



THE CITY OF SPRINGFIELD, MASSACHUSETTS

MAYOR DOMENIC J. SARNO

HOME OF THE NATIONAL BASKETBALL HALL OF FAME

December 27, 2010

Dear Residents, Businesses and Visitors:

The City of Springfield has developed a **DRAFT** four-year strategic action plan to address five essential priorities for developing and sustaining a vibrant community; public safety, education, economic vitality, healthy neighborhoods and fiscal and operational excellence. The plan includes goals, action steps and metrics to measure success. Simply put, this Strategic Action Plan is the blueprint that aligns the City's resources and activities so that all of our efforts are directed towards achieving our mission: *To provide a high quality of life for residents, visitors, and businesses through the provision of public safety, education, economic development, parks, recreation, health and human services.*

While the economic climate of Fiscal Year 2012 will present the City of Springfield with several economic challenges, I remain optimistic. As we are forced to do more with less, this draft Strategic Action Plan will serve as the underpinning we need to keep our focus sharp and resources aligned. We must continue to move in the right direction and be poised for even greater success as the City's financial situation improves.

This memorandum is being issued to request feedback from City external stakeholders as a result of our efforts to collaborate and move the City forward.

It is only through responsible leadership, shared accountability and relentless execution that Springfield will be a healthy, vibrant, and sustainable community that embraces diversity, collaboration and growth.

I look forward to your input. Please communicate any feedback by calling (413) 736-3111 or emailing 311@springfieldcityhall.com by January 19, 2011.

Sincerely,

Domenic J. Sarno, Mayor

Table of Contents

Executive Summary.....	2
City of Springfield Vision	4
City of Springfield Mission	4
City of Springfield Values	4
Strategic Priority One: Public Safety.....	6
Strategic Priority Two: Education.....	8
Strategic Priority Three: Economic Vitality.....	9
Strategic Priority Four: Healthy Neighborhoods.....	11
Strategic Priority Five: Fiscal and Operational Excellence.....	14
City of Springfield Management Framework.....	16
Acknowledgements.....	17

Executive Summary

The City of Springfield began its strategic action planning process earlier this year with the goal to finalize a four-year action plan by December. Since that time, a steering committee was commissioned, three off-site meetings were conducted and several hours of research and planning transpired to create the City's first ever four-year strategic action plan.

The Steering Committee consists of members from Mayor Sarno's Cabinet and key members of his staff. First order was to create the City's Vision, Mission, Values and Priorities. Facilitated by Sylvia deHaas Philips of the United Way, the Mayor along with his Cabinet, defined and clarified five priorities for the City.

After identifying the direction the Administration wanted to focus, another off-site meeting was held, including seventy employees ranging from supervisors to executives, to create goals, action steps and metrics all geared toward achieving the five new priorities. The team broke into five groups with each responsible for planning the success of their priority. This effort helped outline the final product so that each Strategic Priority is closely matched with specific goals, strategic action steps and strategic metrics. The following explains some background for Mayor Sarno's Strategic Priorities and the City's Four-Year Strategic Action Plan.

Throughout the input phase of the Four-Year Strategic Action Plan process, *Public Safety* was seen as the single most important service provided by government. The level of importance was shared equally among all cabinet members and Mayor Sarno. Public Safety itself is a complex topic to discuss. It is not as simple as providing police, fire and disaster services. Achieving public safety its perception is in many ways reaching a sense of freedom and order.

The focus of the public safety group was to improve the perception of public safety, improve response time and reduce crime. Its perception within the City continues as a negative factor in attracting businesses and visitors. According to a poll taken in February 2010 by the Western New England College Polling Institute, Springfield and surrounding Hampden County residents thought crime was the most important problem facing Springfield. As Springfield strives to solidify itself as the preeminent employment, education, medical, cultural, and visitor center for the Pioneer Valley, it must gain control of its message as a safe and prosperous city and increase the visible presence of public safety activities and reduce crime.

Improving response time and reducing crime are also key factors in strengthening the City. While response time to priority one emergencies is very good compared to national standards, the increase in municipal ordinance violations has led the Police Department to create a special Squad. The Flex Squad as it has come to be known, focuses on faster response times to minor crimes as a way to reduce disorder and crime within City neighborhoods.

