

FISCAL YEAR

2023



# ADOPTED BUDGET

CITY OF SPRINGFIELD  
MASSACHUSETTS

Mayor Domenic J. Sarno

[www.springfield-ma.gov](http://www.springfield-ma.gov)

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**City of Springfield, Massachusetts  
Fiscal Year 2023  
Adopted Budget**



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Mayor**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Springfield  
Massachusetts**

For the Fiscal Year Beginning

**July 01, 2021**

*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*

June 30, 2022

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

It is our great pleasure to submit to you the FY23 Adopted Budget. For this fiscal year, the total budget is \$819.0M, which represents an 8.4% increase over the FY22 Adopted Budget. Due to the 9.7% increase in Chapter 70 State Aid to support Springfield Public Schools, the school department budget increased 10.8% overall, leaving the City side growth at 3.8%.

We are witness to a notable time in our City. We are seeing the City's highest residential property values ever, in contrast to a continuing pandemic that has had ongoing negative effects on the City's business community and so many of its residents. With this juxtaposition in mind, the FY23 Adopted Budget maintains and supports all current programming, and places a continued emphasis on public safety, public education, economic development, healthy neighborhoods, and community services. We have committed to producing a budget that continues to fund and maintain core services and personnel, while keeping additional investments at bay, in order to prepare for a potential recession in the near future.

For over two years, Springfield and the rest of the nation have grappled with the unprecedented COVID-19 pandemic. My administration continues to remain steadfast in our efforts to ensure the health and safety of all those living, working, and visiting our City. We continue to push forward with vaccination and booster efforts, making them readily available throughout our City. We will continue our progress in balancing public health, while moving our economy and schools forward.

In a testament to Springfield's commitment to strong fiscal discipline, the FY23 budget was balanced, for the eighth consecutive year, without the use of stabilization reserve funds. Saving our reserves for future years will allow the City to weather future unknowns and economic shifts, and sends a strong message that we are committed to continued financial sustainability.

We cannot discuss the budget without looking ahead to the FY23 tax rate. These two processes are the most important financial decisions made throughout the year, and not taken lightly by anyone involved. We know it is too soon in the year to discuss estimates of property values and tax rate specifics. However, I, along with my award-winning financial team, have developed a new, multi-faceted tax relief plan, providing relief to those in need, with consideration to financial responsibility and sustainability by maximizing all locally sourced revenue available to us.

For the past two years, in FY21 and FY22, my administration has offset the tax levy by using free cash to reduce the burden on taxpayers, by \$1 million and \$2.5 million, respectively. In FY23, we will uphold our commitment to reduce the levy by \$2.5 million dollars of free cash, and understanding the ongoing need, we will increase that amount by an additional \$1 million dollars to equal \$3.5 million in total.

In addition to this monetary relief, we will be modifying the limits on Clause 41C tax abatement for the seniors program, allowing for more participation by our taxpayers - doubling the abatement amount to \$1,000 and reducing the age eligibility from 70 to 65 years of age.

Finally, after ongoing research and discussion with the Massachusetts Department of Revenue, we have drafted special legislation that would allow the City to offer the benefit of \$1,000 to property owners that meet the maximum income and asset limits but are **under** the age of 65. This would be the first of its kind in the state, and we look forward to moving this home rule petition through the legislative process. Funding for this program will be earmarked in MGM's Community Development Fund, as outlined in their Community Host Agreement.

It has been a busy season for the administration and our finance team, but I am honored to announce this new tax relief package, along with the FY23 Adopted Budget. To that end, we are proud to outline the ongoing investments we are making for the upcoming fiscal year.

### **Public Safety**

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

#### Police Department

**New Recruits:** Over the course of the next fiscal year, the Springfield Police Department (SPD) anticipates welcoming approximately 34 new Police Officers to the force. With these recruits anticipated to begin the academy sometime in the fall of 2023, the Police Department will have a total of 429 officers; bringing the total complement to 512 sworn personnel, and an overall staff of 603 FTEs. This level of staffing will help address departmental attrition brought on by upcoming mandatory retirements, and help the department focus on quality of life issues by supporting and enhancing neighborhood initiatives, such as the C3 policing units and the Ordinance Flex Squad.

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

**Technology & Equipment:** In addition to body cameras, we will maintain investments for other innovative technology and critical equipment necessary for modern day policing. This includes funding for the replacement of ballistic vests, portable radios to allow for quick and efficient communication amongst officers, eight (8) square miles of the ShotSpotter Gunfire Detection System (one square mile

is being added to the Indian Orchard neighborhood), and the latest software available.

Support of Ongoing Initiatives: The Springfield Police Department will also continue to maintain and fund other ongoing initiatives. This includes the Gaming Enforcement Unit at MGM, comprised of six (6) officers and one (1) supervisor, the E-3 metro unit, which increases police presence along Main St. and other neighborhoods, the Ordinance Flex Squad, Quebec Unit for the School Department, and the City's expanded Real Time Crime Analysis program. The SPD will also continue our strong and successful partnership with Behavioral Health Network (BHN) that helps aid those in mental health crisis and ease the strain on emergency services. In FY23, any sworn position holding a leadership role will have access to the highly successful B-AGILE training presented by Babson College, which continues to enhance the professional development training for SPD supervisors that is in line with the highest professional standards. This program is designed to help drive a culture of creativity and innovation in decision-making and leadership skills as well as build better relationships with the community.

#### Fire Department

The Springfield Fire Department (SFD) will also be hiring new recruits to stay ahead of attrition. While the department is currently at full staffing, it is proactively looking to manage attrition with plans to run at least one (1) academy in FY23. Recruits continue to be sent to the state-run academy program, which has been successful in graduating new firefighters to begin immediately working in the stations.

The SFD's budget includes an increase in funding to replace, proactively, equipment such as firefighter turnout gear and SCBA air bottles, both of which are critical to ensuring the safety of our first responders. The new air bottles, which align with NFPA standards, hold an additional 15 minutes of air capacity, giving firefighters more time to handle fires without interruption. The department will continue to deploy its health and wellness program, which aims at promoting the physical and mental health of responders while reducing instances of on-the-job injuries. Lastly, the budget funds all contractual lease payments for fire apparatus', which the SFD has been replacing each year since FY16 to retire units at their end of their useful life and drive down the need for costly repairs.

#### Emergency Communications/Dispatch

The Springfield Emergency Communications (Dispatch) Department, which closely collaborates with the Police and Fire departments, has also been provided with funding for several ongoing initiatives. The Computer-Aided Dispatch (CAD) and Records Management Systems (RMS) are in the process of being replaced to improve working systems for all public safety employees, while also helping to ensure the safety of our community. While the new system is not expected to come online in FY23, the department seeks to make significant progress in reviewing and ultimately selecting the best option.

The consolidation of Police and Fire dispatch services at a single location on Roosevelt Avenue, which was finalized in January 2021, has been a tremendous help in maximizing operational efficiency and marks the first time in the department's history that everyone is under the same roof. This has significantly enhanced cross-training efforts, while also ensuring ample supervisory coverage to address issues and provide feedback to call takers in real time. The FY23 budget also maintains funding for all maintenance, equipment and software needed to manage daily operations in a highly efficient way.

#### Public Education

Schools were able to open back up to full-time in-class learning this past year, due to COVID-19 cases



dropping. The School Department (SPS), under the leadership of Superintendent Dan Warwick, worked tirelessly with teachers and administrators to ensure a safe and quality learning experience for all our students. Even in this unprecedented situation, the School Department rose to the occasion and not only kept students engaged, but also continued to improve graduation rates and decrease the number of students who drop out. The district's dropout rate was just 1.9% in 2021, representing a 81% decrease since 2012. This represents the highest dropout rate decrease in all of Massachusetts during the same timeframe. Additionally, the SPS 2021 graduation rate has reached 86%, which is an increase of over 7% compared to the previous year, and an impressive 32% increase since 2012.

As a municipality, we are thrilled to be offering the first and only full-day Pre-K program of its kind in the Commonwealth. For years, the City has invested funds in early education programming through the school department's budget. We are excited to witness the transformative effect this program will have on our children and residents.

#### Economic Development

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

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

Following the success of the "Prime the Pump" emergency business, grant program during the initial height of COVID-19 in 2020, we have continued to make efforts to support the business community in recovery and growth. These efforts include the reinstatement of the CDBG funded Neighborhood Storefront Improvement Program and bringing the Interise/Rise-Up small business curriculum back to in-person sessions at Valley Venture Mentors.

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

#### **Healthy Neighborhoods**

Springfield continues to place emphasis on ensuring healthy neighborhoods across the city, with the goal of providing residents the highest possible quality of life. This year, as a way of investing directly in each neighborhood, \$100K of ARPA funding has been earmarked for each neighborhood council. Highlighted below are the following initiatives that have seen great success in the past, and will be continued in FY23.

#### Code Enforcement

Funding for a full complement of administrative and inspectional personnel positions in both the Building and Housing Code Enforcement Divisions, with an additional part-time Clerk position added

under Housing Code to assist with increased administrative duties. This helps to ensure healthy neighborhoods and safe buildings throughout Springfield. Funding is also included for the continuation of the Mayor's "Clean City" program.

The FY23 budget appropriation includes the addition of one Code Inspector and one Inspectional Service Clerk to address the newly adopted Short-Term Rental Ordinance. The appropriation also reflects the purchase of a short-term rental software allowing the City to establish, maintain, and regularly update a database of registered properties through the Code Enforcement Department.

#### DPW Sidewalk Crew

Continued funding for the popular Sidewalk Crew, now entering its fifth year of operation. This crew has been highly successful thus far in addressing citywide sidewalk repairs and ensuring a high quality of life for residents in all neighborhoods of Springfield. We will be appropriating \$1.5M of free cash to begin to address the backlog of converting private ways.

### **Community Services**

#### *Parks & Recreation*

- ◆ Beginning in FY22 and continuing through FY23, in an effort to brighten the City's neighborhoods, the Parks Department will work aggressively to remove tree stumps throughout Springfield. Removing these stumps is not only aesthetically pleasing to the eye, it will also create more space for residents to use after the areas are reseeded and grass is grown.
- ◆ The Terrace Maintenance Program will be fully funded in FY23.
- ◆ Funding will also continue for the Downtown Crew, which maintains the downtown metro area parks including DaVinci Park, Emerson Wright, Riverfront Park, Court Square, Stearns Square, and Pynchon Plaza. Pynchon Plaza is currently under construction, and will provide a direct walkway from many downtown restaurants and the casino to the Quadrangle and the Springfield Museums.
- ◆ Camp STAR Angelina, which was cancelled for the last two years due to the COVID-19 pandemic, will be reopening for FY23. All pools and splash pads will also be open for families to enjoy during the summer.
- ◆ All recreational programs and activities will be up and running in FY23, after being shut down due to the pandemic. This includes the After School & Evening Gym programs, the Summer Concert Series, and "Movies in the Park." These programs play a significant role in bringing the Springfield community and residents together.
- ◆ In FY23, Springfield Police Department and Hampden County Sheriff's Crews will continue with the unique and innovative partnership to enhance public safety within our beloved Forest Park. Dedicated patrols will be led by the SPD's motorized Trikke Defenders and the HCSC Mounted Patrol Unit of horses and will also include the Emotional Support Division of therapy dogs. Together, we look forward to another great season for residents and visitors in Forest Park.

#### *Health & Human Services (HHS)*

- ◆ This department has been fully funded, and continues to serve a critical role in responding to the COVID-19 pandemic. As the "front line defense" against the virus, HHS has managed the monumental task of evaluating the current situation surrounding the health crisis while continuing to educate the public on updated CDC guidelines, along with other best practices that will ensure the health and safety of all.

As the pandemic has turned the corner for the best, HHS continues its steadfast efforts to test, and more importantly, vaccinate and booster, as many of the City's residents as possible. This has been done through the strategic use of Federal and State funding provided as part of the

nationwide response.

- ◆ Opioid settlement funds totaling \$7.2M over the next 17 years will go towards a wide variety of initiatives and programs that will enhance and expand the City's opioid response, and create systems in partnership with Springfield's Police, Fire and Health Departments, local nonprofits, health organizations and community stakeholders.
- ◆ Funding will continue for one nurse supervisor and one gambling outreach coordinator to provide assistance to those at risk for gambling addictions. Forty percent of the Nurse Practitioner's salary is now paid through grant funding.
- ◆ Funding will continue for the newly created Office of Racial Equity, along with a Cannabis Compliance Program Coordinator.

#### *Elder Affairs*

- ◆ Continued funding for the operation of a minibus, purchased in FY20, which is currently being used to deliver meals to elderly citizens throughout the city who do not have available transportation. Transportation of Springfield seniors to our centers is expected to be fully up and running for FY23, after being shut down due to the pandemic. We are continuing to ensure that our most vulnerable population remains healthy and safe.
- ◆ In FY22, all sites and programs for our seniors reopened, including Riverview, Hungry Hill, Clodo Concepcion Community Center, the Fitness Center and the Raymond A. Jordan Senior Center with activities such as bingo, trivia, exercise programs, concerts and wellness checks. These will continue to run through FY23.
- ◆ A new community partnership was created in FY22 with Smith College, which introduced an intergenerational film project where seniors agreed to be videotaped speaking about their remembrances of winters. The memoirs were adapted by the students into a theatre production as a series of soliloquies for the stage. This type of programming is intended to continue through FY23 to keep our seniors involved, as they are an essential part of our community.

#### *Veteran's Services*

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

#### *Libraries*

- ◆ In an effort to continue providing services during the pandemic, our libraries have offered curbside pickup to residents so that they can continue to rent books and other library materials.
- ◆ In collaboration with the Davis Foundation, the Springfield Public Libraries continues to manage the award-winning Read! Reading Success by 4th Grade program.
- ◆ In FY22, a 1-year grant-funded hotspot lending initiative was launched, allowing residents to borrow portable hotspots from Springfield libraries allowing free internet and Wi-Fi access from a personal computer, tablet, or smartphone for up to 14 days per use. Due to the success of this initiative, these hotspots will continue to be funded in FY23 through the City's general fund.
- ◆ The City will continue to fund the Read/Write/Now adult literacy program.
- ◆ Continued support and funding for all Springfield neighborhood branches.

#### **Fiscal Responsibility**

- ◆ The City has maintained the highest bond rating in its history, while navigating through the financial uncertainty of the COVID-19 pandemic.

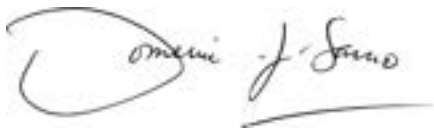
- ◆ Our finance team received the "Distinguished Budget Award" from the Government Finance Officers Association for the 14th year in a row, and was also awarded the "Certificate of Excellence in Financial Reporting" for issuance of our Comprehensive Annual Financial Report for the tenth consecutive year.
- ◆ We continue to aggressively address our unfunded pension liability in an effort enhance our financial stability, appropriating \$56.4M contribution towards pension liability; a 9.1% increase over FY22.
- ◆ The budget honors all contractual obligations including collective bargaining agreements, and all agreements as necessary for the School Department, including the food service contract.
- ◆ Our newly formed Department of Technical Assistance and Compliance (DTAC) continues to support the City's Responsible Employer Ordinance, to ensure diversity in hiring practices and consistent compliance with all Federal and State rules & regulations for the City's construction projects. In addition, DTAC supports our ARPA team by providing technical assistance to award applicants citywide.
- ◆ The FY23 budget was balanced funding all core services and personnel while continuously building up reserves to support the City's financial health to guard against future unknowns.

On March 11, 2021, President Biden signed into law the American Rescue Plan Act (ARPA), which provides municipalities nationwide with additional COVID-19 relief funding. The City of Springfield has received approximately \$123.5M through this funding source, which will be used to support economic development, job creation, small businesses, neighborhood quality of life, housing and seniors. The strategic investment of these funds will aid the City of Springfield's economic transformation post COVID-19 pandemic, similar to what we experienced after the devastating tornado in 2011. My administration along with the ARPA team, met with over 30 neighborhoods, businesses, nonprofits, and local stakeholders, The City has announced five (5) rounds of ARPA awards totaling over \$10.5M. This funding has provided much needed financial assistance to neighborhoods, small businesses and local nonprofits.

New for FY23 is our unprecedented tax relief package, which will reduce the burden on our taxpayers, while maintaining our strong financial standing. As Mayor, I will work tirelessly to ensure that Springfield continues to prosper and remains resilient in the wake of any challenge, no matter how difficult. My administration has been tested many times in the face of adversity and continues to rise to the occasion for the betterment of our city and the community that we love. I am proud of the efforts by the entire Springfield team: Superintendent Warwick, Cabinet Heads, Department Heads, and City Staff who work hard for Springfield every day.

Thank you for reviewing the FY23 Adopted Budget. I look forward to your continued support as we commence our new fiscal year.

Respectfully,



Domenic J. Sarno  
Mayor



Timothy J. Plante  
Chief Administrative & Financial Officer

## Executive Summary

The Adopted Budget for FY23 is \$819.0M. This represents a 8.4% increase over the FY22 Adopted Budget and a 4.9% increase from the FY22 Revised Budget.

Fiscal 2021 Actual General Fund	Fiscal 2022 Adopted General Fund	Fiscal 2022 Revised General Fund	Fiscal 2023 Adopted General Fund	% Change from FY22 Adopted	% Change from FY22 Revised
696,287,230	755,699,548	780,642,437	819,017,747	8.4%	4.9%

FY23 marks the eighth consecutive year that the City has been able to balance its budget without the use of stabilization reserve funds. This accomplishment is a testament to the administration’s management of City finances and the determination of our City to work towards a sustainable future despite the fiscal challenges created by the COVID-19 pandemic. While the economic impact of the pandemic will likely continue to be felt for years to come, Springfield will strategically identify any and all outside funding sources available to us, ensuring that we preserve our limited financial resources.

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

### Fiscal Year 2022 Budget Update

Based on the City Comptroller’s Monthly Financial Statements published in April 2022, the City is managing the FY22 budget to a surplus by year end. This certainly is a testament to the administration’s commitment to fiscal sustainability, while navigating through a global pandemic. Overall, the City continues to focus on maintaining realistic and balanced budgets. 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 and is subject to change as the fiscal year is closed by the City Comptroller and surpluses are verified by the State’s Department of Revenue (DOR). Departments are responsible for living within appropriated amounts and spending funds responsibly. A surplus projection should not be considered a reason to spend more or spend faster. All surplus funds are reviewed by the DOR for certification of “Free Cash.” Once the DOR completes their certification, the funds are available to spend (subject to appropriation), or for transfer to the Stabilization Reserve. “Free Cash” is defined as remaining unrestricted funds from operations from the previous fiscal year. The City has had positive free cash at year-end since FY05.

Springfield also continues to maintain a strong financial position as demonstrated by our bond ratings. During the City’s last bond rating, in 2022, Standard & Poor’s (S&P) affirmed the City’s AA- credit rating, with a negative outlook. Despite a negative outlook, the affirmation of our AA– rating demonstrates

that Standard & Poor's strongly believes in the City's financial management and our ability to make difficult decisions to balance the budget. It is also important to note that AA- continues to be the highest rating in the City's history, a great improvement from A- rating eight years ago. The City hopes to continuously increase its ratings going forward.

### **Fiscal Year 2023 Budget Challenges**

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

Although planning begins years in advance, the actual budget process for each fiscal year begins in January when departments submit their budget requests. These requests are meant to first build up costs to provide the same level of programs and services as the current year. Departments also have the opportunity to request new programs or to expand existing ones. In addition, departments were asked to submit proposals that were level funded to their FY22 Adopted Budgets and to provide the impacts of those reductions. This allows the Mayor and his financial team to review requests and understand how departments would suggest operating with lesser amounts.

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

For FY23, the projected gap after budget request submissions totaled \$27.4M.

### **Budget Solutions**

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

A balanced approach was used to solve the projected budget gap. This approach relied upon spending reductions, revenue maximization, and notably, did not utilize stabilization reserves despite the financial effects of the pandemic. All budget decisions were considered in the context of providing vital programs and services to the City with the intention of avoiding layoffs that would impact services. For an overview of the decisions made to balance the FY23 budget, please refer to the table shown on the next page.

<b>Getting to Balanced: FY23 Budget Decisions</b>	
<b>Original Gap, based on MYFP</b>	<b>(18,339,076)</b>
<b>Increased Gap, after Department Requests</b>	<b>(27,393,232)</b>
<b>Solutions:</b>	
<b>Expense</b>	<b>(12,889,693)</b>
Salaries/OTPS offsets to grants	(3,750,112)
DPW lease	(972,360)
School transportation reduction	(513,799)
Debt schedule increase	1,320,503
Benefits	(60,143)
Union settlements	(2,897,120)
Department spending decreases (historical)	(6,016,661)
<b>Revenue</b>	<b>9,303,539</b>
Revenue increases	8,456,720
Medical/recreational marijuana	480,643
Shooting range lease revenue	366,176
<b>Property Values</b>	<b>5,200,000</b>
New growth	4,200,000
Reduced overlay	1,000,000
<b>One Time Revenue</b>	<b>-</b>
<b>Balance Sheet</b>	<b>(0)</b>

While difficult decisions must be made in order to balance the budget, the administration takes a strategic approach in identifying areas where revenue can be increased, or expenditures reduced, without impacting departmental operations. The following section further explains some of these decisions, which ultimately allowed us to close the budget gap to \$0.

### **Revenue Increases**

#### *Additional Levy*

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



### *Department Revenue/Local Receipts*

Revenue sources in the category generally remain relatively flat in terms of growth, however, at the onset of the COVID-19 pandemic, revenue collections in these categories dropped by millions. To balance the budget in FY22, \$12.1M of ARPA funding was used to replenish lost revenue. After the Office of Administration & Finance’s in-depth analysis on these revenue lines, it was determined that revenue collection is back up to pre-pandemic times. Because of this, FY23 revenue estimates have been adjusted to more closely reflect FY20 estimates and current year actuals.

### *State Aid*

Per the State’s proposed FY23 budget, the City expects to receive \$505.4M. This represents a \$47.6M (9.4%) increase over FY22. As our largest source of revenue, it is absolutely essential that aid received continues to allow us to satisfy operational needs of all City and School Departments.

## **Expenditure Reductions**

### *Departmental Spending Reductions*

Despite the increased unrestricted state aid, MGM revenue, and potential permit fees, Springfield continues to operate with conservative revenue projections, while growing by 8.4%. 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 FY23 without the need to curtail any operations. The FY23 budget will preserve core services, avoid any layoffs or furloughs, and honor all collective bargaining agreements.

Some specific departmental reductions include:

- ◆ Salaries/OTPS Offsets —\$3.8M offset to alternate funding sources.
- ◆ School Transportation—due to updated projections, the School Department’s Transportation budget decreased by \$514K.
- ◆ Departmental spending reductions—\$6M decrease to align with historical spending trends.

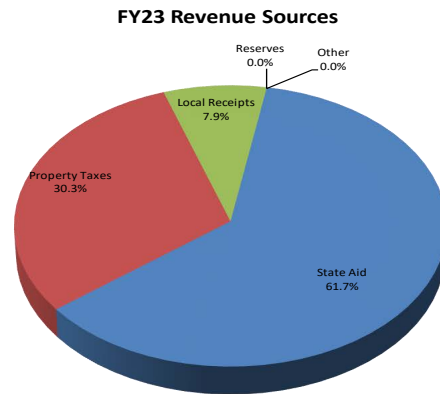
## **Key Budget Drivers**

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

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

In determining the amount of revenue available to spend for each Fiscal Year, there are five major categories. For FY23, the chart on the next page shows the percent of revenue coming from each of these categories. It is important to note that State Aid represents 61.6% of the City’s revenue. Much of this aid is dedicated to specific purposes such as Education, Veterans Benefits, and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other City needs.

City Revenue	FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Adopted	% of Total	\$ Change	% Change
State Aid	414,393,003	429,524,823	457,754,871	505,381,442	61.7%	47,626,571	9.4%
Property Taxes	211,449,075	223,392,517	231,735,891	248,554,925	30.3%	16,819,034	6.8%
Local Receipts	63,362,250	61,174,110	54,128,700	65,081,381	7.9%	10,952,680	16.8%
Reserves	-	-	-	-	-	-	-
Other	2,500,000	7,041,625	12,080,086	-	-	(12,080,086)	-
<b>TOTAL</b>	<b>691,704,328</b>	<b>721,133,074</b>	<b>755,699,548</b>	<b>819,017,747</b>	<b>100%</b>	<b>63,318,199</b>	<b>8.4%</b>



## FY23 Revenue Overview

### *State Aid*

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

### *Property Tax*

Property tax is the largest locally controlled revenue source, and it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every five years and updated annually.

Proposition 2½ fundamentally changed property taxes for Massachusetts’ municipalities after its passage in 1980, creating two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling.

Second, a community’s levy is also constrained in that it cannot increase more than 2.5% over the prior year’s levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality’s levy limit is only increased in four ways: an increase of up to 2.5% over the previous year’s levy limit, new growth in the tax base, and local votes for either an override or a debt exclusion.

If the voters approve an override, the amount approved can permanently increase the municipality’s levy limit. In the case of a debt exclusion, a given amount can be added to the levy, even above the levy ceiling, for the purposes of paying debt for a specific capital project. Estimates on the tax rate for the FY23 are still being reviewed and will be part of the tax rate setting process this fall.

	FY19 Levy Calculation	FY20 Levy Calculation	FY21 Levy Calculation	FY22 Levy Calculation	FY23 Adopted
Tax Levy	198,331,396	205,321,793	216,418,905	228,836,063	239,858,463
Prior Year Growth	-	-	-	-	-
Increase Levy 2.5%	4,958,285	5,133,045	5,410,473	5,720,902	5,996,462
<b>Subtotal</b>	<b>203,289,681</b>	210,454,838	<b>221,829,377</b>	<b>234,556,964</b>	<b>245,854,925</b>
New Growth	5,098,516	5,920,463	6,693,442	5,301,498	4,200,000
<b>Subtotal of Gross Tax Levy</b>	<b>208,388,197</b>	<b>216,375,301</b>	<b>228,522,819</b>	<b>239,858,462</b>	<b>250,054,925</b>
<i>Actual Levy Billed</i>	205,285,710	216,358,653	227,490,720	239,858,462	-
Less Overlay	(2,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
<b>Subtotal of Net Tax Levy</b>	<b>202,785,710</b>	<b>214,858,653</b>	<b>225,990,720</b>	<b>238,358,462</b>	<b>248,554,925</b>

#### *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.

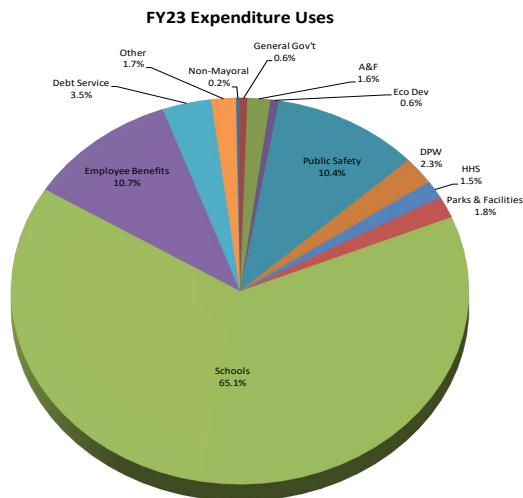
#### *Reserves*

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 seventeen consecutive years, which has helped build the City’s Stabilization Fund to \$49.3M, equivalent to 6% of the FY23 budget and 18% of the non-school budget.

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

The City spends money within its divisions and departments based on the needs of City residents and priorities of the Mayor. For FY23, the chart on the next page shows how the \$817.9M of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by the costs associated with operating our School Department. Expenses within the remaining divisions are largely driven by personnel costs. Salaries and benefits of City employees (exclusive of the School Department) represent 65.1% of the City’s operating budget.

City Spending	FY20 Adopted	FY21 Adopted	FY22 Adopted	FY23 Adopted	% of Total	\$ Change	% Change
Non-Mayoral	1,548,019	1,577,865	1,702,727	1,844,374	0.2%	141,647	8.3%
General Gov't	3,823,627	3,867,194	4,263,515	4,298,211	0.6%	34,696	0.8%
A&F	11,224,957	11,205,906	12,264,872	12,666,240	1.6%	401,368	3.3%
Eco Dev	4,268,719	4,316,133	4,404,662	4,469,836	0.6%	65,173	1.5%
Public Safety	77,124,629	76,508,794	78,780,329	79,477,369	10.4%	697,041	0.9%
DPW	15,838,672	16,904,023	17,418,370	18,137,866	2.3%	719,496	4.1%
HHS	10,658,973	10,559,318	11,272,816	11,554,296	1.5%	281,480	2.5%
Parks & Facilities	12,367,791	11,930,343	13,649,531	14,213,639	1.8%	564,108	4.1%
Schools	444,890,001	477,858,733	491,696,545	544,863,270	65.1%	53,166,725	10.8%
Employee Benefits	70,607,013	75,718,397	80,936,324	87,575,954	10.7%	6,639,630	8.2%
Debt Service	27,843,303	26,354,228	26,089,357	27,535,488	3.5%	1,446,131	5.5%
Other	11,508,624	10,800,463	13,220,499	12,381,203	1.7%	(839,296)	-6.3%
<b>TOTAL</b>	<b>691,704,328</b>	<b>727,601,399</b>	<b>755,699,548</b>	<b>819,017,747</b>	<b>100%</b>	<b>63,318,199</b>	<b>8.4%</b>



### FY23 Spending

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

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

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

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

**Development Services**—The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city. Highlights of major economic development projects include MGM, Union Station, the Court Square Hotel project, and the newly introduced Main Street and Convention Center Overlay District.

**Public Safety Division**—These departments provide emergency response, prevention, and outreach to

the City and its residents to ensure their safety. This year's budget includes funding to fully staff and outfit all three departments (Police, Fire and Emergency Communications) while also ensuring these departments have access to the latest in technology to perform their jobs as effectively as possible.

**Public Works Division**—The department maintains and preserves the City's public way infrastructure, including streets, sidewalks, street signs and traffic signals, administers the solid waste, recycling, and yard waste programs, and maintains the City's inventory of vehicles and equipment, with the exception of Police and Fire. Level service funding is continued for all core programs and services provided by the department, including the popular Sidewalk Crew.

**Health & Human Services Division**—This division includes support for the elderly and veterans, provides public health and animal control services to the community, and maintains the City's library system. The division is fully funded and ensures the appropriate resources are available to allow for an effective response to continue the fight against COVID-19.

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

**School Department**—The City's School Department operates the second largest school district in the Commonwealth and is comprised of thirty-three elementary schools, seventeen secondary schools, and eleven specialized schools. The District serves over 28,000 students, with a staff of nearly 5,100 employees. The Springfield Public Schools system is governed by an elected school committee that creates policies and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of nine chiefs who are each in charge of various segments of the organization.

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

**Debt Service**—Municipalities issue debt to finance capital improvements because the costs are too expensive to finance through the operating budget. Spreading the cost of a project over time creates a manageable annual expense for a Massachusetts community that is limited by Proposition 2½ in raising additional property tax revenue. Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments.

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

**Conclusion**

Despite the many challenges the City has faced, the FY23 Adopted Budget focuses on maintaining core services despite the continued economic and financial uncertainties surrounding the COVID-19 pandemic. It addresses the priorities of its residents while carefully assessing methods to manage spending growth in a way that is sustainable in future years. This continues to require all City Departments to maximize resources and do more with less. It also provides programs and services that cannot be found through any other private entity. While this budget is full of difficult decisions that will require creativity from every department, the City continues to maintain core programs and services to its residents, businesses, and visitors.

# **Section 1**

## **Overview**



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# Introduction

## About This Document

This document presents the City of Springfield's Fiscal Year 2023 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 2023. This document focuses on four key elements:

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

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

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

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

## Budget Document Format

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

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

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

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

The bulk of the budget, the middle eight sections, contains detailed budgets for City departments. Each departmental budget includes a mission statement, a budget overview, a department summary, Fiscal Year 2022 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 2023 Appropriation Orders, and the City's detailed expense budget for the Fiscal Year 2023.

## The Budget Documents

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

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

City of Springfield  
Office of Administration and Finance  
36 Court Street, Room 412  
Springfield, MA 01103

*\* Printing and mailing charges may apply*

# Budget Administration

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

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

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

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

Expenditure accounts are distinguished from other accounts by use of an account code beginning with a "5." These account codes have been defined by the Massachusetts Department of Revenue (DOR) through the Uniform Massachusetts Accounting System (UMAS), which was most recently updated in July 2014, and is applicable to all political subdivisions in the Commonwealth.

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

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

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

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

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

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

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

**Budget Transfers:** Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to A&F. Then the request must be

reviewed and approved by a Budget Analyst and the Budget Director before being forwarded to the Chief Administrative and Financial Officer for authorization. City Council approval is necessary if the request adjusts the Fiscal Year 2023 Schedule of Appropriations (“Schedule A”). Upon Council authorization, the Office of the Comptroller processes the request.

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

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

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

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

The Fiscal Year 2023 budget draws on revenues from the General Fund. The General Fund is the largest fund in the City and accounts for most of the City’s financial resources. General Fund revenues include property taxes, license and permit fees, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for basic operating services such as public safety, education, health and human services, finance, parks and recreation, and public works. The adopted budget is strictly built on General Fund revenues.

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

The City’s Overlay Surplus Fund is any balance in the overlay account of a given year in excess of the budgeted amount remaining to be collected or abated. Within ten days of a written request by the

Chief Executive Officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed"; in other words, it becomes a part of free cash.

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

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

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

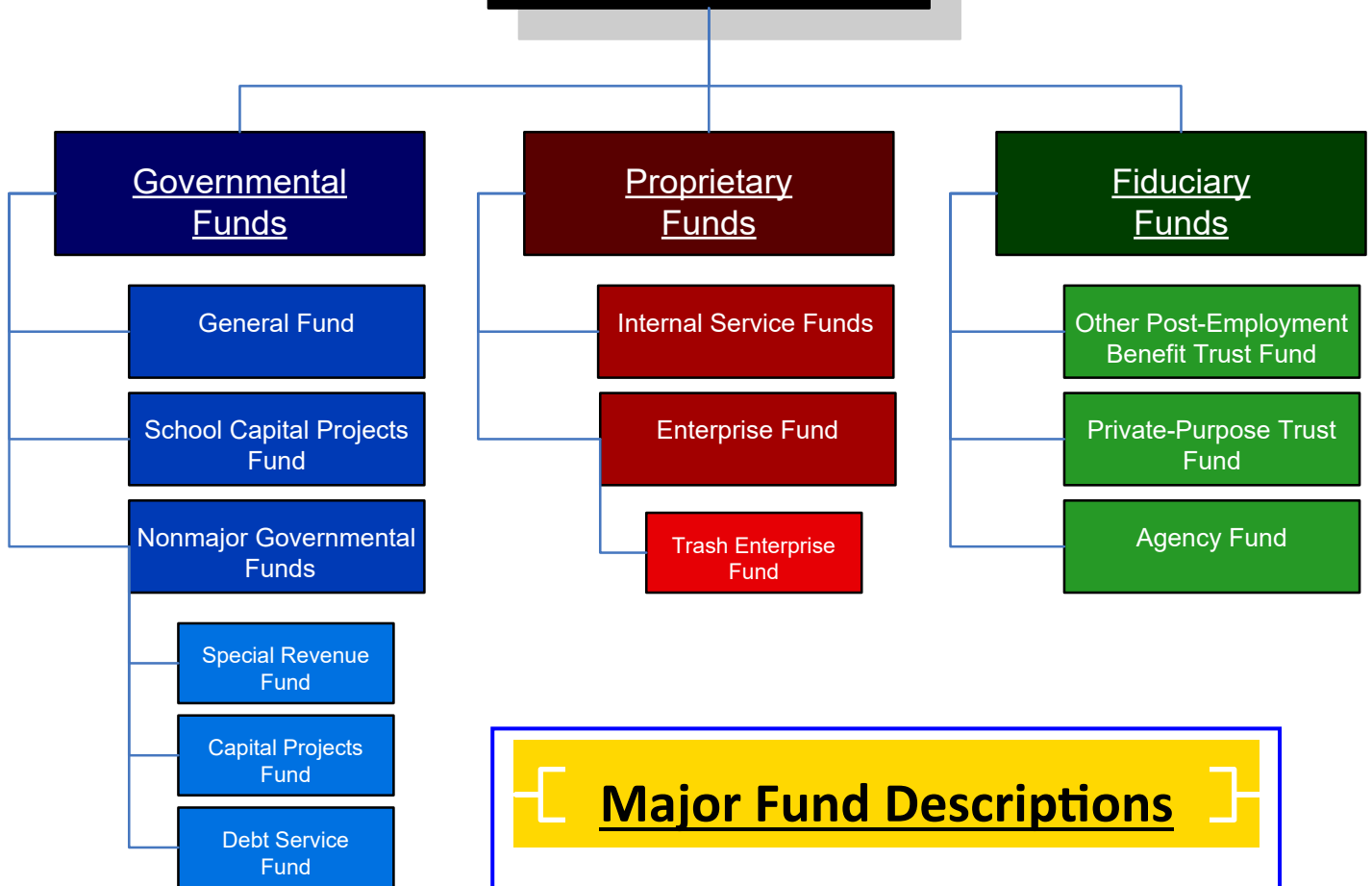
The City also maintains revolving funds that raise revenue for specific purposes and can be used without additional appropriations. The City's revolving funds include:

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

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



# City of Springfield All Funds Overview



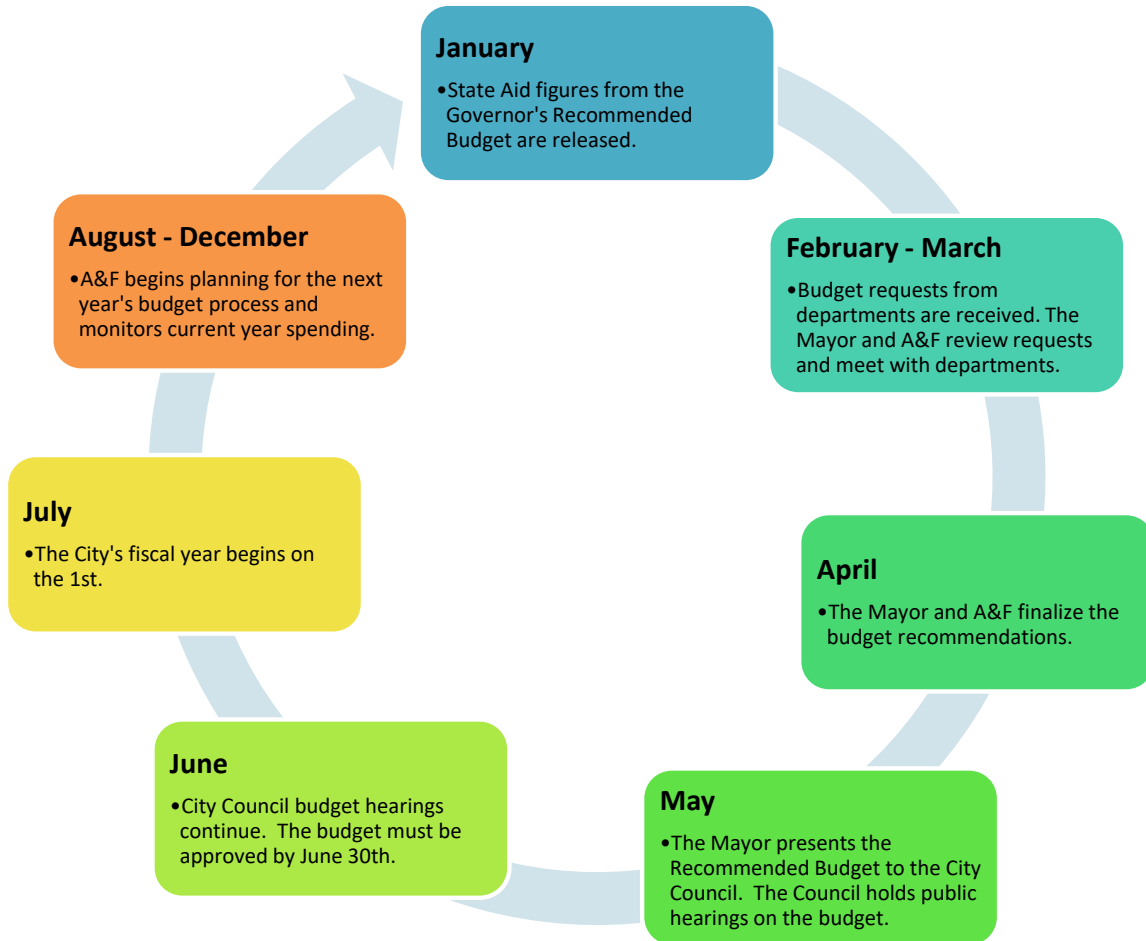
## Major Fund Descriptions

**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



## Budget Calendar

**January:** Preliminary state aid estimates are distributed to municipalities through the *Cherry Sheet*. The Office of Administration & Finance (A&F) reviews the potential impact of the Governor's proposed State Budget on the City.

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

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

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

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

**April:** The Mayor and A&F draft budget recommendations.

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

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

Public City Council budget hearings are held to review the Recommended Budget.

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

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

**August:** A&F reviews the prior year's budget process and makes recommendations for improving the budgeting process.

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

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

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

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

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

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

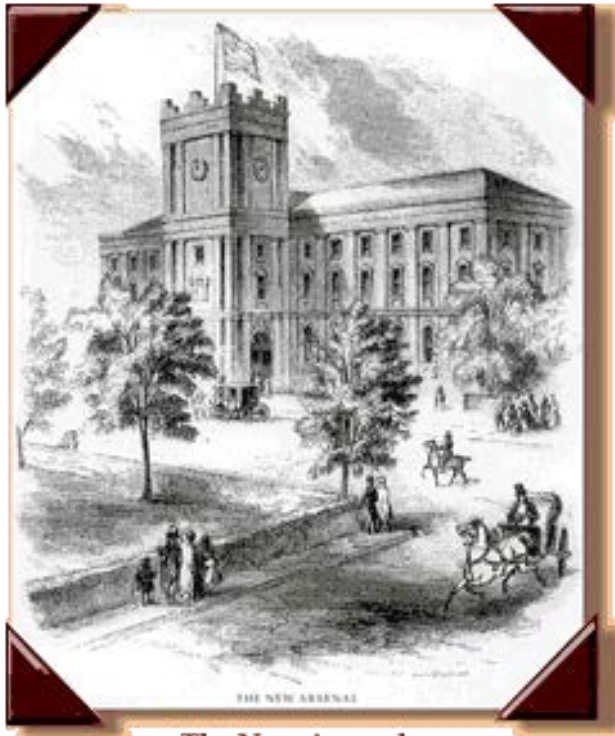
## City of Springfield Overview

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



of approximately 155,000, (693,000 in the metro area) Springfield is the third largest city in the Commonwealth of Massachusetts and the fourth largest in New England.

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



**The New Arsenal**

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

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

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

## Springfield Demographics

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

### Springfield Data Facts (Source: 2021 U.S. Census Bureau Estimates)

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

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

Population Characteristics	
Population	155,929
% Male / Female	47% / 53%
Median Age	33.6
Average Family Size	3.32
Race:	
White alone (not Hispanic or Latino)	30.4%
American Indian and Alaska Native	0.3%
Black	20.9%
Asian	3.0%
Two or More Races	8.9%
Hispanic or Latino	45.7%
Other	0.4%

Household Characteristics (2015-2020)	
Households	56,804
Persons Per Household	2.61
Persons Under 5 Years Old	6.5%
Persons Under 18 Years Old	24.5%
Persons Over 65 Years	12.8%

FY2022 Tax Rates (Per \$1,000 Value)		
Residential Tax Rate	\$	18.77
Average Single Family Home Value	\$	185,100
Commercial / Industrial / Personal Property	\$	39.20

Ten Largest Employers (2021)	
Mass Mutual Financial Group	9,844
Baystate Health Systems	7,761
Big Y World Class Markets	6,000
Mercy Medical Center	3,043
MGM Springfield	3,000
Smith & Wesson Inc.	2,006
Center for Human Development	1,900
Springfield College	1,000
Verizon	1,000
Western New England University	855

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

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

Springfield is home to a diverse and growing population. According to 2020 census data, the City has over 61,000 housing units, over 51,000 households, and a 49.9% homeownership rate. One-third of Springfield households had children that attended Springfield schools. Springfield is the third largest school district in Massachusetts, with 38 elementary schools, six high schools, six middle schools (grades 6 – 8) and seven specialized schools.

## Springfield Economy

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

The City of Springfield continues to invest in projects aimed at bringing more economic opportunity to our residents. Through a multi-faceted approach, the City hopes to revitalize neighborhoods, stimulate new investment, and create a better place for people to live, work, and enjoy their lives. Some major initiatives include:

- ◆ **Investments in Neighborhoods:** The City is investing in numerous projects to enhance the quality of life in our neighborhoods, making Springfield an attractive place to work and live. These investments include the implementation of the \$3M demolition of the former Massachusetts Career Development Institute site, and construction of a new \$2.5 million DeBerry Park.

In FY19, the City began a \$2 million investment in roads and sidewalks around Springfield. This investment continues into FY23, through continued funding in the DPW budget for a designated sidewalk repair crew. The DPW began construction of the Bay and Berkshire Ave. intersection reconstruction which is due to be completed in FY22. The St. James Ave. with Carew St. Roadway Corridor project consists of reconstruction and improvements to provide safer roadways for motorists, pedestrians and bicyclists by upgrading traffic signal equipment and accommodating shared-use paths. These roadway improvements help make Springfield more livable, and are part of long term efforts to reduce traffic in the City.

The City has continued to collaborate with state grant agencies to improve parks in neighborhoods across Springfield. In FY22, the City continued to make improvements to Van Horn Park, and new projects at Emily Bill and Ruth Elizabeth Park. The FY23 budget continues to fully fund neighborhood libraries, and the new East Forest Park Library which opened in the fall of 2019.

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

Major investments include the \$93 million restoration of Union Station. Springfield’s downtown is now connected by commuter rail to Hartford and New Haven. A \$2 million investment in Stearns Square and Duryea Way has provided the City’s dining district with outdoor seating, and an

attractive park that celebrates Springfield's history as the location of the first American automobile factory. This investment has paid off, with multiple new restaurants planned or already open in the vicinity.

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

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

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

Through its partnership with the MSBA and other organizations, the City has been able to invest \$409.6 million in school construction and improvement projects since 2008. The new \$82.2 million Brightwood and Lincoln elementary schools' joint campus in the North End opened its doors to students for the 2021-2022 school year. These efforts will continue in FY23 with the ongoing construction of the \$95.1 million new joint campus for Homer and DeBerry elementary schools, with the expectation to open its doors to students for the 2023-2024 academic school year.

In FY22, necessary boiler upgrade projects were completed as part of the MSBA's accelerated repair program. Schools receiving upgrades include Indian Orchard elementary schools and the Springfield High School of Science and Technology. Necessary windows and door upgrades were also completed as part of the program for Talmadge Elementary. Starting in FY20, students were able to enjoy locally prepared food from the new Springfield Culinary and Nutrition Center. This cutting edge facility is the first of its kind in the nation, and a model to other school systems around the country. The new facility has acted as a centralized location for preparing the meals served throughout the school district. This has allow the City to provide locally prepared, nutritious meals to its students. Research has shown the powerful link between proper nutrition and student achievement. This new investment is an important step to ensure that all Springfield students are set up for success. These investments in our facilities are matched by a budget that

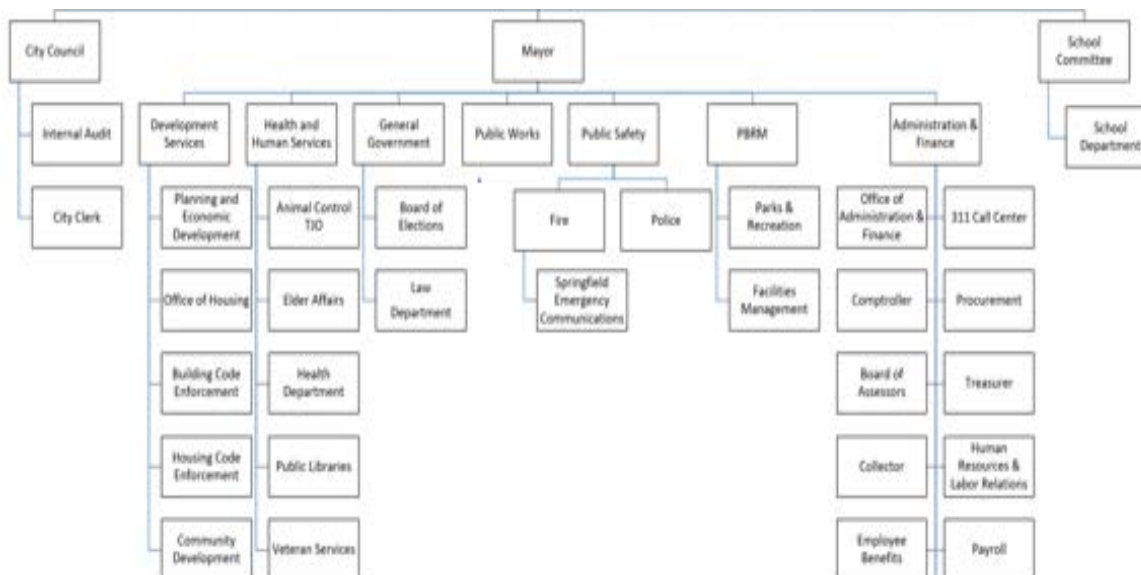
fully funds educational programs across the city. This will include the addition of music and art classes in every school across grade levels, as well as expanding funding for full-day Pre-K programs in all elementary schools.

- ◆ **Public Safety:** Public safety is a top priority of the Administration and is essential to any community’s long-term economic success. In FY20, Springfield became the first city in the Commonwealth to institute a full-scale body worn camera program. Body worn cameras have increased accountability and transparency, while giving officers a powerful new tool for collecting evidence. The City is investing in a new computer-aided dispatch system. The estimated cost of the new system is between \$3M-\$4M and will help in the reduction of response times for the City’s police and fire departments. Additionally, it provides 911 call takers with a state-of-the-art system that enhances public safety efforts to keep the community safe.

The FY23 budget builds on previous investments in public safety. A new academy class of 50 police officers is scheduled to begin early in the fiscal year. The Police Department will also continue its path to accreditation under the Massachusetts Police Accreditation Commission. To stay atop of attrition, the Fire Department has scheduled two academy classes in the Fall and Spring of FY23 anticipating a minimum of 18 recruits cumulatively. Additional funding is allocated for fire fighters’ turn out gear, a newly implemented EpiPen program, Bomb Squad equipment replacement, and SCBA air bottle replacement. These investments will help keep our residents and their property protected, and will help promote Springfield as a safe destination for businesses and tourists.

The consolidation of Police and Fire Dispatch services in a single location has helped improve the efficiency of the Springfield Emergency Communications (SEC) department dispatch center. This project included a \$900,000 renovation of the existing dispatch center, as well as an investment in new IT infrastructure for the center that will increase the effectiveness of SEC operations.

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





# Organizational Structure Overview

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

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

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

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

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

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

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

# Strategic Planning Initiative

## Introduction

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

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

## Vision

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

## Mission

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

## Values

The City will operate with the following values:

### ***Accountability***

Operate with integrity, fiscal responsibility, and transparent practices

### ***Diversity***

Respect and celebrate differences in all aspects of community life

### ***Collaboration***

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

### ***Continuous Improvement***

Encourage new ideas, creative solutions, and innovation

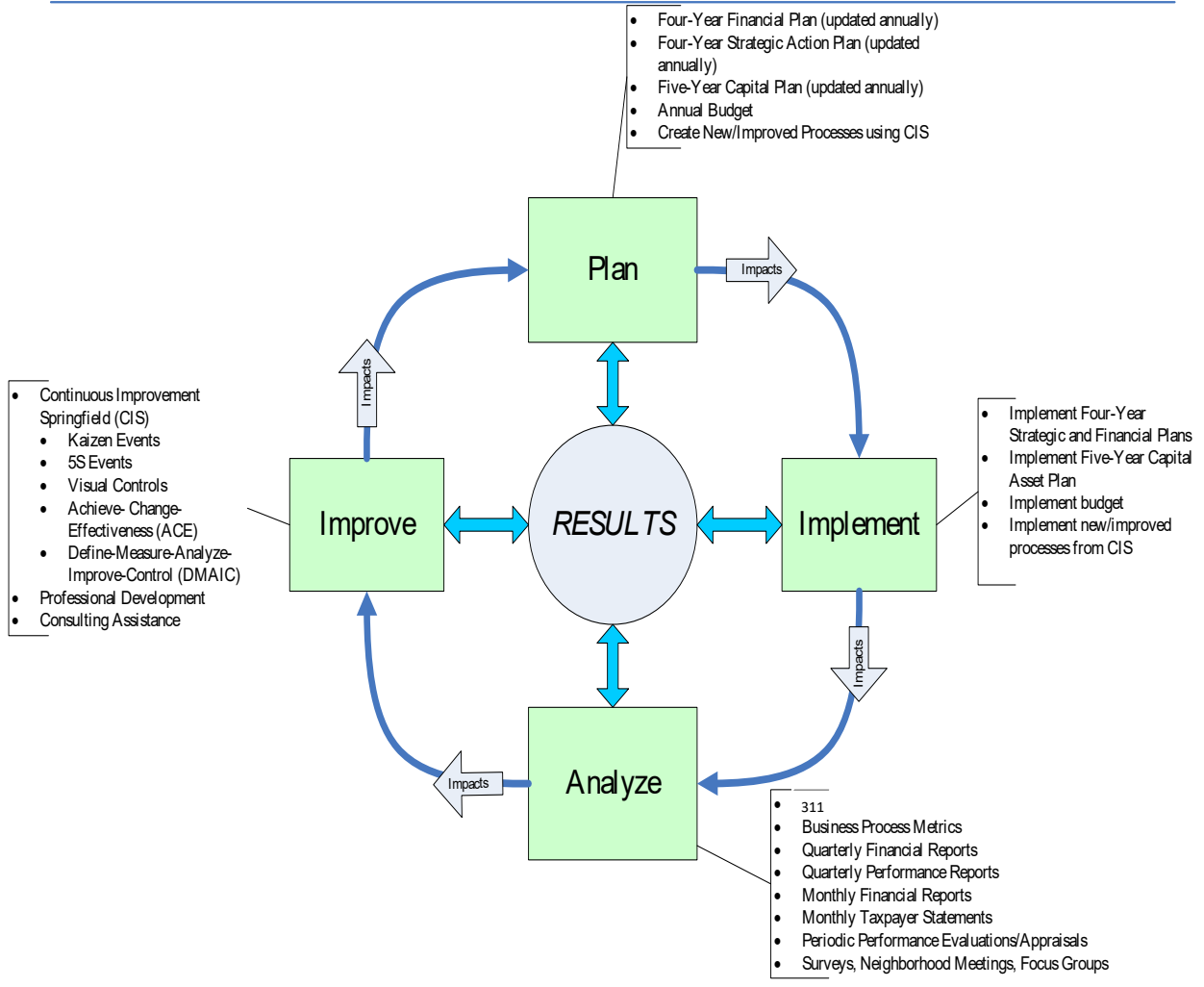
# Strategic Priorities

- 1. Public Safety** - Preserve, maintain, and improve the safety of those living, visiting 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 created by Departments, there can and are inter-departmental goals include in the plan. The aim or target of individual goals is something that advances or supports the strategic priorities. Goals require more than one year to complete.

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

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

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

# **Section 2**

## **Fiscal Summary**

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## Overview

The City of Springfield's financial position continues to move in a positive direction, steadily improving and gaining momentum each fiscal year. The City has strived to maximize its revenues, despite being close to 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. FY23 marks the eighth consecutive year in which the City has managed to avoid the use of reserve funds to balance the budget, while enduring unprecedented COVID-19 pandemic challenges. During the eight years from FY08 to FY15, the City relied on reserves to solve budgetary shortfalls. Balancing the budget without the use of reserves is a clear testament to how effectively the administration is managing City finances.

After preparing the City's Multi-Year Financial Plan (FY23—26), which includes the City's projected revenue and expenditures for FY23, the City was confronted with an initial deficit of \$18.3M. Upon the receipt of departmental budget requests, the gap increased to \$27.4M. This deficit was driven by rising salaries due to collective bargaining agreements, rising costs of benefits, particularly pensions, contractual operating costs, and reduced revenue projections due to COVID-19. In order to address the deficit and produce a balanced budget that continues funding core services, the Office of Administration & Finance carefully reviewed each expenditure and revenue line item to ensure they align not only with historical and current trends, but that each request is funded in a manner that meets operational needs and allows departments to provide a high quality level of service to the constituents. The administration continues to place emphasis on public safety, public education, economic development, healthy neighborhoods, and community services.

While the City faced much economic and financial uncertainty due to the ongoing COVID-19 pandemic, the American Rescue Plan Act (ARPA) has continued to provide significant relief. This historic aid package, which was signed into law by President Biden on March 11, 2021, allocated \$123.8M in direct aid to Springfield over the next four (4) years. This funding is far more flexible in eligible uses than the CARES Act funding, most notably the ability to plug deficits in locally sourced revenue accounts that were drastically reduced. Mandated business closures and other COVID-related restrictions caused the City to lose \$10M+ in annual revenue compared to pre-pandemic times, leaving us in a position which impacted vital services and programs. This funding, however, provides the flexibility and financial security needed to "weather the storm" as we continue to work to defeat COVID-19 and address any financial challenges along the way. In FY22, the City was able to utilize approximately \$12.1M in ARPA funds to balance the budget, accounting for the revenue shortages faced and allowing core services to remain intact.

As previously mentioned, the FY23 budget represents a \$63.3M increase over FY22. This is largely due to non-discretionary costs for the School Department, employee benefits, pension contributions, and contractual obligations. Listed below are some of the main drivers of this increase, along with the major expense reductions that were taken in order to balance the budget.

Initially, the \$27.4M deficit was reduced primarily by evaluating rising property values and economic development. Increases in property values allow the City to raise its levy ceiling. The City is projecting property values to grow at least 2.5% or \$6.0M, as allowed under Proposition 2 ½ in FY23.

Departments continue to develop innovative ways to increase and maintain revenue collections. After analysis of COVID reduced revenue, it was determined that the City is collecting at least FY20 estimates, so many revenue line estimates were increased, this resulted in a total increase of \$9.1M in revenue. Net staffing levels remain unchanged.

Without the use of one-time revenue, reductions in expenses were realized through detailed analysis of City department expenditures. In total \$11.1M was eliminated. In order to curb personnel growth this budget includes the elimination of 16.5 positions that have been vacant for longer than a year. Reducing dependence on one-time revenue enables the City to grow its reserves. In FY23 we will maintain the City's \$44.3M stabilization reserve fund, which is on the lower end of the Cities goal of between \$41M - 122.8M. The City will continue to strive to grow these reserves in future years to ensure that it will be able to weather future economic downturns without having to reduce core services.

The FY23 budget demonstrates the Mayor's commitment to community services through its appropriations for the City's public libraries, parks, and public works. The budget will continue to provide funding for a dedicated Sidewalk Crew for the Department of Public Works, as well as the supplies needed to make necessary repairs and upgrades to the City's sidewalks. This crew will repair and improve aging sidewalks, ensuring a high quality of life for residents in all neighborhoods throughout the City.

The FY23 budget continues to fund all senior centers and libraries. This year's appropriation will continue funding center programs that promote fitness, education, health screenings, recreational activities, trips and special events.

The FY23 budget maintains current Police and Fire Department complements. Public Safety continues to be at the forefront of the Mayor's strategic initiatives, and the FY23 budget reflects this dedication to the safety of all residents, visitors and businesses. The department continues to focus on quality of life issues by supporting neighborhood initiatives, C3 policing units, and maintaining the Ordinance Flex Squad.

Furthermore, the budget continues to fund key deployment strategies without reducing police officer presence in the City's neighborhoods. The E3 Metro Policing Unit provides 24/7 staffing to key areas ranging from Union Station to the MGM Casino and the Basketball Hall of Fame. The 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, real-time crime analysis, four C3 Policing Units, the gaming enforcement ordinance Squad, added additional shot-spotter coverage totaling 8.0 square miles, and cameras which assists with the department's response to gun violence.

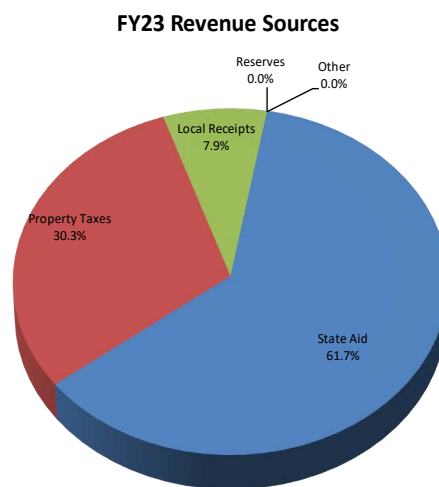
Enhancing public safety is often also achieved by improving economic conditions in urban areas. At the same time, strengthening public safety will attract more residents and businesses to Springfield, therefore increasing economic development. Business development continues to expand in upcoming years, with projects such as the redevelopment of Court Square Hotel property in downtown, and the \$95M state of the art Deberry-Swan School project.

In March 2022, Standard & Poor's (S&P) confirmed the City's AA- bond rating, with a negative outlook, This continues to be the highest rating in the City's history, steadily improving from its A- rating ten

years ago. This credit rating review focuses on the City’s strong institutional core by highlighting Springfield’s “management with ‘strong’ financial policies and practices, strong budgetary performance, and strong budgetary flexibility.” These rating improvements demonstrate how well the City has recovered since the last economic downturn, and our commitment to fiscal sustainability.

**Revenue Overview**

Fiscal 2021 Actual General Fund	Fiscal 2022 Adopted General Fund	Fiscal 2022 Revised General Fund	Fiscal 2023 Adopted General Fund	% Change from FY22 Adopted	% Change from FY22 Revised
721,133,074	755,699,548	803,047,076	819,017,747	8.4%	2.0%



Revenue from multiple sources subsidize the City’s budget. These sources include State Aid, local source revenue, and local receipts. The City’s FY23 Adopted Revenue Budget totals \$819.0M, a 8.4% increase over the FY22 Adopted budget.

The most significant factors driving the revenue increase include:

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

To understand the FY23 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 61.7% of

the City's total revenue since FY10. In FY23, the City estimates it will receive \$505.4M in State Aid, an increase of \$47.6M, or 10.4%, over FY22. 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 1<sup>st</sup> of each year. Categories of State Aid include:

<b>Education Aid</b>	
Chapter 70	439,165,847
Charter Tuition Assessment Reimbursement	22,341,111
<b>TOTAL SCHOOL AID</b>	<b>461,506,958</b>

Included in Springfield's Cherry Sheet are also assessments the Commonwealth charges for services. These services include the Pioneer Valley Transit Authority (PVTA) regional transit system and charter school tuition. Springfield's FY23 assessments are \$82.9M, an increase of \$7.9M 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 \$461.5M in FY23. Despite this growth, the School Department still needs to solve for budget gaps each year. The Governor's recommendation increased School Aid significantly.

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

#### *Chapter 70*

Springfield is anticipating to receive \$439.1M of Chapter 70 Aid in FY23, an increase of \$38.9M. The Education Reform Act of 1993 established the Chapter 70 funding program, which created education spending requirements for school districts to prevent or alleviate funding inequities. Annually, the Commissioner of the Department of Elementary and Secondary Education (DESE) determines the spending requirements for each municipality to fund adequate levels of education. This is known as Net School Spending (NSS). Long-term debt service, adult education, and student transportation are excluded from NSS. This determination is based on the district's End-of-Year Pupil and Financial Reports. DESE informs municipalities of their education appropriation for the next fiscal year, known as the required local contribution. A municipality's local contribution, combined with its Chapter 70 State Aid, equals the district's NSS requirement. If a municipality does not spend at least 95% of its Net School Spending requirement, its Chapter 70 Aid may be reduced the following fiscal year. The City's NSS requirement will increase in FY23 from \$419.0M to \$483.9M, increasing Springfield's local contribution from \$41.9M to \$44.7M.

### *Charter School Tuition Reimbursement*

Springfield is estimated to receive \$22.3M in charter tuition reimbursements, an increase of \$7.8M from FY22. Charter tuition reimbursements cover a small percentage of the cost for charter school tuition. Springfield's FY23 costs for charter school tuition are \$83.4M, an \$8.2M increase from FY22.

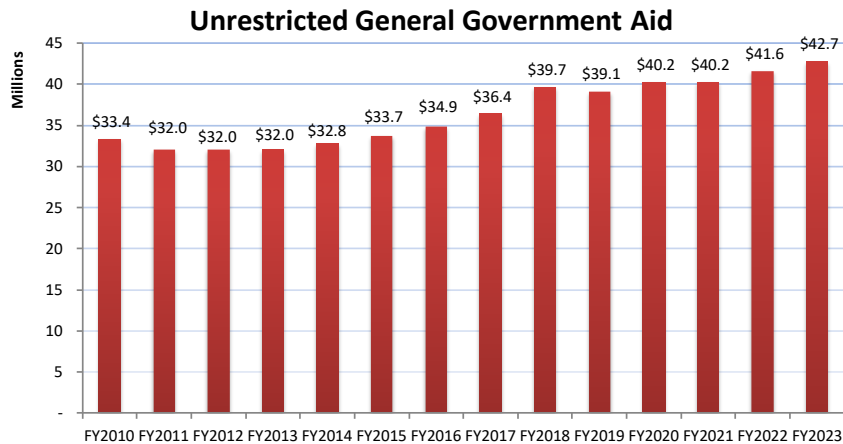
Massachusetts' Chapter 70 program assigns State Aid to each student in every school district, as determined by DESE. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding for that student is directed to the charter school. This funding is the students' 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 \$43.9M in Non-Education Aid from the State for FY23, an increase of \$939.6K , or 2.2% over FY22. This Aid comes in the following forms:

<b>Non-Education Aid</b>	
Unrestricted Gen. Gov't Aid	42,730,121
Veterans Benefits	643,329
Exempt: Vets, Blind Persons & Surv Spouses	454,591
Abandoned Property	20,000
State Owned Land	26,443
<b>TOTAL NON-EDUCATION AID</b>	<b>43,874,484</b>

<b>TOTAL STATE AID</b>	<b>505,381,442</b>
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*Unrestricted General Government Aid*

In FY23, Unrestricted General Government Aid (UGGA) is \$42.7M, a \$1.1M increase over FY22. 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 \$643K in Veterans' benefits this year, a decrease of \$128K over FY22. 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 \$454K for exemptions. Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500. This exemption creates a loss of local revenue that is fully reimbursed by the State.

*State-owned Land*

Springfield anticipates it will receive \$26K in reimbursements for tax-exempt state-owned land in FY23, which is a slight increase over FY22. The State reimburses municipalities for the tax revenue lost on state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases.

## Local Source Revenue

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

Local Source Revenue	
Real & Personal Property Taxes, net of refunds	248,554,925
Motor Vehicle and Other Excise Tax	13,000,000
Hotel/Motel Tax	1,000,000
Meals Tax	2,000,000
Charges for Services	548,700
Penalties and Interest on Taxes	1,726,000
Payments in Lieu of Taxes (PILOT)	16,549,948
Licenses and Permits	5,305,600
Fines and Forfeitures	6,277,683
Rentals	113,758
Departmental and Other	2,650,000
Schools and Other	986,189
Investment Income	2,266,442
Medicaid	4,826,000
Cannabis Impact Fee	957,875
Miscellaneous	6,873,186
<b>Total Local Source Revenue</b>	<b>313,636,305</b>

### *Property Taxes*

The City of Springfield is projecting the receipt of \$248.5M in property taxes for FY23. Property tax revenue accounts for 80.4% of the City's local source recurring revenue. While property tax is the City's largest locally-controlled revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture.

The Board of Assessors determines the value of taxable land, which is revalued every 5 years based on the State Municipal Modernization Act of 2016. The total tax value of land is also known as the gross levy. The gross levy is partitioned amongst all non-exempt parcels throughout the City; the levy amount for a single parcel of land is known as the tax per parcel. If the owner of the parcel does not agree with the tax, they can appeal to the Board of Assessors and the Appellate Tax Board if necessary. Should the taxpayer prevail, the City must reimburse the taxpayer for the over assessment. Reimbursement funds are set aside each year for this purpose, and these funds are known as the overlay. The total amount of taxes the City can expect to collect is the difference between the gross levy amount and the overlay; this is known as the net levy amount.

Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created 2 levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5% of the total full and fair cash value of all taxable real and

personal property in the community. This is known as the levy ceiling. Second, a community's levy is also constrained in that it cannot increase more than 2.5% over the prior year's total levy; this is known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in 3 ways: a 2.5% increase over the previous year's levy limit, new growth in the tax base, or a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

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

Springfield's property tax rate set for FY22 is \$18.90 per \$1,000 of value for residential property and \$39.23 per \$1,000 of value for commercial, industrial, and personal property.

The City's projected net levy for FY23 is \$248.6M. During the 1990's, the total assessed value in the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5% of the total assessed value.

### **Local Receipts**

The City of Springfield anticipates collecting \$65.1M in local revenue from sources other than personal or real property taxes, a increase of 20.2% from FY22 projected amounts. Local receipts include vehicle excise tax, building permits, parking ticket fines, and the hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. However, FY23 brings revenue back up to pre-COVID estimates. Therefore, we see a bigger increase in department revenue than in previous years. The City has also made great strides in recent years to improve its collection of local receipts.

#### *Departmental Revenue*

This category includes a variety of miscellaneous and departmental revenue projected to be \$2.7M in FY23. Included in this revenue category are parking meter reimbursements, various departmental fines and fees.

#### *Motor Vehicle Excise*

In FY23, the City anticipates collecting \$13.0M in motor vehicle excise taxes, an increase of \$2.6M from FY22. 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 \$1.0M in hotel/motel excise taxes for FY23. In 2009, the State offered a legislative package of tools for municipalities to use to raise revenues and reduce costs to offset cuts to State Aid. One of the tools was an increase to the Room Occupancy Excise from 4% to 6%. The City was previously reluctant to implement this local option because Springfield is one of three cities that currently has an enhanced room occupancy tax, due to the convention center housed here. The city's current room occupancy excise rate is 5.7%.

### *Charges for Services*

The City estimates that charges for services will total \$549K for FY23, consistent with FY22. 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 FY23, penalties and interest on taxes are expected to be \$1.7M. 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 FY23 is estimated to be \$16.5M, an increase of \$118K over FY22. Federal and State government land and facilities, hospitals, colleges and universities, religious institutions, and non-profits are exempt from local property taxes. The City collects a portion of this lost property tax revenue through agreements with these organizations for municipal services. Some agreements are voluntary in nature and re-negotiated at varying points. If property changes from a previously non-taxable use to a taxable use, this change is reflected in the revenue source. The City has been working on developing a policy for negotiating PILOT payments in an effort to increase revenue and to reflect the services provided to non-profit entities. The Chapter 121 revenue is also included in this category, which includes MGM's annual 121A contract payments.

### *Licenses and Permits*

Licenses and Permits revenue is expected to total \$5.3M in FY23. 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 \$6.3M in fines and forfeitures in FY23, \$722K more than FY22 projected amounts. The City collects fines for a variety of violations issued by several departments, including the City Clerk's Office, the Planning and Economic Development Department, and the Treasurer/Collector's Department.

*Interest Earned on Investments*

Interest earned on investments will generate \$2.3M in FY23, an increase of \$710K over the FY22 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.

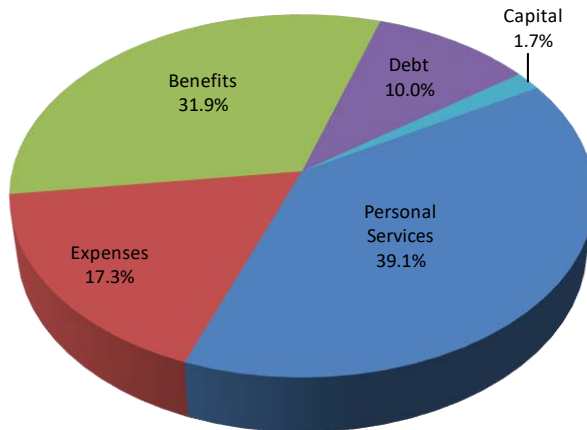
*Reserves*

The City of Springfield’s FY23 budget includes zero use of stabilization reserves, an accomplishment the City has now achieved for the eighth consecutive year. Prior to FY16, the City had been unable to accomplish this goal dating back to FY08. Over the past 10 years, the City has worked hard to increase its reserve balances through careful planning and tracking of expenditures. At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash.

**Expenditure Overview**

Fiscal 2021 Actual General Fund	Fiscal 2022 Adopted General Fund	Fiscal 2022 Revised General Fund	Fiscal 2023 Adopted General Fund	% Change from FY22 Adopted	% Change from FY22 Revised
696,287,230	755,699,548	780,642,437	819,017,747	8.4%	4.9%

**FY23 City Budget Breakdown**



The FY23 Adopted Budget appropriates \$819.0M for municipal and educational purposes. This represents an increase of 8.4% from the Adopted FY22 Budget. The total budget funds both the School Department and all City departments (Police, Fire, Public Works, etc.).

Personnel

The largest expense in the City’s budget is personnel. The FY23 budget appropriates \$107M for non-school salaries and overtime. This represents funding for 1,480.8 General Fund Full Time Equivalents (FTEs) across all City departments. In addition, there are 56.0 Solid Waste Enterprise Fund FTEs at DPW, 90.9 Grant Funded Employees across all departments, and 22.0 Trust Funded Employees across several departments.

DEPARTMENT	FY20	FY21	FY22	FY23	Change FY22-FY23
CITY COUNCIL	16.0	16.0	16.0	16.0	-
CITY CLERK	10.0	11.0	11.0	13.5	2.5
INTERNAL AUDIT	3.0	3.0	3.0	3.0	-
<b>Non-Mayoral Subtotal</b>	<b>29.0</b>	<b>30.0</b>	<b>30.0</b>	<b>32.5</b>	<b>2.5</b>
BOARD OF ELECTION COMMISSION	5.0	5.0	5.0	5.0	-
MAYOR	8.0	8.0	8.0	8.0	-
LAW	31.5	33.0	37.0	36.5	(0.5)
<b>General Gov't Subtotal</b>	<b>44.5</b>	<b>46.0</b>	<b>50.0</b>	<b>49.5</b>	<b>(0.5)</b>
CAFO/OFFICE OF ADMINISTRATION & FINANCE	12.0	11.0	12.0	12.0	-
FINANCE	-	-	-	-	-
CITISTAT	-	-	-	-	-
311	9.0	9.0	9.0	10.0	1.0
COMPTROLLER	8.0	7.0	7.0	7.0	-
OFFICE OF PROCUREMENT	7.0	7.0	7.0	7.0	-
BOARD OF ASSESSORS	12.0	12.0	12.0	13.0	1.0
TREASURER	9.0	9.0	9.0	9.0	-
COLLECTOR	7.0	7.0	7.0	7.0	-
HUMAN RESOURCES AND LABOR RELATIONS	9.0	9.0	9.0	8.0	(1.0)
EMPLOYEE BENEFITS	6.0	6.0	7.0	7.0	-
PAYROLL DEPARTMENT	-	-	-	-	-
INFORMATION TECHNOLOGY DEPARTMENT	13.0	14.0	14.0	14.2	0.2
CAPITAL ASSET CONSTRUCTION	5.0	5.0	5.0	5.0	-
<b>A&amp;F Subtotal</b>	<b>97.0</b>	<b>96.0</b>	<b>98.0</b>	<b>99.2</b>	<b>1.2</b>
PLANNING DEPARTMENT	12.0	12.0	12.0	11.0	(1.0)
COMMUNITY DEVELOPMENT	-	-	-	-	-
BUILDING - CODE ENFORCEMENT	28.0	28.0	28.0	28.0	-
HOUSING - CODE ENFORCEMENT	16.0	15.0	15.5	17.0	1.5
<b>Planning and Eco Dev Subtotal</b>	<b>56.0</b>	<b>55.0</b>	<b>55.5</b>	<b>56.0</b>	<b>0.5</b>
PARKS DEPARTMENT	83.0	79.0	79.0	80.0	1.0
FACILITIES MANAGEMENT	29.0	28.0	30.0	28.0	(2.0)
<b>PBRM Subtotal</b>	<b>112.0</b>	<b>107.0</b>	<b>109.0</b>	<b>108.0</b>	<b>(1.0)</b>
POLICE	573.0	573.0	577.0	572.0	(5.0)
FIRE	273.0	276.0	284.0	287.0	3.0
EMERGENCY COMMUNICATIONS	52.0	54.0	54.0	55.0	1.0
<b>Public Safety Subtotal</b>	<b>898.0</b>	<b>903.0</b>	<b>915.0</b>	<b>914.0</b>	<b>(1.0)</b>
DEPARTMENT OF PUBLIC WORKS	80.0	80.0	79.5	80.0	0.5
<b>Public Works Subtotal</b>	<b>80.0</b>	<b>80.0</b>	<b>79.5</b>	<b>80.0</b>	<b>0.5</b>
TJ O'CONNOR ANIMAL CONTROL	15.0	15.0	15.5	15.5	-
HEALTH & HUMAN SERVICES	24.6	24.6	27.6	27.6	-
DEPARTMENT OF ELDER AFFAIRS	8.6	8.2	8.4	8.4	(0.0)
VETERANS SERVICES	6.0	6.0	6.0	6.0	-
LIBRARY	77.3	77.3	80.7	84.1	3.4
<b>HHS Subtotal</b>	<b>131.5</b>	<b>131.1</b>	<b>138.2</b>	<b>141.6</b>	<b>3.4</b>
<b>CITY GRAND TOTAL</b>	<b>1,448.0</b>	<b>1,448.1</b>	<b>1,475.2</b>	<b>1,480.8</b>	<b>5.6</b>

In addition to salaries and overtime costs, the budget's contribution is \$87.5M for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 31.9% of the City's total operating budget. Due to the significant cost of personnel, the City carefully reviews every non-School Department position to ensure that the position is critical to delivering municipal services. Departments are always looking for ways to restructure and reallocate duties in an effort to find savings. The City has a Personnel Review Committee (PRC), comprised of representatives from the Mayor's Office, Human Resources, and the Office of Administration and Finance that reviews every hire, including backfills, promotions, and new non-School Department positions.

The majority of Springfield employees are union members covered by collective bargaining agreements. In order to allow for better long-term financial planning, it is important to continue to negotiate long-term, sustainable union agreements. Currently, the City has twelve non-School union contracts, one of which will be settled through FY23 or later, while the other's new terms are currently being negotiated. The Administration continues to strive to promptly settle all union contracts. The budget also includes a 2.0% COLA increase for all non-bargaining employees.

#### *Health Insurance*

Springfield's FY23 budget includes \$31.1M for health insurance for City department employees, a 6.0% increase from the FY22 budget. This amount pays for active and retired City employees. The administration has continued to focus on offsetting the costs of insurance to grants whenever possible.

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

#### *Other Post-Employment Benefits*

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

In addition to health, dental, and vision insurance premiums, the City provides 100% reimbursement for Medicare Part B penalty premiums and a 50% reimbursement on life insurance policies. The City's unfunded actuarial accrued liability for other post-employment benefits is estimated to be \$1.47B based on the valuation of the system completed in FY18.

### *Retirement*

The FY23 budget appropriates \$56.4M for retirement costs for City and School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, since it is received through MTRS.

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

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

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to 80% of the employee's highest three-year average annual rate of regular compensation. Benefit payments are based on a member's age, length of creditable service, level of compensation, veteran status and group classification. Members become vested after ten years of creditable service. Management of Springfield's retirement system assets was transferred to the Pension Reserves Investment Management Board of the Commonwealth of Massachusetts (PRIM) in August 2005. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2040. Springfield has adopted an aggressive funding schedule that will fully fund its pension obligations by 2033.

For FY23, Springfield utilizes an updated pension valuation, which was completed in 2018, with a funding schedule extended to 2034. This valuation defines the City's accrued liabilities as \$920.6M, as of January 1, 2020, with a funded ratio of 30.23% at the time of its publication.

### *Debt Service*

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

Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments. The FY23 budget includes \$27.5M for debt service. Springfield's annual debt expenditures for FY23 will be approximately 3% of the total general fund expenditures. As required by the City's financial ordinances and policies (Ch. 4.44.050), the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt.

### *Capital Expenses*

The City's financial ordinances define capital expenses as "a facility, object or asset costing more than

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

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

As part of the budget process, new expenses associated with capital projects are added to relevant departmental budgets. Most of the City’s currently ongoing capital projects will not result in cost savings or increased annual expenses for the City. The vast majority of the City’s current capital outlay is for school projects, and changes in operating costs are reflected in the School Department budget. These changes will not affect Net School Spending requirements, and thus will not have an impact on the City’s overall School Department appropriation.

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

#### *Enterprise Fund*

The FY23 budget appropriates \$6.2M 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 \$5.4M in revenue to fund operations. The City Council approved a trash fee of \$90 per bin back in FY13.

#### *Assessments*

The FY23 budget appropriates \$3.93M 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 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 FY23 is \$36.5K; this assessment is determined through a formula based on population and equalized valuation.

The Commonwealth assessed the City \$405K in FY23 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 FY23 Springfield will also be assessed a \$3.4M fee to help fund the Pioneer

Valley Transit Authority.

