modified Accrual Basis of Accounting: The modified accrual basis is used for all funds except for the proprietary funds. Accounting transactions for revenue are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. "Available" means collectible in current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred.

Municipal Bond: Bond issued by a state, local or government authority in the U.S. The interest is exempt from U.S. Federal taxation and usually from state taxation within the state of issue.

MUNIS: MUNIS is the financial software of record used by the City of Springfield.

Natural Resources Conservation Service (NRCS): The NRCS was formerly known as the Soil Conservation Service (SCS), and is an agency of the United States Department of Agriculture (USDA) that provides technical assistance to farmers and other private landowners and managers.

No Child Left Behind (NCLB): Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

Non-Discretionary: Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

Participation: A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

Performance Level: Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade

level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted*.

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Pupil Enrollment: For any budget year, the number of pupils enrolled.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Reserved Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

Revenue: Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

Revenue Forecast: A projection of future City revenue collections.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

Appendix B
Expense Code Classifications

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

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

5000 - Personal Services

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

5100 - Fringe Benefits

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

5200 & 5300 - Purchase of Services

Generally used to code the cost of purchased professional services; specifically for services, which require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

City of Springfield Expenditure Object Code Definitions

(Other than Personal Services)

PURCHASE OF SERVICES		
ENERGY		
521010	Oil Heat
521015	Electricity
521020	Natural Gas
521030	Water/Sewer
Proper Use:		
Energy Services received from public or private utility companies.		
For Facility Management/School Business Office Use Only.		
REPAIRS AND MAINTENANCE		
Proper Use:		
524010	Rep & Maint - Vehicles
524015	Rep & Maint - Equipment
524020	Rep & Maint - Office Equipment
524030	Rep & Maint - Buildings
524035	Rep & Maint - Operating Cost
524040	Rep & Maint - Software
524045	Rep & Maint - Computer Hardware
524050	Rep & Maint - Telephones
524060	Rep & Maint - Parking Meters
524070	Rep & Maint - Signs
Proper Use:		
Repair and energy services not provided directly by municipal personnel. This includes contracts and agreements covering the upkeep of buildings and equipment.		
Examples: Building & grounds, recreational facilities, communication lines, HVAC equipment, machine tools, computer equipment, office furnishings.		
RENTAL AND LEASE		
Proper Use:		
527010	Rental - Building
527020	Rental - Equipment
527030	Rental - Office Equipment
527040	Rental - Vehicles
527050	Rental - Storage
Proper Use:		
Renting or leasing land, buildings, equipment, and vehicles.		
Examples: Data processing equipment, photo-copiers, recreation facilities, communication equipment, HVAC equipment.		
OTHER PROPERTY SERVICES		
Proper Use:		
529100	Waste Removal Services
529200	Demolition Services
529300	Landscaping Services
529400	Snow Removal Services
Proper Use:		
Property related services.		
Examples: Custodial service contracts, snow removal contracts, solid waste disposal contracts.		
PROFESSIONAL SERVICES		
Proper Use:		
530105	Professional Services
530130	Program Evaluation
530140	Translation Services
530150	Consultant/Student Instruction
530180	Supplemental Tutoring Services
530600	Engineer & Architectural, Surveys
530900	Legal Services
Proper Use:		
Services which by their nature can be performed by persons of firms with specialized skills and knowledge.		
Examples: Food service management, management consultant, student testing, accounting/audit architectural/engineering, legal, tutoring, labor relations.		

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, 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 housekeeping functions.
			Examples: Cleaning supplies, brooms, rags, and mop heads.
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 on municipally owned motor vehicles.
548400	Gasoline and Diesel	Examples: Gasoline, anti-freeze, batteries, tires/tube 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 education purposes.
551300	Library Materials	
551400	Subscriptions	Examples: Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts.
551600	Classroom	
551700	Other Supplies	

551800	Athletic Supplies	special education supplies, encyclopedias, audio-visual
551900	Testing Materials	supplies, and magazine subscriptions.
PUBLIC WORKS SUPPLIES			Proper Use:
553200	Mixes	Expendable supplies and materials used for public
553800	Salt	works operational purposes.
OTHER SUPPLIES			Proper Use:
558100	Crime Prevention Supplies	Expendable supplies utilized for purposes not classified
558105	Weapons and Ammunition	elsewhere.
558110	K9 Supplies	Examples: Firefighting, crime prevention, uniforms/ot
558200	Uniform, Clothing	clothing, training guns, ear/eye protection.
558400	Safety Items Supplies	
558600	Photo Lab Supplies	

5600 – Intergovernmental Expenditures

Any payments made to Federal, State, or County agencies for services provided to the City of Springfield are classified as Intergovernmental Expenditures. State Assessments that are listed on the Cherry Sheet are also considered to be Intergovernmental Expenditures.