Education was also ranked as one of the most important services provided by government. The education gap that the City faces feeds a cycle of poverty that is increasingly limiting the potential of Springfield and its residents. According to the Workforce Development Plan prepared by the Regional Employment Board of Hampden County in June 2008, there is a direct correlation between the skills gap and the poverty rate in Springfield. It states "Because low income residents tend to have higher dropout rates and lower levels of academic achievement, education and job training is all the more critical to close the skills gap and build a better workforce." To address these issues, the School Department is using a three-pronged approach with a focus on proficiency rates, graduation rates and leadership skills. Obtaining and retaining

highly qualified teachers and mentors offers the greatest opportunity to provide quality education and increase graduation rates. Along with highly qualified teachers, the School Department will utilize a collaborative plan of focusing on increasing attendance rates, supporting early childhood literacy initiatives, and increasing communication with parents.

The next priority of the Cabinet is *Economic Vitality*. Springfield has struggled with transitioning from an economy largely based upon manufacturing to today's knowledge-based industries. Together with MassINC, the Urban Land Institute and the Boston Federal Reserve Bank, a comprehensive examination of Springfield's current economic challenges, assessment of potential City's assets, and a proposal of concrete measures for implementation was completed to assist the City in its future economic development efforts. The research showed Springfield to have many strengths, including community pride in the city's long and significant history, good homes and neighborhoods, many parks and colleges; its geographic location (east-west and north-south connections), diversity, and a population base committed to the city. Its key challenges include: crime and public safety (real or perceived), concerns about the public schools and graduation rates, significant increases in poverty, the decline in the manufacturing base, an under-utilized downtown area, and the flight of young people and middle-class families along with a skills gap addressed in the Workforce Development Plan. The City aims to address these issues using several approaches. First by focusing on niche markets such as health care and financial services, the City will collaborate with area businesses to develop internship programs. Secondly, re-positioning the City's marketability to attract and retain businesses and middle class residents will help in these efforts to revitalize the downtown area and create a sustainable Springfield.

The most challenging priority to measure was *Healthy Neighborhoods* which are always in transition. People move in and out, capital is invested or withdrawn; and patterns of good property maintenance become stronger or weaker. Such changes define and re-define the market niche and social cohesion for any neighborhood. To address these changes, Springfield, in collaboration with its community, will help neighborhoods capitalize on their attributes and assist in identifying and addressing their challenges. Some challenges can be tackled by building home equity, through expanding investment in home improvements. Others can be managed through strengthening the social fabric - by broadening civic participation, changing the language used to describe neighborhoods, promoting neighborhoods as friendly and safe places, and sustaining municipal services that support healthy neighborhoods. Whatever the strategy, Springfield aims to increase the health of its neighborhoods.

Finally, Springfield aims to focus on *Fiscal and Operational Excellence*. Since the City's departure from state control, the City has passed and successfully adhered to a city-wide financial policy that has allowed for increases in reserves and an early pay back of the state financed loan. Springfield needs to focus on reducing costs and increasing revenues while still having to depend on state funding for sixty percent of the City's budget and the always looming threat of budget cuts. Using the recently adopted four-year financial plan as a guide, the City will look to identify core services and efficiently deliver these services all the while addressing major budget gaps projected in the near future.

OUR 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

OUR MISSION

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

OUR 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

Our Strategic Action Plan 2012-2015
Our Strategic Action Plan Consists of Five Strategic Priorities

Strategic Priority One:

PUBLIC SAFETY – Preserve, maintain and improve the safety of those living, working and visiting in the City of Springfield

Improve the perception of public safety throughout the entire City

- ◆ Conduct, track and audit regular maintenance activities
- ◆ Provide a visible presence of public safety activities
- ◆ Use technology to conduct more day to day public safety activities