### Springfield Museums Association

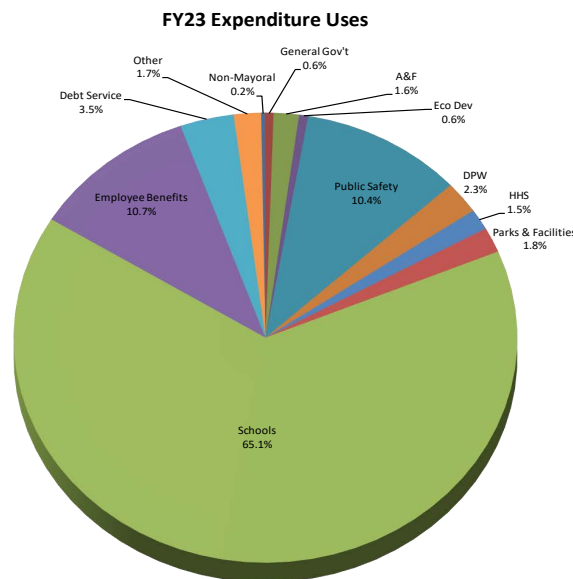
The FY23 budget appropriates \$1.3M for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32M annually to the SMA until 2031. This agreement stems from a settlement between the SMA and the City over the Association’s sale of the Mason Square Library Branch in 2003. The agreement includes free admission for City residents to the Springfield Science Museum, the D’Amour Museum of Fine Arts, the Wood Museum of Springfield History and the George Walter Vincent Smith Art Museum.

### School Department

The School Department budget for FY23 is \$544.9M, an increase of 10.8% over FY22’s appropriation. This increase was driven by legislation passed in FY20, which altered the formula for state education aid funding. The City operates the second largest school district in the Commonwealth of Massachusetts with one Pre-K school, thirty-one elementary schools, one kindergarten through eighth-grade school, ten middle schools, three sixth through twelfth-grade school, four high schools, and eight alternative schools. Students also have the option of attending a local charter school or participating in school choice, which allows them to attend school in another school district.

Springfield has approximately 28,613 students of which roughly 23,799 attend Springfield Public Schools in the District. With over 4,500 employees and over 2,600 teachers in-district, Springfield boasts a 97.6% Highly Qualified Teacher rate in core subjects taught. Additionally, the City provides per pupil funding to a total of 13 charter schools, some of which are in-district and out-of-district. Charter school collectively enroll approximately 4,400 students, and to other neighboring school districts that collectively enroll 865 students who reside in Springfield, but attend school in other districts under the School Choice Program.

### City Departments



Springfield’s FY23 budget appropriates \$274.2M for City departments and \$544.9M for the School Department. The allocation of City funding by Division is as follows:

*Non-Mayoral Division*

The FY23 budget includes \$1,844,374 for the Non-Mayoral Division departments, an increase of \$141,647 from the FY22 Adopted budget. This division consists of three departments: City Council, City Clerk and Internal Audit. The City Council is elected by the residents of Springfield; the City Clerk and the Director of Internal Audit report to the Council.

Division / Department	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
City Council	416,118	520,812	520,812	474,994	-8.8%	-8.8%
City Clerk	595,596	676,904	676,904	859,099	26.9%	26.9%
Internal Audit	399,242	505,012	505,012	510,281	1.0%	1.0%
<b>Total</b>	<b>1,410,955</b>	<b>1,702,727</b>	<b>1,702,727</b>	<b>1,844,374</b>	<b>8.3%</b>	<b>8.3%</b>

The City Council’s FY23 budget is \$474,994. 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 FY23 budget is \$859,099. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements. The FY23 budget provides the City Clerk’s Department with level service funding. This budget supports the purchases of GovQA, General Code Renewal Software, previously funded under the Comcast grant and 12.5 FTE’s.

Internal Audit’s FY23 budget is \$510,281. The office of Internal Audit is responsible for conducting internal audits for all City and School Departments. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. The appropriation for this department includes necessary funding to continue its main function of conducting internal audits, as well as funding for full staffing.

*General Government Division*

The FY23 budget includes \$4,298,211 for the General Government Division, an increase of \$396,321 from the prior fiscal year. These departments oversee a variety of City functions, including elections, legal advice, constituent services, and administration of the City.

Division / Department	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Mayor's Office	652,863	690,203	690,203	681,897	-1.2%	-1.2%
Law Department	9,175,799	2,986,241	7,986,241	3,001,280	0.5%	-62.4%
Board of Elections	425,256	587,072	587,072	615,034	4.8%	4.8%
<b>Total</b>	<b>10,253,918</b>	<b>4,263,515</b>	<b>9,263,515</b>	<b>4,298,211</b>	<b>0.8%</b>	<b>-53.6%</b>

The Mayor’s Office’s FY23 budget is \$681,897. 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 includes level funding for staffing and services for the Mayor’s Office.



The Law Department's FY23 budget is \$3,001,280. This year's appropriation includes continued funding for the Licensing, Code and Legal Services divisions. The Law Department is responsible for conducting all legal business for the city, including legal advice, ethics guidance, and law compliance. This year's budget funds existing staffing levels and services.

The Board of Elections' FY23 budget is \$615,034. The Department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. This appropriation continues level service and staffing for The Board of Elections.

*Administration and Finance Division*

The budget for the Administration and Finance Division totaled \$12,666,240 in FY23, an increase of \$550,655 from the prior fiscal year. These departments, reorganized under the Chief Administrative and Financial Officer in 2010, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, centralized procurement, human resources, labor relations, and collection of taxes. The Payroll department, previously funded through appropriations from both the City and School Department budgets, has been fully funded through a Service Level Agreement with the School Department.

Division / Department	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Office of Administration & Finance	893,323	1,147,518	1,147,518	1,237,168	7.8%	7.8%
Dept 3-1-1	425,909	461,242	461,242	527,305	14.3%	14.3%
Comptroller	552,325	576,121	576,121	589,135	2.3%	2.3%
Procurement	600,706	612,263	612,263	620,194	1.3%	1.3%
Assessors	841,860	923,304	923,304	1,179,756	27.8%	27.8%
Treasurer	1,297,775	1,734,727	1,734,727	1,562,144	-9.9%	-9.9%
Collector	452,173	568,836	568,836	574,189	0.9%	0.9%
HRLR	1,157,201	1,277,764	1,277,764	1,250,157	-2.2%	-2.2%
Employee Benefits Department	353,387	423,481	423,481	429,955	1.5%	1.5%
Payroll	178,965	328,252	328,252	322,466	-1.8%	-1.8%
Information Technology	3,084,820	3,706,923	3,706,923	3,861,197	4.2%	4.2%
Capital Asset Construction	445,292	504,440	504,440	512,573	1.6%	1.6%
<b>Total</b>	<b>10,283,736</b>	<b>12,264,871</b>	<b>12,264,871</b>	<b>12,666,240</b>	<b>3.3%</b>	<b>3.3%</b>

The Office of Administration & Finance's (formerly known as the Office of Management & Budget) FY23 budget is \$1,237,168. 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 FY23 appropriation reflects level service and staffing, as well as funding for additional services such as scanning software for the citywide archival project.

The 3-1-1 budget for FY23 is \$527,305. 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 FY23 will continue to maintain level services.

The Comptroller's Office FY23 budget is \$589,135. The Comptroller is responsible for maintaining the City's financial system of record and ensuring all financial transactions are in compliance. The FY23 appropriation reflects the appointment of one vacant Office Manager position, maintaining level funding of core services.

The FY23 budget appropriates \$620,194 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 FY23 appropriation for this department maintains level services, including funding for MCPPO training for all staff.

The Board of Assessors' FY23 budget is \$1,179,756. 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 additional services required for FY23 as it is a certification year, which occurs once every five years, new software to create more accurate valuations of retail property and a total of 13 FTE's.

The Treasurer's Office FY23 budget is \$1,562,144. This department manages the financial accounts of the City of Springfield, and invests funds to cover both short-term and long-term debt. This office has custody of all tax-title foreclosed properties within the City of Springfield, and administers all redemption payments, maintenance, and auctions of those properties. This year's appropriation maintains level service and staffing for the department.

The Collector's Office FY23 budget is \$574,189. This department prepares tax bills and collects payments of real estate, personal property, and excise taxes as well as trash fees and parking fines. This office also prepares and facilitates the tax-taking of delinquent properties. This year's appropriation continues to support Tax Title and Cash & Investment programs and provides a level service budget for staffing and expenditures. The appropriation also reflects an increase due to higher costs for recording fees with the Registry of Deeds.

The Human Resources and Labor Relations Department's FY23 budget is \$1,250,157. The department is responsible for recruiting new hires, upholding a climate of respect in the workplace, and ensuring compliance with statutory, regulatory, and ethical practices. The appropriation for this department includes necessary funding to continue monitoring benefit costs and handling all labor relations matters for the City and its departments.

The Employee Benefits Department's FY23 appropriation is \$429,955. This is the fourth year that the Employee Benefits Department will be operating as a stand alone department, with no additional costs to the general fund budget, as funding has been transferred out of the HR/LR budget.

The Information Technology (IT) Department's FY23 budget is \$3,861,197. The IT Department maintains and supports the City's electronic information infrastructure and software applications. The appropriation for this department includes level staffing and services, as well as the additional cost for Office 365 which serves as the citywide email and communication network.

The Capital Asset Construction Department's FY23 budget is \$512,573. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments. This appropriation includes level funding for staff and services. By continuing to bring work in-house, these services provide continuous savings to the City on project management consultant costs. This department continues to help develop the City's Capital Improvement Plan by providing cost estimates and overall assessments of the needs and requirements for each project.

## Development Division

The Developmental Services Division FY23 budget appropriates \$4,469,836 an increase of \$65,174 over the FY22 appropriation. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the City.

Division / Department	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Planning	1,371,056	1,484,525	1,484,525	1,437,596	-3.2%	-3.2%
Community Development	-	-	-	-	-	-
Building Code	1,720,931	1,919,768	1,919,768	1,889,020	-1.6%	-1.6%
Office of Housing	-	-	-	-	-	-
Housing Code	823,374	1,000,369	1,000,369	1,143,220	14.3%	14.3%

The FY23 budget appropriates \$1,437,596 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 the addition of a Deputy Director of Real Estate Development to assist in identifying new strategic economic and public/private partnerships that will allow the City to fully recognize its economic development potential. The job duties of the Sr. Project Manager and Project Assistant will be consolidated and become the responsibility of the Deputy Director of Real Estate Development. Appropriations allow for level funding services to support ongoing projects, such as the redevelopment of Court Square, Stearns Square and Duryea Way, which will provide economic growth and development for the City.

Grant Funds support the Office of Community Development / Office of Housing completely. The Office of Community Development and Housing receive funding from the Department of Housing and Urban Development and various other local, state and federal agencies to be distributed among local service providers, agencies, contractors and homeowners. To comply with funding agency requirements and regulations, the department reviews financial and programmatic reports to ensure specific projects, economic development, redevelopment, housing and homeless service goals are met.

The Building Inspectional Services Division's FY23 budget is \$1,889,020. The department enhances public safety through inspections and licensing of physical operations of businesses in the City. This year's appropriation includes professional development for inspectional personnel to ensure education on all current code enforcement statutes and continues to level fund the department.

The Housing Inspectional Services Division FY23 budget is \$1,143,220. This department investigates and documents violations of Municipal Ordinances and State Sanitary Codes. This year's appropriation includes the addition of one Code Inspector and one Inspectional Service Clerk to address the newly adopted Short-Term Rental Ordinance. The appropriation also reflects the purchase of a short-term rental software allowing the City to establish, maintain, and regularly update a database of registered properties through the Code Enforcement 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 \$79,477,369, an increase of \$697,040 over last year. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

Division / Department	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Police Department	49,390,072	51,928,503	51,945,793	51,753,000	-0.3%	-0.4%
Fire Department	23,687,520	24,858,542	24,858,542	25,549,818	2.8%	2.8%
Emergency Communications	1,707,127	1,993,284	1,993,284	2,174,551	9.1%	9.1%
<b>Total</b>	<b>74,784,719</b>	<b>78,780,329</b>	<b>78,797,619</b>	<b>79,477,369</b>	<b>0.9%</b>	<b>0.9%</b>

The Police Department’s FY23 budget is \$51,753,000. The department’s mission is to reduce the incidence of crime, improve the quality of life, and create an environment where all residents can live safely and without fear. The appropriation will maintain the complement of police officers at 429, with a total of 512 sworn personnel and 598 total FTEs. This budget continues to fund critical technology upgrades designed to strengthen the department’s “Intelligence-Led Policing” strategy by gaining access to various sources of real-time data for use in the Real Time Crime Analysis Center. This includes continued funding for three full time crime analysts and one crime analyst-reporting supervisor added in FY19. This year’s budget also includes continued funding for the implementation for a Body-Worn Camera program, along with funding for cloud-based storage of all evidential data recorded by body-worn cameras. Additionally, the FY23 appropriation funds an academy of 50 officers, which is set to graduate in the spring of 2023, continued support for C3 policing and neighborhood initiative, and increased ShotSpotter coverage throughout the City. The FY23 budget will continue to fund the B-AGILE Leadership Training presented by Babson College for supervisory level sworn employees, which. Finally, the budget will fund critical department initiatives including the IA Pro software used to identify patterns of undesirable behavior in order to improve employee training. The budget will also fund a continued effort for non-lethal approaches including Bola Wraps.

The Fire Department’s FY23 budget is \$25,549,818. The appropriation for the Fire Department includes funding to maintain current lease payments on a new engine in an effort to maintain newer, more efficient apparatuses and minimize costly repair expenses. The FY23 budget continues to fund a full complement of 287 FTEs and 2 part-time interns. This department has been fully staffed and plans to stay ahead of attrition by funding 2 academies in the fall and spring of FY23. Additional funding is allocated for fire fighters’ turn out gear and SCBA air bottle replacement to ensure proactive replacement of vital equipment. Lastly, the budget provides continued funding for a health and wellness program aimed at promoting physical and mental health in first responders.

The Springfield Emergency Communications Department (formerly Centralized Dispatch) has an appropriation of \$2,174,551 for FY23. Some operational costs are funded through the department’s E911 grant, which is funded through the State. This year’s appropriation, along with efficient managing of grant funding, supports level services along with funding to support the continued operation of Smart911. Smart911 is a software, which provides dispatchers access to more comprehensive information on 911 calls such as photographs, detailed medical information, enhanced geographic location and other relevant information in an effort to provide the most efficient level of service possible. In response to the increasing complements for Police & Fire, the department will continue to

layer in Certified Training Officers and Dispatcher II's during FY23 to provide a high standard of compliance with all State and Federal telecommunication regulations.

*Public Works Division*

The Department of Public Works (DPW) FY23 Budget is \$24,407,131. 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	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
DPW - General Fund	10,644,039	11,160,231	11,400,231	11,972,273	7.3%	5.0%
DPW - Enterprise Fund	10,059,518	10,846,639	10,846,639	12,434,858	14.6%	14.6%
<b>Total</b>	<b>20,703,557</b>	<b>22,006,870</b>	<b>22,246,870</b>	<b>24,407,131</b>	<b>10.9%</b>	<b>9.7%</b>

The DPW Department budget for FY23 continues to fund a dedicated sidewalk crew to address the long list of necessary upgrades and maintenance to city-wide sidewalks. This crew is made up of eight full time positions. Funding has been put in place for necessary mixes and supplies as well.

*Health and Human Services*

The FY23 budget appropriates \$11,554,296 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	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
TJO - Animal Control	1,514,078	1,597,158	1,597,158	1,595,108	-0.1%	-0.1%
Health	1,612,374	2,140,161	2,140,161	2,261,274	5.7%	5.7%
Elder Affairs	392,685	556,779	556,779	560,588	0.7%	0.7%
Veterans	1,241,606	1,728,268	1,728,268	1,676,950	-3.0%	-3.0%
Libraries	4,719,012	5,250,450	5,250,450	5,460,376	4.0%	4.0%
<b>Total</b>	<b>9,479,756</b>	<b>11,272,816</b>	<b>11,272,816</b>	<b>11,554,296</b>	<b>2.5%</b>	<b>2.5%</b>

The Thomas J. O'Connor Animal Control and Adoption Center's FY23 budget is \$1,595,108. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. This year's appropriation funds continuing animal control services to residents of Springfield, Chicopee and Holyoke twenty-four hours a day, seven days a week., as well as the continuation of funding for a full-time veterinarian and full-time veterinarian assistant. Previously, TJO had contracted their veterinarian services, however, demand at the center has necessitated a full time position. The FY23 budget supports a new WebChameleon Dispatch system, which will improve the safety of Animal Control Officers, and aid in advancing department organization.

The Health Department FY23 budget is \$2,261,274. 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, efficiently maintaining the COVID Vax Force, and other practices that are in place to

mitigate the effects of COVID-19 on the Springfield community.

The Department of Elder Affairs FY23 budget is \$560,588. The Department of Elder Affairs enhances the quality of life for elderly citizens through outreach, the operation of senior centers, and recreational programming. This year’s appropriation continues to offset general fund salaries to grants, which will provide additional savings to the City. Additionally, the City will maintain funding to provide lunch meals to seniors at the Raymond A. Jordan Senior Center at Blunt Park. Throughout the COVID-19 health crisis, the department of Elder Affairs has been adaptable and consistent in the ways they offer programming to seniors. The FY23 budget funds these programs and salaries to provide level services.

The Veterans Services Department’s FY23 budget is \$1,676,950. 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 FY23 is \$5,460,376. In FY15 the City, acting on the recommendations of the “Re: Think Springfield City Library” consultant study, supported the resurgence of the Springfield City Library. After repurposing the Liberty Branch Library for use as a senior drop-in center and converting Pine Point into a Library Express and adult literacy center, hours at the other 7 branch libraries were increased from 18 to 30. This year’s appropriation continues to support the increased hours put in place in FY15, while providing additional savings by offsetting costs to Library State Aid. In addition, the FY23 appropriation includes funding for supplies and services for the new East Forest Park Branch Library, as well as funding for Read/Write/Now program. Using general funding, the FY23 budget maintains the Hotspot Program, previously sponsored by the MBLC.

*Parks, Buildings, and Recreation Management Division*

The Parks, Buildings, and Recreation Management Division’s (PBRM) FY23 budget is \$14,213,639. PBRM maintains the City’s parks and open space, provides recreation programs, and maintains all municipal buildings, including the schools.

Division / Department	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Parks Department	8,793,728	9,330,656	9,433,656	9,864,954	5.7%	4.6%
Facilities	3,097,608	4,318,874	4,561,874	4,348,685	0.7%	-4.7%
<b>Total</b>	<b>11,891,336</b>	<b>13,649,531</b>	<b>13,995,530</b>	<b>14,213,639</b>	<b>4.1%</b>	<b>1.6%</b>

The Parks Department’s FY23 budget is \$9,864,954. Parks is responsible for maintaining the City’s parks, golf courses, skating rink, and athletic fields. The Department’s appropriation includes continued operations and servicing of 5-Mile Pond, splash pads, Veteran’s Memorial Golf Course and Franconia Golf Course, and Cyr Arena. In addition to level service for operations and current programming, funding has been appropriated to support Camp Star Angelina and the Evening Gym Program for FY23, which assists in the stabilization of the City’s neighborhoods, while offering opportunity for the youth to be involved in structured gym activity. This budget funds the Pro Golf Shops for both municipal courses, which have been moved in-house for operation by City employees. Funding has also been

appropriated for an additional Sheriff's Crew to focus on tree work and stump grinding for FY23. After school gym taken over from grant funding.

The FY23 budget appropriates \$4,348,685 for the Facilities Department. The department maintains and repairs over 90 Municipal and School buildings. This year's appropriation level funds current services and continues to provide 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. The FY23 budget also continues to provide level service funding for the rest of the Department's functions.

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# Fiscal Year 2023

## Financial Forecast

### MULTI-YEAR FINANCIAL PLAN (FY23-FY26)

	FISCAL 2022 ADOPTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED
<b>SPENDING ASSUMPTIONS</b>					
Administration and Finance Division	15,003,895	18,167,910	20,435,493	22,826,823	25,265,157
Development Division	4,404,662	4,492,756	4,582,611	4,674,263	4,767,748
General Government Division	4,263,516	4,348,786	4,435,762	4,524,477	4,614,966
Non-Mayoral Division	1,702,727	1,736,782	1,771,518	1,806,948	1,843,087
Health and Human Services Division	11,272,816	11,913,596	12,151,868	12,394,905	12,642,803
Public Safety Division	78,780,329	85,073,911	86,810,206	88,582,276	90,390,867
Public Works Division	17,418,370	17,766,737	18,122,072	18,484,514	18,854,204
Parks & Facilities Division	13,649,531	12,983,723	13,243,398	13,508,266	13,778,431
School Department	491,696,545	542,395,759	564,114,929	586,709,077	610,213,691
Debt	26,089,357	26,364,985	23,476,246	20,610,971	20,109,609
Health Insurance & Fringe	29,369,140	31,196,931	33,144,463	35,219,670	37,431,012
Pensions	51,567,184	56,203,712	61,369,645	67,010,699	73,170,582
Other Spending	10,481,476	10,874,689	11,119,918	11,337,459	11,562,315
<b>Total</b>	<b>755,699,548</b>	<b>823,520,277</b>	<b>854,778,127</b>	<b>887,690,347</b>	<b>924,644,472</b>
<b>REVENUE ASSUMPTIONS</b>					
Property Taxes	231,735,891	243,354,925	252,001,298	258,301,330	264,758,863
Local Receipts	54,128,700	56,316,393	56,140,086	56,234,056	56,420,510
State Aid	457,754,871	505,509,884	524,285,758	543,795,938	564,069,532
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	12,080,086	-	-	-	-
Casino Revenue	-	-	-	-	-
<b>Total</b>	<b>755,699,548</b>	<b>805,181,201</b>	<b>832,427,141</b>	<b>858,331,325</b>	<b>885,248,906</b>
<b>SURPLUS / (GAP)</b>	<b>0</b>	<b>(18,339,076)</b>	<b>(22,350,985)</b>	<b>(29,359,023)</b>	<b>(39,395,567)</b>

\*Includes School Department admin pension appropriation.

\*\*Pension appropriation for City non-school retirement.

### Summary

The projected budgets in this financial forecast were created by using appropriate and conservative assumptions for revenues and expenses, and help drive decisions for the annual budget process. Key assumptions include:

- ◆ 9% increase in the scheduled pension payment from FY23-FY26.
- ◆ 6.2% increase in projected health insurance costs.
- ◆ Adherence to the City's debt schedule, which includes funding for a new issuance of debt in FY22.
- ◆ 9.7% increase in Chapter 70 Aid and a 2.7% increase in Unrestricted General Government Aid ("UGGA"), based on the Governor's FY22 budget projection.
- ◆ 3% increase in property tax revenue.
- ◆ No use of one-time revenue resources / reserves in future fiscal years.
- ◆ Departmental spending growth ranging up to 8.4%.
- ◆ Level-funded local receipt revenue.

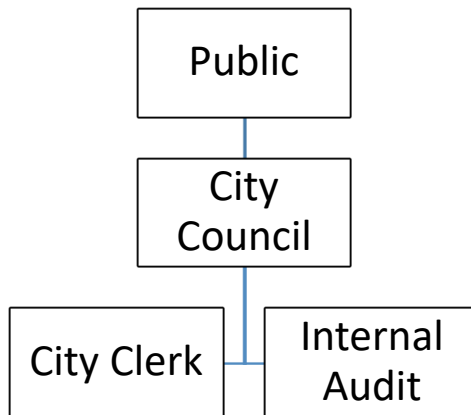
As demonstrated in this forecast, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and city-wide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$18.3M in FY23 and growing to \$39.4M in FY26.

\*For additional details on how this critical information is used as part of the annual budget planning process, please refer to the FY23-FY26 Multi-Year Financial Plan (PDF Page 425).

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# Section 3

## Non-Mayoral Division



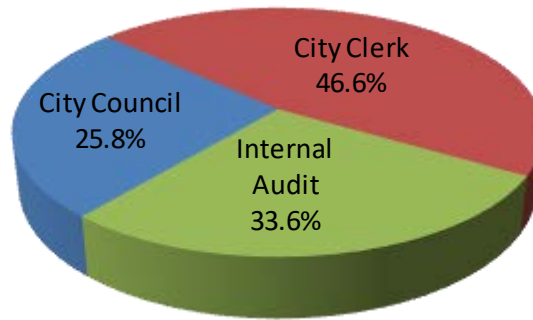
### **Mission Statement**

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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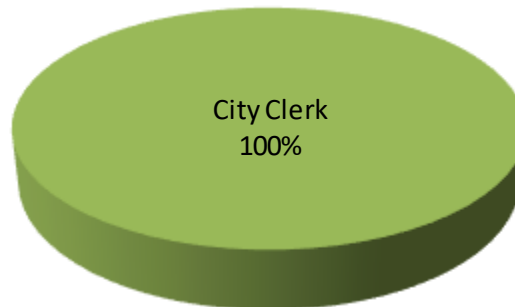
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## Non-Mayoral Division



FY23 Adopted Budget Non-Mayoral Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
City Council	416,118	520,812	520,812	474,994	-8.8%	-8.8%
City Clerk	595,596	676,904	676,904	859,099	26.9%	26.9%
Internal Audit	399,242	505,012	505,012	510,281	1.0%	1.0%
<b>Total</b>	<b>1,410,955</b>	<b>1,702,727</b>	<b>1,702,727</b>	<b>1,844,374</b>	<b>8.3%</b>	<b>8.3%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
City Council	-	-	-	-	-	-
City Clerk	1,211,183	-	-	-	-	1,211,183
Internal Audit	-	-	-	-	-	-
<b>Total</b>	<b>1,211,183</b>	-	-	-	-	<b>1,211,183</b>

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# Fiscal Year 2023 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.

### FY22 Department Highlights

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

- ◆ Provided full support for the approval and posting of the City Council’s 62 subcommittee meetings within 48 hours as required by the Open Meeting Law.
- ◆ Tracked and analyzed 250 telephone calls per week related to complaints and/or requests for information regarding matters affecting quality of life issues in the City of Springfield.

#### Subcommittee meetings:

Regular Meetings	17	Special Meetings	14
Finance Committee	30	General Government	4
Economic Development	4	Public Safety	8
Race and Civil Rights	1	Health and Human Services	3
State and Federal Regulations	1	Casino Oversight	2
Audit	6	Dog	0
Sustainability and Environment	3	Maintenance and Development	11
Clerk Search Committee	3	Committee of the Whole	9
Committee on Elder Affairs	3	COVID-19 Response	29
Joint Committee	5	Organizational	1
Race and Civil Rights	1	State and Federal Relations	1

### FY23 Budget Highlights

- ◆ 16.0 General Fund FTEs, consistent with FY22.
- ◆ Includes 3 full time aides to the City Council for continued assistance with committee meetings and constituent services.
- ◆ Level funded OTPS.

#### **Department Budget**

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	405,912	502,824	457,006	(45,818)	-9.1%
OTPS	10,206	17,988	17,988	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>416,118</b>	<b>520,812</b>	<b>474,994</b>	<b>(45,818)</b>	<b>-8.8%</b>

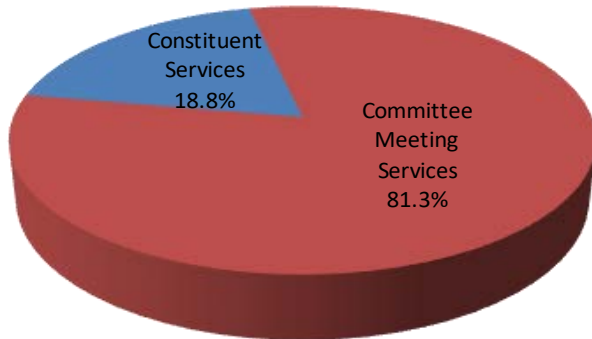
#### **Department Staff**

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	16.0	16.0	16.0	-	0.0%
<b>Total FTEs</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## CITY COUNCIL

### Program Expenses



### Program Summaries

**Constituent Services** — Acts as a liaison between City Councilors and constituents. Responsible for responding to constituent concerns, responding to emails, phone calls, proclamation requests and resolutions.

**Committee Meeting Services** — Drafts and conducts committee hearings and meetings, and files reports regarding changes to special acts or ordinances. Work in conjunction with FOCUS Springfield on the logistics of virtual open meetings.

### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Constituent Services	78,022	97,652	89,061	(8,591)	18.8%
Committee Meeting Services	338,095	423,160	385,933	(37,227)	81.3%
<b>Total General Fund Expenditures</b>	<b>416,118</b>	<b>520,812</b>	<b>474,994</b>	<b>(45,818)</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.



Fiscal Year 2023 Budget and Program Summaries

CITY COUNCIL

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	405,912	502,824	457,006	(45,818)	-9.1%
OTPS	10,206	17,988	17,988	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>416,118</b>	<b>520,812</b>	<b>474,994</b>	<b>(45,818)</b>	<b>-8.8%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY21</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>416,118</b>	<b>520,812</b>	<b>474,994</b>	<b>(45,818)</b>	<b>-8.8%</b>

**All Funds Revenue Detail**

This department does not produce any revenue.

CITY COUNCIL

**Program Summaries**

**Constituent Services**

<b>Constituent Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	78,022	97,652	89,061
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percent of public meetings that comply with Open Meeting Laws	100%	100%	100%

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

**Highlights**

- ◆ Tracked and approximately 300 telephone calls per week relative to complaints and/or requests for information received regarding matters affecting quality of life issues in the City of Springfield.
- ◆ There were 114 Proclamations.
- ◆ There were 123 Tributes.

CITY COUNCIL

**Program Summaries**

**Committee Meeting Services**

<b>Committee Meeting Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	338,095	423,160	385,933
FTEs	13.0	13.0	13.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Number of Special Acts, Special Permits, Zoning, and General Ordinances proposed	60	60	60

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

**Highlights**

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

Fiscal Year 2023 Budget and Program Summaries

CITY COUNCIL

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**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Constituent Services</b>			
Personal Services	(3,643)	28,239	(99,952)
OTPS	-	6,500	-
<b>Total Adjustments</b>	<b>(3,643)</b>	<b>(65,213)</b>	<b>(99,952)</b>

**Notes**

- ◆ \$99,952 decrease to Personal Services to reflect FY23 salary adjustments.

# Fiscal Year 2023 Budget and Program Summaries

## CITY CLERK

### Mission

The mission of the City Clerk is to preserve public records, accurately, establishing, maintaining, correcting, indexing and certifying all vital statistics in accordance with federal, state and local requirements.

### FY22 Department Highlights

- ◆ Maintained the City Council Calendar and calendar for all City committees.
- ◆ Began an audit of internal practices with an emphasis on contingency planning, documenting and memorializing office policies and procedures as part of a global process improvement plan.
- ◆ Continued with a multi-year scanning project aimed at preserving records and creating a digital index of city vital records.
- ◆ Coordinated with all City boards and commissions to post agendas and minutes to the City's website.

### FY23 Budget Highlights

- ◆ Funds 13.5 General Fund FTEs. This represents an increase of 2.5 FTEs over FY22.
- ◆ Positions include: Public Records Analyst, Executive Assistant to the City Clerk and a Part-time Paralegal.

### Department Budget

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	546,909	619,824	788,844	169,020	27.3%
OTPS	48,687	57,080	70,255	13,175	23.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>595,596</b>	<b>676,904</b>	<b>859,099</b>	<b>182,195</b>	<b>26.9%</b>

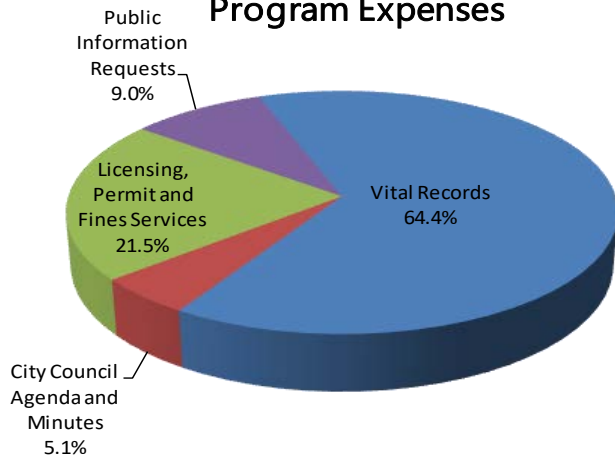
### Department Staff

<b>Department FTEs</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
General Fund FTEs	11.0	11.0	13.5	2.5	22.7%
<b>Total FTEs:</b>	<b>11.0</b>	<b>11.0</b>	<b>13.5</b>	<b>2.5</b>	<b>22.7%</b>

# Fiscal Year 2023 Budget and Program Summaries

## CITY CLERK

### Program Expenses



### 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** — Issue dog and business licenses as well as fuel storage, tag sale and raffle permits.

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

### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Vital Records	323,350	430,757	572,733	141,976	64.4%
City Council Agenda and Minutes	53,892	36,922	42,955	6,033	5.1%
Licensing, Permit and Fines Services	161,675	147,688	171,820	24,132	21.5%
Public Information Requests	119,759	61,537	71,592	10,055	9.0%
<b>Total General Fund Expenditures</b>	<b>595,596</b>	<b>676,904</b>	<b>859,099</b>	<b>182,195</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>63,081</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>658,676</b>	<b>676,904</b>	<b>859,099</b>	<b>182,195</b>	<b>100%</b>

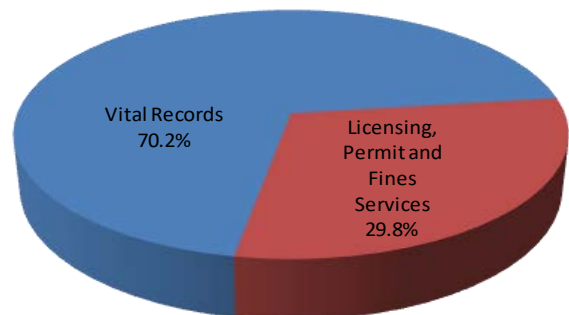
### Revenue Summary

**TOTAL REVENUE: \$1,211,183**

**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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Vital Records	832,698	810,197	850,000	39,803	70.2%
Licensing, Permit and Fines Services	295,603	361,183	361,183	-	29.8%
<b>Total Departmental Revenue</b>	<b>1,128,300</b>	<b>1,171,380</b>	<b>1,211,183</b>	<b>39,803</b>	<b>100%</b>

# Fiscal Year 2023 Budget and Program Summaries

## CITY CLERK

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	546,909	619,824	788,844	169,020	27.3%
OTPS	48,687	57,080	70,255	13,175	23.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>595,596</b>	<b>676,904</b>	<b>859,099</b>	<b>182,195</b>	<b>26.9%</b>

External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	63,081	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>63,081</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>658,676</b>	<b>676,904</b>	<b>859,099</b>	<b>182,195</b>	<b>26.9%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Departmental Fees	832,698	810,197	850,000	39,803	4.9%
Departmental Fines	295,603	361,183	361,183	-	0.0%
<b>Total Departmental Revenue</b>	<b>1,128,300</b>	<b>1,171,380</b>	<b>1,211,183</b>	<b>39,803</b>	<b>3.4%</b>

External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Comcast Grant	Grant	6/30/2022	40,000	-	-
Community Compact Grant	Grant	12/31/2021	23,081	-	-
<i>Subtotal FY23 Anticipated grants</i>			63,081	-	-
<i>Subtotal Other Funding:</i>			-	-	-
<b>Total External Funds</b>			<b>63,081</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2023 Budget and Program Summaries

## CITY CLERK

### Program Summaries

#### Vital Records

<b>Vital Records</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	323,350	430,757	572,733
FTEs	5.4	7.0	8.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% 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 2021:

- ◆ Births: 5,426
- ◆ Deaths: 3,164
- ◆ Marriage intentions: 723
- ◆ Birth Affidavits: 713
- ◆ Death Affidavits: 89
- ◆ Marriage Affidavits: 26



CITY CLERK

**Program Summaries**

**City Council Agenda and Minutes**

<b>City Council Agendas and Minutes</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	53,892	36,922	42,955
FTES	0.9	0.6	0.6
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of Council agendas completed on time and posted online	100%	100%	100%

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

**Highlights**

- ◆ Provided full support for the approval and posting of the City Council’s 62 subcommittee meetings within 48 hours as required by the Open Meeting Law.

CITY CLERK

**Program Summaries**

**Licensing, Permit and Fines Services**

<b>Licensing, Permit and Fines Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	161,675	147,688	171,820
FTEs	2.7	2.4	2.4
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percentage of registered dogs	85%	100%	100%

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

**Highlights**

The Clerk’s office granted the following permits and licenses for the calendar year 2021:

◆ Dog licenses:	3,251
◆ New Business Certificates	848
◆ Business Renewals	150
◆ Tag Sale:	725
◆ Physician’s Registration (one-time fee):	2
◆ Open-Air Parking:	22
◆ Above and Underground Storage Locations:	232
◆ Raffle Permits	9

CITY CLERK

**Program Summaries**

**Public Information Requests**

<b>Public Information Requests</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	119,759	61,537	71,592
FTES	2.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Total Information Requests Responded To	877	656	1,000

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

**Highlights**

- ◆ The office handled 12 appeals in 2021.

Fiscal Year 2023 Budget and Program Summaries

CITY CLERK

**FY23 Budget Request**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Vital Records</b>			
Personal Services	(49,811)	5,865	146,698
OTPS	7,630	-	13,175
<b>Total Adjustments</b>	<b>(42,181)</b>	<b>5,865</b>	<b>159,873</b>

**Notes**

- ◆ \$146,698 increase to Personal Services, due to FTE increases.
- ◆ \$13,175 increase to OTPS based on historical spending.

# Fiscal Year 2023 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.

### FY22 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.

### FY23 Budget Highlights

- ◆ Funds 3.0 General Fund FTEs, consistent with FY22.
- ◆ Level service funding for internal and external audits.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	243,310	298,535	308,717	10,182	3.4%
OTPS	155,932	206,477	201,564	(4,913)	-2.4%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>399,242</b>	<b>505,012</b>	<b>510,281</b>	<b>5,269</b>	<b>1.0%</b>

### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	3.0	3.0	3.0	-	0.0%
<b>Total FTEs</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## INTERNAL AUDIT

### Program Summaries

#### Program Expenses



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

### Program Budgets

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Program Expenses					
Internal Audits	399,242	505,012	510,281	5,269	100%
Total General Fund Expenditures	399,242	505,012	510,281	5,269	100%

### Revenue Summary

This department does not produce any revenue.

# Fiscal Year 2023 Budget and Program Summaries

## INTERNAL AUDIT

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	243,310	298,535	308,717	10,182	3.4%
OTPS	155,932	206,477	201,564	(4,913)	-2.4%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>399,242</b>	<b>505,012</b>	<b>510,281</b>	<b>5,269</b>	<b>1.0%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>399,242</b>	<b>505,012</b>	<b>510,281</b>	<b>5,269</b>	<b>0.0%</b>

### All Funds Revenue Detail

This department does not produce any revenue.

# Fiscal Year 2023 Budget and Program Summaries

## INTERNAL AUDIT

### Program Summaries

<b>Internal Audit</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	399,242	505,012	510,281
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of hours allocated to performance audits and other audit related activities	72%	62%	50%
% of hours allocated to fraud hotline maintenance, follow-up, and investigation	6%	12%	20%
% of other hours utilized for administrative, training, development, other activities	21%	25%	30%

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

### Highlights

- ◆ Conducted reviews and assessments of various City departments and programs in accordance with the Fiscal Year 2022 annual audit plan, identified several areas of risk, assisted management with implementing practical improvements, and presented findings along with management responses. These projects identified opportunities and solutions for cost savings and improved effectiveness.
- ◆ Conducted required audits, including audits of City investment holdings, to ensure compliance with Massachusetts General Laws and City ordinances.
- ◆ Provided other analyses of financial and operating data as requested by management, including the review of the Springfield Police Department’s Educational Incentive Program (“Quinn”) and review of the City’s Flexible Spending Account’s cash balance administered by WageWorks.
- ◆ Developed and proposed an annual audit work plan that identified the planned audits to be undertaken during the next fiscal year. Developed a comprehensive citywide risk assessment model on which the Fiscal Year 2023 Annual Audit Plan was based.
- ◆ Investigated and submitted reports of suspected fraud, waste, and/or abuse filed via the City’s Fraud Hotline.
- ◆ All of staff in the department are Certified Public Accountants. Certain staff also hold the certified Internal Auditor, Certified Governmental Accountant, and Certified Fraud Examiner designations.
- ◆ Coordinated the completion of the City’s Comprehensive Annual Financial Report, which was prepared by independent external auditors in collaboration with the Office of the Comptroller.
- ◆ Obtained 40 hours of continuing professional education for each staff member.



Fiscal Year 2023 Budget and Program Summaries

INTERNAL AUDIT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Internal Audits</b>			
Salaries & Wages	(5,739)	5,854	-
Professional Services	(15,000)	-	(5,000)
Dues & Memberships	157	-	-
Office Supplies	(285)	-	-
Out of State Travel	(99)	-	-
<b>Total Adjustments</b>	<b>(20,966)</b>	<b>5,854</b>	<b>(5,000)</b>

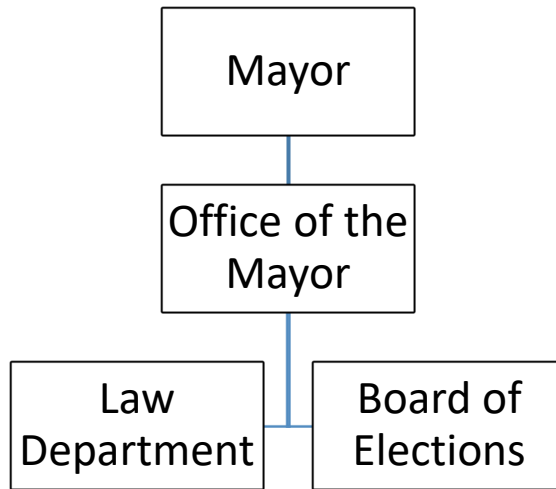
**Notes**

- ◆ OTPS—\$5,000 decrease
  - ◇ Decrease in Professional Services due to anticipated offset to a non-school grant

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# Section 4

## General Government Division



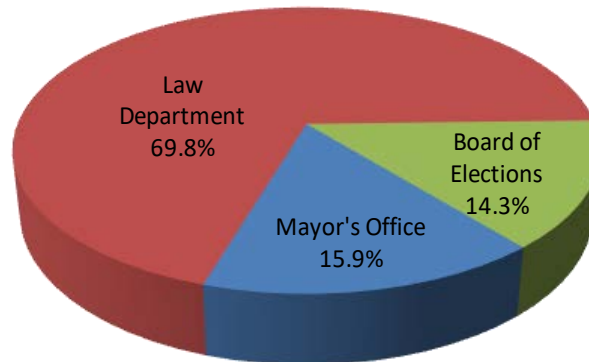
### **Mission Statement**

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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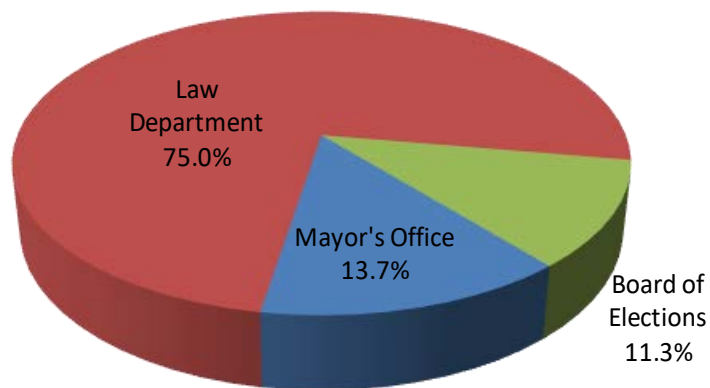
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## General Government Division



FY23 Adopted Budget General Government Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Mayor's Office	652,863	690,203	690,203	681,897	-1.2%	-1.2%
Law Department	9,175,799	2,986,241	7,986,241	3,001,280	0.5%	-62.4%
Board of Elections	425,256	587,072	587,072	615,034	4.8%	4.8%
<b>Total</b>	<b>10,253,918</b>	<b>4,263,515</b>	<b>9,263,515</b>	<b>4,298,211</b>	<b>0.8%</b>	<b>-53.6%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
Mayor's Office	-	-	112,727	-	-	112,727
Law Department	615,000	-	-	-	-	615,000
Board of Elections	92,500	-	-	-	-	92,500
<b>Total</b>	<b>707,500</b>	<b>-</b>	<b>112,727</b>	<b>-</b>	<b>-</b>	<b>820,227</b>

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# Fiscal Year 2023 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.

### FY22 Department Highlights

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs. The Mayor’s Office is comprised of Mayor Domenic J. Sarno, Chief of Staff Tom Ashe, Administrative Assistant Melissa Mitchell, Director of Constituent Services Molly Shea, Mayoral Aides Minerva Marrero & Lavar Click, Community Relations Director William Baker and the Chief of Diversity and Inclusion Officer, Judith Crowell.

### FY23 Budget Highlights

- ◆ 8.0 General Fund FTEs, consistent with FY22 Adopted Budget
- ◆ Level service OTPS to continue to provide services and leadership throughout all other municipal agencies

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	642,898	669,579	661,273	(8,305)	-1.2%
OTPS	9,965	20,624	20,624	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>652,863</b>	<b>690,203</b>	<b>681,897</b>	<b>(8,305)</b>	<b>-1.2%</b>

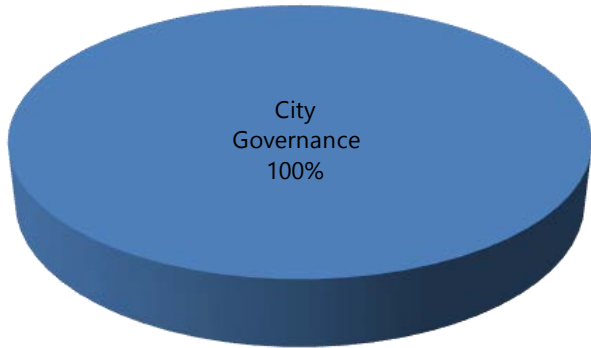
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	8.0	8.0	8.0	-	0.0%
<b>Total FTEs</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## OFFICE OF THE MAYOR

### Program Expenses



### Program Summaries

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

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
City Governance	652,863	690,203	681,897	(8,305)	100.0%
Consumer Information	107,953	112,727	112,727	-	0.0%
<b>Total General Fund Expenditures</b>	<b>652,863</b>	<b>690,203</b>	<b>681,897</b>	<b>(8,305)</b>	<b>85.8%</b>
<b>Total External Fund Expenditures</b>	<b>107,953</b>	<b>112,727</b>	<b>112,727</b>	<b>-</b>	<b>14.2%</b>
<b>Total All Funds Expenditures:</b>	<b>760,816</b>	<b>802,930</b>	<b>794,624</b>	<b>(8,305)</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.



Fiscal Year 2023 Budget and Program Summaries

OFFICE OF THE MAYOR

**All Funds Expenditure Detail**

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	642,898	669,579	661,273	(8,305)	-1.2%
OTPS	9,965	20,624	20,624	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>652,863</b>	<b>690,203</b>	<b>681,897</b>	<b>(8,305)</b>	<b>-1.2%</b>

External Funds Budget	FY21 Actual	FY22 Available	FY23 Adopted	Variance FY23-FY22	Percent Change
Local Consumer Aid	107,953	112,727	112,727	-	0.0%
<b>Total External Funds</b>	<b>107,953</b>	<b>112,727</b>	<b>112,727</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>760,816</b>	<b>802,930</b>	<b>794,624</b>	<b>(8,305)</b>	<b>-1.0%</b>

**All Funds Revenue Detail**

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
N/A	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Local Consumer Aid	Grant	6/30/2022	107,953	112,727	112,727
<b>Subtotal FY23 Anticipated Grant Funds:</b>			<b>107,953</b>	<b>112,727</b>	<b>112,727</b>
N/A			-	-	-
<b>Subtotal FY23 Other Funds:</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funding Sources</b>			<b>107,953</b>	<b>112,727</b>	<b>112,727</b>

# Fiscal Year 2023 Budget and Program Summaries

## OFFICE OF THE MAYOR

### Program Summaries

#### City Governance

City Governance	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	652,863	690,203	681,897
FTEs	8.0	8.0	8.0

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

#### Highlights

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs. The Mayor’s Office is comprised of Mayor Domenic J. Sarno, Chief of Staff Tom Ashe, Chief Diversity & Inclusion Officer Judith Crowell, Administrative Assistant Melissa Mitchell, Communications Director William Baker, Constituent Services Director Molly Shea, and Mayoral Aides Minerva Marrero and Lavar Click.

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

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

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

Constituent Services Director, Molly Shea, responds to quality of life complaints logged by citizens and is the Mayoral representative on the “Quality of Life Flex Squad,” which consists of representatives from the Code, Law, and Police departments, and works very closely with the 311 Call Center to assure quality customer service.

OFFICE OF THE MAYOR

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**Program Summaries**

**City Governance**

**Highlights (cont.)**

Further, Ms. Shea will often collaborate with City Departments to investigate citizen concerns on a case-by-case basis, in an effort to reach a resolution. In addition to constituent work, Ms. Shea serves as the Deputy Communications Director, working directly with and in support of the Director of Communications to develop, execute and manage the city's strategic internal and external communication strategies.

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

The Mayoral Aides are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Duties include, but are not limited to: responding to all quality-of-life inquiries on a case-specific basis in an effort to work toward a resolution, working directly with our neighborhood councils, and providing day-to-day support to the Mayor's public office – just to name a few. Mayoral Aides' Minerva Marrero and Lavar Click both serve as the Mayor's points of contact for residential and business inquiries. Both Ms. Marrero and Mr. Click are very active in community and represent the Mayor on a number of neighborhood initiatives and organizations. In addition, Ms. Marrero serves as the Mayor's liaison for the Buy Springfield Now initiative and she manages the Mayor's Constable appointments. Mr. Click serves as the Mayor's liaison on a variety of internal city committees such as the Solid Waste Exception Committee.

OFFICE OF THE MAYOR

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
Salaries & Wages	(10,165)	19,210	-
Supplies & Operations	(200)	-	-
<b>Total Adjustments</b>	<b>(10,365)</b>	<b>19,210</b>	<b>-</b>

**Notes**

No adjustments were made for FY23 budget

# Fiscal Year 2023 Budget and Program Summaries

## LAW DEPARTMENT

### Mission

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

### FY22 Department Highlights

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

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 FY22 the Law Department was involved in investigations of new claims alleging property damage and/or personal injury. The Department responded to requests for opinions, analyzed legislation, and provided other legal advice and services in accordance with the mission of the Department, such as providing legal services in conjunction with the Open Meeting Law.

### FY23 Budget Highlights

- ◆ 36.5 General Fund FTEs and 1.7 Grant FTEs, a reduction of 0.5 FTE, a part-time paralegal position, from the FY22 Adopted Budget
- ◆ Level Service OTPS

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	1,859,975	2,537,827	2,495,706	(42,121)	-1.7%
OTPS	7,315,825	448,414	505,574	57,160	12.7%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>9,175,799</b>	<b>2,986,241</b>	<b>3,001,280</b>	<b>15,039</b>	<b>0.5%</b>

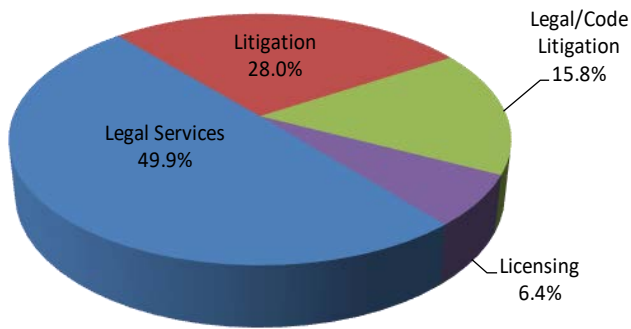
### Department Staff

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	33.0	37.0	36.5	(0.5)	-1.4%
Grant FTEs	1.7	1.7	1.7	-	0.0%
<b>Total FTEs</b>	<b>34.7</b>	<b>38.7</b>	<b>38.2</b>	<b>(0.5)</b>	<b>-1.3%</b>

# Fiscal Year 2023 Budget and Program Summaries

## LAW DEPARTMENT

### Program Expenses



### Program Summaries

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

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

**Licensing** - Assists the License Commission with legal matters.

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

### Program Budgets

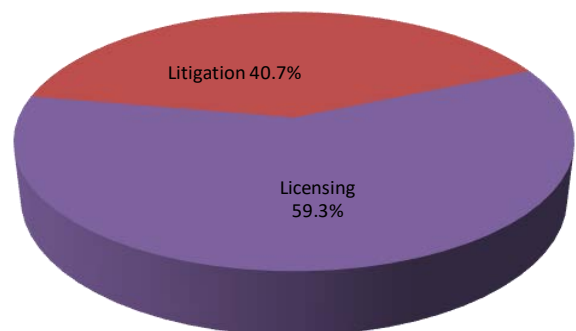
Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Legal Services	4,614,543	1,485,303	1,492,783	7,480	49.7%
Litigation	2,550,142	820,826	824,959	4,134	27.5%
Legal/Code Litigation	1,505,798	484,678	487,119	2,441	16.2%
Licensing	607,177	195,435	196,419	984	6.5%
<b>Total General Fund Expenditures</b>	<b>9,175,799</b>	<b>2,986,241</b>	<b>3,001,280</b>	<b>15,039</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>101,860</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>9,277,659</b>	<b>2,986,241</b>	<b>3,001,280</b>	<b>15,039</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$615,000**

- Licensing—** \$364,774
  - Alcoholic Beverage Licenses
  - Other Permits
    - ◆ Car Dealers
    - ◆ Common Victualler
- Litigation—** \$250,256
  - ◆ Judgements and settlements in favor of the City

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Legal Services	-	-	-	-	0.0%
Litigation	109,894	215,794	250,256	34,462	40.7%
Legal/Code Litigation	-	-	-	-	0.0%
Licensing	160,168	314,516	364,744	50,228	59.3%
<b>Total Departmental Revenue</b>	<b>270,062</b>	<b>530,310</b>	<b>615,000</b>	<b>84,690</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries

LAW DEPARTMENT

All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	1,859,975	2,537,827	2,495,706	(42,121)	-1.7%
OTPS	7,315,825	448,414	505,574	57,160	12.7%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>9,175,799</b>	<b>2,986,241</b>	<b>3,001,280</b>	<b>15,039</b>	<b>0.5%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	51,860	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	50,000	-	-	-	0.0%
<b>Total External Funds</b>	<b>101,860</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>9,277,659</b>	<b>2,986,241</b>	<b>3,001,280</b>	<b>15,039</b>	<b>0.5%</b>

All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Departmental Fees	1,200	-	-	-	0.0%
Alcohol Beverage Licenses	110,800	384,310	450,000	65,690	17.1%
Taxi Cab License	250	2,000	2,000	-	0.0%
Other Permits	137,464	144,000	160,000	16,000	11.1%
Miscellaneous Revenue	5,472	-	3,000	3,000	0.0%
Reimbursement for Damages	15,871	-	-	-	0.0%
Reimbursement for Prior Year Expenditure	205	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>270,062</b>	<b>530,310</b>	<b>615,000</b>	<b>84,690</b>	<b>16.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Comcast Grant	Grant	6/30/2021	51,860	-	-
<b>Subtotal FY23 Anticipated Grants</b>			<b>51,860</b>	<b>-</b>	<b>-</b>
SPA Offset for Employee Services	Reimbursement	N/A	50,000	-	-
Donations/Trusts	Donations/Trusts	N/A	-	-	-
<b>Subtotal FY23 Other Funds</b>			<b>50,000</b>	<b>-</b>	<b>-</b>
<b>Total External Funding Sources</b>			<b>101,860</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2023 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Legal Services

Legal Services	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	4,614,543	1,485,303	1,492,783
FTEs	16.0	19.0	19.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Percentage of contracts drafted and reviewed within 60 days of receipt of complete information	90%	70%	75%
Percentage reviewed and signed within 7 days	99%	90%	95%

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

##### **Public Safety:**

- ◆ Negotiated a Settlement Agreement with the Department of Justice (DOJ) to ensure that the SPD Firearms Investigation Unit (formerly known as the Narcotics Bureau) officers act in a manner that is constitutional and effective at protecting the public and officers delivering police services in Springfield alike. The Law Department will assist in implementing the terms of this Agreement, including by improving the SPD’s use of force policies and reporting practices; increasing accountability; providing officers with appropriate training; and increasing transparency. Together with the DOJ, drafted a Request for Qualifications (RFQ) for a Compliance Evaluator to oversee the SPD’s implementation of the DOJ Settlement Agreement, to be issued after the Settlement Agreement is approved by the Federal District Court.
- ◆ Provided legal support to the Police, Fire, and Dispatch Departments in connection with grant contracts, contracts for goods and services, amendments, including negotiations and contracts involving Lease/ Purchase Agreements for new equipment.
- ◆ Drafted a License Agreement with the Executive Office of Public Safety for the state to access the Springfield Police Department shooting range and classroom facilities at 299 Page Boulevard, to offer firearm certification and police academies at the facility for law enforcement agencies and officers from throughout the state. The Law Department also worked with the Police Department in negotiations with Federal Law Enforcement agencies regarding SPD officers’ use of their Body Worn Cameras while working on Federal Task Forces. Provided legal support to the Police, Fire, and Dispatch Departments in connection with grant contracts, contracts for goods and services, amendments, including negotiations and contracts involving Lease/ Purchase Agreements for new equipment.
- ◆ The Law Department prosecutes City Ordinance violations in Springfield District Court. These hearings have been conducted remotely by Zoom in FY22.

##### **Public Records:**

- ◆ In FY22, the Law Department provided legal support and guidance to the City Clerk’s Office and various City departments in responding to public records requests. FY22 the Law Department added a paralegal position to assist with responding to public records requests, including redaction of records, and to track subpoenas. This makes three (3) full time employees in the Legal Services Division working on public records requests and appeals in the Law Department.



# Fiscal Year 2023 Budget and Program Summaries

## LAW DEPARTMENT

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### Program Summaries

#### Legal Services Highlights Cont.

- ◆ Body Worn Camera Support for SPD: in FY22 there was a full time Second Associate City Solicitor, an Administrative Assistant, and a Paralegal assigned to work with SPD and the City Clerk's Office to review and process a significant increase in public records requests, including requests for SPD Body Worn Camera footage and other records; including reviewing, advising, and updating related SPD policies and procedures, and the impact of recent police reform legislation.

#### Economic Development:

- ◆ In FY22 the Law Department drafted, reviewed and negotiated contracts for the Office of Planning and Economic Development, Disaster Recovery, and the Office of Housing, and the Community Preservation Committee. We also worked with DPW on MassDOT traffic improvement projects, including the Sumner Avenue X Project, and the St. James Avenue and Carew Street Traffic Project (Mass DOT), including meetings with departments, drafting appraisal and other professional service contracts, drafting City Council Orders, and drafting and negotiating access agreements.
- ◆ Prepared and participated in successful foreclosure, auction, and disposition of Tax Title Properties to return properties to the tax rolls.

#### Marijuana Host Community Agreement and Licensing Process:

- ◆ In FY21, the City conducted an RFP/Q process wherein it accepted proposals for cannabis establishments that included retail, delivery, and cultivation. In FY22, the Law Department (with the assistance of Chief Diversity and Inclusion Officer Atty. Talia Gee) drafted and negotiated Host Community Agreements with the selected organizations. The Law Department also assisted other departments, such as Health and Human Services and Planning, with legal advice pertaining to the cannabis establishment operations, zoning issues, licensure process, and compliance with the Host Community Agreements. Additionally, the Law Department interfaced with the Cannabis Control Commission regarding the licensure process of establishments within the City. In FY23, the Law Department anticipates continued support and legal advice to Departments as they ensure establishments comply with the Host Community Agreements' requirements to participate in charitable activities and the payment of impact fees.

#### Casino Gaming Development and MGM Springfield Casino:

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

#### Contracts and Procurement Assistance:

- ◆ The Law Department reviewed, drafted, and negotiated and approved a large volume of contracts and amendments for various City departments, including the Health and Human Services department, school transportation contract amendments and dozens of HHS and Economic Development grant contracts related to the ongoing COVID 19 pandemic, the School Copy Operations Request for Proposals and contract, special education tuition contracts, professional service contracts, software licensing agreements, property and equipment leases, access agreements and license agreements, easements, and Community Preservation Committee grant contracts. The Law Department also performed legal work in connection with the lease purchase of a refuse truck for the DPW and a Pierce Enforcer apparatus for the Fire Department, as well as the purchase of voting machines and associated elections software for the Elections Dept. Additional contracts included the Watershops Pond Flood Control project contract, the Pynchon Plaza Public Art contract and access agreements, and updating expiring contracts with the Springfield Parking Authority for on street parking management and towing management.

## LAW DEPARTMENT

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### Program Summaries Legal Services Highlights Cont.

#### **Appellate Tax Board:**

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

#### **School Construction Projects:**

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

#### **Cable Television Franchise Renewal Process:**

- ◆ In FY22 the Law Department worked closely with the Mayor's Office, outside counsel, and Focus Springfield on the Cable Television Franchise Renewal Process. In February 2022, the Law Department successfully completed 2 years of negotiations on a 10-year Cable Television Renewal License with Comcast.

# Fiscal Year 2023 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Litigation

Litigation	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	2,550,142	820,826	824,959
FTEs	10.0	11.0	10.5
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Target (settlements against city)	22	28	25
Revenue Collected	623,995	26,700	25,000
To file timely answers to court complaints:	100%	100%	1
Percentage of on time responses to court complaints	100%	100%	100%
To investigate all claims received:	100%	100%	100%
Number of claims investigated	73%	0%	0%

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

#### Highlights

- ◆ The Litigation Division continues to be extremely busy. We are also extremely short staffed. Per our budget, we should have five full-time attorneys and two part-time attorneys in litigation. We currently have two full-time and two part-time attorneys. It is a continuing challenge to meet the increasing burden of so-called “e-discovery” which requires assistance from the departments and from IT. We have been forced to hire outside counsel, at significant expense, to help with upcoming trials.
- ◆ Highlights this fiscal year include:
  - ◇ The City Council set aside 5 million dollars to assist in settling pending police misconduct cases that should be settled, and to help pay for the expenses and outside counsel on cases that we feel should be defended. So far three cases have been settled, for a total settlement amount of less than \$900,000.00. Additionally several pending tort claims have been settled for favorable amounts.
  - ◇ Civil trials have not started in earnest yet. We have been successfully working with both the federal and state courts to work remotely via Zoom to conduct hearings, motions, etc. We have continued to utilize dispositive motions to have cases either dismissed or the issues severely limited.
    - Following summary judgment, where we were successfully able to have most Counts of an employment discrimination case involving the Springfield Public Schools dismissed, allowing for a favorable settlement without the need of trial.
    - We also were successfully able to mediate a case attempting to impose monetary damages on the SPS for a technical misstep in the process of suspending students who had made violent threats. The case settled for a moderate amount, and without having created a negative precedent.

# Fiscal Year 2023 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Legal/Code Litigation

Legal/Code Litigation	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	1,505,798	484,678	487,119
FTEs	6.2	6.2	6.2
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
To file all emergency code enforcement cases within three (3) business days and prioritize non emergency code enforcement cases within forty-five (45) days of receipt.			
Number of cases filed	264	100	200
Number of receivers appointed	14	3	10
Percentage of emergency Code/Legal cases filed in 3 business days	97%	95%	95%
Percentage of Non-Emergency Code/Legal cases Prioritized and Filed within 45 days	30%	75%	95%

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

### Highlights

In FY22 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 challenges, and currently have one attorney on a leave of absence and no administrative assistant. Additionally, COVID-19 impacted the City's ability to file cases in court as the Court's capacity to hear City cases dropped to approximately 25%, with cases being heard remotely. As a result, only emergency cases have been filed. The City continues to work cooperatively with the Western Division Housing Court with regards to case management, and we are pleased to report we are resuming in person hearings as of March 4, 2022. We have also had the use of a paralegal from the Licensing division to assist with our backlog, and anticipate bringing more cases over the next FY.

#### FY22 Highlights:

- ◆ More than 90 Code Enforcement claims have been filed in court by the Law Department; with an additional 16 ticket appeals. As some of the COVID-19 restrictions are lifted, the Department is on track to file approximately 150 cases this year.
- ◆ Continues to utilize contempt hearings when necessary to obtain compliance.
- ◆ Have addressed all emergency issues in a timely manner, and have been filing non-emergency petitions on a regular basis.

# Fiscal Year 2023 Budget and Program Summaries

## LAW DEPARTMENT

### Program Summaries

#### Licensing

Licensing	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	607,177	195,435	196,419
FTEs	2.5	2.5	2.5
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Revenue	98%	45%	100%
Number of Licenses Processed	929	594	1,200

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

### Highlights

In FY22, the Licensing Division continues to host Zoom hearings for the License Commission. The Licensing Division will continue to provide Licensees with assistance as it pertains to the continuation of Outside Dining Permits, as it appears that this will continue until August 2022. Just prior to the beginning of license renewal season, two staff members went out on an extended leave, which resulted in a staff shortage at the height of our busy season. In spite of the shortage, the Licensing Division was able to successfully renew all applicants without delay.

Fiscally, the Licensing Division revenue has increased to a pre-pandemic level. However, there has been some loss of revenue due to some businesses closing because of the pandemic. We have recently introduced an additional payment method for the convenience of Licensees. The Licensing Division now has the ability to accept credit card payments.

#### **Boards and Commissions:**

- ◆ The Licensing Division has been assisting the Community Police Hearing Board and Community Advisory Committee by drafting Minutes of their hearings and meetings.
- ◆ Community Police Hearing Board: Licensing Division staff have remained responsible for prosecuting excessive force complaints, and providing administrative support.
- ◆ The Licensing Division staff continued to provide legal support to the Taxi and Livery Commission.
- ◆ The Licensing Division is also providing oversight to the Mobile Home Rent Control Board due to the long-term absence of the assigned attorney from another division.

Fiscal Year 2023 Budget and Program Summaries

LAW DEPARTMENT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Legal Services</b>			
Salaries & Wages	(2,679)	(171,633)	(127,801)
OTPS			(1,240)
<b>Code</b>			-
OTPS			(16,600)
<b>Licensing</b>			-
OTPS	579		-
<b>Total Adjustments</b>	<b>(2,100)</b>	<b>(171,633)</b>	<b>(145,641)</b>

**Notes**

- ◆ Personal Services—\$127,801 decrease
  - ◇ Decrease reflects reduced vacant positions
- ◆ OTPS—\$17,840 decrease
  - ◇ Decrease to historical spending amounts

# Fiscal Year 2023 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.

### FY22 Department Highlights

In March 2020, Governor Charlie Baker designated elections personnel as “essential” in the function of government. As a result, the Board of Elections office has maintained full in-person operations during FY22.

- ◆ One municipal elections was conducted in FY22.
- ◆ The Annual City Census was conducted by mail.
- ◆ The department conducted a post card mailing reminding all voters of the Municipal election in accordance with The City of Springfield ordinance.
- ◆ The department managed two Early Voting sites for the State Primary and Municipal General Elections.
- ◆ The department secured a COVID-19 Response Grant in the amount of \$160,673 from the Center for Tech and Civic Life to help with election administration during this unprecedented pandemic.

### FY23 Budget Highlights

- ◆ Funds 5.0 FTEs, consistent with FY22.
- ◆ Funds operations related to the annual city census, one (1) City Preliminary, one (1) Municipal Election, one (1) Retirement Election, Early Voting, vote by mail, and voter outreach events.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	306,431	423,626	421,188	(2,438)	-0.6%
OTPS	118,824	163,446	193,846	30,400	18.6%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>425,256</b>	<b>587,072</b>	<b>615,034</b>	<b>27,962</b>	<b>4.8%</b>

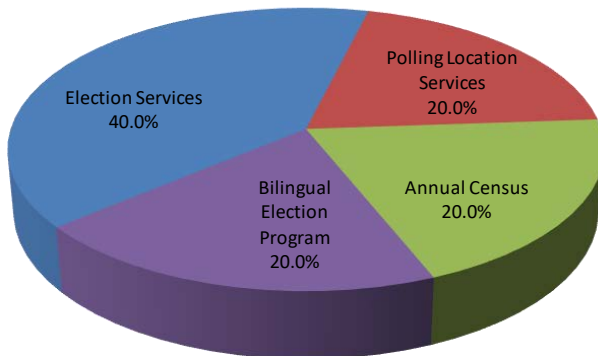
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
<b>Total FTEs</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Election Services	183,230	234,829	246,014	11,185	40.0%
Polling Location Services	85,051	117,414	123,007	5,592	20.0%
Annual Census	85,051	117,414	123,007	5,592	20.0%
Bilingual Election Program	85,051	117,414	123,007	5,592	20.0%
<b>Total General Fund Expenditures</b>	<b>425,256</b>	<b>587,072</b>	<b>615,034</b>	<b>27,962</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>13,128</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>438,383</b>	<b>587,072</b>	<b>615,034</b>	<b>27,962</b>	<b>100%</b>

### Revenue Summary

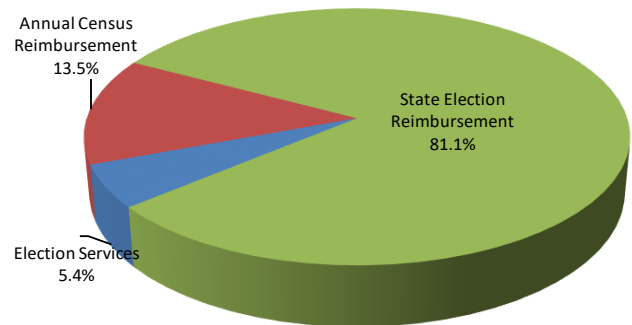
**TOTAL REVENUE: \$92,500**

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

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

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

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Election Services	520	500	5,000	4,500	5.4%
Annual Census Reimbursement	11,580	12,500	12,500	-	13.5%
State Election Reimbursement	93,787	75,000	75,000	-	81.1%
<b>Total Departmental Revenue</b>	<b>105,887</b>	<b>88,000</b>	<b>92,500</b>	<b>4,500</b>	<b>100%</b>



Fiscal Year 2023 Budget and Program Summaries

BOARD OF ELECTIONS

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	306,431	423,626	421,188	(2,438)	-0.6%
OTPS	118,824	163,446	193,846	30,400	18.6%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>425,256</b>	<b>587,072</b>	<b>615,034</b>	<b>27,962</b>	<b>4.8%</b>

<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Mass Census Division 2020 Census Mu	13,128	-	-	-	0.0%
<b>Total External Funds</b>	<b>13,128</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>438,383</b>	<b>587,072</b>	<b>615,034</b>	<b>27,962</b>	<b>4.8%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Departmental Fees	520	500	5,000	4,500	900.0%
Other Revenue-From Services	11,580	12,500	12,500	-	0.0%
Other Revenue-State	93,787	75,000	75,000	-	0.0%
Reimbursement For Prior Year Expenses	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>105,887</b>	<b>88,000</b>	<b>92,500</b>	<b>4,500</b>	<b>5.1%</b>

<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>
Mass Census Division 2020 Census Mu	Grant	5/29/2030	13,128	-	-
<b>Total External Funding Sources</b>			<b>13,128</b>	<b>-</b>	<b>-</b>

BOARD OF ELECTIONS

**Program Summaries**

**Election Services**

<b>Election Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	183,230	234,829	246,014
FTEs	2.0	2.0	2.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Elections Administered	2	2	2
Provisional ballots cast	12	1	50
Absentee ballots cast & counted	511	858(AV)/ 35,766	10,000
# of Registered Voters	104,790	112,033	100,000
# of Newly registered voters	8,083	10,892	6,000
Voter Turnout	53.4%	10%	40%
# of Retirement Board Elections Conducted	0	1	1

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

**Highlights**

- ◆ In FY22, Election Services convened an active slate of Election Commissioners and administered a Municipal Election.
- ◆ Election Services increased its use of social media as a platform for voter engagement and expanded staff participation in community events.
- ◆ In FY23, the Board will conduct a State Preliminary, General Election, Retirement Election in a cost efficient manner, using a precinct-based optical scanning system. The Board will strive to increase voter turnout in these elections by supporting early voting legislation.
- ◆ In FY23, the Board will collaborate with the Department of Housing to monitor neighborhood elections on an as-needed basis.
- ◆ In FY23, the Board will collaborate with the Springfield Libraries, Springfield School Department and Department of Elder Affairs on Civic Engagement, Voter Outreach and Early Voting.

BOARD OF ELECTIONS

**Program Summaries**

**Polling Location Services**

<b>Polling Location Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	85,051	117,414	123,007
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Poll workers recruited and hired (bilingual)	103	110	115
Poll workers recruited and hired (non-bilingual)	283	274	100
Poll worker training sessions administered	1	64	15
HAVA compliant voter equipment maintained	60	60	60

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

**Highlights**

- ◆ This year the Board collaborated with Facilities to successfully manage 64 voting precincts in accordance with CDC and state guidance. All polling locations were able to remain fully operational.
- ◆ The Board collaborated with Facilities Management to successfully operate two early voting sites for the General Municipal Election.
- ◆ The Board also was able to survey all polling locations and ensure compliance with A.D.A. standards.
- ◆ In FY23, 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**

<b>Annual Census</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	85,051	117,414	123,007
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Census records maintained	87,854	85,000	89,000
Census response rate	42.7%	50.0%	50.0%

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

**Highlights**

- ◆ In FY22, the Board of Elections conducted the Annual City Census and expanded marketing efforts, which resulted in increased response rates.
- ◆ In FY23, 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 FY23, 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 FY23, the Board will conduct a second census mailing.

BOARD OF ELECTIONS

**Program Summaries**

**Voter Outreach & Bilingual Election Program**

<b>Voter Outreach &amp; Bilingual Election Program</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	85,051	117,414	123,007
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Number of community-based organizations in the outreach network	130	140	150

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

**Highlights**

- ◆ In FY22, 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 FY22, 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 FY23, the Board will increase recruitment of bilingual poll workers to effectively implement the Voting Rights Act consent decree, and will expand relationships with community-based organizations within the City of Springfield.
- ◆ In FY23, the Board will collaborate with the Springfield City Library to promote Vote By Mail and Virtual Candidates Forum.

Fiscal Year 2023 Budget and Program Summaries

BOARD OF ELECTIONS

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Election Services</b>			
Personal Services	(1,921)	1,959	10,434
OTPS	(39,102)	(20,991)	30,400
<b>Total Adjustments</b>	<b>(41,023)</b>	<b>(19,032)</b>	<b>40,834</b>

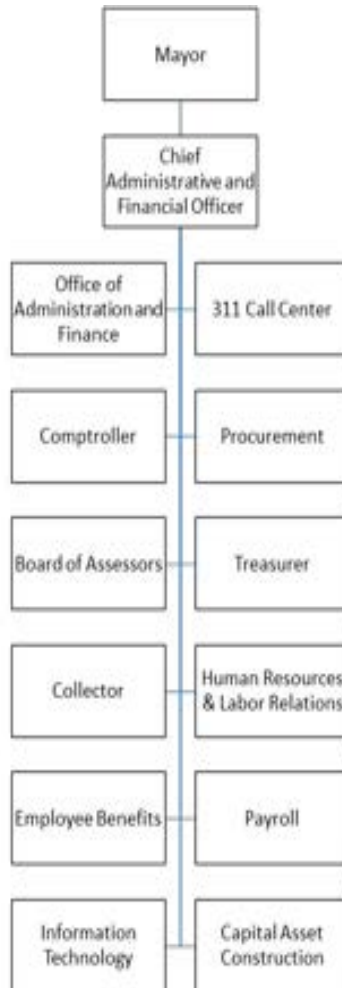
**Notes**

- ◆ \$10,434 increase to Personal Services due to salary adjustments.
- ◆ \$30,400 increase to OTPS based on historical spending.

# Section 5

## Administration & Finance

### Division



#### Mission Statement

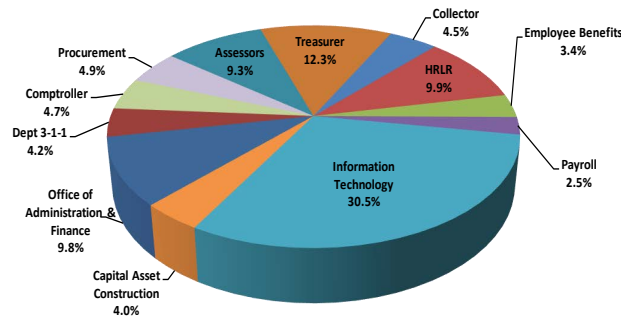
The Department of Administration and Finance is responsible for the overall financial, human capital, and technology management of the City of Springfield.

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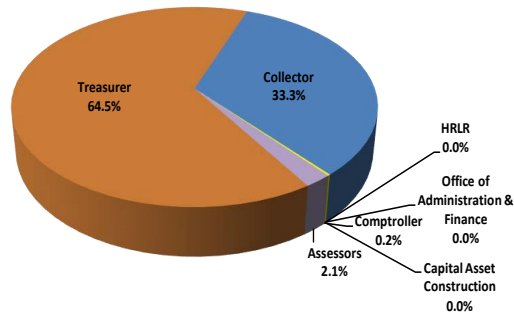
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## Administration & Finance Division



FY23 Adopted Budget						
Administration & Finance Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Office of Administration & Finance	893,323	1,147,518	1,147,518	1,237,168	7.8%	7.8%
Dept 3-1-1	425,909	461,242	461,242	527,305	14.3%	14.3%
Comptroller	552,325	576,121	576,121	589,135	2.3%	2.3%
Procurement	600,706	612,263	612,263	620,194	1.3%	1.3%
Assessors	841,860	923,304	923,304	1,179,756	27.8%	27.8%
Treasurer	1,297,775	1,734,727	1,734,727	1,562,144	-9.9%	-9.9%
Collector	452,173	568,836	568,836	574,189	0.9%	0.9%
HRLR	1,157,201	1,277,764	1,277,764	1,250,157	-2.2%	-2.2%
Employee Benefits	353,387	423,481	423,481	429,955	1.5%	1.5%
Payroll	178,965	328,252	328,252	322,466	-1.8%	-1.8%
Information Technology	3,084,820	3,706,923	3,706,923	3,861,197	4.2%	4.2%
Capital Asset Construction	445,292	504,440	504,440	512,573	1.6%	1.6%
<b>Total</b>	<b>10,283,736</b>	<b>12,264,871</b>	<b>12,264,871</b>	<b>12,666,240</b>	<b>3.3%</b>	<b>3.3%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
Office of Administration & Finance	-	-	-	-	-	-
Dept 3-1-1	-	-	-	-	-	-
Comptroller	1,204,000	-	-	-	-	1,204,000
Procurement	-	-	-	-	-	-
Assessors	16,549,948	-	-	-	-	16,549,948
Treasurer	5,640,737	-	-	-	507,153,511	512,794,247
Collector	264,558,425	-	-	-	-	264,558,425
HRLR	-	-	-	-	-	-
Employee Benefits	352,397	-	-	-	-	352,397
Payroll	-	-	-	-	-	-
Information Technology	-	-	-	-	-	-
Capital Asset Construction	-	-	-	-	-	-
<b>Total</b>	<b>288,305,506</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>507,153,511</b>	<b>795,459,017</b>

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# Fiscal Year 2023 Budget and Program Summaries

## OFFICE OF ADMINISTRATION & FINANCE

### Mission

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

### FY22 Department Highlights

- ◆ Issued long term debt totaling \$66.2M and maintained a credit rating of AA– from Standard and Poor’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 FY21 & FY22 Budget; this is fifteenth consecutive year the department has won this award.
- ◆ Balanced the FY22 budget with conservative revenue estimates due to COVID and with the use of \$12M in American Rescue Plan Act (ARPA) funds. Maximized grant offsets and identified strategic budget cuts that allowed the City to balance its FY22 budget without layoffs, furloughs, cuts to core services, or the use of the City’s rainy day fund.
- ◆ Awarded \$123.7M in American Rescue Plan Act (ARPA) funds. Created the Department of Recovery and Business Continuity with the objective of effectively, efficiently and equitably administer the funds within the City of Springfield for all eligible use categories. As of 4/27/22 the Department of Recovery and Business Continuity has awarded:
  - ◇ \$2.91M in Non-Profit funding
  - ◇ \$2.18M in Small Business funding
  - ◇ \$125,000 in New Business funding
- ◆ Compliance division has expanded to include technical assistance for small business development, in the city. Moreover, Compliance Division will be renamed Department of Technical Assistance & Compliance (DTAC).
- ◆ Provided oversight to City’s budget; managing a surplus for the eighteenth consecutive year.

