

**City of Springfield, Massachusetts
Fiscal Year 2011
Recommended Budget**



Domenic J. Sarno, Mayor



Lee C. Erdmann
Chief Administrative and Financial Officer

Timothy J. Plante
Finance Director

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**Domenic J. Sarno
Mayor**

**Lee C. Erdmann
Chief Administrative and Financial Officer**

**Timothy J. Plante
Finance Director**

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City Council President

E. Henry Twiggs, Ward 4, Vice President

Zaida Luna, Ward 1

Mike Fenton, Ward 2

Melvin A. Edwards, Ward 3

Clodo Concepcion, Ward 5

Keith Wright, Ward 6

Tim Allen, Ward 7

John Lysak, Ward 8

Thomas Ashe, At large

James J. Ferrara III, At large

Timothy J. Rooke, At large

Kateri Walsh, At large



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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July 1, 2009

President

Executive Director

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THE CITY OF SPRINGFIELD, MASSACHUSETTS
MAYOR DOMENIC J. SARNO

We are pleased to submit for your review and consideration the recommended budget for Fiscal Year 2011. These recommendations total \$533,905,178 which utilizes revenue from State Aid, Property Taxes, Local Receipts and Reserves to fund vital School and City Services including Police, Fire, and Public Works, among others. The budget is balanced, fiscally sound and demonstrates that this City, now under local control, is dedicated to fiscal values and strong financial management. We ask that these recommendations be reviewed by the Committee of the whole to ensure that information is communicated to all Councilors in a timely and efficient manner.

The total recommended budget for Fiscal Year 2011 is \$533.9 million, representing a 0.99% increase over the Fiscal Year 2010 budget. At the beginning of the budget process in January, initial requests from departments and initial revenue projections for the City calculated a \$45.5 million budget gap. The main drivers of the gap included spending increases within the School department, spending increases for City departments such as Public Safety and Public Works, and non-discretionary costs within our debt service, pension funding and health insurance for active and retired City employees. Compounding the spending growth were declining revenues from State Aid and relatively flat revenue in local receipts. Although spending was growing consistent with inflation, specific funding schedules and other non-discretionary increases, revenue growth was simply not keeping pace. This required our entire team to evaluate every spending request in detail and maximize all revenue opportunities available to the City in order to close the gap. It required tough choices, creative ideas and a commitment to reviewing every assumption on a case-by-case basis; this budget could not be balanced using a one-size-fits-all approach.

In the face of difficult fiscal challenges there are programs and services that must continue to be offered by the City since no other entity offers the unique services that government provides. The recommended Fiscal Year 2011 budget buys vital things imperative to our homes and our community. Specifically, this budget buys:

- A fully staffed and trained Police force including a new class of 25 Officers bringing the total force up to 460 sworn Officers. The total number of officers in the force on any given day will change depending on attrition.

- A fully staffed and trained Fire Department including a fully staffed Arson Unit and Ladder 9 including costs for a new class of 23 fire fighters bringing the total fire fighter count to 236. The total number of fire fighters in the department on any given day will change depending on attrition.
- Full funding for Quinn education incentives to Police Officers even though the State has nearly ended its commitment to this cost.
- Full funding for technology needs in the Police Department that were once funded from State grant funds that are no longer available.
- Full funding for the City's Centralized Dispatch Unit which maximizes the use of State E-911 funding.
- Full funding for the School Department including meeting all State mandated funding requirements.
- Full funding for City and School pools for use during the summer months.
- Full funding for after school and out of school programs within the Parks Department to give our City's children a safe and productive place to go.
- Funding for Public Works to address road maintenance issues through in-house milling and paving efforts.
- Funding for line painting across the City with a focus on downtown areas and crosswalks around schools to ensure pedestrian safety.
- Full funding for snow and ice based on historical estimates to ensure road and bridge safety during the winter months.
- Reduction to the City's trash fee from \$80 to \$75 without a reduction to service levels currently provided and a continued focus on single stream recycling with the purchase of additional large blue barrels. Eligible seniors will continue to receive a 25% discount.
- Fully funds Veterans' benefits to accommodate caseload growth and state mandated benefits.
- Level funds Libraries and maximizes other sources of funding to maintain the Library hours and programming consistent with the current year.
- Fully funds the Elections Division to accommodate the costs of the statewide gubernatorial election that will occur in FY11.
- Funds a position in the Law Department to help with the License Commission duties.
- Fully funds employee contractual agreements and health insurance benefits without contribution or co-pay increases.
- Maintains current City employment levels with small adjustments based on re-structuring. No layoffs are contemplated for City Departments.
- Maintains funding for terrace maintenance to keep the City's neighborhoods clean and beautiful.
- Fully funds the City's marketing campaign to continue to draw home buyers and businesses to the City and drive additional economic development.
- Fully funds environmental clean-up efforts to keep the City's parks and facilities clean and safe while meeting Federal and State mandates.
- Fully funds the City's pension schedule in a responsible way while maximizing the municipal tools offered by the State.
- Addresses the City's debt schedule while not pushing off costs into the future and maximizing debt mechanisms offered through Federal Stimulus.
- Maintains a healthy reserve balance of \$43.6 million for the City to use during these difficult economic times.

Earlier this year, we released a four-year financial plan for the City in an effort to demonstrate how the decisions that are made in today's budget impact future years. Many suggestions were offered as solu-

tions to the budget gap many of which have been incorporated into this plan. Some items included from the plan are maximizing all state and federal grant revenue to offset department budget needs, programmatic reductions, utilizing our financial system known as MUNIS to the highest extent possible, consolidating all solid waste activities into the Trash Fee Enterprise Fund, and bonding for energy related projects to help reduce operating costs, among others. The updated four year financial forecast still shows a projected gap in the out-years, however that projected gap is mitigated by the decisions that we make in this budget.

The last two years have been difficult budget years in which mid-year State Aid reductions and weakening property values have forced us to evaluate every program and service offered within the City. We have made difficult choices, programs have suffered or have been eliminated and City workers have lost their jobs. However, throughout this economic crisis, one in which we are not alone in experiencing, we have continued to listen to the priorities of the public and to use the budget as a way to ensure that we have made a commitment to those priorities. In addition, we continue to work with our departments on strategic planning efforts and look for process improvements based on studies, reports and the review of best practices.

The Sarno Administration continues to move forward on a number of priorities. One specific priority that will remain a focus throughout this Administration is strong and effective financial management. In the following pages, we document this management with our budget recommendations for Fiscal Year 2011 which begins on July 1, 2010. These recommendations reflect a budget that allows the City to continue to move forward during these difficult economic times, preserves core services and encourages creative and efficient ways of doing more with less. The priorities reflected in this budget include:

Public Safety: The Fiscal Year 2011 recommends funding for a Police Academy of 25 Officers bringing the total number of Police Officers in the City to 460. This academy will be the first training course since June 2008 and will ensure that our force is well trained and able to serve our City's public safety needs. In addition, the budget recommends funding the Fire Department at its full complement of staffing of 272 employees ensuring that all of the City's stations have adequate staffing at all times. This will require a Fire Academy, the first since January of 2009, to recruit and train new fire fighters to meet the staffing needs identified. In addition, the budget provides for vehicle replacement to keep the City on a strategic and responsible replacement schedule, capital needs for a Zetron alert system at all Fire Stations and funding for special operations such as the Police Department's Anti-Gang Task Force, the School's Quebec Team and the Quality of Life Flex Squad.

Education: The recommendations for Education include aligning the budget with strategic planning efforts to provide the highest quality of education so that all students are empowered to realize their full potential and lead fulfilling lives as lifelong learners, responsible citizens and leaders in the 21st Century. The general fund budget of \$310 million will continue to meet State mandates and investments in our City's youth to provide an educational experience that encourages achievement. The budget continues to require efficiencies and streamlining efforts, specifically the functions in financial management. In addition, large scale capital projects to build and maintain our Educational infrastructure will continue into Fiscal Year 2011.

Job Creation: This budget maintains jobs for current employees who have all been forced to do more with less. It also creates opportunities for others by providing funding to fully staff our Police and

Fire Departments. It provides funding to market the City and attract new businesses that will create jobs and attract other development. In addition, the City continues to receive Federal Community Development Block Grant (CDBG) funds that are used across all City departments for economic development initiatives that would otherwise go unfunded.

Neighborhood Revitalization: Included in this budget are marketing opportunities through the City's "Make It Happen" campaign in an effort to market this City to home buyers and businesses. It maintains vital neighborhood services such as street and terrace maintenance, keeps our neighborhood Libraries open and maintains activities during after and out of school time to give our children a place to be safe and learn. Using Federal neighborhood stabilization funds we continue to address blighted properties in the Old Hill and South End neighborhoods through rehabilitation or demolition. In addition, the City will continue its improvements to Main Street and clean up of open space through the South End revitalization project.

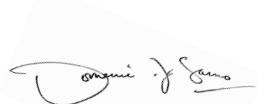
Financial Management: The Fiscal Year 2011 budget recommended in these pages is balanced and responsible. It does not rely on gimmicks and its spending and revenue projections are sound and transparent. It utilizes a modest amount of reserves and demonstrates a continued commitment to priorities. We will continue to plan for the long-term utilizing our four-year financial forecast and monitoring monthly and quarterly budget reports. In addition, we will work to develop a tax payers monthly statement to make the process of billing and collection of taxes more transparent.

The Sarno Administration is proud to present this budget to you as a demonstration of what we have heard from so many of you and our constituents as to where the City should direct its limited resources. We encourage you to take every recommendation as seriously as we have throughout the budget process and although many alternatives have also been considered, we think that you will find these recommendations to be the most responsible.

Under local control, the budget process becomes more of a team effort and we should be open to all ideas put before us that will make the City stronger. We would like to thank all of the Leaders of the Cabinet and their staffs for being thoughtful and prudent throughout this process. In particular, we would like to thank the Finance and CitiStat Department staffs – Lourdes Alers, Karl Fisher, Christopher Kulig, Jasmine Milner, LeeAnn Pasquini, T.J. Plante, Patrick Roach, Cheryn Wojcik, Paul Foster, Jennifer Juliano, Elise Bernice and Alison Newman. In addition, we offer much appreciation to the City Comptroller, Patrick Burns, and the City Auditor Mark Ianello for their guidance.

To the City Council and the Residents of Springfield, thank you for your consideration of these recommendations and for your support and belief in this great City.

Respectfully,



Domenic J. Sarno
Mayor

Respectfully,



Lee C. Erdmann
Chief Administrative & Financial Officer

Executive Summary

The annual budget for the City of Springfield is the plan for a given fiscal year of how much revenue will be available for spending and how that revenue will be spent on City services. The budget process for the City is a continuous management tool used throughout the course of the year to ensure that the City's revenue is spent legally and in accordance with how the budget document dictates. The City budget, like any personal budget has limits to its income (money coming in) and expenses (money being spent) and must be balanced. Some ways that a budget for a City is evaluated by outside entities include the following –

Question: What is the total bottom line of the budget?

Answer: \$533,905,178

Question: What is dollar and percentage growth over the prior fiscal year?

Answer: \$5,247,676 or 0.99%

Question: What are the sources of revenue (income) for the budget?

Answer: State Aid, Property Taxes, Local Receipts (fees, fines) and Reserves

Question: How much is paid in debt service and what is the City's Bond Rating?

Answer: FY11 debt service is \$42,404,055 and the Bond Rating A2/stable outlook

Residents, businesses, rating agencies, the State and Federal governments and other stakeholders all review different aspects of a City's budget to ensure that critical needs and services are being provided, taxes are fair and responsible, assumptions are reasonable and contractual and legal obligations are being met. The budget, although read with many different eyes focusing on different things, has a common thread in that it is the City's plan for how funding will be allocated for a fiscal year. For the last two year's in a row, the City has received awards from the Government Finance Officer Association (GFOA) in recognition of the budget document. For FY11, the City continues to make improvements to the budget to make it more transparent to all stakeholders wishing to understand it.

Fiscal Year 2010 Budget Update

Reviewing the budget for an upcoming fiscal year requires some history and knowledge of the current fiscal year as context. The current fiscal year, known as fiscal year 2010 or FY10, started July 1, 2009 and goes through June 30, 2010. The budget for this year totals \$528,657,502. Throughout the current fiscal year, there have been changes that have occurred within spending and revenue categories. Changes are driven by:

- Lower than expected spending on certain items such as snow and ice or Health Insurance;
- Employment positions that have gone unfilled for part or all of the year therefore salaries are not being spent; and
- Revenues that are collected beyond what is projected due to stronger collections or conservative assumptions used when building the original budget.

As with your personal budget, many things are subject to change during the course of a given year and it is important to monitor the revenue and expenses regularly to ensure that the budget remains balanced. The City conducted a formal mid-year review of spending and revenue in March of 2010. The

goal was to look at year-to-date spending and use specific assumptions to project spending for the remainder of the fiscal year. Based upon this review, it is estimated that a surplus of funds can be expected based on the following projections:

Original Budget Assumptions	
Spending	528,657,502
Revenue	528,657,502
Surplus / (Deficit)	-
March Projection	
Spending	521,260,687
Revenue	532,744,679
Surplus / (Deficit)	11,483,992

What caused spending to decrease?

As previously discussed, there are many factors that change spending during the course of a given fiscal year. In FY10, it is estimated that spending will decrease by \$7.4 million from the original budget. There are four main drivers to this decrease in spending:

Employee Benefits – Employee benefits including Health Insurance and workers compensation are projected to have surplus funds of \$3.2 million for FY10. This is driven by fewer claims, less costly claims and a rate change that occurred mid-way through FY10 that drove down health insurance costs for the City. This projected reduction will have no impact on the benefits received by employees.

Delayed Hiring / Vacant Positions – Throughout the course of a year, employees leave for varying reasons – terminations, layoffs, promotions, retirements, etc. In the normal course of business, these positions are not automatically filled and there is often a lag period during which salaries are not being paid to employees. This is amplified in our public safety departments where departures from service can not quickly be filled and require specific training classes to be conducted. Within Police and Fire, there is often a lag in hiring until a critical mass of vacancies are open that would warrant conducting a training class. In the meantime, savings accrues and is estimated to be \$2.9 million for FY10.

Mild Winter – One area of the budget that is often difficult to predict is the cost of snow and ice removal. FY10 was a mild winter therefore not all of the funding allocated for this purpose are projected to be spent leaving approximately \$200,000 in surplus funds.

Other – Across all departments as contracts are officially signed, staffing is managed, and costs for overtime and travel are monitored there is some savings that has occurred. Across all City departments, this prudent management will result in \$1.1 million in surplus for FY10.

What caused revenue to increase?

As with spending, revenue changes can occur during the year. For FY10, it is estimated that revenue will increase by \$4.4 million from the original budget. The main drivers of this increase include:

License and Permits – This is increased revenue received by the City for certain licenses and permits associated with development of City property. Based on some specific projects, the City will receive

more than originally anticipated.