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Number of communication outlets where regular maintenance plans are published	1	3	4	5	6
Response times to 311 requests regarding potholes (days)	2	2	2	2	2
Response times to 311 requests regarding stop sign and traffic signal knockdowns (days)	1	1	1	1	1
Response times to 311 requests regarding snow complaints (days)	0.5	0.5	0.5	0.5	0.5
Response times to 311 requests regarding park issues (days)	3	3	3	3	3
Number of neighborhood meetings attended by TJO	3	4	5	6	6
Number of neighborhood meetings attended by Police	108	109	109	109	109
Number of web based interactions with community (i.e. Facebook, Twitter, Text-a-Tip, chats etc.) by Police	To be Reported				
Number of neighborhood meetings attended by Fire	12	13	14	15	16
Number of neighborhood meetings attended by DPW	3	4	5	6	6
Number of library displays posting public safety information in public areas	5	10	10	10	10
Number of cameras / shot spotters purchased	63	69	76	84	92
Violent Crime Rate	To be Reported				
Part One Crime Rate	To be Reported				

Improve the City's response to crime and quality of life issues regarding safety

- ◆ Track and audit response times to meet specified standards
- ◆ Promote after school programming and activities
- ◆ Conduct interdepartmental collaboration efforts and 311 updates regularly

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Fire response times to calls within 2 minutes	90%	90%	90%	90%	90%
DPW response times to potholes (days)	2	2	2	2	2
DPW response times to stop sign and traffic signal knockdowns (days)	1	1	1	1	1
DPW response times to snow complaints (days)	0.5	0.5	0.5	0.5	0.5
TJO response times to calls (minutes)	19	18.5	18.5	17.5	17
Police response time to Priority One calls (minutes)	6	6	6	6	6
Number of after school program attendees in elementary schools (60 each)	360	360	360	360	360
Number of after school program attendees in middle schools (40 each)	200	200	200	200	200
Number of after school program attendees at Library branches	400	480	570	650	730
Number of interdepartmental planning meetings conducted	2	4	4	4	4
Number of individual department meetings with 311	15	20	25	30	31

Strengthen enforcement of public safety ordinances

- ◆ Develop and conduct a collaborative ordinance training program
- ◆ Inventory what information is collected by departments and develop an information sharing plan for both City employees and the Public
- ◆ Meet with neighborhood councils and share ordinance information

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Number of ordinance trainings conducted	1	2	2	2	2
Annual survey to employees on knowledge of ordinances	1	1	1	1	1
Number of coordinated neighborhood meetings conducted to discuss ordinance information per year	4	4	4	4	4

Strengthen tools that provide public safety information and awareness

- ◆ Review and update website regularly; publish crime data to the public
- ◆ Develop a task force to study and develop a policy regarding use of social media
- ◆ Develop a regular newsletter
- ◆ Conduct beat management meetings

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Number of website hits	450,000	472,500	496,125	520,931	546,978
Develop and circulate a regular newsletter	1	4	4	4	4
Number of neighborhood meetings attended by Police	108	109	109	109	109

Our Strategic Action Plan 2012-2015
 Our Strategic Action Plan Consists of Five Strategic Priorities

Strategic Priority Two:

EDUCATION - Students realize their full potential and lead fulfilling lives as life long learners, responsible citizens and leaders

Increase proficiency rate for all students

- ◆ Recruit and retain highly-qualified teachers
- ◆ Increase the students' opportunity to develop 21st century skills during non-school hours
- ◆ Develop a system that aligns the School Department with out-of-school system (eg. Parks, Libraries, etc.)

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Percentage of core academic classes taught by teachers who are highly-qualified	92%	93%	94%	95%	96%
Number of mentors	60	90	120	150	180
Number of after school programs	42	52	61	70	79
Number of students attending after school programs	430	510	600	680	760
Proficiency rate of students participating in after-school programs	Establish Baseline				

Increase graduation rate

- ◆ Increase attendance rates for all students
- ◆ Support early childhood literacy initiative
- ◆ Increase communication with SPS parents

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Student attendance rate	91%	92%	93%	94%	95%
Number of third grade students proficient in reading according to MCAS	47	55	63	71	80
Harris Poll overall rating of communication and involvement	6.5	N/A	7.3	N/A	8