### FY23 Budget Highlights

- ◆ Funds 12.0 General Fund FTEs and 7.0 Grant Fund FTEs, an increase of 5.0 Grant Funded FTEs for ARPA award administration
- ◆ Funds annual Massachusetts Municipal Association dues

### Department Budget

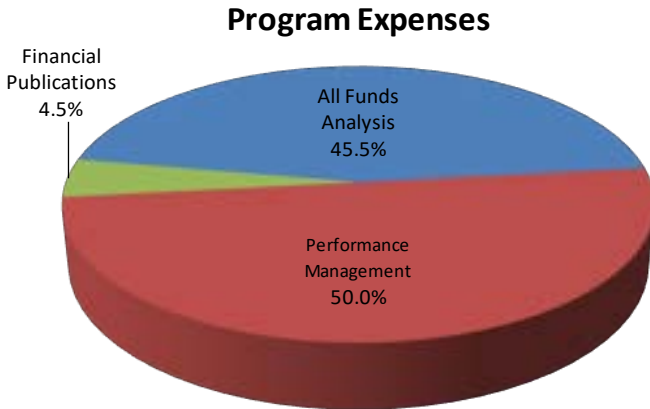
General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	817,892	998,442	1,062,592	64,150	6.4%
OTPS	75,431	149,076	174,576	25,500	17.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>893,323</b>	<b>1,147,518</b>	<b>1,237,168</b>	<b>89,650</b>	<b>7.8%</b>

### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	11.0	12.0	12.0	-	0.0%
Grant Funded FTEs	-	2.0	7.0	5.0	100%
<b>Total FTEs</b>	<b>11.0</b>	<b>14.0</b>	<b>19.0</b>	<b>5.0</b>	<b>35.7%</b>

Fiscal Year 2023 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

**Program Summaries**



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

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

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

**Program Budgets**

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
All Funds Analysis	901,829	2,627,076	2,657,132	30,056	33.5%
Performance Management	991,021	2,886,896	2,919,926	33,029	36.8%
Financial Publications	89,192	259,821	262,793	2,973	3.3%
<b>Total General Fund Expenditures</b>	<b>893,323</b>	<b>1,147,518</b>	<b>1,237,168</b>	<b>89,650</b>	<b>16%</b>
<b>Total External Funds Expenditures</b>	<b>1,796,591</b>	<b>6,688,344</b>	<b>6,688,344</b>	<b>-</b>	<b>84.4%</b>
<b>Total All Funds Expenditures</b>	<b>2,689,914</b>	<b>7,835,862</b>	<b>7,925,512</b>	<b>89,650</b>	<b>100%</b>

**Revenue Summary**

This department does not produce any revenue.

Fiscal Year 2023 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	817,892	998,442	1,062,592	64,150	6.4%
OTPS	75,431	149,076	174,576	25,500	17.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>893,323</b>	<b>1,147,518</b>	<b>1,237,168</b>	<b>89,650</b>	<b>7.8%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	1,796,591	6,688,344	6,688,344	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>1,796,591</b>	<b>6,688,344</b>	<b>6,688,344</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>2,689,914</b>	<b>7,835,862</b>	<b>7,925,512</b>	<b>89,650</b>	<b>1.1%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Departmental Fees	-	-	-	-	0.0%
Miscellaneous Revenue	-	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>
Coronavirus Relief Fund	Grant	12/30/2021	-	6,288,344	6,288,344
MOU - SPA South End Parking	Grant	9/14/2025	-	100,000	100,000
MOU - SPA City Stage	Grant	9/14/2025	-	300,000	300,000
<b><i>Subtotal FY23 Anticipated Grants</i></b>			<b>-</b>	<b>6,688,344</b>	<b>6,688,344</b>
			-	-	-
<b><i>Subtotal Other Funding</i></b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>-</b>	<b>6,688,344</b>	<b>6,688,344</b>

Fiscal Year 2023 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

**Program Summaries**

**All Funds Analysis**

All Funds Analysis	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	901,829	2,627,076	2,657,132
FTEs	5.0	6.4	6.4
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
% of Council Orders due to being over budget	1%	1%	2%
Average number of days to review requisitions sent to A&F	1	1	1

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

**Highlights**

- ◆ Managed to a \$27.6M operating surplus in FY21.
- ◆ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the FY22 budget; this is the fifteenth consecutive year A&F has won this award.
- ◆ Maintained an AA– credit rating from S&P, which was reaffirmed in March 2022.
- ◆ Continued to assist departments with monitoring and seeking reimbursements for grants, maximizing its ability to use external funding sources to supplement the General Fund budget.

Fiscal Year 2023 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

**Program Summaries**

**Program Management**

Performance Management	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	991,021	2,886,896	2,919,926
FTEs	5.5	7.0	7.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
# of SWATs	-	-	15

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

**Highlights**

**Examples of facilitated successful SWAT sessions:**

**COVID-19 Response**

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

**Responsible Employer Ordinance**

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

**Personnel Management**

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

**Benefits Analysis**

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

Fiscal Year 2023 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

**Program Summaries**

**Financial Publications**

Financial Publications	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	89,192	259,821	262,793
FTEs	0.5	0.6	0.6
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Balanced budget published by June 30th	Yes	Yes	1.0
Released 3 financial documents by the appropriate deadline	Yes	Yes	3.0

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

**Highlights**

Released the following four financial publications within their respective deadlines:

- |  |                              |
|--|------------------------------|
| 1. Fiscal Year 2022 Debt Affordability Study– published      | (Deadline: January 30, 2022) |
| 2. Fiscal Years 2023-26 Multi-Year Financial Plan– published | (Deadline: March 30, 2022)   |
| 3. Fiscal Years 2023-27 Capital Improvement Plan– published  | (Deadline: March 30, 2022)   |
| 4. Fiscal Year 2022 Mayor’s Recommended Budget—published     | (Deadline: June 30,2022)     |



Fiscal Year 2023 Budget and Program Summaries  
OFFICE OF ADMINISTRATION & FINANCE

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**FY23 Budget Adjustments**

Program Budget Adjustments	FY21 Actual	FY22 Actual	FY23 Adopted
Salaries & Wages	(150,898)	(6,719)	(142,788)
Repair & Maintenance- Office Equipment	(1,500)	-	500
Dues & Memberships	1,885	-	-
Rental - Office Equipment	-	-	(3,500)
Subscriptions	-	-	3,500
Professional Services	(24,999)	-	25,000
<b>Total Adjustments</b>	<b>(175,512)</b>	<b>(6,719)</b>	<b>(117,288)</b>

**Notes**

- ◆ Personal Services— \$142,788 decrease
  - ◇ Salaries offset to ARPA and Shannon grants
- ◆ OTPS—\$25,500 increase
  - ◇ Increased Professional Services budget by \$25,000 to align with FY20 budget for increased services needed
  - ◇ Increased Repair & Maintenance for Office Equipment to reflect annual spending
  - ◇ Decreased Rental—Office Equipment to reflect reduction of copier lease
  - ◇ Increase Subscriptions by \$3,500 for City Hall scanning service

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# Fiscal Year 2023 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.

### FY22 Department Highlights

- ◆ Answered 2,006,408 calls since March of 2009.
- ◆ Answered 79% of all calls without transferring to another department.
- ◆ During FY22, there has been a total of 90,049 calls answered by the 311 Customer Service Representatives (CSRs). Calls were answered 83% of the time in less than 30 seconds.
- ◆ Call volume has increased by 22% from FY21.

### FY23 Budget Highlights

- ◆ Funds 10.0 General Fund FTEs, an increase of one (1) Call Center Representative over FY22, added due to an increase in call volume.
- ◆ Funds operations related to the 311 Call Center.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	375,008	408,939	474,852	65,913	16.1%
OTPS	50,901	52,303	52,453	150	0.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>425,909</b>	<b>461,242</b>	<b>527,305</b>	<b>66,063</b>	<b>14.3%</b>

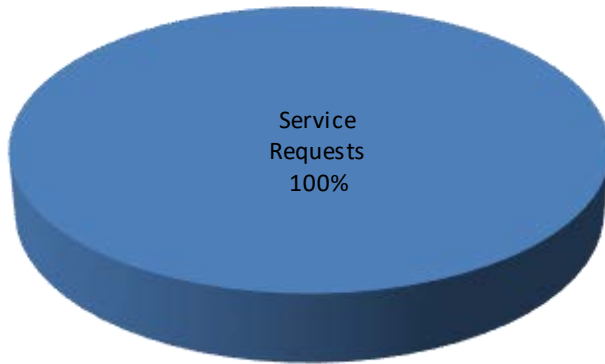
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	9.0	9.0	10.0	1.0	11.1%
<b>Total FTEs</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>	<b>1.0</b>	<b>11.1%</b>

# Fiscal Year 2023 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent of Total
Service Requests	425,909	461,242	527,305	66,063	100%
<b>Total Expenditures</b>	<b>425,909</b>	<b>461,242</b>	<b>527,305</b>	<b>66,063</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.

Fiscal Year 2023 Budget and Program Summaries

311 CALL CENTER

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	375,008	408,939	474,852	65,913	16.1%
OTPS	50,901	52,303	52,453	150	0.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>425,909</b>	<b>461,242</b>	<b>527,305</b>	<b>66,063</b>	<b>14.3%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>425,909</b>	<b>461,242</b>	<b>527,305</b>	<b>66,063</b>	<b>14.3%</b>

**All Funds Revenue Detail**

No revenue is generated by this department.

# Fiscal Year 2023 Budget and Program Summaries

## 311 CALL CENTER

### Program Summaries

#### Service Requests

<b>Service Requests</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	425,909	425,909	527,305
FTEs	9.0	9.0	10.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of calls answered within 30 seconds	78%	85%	85%
% of calls completed without transfers to other departments	80%	85%	85%
% increase of smartphone application downloads	6%	30%	25%

**Citywide Strategic Priority:** Fiscal and Operational Excellence; Healthy Neighborhoods

### Highlights

In FY22, the 311 department increased its staff, bringing the total employee FTE count to 10.

With Mayor Sarno and his administration getting information out to the City residents by way of press releases, press conferences and the City website, coupled with the overall COVID-19 numbers decreasing, the 311 Department received less calls than the prior fiscal year, bringing us back to our pre-COVID level.

From July 2021 through February 2022, the call center has received 95,655 calls. During those months of FY21, we answered 132,590 calls. Our Spanish line received 5,251 calls from July 2021 through February 2022. Our Spanish speaking calls represent approximately 5% of our call volume.

#### Internet

Service requests via the app come in daily, with the most frequent request being for ordinance type issues; littering, illegal dumping, unregistered vehicles, overgrowth, followed by tree trimming for forestry. Web forms that are routed to the originating department from the city website are re-directed to the 311 email address; Code, Ordinance, DPW and 311; this channel has remained steady compared to last year

#### DPW Administration

311 is the main contact for DPW administration (trash); OPT-IN, OPT-OUT and Discounts forms. 335 forms received from July 2021 through February 2022. 106 of the forms resulted in a request for new service.

Average turnaround time is 5 days from the time of receipt to service provided.

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

## 311 CALL CENTER

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### Program Summaries

#### Highlights Continued

##### **Cold Weather Task Force**

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

##### **Assessors**

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

##### **Greening the Gateway Cities "Free Tree Program"**

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

# Fiscal Year 2023 Budget and Program Summaries

## 311 CALL CENTER

### FY23 Budget Adjustments

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Service Requests</b>			
Personal Services	(1,262)	1,287	22,662
OTPS	(365)	800	150
<b>Total Adjustments</b>	<b>(1,627)</b>	<b>2,087</b>	<b>22,812</b>

### Notes

- ◆ \$22,662 increase in Personal Services due to Salary Adjustments
- ◆ \$150 increase in OTPS based on historical spending.



# Fiscal Year 2023 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.

### FY22 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 tenth 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 8, 2021. This marks the earliest date the City of Springfield has performed the year end close.
- ◆ The Comptroller was appointed to be a member of a team of City Departments and third party experts charged with exploring the strategy of the issuance of pension obligation bonds to address the City's unfunded pension liability.
- ◆ Conduct weekly virtual meetings with MUNIS Senior Management to address the ongoing upgrade to the latest available version of the Enterprise Resource Planning (ERP) software.

### FY23 Budget Highlights

- ◆ Funds 7.0 General Fund FTEs and 1.0 Utility Fund FTE, consistent with FY22.
- ◆ Includes level service funding to address federal and state-mandated financial reporting and citywide accounts payable services.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	547,921	568,870	581,787	12,917	2.3%
OTPS	4,404	7,251	7,348	97	1.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>552,325</b>	<b>576,121</b>	<b>589,135</b>	<b>13,014</b>	<b>2.3%</b>

### Department Staff

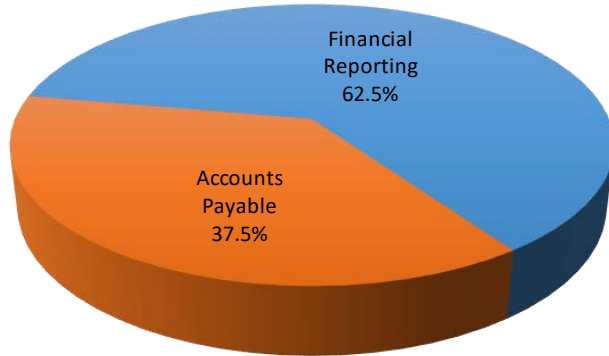
Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
Grant FTEs	1.0	1.0	1.0	-	0.0%
<b>Total FTEs</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Financial Reporting	345,203	360,075	368,209	8,134	62.5%
Accounts Payable	207,122	216,045	220,926	4,880	37.5%
<b>Total General Fund Expenditures</b>	<b>552,325</b>	<b>576,121</b>	<b>589,135</b>	<b>13,014</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE:** \$1,204,000

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

- ◆ Registry of Motor Vehicles
- ◆ Reimbursement of Debt Service Expense for the Culinary Center
- ◆ Departmental PY Refund Revenue

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Accounts Payable	-	-	-	-	0.0%
Financial Reporting	1,215,315	1,204,000	1,204,000	-	100%
<b>Total Departmental Revenue</b>	<b>1,215,315</b>	<b>1,204,000</b>	<b>1,204,000</b>	<b>-</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries

CITY COMPTROLLER

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	547,921	568,870	581,787	12,917	2.3%
OTPS	4,404	7,251	7,348	97	1.3%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>552,325</b>	<b>576,121</b>	<b>589,135</b>	<b>13,014</b>	<b>2.3%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>552,325</b>	<b>576,121</b>	<b>589,135</b>	<b>13,014</b>	<b>0.0%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Other Revenue - State	322,973	350,000	350,000	-	0.0%
Miscellaneous Revenue	850,000	850,000	850,000	-	0.0%
Reimb For Prior Year Expenditure	34,016	2,000	2,000	-	0.0%
Refund Of Expenditure	8,326	2,000	2,000	-	0.0%
<b>Total Departmental Revenue</b>	<b>1,215,315</b>	<b>1,204,000</b>	<b>1,204,000</b>	<b>-</b>	<b>0.0%</b>

CITY COMPTROLLER

**Program Summaries**

**Financial Reporting**

	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	345,203	360,075	368,209
FTEs	6.0	5.0	5.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Average # of days to close month	6.5	6.6	6.3
# of post-close adjustments	114	143	120

**Citywide Strategic Priority: Fiscal Management**

**Highlights**

- ◆ Submitted the State mandated Schedule A Report on November 30, 2021.
- ◆ 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 November of 2021. This certification allowed the Mayor and City Council to utilize \$2.5M to reduce the tax rate.
- ◆ Completed the MA Department of Revenue Year End Checklist.
- ◆ Completed the Tax Recap Sheet for Fiscal Year 2022.
- ◆ Reconciliation of all tax and departmental receivables.
- ◆ Cash Reconciliation with Treasurer’s on a quarterly basis.
- ◆ Proper recording of all General Journal and budget amendment entries in the accounting system.
- ◆ Maintenance of all records of grants, gifts and other special revenue funds.

CITY COMPTROLLER

**Program Summaries**

**Accounts Payable**

	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	207,122	216,045	220,926
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# correcting accounting entries to total accounting entries	7.1%	6.2%	6.5%
% vendors/bills not paid on time/after 90 days	7.4%	6.2%	6.0%

**Citywide Strategic Priority:** Fiscal Management

**Highlights**

- ◆ Created, mailed and filed 1099 Forms in accordance with IRS Regulations on a timely basis.
- ◆ Assured that all transactions were properly documented with corresponding invoices.
- ◆ Staff member provides MUNIS training to all new City employees on an ad hoc basis. This training was performed virtually in response to the restrictions presented by COVID-19.
- ◆ Continued implementing a paperless Accounts Payable invoice submission process for all departments.
- ◆ Enforcement of the City Budget and Grant Awards on all invoices and contracts for the City and School Department.

Fiscal Year 2023 Budget and Program Summaries

CITY COMPTROLLER

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Accounts Payable</b>			
Salaries & Wages	(61,141)	10,362.17	15,308
Rental- Office Equipment	-	-	47
Seminars/Trainings & Membership Fees	(655)	-	-
Printing/Binding	-	-	50
Office Supplies & Equipment	400	-	-
In-State Travel	(97)	-	-
<b>Total Adjustments</b>	<b>(61,493)</b>	<b>10,362</b>	<b>15,405</b>

**Notes**

- ◆ \$15,308 Salaries & Wages increase due to salary adjustments
- ◆ \$47 increase for lease equipment
- ◆ \$50 increase for tax forms

# Fiscal Year 2023 Budget and Program Summaries

## OFFICE OF PROCUREMENT

### Mission

The Office of Procurement (OOP) assists all City Departments in meeting their purchasing goals and contracting needs that are required for their departmental functions, while also ensuring that departments are acting in compliance with the municipal procurement requirements as described by Massachusetts General Laws. The OOP provides the City with goods and services at a low cost through a competitive and efficient contractual bidding process regulated under Chapter 30B, and public construction laws Chapter 149, 149A, 30/39(M) and Chapter 7C. Procurement agents/departments utilize 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. This department is committed to providing value-added strategic procurements to assist in mitigating the overall financial picture of the City.

### FY22 Department Highlights

- ◆ Policy Implementations: OOP, in conjunction with the Comptrollers Office, continues to update the City's Purchasing and Accounts payable processes and trainings. Training sessions have been on hold to departments since March of 2020.
- ◆ The City helped conduct several emergency procurements on extremely short notice as part of it's COVID-19 response, for Springfield Health and Human Services Department. Over 60,000 kits were available to COS.
- ◆ OOP assisted in the procurement of hundreds of thousands of dollars worth of COVID-19 Antigen Rapid Tests for HHS, City Departments and Springfield Residents.
- ◆ Capital Improvement Contracts: The OOP assisted the Department of Capital Asset Construction and the Department of Parks, Buildings and Recreation in procuring and securing contracts for several projects in recent years. Including a New Forestry Operations Center in Forest Park, and the Fire Alarm Center New Generator Project, Upgrades to Central and Duggan High Schools Athletic Fields, SPS Culinary Nutrition Center Kitchen Renovations several new windows and door, flooring, painting projects at various schools to be completed on April school vacation.
- ◆ Economic Development Contracts: OOP assisted the Department of Disaster Recovery and Compliance and the Department of Planning and Economic Development in soliciting proposals for the disposition of several long abandoned sites including, and the completed demolition of the former Massachusetts Career Development Institute (MCDI).
- ◆ Purchase Order Processing: Currently, 10,186 purchase orders have been processed for City departments. The State's Office of Inspector General approved the use of purchase orders as contracts as long as they follow state-mandated thresholds and full compliance with MGL Chapter 30B. OOP was able to lessen the amount of written contracts and time spent generating signatures from all parties.
- ◆ Contract Processing: As of 3/04/22, the OOP generated approximately 330 contracts, which includes state contracts. By implementing the updated contract/PO thresholds, OOP was able to reduce the amount of resources dedicated to administrating these smaller contracts by a substantial amount.

### FY23 Budget Highlights

- ◆ Funds 7.0 FTEs, consistent with FY22.
- ◆ Maintains level service, with additional funding for MCPPO trainings for staff.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	482,980	508,522	516,221	7,699	1.5%
OTPS	117,726	103,741	103,973	232	0.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>600,706</b>	<b>612,263</b>	<b>620,194</b>	<b>7,931</b>	<b>1.3%</b>

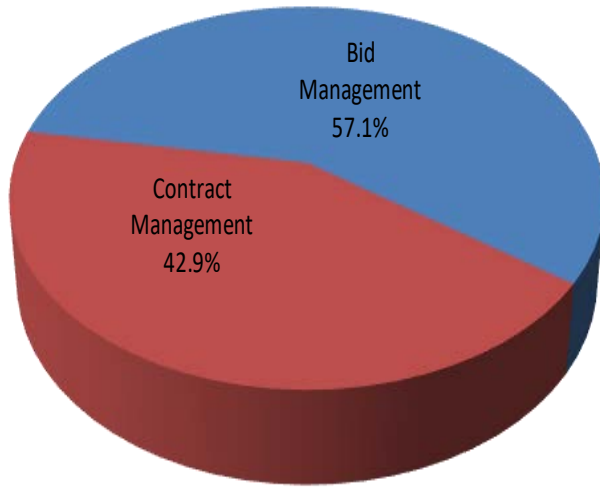
### Department Staff

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	7.0	7.0	7.0	-	0.0%
<b>Total FTEs</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>-</b>	<b>0.0%</b>

OFFICE OF PROCUREMENT

**Program Summaries**

**Program Expenses**



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

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

**Program Budgets**

	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>% of Total</b>
<b>Program Expenses</b>					
Bid Management	343,260	349,865	354,397	4,532	57.1%
Contract Management	257,445	262,398	265,798	3,399	42.9%
<b>Total General Fund Expenditures</b>	<b>600,706</b>	<b>612,263</b>	<b>620,194</b>	<b>7,931</b>	<b>100%</b>

**Revenue Summary**

This department does not produce any revenue.



Fiscal Year 2023 Budget and Program Summaries

OFFICE OF PROCUREMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	482,980	508,522	516,221	7,699	1.5%
OTPS	117,726	103,741	103,973	232	0.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>600,706</b>	<b>612,263</b>	<b>620,194</b>	<b>7,931</b>	<b>1.3%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>600,706</b>	<b>612,263</b>	<b>620,194</b>	<b>7,931</b>	<b>1.3%</b>

OFFICE OF PROCUREMENT

**Program Summaries**

**Bid Management**

<b>Bid Management</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	343,260	349,865	354,397
FTEs	4.0	4.0	4.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% 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 at \$10,000 or more. The different types of bids are categorized by Massachusetts State Law include: Quotes, Invitation to Bid, Requests for Proposals, Request for Qualifications, Disposition of Real Property (For Sale Bids), Acquisition of Real Property (Lease and Buying Bids) and Construction Contracts. Goods and services ranging in value from \$10,000 to \$50,000 do not require a bidding process, only a solicitation for three written 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, state advertisement boards, depending on total value. RFP's are used for quality based bids over \$50,000.00 and are governed by M.G.L. Ch. 30B and are privately opened, reviewed for completeness and scored by committee, with price proposals being kept separately and reviewed by the Chief Procurement Officer/Designee after scoring is completed and the contract is awarded.

OFFICE OF PROCUREMENT

**Program Summaries**

**Contract Management**

<b>Contract Management</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	257,445	262,398	265,798
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Average number of days to prepare and execute contract	21	22	21

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

**Highlights**

- ◆ All purchases of \$10,000 or more must have contracts generated and associated with them, even if the purchase is exempt from 30B. Purchase orders can act as written contracts based on discretion of the OOP (typically for goods and low risk services). As of 2/26/22, Procurement maintains over 842 Active contracts that are still open in MUNIS, and the reduction of contracts is a result of better contract management and use of PO's.
- ◆ Additional 103 Active City-wide contracts were 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 used by approved and competitively bid State Contracts, Massachusetts Higher Education Collaborative (MHEC), General Services Administration, a Federal Government agency (GSA), and other collaborative contracts.
- ◆ The Office of Procurement assists with drafting the School Department Contracts through the City's Law Department and Procurement staff, resulting in a drastic reduction in SPS contract turnaround time.
- ◆ Multi-Year Contracts and the associated renewal process based on various departmental needs are also monitored by the Office of Procurement.

OFFICE OF PROCUREMENT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Bid Management</b>			
Salaries & Wages	(4,170)	4,416	17,340
Postage & Delivery	(2,000)	-	-
Seminars, Education & Training	-	-	1,420
Office Supplies	(1,200)	-	(1,000)
Dues & Memberships	100	-	-
Professional Services	(100)	-	-
Rental- Office Equipment	612	-	562
Printing/Binding	(143)	-	-
In State Travel	(1,500)	-	(750)
<b>Total Adjustments</b>	<b>(8,400)</b>	<b>4,416</b>	<b>17,572</b>

**Notes**

- ◆ Personal Services—\$17,340 increase
  - ◇ Salary adjustments with UPSEU contract agreement
- ◆ OTPS— \$232 increase
  - ◇ OTPS adjusted to reflect historical spending for office supplies and in-state travel
  - ◇ Increase for new copier contract
  - ◇ Increase for MCPPO training for new employees

# Fiscal Year 2023 Budget and Program Summaries

## ASSESSORS DEPARTMENT

### Mission

The Board of Assessors provides the City of Springfield with its largest source of local revenue, the property tax levy, through the accurate and equitable valuation of all taxable real and personal property. The department also administers the Chapter 121A urban redevelopment excise, vehicle excise, and payment-in-lieu-of-tax (PILOT) programs.

### FY22 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 FY22 tax levy is \$237.3M, with an increase in the levy ceiling of \$14M.

The Department also administers the Urban Redevelopment excise (Chapter 121A) contracts, motor vehicle excise system, and the payment-in-lieu-of-taxes (PILOT) program. The City issues in excess of 100,000 motor vehicle excise bills annually, totaling \$11M. The Chapter 121A and PILOT categories in FY20 generated in excess of \$16M.

### FY23 Budget Highlights

- ◆ Funds 13.0 FTEs, an increase of 1 FTE from FY22 for an additional Asst. Assessor II position
- ◆ Increase OTPS Budget from FY22 for the following reasons:
  - ◇ FY23 is a certification year (once every five years) for the City of Springfield Assessed Values requiring additional services
  - ◇ To fund software to assist in the development and defense of commercial values
  - ◇ Increase funding for legal and expert service for Appellate Tax Board and Appellate work for value
- ◆ Services to aid the levy ceiling growth and produce FY23 valuations.

### **Department Budget**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	719,322	795,799	869,742	73,943	9.3%
OTPS	122,538	127,505	310,014	182,509	143.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>841,860</b>	<b>923,304</b>	<b>1,179,756</b>	<b>256,452</b>	<b>27.8%</b>

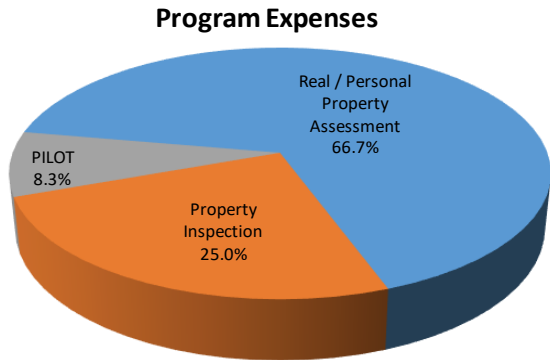
### **Department Staff**

<b>Department FTEs</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
General Fund FTEs	12.0	12.0	13.0	1.0	8.3%
<b>Total FTEs</b>	<b>12.0</b>	<b>12.0</b>	<b>13.0</b>	<b>1.0</b>	<b>8.3%</b>

# Fiscal Year 2023 Budget and Program Summaries

## ASSESSORS DEPARTMENT

### Program Summaries



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

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

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

### Program Budgets

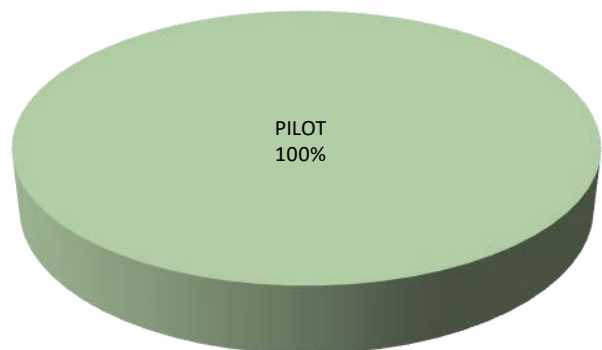
Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Real / Personal Property Assessment	561,240	615,536	786,504	170,968	66.7%
Property Inspection	210,465	230,826	294,939	64,113	25.0%
PILOT	70,155	76,942	98,313	21,371	8.3%
<b>Total General Fund Expenditures</b>	<b>841,860</b>	<b>923,304</b>	<b>1,179,756</b>	<b>256,452</b>	<b>100%</b>

### Revenue Summary

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

**Total Revenue: \$16,549,948**

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Real / Personal Property Assessment	-	-	-	-	0.0%
Property Inspection	-	-	-	-	0.0%
PILOT	18,085,082	16,431,569	16,549,948	-	100%
<b>Total Departmental Revenue</b>	<b>18,085,082</b>	<b>16,431,569</b>	<b>16,549,948</b>	<b>-</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries

ASSESSORS DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	719,322	795,799	869,742	73,943	9.3%
OTPS	122,538	127,505	310,014	182,509	143.1%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>841,860</b>	<b>923,304</b>	<b>1,179,756</b>	<b>256,452</b>	<b>27.8%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>841,860</b>	<b>923,304</b>	<b>1,179,756</b>	<b>256,452</b>	<b>27.8%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
PILOT - Local	381,835	261,621	380,000	118,379	45.2%
Chapter 121A - Sec 6A	9,672,233	7,842,490	7,842,490	-	0.0%
121A GGR - Gross Gaming Rev	175,286	350,000	350,000	-	0.0%
Chapter 121A - Sec 10	7,707,931	7,977,458	7,977,458	-	0.0%
Miscellaneous Revenue	147,798	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>18,085,082</b>	<b>16,431,569</b>	<b>16,549,948</b>	<b>118,379</b>	<b>0.7%</b>

Fiscal Year 2023 Budget and Program Summaries

ASSESSORS DEPARTMENT

**Program Summaries**

**Real / Personal Property**

<b>Real / Personal Property Assessment</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	561,240	615,536	786,504
FTEs	8.0	8.0	8.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of deeds transferred and entered within 30 days	100%	100%	100%
Number of parcel transfers	4,047	2,395	4,050
Number of personal exemptions granted	1,059	947	1,025
Number of abatements granted	83	0	70
Actual levy % change from prior year	5%	5%	4%

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

**Highlights**

The Assessors Department, in reflecting the robust market appreciation in the FY22 valuations, was able to deliver the highest levy in the City’s history, \$237M, which included the \$5.3M of certified new growth. The total taxable value showed an overall increase of \$560M or 6% over the FY21 total value. The increase in total taxable value raised the ceiling sufficiently to create space of over \$10M between the limit and the ceiling, which is by far the most in over a decade.



# Fiscal Year 2023 Budget and Program Summaries

## ASSESSORS DEPARTMENT

### Program Summaries

#### Property Inspection

<b>Property Inspection</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	210,465	230,826	294,939
FTEs	3.0	3.0	4.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of total property inspected	10%	12%	15%
Average number of properties inspected per inspector annually	4,359	2,028	2,265

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

#### Highlights

During all of FY21, the COVID-19 pandemic changed the way in which properties were inspected. Very few interior inspections were conducted. This allowed the field staff to visit more parcels but verify less data. Also, since the department was down to just one of three field inspectors for most of this time, a field review rather than a physical measure was performed on the majority of properties. This resulted in the total number of properties inspected to increase significantly but the entirety of the data verified less frequently. The two vacant filed positions were filled during FY22 and it took time to train both employees. The goal for FY23 is to return to the normal inspection process while having a fully trained field staff with a goal to obtain similar numbers to FY19, which was the first full year of the efficient data collection process, was implemented and prior to the pandemic.

Fiscal Year 2023 Budget and Program Summaries

ASSESSORS DEPARTMENT

**Program Summaries**

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

<b>PILOT</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	70,155	76,942	98,313
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# 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

Fiscal Year 2023 Budget and Program Summaries

ASSESSORS DEPARTMENT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Real / Personal Property</b>			
Personnel Services	(7,501)	7,652	73,158
OTPS	(2,336)	-	181,500
<b>Total Adjustments</b>	<b>(9,837)</b>	<b>7,652</b>	<b>254,658</b>

**Notes**

- ◆ Personal Services—\$73,158 increase
  - ◇ Increase to reflect additional Assistant Assessor II position and UPSEU salary adjustments
- ◆ OTPS—\$181,500 increase
  - ◇ Increase of \$182,000 for Professional Services necessary during certification year and new software to achieve more accurate assessments
  - ◇ Decrease of \$500 for Seminars/Education as trainings are now being offered remotely

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# Fiscal Year 2023 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.

### FY22 Department Highlights

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

### FY23 Budget Highlights

- ◆ Funds 9.0 FTEs, consistent with FY22.
- ◆ Level service OTPS.
- ◆ Funding to support tax title program, registry of deeds filing fees & property maintenance costs.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	460,258	532,557	555,232	22,675	4.3%
OTPS	837,517	1,202,170	1,006,912	(195,258)	-16.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,297,775</b>	<b>1,734,727</b>	<b>1,562,144</b>	<b>(172,583)</b>	<b>-9.9%</b>

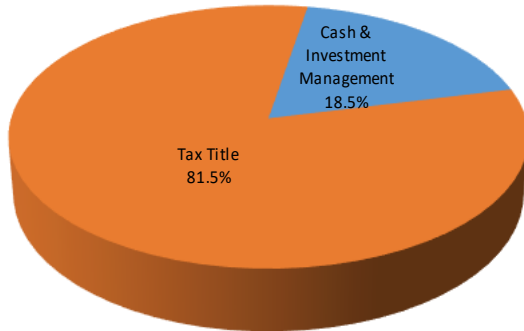
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	9.0	9.0	9.0	-	0.0%
<b>Total FTEs</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Cash & Investment Management	240,088	320,925	288,997	(31,928)	18.5%
Tax Title	1,057,686	1,413,803	1,273,148	(140,655)	81.5%
<b>Total General Fund Expenditures</b>	<b>1,297,775</b>	<b>1,734,727</b>	<b>1,562,144</b>	<b>(172,583)</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total All Funds Expenditures</b>	<b>1,297,775</b>	<b>1,734,727</b>	<b>1,562,144</b>	<b>(172,583)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE:** \$ 512,794,247

#### Cash & Investment Management -

- ◆ Penalties & Interest \$ 812,194
- ◆ Charges for Services \$ 22,279
- ◆ Miscellaneous \$ 10,000
- ◆ Fines & Forfeits \$ 50,000
- ◆ Interest on Investments \$ 2,266,442
- ◆ Departmental & Other \$ 1,330,643

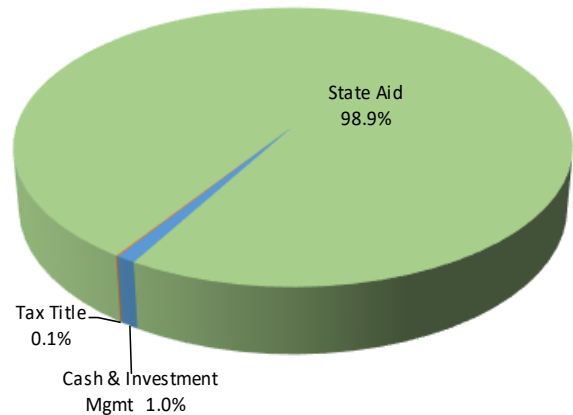
#### Tax Title -

- ◆ Penalties & Interest \$ 512,794

#### State Aid -

- ◆ State Aid \$ 507,153,511

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Cash & Investment Mgmt	4,367,287	4,629,493	5,127,942	498,449	1.0%
Tax Title	436,729	462,949	512,794	49,845	0.1%
State Aid	431,924,708	457,856,907	507,153,511	49,296,604	98.9%
<b>Total Departmental Revenue</b>	<b>436,728,724</b>	<b>462,949,350</b>	<b>512,794,247</b>	<b>49,844,898</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries

TREASURER'S DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	460,258	532,557	555,232	22,675	4.3%
OTPS	837,517	1,202,170	1,006,912	(195,258)	-16.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,297,775</b>	<b>1,734,727</b>	<b>1,562,144</b>	<b>(172,583)</b>	<b>-9.9%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,297,775</b>	<b>1,734,727</b>	<b>1,562,144</b>	<b>(172,583)</b>	<b>-9.9%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Taxes	1,206,111	-	-	-	0.0%
Penalties, interest and other taxes	1,040,703	1,324,988	1,753,442	428,454	32.3%
Charges for Services	22,279	22,279	22,279	-	0.0%
Miscellaneous	(346)	10,000	10,000	-	0.0%
Intergovernmental	431,334,923	459,175,560	507,361,442	48,185,882	10.5%
Fines and Forfeits	17,840	50,000	50,000	-	0.0%
Interest earned on Investments	2,619,596	1,556,523	2,266,442	709,919	45.6%
Departmental & Other	487,617	810,000	1,330,643	520,643	64.3%
<b>Total Departmental Revenue</b>	<b>436,728,724</b>	<b>462,949,350</b>	<b>512,794,247</b>	<b>49,844,898</b>	<b>10.8%</b>

# Fiscal Year 2023 Budget and Program Summaries

## TREASURER'S DEPARTMENT

### Program Summaries

#### Cash & Investment Management

<b>Cash &amp; Investment Management</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	240,088	320,925	288,997
FTEs	4.5	4.5	4.5
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percentage Increase in Investment Income	25%	25%	10%

**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 FY22, the City expects to see a leveling of its earnings on investments. This is due in part to interest rates declining due to rate cuts from the Federal Reserve and negotiations by the Treasurer with the banks. The reduction in rates is offset by the City's banking contract with Peoples United Bank which provides the City with more advantageous interest rates on its operating accounts. The City is mindful of the security and safety of the funds, and all City funds are insured through the FDIC, Depositors Insurance Fund (DIF), and securities backed by the Federal government.



TREASURER’S DEPARTMENT

**Program Summaries**

**Tax Title Management**

<b>Tax Title</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	1,057,686	1,413,803	1,273,148
FTEs	4.5	4.5	4.5
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percentage of Foreclosures Returned to the Tax Rolls	7%	7%	15%
Percentage of Tax Liens Redeemed	27%	21%	30%
Percentage of Foreclosures Redeemed	5%	3%	10%
Percentage of Foreclosures Sold at Auction returned to the Tax Rolls	N/A	4%	5%
Number of Payment Plans	164	163	180
Number of Public Auctions Held	0	1	2

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

**Highlights**

The Tax Title Program’s main function is the oversight of all properties that the City has taken title to for failure to pay real estate taxes. It is responsible for the collection of delinquent taxes, maintaining tax title properties, working with taxpayers to offer the chance to redeem and maintain ownership of properties, and to work with other City departments to reduce blight in the City’s neighborhoods. This is accomplished through the payment plan program, public and abutter auctions, redemptions and request for proposals (RFP). Under this program, the tax title team tracks and monitors the status of all tax title properties, and works with taxpayers to facilitate the payment of delinquent taxes to redeem and remove the lien as soon as possible. This is done through redemptions in full or tax repayment plans. In FY20, 88% of the payment plans were paid in full, keeping the taxpayers in their homes. Only 12% defaulted on the payment plan.

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

TREASURER'S DEPARTMENT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Cash &amp; Investment Management</b>			
Personal Services	655	5,762	14,679
OTPS	(5,243)	(1,000)	(191,258)
<b>Tax Title Program</b>			
OTPS	(1,377)	-	(5,000)
<b>Total Adjustments</b>	<b>(5,965)</b>	<b>4,762</b>	<b>(181,578)</b>

**Notes**

- ◆ \$14,679 increase to Personal Services due to salary adjustments.
- ◆ \$196,258 decrease to OTPS based on historical spending.

# Fiscal Year 2023 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.

### FY22 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 \$440,317 in delinquent motor vehicle excise taxes and outstanding parking tickets in FY21.
- ◆ Continued the acceptance of parking tickets through our Deputy Collector, Kelley and Ryan. This provides the taxpayer with "one stop shopping", allowing them to pay any tax, fee or ticket, while having the opportunity to resolve any issues, in one place through a visit to City Hall.
- ◆ Dedicated one Customer Service Representative to producing Municipal Lien Certificates (MLC), which has assisted with collecting monies owed to the City as part of any real estate transaction.
- ◆ Worked with Housing Code and the Office of Administration & Finance to lien past due charges to the real estate tax bill, resulting in increased collections.
- ◆ Worked with the Comptroller's Department to reconcile all City receivables.
- ◆ Continued the successful Revenue Recapture program which ensures that all monies owed to the City are collected before issuing any refunds. Since the inception of this program, \$630,238.19 in past due monies owed to the City have been collected.

### FY23 Budget Highlights

- ◆ Funds 7.0 FTEs
- ◆ Level Service OTPS.
- ◆ Funding provided for legal services and advertising related to delinquent collections.
- ◆ Postage & Mailing costs.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	341,228	382,814	388,167	5,352	1.4%
OTPS	110,944	186,022	186,022	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>452,173</b>	<b>568,836</b>	<b>574,189</b>	<b>5,352</b>	<b>0.9%</b>

### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	7.0	7.0	7.0	-	0.0%
<b>Total FTEs</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## COLLECTOR'S DEPARTMENT

### Program Summary

#### Program Expenses



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

#### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Collections	452,173	568,836	574,189	5,352	100%
<b>Total General Fund Expenditures</b>	<b>452,173</b>	<b>568,836</b>	<b>574,189</b>	<b>5,352</b>	<b>100%</b>
Total External Funds Expenditures	-	-	-	-	0.0%
<b>Total All Funds Expenditures</b>	<b>452,173</b>	<b>568,836</b>	<b>574,189</b>	<b>5,352</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE:** \$ 264,558,425

#### Collections—

◆ Property Taxes	\$ 248,554,925
◆ Motor Vehicle Excise	\$ 13,000,000
◆ Penalties & Interest	\$ 1,200,000
◆ Departmental Fees	\$ 1,800,000
◆ Special Assessments	\$ 3,500

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Collections	239,406,271	244,168,465	264,558,425	20,389,960	100%
<b>Total Departmental Revenue</b>	<b>239,406,271</b>	<b>244,168,465</b>	<b>264,558,425</b>	<b>20,389,960</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	341,228	382,814	388,167	5,352	1.4%
OTPS	110,944	186,022	186,022	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>452,173</b>	<b>568,836</b>	<b>574,189</b>	<b>5,352</b>	<b>0.9%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>452,173</b>	<b>568,836</b>	<b>574,189</b>	<b>5,352</b>	<b>0.9%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Taxes On Personal Property	28,067,555	30,768,742	30,768,742	-	0.0%
PPTaxes Previously Written Off	222	-	-	-	0.0%
Taxes On Real Property	195,324,740	200,967,149	217,786,183	16,819,034	8.4%
Mvtaxes Previously Written Off	6,795	-	-	-	0.0%
Motor Vehicle Excise	13,009,848	10,439,074	13,000,000	2,560,926	24.5%
Penalties & Interest - Taxes	1,160,720	800,000	1,200,000	400,000	50.0%
Departmental Fees	1,835,279	1,190,000	1,800,000	610,000	51.3%
Special Assessments	1,113	3,500	3,500	-	100%
<b>Total Departmental Revenue</b>	<b>239,406,271</b>	<b>244,168,465</b>	<b>264,558,425</b>	<b>20,389,960</b>	<b>8.4%</b>

# Fiscal Year 2023 Budget and Program Summaries

## COLLECTOR'S DEPARTMENT

### Program Summaries

<b>Collections</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	452,173	568,836	574,189
FTEs	7.0	7.0	7.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Current Year Real Estate and Personal Property Tax Collection Rate	96%	74%	98%
Current Year Motor Vehicle Excise Tax Collection Rate	97%	5%	95%
Delinquent Tax (RE & PP) Collection Rate	-	-	-
Number of New Liens Placed on Properties	-	-	400
Number of Liens from Previous Years Remaining	1,453	1,300	1,000
Number of Properties in Tax Title	1,453	1,300	1,000
Percentage of Eligible Properties on Which Tax Taking Procedures Have Been Initiated	100%	100%	100%
Property Tax Revenue as a % of Total Revenue	30%	31%	31%
Number of Monthly Account Reconciliations between Collector's and Comptroller's Offices	12	7	12

### **Collections**

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

### **Highlights**

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

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

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

Fiscal Year 2023 Budget and Program Summaries

COLLECTOR'S DEPARTMENT

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**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Collections</b>			
Personal Services	(3,833)	18,909	9,768
OTPS	(540)	-	
<b>Total Adjustments</b>	<b>(4,373)</b>	<b>18,909</b>	<b>9,768</b>

**Notes**

- ◆ \$9,768 increase to Personal Services due to salary adjustments.

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# Fiscal Year 2023 Budget and Program Summaries

## HUMAN RESOURCES & LABOR RELATIONS

### Mission

The Human Resources and Labor Relations Department (HR/LR) provides quality services by attracting and developing municipal talent, creating a climate of respect, and ensuring compliance with statutory, regulatory, and ethical employment practices. The department also conducts all workers compensation and unemployment matters for the City and its departments, including the school department.

### FY22 Department Highlights

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

The Department is responsible for negotiating the 12 collective bargaining agreements, processing grievances, representing the City in arbitration, managing disciplinary matters, settling grievances/complaints, and addressing a myriad of other labor and employee relations issues.

All 12 of the City's unions were under contract through June 30, 2020 or later. HR/LR remains in active negotiations with multiple unions on successor agreements.

In FY22, the Department provided support to all City Departments in responding to the Covid-19 Pandemic. The Department drafted policies, analyzed trends in staffing, made recommendations to Department Heads regarding questions on quarantine, isolation, and staffing strategies. HR/LR reviewed protocols for personal protective equipment and advised decision makers on safe practices to protect our workforce and the public.

### FY23 Budget Highlights

- ◆ Funds 8.0 FTEs, a reduction of 1.0 FTE from FY22
- ◆ Builds on efficiencies from NEOGOV and other platforms to reduce advertising and professional services costs.

### **Department Budget**

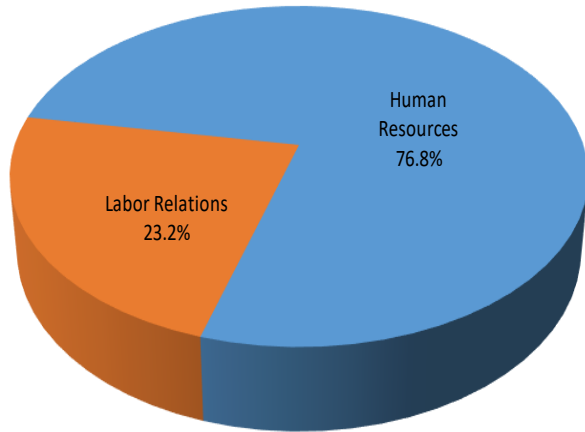
General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	721,048	786,630	733,567	(53,062)	-6.7%
OTPS	436,153	491,134	516,590	25,456	5.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,157,201</b>	<b>1,277,764</b>	<b>1,250,157</b>	<b>(27,606)</b>	<b>-2.2%</b>

### **Department Staff**

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	9.0	9.0	8.0	(1.0)	-11.1%
<b>Total FTEs</b>	<b>9.0</b>	<b>9.0</b>	<b>8.0</b>	<b>(1.0)</b>	<b>-11.1%</b>

Fiscal Year 2023 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**Program Expenses**



**Program Summaries**

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

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

**Program Budgets**

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Human Resources	889,080	981,708	960,498	(21,210)	76.8%
Labor Relations	268,122	296,056	289,659	(6,396)	23.2%
<b>Total General Fund Expenditures</b>	<b>1,157,201</b>	<b>1,277,764</b>	<b>1,250,157</b>	<b>(27,606)</b>	<b>100%</b>

**Revenue Summary**

This department no longer produces revenue.

Fiscal Year 2023 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**All Funds Expenditure Detail**

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	721,048	786,630	733,567	(53,062)	-6.7%
OTPS	436,153	491,134	516,590	25,456	5.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,157,201</b>	<b>1,277,764</b>	<b>1,250,157</b>	<b>(27,606)</b>	<b>-2.2%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
N/A	-	-	-	-	0.0%
<b>Total External Funds</b>	-	-	-	-	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,157,201</b>	<b>1,277,764</b>	<b>1,250,157</b>	<b>(27,606)</b>	<b>-2.2%</b>

**All Funds Revenue Detail**

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Medicare Part D Reimbursement	-	-	-	-	0.0%
Reimbursement W&S Retiree Health Insurance	354,143	364,143	352,397	(11,746)	-3.2%
Miscellaneous revenue	-	-	-	-	0.0%
Municipal Medicaid Part D	-	-	-	-	0.0%
Reimbursement for Prior Year Expend	995	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>355,138</b>	<b>364,143</b>	<b>352,397</b>	<b>(11,746)</b>	<b>-3.2%</b>

Fiscal Year 2023 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**Program Summaries**

Human Resources	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	889,080	981,708	960,498
FTEs	5.0	5.0	4.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Average hours a job interchanges from the Personnel Review Committee to posting on the COS	8	8	8
Average hours from the close of the standard 14 day posting, to referring applicants to the department head	8	8	8

**Human Resources**

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

**Highlights**

- ◆ Maintained personnel record electronic file database.
- ◆ The Residency Compliance Unit worked on compliance issues with the revised City Residency Ordinance.
- ◆ Partnered with local colleges to create additional recruitment channels, including Zoom recruitments.
- ◆ Wrote and administered multiple policies to address the pandemic.
- ◆ Administered the Family Friendly Coronavirus Response Act and other COVID related laws.
- ◆ Provided on-line training to employees.
- ◆ Continued to make significant progress in resolving workers' compensation claims and improving return to work results for new claims.
- ◆ Our online job postings were viewed 183,214 times and we have received 2,829 applications in FY22 (to date – March 4, 2022) for 168 posted positions.
- ◆ Implemented a new on-boarding platform for new employees.

Fiscal Year 2023 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**Program Summaries**

**Labor Relations**

<b>Labor Relations</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	268,122	296,056	289,659
FTEs	4.0	4.0	4.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY22 Goal</b>
Bargaining Sessions Complete	67	N/A	N/A
Interest Arbitrations Completed	100%	100%	100%

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

**Highlights**

- ◆ All 12 Unions were under contract through June 30, 2020 or later. The City has 3 unions under successor contracts and is in active negotiations with the other bargaining units. Due to the COVID-19 Pandemic, in person negotiations were very limited. The City has begun virtual negotiations with several bargaining units and expects that negotiations will continue in this fashion for the near future.

Fiscal Year 2023 Budget and Program Summaries  
**HUMAN RESOURCES & LABOR RELATIONS**

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Human Resources</b>			
Salaries & Wages	(15,099)	15,400	-
Rental - Office equipment	-	1,000	-
Professional Services	(20,000)	17,000	23,174
Seminars/Education/Training	(1,350)	-	-
Dues and Memberships	167	-	30
Physical Therapy	-	2,500	-
Postage & Delivery	(2,000)	-	-
Advertising	(1,000)	-	2,000
Office Supplies	(175)	-	-
Gasoline and Diesel	(360)	-	252
Subscriptions	(954)	-	-
Other Supplies	(1,500)	-	-
In-State Travel	(240)	-	-
Out-of State Travel	(750)	-	-
<b>Total Adjustments</b>	<b>(43,261)</b>	<b>35,900</b>	<b>25,456</b>

**Notes**

◆ **OTPS**

- \$23,456 increase to Other Than Personal Services based on Citywide build up for FY23.
- \$2,000 increase to Advertising based on Citywide build up for FY23.

# Fiscal Year 2023 Budget and Program Summaries

## EMPLOYEE BENEFITS DEPARTMENT

### Mission

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

### FY22 Department Highlights

To date, over the course of FY22, the department processed over 1,900 health insurance changes through the GIC; including but not limited to: new enrollments, marriages, births, retirements, terminations, address changes, and adding/dropping dependents. In April of each year, the Employee Benefits Department circulates Open Enrollment information to all eligible City and School employees, retirees, and surviving spouses. Open Enrollment provides an opportunity to review benefit options and choose a new health plan if necessary. During the FY22 Open Enrollment period from April 7, 2021 to May 5, 2021, the following data was processed by the department:

- ◆ GIC Enrollment Packets: 93 new enrollments, 62 adding/dropping dependents, 14 cancelling coverage, and 69 changing plans.
- ◆ Flexible Spending Accounts: 589 enrollment forms.

### FY23 Budget Highlights

- ◆ Funds 7.0 FTEs.
- ◆ Integrates City benefit requirements stemming from continued implementation of the Affordable Care Act.
- ◆ Benefits:
  - ◇ Health/Life Insurance \$27,389,616
  - ◇ Unemployment \$120,080
  - ◇ Workers' Compensation \$528,156
  - ◇ Medical & Dental \$1,301,417
  - ◇ Medicare - Employer Match \$1,797,519

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	346,183	413,484	413,359	(125)	0.0%
OTPS	7,204	9,997	16,596	6,599	66.0%
Capital	-	-	-	-	-
<b>Total General Funds</b>	<b>353,387</b>	<b>423,481</b>	<b>429,955</b>	<b>6,474</b>	<b>1.5%</b>

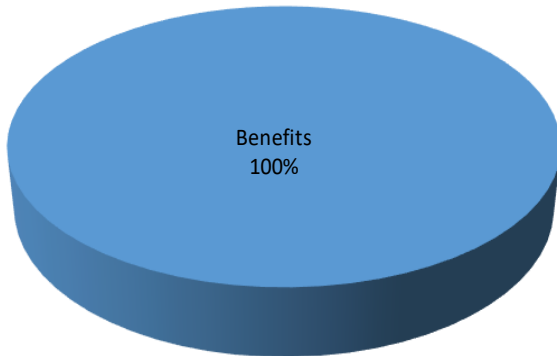
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	6.0	7.0	7.0	-	0.0%
<b>Total FTEs</b>	<b>6.0</b>	<b>7.0</b>	<b>7.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## EMPLOYEE BENEFITS DEPARTMENT

### Program Expenses



### Program Summaries

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

### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Benefits	353,387	423,481	429,955	6,474	100%
<b>Total General Fund Expenditures</b>	<b>353,387</b>	<b>423,481</b>	<b>429,955</b>	<b>6,474</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$352,397**

Water & Sewer Retiree Health  
Insurance Reimbursement

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Water & Sewer Retiree Health Ins.	354,143	364,143	352,397	(11,746)	100%
<b>Total Departmental Revenue</b>	<b>354,143</b>	<b>364,143</b>	<b>352,397</b>	<b>(11,746)</b>	<b>100%</b>



Fiscal Year 2023 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	346,183	413,484	413,359	(125)	0.0%
OTPS	7,204	9,997	16,596	6,599	66.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>353,387</b>	<b>423,481</b>	<b>429,955</b>	<b>6,474</b>	<b>1.5%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
N/A	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>353,387</b>	<b>423,481</b>	<b>429,955</b>	<b>6,474</b>	<b>1.5%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Reimbursement W&S Retiree Health Insurance	354,143	364,143	352,397	(11,746)	-3.2%
<b>Total Departmental Revenue</b>	<b>354,143</b>	<b>364,143</b>	<b>352,397</b>	<b>(11,746)</b>	<b>-3.2%</b>

# Fiscal Year 2023 Budget and Program Summaries

## EMPLOYEE BENEFITS DEPARTMENT

### Program Summaries

<b>Employee Benefits</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	353,387	423,481	429,955
FTEs	6.0	7.0	7.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percent of Health Plan Customer Service encounters resolved within one day	100%	100%	100%
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	100%	100%	100%
Percent of payroll changes activated in MUNIS within 3 work days of effected payroll	100%	100%	100%

### Benefits

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

### Highlights

- In FY22, the City added American Fidelity benefits such as Flexible Spending Accounts (FSA), Dependent Care FSA, Voluntary life insurance, Short and Long term disability, Accident, Cancer, and Hospital Insurance.
- Manually resolved multiple ACA production errors and produced ACA compliant forms (1095-C) ahead of schedule on February 17, 2022; original due date of March 2, 2022. Filed 1094-C forms prior to February 17, 2022 deadline on March 2, 2022.
- Maintained the department internal and public website with the most current information available pertaining to employee benefits, programs, and services.
- Added an additional site for New Hire Orientation with all available benefits listed.
- Continued New Open Enrollment section in the department’s internal and public website dedicated strictly to providing eligible employees with important details pertaining to Employee Benefits. The site includes links to the FY23 Open Enrollment Packet, GIC Benefits Decision Guide with the City of Springfield Premium Rate Sheet, and the Benefits Forms Website (electronic fill & sign pdf format).
- Successfully implemented the Group Insurance Commission’s myGICLink in order to streamline health insurance enrollment and change processes by transitioning to electronic forms and signatures.
- Developed an electronic filing database in the City’s Munis software system by collaborating efforts with the City’s Information Technology Dept. to reduce the use of paper, streamline document organization, and improve operational efficiency within the department.
- The project of scanning archived file documents into an electronic storage database is still on-going.

Fiscal Year 2023 Budget and Program Summaries

EMPLOYEE BENEFITS DEPARTMENT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Benefits</b>			
Salaries & Wages	(5,298)	55,471	5,374
Seminars/EDU/Training	-	-	6,600
Postage & Delivery	-	900	-
Office Supplies	(675)	-	-
<b>Total Adjustments</b>	<b>(5,973)</b>	<b>56,371</b>	<b>11,974</b>

**Notes**

◆ **Personal Services:**

◇ \$5,374 increase due to Salary adjustments.

◆ **OTPS**

◇ \$6,600 increase to Seminars/EDU/Training based on Citywide build up for FY23.

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# Fiscal Year 2023 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.

### FY22 Department Highlights

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

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

### FY23 Budget Highlights

- ◆ Funds 15.2 FTEs, an increase of 0.2 FTEs from the FY22 Adopted Budget to assist in the transition of the new Deputy Chief Information Officer of ITD.
- ◆ Continued funding for a new Storage Area Network (SAN) lease added in FY21. The new SAN enhances data storage capabilities and improves the performance of the City’s existing network.
- ◆ Continued funding for a comprehensive data backup and disaster recovery solution. This ensures the ability to quickly recover mission critical data in the event of any loss due to a natural disaster, cyberattack, or other means.
- ◆ Funding for continued service and support for MUNIS, Everbridge, and Accela.
- ◆ Funding for Office 365 services for city employee usage.
- ◆ Level service for continued IT services and support.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	941,308	1,182,102	1,159,342	(22,760)	-1.9%
OTPS	2,126,761	2,504,821	2,683,855	179,034	7.1%
Capital	16,751	20,000	18,000	(2,000)	-10.0%
<b>Total General Funds</b>	<b>3,084,820</b>	<b>3,706,923</b>	<b>3,861,197</b>	<b>154,274</b>	<b>4.2%</b>

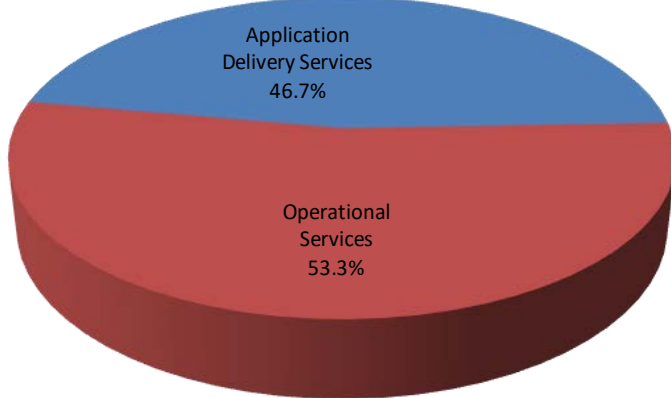
### Department Staff

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	14.0	14.0	14.2	0.2	1.4%
Trusts/Donations/Other FTEs	1.0	1.0	1.0	-	0.0%
<b>Total FTEs</b>	<b>15.0</b>	<b>15.0</b>	<b>15.2</b>	<b>0.2</b>	<b>1.3%</b>

Fiscal Year 2023 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

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**Program Expenses**



**Program Summary**

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

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

**Program Budgets**

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
<b>Program Expenses</b>					
Application Delivery Services	1,420,641	1,707,136	1,778,183	71,047	46.1%
Operational Services	1,664,179	1,999,787	2,083,014	83,227	53.9%
<b>Total General Fund Expenditures</b>	<b>3,084,820</b>	<b>3,706,923</b>	<b>3,861,197</b>	<b>154,274</b>	<b>100%</b>

**Revenue Summary**

This department does not produce any revenue.

Fiscal Year 2023 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

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**All Funds Expenditure Detail**

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	941,308	1,182,102	1,159,342	(22,760)	-1.9%
OTPS	2,126,761	2,504,821	2,683,855	179,034	7.1%
Capital	16,751	20,000	18,000	(2,000)	-10.0%
<b>Total General Funds</b>	<b>3,084,820</b>	<b>3,706,923</b>	<b>3,861,197</b>	<b>154,274</b>	<b>4.2%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>3,084,820</b>	<b>3,706,923</b>	<b>3,861,197</b>	<b>154,274</b>	<b>4.2%</b>

Fiscal Year 2023 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

**Program Summaries**

**Application Delivery Services**

Application Delivery Services	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	1,420,641	1,707,136	1,778,183
FTEs	7.0	7.0	7.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Number of FTEs assigned to a strategic project	5	5	5
Number of unique visitors to the public website	955,157	1,021,476	1,100,000
% of requests completed on-time	95%	93%	95%

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

**Highlights**

The Applications Delivery Division is responsible for developing, maintaining, and retiring software applications as required for the effective and efficient operation of City departments. These applications include server-based databases, Access, Excel, SQL Reporting Services, the City website, [www.springfieldcityhall.com](http://www.springfieldcityhall.com), and the internal site for employees (COSInfo). Our services include collaborating with departments to streamline work processes, interfacing with outsourced applications, and consulting on the purchase and use of commercial software.

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



Fiscal Year 2023 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

**Program Summaries**

**Operational Services**

Operational Services	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	1,664,179	1,999,787	2,083,014
FTEs	8.0	8.0	8.2
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Number of desktops/laptops to replace	40	400	200
% of Help Desk requests resolved within 24 hours	87%	93%	95%
Average number of Help Desk requests per month	421	141	125
Average number of email requests per day	N/A	28,584	30,000
Average number of allowed requests per day	N/A	7,042	8,000
Average number of spam blocked requests per day	N/A	21,542	22,000

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

**Highlights**

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

MUNIS is an integrated municipal ERP system that was implemented for Financials and Purchasing in FY08; Tax Revenue Billing (Real Estate, Personal Property and MV Excise), Work Orders (for Facilities, Parks and Police Outside Extra Duty requests/billing), and Contracts and Bids were introduced in FY09. Payroll/Base Human Resources and Position Control functions were implemented in FY10. Additional activity being considered is as follows: Extend and refine use/functionalities beyond the base MUNIS applications implemented over the past few years to improve financial information, controls and operational efficiencies across the city and in our schools.

Fiscal Year 2023 Budget and Program Summaries  
**INFORMATION TECHNOLOGY DEPARTMENT**

**FY23 Budget Adjustments**

Program Budget Adjustments	FY21 Actual	FY22 Actual	FY23 Adopted
<b>Operational Services</b>			
Salaries & Wages	73,576	23,178	(74,532)
Professional & Alarm/Guard Services	-	(1,000)	-
Professional Services	(3,380)	-	-
Office Supplies	(525)	-	-
Repair and Maintenance - Office Equipment/Computers	(3,406)	-	(4,476)
Repair and Maintenance - Networks	(1,499)	-	5,000
Software	(20,699)		(9,838)
Rental - Equipment	(441)	(441)	(5,634)
In State Travel	(150)	-	-
Computer Hardware	-	-	(2,000)
Gasoline	(75)	-	90
<b>Total Adjustments</b>	<b>43,401</b>	<b>21,737</b>	<b>(91,391)</b>

**Notes**

- ◆ Personal Services— \$74,532 decrease
  - ◇ Decrease reflects salary adjustments
- ◆ OTPS—\$16,949 decrease
  - ◇ Overall decrease reflects re-negotiated contracts and leases
  - ◇ Increases within OTPS reflect level service funding change due to inflation

## Fiscal Year 2023 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.

### FY22 Department Highlights

- ◆ DeBerry /Swan School — Construction of new 155,00sq. ft. co-located elementary school. Construction of phase one to be complete July 2023. Entire project slated to be completed Spring of 2024.
- ◆ Schematic Design and budget planning of the new Duggan Middle School Stadium.
- ◆ Planning and constructing the new athletic fields at Central High School.
- ◆ Designing and construction of Downtown Refresh.
- ◆ Implementing the NDRC Grant — Installing renewable energy source at Brookings Elementary School for redundant solar power and repairing a high hazard dam at Water Shops Pond.
- ◆ Campanile Bell Tower — Working with a design team developing the best course of action to maintain a safe and secure Campanile Tower.
- ◆ Implementation of the following Parks Department Projects: Blunt Park and Forest Park Master Plan.
- ◆ Massachusetts School Building Authority (MSBA) Accelerated Repair Projects — Construction Administration for the Three Boiler Replacements at Indian Orchard, Fredrick Harris and Sumner Avenue Elementary Schools. In planning the Replacement of the Windows and Doors at the High School of Science and Technology.
- ◆ Submission of Statement of Interest (SOI)- Assist with preparation of the SOI to the MSBA.

### FY23 Budget Highlights

- ◆ Funds 5.0 FTEs consistent with FY22.
- ◆ Continued insourcing of project management functions.

#### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	410,755	444,936	453,069	8,133	1.8%
OTPS	34,537	59,504	59,504	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>445,292</b>	<b>504,440</b>	<b>512,573</b>	<b>8,133</b>	<b>1.6%</b>

#### Department Staff

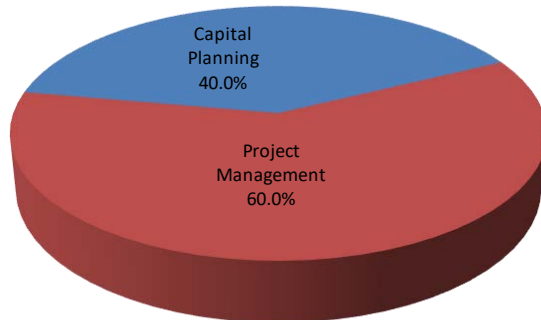
Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	5.0	5.0	5.0	-	0.0%
<b>Total FTEs</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	-	<b>0.0%</b>

Fiscal Year 2023 Budget and Program Summaries

# DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

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### 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Capital Planning	178,117	201,776	205,029	3,253	40.0%
Project Management	267,175	302,664	307,544	4,880	60.0%
<b>Total General Fund Expenditures</b>	<b>445,292</b>	<b>504,440</b>	<b>512,573</b>	<b>8,133</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>445,292</b>	<b>504,440</b>	<b>512,573</b>	<b>8,133</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.

Fiscal Year 2023 Budget and Program Summaries

DEPARTMENT OF CAPITAL ASSET CONSTRUCTION

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	410,755	444,936	453,069	8,133	1.8%
OTPS	34,537	59,504	59,504	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>445,292</b>	<b>504,440</b>	<b>512,573</b>	<b>8,133</b>	<b>1.6%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>445,292</b>	<b>504,440</b>	<b>512,573</b>	<b>8,133</b>	<b>1.6%</b>

Fiscal Year 2023 Budget and Program Summaries  
**DEPARTMENT OF CAPITAL ASSET CONSTRUCTION**

**Program Summaries**

**Capital Planning**

<b>Capital Planning</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	178,117	201,776	205,029
FTEs	2.0	2.0	2.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Total # of new projects	7	7	9
# of projects scheduled for completion	5	8	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 in the City of Springfield by providing professional project management services to various City Departments, ensuring that improvements to all City buildings adhere to health and safety codes, provide access to disabled citizens, and provide energy and other operating cost savings.

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

Fiscal Year 2023 Budget and Program Summaries  
**DEPARTMENT OF CAPITAL ASSET CONSTRUCTION**

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**Program Summaries**

**Project Management**

<b>Project Management</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	267,175	302,664	307,544
FTEs	3.0	3.0	3.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percentage of projects completed under budget	100%	100%	100%
Percentage of change orders of total construction budget per project	2.5%	2.5%	2%
Percentage of projects completed on schedule	100%	100%	100%
Total number of completed projects	5	8	10

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

**Highlights**

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

**Central High School Athletic Fields**

- ◆ Planning and construction of athletic fields at Central High School. Construction is expected to start in the summer of 2022 and is expected to be open by spring of 2023.

**DeBerry/ Swan Street School**

- ◆ Construction of replacement buildings for both schools. These new schools will be co-located on a shared campus, similar to the Brightwood/Lincoln Elementary School project.

**NDRC Grant Implementation**

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

**Duggan Middle School Stadium**

- ◆ Design and planning of the new Duggan Middle School Stadium Park. This includes installation of an artificial field with a track, seating, basketball courts, an accessory building and a paved parking lot.

**MSBA Accelerated Repair Projects—Multiple projects**

- ◆ Boiler and HVAC Improvements— Close out of the boiler replacement projects at Indian Orchard, Sumner Ave and Frederick Harris Elementary School.
- ◆ MSBA bidding and construction of window and door replacements at the High School of Science and Technology.

Fiscal Year 2023 Budget and Program Summaries  
**DEPARTMENT OF CAPITAL ASSET CONSTRUCTION**

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**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Capital Planning</b>			
OTPS	(4,057)	378	-
<b>Project Management</b>			
Personal Services	(9,064)	8,633	-
<b>Total Adjustments</b>	<b>(13,121)</b>	<b>9,011</b>	-

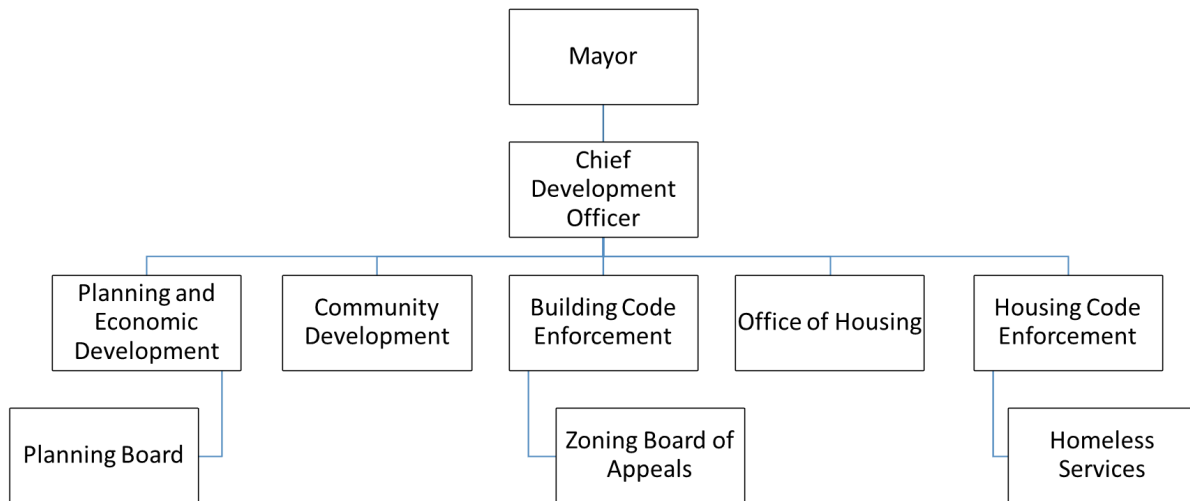
**Notes**

This department has remained level funded.



# Section 6

## Development Services Division



### Mission Statement

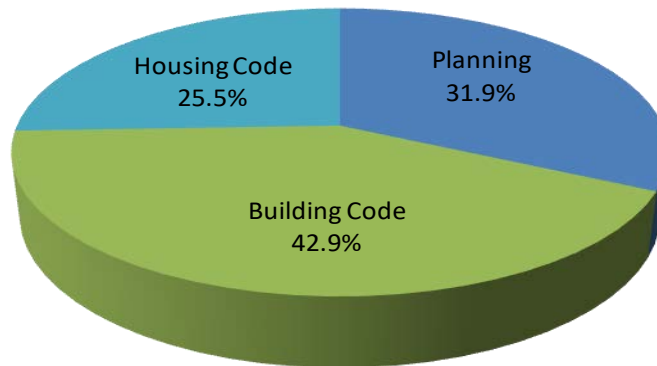
The Development Services Division integrates the resources of each department to enhance the quality of life in our City, to facilitate growth and development, to ensure appropriate planning and enforcement of regulatory standards, and to oversee and facilitate the revitalization of each neighborhood 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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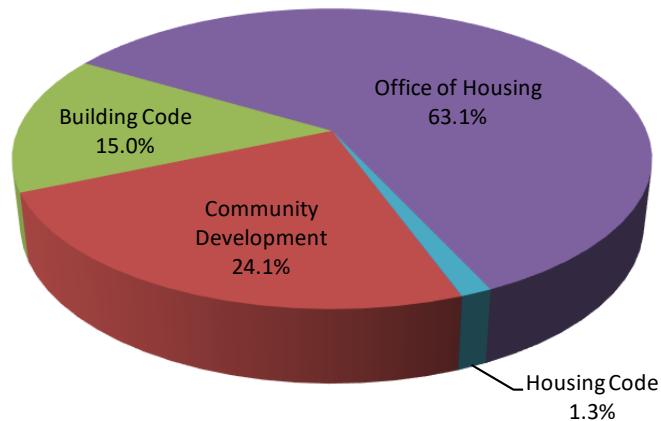
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## Development Division



FY23 Adopted Budget Development Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Planning	1,371,056	1,484,525	1,484,525	1,437,596	-3.2%	-3.2%
Community Development	-	-	-	-	-	-
Building Code	1,720,931	1,919,768	1,919,768	1,889,020	-1.6%	-1.6%
Office of Housing	-	-	-	-	-	-
Housing Code	823,374	1,000,369	1,000,369	1,143,220	14.3%	16.1%
<b>Total</b>	<b>3,915,361</b>	<b>4,404,662</b>	<b>4,404,662</b>	<b>4,469,836</b>	<b>1.5%</b>	<b>3.3%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
Planning	5,500	-	-	-	-	5,500
Community Development	25,000	-	3,954,556	-	-	3,979,556
Building Code	2,480,000	-	-	-	-	2,480,000
Office of Housing	-	-	9,860,941	-	-	9,860,941
Housing Code	185,000	-	33,577	-	-	218,577
<b>Total</b>	<b>2,695,500</b>	<b>-</b>	<b>13,849,074</b>	<b>-</b>	<b>-</b>	<b>16,544,574</b>

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# Fiscal Year 2023 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.

### FY22 Department Highlights

The Office of Planning and Economic Development (OPED) strives to promote and improve the economic, natural, and built environment of the City of Springfield. OPED manages this effort on behalf of Springfield’s residents, businesses, work force, and visitors through economic and workforce development, zoning, urban design, neighborhood planning, open space, and geographic information services. The department 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 & Economic Development, the economic development and planning functions collaborate to ensure that a thoughtful and equitable process can be undertaken for 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.

### FY23 Budget Highlights

- ◆ Funds 11.0 General Fund FTEs, a decrease of 1.0 FTE over FY22.
  - ◇ A Deputy Director of Real Estate Development was added to assist in identifying new strategic economic and public/private partnerships that will allow the City to fully recognize its economic development potential. The job duties of the Sr. Project Manager and Project Assistant will be consolidated and become the responsibility of the Deputy Director of Real Estate Development.
- ◆ OTPS includes funding for:
  - ◇ Business Improvement District dues
  - ◇ Springfield Redevelopment Authority contractual payments
  - ◇ Property appraisal services
  - ◇ Funding match for the Springfield Cultural District

#### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	918,577	1,020,652	978,502	(42,150)	-4.1%
OTPS	452,478	463,873	459,093	(4,780)	-1.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,371,056</b>	<b>1,484,525</b>	<b>1,437,596</b>	<b>(46,929)</b>	<b>-3.2%</b>

#### Department Staff

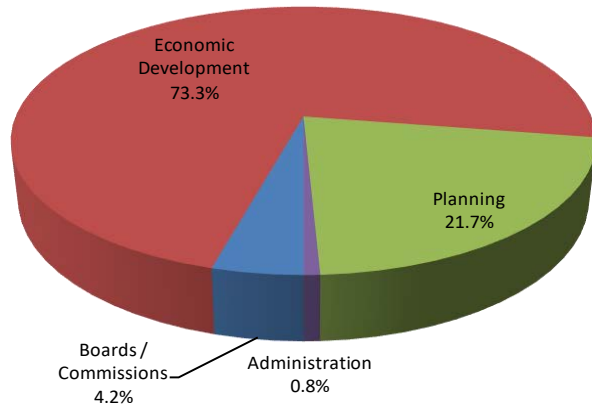
Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	12.0	12.0	11.0	(1.0)	-8.3%
<b>Total FTEs</b>	<b>12.0</b>	<b>12.0</b>	<b>11.0</b>	<b>(1.0)</b>	<b>-8.3%</b>

# Fiscal Year 2023 Budget and Program Summaries

## PLANNING & ECONOMIC DEVELOPMENT

### Program Summary

#### Program Expenses



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

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

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

**Administration**— Provides general administration for the Division.

#### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent of Total
Boards / Commissions	63,115	62,993	66,129	3,136	4.6%
Economic Development	991,996	1,087,492	1,039,382	(48,110)	72.3%
Planning	305,968	322,713	320,584	(2,129)	22.3%
Administration	10,976	11,327	11,501	174	0.8%
<b>Total General Fund Expenditures</b>	<b>1,371,056</b>	<b>1,484,525</b>	<b>1,437,596</b>	<b>(46,929)</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total All Funds Expenditures</b>	<b>1,372,056</b>	<b>1,484,525</b>	<b>1,437,596</b>	<b>(46,929)</b>	<b>100%</b>

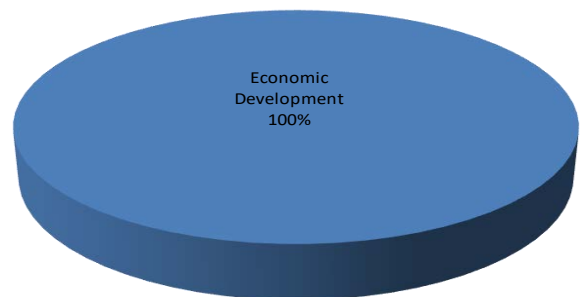
### Revenue Summary

**TOTAL REVENUE: \$5,500**

**Economic Development - \$5,500**

- ◆ 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent of Total
Boards / Commissions	-	-	-	-	0.0%
Economic Development	4,841	4,500	5,500	1,000	100%
Planning	-	-	-	-	0.0%
Administration	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>4,841</b>	<b>4,500</b>	<b>5,500</b>	<b>1,000</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	918,577	1,020,652	978,502	(42,150)	-4.1%
OTPS	452,478	463,873	459,093	(4,780)	-1.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,371,056</b>	<b>1,484,525</b>	<b>1,437,596</b>	<b>(46,929)</b>	<b>-3.2%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	1,000	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,372,056</b>	<b>1,484,525</b>	<b>1,437,596</b>	<b>(46,929)</b>	<b>-3.2%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Departmental Fees	3,841	3,000	4,000	1,000	33.3%
Other Permits	1,000	1,500	1,500	-	0.0%
<b>Total Departmental Revenue</b>	<b>4,841</b>	<b>4,500</b>	<b>5,500</b>	<b>1,000</b>	<b>22.2%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>
Springfield Business Improvement	Grant	10/15/2021	1,000	-	-
<b>Subtotal FY23 Anticipated Grant Funds</b>			<b>1,000</b>	<b>-</b>	<b>-</b>
<b>Subtotal Other Funding</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>1,000</b>	<b>-</b>	<b>-</b>

Fiscal Year 2023 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

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**Program Summaries**

**Boards/Commissions**

<b>Boards/Commissions</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	63,115	62,993	66,129
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% 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 2023 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

**Program Summaries**

**Economic Development**

Economic Development	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	991,996	1,087,492	1,039,382
FTEs	7.0	7.0	6.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
New construction value	21,831,331	220,185,674	225,000,000
Number of business forums held annually	12	0	12
Average number of weekly business visits	4	20	10

**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 2023 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

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**Program Summaries**

**Office of Planning**

<b>Planning</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	305,968	322,713	320,584
FTEs	4.0	4.0	4.0

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

The Office of Planning strives to promote and improve the economic, natural, and built environment of the City of Springfield. We manage this effort on behalf of Springfield’s residents, businesses, work force, and visitors through zoning, innovative urban design, neighborhood planning, open space preservation, and geographic information services. The Planning Department serves as the administration for the Planning Board, Conservation Commission, and Historical Commission.

Fiscal Year 2023 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

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**Program Summaries**

**Administration**

<b>Administration</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	10,976	11,327	11,501
FTEs	-	-	-

**Citywide Strategic Priority:** Economic Vitality

**Highlights**

Provides administrative oversight for the Planning & Economic Development Department.

Fiscal Year 2023 Budget and Program Summaries  
**PLANNING & ECONOMIC DEVELOPMENT**

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**FY23 Budget Adjustments**

Program Budget Adjustments	FY21 Actual	FY22 Actual	FY23 Adopted
<b>Economic Development</b>			
Personal Services	(12,596)	19,013	(109,386)
OTPS	4,150	(300)	(3,953)
<b>Planning</b>			
Personal Services	(6,044)	-	-
OTPS	(300)	-	(1,400)
<b>Administration</b>			
OTPS	182	300	225
<b>Total Adjustments</b>	<b>(14,609)</b>	<b>19,013</b>	<b>(114,514)</b>

**Notes**

- ◆ Economic Development
  - ◇ \$109,386 decrease in Salaries & Wages accounts for position consolidation and salary adjustments
  - ◇ \$3,953 decrease in OTPS due to historical spending
- ◆ Planning
  - ◇ \$1,400 decrease in OTPS due to historical spending
- ◆ Administration
  - ◇ \$225 increase in OTPS due to gasoline and diesel

Fiscal Year 2023 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

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**Mission**

The mission of the Community Development department is to administer programs that meet the federal government’s Housing and Urban Development policy goals of providing low and moderate-income persons safe and decent housing, a suitable living environment, and expanded economic opportunities.