INTERGOVERNMENTAL			
C.S. ASSESSMENTS			Proper Use:
563000	RMV Non-Renewal Surcharge	Amounts paid to the state for services provided by the
563100	Special Education	State.
563900	Mosquito Control	
564000	Air Pollution District	
564100	Planning Council	
566300	Regional Transit - PVRTA	
566500	School Choice Assessment	Proper Use:
566600	Charter School Assessment	Amounts paid to entities other than federal, state,
			or county, for municipal services, provided by others
569200	Intergov. - Lic, Fees, Permits	Proper Use:
569300	Employer Match - Medicare Tax - EMP MED	
569500	Petty Cash	Expenses for intergovernmental functions not classified
569800	Federal - Other	elsewhere.
569900	State - Other	

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans'

OTHER CHARGES AND EXPENSES			
TRAVEL			Proper Use:
571100	In State Travel	Transportation, meals, hotel, and other travel expense
			incurred within the Commonwealth.
572100	Out of State Travel	Transportation, meals, hotel, and other travel expense
			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.

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

CAPITAL OUTLAY		
CAPITAL OUTLAY		Proper Use:
580100 Land	Payments for capital outlay acquisitions.
580200 Building	
580400 Building Improvements	
580500 Furniture & Fixtures	
580600 Machinery & Equipment	
580700 Vehicles	
580800 Infrastructure	
580900 Computer Hardware	
581500 Vehicles - Leases	

582000	Lease - Other	
584000	Site Improvement	
589000	Depreciation	

5900 – Debt Service

Debt Service is defined as the repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue. The three components of debt service are as follows:

Maturing Principal on Long-Term Debt - Disbursements to repay the principal portion of long-term debt;

Interest on Long-Term Debt - Disbursements to pay the interest owed on long-term debt.

Interest on Notes - Disbursements to pay the interest owed on notes and other short-term borrowings.

DEBT SERVICE			
DEBT SERVICE			Proper Use:
591000	Long Term Debt - Principal	Disbursements to repay the principal portion or interest owed on long-term debt.
591200	Long Term Debt - Interest	
591400	QSCB Sinking Fund Acct	
592100	LTD Interest Non State Qualified	
595000	Temporary Loans/Principal	
595050	Temporary Loans/Interest	
595100	Cost of Issuance	

**CITY OF SPRINGFIELD
EXPENDITURE OBJECT CODES**

PERSONAL SERVICES	530140 Translation Services	544900 Preventative Maintenance Supplies	JUDGEMENTS
SALARIES & WAGES	530150 Consultant/Student Instruction	CUSTODIAL & HOUSEKEEPING	576100 Damages
501000 Salaries & Wages	530180 Supplemental Tutoring Services	545100 Custodial & Housekeeping Supplies	576400 Settlement Claims
501199 Salaries & Wages -Quinn Bill/Educ Inc.	530600 Engineer & Architectural, Surveys	LANDSCAPING SUPPLIES	VETERANS SERVICES
502000 Board Members Salaries & Wages	530900 Legal Services	546100 Fertilizer	577100 Benefits
503000 Temporary Salaries & Wages	OTHER PURCHASED SERVICES	546200 Pesticides & Herbicides	577200 Funerals
504000 Summer Help	531010 Alarm/Guard Services	546300 Seed	577300 Sold/Sailors Graves
505000 Holiday Pay	531020 Seminars/Education/Training/Workshop	546400 Trees	577400 Patriotic Functions
506000 Overtime	531030 Tuition	RECREATION SUPPLIES	577500 Vets - Ordinary Benefits
506050 Court Time	531040 Dues and Memberships	547200 Recreation Supplies	577510 Vets - Fuel
507000 Bonus	531050 Moving Services	VEHICLE SUPPLIES	577520 Vets - Nursing Home
507500 Allowances - Clothes, Tools etc	531060 Exhibitions/A dmissons	548100 Vehicle Supplies/Parts/A ccessories	577530 Vets - Doctor Bills
508000 Shift Differential	531070 Exterminations	548400 Gasoline and Diesel	577540 Vets - Medication Drugs
509000 A Additional Pay	531080 Physical Therapy	FOOD SERVICE SUPPLIES	577550 Vets - Hospital
509010 A Additional Pay - Class Coverage	531100 Medical & Dental	549100 Food	577560 Vets - Dental
509900 Imputed Income	531200 Printing/Binding	549300 Paper Goods	577570 Veterans Benefits
509950 Lost Time	531500 Test/Inspections	MEDICAL SUPPLIES	OTHERWISE UNCLASSIFIED
509999 Payroll Suspense School	531710 Hired Equipment	550300 Pharmaceutical Drugs	578200 Reserve for Contingency
BENEFITS	531730 Temporary Services	550500 Therapy Supplies	578300 Salary & Position A djustment
517010 Health/Life Insurance	531740 Insurance Premiums	550600 Disposable Supplies	578700 Indirect Costs
517020 Retirement	SCHOOL TRANSPORTATION	550700 Nursing Materials	579000 Flow-Through-LEA
517021 Non-Contributory	533100 Contract Carrier	EDUCATION SUPPLIES	CAPITAL OUTLAY
517030 Unemployment	533200 Special Education	551200 Textbooks	580100 Land
517040 Workers' Compension - Indernity	533300 Athletics	551300 Library Materials	580200 Building
517050 Workers' Compension - Medical	533400 Instruction	551400 Subscriptions	580400 Building Improvements
PURCHASE OF SERVICES	533500 Other (Tokens)	551600 Classroom	580500 Furniture & Fixtures
ENERGY	COMMUNICATIONS	551700 Other Supplies	580600 Machinery & Equipment
521010 Oil Heat	534050 Data Communication Services	551800 Athletic Supplies	580700 Vehicles
521015 Electricity	534100 Postage and Delivery	551900 Testing Materials	580800 Infrastructure
521020 Natural Gas	534200 Telephone	PUBLIC WORKS SUPPLIES	580900 Computer Hardware
521030 Water/Sewer	534300 A dvertising	553200 Mixes	584000 Site Improvement
REPAIRS AND MAINTENANCE	534400 A udio/Video	553800 Salt	589000 Depreciation
524010 Rep & Maint - Vehicles	RECREATION	OTHER SUPPLIES	DEBT SERVICE
524015 Rep & Maint - Equipment	535100 Officials/Referees	558100 Crime Prevention Supplies	591000 Long Term Debt - Principal
524020 Rep & Maint - Office Equipment	535200 Special Events	558200 Uniform, Clothing	591200 Long Term Debt - Interest
524030 Rep & Maint - Buildings	535300 Recreation Playground	558400 Safety Items Supplies	595000 Temporary Loans/Principal
524040 Rep & Maint - Software	535400 Pool Cleaning	558600 Photo Lab Supplies	595050 Temporary Loans/Interest
524045 Rep & Maint - Computer Hardware	SUPPLIES AND MATERIALS	INTERGOVERNMENTAL CHARGES	595100 Cost of Issuance
524050 Rep & Maint - Telephones	ENERGY SUPPLIES	CHERRY SHEET ASSESSMENTS	599999 Prior Year Expenditures
524060 Rep & Maint - Parking Meters	541100 Energy Supplies	563000 RMV Non-Renewal Surcharge	
524070 Rep & Maint - Signs	OFFICE SUPPLIES	563100 Special Education	
RENTAL AND LEASE	542010 Office Supplies	563900 Mosquito Control	
527010 Rental - Building	542300 Software	564000 Air Pollution District	
527020 Rental - Equipment	BUILDING SUPPLIES	564100 Planning Council	
527030 Rental - Office Equipment	543100 Mechanical/Engineer Supplies	566300 Regional Transit - PVTA	
527040 Rental - Vehicles	543200 Electrical Supplies	566500 School Choice Assessment	
527050 Rental - Storage	543500 Hardware Supplies	566600 Charter School Assessment	
OTHER PROPERTY SERVICES	543600 Lumber/Wood Supplies	569200 Intergov. - Lic, Fees, Permits	
529100 Waste Removal Services	543700 Paint/Materials Supplies	569300 Employer Match - Medicare Tax	
529200 Demolition Services	544000 Roofing Supplies	569900 State - Other	
529300 Landscaping Services	544100 Flooring Supplies	OTHER CHARGES & EXPENSES	
529400 Snow Removal Services	544200 Ceiling Supplies	TRAVEL	
PROFESSIONAL SERVICES	544300 HVAC Supplies	571100 In State Travel	
530105 Professional Services	544600 Glass Supplies	572100 Out of State Travel	