Develop students' leadership skills for the 21st century

- ◆ Each City department will commit to volunteering time and expertise to SPS to provide a mentoring or internship experience for students

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Number of City departments with staff volunteering	11	13	15	17	20
Number of City staff participating in mentoring / internship experiences	18	25	35	45	50

Our Strategic Action Plan 2012-2015
 Our Strategic Action Plan Consists of Five Strategic Priorities

Strategic Priority Three:

ECONOMIC VITALITY – Facilitate growth and development to ensure the physical, environmental and economic health of the City

Job creation and retention

- ◆ Focus on building Springfield’s niche markets:
 - Energy/green innovation
 - medical
 - technology
 - precision manufacturing
 - financial services
- ◆ Host small-business forums
- ◆ RFPs on city owned commercial property

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of businesses assisted through city programs in targeted markets	Establish Baseline				
Number of small business forums held per year	1	2	2	3	4
Number of commercial property RFPs issued per year	Establish Baseline				

Market / Reposition the City

- ◆ Increase advertising at City locations
- ◆ Expand the Economic Development e-newsletter delivery
- ◆ Issue program-based “good news” press releases on a monthly basis

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of video testimonials from City events posted on the internet	4	8	12	16	20
Number of additional e-newsletter subscribers annually	Establish Baseline				
Number of “good news” press releases provided to Mayors office by each city department on a monthly basis	1	1	2	2	2
Increase city funding towards annual marketing campaign	50,000	62,500	93,750	140,625	210,938
Increase favorable ratings in public opinion surveys	Establish Baseline				

Create a vibrant downtown

- ◆ Offer year-round entertainment activities
- ◆ Increase the “7-11” downtown programming
- ◆ Increase balanced housing options in the downtown area by partnering with area colleges
- ◆ Increase the percentage of market-rate housing in the downtown area

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of city sponsored special events in downtown Springfield	1	2	3	4	5
Number of new retail/restaurant establishments opened in downtown Springfield	5	6	7	8	9
Number of area colleges offering off-campus housing in downtown Springfield	0	1	1	2	3
Number of market-rate housing units in downtown Springfield	400	410	420	435	450

Develop workforce job skills

- ◆ Partner with area businesses to visit schools for “career days” or “career fairs”
- ◆ Develop an internship program at local businesses
- ◆ Increase the number of Senior Aides training sites

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of businesses represented at Springfield high schools career days	5	5	10	10	15
Number of city sponsored targeted job training programs	Establish Baseline				
Number of students completing city sponsored job training programs	Establish Baseline				
Total number of career days/career fairs offered at high schools	1	1	2	2	3
Number of internships offered by partnering businesses	1	3	5	6	10
Number of additional Senior Aide program training sites	1	1	2	2	3

Make Springfield a sustainable city

- ◆ Environmental stewardship
- ◆ Reduction in vacant housing structures
- ◆ High values on quality of life
- ◆ Preservation of heritage
- ◆ Reduction of consumption/waste

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of contaminated properties put back into productive use	1	2	3	4	5
Reduction in vacant residential units/structures	1,339	1,300	1,260	1,220	1,180
Reduction in 311 complaints	Establish Baseline				
City public facilities energy consumption	Establish Baseline				
Number of historic properties put back into productive use	1	2	3	4	5
City recycling rate	14%	17%	20%	23%	26%

Our Strategic Action Plan 2012-2015
 Our Strategic Action Plan Consists of Five Strategic Priorities

Strategic Priority Four:

HEALTHY NEIGHBORHOODS - Strengthen and enhance the physical, mental, and social health of residents and neighborhoods

Increase Environmental (Green) Efforts in Housing, Schools, Public Buildings and the Natural Environment by 20%

- ◆ Create a municipal environmental committee with department representation to coordinate management of city-wide environmental responsibilities
- ◆ Develop/enforce environmental standards/policies/procedures
- ◆ Creation of Healthy Home Standards to be used in HUD-funded construction or rehabilitation projects
- ◆ Provide education on environmental topics to various audiences (business, industry, health, nonprofit, pre K - youth, neighborhood, and municipal)
- ◆ Perform multi environmental media site inspections using dedicated Interagency Municipal Green Teams for school and municipal buildings
- ◆ Increase energy efficiency and conservation efforts in concert with local utility company initiatives