Tax Liens – Tax liens are legal claims against a property owner that results in additional tax revenue collected by the City. As a policy, the City does not budget for such liens because their collections are irregular and difficult to predict therefore too volatile a source to rely on for budget balancing.

Where does the operating surplus go?

It is important to note that the surplus estimates are a projection made at a given point in time and are subject to change as the fiscal year comes to a close. Departments are responsible for living within appropriated amounts and spending funds as responsibly as possible. A surplus projection should not be considered a reason to spend on more or spend faster. In fact, it should be considered the product of strong fiscal management.

The surplus funds projected for FY10 are recommended to be used to increase our stabilization funds for the City. In addition, a small amount is recommended to be dedicated to pre-pay some FY11 expenses in an effort to help alleviate some constraints of next year's budget. The official surplus will be certified as "Free Cash" once the City's financial books are finalized later this year. Free cash is defined as remaining unrestricted funds from operations from the previous fiscal year. It is important to note that the City has had positive free cash since FY05, however prior to that the City had ended FY04 and FY03 in deficit.

Fiscal Year 2011 Budget Challenges

The budget process for a given fiscal year begins in January when Departments submit their budget requests. Budget requests are meant to first build up the cost of providing the same level of programs and services and then add any program or policy expansion that is requested. In addition, departments were asked to submit proposals to reduce their budget by both 5 percent and 10 percent and to provide impacts to those reductions. This allows the Mayor and the Finance team to review requests and how departments would suggest living within lesser amounts.

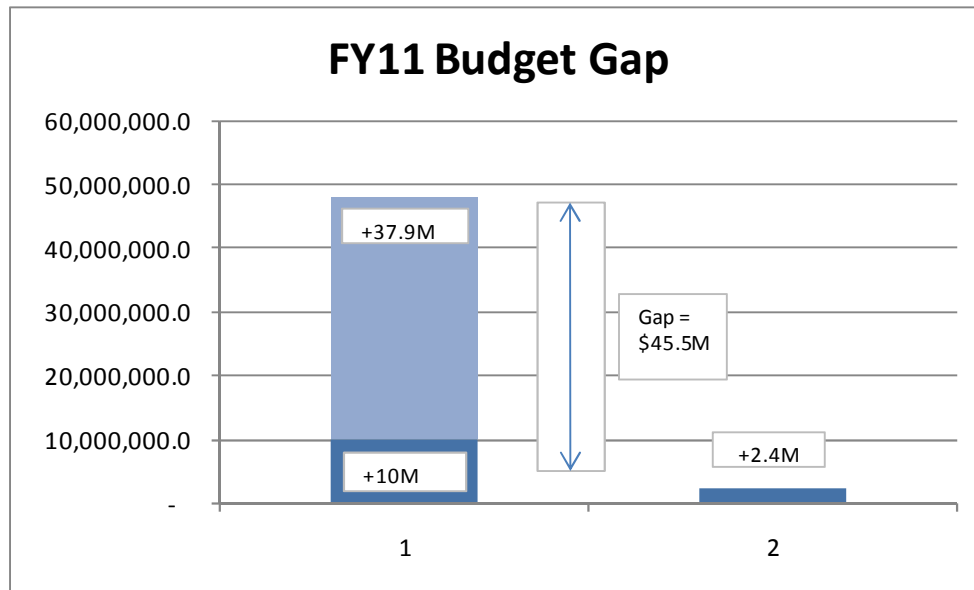
While departments are building their budget requests the Finance department is reviewing revenue projections using the Governor's proposal for State Aid, the City Assessor's projection for property taxes and an internal projection for other local receipts. All of this work combined creates a projection for the amount of spending projected, the amount of revenue available and the gap between the two.

For FY11, the projected gap at the beginning of the process totaled \$45.5 million driven by the following spending and revenue assumptions:

Structural Deficit – This is the amount of prior year spending supported with one-time or non-recurring revenue sources. For FY10, the budget utilized \$10 million in reserves which is considered one-time money.

Spending Growth – Departmental budget submissions included \$37.9 million or 7% increase in spending for FY11 above FY10. The main drivers included the School Department, Pension funding, Debt Service, Health Insurance, and contractual increases.

Revenue – Original revenue estimates had relatively little growth in revenue, only 0.5% that could be used to support this increase in spending.



Budget Solutions

To solve for the projected budget gap a balanced approach was used that relied upon spending reductions, revenue increases and a modest use of reserves. All of these things were considered in the context of providing vital programs and services to the City. Budget solutions include:

Solutions	
Pension Funding	7,894,545
Debt Service	2,891,596
Health Insurance	3,788,109
Departmental Budget Reductions	5,412,163
FY10 Surplus	1,962,470
Net School Spending Change	6,001,550
Net Revenue Changes	5,115,000
Reserves	12,500,000
Total Solutions	45,565,433

Pension Funding Schedule

The City has a requirement known as a pension funding schedule which funds its pension liability by the year 2028. The pension liability was created when retired City employees took more from the pension fund than they had paid in during their years of service as City employees. Over the years, employee contribution rates have increased in order for an employee's contribution to cover the costs of their retirement. However, there is still the unfunded amount from prior year's that is funded through a pension funding schedule. This reduction relies upon state legislation being passed that allows municipalities the opportunity to stretch their pension funding schedules to the year 2040. The House has currently passed this provision. No programs or services will be impacted by this reduction.

Debt Service

The City is continuously looking for ways to ensure that our debt obligations are using the best interest rates possible. At the beginning of the budget process, estimated growth was based on existing debt along with new debt that will occur through the Capital Improvement Plan for the City. Through analysis conducted by the City's Financial Advisors, our debt obligation can be lowered based on more up to date interest rate information. No programs or services will be impacted by this reduction.

Health Insurance

On an annual basis, it is estimated that the City's health insurance costs for active and retired employees increases by approximately 9% due to inflationary rate increases within the health care system. In addition, the City estimates growth for enrollment increases for new employees or family members of existing employees opting into the City's health insurance plan. At the beginning of this process, the GIC was still completing their rate analysis for the coming fiscal year, therefore some information was not yet available for the City to use to complete the budget projection. As was described above, FY10 is experiencing a surplus in the area of health insurance and therefore the base by which the increases were applied was inflated. After reviewing on a person by person basis the insurance costs for FY11 when the GIC rates were finalized in March and adjusting for no enrollment growth for FY11, a savings is achieved. There will be no impacts to employee health insurance including no contribution or co-pay increases associated with this reduction.

Departmental Budget Reductions

In reviewing departmental budget submissions some items were reduced or eliminated to balance the FY11 budget. Examples of departmental reductions include – savings associated with positions that are currently vacant and not recommended to be filled in FY11, reductions to level fund expenses such as overtime and travel costs, reductions in contracted costs or for anticipated vendor rebates, elimination of vacant positions, shifting of costs to specific grant funds, among others. Some specific reductions include:

- Police - \$400K reduction to salaries and wages to account for attrition savings and vacant positions throughout the year. This will not have a public safety impact.
- Fire - \$500K in attrition savings to account for vacant positions throughout the year. This is based on historical trends and will not impact public safety.
- Dispatch - \$633K reduction which will offset certain operating costs to grant funds received from the State E-911 fund.
- Parks - \$140K reduction eliminating a tree inventory which is used to keep vegetation on a preferred maintenance schedule.
- Parks - \$75K reduction to horticulture which will require the City to dedicate fewer resources to beautification of open spaces
- Health - \$210K reduction of 4 vacant Community Health Nurse positions that the department has had trouble recruiting for in the past.
- Health - \$57K reduction for shifting costs to grant dollars available to the department.
- Health - \$80K reduction for the elimination of the vacant Deputy Director position which leaves the department without a second in command position for disaster preparedness and pandemic planning.
- Finance - \$47K reduction to salary and wages which eliminates a financial analyst position that is currently vacant.

- Public Works - \$35K reduction for overtime that will require DPW to strategically manage all over-time for the fiscal year.
- Public Works - \$88K reduction from salaries and wages which will be transferred to Chapter 90 State Funding and bond funding.
- Solid Waste - \$57K cut to temporary services line item to reflect actual signed contract amounts.
- CAFO - \$103K reduction to salary and wages which eliminates the Deputy CAFO position but allows funding for an analyst position.
- 3-1-1 Call Center - \$36K reduction to salary and wages which eliminates a vacant call center representative position
- Information Technology - \$239K reduction to professional services requiring a renegotiation of the Connect CTY contract.
- Information Technology - \$250K reduction to telephone services that will be offset with Verizon rebates for overcharged lines.

Use of FY10 Estimated Surplus

Because of the projected surplus in the FY10 budget, a review of expenses that could be pulled forward into FY10 and reduced from the FY11 budget were evaluated. The criteria for pulling costs forward used was that the costs were generally capital or operational costs that could be completed in FY10, reduced in FY11 and still not have an overall impact on the service that they provide. The costs targeted for this purpose include:

Department	Pre-Paid Expense	FY11 Savings
Police	Replacement vehicles schedule	502,470
Public Works	Levee Study	125,000
Public Works	Vehicle master Lease	953,000
Information Technology	Computer Hardware	143,000
Parks	Tree Removals	200,000
Parks	Equipment Insurance	39,000
FY10 Surplus Spending		1,962,470

With City Council approval, these costs will be met in FY10 and will therefore have no programmatic or service impact for FY11. Even with this use of FY10 surplus funds, a healthy surplus is still projected that will ultimately add to the City's stabilization fund. A recommendation has been submitted to the City Council for the May 3, 2010 City Council meeting.

Net School Spending Changes

During the development of the City's budget, there is volatility in the revenue projections specifically surrounding State Aid which comprises 60% of the City's revenue. In January, the Governor releases his recommendation for State Aid while the House and Senate release theirs in April and May respectively. Throughout this time and until the State budget is finalized, the amount of State Aid that will be received by the City is subject to change. At the beginning of the process, the amount of State Aid allocated to the School Department's budget required a specific amount of spending to come from the State and a specific amount from the City. This is known as Net School Spending. The calculation of net school spending takes into consideration how much the State will contribute and how much the City will contribute to an overall Foundation budget for the School Department. The Governor's budget recommended an increase to the amount coming from State Aid, which then drove up the

amount required to be funded by the City. However, when the House released their budget, it recommended less in State Aid supplemented by Federal American Recovery and Reinvestment Act (ARRA) funds. Because the State was now contributing less, the City was required to spend less creating an overall budget savings. The School department was required to re-evaluate its spending request for FY11 to live within this reduction.

Revenue Changes

All sources of revenue are carefully reviewed throughout the budget process to ensure that the City is maximizing all sources and staying on top of collection and enforcement efforts. There are no recommended broad based tax changes or increases to fees or fines as part of this recommendation. Increases in revenue come from increased enforcement, better investment of the City's cash and new initiatives that will help the City generate additional revenue. The biggest increase is the reduction in the budgeted overlay adjustment for the City. In evaluating property tax revenue each year, an amount is discounted from the total to account for uncollectible taxes. This amount is known as the overlay and is deposited into an overlay reserve. Over the years, the City has been able to grow this reserve to the point where additional deposits are not necessary. Therefore, the amount discounted from the FY11 budget was reduced freeing up more revenue for the City's expenses.

Reserves

The recommended use of reserves represents 2% of the overall revenue for the budget. In addition, it is estimated that the FY09 Free Cash that will be deposited and the FY10 projected surplus will continue to add to our healthy reserve and maintain a responsible balance. Without the use of reserve funds, vital programs and services would need to be cut or eliminated in full and layoffs of employees would be inevitable. Based on current information, below is an analysis of the estimated reserves even with the use of the FY11 recommended amount. The total reserves are 8% of the total budget. Note that FY10 surplus amounts are based on a projection completed in March that is subject to change prior to the end of the fiscal year.

ANALYSIS OF RESERVES		
Stabilization Balance as of 4/6/10	24,993,373	
FY09 Free Cash Sources/Uses	22,319,922	
Overlay Surplus	5,000,000	
Special Revenue Fund Deficits	(822,869)	
Prior Year Bills	(310,919)	
Current Year Bills	(1,062,733)	
Land Takings	(2,000,000)	
Demolitions	(1,000,000)	
Other Priorities	(500,000)	
SUBTOTAL FY09 Carryforward:	21,623,401	46,616,774
FY10 Projected Free Cash Sources / Uses	11,483,991	
Projects funded with FY10 Surplus	(1,962,470)	
SUBTOTAL FY10 Projected Carryforward:	9,521,521	56,138,295
FY11 Estimated Reserves Balance	56,138,295	
FY11 Estimated Reserves Usage	(12,500,000)	
SUBTOTAL FY11 Year End Reserves:	43,638,295	43,638,295

City of Springfield – General Fund Revenue and Expenditures

FY11 Revenue

To understand a budget, it is important to understand the sources of revenue that a City has available to it. The City of Springfield has four major categories of revenue including:

State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 60% of the City's total revenue. All State Aid is distributed via the Cherry Sheet for each city and town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it used to be physically 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, 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) by July 1st of each year.

Property Tax

Property tax is the largest and most dependable revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of taxable property, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a

community cannot levy more than 2.5 percent 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 percent over the prior year's levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. A municipality's levy limit is only increased in three ways: 2.5 percent increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit. Springfield's property tax rate is \$19.50 per \$1,000 of value for residential property and \$39.25 per \$1,000 of value for commercial, industrial, and personal property.

The table below shows the recent history of tax rates, taxes on the average single-family home, and the range of potential tax rates for FY11 based on the work of the Board of Assessors to date.

Range of Tax Rates FY11 Budget Recommendations							
	Residential	Commercial, Industrial, Personal	Taxes on Average Single Family Home	Increase \$	Increase %	Cumulative Increase \$	Cumulative Increase %
FY08	16.03	32.04	2,429				
FY09	17.89	36.98	2,492	63	2.6%	63	2.6%
FY10	19.50	39.25	2,685	193	7.7%	256	10.5%
FY11	19.50-19.99	39.25-39.99					

Springfield is currently scheduled for a FY11 value re-certification project subject to DOR standards and requirements. The results of that project are due in October. Those results can change the levy ceiling and the actual levy. The planned date for establishing tax rates is in late November.

Local Receipts

Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

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. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts. 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 certifying positive Free Cash for the last 6 years in a row, which will help to continue to build our City's stabilization fund.

FY11 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.

City Revenue					
Category	FY10	FY11	% of Total	\$ Change	% Change
State Aid	317,642,157	319,871,522	60%	2,229,365	0.70%
Property Taxes	162,138,123	161,678,636	30%	(459,487)	-0.28%
Local Receipts	38,877,222	39,855,020	7%	977,798	2.52%
Reserves	10,000,000	12,500,000	2%	2,500,000	25.00%
TOTAL	528,657,502	533,905,178	100%	5,247,676	0.99%

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

General Government Division - These departments provide a variety of functions for the city, including administrative support, expertise, oversight and supporting 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, payroll, 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.