**FY22 Department Highlights**

The Office of Community Development receives funding from the Department of Housing and Urban Development and various other local, state and federal agencies. The funds are then redistributed to local service providers, agencies, contractors and homeowners. In order to comply with funding agency requirements and regulations, the Office of Community Development reviews financial and programmatic reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

The Office of Housing undertakes activities to improve the quality and availability of housing for moderate and low income persons, increase the rate of homeownership in the City, reduce homelessness, promote equal opportunity for all to access quality housing, and improve the quality of low-income neighborhoods through the eradication of blight and investment in public spaces and infrastructure.

**FY23 Budget Highlights**

- ◆ This department is supported completely by Grant Funds.
- ◆ Represents 26.5 FTEs based off of available grant funding an increase of 2 FTEs over FY22 Adopted budget.
  - ◇ Reflects the addition of a FT Financial Analyst and FT Sr. Financial Analyst.

**Department Budget**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	-	-	-	-	0.0%
OTPS	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	-	-	-	-	<b>0.0%</b>

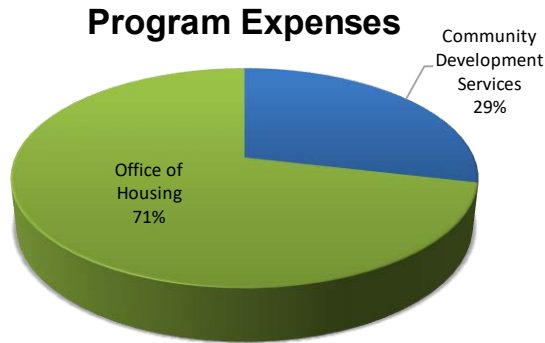
**Department Staff**

<b>Department FTEs</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant FTEs	24.5	24.5	26.5	2.0	8.2%
<b>Total FTEs:</b>	<b>24.5</b>	<b>24.5</b>	<b>26.5</b>	<b>2.0</b>	<b>8.2%</b>

# Fiscal Year 2023 Budget and Program Summaries

## COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

### Program Summary



**Community Development** - Review financial and programmatic reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

**HUD Grants** - Financial management of entitlement grants including CDBG, HOME, ESG, CoC, and HOPWA

**Office of Housing** - Oversight and public assistance provided for various housing initiative programs throughout Springfield.

### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Community Development Services	-	-	-	-	0.0%
Office of Housing	-	-	-	-	0.0%
<b>Total General Fund Expenditures</b>	-	-	-	-	<b>0.0%</b>
Community Development Services	7,433,651	7,889,599	3,954,556	(3,935,043)	-49.9%
Office of Housing	13,198,727	16,652,158	9,860,941	(6,791,217)	-40.8%
<b>Total External Funds Expenditures</b>	<b>20,632,378</b>	<b>24,541,757</b>	<b>13,815,497</b>	<b>(10,726,260)</b>	<b>-43.7%</b>
<b>Total All Funds Expenditures</b>	<b>20,632,378</b>	<b>24,541,757</b>	<b>13,815,497</b>	<b>(10,726,260)</b>	<b>-43.7%</b>

### Revenue Summary

**TOTAL REVENUE: \$25,000**

- ◆ Rentals - \$25,000

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Community Development Services	25,000	25,000	25,000	-	100.0%
Office of Housing	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>100.0%</b>

Fiscal Year 2023 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

**All Funds Budget Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	-	-	-	-	0.0%
OTPS	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	20,632,378	24,541,757	13,815,497	(10,726,260)	-43.7%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>20,632,378</b>	<b>24,541,757</b>	<b>13,815,497</b>	<b>(10,726,260)</b>	<b>-43.7%</b>
<b>All Funds Budget:</b>	<b>20,632,378</b>	<b>24,541,757</b>	<b>13,815,497</b>	<b>(10,726,260)</b>	<b>-43.7%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Departmental Revenue	25,000	25,000	25,000	-	0.0%
External Funds	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>0.0%</b>
<b>External Funds</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>
<b>Community Development Block Grant (CDBG)</b>					
Community Development Block Grant (CDBG)	Grant	6/30/2025	3,237,153	3,954,556	3,954,556
CDBG Disaster Recovery	Grant	6/30/2022	2,838,680	1,211,311	-
CDBG COVID-19	Grant	6/30/2022	1,357,818	2,723,732	-
<b>Office of Housing</b>					
HOME Investment Partnership (HOME)	Grant	6/30/2023	2,683,705	1,673,733	1,673,733
Housing Opportunities for Persons w AIDS (HOPWA)	Grant	6/30/2024	701,992	726,899	726,899
Emergency Solutions Grant (ESG)	Grant	6/30/2024	269,918	333,698	333,698
Emergency Solutions Grant (ESG) - COVID-19	Grant	6/30/2021	1,642,731	-	-
Homeless Youth	Grant	6/30/2024	616,089	166,522	656,589
National Disaster Resilience Competition (NDRC)	Grant	9/30/2024	1,288,636	7,282,757	-
Continuum of Care Program	Grant	6/30/2023	3,867,828	4,405,674	6,470,022
EPA Assessment Grant	Grant	9/30/2022	130,749	138,585	-
Youth Homeless Demonstration Program Grant	Grant	6/30/2022	282,990	-	-
Lead	Grant	6/30/2021	363,222	1,909,673	-
Lead-Based Paint Hazard Reduction	Grant	6/30/2021	125,607	14,617	-
Brownfields Assessment - Lyman	Grant	6/30/2021	98,990	-	-
Specific Impact Grant	Grant	6/30/2021	250,000	-	-
Section 108 Loan	Grant	N/A	876,270	-	-
<b>Subtotal FY23 Anticipated Grant Funds:</b>			<b>20,632,378</b>	<b>24,541,757</b>	<b>13,815,497</b>
<b>Subtotal FY23 Other Funds:</b>				-	-
<b>Total External Funding Sources:</b>			<b>20,632,378</b>	<b>24,541,757</b>	<b>13,815,497</b>

Fiscal Year 2023 Budget and Program Summaries  
COMMUNITY DEVELOPMENT / OFFICE OF HOUSING

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**Program Summaries**

**Community Development Services**

<b>Community Development Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	7,433,651	7,889,599	3,954,556
FTEs	5.5	5.5	7.5

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

**Highlights**

The Office of Community Development receives funding from the Department of Housing and Urban Development and various other local, state and federal agencies. The funds are then distributed to local service providers, agencies, contractors and homeowners. In order to comply with funding agency requirements and regulations, the Office of Community Development reviews financial and programmatic reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.



Fiscal Year 2023 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

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**Program Summaries**

**Office of Housing**

<b>Office of Housing</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	13,198,727	16,652,158	9,860,941
FTEs	19.0	19.0	19.0

**Highlights**

The Office of Housing undertakes activities to improve the quality and availability of housing for moderate and low income persons, increase the rate of homeownership in the City, reduce homelessness, promote equal opportunity for all to access quality housing, and improve the quality of low-income neighborhoods through the eradication of blight and investment in public spaces and infrastructure. The Office of Housing oversees the administration of eight Federal and State grant programs with annual projected budgets in excess of \$13 million dollars.

Fiscal Year 2023 Budget and Program Summaries  
**COMMUNITY DEVELOPMENT / OFFICE OF HOUSING**

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**FY23 Budget Adjustments**

Program Budget Adjustments	FY21 Actual	FY22 Actual	FY23 Adopted
<b>Community Development Services</b>			
Personal Services	-	-	-
OTPS	-	-	-
<b>Office of Housing</b>			
Personal Services	-	-	-
OTPS	-	-	-
<b>TOTAL ADJUSTMENTS</b>	-	-	-

**Notes**

No budgetary adjustments necessary; this department is fully grant funded.

# Fiscal Year 2023 Budget and Program Summaries

## BUILDING CODE DEPARTMENT

### Mission

To 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.

### FY22 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.

### FY23 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs, consistent with FY22.
- ◆ Includes funding to allow Building Inspectors to work 40 hours a week. This is to address an increase in the number of building construction projects throughout the City of Springfield in recent years.
- ◆ FY23 OTPS:
  - ◇ Funding for GPS monitoring in all vehicles used by Inspectional Services personnel.
  - ◇ Includes funding for all contractually-obligated costs (uniforms & safety equipment).
  - ◇ Funds training costs to ensure Inspectors are educated on all current code enforcement statutes.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	1,683,600	1,872,224	1,835,858	(36,367)	-1.9%
OTPS	37,331	47,544	53,163	5,619	11.8%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,720,931</b>	<b>1,919,768</b>	<b>1,889,020</b>	<b>(30,748)</b>	<b>-1.6%</b>

### Department Staff

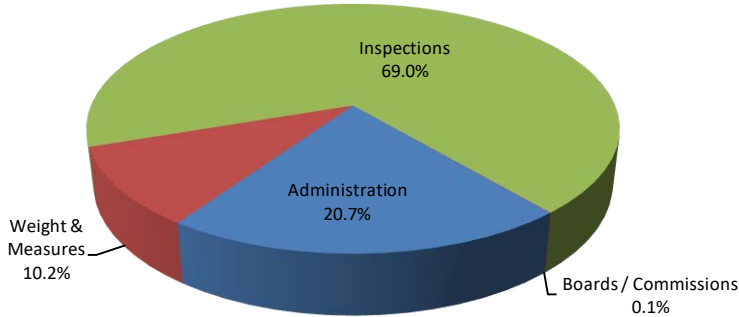
Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	28.0	28.0	28.0	-	0.0%
<b>Total FTEs</b>	<b>28.0</b>	<b>28.0</b>	<b>28.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## BUILDING CODE DEPARTMENT

### Program Summary

#### Program Expenses



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

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

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

**Boards/Commissions** - Reviews zoning change applications.

#### Program Budgets

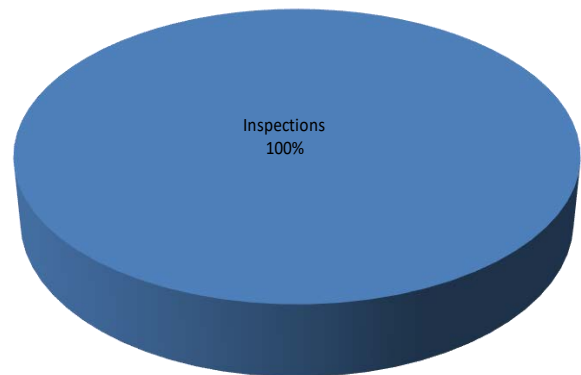
Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Administration	373,021	378,584	390,851	12,267	21.4%
Weight & Measures	179,496	181,332	192,477	11,145	10.7%
Inspections	1,166,915	1,358,352	1,304,192	(54,160)	67.9%
Boards / Commissions	1,500	1,500	1,500	-	0.1%
<b>Total General Funds Expenditures</b>	<b>1,720,931</b>	<b>1,919,768</b>	<b>1,889,020</b>	<b>(30,748)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: : \$2,480,000**

- ◆ Departmental Fees - \$480,000
  - ◇ Weights & Measures: Scale, balance, pump, meter, and scanner calibration fees
- ◆ Permits - \$2,000,000
  - ◇ Occupancy permits
  - ◇ Building permits: Roofs, additions, demolitions, pools
  - ◇ Utility permits - Electrical, plumbing
  - ◇ Zoning change permits

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Administration	-	-	-	-	0.0%
Weight & Measures	-	-	-	-	0.0%
Inspections	2,287,675	2,180,000	2,480,000	300,000	100%
Boards / Commissions	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>2,287,675</b>	<b>2,180,000</b>	<b>2,480,000</b>	<b>300,000</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries

BUILDING CODE DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	1,683,600	1,872,224	1,835,858	(36,367)	-1.9%
OTPS	37,331	47,544	53,163	5,619	11.8%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,720,931</b>	<b>1,919,768</b>	<b>1,889,020</b>	<b>(30,748)</b>	<b>-1.6%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>1,720,931</b>	<b>1,919,768</b>	<b>1,889,020</b>	<b>(30,748)</b>	<b>-1.6%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Departmental Fees	436,895	480,000	480,000	-	0.0%
Other Permits	1,850,580	1,700,000	2,000,000	300,000	17.6%
Departmental Fines	200	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>2,287,675</b>	<b>2,180,000</b>	<b>2,480,000</b>	<b>300,000</b>	<b>13.8%</b>

# Fiscal Year 2023 Budget and Program Summaries

## BUILDING CODE DEPARTMENT

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### Program Summaries

#### Administrative

Administration	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	373,021	378,584	390,851
FTEs	6.0	6.0	6.0

**Citywide Strategic Priority:** Economic Vitality

#### Highlights

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

**BUILDING CODE DEPARTMENT**

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**Program Summaries**

**Weights & Measures**

<b>Weights &amp; Measures</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	179,496	181,332	192,477
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 2023 Budget and Program Summaries

**BUILDING CODE DEPARTMENT**

**Program Summaries**

<b>Inspections</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	1,166,915	1,358,352	1,304,192
FTEs	19.0	19.0	19.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Number of Section 106 life and safety certificates issued	84	0	100
Percentage of complaints resolved within 70 days	25%	2%	25%
Percentage of permits issued within 14 days	90%	91%	90%
Number of average monthly inspections per zoning inspector	205	497	180
Number of average monthly inspections per building inspector	110	113	110
Percentage of joint housing and building inspections	25%	25%	25%

**Inspections**

**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, 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.



# Fiscal Year 2023 Budget and Program Summaries

## BUILDING CODE DEPARTMENT

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### Program Summaries

#### Boards/Commissions

Boards / Commissions	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	1,500	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.

**BUILDING CODE DEPARTMENT**

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Administration</b>			
Personal Services	(2,525)	7,318	13,981
OTPS	(1,500)	-	(300)
<b>Weights &amp; Measures</b>			
Personal Services	(1,403)	-	8,354
OTPS	(90)	-	-
<b>Inspections</b>			
Personal Services	(3,247)	-	(48,484)
OTPS	(6,259)	-	290
<b>Total Adjustments</b>	<b>(15,024)</b>	<b>7,318</b>	<b>(26,159)</b>

**Notes**

◆ **Administration**

- ◇ \$13,981 increase in Personal Services due to salary adjustments
- ◇ \$300 decrease in Office Supplies due to historical spending

◆ **Weights & Measures**

- ◇ \$8,354 increase in Personal Services due to salary adjustments

◆ **Inspections**

- ◇ \$48,484 decrease in Personal Services due to salary adjustments
- ◇ \$290 increase in OTPS for vehicle maintenance

# Fiscal Year 2023 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.

### FY22 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 addressing neighborhood quality of life issues. The department has also begun efforts to ensure compliance with the Short-Term Rental Ordinance that was adopted by the Springfield City Council.

### FY23 Budget Highlights

- ◆ 17 General Fund FTEs, an increase of 1.5 FTEs over FY22.
  - ◇ One (1) new Code Inspector was added and one (1) FT Inspectional Service Clerk to replace one (1) PT Inspectional Service Clerk to address the newly adopted Short-Term Rental Ordinance.
- ◆ Funds contractual clothing & supply allowances for all members of the UPSEU bargaining unit.
- ◆ Includes \$110,000 for Mayor's Clean City program.
- ◆ Continued funding for GPS units in all vehicles used by Inspectional Services personnel.
- ◆ Continued funding to the CDBG program for homelessness prevention through its receivership program.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	654,101	818,412	935,866	117,454	14.4%
OTPS	169,272	181,958	207,354	25,397	14.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>823,374</b>	<b>1,000,369</b>	<b>1,143,220</b>	<b>142,850</b>	<b>14.3%</b>

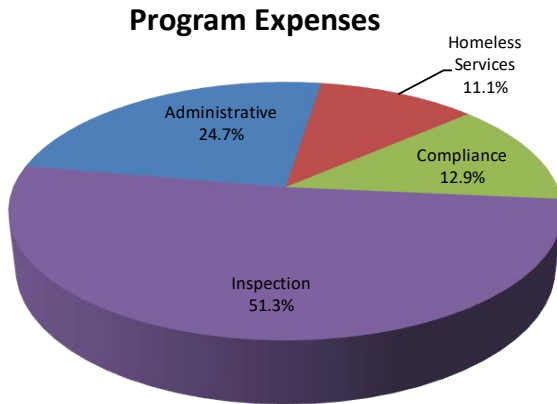
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	15.0	15.5	17.0	1.5	9.7%
<b>Total FTEs</b>	<b>15.0</b>	<b>15.5</b>	<b>17.0</b>	<b>1.5</b>	<b>9.7%</b>

# Fiscal Year 2023 Budget and Program Summaries

## HOUSING CODE DEPARTMENT

### 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

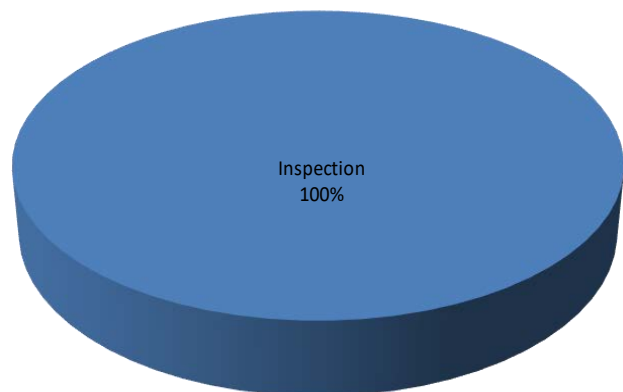
	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
<b>Program Expenses</b>					
Administrative	211,667	255,385	290,669	35,284	24.7%
Homeless Services	95,122	114,768	130,624	15,856	11.1%
Compliance	110,547	133,379	151,807	18,428	12.9%
Inspection	439,616	530,414	603,697	73,282	51.3%
<b>Total General Fund Expenditures</b>	<b>823,374</b>	<b>1,000,369</b>	<b>1,143,220</b>	<b>142,850</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>33,577</b>	<b>33,577</b>	<b>33,577</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>856,951</b>	<b>1,033,946</b>	<b>1,176,797</b>	<b>142,850</b>	<b>13.8%</b>

### Revenue Summary

**TOTAL REVENUE: \$185,000**

- ◆ Departmental Fees - \$45,000
  - ◇ Littering, debris, illegal dumping
  - ◇ Quality of Life: Noise complaints, barking dogs, graffiti, property maintenance
  - ◇ Safety: Snow & Ice removal
- ◆ Departmental Fines - \$140,000
  - ◇ Sanitary/safety measures: Smoke detectors, insects & vermin, heat/hot water availability.

### Program Revenue



### Departmental Revenue

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
<b>Program Revenue</b>					
Inspection	173,034	195,000	185,000	(10,000)	100%
<b>Total Departmental Revenue</b>	<b>173,034</b>	<b>195,000</b>	<b>185,000</b>	<b>(10,000)</b>	<b>100%</b>

Fiscal Year 2023 Budget and Program Summaries

HOUSING CODE DEPARTMENT

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	654,101	818,412	935,866	117,454	14.4%
OTPS	169,272	181,958	207,354	25,397	14.0%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>823,374</b>	<b>1,000,369</b>	<b>1,143,220</b>	<b>142,850</b>	<b>14.3%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	33,577	33,577	33,577	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>33,577</b>	<b>33,577</b>	<b>33,577</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>856,951</b>	<b>1,033,946</b>	<b>1,176,797</b>	<b>142,850</b>	<b>13.8%</b>

**All Funds Revenue Detail**

<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Departmental Fees	46,230	35,000	45,000	10,000	28.6%
Departmental Fines	126,804	160,000	140,000	(20,000)	-12.5%
<b>Total Departmental Revenue</b>	<b>173,034</b>	<b>195,000</b>	<b>185,000</b>	<b>(10,000)</b>	<b>-5.1%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>
CDBG Entitlement	Grant	6/30/2023	33,577	33,577	33,577
<b>Subtotal FY23 Anticipated Grant Funds</b>			<b>33,577</b>	<b>33,577</b>	<b>33,577</b>
<b>Subtotal FY23 Other Funding</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>33,577</b>	<b>33,577</b>	<b>33,577</b>

HOUSING CODE DEPARTMENT

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**Program Summaries**

**Administrative**

<b>Administrative</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	211,667	255,385	290,669
FTEs	5.0	3.0	4.0

**Citywide Strategic Priority:** Healthy Neighborhoods

**Highlights**

Responsible for the administrative and logistical management of Code Enforcement’s Housing Division.

HOUSING CODE DEPARTMENT

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**Program Summaries**

**Homeless Services**

<b>Homeless Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	95,122	114,768	130,624
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

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**Program Summaries**

**Compliance**

<b>Compliance</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	110,547	133,379	151,807
FTEs	0.0	0.0	0.0

**Citywide Strategic Priority:** Healthy Neighborhoods

**Highlights**

Received CDBG grant funds for the 11th 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 2023 Budget and Program Summaries

## HOUSING CODE DEPARTMENT

### Program Summaries

#### Inspections

<b>Inspection</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	439,616	530,414	603,697
FTEs	8.0	9.5	10.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percent of violations found through proactive deployment	18%	17%	25%
Percent of complaints responded to within 10 business days	74%	74%	80%
Percent of emergency complaints responded to within 1 business day	91%	89%	95%
Percent of violations resolved within 70 days	56%	54%	60%
Average monthly inspections per inspector	203	300	350

**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 2023 Budget and Program Summaries

HOUSING CODE DEPARTMENT

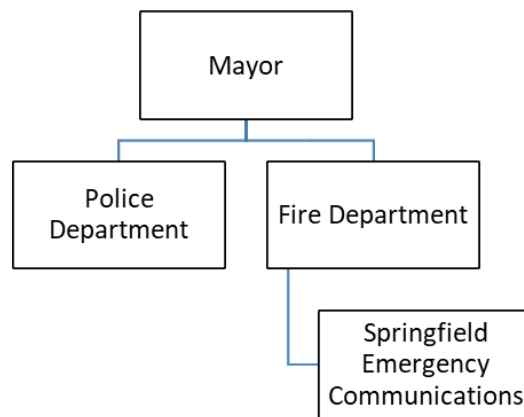
**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Administrative</b>			
Personal Services	(31,591)	-	8,451
OTPS	-	-	12,861
<b>Homeless Services</b>			
Personal Services	(28,050)	-	(28,158)
OTPS	-	-	-
<b>Inspection</b>			
Personal Services	52,846	-	18,796
OTPS	2,047	-	2,450
<b>Total Adjustments</b>	<b>(4,749)</b>	<b>-</b>	<b>14,400</b>

**Notes**

- ◆ Administrative
  - ◇ \$8,451 increase in Personal Services due to salary adjustments
  - ◇ \$12,861 increase in OTPS to fund short-term rental software
  
- ◆ Homeless Services
  - ◇ \$28,158 decrease to Personal Services due to salary offset to CDBG grant
  
- ◆ Inspection
  - ◇ \$18,796 increase in Personal Services due to salary adjustments
  - ◇ \$2,450 increase in OTPS for contractual vehicle maintenance and gasoline & diesel

# Section 7 Public Safety Division



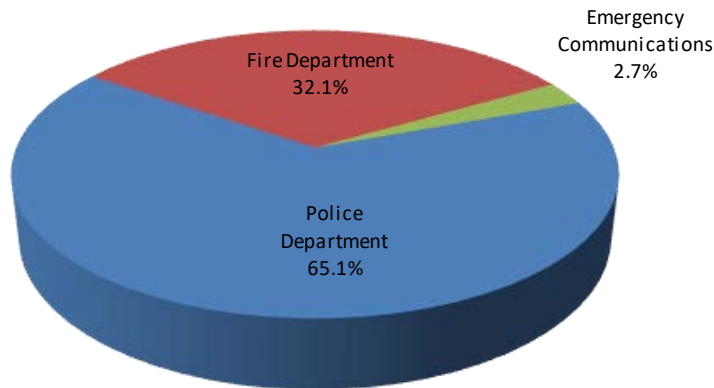
## Mission Statement

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

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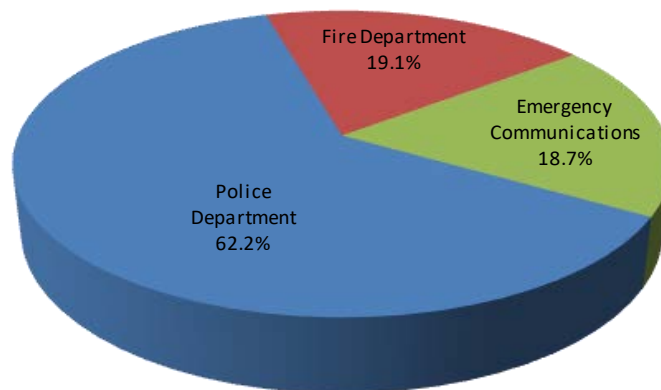
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## Public Safety Division



FY23 Adopted Budget Public Safety Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Police Department	49,390,072	51,928,503	51,945,793	51,753,000	-0.3%	-0.4%
Fire Department	23,687,520	24,858,542	24,858,542	25,549,818	2.8%	2.8%
Emergency Communications	1,707,127	1,993,284	1,993,284	2,174,551	9.1%	9.1%
<b>Total</b>	<b>74,784,719</b>	<b>78,780,329</b>	<b>78,797,619</b>	<b>79,477,369</b>	<b>0.9%</b>	<b>0.9%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
Police Department	921,876	-	3,092,085	-	-	4,013,961
Fire Department	552,100	-	680,264	-	-	1,232,364
Emergency Communications	-	-	1,206,993	-	-	1,206,993
<b>Total</b>	<b>1,473,976</b>	<b>-</b>	<b>4,979,342</b>	<b>-</b>	<b>-</b>	<b>6,453,318</b>

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# Fiscal Year 2023 Budget and Program Summaries

## POLICE DEPARTMENT

### Mission

To provide public safety and to contribute to the quality of life for the citizens of the City of Springfield by protecting, serving and working with the community to develop philosophies, which promote equity and establish partnership between citizens and police to enhance law enforcement, aid in the prevention of crime, and preserve the public peace.

### FY22 Department Highlights

The Police Department accomplished several important objectives in FY22, each of which are highlighted below:

- ◆ Expanded ShotSpotter coverage to include additional square mile around Mallory Village/Putnam Circle; extended coverage in Forest Park area
- ◆ Initiated Supervisor B-Agile classes hosted by Babson College for middle management
- ◆ Academy recruit class of 34 expected to graduate in June of 2022
- ◆ The body worn camera (BWC) system is set to complete one full year of being in service. SPD is the largest municipal police department in the Commonwealth to be fully implemented; all supervisors and officers currently wear a BWC. Additionally, there is a dedicated BWC department which deals with redaction and FOIA requests
- ◆ Continual implementation of Peer-to-Peer training to assist officers in stressful situations with an emphasis on those involving traumatic incidents. This is provided in conjunction with critical stress debriefings and clergy on call
- ◆ Created the first Firearms Investigation Unit (FIU) to combat gun violence within our city. Since it's inception, the FIU has recovered 251 guns and 8596 rounds of ammo
- ◆ Organized multi-agency city-wide anti-dirt bike and high visibility traffic enforcement details which has net 125 seized dirt bikes

### FY23 Budget Highlights

- ◆ Funds a total of 598 FTEs, of which two are part time positions. Of this, there are 512 sworn FTEs and 86 Civilian FTEs. A decrease of 2 FTEs from the FY22 Adopted which include: two (2) Clerk Typist Senior positions
- ◆ Funds a multitude of critical departmental initiatives including:
  - ◇ Funds IA Pro Software used to identify patterns of undesirable behavior in order to improve employee training through coaching, counseling or retraining.
  - ◇ Funds cloud-based storage of all evidential data recorded by body worn cameras.
  - ◇ Continued operation of the Real Time Crime Analysis Center.
  - ◇ Funds 8 square miles of the ShotSpotter Gunfire Detection System.
  - ◇ Funds a recruit class of 50 to fill current and anticipated vacancies.
  - ◇ Funds replacement of essential policing equipment and other critical supplies.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	45,659,390	47,602,060	47,004,353	(597,707)	-1.3%
OTPS	3,529,832	4,066,265	4,488,469	422,204	10.4%
Capital	200,850	260,178	260,178	-	0.0%
<b>Total General Funds</b>	<b>49,390,072</b>	<b>51,928,503</b>	<b>51,753,000</b>	<b>(175,503)</b>	<b>-0.3%</b>

### Department Staff

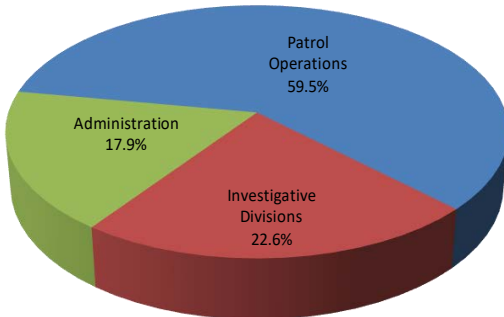
Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	573.0	577.0	572.0	(5.0)	-0.9%
Grant FTEs	8.0	7.0	7.0	-	0.0%
Trusts/Donations/Other FTEs	19.0	16.0	19.0	3.0	18.8%
<b>Total FTEs</b>	<b>600.0</b>	<b>600.0</b>	<b>598.0</b>	<b>(2.0)</b>	<b>-0.3%</b>

# Fiscal Year 2023 Budget and Program Summaries

## POLICE DEPARTMENT

### Program Summaries

#### Program Expenses



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

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

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

### Program Budgets

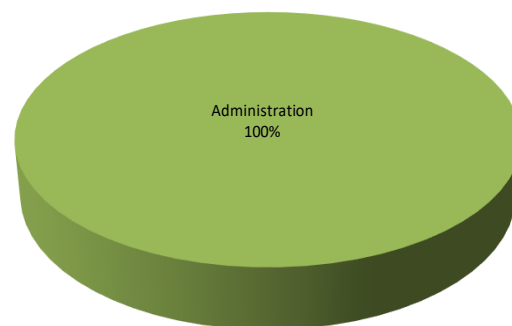
	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
<b>Program Expenses</b>					
Patrol Operations	31,076,100	32,726,346	32,680,017	(46,329)	59.5%
Investigative Divisions	11,784,476	12,410,272	12,392,703	(17,568)	22.6%
Administration	9,340,288	9,836,289	9,822,365	(13,925)	17.9%
<b>Total General Fund Expenditures</b>	<b>49,390,072</b>	<b>51,928,503</b>	<b>51,753,000</b>	<b>(175,503)</b>	<b>94.3%</b>
<b>Total External Funds Expenditures</b>	<b>2,810,792</b>	<b>3,044,404</b>	<b>3,142,085</b>	<b>97,682</b>	<b>5.7%</b>
<b>Total All Funds Expenditures</b>	<b>52,200,864</b>	<b>54,972,907</b>	<b>54,895,085</b>	<b>(77,822)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$921,876**

**Administration** — Support Divisions collect departmental revenue consisting of many services including records copy fees and administrative costs for outside police detail. Additionally, the department will receive new revenue from the lease agreement with the Executive Office of Public Safety and Security for the shooting range on Page Blvd.

### Program Revenue



### Departmental Revenue

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
<b>Program Revenue</b>					
Patrol Operations	-	-	-	-	0.0%
Investigative Divisions	-	-	-	-	0.0%
Administration	542,679	492,120	921,876	429,756	100%
<b>Total Departmental Revenue</b>	<b>542,679</b>	<b>492,120</b>	<b>921,876</b>	<b>429,756</b>	<b>100%</b>



# Fiscal Year 2023 Budget and Program Summaries

## POLICE DEPARTMENT

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	45,659,390	47,602,060	47,004,353	(597,707)	-1.3%
OTPS	3,529,832	4,066,265	4,488,469	422,204	10.4%
Capital	200,850	260,178	260,178	-	0.0%
<b>Total General Funds</b>	<b>49,390,072</b>	<b>51,928,503</b>	<b>51,753,000</b>	<b>(175,503)</b>	<b>-0.3%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	2,810,521	2,996,404	3,092,085	95,682	3.2%
Donations/Trusts	271	48,000	50,000	2,000	4.2%
<b>Total External Funds</b>	<b>2,810,792</b>	<b>3,044,404</b>	<b>3,142,085</b>	<b>97,682</b>	<b>3.2%</b>
<b>All Funds Budget</b>	<b>52,200,864</b>	<b>54,972,907</b>	<b>54,895,085</b>	<b>(77,822)</b>	<b>-0.1%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Departmental Fees	19,346	20,000	20,000	-	0.0%
Admin Fee - Extra Detail	389,686	420,000	420,000	-	0.0%
Rentals	-	-	366,176	366,176	100%
Other Permits	36,711	3,970	35,000	31,030	781.6%
Departmental Fines	69,597	45,550	70,000	24,450	53.7%
Sale - Old M	-	-	8,000	8,000	100%
Miscellaneous Revenue	2,435	2,600	2,700	100	3.8%
Reimbursements For Prior Year	24,904	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>542,679</b>	<b>492,120</b>	<b>921,876</b>	<b>429,756</b>	<b>87.3%</b>
External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Jag Technology Improvement	Grant	9/30/2024	244,360	138,875	138,875
Pedestrian and Bicyclist Safety Grant	Grant	9/15/2020	1,117	-	-
Highway Safety Sustained Enforcement	Grant	9/15/2020	22,373	-	-
Shannon Grant	Grant	12/31/2022	1,028,189	1,201,514	1,201,514
Jail Diversion/CIT HOPE Grant	Grant	6/30/2022	76,649	100,000	100,000
Springfield Coronavirus Emergency	Grant	1/31/2022	400,212	-	-
Body Worn Camera Project	Grant	9/30/2022	77,613	-	-
Gaming Enforcement Unit	Grant	6/30/2022	823,374	821,169	929,196
K9 Vest Donations	Grant	6/20/2030	1,601	-	-
Message Archiver Grant	Grant	12/31/2021	11,971	-	-
Community Mitigation Fund	Grant	6/30/2022	95,791	22,500	22,500
Municipal Road Safety Program	Grant	9/15/2022	26,182	50,000	50,000
Springfield Parking Authority Walking Patrol	Grant	6/30/2014	1,089	-	-
Special Police Officers	Grant	4/18/2030	154,453	-	-
Safe & Successful Youth Initiative	Grant	6/30/2022	644,128	662,346	650,000
Edward Byrne Memorial Justice Assistance	Grant	5/31/2022	16,689	-	-
<b>Subtotal FY23 Anticipated Grant Funds</b>			<b>2,810,521</b>	<b>2,996,404</b>	<b>3,092,085</b>
Donations	Donations	N/A	271	48,000	50,000
<b>Subtotal Other Funds</b>			<b>271</b>	<b>48,000</b>	<b>50,000</b>
<b>Total External Funds</b>			<b>2,810,792</b>	<b>3,044,404</b>	<b>3,142,085</b>

# Fiscal Year 2023 Budget and Program Summaries

## POLICE DEPARTMENT

### Program Summaries

#### The Uniform Divisions

<b>Patrol Operations</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	31,076,100	32,726,346	32,680,017
FTEs	357.0	356.0	356.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
No. of Calls for Service	253,265	168,009	176,409
No. of Reports Taken	18,524	12,208	12,818
No. of Alarm Calls	8,895	5,755	6,043
No. Assigned Proactive Patrols	53,943	26,476	27,800
No. of Adult Arrests	3,173	1,808	1,898
Avg Response Time Priority 1 calls (minutes)	10.29	12.14	3.00
Avg Response Time Priority 2 calls (minutes)	17.22	22.65	5.00
Avg Response Time Priority 3 calls (minutes)	26.08	33.55	8.00

**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, Traffic Bureau, Academy, GEU, K9 Unit and the Community Police Liaison. These officers perform routine patrol of the City's nine neighborhood sectors and respond to 911 calls for emergency service, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. All units are responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and addressing neighborhood concerns and issues.

The uniformed divisions of the department patrol the 33.2 Square miles of the city 24 hours a day, 7 days a week, 365 days a year. Supervisors and Officers are assigned to three Uniform Squads A, B and C covering midnight to 8am, 8am to 4pm, and 4pm to midnight as well as geographical areas which fall under the supervision of the three Deputy Chiefs. Officers under the direction of the sector responsible Deputy Chief perform Directed Patrols, Park & Walk details and other crime deterrent activities. Officers in these Uniform Squads also serve and enforce orders of protection (restraining orders). Each neighborhood sector has an assigned Ordinance Unit Officer to work directly with neighborhood groups focusing on quality-of-life concerns. The Traffic Bureau has citywide responsibilities which include investigating accidents and enforcing motor vehicle laws. In addition, the Traffic Bureau is also responsive to the needs of the Deputy Chiefs in assisting with deployment strategies and addressing neighborhood concerns and issues.

# Fiscal Year 2023 Budget and Program Summaries

## POLICE DEPARTMENT

### Program Summaries

#### Investigative & Strategic Impact Division

Investigative Divisions	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	11,784,476	12,410,272	12,392,703
FTEs	135.0	135.0	135.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
No. of M/V Stolen Investigations	444	326	342
No of B&E Investigations	588	376	395
No of Aggravated Assault Investigations	991	588	617
No of Homicide Investigations	17	10	15

**Citywide Strategic Priority:** Public Safety

### Highlights

#### Investigative Division

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

Firearms Investigation Unit (FIU): The FIU will continue to be proactive in addressing the epidemic of gun violence and associated crimes through investigations, warrant service and enforcement. The FIU utilizes proven technology based investigative strategies to confiscate weapons with the intent of surpassing the previous fiscal years total seizure of illegal firearms. 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 goal of the FIU has been to recover approximately 120 firearms per year. Since inception, the FIU has recovered 251 firearms and 8,596 rounds of ammunition.

Emergency Services Unit (ESU): The ESU’s continued development allows for a dedicated team to provide 24/7 rapid deployment, containment and intervention as needed. The ESU operations include assisting the FIU with service search warrants in addition to providing assistance to a variety of tactical situations, including but not limited to, barricaded subjects, potential barricaded subject hostage situations and firearms involved incidents. The ESU continues to meet the national mandate of 16 hours of in-service training per month specific to their skillset.

Investigations: The Detective Bureau allows for improved efficiencies during periods of crime surges or lags in investigative specialties. The Investigation Division utilizes case management, solvability factors, enhanced personnel development and cross-training. SPD continues being one of two municipalities with a Crimes Against Persons/Homicide Unit.

POLICE DEPARTMENT

**Program Summaries**

**Administration**

<b>Administration</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	9,340,288	9,836,289	9,822,365
FTEs	108.0	109.0	107.0

**Citywide Strategic Priority:** Public Safety

**Highlights**

**Administrative Division**

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

Administration:

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

Information Services:

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

Quality Assurance:

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

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

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

# Fiscal Year 2023 Budget and Program Summaries

## POLICE DEPARTMENT

### FY23 Budget Adjustments

Fiscal Year 2023 Budget Adjustments - Police Department			
Program Budget Adjustments	FY21 Actual	FY22 Actual	FY23 Adopted
<b>Patrol Operations/Investigative Divisions</b>			
Service Level Agreement with School Department	(1,493,860)	(1,259,258)	(1,489,565)
Gaming Enforcement Unit - Offset	(569,974)	(582,712)	(114,977)
Adjustment to Align w/Budgeted Complement	(358,008)	91,438	(405,777)
Court time, differential, allowances, OT adjustments	(272,970)	200,000	(400,000)
Staggered Hiring of Academy	(742,432)	-	(219,788)
<b>Administration</b>			
Office Supplies, Telephone, etc.	-	(10,000)	-
Capital requests, offset to grant/capital funds	(806,720)	(165,330)	(37,873)
Seminars/Training	(40,000)	-	-
Software	940	65,000	65,000
Utility adjustments	-	12,515	2,170
Other OTPS requests	(408,392)	78,000	123,966
<b>Total Adjustments</b>	<b>(4,691,415)</b>	<b>(1,570,347)</b>	<b>(2,476,844)</b>

### Notes

- ◆ \$400,000 Overtime reduction to maintain level funding to FY22 adopted budget
- ◆ \$2,048,192 Personal Services Salary reductions through offsets including Quebec, GEU, Grants and Salary Adjustments
- ◆ \$219,788 Salary reduction reflecting a projected academy start date of October 1, 2022
- ◆ \$123,966 OTPS Increase for the purchase of non-lethal bola wraps, expanded ShotSpotter coverage, new honor guard uniforms and increased software costs

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# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### Mission

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

### FY22 Department Highlights

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

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

The Department faces a broadening range of calls, averaging over 15,000 calls per year including more than 500 fire incidents. The Department’s efforts save over \$100 million in property damage each year. In collaboration with the Mayor and the Office of Administration & Finance in FY22, the SFD was able to add an additional apparatus to its lease plan, resulting in the replacement of an existing apparatus at the end of its useful life, thus reducing the cost of repairs.

The Department successfully re-credentialed the bomb squad through an effort of training and equipment purchases enabling us to fully meet the needs of the city and surrounding areas.

As with every other department in the country, the SFD was not immune to the impact of COVID-19 during FY21 and FY22. The department spent a large amount of time ensuring the health and safety of all its members. The Springfield Fire Department had some of the lowest COVID rates of any metropolitan department. This was due to the hard work at every level in the organization and the strong support from the Administration for our infection control programs. The department never saw a reduction in service or manpower shortage, enabling the SFD to continue functioning at a high standard.

### FY23 Budget Highlights

- ◆ Funds 287.0 General Fund FTEs along with two (2) part-time interns; an increase of three (3) FTEs from FY22 Adopted Budget which includes the addition of two Lieutenants and one officer in Arson.
- ◆ Continued funding for the proactive replacement of turnout gear, which is critical to firefighter safety during calls for service.
- ◆ Maintains funding for the Epi-Pen and Narcan programs.

### **Department Budget**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	21,610,070	22,618,898	23,230,056	611,159	2.7%
OTPS	2,069,951	2,232,144	2,312,262	80,118	3.6%
Capital	7,499	7,500	7,500	-	0.0%
<b>Total General Funds</b>	<b>23,687,520</b>	<b>24,858,542</b>	<b>25,549,818</b>	<b>691,276</b>	<b>2.8%</b>

### **Department Staff**

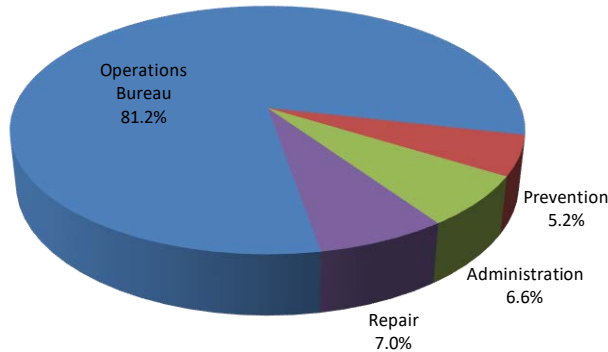
<b>Department FTEs</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
General Fund FTEs	284.0	284.0	287.0	3.0	1.1%
<b>Total FTEs</b>	<b>284.0</b>	<b>284.0</b>	<b>287.0</b>	<b>3.0</b>	<b>1.1%</b>

# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Program Budgets



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

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

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

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

#### Program Budgets

Program Budgets	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Operations Bureau	21,816,446	22,711,474	23,305,474	594,000	88.9%
Prevention	1,368,875	1,425,034	1,462,304	37,271	5.6%
Administration	855,547	890,646	913,940	23,294	3.5%
Repair	513,328	534,388	548,364	13,976	2.1%
<b>Total General Fund Expenditures</b>	<b>23,687,520</b>	<b>24,858,542</b>	<b>25,549,818</b>	<b>691,276</b>	<b>97.4%</b>
<b>Total External Funds Expenditures</b>	<b>866,677</b>	<b>702,999</b>	<b>680,264</b>	<b>(22,735)</b>	<b>2.6%</b>
<b>Total All Funds Expenditures</b>	<b>24,554,197</b>	<b>25,561,541</b>	<b>26,230,082</b>	<b>668,541</b>	<b>100%</b>

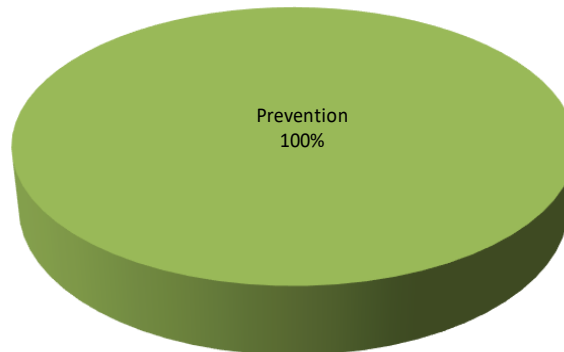
### Revenue Summary

**TOTAL REVENUE: \$552,100**

#### Prevention

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

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Operations Bureau	-	-	-	-	0.0%
Prevention	529,374	440,600	552,100	111,500	100%
Administration	-	-	-	-	0.0%
Repair	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>529,374</b>	<b>440,600</b>	<b>552,100</b>	<b>111,500</b>	<b>100%</b>



# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	21,610,070	22,618,898	23,230,056	611,159	2.7%
OTPS	2,069,951	2,232,144	2,312,262	80,118	3.6%
Capital	7,499	7,500	7,500	-	0.0%
<b>Total General Funds</b>	<b>23,687,520</b>	<b>24,858,542</b>	<b>25,549,818</b>	<b>691,276</b>	<b>2.8%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	866,627	702,999	680,264	(22,735)	-3.2%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	50	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>866,677</b>	<b>702,999</b>	<b>680,264</b>	<b>(22,735)</b>	<b>-3.2%</b>
<b>All Funds Budget</b>	<b>24,554,197</b>	<b>25,561,541</b>	<b>26,230,082</b>	<b>668,541</b>	<b>2.6%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Penalties & Interest - Taxes	1,086	500	1,000	500	100%
Departmental Fees	368,925	298,000	370,000	72,000	24.2%
Admin Fee-Department	295	3,000	4,000	1,000	33.3%
Other Permits	127,138	124,100	150,000	25,900	20.9%
Departmental Fines	26,916	15,000	27,100	12,100	80.7%
Reimbursement for Prior Year Expenditures	5,013	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>529,374</b>	<b>440,600</b>	<b>552,100</b>	<b>111,500</b>	<b>25.3%</b>
External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Emergency Management Performance	Grant	12/31/2022	70,745	92,735	70,000
S.A.F.E Grant	Grant	6/30/2023	14,599	14,930	14,930
Firefighter Safety Equipment	Grant	6/30/2022	20,000	41,633	41,633
AFG Program	Grant	8/30/2022	157,316	157,316	157,316
AFG Program COVID- 19	Grant	8/13/2021	207,582	-	-
SAFER Grant	Grant	3/10/2023	396,385	396,385	396,385
<b>Subtotal FY23 Anticipated Grants</b>			<b>866,627</b>	<b>702,999</b>	<b>680,264</b>
Miscellaneous Donations	Donation	N/A	50	-	-
<b>Subtotal Other Funding</b>			<b>50</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>866,677</b>	<b>702,999</b>	<b>680,264</b>

# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Operations Bureau

<b>Operations Bureau</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	21,816,446	22,711,474	23,305,474
FTEs	248.0	251.0	255.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of structure fires responded to within 5 minutes from time of dispatch	98%	100%	100%
% of structure fires responded to within 4 minutes from time of dispatch	86%	81%	90%
% of property value saved	93%	96%	90%
Members trained in Hazardous Materials	N/A	167	120
Members trained in Technical Rescue	N/A	84	120
# of OEP joint exercises	154	22	35

### Citywide Strategic Priority: Public Safety

#### Highlights

This program consists of Emergency Response, Training, and the Office of Emergency Preparedness (OEP).

The Emergency Response Division provides fire suppression, rescue operations, medical response, and all hazard mitigation. Additionally, this division creates training plans, and arranges and delivers training for all SFD personnel.

The OEP prepares and maintains emergency response plans for the City and the region. This office represents the city on the Western Massachusetts Homeland Security Council and coordinates exercise programs to train departments, both in Springfield and in neighboring communities. The OEP also is responsible for coordinating the Central Medical Emergency Direction (CMED) radio network for Western Massachusetts.

# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Fire Prevention

<b>Prevention</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	1,368,875	1,425,034	1,462,304
FTEs	19.0	15.0	16.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percentage of investigated fires whose cause was determined	91%	91%	95%
Average monthly inspections	322	390	400
Average monthly public education presentations	20	10	18
Maintain collection rate	97%	98%	98%

**Citywide Strategic Priority:** Public Safety

#### Highlights

The Prevention Bureau consists of Fire Inspection, the Arson and Bomb Squad, and Public Education. Fire Inspection staff issue fire permits, review plans for construction, investigate safety complaints, conduct mandated fire inspections, conduct fire alarms and sprinklers acceptance testing, and provide firework safety for the annual Spirit of Springfield fireworks extravaganza.

The Arson and Bomb Squad provides thorough cause and origin investigation and works with the Springfield Police Department in prosecution of malicious and incendiary fires within the City of Springfield. It is also responsible for the handling and disarmament of hazardous devices found within the City. The Arson and Bomb Squad has been working more actively with the FBI and MA State Police Bomb Squads to further the capabilities of the unit, thus bringing an increased level of service to the citizens of Springfield.

Public Education provides education programs to Springfield residents (focusing on youth and at-risk populations). Our Public Education Team works closely with the Springfield Public Schools and the Department of Fire Services to continue to bring the latest training and education to the students of the City of Springfield with regards to fire safety and awareness. We have also worked closely with Elder Affairs to maintain and increase fire safety awareness in elderly housing projects.

# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Administration

<b>Administration</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	855,547	890,646	913,940
FTEs	11.0	12.0	10.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Successfully apply for and obtain grants or corporate donations	3	4	3
Policies and Procedures revised or created	17	16	12
Number of new firefighters hired	23	4	12

**Citywide Strategic Priority:** Public Safety

#### Highlights

This program includes the Administration and Public Information divisions and is responsible for providing leadership, command, and control, along with support to the Department’s line divisions. Administration includes the department’s senior command structure of the Fire Commissioner, Deputy Chief, and Director of Finance and Administration as well as administrative support. The Administration Bureau supports the mission of the Department by managing administrative policies and procedures and providing a consistent single point of contact for emergency coordination and public information. This division also provides information technology (IT) support to the SFD.

# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### Program Summaries

#### Repair

<b>Repair</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	513,328	534,388	548,364
FTEs	6.0	6.0	6.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
To repair & perform maintenance of equipment in less than 48 hours	100%	100%	100%
Perform at least 10 monthly services on front line apparatus	11	9	10
Maintain 2 fully equipped spare apparatus at all times	100%	100%	100%

**Citywide Strategic Priority:** Public Safety

#### Highlights

The Repair Division is responsible for the maintenance and repair of the SFD's fleet of vehicles including 8 front line engine companies, 4 front line ladder companies, one TAC Unit, and the Rescue Squad. The division is also responsible for maintaining the Department's spare apparatus in a full state of readiness along with 35 support vehicles and 5 boats. It is also responsible for maintenance and repair of all of the SFD's firefighting equipment, such as hand tools, fire hoses, breathing apparatus, and power tools.

The Repair Division personnel are on call 24/7 for all fire department incidents requiring their assistance. The members of the Repair Division respond to fires and other incidents with the rehab bus to assist the firefighters on scene. The Repair Division also refuels trucks and supplies SCBA tanks with breathing air and any repairs that may be necessary.

The Repair Division also employs up to three interns at a time from the Putnam Vocational Technical High School co-op program. These interns are enhancing the skills they have learned in the vocational program and becoming better prepared to enter the workforce after graduation. This program also helps to promote the Springfield Fire Department within the school system as a career path, contributing to department recruitment efforts and increasing our visibility within the community.

# Fiscal Year 2023 Budget and Program Summaries

## FIRE DEPARTMENT

### FY23 Budget Adjustments

Program Budget Adjustments	FY21 Actual	FY22 Actual	FY23 Adopted
<b>Operations Bureau</b>			
Personal Services	(612,780)	(428,414)	(193,752)
Safety Items	-	(29,600)	(23,000)
Various OTPS Items	(200,000)	-	(24,500)
<b>Prevention</b>			
Personal Services	-	-	(16,773)
OTPS	-	5,000	(5,000)
<b>Administration</b>			
Personal Services	(16,916)	16,926	(15,606)
Electricity	2,667	25,033	-
Natural Gas	-	(20,516)	2,940
Repair & Maintenance - Office Equip.	-	-	(500)
Repair & Maintenance - Networks	-	-	(2,000)
Out-of-State Travel	-	-	(3,000)
Various OTPS Items	(12,081)	(20,000)	(3,100)
<b>Repair</b>			
Personal Services	-	-	(9,786)
Repair & Maintenance - Equipment	-	-	(10,000)
Other Supplies	-	-	(21,500)
Gasoline and Diesel	(25,000)	20,000	36,000
<b>Total Adjustments</b>	<b>(864,111)</b>	<b>(431,571)</b>	<b>(289,577)</b>

### Notes

- ◆ Operations Bureau
  - ◇ \$193,752 decrease in Personal Services to level fund
  - ◇ \$23,000 decrease in Safety Item Supplies
  - ◇ \$24,500 decrease various OTPS items to level fund
- ◆ Prevention
  - ◇ \$16,773 decrease in Personal Services
  - ◇ \$5,000 decrease in OTPS
- ◆ Administration
  - ◇ \$15,606 decrease in Personal Services
  - ◇ \$2,940 increase for Natural Gas
  - ◇ \$500 decrease for Repair & Maintenance of Office Equipment
  - ◇ \$2,000 decrease for Repair & Maintenance of Networks
  - ◇ \$3,000 decrease for Out-of-State Travel
  - ◇ \$3,100 decrease for Printing/Binding and Professional Services
- ◆ Repair
  - ◇ \$9,786 decrease to Personal Services
  - ◇ \$10,000 decrease in Repair & Maintenance of Equipment
  - ◇ \$21,500 decrease in Other Supplies
  - ◇ \$36,000 increase to Gasoline & Diesel

# Fiscal Year 2023 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.

### FY22 Department Highlights

FY22 saw continued challenges, as SEC was further impacted by the COVID-19 pandemic. As our team worked hard to maintain their own health and wellness, SEC continued to provide the highest level of services to the citizens, visitors and public safety responders of Springfield. Despite a difficult year for hiring and retention, our dedicated 911 leaders and professionals have risen to the challenge again and served their community with pride and dedication during a very difficult year.

The selection process for our new Computer Aided Dispatch (CAD) and Records Management System (RMS) continues to advance, despite the ongoing complications of the omicron wave of the pandemic. Vendor demonstrations, site visits and conference calls have continued to move the project steadily through the selection process, which will be determined before the end of FY22.

New and exciting bonds were built this year, collaborating with local 911 centers and the State 911 department to provide training opportunities and to troubleshoot common issues. A new partnership with Fire Prevention was formed with a goal of increasing community outreach and education. SEC attended several community events this past year, a trend that will increase as we head into FY23.

The staffing of three Operations Supervisor positions, four additional certified training officers and training for three Dispatcher II candidates in FY22 continued to demonstrate that SEC is center that promotes career growth and excellence. Our QA Analysts performed in excess of 200 QA reviews in 2021; their plan is to more than triple this number in the coming year to provide a proactive approach to quality management within the center. SEC's Training Coordinator continues to train in a blended online and in person training environment, and has ensured there was no loss of new-hire or continuing education opportunities despite a continued lack of in-person training classes.

SEC answered 126,130 emergency 9-1-1 calls in 2021, and 160,262 non-emergency calls. The Police Discipline handled 261,129 total calls for service in 2021, and the Fire Discipline handled 14,251 total calls for service – a 36% increase in fire related calls from 2020. SEC processed 2795 requests for electronic information, 37% higher than 2020. Additionally, 11 new telecommunicators have been hired in FY22 to date, to fill vacant positions within both the Police and Fire disciplines. The department continues to meet and exceed mandated 9-1-1 call answer time regulations as required by Mass General Law.

### FY23 Budget Highlights

- ◆ Funds 55.0 FTEs, 35 Police Dispatchers, 11 Fire Dispatchers, 4 Operations Supervisors, and 5 Administrative personnel. An increase of 1.0 Certified Training Officer (CTO) over FY22.
- ◆ Continued funding for all contractual software & maintenance agreements, including Smart911, Guardian Tracking, CitiCall, InterAct, and PowerDMS.
- ◆ Provides funding for all necessary trainings for both administrative personnel and dispatchers, along with all contractually-obligated uniform and clothing requirements with an increase in anticipation of additional uniform stipends.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	1,606,445	1,876,507	2,030,679	154,172	8.2%
OTPS	100,682	116,777	143,872	27,095	23.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,707,127</b>	<b>1,993,284</b>	<b>2,174,551</b>	<b>181,267</b>	<b>9.1%</b>

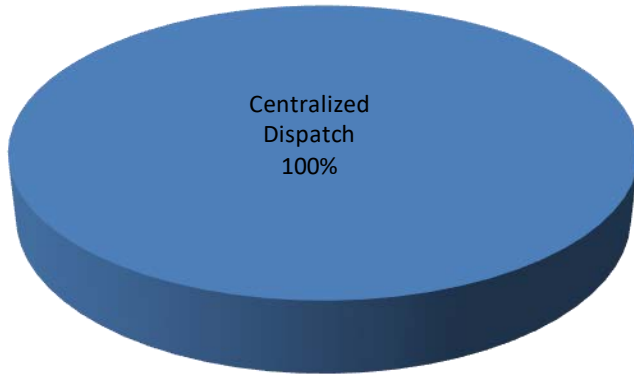
### Department Staff

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	54.0	54.0	55.0	1.0	1.9%
<b>Total FTEs</b>	<b>54.0</b>	<b>54.0</b>	<b>55.0</b>	<b>1.0</b>	<b>1.9%</b>

# Fiscal Year 2023 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Centralized Dispatch	1,707,127	1,993,283	2,174,551	181,268	64.6%
<b>Total General Fund Expenditures</b>	<b>1,707,127</b>	<b>1,993,284</b>	<b>2,174,551</b>	<b>181,267</b>	<b>64.6%</b>
<b>Total External Funds Expenditures</b>	<b>1,034,982</b>	<b>1,201,044</b>	<b>1,192,816</b>	<b>(8,228)</b>	<b>35.4%</b>
<b>Total All Funds Expenditures</b>	<b>2,742,110</b>	<b>3,194,328</b>	<b>3,367,367</b>	<b>173,039</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.



# Fiscal Year 2023 Budget and Program Summaries

## EMERGENCY COMMUNICATIONS

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	1,606,445	1,876,507	2,030,679	154,172	8.2%
OTPS	100,682	116,777	143,872	27,095	23.2%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,707,127</b>	<b>1,993,284</b>	<b>2,174,551</b>	<b>181,267</b>	<b>9.1%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	1,034,982	1,201,044	1,192,816	(8,228)	-0.7%
<b>Total External Funds</b>	<b>1,034,982</b>	<b>1,201,044</b>	<b>1,192,816</b>	<b>(8,228)</b>	<b>-0.7%</b>
<b>All Funds Budget</b>	<b>2,742,110</b>	<b>3,194,328</b>	<b>3,367,367</b>	<b>173,039</b>	<b>5.4%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Total Departmental Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
State 911 Support & Incentive Grant	Grant	6/30/2022	963,535	992,816	992,816
State 911 Training & EMD Grant	Grant	6/30/2022	71,447	208,228	208,228
<b>Subtotal FY23 Anticipated Grant Funds</b>			<b>1,034,982</b>	<b>1,201,044</b>	<b>1,201,044</b>
<b>Subtotal Other Funding</b>			<b>-</b>	<b>-</b>	<b>-</b>
<b>Total External Funds</b>			<b>1,034,982</b>	<b>1,201,044</b>	<b>1,201,044</b>

# Fiscal Year 2023 Budget and Program Summaries

## EMERGENCY COMMUNICATIONS

### Program Summaries

#### Centralized Dispatch Services

Centralized Dispatch	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	2,742,110	3,194,328	3,367,367
FTEs	54.0	54.0	55.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Percentage of 9-1-1 calls to be answered in no more than ten seconds in normal peak operating periods	91.1%	91.6%	93.0%
Average 9-1-1 QA/QI score	81.9%	81.6%	85.0%
Percentage of 9-1-1 calls reviewed in the department's QA/QI process	<0.1%	<0.1%	<0.1%

**Citywide Strategic Priority:** Public Safety

### Highlights

#### Deputy Director

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

#### Operations

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

#### Quality Assurance

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

#### Training

The Training Division is responsible for the continuing education of existing staff, along with the training needs of all new employees. The Training Coordinator oversees a team of Certified Training Officers – a promotional position within SEC. These individuals provide a high standard of training not only for new employees, but for existing team members when necessary. The Training Division has been responsible for tracking all of the certifications of the department to stay within good standing under the State 9-1-1 Department Guidelines. The Training Division has also worked closely with the QA & QI Team to ensure that protocol guidelines are adhered to.

# Fiscal Year 2023 Budget and Program Summaries

## EMERGENCY COMMUNICATIONS

### FY23 Budget Adjustments

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Centralized Dispatch</b>			
Grant Offset	(963,535)	(976,244)	(992,816)
Salaries & Wages	(234,119)	-	137,527
Overtime	75,000	-	-
Allowance	-	-	500
Seminars	-	-	(5,000)
Software	-	-	(5,420)
Uniform/Clothing	-	-	4,000
In-State Travel	-	-	(1,000)
Out-of-State Travel	-	-	(2,500)
Supplies & Operations	(14,041)	(8,871)	-
<b>Total Adjustments</b>	<b>(1,136,695)</b>	<b>(985,115)</b>	<b>(864,709)</b>

### Notes

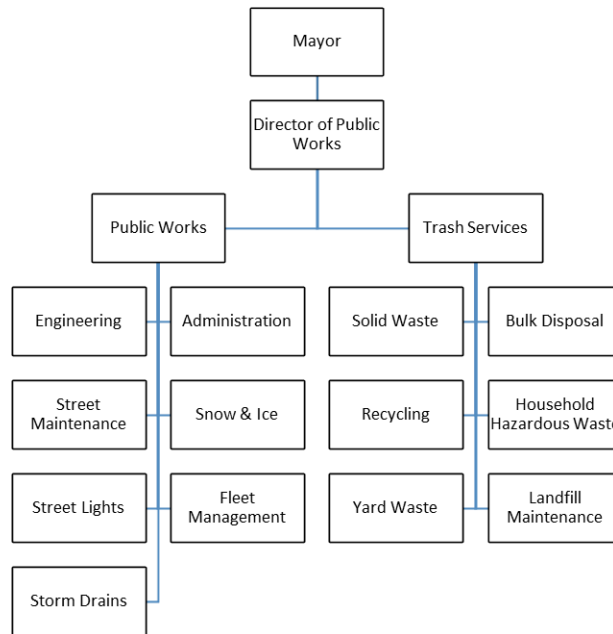
- ◆ \$992,816 decrease due to Support & Incentive Grant Offset
- ◆ \$137,527 Salaries & Wages increase due to salary adjustments
- ◆ \$500 increase for meal allowances
- ◆ \$5,000 decrease to seminars to level fund with FY20
- ◆ \$5,420 decrease to Software to account for grant offset and additional licenses
- ◆ \$4,000 increase for Uniform & Clothing
- ◆ \$1,000 decrease to In-State Travel based on historical spending
- ◆ \$2,500 decrease to Out-of-State Travel based on historical spending

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# Section 8

## Public Works

### Division



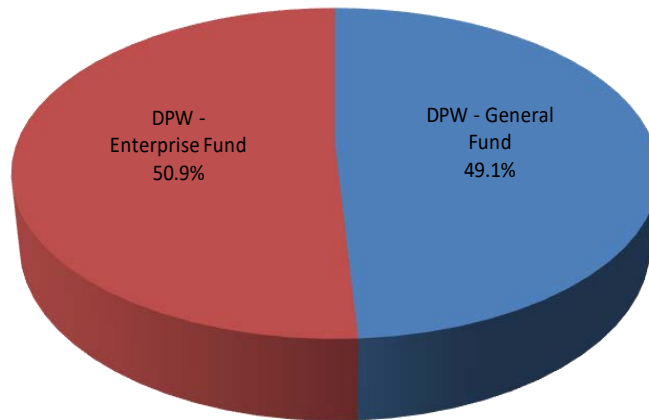
### Mission Statement

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

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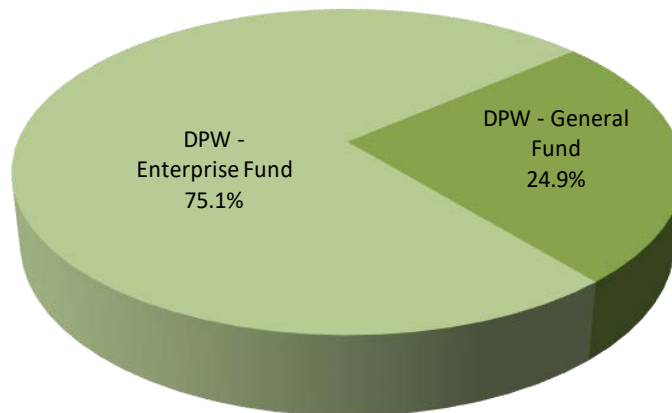
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## Public Works Division



FY23 Adopted Budget Public Works Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
DPW - General Fund	10,644,039	11,160,231	11,400,231	11,972,273	7.3%	5.0%
DPW - Enterprise Fund	10,059,518	10,846,639	10,846,639	12,434,858	14.6%	14.6%
<b>Total</b>	<b>20,703,557</b>	<b>22,006,870</b>	<b>22,246,870</b>	<b>24,407,131</b>	<b>10.9%</b>	<b>8.9%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
DPW - General Fund	323,000	-	3,810,731	-	-	4,133,731
DPW - Enterprise Fund	-	-	-	12,434,858	-	12,434,858
<b>Total</b>	<b>323,000</b>	<b>-</b>	<b>3,810,731</b>	<b>12,434,858</b>	<b>-</b>	<b>16,568,589</b>

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# Fiscal Year 2023 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.

### FY22 Department Highlights

The DPW consists of one administrative division and six operational divisions. The operational divisions are: Engineering, Fleet Management, Solid Waste, Storm Drains, Streets Services, and Traffic. Each of these divisions, through its normal course of business, contributes to the vibrancy of the City.

- ◆ Resurfaced \$4.4M worth of public roadways, school and municipal parking lots.
- ◆ Began the design for the repair of the Birnie Ave / Gerena school tunnel.
- ◆ Completed the Construction of the Bay St. & Berkshire Ave. intersection
- ◆ Began the Construction of the Cottage St., Berkshire Ave., & Harvey Street Intersection Improvement Project
- ◆ Began the Construction of Cottage St., Industry Ave., & Robins Road Intersection Improvements
- ◆ Continued sidewalk replacement program with the Sidewalk Repair Crew.
- ◆ Completed a bridge study for the Bradley Road bridge.
- ◆ Finalized the expansion of the Bondi's Island Landfill resulting in extending the use through 2031 +/-.
- ◆ Initiated the design of the South Branch Parkway Drainage Improvement project with funding from MEMA / FEMA.
- ◆ Initiated the design improvements to the Tiffany Street Culvert with funding through MEMA / FEMA.
- ◆ Initiated the Design of the St. Lawrence Ave. Drainage Improvements.
- ◆ Assisted MassDOT in the initiating of the design improvements to the St. James Avenue / Tapley Street intersection
- ◆ Completed an update of the City's Complete Streets Prioritization Plan.
- ◆ Initiated the 5-year plan for replacement of City owned vehicles.
- ◆ Initiated the study / design process for implementation of a city-wide fiber installation.

### FY23 Budget Highlights

- ◆ Funding for 79.0 General Fund FTEs, 56.0 Enterprise Fund FTEs. A decrease of 1 FTE from FY22.
- ◆ Includes funding for 3.0 Intern positions through the Co-Op program with Putnam High School.
- ◆ Funding for the cost of recycling disposal, which the City began incurring in FY21.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	4,158,401	4,542,987	5,055,254	512,267	11.3%
OTPS	6,485,638	6,617,244	6,917,019	299,775	4.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>10,644,039</b>	<b>11,160,231</b>	<b>11,972,273</b>	<b>812,042</b>	<b>7.3%</b>

Enterprise Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	2,985,712	3,270,143	3,468,736	198,594	6.1%
OTPS	7,073,807	7,576,496	8,966,122	1,389,626	18.3%
Capital	-	-	-	-	0.0%
<b>Total Enterprise Funds</b>	<b>10,059,518</b>	<b>10,846,639</b>	<b>12,434,858</b>	<b>1,588,220</b>	<b>14.6%</b>

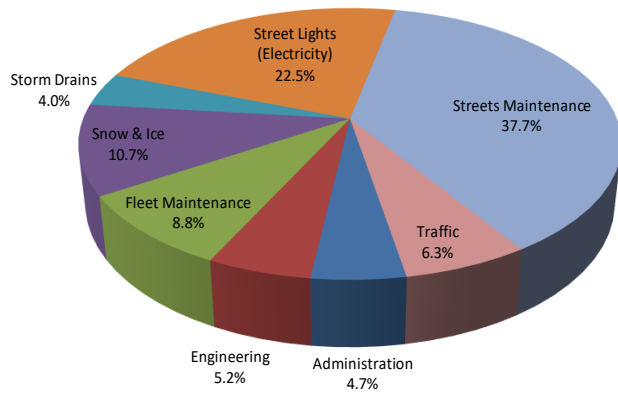
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	80.0	80.0	79.0	(1.0)	-1.3%
Grant FTEs	1.0	1.0	-	(1.0)	-100.0%
Enterprise Fund FTEs	56.0	56.0	56.0	-	0.0%
<b>Total FTEs</b>	<b>137.0</b>	<b>137.0</b>	<b>135.0</b>	<b>(2.0)</b>	<b>-1.5%</b>

# Fiscal Year 2023 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### DPW Program Expenses



### Programs

**Administration** – Supports operational divisions.

**Engineering** – Provides project oversight and permitting for infrastructure upgrades and maintenance.

**Fleet Maintenance** – Repairs and maintains vehicles in the city’s fleet (excluding Police & Fire).

**Traffic** – Repairs traffic signals and signs to keep the City’s roadways safe.

**Storm Drains** – Repairs and maintains the City’s storm drain infrastructure in accordance with environmental standards.

**Street Maintenance** – Makes roadway repairs including pothole patching, street sweeping, and snow plowing.

### Program Budgets

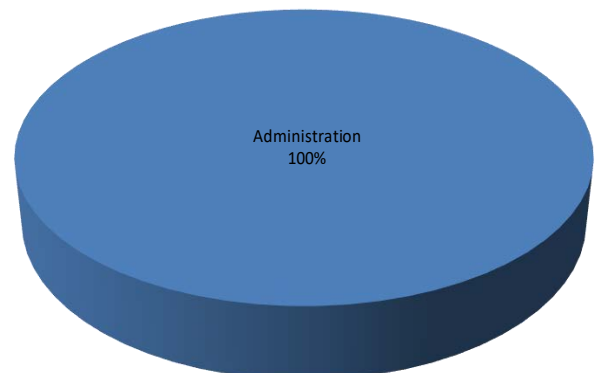
DPW Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Administration	662,152	699,635	699,316	(319)	4.7%
Engineering	798,830	778,914	948,185	169,271	5.3%
Fleet Maintenance	1,405,154	1,312,089	1,597,984	285,896	8.9%
Snow & Ice	1,235,142	1,591,250	1,591,250	-	10.7%
Storm Drains	545,346	596,605	650,705	54,099	4.0%
Street Lights (Electricity)	3,401,551	3,333,784	3,358,784	25,000	22.5%
Streets Maintenance	6,874,160	8,262,054	5,847,587	(2,414,466)	37.7%
Traffic	920,830	941,775	1,089,193	147,418	6.4%
<b>Total General Fund Expenditures</b>	<b>10,644,039</b>	<b>11,160,231</b>	<b>11,972,273</b>	<b>812,042</b>	<b>75.9%</b>
<b>Total External Funds Expenditures</b>	<b>5,199,126</b>	<b>6,355,875</b>	<b>3,810,731</b>	<b>(2,545,144)</b>	<b>24.1%</b>
<b>Total All Funds Expenditures</b>	<b>15,843,165</b>	<b>17,516,106</b>	<b>15,783,004</b>	<b>(1,733,102)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$323,000**

- ◆ Departmental Fees \$15,000
- ◆ Other Permits \$300,000
- ◆ Departmental Fines \$5,000
- ◆ Sale of Old Materials \$3,000

### DPW Program Revenue



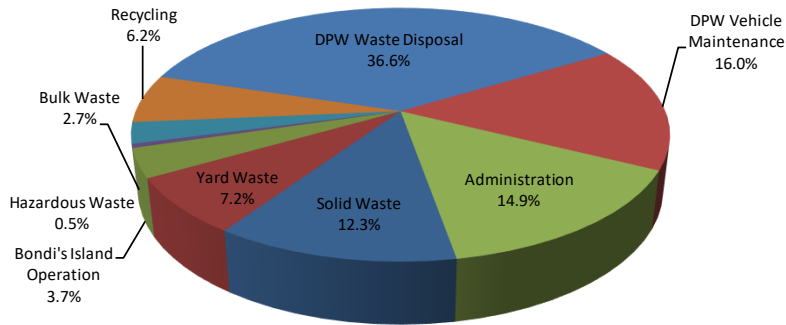
### Departmental Revenue - General Fund

DPW Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Administration	247,196	339,000	323,000	(16,000)	100%
<b>Total Departmental Revenue</b>	<b>247,196</b>	<b>339,000</b>	<b>323,000</b>	<b>(16,000)</b>	<b>100%</b>

# Fiscal Year 2023 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Enterprise Fund Expenses



### Programs

**Solid Waste-** Collects residential rubbish.

**Yard Waste-** Provides bi-weekly collection of residential yard waste.

**Bondi's Island-** Manages the landfill where the City's rubbish and yard waste is disposed.

**Hazardous Waste-** Collects and safely disposes residential hazardous waste.

**Bulk Waste-** Collects and, in an environmentally responsible way, disposes residential bulky items.

**Recycling-** Provides bi-weekly single-stream collection of residential recycling.

**Administration-** Provides support to the operational divisions.

### Program Budgets - Solid Waste

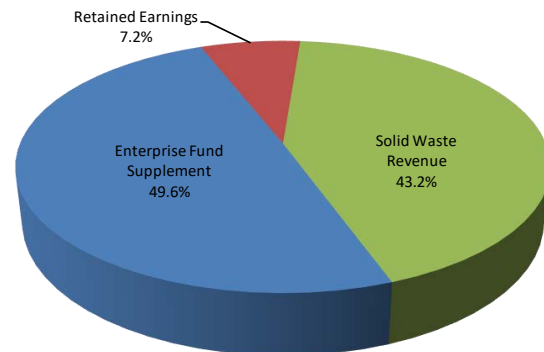
Enterprise Fund Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Solid Waste	1,358,936	1,333,421	1,414,265	80,844	12.3%
Yard Waste	594,169	778,171	847,074	68,903	7.2%
Bondi's Island Operation	299,072	402,187	322,953	(79,234)	3.7%
Hazardous Waste	23,956	49,000	57,500	8,500	0.5%
Bulk Waste	313,558	289,130	317,458	28,327	2.7%
Recycling	611,666	675,011	713,230	38,219	6.2%
DPW Waste Disposal	3,932,638	3,966,990	5,602,134	1,635,144	36.6%
DPW Vehicle Maintenance	1,381,488	1,734,962	1,500,061	(234,901)	16.0%
Administration	1,544,035	1,617,767	1,660,184	42,417	14.9%
<b>Total Enterprise Fund Expenditures</b>	<b>10,059,518</b>	<b>10,846,639</b>	<b>12,434,858</b>	<b>1,588,220</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$12,434,858**

◆ General Fund Supplement	\$6,165,593
◆ Trash Liens Redeemed	\$560,000
◆ Penalties & Interest	\$135,000
◆ Departmental Fees	\$202,265
◆ Trash Fees	\$4,105,000
◆ Other Revenue (Recycling)	\$312,000
◆ Departmental Fines	\$185,000
◆ Miscellaneous Revenue	\$770,000

### Solid Waste Program Revenue



### Departmental Revenue - Solid Waste

Solid Waste Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Enterprise Fund Supplement	5,690,177	6,258,139	6,165,593	(92,545)	49.6%
Retained Earnings			897,265	897,265	7.2%
Solid Waste Revenue	3,759,173	4,470,850	5,372,000	901,150	43.2%
<b>Total Departmental Revenue</b>	<b>9,449,350</b>	<b>10,728,989</b>	<b>12,434,858</b>	<b>1,705,870</b>	<b>100%</b>

# Fiscal Year 2023 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	4,158,401	4,542,987	5,055,254	512,267	11.3%
OTPS	6,485,638	6,617,244	6,917,019	299,775	4.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>10,644,039</b>	<b>11,160,231</b>	<b>11,972,273</b>	<b>812,042</b>	<b>7.3%</b>

External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	5,199,126	6,355,875	3,810,731	(2,545,144)	-40.0%
Enterprise/Revolving Funds	10,059,518	10,846,639	12,434,858	1,588,220	14.6%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>15,258,644</b>	<b>17,202,514</b>	<b>16,245,589</b>	<b>(956,924)</b>	<b>-5.6%</b>
<b>All Funds Budget</b>	<b>25,902,683</b>	<b>28,362,745</b>	<b>28,217,862</b>	<b>(144,882)</b>	<b>-0.5%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Departmental Fees	239,502	212,000	275,000	63,000	29.7%
Departmental Fines	62,579	190,000	190,000	-	0.0%
Enterprise Fund Supplement	5,690,177	6,258,139	7,812,858	1,554,720	24.8%
Miscellaneous Revenue	18,647	20,000	770,000	750,000	3750.0%
Other Permits	223,876	320,000	300,000	(20,000)	-6.3%
Penalties & Interest	25,065	30,000	30,000	-	0.0%
Penalties & Interest- Taxes	96,854	105,000	105,000	-	0.0%
Reimb For Prior Year Expend	4,249	-	-	-	0.0%
Retained Earnings	-	-	-	-	0.0%
Sale Of Old Materials	2,073	2,000	3,000	1,000	50.0%
Trash Fees	2,805,059	3,150,000	3,150,000	-	0.0%
Trash Liens Redeemed	528,467	560,000	560,000	-	0.0%
Recycling Disposal Revenue	-	220,850	312,000	91,150	41.3%
<b>Total Departmental Revenue</b>	<b>9,696,547</b>	<b>11,067,989</b>	<b>13,507,858</b>	<b>2,439,870</b>	<b>22.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Mass-Dep Sustainable Materials Reco	Grant	6/30/2022	98,794	-	71,500
Mhd Chapter 90 Funds	Grant	6/30/2027	3,804,996	5,483,440	3,689,231
CDBG-DR	Grant	9/30/2023	86,689	-	-
Mass Trails Grant	Grant	6/30/2021	143,326	-	-
Coronavirus Relief Fund Grant	Grant	12/31/2021	728,748	-	-
Disaster Mitigation Tiffany Channel	Grant	5/29/2023	1,204	-	-
MASS DOT Shared Streets and Space	Grant	12/31/2022	297,368	359,500	-
Cottage St./Robins Rd./ Industry Ave	Grant	6/30/2021	23,050	-	-
MA D.P.U. Rideshare Funding	Grant	6/30/2022	-	41,435	50,000
MassWorks Infrastructure Program	Grant	6/30/2022	-	400,000	-
Recycling Dividends Program Grant	Grant	6/30/2022	-	71,500	-
South Branch PKWY Drainage	Grant	4/1/2022	14,950	-	-
<b>Subtotal FY23 Anticipated Grants</b>			<b>5,199,126</b>	<b>6,355,875</b>	<b>3,810,731</b>
<b>Subtotal Other Funds</b>					
<b>Total External Funds</b>			<b>5,199,126</b>	<b>6,355,875</b>	<b>3,810,731</b>

DEPARTMENT OF PUBLIC WORKS

**Program Summaries**

**Administration**

<b>Administration</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	662,152	699,635	699,316
FTEs	7.0	7.0	7.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Number of neighborhood meetings attended by DPW	5	5	5

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

**Highlights**

This Division provides support to the operational divisions of the Department of Public Works. The Administrative Division is responsible for department-wide human resources, budgeting, financial oversight, payroll processing, accounts payable and receivable, contract administration, public relations, information technology, and ensuring that employee training and professional requirements are met.

The Administration Division also oversees the implementation of the issuance of fines to those individuals or businesses that plow snow into the public way. This will help keep our City roadways safe for the general public as well as emergency response personnel.

# Fiscal Year 2023 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Program Summaries

#### Engineering

Engineering	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	798,830	778,914	948,185
FTEs	14.0	14.0	14.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Miles of roads paved	7	8	8
Number of streets	671	670	670
Percentage of streets analyzed	33%	33%	33%

**Citywide Strategic Priorities Supported:** Healthy Neighborhoods; Fiscal and Operational Excellence

#### Highlights

Under the direction of the City Engineer, this Division provides project management for the design, permitting and construction of roadway and utility capital projects, pavement management, water resources engineering for flood protection systems, dams and drainage systems, issuance of right of way permits, maintenance of infrastructure records, and compliance with Federal and State regulations.

This Division is responsible for conducting site plan reviews. They work closely with the Army Corps of Engineers regarding the Flood Protection Certification. They work with both Federal and State agencies to ensure compliance with storm water permitting regulations.