Appendix C
Property Taxes
Collection and Levy Data

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Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%
2013	4,858,355,700	72.55%	\$ 19.71	\$ 95,758,191	57.20%
2014	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%
2015	5,079,607,100	72.10%	\$ 19.67	\$ 99,915,872	56.73%
2016	5,225,634,600	71.82%	\$ 19.66	\$ 102,735,976	56.48%
2017	5,553,040,400	72.51%	\$ 19.66	\$ 109,172,774	57.04%
2018	5,780,377,200	72.86%	\$ 19.68	\$ 113,757,823	57.36%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%
2013	1,047,246,800	15.64%	\$ 38.98	\$ 40,821,680	24.39%
2014	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%
2015	1,156,136,600	16.41%	\$ 38.77	\$ 44,823,416	25.45%
2016	1,200,394,800	16.50%	\$ 38.60	\$ 46,335,239	25.47%
2017	1,210,558,400	15.81%	\$ 39.07	\$ 47,296,517	24.71%
2018	1,206,763,700	15.21%	\$ 39.28	\$ 47,401,678	23.90%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%
2013	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%
2015	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%
2016	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%
2017	174,399,800	2.28%	\$ 39.07	\$ 6,813,800	3.56%
2018	215,259,800	2.71%	\$ 39.28	\$ 8,455,405	4.26%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%
2012	631,025,200	9.42%	\$ 38.98	\$ 24,597,362	14.69%
2014	665,647,970	9.62%	\$ 39.04	\$ 25,986,897	15.03%
2015	640,954,110	9.10%	\$ 38.77	\$ 24,849,791	14.11%
2016	678,618,930	9.33%	\$ 38.60	\$ 26,194,691	14.40%
2017	719,957,490	9.40%	\$ 39.07	\$ 28,128,739	14.70%
2018	730,855,150	9.21%	\$ 39.28	\$ 28,707,990	14.48%

FY	Total Value	% of Value		Tax Levy	% of Levy
2007	7,433,650,520	100.00%		\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%		\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%		\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%		\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%		\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%		\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%		\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%		\$ 172,956,973	100.00%
2015	7,044,928,510	100.00%		\$ 176,111,383	100.00%
2016	7,276,422,130	100.00%		\$ 181,896,375	100.00%
2017	7,657,956,090	100.00%		\$ 191,411,830	100.00%
2018	7,933,255,850	100.00%		\$ 198,322,897	100.00%