Public Safety Division - These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety.

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

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

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

School Department – The City's School Department operates the second largest school district in the Commonwealth and is comprised of 38 elementary schools, six middle schools, six high schools, and seven specialized schools. The District serves over 25,000 students who comprise about 17% of the total city population. With over 5,000 employees, including 2,500 teachers, the District boasts a 90% Highly Qualified rate in core subjects taught. The Springfield Public Schools system is governed by a school committee which creates policy and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a cabinet of 8 chiefs who are each in charge of various segments of the organization.

Benefits – This includes benefits for all City active and retired employees including Health Insurance and Retirement.

Debt Service - Municipalities issue debt to finance capital improvements because the costs are too expensive to finance through the operating budget. Spreading the cost of a project over time creates a manageable annual expense for a Massachusetts community that is limited by Proposition 2 ½ in raising additional property tax revenue. Debt occurs when a city or town borrows money from lenders. The lender charges interest on the borrowed amount and the municipality repays the debt over a number of years. Debt service is the cost of repaying a government's debt, including both principal and interest payments.

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

FY11 Budget Recommendations					
Divisional Overview					
	FY10 Adopted	FY11	% of Total	\$ Change	% Change
Non-Mayoral	1,340,241	1,364,797	0.3%	24,556	1.83%
General Gov't	2,692,366	2,784,908	0.5%	92,542	3.44%
A&F	18,019,897	14,010,167	2.6%	(4,009,730)	-22.25%
Eco Dev	3,114,378	3,398,437	0.6%	284,059	9.12%
Public Safety	57,847,873	57,766,668	10.8%	(81,205)	-0.14%
DPW	9,623,147	9,606,515	1.8%	(16,632)	-0.17%
HHS	8,348,392	8,561,814	1.6%	213,422	2.56%
Parks & Facilities	21,109,701	20,321,810	3.8%	(787,891)	-3.73%
Schools	305,026,945	310,011,601	58.1%	4,984,656	1.63%
Employee Benefits	47,161,994	49,932,898	9.4%	2,770,904	5.88%
Debt Service	41,101,942	42,404,055	7.8%	1,302,113	3.17%
Other	13,270,626	13,741,506	2.6%	470,880	3.55%
Total	528,657,502	533,905,178	100%	5,247,676	0.99%

There are several factors that overall drive spending to change within City Departments. For the most part, the changes in the divisional areas above can be categorized as follows:

Schools – Net school spending changed based on the Chapter 70 foundation formula and the revenue sources that contribute to that change including State Aid, the required local contribution and ARRA.

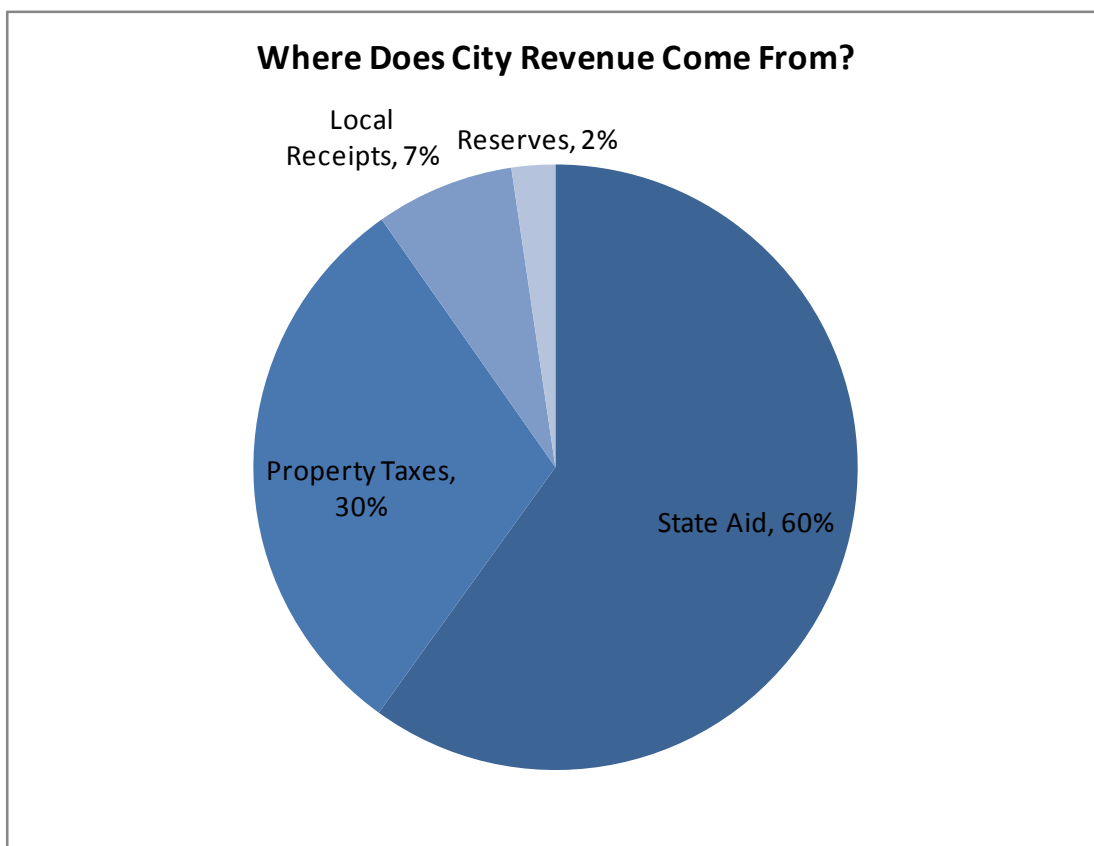
Employee Benefits – The 2 main drivers include health insurance and pensions. Although growth in health insurance for FY11 is lower than prior years, there is still growth based on rate changes at the GIC. Pensions follow an actuarial schedule and major increases were mitigated by adopting the local option to extend the pension schedule currently being debated in the State Legislature.

Employee Bargaining and Non-Bargaining Pay Increases - Pay increases ranging from 1.0 - 2.5% for all employees are included across all departments. The majority of City employees are under union contract therefore pay increases are contractual and an obligation of the City unless union concessions are sought.

Other Increases – These include mandated schedule such as debt service, State benefit reimbursements such for Veterans and other obligations such as the Springfield Redevelopment Authority (SRA).

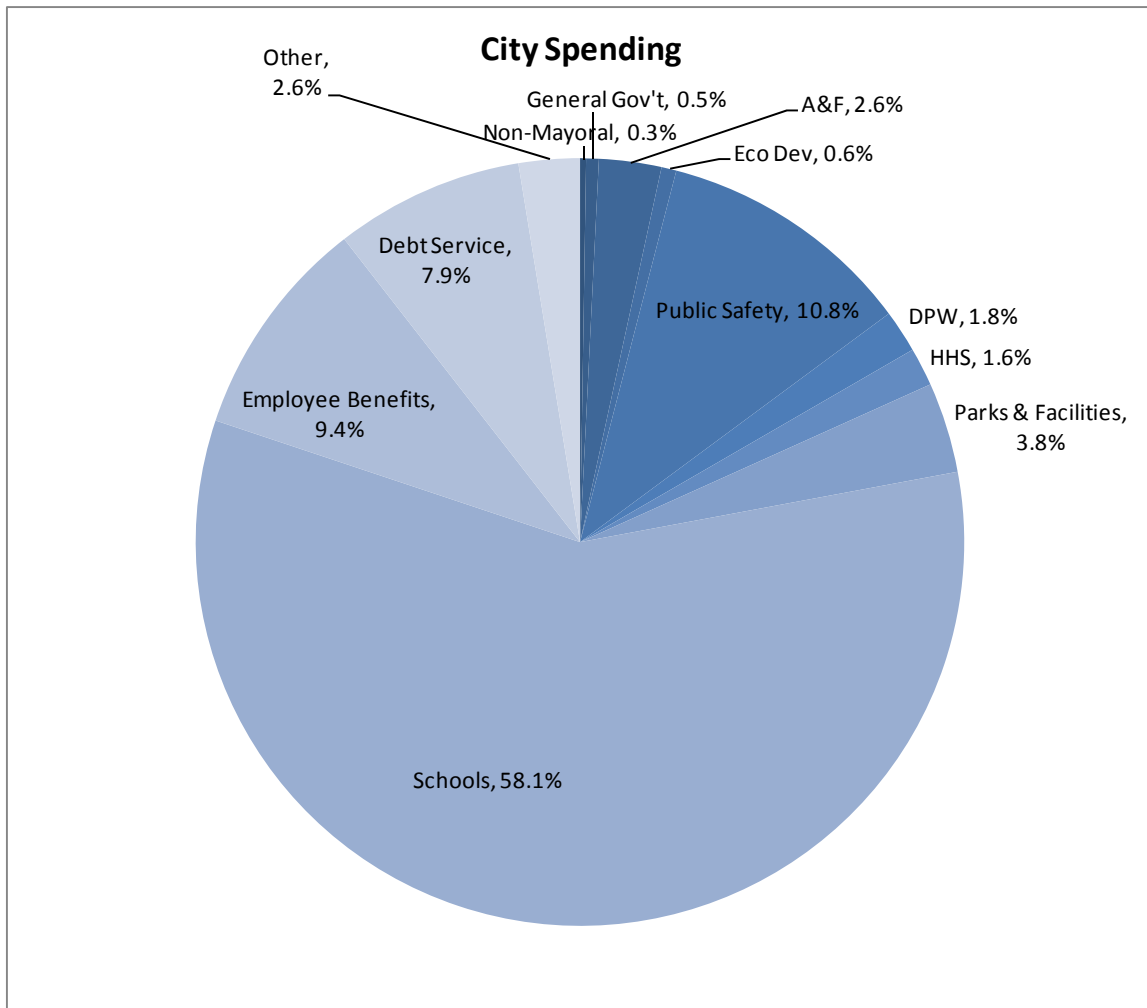
City Revenue – Where does it come from?

In determining the amount of revenue available to spend for each Fiscal Year, there are 4 major categories. For FY11, the chart below shows the percent of revenue coming from each of the major categories. It is important to note that State Aid, the largest category representing 60% of the sources of revenue to the City is mostly dedicated to specific purposes such as Education aid, Veterans and Tax Exemptions. The remaining revenue, generated locally, must be used to meet all other needs of the City.



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 FY11, the chart below shows how the \$533.9 million of City revenue is spent across City divisions. It is important to note that much of the spending within the City is driven by costs of operating our School Department. In addition, expenses within the other Divisions are driven by the costs of employees. Salaries and benefits of City employees (exclusive of the School Department) combined represent 59% of the City's operating budget.



Conclusion

The FY11 budget for the City is balanced and responsible. It addresses priorities of its residents and aggressively looks for savings and efficiencies. It continues to require all City Departments to maximize its resources and do more with less. And it provides programs and services that cannot be found through any other private entity. In addition to the budget document, the City's four year financial plan has been updated to reflect the recommendations included in this budget. Although a deficit in the out years is still projected, it is lessened by the decisions that the City has made in this budget that will need to be sustained into future years.

Frequently Asked Questions (FAQs)

Below are frequently asked questions about the budget and answers to those questions.

Question: *What is the total bottom line of the budget?*

Answer: \$533,905,178

Question: *What is dollar and percentage growth over the prior fiscal year?*

Answer: \$5,247,676 or 0.99%

	ACTUAL	ADOPTED	PROJECTED	RECOMMENDED		
	FISCAL 2009	FISCAL 2010	FISCAL 2010	FISCAL YEAR 2011	\$ VARIANCE TO	% VARIANCE TO
	GENERAL FUND	GENERAL FUND	GENERAL FUND	GENERAL FUND	FY10 ADOPTED	FY10 ADOPTED
TOTAL SPENDING	494,085,999	528,657,502	521,260,687	533,905,178	5,247,676	0.99%
TOTAL REVENUE	512,396,226	528,657,502	532,744,679	533,905,178	5,247,676	0.99%
SURPLUS (DEFICIT)	18,310,227	0	11,483,991	(0)	(0)	

Question: *What is the spending breakdown for employees, benefits and other expenses for this budget?*

Answer: See charts

Spending – City vs. Schools

FY11 Budget Recommendations	
City Departments	223,894,376
School Department	310,011,601
Total FY11 Budget	533,905,978

Spending – City Only by Category

FY11 Budget Recommendations		
Categories		
Salaries	82,721,793	37%
Benefits	49,185,931	22%
OTPS	91,986,652	41%
Total	223,894,376	100%

Question: *How many employees or FTEs are funded in this budget and how does that compare to prior years?*

Answer: 1,460 for City Departments, 0.2 less than budgeted for in FY10. In 1981, the City side of government had 3,302 FTEs.

Question: *What are the sources of revenue (income) for the budget?*

Answer: State Aid, Property Taxes, Local Receipts (fees, fines) and Reserves

Question: *How much is paid in debt service and what is the City's Bond Rating?*
Answer: FY11 debt service is \$42,404,055 and the Bond Rating A2/stable outlook.

Question: *How much does the City currently have in reserves and how much does it anticipate to have based on this budget?*
Answer: As of today, the City has approximately \$25 million in its Stabilization Fund. Based on FY09 Free Cash that will soon be certified and FY10 projected surplus funds, the City is expected to end FY11 with a balance of \$43.6 million in reserves. See chart for details.

ANALYSIS OF RESERVES		
Stabilization Balance as of 4/6/10	24,993,373	
FY09 Free Cash Sources/Uses	22,319,922	
Overlay Surplus	5,000,000	
Special Revenue Fund Deficits	(822,869)	
Prior Year Bills	(310,919)	
Current Year Bills	(1,062,733)	
Land Takings	(2,000,000)	
Demolitions	(1,000,000)	
Other Priorities	(500,000)	
SUBTOTAL FY09 Carryforward:	21,623,401	46,616,774
FY10 Projected Free Cash Sources / Uses	11,483,991	
Projects funded with FY10 Surplus	(1,962,470)	
SUBTOTAL FY10 Projected Carryforward:	9,521,521	56,138,295
FY11 Estimated Reserves Balance	56,138,295	
FY11 Estimated Reserves Usage	(12,500,000)	
SUBTOTAL FY11 Year End Reserves:	43,638,295	43,638,295

Question: *Based on this budget, how much is being spent per City Resident?*
Answer: Based on 2008 population data for the City, the number of residents is 150,640. Dividing that into the total budget recommended of \$533,905,178 calculates \$3,544 per resident is spent.

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Section 1

Overview

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Introduction

About This Document

This document presents the City of Springfield's Fiscal Year 2011 Recommended 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 2011. Four components are included in this budget document:

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

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

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

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

Budget Document Format

This budget is divided into 13 sections: (1) an overview complete with an organizational chart, (2) a fiscal summary, (3-11) departmental budgets, (12) Fiscal Year 2011-2015 Capital Improvement Plan, and (13) appendices. The sections are separated by divider pages.