This Division is overseeing numerous construction projects including the Complete Streets initiative. The department also received funding from DPU in the form of a Rideshare grant and executed a variety of projects (from design through construction) to modernize and enhance the City.

The division secured \$200,000 in grants for the paving of Dwight and Hampden Streets through MA Gaming Commission. Recently, the City has been awarded \$400,000 from the MA Works pre development planning grant for the West street/ Plainfield St. (route 20) roadway corridor. Roadway improvements were made utilizing the shared streets grant program. In an ongoing effort to make school zones safer, the DPW facilitated upgrades to the pavement marking and signs utilizing the safe route to school grant over \$500k.

At this time approximately \$34.5 million worth of infrastructure improvements are in the planning, design and implementation stage.

Engineering Division also provides professional civil and environmental engineering technical support to various boards, City departments and public agencies. This Division is responsible for the issuance and oversight of excavation permits including the Dig Safe program within the City.

# Fiscal Year 2023 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Program Summaries

#### Fleet Maintenance

Fleet Division	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	1,405,154	1,312,089	1,597,984
FTEs	16.0	16.0	16.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Repair Work Orders Completed	5,947	2,350	2,350
Preventative Maintenance Work Orders Completed	452	309	309
State Safety Inspections Completed	331	175	175
Tire Repair Orders Completed	305	209	209
Auto Body Work Orders Completed	57	33	33

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

### Highlights

The Fleet Management Division is responsible for the repair and maintenance of approximately 603 vehicles and heavy pieces of equipment. Examples of these include cars, pickup trucks, dump trucks, refuse collection trucks, rollers, road graders, loader/backhoes, street sweepers, log loaders, catch basin service trucks, tractor/mowers, light maintenance equipment, and a variety of trailers and tailored equipment.

The Fleet Division services and maintains snow plowing equipment before, during and after a snow storm. They are on call 24-7 to assist in the event of a weather-related or other emergency event.

Services provided by the division include tire replacement and repair, state safety and emission inspections, body repair, welding, road call assistance, and procurement of replacement vehicles and equipment for the departments served.

The Division is committed to being environmentally responsible and follows DEP guidelines regarding the use and disposal of any regulated items. Measures also are taken to reduce the amount of regulated waste generated. An example of this is our research and use of a parts washer cleaning solvent that is permitted to be disposed with our waste oil. We utilize two DEP-approved Clean Burn waste oil burners which also provide an alternative heat source and support the Mayor's green initiative program.

The DPW is continuing its Co-Op program in Partnership with Putnam High School. This program is mutually beneficial, as it allows students the opportunity to gain real world experience and helps recruit potential employees for the City of Springfield. Two (2) part-time interns from Putnam work in the Fleet Division.

DEPARTMENT OF PUBLIC WORKS

**Program Summaries**

**Traffic**

<b>Traffic Division</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	920,830	941,775	1,089,193
FTEs	9.0	9.0	9.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
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**

<b>Storm Drains Division</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	545,346	596,605	650,705
FTEs	8.0	8.0	8.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Percentage of storm water outfalls inspected	53%	0%	10%
Number of storm water outfalls inspected	368	0	69
Number of sweeps around bodies of water	1	2	2
Number of catch basins cleaned	727	1,060	800

**Citywide Strategic Priorities Supported:** Public Safety

**Highlights**

This Division maintains the City’s storm drain system. The Storm Drain Division follows the best management practices under the National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water General Permit. Under this permit this subdivision “must have an operation and maintenance plan to ensure that the systems function as designed for all storm-water management systems.” The Storm Drains Division estimates that there are approximately 22,565 catch basins, 6,100 manholes, 386 outfalls, 24 separate drainage basins, and a significant number of miles of storm drainage pipe of various sizes throughout the city.

The Division consists of six (6) maintenance personnel divided into two (2) crews. The first crew consists of two (2) employees and a jet/vacuum machine to clean catch basins while the second crew utilizes the four (4) remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections. This Division is also responsible for yearly maintenance of Springfield’s Flood Protection System as mandated by the Army Corps of Engineers.

The City’s FPS is made up of a concrete flood wall and 3,895 feet of earthen embankments. Also, part of the system is the Mill River Conduit. This conduit consists of 1,600 feet of concrete walls and culverts designed to force the Mill River to flow into the Connecticut River in the event of a flood.

# Fiscal Year 2023 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Program Summaries

#### Street Maintenance

Street Services	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	6,874,160	8,262,054	5,847,587
FTEs	26.0	26.0	26.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Response time to pot hole complaints (days)	2 Days	2 Days	2 Days
DPW average response time to snow complaints (based on 24 hour days)	>4 Hours	>4 Hours	>4 Hours
Number of city drivers available for snow operations	32	32	32
Yards of streets milled and paved by DPW (sq. yards)	N/A	53,548	120,000
Number of times the streets have been swept	2.5	2.5	2.5

**Citywide Strategic Priorities Supported:** Public Safety

### Highlights

The Street Service Division maintains 1,100 lane miles of roads, 600 miles of sidewalks and is responsible for fifteen (15) bridges. The Street Maintenance Division's core services include roadway repair, asphalt patching, street sweeping, support to the Storm Water Division, and response to snow & ice events. The Street Maintenance Division is responsible for maintaining and patching existing public sidewalks citywide.

In Fiscal Year 2022, the street sweeping program expects to sweep the entire City twice and the Central Business District streets once per week. The DPW purchased four (4) 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 130 hired plows.

In FY19, the DPW launched the sidewalk repair crew consisting of 8.0 FTEs. The crew continues to operate between mid-March and mid-November. During the winter months' employees assist in snow operations, filling pot holes and addressing drainage issues.

# Fiscal Year 2023 Budget and Program Summaries

## DEPARTMENT OF PUBLIC WORKS

### Program Summaries

#### Solid Waste

Solid Waste	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	10,059,518	10,846,639	12,434,858
FTEs	56.0	56.0	56.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Complaints for Missed Collection Resolved	100%	100%	100%
Total Trash Tonnage	40,475	27,094	41,000
Recycling Rate	27%	29%	30%
Gallons of hazardous waste collected	3,850	2,700	4,500
Total "Bulk" Tonnage	782	465	930

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

#### Highlights

The Solid Waste Division provides weekly curbside pick-up of municipal solid waste and bi-weekly collection of single stream recycling and yard waste to 43,583 residential units. The Solid Waste Division is responsible for the management of City-owned landfills: Armory Street Landfill, and the Bondi's Island Landfill. The Bondi's Island Landfill is involved in both cell capping and maintenance as it complies with DEP regulatory requirements. The Bondi's Island Landfill also provides a year-round drop off area for small brush and leaves that is free to residents of the City of Springfield.

The Solid Waste Division operates over 40 pieces of equipment that include: automated, semi-automated with arm extensions, traditional semi-automated, rear loading trucks, bulk waste truck, and one (1) complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City as well as collecting carts in alleys and on dead-end streets. The Solid Waste Division drivers and foreman are also utilized for snow plow operations during the winter months.

The Solid Waste Division provides curbside bulk waste pickup for a fee of \$8 per item. Residents can schedule bulk waste pick-ups through the City's 3-1-1 Call Center. The Solid Waste Division offers household hazardous waste collections six times a year. Household hazardous waste collection is free of charge to residents. The City, through the City Comptroller's Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste.

The Springfield Department of Public Works continues to work to develop and initiate new solid waste reduction programs. The DPW will continue to enforce the City's mandatory recycling ordinance through the efforts of a full-time Waste Compliance Specialist. An aggressive campaign was put in place to educate residents on the environmental benefits of recycling as well as its impact to the City's budget. Collection routes are routinely examined for ways to maximize efficiency based on the results of the waste reduction program.

In 2022, the DPW / Solid Waste Division received \$71,500 in grant funds from MA DEP.

Fiscal Year 2023 Budget and Program Summaries

DEPARTMENT OF PUBLIC WORKS

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Engineering</b>			
Salaries & Wages	(2,208)	-	(86,594)
OTPS	(3,300)	(2,000)	7,664
<b>Administration</b>			
Salaries & Wages	(11,587)	21,070	-
OTPS	(1,534)	-	6,462
<b>Fleet Maintenance</b>			
Salaries & Wages	(143,481)	-	-
OTPS	(49,195)	-	(529,026)
<b>Traffic</b>			
Salaries & Wages	(1,545)	-	-
OTPS	(8,137)	19,743	(25,000)
<b>Storm Drains</b>			
Salaries & Wages	-	-	-
OTPS	(475)	-	75,000
<b>Streets Maintenance</b>			
Salaries & Wages	(2,250)	-	-
OTPS	(7,447)	36,154	4,540
<b>Street Lights</b>			
OTPS	160,837	32,233	25,000
<b>Solid Waste</b>			
Salaries & Wages	(14,550)	5,151	5,587
OTPS	(138,459)	82,977	264,806
<b>Total General Fund Adjustments</b>	<b>(70,321)</b>	<b>107,200</b>	<b>(521,954)</b>
<b>Total Enterprise Fund Adjustments</b>	<b>(153,009)</b>	<b>88,128</b>	<b>270,393</b>

**Notes**

◆ **General Fund**

◇ Personal Services:

- \$13,591 Union increases for bargaining unit FTEs.
- \$106,185 decrease due to position adjustments.

◇ OTPS:

- \$436,960 decrease for Subscriptions, based on citywide build up for FY23.

◆ **Enterprise Fund**

◇ Personal Services:

- \$5,587 increase due to salary adjustments.

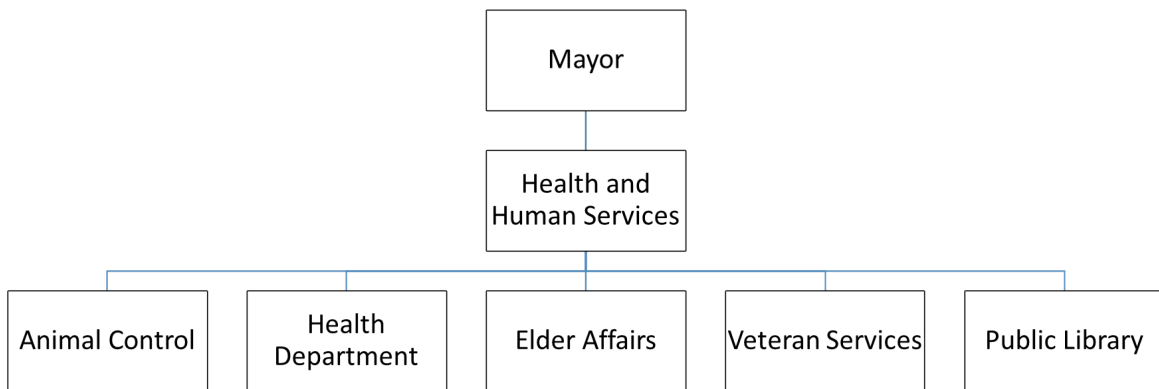
◇ OTPS:

- \$40,674 increase to Retirement based on FY23 build-up.
- \$264,806 increase to Other Than Personal Services based on Citywide build up for FY23.

# Section 9

## Health & Human Services

### Division



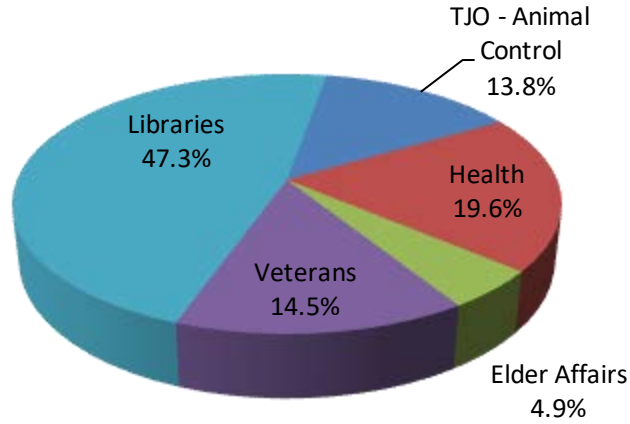
#### **Mission Statement**

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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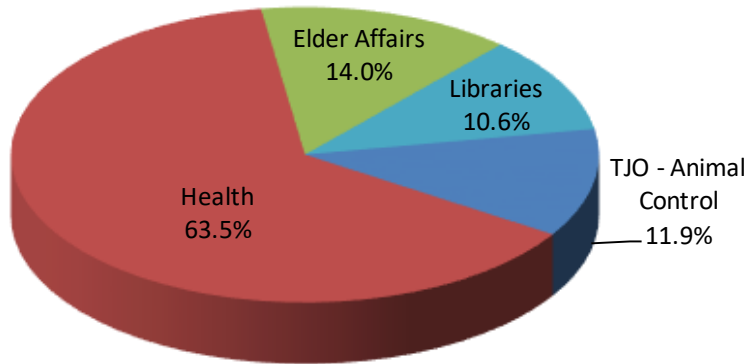
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## Health & Human Services Division



FY23 Adopted Budget Health & Human Services Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
TJO - Animal Control	1,514,078	1,597,158	1,597,158	1,595,108	-0.1%	-0.1%
Health	1,612,374	2,140,161	2,140,161	2,261,274	5.7%	5.7%
Elder Affairs	392,685	556,779	556,779	560,588	0.7%	0.7%
Veterans	1,241,606	1,728,268	1,728,268	1,676,950	-3.0%	-3.0%
Libraries	4,719,012	5,250,450	5,250,450	5,460,376	4.0%	4.0%
<b>Total</b>	<b>9,479,756</b>	<b>11,272,816</b>	<b>11,272,816</b>	<b>11,554,296</b>	<b>2.5%</b>	<b>2.5%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
TJO - Animal Control	775,000	-	88,609	-	-	863,609
Health	603,290	-	4,025,176	-	-	4,628,466
Elder Affairs	-	-	1,019,911	-	-	1,019,911
Veterans	-	-	-	-	-	-
Libraries	25,000	-	748,615	-	-	773,615
<b>Total</b>	<b>1,403,290</b>	<b>-</b>	<b>5,882,310</b>	<b>-</b>	<b>-</b>	<b>7,285,600</b>

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# Fiscal Year 2023 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.

### FY22 Department Highlights

At TJO, we are working to create a more humane community. Building trust...One animal, one family, one community at a time. We strive to keep pets and families together thereby strengthening the bond between animals and the people that love them.

Thomas J. O'Connor Animal Control and Adoption Center plays a dynamic role in the community in addition to traditional animal control and care. TJO goes beyond public health/safety and animal protection. Not only is TJO a place where they can adopt new animal companions, our animal control and animal welfare staff regularly provide guidance and resources to families in need. In the past year TJO has made a difference in the lives of animals and people as highlighted below:

- ◆ The Animal Control Department along with Animal Welfare Staff demonstrated their expansive animal handling skills by caring for several very large and exotic snakes, fish, turtles, birds of prey, chickens, exotic birds, and even a pig!
- ◆ When faced with several hoarding cases, the TJO staff was able to safely remove, provide care, and when appropriate, find placement for animals into rescue or in adoptive homes.
- ◆ TJO provided treatment and emergency treatment for 125 pets of families that would not have otherwise been able to access care.
- ◆ On numerous occasions, TJO Animal Control receives support from Springfield Fire and Police to bring animals to safety.
- ◆ In 2021, we were greatly impacted by an outpouring of generosity from a wide array of local businesses and community partners. Including, but not limited to Girls on The Run, Hampden County Registry of Deeds, local TV and radio, numerous local schools and scouting groups, and a Lemonade stand that raised significant funds for animals.
- ◆ Tufts Wildlife Clinic, local wildlife rehabilitators, and TJO worked in unison to provide lifesaving care to a variety of animals in need.

TJO and the Foundation for TJO Animals worked to cultivate high-level donors to support new and innovative programs designed to best meet the needs of a socially and economically diverse population. While still in the planning phases, these programs include improvements to our veterinary operations, community medicine opportunities and grass-roots outreach to pet owners. TJO generates revenue largely through adoption fees, fees associated with owner-claimed animals and fees paid for medical care. In addition, participating cities contribute \$4.35 per capita for animal control services.

### FY23 Budget Highlights

- ◆ Funds 15.5 General Fund FTEs, 4.0 Grant Fund FTEs, an increase of 3.0 FTE from FY22, which includes 3 Animal Welfare Specialists.
- ◆ Includes FT Veterinarian of which 50% is grant funded.
- ◆ Includes FT Veterinarian Assistant of which 50% is grant funded.
- ◆ Includes PT Veterinary Assistant 32 hours/week, which is fully grant funded.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	701,294	776,018	761,335	(14,683)	-1.9%
OTPS	812,784	821,140	833,773	12,633	1.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,514,078</b>	<b>1,597,158</b>	<b>1,595,108</b>	<b>(2,050)</b>	<b>-0.1%</b>

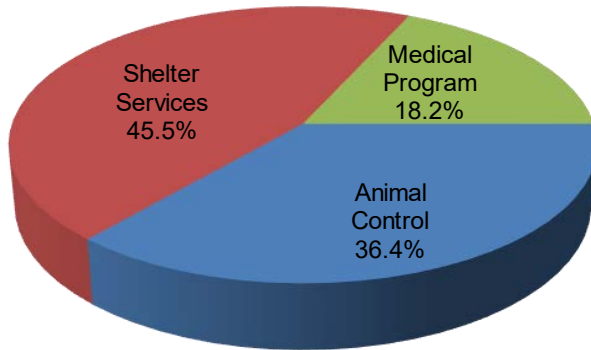
### Department Staff

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	15.0	15.5	15.5	-	0.0%
Grant FTEs	1.0	1.0	4.0	3.0	300.0%
<b>Total FTEs</b>	<b>16.0</b>	<b>16.5</b>	<b>19.5</b>	<b>3.0</b>	<b>18.2%</b>

# Fiscal Year 2023 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Expenses



### Program Summaries

**Animal Control Services**—Provides 24/7 animal control services to the cities of Springfield, Chicopee and Holyoke, giving top-priority to calls regarding at-large aggressive animals, ill or injured animals, animal bite cases, assisting law enforcement agencies, and retrieving free-roaming animals.

**Shelter Services**—Operating out of an 18,000 square foot facility, provides a safe haven for lost, stray, abandoned and surrendered animals. Animal Welfare Specialists implement best practices as they provide effective and compassionate care to every animal.

**Medical Program**--Administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries such as limb amputation, tumor removals and hernia repairs for animals needing temporary housing at the Center.

### Program Budgets

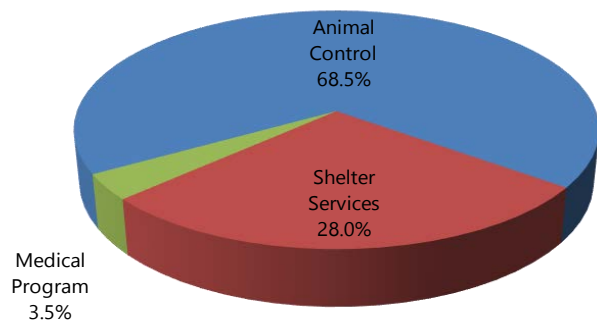
Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Animal Control	683,586	692,399	690,756	(1,643)	41.0%
Shelter Services	897,206	908,773	906,617	(2,157)	53.8%
Medical Program	85,448	86,550	86,344	(205)	5.1%
<b>Total General Fund Expenditures</b>	<b>1,514,078</b>	<b>1,597,158</b>	<b>1,595,108</b>	<b>(2,050)</b>	<b>94.7%</b>
<b>Total External Funds Expenditures</b>	<b>152,162</b>	<b>90,563</b>	<b>88,609</b>	<b>(1,955)</b>	<b>5.3%</b>
<b>Total All Funds Expenditures</b>	<b>1,666,241</b>	<b>1,687,722</b>	<b>1,683,717</b>	<b>(4,005)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$775,000**

- ◆ Adoption Program - \$530,875
- ◆ Shelter Services - \$217,000
- ◆ Medical Fees - \$27,125

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Animal Control	455,588	498,356	530,875	32,519	68.5%
Shelter Services	186,226	203,708	217,000	13,292	28.0%
Medical Program	23,278	25,463	27,125	1,661.56	3.5%
<b>Total Departmental Revenue</b>	<b>665,092</b>	<b>727,527</b>	<b>775,000</b>	<b>47,473</b>	<b>100%</b>

# Fiscal Year 2023 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	701,294	776,018	761,335	(14,683)	-1.9%
OTPS	812,784	821,140	833,773	12,633	1.5%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,514,078</b>	<b>1,597,158</b>	<b>1,595,108</b>	<b>(2,050)</b>	<b>-0.1%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	150,843	88,608	88,609	0	0.0%
Enterprise/Revolving Funds		-	-	-	0.0%
Donations/Trusts	1,319	1,955	-	(1,955)	-100.0%
<b>Total External Funds</b>	<b>152,162</b>	<b>90,563</b>	<b>88,609</b>	<b>(1,955)</b>	<b>-2.2%</b>
<b>All Funds Budget</b>	<b>1,666,241</b>	<b>1,687,722</b>	<b>1,683,717</b>	<b>(4,005)</b>	<b>-0.2%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Departmental Fees	665,092	727,527	775,000	47,473.00	6.5%
Miscellaneous Revenue	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>665,092</b>	<b>727,527</b>	<b>775,000</b>	<b>47,473</b>	<b>6.5%</b>
External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Foundation of TJO Animals Vet Asst	Grant	6/30/2020	6,244	-	-
TJO Veterinarian FY22	Grant	6/30/2022	40,383	42,000	42,000
Vet Tech-First	Grant	6/30/2022	18,258	18,989	18,989
Vet Tech - Second	Grant	6/30/2022	17,899	27,620	27,620
American Rescue Plan Act	Grant	6/30/2024	68,060	-	-
<b>Subtotal FY23 Anticipated Grants</b>			<b>150,843</b>	<b>88,608</b>	<b>88,609</b>
TJO Donations	Donations	N/A	1,319	1,955	-
<b>Subtotal Other Funding</b>			<b>1,319</b>	<b>1,955</b>	<b>-</b>
<b>Total External Funds</b>			<b>152,162</b>	<b>90,563</b>	<b>88,609</b>

# Fiscal Year 2023 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Summaries

#### Animal Control

Animal Control	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	683,586	692,399	690,756
FTEs	5.0	5.0	8.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
<i>Enhance public health and safety by improving the overall quality of life for the residents and animals of Springfield</i>			
# of field calls ACOs responded to	7050	6,052	6000
# of community/feral cats TNR (Trap/Neuter/Return)	197	116	150
# of free roaming animals impounded	1,230	2,982	2800
# of animal bites investigated	303	240	240
# of cruelty complaints investigated	354	568	568
# of cruelty cases charged	12	10	10

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

#### Highlights

The animal control department at TJO consists of five animal control officers (ACOs) and one animal control supervisor who are all certified by the Massachusetts Animal Control Officers Association, as well as the Massachusetts Animal Fund Officer Training Program. The animal control department provides professional, knowledgeable field services 24/7 for a population of nearly 250,000 throughout a 78 square mile area. TJO animal control officers provided respectable response times, responding to high priority calls in under 17 minutes. Daily and weekly call reports show nearly 100% compliance in response times to all priority calls. Animal control officers are a presence in every neighborhood; responding to a vast variety of animal related field calls and providing thorough follow-up for potentially dangerous or nuisance dogs, as well as ensuring humane care standards are met for animals. TJO ACO's continue to be leaders in best field practices, actively participating in trap-neuter-return programs for feral and community cats and participating in C3 community policing meetings. The department has maintained a harm reduction approach for owners self-reporting animal negligence and also increased community outreach via social media platforms and news stories. These efforts have resulted in an increase in the number of marginally cared for dogs TJO has been able to assist. Animal control continues to cite for Chapter 110 (animal ordinance) violations and explore methods to realize revenue generated by citations. TJO continues to explore accessible and online dog license options for residents.

# Fiscal Year 2023 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Summaries

#### Shelter Services

Shelter Services	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	897,206	908,773	906,617
FTEs	10.0	10.0	10.5
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
<i>Provide services to reduce harm and increase quality of life for people and animals</i>			
# of animals placed in foster program	483	520	500
# of animals receiving shelter and care at Center	3,919	3,590	3400
Live outcome rate	NA	82%	1
# of animals temporarily emergency sheltered	NA	61%	50

#### Citywide Strategic Priority: Fiscal and Operational Excellence

### Highlights

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

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

Due to COVID-19, TJO's team of 115 volunteers was laid off in early March 2020. Volunteers historically provide an average of 1,000 hours of service each month in many areas of operations, such as greeting, matchmaking, cleaning/disinfecting, veterinary assistance, housekeeping, maintenance, special events, animal transport, animal training and enrichment, animal foster care, website updates, telephones, photography, volunteer training and much more. Adjusting to the vast loss of human resources was by far TJO's largest challenge through the pandemic. The absence of the volunteer corps, left just four specially trained Animal Welfare Specialists (AWS) responsible for all animal and customer care. Being impossible to do, all staff stepped in to assist wherever possible to ensure neither services or animal care standards were negatively impacted. Animal Welfare Specialist regular duties go far beyond direct animal care (Sanitation and feeding). AWS daily responsibilities also involves multifaceted customer care as well as complex medical and behavioral care. AWS have an extensive skill set in order track daily behaviors and medical conditions, administer medications, and safely handle and care for dangerous animals. Additionally, they must have the emotional fortitude to care for the many animals in care that have suffered neglect and acts of cruelty. Helping pet owners in crisis is commonplace. Individuals and families are often forced to relinquish their pets for adoption or in some cases for humane euthanasia. Others come to reclaim their pets and are frequently hostile and angry when faced with animal care costs and citations for city ordinance violations.

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

# Fiscal Year 2023 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### Program Summaries

#### Medical Program

Medical Program	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	85,448	86,550	86,344
FTEs	1.0	1.0	1.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
<i>Provide medical services to increase health and welfare and reduce spread of contagious diseases</i>			
# of community medicine appointments	N/A	125	150
# of surgical procedures performed	1,265	1,416	1,300

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

#### Highlights

A veterinary team, comprised of a full time veterinarian and two veterinary technicians, provides services to animals in the shelter four days per week. A veterinarian and one veterinary technician are funded through the general fund for two (10 hour) days each week, and two (10 hour) days are funded through the Foundation for TJO Animals (a five-star rated 501(c) 3 organization). An additional veterinary assistant is grant-funded for 32 hours each week through the Foundation for TJO Animals. The TJO veterinarian examines every animal presenting with a medical problem as well as each animal made available for adoption. The veterinarian administers rabies vaccinations, performs routine surgeries such as spay/neuter, as well as other surgeries resulting from trauma or abuse, such as limb amputation, tumor removal, hernia repair and dental procedures. Over the last year, the vet/tech team performed 1,276 surgical procedures, in addition to being responsible for the wellness of over 4,000 impounded animals and assisting hundreds of economically-challenged pet owners in the cities we serve.

A large number of animals arrive to the Center injured or in very poor condition. These animals often need a considerable or extraordinary amount of veterinary care to ensure that they are well enough for adoption. Expenses for non-critical surgeries and treatments are not funded by the City, but instead are funded by the Foundation for TJO Animals.

TJO's veterinarian is frequently involved with law enforcement cases involving animals. She performs physical exams, necropsies, medical reports and gives professional opinions to law enforcement departments, as well as testifies in court regarding cases of cruelty or neglect. In 2019, TJO's veterinarian assisted with 11 cases of neglect and/or cruelty being presented to the Springfield Police Department for filing of cruelty charges.

# Fiscal Year 2023 Budget and Program Summaries

## THOMAS J. O'CONNOR ANIMAL CONTROL & ADOPTION CENTER

### **FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Adoption Services</b>			
Personal Services	768	46,088	(6,078)
OTPS	(1,732)	(27,748)	(10,414)
<b>Animal Control</b>			-
Personal Services	(9,565)	57,245	(2,040)
OTPS	(10,660)	36,048	-
<b>Total Adjustments</b>	<b>(21,189)</b>	<b>111,633</b>	<b>(18,532)</b>

### **Notes**

- ◆ \$8,118 net decrease in Personal Services due to salary adjustments.
- ◆ \$10,414 decrease in OTPS based on historical spending.

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# Fiscal Year 2023 Budget and Program Summaries

## HEALTH DEPARTMENT

### Mission

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

### FY22 Department Highlights

Department of Health and Human Services (SDHHS) continued to respond to the COVID-19 pandemic. Despite the shortage, our staff kept the Public Health work for the City of Springfield moving forward as well as responding to the public requests for support due to the pandemic. Vax Force was created to provide credible information to our residents, using trusted voices from the healthcare community as well as community-based organizations. A youth Vax Force as also convened as a part of our process to increase the vaccination rate amongst our youth. Outreach efforts included basketball tournaments and social gatherings for youth. The youth Vax Force continue their outreach efforts, and are planning a day of health and wellness for youth in May 2022 at Forest Park. Our vaccination clinics immunized over 12,000 Springfield residents with our immunization partners, Behavioral Health Network (BHN) and American Medical Response (AMR). In addition, for the past year the Department has convened a meeting of those outreach partners who are working to increase the vaccination rate in the City of Springfield; share best practices and increase alignment. To date, SDHHS has distributed over 200,000 COVID-19 test kits to Springfield residents. Staffing shortages, like many health care institutions continue to plague the organization. The majority of our visits conducted are virtual. Springfield Department of Health and Human Service (SDHHS) has had chronic pervasive staffing needs. Our clerical staff has kept our burial permit and environmental health units operational. Despite staffing shortages, our Nursing staff continue to respond to the residents. Contact tracing and advice pertaining to isolation and quarantine are central to the work including follow up with Tuberculosis and other communicable diseases. SDHHS is the permitting entity for the Cannabis industry operating in the City of Springfield. In that capacity, the department holds virtual meetings with the companies who want to operate in the City of Springfield. SDHHS' position to ensure compliance for these companies is in the process of being filled. The Offices of Racial Equity and Problem Gambling have worked tirelessly to advance the work of their prospective units. Office of Problem Gambling developed a coalition about problem gambling to increase engagement among community residents, community organizations. Established partnership with the Massachusetts Department of public Health's Office of Equity to leverage resources that the city of Springfield can use to enhance health equity initiatives. Completed trainings to become a Healing Racism facilitator that will increase capacity.

### FY23 Budget Highlights

- ◆ Funds 27.6 General Fund FTEs, and 29.2 Grant FTEs.
- ◆ Funds various programs targeted at improving the health & wellness of Springfield residents.
- ◆ Pesticides & Herbicides.
- ◆ Public Health Informational Materials.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	1,271,668	1,734,420	1,839,773	105,354	6.1%
OTPS	340,707	405,741	421,501	15,760	3.9%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,612,374</b>	<b>2,140,161</b>	<b>2,261,274</b>	<b>121,113</b>	<b>5.7%</b>

### Department Staff

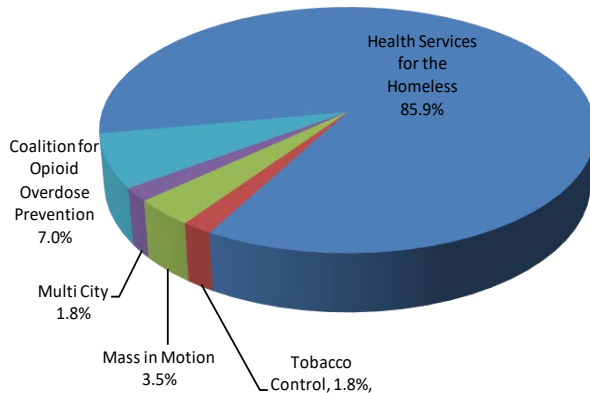
	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	24.6	27.6	27.6	-	0.0%
Grant FTEs	26.7	29.2	29.2	-	0.0%
<b>Total FTEs</b>	<b>51.3</b>	<b>56.8</b>	<b>56.8</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## HEALTH DEPARTMENT

### Program Summaries

#### Program Expenses



**Health Services for the Homeless** - provides direct health care, social services, advocacy and outreach to homeless persons at thirty two (32) sites throughout the City.

**Tobacco Control** - helping the residents of Springfield understand the hazards of tobacco smoke.

**Mass in Motion**- support work to prevent obesity, diabetes, heart disease and stroke, and reduce health disparities among adults through a combination of community, clinical and health system interventions.

**Multi-City**- provides mental health services to children ages 0-6 with serious emotional disturbances.

**Prevention** - implements components of prevention and intervention programs for youth and adults.

#### Program Budgets

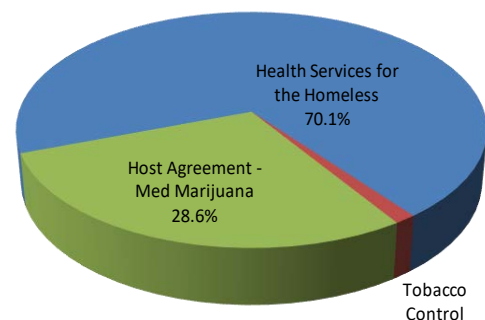
Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Health Services for the Homeless	4,930,049	5,297,022	5,401,034	104,012	85.9%
Tobacco Control	101,026	108,546	110,677	2,131	1.8%
Mass in Motion	202,051	217,091	221,354	4,263	3.5%
Multi City	101,026	108,546	110,677	2,131	1.8%
Coalition for Opioid Overdose Prevention	404,102	434,182	442,708	8,526	7.0%
<b>Total General Fund Expenditures</b>	<b>1,612,374</b>	<b>2,140,161</b>	<b>2,261,274</b>	<b>121,113</b>	<b>36.0%</b>
<b>Total External Funds Expenditures</b>	<b>4,125,879</b>	<b>4,025,226</b>	<b>4,025,176</b>	<b>(50)</b>	<b>64.0%</b>
<b>Total All Funds Expenditures</b>	<b>5,738,253</b>	<b>6,165,386</b>	<b>6,286,450</b>	<b>121,063</b>	<b>100%</b>

#### Revenue Summary

**TOTAL REVENUE: \$603,290**

- ◆ Departmental Fees \$7,500
- ◆ Licenses and Permits \$370,000
- ◆ Fine and Forfeits \$7,000
- ◆ Host Agreement Med Marijuana \$150,000
- ◆ Host Agreement Rec Marijuana \$68,790

#### Program Revenue



#### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Health Services for the Homeless	413,771	367,675	422,906	55,232	70.1%
Tobacco Control	7,673	6,819	7,843	1,024	1.3%
Host Agreement - Med Marijuana	168,814	150,007	172,541	22,534	28.6%
<b>Total Departmental Revenue</b>	<b>590,259</b>	<b>524,500</b>	<b>603,290</b>	<b>78,790</b>	<b>100%</b>

# Fiscal Year 2023 Budget and Program Summaries

## HEALTH DEPARTMENT

<b>All Funds Expenditure Detail</b>					
<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	1,271,668	1,734,420	1,839,773	105,354	6.1%
OTPS	340,707	405,741	421,501	15,760	3.9%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>1,612,374</b>	<b>2,140,161</b>	<b>2,261,274</b>	<b>121,113</b>	<b>5.7%</b>
<b>All Funds Expenditure Detail</b>					
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	4,125,879	4,023,176	4,023,176	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	2,050	2,000	(50)	-2.4%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>4,125,879</b>	<b>4,025,226</b>	<b>4,025,176</b>	<b>(50)</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>5,738,253</b>	<b>6,165,386</b>	<b>6,286,450</b>	<b>121,063</b>	<b>2.0%</b>
<b>All Funds Revenue Detail</b>					
<b>Department Revenue</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Departmental Fees	10,070	7,500	7,500	-	100%
Other Permits	352,349	360,000	370,000	10,000	2.8%
Departmental Fines	9,050	7,000	7,000	-	0.0%
Host Agreement Med Marijuana	150,000	150,000	150,000	-	0.0%
Host Agreement Rec Marijuana	68,790	-	68,790	68,790	0.0%
<b>Total Departmental Revenue</b>	<b>590,259</b>	<b>524,500</b>	<b>603,290</b>	<b>78,790</b>	<b>15.0%</b>
<b>External Funding Sources</b>	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>
Community Health Project	Grant	6/30/2021	915	-	-
Mass Bicycle Coalition	Grant	12/31/2021	1,000	1,000	1,000
Health Resources in Action	Grant	6/30/2021	2,500	2,500	2,500
Mass in Motion - Community Transformation	Grant	6/30/2022	55,836	160,000	160,000
Problem Gambling Community Health	Grant	6/30/2022	104,073	160,000	160,000
Tobacco	Grant	6/30/2022	67,879	140,000	140,000
Pioneer Valley AHEC Carryover	Grant	6/30/2030	5,834	-	-
Vaccination Capacity & Confidence	Grant	6/30/2022	7,414	296,713	296,713
Mass Call	Grant	6/30/2023	88,442	250,000	250,000
PFS	Grant	10/30/2020	24,420	21,250	21,250
Coronavirus Relief Fund Grant	Grant	3/25/2022	11,271	-	-
Flu Clinics - HMCC	Grant	12/31/2020	12,690	12,760	12,760
Medical Education	Grant	6/30/2008	13,029	-	-
Mass Substance Abuse Collaborative	Grant	6/30/2022	39,095	231,250	231,250
Mass Heal	Grant	3/31/2022	14,588	32,976	32,976
Mass Development Grant	Grant	3/31/2021	23,908	49,973	49,973
Homeless COVID Supplemental	Grant	6/30/2021	51,518	146,404	146,404
Healthcare for the Homeless	Grant	1/31/2022	1,533,067	1,808,333	1,808,333
SAPC FY21	Grant	6/30/2021	57,483	25,000	25,000
Critical Services	Grant	6/30/2021	208,700	85,017	85,017
2020 CARES Act COVID-19 Relief	Grant	3/31/2021	383,994	600,000	600,000
Health for Homeless Med Asst	Grant	10/31/2010	1,418,220	-	-
<b>Subtotal FY23 Anticipated Grants</b>			<b>4,125,879</b>	<b>4,023,176</b>	<b>4,023,176</b>
Project Baby Organization	Donations	3/8/2025	-	2,000	2,000
HHS Covid Donations	Donations	N/A	-	50	-
<b>Subtotal Other Funding</b>			<b>-</b>	<b>2,050</b>	<b>2,000</b>
<b>Total External Funds</b>			<b>4,125,879</b>	<b>4,025,226</b>	<b>4,025,176</b>

HEALTH DEPARTMENT

**Program Summaries**

**Health Services for the Homeless**

<b>Health Services for the Homeless</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	4,930,049	5,297,022	5,401,034
FTEs	44.3	44.3	48.8
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
<b>Provide health, social, advocacy, and outreach services to homeless persons efficiently</b>			
# of homeless adults receiving health care	1,326	973	973
# of homeless children (under 17) receiving health care	3	5	5
# of homeless receiving dental care	45	45	45
# of homeless receiving social services	775	775	775

**Citywide Strategic Priority:** Education, Fiscal and Operational Excellence

**Highlights**

- ◆ HSH continues to provide comprehensive health care services to individuals and families experiencing homelessness. HSH continues to contract with Open Door to provide a full time bilingual SUD counselor and a full time bilingual case manager/ recover coach for patients with opioid addictions and responsibility for facilitating recovery group sessions, referrals for recovery, counseling and promoting healthier.
- ◆ More recently, HSH purchased a fully equipped mobile medical van for the Health Services for the Homeless Health Center clinicians to provide direct primary care services at various locations in our 3-county service area. The mobile medical team will also support COVID-19 testing, vaccinations, immunizations, screenings, and care coordination.

HEALTH DEPARTMENT

**Program Summaries**

**Tobacco Control**

<b>Tobacco Control</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	101,026	108,546	110,677
FTEs	1.0	1.0	1.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
<b><i>Prevent youth from purchasing tobacco products</i></b>			
# of permits issued	269	227	240
# of investigated complaints and conducted onsite inspections	90	180	180
% of tobacco retailers adhering to youth access regulations	76%	95%	95%

**Citywide Strategic Priority:** Education, Fiscal and Operational Excellence

**Highlights**

- ◆ Conduct requisite inspections to monitor compliance, including tobacco sales for 24/7 establishments.
- ◆ Issue fines, citations, and suspension of permits for violations.
- ◆ Conduct routine inspections of tobacco retailers to check for signage, permits, self service displays, and other violations.
- ◆ Conduct routine inspections of local bars and restaurants to ensure compliance with the state smoke-free workplace law.
- ◆ Issue tobacco sales permits.
- ◆ Educate the public regarding the harmful effects of tobacco.
- ◆ Report violations of liquor establishments to liquor commission.
- ◆ Maintain current list of local tobacco retailers.
- ◆ Conduct merchant education workshops.

HEALTH DEPARTMENT

**Program Summaries**

**Mass in Motion**

<b>Mass in Motion</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	202,051	217,091	221,354
FTEs	2.0	2.0	2.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
<b><i>Promote opportunities for healthy eating and active living</i></b>			
# of youth engaged in bike safety and bike advocacy program	0	0	0
# of new community organizations in pilot programming	0	1	1
# of Hampden CHIP Design team meetings attended	0	5	5

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

**Highlights**

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

# Fiscal Year 2023 Budget and Program Summaries

## HEALTH DEPARTMENT

### Program Summaries

#### Coalition for Opioid Overdose Prevention

Coalition for Opioid Overdose Prevention	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	404,102	434,182	442,708
FTEs	3.0	3.0	4.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
<b><i>Reduce the number affected by opiate abuse and overdose</i></b>			
# of newly informed and trained community stakeholders	100	300	300

Citywide Strategic Priority: Education, Fiscal and Operational Excellence

### Highlights

- ◆ Coalition for Opioid Overdose Prevention
- ◆ Planning team member and co-chair of the Greater Springfield Opioid Crisis Collaborative (GSOCC).
- ◆ Collaborating with GSOCC to better connect individuals to care when they are ready to engage with the system by working together to address the identified gaps and barriers to access to care.
- ◆ Secured OD2A grant funding to support the GSOCC our efforts to strengthen our local and regional response to opioid overdoses so that we can better identify strategies to address the barriers to being successfully connected to care that actually meets an individual's needs.
- ◆ Worked with Young Adult Empowerment Collaborative of Western Massachusetts to develop an opioid overdose database for Hampden & Hampshire Counties.
- ◆ Secured State Opioid Response-Prevention in Early Childhood (SOR-PEC) grant funding to work with Square One and the Maternal Child Health Commission to enhance protective factors and minimize risk factors in the lives of a proposed age range of children ages 0-5 with elevated levels of risk for future substance use and related health and behavioral health issues.
- ◆ Attend professional development sessions provided for and occasionally mandated by DPH.
- ◆ Process, track and evaluate data collected from data sources.
- ◆ Building a public health database for SDHHS that has an opioid overdose prevention portal. This database now has overdose report data streams from the Springfield Police Department and American Medical Response (AMR), the ambulance service for the City of Springfield. This data is currently being used for public health surveillance of overdose trends and overdose spikes and by the end of this fiscal year, we hope to also utilize it to conduct post overdose outreach in the City of Springfield.

HEALTH DEPARTMENT

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**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
Personal Services	(13,238)	78,227	48,982
OTPS	(2,736)	158,223	15,159
<b>Total Adjustments</b>	<b>(15,974)</b>	<b>236,450</b>	<b>64,141</b>

**Notes**

- ◆ \$48,982 increase to personal services due to salary adjustments.
- ◆ \$15,159 increase to OTPS based on historical spending.



# Fiscal Year 2023 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.

### FY22 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 4 sites throughout the City. The department provides outreach and referral services that enable elderly citizens' access to resources critical to their daily well-being. The department retrains and places low income, unemployed, mature workers back into the workforce through its SCSEP program, via a Senior Service America Grant within Hampden and Hampshire County. This program is supported by the Department of Labor and Senior Service America. The Department of Elder Affairs administers the Greater Springfield Senior Service Outreach program providing information on benefits and services, collaborating with agencies and businesses to assist seniors

The Department of Elder Affairs administers the Serving Health Information Needs of Everyone (SHINE) Program from the Executive Office of Elder Affairs for all of Hampden County and parts of Hampshire County. This program assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. In addition, the department oversees the private nonprofit 501(c) 3 Golden Age Club, Inc.- a recreational club that promotes travel, tours and holds weekly meetings throughout the city.

We are extremely proud of the fact we were able to serve over 6,000 unduplicated seniors in FY22. That is no small feat considering we were severely short-staffed (we are currently down 6 staff members) and were closed for part of the year!

New to our community partnership family: Smith College – an intergenerational film project was introduced in FY22 where seniors agreed to be videotaped talking about their remembrances of winters. Those memoirs were then adapted by the students into a theater production as a series of soliloquies for the stage. Due to COVID we were unable to go to Smith College for the performance but they were gracious enough to send us a portion of them so our seniors could see themselves as well as their counterparts. The initiative was a huge lift for all and we hope to continue this type of intergenerational programming with other community partners as we move forward.

### FY23 Budget Highlights

- ◆ Funds 8.4 General Fund FTEs and 12.6 Grant Fund FTEs.
- ◆ Funds various programming and events for the Senior Centers, that promote fitness, education, and health screening.
- ◆ Public Health Information Materials.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	384,558	435,547	444,913	9,367	2.2%
OTPS	8,127	121,232	115,675	(5,557)	-4.6%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>392,685</b>	<b>556,779</b>	<b>560,588</b>	<b>3,810</b>	<b>0.7%</b>

### Department Staff

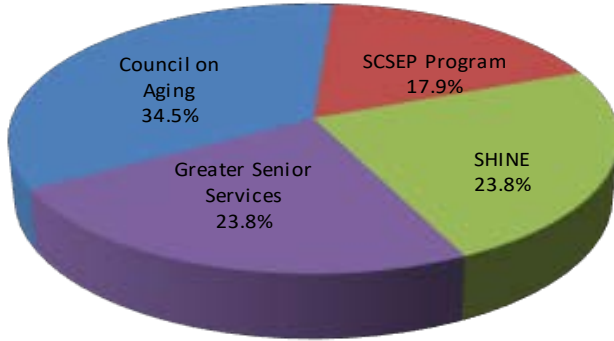
	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	8.2	8.4	8.4	-	0.0%
Grant FTEs	11.8	12.6	12.6	-	0.0%
<b>Total FTEs</b>	<b>20.0</b>	<b>21.0</b>	<b>21.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## ELDER AFFAIRS

### Program Summaries

### Program Expenses



**Council on Aging** - Senior Centers provide health and recreational activities for Springfield senior residents.

**SCSEP** - Promotes the transition of unemployed mature workers 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	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% Of Total
Council on Aging	458,387	550,866	526,833	(24,033)	33.3%
SCSEP Program	130,968	157,390	150,524	(6,867)	9.5%
SHINE	130,968	157,390	150,524	(6,867)	9.5%
Greater Senior Services	654,839	786,951	752,619	(34,333)	47.6%
<b>Total General Fund Expenditures</b>	<b>392,685</b>	<b>556,779</b>	<b>560,588</b>	<b>3,810</b>	<b>35.5%</b>
<b>Total External Funds Expenditures</b>	<b>982,478</b>	<b>1,095,819</b>	<b>1,019,911</b>	<b>(75,908)</b>	<b>64.5%</b>
<b>Total All Funds Expenditures</b>	<b>1,375,162</b>	<b>1,652,598</b>	<b>1,580,499</b>	<b>(72,098)</b>	<b>100%</b>

### Revenue Summary

This department does not generate any revenue.

Fiscal Year 2023 Budget and Program Summaries

ELDER AFFAIRS

<b>All Funds Expenditure Detail</b>					
	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
<b>General Fund Operating Budget</b>					
Personal Services	384,558	435,547	444,913	9,367	2.2%
OTPS	8,127	121,232	115,675	(5,557)	-4.6%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>392,685</b>	<b>556,779</b>	<b>560,588</b>	<b>3,810</b>	<b>0.7%</b>
<b>External Funds Budget</b>					
	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	982,433	1,095,519	1,019,811	(75,708)	-6.9%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	45	300	100	(200)	-66.7%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>982,478</b>	<b>1,095,819</b>	<b>1,019,911</b>	<b>(75,908)</b>	<b>-6.9%</b>
<b>All Funds Budget</b>	<b>1,375,162</b>	<b>1,652,598</b>	<b>1,580,499</b>	<b>(72,098)</b>	<b>-4.4%</b>
<b>All Funds Revenue Detail</b>					
	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
<b>Department Revenue</b>					
Departmental Fees	-	-	-	-	0.0%
Reimb For Prior Year Expend	-	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>
	<b>Type of Funding</b>	<b>Expiration Date</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>
<b>External Funding Sources</b>					
CDBG Entitlement	Grant	6/30/2023	17,072	18,545	22,000
Senior Service America	Grant	6/30/2022	498,349	523,879	523,879
Greater Springfield Senior Services	Grant	9/30/2022	76,355	87,328	87,328
SHINE	Grant	6/30/2022	124,709	179,159	99,996
Council on Aging	Grant	6/30/2022	265,947	286,608	286,608
<b>Subtotal FY23 Anticipated Grants</b>			<b>982,433</b>	<b>1,095,519</b>	<b>1,019,811</b>
Hungry Hill Donations	Donations	N/A	45	300	100
<b>Subtotal Other Funding</b>			<b>45</b>	<b>300</b>	<b>100</b>
<b>Total External Funds</b>			<b>982,478</b>	<b>1,095,819</b>	<b>1,019,911</b>

# Fiscal Year 2023 Budget and Program Summaries

## ELDER AFFAIRS

### Program Summaries

#### Council on Aging

Council on Aging	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	458,387	550,866	526,833
FTEs	7.0	7.0	7.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
<b>To encourage senior participation through health and recreational activities</b>			
Number of participants in recreational activities	5,877	-	0

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

### Highlights

The Council on Aging (Senior Centers) provides health and recreational activities for Springfield senior residents. These Centers, located throughout the City, include Hungry Hill, Clodo Concepcion Community Center, and the Raymond A. Jordan Senior Center. We were unable to open the Riverview Senior Center and the North End Senior Center due to COVID-19. Plans to relocate from the Riverview building to 310 Plainfield Street are underway with a targeted reopening date of February 22, 2022. The newly renovated space will now be called the North End Senior Center at Brightwood, and will be a full service center that includes, fitness machines, outreach programs and a wide variety of recreational activities.

In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing, and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation. Due to the restrictions placed on us by the COVID -19 pandemic, we were unable to offer any trips/transportation for our seniors.

# Fiscal Year 2023 Budget and Program Summaries

## ELDER AFFAIRS

### Program Summaries

#### SCSEP Program

SCSEP Program	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	130,968	157,390	150,524
FTEs	1.0	2.0	2.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
<b>To assess and address the needs of seniors</b>			
Number of seniors transitioned from subsidized to unsubsidized employment	15	7	0
Number of unsubsidized job placements	15	7	0
Number of enrolled participants	42	52	0

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

### Highlights

The SCSEP program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc. (SSAI). The DEA contract is a yearly contract, and calls for clear goals and outcomes.

The SCSEP Division was able to employ one (1) part-time Employment Specialist in FY22, which significantly impacted the workload for that division. New trainings were developed to compensate for the COVID-19 pandemic, as well as satisfying the performance goals of the grant.

# Fiscal Year 2023 Budget and Program Summaries

## ELDER AFFAIRS

### Program Summaries

#### SHINE

SHINE	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	130,968	157,390	150,524
FTEs	2.0	2.0	2.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
<b>To improve awareness of benefits and services available to seniors</b>			
Number of home visits	380	109	125
Number of community presentations	37	27	34
Number of seniors assisted	3,985	2,306	3,600

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

#### Highlights

Serving the Health Information Needs of Everyone (SHINE): The SHINE program provides information on benefits and services available to seniors, encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, underinsured, uninsured or homeless. SHINE served over 4,078 clients in the calendar year 2019.

SHINE is a 2-year state contract from FY20-FY22. In FY23, we will be in the first year of our contract. This contract is allocated through Federal, State, and Affordable Care Act legislature. Below are some of the exceptional SHINE FY22 YTD highlights:

- ◆ Home Visits- 109
- ◆ Presentations- 7 Open Enrollment presentations, 12 new trainee presentations, 8 monthly presentations= 27 total
- ◆ Seniors Assisted- 2306
- ◆ Home Visits- 125
- ◆ Presentations- 34
- ◆ Seniors Assisted- 3600

Calendar year 2021- Seniors assisted 3511; hybrid of assisting seniors in person and via phone/email/video. COVID presented challenges with scheduling, illness of volunteers, staff, and seniors keeping appointments. Four new Volunteers were trained in 2021, Five volunteers were lost to attrition (personal reasons, death, job loss). We expect to train 12-15 new volunteers in May 2022.

Our Outreach worker went from 30 to 37.50 hours increasing the advertising and assistance to many homebound and senior residence buildings in Hampden/Hampshire County.

# Fiscal Year 2023 Budget and Program Summaries

## ELDER AFFAIRS

### Program Summaries

#### Greater Senior Services

<b>Greater Senior Services</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	654,839	786,951	752,619
FTEs	10.0	10.0	10.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
<b>To improve awareness of benefits and services available to seniors</b>			
Number of follow-up home visits	60	15	60
Number of community presentations	36	12	40
Number of information and referral services	3500	5500	5,500

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

### Highlights

The Greater Springfield Senior Services, Inc. (GSSSI) Outreach program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy and case management, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, underinsured, uninsured or homeless.

This is a 3-year Federal grant, currently in its final year. The DEA is a sub-grantee of the Greater Springfield Senior Services grant and is a Title 3b program with the Department of Agriculture.

Highlights included surpassing the required 3500 unduplicated goal of direct outreach services to seniors 60 years of age and older. This was an amazing team accomplishment as once again this year, no large-scale or community neighborhood events could be held. This is the second year we've had to produce these numbers while being restricted due to COVID-19.

Fiscal Year 2023 Budget and Program Summaries

ELDER AFFAIRS

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Council on Aging</b>			
Personal Services	951	6,649	(1,908)
OTPS	(2,547)	-	(5,557)
<b>Total Adjustments</b>	<b>(1,596)</b>	<b>6,649</b>	<b>(7,465)</b>

**Notes**

- ◆ \$1,908 decrease to Personal Services based on historical spending.
- ◆ \$5,557 decrease to OTPS based on historical spending.



# Fiscal Year 2023 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.

### FY22 Department Highlights

- ◆ Continued to provide historic levels of support to veterans and their familiesby:
  - ◇ Coordinating and acquiring several winter jackets, holiday gifts for children, "homeless kits' and various other items for free, to provide to Springfield's Veterans.
  - ◇ Providing DD214s (military discharges) needed for access to all veteran benefits at the city, state and federal levels.
  - ◇ Expanding aid and attendance benefits that improve quality of life.
  - ◇ Assistance with HUD VASH voucher application process, apartment search and financial assistance in securing and maintaining and furnishing apartments.
  - ◇ Getting homeless veterans into shelters/transitional houses, while waiting for VASH permanent housing.
  - ◇ Increasing outreach efforts via social media to promote advocacy and awareness of the Chapter 115 program.
- ◆ Supported the Mayor's initiative to end homelessness through collaboration and partnership with various organizations; Successfully placed 30 veterans into permanent housing.
- ◆ Complied with the state mandate, which requires VSOs to be certified by attending the mandated State Department of Veterans' Services training and development.
- ◆ We have enhanced and improved veteran's quality of life and functioning.
- ◆ Continued efforts in medical cost avoidance and cost reduction; collaborations with Springfield Greater Senior Services, Bilingual Veterans Outreach Center, SHINE and Elder Affairs.
- ◆ Actively reduced caseload by facilitating application and receipt of numerous alternative sources of income.

### FY23 Budget Highlights

- ◆ Funding supports 6.0 General Fund FTEs.
- ◆ Continued funding for Veterans Services training and professional development.

### Department Budget

	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>General Fund Operating Budget</b>					
Personal Services	327,649	356,625	182,159	28,682	8.0%
OTPS	913,957	1,371,643	-	(80,000)	-5.8%
Capital	-	-	383,826	-	0.0%
<b>Total General Funds</b>	<b>1,241,606</b>	<b>1,728,268</b>	<b>565,985</b>	<b>(51,318)</b>	<b>-3.0%</b>

### Department Staff

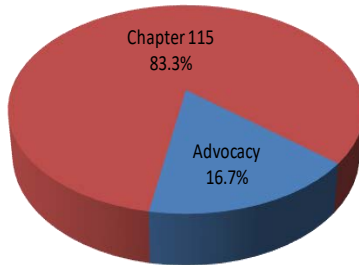
	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
<b>Department FTEs</b>					
General Fund FTEs	6.0	6.0	6.0	-	0.0%
<b>Total FTEs</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>-</b>	<b>0.0%</b>

# Fiscal Year 2023 Budget and Program Summaries

## VETERAN SERVICES

### Program Summaries

#### Program Expenses



**Advocacy** - Processes applications for veterans' benefits for financial assistance. Function as a change agent which impacts their housing, employment, health, social well-being for our veterans and families.

**Chapter 115** - Provides financial and medical assistance to qualified veterans and their dependents and surviving spouses.

### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Advocacy	206,934	288,045	94,331	(193,714)	16.7%
Chapter 115	1,034,672	1,440,223	471,654	(968,569)	83.3%
<b>Total General Fund Expenditures</b>	<b>1,241,606</b>	<b>1,728,268</b>	<b>565,985</b>	<b>(51,318)</b>	<b>100%</b>

### Revenue Summary

This department does not produce any revenue.

Fiscal Year 2023 Budget and Program Summaries

VETERAN SERVICES

**All Funds Expenditure Detail**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	327,649	356,625	182,159	(174,466)	-48.9%
OTPS	913,957	1,371,643	-	(1,371,643)	-100.0%
Capital	-	-	383,826	383,826	0.0%
<b>Total General Funds</b>	<b>1,241,606</b>	<b>1,728,268</b>	<b>565,985</b>	<b>(1,162,283)</b>	<b>-67.3%</b>
<b>External Funds Budget</b>	<b>FY21 Actual</b>	<b>FY22 Available</b>	<b>FY23 Projected</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Grant Funds	-	14,945	-	(14,945)	-100.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>-</b>	<b>14,945</b>	<b>-</b>	<b>(14,945)</b>	<b>-100.0%</b>
<b>All Funds Budget</b>	<b>1,241,606</b>	<b>1,743,213</b>	<b>565,985</b>	<b>(1,177,228)</b>	<b>-67.5%</b>

**All Funds Revenue Detail**

This department does not produce any revenue.

# Fiscal Year 2023 Budget and Program Summaries

## VETERAN SERVICES

### Program Summaries

#### Advocacy

Advocacy	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	206,934	288,045	94,331
FTEs	1.0	1.0	1.0
Performance Metrics	FY21 Actual	FY22 Adopted	FY23 Goal
<i>Support and advocate on behalf of Veterans</i>			
Monthly Average of Veterans receiving City Subsidy	498	400	450
% of successful advocacy claims / appeals	N/A	N/A	N/A

**Citywide Strategic Priority:** Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

#### Highlights

The Department of Veterans' Services was contacted and used as the focal information center for external agencies as well as internal departments in the city for any and all veteran benefit information.

Our department continued to strengthen the staff's performance by attending the mandated State Department of Veteran Services training and development conducted by State Department of Veterans Services and Massachusetts Veterans Service Officer Association, which has resulted in three staff members being trained.

The department greatly enhanced its readiness posture by creating policies and procedures to coordinate and execute a wide range of services and emergency assistance.

The department's staff has actively participated in numerous meetings, schools and college visits, and television and radio talk shows to share information about veterans and the services available as part of our outreach efforts. Created a social media page to better inform and communicate with our local community.

Actively coordinated with public and private agencies to ensure veterans receive all available services and benefits which in turn decreases our department's budget.

Provided training for the City's Department of Elder Affairs and Greater Springfield Senior Services on local, state and federal benefits for their veteran clients.

VETERAN SERVICES

**Program Summaries**

**Chapter 115**

<b>Chapter 115</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	1,034,672	1,440,223	471,654
FTEs	5.0	5.0	5.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Goal</b>
<b><i>Provide financial and medical assistance to qualified Veterans and their dependents</i></b>			
# of new applications for benefits approved	72	100	114
% increase of financial assistance to qualified Veteran	N/A	N/A	N/A

**Citywide Strategic Priority:** Fiscal and Operational Excellence, Healthy Neighborhoods, Economic Vitality

**Highlights**

In accordance with Massachusetts General Law Chapter 115, Section 3, the Department of Veteran Services is charged with taking applications for veterans’ benefits and for providing financial and medical assistance to qualified veterans and their dependents. The Department is also responsible for dispensing other state-sponsored benefits and assisting veterans and their dependents or survivors in obtaining federal benefits. The Department acts as the burial agent for the City and arranges for proper internment of deceased veterans in accordance with state regulations.

The department conducted a training session for Massachusetts Veterans Service Officers Association (MVSOA) at the Annual Conference to improve VSO skills in managing change.

The department was called upon several times by the state to coordinate with the State Office of the Chief Medical Examiner to arrange for proper disposition of the remains of several indigent veterans after investigation of unattended deaths.

VETERAN SERVICES

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Advocacy</b>			
Personnel Services	(3,141)	2,994	13,908
<b>Chapter 115</b>			
OTPS	(33,754)	1,381	(80,000)
<b>Total Adjustments</b>	<b>(36,895)</b>	<b>4,375</b>	<b>(66,092)</b>

**Notes**

- ◆ \$13,908 increase to personnel services due to salary adjustments.
- ◆ \$80,000 deduction to OTPS due to historical spending.

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Mission

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

### FY22 Department Highlights

The Library continued providing hybrid models of service throughout a year of re-openings (branches, July 6, Central, September 7) and subsequent reductions in hours, with a resumption of full schedule and computer access in February. Indoor programming and public community room use remained offline for most of the year, improving safety protocols but limiting important expected public services. Staff secured federal and state funding for circulating laptops and wireless hotspots to offset some of these reductions. Virtual programming allowed residents to gather and discuss books, explore career opportunities, and practice early literacy skills. In-person classes resumed at Read/Write/Now in September, and a highly-requested class was added in January. Staff helped thousands of residents with COVID vaccination appointments and test kit distribution.

We received considerable grant funding to supplement the municipal budget. State funding of \$585,704 paid for, among other initiatives, an Outreach Van, mobile hotspots, innovative programming, and substitute librarian pay during a difficult year for staffing. The private Springfield Library Foundation donated \$400,000 for library materials, operating expenses, music programs and new services. The third year of funding from the Davis Foundation for Reading Success by 4<sup>th</sup> Grade included the second annual Building Bridges Birth to Kindergarten professional conference, drawing over 400 early literacy teachers and providers, as well as distribution of 30,000 free books to families, schools, churches, and other city agencies.

We continued upgrades to facilities, including Central Library signage and the Forest Park Branch Community Room. Work began on upgrading outdoor space at the East Springfield Branch thanks to an \$85,500 CPC grant. The Mason Square Branch hosted many Fresh Paint Springfield 2021 activities, and now has a beautiful mural on its east-facing wall painted by Betsy Casañas. Through our CWMARS network, we began offering an eCard, which gives access to all our databases and streaming content of over 30,000 films and over 100,000 books and magazines from home. Our online newsletter reaches over 3500, and our active social media marketing promotes our services and programs to thousands more.

### FY23 Budget Highlights

- ◆ Funds 84.1 General Fund FTEs and 6.9 Grant FTEs.
- ◆ Includes funding for Read Write Now program.
- ◆ Maintains Hotspot internet connectivity program, previously funded by MBLC.
- ◆ Maintains hours at the branches and the Central Library– 268 hours/week.

### Department Budget

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	3,258,513	3,668,192	3,796,924	128,731	3.5%
OTPS	1,425,499	1,547,258	1,628,452	81,194	5.2%
Capital	35,000	35,000	35,000	-	0.0%
<b>Total General Funds</b>	<b>4,719,012</b>	<b>5,250,450</b>	<b>5,460,376</b>	<b>209,925</b>	<b>4.0%</b>

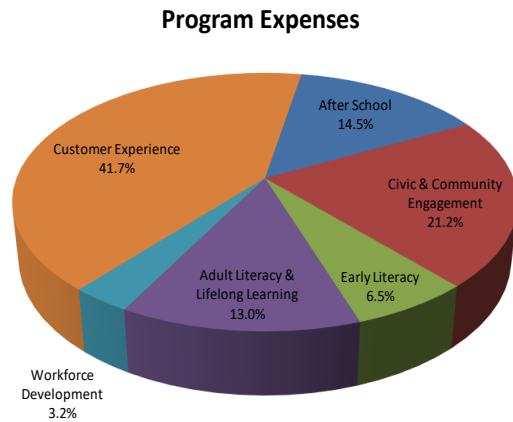
### Department Staff

<b>Department FTEs</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
General Fund FTEs	77.3	80.7	84.1	3.4	4.2%
Grant FTEs	12.9	9.0	6.9	(2.1)	-23.3%
<b>Total FTEs</b>	<b>90.2</b>	<b>89.7</b>	<b>91.0</b>	<b>1.3</b>	<b>1.4%</b>

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Program Summaries



**After School** - High quality educational and leisure opportunities for Springfield youth, from birth through age seventeen.

**Civic & Community Engagement** - Outreach, reading and program opportunities that meet their informational and leisure-time needs and preferences.

**Early Literacy** - Programs are offered for the education, entertainment, and enlightenment of these groups.

**Adult Literacy & Lifelong Learning**- Resources and skills needed to explore topics of personal interest and continue to learn throughout their lives.

**Workforce Development**- Helps residents with the opportunity to attain steady and meaningful jobs.

**Customer Experience** - Provides timely and accurate information services for residents.

### Program Budgets

Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
After School	775,441	868,571	898,493	29,922	14.5%
Civic & Community Engagement	1,134,227	1,270,448	1,314,214	43,766	21.2%
Early Literacy	347,212	388,913	402,310	13,398	6.5%
Adult Literacy & Lifelong Learning	694,425	777,825	804,621	26,796	13.0%
Workforce Development	173,606	194,456	201,155	6,699	3.2%
Customer Experience	2,233,732	2,502,004	2,588,197	86,193	41.7%
<b>Total General Fund Expenditures</b>	<b>4,719,012</b>	<b>5,250,450</b>	<b>5,460,376</b>	<b>209,925</b>	<b>87.9%</b>
<b>Total External Funds Expenditures</b>	<b>639,631</b>	<b>751,767</b>	<b>748,615</b>	<b>(3,152)</b>	<b>12.1%</b>
<b>Total All Funds Expenditures</b>	<b>5,358,643</b>	<b>6,002,217</b>	<b>6,208,991</b>	<b>206,773</b>	<b>100%</b>

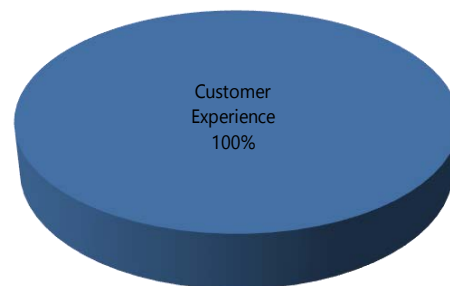
### Revenue Summary

**TOTAL REVENUE: \$25,000**

◆ Fees / Fines - \$25,000

◇ Late Charges

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Customer Experience	7,157	25,000	25,000	-	100%
<b>Total Departmental Revenue</b>	<b>7,157</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>100%</b>



# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### All Funds Expenditure Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	3,258,513	3,668,192	3,796,924	128,731	3.5%
OTPS	1,425,499	1,547,258	1,628,452	81,194	5.2%
Capital	35,000	35,000	35,000	-	0.0%
<b>Total General Funds</b>	<b>4,719,012</b>	<b>5,250,450</b>	<b>5,460,376</b>	<b>209,925</b>	<b>4.0%</b>
<b>External Funds Budget</b>					
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	525,783	597,919	597,919	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	113,848	153,848	150,696	(3,152)	-2.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>639,631</b>	<b>751,767</b>	<b>748,615</b>	<b>(3,152)</b>	<b>-0.4%</b>
<b>All Funds Budget</b>	<b>5,358,643</b>	<b>6,002,217</b>	<b>6,208,991</b>	<b>206,773</b>	<b>3.4%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Departmental Fines	7,157	25,000	25,000	-	0.0%
<b>Total Departmental Revenue</b>	<b>7,157</b>	<b>25,000</b>	<b>25,000</b>	<b>-</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Springfield Library Foundation	Grant	2/26/2030	9,239	10,000	10,000
You're Invited Re-engagement	Grant	9/30/2021	4,805	5,000	5,000
Virtual Programming for Distance Learning	Grant	9/30/2021	2,673	3,500	3,500
Mass Cultural Council	Grant	6/30/2021	17,732	15,000	15,000
MBLC State Aid	Grant	6/30/2030	289,902	374,526	374,526
Building Bridges Birth to Kindergarten	Grant	2/18/2025	10,000	10,000	10,000
MGM Community Host Agreement	Grant	6/30/2040	19,001	-	-
Library Foundation Children's Materials	Grant	2/26/2030	2,507	20,000	20,000
Library Lead with Digital Skills	Grant	12/31/2020	1,227	2,000	2,000
Mason Square Library	Grant	7/30/2021	161,574	145,393	145,393
Rose Smith Music Fund	Grant	2/26/2030	7,123	12,500	12,500
<b>Subtotal FY23 Anticipated Grants</b>			<b>525,783</b>	<b>597,919</b>	<b>597,919</b>
Library Donations	Donations	N/A	10,564	3,152	-
Walker-Library	Trust	N/A	14,792	-	-
James Garvey Trust	Trust	N/A	6,066	6,000	6,000
James Corcoran Trust	Trust	N/A	35,405	49,000	49,000
Endowment Interest	Trust	N/A	47,021	71,696	71,696
Moses Trust	Trust	N/A		24,000	24,000
<b>Subtotal Other Funding</b>			<b>113,848</b>	<b>153,848</b>	<b>150,696</b>
<b>Total External Funds</b>			<b>639,631</b>	<b>751,767</b>	<b>748,615</b>

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### After School

After School	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	775,441	868,571	898,493
FTEs	14.0	13.4	13.4
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
YA Programs	479	76	650
YA Program Attendance	3,775	252	8,500
Partnerships with Organizations	20	20	20
Circulation of Young Adult Materials	32,534	8,996	52,000
Young Adult Cardholders	12,850	9,198	15,000

**Citywide Strategic Priorities:** Education, Public Safety and Healthy Neighborhoods

#### Highlights

The After School team provides resources, educational opportunities, and social experiences for 12 to 22 year olds, especially middle and high school students. The Elementary team coordinates library services for children in grades K-5 and their caregivers. Popular programs for youth and families included outreach personnel from the US Fish and Wildlife Service offering story times that explored indigenous animals and animal adaptation; STEM-based Pop-Up programs such as 3-D Doodlers, Robots, Paper Airplane Crafting, Hour of Code, Minecraft, Gaming Club, Friendship Week friendship bracelets, Cookies and Cocoa 2 Go, and Art Explorers.

We partnered with community organizations to host the monthly Queer Teen Space group which welcomes teens on the queer spectrum to find fellowship and support, emphasizing activities to prevent bullying and prejudice. Teens use Makerspace equipment such as recording devices and a Cricut machine to learn technical crafting skills, coding skills, and creative design. Nearly 70 teens attended the 18th annual Chibiconn festival, to celebrate geek culture with contests, industry guests, Anime viewing, and costuming.

Take and Make crafts provide creative programming for teens and children while respecting safety measures in place during the pandemic. Collaboration with the Springfield Public Schools was strong, including monthly read-alouds via Zoom with DeBerry School and free book distributions at Dryden, Bowles, Lincoln, DeBerry, and other schools, thanks to our in-house partner, Reading Success by 4th grade.

During National Library Card month, a costumed staff member visited libraries citywide portraying the Cookie Mouse, a character from If You Give a Mouse a Cookie. Children were treated to a story and chocolate chip cookie-scented bookmarks; many received their very first library card. We celebrated Dr. Seuss' birthday and re-acquainted residents with the clever work of Springfield's Theodor Geisel. The 2022 Summer Reading Club featured sea-inspired make and take craft activities and scavenger hunts and plenty of great books. Fun COVID-busting outdoor family events included Reading with Reimi, Splatter Painting, Halloween Party, Gobble, Gobble Egg Hunt, and Fall Fest. The Lunch Bunch kids cooking program complements the cooking program for adults offered via the At the Table grant.

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Civic & Community Engagement

Civic & Community Engagement	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	1,134,227	1,270,448	1,314,214
FTEs	21.0	19.4	19.6
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Civic & Community Programs	16	10	20
Civic & Community Program Attendance	1,450	875	1,750
Partnerships with Organizations	32	32	32
Community Group Meetings at Libraries	1300	0	1,500
Attendance at Meetings of Organizations	6,375	0	7,500

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

### Highlights

Partnering with our community has been more important than ever as we work together to recover from the pandemic. Some community engagement activities included partnerships with the Book Rich Environment and Springfield Housing Authority; families at Riverview Apartments received books and information about Summer Reading through this project. We collaborated with Brightwood and Lincoln Schools to bring author Ernesto Cisneros to the schools, and coordinated book purchasing and distribution through the Book Rich Environment project. And we partnered with the Springfield Public Schools, Springfield Parks and Recreation, the Springfield Housing Authority, and other summer camp venues to promote that kids read 20 minutes a day as part of the 2021 Reading Club.

In support of community health and wellness, the Library is participating in the Pioneer Valley Air Quality Monitoring Project. Air sensors have been installed at seven library locations throughout the city; library information technology staff helped connect them to our WiFi networks so that neighborhood air quality can be assessed. The Library is part of the Health Department's Baby Bottoms Diaper Bank, collecting donations and distributing diapers to residents with babies and toddlers. Library staff partnered with Behavioral Health Network and Viability Transition Services to prepare and distribute Take and Make Crafts to developmentally delayed clients of all ages. Springfield youth actively participate in the development of library resources and services in teen advisory and support groups, gaining valuable leadership skills.

We partnered with the Mayor's Office to get an extension of the appointment of Springfield's Poet Laureate, Magdalena Gómez, who was awarded a \$50,000 Poet Laureate Fellowship from the Academy of American Poets, with funds from the Mellon Foundation. In a series of Out/Spoken Words workshops, Gómez worked with a group of novice and experienced poets to expand their writing and performance confidence; the workshops culminated in a videotaped performance that has been viewed nearly 200 times.

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Early Literacy

Early Literacy	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	347,212	388,913	402,310
FTEs	6.4	6.0	6.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Juvenile Programs	2,339	199	5,000
Juvenile Attendance	23,571	3,542	45,000
Circulation of Children's Materials	121,672	28,113	155,000
Children's Cardholders	13,550	9,641	15,500

**Citywide Strategic Priorities:** Education and Healthy Neighborhoods

### Highlights

The Early Literacy team provides resources to parents, caregivers, providers, and teachers to raise awareness and improve early literacy skills in children ages 0 to 5. We provide vibrant programming that engages children, creates invaluable early connections with the library and fosters the development of early literacy skills and of gross and fine motor skills.

Storytimes were a popular draw to the library. Offered outdoors or indoors when pandemic conditions allowed, they featured music, dance, and bilingual stories, enhanced by new sound systems that make programs more accessible and fun. The 1000 Books before Kindergarten initiative launched in January to encourage parents to read 1000 books or more with their child. When COVID-19 surged, staff ably adapted the program into a take-home bag with everything a parent would need to complete the challenge – including a free book to get them started. Not only does reading 1000 books prepare a child for reading success in Kindergarten, they can also earn incentives as they reach milestones.

The Summer Reading Program was back in swing, including an option to recording reading progress through the Beanstack app, which made keeping track of reading goals easy and fun! We also supplied non-virtual options for wider accessibility. Kids are only in school 20% of their year, but the opportunities to support them learn the skills needed to learn to read can happen throughout the year. We're working to open 10 Book Nooks, Story Walks and support over 15 Book Exchanges across the City.

Reading Success by Fourth Grade is a broad coalition of leaders in education, child development, nonprofit, business, philanthropy, and government working toward the goal of all of Springfield's children reading proficiently by the end of third grade. Managed by the Library, the initiative brings people together to learn, share, and advocate for the early literacy skills necessary for success in school and in life. RS4G continues to research, advise, and advocate for decisions that support systemic work to increase early literacy across Springfield, our region, and the state. The 413Families texting campaign reaches over 3,800 families to engage them in at-home learning, community resources, and parent tips. people to these events.

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Workforce Development

<b>Workforce Development</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	173,606	194,456	201,155
FTEs	3.2	3.0	3.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
Workforce Development Events	35	16	40
Attendance at Workforce Events	1,500	340	2,000
Workforce Dev. Partner Organizations	20	20	20
Workforce Development Trainings	28	8	30
Workforce Dev. Training Attendance	350	112	550

**Citywide Strategic Priorities:** Education, Economic Vitality and Healthy Neighborhoods

### Highlights

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

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

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

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Adult Literacy & Lifelong Learning

Adult Literacy & Lifelong Learning	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	694,425	777,825	804,621
FTEs	9.2	9.3	12.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Read/Write/Now Classes	185	123	250
Read/Write/Now Attendance	6,500	2,661	5,500
Number Students Advancing a Level	36	15	40
Volunteer Tutor Hours	1,900	0	2,000
Number Adult Programs	764	189	950
Attendance at Adult Programs	9,368	3,227	17,500
New Programs Developed	18	20	30
Partnerships with Organizations	22	22	22
Circulation of Adult Materials	242,476	75,344	325,000
Adult Cardholders	57,500	47,105	62,000

**Citywide Strategic Priorities:** Education, Economic Vitality and Healthy Neighborhoods

### Highlights

Adult programming during the pandemic and immediate post-pandemic period has been on a slow rebound. Book clubs continued in online or in-person formats, including a new Romance club. We helped the Raymond Jordan Senior Center reboot their dormant book club. And the addition of online Discover Your Summer reading challenge on the Beanstack app proved very popular with our adult readers, and we repeated that success with a Winter Reading.

We held some online author talks to support our creative community, and the local writers' group Write-up Springfield continued to meet in person or online, as circumstances dictated. Self-care programs for stressful times, like coloring and crafting for adults, began this year to help rebuild social connections while being conscious of mobility and fine motor limitations. Our very popular Knot Just Knitters programs restarted, to the great joy of our knitting regulars. And high-demand introduction to computer classes covering Microsoft Office products returned late in the year.

A state grant funded cooking classes/groups for adults and equipment which has created quite a bit of enthusiasm for cooking and healthy eating at Sixteen Acres Branch. Programs for seniors, so important to reduce isolation, included take-and-make offerings, as well as social opportunities for coffee and crafts when the pandemic allowed. With funding from GSSSI, these programs are a model for other branches to spread the work throughout the city.

Read Write Now offers adult basic education services for Greater Springfield adults in need of beginning literacy through grade level equivalency of eighth grade. Day and evening classes cover reading, writing, math, digital literacy, and the subject areas that are included on the HiSET and GED tests. Classes are held online or hybrid. Teachers have offered parking lot meet ups for students to pick up learning materials and turn in work for review by their teachers. The program has a waiting list of over 100 people. We also offer counseling and referrals for services to assist adult learners overcome barriers to educational progress that can include lack of child care, transportation, health issues, housing problems, and other challenges that generally come with poverty. This year, we added transportation and food support as well. This year, students obtained learners permits and driver's licenses, purchased their first car, started their own business, purchased homes, and navigated on-line learning for themselves and family members.

# Fiscal Year 2023 Budget and Program Summaries

## LIBRARIES

### Program Summaries

#### Customer Experience

Customer Experience	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	2,233,732	2,502,004	2,588,197
FTEs	36.4	38.6	38.6
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
Total Circulation	437,453	112,453	645,000
Total Reference Transactions	79,721	15,796	118,000
Total Cardholders	79,000	67,934	84,000
Total Website Hits	6,066,557	5,401,237	11,850,000
Total Database Searches	111,800	53,435	112,000
Total Computer Uses	0	55,000	120,000
Total Wi-Fi Uses	18,993	2,779	35,000
Total Visitors	471,669	12,261	675,000

**Citywide Strategic Priorities:** Education, Economic Vitality and Healthy Neighborhoods

### Highlights

We continued our hardware upgrade plan by upgrading public computers at Read/Write/Now, East Springfield, Indian Orchard, and Library Express at Pine Point. The popular mobile printing service was added at Mason Square Branch, which got heavy use, particularly while printers and computers weren't available due to COVID protocols. Besides circulating hotspots and laptops to the general public, we made them available to city agencies working to address the digital divide.

The staff-led anti-racism committee continued reviewing library policies with an equity, diversity, and inclusion perspective. All library policies must be approved by the Springfield Library Commission. The Commission has approved the behavior, and programming policies. We also made significant changes to circulation procedures to reduce barriers and welcome cardholders. We eliminated card replacements costs, stopped mailing new library cards, clarified the list of ID requirements on our website, and created an address verification form for individuals living in shelters and group homes.

The Customer Experience Team was reinitiated and continued to look at making policies more customer-friendly. The team started by viewing webinars such as *How to Break the Rules: Offering Great Customer Service to Everyone!* followed up with group discussion.