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%				
2015	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,079,607,100	72.10%	\$ 19.67	\$ 99,915,872	56.73%	54,408,100	1.07%	\$ 869,199	0.87%
Commercial	1,156,136,600	16.41%	\$ 38.77	\$ 44,823,416	25.45%	91,156,900	7.88%	\$ 3,246,608	7.24%
Industrial	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%	5,664,200	3.37%	\$ 175,708	2.69%
Personal	640,954,110	9.10%	\$ 38.77	\$ 24,849,791	14.11%	(24,693,860)	-3.85%	\$ (1,137,106)	-4.58%
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TOTAL	7,044,928,510			\$ 176,111,383		126,535,340	1.80%	3,154,410	1.79%
		Levy Inc/Dec		\$ 3,154,410	1.82%				
2016	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,225,634,600	71.82%	\$ 19.66	\$ 102,735,976	56.48%	146,027,500	2.79%	\$ 2,820,105	2.75%
Commercial	1,200,394,800	16.50%	\$ 38.60	\$ 46,335,239	25.47%	44,258,200	3.69%	\$ 1,511,823	3.26%
Industrial	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%	3,543,100	2.06%	\$ 108,164	1.63%
Personal	678,618,930	9.33%	\$ 38.60	\$ 26,194,691	14.40%	37,664,820	5.55%	\$ 1,344,900	5.13%
	=====			=====		=====		=====	
TOTAL	7,276,422,130			\$ 181,896,375		231,493,620	3.18%	5,784,992	3.18%
		Levy Inc/Dec		\$ 5,784,992	3.28%				
2017	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,553,040,400	72.51%	\$ 19.66	\$ 109,172,774	57.04%	327,405,800	5.90%	\$ 6,436,798	5.90%
Commercial	1,210,558,400	15.81%	\$ 39.07	\$ 47,296,517	24.71%	10,163,600	0.84%	\$ 961,277	2.03%
Industrial	174,399,800	2.28%	\$ 39.07	\$ 6,813,800	3.56%	2,626,000	1.51%	\$ 183,332	2.69%
Personal	719,957,490	9.40%	\$ 39.07	\$ 28,128,739	14.70%	41,338,560	5.74%	\$ 1,934,048	6.88%
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TOTAL	7,657,956,090			\$ 191,411,830		381,533,960	4.98%	9,515,455	4.97%
		Levy Inc/Dec		\$ 9,515,455	5.23%				
2018	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,780,377,200	72.86%	\$ 19.68	\$ 113,757,823	57.36%	227,336,800	3.93%	\$ 4,585,049	4.03%
Commercial	1,206,763,700	15.21%	\$ 39.28	\$ 47,401,678	23.90%	(3,794,700)	-0.31%	\$ 105,161	0.22%
Industrial	215,259,800	2.71%	\$ 39.28	\$ 8,455,405	4.26%	40,860,000	18.98%	\$ 1,641,605	19.41%
Personal	730,855,150	9.21%	\$ 39.28	\$ 28,707,990	14.48%	10,897,660	1.49%	\$ 579,251	2.02%
	=====			=====		=====		=====	
TOTAL	7,933,255,850			\$ 198,322,897		275,299,760	3.47%	6,911,066	3.48%
		Levy Inc/Dec		\$ 6,911,066	3.61%				

TOP 25 TAXPAYERS FISCAL YEAR 2018

Owner	Use	2018 Total	2018 Total Tax	2018
				198,322,896 % of Levy
WESTERN MASSACHUSETTS ELECTRIC CO	Utility	\$ 296,620,670	\$ 11,650,094	5.87%
COLUMBIA GAS OF MASS	Utility	\$ 138,148,710	\$ 5,426,481	2.74%
MASSACHUSETTS MUTUAL LIFE INSURANCE	Insurance	\$ 90,731,000	\$ 3,553,308	1.79%
MASSPOWER	Energy	\$ 76,000,000	\$ 2,985,280	1.51%
CNR SPRINGFIELD LLC	Industrial	\$ 35,050,700	\$ 1,376,792	0.69%
ALBANY ROAD SPRINGFIELD PLAZA LLC	Retail	\$ 32,196,900	\$ 1,264,089	0.64%
SOLUTIA INC	Chemicals	\$ 31,248,980	\$ 1,227,434	0.62%
FIVE TOWN STATION LLC	Retail	\$ 30,990,600	\$ 1,217,311	0.61%
VERIZON NEW ENGLAND	Utility	\$ 23,988,400	\$ 942,264	0.48%
COMCAST OF MASSACHUSETTS II IN	Cable and Internet	\$ 22,807,960	\$ 895,897	0.45%
SPRINGFIELD FOODSERVICE CORPORATION	Food	\$ 14,520,900	\$ 570,381	0.29%
BCCOLONIAL ESTATES LLC	Residential	\$ 26,593,100	\$ 523,352	0.26%
WASON AVENUE PARTNERS LLC	Medical Office	\$ 13,170,200	\$ 517,325	0.26%
BABSON CAPITAL MGMT LLC	Office	\$ 12,727,450	\$ 499,934	0.25%
SPRINGFIELD VF LLC	Retail	\$ 12,426,500	\$ 488,113	0.25%
RELATED SPRINGFIELD ASSOCIATES LLC	Residential	\$ 21,111,710	\$ 481,477	0.24%
LOWES HOME CENTERS INC	Retail	\$ 11,916,570	\$ 468,083	0.24%
WIRELINE LEASING CO	Utility	\$ 11,476,360	\$ 450,791	0.23%
HAYMARKET SQUARE ASSOCIATES LIMITED	Related	\$ 10,954,600	\$ 430,297	0.22%
SPRINT SPECTRUM LP	Utility	\$ 10,329,940	\$ 405,760	0.20%
CENTER SQUARE LLC	Office	\$ 10,024,600	\$ 393,766	0.20%
BOSTON ROAD PROPERTY LLC	Retail	\$ 9,868,400	\$ 387,631	0.20%
D Amour Gerald, Donald & Charles	Warehouse	\$ 9,784,710	\$ 384,343	0.19%
WASON AVENUE PARTNERS IV LLC	Medical Office	\$ 9,469,400	\$ 371,958	0.19%
ARCP MT SPRINGFIELD MA LLC	Retail	\$ 9,276,900	\$ 364,397	0.18%
			\$ -	\$ -
TOTAL		\$ 971,435,260	\$ 37,276,558	18.80%