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
METRIC					
Number of neighborhood forums organized	3	3	0	0	0
Number of business/industry forums organized	1	0	0	0	0
Number of municipal forums organized	1	1	1	1	1
Number of target audiences reached	7	7	7	7	7
Number of service calls to address environmental issues in municipal and school buildings	Establish Baseline				
Reductions in municipal and school building energy usage (MMBtu)	405,000	308,000	370,000	362,000	355,000
Reduction in amount of carbon emissions from public and school buildings	21,376	20,056	19,529	19,106	18,737
Increase in number of residential renovation permits issued for environmental upgrades	Establish Baseline				
Number of students on asthma alert	5,015	5,015	5,015	5,015	5,015
Asthma related visits	2,806	2,525	2,273	2,046	1,841
Number of children with elevated lead levels	Establish Baseline				
City recycling rate	14%	17%	20%	23%	26%

Increase Housing Stability

- ◆ Reduce number of properties in backlog for demolition
- ◆ Reinvest demolition proceeds back into demolition program
- ◆ Identify programs available and increase their efficiency and targeting for improving housing stock
- ◆ Increase education to residents and municipal departments of available resources (foreclosure prevention, emergency home repair funding, etc)
- ◆ Improve city housing ordinances, enforcement policies and compliance

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of Housing education materials provided to residents	1	2	3	4	5
Percentage of properties slated for demolition / out of total known population	Establish Baseline				
Number of homes repaired through Emergency City funding	30	35	40	40	40
Number of units in receivership	50	50	50	50	50
Percentage of Proactive inspections	25%	28%	30%	33%	35%
Average number of days to close code inspection cases not entering judicial system	Establish Baseline				
Average number of days to close code inspection cases which entered the judicial system	Establish Baseline				
Average number of days to file violations in Housing Court	Establish Baseline				
Individual homeless population without children	203	193	183	174	165

Engage the community to increase awareness of available health services in Municipal Government

- ◆ Develop an interdepartmental health multidisciplinary team
- ◆ Identify and reduce barriers to residents’ ability to access health services
- ◆ Develop a communication strategy to educate residents

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of health education material distributed	25,000	30,000	35,000	40,000	45,000
Percentage utilization of city health services	5%	7%	9%	11%	12%
Identify and secure funding sources for health services	790,000	830,000	870,000	940,000	1,000,000

Sustain departmental services that contribute toward Healthy Neighborhoods

- ◆ Identify services in each municipal department that contribute directly to a Healthy Neighborhood
- ◆ Ensure those services have stable funding streams and are operating as efficiently as possible
- ◆ Engage public & solicit input to prioritize services

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of programs per municipal department that create a Healthy Neighborhood	Establish Baseline				
Percentage of each department’s services that are Healthy Neighborhood related	Establish Baseline				
Number of department interagency collaborative efforts to share staffing resources	Establish Baseline				

Expand access to municipal services / programs / materials that are linguistically appropriate and culturally competent (through translation and interpretation)

- ◆ Develop a needs assessment
- ◆ Perform a gap analysis
- ◆ Create strategies to address findings of gap analysis

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of interpreters available citywide	Establish Baseline				
Number of languages serviced by interpreters per language	Establish Baseline				
Number of materials translated per department	Establish Baseline				

Our Strategic Action Plan 2012-2015
 Our Strategic Action Plan Consists of Five Strategic Priorities

Strategic Priority Five:

FISCAL AND OPERATIONAL EXCELLENCE—Ensure operational excellence, fiscal health, and sustainability in all divisions, departments, programs, and activities

Increase cross departmental communication and planning for City-wide projects

- ◆ Develop and distribute City-wide project plan template including defining project champions and team members by year end
- ◆ Create project plans for the upcoming fiscal year including key departments before the budget process starts

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of cross-departmental projects planned for in budget	0	1	2	3	4