The beginning of the budget presents the budget messages of both the Mayor and the Chief Administrative and Financial Officer. These statements contain the priorities and plans for the upcoming fiscal year, as well as, highlights of the most important issues facing the City.

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

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

The bulk of the budget, the middle nine sections, contains detailed budgets for city departments. Each departmental budget includes an organizational chart, a mission statement, a budget overview, a department summary, Fiscal Year 2010 highlights, risks and challenges for the upcoming year, strategic decisions for Fiscal Year 2011, departmental programs and the goals associated with those programs, fiscal details and performance measures.

The *Fiscal Year 2011-2015 Capital Improvement Plan* section provides a capital plan overview, highlights some of the departmental project requests, summarizes the capital scoring and selection process, and gives a detailed account of all the capital projects by department.

The final section, the *Appendices*, includes a glossary of budget terms, a general level explanation of the City's expense code classification, employment data, property tax information, the City's financial policies, Fiscal Years 2007-2009 Audited Financial Statements, Fiscal Year 2011 Appropriation Orders and the City's expense budget detail for the Fiscal Year 2011.

The Budget Documents

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

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

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

Access to the Budget Document Series: All documents in this series are available for public reference at the City's Central Public Library. The Annual Operating Budget document is also available for review or download on the City's website, 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
Finance Department
36 Court Street, Room 309
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. Further, the budget was prepared in accordance with the City's Financial Policies (Appendix E), which were adopted by the City's ordinances in April 2009 by the Finance Control Board.

Basis of Budgeting: The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP), with the exception of encumbrances, which 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 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

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

Budget Preparation Calendar: Budget preparation begins in the late fall/early winter of each year by distributing instructions and forms to departments. Departments submit their budget requests for review and analysis to the Finance Department by January. City departments prepare budget requests

considering program requirements, mandates, infrastructure and maintenance needs, and other elements critical to City operations.

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

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

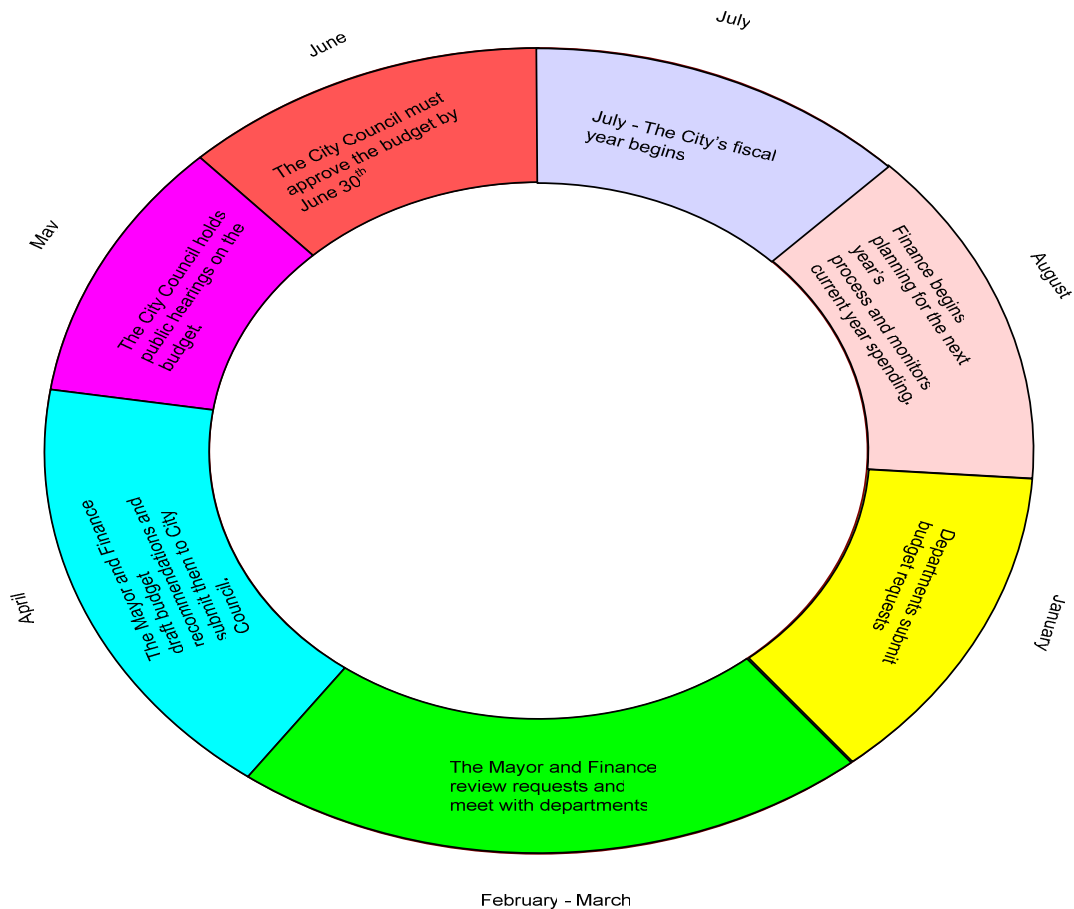
School Committees are no longer autonomous with respect to school expenditures for current purposes. The school budget is limited to the total amount appropriated by the City Council, but the School Committee retains full power to allocate the funds appropriated.

Under Chapter 169, the City Council's authority for establishing the City of Springfield's budget is superseded by the Springfield Finance Control Board.

Budget Transfers: Revisions to the Adopted Budget may be made throughout the year. A department must submit a "Budget Transfer Request" form to the Finance Department, where it is reviewed, and given approval by the Budget Director and Finance Director before being forwarded to the Chief Administration and Finance Officer for final authorization. The City Council approval is necessary if the request adjusts the Fiscal Year 2011 Schedule of Appropriations ("Schedule A") adopted by the City Council. Upon final authorization, the Officer of the Comptroller processes the request.

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

Budget Calendar



January: Departments submit operating budget requests to the Finance Department (Finance).

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

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

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

March: The Mayor and Finance continue to review department budget requests.

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

Budget Calendar Continued

April: The Mayor and Finance draft budget recommendations.

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

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

The Mayor submits the recommended budget to the City Council.

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

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

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

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

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

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

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

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

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

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

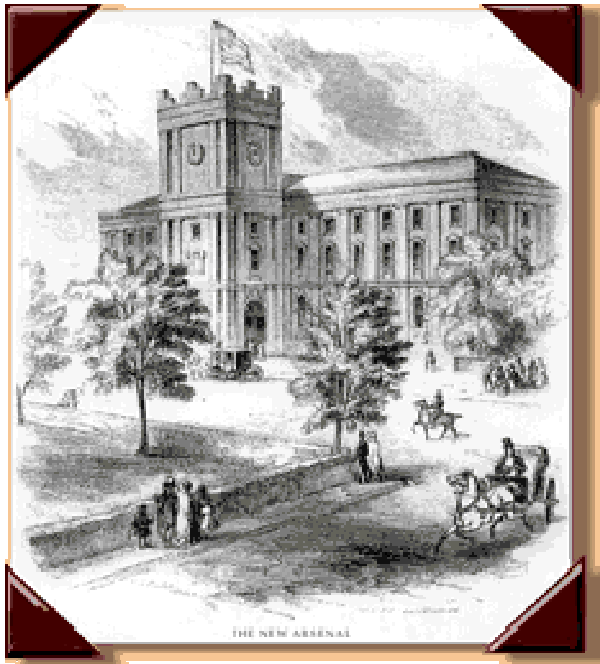
Ongoing: Finance works with city departments to manage expenses and revenues as to maintain a balanced budget. Either party can initiate account transfers as necessary. Also, in monitoring the City's finances, the Finance Department conducts regular payroll and expenditure forecasts.

City of Springfield Overview

The City of Springfield is located in Western Massachusetts along the east bank of the Connecticut River. Located, 89 miles west of Boston, 85 miles east of Albany, New York, 25 miles north of Hartford, Connecticut, and 134 miles northeast of New York City, Springfield is often referred to as the "Crossroads of New England" because of the crossing of major east-west and north-south railroads and interstate highways including Interstate 90 and Interstate 91. Occupying a land area of approximately thirty-three (33) square miles, Springfield is the cultural, commercial, and health center of Western Massachusetts. With a population just over 153,386, it is the third largest city in the Commonwealth of Massachusetts and the fourth largest in New England.



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



The New Arsenal

During the 1770s, George Washington selected Springfield as the site of the National Armory. By the 1780s the Arsenal was a major ammunition and weapons depot. The term "Springfield Rifle" may refer to any sort of arms produced by the Springfield Armory for the United States armed forces. The Armory played an important role in the early Industrial Revolution as it became a center of invention and development. In 1968, after nearly two centuries of continuous production of rifles and muskets used by America's armed forces in every war in the nation's history, the armory closed its gates and fell silent, but was reopened in 1978 as the Springfield Armory National Historic Site, and is listed 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, the Springfield Symphony Hall and the MassMutual Convention Center. Greater Springfield boasts the second-largest concentration of institutions of higher learning in New England. The City of Springfield is home to three four-year colleges: Springfield College, Western New England College and American International College. Springfield Technical Community College is on the grounds of the former Springfield Armory.

Springfield Demographics

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

Springfield is home to a population of people that is diverse in race and ethnicity, income levels and educational attainment. According to 2000 census data, the City has over 61,000 housing units, over 51,000 households and a 49.9% homeownership rate. One-third of those households had children in them that attend schools in the third largest school district in Massachusetts with 38 elementary schools, 6 high schools, 6 middle schools (grades 6–8) and 7 specialized schools. Other City demographics provided by the census bureau include:

2000 Census Demographics [1]	
Total population	152,082
% Male / Female	47% / 53%
Median Age	32
Average Family Size	3.28
Race	
White:	55.81%
Black:	20.69%
Asian:	1.88%
Other:	16.61%
Mixed:	4.55%
Median Household Income	\$30,417
Median Home Value	\$135,000

[1] Source: 2000 Census Data from <http://www.census.gov>

Springfield Economy

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

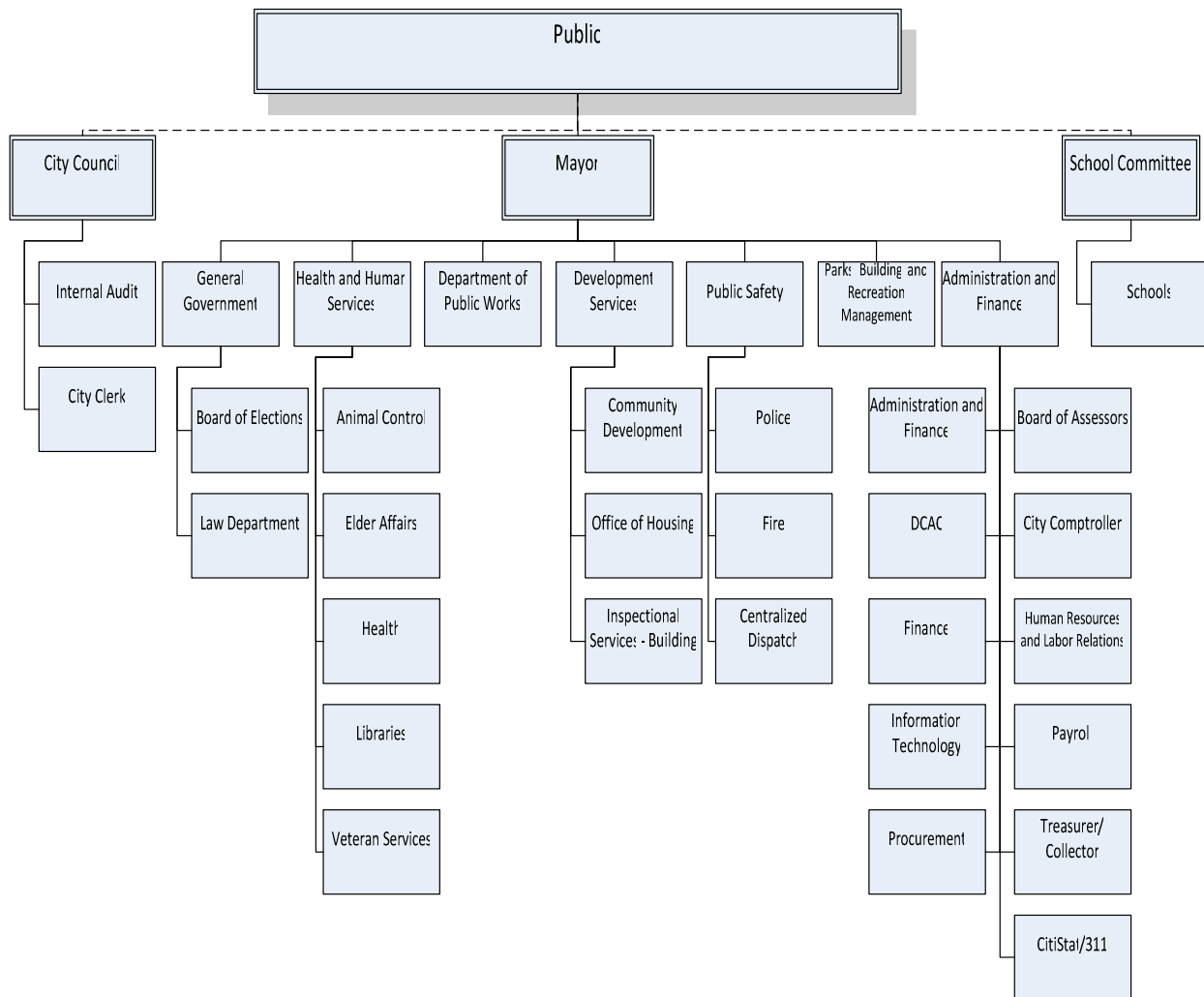
The City of Springfield continues to invest in many diverse economic development projects. Through a multi-faceted approach, the City hopes to revitalize neighborhoods, stimulate new investment, and create a better place for people to live, work, and enjoy their lives. Some projects of note include:

- PFG – Smith & Wesson Industrial Park - Performance Foodservice Group, a producer and distributor of food products and a large employer in the city, has become the first company to locate in the Springfield Smith & Wesson Industrial Park on Performance Blvd. The company constructed a 210,000 square foot distribution center and will create 250 new jobs over the next five years. The plans allow for a future expansion of an additional 125,000 square feet with the potential of 125 more jobs.
- Main Street Improvement Project – This is a streetscape improvement project part of the Court Square Urban Renewal Plan which included enhanced and uniform street lighting, sidewalk repair, curbing, brickwork and street landscaping/street trees, crosswalks, improved pedestrian safety, and resurfacing is designed to provide a safe and positive physical and public safety environment for retail development.
- Blight Reduction - This program aims at removing blight and improving the quality of life in the neighborhoods. In most cases, the properties have been vacant for years and have structural problems. Properties recommended for demolition are reviewed by the Structural Board before they are razed.