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Appendix D
City of Springfield Financial Policies

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Chapter 42. FINANCES

Article VII. Financial Policies

[Adopted FCB 4-9-2009 (Title 4, Ch. 4.44, of the 1986 Code)]

§ 42-28. Compliance with finance laws; annual updates.

A. All City employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and City ordinances that relate to finance and financial management.

B. By September 30 of each year, the Finance Department shall provide to all departments an update regarding the financial policies and ordinances of the City of Springfield. By November 1 of each year, the Law Department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

§ 42-29. Budget ordinances.

A. The Mayor shall propose to the City Council and the City Council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The City will not balance the budget by using one-time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the Chief Administrative and Financial Officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the City will finance these recurring expenses in upcoming fiscal years.

C. The City will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the City's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the City's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The City's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the City will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The Chief Administrative and Financial Officer shall produce and issue a four-year financial plan for the City by March 30 of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the City may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two weeks of the start of the fiscal year, the Comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The Comptroller shall provide to the Mayor and City Council a monthly report of revenues and expenditures at the line item level.

§ 42-30. Revenue.

A. The City's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The Chief Administrative and Financial Officer shall review and propose to the City Council an updated fee schedule for each of the City's departments no less than every two years to ensure the cost of services is being adequately recovered.

D. The City may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than 3%, with the exception of:

(1) Real and personal property taxes, the increase of which shall not exceed the revenue permitted under law, with "new growth" set at a level certified by the Assessors as reasonable;

(2) Chapter 70 (school) aid and school building assistance payments from the commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts; and

(3) Certain fees and fines, which may increase more than 3% only if the underlying cost of the fee or fine is increased. In such an instance, the City may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the Chief Administrative and Financial Officer.

E. Any revenue increase in excess of the three-percent limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund nonrecurring capital expenditures.

F. The City will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by state law.

G. The City shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30 of each year, the City shall commence tax title proceedings against all properties that owe property taxes to the City.

§ 42-31. Self-supporting operations.

A. The City shall annually adopt the rates and fees for all enterprise fund activities, and the Chief Administrative and Financial Officer shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in City government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the Finance Director and relevant department head shall make a report to City Council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

§ 42-32. Capital planning.

A. For purposes of this article, the term "capital" shall refer to a facility, object or asset costing more than \$25,000 with an estimated useful life of 10 years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the City.

C. The capital improvement plan shall be issued by March 30 of each year and shall be produced by and in the form designated by the Chief Administrative and Financial Officer. At a minimum, the capital improvement plan shall be a "rolling" five-year plan which shall be submitted to the City Council for approval annually.

D. The capital improvement plan shall be reviewed by the Capital Improvement Planning Committee and shall include all capital expenditures proposed by the various departments. The Committee shall recommend in each year of the plan the capital investments to be funded and how these expenditures should be financed.

E. The Capital Improvement Planning Committee shall be comprised of the City's Chief Administrative and Financial Officer or his/her designee, the Finance Director, a representative from the City Council, the Director of Parks, Buildings and Recreation Management, the Budget Director, the Planning Director, the Director of Capital Asset Construction, the Director of Public Works and the Director of Community and Economic Development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the Committee shall recuse him/herself from deliberations regarding said items. The Committee shall provide its recommendations in writing to the Mayor and City Council. Any capital funding request that is at variance from the Committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the affected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the City Council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel-/energy-efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multiyear forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the City shall maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of 1 1/2% of local source revenue.

L. The Finance Director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the City shall conduct project close-out within six months of project completion. For a construction-related capital expenditure, the City shall conduct project close-out within nine months of the end of construction. The City shall release unexpended bond proceeds within six months of project close-out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

§ 42-33. Financial reserve.

A. The City shall maintain an undesignated fund balance of between 5% and 15% of General Fund revenues, less debt exclusions.