Fiscal Year 2023 Budget and Program Summaries

LIBRARIES

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Customer Experience</b>			
Personal Services	(355,055)	(376,463)	(393,708)
OTPS	(291,140)	(313,818)	(297,839)
Capital	(40,000)	(40,000)	(40,000)
<b>Total Adjustments</b>	<b>(686,195)</b>	<b>(730,281)</b>	<b>(731,547)</b>

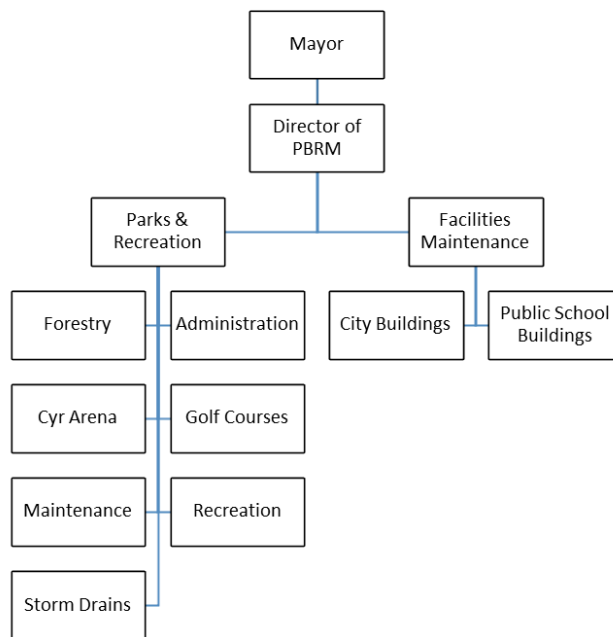
**Notes**

- ◆ \$393,708 decrease to Personal Services due to salary adjustments.
- ◆ \$297,839 decrease to OTPS based on historical spending.
- ◆ \$40,000 decrease to Capital based on historical spending.



# Section 10

## Parks, Recreation and Building Management Division



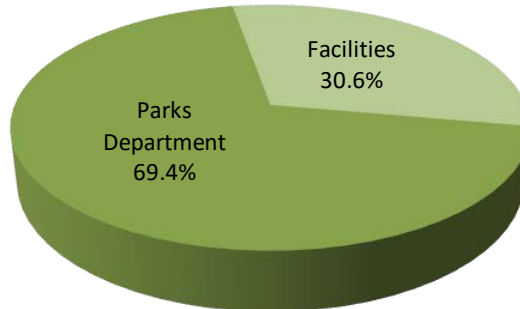
### Mission Statement

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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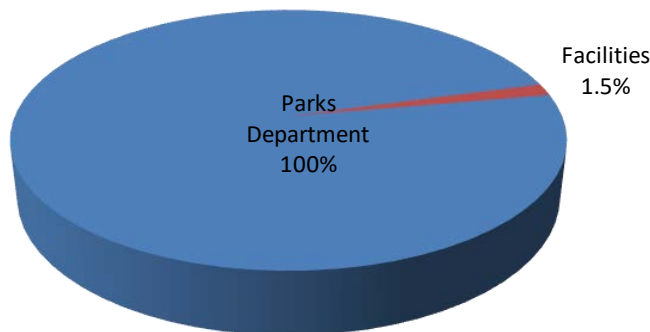
# Fiscal Year 2023: All Funds Budget and Revenue Overview

## Parks, Buildings, and Recreation Management Division



FY23 Adopted Budget Parks, Buildings, and Recreation Management Division						
	FY21 Actual	FY22 Adopted	FY22 Revised	FY23 Adopted	% Change from FY22 Adopted	% Change from FY22 Revised
Parks Department	8,793,728	9,330,656	9,433,656	9,864,954	5.7%	4.6%
Facilities	3,097,608	4,318,874	4,561,874	4,348,685	0.7%	-4.7%
<b>Total</b>	<b>11,891,336</b>	<b>13,649,531</b>	<b>13,995,530</b>	<b>14,213,639</b>	<b>4.1%</b>	<b>1.6%</b>

## Revenue Overview



Division / Department	FY23 Revenue	Property Taxes	Grant Revenue	Enterprise Revenue	State Aid	FY23 Total Revenue
Parks Department	2,700,000	-	976,000	-	-	3,676,000
Facilities	55,000	-	-	-	-	55,000
<b>Total</b>	<b>2,755,000</b>	<b>-</b>	<b>976,000</b>	<b>-</b>	<b>-</b>	<b>3,731,000</b>

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# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### Mission

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

### FY22 Department Highlights

The Parks Division is responsible for the care and maintenance of over 50 parks (2,500 acres), 160 traffic islands and terraces (70 acres), and 55 miles of City sidewalks to ensure a safe passage for school children and residents. Responsibilities include playground equipment maintenance and repair; park building maintenance and repair; trash and litter clean-up and removal; athletic field maintenance; mowing, trimming, leaf/fall clean-up and disposal; vegetation management; horticulture; illegal dumping reporting and remediation; forestry; ice rink operation; and aquatics, all of which continued through the COVID-19 pandemic.

The Maintenance Division also conducts small construction projects aimed at expanding and reclaiming parkland and open space to increase, diversify, and improve quality recreational programming and leisure activities. The general public has responded with favorable comments and is pleased that their requests are being answered in a timely manner. The Parks Division continues to be successful in securing state and federal grants to improve the aesthetic quality of parklands. The Division is proud to be recognized by the EPA, TURI and the DOER for the initiation of an Organic Lawn Care program as well as our work across the City in energy efficiency.

### FY23 Budget Highlights

- ◆ Funds 80.0 General Fund FTEs, 2.0 Grant FTEs, and 2.0 Revolving Fund FTEs
  - ◇ Includes addition of 1.0 Safety & Security Coordinator General Fund FTE
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases
- ◆ Continues funding Movies in the Park and After School Gym Programs
- ◆ Pro Shop Golf Operation added to the FY23 budget
- ◆ Additional Sheriff’s Crew for tree work/stump grinding

### **Department Budget**

<b>General Fund Operating Budget</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
Personal Services	4,344,712	5,319,611	5,887,580	567,969	10.7%
OTPS	4,444,301	4,011,045	3,977,374	(33,671)	-0.8%
Capital	4,715	-	-	-	0.0%
<b>Total General Funds</b>	<b>8,793,728</b>	<b>9,330,656</b>	<b>9,864,954</b>	<b>534,298</b>	<b>5.7%</b>

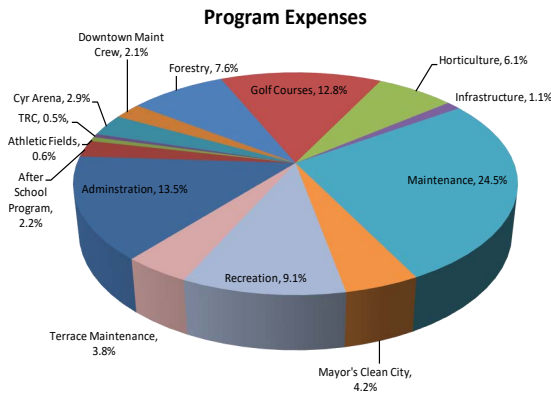
### **Department Staff**

<b>Department FTEs</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>	<b>Variance FY23-FY22</b>	<b>Percent Change</b>
General Fund FTEs	79.0	79.0	80.0	1.0	1.3%
Revolving Fund FTEs	2.0	2.0	2.0	-	0.0%
Grant FTEs	2.0	2.0	2.0	-	0.0%
<b>Total FTEs</b>	<b>83.0</b>	<b>83.0</b>	<b>84.0</b>	<b>1.0</b>	<b>1.2%</b>

# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries



**Recreation** - Year-round recreational activities for all ages.

**After-School** - Held during the school year from September to June.

**Forestry** - Maintains the City's street trees.

**Maintenance** - Upkeep of the City's parks and terraces.

**Cyr Arena** - Hosts youth, adult, and school-based hockey teams and open skate programs.

**Golf Courses** - Two (2) municipally-run, 18-hole golf courses.

### Program Budgets

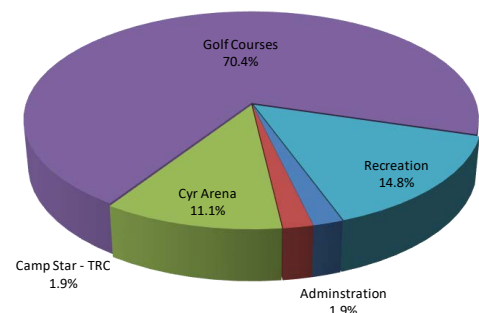
GF Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Adminstration	1,443,431	1,397,880	1,467,016	69,136	13.5%
After School Program	108,169	235,514	239,837	4,323	2.2%
Athletic Fields	67,371	63,251	63,251	(0)	0.6%
Camp Star - Therapeutic Recreation	-	51,557	51,557	-	0.5%
Cyr Arena	274,508	300,614	313,983	13,369	2.9%
Downtown Maint Crew	182,262	221,677	233,079	11,401	2.1%
Forestry	882,801	987,172	822,322	(164,850)	7.6%
Golf Courses	1,320,250	1,445,605	1,385,502	(60,103)	12.8%
Horticulture	674,741	597,188	665,633	68,444	6.1%
Infrastructure	127,472	120,762	121,762	1,000	1.1%
Maintenance	2,499,479	2,322,066	2,651,940	329,874	24.5%
Mayor's Clean City	326,519	410,773	453,551	42,778	4.2%
Recreation	533,476	823,302	988,057	164,755	9.1%
Terrace Maintenance	353,249	353,295	407,466	54,171	3.8%
<b>Total General Fund Expenditures</b>	<b>8,793,728</b>	<b>9,330,656</b>	<b>9,864,954</b>	<b>534,298</b>	<b>91.0%</b>
<b>Total External Funds Expenditures</b>	<b>2,210,840</b>	<b>5,677,007</b>	<b>976,000</b>	<b>(4,701,007)</b>	<b>9.0%</b>
<b>Total All Funds Expenditures</b>	<b>11,004,568</b>	<b>15,007,664</b>	<b>10,840,954</b>	<b>(4,166,709)</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$2,700,000**

- ◆ **Administration** - Concession Rental Fees, Toll Booth Receipts
- ◆ **Camp Star—TRC—Program fees**
- ◆ **Cyr Arena** - Hockey Leagues, Skate Rentals and Fees
- ◆ **Golf Courses** - Open Golf, Leagues, Tournaments
- ◆ **Recreation** - Forest Park Parking Passes, Field Rentals, Bright Nights Fees

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Adminstration	9,765	50,000	50,000	-	1.9%
Camp Star - TRC	-	-	50,000	50,000	1.9%
Cyr Arena	64,580	279,250	300,000	20,750	11.1%
Golf Courses	1,819,884	1,359,855	1,900,000	540,145	70.4%
Recreation	420,226	288,400	400,000	111,600	14.8%
<b>Total Departmental Revenue</b>	<b>2,314,454</b>	<b>1,977,505</b>	<b>2,700,000</b>	<b>722,495</b>	<b>100%</b>

# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### All Funds Budget Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	4,344,712	5,319,611	5,887,580	567,969	10.7%
OTPS	4,444,301	4,011,045	3,977,374	(33,671)	-0.8%
Capital	4,715	-	-	-	0.0%
<b>Total General Funds</b>	<b>8,793,728</b>	<b>9,330,656</b>	<b>9,864,954</b>	<b>534,298</b>	<b>5.7%</b>
External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	1,942,197	5,404,216	746,000	(4,658,216)	-86%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	268,643	272,791	230,000	(42,791)	-15.7%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>2,210,840</b>	<b>5,677,007</b>	<b>976,000</b>	<b>(4,701,007)</b>	<b>-82.8%</b>
<b>All Funds Budget</b>	<b>11,004,568</b>	<b>15,007,664</b>	<b>10,840,954</b>	<b>(4,166,709)</b>	<b>-27.8%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Departmental Fees	420,226	288,400	400,000	111,600	38.7%
Park Rentals	3,270	50,000	50,000	-	0.0%
Departmental Fines	4,183	-	-	-	0.0%
Reimbursement for Prior Year Expenditures	2,312	-	-	-	0.0%
Camp STAR - TRC Program	-	-	50,000	50,000	0.0%
Cyr Arena	64,580	279,250	300,000	20,750	7.4%
Golf Courses	1,819,322	1,359,855	1,900,000	540,145	39.7%
Petty Cash - Close/Over	561	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>2,314,454</b>	<b>1,977,505</b>	<b>2,700,000</b>	<b>722,495</b>	<b>36.5%</b>

External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
21st Century	Grant	12/31/2021	35,129	175,000	-
Shannon Grant	Grant	3/31/2022	6,854	-	-
Green City Trees	Grant	6/30/2023	143,740	230,000	200,000
Swan Pond	Grant	6/30/2022	365,042	18,980	-
Mary Lynch (PARC)	Grant	6/1/2018	115,352	-	-
Van Horn Park	Grant	9/30/2020	6,338	-	-
LWFC Duggan Park	Grant	6/1/2023	-	750,000	-
Blunt Park (PARC)	Grant	6/1/2023	-	40,000	360,000
Kenefick Park (PARC)	Grant	9/23/2021	375,483	158,640	-
Community Forestry Challenge Grant	Grant	12/31/2020	22,500	-	-
City Hall Assessment	Grant	6/30/2022	18,806	-	-
Camp Star Angelina Accessible Trail	Grant	12/31/2021	84,934	100,000	-
Emily Bill Park (PARC)	Grant	6/5/2021	43,412	280	-
Van Horn Dam (EEA)	Grant	6/30/2022	-	249,975	-
USTA- Facility Recovery Grant	Grant	12/31/2020	2,000	-	-
Loon Pond Project (PARC)	Grant	6/30/2022	32,965	57,389	-
Municipal Vulnerability Preparedness	Grant	6/30/2022	221,084	3,587,953	150,000
Old First Church	Grant	6/30/2030	23,465	36,000	36,000
Ruth Elizabeth Trail Design	Grant	6/30/2022	50,834	-	-
Walsh Park	Grant	6/30/2022	394,261	-	-
<b>Subtotal FY23 Anticipated Grants</b>			<b>1,942,197</b>	<b>5,404,216</b>	<b>746,000</b>
Park Donations	Donation	N/A	8,381	121,184	-
Edward M. Walker	Trust	N/A	95,921	109,886	100,000
William B. Walker	Trust	N/A	92,205	5,611	30,000
Barney	Trust	N/A	72,135	36,110	100,000
<b>Subtotal FY23 Other Funds</b>			<b>268,643</b>	<b>272,791</b>	<b>230,000</b>
<b>Total External Funds</b>			<b>2,210,840</b>	<b>5,677,007</b>	<b>976,000</b>

# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Recreation

<b>Recreation</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	533,476	823,302	1,039,614
FTEs	8.0	8.0	8.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# of participants who registered for a pool pass	0	200	1,100
# of summer enrichment programs	0	3	5
# of therapeutic enrichment programs	0	1	2
# of special events	0	10	34
# of employment opportunities for youth	0	50	300

**Citywide Strategic Priority:** Healthy Neighborhoods

#### Highlights

The goal of the Recreation Division is to provide a variety of recreational and educational programming. The Division serves as the central information center for all sports activities and seasonal youth programs located within the City of Springfield. This division offers three seasonal programs including Afterschool Enrichment at five elementary schools, six evening gym programs, and six summer enrichment programs. The recent COVID-19 Pandemic has prevented the programs from being implemented over the past two years. We are reviewing COVID-19 guidelines to ensure programs will be instituted for the summer of 2022 and evening gym programs for the fall 2022.

The Afterschool and Summer Enrichment programs provide students with opportunities to participate in academic enrichment activities including hands-on, experiential learning, and to strengthen their social and emotional skills. These programs are designed to measure increases in both academic and intermediary outcomes.

In Springfield, children are faced with a number of risk factors, including single parent families, loosely structured households, lack of significant guidance, gang activity, poverty, and densely populated neighborhoods. The Evening Gym Programs are designed to provide a safe haven for participants and opportunities to increase their physical activity levels. Participants also benefit from the adult mentors who supervise the program. This program currently serves 31% of African-American students and 62% of Hispanic students. The overwhelming majority of students served are males (92%).



PARKS DEPARTMENT

**Program Summaries**

**Homework Help and Evening Gym**

<b>Homework Help and Evening Gym</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	108,169	235,514	239,837
FTEs	2.5	2.5	2.5
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# of participants in afterschool programs	20	60	250
# of partners involved in out-of-school-time programming	4	6	8

**Citywide Strategic Priority:** Healthy Neighborhoods

**Highlights**

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

The Evening Gym Program has become a staple in the neighborhoods and this program assists in the stabilization of our neighborhoods. Many of our recreation leaders serve as role models to the youth attending the program, and offer the opportunity for the youth to be involved in a structured gym activity. Previously, the Evening Gym Program was funded through grants. While the division will continue to search for outside funding sources for the program, this year’s budget appropriation also provides funding for the program to ensure that this important resource remains available to Springfield’s youth.

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

PARKS DEPARTMENT

**Program Summaries**

**Cyr Arena**

<b>Cyr Arena</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	274,508	300,614	313,983
FTEs	4.0	4.0	4.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# of adult hours booked per week	0	13	14
# of youth hours booked per week	0	40	42

**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. The anticipated improvements to the dasher boards and HVAC will ensure the programs can be maintained to their full potential and increase the opportunities for High School games.

# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Forestry

<b>Forestry</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	882,801	987,172	822,322
FTEs	9.0	9.0	9.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# trees planted	571	339	650
# trees removed	475	257	500
# trees trimmed	628	722	1,000
# emergencies pickups/hangers	75	104	200
# new tree requiring after care water/stake/re-mulch	164	3	200
#stumps removed	98	355	1,000

**Citywide Strategic Priority:** Healthy Neighborhoods; Public Safety

#### Highlights

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

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

Significant achievements for the Division this year include completion of the MVP Action Grant which has resulted in a complete street tree inventory update as well as expansion of the municipal tree nursery and construction of a tree propagation greenhouse in Forest Park. The \$1.5M Greening the Gateways Grant continues into its fourth year resulting in over 1,200 trees planted in the McKnight, Old Hill and Upper Hill neighborhoods to date. The City was awarded \$3.5M to fund the new Forestry Operations Center as well.

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

# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Golf Courses

<b>Golf Courses</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	1,320,250	1,445,605	1,385,502
FTEs	5.0	5.0	7.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# of golf leagues	30	30	40
# of tournaments	20	20	40
# of rounds of golf	53,000	27,000	55,000

**Citywide Strategic Priority:** Healthy Neighborhoods

#### Highlights

The goal of the municipal golf courses is to provide residents and neighbors with quality golf facilities by operating Franconia and Veteran’s Memorial Golf Courses. In total, the two courses generate 57,000 rounds of competitively priced golf on an annual basis.

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

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

# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Maintenance

Maintenance	FY21 Actual	FY22 Adopted	FY23 Adopted
Budget	4,231,093	4,140,569	4,596,681
FTEs	38.0	38.0	37.0
Performance Metrics	FY21 Actual	FY22 YTD	FY23 Goal
# of residential site work by Clean City	1,500	1,067	1,500
# of lots cleaned by Clean City	400	818	900
# of athletic fields maintained	67	67	67
# of terraces maintained	158	158	158
# of flowers planted	1,425	1,425	1,425
# of acres debrushed	10	10	10

**Citywide Strategic Priority:** Healthy Neighborhoods

### Highlights

The goal of the Maintenance Program is to responsibly care for and maintain over 50 parks, 48 schools, and 160 traffic islands and terraces, totaling over 2,630 acres. Its responsibilities include playground equipment repair, park building maintenance and repair, trash and litter clean-up and removal, athletic field maintenance, mowing, trimming, leaf and fall clean-up and disposal, vegetation management, and illegal dumping reporting and remediation. This past year, the park maintenance staff went above and beyond to ensure the safety of all park patrons while implementing COVID safety protocols across all districts. The parks were often the only escape for residents while managing through the COVID pandemic. Due to Covid-19, our sheriff's crews have had a reduced day to day crew size. The department is recommending the city reduce the sheriff's crews to six crews daily. The remaining four crews funding can be utilized to add four additional staff per district. This is necessary to keep pace with new park improvements, daily litter clean up and general park maintenance.

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

**Infrastructure Improvement:** Maintenance of 55 buildings and 25 structures as well as drainage systems, sidewalks, roads, bridges, and dams. The requests include repairs for park buildings. The department has also coordinated the study for Old First Church through a CPA grant received to study this historical landmark at Court Square.

**Clean City:** Acts as the authority on illegal dumping identification, reporting, and remediation; provides property management services for the "abandoned house" portfolio. Increase camera coverage resulting in more citations.

**Turf Maintenance:** Maintains 91 athletic fields at 31 locations. Successfully implemented the organic lawn care program and researched options for expanding the program City-wide.

**Court Maintenance:** Maintains outdoor hard courts (tennis/basketball) at City-owned locations. The department is completing designs for a New Nancy Lieberman Foundation court at Calhoun Park.

**Terrace Maintenance:** Maintains 160 traffic islands & terraces, covering over 70 acres.

**Horticulture:** Provides advanced plant care for terraces, gateways, and parks.

**Waterways and Structures:** The Watershops Dam is under design and slated for full repairs for 8/01/2022.

# Fiscal Year 2023 Budget and Program Summaries

## PARKS DEPARTMENT

### Program Summaries

#### Administration

<b>Administration</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	1,443,431	1,397,880	1,467,016
FTEs	16.5	16.5	16.5
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
# of safety seminars held annually	3	3	3
# of days taken to update the Parks website with program changes	1	1	1

**Citywide Strategic Priority:** Fiscal & Operational Excellence; Healthy Neighborhoods

#### Highlights

The goal of the Administration Division is to provide administrative, managerial, and operational support for the PBRM Divisions. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing, and volunteer coordination. Administration staff continues to realize a high degree of success in obtaining grants for the department. The department is very proud of its high success rate in reciting state and federal grants for the Park System. The department is also managing over \$1.5 million in CPA grant funds. These grants are addressing long-term requests from the neighborhood councils. The administration staff continues to be the vital core of the department. Over the past two years they have provided the required support to all department divisions and assisted City departments as we have navigated the management of the COVID pandemic.

Fiscal Year 2023 Budget and Program Summaries

PARKS DEPARTMENT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Recreation</b> Personal Svcs	(270,392)	36,072	102,789
<b>Recreation</b> OTPS	(2,300)	-	(2,608)
<b>Camp Star-TRC</b> Personal Svcs	(26,643)	11,632	-
<b>Camp Star-TRC</b> OTPS	(55,408)	39,925	-
<b>After School Program</b> Personal Svcs	(53,571)	-	(8,375)
<b>Cyr Arena</b> Personal Svcs	1,418	5,085	(2,075)
<b>Cyr Arena</b> OTPS	(2,000)	(15,303)	(824)
<b>Forestry</b> Personal Svcs	(12,943)	-	-
<b>Forestry</b> OTPS	(5,311)	200,000	(200,000)
<b>Golf Courses</b> Personal Svcs	(4,759)	-	(125,000)
<b>Golf Courses</b> OTPS	(14,520)	-	(239,747)
<b>Maintenance</b> Personal Svcs	(142,800)	45,338	(59,059)
<b>Maintenance</b> OTPS	26,365	(200,609)	17,658
<b>Administration</b> Personal Svcs	(74,656)	-	(39,796)
<b>Administration</b> OTPS	(16,802)	(44,643)	75,000
<b>Horticulture</b> Personal Svcs	(20,862)	522	-
<b>Athletic Fields</b> OTPS	-	-	(11,877)
<b>Mayor's Clean City</b> Personal Svcs	(3,843)	(43,682)	(1,088)
<b>Mayor's Clean City</b> OTPS	-	-	(2,429)
<b>Infrastructure</b> OTPS	(2,000)	-	(1,854)
<b>Downtown Maint Crew</b> Personal Svcs	-	-	(3,600)
<b>Downtown Maint Crew</b> OTPS	(2,000)	-	(4,000)
<b>Total Adjustments</b>	<b>(683,026)</b>	<b>34,336</b>	<b>(506,885)</b>

Details Shown On Next Page

PARKS DEPARTMENT

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**Notes**

Personal Services: Decrease \$136,204

- ◆ Decrease based on historical spending and salary adjustments

OTPS: Decrease \$370,681

- ◆ Decrease to level fund with FY22



# Fiscal Year 2023 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.

### FY22 Department Highlights

The Department is proud to have coordinated, during the past 16 years, over 680 million dollars of investment in repairs to buildings and new construction, as well as overall improved management practices in the daily oversight of the city's municipal buildings and properties. The Facilities Division is responsible for all aspects of the maintenance, repair, and daily operations of all municipal and school buildings and grounds. This includes over 90 buildings and approximately 6.5 million square feet of space with building ages ranging from the late 1800's through 2020. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, municipal workforce, and residents visiting the facilities. The Department has provided a key defense in the management of the COVID-19 virus across all city departments. The staff of DPBRM is very proud of the role that has been provided to the city departments and to the residents of Springfield. The work completed throughout school and municipal facilities are to the highest standards exceeding the guidelines set forth by DESE and the CDC. The department is proud of the work of our 35 member trades staff. Their work ethic is saving the city hundreds of thousands of dollars by utilizing their talents. Recent projects included the monitoring of COVID-19 HVAC upgrades, daily repairs to school and municipal facilities, upgrades to symphony hall and recent upgrades to the new Dispatch Center on Roosevelt Ave.

### FY23 Budget Highlights

- ◆ Funds 28.0 General Fund FTEs; a decrease of 2.0 FTEs from FY22.
- ◆ Level service funding for OTPS; addresses increases in the cost of supplies and contractual increases.

### Department Budget

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	1,150,006	1,531,399	1,458,839	(72,561)	-4.7%
OTPS	1,947,602	2,787,475	2,889,846	102,371	3.7%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>3,097,608</b>	<b>4,318,874</b>	<b>4,348,685</b>	<b>29,810</b>	<b>0.7%</b>

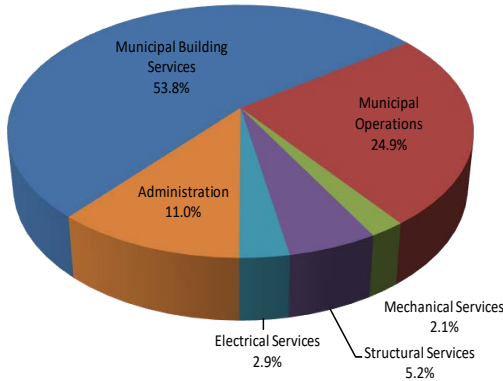
### Department Staff

Department FTEs	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
General Fund FTEs	28.0	30.0	28.0	(2.0)	-6.7%
<b>Total FTEs</b>	<b>28.0</b>	<b>30.0</b>	<b>28.0</b>	<b>(2.0)</b>	<b>-6.7%</b>

# Fiscal Year 2023 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

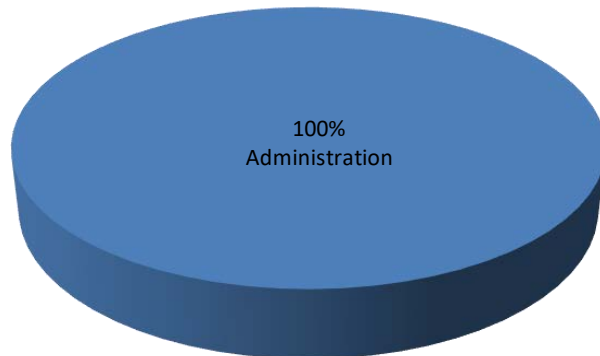
GF Program Expenses	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Municipal Building Services	1,653,402	2,265,097	2,340,770	75,672	53.8%
Municipal Operations	793,281	1,031,525	1,084,458	52,932	24.9%
Mechanical Services	45,100	65,037	90,060	25,023	2.1%
Structural Services	151,488	227,803	227,803	-	5.2%
Electrical Services	83,867	125,704	125,704	-	2.9%
Administration	370,469	603,707	479,890	(123,817)	11.0%
<b>Total General Fund Expenditures</b>	<b>3,097,608</b>	<b>4,318,874</b>	<b>4,348,685</b>	<b>29,810</b>	<b>100%</b>
<b>Total External Funds Expenditures</b>	<b>220,064</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total All Funds Expenditures</b>	<b>3,317,672</b>	<b>4,318,874</b>	<b>4,348,685</b>	<b>29,810</b>	<b>100%</b>

### Revenue Summary

**TOTAL REVENUE: \$55,000**

- ◆ **Miscellaneous Revenue - Solar Credits**

### Program Revenue



### Departmental Revenue

Program Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	% of Total
Administration	26,516	-	55,000	-	0.0%
<b>Total Departmental Revenue</b>	<b>26,516</b>	<b>-</b>	<b>55,000</b>	<b>-</b>	<b>0.0%</b>



# Fiscal Year 2023 Budget and Program Summaries

## FACILITIES DEPARTMENT

### All Funds Budget Detail

General Fund Operating Budget	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Personal Services	1,150,006	1,531,399	1,458,839	(72,561)	-4.7%
OTPS	1,947,602	2,787,475	2,889,846	102,371	3.7%
Capital	-	-	-	-	0.0%
<b>Total General Funds</b>	<b>3,097,608</b>	<b>4,318,874</b>	<b>4,348,685</b>	<b>29,810</b>	<b>0.7%</b>

External Funds Budget	FY21 Actual	FY22 Available	FY23 Projected	Variance FY23-FY22	Percent Change
Grant Funds	220,064	-	-	-	0.0%
Enterprise/Revolving Funds	-	-	-	-	0.0%
Donations/Trusts	-	-	-	-	0.0%
Other Funding	-	-	-	-	0.0%
<b>Total External Funds</b>	<b>220,064</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>All Funds Budget</b>	<b>3,317,672</b>	<b>4,318,874</b>	<b>4,348,685</b>	<b>29,810</b>	<b>0.7%</b>

### All Funds Revenue Detail

Department Revenue	FY21 Actual	FY22 Adopted	FY23 Adopted	Variance FY23-FY22	Percent Change
Reimb For Damages	18,779	-	55,000	55,000	0.0%
Reimb For Prior Year Expenditure	7,737	-	-	-	0.0%
<b>Total Departmental Revenue</b>	<b>26,516</b>	<b>-</b>	<b>55,000</b>	<b>55,000</b>	<b>0.0%</b>

External Funding Sources	Type of Funding	Expiration Date	FY21 Actual	FY22 Available	FY23 Projected
Allen Street Boiler	Grant	9/30/2021	200,000	-	-
Coronavirus Relief Fund Grant	Grant	12/30/2021	20,064	-	-
<b>Subtotal FY23 Anticipated Grants</b>			<b>220,064</b>	<b>-</b>	<b>-</b>
<b>Subtotal FY23 Other Funds</b>					
<b>Total External Funds</b>			<b>220,064</b>	<b>-</b>	<b>-</b>

# Fiscal Year 2023 Budget and Program Summaries

## FACILITIES DEPARTMENT

### Program Summaries

#### Facilities Administration

<b>Facilities Administration</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	370,469	603,707	479,890
FTEs	8.0	9.0	7.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of EEs participating in State-mandated ethics training	100%	100%	100%
Tonnage of trash from School Buildings	2,962	1,800	3,000
Tonnage of recyclable materials from School buildings	390	300	400
Recycling Rate for Springfield School Department	12%	10%	13%

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

### Highlights

PBRM continues to ensure that all municipal buildings meet safety/building codes and, to that end, has developed an inspection schedule with the City’s Code Enforcement Department to certify that all buildings have a current Certificate of Occupancy. All public buildings are inspected annually and the department’s capital plan is updated accordingly. This past year the City reported a 28% savings in our utility usage in buildings. The department continues to monitor over \$1M investment in both school and municipal facilities in the defense of the COVID-19 crisis. The department is responsible for the distribution of all Covid-19 supplies and materials to all city departments. The department coordinates the Statement of Interests submissions to the MSBA on behalf of the school district and the City for funding capital repairs for school repairs and new school construction. This program is vital in upkeep of our school buildings. The department also has completed studies on the City Hall/Symphony Hall complex and Old First Church. These studies will serve as an important blueprint when planning next steps.

# Fiscal Year 2023 Budget and Program Summaries

## FACILITIES DEPARTMENT

### Program Summaries

#### Facilities Operations

<b>Facilities Operations</b>	<b>FY21 Actual</b>	<b>FY22 Adopted</b>	<b>FY23 Adopted</b>
Budget	2,727,138	3,715,167	3,868,795
FTEs	20.0	21.0	21.0
<b>Performance Metrics</b>	<b>FY21 Actual</b>	<b>FY22 YTD</b>	<b>FY23 Goal</b>
% of Safety Emergency Work Orders completed within 2 working days	70%	60%	90%
% of Open Work Orders 1-3 Months old	50%	50%	55%
Reduce/close open work orders older than 24 months	90%	65%	90%
Reduce/close open work orders 12-24 months	75%	60%	80%
Reduce/close open work orders 6-12 months	75%	60%	75%
Evaluate balance of open work orders older than 9 months and prioritize resources to complete them or close them if they are unrealistic.	100%	100%	100%

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

### Highlights

The Facilities Division is responsible for all aspects of the maintenance, repair, and daily building operations of all municipal/school buildings and grounds. The Facilities Division is responsible for over 90 buildings and approximately 6.5 million square feet of space, with building ages ranging from the late 1800's through 2020. PBRM continues to provide an environment in municipal and school buildings that ensures the health and safety of the students, the municipal workforce, and residents visiting the facilities. Over 8,000 work orders were completed across municipal/ school services this past year. The increase is due to the aggressive lighting replacement program funded through Eversource. The Department is excited for the opportunity to have the Gerena Tunnel repaired on Bernie Avenue by MassDOT. This will allow the department of focus on the repair of the community rooms and reopen them back to the New North Council.

Fiscal Year 2023 Budget and Program Summaries

FACILITIES DEPARTMENT

**FY23 Budget Adjustments**

<b>Program Budget Adjustments</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Adopted</b>
<b>Municipal Building Services</b>			
Salaries & Wages	46,712	64,412	49,503
OTPS	(1,000)	220,927	(1,235,784)
<b>Municipal Operations</b>			-
OTPS	74,358	185,489	(17,858)
<b>Municipal Mechanical</b>			-
OTPS	-	-	(29,000)
<b>Municipal Structural</b>			-
OTPS	-	-	(22,340)
<b>Municipal Electric</b>			-
OTPS	-	-	(9,885)
<b>Administration</b>			-
Salaries & Wages	(141,459)	20,663	(195,592)
<b>Total Adjustments</b>	<b>(21,389)</b>	<b>491,491</b>	<b>(1,460,956)</b>

**Notes**

**Municipal Building Services:**

- ◆ Personal Services—Increase \$49,503 due to salary adjustments
- ◆ OTPS—Decrease \$1,235,784 to level fund with FY22

**Municipal Operations:**

- ◆ OTPS—Decrease \$17,858 to level fund with FY22

**Municipal Mechanical:**

- ◆ OTPS—Decrease \$29,000 to level fund with FY22

**Municipal Structural:**

- ◆ OTPS—Decrease \$22,340 to level fund with FY22

**Municipal Electric:**

- ◆ OTPS—Decrease \$9,885 to level fund with FY22

**Administration:**

- ◆ Personal Services— Decrease \$ 195,592 due to position and salary adjustments

# **Section 11**

## **Planning Documents**

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# **Analysis of Outstanding Debt: FY23 Debt Affordability Study**

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# Analysis of Outstanding Debt

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## City of Springfield, Massachusetts

January 30, 2022

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THE CITY OF SPRINGFIELD, MASSACHUSETTS

Dear Mayor Sarno and Members of the City Council:

It is my pleasure to present this year's annual analysis of the City of Springfield's existing debt. The Office of Administration and Finance (A&F) publishes this study each year to serve as a user-friendly examination of current and future debt issued on behalf of the residents of the City. A&F utilizes this analysis to make informed decisions regarding the City's debt and financial position; taking into account the affordability of issuing new debt on top of existing debt obligations.

In this report, we measure the affordability of debt by determining the annual amount of debt service and other debt-like payment obligations as a percentage of general fund revenues. Debt service as a percent of general fund revenues is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of the City's debt by comparing the City's debt service payments with the amount of revenue available to pay those obligations.

In addition to managing debt, Springfield has maintained its process of continually assessing capital needs and offsetting project costs to outside funding sources whenever possible. The following debt affordability analysis will show that, consequent to these efforts, the City of Springfield has been in a position to strategically invest in its infrastructure and capital needs.

In November 2020, the City issued \$39.5 million in bonds. This issuance provided funding for the City's share of ongoing projects, namely, the replacement of Brightwood and Lincoln elementary schools. In 2021, the City issued short-term bond anticipation notes (BANs), to fund ongoing projects. Short-term borrowing allows the City to fund ongoing projects during their early stages, without issuing bonds. Oftentimes, the City is able to complete projects under initial budget projections, due to cost savings and value engineering. Short-term borrowing allows the City to avoid selling debt for costs it may not actually incur on a project. In general, the City issues debt for a project once it is substantially completed, to avoid incurring excess interest expenses by borrowing more than it needs for a project. However, if the City expects interest rates to rise in the future, it may issue debt earlier in a project cycle to avoid higher interest costs.

One of the established benchmarks reviewed by the municipal bond industry is the percent of outstanding principal paid off within ten years. The industry standard is between 65% and 100%; Springfield is on schedule to retire 76% of its outstanding principal in the next ten years.

A declining debt schedule and rapid repayment of principal indicates that the City is committed to repaying its debt quickly and efficiently.

Annually, the City publishes a Capital Improvement Plan (CIP), which provides a detailed view of the capital needs within the City of Springfield. This comprehensive capital plan includes roads, sidewalks, parks, land, buildings, equipment, fleet and other capital asset needs. The CIP will serve as a guiding document for capital funding decisions in future years. The Fiscal Year 2022-2026 Capital Improvement Plan (CIP) indicates there is over \$765.1 million in capital needs in the City. The Fiscal Year 2023-2027 Capital Improvement Plan process is currently underway and the updated CIP will be published in March of 2022.

Along with a strong debt strategy, the City is maximizing its ability to tackle the City's capital needs by offsetting project costs with grant awards, and funding provided by state and federal agencies. Projects that would have been unaffordable otherwise, are made possible through the City's close partnership with outside agencies. For example, our continued relationship with the Massachusetts School Building Authority (MSBA), has allowed the City to move forward on projects we would have never been able to afford otherwise. MSBA's Accelerated Repair Program (ARP) initiative is an innovative, competitive grant program that represents a unique opportunity for the City. The main goals of the ARP are to improve learning environments for children and teachers, reduce energy usage, and generate cost savings for the Commonwealth's towns and cities. To date, the MSBA has invited the City to take part in this program to repair and/or replace roofs, HVAC systems, windows, and doors in over twenty-five schools.

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

To capitalize on low interest rates, the City plans on issuing long term debt in March 2022. Projects included in this issuance include the replacement of Deberry and Homer elementary schools on the site of the existing Deberry Elementary School. This transformative project was approved by the MSBA in June 2020. The project is expected to top \$95 million, with MSBA's reimbursement rate expected to be 80%, less any ineligible costs. In addition, three MSBA ARP boiler replacement projects at Indian Orchard, Frederick Harris and Sumner Avenue schools, also with door and window replacements at Sci-Tech. In addition, the issuance will include over \$10 million dollars for the purchase of vehicles and equipment for City needs included public safety and DPW, and over \$3 million for road and sidewalk repairs.

Despite the City's ability to leverage outside funding, its proactive steps to refinance debt at lower rates when possible, and sound borrowing policies, the City's ability to issue debt for new projects in the coming years will be constrained by a number of factors. Springfield continues to face rising non-discretionary costs, crowding out room in the budget for an increase in debt service payments.

As a result of the ongoing pandemic, the City has seen bids for construction projects come in at significantly higher amounts than estimates in prior Capital Improvement Plans due to an increasingly tight labor market, and a high demand for construction supplies.

These twin pressures of rising non-discretionary costs that squeeze out room for debt service in the budget, and rising project costs will be managed by the City through a careful evaluation of capital needs and a commitment to a sustainable debt structure. As debt service is itself a non-discretionary budget item, the City must be careful to ensure that its investment in capital projects today, does not result in service cuts to residents in future years.

During our debt issuance in 2020, Standard and Poor's (S&P) affirmed the City of Springfield's AA- rating, with a negative outlook. As a result of the COVID-19 pandemic, the negative outlook reflects a one-in-three chance that S&P could lower the rating as a result of the sudden rapid economic deterioration and heightened budgetary uncertainty. However, the affirmation of our AA- rating demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, very strong management with "strong" financial policies and practices, and an experienced and capable management team. The S&P rating continues to be the highest rating in the City's history, and one that the City has maintained for the last six years. Credit ratings have an integral role in the municipal bond market and are one factor that affects the interest rates the City pays on its debts.

I hope this analysis is helpful to you and welcome the opportunity to provide any additional information that would be useful to you, and the residents of our community.

Very truly yours,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante", enclosed in a thin black rectangular border.

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 Administration and Finance is required to provide a yearly review of the City’s current outstanding debt. This analysis is designed to:

1. To show financial officials and citizens the current state of debt management.
2. To indicate whether the City of Springfield can afford more debt in either the current fiscal year, or future years, as debt service payments decline.

The City of Springfield has a total of \$232.4 million in outstanding permanent debt. Of this, \$175.6 million is principal and \$56.7 million is interest payments due on the debt. This debt consists of issuances dating back to fiscal year 2009, up to the most recent debt issuance in November 2020. This study demonstrates that Springfield is currently within its debt capacity as mandated by the City’s financial ordinances, Chapter 4.44.070, which states “General Fund debt service as a percentage of general fund revenues, net of debt exclusions – should not exceed eight percent (8%)”. Currently, the City is at half this limit.

<b>Debt Service as a % of General Fund Revenue</b>	
2021 Total Debt Service	\$ 25,828,156
2021 General Fund Revenue	\$ 714,091,450
<b>Debt Capacity</b>	<b>3.6%</b>

Source: Hilltop Securities, Springfield 2021 CAFR

## Analysis of City Debt

The City’s net debt service totals \$211.2 million over twenty-nine years. Project balances that make up this debt range from the small - \$10,100 for the Blunt Park Renovation, to the large - \$32 million for the new Brightwood and Lincoln co-located elementary school.

There are many different ways to examine the City’s debt. This document first examines the policy questions associated with our debt: for what purpose was the debt issued and how has the City decided to structure its debt repayment schedule? The study then examines what this debt tells us about Springfield’s finances.

The latter analysis, what Springfield’s outstanding debt can tell us as a measure of the health of the City’s finances, relies on benchmarks established by the three major ratings agencies: Moody’s Investors Service, Standard & Poor’s, and Fitch Ratings. These benchmarks measure our ability to repay our debt, highlight areas for further investigation and public discourse, and provide an overview of the information that will be used by rating agencies to determine Springfield’s future bond rating. When Springfield wants to issue bonds, its bond rating reflects the credit worthiness of the City, which in turn has a direct impact on the interest rate the City



will pay on its bonds. The higher the bond rating, the lower the risk of default, and the less risk an investor is taking in purchasing our bonds.

### Annual Debt Service

The City is legally obligated to pay the principal and interest associated with a bond issuance before all expenses, including salary obligations. This annual payment is known as the *debt service payment*. Because of the mandatory nature of this expense, the City must be cognizant of debt service payments when issuing new debt and deciding whether or not the City has the ability to increase those payments.

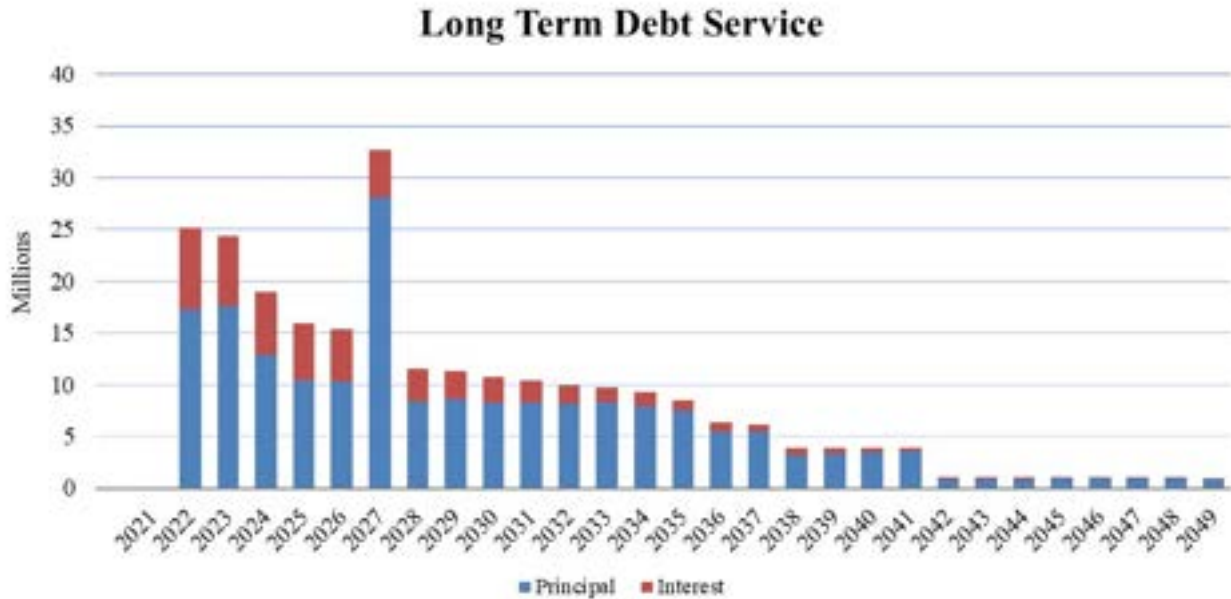


Figure 1: Debt service repayment schedule, Hilltop Securities

The City’s debt service repayment schedule, as of January 30, 2022, is outlined in the chart above (Figure 1). In fiscal year 2010, the City took advantage of the Qualified School Construction Bond (QSCB) Act. This borrowing requires a “bullet” payment at the end of a seventeen year borrowing term. This “bullet” payment is reflected in the large, \$28.9 million debt service payment due in 2027. In order to prepare for this expense, the City has been, and will continue to invest the required payments (\$776,910 annually) for the bond into a “sinking fund” each year. At the end of the term, the City will use the sinking fund to pay this bullet payment. Aside from this one instance, the City works to maintain a relatively smooth debt schedule, so as to not front or back load debt service payments.

As illustrated above in Figure 1, the City has entered into a declining debt service payment schedule. Each year, prior bond issuances are fully paid, and “fall off” our debt schedule, decreasing the City’s annual long-term debt service obligation. This means that the City has additional bonding capacity for new capital improvement projects in future years.

In 2015, the City took advantage of this declining debt schedule and sold \$50.5 million of bonds for new projects, including demolitions, street and sidewalk repairs, school improvements, and

city facility construction and improvements. The next sale occurred in February 2017, when the City issued \$44.3 million in debt for numerous capital improvement projects. That same year, in March 2017, the City sold bonds for Union Station. Last March, the City sold \$27.9 million in bonds for additional capital projects, including the Springfield Culinary and Nutrition Center, the East Forest Park Library, \$2.5 million in new roads and sidewalks, and multiple MSBA school construction and repair projects. In November 2020 the City sold bonds for \$39.5 million. The bulk of the issuance, \$31.6 million, was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools, another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci-Tech, Milton Bradley and South End Middle schools.

Generally abiding by a practice to sell long term debt every two years, depending on interest rates, the City plans on issuing more debt in March, 2022. This issuance is expected to top \$67 million, and will include costs related to the replacement of Deberry and Homer elementary schools, boiler replacement projects at Indian Orchard, Frederick Harris and Sumner Avenue schools, doors and windows at Sci-Tech, over \$10 million dollars for the purchase of vehicles and equipment for City needs included public safety and DPW, over \$3 million for road and sidewalk repairs, and grant matches for the new Forestry Operations building in Forest Park, and upgrades to Watershops Dam. By strategically selling debt this way, the City will continue to have a declining debt schedule and keep payments between fiscal years consistent. The City's goal is to maintain a similar level of payments each year to ensure large debt service payments are not unfairly shifted to residents in the future.

It is important to note that not selling debt for needed capital projects does not necessarily spare the City, or its taxpayers, from financial liability. For example, if a school building requires roof repairs, deferring this project to future fiscal years simply pushes the expense onto future budgets. At the same time, over the following years, the City may end up paying higher repair costs out of its operating budget, due to leaks in the roof. Thus, it can sometimes make sense to think of deferred maintenance as a form of "off the books debt," since these expenses will still be required eventually, and the City may end up paying "interest" in the form of expensive short-term repairs to maintain an asset that requires major capital investments.

In the past, the City's ability to refund some of its outstanding bonds using proceeds from new bonds sold at lower interest rates resulted in future cost savings that provide the City with a larger debt capacity each year. This larger debt capacity enables more debt to be issued for high priority capital improvement projects.

Refunding bonds works similar to the refinancing of a mortgage, and savings are achieved by lowering interest costs. Between FY15 and FY16, the City refunded debt twice, saving over \$2.5 million in interest payments over fifteen years. The City also saved \$1.2 million on QSCB payments through these issuances. The City refinanced bonds issued in 2007 at the same time that it financed the Union Station Project, in March 2017. By exchanging the original interest rate of 4.263% for a lower rate of 2.0063%, the City anticipates saving over \$3.8 million over the next six years.

Unfortunately, a provision of the Tax Cut and Jobs Act of 2017 has limited the City’s ability to refund debt in this way in future years. The City is still able to refund bonds that have reached their call date. A call date is a specified date on a bond. When the call date is reached, the issuer of the bond is allowed to refund the remaining amount of principal on the bond and thus avoid future interest payments. The City can take advantage of lower interest rates by borrowing at a lower rate to repay the principal on a bond that is within 90 days of its call date, but it can no longer take advantage of “advanced refunding issuances” which fall outside this 90-day window without issuing more expensive taxable debt.

**Purpose of Issuance**

Of the City’s \$175.6 million (principal only) debt, \$103.4 million (58.9%), was issued to finance school projects and \$72.2 million (41.1%), was issued for all other municipal purposes, such as public safety vehicles, trash trucks, roads, sidewalks, flood control systems, libraries, and parks.

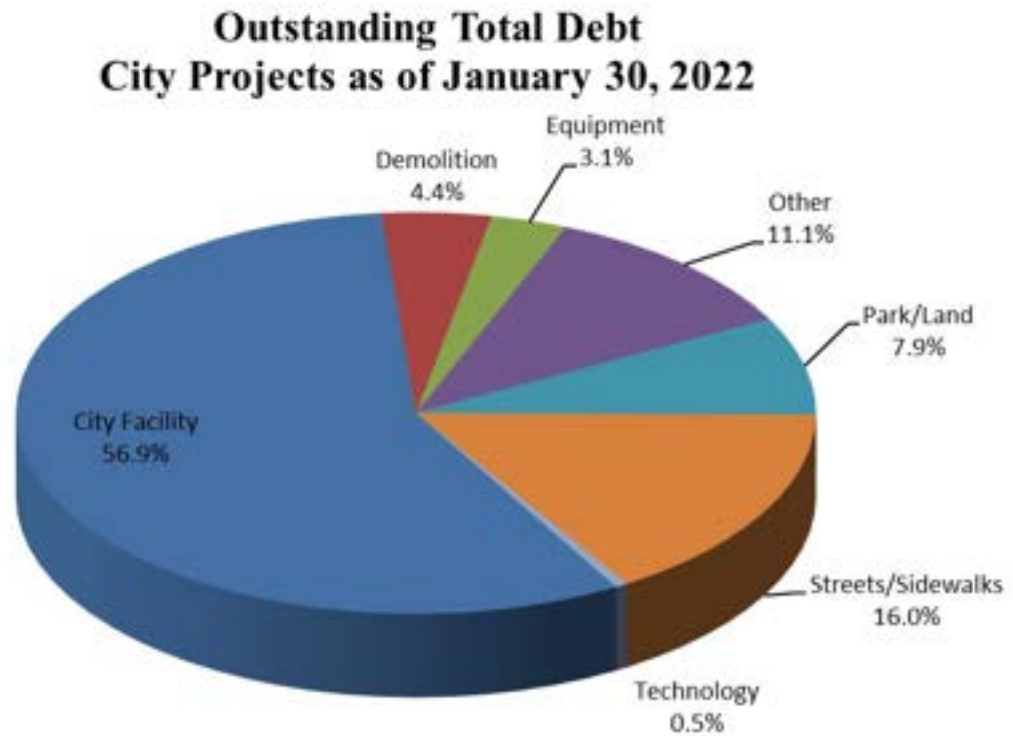
<b>Project/Type</b>	<b>Total</b>	<b>Percent of Total</b>
City Facility	41,119,048	23.4%
Demolition	3,196,600	1.8%
Equipment	2,228,500	1.3%
Other	8,017,600	4.6%
Park/Land	5,706,030	3.2%
Streets/Sidewalks	11,585,350	6.6%
Technology	351,245	0.2%
<b>City Total</b>	<b>72,204,373</b>	<b>41.1%</b>
<b>School Total</b>	<b>103,430,627</b>	<b>58.9%</b>
<b>Grand Total</b>	<b>175,635,000</b>	<b>100%</b>

In prior years, the majority of the City’s debt has been dedicated to school facilities due to the high need for repair, renovation, and construction projects. Additionally, many construction projects for school buildings are eligible for partial reimbursement from the Massachusetts School Building Authority (MSBA). This allows the City to complete school related projects at lower cost to the City’s general fund.

School related debt also accounts for a larger amount of the City’s outstanding principal because construction projects can be amortized across a longer period, generally 20-30 years. Many City projects have a short useful life, such as vehicles or IT equipment. The City can only issue bonds with a term as long as the maximum useful life of the item for which it is borrowing. This causes debt issued for City purposes to fall off the debt schedule more quickly than school related debt. Thus, City projects will make up a large proportion of all outstanding principal shortly after the City sells debt, but it will also tend to pay that principal off faster than School debt, which is generally issued for 20-30 year terms. A&F projects that School projects will continue to represent the majority of Springfield’s outstanding debt for the next several years, due to the construction of the Brightwood-Lincoln and Deberry-Homer collocated schools.

### Composition of Debt

Springfield may issue debt for numerous purposes. Cities and towns deliver many services, from education and public safety, to transportation, recreation and social services. Each service has different capital needs associated with it. Education, for example, requires the construction and maintenance of buildings in which to educate children. Education debt should therefore be heavily skewed toward building and facility debt. It is rare for the City to issue debt for non-facility or grounds related projects for the School Department. As shown below in Figure 2, the City's outstanding debt is mainly comprised of debt for buildings and facilities: City facility (56.9%), Demolitions (4.4%), and Streets/Sidewalks (16%).



**Figure 2:** Breakdown of outstanding City debt, Hilltop Securities

General government services, however, should have a much more diverse mix of facility and non-facility debt. For example, debt related to parks and recreation should include some building debt, but also substantial non-facility debt, including the renovation of fields, pools, and other projects. Public Safety debt would normally include a mix of facility and non-facility debt, with non-facility debt being comprised mainly of vehicle, apparatus, and equipment purchases. These non-facility debt categories account for 43.1% of the total City debt as shown in Figure 2 above.

Examining non-facility debt, the City has begun to make substantial investments in equipment, parks, land purchases, the demolition of blighted and condemned buildings, technology, and improvements to our road and sidewalk infrastructure. The City's Capital Improvement Plan (CIP) indicates there will be considerable funding needed in the future in these areas. These projects are also to promote economic development in Springfield. Notably, the vast majority of

debt categorized as for “other” purposes, has been issued for the management of the Bondi’s Island landfill and repairs to the City’s flood control system.

In FY09, the City instituted another source of funding for capital expenditures: “pay-as-you-go” capital, or “pay-go.” To fund pay-go, the City appropriates 1.5% of local source operating revenues to finance capital improvements via cash, in lieu of issuing debt. This appropriation is required by the City’s financial ordinances and policies (Ch. 4.44.050.). Pay-go allows the City to reduce its overall borrowing costs by funding smaller, routine projects through the operating budget.

The City uses pay-go to fund emergency infrastructure repair projects, vehicle replacements, IT upgrades for software, security and servers, and park and building renovations. Pay-go allows the City to fund design work and studies to better prepare for grant applications, and to fund appropriations for matching grants. This funding source is a major reason for the City’s ability to often bear less than half of the cost of large capital projects.

### Net Debt Service

As mentioned in the Purpose of Issuance section, the City of Springfield has a total outstanding debt portfolio (principal only) of \$175.6 million as of January 30, 2022. When interest is included, the total cost of this debt is \$250.2 million. However, this is not the actual amount that the City pays in debt service. The City receives reimbursements for certain debt-funded projects, as well as interest earnings on its QSCB sinking fund which, when subtracted from the \$250.2 million in total debt service, leaves a balance of \$244.4 million of liability (principal and interest). Figure 3 below shows net debt service through 2030. The 2027 spike in debt service will be funded using the QSCB sinking fund, explained previously in this report.

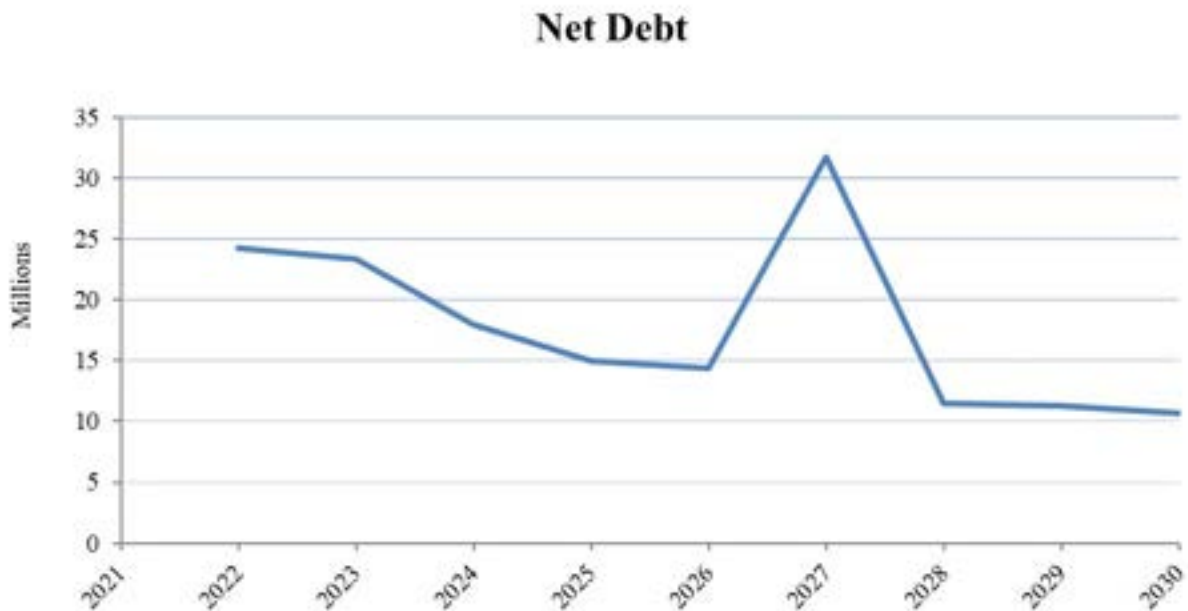


Figure 3: Net Debt Service payments; Hilltop Securities

In previous years, the City had been approved to receive school construction assistance on various school construction projects under a program managed by the MSBA. Under the terms of this program, the City was required to incur general obligation debt financing for the full costs of those school construction projects. The MSBA then provided annual grant distributions to the City to offset the annual debt service costs on these projects as the City repaid the bonds.

**Industry Benchmarks**

The municipal bond industry has established benchmarks that it uses to examine cities and towns across the nation. These benchmarks are intended to provide insight into a community’s ability and willingness to repay the debt it issues and can be valuable tools for communities to evaluate their financial management strategies. This analysis is intended to provide insight into our finances and our ability to support debt and public investment.

**What is included in this report and what is not?**

This report assumes the continuation of normal operations for the City of Springfield. A&F has calculated the following measurements as part of the analysis.

Measure	Industry Standard	FY2021	FY2022
General Fund Balance as a % of Total Revenues	15% or greater	15.2%	17.3%
Debt Service as a % of General Fund Revenue	0% - 8%	3.6%	3.6%
Debt Service as a % of General Fund Expenditures	0% - 8%	3.6%	3.4%
Percent of Debt Retired in Ten Years	65% - 100%	74.2%	75.9%
Debt as a Percentage of EQV	0% - 5%	2.1%	1.9%
Total Outstanding Debt Per Capita	\$0 - \$1,000	\$1,240.07	\$1,126.38
Total Debt as a Percentage of Total Personal Income	0% - 7%	5.8%	5.2%
Undesignated Fund Balance as a % of Revenues	10% or greater	8.6%	10.0%
Overall Net Debt as a % of Full Value	1.5% - 5%	2.6%	2.3%
Taxpayer Concentration % of Property Value Held by Top Ten Taxpayers	0% - 15%	9.2%	9.2%

Figure 5: Municipal Bond Industry Benchmarks

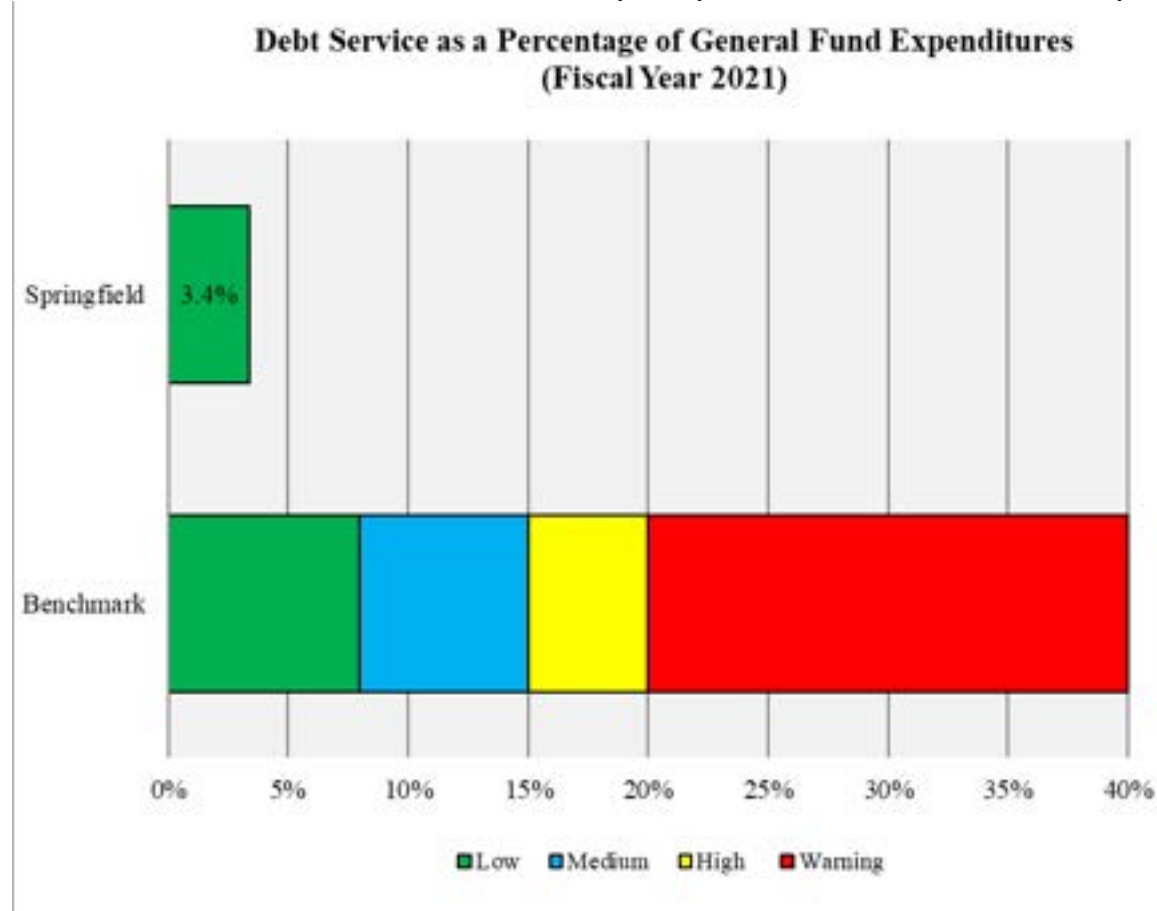
**Debt Service as a Percentage of General Fund Expenditures**

This benchmark measures the City’s ability to finance debt within its current year budget. It is similar to the measurement of household income dedicated to mortgage payments that banks use when assessing borrowers. This is the most immediate measure for determining a City’s ability to pay its debt service; however, it only examines the ability to pay for debt within a community’s existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests, because they have additional taxing capacity.

The City’s measure of debt service as a percentage of General Fund expenditures is strong, with 3.4% of the Fiscal Year 2022 budget dedicated to debt service. This measure has been trending down over the last five fiscal years due to decreases in total debt service and an increase in the City’s general fund revenue.

Each year, the City is required to fund a capital reserve account at a level equal to at least one and one half percent of property taxes from the prior fiscal year (Chapter 4.44.060). Many cities and towns that are economically comparable to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to maintain this ratio at a similar level in future years to ensure that debt service payments do not crowd out funding for services in future budgets. The City should also aim to keep its debt service ratio from declining, as this would denote a lack of investment in long-term capital needs, which carries its own liability for the City’s taxpayers due to the costs associated with deferred maintenance.

The City’s relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems as they arise. Debt payments are not discretionary. Courts have ruled these payments must be made, even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community’s financial situation. The City has strategically restructured its debt service payments in order to have declining payments in future years. This not only makes the debt service more affordable, but also allows the City to layer on more debt in future fiscal years.



**Figure 6:** Ratio of Budgeted Debt Service Payments over Total General Fund Budget



<b>Debt Service as a % of General Fund Expenditures</b>	
2022 Total Debt Service	\$ 25,689,357
2022 Budgeted General Fund Expenditures	\$ 755,699,548
<b>Debt Capacity</b>	<b>3.4%</b>

Source: Hilltop Securities, Springfield FY2021 Adopted Budget

**Figure 7:** Calculation of Debt Service as a percent of Budgeted General Fund Budget

### **Debt Retirement: Percent Retired within Ten Years**

The speed with which a community retires its debt indicates a number of important factors. Included in these are:

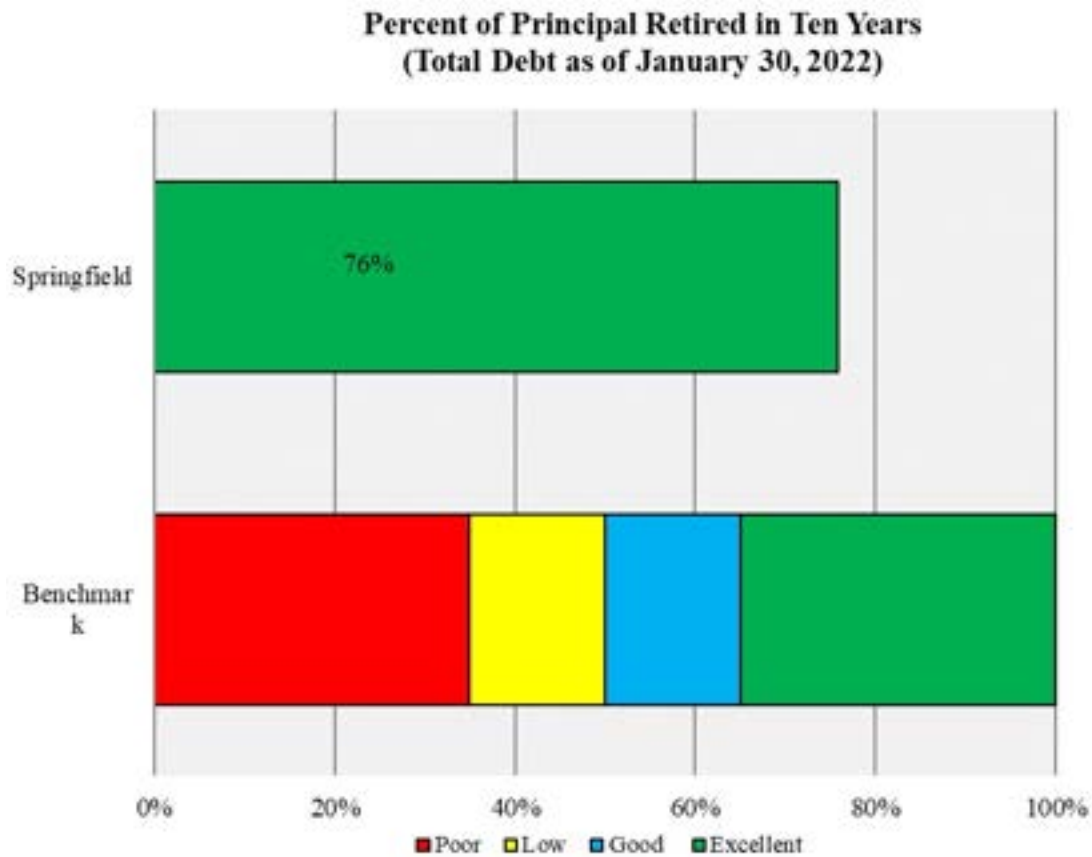
- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them proof of the borrower’s intention to repay the money they borrowed.
- Ability to repay debt: rapid repayment of principal indicates that a city or town has the financial resources necessary to repay debt quickly. This demonstrates a level of financial stability; communities that are experiencing financial difficulty are unlikely to repay their debt in an accelerated manner.
- Prevention of future problems: rapid debt retirement ensures that a community is not “back loading” its debt, as the City once did, locking itself into debt repayments that are affordable now, but that will grow unaffordable in the future. Back loading debt is a sign of poor financial management – either overspending is intentional, or managers are unable to make the difficult, short-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining whether debt has been back loaded. Back loading occurs when the cost of debt is pushed off into the future, reducing current year payments, while increasing future ones. Back loading increases the cost of debt in the long term, as cities are forced to pay interest on the principal they borrowed for a longer time. Back loading debt can result in cities being forced to reduce expenditures, cut programs, or increase taxes to make debt service payments. Prior to 2005, the City back loaded debt issuances, causing major spikes in its debt service payments in future years. This problem was alleviated through “front loading” debt and making a number of other modifications to the City’s debt structure.

Failure to invest in maintenance and capital, otherwise known as deferred maintenance, can be considered a form of debt back loading because capital needs still must be addressed at some point. Avoiding the costs of maintenance or investment only delays the financing of these improvements, and it increases the likelihood that capital will fail *en masse*, resulting in unaffordable costs for future taxpayers. Delaying capital investment also tends to make projects more expensive, because costs tend to increase over time.



The City currently has an aggressive debt retirement schedule. 75.9% of the principal borrowed by the City will be repaid within ten years and all current debt will be retired by 2049, as shown in Figures 8 and 9 below. This places the City well within the “excellent” ranking established by bond rating agencies (65% and above). Because of this schedule, the City will be able to borrow additional money to continue investing in its facilities, infrastructure, and other capital projects.



**Figure 8:** Percent of Debt retired in 10 years.

<b>Percent of Debt Retired in Ten Years</b>	
Total Debt Retired in 10 Years	\$ 176,359,577
Total Outstanding Debt Service	\$ 232,365,635
<b>Percent of Debt Retired in Ten Years</b>	<b>75.9%</b>

Source: Hilltop Securities

**Figure 9:** Calculation of Total Debt (Principal + Interest) retired in 10 years.

Furthermore, the City’s overall debt retirement ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

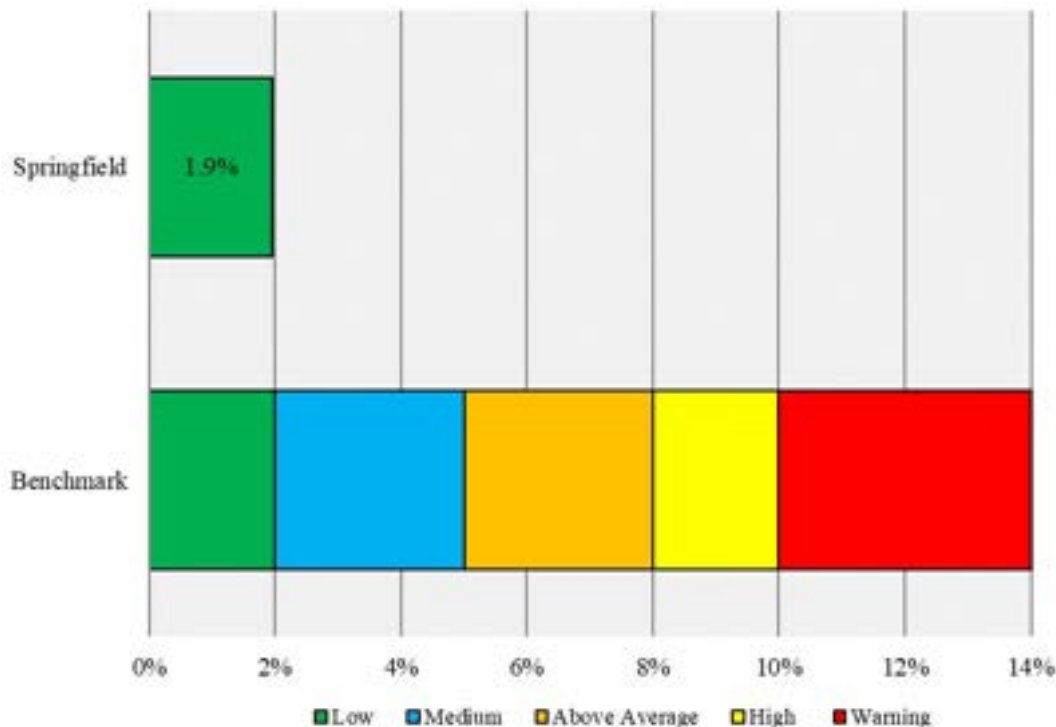
### Debt as a Percentage of Full Property Value (EQV)

Debt as a percentage of full property value (known in government finance circles as “equalized value,” or EQV) measures the ability of a community’s property tax base to support borrowing. The majority of revenue in Massachusetts communities comes from property taxation; therefore, this ratio examines a community’s debt relative to its main revenue source.

However, in Springfield, roughly 60% of overall revenue comes from state aid, while 40% comes from local source revenue. Thus, this measure is helpful, but not deeply informative, because it looks at total outstanding debt, not debt service payments. Examining debt as a ratio of full property value does not say much about the affordability of that debt. A small amount of debt issued at a high rate of interest can be more expensive than a larger amount of debt issued at a lower interest rate. Further, in Massachusetts communities are limited in their ability to access their property tax base by Proposition 2 ½. This measure is a helpful benchmark to compare communities to one another, but is not an absolute measure of debt affordability because of the aforementioned issues.

Mass. Gen. Laws (M.G.L) Ch. 44§10 dictates the City’s debt limit be no more than 5% of the equalized value. The City’s ratio of debt to property value is currently 1.9%, which is considered “low” by rating agencies (Figure 10). As indicated above, this measure does not directly relate to the City’s ability to pay for this debt. This ratio does not take into account debt structure (how much money is due at what point in time for each issuance), or timing of payments. Furthermore, it fails to consider the City’s ability to access property values due to Proposition 2 ½.

**Debt Service as a Percentage of Equalized Assessed Valuation (2020 EQV)**



**Figure 10: Ratio of Debt to Estimated Property Value**

Debt as a Percentage of EQV	
Total Outstanding Debt (Principal)	\$ 175,635,000
2020 EQV (Equalized Valuation)	\$ 9,014,599,000
<b>Debt as a Percentage of EQV</b>	<b>1.9%</b>

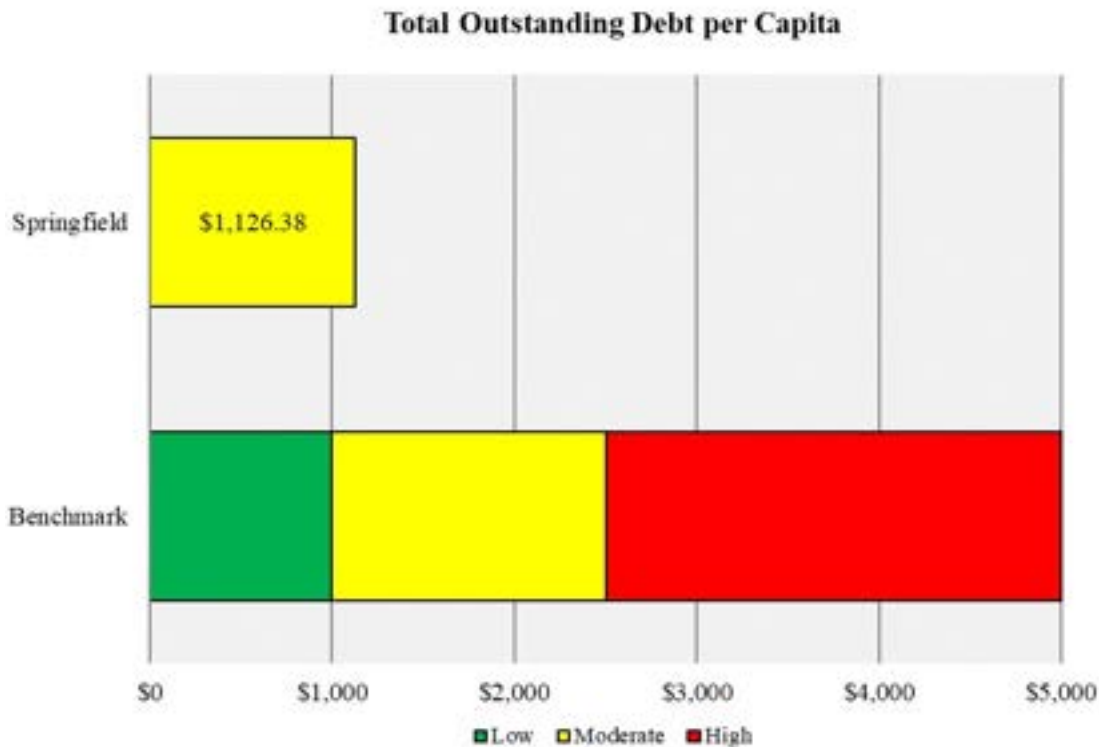
Source: Hilltop Securities, DLS Municipal Databank

Figure 11: Calculation of Outstanding Principal as a percent of EQV.

### Debt per Capita

Debt per capita examines the amount of debt the City has issued per person in the community. This is not intended to be a literal measure, because debt is not issued to benefit individuals, but rather the community as a whole. This measure provides a sense of the cost of the capital investments in a community and, at its most extreme, how much money would be required from each resident to repay the community's debt, if for some reason immediate repayment was required.

Debt per capita can be a useful measure when examining similar communities. By and large, comparable communities should issue similar amounts of debt for various capital purposes. However, even similarly sized communities have significant differences, so this measure should not be examined in absolute terms, but rather in the context of the unique requirements and challenges facing each community. It should also be viewed in light of Proposition 2 ½, which limits a community's ability to access its property tax base. Proposition 2 ½ can force communities to issue debt for smaller projects that communities in other states would pay for in cash.



**Figure 12:** Estimated Debt per person.

<b>Total Outstanding Debt Per Capita</b>	
Total Outstanding Debt (Principal)	\$ 175,635,000
2021 Population Estimate	155,929
<b>Total Outstanding Debt Per Capita</b>	<b>\$ 1,126.38</b>

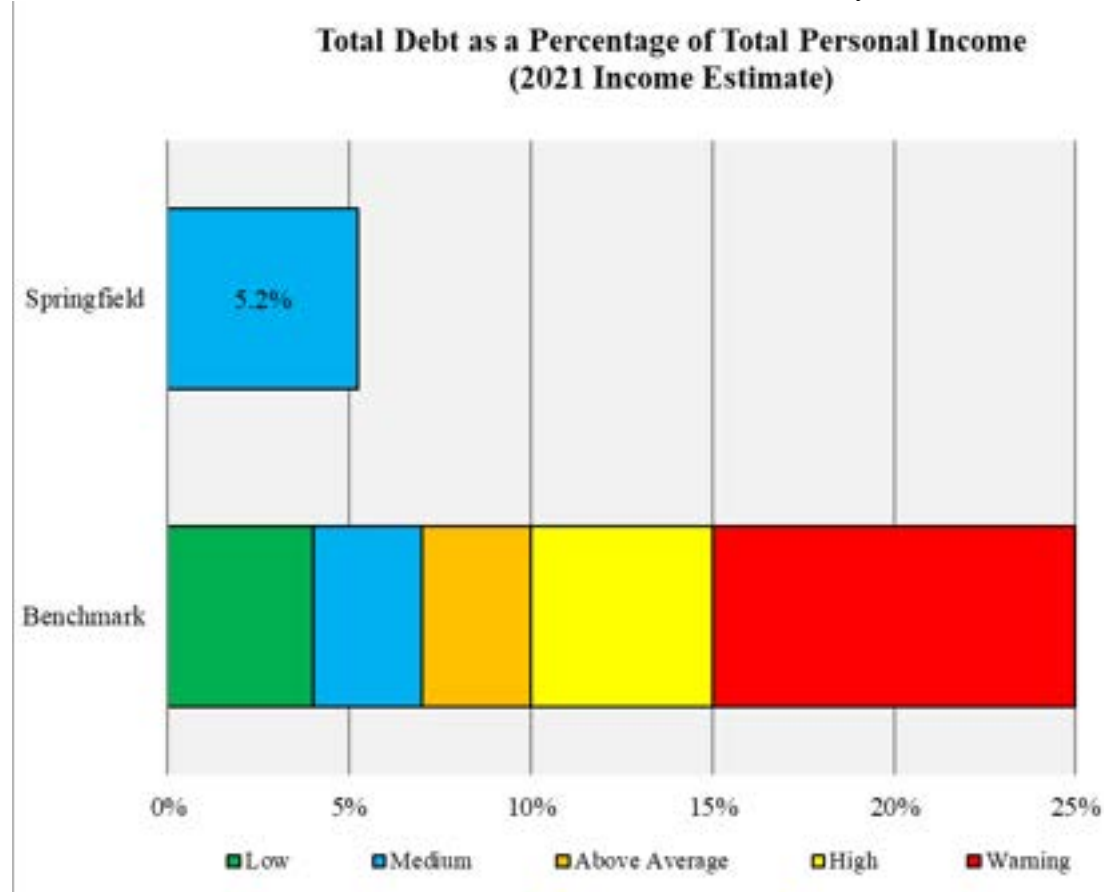
Source: Hilltop Securities, MA Division of Local Services

**Figure 13:** Calculation of outstanding debt per person

The City’s level of debt per capita is considered moderate by rating agencies. This rating is not completely unexpected, as the City has a large number of aging facilities (particularly schools) and infrastructure. The City is currently performing large school renovation projects, and funding the replacement of schools and other facilities. Because of the City’s major capital needs, which necessitate the issuance of debt every few years, this measurement will continue to fluctuate, as it is dependent on the City’s total outstanding principal.