In addition to City sponsored projects, the local economy is driven by large employers such as Bay State Health with over 10,000 employees, Massachusetts Mutual Life Insurance Companies with 4,000 employees and Peter Pan Bus Lines with 850 employees. [2]

[2] Source: City-Data.com (<http://www.city-data.com/us-cities/The-Northeast/Springfield-Economy.html>)

Organizational Structure Overview



Mayor: The City is governed by the Massachusetts Plan "B" form of government, by which voters elect a "strong" Mayor with broad powers to supervise City departments and to appoint their managers.

Chief Administrative and Financial Officer (CAFO): On January 9, 2009, the Commonwealth enacted Chapter 468 of the Acts of 2008. This legislation included a series of governance changes, including the creation of a Chief Administrative and Financial Officer (CAFO). The CAFO is responsible for the overall budgetary and financial administration of the city. The CAFO is appointed by the Mayor to a term of no longer than three years and reports directly to the Mayor. The Board of Assessors, Treasurer, Collector, Finance Director, Comptroller, Director of Information Technology, Chief Procurement Officer, Director of Human Resources, Labor Relations Director, Director of Capital Asset Construction, CitiStat Director 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.

Springfield Finance Control Board (SFCB): The SFCB ended on June 30, 2009. On July 9, 2004 the Massachusetts Legislature enacted Chapter 169, An Act Relative to the Financial Stability of the City of Springfield by a unanimous vote. The legislation granted the Secretary of Administration and Finance (“Secretary”) broad financial powers over the City of Springfield. Pursuant to Chapter 169, the Secretary appointed the Springfield Finance Control Board to oversee the City’s finances. The authority of the SFCB pre-empted the authority of the City and the City Council in matters of finance, personnel and administration. The SFCB consisted of five members. Three were appointed by the Secretary; the remaining two positions were the Mayor and the City Council President.

City Council: Legislative powers of the City are vested in the City Council, consisting of five members elected citywide and one from each of the City's eight wards, for two-year terms. Annually, the council elects one of its members as president. If a mayoral vacancy occurs, the president of the council becomes acting mayor until a new mayor is elected. The Council holds hearings, passes ordinances, approves financial orders and resolutions, oversees city finances, votes on the budget, and may authorize the sale of bonds. Another important power of the Council is land-use regulation through zoning ordinances and the granting of special permits. Although the Council focuses on policy review, members can also discuss and question policies of the mayor's administration and review the performance of city departments. Members serve on standing committees, which study and review these matters. The Council also elects the City Clerk for a three-year term and confirms the appointment of the Director of Internal Audit.

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

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

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

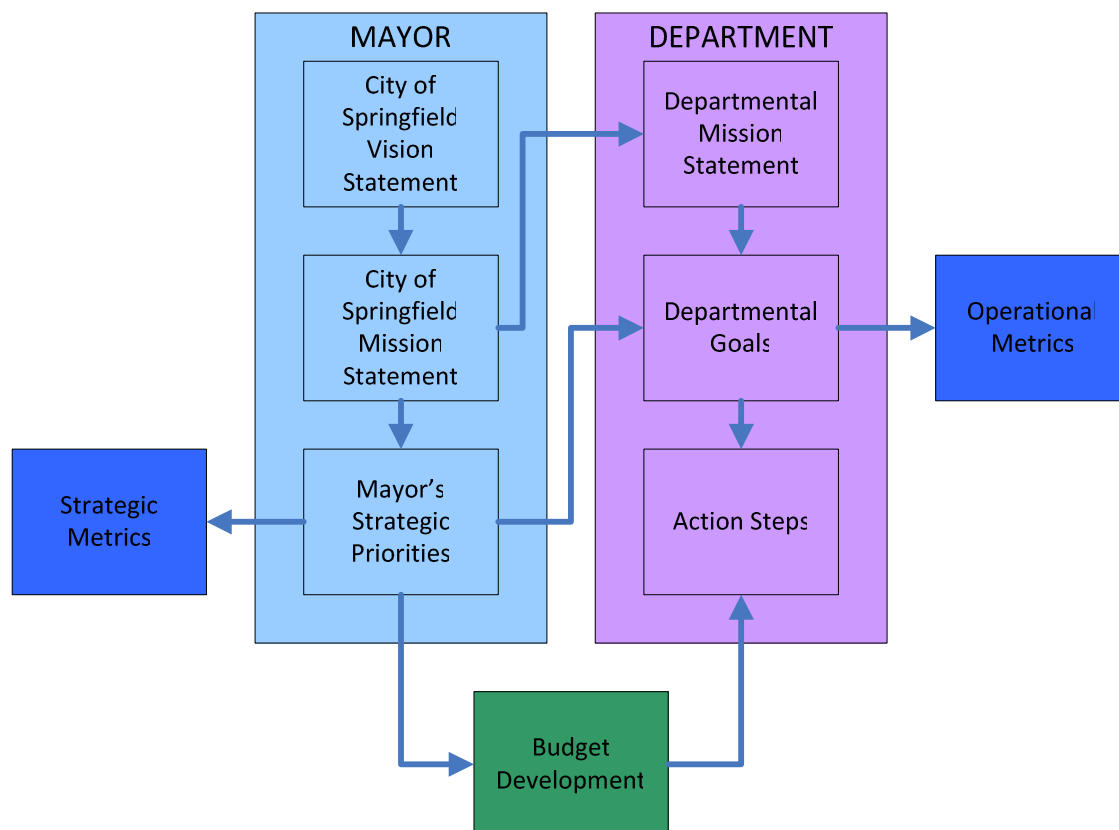
Strategic Planning Initiative

Over the last several years, the City has taken several steps towards citywide strategic planning including SMART training for managers, the addition of goals and performance metrics to departmental budgets, and, most recently, the release of the first four-year financial plan. The next step is to develop and implement a citywide strategic plan.

Historically, planning in the City of Springfield has been premised on reacting to problems. In that scenario, action steps are often defined prior to goals, strategic priorities, mission, or vision and in many cases these latter items are not clearly specified at all. Even in the annual budget, departments often simply articulate what they are going to do during the year (action steps) without ever clearly defining why (goals and mission). The purpose of a citywide strategic plan is to ensure that departmental activities and the annual budget are related and responsive to the overall direction set by the Mayor.

A citywide strategic plan will have two major components: 1) the citywide direction defined by the Mayor and including the City's vision, mission, guiding principles, and strategic priorities; and, 2) departmental strategic plans including department's mission, goals, and action steps. In terms of sequence, the citywide direction should be developed first and then departmental plans developed in response to and support of the citywide plan.

The following chart displays the components needed in a citywide strategic plan as well as the relationships among the components.



Developing a Citywide Strategic Plan

While the first iteration of a citywide strategic plan is embedded in this FY2011 budget document, the following process will be followed in coming months to develop a comprehensive strategic plan prior to the FY2012 budget season. Some of these steps can be accomplished through existing processes such as cabinet meetings, CitiStat meetings, and budget meetings, but others will require additional activity. Ideally, each step in this process will be repeated annually, likely starting in the summer, so that the strategic plan can be revised and updated each year prior to the commencement of the budget process.

1. Annual Citizen Survey – Each year conduct a survey of a random sample of City residents to obtain feedback on their perceptions of City services and the City overall.
2. Citywide Needs Analysis – Perhaps a half-day or all day retreat of the Mayor and his cabinet to conduct a needs assessment, perhaps through a SWOT analysis.
3. Citywide Priority Development – The Mayor and his designees would work to refine the City's vision, mission, and guiding principles as needed based on the needs assessment and then define strategic priorities for the coming year.
4. Strategic Metric Goal-Setting – Based on the strategic priorities set in the prior step, targets for the next four years will be set for each of the City's strategic metrics.
5. Departmental Needs Assessments – Each department would conduct, with their senior staff, a needs assessment and SWOT analysis with a particular focus on how their department's operations can or could support the City's strategic priorities.
6. Departmental Goal-Setting – Department heads will set goals for the coming year based on the Citywide strategic priorities and the Departmental needs assessment.
7. Budget Process – With strategic priorities and departmental goals set, the City will go through its annual budget process, the Mayor determining what departmental goals to prioritize.
8. Refine Goals and Develop Action Steps – Once the Mayor has refined Departmental goals on the basis of the prioritization in the budget process, departments will revise their goals and develop action steps that are realistic in light of budgets.
9. Develop Operational Targets – With realistic annual goals and action steps set by departments, specific targets will be set for departments operational metrics.
10. Measure Performance – Throughout the year performance should be measured regularly through CitiStat against both strategic and operational metrics, identifying for the Mayor goals that may not be achieved.

Integration with the Annual Budget

The new strategic planning framework has also changed the development and presentation of the annual budget. Previously, departmental budget narratives included bullet point lists of short-term goals, intermediate term goals, and strategic objectives. At the end of each narrative there has been a list of departmental performance metrics that in some cases were not tied to particular goals or objectives.

Under the new strategic planning framework, departmental narratives are oriented around fiscal year goals. For each goal the department articulates: 1) what citywide strategic priority is supported; 2) action steps necessary to accomplish the goal; and, 3) operational performance metrics to be used in

determining success in achieving the goal. These operational metrics can be either quantitative targets or dates when goals should be achieved. In addition, some departments articulate multi-year goals in the budget.

Timeline

Following is the preliminary timeline for completing a citywide strategic plan by the end of 2011.

March 2010

- Review and refine the citizen satisfaction survey instrument and obtain approval from the Mayor's Office for the survey instrument.

April 2010

- Test a citizen satisfaction survey instrument with several neighborhood councils and with a small sample of residents.
- Revise the citizen satisfaction survey on the basis of test results.
- Generate a random sample of addresses to receive the citizen satisfaction survey.

May 2010

- Implement the mailed and web-based citizen satisfaction survey with at least 2,000 surveys mailed to randomly selected address.
- Follow-up to ensure as high a response rate as possible.
- Convene a half-day planning retreat for the Mayor's Cabinet to complete a SWOT analysis of the city as a whole (not of individual departments).
- Based on the citywide SWOT analysis the Mayor can make any changes or revisions to the City's vision, mission, guiding principles, and strategic priorities.

June 2010

- Analyze citizen satisfaction survey results and publish results to the City's website.
- Require that each Department (over the course of the summer) complete a departmental SWOT analysis/needs assessment with a particular emphasis on SWOT relative to advancing the Citywide strategic priorities.

July 2010

- Departments should begin developing short-term goals for FY2012 as well as multi-year goals.

August 2010

- Departments should finalize short and long-term goals.

September 2010

- The Mayor's Cabinet should engage in a retreat or a series of meetings to review, revise, and prioritize the departmental goals tied to each of the Mayor's strategic priorities.

October 2010

- Based on revised goals and priorities emerging from the Mayor’s Cabinet, Departments should develop action plans, resource needs, and operational performance measures for each goal.

November 2010

- A final strategic plan is assembled combining the citywide strategic priorities with departmental goals and action plans.

December 2010

- The Strategic Plan is reviewed and revised by departments and the Mayor’s Office.

January 2011

- The citywide strategic plan is released to the public.

February 2011

- Budget submissions from Departments are based on implementing the goals and action plans identified for their Department in the strategic plan.

Definition of Terms

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

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

Mission – The overall function of the organization. A mission statement should, briefly, answer the question, “What is this organization attempting to accomplish?” A citywide mission statement would articulate what city government as a whole is attempting to accomplish, while each department should have a mission statement articulating what that department is meant to accomplish.

Guiding Principles – 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 articulated by the Mayor and are the overall aims of municipal government.

Goals – A future condition or performance level that the City would like to achieve. While these will most often be articulated by Departments, there can and should be inter-departmental goals. The aim or target of individual goals should be something that advances or supports the citywide strategic priorities. There can be goals for a given fiscal year (short-term) and goals that will require more than one year to complete (long-term).

In their specification goals should be SMART (Specific, Measurable, Attainable, Realistic, and Tangible). 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.

Following are two examples of goals, the first is measurable based on whether it will be implemented on time and the second is measurable based on whether a particular quantitative target will be achieved. Both would be considered fiscal year (or short-term) goals.

Example 1: Complete a solid waste master plan by October, 2010.

Example 2: Answer 85% of phone calls to 3-1-1 within 45 seconds.

Action Step – Action steps are specific actions that will be 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.

Strategic Metrics – Performance 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.

Operational Metrics – Performance measures that provide an indicator of progress toward the accomplishment of goals. For every goal defined by a department there should be at least one, and likely more than one, measure that can be used to track progress toward the completion of the goal. For goals that are well-specified (measurable) the operational metric should be obvious (for example if a goal were to decrease average wait time in 3-1-1 from 45 to 30 seconds, the operational metric would be average wait time).

Performance Measures – While the strategic metrics and operational metrics defined above are all performance metrics, it is useful to break the various metrics into four categories as follows:

Service Performance – performance relative to the delivery of services, including response time, wait times, number of services provided, etc.

Customer Performance – performance relative to customers' perceptions, including number of complaints, customer survey results, etc.

Financial Performance – performance relative to cost, efficiency, and revenue, including collection rates, cost per unit of service, etc.

Operational Performance – performance relative to operations and management, including hiring, turnover, productivity, etc.

Section 2

Fiscal Summary

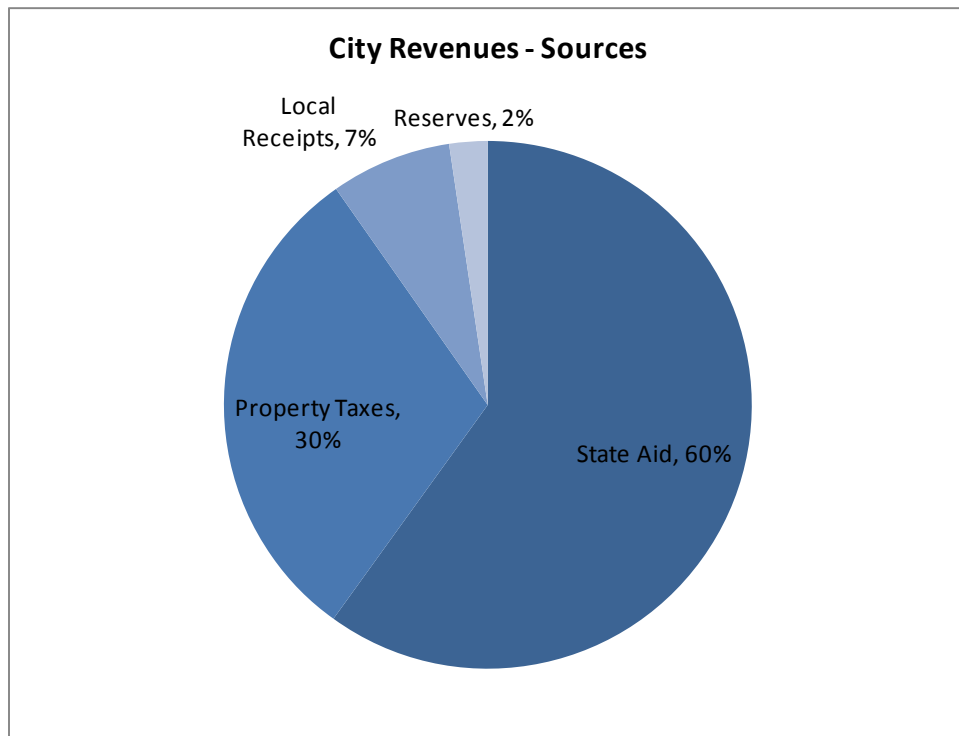
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Revenue Overview

The budget for the City of Springfield is supported by revenue from varying sources including property taxes, other local receipts and state aid. Each dollar of this revenue allows the City to address the Mayor's priorities of Public Safety, Job Creation, Education, Neighborhood Re-vitalization and Strong and Effective Financial Management.