B. In the event that the City's undesignated fund balance falls below 5% of General Fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the City into compliance with the minimum fund balance requirement shall be submitted to the City Council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the City shall maintain a reserve for extraordinary expenses of at least 1% and not greater than 3% of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than 3% nor more than 6% of General Fund operating revenue, less debt exclusions.

E. The City shall maintain a primary stabilization reserve fund equal to between 5% and 15% of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed 10% of the equalized value of the City.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the City shall annually fund a capital reserve of at least 1.5% of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the City may issue bonds for a term of 10 years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the City is self-insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self-Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, loss or damage to which would be covered by property and liability insurance had the City purchased it. Said reserve may also be used to pay justified damage, liability and workers' compensation claims against the City and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

§ 42-34. Debt.

A. The City shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

- (1) General Fund debt service as a percentage of General Fund revenues, net of debt exclusions: not to exceed 8%.
- (2) Enterprise Fund debt service as a percentage of enterprise operating revenue: not to exceed 15%.
- (3) Percentage of total debt that will be retired at the end of 10 years: at least 65%.

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The City may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30 of each year.

E. Any bond anticipation debt will be retired within six months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The City shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the City would be better served through negotiated financing.

I. In all instances in which the City issues bonds or notes of a term exceeding 12 months, the City shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said firm may not have served as underwriter for a City debt transaction during the 36 months prior to the issuance of the bonds or note then being financed.

J. The Finance Director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the City, using established and generally accepted benchmarks as a basis for comparison.

K. The City shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than a level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least 3% of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The City may not use bond proceeds to finance operating expenses other than those certified by the Chief Administrative and Financial Officer as being specifically related to implementation of the project. The City may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all federal and state government laws and polices with regard to arbitrage earnings on bond proceeds.

§ 42-35. Cash management.

A. The City shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The Treasurer/Collector shall ensure that

investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the City shall not invest cash in instruments with a term exceeding 365 days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The City shall not invest in derivatives of cash products or any structured financial vehicle.

C. The Treasurer/Collector shall submit a written report with regard to the City's cash investments to the Office of Internal Audit no less than quarterly. Said report shall be in the form required by the Director of Internal Audit and shall document the City's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the Office of the City Collector. The Finance Director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the City Collector on a daily basis or on another schedule as may be approved in writing by the Finance Director.

E. The Finance Director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

§ 42-36. Financial reporting and reconciliation.

A. All department heads shall notify the Chief Administrative and Financial Officer in writing within one week of becoming aware of noncompliance with any financial ordinance or policy of the City of Springfield. The Chief Administrative and Financial Officer shall provide a written report to the City Council when the City fails to comply with any financial policy of the City of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional noncompliance, such as the use of nonrecurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The Comptroller shall produce and present to the Mayor and Chief Administrative and Financial Officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The Treasurer/Collector shall reconcile the City's revenues and bank accounts on a monthly basis, within 15 business days of the close of each month.

D. The City shall reconcile revenues and expenditures for each fiscal year within two months of the end of the fiscal year.

§ 42-37. Financial responsibilities of departments.

A. All departments authorized to collect receipts by the Finance Director shall remit them to the City Collector on a daily basis, or on another schedule approved by the Finance Director in writing on a case-by-case basis.

B. All departments shall utilize the City's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the Finance Director, and departments may not make any payment outside of the City's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said laws. Pursuant to Chapter 656 of the Acts of 1989, any

department head who over-expends his/her budget may be held individually and personally liable and required to make payment to the City in the amount of the over-expenditure, with determination of said liability made by the Mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously identified funding source, said department must seek and receive the approval of the Finance Director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and City ordinance shall provide written monthly reports to the Finance Director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The City shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest time frame permitted by law.

§ 42-38. Grants.

A. The Grant Director shall oversee all grants for the City of Springfield and, to the extent permitted by law, for the Springfield Public School Department. With the approval of the Chief Administrative and Financial Officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the City.

C. All grant applications shall be reviewed by the Grant Director prior to submission. Departments shall provide all information requested by the Grant Director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which cannot pay for fringe benefits shall stipulate to the Grant Director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of General Fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the Finance Director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the Finance Director no later than three months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a City match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the Grant Director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the Finance Director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the Finance Director.

Appendix E
Fiscal Year 2019
City of Springfield
City Council
Appropriation Orders

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City Council

ADOPTED

Meeting: 06/11/18 05:00 PM
Initiator: Lindsay B. Hackett
Sponsors: Mayor Domenic J. Sarno
DOC ID: 4549

FY19 Budget - General Fund (Mayor Sarno)

Fiscal Year 2019 Budget Appropriations Order
July 1, 2018 to June 30, 2019
Date of Vote: June 11, 2018

General Fund

WHEREAS, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2018 and ending June 30, 2019 (FY19), General Fund Appropriations in the amount of \$652,583,509 as itemized on the attached Schedule of Appropriations and \$3,607,865, 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 2019.