Maximize revenue through a uniform and coordinated collection process

- ◆ Review revenue policies and procedures
- ◆ Provide training and professional development in revenue collection
- ◆ Develop a fee needs analysis
- ◆ Maximize use of MUNIS General Billing module as applicable
- ◆ Collaborate to increase our Grant revenue

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
City-wide collection rate	70%	72%	76%	80%	85%
Number of revenue collection training sessions provided	50	70	90	100	90
Percent of revenue budgeted compared to revenue received	85%	90%	95%	97%	99%
Percentage of grants compared to School and City General Fund budget	20%	22%	25%	27%	30%

Improve efficiency and effectiveness by streamlining departmental procedures and policies across all City Departments

- ◆ Develop and distribute city-wide policies and procedures including contracts processes, risk management procedures and volunteer procedures
- ◆ Provide training in city-wide policies and procedures

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of days to prepare and execute contract process	50	46	36	28	25
Number of City-wide policy and procedure trainings provided	1	3	5	7	10
Number of City volunteers	175	200	225	250	300
Number of processes streamlined using Lean techniques	2	3	4	5	6

Continue to adhere to and improve upon City financial policy

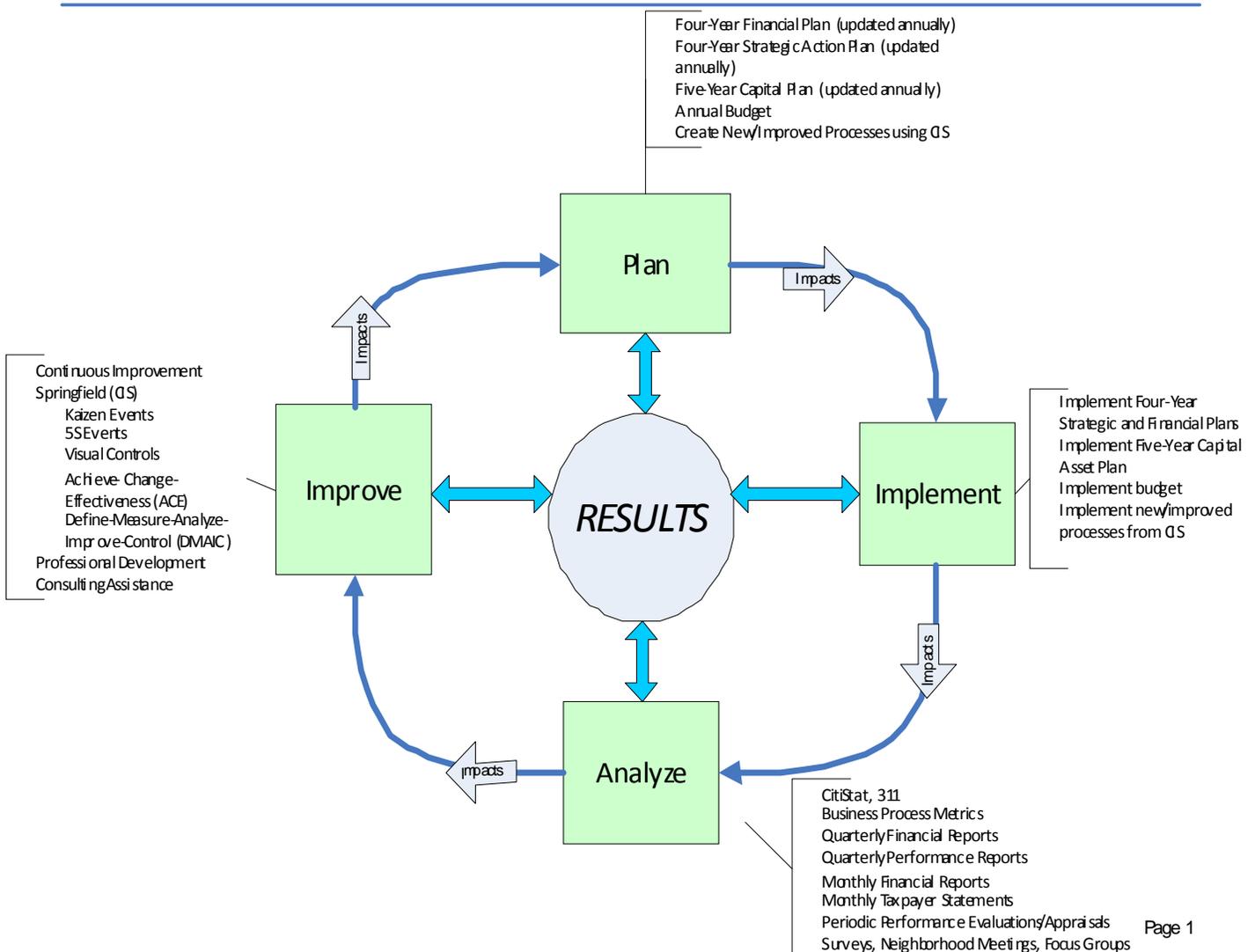
- ◆ Maintain general fund salaries, benefits, and FTEs within revenue raising capacity
- ◆ Generate general fund operating surplus as a percentage of general fund revenues each year
- ◆ Maintain property tax revenue at 30.0% of general fund revenue
- ◆ Increase total reserves as a percentage of total budget from 11% to 12%
- ◆ Decrease debt as a percentage of assessed value from 6.2% to 5.7%
- ◆ Decrease long-term debt per capita from \$2,059 to \$1,999