The City's Fiscal Year 2011 revenue totals \$533.9 million. This represents an increase of \$5.2 million or 0.99% from the Adopted Fiscal Year 2010 budget. Based on the latest year end projections for Fiscal Year 2010, this represents an \$1.2 million increase or 0.2%. The main drivers of revenue changes for Fiscal Year 2011 include:

- Increase in Chapter 70 (Education) State Aid
- Decrease in Unrestricted General Government State Aid
- Decrease in Property Tax Collections
- Relatively flat Local Receipts Collections



To fully understand the revenue projections for the various categories of revenue, it is essential to understand the drivers of changes to these sources and the impacts that changes have on the areas of the City's budget.

State Aid

State aid is the largest source of revenue for the City of Springfield, historically comprising approximately 60% of the City's total revenue. In Fiscal Year 2011, the City estimates to receive \$319.9 million in General Fund state aid, an increase of \$2.2 million above Fiscal Year 2010. Within the category

of State Aid, there are several sources which are appropriated through the State budget. All State Aid is distributed via the Cherry Sheet for each City and Town in the Commonwealth based on State appropriated amounts for each category. The Cherry Sheet, named for the red colored paper that it used to be physically printed on, is official notification from the Massachusetts Department of Revenue (DOR) regarding the next Fiscal Year's State Aid to municipalities. The Cherry Sheet is updated throughout the State budget process, first in January based on the Governor's budget recommendation, then again for each of the House and Senate budgets. They are finalized based on the final State budget known as the General Appropriations Act (GAA) effective July 1st of each year. Categories of State Aid include:

State Aid Categories	
Chapter 70 (School Aid)	262,704,775
School Building Assistance	16,816,132
Charter Tuition Assessment Reimbursement	5,185,256
Total Education Aid	284,706,163
Unrestricted Gen. Gov't Aid	32,020,398
Meals Tax	1,200,000
Police Career Incentive	189,638
Veterans Benefits	1,246,705
Exempt: Vets, Blind Persons & Surv Spouses	477,561
State Owned Land	31,057
Total Non-Education Aid	35,165,359
Total State Aid	319,871,522

Prior to Fiscal Year 2010, Lottery and Additional Assistance were independent allocations on the Cherry Sheet. Beginning in Fiscal Year 2010, these two funding sources were combined under the category of Unrestricted General Government Aid (UGGA). The Fiscal Year 2011 State budget proposals to date maintain this structure.

Also included in Springfield's Cherry Sheet are assessments charged by the Commonwealth for services, such as the Pioneer Valley Transit Authority (PVTA) regional transit system and charter school tuition. Springfield's assessments in Fiscal Year 2011 are \$31.6 million, an increase of \$400,000.

State Aid Brief History

During the past 4 years, there has been a focus at the State level on State Aid to cities and towns, particularly in the form of Chapter 70 Aid. Since Fiscal Year 2008, State Aid for Education has steadily increased for a total of 2% above Fiscal Year 2008. On the other hand, non-Education State Aid has significantly declined by a total of 30% since Fiscal Year 2008. Although there has been growth in Education Aid, it is not at the pace of growth for fixed costs and therefore the School system has still needed to solve for budget gaps. On the City side, the decrease in non-Education aid has had direct impacts on core City services and has resulted in program reductions and layoffs. It is important to note that the categories of State Aid are strictly dedicated to specific purposes and only a portion is discretionary to the City's needs.

	FY 2008 Actual	FY2009 Actual	FY 2010 Adopted	FY 2011 Projected
Education Aid	278,672,796	285,819,354	281,500,010	284,706,163
General Government Aid	49,806,486	49,784,130	36,142,147	35,165,359
Total State Aid	328,479,282	335,603,484	317,642,157	319,871,522

Over 89 percent of Springfield's State Aid supports Education. Springfield will receive over \$284.7 million for educational purposes in Fiscal Year 2011, an increase of \$3.2 million from Fiscal Year 2010. Because of the City's reliance on State Aid to support its budget, the City is subject to the economic effects experienced by the State and continuously monitors State budget actions throughout the year to understand the impacts to the City.

State Education Aid

Overall, the City estimates to receive \$284.7 million in Education Aid from the State for Fiscal Year 2011. This Aid comes in the form of the following categories:

Education Aid Categories	
Chapter 70 (School Aid)	262,704,775
School Building Assistance	16,816,132
Charter Tuition Assessment Reimbursement	5,185,256
Total School Aid	284,706,163

Chapter 70

Springfield estimates to receive \$262.7 million in Chapter 70 aid in Fiscal Year 2011, an increase of \$5.2 million from Fiscal Year 2010. Springfield's Chapter 70 allocation represents 6.8% of statewide Chapter 70 aid.

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 required education appropriation for the next fiscal year, known as the 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 percent of its net school spending requirement, the municipality's Chapter 70 aid may be reduced the following fiscal year.

The City's NSS requirement increased in Fiscal Year 2011 from \$290.7 million to \$297.6 million also increasing Springfield's local contribution from \$33.2 million to \$34.9 million.

School Building Assistance Aid

The City of Springfield will receive \$16.8 million in reimbursements from the Massachusetts School

Building Authority (MSBA) for school capital projects. This represents a slight increase from Fiscal Year 2010. Every year, Springfield and other Massachusetts municipalities can receive up to 90 percent reimbursement from the MSBA for approved school building projects. This program is meant to help communities keep building costs at a manageable level and give students first-class facilities in which to learn. This program is invaluable to Springfield for a number of reasons. First, there are 43 public school buildings in Springfield and, without this program, the City would find it very difficult to generate sufficient revenue to build and renovate schools under Proposition 2 ½. The MSBA program helps to ensure that Springfield schools can have the same opportunities as other communities. Since 2005, the City has seen an average of \$18.0 million in reimbursement aid per year.

Charter School Tuition Reimbursement

Springfield is estimated to receive \$5.2 million in charter tuition reimbursements, a \$2.2 million decrease from Fiscal Year 2010. The charter tuition reimbursements from the State only cover a small percentage of the cost for charter school tuition assessments. Springfield's Fiscal Year 2011 costs for charter schools tuition is \$25.0 million, a slight decrease from Fiscal Year 2010.

Massachusetts' Chapter 70 program assigns state aid to each student in every school district, determined by DESE. When students elect to attend charter schools instead of public schools, the associated Chapter 70 funding for that student is directed to the charter school. This funding is the students' tuition and the public school is assessed for the associated charter school tuition for the student. The State phases charter tuition assessments for new students by providing temporary relief to the public school district. For all new charter school students, school districts receive 100% tuition reimbursement for the first year, 60% for the second year and 40% for the third year. In the fourth year, the school district receives no State Aid.

American Recovery and Reinvestment Act

The Springfield School Department will receive an additional \$5.2 million in American Recovery and Reinvestment (ARRA) funds in Fiscal Year 2011. Similar to Fiscal Year 2010, these funds were distributed in order for the School Department to reach its foundation budget for Fiscal Year 2011. This aid is not included in the City's Cherry Sheet and is treated like grant revenue.

State Non-Education Aid

Overall, the City estimates to receive \$35.2 million in Non-Education Aid from the State for Fiscal Year 2011. This Aid comes in the form of the following categories:

Non-Education Aid Categories	
Unrestricted Gen. Gov't Aid	32,020,398
Meals Tax	1,200,000
Police Career Incentive	189,638
Veterans Benefits	1,246,705
Exempt: Vets, Blind Persons & Surv Spouses	477,561
State Owned Land	31,057
Total Non-Education Aid	35,165,359

Unrestricted General Government State Aid

In Fiscal Year 2011, Unrestricted General Government Aid is \$32.0 million, a \$1.3 million decrease from

Fiscal Year 2010. Prior to Fiscal Year 2010, the State appropriated two forms of General Government Aid - Lottery Aid and Additional Assistance. The Fiscal Year 2010 budget combined these two categories and the Fiscal Year 2011 budget maintains this structure. Since Fiscal Year 2008, this category of aid has received significant reductions totaling 30%. Reductions in this category of aid have direct impacts on City services and have required program and staffing reductions to live within the reduced appropriations.

Police Career Incentive

For Fiscal Year 2011, the City will receive reimbursements totaling \$189,638 for financial incentives for police officer education. In recent history, the City was receiving up to \$2.2 million for this reimbursement which is the estimated full State share of this benefit. Due to budget reductions at the State level, the City must absorb the full cost of this benefit.

In 1970, the Commonwealth created a financial incentive for police officers to seek additional education, known as the Quinn Bill. Officers are eligible to receive 10 percent, 20 percent or 25 percent base salary increase if they receive an Associate's, Bachelor's or Master's degrees, respectively, in approved areas of study. Municipalities pay each qualifying officer this percentage increase for each year the officer remains on the force.

Veterans' Benefits

Springfield will receive \$1.2 million, an increase of \$307,000 for Veterans' Benefits in Fiscal Year 2011. From the State, municipalities receive a 75 percent reimbursement on all spending towards veterans' financial, medical, and burial benefits paid to the City in arrears. Chapter 115 of Massachusetts General Laws provides financial and medical assistance for indigent veterans and their dependents. Qualifying veterans and their dependents receive assistance for food, shelter, utilities, clothing, housing supplies, and medical care.

Exemptions: Veterans, Blind Persons, Surviving Spouses and Elderly

For Fiscal Year 2011, the State will reimburse the City \$477,561, an increase of \$17,000 from Fiscal Year 2010. Chapter 59 of Massachusetts General Laws created a series of exemptions for veterans and their surviving spouses, persons over 70 years old, and legally blind persons. These persons receive exemptions from their property taxes, ranging from \$175 to \$500. This exemption creates a loss of local revenue that is fully reimbursed by the State.

State Owned Land

Springfield will receive \$31,057 in reimbursements for tax-exempt state-owned land in Fiscal Year 2011, an increase from Fiscal Year 2010 due to a re-valuation of land conducted at the State level. The State reimburses municipalities for the tax revenue loss of state land in City limits. Buildings are not included in this reimbursement. The Commonwealth re-appraises state-owned land every four years and adjusts the valuation in the interim years based on recent sales and purchases. The next re-appraisal is in Fiscal Year 2012. Due to funding constraints at the State level, this amount does not cover the full tax revenue lost by the City for housing these properties.

Local Source Revenue

Approximately 40 percent of the City's revenue is collected in the City of Springfield and its reserves. Local source revenue includes property tax, excise tax on vehicles, fees and fines, payments-in-lieu of taxes and reserves.

Local Source Revenue	
Real & Personal Property Taxes, net of refunds	161,678,636
Motor Vehicle and other excise taxes	8,000,000
Hotel/Motel tax	900,000
Charges for services	219,000
Penalties and interest on taxes	1,630,000
Payments in lieu of taxes	5,000,000
Licenses and permits	2,875,170
Fines and forfeitures	523,060
Departmental and other	17,696,688
Investment Income	2,000,000
QSCB Interest Earnings	1,011,102
Reserves	12,500,000
Total Local Source Revenue	214,033,656

The City's local source revenue increased by \$2 million in Fiscal Year 2011. The City continues to budget revenue conservatively since the general economy impacts these local collections.

Property Tax

The City of Springfield will receive \$161.7 million in property taxes in Fiscal Year 2011, a decrease of \$459,500 from Fiscal Year 2010. Property tax revenue accounts for 76 percent of the City's local source recurring revenue.

While property tax is the largest and most dependable revenue source, it is also highly regulated. A property tax levy is the amount a community can raise from taxing real property, including land, buildings and improvements, and personal property, such as inventories, machinery, and furniture. The Board of Assessors determines the value of all taxable property, which is revalued every three years and updated annually. Proposition 2 ½ fundamentally changed property taxes for Massachusetts municipalities after its passage in 1980. Proposition 2 ½ created two levy limits: the levy ceiling and the levy limit. First, a community cannot levy more than 2.5 percent 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 percent over the prior year's levy limit. The total levy can be less than 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 three ways: 2.5 percent increase over the previous year's levy limit, new growth in the tax base, and a voter override. If the voters approve an override, the amount approved can permanently increase the municipality's levy limit.

Springfield is currently scheduled for a Fiscal Year 2011 value re-certification project subject to DOR standards and requirements. The results of that project are due in October 2010.

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

Springfield's property tax rate is \$19.50 per \$1,000 of value for residential property and \$39.25 per

\$1,000 of value for commercial, industrial, and personal property. The City's total assessed value is \$6.7 billion.

The City's current levy of \$167.5 million is at the levy ceiling. During the 1990's, the total assessed value of the City of Springfield significantly decreased, moving the tax levy to the Proposition 2½ ceiling of 2.5 percent of the total assessed value. From Fiscal Year 1996 through Fiscal Year 2000, Springfield's tax levy was at 2.5 percent of the total assessed value, limiting the City's ability to increase property taxes. Fiscal Year 2009 was the first year since Fiscal Year 2001 that space between the City's tax levy and the tax ceiling decreased. While the City has made great strides towards capturing new growth, concurrently, it monitors the assessed values in a depressed economy to ensure that the City does not reach its levy ceiling as in years past.

Based on the City's historically low collection rate, the Springfield Finance Control Board adopted a policy that required the City to assume a property tax collection rate of 98 percent.

Local Receipts

The City of Springfield anticipates collecting \$39.9 million in local revenue other than personal or real property taxes, an increase of 2.5 percent from Fiscal Year 2010. Local receipts include vehicle excise tax, building permits, parking ticket fines, and hotel/motel tax. Local receipts generally remain relatively flat from year to year unless a policy change is implemented that would change the amount or schedule by which this revenue is collected. The City has also made great strides in recent years to improve its collection of local receipts.

Motor Vehicle Excise

In Fiscal Year 2011, the City will collect \$8 million in motor vehicle excise, an increase of \$250,000. Chapter 60A of the Massachusetts General Laws sets an excise tax rate of \$25 per \$1,000 of assessed valuation for every motor vehicle. The municipality where the vehicle is principally garaged collects the excise tax. The Massachusetts Registry of Motor Vehicles provides motor vehicle information to municipalities and excise bills are determined using a statutory formula based on the manufacturer's list price and year of manufacture.