SOURCES

Estimated General Fund Revenue:	<u>\$656,191,374</u>
TOTAL:	\$656,191,374

USES

Total General Fund Financing:	\$652,583,509
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 3,607,865</u>
TOTAL:	\$656,191,374

RESULT:	ADOPTED [UNANIMOUS]
AYES:	Williams, Twiggs, Shea, Gomez, Walsh, Fenton, Lederman, Edwards, Ashe, Hurst, Ryan, Allen, Ramos



City Council

ADOPTED

Meeting: 06/11/18 05:00 PM
Initiator: Lindsay B. Hackett
Sponsors: Mayor Domenic J. Sarno
DOC ID: 4550

FY19 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2019 Budget Appropriations Order
July 1, 2018 to June 30, 2019
Date of Vote: June 11, 2018

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, 2018 and ending June 30, 2019 (FY19), 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 2019.

SOURCES

Estimated FY19 Trash Enterprise Fund Revenue:	\$ 4,818,000
Retained Earnings - Trash Fee Enterprise Fund	\$ 616,902
Other Financing Source - General Fund:	<u>\$ 3,607,865</u>
TOTAL:	\$ 9,042,767

USES

Total Trash Enterprise Fund Financing:	<u>\$ 9,042,767</u>
TOTAL:	\$ 9,042,767

RESULT: **ADOPTED [UNANIMOUS]**
AYES: Williams, Twiggs, Shea, Gomez, Walsh, Fenton, Lederman, Edwards, Ashe, Hurst, Ryan, Allen, Ramos

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Appendix F
Fiscal Year 2019 Adopted Budget
Schedule of Appropriations

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Fund	Func	Dept	Classification	FISCAL 2019 RECOMMENDED GENERAL FUND
0100	10	111	CITY COUNCIL	445,252
0100	10	111	Personal Services	433,714
0100	10	111	Expenses	11,538
0100	10	111	Capital	-
0100	10	121	MAYOR	557,878
0100	10	121	Personal Services	543,446
0100	10	121	Expenses	14,432
0100	10	121	Capital	-
0100	10	133	FINANCE	2,677,964
0100	10	133	Personal Services	
0100	10	133	Expenses	2,677,964
0100	10	133	Capital	-
0100	10	129	OFFICE OF MANAGEMENT AND BUDGET	920,250
0100	10	129	Personal Services	790,303
0100	10	129	Expenses	129,947
0100	10	129	Capital	-
0100	10	132	DEPT 3-1-1	465,021
0100	10	132	Personal Services	412,263
0100	10	132	Expenses	52,758
0100	10	132	Capital	-
0100	10	135	COMPROLLER	593,030
0100	10	135	Personal Services	586,943
0100	10	135	Expenses	6,087
0100	10	135	Capital	-
0100	10	136	INTERNAL AUDIT	492,769
0100	10	136	Personal Services	280,230
0100	10	136	Expenses	212,539
0100	10	136	Capital	-
0100	10	138	OFFICE OF PROCUREMENT	573,278
0100	10	138	Personal Services	480,287
0100	10	138	Expenses	92,991
0100	10	138	Capital	-

Fund	Func	Dept	Classification	FISCAL 2019 RECOMMENDED GENERAL FUND
0100	10	141	BOARD OF ASSESSORS	937,010
0100	10	141	Personal Services	748,442
0100	10	141	Expenses	188,568
0100	10	141	Capital	-
0100	10	145	TREASURER	1,870,636
0100	10	145	Personal Services	519,312
0100	10	145	Expenses	1,351,324
0100	10	145	Capital	-
0100	10	146	COLLECTOR	520,310
0100	10	146	Personal Services	352,020
0100	10	146	Expenses	168,289
0100	10	146	Capital	-
0100	10	151	LAW	2,438,067
0100	10	151	Personal Services	1,996,338
0100	10	151	Expenses	441,730
0100	10	151	Capital	-
0100	10	152	DEPARTMENT OF HUMAN RESOURCES & LA	1,675,884
0100	10	152	Personal Services	1,153,481
0100	10	152	Expenses	522,403
0100	10	152	Capital	-
0100	10	154	PAYROLL DEPARTMENT	170,281
0100	10	154	Personal Services	
0100	10	154	Expenses	170,281
0100	10	154	Capital	
0100	10	155	INFORMATION TECHNOLOGY DEPARTMEN	3,170,974
0100	10	155	Personal Services	1,034,219
0100	10	155	Expenses	2,116,755
0100	10	155	Capital	20,000
0100	10	161	CITY CLERK	603,475
0100	10	161	Personal Services	556,013
0100	10	161	Expenses	47,462
0100	10	161	Capital	-