**Debt as a Percentage of Total Personal Income**

Like the ratio of debt to property value, the ratio of debt to personal income is a measure of affordability of the debt issued by a community. While property values provide the base that supports property taxation, it is personal income that allows people to buy goods and services, make investments, and pay their taxes. Debt as a percentage of total personal income tells us how affordable debt is based on the income characteristics of a city or town.



**Figure 14:** Ratio of debt to personal income.

<b>Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita</b>	
Total Outstanding Debt Per Capita	\$ 1,126.38
2021 Per Capita Income	\$ 21,499
<b>Total Outstanding Debt Per Capita as a Percentage of Total Personal Income Per Capita</b>	<b>5.2%</b>

Source: U.S. Census Bureau, Hilltop Securities

Figure 15: Calculation of debt to personal income.

Springfield’s ratio of debt to personal income is considered “average” by credit rating agency standards. This means that the City’s debt is comparable to a moderate share of a residents’ income. Unlike the prior measure, however, this does not examine the cost of the debt, but focuses on the amount of debt issued. In other words, this measure does not take into account the net debt service or timing of debt payments.

The ratio of debt to personal income appears to be less favorable than that of debt to total property value, which indicates a disparity between home values and income. This variance is caused by the inclusion of commercial and industrial property values that are included in the debt to total property value calculation, but not in the debt to personal income ratio. The City would not be able to provide the same level of services and investment in infrastructure without commercial and industrial property tax revenues. This highlights the need for economic development to be a top priority of the City.

#### **Overall Net Debt as a percentage of Full Value**

Overall Net Debt as a percentage of full value, sometimes referred to as the “Debt Burden” of the community, measures the value of a city’s debt compared to the value of a city’s assessed real property. This is a ratio measuring the value of the municipality's net debt compared to the total EQV of the City.

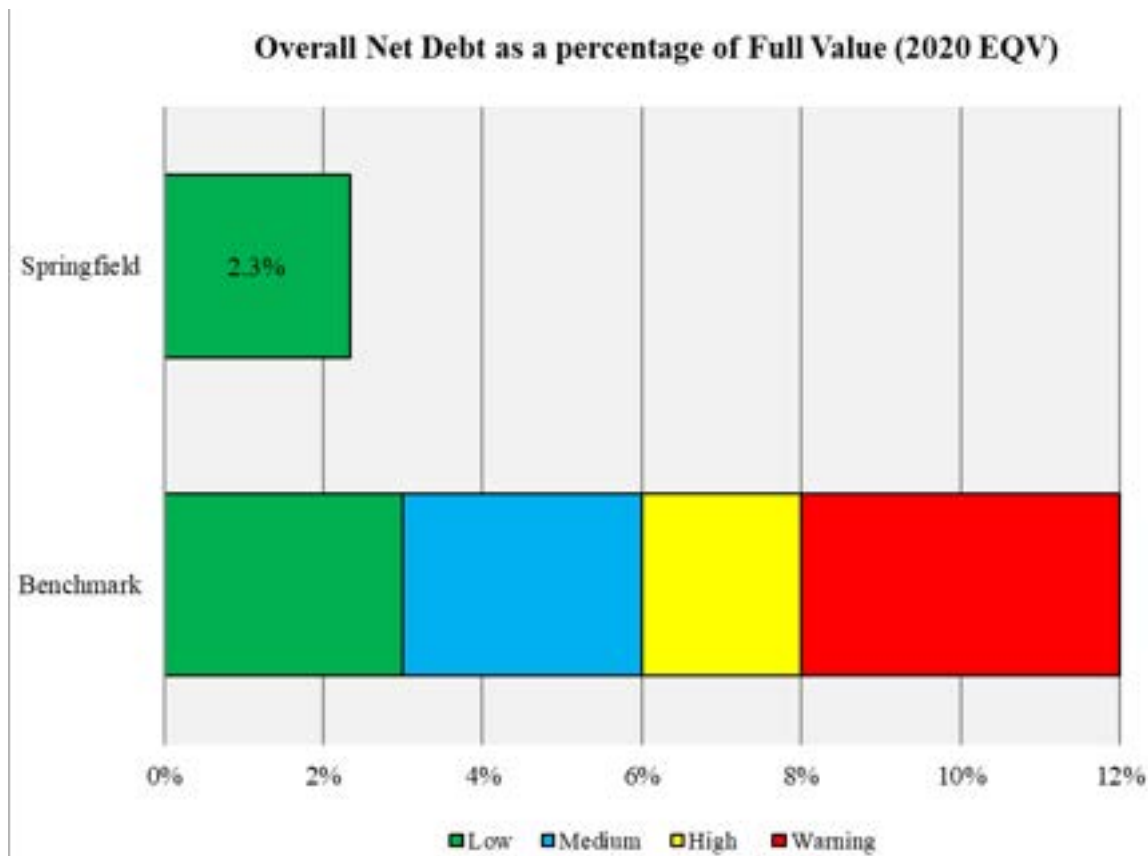


Figure 16: Ratio of Net Debt to EQV.

Overall Net Debt as a percentage of EQV	
Total Outstanding Net Debt	\$ 211,248,586
2020 EQV (Equalized Valuation)	\$ 9,014,599,000
<b>Overall Net Debt as a percentage of EQV</b>	<b>2.3%</b>

Source: Hilltop Securities, MA Division of Local Services

Figure 17: Calculation of net debt to EQV.

This is one of the factors which determine the quality of a municipal bond issue. The lower the City's debt is relative to the assessed value of its property, the less risky its bonds are deemed to be. Ultimately, the more leveraged a tax base is, the more difficult it is to afford additional debt. Debt burdens that range from 0-3% tend to be viewed as low. The City's level of debt burden is 1.9%.

## Conclusion

Since Fiscal Year 2005, the City of Springfield has strengthened its financial position by instituting clear and strict financial policies, passing responsible budgets, and continually reassessing capital needs through a comprehensive five-year capital investment plan; all within the fiscal constraints illustrated in this debt affordability analysis.

During our last debt issuance in 2020, Standard and Poor's (S&P) affirmed the City of Springfield's AA- rating, with a negative outlook, a high investment grade. The negative outlook reflects a one-in-three chance that S&P could lower the rating as a result of the sudden rapid economic deterioration and heightened near- to medium-term budgetary uncertainty as a result of the COVID-19 pandemic. The affirmation of our AA- rating demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. S&P credited the City for having strong budgetary flexibility, very strong management with "strong" financial policies and practices, and an experienced and capable management team. The S&P rating continues to be the highest rating in the City's history, and one that the City has maintained for the last six years. Credit ratings have an integral role in the municipal bond market and are one factor that affects the interest rates the City pays on its debts.

The low debt service to general fund expenditures ratio in the City's budget demonstrates our ability to pay our debts. This is the most important short-term measure of our ability to pay our debts; however, it only examines the ability to pay for debt within a community's existing budget. With only 3.4% of the Fiscal Year 2022 budget dedicated to debt service, the City's measure of debt service as a percentage of General Fund expenditures is strong. This measure has been trending down consistently over the last six fiscal years (6.5% in FY15, 5.8% in FY16, 5.3% in FY17, 4.6% in FY18, 4.2% in FY19, 4.0% in FY20, and 3.6% in FY21) even as the City has issued more debt, due to strong revenue growth. However, A&F expects debt service payments as a share of the budget to increase following the issuance of new debt for the Brightwood-Lincoln and Homer-Deberry projects. These major projects will reduce the ability of the City to issue more debt.

According to the measures presented in this analysis, the City is in a solid debt position, but can still improve its finances. One way to improve the City's ability to take on debt is to foster an environment that promotes jobs and increase citizens' wealth. These policies will help decrease the ratio of debt to total income and decrease debt per capita. This will bring Springfield more in line with other communities in the Commonwealth.

As noted above, Springfield continues to take advantage of funding from state and federal agencies, such as FEMA, HUD, DOT, MSBA, and EEA. As a result, the City has generally been responsible for less than half of the funding on the projects it issues debt for over the past five years.

However, despite its access to outside funding, increasing revenues, and strong stewardship of its debt, the City still needs to be conservative in how it decides to invest in future projects. As mentioned in the opening of this report, rising non-discretionary costs continue to crowd out room for debt service in the budget, while project costs have been increasing due to market factors in recent years.

The City is steadily and strategically moving in the right direction. Our high credit rating allows us to pay back loans at a lower interest rate, which in turn allows the City to issue more debt for citywide projects. The more capital projects the City can afford to invest in, the more the City can work to spur economic development in Springfield. When we invest in our infrastructure

and economy, the spin off effects are new business investment and rising property values—resulting in more funding for the maintenance of streets, parks, libraries, and public buildings. A healthy economy positively affects school graduation rates, job creation, poverty, unemployment rates, and crime. All of these positive effects increase citizens’ morale and make Springfield a more attractive city for current and future residents.



# Appendix A

## Debt Analysis Definitions

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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

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**City of Springfield, Massachusetts**  
*Long-Term Debt Outstanding as of January 30, 2022*  
*General Fund Tax-Supported*

Date	Principal	Interest	Total P+I	Federal Subsidy QSCB	Net D/S
6/30/2022	17,320,000	7,868,075	25,188,075	(966,442)	24,221,632
6/30/2023	17,605,000	6,749,440	24,354,440	(966,442)	23,387,998
6/30/2024	12,855,000	6,064,315	18,919,315	(966,442)	17,952,873
6/30/2025	10,375,000	5,544,540	15,919,540	(966,442)	14,953,098
6/30/2026	10,250,000	5,071,315	15,321,315	(966,442)	14,354,873
06/30/2027	28,074,000	4,604,640	32,678,640	(966,442)	31,712,198
6/30/2028	8,420,000	3,103,775	11,523,775		11,523,775
6/30/2029	8,560,000	2,751,100	11,311,100		11,311,100
6/30/2030	8,330,000	2,410,900	10,740,900		10,740,900
6/30/2031	8,295,000	2,107,475	10,402,475		10,402,475
6/30/2032	8,110,000	1,823,175	9,933,175		9,933,175
6/30/2033	8,240,000	1,547,775	9,787,775		9,787,775
6/30/2034	7,930,000	1,305,075	9,235,075		9,235,075
6/30/2035	7,475,000	1,079,244	8,554,244		8,554,244
6/30/2036	5,460,000	896,353	6,356,353		6,356,353
6/30/2037	5,435,000	742,669	6,177,669		6,177,669
6/30/2038	3,255,000	590,906	3,845,906		3,845,906
6/30/2039	3,350,000	510,038	3,860,038		3,860,038
6/30/2040	3,435,000	425,166	3,860,166		3,860,166
6/30/2041	3,525,000	330,625	3,855,625		3,855,625
6/30/2042	810,000	266,969	1,076,969		1,076,969
6/30/2043	840,000	234,569	1,074,569		1,074,569
6/30/2044	875,000	200,969	1,075,969		1,075,969
6/30/2045	910,000	165,969	1,075,969		1,075,969
6/30/2046	930,000	134,119	1,064,119		1,064,119
6/30/2047	960,000	101,569	1,061,569		1,061,569
6/30/2048	995,000	67,969	1,062,969		1,062,969
6/30/2049	880,000	31,900	911,900		911,900
<b>Total</b>	<b>193,499,000</b>	<b>56,730,635</b>	<b>250,229,635</b>	<b>(5,798,654)</b>	<b>244,430,981</b>

<b>Par Amounts Of Selected Issues June 30, 2022</b>	
April 15 2009 Series A SQ -White Street Fire Station	110,000
April 15 2009 Series A SQ -Chapman Valve Eco. Dev.	55,000
April 15 2009 Series A SQ -Old First Church	60,000
April 15 2009 Series A SQ -Forest Park Maintenance	50,000
April 15 2009 Series A SQ -Administrative Expenses	30,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Remodel Public Buildings	231,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Dep.Equip.Fac.Mgmt & Park	58,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Reno	871,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Roof Repairs - School	179,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Boston Road/Parker St	44,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Build.ADA Require	440,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Public Build	425,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to School Build	204,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Emergency School Repair	440,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum Remodel	6,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Repairs to Muni Garage	1,573,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Final Phase Tapley St	459,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 School Build Repairs	633,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Public Building Repairs	106,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Rebecca Johnson School	218,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Demo of Former Tech HS	470,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Facility Construction	39,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Landfill Closure	759,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Departmental Equip	49,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 1	106,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 1	310,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 2	648,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Cyr Arena	97,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Fire/Safety Complex	310,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Library & Museum	460,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Urban Renewal 2	465,000
December 20 2012 SQ Refunding -Adv Ref July 7 2005 Park Improve 3	140,000
February 12 2015 Series A SQ -Forest Park Middle School Renovation	2,440,000
February 12 2015 Series A SQ -Landfill Closure	770,000
February 12 2015 Series A SQ -Elias Brookings Elementary School Replace.	1,255,000
February 12 2015 Series A SQ -Mary Dryden Veterans Memorial School Remodel	1,680,000
February 12 2015 Series A SQ -Union Station	1,640,000
February 12 2015 Series A SQ -Central HS Science Lab Remodeling	4,750,000
February 12 2015 Series A SQ -Boston Rd. Corridor Improvements I	3,000,000

February 12 2015 Series A SQ -Boston Rd. Corridor Improvements II	1,035,000
February 12 2015 Series A SQ -School Roof Replacement - HS of Science/Tech	470,000
February 12 2015 Series A SQ -Ells School Roof Replacement	140,000
February 12 2015 Series A SQ -South End Middle School Roof Replacement	110,000
February 12 2015 Series A SQ -Springfield Public Day HS Roof Replacement	135,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction I	570,000
February 12 2015 Series A SQ -Pine Point Library Design & Construction II	490,000
February 12 2015 Series A SQ -Chestnut Middle School Roof	350,000
February 12 2015 Series A SQ -Chestnut Middle School Demolition	975,000
February 12 2015 Series A SQ -Chestnut Middle School Medallions	80,000
February 12 2015 Series A SQ -Putnam School	4,550,000
February 12 2015 Series A SQ -ESCO Phase II	7,770,000
February 12 2015 Series A SQ -Parker St. Road Improvements	680,000
February 12 2015 Series A SQ -City Hall HVAC Improvements	1,275,000
February 12 2015 Series A SQ -Land Acquisition/Remediation - Catherine St.	2,220,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Putnam School Renovation	389,950
February 12 2015 Series C SQ -Adv Ref 2-7-07 Our Lady Hope School Reno	725,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Various School & Water	155,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 1	410,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 2	240,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Demolition 3	440,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Financial Software	39,995
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Station Land Acquisition	169,305
February 12 2015 Series C SQ -Adv Ref 2-7-07 Fire Upgrades	200,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Library Upgrades	210,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police Dept Renovation	1,799,400
February 12 2015 Series C SQ -Adv Ref 2-7-07 Police - Fire Design	568,900
February 12 2015 Series C SQ -Adv Ref 2-7-07 Hope-Baptist Land Acq.	94,625
February 12 2015 Series C SQ -Adv Ref 2-7-07 Greenleaf Park Building	18,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 Treetop Park Renovation	85,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Marshall Roy Park Renovation	75,000
February 12 2015 Series C SQ -Adv Ref 2-7-07 Land Acquisition	94,650
February 12 2015 Series C SQ -Adv Ref 2-7-07 Project Management	56,850
February 12 2015 Series C SQ -Adv Ref 2-7-07 ESCO	4,397,475
February 23 2017 -Emergency Borrowing	1,360,000
February 23 2017 -School Dense Wireless	851,500
February 23 2017 -Kennedy School - Windows & Doors	1,364,500
February 23 2017 -Kensington School - Windows & Doors	463,100
February 23 2017 -Daniel Brunton Elementary School	504,200
February 23 2017 -Mary M. Walsh School - Windows & Doors	500,700
February 23 2017 -Public Day High School - Windows & Doors	319,000

February 23 2017 -STEM Middle School - Roof Rpelacement	397,000
February 23 2017 -Food Service Building	6,625,500
February 23 2017 -50 East Street Planning	615,700
February 23 2017 -50 East Street Renovation	7,978,400
February 23 2017 -Senior Center Planning	758,900
February 23 2017 -Senior Center Construction	3,407,750
February 23 2017 -South End Community Center Construction	3,364,000
February 23 2017 -Skill & Technical Training Facility	1,638,000
February 23 2017 -ECOS	1,411,700
February 23 2017 -DPW Vehicles 2015	407,000
February 23 2017 -Landfill	1,736,600
February 23 2017 -Demolition 1	467,300
February 23 2017 -Demolition 2	493,300
February 23 2017 -Demolition 3	921,000
February 23 2017 -Roads/Sidewalks 1	2,436,500
February 23 2017 -Roads/Sidewalks 2	258,350
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Chestnut School	1,045,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Commerce School	320,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Aerial Mapping	34,500
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Improvements	39,600
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 GIS	19,900
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Park Restoration	55,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct	87,500
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Department Equip	49,500
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Street Construct2	44,500
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Sidewalk Const	39,500
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris School Des	95,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 VanSickleSchConst	270,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Des	85,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Land	80,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Harris Sch Const	675,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Library	260,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Bowland LC Const	775,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Fire&SafetyComplex	330,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 01 Demolition	170,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Harris School	760,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Bowland LC	1,570,000
March 15 2017 -Cur Ref Feb 7 07 Adv Ref 03 Van Sickle School	3,685,000
March 15 2017 -Union Station	3,095,000
March 28 2019 -East Forest Park Library Construction	2,630,000
March 28 2019 -Marcus Kiley Middle School Windows & Doors	1,535,000

<b>March 28 2019 -Kensington Ave School Windows &amp; Doors</b>	330,000
<b>March 28 2019 -Mary Lynch Elementary School Windows &amp; Doors</b>	335,000
<b>March 28 2019 -Alfred Zanetti Magnet School Windows &amp; Doors</b>	635,000
<b>March 28 2019 -Balliet Elementary School</b>	510,000
<b>March 28 2019 -Balliet Middle School</b>	285,000
<b>March 28 2019 -DeBerry Elementary School Feasibility Study</b>	290,000
<b>March 28 2019 -Food Service Building Phase II</b>	7,490,000
<b>March 28 2019 -City Hall Remodeling</b>	985,000
<b>March 28 2019 -Downtown Police Kiosks</b>	485,000
<b>March 28 2019 -Stearns Sq Park &amp; Duryea Way Redevelopment</b>	1,480,000
<b>March 28 2019 -Riverfront Park Reconstruction</b>	1,590,000
<b>March 28 2019 -Citywide Vehicles &amp; Equipment</b>	1,665,000
<b>March 28 2019 -Downtown Revitalization- Main Street</b>	1,480,000
<b>March 28 2019 -Roads and Sidewalks</b>	2,480,000
<b>March 28 2019 -City Flood Control System</b>	3,490,000
<b>November 19 2020 -Brightwood-Lincoln Elementary School</b>	31,575,022
<b>November 19 2020 -South End Middle School Window/Door Replace</b>	354,538
<b>November 19 2020 -Milton Bradley Elem School Roof Replace</b>	1,323,776
<b>November 19 2020 -Springfield High School Boiler Replacement</b>	2,233,666
<b>November 19 2020 -Court Square Hotel Building Revitalization</b>	3,987,998
<b>TOTAL</b>	175,635,000



# **Capital Improvement Plan Fiscal Years 2023 - 2026**

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**City of Springfield, Massachusetts  
Fiscal Years 2023 – 2027 Capital Improvement Plan**



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**March 30, 2022**

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Residents:

As part of the City of Springfield’s continuing efforts to develop robust long-term strategic planning initiatives, I present to you the FY23-FY27 Capital Improvement Plan (CIP). The CIP includes a list of all capital improvement needs throughout the City, and the estimated costs associated with these projects. The estimated cost for all requested projects totals \$1.04 billion. The highest priority, “Grade A” projects, those that are most highly ranked on the eight evaluative criteria used to analyze projects, and which best support the Mayor’s strategic priorities, total \$163.9 million. These projects include investments in public safety, upgrades to our schools and municipal buildings, road resurfacing, and projects aimed at driving economic development.

The past eleven years began with Springfield facing a host of natural and man-made disasters, and most recently, a pandemic. Springfield had just regained control of its financial destiny, following the disbandment of the Finance Control Board in June 2009. In the following years, Springfield had to weather the worst economy since the Great Depression, and a tornado that tore through the City in June 2011. Despite these trials, through strong fiscal management policies and the strategic use of capital investment, Springfield continues to move forward with the strongest bond rating in its history, a stabilization reserve of almost \$44.3 million, and close to a billion in new capital investments in public infrastructure throughout the City.

For just over two years, Springfield and the rest of the nation continues to grapple with the unprecedented COVID-19 pandemic. Once again, the City is faced with economic uncertainty. However, it was Springfield’s commitment to strategic planning and careful analysis of the resources available to meet City needs, which allowed the City to make strategic investments for more than a decade. These same guiding principals have left Springfield well prepared to weather an economic downturn, and to address its capital needs in a way that is fiscally sustainable. Springfield has been tested before, and succeeded. As we continue to face this latest challenge, we know we have the tools we need to overcome strong headwinds.

A major focus in capital improvement over the past couple of years has been the rebuilding of four elementary schools in the City. The new Brightwood-Lincoln co-located elementary school campus in the North End opened its doors to students for the 2021-2022 school year. In addition, construction has begun for the new DeBerry-Swan co-located elementary campus and is expected to open its doors to student for the 2023-2024 school year. The investment of these new schools show the City’s commitment to education, neighborhoods, and residents.



Public safety also remains a top priority. One of the major upcoming projects this year is to select a vendor for our integrated Computer Aided Dispatch (CAD) and Records Management system, and our public safety departments have seen major investments in facilities and technology in recent years.

The City will continue to build on the hundreds of millions of dollars in private and public investment in Springfield's downtown that occurred over the last decade. One of the long awaited projects in downtown is the renovation to Court Square. The City has invested in the redevelopment of the Court Square Hotel property adjacent to City Hall. This historic building, once a symbol of Springfield as an early industrial and innovation hub, has been vacant and sliding into disrepair for decades. The restoration of this landmark hotel will be a sign of how far the City has come over the past decade. The building's return to the tax rolls is also emblematic of how public investment can help spur private development, which in turn allows the City to provide more resources for residents.

Thoughtful financial planning and adherence to our fiscal policies has allowed the City to make these investments, and they will continue to be essential to the City's capital planning process. During our debt issuance in 2022, Standard and Poor's (S&P) affirmed the City of Springfield's AA- rating, with a negative outlook. The affirmation of our AA- rating demonstrates that Standard & Poor's strongly believes in the City's financial management and ability to make difficult decisions to balance the budget. Strategic investment and restructuring the City's outstanding debt when possible has enabled Springfield to afford more large-scale projects, and Springfield's strong bond rating continues to allow the City to borrow money at low interest rates.

A little over a decade ago, Springfield regained control of its financial destiny. The City's new financial policies were soon put to the test by the trials of the Great Recession and the impact of natural disasters. Through its commitment to sound fiscal policies, and strategic use of capital investments, the City has been able to overcome these challenges. Since the June 2011 tornado, Springfield has seen more than \$4 billion worth of economic development, development that has been supported by investments made through the City's capital planning process.

Now, at the start of this new decade, it appears that the City will again be tested, as it continues to deal with the repercussions of largest infectious disease crisis in the past century. While we have come a long way in the past couple years, and with cases continuing to decline, we do not currently know the full scope of the public health and fiscal ramifications of the COVID-19 Pandemic. We do know, however, that Springfield has tried and true methods for managing challenging times, and a record of being able to strategically invest in the future, even during economic downturns.

Our planning process will also continue to identify unmet needs around the City, and develop new strategies for improving all residents' quality of life. This year's plan addresses these needs, with new investments in public safety, economic development, and our schools. For the foreseeable future, the City will continue to face considerable capital needs, which it must



address with limited resources. This plan works to address those needs, while living within the fiscal constraints the City faces.

Sincerely,

A handwritten signature in blue ink that reads "Timothy J. Plante".

Timothy J. Plante  
Chief Administrative and Financial Officer



## Capital Plan Overview

The City of Springfield’s \$1.04 billion five-year Capital Improvement Plan (CIP) is updated annually. It acts as the City’s roadmap for the acquisition, renovation or construction, of new or existing facilities and infrastructure. The CIP is implemented purposefully to address the Mayor’s five strategic priorities; public safety, education, economic vitality, healthy neighborhoods, and fiscal and operational excellence. All of these efforts are directed toward achieving the City’s mission: “To provide a high quality of life for residents, businesses, and visitors.”

The CIP document outlines major spending needs for construction and equipment acquisition projects over the next five years. It provides policymakers with a framework for financing future projects, coordinating the disparate needs of the City, and planning for future risks and demands. A capital project, according to Section 4.44.050 (A) of Springfield’s financial ordinances, is “...a facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more.”

The City develops a Capital Improvement Plan in February or March of each year. Projects are ranked in the CIP based on a quantitative analysis of eight evaluative criteria. The CIP also lists the funding required for the estimated cost of each project. High priority projects represent the City’s most immediate investment priorities. These projects will provide the highest return on investment for Springfield’s taxpayers. The goal of the CIP is to create a logical, data-driven, comprehensive, integrated, and transparent capital investment strategy that addresses infrastructure, road, sidewalk, park, land, building, equipment, technology, fleet, and other capital needs of the City.

The administration oversees all aspects of the CIP, with multiple City departments playing an integral role in its development. The Office of Administration & Finance oversees the financial aspects of the CIP’s development and maintains a record of expenses for each project. The City’s Department of Capital Asset Construction (DCAC) is responsible for the management and oversight of construction, major renovation, and repair projects involving existing City assets. The Planning and Economic Development Department manages new development or redevelopment projects. The Facilities Department also plays an integral role in capital projects by managing routine maintenance, repair, and renovations of the City’s facilities. The Department of Public Works is responsible for the repair and maintenance of City roadways, sidewalks, and flood control systems, key pieces of the City’s infrastructure.

## Funding Strategies

Projects that are included in the CIP are not guaranteed funding. The CIP is a reflection of the needs of the City, but not all of these needs can be met in a single five-year period. Due to financial constraints, the City continues to face a significant challenge in meeting all capital demands. The CIP quantifies estimated costs for all of the City’s capital needs, and facilitates the process of matching of limited resources to the City’s most high priority needs.

In past years, work on many buildings and road projects was deferred, due to budgetary constraints. More recently, the City has made a concerted effort to address these capital needs by restructuring its debt, and increasing its capacity for future debt issuances. The City is finally reaping the benefits of these efforts and has





had an increased ability to address high priority CIP projects, as evidenced by the large number of high priority projects completed over the past six years.

“Fiscal impact” is the most heavily weighted evaluative criteria used to score projects in the CIP. Practically, this weighting means that the opportunity to reduce the City’s share of a project’s cost by leveraging outside funding sources will move a project higher up on the CIP list. This allows the administration to ensure that it getting the maximum benefit per City dollar spent on capital improvement projects. This also serves to incentivize City departments to work hard to secure outside funding sources.

This strategy has proven very successful in recent years, and the City continues to leverage alternative funding sources to help reduce overall project costs. The following sources have been used to help the City fund projects listed on this and prior years’ CIPs.

- Federal and State funding – There continues to be an effort to seek federal and state funds for projects such as school rehabilitations, road and dam repairs, emergency mitigation projects, and economic development projects. Springfield has received considerable funding from:
  - Federal Emergency Management Agency (FEMA)
  - Massachusetts School Building Authority (MSBA)
  - Housing and US Department of Urban Development (HUD)
  - Massachusetts Emergency Management Agency (MEMA)
  - Federal Transportation and Highway departments (FHWA)
- Federal, State, and Private Grants –There continues to be an effort to seek grants for projects such as park rehabilitation, first responder equipment, the repair of dams, the rehabilitation of roads, and energy efficiency projects. Gaining access to grant funds will require the City to maximize the use of its grants management capabilities.
- Strategic use of Pay-As-You-Go (Pay-Go) capital funds – The Pay-Go capital account is established by Springfield’s financial ordinances. The purpose of the Pay-Go account is to fund smaller capital projects through the annual operating budget. By financial ordinance, the City is required to fund the Pay-Go account with 1.5% of the local source revenue, which was approximately \$4.2 million for FY22. These funds are used strategically to pay for emergency projects, small capital projects, and for projects that do not fulfill debt issuance requirements. Pay-Go funding also allows the City to efficiently meet required grant matches on capital projects, and has given the City the flexibility to access millions in additional grant funds
- Bond issuances – On an annual basis, the City conducts a Debt Affordability Analysis. This study monitors the factors that rating agencies and other stakeholders use to evaluate the amount of debt the City has, as well as its ability to afford new debt. This study helps City leaders make financially sound decisions about issuing new debt. This is particularly important because the City is legally required to pay for debt service before all other City expenses.
- Use of reserves or other one-time funds for certain one-time capital projects.



- Inventory analysis – By regularly taking an inventory of City assets, the City can determine the need to replace pieces of small equipment. This also ensures that departments are properly storing and maintaining important tools that are essential for their operations.
- Use of unexpended bond proceeds – On a continuing basis, the Office of Administration & Finance compiles a list of projects funded by bond proceeds in an effort to determine if there are surplus proceeds after any project has been completed. When projects are completed, meaning that all tasks are finished and all expenses have been paid, any money left in the bond account is considered an unexpended bond proceed. Unexpended bond proceeds are generally the result of changes in the scope of a project, cost savings, or higher than anticipated reimbursements from outside agencies for expenses that were initially deemed “ineligible.”

In recent years, surplus bond proceeds, usually from a project coming in under budget, were used to fund much needed projects: the Cass Street and Carew Street intersection near Mercy Hospital, the purchase of vehicles for the Fire Department, emergency repairs to Dickinson Street following a washout, the consolidated emergency communications project, improvements to the sound and lighting systems at Symphony Hall, as well as much needed repairs to sand traps at Franconia and Veterans Memorial municipal golf courses.

State law places limits on the use of unexpended bond proceeds. Any project funded by unexpended bond proceeds must have a useful life that is greater than or equal to the useful life of the project for which the debt was issued. Since most City debt is issued for building renovation or construction projects, unexpended bond proceeds are often limited for use in other building projects.

## **Debt Issuances**

In most cases, the City can only afford capital projects by spreading their costs over many years. To accomplish this, the City issues long-term bonds, repayable over a term of years related to a project’s useful life. For example, the purchase of vehicles or equipment is repaid over a term of five to ten years, whereas a construction project would be repaid over a term of twenty to thirty years.

Issuing debt to finance projects with a long useful life is also more equitable to taxpayers than paying for the entire cost of a project upfront. Today’s taxpayers should not pay the entire cost of a project that will benefit future residents. Rather, the people who benefit from the project should pay for its costs. As benefits from the investment will accrue over time, the costs should be paid over time as well.

Generally abiding by a practice to sell long-term debt every two years, depending on interest rates, the City issued long-term debt in November 2020 for \$39.5 million. The bulk of the issuance, \$31.6 million was for ongoing costs related to the replacement of Brightwood and Lincoln elementary schools. Another \$4 million was issued for the remediation and renovation of Court Square, and the remaining \$3.9 million was issued for MSBA projects for Sci-Tech, Milton Bradley and South End Middle schools.

In March 2022, the City again issued long-term debt. Making up over half of the City’s request is the replacement of DeBerry and Homer elementary schools on the site of the existing DeBerry Elementary School. Renamed the DeBerry-Swan School, this transformative project was approved by the MSBA in June 2020. The



project is expected to top \$95M, with MSBA’s reimbursement rate expected to be 80%, less any ineligible costs. In addition, the City demolished the dangerous and blighted former MCDI building, and relocated and redesigned DeBerry Park, renamed Samuel Bolden Park, both in the school’s vicinity. The recent construction of four new elementary schools represents Springfield’s largest investment in many years. Springfield has strategically created a declining debt repayment scheduled, as detailed in our FY22 Debt Affordability Study, which will allow us to layer debt for these new projects into our budget, while still allowing us to make necessary investments in other service areas, such as public safety.

### **Pay-As-You-Go Capital (Pay-go)**

According to the financial ordinances section 4.44.050 (K) of the City of Springfield, as part of its capital planning policies, shall, “*maintain net tax-financed capital improvement expenditures (pay-as-you-go) at a level of one and one-half percent of local source revenue.*” In recent years, that has worked out to about \$4.5M set aside in the City’s operating budget for pay-go capital expenses.

Because this funding comes from the operating budget, pay-go capital projects are typically lower in cost than projects funded by borrowing. This allows the City to conduct smaller, routine projects for which it would be less-than-optimal to issue debt. Pay-go is also more cost effective than borrowing, because the City does not pay interest or other borrowing expenses to use this funding source.

The City often uses pay-go funding as a source for grant matches, small capital improvements, emergency maintenance needs, or to offset one-time capital costs that are requested by Departments which do not meet the overall cost or useful life for a debt issuance. This can include technology upgrades, office furniture, or vehicle replacements. The City is proud of the financial flexibility this funding source gives the City, and it has allowed the City to take advantage of many outside funding sources.

### **School Department Funding**

The Springfield Public Schools provide considerable funding for the ongoing maintenance of School Department facilities. Although generally smaller in scale than MSBA funded Accelerated Repair Projects, these projects represent the ongoing maintenance required to keep Springfield’s schools safe, clean, and energy efficient. In FY21 these planned investments totaled over \$4M. These projects included the installation of LED lighting in multiple schools, flooring repairs, door replacements painting, and HVAC improvements.

### **Leveraging All Funding Sources Available**

High priority capital projects will continue to be financed using a combination of outside funding sources, debt, and pay-as-you-go capital. Through strategic planning and its ability to leverage outside funding opportunities, the City will continue to push forward and address its capital needs while maintaining financial sustainability and adhering to its fiscal policies.



### **Projects Completed in Fiscal Year 2022**

Capital projects in FY22 moved forward despite the rising costs of construction materials, the lack of workforce due to the COVID-19 pandemic, and the ongoing need for facility maintenance and protective measures necessary to keep our public buildings safe.

At a cost of \$82M, one of the year’s highlights was the completion of the new Brightwood/Lincoln School. Located at 255 Plainfield Street in the City’s North End, the facility will provide out students with a 21<sup>st</sup> century learning environment and positive atmosphere for students and families to thrive. The new 150,500 square-foot building replaces two neighborhood elementary schools; both were over 100 years old. The unique and economical design was done with a focus on sustainability and meeting the needs of modern learning for all of the students.

\$8.1M in bonds was sold for the purchase of new replacement vehicles and equipment necessary in order to support various City departments. Many of the vehicles being replaced have exceeded their useful life, such as light duty vehicles, including sedans and small pick-up trucks, and replacement of heavy-duty equipment, such as snow plows. Approximately 105 items were earmarked for purchase.

Another highlight was the completion of repairs to sand traps, and other course aspects, at Franconia and Veterans Memorial municipal golf courses. This represents a need that has long been on the City’s capital plan. The City’s municipal golf courses serve as an affordable source of recreation for City residents and each year the bring in revenue, which helps support the City budget. This \$1M project was completed using unexpended bond proceeds.

Necessary boiler upgrade projects were completed as part of the MSBA’s accelerated repair program. Schools receiving upgrades in FY22 include Indian Orchard and Sci-Tech. Necessary windows and door upgrades were also completed as part of MSBA’s accelerated repair program for Talmadge Elementary.

### **Breakdown of Fiscal Year 2023 Capital Requests**

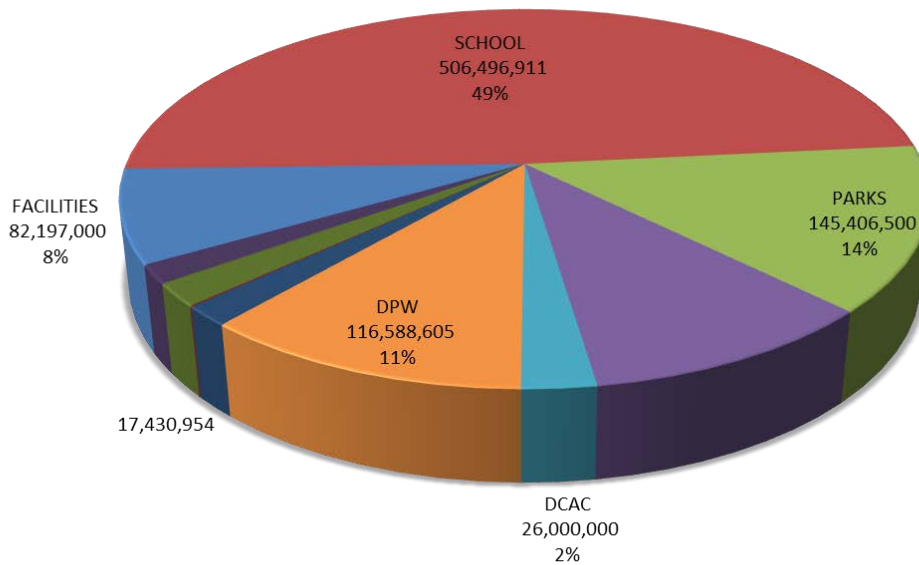
The capital plan is a fluid document that will be subject to change during the year as priorities change and additional information becomes available. This year the final submissions totaled \$1,037,582,828. The chart below shows the breakdown of the 459 projects submitted by departments by priority.

<b>Priority</b>	<b>Range</b>	<b>Number of Entries</b>	<b>FY23 Estimated Total Project Cost</b>
A	100-63	19	163,915,000
B	62-49	167	598,482,054
C	48-26	222	225,805,774
D	25-0	51	49,380,000
<b>TOTAL</b>		<b>459</b>	<b>1,037,582,828</b>



As pointed out in the FY22 Debt Affordability Study, a majority of the City’s debt is dedicated to facilities projects. That is because construction and renovation projects tend to be the most expensive. This is reflected in the CIP with the number of Schools, Facilities, and DCAC entries totaling 261 projects, accounting for \$614.7M in project costs. When a project is added to the CIP, the total estimated project cost is entered, even if the MSBA or another outside source will be contributing to the project.

### Estimated Total Project Cost





The complete FY23 Capital Improvement Plan can be found in Appendix A of this document.

## **Major Ongoing and Upcoming Projects**

### **DeBerry-Swan Elementary School Project**

Planning for another state of the art elementary school consolidation project is underway. With unwavering support from the MSBA, the City has begun the first steps of this multiyear project by commissioning a feasibility study. This project will be similar in scope to the ongoing Brightwood and Lincoln project. Both new school buildings will utilize shared spaces, in an effort to maximize efficiency, while the design also maintains the individual identities of the schools. These new construction projects ensure that the students of Springfield’s Public Schools will have access to the best learning environments possible. The City has selected the site of the existing DeBerry school property on Union Street and DeBerry Park. The topping of ceremony for the project occurred in January 2022 and construction is scheduled to be completed, with the school opening by August 2023. The old DeBerry is slated to be demolished, with a parking lot created in its place, in 2024. Closely tied to this project is the MCDI site clean-up and DeBerry Park projects. Together these three projects represent significant public investment in the Mason Square neighborhood.

### **Computer Aided Dispatch (CAD) and Records Management System**

The City is planning a consolidation of the City’s two current CAD systems onto one platform. The ability to run both Police and Fire Department dispatch communications through a consolidated system will allow for a coordinated public safety response, decreasing call processing time, the delivery time of incident-related supplemental information, and ultimately reducing emergency response time. Estimated to cost between \$3M-\$4M, the City has been working with a vendor to create an RFP and chose a vendor for the project.

## **Conclusion**

This plan is intended to provide a detailed view of the capital needs within the City of Springfield. The total estimated cost of capital requests for FY23 through FY27 is \$1.04B. The highest priority projects total \$163.9 million. Strategic financial planning is the most important factor in allowing the City to continue to fund much needed capital investments. The City continues to leverage funds from outside agencies to fund high priority projects identified in the CIP. The City of Springfield has maintained its ‘AA-’ credit rating from Standard and Poor’s (S&P), which was reaffirmed in March 2022.

Due to the City’s high bond rating, the City was able to issue \$39.5 million in Fiscal Year 2020 and \$66.2 in Fiscal Year 2022, while taking advantage of low interest rates. By leveraging funding from a variety of outside sources, the City was only responsible for slightly less than half of the costs associated with these projects.

This plan focuses on upgrading and modernizing the City’s aging infrastructure and facilities, expanding the City’s economic base, and helping to improve the City’s diverse and vibrant neighborhoods. This Capital Improvement Plan is the City’s investment roadmap for the next five years and will be strategically



implemented to provide Springfield's residents with an improved quality of life, and a more efficient and effective government.





## Appendices

### Appendix A: Capital Improvement Plan

PRIORITY	DEPT	PROJECT NAME	ESTIMATED TOTAL PROJECT COST
A	DPW	ROAD RESURFACING (AND RELATED REPAIRS I.E. SIDEWALK/DRIVEWAY) - ONGOING	20,000,000
A	DPW	FLOOD PREVENTION SYSTEM (FPS) CURTAIN DRAINS NORTHERLY SECTION	8,000,000
A	DPW	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS	2,500,000
A	DPW	GERENA/BIRNIE AVE.	2,000,000
A	DPW	FLOOD CONTROL SYSTEM MAINTENANCE	2,500,000
A	DPW	ARMORY ST LANDFILL UPGRADES	200,000
A	FACILITIES	GERENA SCHOOL - RECONSTRUCT BIRNIE AVENUE	7,000,000
A	FACILITIES	GERENA SCHOOL - 'A' TUNNEL & RAMP RENOVATIONS INTERIOR	3,500,000
A	FACILITIES	KENNEDY - SPRINKLER (CODE)	1,250,000
A	FIRE	SCBA Air Bottle Replacement	190,000
A	FIRE	Bomb Squad Equipment Replacement	250,000
A	PARKS	CITYWIDE - POND DREDGING	11,000,000
A	PARKS	FOREST PARK OUTDOOR FITNESS COURSE	250,000
A	PARKS	SOUTH BRANCH PKWY CULVERT IMPROVEMENTS	500,000





A	PARKS	VAN HORN PARK PHASE 2	1,500,000
A	POLICE	RECONSTRUCTION OF POLICE HEADQUARTERS	100,000,000
A	POLICE	UPDATE NARCOTICS RADIO CHANNEL	200,000
A	POLICE	UPDATE RADIOS AND CH 1,2,3	495,000
A	POLICE	Fleet - CRUISER REPLACEMENTS - ONGOING	2,580,000
B	DCAC	CAMPANILE AND PLAZA RESTORATION	26,000,000
B	DPW	DPW VEHICLE REPLACEMENT - NON-PUBLIC SAFETY (ONGOING)	15,549,978
B	DPW	PRIVATE WAYS - RESURFACING	10,000,000
B	DPW	FLOOD PREVENTION SYSTEM (FPS) TRASH RACK	275,000
B	DPW	VARIOUS LOCATIONS - ADA RETROFITS	2,500,000
B	DPW	CREST STREET OUTFALL OVERHAUL	750,000
B	DPW	SIDEWALK REPLACEMENT PROGRAM	15,000,000
B	DPW	NPDES PHASE II PERMIT COMPLIANCE - STORM DRAIN OUTLET TESTING	5,000,000
B	DPW	REPLACEMENT OF VEHICLES/EQUIP. - ENTERPRISE FUND - ONGOING	10,979,264
B	FACILITIES	PARENT AND COMMUNITY ENGAGEMENT (PACE) CENTER RENOVATIONS - 2020 MSBA SOI	850,000
B	FACILITIES	DUGGAN STADIUM/LANDFILL CLOSURE/RE ENGINEERING PARKING LOTS	14,000,000
B	FACILITIES	SCI-TECH DOORS AND WINDOWS - 2020 MSBA SOI	17,500,000
B	FACILITIES	KENNEDY - HAZS MAT ABATEMENT & CEILING TILES	4,600,000
B	FACILITIES	CITY HALL - PERIMETER SECURITY	1,500,000
B	FACILITIES	GERENA SCHOOL - HVAC REPLACEMENTS & UPGRADES - 2020 MSBA SOI	20,000,000



B	FACILITIES	COMMERCE - ROOF REPLACEMENT - 2020 MSBA SOI	4,500,000
B	FACILITIES	SUMNER AVE ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	SCI-TECH - CHILLERS & TOWERS	2,500,000
B	FACILITIES	SYMPHONY HALL - EMERGENCY GENERATOR	220,000
B	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FIRE ALARM SYSTEM UPDATES	9,000,000
B	FACILITIES	BALLIET ELEMENTARY - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000
B	FACILITIES	CENTRAL HIGH - CHILLERS & HVAC UPGRADES - 2020 MSBA SOI	2,500,000
B	FACILITIES	CENTRAL HIGH -BOLIERS REPLACEMENT-2020 MSBA SOI	1,500,000
B	FACILITIES	CENTRAL HIGH - DRAINAGE PARKING LOT	675,000
B	FACILITIES	CENTRAL HIGH - PAVING PARKING LOT	650,000
B	FACILITIES	CENTRAL HIGH - GYM (BLEACHERS) INT	400,000
B	FACILITIES	BALLIET ELEMENTARY - INTERIOR UPGRADES	200,000
B	FACILITIES	VAN SICKLE - ROOF REPLACEMENT - FUTURE MSBA SOI	10,000,000
B	FACILITIES	GERENA SCHOOL - WINDOWS & DOORS - 2018 MSBA SOI	7,500,000
B	FACILITIES	REBECCA JOHNSON - WINDOWS & DOORS	5,000,000
B	FACILITIES	BOLAND - ROOF REPLACEMENT - 2020 MSBA SOI	3,000,000
B	FACILITIES	WASHINGTON - WINDOWS & DOORS - 2018 MSBA SOI	2,500,000
B	FACILITIES	DORMAN - ROOF REPLACEMENT (MAIN BUILDING) - FUTURE MSBA SOI	1,500,000
B	FACILITIES	BRIDGE - ADA REQUIREMENTS 1ST FLOOR	1,500,000
B	FACILITIES	INDIAN ORCHARD ELEMENTARY - ROOF REPLACEMENT - 2020 MSBA SOI	1,500,000
B	FACILITIES	HARRIS ELEMENTARY - ROOF REPLACEMENT	1,500,000



B	FACILITIES	BRUNTON - ROOF REPLACEMENT	1,200,000
B	FACILITIES	COMMERCE HIGH CHILLERS - FUTURE MSBA	1,000,000
B	FACILITIES	GLENWOOD SCHOOL - ROOF REPLACEMENT - 2019 MSBA SOI	760,000
B	FACILITIES	CENTRAL HIGH - MOTORS, VFD, STEAM TRAPS	500,000
B	FACILITIES	LIBERTY SCHOOL - REDESIGN ADA ENTRANCES	400,000
B	FACILITIES	GERENA SCHOOL - EJECTION PUMPS	1,500,000
B	FACILITIES	GERENA SCHOOL - SEAL WALLS EXTERIOR	1,500,000
B	FACILITIES	LINCOLN SCHOOL - SPRINKLER (CODE)	75,000
B	FACILITIES	KENSINGTON - SPRINKLER (CODE)	50,000
B	FACILITIES	WHITE SCHOOL - SPRINKLER (CODE)	35,000
B	FACILITIES	CITYWIDE - HAZARDOUS WASTE SITE CLEANUPS	3,000,000
B	FACILITIES	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	600,000
B	FACILITIES	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	250,000
B	FACILITIES	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	200,000
B	FACILITIES	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	150,000
B	FACILITIES	KENNEDY - POOL REPLACEMENT AND BUILDING REPAIRS	6,000,000
B	FACILITIES	MILTON BRADLEY SCHOOL - REPLACE DECKTRON UNIT (POOL)	150,000
B	FACILITIES	POTTENGER - WINDOWS & DOORS - 2020 MSBA SOI	2,500,000



B	FIRE	REPAVING CRUMBLING APPARATUS BAY APRONS	600,000
B	FIRE	SIXTEEN ACRES FIRE STATION REPLACEMENT	17,000,000
B	FIRE	FIRE EQUIPMENT STORAGE FACILITY	1,750,000
B	LIBRARY	CENTRAL LIBRARY - PHASE II - WIRING	1,131,867
B	LIBRARY	CENTRAL LIBRARY - PHASE II	11,053,009
B	LIBRARY	CENTRAL LIBRARY - PHASE III	400,727
B	LIBRARY	FOREST PARK LIBRARY - MAIN LEVEL 2 NEW HANDICAP BATHROOMS	80,000
B	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - RENOVATION AND ADDITION/ BUILDING ACCESSABILITY	3,628,800
B	LIBRARY	MASON SQUARE - REAR VESTIBULE FAÇADE NEEDS TO BE REPLACED	45,000
B	LIBRARY	FOREST PARK LIBRARY- RENOVATE COMMUNITY ROOM	35,000
B	LIBRARY	CENTRAL LIBRARY - REPLACE WORN CARPETING THROUGHOUT THE BUILDING	164,551
B	PARKS	FOUNTAIN LAKE DAM - REPAIR	1,500,000
B	PARKS	PORTER LAKE DAM - REPAIR	1,500,000
B	PARKS	WESSON PARK	750,000
B	PARKS	FOREST PARK NEIGHBORHOOD EROSION & MAIN GREETING ROAD CULVERT	3,000,000
B	PARKS	OLD FIRST CHURCH FEASIBILITY STUDY (CPA '19)	120,000
B	PARKS	FOREST PARK ROADWAYS	950,000
B	PARKS	UPGRADES TO ALL CITY PARKS FOR UNIVERSAL ACCESSIBILITY	750,000
B	PARKS	DISTRICT AND GOLF COURSE MAINTENANCE BUILDINGS	3,500,000
B	PARKS	ZOO IMPROVEMENTS	2,000,000
B	PARKS	ANGELINA PARK (CPA '19)	100,000



B	PARKS	FOREST PARK PICNIC PAVILION	250,000
B	PARKS	HORTICULTURAL CENTER/BOTANICAL GARDEN	7,000,000
B	PARKS	CITYWIDE - LIGHTING AND SECURITY CAMERA	1,500,000
B	PARKS	REPLACEMENT OF MAINTENANCE EQUIPMENT	2,000,000
B	PARKS	FOREST PARK - AQUATIC GARDENS AND FERN GROVE RESTORATION	1,200,000
B	PARKS	FOREST PARK - COMFORT SHELTER/DROP-IN CENTER	1,000,000
B	PARKS	UPDATE STREET TREE INVENTORY AND TREE REPLACEMENT PROGRAM	750,000
B	PARKS	FOREST PARK - TRAIL RENOVATIONS	750,000
B	PARKS	VETERAN'S GOLF COURSE IMPROVEMENTS	3,500,000
B	PARKS	FRANCONIA GOLF COURSE IMPROVEMENTS	1,200,000
B	PARKS	HABITAT MANAGEMENT	1,000,000
B	PARKS	TREE NURSERY	500,000
B	PARKS	CHICOPEE RIVER WATERFRONT (INDIAN ORCHARD)	500,000
B	PARKS	GREENLEAF PARK	2,500,000
B	PARKS	UPGRADE PARK/ SCHOOL ATHLETIC FIELDS	3,000,000
B	PARKS	CAMP STAR ANGELINA REDEVELOPMENT	1,750,000
B	PARKS	FIVE MILE POND PARK - PHASE 1	1,500,000
B	PARKS	CITYWIDE - SPLASH PAD REPLACEMENT (CITY UPGRADES)	1,000,000
B	PARKS	COURT SQUARE - SIDEWALK UPGRADES/REPAIRS	750,000
B	PARKS	STONE HOUSE	500,000
B	PARKS	WALKER GRANDSTAND RENOVATION (CPA)	2,000,000



B	PARKS	BRECKWOOD POND DAM - REPAIR	1,500,000
B	PARKS	FOREST PARK MAGAWISKA RD STABILITY AND DRAINAGE	800,000
B	PARKS	FOREST PARK - LOOP TRAIL	500,000
B	PARKS	BLUNT PARK - PHASE II BIKEWAY/WALKWAY & PARK IMPROVEMENTS	2,000,000
B	PARKS	NORTH RIVERFRONT PARK BOAT HOUSE	2,035,000
B	PARKS	CITYWIDE - REPLACEMENT PLAYGROUND EQUIPMENT	1,200,000
B	PARKS	CITYWIDE - BASKETBALL COURT IMPROVEMENTS	1,200,000
B	PARKS	TRIANGLE/TERRACE RESTORATIONS	750,000
B	PARKS	ALDEN STREET PARK	750,000
B	PARKS	ACQUIRE MARGINAL LOTS VIA TAX TITLE PROCESS	500,000
B	PARKS	CITYWIDE - TENNIS COURTS	200,000
B	POLICE	RADIO REPAIR - MICROWAVE LINKS KILEY,	300,000
B	POLICE	EXPAND SHOTSPOTTER	65,000
B	POLICE	BLDG - SEPARATE AIR HANDLER FOR GARAGE	250,000
B	POLICE	IT - COMPUTERS	68,000
B	POLICE	Supply - BALLISTIC VEST REPLACEMENT	240,000
B	POLICE	RADIO REPAIR - MOTOROLA - RADIOS	105,000
B	POLICE	RADIO REPAIR - MOTOROLA - REPLACEMENT PARTS	70,000
B	POLICE	IT - INCREASE CAMERAS AROUND CITY	145,000
B	POLICE	IT - CARD ACCESS READER	50,000
B	POLICE	Academy - AED REPLACEMENTS	80,000



B	POLICE	CA - ANALYST NOTEBOOK	50,000
B	POLICE	IT - FIXED LPR SAT 5 ACCESS POINTS AND CAMERAS	120,000
B	POLICE	IT - ANALOG CAMERAS TO DIGITAL & STORAGE	60,858
B	POLICE	RAID VAN	50,000
B	POLICE	BLDG - FEMALE LOCKERS	50,000
B	SEC	Windows for SEC Building	300,000
B	SEC	RECONFIGURATION OF SEC BACKUP SITE	300,000
B	SEC	Adequate Site Security	400,000
B	FACILITIES	BALLIET MIDDLE- ESCO	2,000,000
B	FACILITIES	BOWLES ELEMENTARY-ESCO	2,000,000
B	FACILITIES	GLENWOOD ELEMENTARY- ESCO	2,000,000
B	FACILITIES	GLICKMAN ELEMENTARY- ESCO	2,000,000
B	FACILITIES	KENSINGTON ELEMENTARY- ESCO	2,000,000
B	FACILITIES	LINCOLN (SPDM)-ESCO	2,000,000
B	FACILITIES	POTTENGER ELEMENTARY- ESCO	2,000,000
B	FACILITIES	SPDH- ESCO	2,000,000
B	FACILITIES	WALSH ELEMENTARY- ESCO	2,000,000
B	FACILITIES	WARNER ELEMENTARY- ESCO	2,000,000
B	FACILITIES	WASHINGTON ELEMENTARY- ESCO	2,000,000
B	FACILITIES	WHITE ST SCHOOL ESCO	2,000,000
B	FACILITIES	BALLIET ELEMENTARY - ESCO	2,000,000



B	FACILITIES	WHITE ST./ KENSINGTON AVE ELEM. REPLACEMENT MSBA	100,000,000
B	FACILITIES	WASHINGTON ELEMENTARY REPLACEMENT MSBA	100,000,000
B	FACILITIES	SCI-TECH POWER PLANT RETROFIT	2,000,000
B	PARKS	BARNEY CARRIAGE HOUSE REPAIRS	1,500,000
B	PARKS	CITY-WIDE TREE PLANTING (INCLUDING SET BACK PLANTINGS)	2,500,000
B	PARKS	CITY-WIDE PARK WOODLAND CLEAN UP OVERGROWTH IN ABUTTER YARDS	4,000,000
B	PARKS	BIKE & SKATE PARK	2,500,000
B	PARKS	MAGAZINE PARK	1,200,000
B	PARKS	NORTH RIVERFRONT PARK EXPANSION	1,500,000
B	PARKS	UPPER VAN HORN DAM (PHASE 2)	2,000,000
B	PARKS	PECOUSIC BROOK (FOREST PARK)	1,500,000
B	PARKS	CITY-WIDE WOODLAND DEBRIS CLEANUP	10,000,000
B	PARKS	WESTMINSTER PARK (PHASE 2)	30,000
B	PARKS	LOON POND PHASE 2	1,500,000
B	PARKS	FLORENTINE GARDENS TERRACE AND FOUNTAIN (CPA '22)	250,000
B	PARKS	BAY PATH CEMETERY (CPA '22)	250,000
B	PARKS	SPANISH AMERICAN WAR MEMORIAL MONUMENT	250,000
B	PARKS	COLONY HILL TERRACE PHASE 2	90,000
B	PARKS	DOG PARK PHASE 2	1,200,000
B	PARKS	VENTURE POND PHASE 2	200,000
B	PARKS	BARROWS PARK	300,000





B	PARKS	FRANCONIA & VETERANS GOLF COURSE CLUBHOUSES	3,000,000
B	ECO DEV	MAIN STREET/CONVENTION CENTER/COURT SQUARE DISTRICT IMPROVEMENTS	5,000,000
B	ECO DEV	CHESTNUT STREET TWO-WAY CONVERSION/APREMONT TRIANGLE PLAN	6,600,000
B	FIRE	Fire Hose Replacement	125,000
B	FIRE	Station Gym Equipment Replacement	120,000
C	DPW	TRAFFIC SIGNAL INSTALLATIONS AT VARIOUS LOCATIONS	1,000,000
C	DPW	TRAFFIC SIGNAL BETTERMENTS AT VARIOUS LOCATIONS	500,000
C	DPW	STORMWATER OUTFALL IMPROVEMENTS	4,000,000
C	DPW	SIGNAL UPGRADES WITH FLASHING YELLOW ARROWS AT VARIOUS LOCATIONS	1,250,000
C	DPW	NEW INVERTERS FOR THE TRAFFIC TRUCKS	30,000
C	DPW	STORMWATER INFRASTRUCTURE REPAIRS	375,000
C	DPW	VEHICLE AND EQUIPMENT STORAGE	10,000,000
C	DPW	TRASH BARREL REPLACEMENTS (ONGOING)	3,000,000
C	DPW	VAC TRUCK BONDIS ISLAND	300,000
C	DPW	PORTABLE WIRELESS VEHICLE LIFT SYSTEMS (2 SETS, 4 COLUMNS PER SET)	83,380
C	DPW	LEACHATE REMOVAL IMPROVEMENTS	200,000
C	DPW	GARAGE FLOOR RECOATING	376,470
C	DPW	BOBCAT FOR BONDI ISLAND	69,513
C	DPW	SAND SHED FOR WINTER OPERATIONS	50,000
C	FACILITIES	HARRIS ELEMENTARY - WINDOWS AND DOORS - FUTURE MSBA SOI	3,000,000
C	FACILITIES	REBECCA JOHNSON CONTROLS AND ROOF TOP UNITS - 2020 MSBA SOI	2,000,000



C	FACILITIES	DEBERRY SURING UP	800,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY BOILERS, PUMPS, AND CHILLER - 2020 MSBA SOI	600,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) -UST REMOVAL	1,350,000
C	FACILITIES	CITY HALL - EMERGENCY GENERATOR	225,000
C	FACILITIES	VARIOUS LOCATIONS (MUNICIPAL) - UST REMOVAL	150,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - ROOF REPLACEMENT	300,000
C	FACILITIES	DUGGAN FULL RENNOVATION	10,000,000
C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - ROOF	3,500,000
C	FACILITIES	CITY HALL - ESPLANADE RESTORATION	500,000
C	FACILITIES	SCI-TECH - GYM REPAIRS - BLEACHERS, ROOF DRAINS, FLOOR	320,000
C	FACILITIES	FIRE HEADQUARTERS - PARKING LOT REPAIRS	300,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS - PHASE I	180,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- PARKING LOT	150,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - PARKING LOT	135,000
C	FACILITIES	CITY HALL ANNEX - FLOORING	75,000
C	FACILITIES	DPW OFFICE CENTER - MOTORS ANND VFDS	55,000
C	FACILITIES	CITY HALL ANNEX - RENOVATE	5,000,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SECURITY IMPROVEMENTS	5,000,000
C	FACILITIES	FIRE ALARM BUILDING - COMPLETE RENOVATION	1,500,000
C	FACILITIES	MILTON BRADLEY ELEMENTARY SCHOOL - REPLACE (5) BURNHAM BOILERS, PUMPS AND CHILLER	1,500,000
C	FACILITIES	SPFLD HIGH SCHOOL OF SCIENCE & TECHNOLOGY - REPLACE ADVANCED EMS	1,442,202



C	FACILITIES	REBECCA JOHNSON ELEMENTARY SCHOOL - REPLACE ADVANCED EMS	1,400,000
C	FACILITIES	FIRE REPAIR BUILDING - COMPLETE RENOVATION	1,250,000
C	FACILITIES	GERMAN GERENA COMMUNITY ELEMENTARY SCHOOL - REPLACE 3 CHILLERS	1,189,791
C	FACILITIES	DEBERRY - DROP CEILING INSTALLATION PROGRAM	800,000
C	FACILITIES	SCI-TECH ELEVATOR UPGRADES	750,000
C	FACILITIES	FIRE HEADQUARTERS - NEW ROOF	400,000
C	FACILITIES	DUGGAN MIDDLE SCHOOL ELEVATOR UPGRADE	250,000
C	FACILITIES	WHITE SCHOOL - INSTALL DROP CEILING	200,000
C	FACILITIES	BRUNTON - DROP CEILING INSTALLATION PROGRAM	35,000
C	FACILITIES	WHITE STREET FIRE STATION -	45,000
C	FACILITIES	SCI TECH	1,000,000
C	FACILITIES	INDIAN ORCHARD ELEMENTRY HVAC	1,268,306
C	FACILITIES	CITY HALL - WINDOW REPLACEMENT AND REPAIRS TO LEADED WINDOWS	6,250,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - FLOOR VAT MASTIC ABATEMENT	5,000,000
C	FACILITIES	DPW OFFICE CENTER - NEW ROOF	3,500,000
C	FACILITIES	WARNER - REPLACEMENT OF FLOOR TILES	440,000
C	FACILITIES	DPW E-BUILDING - NEW ROOF	150,000
C	FACILITIES	WASHINGTON - CEILING REPLACEMENT	60,000
C	FACILITIES	ESCO PHASE III	7,500,000
C	FACILITIES	BOLAND - HVAC SYSTEM	2,000,000
C	FACILITIES	CHESTNUT - HEATING SYSTEM	1,750,000



C	FACILITIES	SPRINGFIELD CENTRAL HIGH SCHOOL - REPLACE 2 BOILERS	1,000,000
C	FACILITIES	HIGH SCHOOL OF COMMERCE - REPLACE 2 CHILLERS	800,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - NEW PARKING LOT	300,000
C	FACILITIES	MASON SQ. BRANCH - PARKING LOT REPAIRS	250,000
C	FACILITIES	EARLY CHILDHOOD CENTER - REPLACE 3 ROOF TOP UNITS	200,000
C	FACILITIES	PINE POINT LIBRARY - PARKING LOT REPAIRS	175,000
C	FACILITIES	REBECCA JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	160,000
C	FACILITIES	EAST SPRINGFIELD BRANCH LIBRARY - HVAC UPGRADES	120,000
C	FACILITIES	LINCOLN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	DORMAN ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	KENSINGTON ELEMENTARY SCHOOL - REPLACE ELECTRICAL SERVICE	120,000
C	FACILITIES	SYMPHONY HALL - EXTERIOR	2,000,000
C	FACILITIES	CITY WIDE - ENERGY LANDSCAPE EFFICIENT DESIGN	1,500,000
C	FACILITIES	KENNEDY - BATHROOM REPLACEMENT	1,400,000
C	FACILITIES	GLENWOOD - BATHROOM RENOVATIONS	800,000
C	FACILITIES	KENSINGTON - BATHROOM REPLACEMENT	800,000
C	FACILITIES	WARNER - PARKING LOT REDESIGN	700,000
C	FACILITIES	BEAL - BATHROOM RENOVATION	500,000
C	FACILITIES	LIBERTY - BATHROOM REPLACEMENT	500,000
C	FACILITIES	DORMAN - BATHROOM RENOVATIONS	400,000
C	FACILITIES	FREEDMAN - BATHROOM RENOVATION	360,000



C	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - PLAYScape	300,000
C	FACILITIES	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	250,000
C	FACILITIES	ELLS - BATHROOM UPGRADE	210,000
C	FACILITIES	GLICKMAN - BATHROOM PARTITIONS	120,000
C	FACILITIES	CITY HALL - RESTORE SCONCES ON CITY HALL AND THE CAMPANILE	100,000
C	FACILITIES	CITY HALL - REMOVE STAINING	30,000
C	FACILITIES	DEBERRY - CREATE FOUR STUDENT BATHROOMS	1,600,000
C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - HEATING RENOVATIONS	150,000
C	FACILITIES	SCI-TECH REPLACE ROOF UNIT SERVING MAIN OFFICE	100,000
C	FACILITIES	FIRE REPAIR BUILDING - NEW GENERATOR	50,000
C	FACILITIES	GERENA SCHOOL - 'C' TUNNEL AND RAILROAD BRIDGE	5,500,000
C	FACILITIES	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	1,800,000
C	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PROPERTY CONDITION ASSESSMENTS	1,750,000
C	FACILITIES	CITY HALL ANNEX - WINDOWS	1,500,000
C	FACILITIES	CITY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	SYMPHONY HALL - BRICK REGROUT	1,000,000
C	FACILITIES	CARRIAGE HOUSE - MAJOR REPAIRS (CPA)	350,000
C	FACILITIES	BALLIET ELEMENTARY - CREATE OUTDOOR PLAYScape AREA	250,000
C	FACILITIES	CITY HALL ANNEX - EXTERIOR MASONRY	250,000
C	FACILITIES	KILEY - ADVANCED EMS	200,000
C	FACILITIES	CITY HALL - WINDOWS	100,000



C	FACILITIES	FIRE HEADQUARTERS - REPLACE GENERATOR	100,000
C	FACILITIES	GLICKMAN - ADVANCED EMS	90,000
C	FACILITIES	CITY HALL- COUNCIL CHAMBERS	55,000
C	FACILITIES	SCI-TECH - ADVANCED EMS	45,000
C	FACILITIES	CITY HALL- HVAC	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR WALLS	35,000
C	FACILITIES	SYMPHONY HALL - INTERIOR LIGHTING	30,000
C	FACILITIES	CITY HALL ANNEX - REAR SIDEWALK	22,000
C	FACILITIES	HARRIS SCHOOL	1,268,306
C	FACILITIES	CENTRAL	1,268,306
C	FACILITIES	DPW GARAGE - VEHICLE EXHAUST SYSTEM	500,000
C	FACILITIES	WARNER - DRYWELLS BY FRONT AND BACK	225,000
C	FACILITIES	SOUTH END MIDDLE - ASBESTOS PLASTER ABATEMENT	4,250,000
C	FACILITIES	DPW OFFICE CENTER - HVAC UPGRADES	1,500,000
C	FACILITIES	KENSINGTON - ASBESTOS PLASTER ABATEMENT	750,000
C	FACILITIES	WALSH - ASBESTOS PLASTER ABATEMENT	700,000
C	FACILITIES	DPW GARAGE - HVAC UPGRADES	500,000
C	FACILITIES	MASON SQ. FIRE STATION - WINDOWS	125,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- WINDOWS	75,000
C	FACILITIES	SIXTEEN ACRES FIRE STATION - WINDOWS	40,000
C	FACILITIES	FIRST MEETING HOUSE PARISH - RENOVATE	6,500,000



C	FACILITIES	FIRST MEETING HOUSE SANCTUARY - RENOVATE	3,000,000
C	FACILITIES	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	750,000
C	FACILITIES	DORMAN - ELECTRICAL UPGRADES	400,000
C	FACILITIES	BEAL - ELECTRICAL PANELS	300,000
C	FACILITIES	FACILITIES ADMIN - PARKING LOT REPAVING	250,000
C	FACILITIES	BOWLES - ADVANCED EMS	55,000
C	FACILITIES	FACILITIES ADMIN -PERIMETER SECURITY	45,000
C	FACILITIES	MILTON BRADLEY - WINDOWS & DOORS	12,500,000
C	FACILITIES	BRIDGE - WINDOWS AND DOORS REPLACEMENT	650,000
C	FACILITIES	CITY HALL, SYMPHONY HALL - BRONZE DOORS RESTORATION	500,000
C	FACILITIES	BRUNTON - POD AIR HANDLER UNITS & CONDENSORS	400,000
C	FACILITIES	DRYDEN - PARKING LOT PAVING/EXTENSION	250,000
C	FACILITIES	HARRIS ELEMENTARY - BATHROOM PARTITIONS	300,000
C	FACILITIES	COMMERCE - ADVANCED EMS	1,600,000
C	FACILITIES	FREEDMAN - EXTERIOR GROUNDS UPGRADES	700,000
C	FACILITIES	CHESTNUT - INTERIOR COUNTRYARD REPAIRS	600,000
C	FACILITIES	FACILITIES ADMIN - BOILERS & PUMPS	250,000
C	FACILITIES	FACILITIES ADMIN - ADVANCED EMS	65,000
C	FACILITIES	SCI-TECH - BATHROOM PARTITIONS	2,400,000
C	FACILITIES	VAN SICKLE - REPLACE BATHROOM PARTITIONS	1,800,000
C	FACILITIES	WARNER - REPLACE BATHROOM PARTITIONS	400,000



C	FACILITIES	SPRINGFIELD MUNICIPAL OPS CENTER (DPW TAPLEY) - GARAGE	300,000
C	FACILITIES	COMMERCE - BATHROOM/WATER-FOUNTAINS	200,000
C	FACILITIES	SPS BERKSHIRE - BATHROOM PARTITION	135,000
C	FACILITIES	INDIAN ORCHARD - BATHROOM TILE	120,000
C	FACILITIES	REBECCA JOHNSON - EXTERIOR DRAINAGE SYSTEM - PLAY AREA	120,000
C	FACILITIES	DPW OFFICE CENTER - RENOVATION OF FIRST FLOOR	4,000,000
C	FACILITIES	FOREST PARK LIBRARY - HVAC	120,000
C	FACILITIES	LINCOLN - PARKING LOT & GROUNDS REPAIRS	600,000
C	FACILITIES	GERENA SCHOOL - NEW ROOF AT "A" & "D" BUILDINGS	1,100,000
C	FACILITIES	N.MAIN ST. FIRE STATION - NEW ROOF	175,000
C	FACILITIES	INDIAN ORCHARD FIRE STATION- NEW ROOF	100,000
C	FACILITIES	FIRE ALARM BUILDING - NEW ROOF	85,000
C	FACILITIES	FACILITIES ADMIN - BUILDING B RENOVATIONS	1,250,000
C	FACILITIES	MILTON BRADLEY - INTERIOR & BATHROOM UPGRADES	240,000
C	FACILITIES	LYNCH - BATHROOM RENOVATIONS	120,000
C	LIBRARY	REPLACE OUTDOOR BOOK DROPS AT BRIGHTWOOD, EXPRESS LIBRARY AT PINE POINT AND EAST SPRINGFIELD BRANCH LIBRARIES	30,000
C	LIBRARY	ALL BRANCHES - ELECTRICAL OUTLETS ACCOMMODATE LAPTOPS	60,000
C	LIBRARY	SIXTEEN ACRES; EAST SPFLD; INDIAN ORCH - REPLACE PHONE SYSTEM	50,000
C	LIBRARY	MASON SQUARE - REPAVE PARKING LOT	62,000
C	LIBRARY	FOREST PARK LIBRARY - WINDOW REPLACEMENT	400,000





C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - WINDOW REPLACEMENT	65,000
C	LIBRARY	EAST SPRINGFIELD BRANCH LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - CENTRAL AIR CONDITIONING	45,000
C	LIBRARY	FOREST PARK LIBRARY - REPLACE LIGHTING AND CEILING RENOVATION	85,000
C	LIBRARY	FOREST PARK LIBRARY - CIRCULATION DESK	50,000
C	PARKS	CONSTRUCTION OF A NEW DRIVING RANGE	2,000,000
C	PARKS	FOREST PARK - BOWLES FOUNTAIN RESTORATION	400,000
C	PARKS	GREENLEAF PARK TRAFFIC SIGNAL / FRONT ENTRANCE	2,500,000
C	PARKS	MEADOW BROOK RAVINE RESTORATION	1,500,000
C	PARKS	SOUTH BRANCH PARKWAY (GUNNERY SERGEANT THOMAS J. SULLIVAN	750,000
C	PARKS	MCKNIGHT GLEN IMPROVEMENTS	500,000
C	PARKS	FORESTRY	500,000
C	PARKS	GODFREY TRIANGLE	300,000
C	PARKS	VACANT LOT IMPROVEMENTS - SIX CORNERS (CPA)	250,000
C	PARKS	DUGGAN PARK	4,500,000
C	PARKS	HUBBARD PARK	750,000
C	PARKS	PARK SIGNAGE PROGRAM AND REPLACEMENT PROJECT	600,000
C	PARKS	MYRTLE STREET PARK	500,000
C	PARKS	MARSHALL ROY PARK	501,500
C	PARKS	CYR ARENA - NEW ROOF	200,000
C	PARKS	FOREST PARK MUSEUM AND COMMUNITY SPACE (CPA)	1,200,000



C	PARKS	FOREST PARK - DR. SEUSS TRAIL	1,200,000
C	PARKS	MERRICK PARK PEDESTRIAN WALKWAYS	500,000
C	PARKS	HENNESSEY PARK (CPA)	350,000
C	PARKS	FOREST PARK - AMPHITHEATER	750,000
C	PARKS	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	250,000
C	PARKS	SURVEY OF PLAYGROUNDS	50,000
C	PARKS	FOREST PARK - DUCK POND OUTLETS IMPROVEMENTS	1,000,000
C	PARKS	CRAFTSMEN CORNER AND ICIE JONES REALTY (FIVE MILE POND) PURCHASE	750,000
C	PARKS	FOREST PARK - ZOO DRAINAGE REPAIR	500,000
C	PARKS	CITY CEMETARIES	400,000
C	PARKS	CAMP WILDER PARK AND QUARRY POND	300,000
C	PARKS	NEAL PARK (SOLUTIA)	2,000,000
C	PARKS	FREEDMAN SCHOOL - PARK DESIGN AND CONSTRUCTION	750,000
C	PARKS	VETRANS GOLF COURSE ROOF	75,000
C	PARKS	CITYWIDE BASEBALL FIELD REPAIR. REDO INFIELDS	1,500,000
C	PARKS	GORDON BILL PARK	550,000
C	PARKS	ADAMS PARK	500,000
C	PARKS	CALHOUN PARK	500,000
C	PARKS	CYR ARENA - DASHBOARDS AND GLASS	300,000
C	PARKS	EMILY BILL PARK/ BUILDING	650,000
C	PARKS	DEBERRY PARK	1,500,000



C	PARKS	COTTAGE HILL PARK	1,200,000
C	PARKS	JAIME ULLOA PARK - PHASE 2	1,200,000
C	PARKS	BEAUREGARD & SCHIAVINA MEMORIAL PARK - PHASE 2	850,000
C	PARKS	DONNA BLAKE PARK	750,000
C	PARKS	HARRIET TUBMAN PARK	500,000
C	PARKS	FOREST PARK MAINTENANCE BUILDING	450,000
C	PARKS	GERRISH PARK	200,000
C	PARKS	ADVANCED ENTRY SYSTEM	1,500,000
C	PARKS	CAMEROTA PROPERTY (FIVE MILE POND) PURCHASE	2,000,000
C	PARKS	NEW MUSIC SHELL, FOR CONCERTS IN THE PARK.	105,000
C	POLICE	ESU - TRU BEAR CAT	317,000
C	POLICE	DB - FURNITURE	100,000
C	POLICE	IT - MICROSOFT EXCHANGE LICENSES	77,000
C	POLICE	BLDG - 130 PEARL ST. UPPER PARKING LOT IMPROVEMENTS	80,000
C	POLICE	Radio - NICE LOG RECORDER - PHASE 2	250,000
C	POLICE	Radio - VOIP MIGRATION	25,000
C	PARKS	GATEWAY ENTRANCE PROGRAM	1,500,000
C	ECO DEV	FORMER INDIAN ORCHARD FIRE STATION NEIGHBORHOOD REDEVELOPMENT	5,000,000
D	FACILITIES	GAR HALL - RENOVATE	4,000,000
D	FACILITIES	SIXTEEN ACRES FIRE STATION - INTERIOR RENOVATIONS	750,000
D	FACILITIES	SCI-TECH - EXTERIOR POINTING	500,000



D	FACILITIES	FIRE HEADQUARTERS - WINDOWS	150,000
D	FACILITIES	MILTON BRADLEY - OUTDOOR PARK AREA - UNION STREET	1,200,000
D	FACILITIES	WHITE SCHOOL - BATHROOM REPLACEMENT	800,000
D	FACILITIES	POTTENGER - REPAVE PARKING LOT/SIDEWALK	500,000
D	FACILITIES	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	320,000
D	FACILITIES	BRIDGE - REPAVE PARKING LOT	320,000
D	FACILITIES	GLICKMAN - EXTERIOR PARKING LOT REPAIRS	260,000
D	FACILITIES	BALLIET ELEMENTARY - HVAC	250,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	250,000
D	FACILITIES	VARIOUS LOCATIONS (MUNICIPALS) - SMALL EQUIPMENT REPLACEMENT SCHEDULE	200,000
D	FACILITIES	BEAL - CLASSROOM CABINETRY	160,000
D	FACILITIES	BEAL - REPAVE PARKING LOT	150,000
D	FACILITIES	HOMER - REPAVE DRIVEWAY	140,000
D	FACILITIES	FIRST MEETING HOUSE SANCTUARY - EXTERIOR PAINTING	120,000
D	FACILITIES	BRUNTON - PLAY GROUND EQUIPMENT / NEW PLAYSCAPE	85,000
D	FACILITIES	DPW GARAGE - NEW OVERHEAD DOORS	65,000
D	FACILITIES	BEAL - REPLACE PORTABLE CR'S	5,000,000
D	FACILITIES	HARRIS ELEMENTARY - ADD ADDITIONAL PARKING	4,000,000
D	FACILITIES	BOWLES - ADD ADDITIONAL PARKING	400,000
D	FACILITIES	BRUNTON - QUAD PARTITIONS	180,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - UPDATE THEATRES	2,800,000



D	FACILITIES	SCI-TECH - STEAM TRAPS	1,700,000
D	FACILITIES	KENNEDY - FLOOR TILE REPLACEMENT VCT	800,000
D	FACILITIES	VAN SICKLE - REPLACE FLOOR AND CARPET	720,000
D	FACILITIES	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	320,000
D	FACILITIES	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	180,000
D	FACILITIES	WASHINGTON - FLOOR TILE REPLACEMENT	150,000
D	FACILITIES	BRIDGE - FLOOR TILE REPLACEMENT	120,000
D	FACILITIES	ELLS - REPLACE TILE	85,000
D	FACILITIES	BALLIET ELEMENTARY - STEAM TRAPS	75,000
D	FACILITIES	CITY HALL - STEAM TRAPS, FITTING INSTULATION	35,000
D	FACILITIES	COMMERCE - STEAM TRAPS	35,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - TSI/SURFACING MATERIALS ABATEMENT	7,500,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - CLOCK/INTERCOM	2,200,000
D	FACILITIES	VARIOUS LOCATIONS (SCHOOL) - PAINTING PROJECTS	1,000,000
D	FACILITIES	FOREST PARK LIBRARY - BUILD OUT SHELL SECTION	400,000
D	FACILITIES	BRIDGE - INTERIOR RENOVATIONS	80,000
D	FACILITIES	CHESTNUT - REPLACE STAGE CURTAINS	60,000
D	FACILITIES	DPW OFFICE CENTER - RENOVATION OF SECOND FLOOR	8,000,000
D	FACILITIES	FIRE ALARM BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FIRE REPAIR BUILDING - EXTERIOR REPAIRS	60,000
D	FACILITIES	FACILITIES ADMIN - BUILDING A RENOVATIONS	900,000



D	FACILITIES	DPW E-BUILDING - INTERIOR RENOVATIONS	500,000
D	FACILITIES	TALMADGE - CONSTRUCTION OF RESTROOM AREAS - FACULTY	400,000
D	PARKS	FORESTRY DIVISION OFFICE	450,000
D	PARKS	ATWATER - FOUNTAIN	550,000
D	PARKS	GUNN SQUARE PARK (CPA)	300,000
D	DPW	TRUCK SCALE	100,000



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## Appendix B: Capital Improvement Process

### Capital Improvement Process

Departments submit capital requests to the Office of Administration & Finance 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 Administration & Finance 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 FY23 planning process the Committee members included:

- Chief Administrative and Financial Officer – Timothy J. Plante
- Deputy Chief Administrative and Financial Officer – Lindsay Hackett
- Budget Director – Melanie Acobe
- 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 – Timothy Sheehan
- Deputy Director of Economic Development – Brian Connors
- Capital Improvement Analyst – Erin Hand

The Capital Improvement Committee reviews each submission. After appropriate review and consideration, the committee establishes project priorities giving quantitative measures of need and justification as established by the rating department and reviewed by the committee.