	FY11 Projection	FY12 Goal	FY13 Goal	FY14 Goal	FY15 Goal
Number of General Funded City FTEs	1,680	1,680	1,680	1,680	1,680
Number of General Funded School FTEs	3,817	3,817	3,817	3,817	3,817
Percentage growth in salaries and benefits	2.50%	2.50%	2.50%	2.50%	2.50%
Operating Surplus	2%	2%	2%	2%	2%
Tax revenue	30%	30%	30%	30%	30%
Total reserves as a percentage of total budget	11.00%	11.30%	11.60%	11.90%	12.00%
Debt as a percentage of assessed value	6.20%	6.10%	6.00%	5.80%	5.70%
Long-term debt per capita	\$2,059	\$2,045	\$2,030	\$2,015	\$1,999

HOW WE MANAGE

The City of Springfield embraces continuous improvement. First, we *plan* to position the City so that it can succeed. Second, we will *implement* changes in such a way that success is achievable. Third, we will *analyze* these changes to ensure they are indeed successful. Lastly, we will *improve* by organizing and changing processes to make those plans work.

City of Springfield Management Framework



Acknowledgments

Strategic Action Plan Steering Committee 2010-2011

Denise Jordan
Chief of Staff

Al Chwalek
Public Works Director

Lee Erdmann
Chief Administrative and
Financial Officer

Kate Fenton
Chief Schools Redesign Officer

Helen Caulton-Harris
Health and Human Services
Division, Director

Brian Connors
Deputy Planning Director

Patrick Sullivan
PBRM Director

Kathleen Breck
Associate City Solicitor

John Judge
Chief Development Officer

Deputy William Cochrane
Deputy Police Chief

LeeAnn Pasquini
Budget Director

Jennifer Winkler*
Senior CitiStat Analyst

Gratitude is extended to the many people who worked to make this Strategic Action Plan a success: Mayor's Office, CAFO's Office, United Way of Pioneer Valley, Law Department, Springfield City Council, Springfield School Committee, Lynn Rose, Christopher Kulig, John Burt, Ann-Marie Mahnken, Jonathan Palmer and most importantly, the hundred or so City employees who took the time to participate in planning the future of Springfield.

*This publication was prepared and produced by Jennifer Winkler with funding from the National Center for Civic Innovation's Government Trailblazer Program

Springfield City Council

Jose Tosado
President

E. Henry Twiggs
Vice President

Zaida Luna

Michael Fenton

Melvin A. Edwards

Clodo Concepcion

Keith Wright

Timothy Allen

John Lysak

Kateri Walsh

Thomas Ashe

James J. Ferrera, III

Timothy J. Rooke

Springfield School Committee

Mayor Domenic J Sarno
Chairman

Norman Roldan
Vice Chairman

Christopher Collins

Barbara Gresham

Denise Hurst

Attorney Peter Murphy

Antonette Pepe