Hotel / Motel Excise Tax

Springfield projects to collect \$900,000 in hotel/motel excise taxes for Fiscal Year 2011, even with Fiscal Year 2010. Massachusetts communities have the option of assessing a tax of up to six percent on short-term room occupancy. This includes hotels and motels. The City did not adopt the local option to increase the City hotel/motel tax by 2 percentage points which, if adopted, is projected to generate an additional \$578,000 in revenue for the City.

Charges for Services

The City estimates that charges for services will total \$219,000 for Fiscal Year 2011, an increase of \$108,000 for new rental revenues that are expected to come on line during the year. 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 Fiscal Year 2011, penalties and interest on taxes are expected to be \$1.6 million, an increase of \$600,000. 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 percent and 16 percent for tax title accounts and motor vehicle excise tax. This revenue category has fluctuated over the years since its high point of \$3.9 million in Fiscal Year 2005. This is largely due to aggressive collection of late payments in previous years.

Payments in lieu of Taxes (PILOTs)

Collection of PILOT revenues for Fiscal Year 2011 is estimated to be \$5 million, a \$1 million decrease from Fiscal Year 2010. Federal and state government land and facilities, hospitals, colleges and universities, religious institutions, and non-profits are exempt from local property taxes. The City collects a portion of this lost property tax revenue through agreements with these organizations for municipal services. The agreements are voluntary in nature and re-negotiated at varying points. In addition, if property changes from a previously non-taxable use to a taxable use, a change in this revenue source is seen.

Licenses and Permits

Licenses and Permit revenue are expected to total \$2.9 million in Fiscal Year 2011, an increase of \$1.8 million due to anticipated development that will require new additional permits. 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 \$523,060 in fines and forfeitures in Fiscal Year 2011. The City collects fines for a variety of violations from several departments, including the City Clerk's Office, the Planning and Economic Development Department and the Treasurer/Collector Department. The City is working to gain the ability to collect fines and fees in the City Clerk's Office through credit card payments for the first time, improving customer satisfaction and revenue collection.

Departmental and Other Revenue

The City's largest category includes a variety of large and small miscellaneous and departmental revenue and expects to collect \$17.7 million for Fiscal Year 2011, a decrease of \$1.1 million from Fiscal Year 2010. One of the largest revenue sources is municipal Medicaid reimbursements for school health services. Despite Federal changes in the requirements for administrative claiming, the City estimates receiving approximately \$5 million due to its aggressive planning with Public Consulting Group, Inc. on its collections. Also included in this revenue category are indirect cost reimbursements, such as the Springfield Water/Sewer Commission's reimbursement for long-term debt incurred on their behalf.

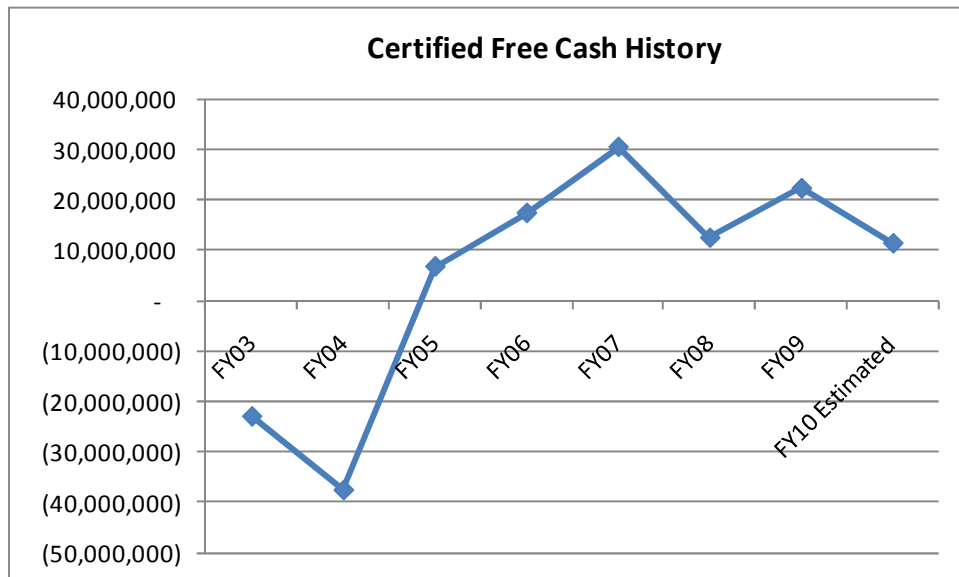
Interest Earned on Investments

Interest earned on investments will generate \$2 million in Fiscal Year 2011, a decrease of \$750,000 from Fiscal Year 2010. Chapter 44 of Massachusetts General Laws requires that all funds that are not necessary for liquidity be invested to obtain the highest possible rate of return. Resources should be invested with an emphasis first on safety of principal, second on liquidity, and third on financial yield. For the coming Fiscal Year, the City is working toward maximizing its investment earnings by looking to a broad range of investments opportunities that are available to municipalities.

Reserves

The City of Springfield's Fiscal Year 2011 budget includes the use of \$12.5 million from stabilization reserves. This is \$2.5 million higher than reserves used in Fiscal Year 2010. Over the past 5 years, the City has worked hard to increase its reserve balances through careful planning and tracking of spending. It is estimated that the City will have a beginning balance of \$43.6 million in its stabilization fund.

At the end of every fiscal year, actual receipts in excess of revenue estimates and unspent amounts in budget line items result in free cash. Free cash is not available for appropriation until certified by the Massachusetts Department of Revenue Director of Accounts. Prior to the Control Board, 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 certifying positive Free Cash which will help to continue to build our City's stabilization fund.



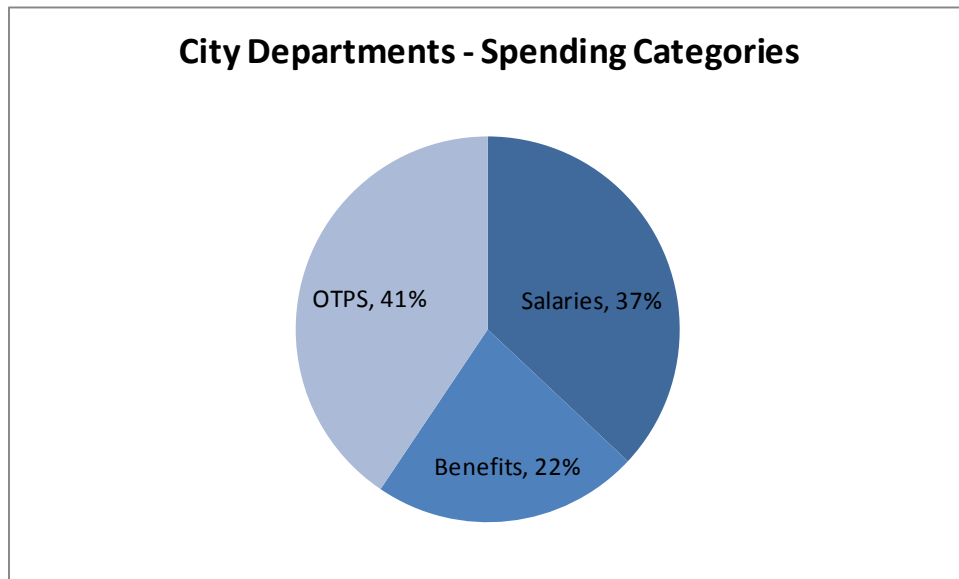
	City Revenues					
	FY2009 Adopted	FY2009 Actual	FY 2010 Adopted	FY10 Projected	FY 2011 Recommended	Variance
REVENUES						
Tax Levy	153,524,164		163,097,495	163,097,495	167,478,200	4,380,705
Increase Levy 2.5%	3,838,104		4,077,437	4,077,437		(4,077,437)
Subtotal	157,362,268		167,174,932	167,174,932	167,478,200	303,268
New Growth	5,735,227		2,772,132	2,772,132		(2,772,132)
Subtotal of Gross Tax Levy	163,097,495		169,947,064	169,947,064	167,478,200	(2,468,864)
Less Overlay	(5,752,571)		(4,500,000)	(4,500,000)	(2,500,000)	2,000,000
Subtotal of Net Tax Levy	157,344,924		165,447,064	165,447,064	164,978,200	(468,864)
						-
CITY RECEIPTS						-
Real & Personal Property Taxes, net of refunds	152,219,875	158,092,645	162,138,123	162,138,123	161,678,636	(459,487)
Local Receipts	41,217,758	45,253,232	38,877,222	42,964,399	39,855,020	977,798
Tax Liens		3,309,149		2,921,310		-
Motor Vehicle and other excise taxes	8,500,000	8,340,690	7,750,000	7,786,626	8,000,000	250,000
Hotel/Motel tax	900,000	876,507	900,000	850,000	900,000	-
Charges for services	111,000	34,971	111,000	193,000	219,000	108,000
Penalties and interest on taxes	1,000,000	2,342,311	1,030,000	1,630,000	1,630,000	600,000
Payments in lieu of taxes	7,033,036	5,820,090	6,033,036	6,033,036	5,000,000	(1,033,036)
Licenses and permits	1,066,000	608,894	1,096,000	3,979,114	2,875,170	1,779,170
Fines and forfeitures	397,000	151,615	408,910	540,498	523,060	114,150
Departmental and other	18,210,722	21,467,425	18,798,276	17,230,815	17,696,688	(1,101,588)
Investment Income	4,000,000	2,301,580	2,750,000	1,800,000	2,000,000	(750,000)
QSCB Interest Earnings	-	-	-	-	1,011,102	1,011,102
Subtotal City Receipts	193,437,633	203,345,877	201,015,345	205,102,522	201,533,656	518,311
						-
STATE RECEIPTS						-
School Aid	285,819,354	269,239,811	281,500,010	281,500,010	284,706,163	3,206,153
School Building Assistance	16,579,543		16,579,543	16,579,543	16,816,132	236,589
Chapter 70	262,734,913	262,734,913	257,480,215	257,480,215	262,704,775	5,224,560
Charter Tuition Assessment						
Reimbursement	6,504,898	6,504,898	7,440,252	7,440,252	5,185,256	(2,254,996)
Prior Year State Aid	-	-	-	-	-	-
School Construction						-
Chater School Capital						-
Reimbursement						-
General Government Aid	49,784,130	37,460,538	36,142,147	36,142,147	35,165,359	(976,788)
Unrestricted Gen. Gov't Aid	47,116,480	34,792,888	33,354,581	33,354,581	32,020,398	(1,334,183)
Meals Tax			983,000	983,000	1,200,000	217,000
Add'l Assistance					-	-
Police Career Incentive	1,847,200	1,847,200	386,503	386,503	189,638	(196,865)
Urban Renewal Projects	-	-	-	-	-	-
Veterans Benefits	365,789	365,789	939,941	939,941	1,246,705	306,764
Exempt: Vets, Blind Persons & Surv Spouse	316,849	316,849	460,699	460,699	477,561	16,862
Exempt: Elderly	118,472	118,472			-	-
State Owned Land	19,340	19,340	17,423	17,423	31,057	13,634
						-
Subtotal State Aid	335,603,484	306,700,349	317,642,157	317,642,157	319,871,522	2,229,365
						-
RESERVES	2,350,000	2,350,000	10,000,000	10,000,000	12,500,000	2,500,000
Use of Reserves for Adopted Budget	2,350,000	2,350,000	10,000,000	10,000,000	12,500,000	2,500,000
						-
Total Revenue	531,391,117	512,396,226	528,657,502	532,744,679	533,905,178	5,247,676

Expenditure Overview

The Mayor's Fiscal Year 2011 budget recommends \$533.9 million for municipal and educational purposes. This represents an increase of \$5.2 million or 0.99% from Fiscal Year 2010. The total budget funds both the School Department and the City Side of government (Police, Fire, Public Works, etc.). The budget allocation between City and Schools is as follows:

FY11 Budget Recommendations	
City Departments	223,893,577
School Department	310,011,601
Total FY11 Budget	533,905,178

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



Personnel

The largest expense in the City's budget is personnel. The Fiscal Year 2011 budget appropriates \$82.8 million for salaries and overtime. This represents funding for 1,460 Full Time Equivalents (FTEs) across all City departments. In addition to salaries and overtime costs, the budget appropriates \$50 million for benefits including health insurance and pensions for active and retired City employees. Combined, salaries and benefits account for 59 percent 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 re-structure and re-allocate duties in an effort to save. The City has utilizes a Personnel Review Committee (PRC), comprised of representatives from the Mayor's Office, Human Resources and the Finance Department that reviews every hiring, including backfills, promotions, and new non-School Department positions. The Fiscal Year 2011 FTEs of 1,460 is 0.2 less than those budgeted for in Fiscal Year 2010.

In addition to annual salary and benefit costs, the majority of Springfield employees are unionized

creating contractual pay increases which must be funded unless contract concessions are sought. Because only a small percentage (approximately 18%) of the City's employees are not in a union, it is important to negotiate long-term, manageable union contracts. Over the last several years, the City and the Finance Control Board renegotiated long-term contracts with every union, allowing for better long-term financial planning.

The Fiscal Year 2011 budget also reflects additional measures to maximize employee productivity and deliver the best possible services to the citizens of Springfield in a cost-effective manner. Over the last several years, the City invested in technology that has also saved significant dollars including MUNIS, MUNIS Payroll, Time Labor Management and TeleStaff.

Health Insurance

Springfield's Fiscal Year 2011 budget includes \$22.2 million for health insurance for City department employees representing a 2.3% increase above the Fiscal Year 2010 projection of spending. This amount pays for active and retired City employees. The overall increase is attributed to rate increases in the plans offered by the Group Insurance Commission (GIC). At this time, the GIC is not projecting increases to premium contributions, co-pays or deductibles for Fiscal Year 2011.

Prior to 2007, the City's health insurance costs were approximately 10 percent of the budget and increasing at a rate of 13 percent annually. This trend would have been unsustainable because the City's largest revenue source, real property taxes, can only increase by 2.5 percent annually. The most significant measure to controlling costs was becoming the first Massachusetts municipality to join the GIC. The GIC purchases health insurance for 265,000 state employees and retirees. Due to the large group of subscribers, the GIC has significant purchasing power compared to a Massachusetts municipality, resulting in health insurance premiums that increase at an average rate of 9 percent per year compared to an average 18 percent increase for other municipalities. Employees also enjoy a smaller increase in health insurance premiums. The City also requires employees to contribute 25 percent of premium costs and eligible subscribers to join Medicare Part A and B. By joining Medicare through Chapter 32B of the Massachusetts General Laws, the City shifts a portion its retiree health care costs to the federal government. Retirees are eligible if they paid into the Medicare system for ten years or if a spouse contributed to Medicare.