**Criteria** - Each project is ranked on eight criteria:

- Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are there funding sources other than the general fund for this project?
- Impacts on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?





- Promotion of Economic growth – How significant of an impact is the project to economic development?
- Legal obligations and mandates – Does the project improve compliance with federal law, state law, or local ordinance?
- Operation and maintenance impact - Is the asset currently broken and in need of immediate replacement?
- Relationship to other projects/coordination - If the project is a multi-year project, have prior phases been previously conducted?
- Resiliency improvement and resolution – What does the project do for vulnerable populations or in the wake of chronic stress or an acute shock?
- Public perception of need – What is the awareness level of need for the project and who requested it?

FY22 Capital Improvement Criteria
Criteria 1 - Project Funding / Fiscal Impact - 25%
Criteria 2 - Impact On Service To The Public - 15%
Criteria 3 - Promotes Economic Development - 15%
Criteria 4 - Legal Obligations And Mandates - 15%
Criteria 5 - Operation and Maintenance Impact - 10%
Criteria 6 - Relationship to Other Projects/Coordination - 10%
Criteria 7 - Resiliency Improvement and Resolution - 5%
Criteria 8 - Public Perception of Need - 5%

Each criterion above receives a different weight as seen in Appendix C. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital plan is intended to be a fluid document that will be subject to change each year as priorities change and additional information becomes available. All final requests approved by the Capital Improvement Committee will be submitted for final review and approval to the Mayor and the City Council.

**Appendix C: Rating Criteria**

**CRITERIA 1 – OVERALL FISCAL IMPACT**

**Weight: 5**

Rationale: Limited resources exist for competing projects. This requires that each project’s full impact on the City’s budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.



Considerations: Ratings for this factor will consider these major points:

- A. Capital cost of the project relative to all other project requests.
- B. Impact of the project on City operating costs and personnel levels.
- C. Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- D. Impact on the City’s tax revenue or fee revenue.
- E. Will external funding be lost should the project be delayed?

Illustrative Ratings:

Criteria 1 - Project Funding / Fiscal Impact - 25%
5 - Less than 10% City funding
4 - Less than 30% City funding
3 - Less than 50% City funding
2 - More than 50% City funding, decreases operating costs
1 - More than 50% City funding, operating costs remain the same
0 - More than 50% City funding, increases operating costs

**CRITERIA 2 – IMPACT ON SERVICE TO THE PUBLIC**

**Weight: 3**

Rationale: Consideration will be given to capital projects that address health, safety, accreditation or maintenance issues as well as those that improve the services provided by a department. Service is broadly defined, as are the City’s objectives in meeting the health, safety or accreditation needs of our residents and/or improved operations of an existing department.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project focuses on a service that is currently a “high priority” public need.
- B. Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- C. Whether the service is already being provided by existing agencies.

Illustrative Ratings:

Criteria 2 - Impact On Service To The Public - 15%
5 - Project would address an immediate public health or safety need
4 - Project would improve service and addresses a public health or safety need
3 - Project would improve service to meet current desired goals
2 - Project would address deficiencies or problems with existing services; would establish new service
1 - Project would maintain existing standard of service
0 - Project not related to maintaining an existing standard of service



**CRITERIA 3 – PROMOTES ECONOMIC DEVELOPMENT**

**Weight: 3**

Rationale: Some projects offer a regional, citywide, or neighborhood benefit, enticing home buyers and business owners by making the City an attractive place to live or work. Criteria 3 assesses projects based on the impact to the City’s economic development efforts.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project enhances the City’s economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs.

Illustrative Rating:

Criteria 3 - Promotes Economic Development - 15%
5 - Significant regional benefit
4 - Citywide improvement
3 - Benefits large portion of City
2 - Benefits one neighborhood
1 - Assists in the elimination of slum and blight
0 - No impact

**CRITERIA 4 - LEGAL OBLIGATIONS AND COMPLIANCE**

**Weight: 3**

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the City is under direct court order to complete this project.
- B. Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

Criteria 4 - Legal Obligations And Mandates - 15%
5 - City or Department is currently under court order to take action
4 - Project is necessary to meet existing state and federal requirements
3 - Legislation is under discussion that would require the project in future
2 - There is no legal or court order or other requirement to conduct the project
1 - Project requires change in state or law to proceed
0 - Project requires change in federal or law to proceed



**CRITERIA 5 – URGENCY OF MAINTENANCE NEEDS**

**Weight: 2**

Rationale: The City’s most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- A. Whether a service is currently interrupted.
- B. Whether the project as requested will result in full restoration of an interrupted service.
- C. Whether the project is the most cost-effective method of providing or maintaining a service.
- D. Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- E. Whether costs of the project will increase (beyond inflation) if the project is delayed.
- F. Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

Criteria 5 - Operation and Maintenance Impact - 10%
5 - Service is currently interrupted and the project will restore service in the most cost-effective manner possible
4 - Service is likely to be disrupted in a five-year horizon if the project is not funded
3 - The project is necessary to maintain an orderly schedule for maintenance and replacement
2 - The cost of the project will increase in future (beyond inflation) if it is delayed at this time
1 - There is a minor risk that costs will rise or service will be interrupted if the project is not funded
0 - There is no financial or service risk in delaying or not funding the project

**CRITERIA 6 – PRIOR PHASES**

**Weight: 2**

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- A. Whether the project has received prior funds.
- B. Whether the project requires additional funding to be operational.



Illustrative Ratings:

<b>Criteria 6 - Relationship to Other Projects/Coordination - 10%</b>
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:

<b>Criteria 7 - Resiliency Improvement and Resolution - 5%</b>
5 - Resolves chronic stressors to the City
4 - Resolves response to vulnerable population after shock
3 - Improves chronic stressors to the City
2 - Improves response to vulnerable population after shock
1 - Enhances natural resources
0 - No impact

**CRITERIA 8 – PERCEPTION**

**Weight: 1**

Rationale: This criterion refers to project assessment of the extent of public support or interest group advocacy and/or opposition.

Considerations: Ratings for this factor will consider these major points:



- A. Whether the project has been identified by a plan, Government official or public organization.
- B. The public’s perception of the project, positive or negative.

Illustrative Ratings:

Criteria 8 - Public Perception of Need - 5%
5 - Identified in comprehensive plan, project plan or other study
4 - Specific project request from the City Council
3 - Project request from neighborhood organization or other group
2 - Public perception of need known to City department
1 - Knowledge of public perception of need unknown
0 - Public opposition

# **Multi-Year Financial Forecast**

## **Fiscal Years 2023 - 2026**

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*City of Springfield, Massachusetts  
Multi-Year Financial Plan (FY23-FY26)  
March 30, 2022*

# **CITY OF SPRINGFIELD, MASSACHUSETTS MULTI-YEAR FINANCIAL PLAN**



**FISCAL YEARS  
2023-2026**

**PREPARED BY:**  
CITY OF SPRINGFIELD, MASSACHUSETTS  
OFFICE OF ADMINISTRATION AND FINANCE



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March 30, 2022

Honorable Mayor Domenic J. Sarno, Members of the City Council, and Springfield Residents:

I am pleased to present to you the City of Springfield’s Multi-Year Financial Plan (“MYFP”) for Fiscal Years 2023-2026. In compliance with City ordinance, the MYFP is meant to highlight projected revenue and expenditures for the next four years, using conservative assumptions. This plan serves as a vital tool that allows the City to see the long-term impact of its financial decisions and avoid future fiscal stress.

As the City’s Chief Administrative and Financial Officer, it is critical for me that we make strategic and appropriate budgetary decisions that provide core services to our residents while maintaining continued fiscal sustainability. I am proud 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 eight years, without the use of any stabilization reserves. Currently, our reserves equal \$49.3M with a goal to grow this number by transferring free cash to reserves each fiscal year.

We continue to manage both our revenue and expense budgets to generate free cash. This is highlighted by the fact that we ended FY21 with a \$27.6M surplus. Furthermore, we continue to maintain the discipline that is essential to the City’s overall fiscal health, which has prompted Standard and Poor’s to maintain our AA- bond rating and encouraged Moody’s to reaffirm our A2 rating.

**Multi-Year Financial Summary**

Based on conservative assumptions, the City is projecting to have budgetary deficits ranging from \$18.4M in FY23 and growing to \$39.3M in FY26.

	FISCAL 2022 ADOPTED	FISCAL 2023 PROJECTED	FISCAL 2024 PROJECTED	FISCAL 2025 PROJECTED	FISCAL 2026 PROJECTED
<i>Expense</i>	755,699,548	823,520,277	854,778,127	887,690,347	924,644,472
<i>Revenue</i>	755,699,548	805,181,201	832,427,141	858,331,325	885,248,906
<b>SURPLUS / (GAP)</b>	-	<b>(18,339,076)</b>	<b>(22,350,985)</b>	<b>(29,359,023)</b>	<b>(39,395,567)</b>

Even with annual MGM revenue that Springfield began receiving back in FY19, spending growth is projected to outpace revenue growth during the four-year period highlighted in this plan. This forces the City to continue making difficult decisions and tough compromises in upcoming fiscal years, in order to strategically manage our spending growth while still maintaining core services for our residents.

**Fiscal Challenges**

Meeting the demands of an urban city with limited revenue is always a challenge; specifically, when nearly 60% of the City’s budget is a direct pass-through of State Aid to the School Department. The remaining City budget relies heavily on property tax revenue, however Proposition 2 ½ sets strict limitations to the amount that we can levy each year. In 2009, Springfield’s property values declined \$1B, which severely dropped our levy ceiling, which is the maximum amount that we can levy in property taxes. Despite property values having increased, Springfield was capped at our levy ceiling for several years, resulting in a loss of millions of dollars in new growth revenue. From FY12-FY19 alone, the City lost approximately \$50M in property tax revenue due to these levy limitations. Thankfully, the last few years have allowed some breathing room between the City’s tax levy and the levy ceiling. As property values continue to grow, it’s important that we maximize any opportunity to capture revenue associated with that growth.



Another challenge the City faces is a continual rise in operating costs. Non-discretionary spending amounts to 80% of the City's overall budget and includes net school spending, debt service, health insurance, and the annual appropriation to the Springfield Retirement System. We are strongly committed to addressing Springfield's low pension funded ratio, as evidenced by an aggressive payment schedule that increased the FY18 and FY19 appropriation by 14% and 15%, respectively, with annual increases of 9% that began in FY20. Additionally, the City overfunded its original FY19 retirement appropriation by \$3.1M, further addressing this issue. As long as we continue to maintain the current payment schedule, Springfield's unfunded actuarial accrued liability (UAAL) will be fully funded by FY34. A recent actuarial valuation, which was performed in 2020, helped the City assess the best strategy for proactively addressing this liability.

### **COVID-19**

Regardless of these fiscal challenges, the City's administration is dedicated to maintaining core services for our residents by using a balanced approach that relies heavily on managing our annual budget growth, accomplished through expenditure reductions and revenue maximization, with the intention of providing vital programs and services to the City without implementing any layoffs. In the face of the challenges posed by the COVID-19 Pandemic, the City has been able to place continued emphasis on public health and safety, education, healthy neighborhoods and community services all without the use of City's stabilization reserve fund.

The City is being strategic in offsetting COVID related expenses to grants, largely due to federal funding in response to the public health emergency provided by the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act") and from the Federal Emergency Management Agency (FEMA) that will be providing funding through the Public Assistance Grant Program. In FY22, the City was able to replace revenue lost or reduced as a result of the pandemic and continues offsetting expenses from the American Rescue Plan Act (ARPA) funding, which was signed into action by President Joe Biden on March 11, 2021.

### **Budget Priorities**

The City will continue to make strategic investments in public safety to combat the public perception of crime. In FY20, the Police Department made significant strides toward the successful implementation of its body-worn camera program. This initiative has helped to increase transparency, improving the safety of citizens and officers alike, making Springfield the largest police department in Massachusetts to have a full-scale program of this kind. In FY21, funding was provided for the personnel needed to administer this program, as well as the storage of data recorded by the cameras. While these are additional expenses within the operating budget, the department will strategically utilize grant funding to offset as much of the cost as possible.

Despite its best efforts, the Police Department struggles to stay ahead of attrition. The department welcomed forty-four (44) recruits to the academy in January, and will begin strategically planning for the next class after the current recruits graduate in March. Even with this proactive approach, however, the department continually operates at staffing levels that are less than desired. This can be attributed to veteran officers retiring earlier than ever before, as they recognize the dangers and stress of their profession and leave as soon as they are eligible to receive their full pension. This amounts to decades of experience lost, which is detrimental when trying to train a newer force of officers.

Through the strategic planning of more frequent police academies, the department hopes it can maintain a healthy balance of veteran and newly trained officers throughout its various divisions. To that end, the



City plans to continue funding the successful North End Initiative, four C-3 Policing Units, the Ordinance Squad, and the 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 several years. Investing in the Springfield Police Department will ensure it is operating at its full capacity in order to improve residents' and visitors' perceptions of safety in downtown areas, while continuing the concentration on quality neighborhood policing.

We will also continue our efforts towards enhanced public safety within the Springfield Fire Department, as well as Springfield Emergency Communications. Highlights of these investments include:

- Continued funding of Eight (8) additional firefighters, which allow for two (2) additional firefighters per shift and ensure proper manpower when responding to calls for service. Additionally, two (2) Lieutenants which bolster the department's training division.
- Funding for new fire apparatus, allowing the department to maintain its proactive replacement schedule and avoid costly repairs associated with an older fleet.
- Continuation of a health & wellness program that helps to decrease work-related injuries and sustain the overall health of the department.
- Funding for a fully-staffed Emergency Communications Department including a new Deputy Director, along with four (4) supervisor positions to allow for proper oversight on every shift.
- Funding of a state-of-the-art Computer-Aided Dispatch and Records Management System, which will support the department's move to a consolidated dispatch center. This allows for enhanced efficiency across all facets of departmental operations.
- Continued funding for Smart911 software, which provides Dispatchers a more effective method of obtaining information for emergency 911 calls.

Continuous investments will also be made to help improve the quality of life in our neighborhoods. The Downtown Cleaning Crew, introduced in FY19, will continue its upkeep of all downtown area parks that serve as "gateways" to the North & South End. The popular Sidewalk Crew, also introduced in FY19, continues to address the extensive list of much needed sidewalk repairs and replacements as well as stump grinding which was added in FY22 throughout Springfield. These two crews, which never previously existed, are crucial to ensuring healthy neighborhoods that are inviting to all those who live, visit, and work in the City of Springfield.

In addition to the exciting initiatives introduced in recent years, we will maintain funding for other critical services as well. We will continue to fund the care and maintenance of all City parks, traffic islands and terraces. Funding will also be provided to maintain a full staff of Code Enforcement Inspectors in both the Building & Housing Divisions, along with increased hours for Building Inspectors to accommodate the demands of large-scale commercial projects throughout Springfield. Furthermore, funding will be provided for the continuation of the Mayor's Clean City Program.

Lastly, the City will continue to maintain its curbside trash pickup services. We recently invested in new solid waste vehicles in a proactive effort to replace an aging fleet of existing trucks. This helps to reduce costly vehicle repair and maintenance expenses and, more importantly, ensure that our residents' trash continues to be picked up in a timely and efficient manner. Free single-stream recycling and yard waste pickup are also still available along with low-cost bulk pickup, and free hazardous waste drop-off.

Beyond the investments highlighted in the preceding paragraphs, the City continues to strategically invest in other crucial services such as education, new and improved school facilities, and many others. Moving



forward, we will carefully evaluate the most critical needs of each City and School department to ensure key operations are maintained and that the residents, businesses, and visitors of Springfield receive the quality services they deserve.

**Conclusion**

This plan is meant to provide an honest outlook of the City's finances and the struggles we are facing. Despite the projected deficits summarized in this plan, the City has faced similar budget gaps in the past and has been able to successfully balance the budget each year with little to no use in reserves. It is important to all of us that we do what is necessary so that taxpayer dollars are spent in a manner that is most efficient, effective, and legal and I take my role in this very seriously.

I look forward to working with you on the FY23 budget planning process and I am open to all ideas that will positively benefit our city.

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy J. Plante".

Timothy J. Plante,  
Chief Administrative and Financial Officer





**Financial Forecast (FY23-FY26)**

	<b>FISCAL 2022 ADOPTED</b>	<b>FISCAL 2023 PROJECTED</b>	<b>FISCAL 2024 PROJECTED</b>	<b>FISCAL 2025 PROJECTED</b>	<b>FISCAL 2026 PROJECTED</b>
<b>SPENDING ASSUMPTIONS</b>					
Administration and Finance Division	15,003,895	18,167,910	20,435,493	22,826,823	25,265,157
Development Division	4,404,662	4,492,756	4,582,611	4,674,263	4,767,748
General Government Division	4,263,516	4,348,786	4,435,762	4,524,477	4,614,966
Non-Mayoral Division	1,702,727	1,736,782	1,771,518	1,806,948	1,843,087
Health and Human Services Division	11,272,816	11,913,596	12,151,868	12,394,905	12,642,803
Public Safety Division	78,780,329	85,073,911	86,810,206	88,582,276	90,390,867
Public Works Division	17,418,370	17,766,737	18,122,072	18,484,514	18,854,204
Parks & Facilities Division	13,649,531	12,983,723	13,243,398	13,508,266	13,778,431
School Department	491,696,545	542,395,759	564,114,929	586,709,077	610,213,691
Debt	26,089,357	26,364,985	23,476,246	20,610,971	20,109,609
Health Insurance & Fringe	29,369,140	31,196,931	33,144,463	35,219,670	37,431,012
Pensions	51,567,184	56,203,712	61,369,645	67,010,699	73,170,582
Other Spending	10,481,476	10,874,689	11,119,918	11,337,459	11,562,315
<b>Total</b>	<b>755,699,548</b>	<b>823,520,277</b>	<b>854,778,127</b>	<b>887,690,347</b>	<b>924,644,472</b>
<b>REVENUE ASSUMPTIONS</b>					
Property Taxes	231,735,891	243,354,925	252,001,298	258,301,330	264,758,863
Local Receipts	54,128,700	56,316,393	56,140,086	56,234,056	56,420,510
State Aid	457,754,871	505,509,884	524,285,758	543,795,938	564,069,532
Reserves	-	-	-	-	-
Net School Spending	-	-	-	-	-
Other Financing Sources	12,080,086	-	-	-	-
Casino Revenue	-	-	-	-	-
<b>Total</b>	<b>755,699,548</b>	<b>805,181,201</b>	<b>832,427,141</b>	<b>858,331,325</b>	<b>885,248,906</b>
<b>SURPLUS / (GAP)</b>	<b>-</b>	<b>(18,339,076)</b>	<b>(22,350,985)</b>	<b>(29,359,023)</b>	<b>(39,395,567)</b>

**Summary**

The City of Springfield is governed by strict financial policies adopted as ordinances in September of 2009, which dictate that the Chief Administrative and Financial Officer produce and issue a four-year financial plan by March 30<sup>th</sup> of each year. The purpose of this plan is to provide reasonable revenue and expenditure estimates that the City will experience in upcoming fiscal years ("FY"). This serves as a vital tool for the City as a way to see the long-term impact of its financial decisions while maintaining fiscal sustainability both now and in the future.

This Multi-Year Financial Plan shows the adopted budget for the current fiscal year (FY22), along with the projected budgets from FY23 through FY26. The projected budgets were created by using appropriate and conservative assumptions for revenues and expenses, including:

- 9.2% increase in the scheduled pension payment from FY23-FY26.
- 6.5% increase in projected health insurance costs.
- Adherence to the City's debt schedule, which includes funding for a new issuance of debt in FY23.
- The MYFP uses the Governor's proposed FY23 budget, which compared to the FY22 final state budget allowed for a 8.9% in Chapter 70 Aid, and a 2.7% increase in Unrestricted General Government Aid ("UGGA").



- 2.5% increase in property tax revenue.
- No use of one-time revenue resources / reserves.
- Departmental spending growth ranging up to 2%.
- Level-funded local receipts.

As demonstrated in this plan, Springfield's operating costs are projected to outpace revenue during each of the next four fiscal years. Operational costs include legal and contractual obligations, employee salaries and benefits including our pension obligation, and citywide fixed expenses. With limited amounts in State Aid and property taxes, the City is unable to generate all of the revenue needed to fully support the operational costs desired. Even with the introduction of MGM Casino revenue in FY19, as outlined in the Host Community Agreement, the City still faces projected deficits ranging from \$18.4M in FY23 and growing to \$39.3M in FY26.

A challenge the City faces is the cost of recycling. For years, Springfield has not incurred a cost to dispose of recycled goods, only trash. Springfield is now required to pay for these services at a rate of nearly double what it costs for trash. We currently pay about \$77.30 per ton of trash, and \$121.98 per ton for recycling. Based on annual recycling tonnage amounts, this represents a nearly \$1M expense the City must now incur.

While Springfield allocates all trash-related services to a separate Enterprise Fund, the added cost of recycling will directly impact our General Fund budget. Each fiscal year we are required to supplement the Enterprise Fund, due to a shortage in revenue collection that does not meet operational expenses. The current supplement of \$6.2M, which is allocated from the General Fund, will now increase due to the recycling expense. By pulling additional funds away from an already-limited pool of money, we will be forced to develop innovative solutions in order to balance our budget.

As illustrated in the preceding paragraphs, growing expenses and limited revenue sources force the City to make difficult budgetary decisions in order to maintain operations. It is important to note that over 80% of the City budget is non-discretionary, meaning that the costs are mandated by law or ordinance. This means that approximately 20% of the entire City budget must assume all of the reductions required to balance the budget. This forces the City's administration to develop creative solutions in an effort to reduce costs in an effective and efficient manner.

### **Revenue Assumptions**

The State Aid projections illustrated in this plan are based on Governor Baker's FY23 proposed budget, which was released on January 26, 2022.

### *Chapter 70*

The City's largest source of revenue is State Aid from Chapter 70 funds, which is devoted exclusively to education. Created from the Education Reform Act of 1993, the Commonwealth determines every municipality's required local contribution. A municipality's local contribution, combined with its Chapter 70 Aid, equals the school district's net school spending requirement, which is the minimum the district must





spend on education each fiscal year. The projection assumes an 8.9% increase in FY23 consistent with the Governor's budget and a 3.5% increase in the remaining years of the plan based on pupil estimates.

#### *Charter School Tuition Reimbursements*

The Commonwealth has committed to providing assistance to municipalities whose resident students attend charter schools. Sending districts shall be reimbursed a portion of the costs associated with students attending charter schools; 100% of the tuition for the first year, and 25% for each of the next five years. The projection assumes a \$7M increase in Charter School reimbursements for FY23, based on the Governor's budget. The remaining years of the projection assume an annual 3.5% increase.

#### *Unrestricted General Government Aid (UGGA)*

Unrestricted General Government Aid is undedicated revenue provided by the State for municipal services. The Governor's budget includes an allocation of \$42.7M, an increase of 2.7%, with future years projected to grow by 1%. As mentioned earlier in this document, this revenue is directly passed through to the School Department to ensure Springfield meets its required local contribution, despite being "unrestricted" in how it can be spent.

#### *Other State Aid*

Listed below are the assumptions for the other State Aid categories Springfield receives:

- Veterans' Benefits - The City receives a 75% reimbursement on all eligible spending towards veterans' financial, medical and burial benefits. The projection assumes the Governor's FY23 budget recommendation for Veterans' Benefits.
- Tax Exemptions - Chapter 59 of Massachusetts General Laws sets a series of exemptions for Veterans and their surviving spouses, persons over 70 years old and legally blind persons. Those who meet the requirements as stated by Chapter 59 receive exemptions from their property taxes, ranging from \$175 to \$500. The State reimburses municipalities for these exemptions. The projection assumes the Governor's FY23 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 FY23 budget recommendation for PILOT payments.

#### *Property Taxes*

The Commonwealth of Massachusetts is unique in that it limits property tax assessments levied by its municipalities. Under Proposition 2 ½, Springfield cannot tax higher than 2.5% of the total and full cash value of all taxable property. This is known as the levy ceiling. Under the statute, the maximum amount that a municipality can levy in property taxes each year is referred to as the levy limit. There are only three avenues through which the levy limit can be increased; a 2.5% increase over the prior year levy limit, new growth recognized in the tax base, or a voter override. The levy limit must always be below or the same as the levy ceiling.



A side effect of Proposition 2 ½ is that it severely limits the revenue a municipality can collect when property values decline. From FY09 to FY13, Springfield experienced over \$1B in declining property values, which drastically reduced our levy ceiling. Although estimates from the City's Board of Assessors have shown that property values continue to rise, the levy ceiling remains very low, which prohibits the City from fully capturing its levy capacity. Property values did not fully recover to FY08 levels until FY18. From FY12 through FY19, the City of Springfield lost over \$42.8M in property tax revenue due to these levy limitations. By not being able to capture this revenue, the City has been limited in its ability to enhance investments in current or new initiatives that may positively benefit our taxpayers.

Despite the lost revenue over the past eight years, Springfield has now broken away significantly from its levy ceiling, with \$2.5M in excess levy capacity. This is an extremely positive change and can be attributed to a healthy rise in property values, a sign of economic strength that hasn't been this prominent since prior to the recession more than a decade ago. It is through this strong growth in our values that we are able to fund new services and address any structural deficits without the need to make major service reductions. The administration is ever hopeful that this trend will continue and that no money is being left on the table due to circumstances beyond our control.

The United States is currently in its longest economic expansion of the modern era. When a recession does occur, it will likely have a negative impact on property values. Since Springfield remains close to its levy ceiling, this could once again cause the City's tax levy to fall, even as expenses continue to rise. With this in mind, the City has been proactive in building strong reserves during this expansion, so that it can weather the next economic downturn without being forced to make major service reductions.

Although some new growth is anticipated in FY23 and future years, this MYFP takes a conservative measure by not building it into the revenue projections. The City will continue to monitor this closely and, if appropriate, seek 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*

Reserve balance is one of the most important factors in determining a municipality's financial health. The general rule of thumb is to save in the good years and spend in the bad years – which promotes financial stability and sustainability. We have been fortunate to balance our budget without the use of reserves for



the past 8 years. Our financial ordinances require a stabilization reserve balance between 5% - 15% of our general fund budget. Monetarily, that range is between \$38M - \$113M. Currently our reserve balance of \$44M, or 5.8%, is at the low end of that requirement. Continuing to add to and preserve our overall reserve balance requires commitment and determination, but it is one of the most worthwhile decisions we can make in terms of financial responsibility.

### **Spending Assumptions**

Overall, the projection represents level service funding for the entire forecast period. Even with this assumption, there are areas of the budget that continue to grow and will be accommodated with the revenue available. Listed below are the assumptions for spending within the largest categories of the City's budget.

#### *City Departments*

The projection assumes a 2% increase for nearly all City Departments, which encompass the 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 10.3% increase for FY23 and 3.5% thereafter, with approximately 90% of the School Department budget being offset by State Aid. The difference will be a direct cost to the City. In addition to the City's contribution to meet NSS, it also is responsible for non-NSS costs such as transportation, leases and adult basic education ("ABE"), all of which must be funded through the City's operating budget without any support from State Aid. Transportation costs alone are projected to increase more than 5% in FY23, and these costs are highly dependent on the amount and operation of local charter schools.

#### *Debt Service*

The City's debt service projection uses the current debt schedule, which accounts for the City's most recent sale of bonds. The current schedule is designed to have the debt service number decline over the next several years. However, it is hoped that by maintaining a level debt service payment, the City can make strategic investments in its capital needs, as spelled out in the Capital Improvement Plan.

#### *Health Insurance*

The City of Springfield has annually saved millions of dollars by receiving its health insurance through the Group Insurance Commission ("GIC"). The GIC, which provides and administers health insurance for approximately 425,000 members throughout the Commonwealth, seeks to identify low cost plans that are



affordable for not only for its members, but also the municipal agencies in which they work for. The City has seen a direct benefit from its collaboration with the GIC, recognizing \$6.4M of combined savings from FY19-FY21 when compared to initial budgetary estimates.

Despite the decrease in projected costs over the past three fiscal years, this financial forecast conservatively assumes an overall increase of 6.5% for health insurance expenditures from FY23 to FY26. This is a strategic effort to ensure that the City is accounting for a large increase in insurance rates, should this occur during any given year. Due to the large budgetary cost associated with our health insurance benefit, it is vital that we always seek a fiscally responsible solution in order to preserve our limited financial resources.

### *Retirement*

The City's municipal pension remains the lowest funded in the Commonwealth, with a current funding ratio of 28.9% and an unfunded liability totaling \$904.2M. Poor market and economic conditions are contributing factors that led to Springfield's low pension funded ratio. Pension funds rely heavily on growth of approximately 7.25% a year from investments; any return lower than this would have adverse effects on the unfunded liability amount. In 2008, the fund reported losing 28% of its value due to the stock market crash of that year. Although the market has since rebounded, limited revenue sources have made it challenging to contend with higher pension payments.

To address this issue, the City deliberately lowered its rate of return to reflect market rates and assumed an aggressive payment schedule with the goal to be fully funded by FY34, six years earlier than the state-mandated deadline. As part of this, the City increased its FY18 and FY19 pension appropriations by 14% and 15%, respectively. To further bolster our efforts towards addressing this liability, the City transferred in an additional \$2M from its Pension Stabilization Reserve Fund in October 2018, and \$1.1M in Free Cash in March 2019. This is a testament to the administration's commitment to developing creative solutions that will continue to reduce the liability and thus improve the City's overall financial position.

Looking ahead, the payment projections for the upcoming fiscal years shown on this plan are based on the City's most recent pension funding schedule, which was evaluated and finalized in 2020. Annual Payment increases which equate to 9% over the previous year's amount continue in FY 23, and will remain that way until the liability is fully funded in FY34. Developing this aggressive payment schedule certainly addresses the City's low pension problem; however, it also comes with concerning fiscal challenges.

The FY23 pension appropriation amounts to \$93.1M, which is divided amongst three separate entities; the City of Springfield, the Springfield Housing Authority, and the Springfield Water and Sewer Commission. Given that pension is currently the third largest expense in the City's operating budget, significant increases in annual payments will likely have an impact on City services if alternative revenue sources are not actualized. To avoid future risk, the City will continue to reassess its pension funding schedule every two years when the actuarial valuation is updated.

### **COVID-19 Relief**

The City of Springfield has had to endure difficult financial challenges due to the unprecedented COVID-19 pandemic. Despite these challenges, the City will continue to work diligently to regain prosperity. Springfield



is committed to producing a budget funding the core services its residents deserve by placing continued emphasis on public safety, public education, economic development, healthy neighborhoods, and community services. The newly developed Department of Recovery and Business Continuity (DRBC) will act as a centralized location for the public to receive information and give input on the City's use of American Rescue Plan Act (ARPA) funds, while researching interdepartmental needs as well. The DRBC understands that every department within the city has been directly impacted by the pandemic and will continue to encourage department heads to submit information outlining their department needs. Through these efforts, the City of Springfield plans to continue growth despite any adversity we may encounter.

### **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 note that the revenue assumptions in this document are conservative and will be updated as more information becomes available concerning property values or other revenue opportunities. In future years, we look towards the spin off effect of all the City's economic development projects, as this will continue to grow our tax base and generate new growth, allowing the City more financial flexibility.

Despite the projected budget gaps in the coming fiscal years, the City has overcome similar deficits in the past. We have successfully balanced and maintained the City's annual operating budget by making strategic and compassionate decisions that align with the administration's top policy priorities. This approach will not change, and we will continue to make thoughtful, sustainable financial decisions that are in the best interest of the City's taxpayers.

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# Appendices

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# **Appendix A**

## **Glossary of Municipal Finance Terms<sup>\*</sup>**

<sup>\*</sup> 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 2022-2023 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.

**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.

**Non-Discretionary:** Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

**Operating Budget:** The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

**Other than Personal Services (OTPS):** This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

**Outcome:** Measurable or tangible consequences associated with a program service, e.g., reduction in fire deaths or percent of juveniles not reconvicted within 12 months.

**Output:** Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

**Participation:** A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

**Performance Level:** Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing.*

For grade 3 only, a fourth performance level is *Above Proficient.*

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted.*

**Post Employment Benefits:** These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

**Premium Compensation:** Additional premiums paid to eligible City employees for working under specific conditions.

**Principal:** The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

**Property Tax:** Citywide taxes levied on all real property according to the property's valuation and tax

rate.

**Pupil Enrollment:** For any budget year, the number of pupils enrolled.

**Request for Proposals (RFP):** A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

**Reserve:** An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Reserved Fund Balance:** One of three components of total fund balance, which indicates the portion of fund balance that cannot be appropriated because of legal restrictions (e.g., encumbrance from prior year budget for contracts to be completed).

**Revenue:** Funds that the government receives as income. It includes such items as tax payments, fees for specific services, receipts from other governments (state aid), fines, forfeitures, grants and interest income.

**Revenue Forecast:** A projection of future City revenue collections.

**Revolving Fund:** An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

**Tax Base:** The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

**Tax Levy:** The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

**Tax Rate:** The amount of tax levied for each \$1,000 of assessed valuation.

**Tax Rate Limit:** The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

**Tax Roll:** The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

**Undesignated Fund Balance:** One of three components of total fund balance, which indicates the

portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

**User Fees:** The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

**Appendix B**  
**Expense Code Classifications**

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

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

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

A further breakdown of these object codes into a more detailed classification of expenditures by object code is used for budget and accounting purposes in the City.

### **5000 - Personal Services**

Personal Services consists of cost of salaries, wages and related employment benefits. This includes, but is not limited to, regular wages, overtime, part-time and temporary staff pay, shift differential, merit pay, educational pay, and holiday pay. An employee is defined as a person working for another person or a business firm for pay. Persons not meeting the requirements of this definition who are paid for performing services for the City are considered contractors and are paid under the category of Purchase of Services (code 5200).

### **5100 - Fringe Benefits**

Fringe benefits fall into three main categories: benefits paid directly to employees, benefits paid on behalf of employees, and other personal services.

Fringe benefits paid to employees include vacation pay, sick leave, maternity leave, standard holiday pay, court leave, educational leave, military leave, time paid for official union activities, and bereavement leave.

Fringe benefits paid on behalf of employees consist of the City's matching share of Medicare and Social Security as well as Health insurance policies.

Other Personal Service benefits paid by the City may include tuition reimbursement, career incentive payments, in-service training, uniform or clothing allowance, unused sick-leave buyback or other stipends determined by the City.

**5200 & 5300 - Purchase of Services**

Generally used to code the cost of purchased professional services; specifically for services, which require professional methods or are specialized in nature, that are not rendered by City personnel. Examples include: medical, psychological, veterinary and laboratory services; legal, expert testimony and court stenographic services; architectural, engineering and appraisal services; computer software development and maintenance services (not inclusive of pre-programmed software); interpretive services (bilingual and hearing impaired); nursing, counseling, teaching, actuarial and other expert, professional consultants and contractors; stenographic services, serving jurors, special counsel and trial expense, other expert and professional services, reward and other fees for services, non-employees.

PURCHASE OF SERVICES		
<b>ENERGY</b>		<b>Proper Use:</b>
521010	..... Oil Heat	Energy Services received from public or private utility companies.
521015	..... Electricity	
521020	..... Natural Gas	<b>For Facility Management/School Business Office Use Only.</b>
521030	..... Water/Sewer	
<b>REPAIRS AND MAINTENANCE</b>		<b>Proper Use:</b>
524010	..... Rep & Maint - Vehicles	Repair and energy services not provided directly by municipal personnel. This includes contracts and agreements covering the upkeep of buildings and equipment.
524015	..... Rep & Maint - Equipment	
524020	..... Rep & Maint - Office Equipment	
524030	..... Rep & Maint - Buildings	
524035	..... Rep & Maint - Operating Cost	
524040	..... Rep & Maint - Software	<b>Examples:</b> Building & grounds, recreational facilities, communication lines, HVAC equipment, machine tools, computer equipment, office furnishings.
524045	..... Rep & Maint - Computer Hardware	
524050	..... Rep & Maint - Telephones	
524060	..... Rep & Maint - Parking Meters	
524070	..... Rep & Maint - Signs	
<b>RENTAL AND LEASE</b>		<b>Proper Use:</b>
527010	..... Rental - Building	Renting or leasing land, buildings, equipment, and vehicles.
527020	..... Rental - Equipment	
527030	..... Rental - Office Equipment	<b>Examples:</b> Data processing equipment, photocopiers, recreational facilities, communication equipment, HVAC equipment.
527040	..... Rental - Vehicles	
527050	..... Rental - Storage	
<b>OTHER PROPERTY SERVICES</b>		<b>Proper Use:</b>
529100	..... Waste Removal Services	Property related services.
529200	..... Demolition Services	<b>Examples:</b> Custodial service contracts, snow removal contracts, solid waste disposal contracts.
529300	..... Landscaping Services	
529400	..... Snow Removal Services	
<b>PROFESSIONAL SERVICES</b>		<b>Proper Use:</b>
530105	..... Professional Services	Services which by their nature can be performed by persons of firms with specialized skills and knowledge.
530130	..... Program Evaluation	
530140	..... Translation Services	
530150	..... Consultant/Student Instruction	<b>Examples:</b> Food service management, management consultant, student testing, accounting/audit architectural/engineering, legal, tutoring, labor relations.
530180	..... Supplemental Tutoring Services	
530600	..... Engineer & Architectural, Surveys	
530900	..... Legal Services	



<b>OTHER PURCHASED SERVICES</b>		<b>Proper Use:</b>
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. <b>Examples:</b> 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	
<b>SCHOOL TRANSPORTATION</b>		
533100	..... Contract Carrier	Transporting children to/from school and school activities. <b>Examples:</b> 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)	
<b>COMMUNICATIONS</b>		<b>Proper Use:</b>
534050	.... Data Communication Services	Transmitting messages or information through all means. <b>Examples:</b> 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	
<b>RECREATION</b>		<b>Proper Use:</b>
535100	.... Officials/Referees	Recreation activities. <b>Examples:</b> 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.

<b>SUPPLIES AND MATERIALS</b>		
<b>ENERGY SUPPLIES</b>		<b>Proper Use:</b>
541100	.... Energy Supplies	Expendable supplies purchased to provide energy.

<b>OFFICE SUPPLIES</b>			<b>Proper Use:</b>
542010	....	Office Supplies	Expendable supplies/materials used in offices.
542300	....	Software	<b>Examples:</b> Toner, print cartridges, stationery, paper, pens, forms, pencils, paper clips, software, and software licenses.
<b>BUILDING SUPPLIES</b>			<b>Proper Use:</b>
543100	....	Mechanical/Engineer Supplies	Supplies to repair or maintain buildings owned by a municipality.
543200	....	Electrical Supplies	
543500	....	Hardware Supplies	<b>Examples:</b> HVAC items, plumbing, hand/power tools, floor/wall/window coverings, electrical, paint, glass, doors, and ballasts.
543600	....	Lumber/Wood Supplies	
543700	....	Paint/Materials Supplies	
544000	....	Roofing Supplies	
544100	....	Flooring Supplies	
544200	....	Ceiling Supplies	
544300	....	HVAC Supplies	
544600	....	Glass Supplies	
544900	....	Preventative Maintenance Supplies	
<b>CUSTODIAL AND HOUSEKEEPING</b>			<b>Proper Use:</b>
545100	....	Custodial & Housekeeping Supplies	Expendable supplies related to custodial and house-keeping functions.
			<b>Examples:</b> Cleaning supplies, brooms, rags, and mops.
<b>GROUNDKEEPING/LANDSCAPING SUPPLIES</b>			<b>Proper Use:</b>
546100	....	Fertilizer	Expendable supplies related to groundskeeping functions.
546200	....	Pesticides & Herbicides	<b>Examples:</b> Rakes, hoes, and other tools, paint for grounds, loam, grass seed, lime, soil/sod, fertilizers, trees/shrubs, track cinders, pesticides and herbicides.
546300	....	Seed	
546400	....	Trees	
<b>RECREATION SUPPLIES</b>			<b>Proper Use:</b>
547200	....	Recreation Supplies	Expendable supplies related to recreation functions.
			<b>Examples:</b> Tents, summer program supplies, lifeguard chairs, plaques, trophies, and medals.
<b>VEHICLE SUPPLIES</b>			<b>Proper Use:</b>
548100	....	Vehicle Supplies/Parts/Accessories	Expendable supplies utilized for maintenance purposes in municipally owned motor vehicles.
548400	....	Gasoline and Diesel	
			<b>Examples:</b> Gasoline, anti-freeze, batteries, tires/tubes, motor oil/lubricants, parts and accessories.
<b>FOOD SERVICE SUPPLIES</b>			<b>Proper Use:</b>
549100	....	Food	Expendable supplies used for food service purposes.
549300	....	Paper Goods	<b>Examples:</b> Perishables/non-perishables, serving utensils.
<b>MEDICAL SUPPLIES</b>			<b>Proper Use:</b>
550300	....	Pharmaceutical Drugs	Expendable supplies and materials used for surgical or medical purposes.
550500	....	Therapy Supplies	
550600	....	Disposable Supplies	<b>Examples:</b> First aid kits, chemical/solutions, sutures, instruments, isotopes, veterinary, cold packs, etc.
550700	....	Nursing Materials	
<b>EDUCATION SUPPLIES</b>			<b>Proper Use:</b>
551200	....	Textbooks	Expendable supplies and materials used for educational purposes.
551300	....	Library Materials	
551400	....	Subscriptions	<b>Examples:</b> Test materials, teaching aids, workbooks, textbooks, kindergarten supplies, athletic equipment, books and processing, plan books/registers, maps/charts,
551600	....	Classroom	
551700	....	Other Supplies	

551800	....	Athletic Supplies	special education supplies, encyclopedias, audio-visual supplies, and magazine subscriptions.
551900	....	Testing Materials	
<b>PUBLIC WORKS SUPPLIES</b>			<b>Proper Use:</b>
553200	....	Mixes	Expendable supplies and materials used for public works operational purposes.
553800	....	Salt	
<b>OTHER SUPPLIES</b>			<b>Proper Use:</b>
558100	....	Crime Prevention Supplies	Expendable supplies utilized for purposes not classified elsewhere.
558105	....	Weapons and Ammunition	
558110	....	K9 Supplies	<b>Examples:</b> Firefighting, crime prevention, uniforms/other clothing, training guns, ear/eye protection.
558200	....	Uniform, Clothing	
558400	....	Safety Items Supplies	
558600	....	Photo Lab Supplies	

**5600 – Intergovernmental Expenditures**

Any payments made to Federal, State, or County agencies for services provided to the City of Springfield are classified as Intergovernmental Expenditures. State Assessments that are listed on the Cherry Sheet are also considered to be Intergovernmental Expenditures.

<b>INTERGOVERNMENTAL</b>			
<b>C.S. ASSESSMENTS</b>			<b>Proper Use:</b>
563000	....	RMV Non-Renewal Surcharge	Amounts paid to the state for services provided by the State.
563100	....	Special Education	
563900	....	Mosquito Control	
564000	....	Air Pollution District	
564100	....	Planning Council	
566300	....	Regional Transit - PVRTA	
566500	....	School Choice Assessment	<b>Proper Use:</b> Amounts paid to entities other than federal, state, or county, for municipal services, provided by others
566600	....	Charter School Assessment	
569200	....	Intergov. - Lic, Fees, Permits	<b>Proper Use:</b>
569300	....	Employer Match - Medicare Tax - EMP MED	Expenses for intergovernmental functions not classified elsewhere.
569500	....	Petty Cash	
569800	....	Federal - Other	
569900	....	State - Other	

**5700 – Other Charges & Expenditures**

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans'

<b>OTHER CHARGES AND EXPENSES</b>			
<b>TRAVEL</b>			<b>Proper Use:</b>
571100	....	In State Travel	Transportation, meals, hotel, and other travel expenses incurred within the Commonwealth.
572100	....	Out of State Travel	Transportation, meals, hotel, and other travel expenses incurred outside the Commonwealth.

<b>JUDGMENTS</b>			<b>Proper Use:</b>
576100	....	Damages	Expenditures from current funds for court judgments against the local unit.
576400	....	Settlement Claims	
<b>VETERANS SERVICES</b>			<b>Proper Use:</b>
577100	....	Benefits	Payments for veterans benefits as provided by law.
577200	....	Funerals	
577300	....	Sold/Sailors Graves	<b>For Veterans Office Use Only.</b>
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	
<b>OTHER UNCLASSIFIED ITEMS</b>			<b>Proper Use:</b>
578200	....	Reserve for Contingency	Expenditures for items not classified elsewhere.
578300	....	Salary & Position Adjustments	
578700	....	Indirect Costs	
579000	....	Flow Through - LEA	

### **5800 - Capital Outlay**

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of five).

<b>CAPITAL OUTLAY</b>			
<b>CAPITAL OUTLAY</b>			<b>Proper Use:</b>
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**

<b>PERSONAL SERVICES</b>	530140 ..... Translation Services	544900 ..... Preventative Maintenance Supplies	<b>JUDGEMENTS</b>
<b>SALARIES &amp; WAGES</b>	530150 ..... Consultant/Student Instruction	<b>CUSTODIAL &amp; HOUSEKEEPING</b>	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	<b>LANDSCAPING SUPPLIES</b>	<b>VETERANS SERVICES</b>
502000 ..... Board Members Salaries & Wages	530900 ..... Legal Services	546100 ..... Fertilizer	577100 ..... Benefits
503000 ..... Temporary Salaries & Wages	<b>OTHER PURCHASED SERVICES</b>	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	<b>RECREATION SUPPLIES</b>	577500 ..... Vets - Ordinary Benefits
506050 ..... Court Time	531040 ..... Dues and Memberships	547200 ..... Recreation Supplies	577510 ..... Vets - Fuel
507000 ..... Bonus	531050 ..... Moving Services	<b>VEHICLE SUPPLIES</b>	577520 ..... Vets - Nursing Home
507500 ..... Allowances - Clothes, Tools etc	531060 ..... Exhibitions/A dmissions	548100 ..... Vehicle Supplies/Parts/A ccessories	577530 ..... Vets - Doctor Bills
508000 ..... Shift Differential	531070 ..... Exterminations	548400 ..... Gasoline and Diesel	577540 ..... Vets - Medication Drugs
509000 ..... Additional Pay	531080 ..... Physical Therapy	<b>FOOD SERVICE SUPPLIES</b>	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	<b>MEDICAL SUPPLIES</b>	<b>OTHERWISE UNCLASSIFIED</b>
509999 ..... Payroll Suspense School	531710 ..... Hired Equipment	550300 ..... Pharmaceutical Drugs	578200 ..... Reserve for Contingency
<b>BENEFITS</b>	531730 ..... Temporary Services	550500 ..... Therapy Supplies	578300 ..... Salary & Position Adjustment
517010 ..... Health/Life Insurance	531740 ..... Insurance Premiums	550600 ..... Disposable Supplies	578700 ..... Indirect Costs
517020 ..... Retirement	<b>SCHOOL TRANSPORTATION</b>	550700 ..... Nursing Materials	579000 ..... Flow-Through-LEA
517021 ..... Non-Contributory	533100 ..... Contract Carrier	<b>EDUCATION SUPPLIES</b>	<b>CAPITAL OUTLAY</b>
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
<b>PURCHASE OF SERVICES</b>	533500 ..... Other (Tokens)	551600 ..... Classroom	580500 ..... Furniture & Fixtures
<b>ENERGY</b>	<b>COMMUNICATIONS</b>	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	<b>PUBLIC WORKS SUPPLIES</b>	580900 ..... Computer Hardware
521030 ..... Water/Sewer	534300 ..... Advertising	553200 ..... Mixes	584000 ..... Site Improvement
<b>REPAIRS AND MAINTENANCE</b>	534400 ..... Audio/Video	553800 ..... Salt	589000 ..... Depreciation
524010 ..... Rep & Maint - Vehicles	<b>RECREATION</b>	<b>OTHER SUPPLIES</b>	<b>DEBT SERVICE</b>
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	<b>SUPPLIES AND MATERIALS</b>	<b>INTERGOVERNMENTAL CHARGES</b>	595100 ..... Cost of Issuance
524050 ..... Rep & Maint - Telephones	<b>ENERGY SUPPLIES</b>	<b>CHERRY SHEET ASSESSMENTS</b>	599999 ..... Prior Year Expenditures
524060 ..... Rep & Maint - Parking Meters	541100 ..... Energy Supplies	563000 ..... RMV Non-Renewal Surcharge	
524070 ..... Rep & Maint - Signs	<b>OFFICE SUPPLIES</b>	563100 ..... Special Education	
<b>RENTAL AND LEASE</b>	542010 ..... Office Supplies	563900 ..... Mosquito Control	
527010 ..... Rental - Building	542300 ..... Software	564000 ..... Air Pollution District	
527020 ..... Rental - Equipment	<b>BUILDING SUPPLIES</b>	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	
<b>OTHER PROPERTY SERVICES</b>	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	<b>OTHER CHARGES &amp; EXPENSES</b>	
529400 ..... Snow Removal Services	544200 ..... Ceiling Supplies	<b>TRAVEL</b>	
<b>PROFESSIONAL SERVICES</b>	544300 ..... HVAC Supplies	571100 ..... In State Travel	
530105 ..... Professional Services	544600 ..... Glass Supplies	572100 ..... Out of State Travel	

**Appendix C**  
**Property Taxes**  
**Collection and Levy Data**

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## Percentage Share of City's Assessed Valuation and Levy Share of Taxable Property

FY	Residential Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	5,776,964,500	77.71%	\$ 16.04	\$ 92,662,511	63.67%
2008	6,036,956,400	77.33%	\$ 16.03	\$ 96,772,411	63.05%
2009	5,484,722,870	75.74%	\$ 17.89	\$ 98,121,692	60.17%
2010	5,252,153,800	75.09%	\$ 19.50	\$ 102,416,999	59.96%
2011	5,155,722,500	75.27%	\$ 19.49	\$ 100,485,032	60.36%
2012	5,038,856,200	74.36%	\$ 19.83	\$ 99,920,518	58.99%
2013	4,858,355,700	72.55%	\$ 19.71	\$ 95,758,191	57.20%
2014	5,025,199,000	72.64%	\$ 19.71	\$ 99,046,672	57.27%
2015	5,079,607,100	72.10%	\$ 19.67	\$ 99,915,872	56.73%
2016	5,225,634,600	71.82%	\$ 19.66	\$ 102,735,976	56.48%
2017	5,553,040,400	72.51%	\$ 19.66	\$ 109,172,774	57.04%
2018	5,780,377,200	72.86%	\$ 19.68	\$ 113,757,823	57.36%
2019	5,987,324,700	72.90%	\$ 19.68	\$ 117,830,550	57.40%
2020	6,402,194,493	73.33%	\$ 19.53	\$ 125,034,858	57.79%
2021	7,018,786,800	74.38%	\$ 18.90	\$ 132,655,071	58.31%
2022	7,563,612,002	75.66%	\$ 18.82	\$ 142,347,178	59.98%

FY	Commercial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	1,003,757,800	13.50%	\$ 31.91	\$ 32,029,911	22.01%
2008	1,079,322,350	13.82%	\$ 32.04	\$ 34,581,488	22.53%
2009	1,072,958,950	14.82%	\$ 36.98	\$ 39,678,022	24.33%
2010	1,052,016,750	15.04%	\$ 39.25	\$ 41,291,657	24.17%
2011	1,045,580,000	15.27%	\$ 38.97	\$ 40,746,253	24.47%
2012	1,009,971,300	14.91%	\$ 39.99	\$ 40,388,752	23.84%
2013	1,047,246,800	15.64%	\$ 38.98	\$ 40,821,680	24.39%
2014	1,064,979,700	15.39%	\$ 39.04	\$ 41,576,807	24.04%
2015	1,156,136,600	16.41%	\$ 38.77	\$ 44,823,416	25.45%
2016	1,200,394,800	16.50%	\$ 38.60	\$ 46,335,239	25.47%
2017	1,210,558,400	15.81%	\$ 39.07	\$ 47,296,517	24.71%
2018	1,206,763,700	15.21%	\$ 39.28	\$ 47,401,678	23.90%
2019	1,250,878,800	15.23%	\$ 39.30	\$ 49,159,537	23.95%
2020	1,293,996,307	14.82%	\$ 39.23	\$ 50,763,475	23.46%
2021	1,365,682,200	14.47%	\$ 39.23	\$ 53,575,713	23.55%
2022	1,369,511,798	13.70%	\$ 39.04	\$ 53,465,741	22.53%

FY	Industrial Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	234,694,400	3.16%	\$ 31.91	\$ 7,489,098	5.15%
2008	246,327,200	3.16%	\$ 32.04	\$ 7,892,323	5.14%
2009	242,991,100	3.36%	\$ 36.98	\$ 8,985,811	5.51%
2010	229,288,700	3.28%	\$ 39.25	\$ 8,999,581	5.27%
2011	184,851,100	2.70%	\$ 38.97	\$ 7,203,647	4.33%
2012	166,822,500	2.46%	\$ 39.99	\$ 6,671,232	3.94%
2013	159,725,600	2.39%	\$ 38.98	\$ 6,226,104	3.72%
2014	162,566,500	2.35%	\$ 39.04	\$ 6,346,596	3.67%
2015	168,230,700	2.39%	\$ 38.77	\$ 6,522,304	3.70%
2016	171,773,800	2.36%	\$ 38.60	\$ 6,630,469	3.65%
2017	174,399,800	2.28%	\$ 39.07	\$ 6,813,800	3.56%
2018	215,259,800	2.71%	\$ 39.28	\$ 8,455,405	4.26%
2019	232,031,300	2.83%	\$ 39.30	\$ 9,118,830	4.44%
2020	242,375,100	2.78%	\$ 39.23	\$ 9,508,375	4.39%
2021	258,826,000	2.74%	\$ 39.23	\$ 10,153,744	4.46%
2022	266,750,900	2.67%	\$ 39.04	\$ 10,413,955	4.39%

FY	Personal Prop. Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	418,233,820	5.63%	\$ 31.91	\$ 13,345,841	9.17%
2008	444,536,550	5.69%	\$ 32.04	\$ 14,242,951	9.28%
2009	440,601,660	6.08%	\$ 36.98	\$ 16,293,449	9.99%
2010	461,359,650	6.60%	\$ 39.25	\$ 18,108,366	10.60%
2011	463,175,130	6.76%	\$ 38.97	\$ 18,049,935	10.84%
2012	560,357,950	8.27%	\$ 39.99	\$ 22,408,714	13.23%
2013	631,025,200	9.42%	\$ 38.98	\$ 24,597,362	14.69%
2014	665,647,970	9.62%	\$ 39.04	\$ 25,986,897	15.03%
2015	640,954,110	9.10%	\$ 38.77	\$ 24,849,791	14.11%
2016	678,618,930	9.33%	\$ 38.60	\$ 26,194,691	14.40%
2017	719,957,490	9.40%	\$ 39.07	\$ 28,128,739	14.70%
2018	730,855,150	9.21%	\$ 39.28	\$ 28,707,990	14.48%
2019	742,412,040	9.04%	\$ 39.30	\$ 29,176,793	14.21%
2020	791,535,670	9.07%	\$ 39.23	\$ 31,051,944	14.35%
2021	792,918,510	8.40%	\$ 39.23	\$ 31,106,193	13.67%
2022	797,030,870	7.97%	\$ 39.04	\$ 31,116,085	13.11%

FY	Total Value	% of Value	Tax Rate	Tax Levy	% of Levy
2007	7,433,650,520	100.00%		\$ 145,527,361	100.00%
2008	7,807,142,500	100.00%		\$ 153,489,174	100.00%
2009	7,241,274,580	100.00%		\$ 163,078,974	100.00%
2010	6,994,818,900	100.00%		\$ 170,816,604	100.00%
2011	6,849,328,730	100.00%		\$ 166,484,866	100.00%
2012	6,776,007,950	100.00%		\$ 169,389,217	100.00%
2013	6,696,353,300	100.00%		\$ 167,403,337	100.00%
2014	6,918,393,170	100.00%		\$ 172,956,973	100.00%
2015	7,044,928,510	100.00%		\$ 176,111,383	100.00%
2016	7,276,422,130	100.00%		\$ 181,896,375	100.00%
2017	7,657,956,090	100.00%		\$ 191,411,830	100.00%
2018	7,933,255,850	100.00%		\$ 198,322,897	100.00%
2019	8,212,646,840	100.00%		\$ 205,285,710	100.00%
2020	8,730,101,570	100.00%		\$ 216,358,653	100.00%
2021	9,436,213,510	100.00%		\$ 227,490,720	100.00%
2022	9,996,905,570	100.00%		\$ 237,342,959	100.00%

<b>2018</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,780,377,200	72.86%	<b>\$ 19.68</b>	\$ 113,757,823	57.36%	227,336,800	3.93%	\$ 4,585,049	4.03%
Commercial	1,206,763,700	15.21%	<b>\$ 39.28</b>	\$ 47,401,678	23.90%	(3,794,700)	-0.31%	\$ 105,161	0.22%
Industrial	215,259,800	2.71%	<b>\$ 39.28</b>	\$ 8,455,405	4.26%	40,860,000	18.98%	\$ 1,641,605	19.41%
Personal	730,855,150	9.21%	<b>\$ 39.28</b>	\$ 28,707,990	14.48%	10,897,660	1.49%	\$ 579,251	2.02%
	=====			=====		=====		=====	
<b>TOTAL</b>	<b>7,933,255,850</b>			<b>\$ 198,322,897</b>		<b>275,299,760</b>	<b>3.47%</b>	<b>6,911,066</b>	<b>3.48%</b>
		Levy Inc/Dec		\$ 6,911,066	3.61%				

<b>2019</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	5,987,324,700	72.90%	<b>\$ 19.68</b>	\$ 117,830,550	57.40%	206,947,500	3.46%	\$ 4,072,727	3.46%
Commercial	1,250,878,800	15.23%	<b>\$ 39.30</b>	\$ 49,159,537	23.95%	44,115,100	3.53%	\$ 1,757,859	3.58%
Industrial	232,031,300	2.83%	<b>\$ 39.30</b>	\$ 9,118,830	4.44%	16,771,500	7.23%	\$ 663,425	7.28%
Personal	742,412,040	9.04%	<b>\$ 39.30</b>	\$ 29,176,793	14.21%	11,556,890	1.56%	\$ 468,803	1.61%
	=====			=====		=====		=====	
<b>TOTAL</b>	<b>8,212,646,840</b>			<b>\$ 205,285,710</b>		<b>279,390,990</b>	<b>3.40%</b>	<b>6,962,814</b>	<b>3.39%</b>
		Levy Inc/Dec		\$ 6,962,814	3.51%				

<b>2020</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	6,402,194,493	73.33%	<b>\$ 19.53</b>	\$ 125,034,858	57.79%	414,869,793	6.48%	\$ 7,204,308	5.76%
Commercial	1,293,996,307	14.82%	<b>\$ 39.23</b>	\$ 50,763,475	23.46%	43,117,507	3.33%	\$ 1,603,938	3.16%
Industrial	242,375,100	2.78%	<b>\$ 39.23</b>	\$ 9,508,375	4.39%	10,343,800	4.27%	\$ 389,545	4.10%
Personal	791,535,670	9.07%	<b>\$ 39.23</b>	\$ 31,051,944	14.35%	49,123,630	6.21%	\$ 1,875,151	6.04%
	=====			=====		=====		=====	
<b>TOTAL</b>	<b>8,730,101,570</b>			<b>\$ 216,358,653</b>		<b>517,454,730</b>	<b>5.93%</b>	<b>11,072,943</b>	<b>5.12%</b>
		Levy Inc/Dec		\$ 11,072,943	5.39%				

<b>2021</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	7,018,786,800	74.38%	<b>\$ 18.90</b>	\$ 132,655,071	58.31%	1,031,462,100	14.70%	\$ 7,620,212	5.74%
Commercial	1,365,682,200	14.47%	<b>\$ 39.23</b>	\$ 53,575,713	23.55%	114,803,400	8.41%	\$ 2,812,238	5.25%
Industrial	258,826,000	2.74%	<b>\$ 39.23</b>	\$ 10,153,744	4.46%	26,794,700	10.35%	\$ 645,369	6.36%
Personal	792,918,510	8.40%	<b>\$ 39.23</b>	\$ 31,106,193	13.67%	50,506,470	6.37%	\$ 54,249	0.17%
	=====			=====		=====		=====	
<b>TOTAL</b>	<b>9,436,213,510</b>			<b>\$ 227,490,720</b>		<b>1,223,566,670</b>	<b>12.97%</b>	<b>11,132,067</b>	<b>4.89%</b>
		Levy Inc/Dec		\$ 11,132,067	5.15%				

<b>2022</b>	Valuation	% of Value	Tax Rate	Levy	% of Levy	Value Chg	% Value Chg	Levy Chg	% Levy Chg
Residential	7,563,612,002	75.66%	<b>\$ 18.82</b>	\$ 142,347,178	59.98%	544,825,202	7.20%	\$ 9,692,107	6.81%
Commercial	1,369,511,798	13.70%	<b>\$ 39.04</b>	\$ 53,465,741	22.53%	3,829,598	0.28%	\$ (109,972)	-0.21%
Industrial	266,750,900	2.67%	<b>\$ 39.04</b>	\$ 10,413,955	4.39%	7,924,900	2.97%	\$ 260,211	2.50%
Personal	797,030,870	7.97%	<b>\$ 39.04</b>	\$ 31,116,085	13.11%	4,112,360	0.52%	\$ 9,892	0.03%
	=====			=====		=====		=====	
<b>TOTAL</b>	<b>9,996,905,570</b>			<b>\$ 237,342,959</b>		<b>560,692,060</b>	<b>5.61%</b>	<b>9,852,238</b>	<b>4.15%</b>
		Levy Inc/Dec		\$ 9,852,238	4.33%				

## TOP 25 TAXPAYERS FISCAL YEAR 2022

Owner	Use	2022 Total Value	2022 Total Tax	2022 \$237,342,959 % of Levy
NSTAR ELECTRIC COMPANY	UTILITY	\$ 354,501,920	\$ 13,866,843	5.84%
EVERSOURCE GAS	UTILITY	\$ 168,357,990	\$ 6,572,696	2.77%
MASSACHUSETTS MUTUAL LIFE INSURANCE	OFFICE	\$ 57,316,400	\$ 2,223,414	0.94%
CNR SPRINGFIELD LLC	INDUSTRIAL	\$ 52,738,800	\$ 2,058,923	0.87%
MASSPOWER LLC	UTILITY	\$ 51,255,000	\$ 2,000,995	0.84%
SOLUTIA INC	INDUSTRIAL	\$ 35,578,730	\$ 1,388,965	0.59%
D'AMOUR GERALD E & CHARLES L & DONALD H	INDUSTRIAL	\$ 32,419,800	\$ 1,265,669	0.53%
FIVE TOWN STATION LLC	RETAIL	\$ 29,583,010	\$ 1,154,921	0.49%
BC COLONIAL ESTATES LLC	APARTMENT	\$ 57,639,560	\$ 1,089,129	0.46%
CHESTNUT PARK PRESERVATION LP	APARTMENT	\$ 51,198,800	\$ 1,053,797	0.44%
VERIZON NEW ENGLAND	TELEPHONE	\$ 25,827,900	\$ 1,008,321	0.42%
BAYSTATE MEDICAL CENTER INC	MEDICAL	\$ 25,168,000	\$ 972,938	0.41%
1277 LIBERTY STREET - 10190746 LLC	RETAIL	\$ 24,322,600	\$ 948,921	0.40%
MITTAS HOSPITALITY LLC & DD DEVELOPMENT	OFFICE/HOTEL	\$ 23,403,600	\$ 910,095	0.38%
WASON AVENUE PARTNERS LLC	MEDICAL	\$ 21,754,400	\$ 849,292	0.36%
SPRINGFIELD GARDENS LP	APARTMENT	\$ 41,050,400	\$ 786,566	0.33%
PYNCHON TOWNHOUSES LLC	APARTMENT	\$ 33,611,500	\$ 632,568	0.27%
SPRINGFIELD FOODSERVICE CORPORATION	INDUSTRIAL	\$ 15,629,300	\$ 610,168	0.26%
15 TAYLOR LLC	APARTMENT	\$ 27,830,760	\$ 576,904	0.24%
SYSTEM COORDINATED SERVICES INC	MEDICAL	\$ 14,209,500	\$ 554,739	0.23%
KAGR2 SPRINGFIELD 3640, LLC	MEDICAL	\$ 13,854,000	\$ 540,860	0.23%
EDGEWATER TOWER LLC	APARTMENT	\$ 28,089,800	\$ 540,010	0.23%
STOCKBRIDGE COURT LIMITED PARTNERSHIP	APARTMENT	\$ 26,004,100	\$ 523,520	0.22%
COMCAST OF MASSACHUSETTS II IN	COMMUNICATIONS	\$ 12,813,870	\$ 500,253	0.21%
BIRNIE MEDICAL LLC	MEDICAL	\$ 12,441,600	\$ 485,720	0.20%
<b>TOTAL</b>		<b>\$ 1,236,601,340</b>	<b>\$ 43,116,228</b>	<b>18.17%</b>

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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 2023**  
**City of Springfield**  
**City Council**  
**Appropriation Orders**

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# City Council

ADOPTED

Meeting: 06/14/22 05:30 PM  
Initiator: Lindsay B. Hackett  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 6778

## FY23 Budget - General Fund (Mayor Sarno)

Fiscal Year 2023 Budget Appropriations Order  
July 1, 2022 to June 30, 2023  
Date of Vote:

General Fund

**WHEREAS**, to meet the expenses of the City of Springfield, including the School Department, for the fiscal year commencing July 1, 2022 and ending June 30, 2023 (FY23), General Fund Appropriations in the amount of \$812,852,154 as itemized on the attached Schedule of Appropriations and \$6,165,593 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 2023.

**SOURCES**

Estimated General Fund Revenue:	<u>\$819,017,747</u>
<b>TOTAL:</b>	<b>\$819,017,747</b>

**USES**

Total General Fund Financing:	\$812,852,145
Other Financing Uses - Trash Enterprise Fund:	<u>\$ 6,165,593</u>
<b>TOTAL:</b>	<b>\$819,017,747</b>

<b>RESULT:</b>	<b>ADOPTED [8 TO 2]</b>
<b>MOVER:</b>	Melvin A. Edwards, Ward 3 Councilor
<b>SECONDER:</b>	Michael A. Fenton, Ward 2 Councilor
<b>AYES:</b>	Perez, Lederman, Curran, Brown, Davila, Edwards, Allen, Fenton
<b>NAYS:</b>	Justin Hurst, Tracye Whitfield
<b>ABSENT:</b>	Kateri B. Walsh
<b>AWAY:</b>	Zaida Govan



# City Council

ADOPTED

Meeting: 06/14/22 05:30 PM  
Initiator: Lindsay B. Hackett  
Sponsors: Mayor Domenic J. Sarno  
DOC ID: 6779

## FY23 Budget Order - Enterprise Fund (Mayor Sarno)

Fiscal Year 2023 Budget Appropriations Order  
July 1, 2022 to June 30, 2023  
Date of Vote:  
Trash Enterprise Fund

**WHEREAS**, pursuant to the requirements of Section 53F ½ of Chapter 44 of Massachusetts General Law, the following Trash Enterprise Fund shall be authorized for the fiscal year commencing July 1, 2022 and ending June 30, 2023 (FY23), 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 2023.

**SOURCES**

Estimated FY23 Trash Enterprise Fund Revenue:	\$ 5,372,000
Other Financing Source - FY21 Retained Earnings	\$897,265
Other Financing Source - General Fund:	<u>\$ 6,165,593</u>
<b>TOTAL:</b>	<b>\$12,434,858</b>

**USES**

Total Trash Enterprise Fund Financing:	<u>\$12,434,858</u>
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<b>TOTAL</b>	<b>\$12,434,858</b>
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<b>RESULT:</b>	<b>ADOPTED [10 TO 0]</b>
<b>AYES:</b>	Perez, Lederman, Curran, Brown, Davila, Hurst, Edwards, Allen, Fenton, Whitfield
<b>ABSENT:</b>	Kateri B. Walsh
<b>AWAY:</b>	Zaida Govan



**Appendix F**  
**Fiscal Year 2023 Adopted Budget**  
**Schedule of Appropriations**

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**City of Springfield - Fiscal Year 2023**  
**Mayor's Recommended Budget**  
**Schedule of Appropriations - General Fund**

<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	<b>FISCAL 2023 RECOMMENDED GENERAL FUND</b>
<b>0100</b>	<b>10</b>	<b>111</b>	<b>CITY COUNCIL</b>	<b>474,994</b>
0100	10	111	Personal Services	457,006
0100	10	111	Expenses	17,988
0100	10	111	Capital	-
<b>0100</b>	<b>10</b>	<b>121</b>	<b>MAYOR</b>	<b>681,897</b>
0100	10	121	Personal Services	661,273
0100	10	121	Expenses	20,624
0100	10	121	Capital	-
<b>0100</b>	<b>10</b>	<b>129</b>	<b>OFFICE OF MANAGEMENT AND BUDGET</b>	<b>1,237,168</b>
0100	10	129	Personal Services	1,062,592
0100	10	129	Expenses	174,576
0100	10	129	Capital	-
<b>0100</b>	<b>10</b>	<b>132</b>	<b>DEPT 3-1-1</b>	<b>527,305</b>
0100	10	132	Personal Services	474,852
0100	10	132	Expenses	52,453
0100	10	132	Capital	-
<b>0100</b>	<b>10</b>	<b>133</b>	<b>FINANCE</b>	<b>2,307,224</b>
0100	10	133	Personal Services	-
0100	10	133	Expenses	2,307,224
0100	10	133	Capital	-
<b>0100</b>	<b>10</b>	<b>133</b>	<b>PAY-AS-YOU-GO CAPITAL</b>	<b>4,287,969</b>
0100	10	133	Personal Services	-
0100	10	133	Expenses	-
0100	10	133	Capital	4,287,969
<b>0100</b>	<b>10</b>	<b>135</b>	<b>COMPTROLLER</b>	<b>589,135</b>
0100	10	135	Personal Services	581,787
0100	10	135	Expenses	7,348
0100	10	135	Capital	-
<b>0100</b>	<b>80</b>	<b>135</b>	<b>STATE ASSESSMENTS</b>	<b>3,930,007</b>
0100	80	135	Personal Services	-
0100	80	135	Expenses	3,930,007
0100	80	135	Capital	-

Fund	Func	Dept	Classification	FISCAL 2023 RECOMMENDED GENERAL FUND
<b>0100</b>	<b>10</b>	<b>135</b>	<b>PROVISION FOR UNCOMPENSATED ABSENCES</b>	<b>(850,000)</b>
0100	10	135	Personal Services	(850,000)
0100	10	135	Expenses	
0100	10	135	Capital	
<b>0100</b>	<b>10</b>	<b>135</b>	<b>RESERVE FOR CONTINGENCIES</b>	<b>250,000</b>
0100	10	135	Personal Services	-
0100	10	135	Expenses	250,000
0100	10	135	Capital	-
<b>0100</b>	<b>10</b>	<b>136</b>	<b>INTERNAL AUDIT</b>	<b>510,281</b>
0100	10	136	Personal Services	308,717
0100	10	136	Expenses	201,564
0100	10	136	Capital	-
<b>0100</b>	<b>10</b>	<b>138</b>	<b>OFFICE OF PROCUREMENT</b>	<b>620,194</b>
0100	10	138	Personal Services	516,221
0100	10	138	Expenses	103,973
0100	10	138	Capital	-
<b>0100</b>	<b>10</b>	<b>141</b>	<b>BOARD OF ASSESSORS</b>	<b>1,179,756</b>
0100	10	141	Personal Services	869,742
0100	10	141	Expenses	310,014
0100	10	141	Capital	-
<b>0100</b>	<b>10</b>	<b>145</b>	<b>TREASURER</b>	<b>1,562,144</b>
0100	10	145	Personal Services	555,232
0100	10	145	Expenses	1,006,912
0100	10	145	Capital	-
<b>0100</b>	<b>70</b>	<b>145</b>	<b>DEBT SERVICE</b>	<b>24,107,646</b>
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	24,107,646
<b>0100</b>	<b>70</b>	<b>145</b>	<b>CAPITAL RESERVE FUND</b>	<b>3,427,842</b>
0100	70	145	Personal Services	
0100	70	145	Expenses	
0100	70	145	Capital	3,427,842
<b>0100</b>	<b>10</b>	<b>146</b>	<b>COLLECTOR</b>	<b>574,189</b>
0100	10	146	Personal Services	388,167
0100	10	146	Expenses	186,022
0100	10	146	Capital	-

Fund	Func	Dept	Classification	FISCAL 2023 RECOMMENDED GENERAL FUND
<b>0100</b>	<b>10</b>	<b>147</b>	<b>PARKING CONTRACT</b>	<b>1,136,003.78</b>
0100	10	147	Personal Services	
0100	10	147	Expenses	1,136,004
0100	10	147	Capital	
<b>0100</b>	<b>10</b>	<b>151</b>	<b>LAW</b>	<b>3,001,280</b>
0100	10	151	Personal Services	2,495,706
0100	10	151	Expenses	505,574
0100	10	151	Capital	-
<b>0100</b>	<b>10</b>	<b>152</b>	<b>DEPARTMENT OF HUMAN RESOURCES &amp; LABOR RELATIONS</b>	<b>1,250,157</b>
0100	10	152	Personal Services	733,567
0100	10	152	Expenses	516,590
0100	10	152	Capital	-
<b>0100</b>	<b>90</b>	<b>152</b>	<b>BENEFITS</b>	<b>31,136,788</b>
0100	90	152	Personal Services	
0100	90	152	Expenses	<b>31,136,788</b>
			<i>Health Insurance</i>	27,389,616
			<i>Unemployment</i>	120,080
			<i>Workers Compensation Indemnity</i>	528,156
			<i>Workers Compensation Medical Claims</i>	1,301,417
			<i>Medicare - Employer Match</i>	1,797,519
0100	90	152	Capital	
<b>0100</b>		<b>152</b>	<b>EMPLOYEE BENEFITS DEPARTMENT</b>	<b>429,955</b>
0100		152	Personal Services	413,359
0100		152	Expenses	16,596
0100		152	Capital	-
<b>0100</b>	<b>10</b>	<b>154</b>	<b>PAYROLL DEPARTMENT</b>	<b>322,466</b>
0100	10	154	Personal Services	
0100	10	154	Expenses	322,466
0100	10	154	Capital	
<b>0100</b>	<b>10</b>	<b>155</b>	<b>INFORMATION TECHNOLOGY DEPARTMENT</b>	<b>3,861,197</b>
0100	10	155	Personal Services	1,159,342
0100	10	155	Expenses	2,683,855
0100	10	155	Capital	18,000
<b>0100</b>	<b>10</b>	<b>161</b>	<b>CITY CLERK</b>	<b>859,099</b>
0100	10	161	Personal Services	788,844
0100	10	161	Expenses	70,255
0100	10	161	Capital	-

Fund	Func	Dept	Classification	FISCAL 2023 RECOMMENDED GENERAL FUND
<b>0100</b>	<b>10</b>	<b>162</b>	<b>BOARD OF ELECTION COMMISSION</b>	<b>615,034</b>
0100	10	162	Personal Services	421,188
0100	10	162	Expenses	193,846
0100	10	162	Capital	-
<b>0100</b>	<b>10</b>	<b>175</b>	<b>PLANNING DEPARTMENT</b>	<b>1,437,596</b>
0100	10	175	Personal Services	978,502
0100	10	175	Expenses	459,093
0100	10	175	Capital	-
<b>0100</b>	<b>10</b>	<b>190</b>	<b>FACILITIES MANAGEMENT</b>	<b>4,348,685</b>
0100	10	190	Personal Services	1,458,839
0100	10	190	Expenses	2,889,846
0100	10	190	Capital	-
<b>0100</b>	<b>10</b>	<b>193</b>	<b>CAPITAL ASSET CONSTRUCTION</b>	<b>512,573</b>
0100	10	193	Personal Services	453,069
0100	10	193	Expenses	59,504
0100	10	193	Capital	-
<b>0100</b>	<b>20</b>	<b>210</b>	<b>POLICE</b>	<b>51,753,000</b>
0100	20	210	Personal Services	47,004,353
0100	20	210	Expenses	4,488,469
0100	20	210	Capital	260,178
<b>0100</b>	<b>20</b>	<b>220</b>	<b>FIRE</b>	<b>25,549,818</b>
0100	20	220	Personal Services	23,230,056
0100	20	220	Expenses	2,312,262
0100	20	220	Capital	7,500
<b>0100</b>	<b>20</b>	<b>241</b>	<b>BUILDING - CODE ENFORCEMENT</b>	<b>1,889,020</b>
0100	20	241	Personal Services	1,835,858
0100	20	241	Expenses	53,163
0100	20	241	Capital	-
<b>0100</b>	<b>20</b>	<b>242</b>	<b>HOUSING - CODE ENFORCEMENT</b>	<b>1,143,220</b>
0100	20	242	Personal Services	935,866
0100	20	242	Expenses	207,354
0100	20	242	Capital	-
<b>0100</b>	<b>20</b>	<b>250</b>	<b>EMERGENCY COMMUNICATIONS</b>	<b>2,174,551</b>
0100	20	250	Personal Services	2,030,679
0100	20	250	Expenses	143,872
0100	20	250	Capital	-

Fund	Func	Dept	Classification	FISCAL 2023 RECOMMENDED GENERAL FUND
<b>0100</b>	<b>20</b>	<b>292</b>	<b>TJ O'CONNOR ANIMAL CONTROL</b>	<b>1,595,108</b>
0100	20	292	Personal Services	761,335
0100	20	292	Expenses	833,773
0100	20	292	Capital	-
<b>0100</b>	<b>30</b>	<b>300</b>	<b>SCHOOL DEPARTMENT</b>	<b>544,863,270</b>
0100	30	300	SCHOOL DEPARTMENT	509,411,134
0101	30	300	SCHOOL TRANSPORTATION	35,452,137
<b>0100</b>	<b>40</b>	<b>400</b>	<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>11,972,273</b>
0100	40	400	Personal Services	5,055,254
0100	40	400	Expenses	6,917,019
0100	40	400	Capital	-
<b>0100</b>		<b>400</b>	<b>ENTERPRISE FUND SUPPLEMENT</b>	<b>6,165,593</b>
0100		400	Personal Services	
0100		400	Expenses	6,165,593
0100		400	Capital	-
<b>0100</b>	<b>50</b>	<b>520</b>	<b>HEALTH &amp; HUMAN SERVICES</b>	<b>2,261,274</b>
0100	50	520	Personal Services	1,839,773
0100	50	520	Expenses	421,501
0100	50	520	Capital	-
<b>0100</b>	<b>50</b>	<b>541</b>	<b>DEPARTMENT OF ELDER AFFAIRS</b>	<b>560,588</b>
0100	50	541	Personal Services	444,913
0100	50	541	Expenses	115,675
0100	50	541	Capital	-
<b>0100</b>	<b>50</b>	<b>543</b>	<b>VETERANS SERVICES</b>	<b>1,676,950</b>
0100	50	543	Personal Services	385,307
0100	50	543	Expenses	1,291,643
0100	50	543	Capital	-
<b>0100</b>	<b>60</b>	<b>610</b>	<b>LIBRARY</b>	<b>5,460,376</b>
0100	60	610	Personal Services	3,796,924
0100	60	610	Expenses	1,628,452
0100	60	610	Capital	35,000
<b>0100</b>	<b>90</b>	<b>613</b>	<b>MUSEUM</b>	<b>1,320,000</b>
0100	90	613	Personal Services	-
0100	90	613	Expenses	1,320,000
0100	90	613	Capital	-

<b>Fund</b>	<b>Func</b>	<b>Dept</b>	<b>Classification</b>	<b>FISCAL 2023 RECOMMENDED GENERAL FUND</b>
<b>0100</b>	<b>60</b>	<b>630</b>	<b>PARKS DEPARTMENT</b>	<b>9,864,954</b>
0100	60	630	Personal Services	5,887,580
0100	60	630	Expenses	3,977,374
0100	60	630	Capital	-
<b>0100</b>	<b>90</b>	<b>911</b>	<b>NON-CONTRIB. PENSIONS</b>	<b>77,562</b>
0100	90	911	Personal Services	
0100	90	911	Expenses	77,562
0100	90	911	Capital	
<b>0100</b>	<b>90</b>	<b>911</b>	<b>CONTRIBUTION RETIREMENT PENSION</b>	<b>56,361,604</b>
0100	90	911	Personal Services	
0100	90	911	Expenses	56,361,604
0100	90	911	Capital	
<b>TOTAL</b>				<b>819,017,747</b>



**City of Springfield - Fiscal Year 2023**  
**Recommended Budget**  
**Schedule of Appropriations - Trash Enterprise Fund**

Fund	Func	Dept	Classification	FISCAL 2023 MAYOR REC ENTERPRISE FUND
6500	40	400	TRASH ENTERPRISE	12,434,858
6500	40	400	Personal Services	3,468,736
6500	40	400	Expenses	8,966,122
6500	40	400	Capital	-
<b>TOTAL</b>				<b>12,434,858</b>