Fund	Func	Dept	Classification	FISCAL 2019 RECOMMENDED GENERAL FUND
0100	10	162	BOARD OF ELECTION COMMISSION	585,241
0100	10	162	Personal Services	441,148
0100	10	162	Expenses	144,093
0100	10	162	Capital	-
0100	10	175	PLANNING DEPARTMENT	1,356,645
0100	10	175	Personal Services	953,786
0100	10	175	Expenses	402,859
0100	10	175	Capital	-
0100	10	190	FACILITIES MANAGEMENT	3,276,364
0100	10	190	Personal Services	1,327,077
0100	10	190	Expenses	1,949,287
0100	10	190	Capital	-
0100	10	193	CAPITAL ASSET CONSTRUCTION	523,400
0100	10	193	Personal Services	446,200
0100	10	193	Expenses	77,200
0100	10	193	Capital	-
0100	20	210	POLICE	45,395,084
0100	20	210	Personal Services	41,860,890
0100	20	210	Expenses	3,325,395
0100	20	210	Capital	208,800
0100	20	220	FIRE	23,492,424
0100	20	220	Personal Services	21,610,963
0100	20	220	Expenses	1,873,961
0100	20	220	Capital	7,500
0100	20	241	BUILDING - CODE ENFORCEMENT	1,832,846
0100	20	241	Personal Services	1,778,553
0100	20	241	Expenses	54,293
0100	20	241	Capital	-
0100	20	242	HOUSING - CODE ENFORCEMENT	937,152
0100	20	242	Personal Services	766,406
0100	20	242	Expenses	170,747
0100	20	242	Capital	-

Fund	Func	Dept	Classification	FISCAL 2019 RECOMMENDED GENERAL FUND
0100	20	250	CENTRALIZED DISPATCH	2,045,397
0100	20	250	Personal Services	1,886,781
0100	20	250	Expenses	158,616
0100	20	250	Capital	-
0100	20	292	TJ O'CONNOR ANIMAL CONTROL	1,515,698
0100	20	292	Personal Services	685,368
0100	20	292	Expenses	830,330
0100	20	292	Capital	-
0100	30	300	SCHOOL DEPARTMENT	420,749,687
0100	30	300	SCHOOL DEPARTMENT	388,699,505
0101	30	300	SCHOOL TRANSPORTATION	32,050,181
0100	40	400	DEPARTMENT OF PUBLIC WORKS	11,009,057
0100	40	400	Personal Services	4,314,466
0100	40	400	Expenses	6,694,591
0100	40	400	Capital	-
0100	50	520	HEALTH & HUMAN SERVICES	1,696,310
0100	50	520	Personal Services	1,465,866
0100	50	520	Expenses	230,444
0100	50	520	Capital	-
0100	50	541	DEPARTMENT OF ELDER AFFAIRS	533,404
0100	50	541	Personal Services	406,736
0100	50	541	Expenses	126,668
0100	50	541	Capital	-
0100	50	543	VETERANS SERVICES	2,068,847
0100	50	543	Personal Services	351,790
0100	50	543	Expenses	1,717,057
0100	50	543	Capital	-
0100	60	610	LIBRARY	4,728,266
0100	60	610	Personal Services	3,215,623
0100	60	610	Expenses	1,465,643
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	

Fund	Func	Dept	Classification	FISCAL 2019 RECOMMENDED GENERAL FUND
0100	60	630	PARKS DEPARTMENT	9,062,270
0100	60	630	Personal Services	5,068,530
0100	60	630	Expenses	3,767,476
0100	60	630	Capital	226,265
0100	70	145	DEBT SERVICE	24,999,053
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	24,999,053
0100	80	135	STATE ASSESSMENTS	3,659,157
0100	80	135	Personal Services	
0100	80	135	Expenses	3,659,157
0100	80	135	Capital	
0100	90	911	CONTRIBUTION RETIREMENT PENSION	39,473,185
0100	90	911	Personal Services	-
0100	90	911	Expenses	39,473,185
0100	90	911	Capital	-
0100	90	152	NON-CONTRIB. PENSIONS	149,403
0100	90	152	Personal Services	-
0100	90	152	Expenses	149,403
0100	90	152	Capital	-
0100	10	135	PROVISION FOR UNCOMPENSATED ABSENCE	(1,000,000)
0100	10	135	Personal Services	
0100	10	135	Expenses	(1,000,000)
0100	10	135	Capital	
0100	70	145	CAPITAL RESERVE FUND	2,871,523
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	2,871,523
0100	90	152	BENEFITS	27,401,291
0100	90	152	Personal Services	-
0100	90	152	Expenses	27,401,291
0100	90	152	Capital	-

Fund	Func	Dept	Classification	FISCAL 2019 RECOMMENDED GENERAL FUND
0100	10	135	RESERVE FOR CONTINGENCIES	250,000
0100	10	135	Personal Services	
0100	10	135	Expenses	250,000
0100	10	135	Capital	
0100	10	147	PARKING CONTRACT	1,074,474
0100	10	147	Personal Services	-
0100	10	147	Expenses	1,074,474
0100	10	147	Capital	-
0100	10	133	PAY-AS-YOU-GO CAPITAL	3,465,249
0100	10	133	Personal Services	
0100	10	133	Expenses	
0100	10	133	Capital	3,465,249
0100			ENTERPRISE FUND SUPPLEMENT	3,607,865
0100			Personal Services	
0100			Expenses	3,607,865
0100			Capital	
TOTAL				656,191,374

City of Springfield - Fiscal Year 2019

Mayor's Recommended Budget

Schedule of Appropriations - Trash Enterprise Fund

Fund	Func	Dept	Classification	FISCAL 2019 RECOMMENDED GENERAL FUND
6500	40	400	TRASH ENTERPRISE	9,042,767
6500	40	400	Personal Services	3,202,816
6500	40	400	Expenses	5,839,951
6500	40	400	Capital	-
<i>TOTAL</i>				<i>9,042,767</i>