Other Post Employment Benefits

In addition to providing pension benefits, the City also provides health, dental, vision and life insurance to retired employees and their survivors, including those retired under the Massachusetts Teachers Retirement System (MTRS). This policy is in accordance with Chapter 32 of the Massachusetts General Laws. For retirees whose gross annual pension benefit is more than \$30,000, the City funds 75 percent of their health, vision, and dental premium. For retirees whose gross annual pension benefit is \$30,000 or less, the City funds 85% percent of their premium. This additional benefit will decrease each fiscal year until Fiscal Year 2016, when all retirees will pay 25 percent of their health, life, and dental premium. In addition to health, dental, and vision insurance premiums, the City provides 100 percent reimbursement for Medicare Part B penalty premiums and 50 percent on life insurance policies. The City's unfunded actuarial accrued liability for other post employment benefits is estimated to be \$761.6 million as of June 30, 2008 and will be re-valued in Fiscal Year 2011. At this time, the City has not recommended funding for the \$41.8 million annual cost to fund this growing liability, however will continue to work with other State and Local resources on addressing this matter.

Retirement

The Fiscal Year 2011 budget appropriates \$24.3 million for retirement costs for City employees and \$10.3 million for School Department employees who are not members of the Massachusetts Teachers Retirement System (MTRS). The City does not contribute to teachers' and certain administrators' retirement, as they receive their retirement through the MTRS. Chapter 32 of Massachusetts General Laws establishes benefits, contribution requirements, and an accounting and fund structure for all Massachusetts retirement boards. The Public Employee Retirement Administration Commission (PERAC), created under Chapter 306 of the Acts of 1996, oversees the 106 contributory retirement systems for public employees in Massachusetts. Membership is mandatory for all permanent municipal full-time employees. Employees contribute a portion of their salaries based on when they began their service, ranging from five to nine percent of their compensation. If an employee earns more than \$30,000, an additional two percent is withheld from the portion in excess of \$30,000.

Retirement benefits are uniform for all Massachusetts retirement systems. Retired employees receive a pension up to a maximum of 80 percent 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), effective in August 2005. The City expects to receive a greater rate of return by transferring the total assets of \$270 million to PRIM. Chapter 32 of the Massachusetts General Laws requires municipalities to fully fund their retirement liability by 2030.

For Fiscal Year 2011, Springfield assumes that recent Legislative action that will allow municipalities to extend their pension funding schedules to 2040 will be signed into law. By revaluing our pension assets to reflect recent market losses in combination with extending the schedule saves the City money in a responsible manner.

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 Fiscal Year 2011 budget includes \$42.4 million for debt service, an increase of \$1.3 million from Fiscal Year 2010. Springfield's annual debt expenditures comprise of approximately 8% of the City's overall general fund expenditures.

Overall, the City of Springfield has a strong debt management position. The City will retire approximately 81 percent of its debt within the next ten years, comparable to similar-sized communities and ahead of the City's financial policy goal of retiring 65 percent of its debt within ten years. In addition to the MSBA, the City receives assistance from the Water and Sewer Commission. The City issued debt through general obligation bonds and the Massachusetts Water Pollution Abatement Trust (MWPAT) on behalf of the Water and Sewer Commission, a separate reporting Entity as of 1996. At

the time of its creation, the Water and Sewer Commission assumed this debt and is responsible for reimbursing the City for the debt service payments.

On February 17, 2009, the Federal Government, as part of President Barack Obama's American Recovery and Reinvestment Act (ARRA), signed in to law the use of Qualified School Construction Bonds (QSCBs) for use by all States and selected municipalities throughout the country. The City of Springfield was given the opportunity to borrow up to \$17.9 million for school construction related projects.

QSCBs provide federal tax credits to bondholders in lieu of interest in order to significantly reduce an issuer's cost (the City of Springfield) of borrowing for public school construction projects. QSCBs represent an opportunity to issue debt at a lower cost as opposed to issuing regular General Obligation Bonds but are only available through the ARRA. The QSCB program is a one time opportunity for the City and there are no more funds available after \$17.9 million is borrowed. 100% of available project proceeds must be used for the construction, rehabilitation, or repair of a public school facility, or for the acquisition of land on which such a facility is to be constructed. Through the use of QSCBs the City will renovate Forest Park Middle School, renovate and remodel two former parochial schools that will now replace two public schools, and the renovation and construction of the STEM Middle Academy.

The Fiscal Year 2011 budget includes \$2.9 million for a Capital Reserve Requirement and \$3 million for a pay-as-you-go capital fund. The City is able to avoid interest payments from borrowing by using operating revenues to fund capital improvements and other small routine projects. Chapter 169 of the Acts of 2004 requires the City to fund a capital reserve of no less than 1.5 percent of the prior fiscal year's amount of committed property taxes. Springfield's Capital Reserve Fund can be used for any capital purposes, including debt service payments or pay-as-you-go capital. The City's adopted financial policies also require the City to maintain a pay-as-you-go capital fund for capital investment.

Springfield Promise Program

The Finance Control Board established a trust fund that functionally relieves the City of its obligation to repay the \$52 million Chapter 169 loan for its annual operating budget. This trust, known as the Springfield Promise Program, was funded from the City's reserve funds. In addition to essentially satisfying the City's need to repay the loan, the Promise Program funds a robust program of college financial aid counseling as well as "last dollar scholarships" to assist students in pursuing postsecondary education when their only obstacle is financial in nature. This program allows the City to reduce its operating budget by \$3.6 million per year, creating substantial operational savings through the strategic use of non-recurring money. In both the Governor's and House state budget proposals a sweep of this fund is contemplated that preserves the scholarship program and relieves all or part of the loan repayment by the City.

Enterprise Fund

The Fiscal Year 2011 Budget appropriates \$4.5 million to supplement the Solid Waste Enterprise Fund, an increase of \$1.3 from Fiscal Year 2010 that funds all solid waste functions from the Enterprise Fund. In addition to the supplement provided for in the budget, the fund generates \$3.5 million in revenue. In Fiscal Year 2008, the City implemented a trash fee of \$90 per barrel to offset a portion of the costs of providing trash service. The City proposes a trash fee of \$75 for Fiscal Year 2011.

Assessments

The Fiscal Year 2010 budget appropriates \$31.5 million for state assessments. Springfield's assessments are mandated costs based on the City's Cherry Sheet, the Department of Revenue's notification of the next fiscal year's state aid and assessments. These charges are for a variety of state programs. The majority of Springfield's assessments are related to education tuition. \$28.8 million is for School Choice Sending Tuition and Charter School Sending Tuition, 91 percent of the City's total assessments.

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

The Commonwealth assessed the City \$424,540 in Fiscal Year 2011 to reimburse the Registry of Motor Vehicles for marking licenses and registrations for non-renewal. If an individual does not pay parking violations, motor vehicle excise, or abandoned vehicle costs, a \$20 charge per violation is placed on the individual's license or registration. The State charges the City \$20 for each marking to offset their costs for this service.

Springfield Museums Association

The Fiscal Year 2011 budget appropriates \$1.32 million for the Springfield Museums Association (SMA), a not-for-profit corporation. The City and SMA have an agreement that the City will provide \$1.32 million annually over the next 23 years to the SMA. 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 Museum of Fine Arts, the Connecticut Valley Historical Museum and the George Walter Vincent Smith Art Museum.

Massachusetts Career Development Institute (MCDI)

Springfield's Fiscal Year 2010 budget appropriates \$825,000 to assist the transition of the Massachusetts Career Development Institute (MCDI) into a self-sufficient, not-for-profit organization. MCDI provides educational and vocational training opportunities to residents.

School Department

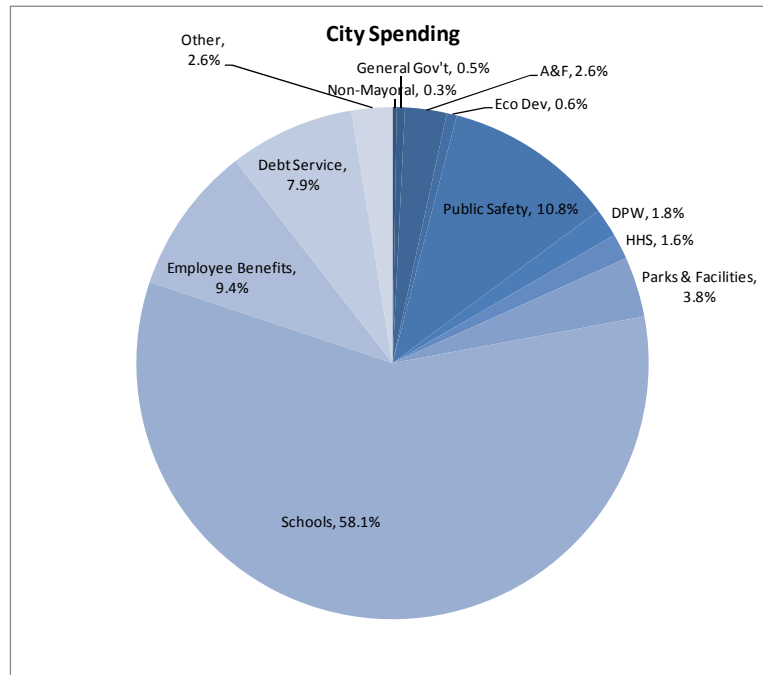
The Fiscal Year 2011 recommended general fund budget for the Springfield Public Schools is \$310 million, which represents an increase of 2.0% from the FY 2010 adopted budget. However, it is a 0.4% decrease from the revised budget for FY 2010, which accounts for the transfers and carry forward funding relating to the District not achieving Net School Spending from the prior year. In addition to the \$310 million, the State House of Representatives has included \$5.1 million in funds from the American Reinvestment and Recovery Act (ARRA) funds for a total appropriation for Fiscal Year 2011 of \$315.1 million. The City operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), six middle schools, six high schools, and seven specialized schools.

The District serves over 25,000 students who comprise about 17% of the total city population. With over 5,000 employees, including 2,500 teachers, the District boasts a 90% *Highly Qualified* rate in core subjects taught. The Springfield Public Schools system, a division of the municipal government in the City of Springfield, Massachusetts, is governed by a school committee which creates policy and appoints a superintendent to manage the day-to-day operations of the District. The Superintendent has a

cabinet of eight (8) chiefs who are each in charge of various segments of the organization.

City Departments

Springfield's Fiscal Year 2011 budget appropriates \$223.6 million for City departments and \$310.0 million for the School Department. The allocation of funding by Division is as follows:



Non-Mayoral Division

The Fiscal Year 2011 budget includes \$1,364,798 for the Non-Mayoral Division departments, an increase of \$24,257 from the previous fiscal year. This division consists of three departments: the City Council, the City Clerk and the Internal Auditor. The City Council is elected by the residents of Springfield, with the City Clerk and the City Auditor reporting to the Council.

FY11 Budget Recommendations Non-Mayoral Division	
City Council	337,869
City Clerk	543,887
Internal Auditor	483,042
Total	1,364,798

The City Council's Fiscal Year 2011 budget is \$337,869 an increase of \$43,156. 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 City Clerk's Fiscal Year 2011 budget is \$543,887, a decrease of \$38,340. The Clerk is responsible for maintaining official records of the City in accordance with federal, state and local requirements.

The Internal Auditor's Fiscal Year 2010 budget is \$483,042, an increase of \$19,141. The Internal Auditor is responsible for conducting internal audits. The Director of Internal Audit is appointed by the Mayor with the approval of the City Council. This was a newly created department in Fiscal Year 2010.

General Government Division

The Fiscal Year 2011 budget includes \$2,784,908 for the General Government Division, a decrease of \$92,542 from the prior fiscal year. These departments provide a variety of functions for the city, including administrative support, expertise, oversight and supporting the vision of the Mayor.

FY11 Budget Recommendations	
General Government	
Mayor	442,026
Law	1,819,862
Elections	523,020
Total	2,784,908

The Mayor's Office Fiscal Year 2011 budget is \$442,026, an increase of \$8,461 from the Fiscal Year 2009. 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 Law Department's Fiscal Year 2011 budget is \$1,819,862, a decrease of \$81,028. The Law Department conducts all legal business of the City and administers the License Commission. The Fiscal Year 2011 increase is driven by the addition of one license staff member as well as an addition of a paralegal employee.

The Board of Elections Fiscal Year 2011 budget is \$523,020, an increase of \$3,053. The department holds elections in compliance with federal and state laws, counts ballots, and maintains an accurate census. The department's increase is due to a change in the way police detail is paid for.

Administration and Finance Division

The Department of Administration and Finance's budget totaled \$14,010,167 in Fiscal Year 2011, a decrease of \$262,199. These departments, reorganized under the Chief Administration and Finance Officer in FY10, are responsible for the overall financial management of the City of Springfield, which includes providing information technology support, payroll, centralized procurement, human resources, labor relations and collection of taxes.

FY11 Budget Recommendations	
Administration & Finance	
Chief Administration & Finance Officer	700,737
Finance	659,002
CitiStat	795,839
Comptroller	780,567
Procurement	656,702
Assessors	929,682
Treasurer	3,340,985
Collector	513,455
Human Resources & Labor Relations	1,830,899
Payroll	658,326
Information Technology	2,608,682
Capital Asset & Construction	535,292
Total	14,010,167

The Department of Administration and Finance's Fiscal Year 2011 budget is \$700,737, an increase of \$39,052. The Chief Administrative and Finance 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 Finance Department's budget increased by \$20,125, for a total of \$659,002 in Fiscal Year 2011. The department supports the overall financial management of the City of Springfield. The increase is related to salary adjustments for non-bargaining pay increases.

The CitiStat's Fiscal Year 2011 budget includes \$795,839, an increase of \$35,525. This department is responsible for promoting an effective and efficient city government through timely and responsive customer service, regular analysis of data, ongoing discussion of performance, and persistent follow-up. The FY11 budget includes the addition of a School Stat analyst to help expand the CitiStat effort to the School Department. The department's budget includes funding for the 3-1-1 Citizen Service Center which will be the first point of contact for residents needing services or information from city government. All requests will be tracked and departmental performance will be measured.

The Comptroller's Officer Fiscal Year 2011 budget is \$780,567, an increase of \$18,947. The Comptroller is responsible for maintaining the City's financial system of record, ensuring all financial transactions are in compliance. The increase is related to salary adjustments for non-bargaining pay increases.

The Fiscal Year 2011 budget appropriates \$656,702 for the Office of Procurement, a decrease of \$91,365. The department is responsible for procuring quality goods and services at a reasonable cost, in accordance with Massachusetts General Laws. Currently, the department is undergoing a continuous improvement review which will help determine the proper schedule and offer best practices to help improve the department's performance.

The Board of Assessors' Fiscal Year 2011 budget is \$929,682, a decrease of \$19,264 from Fiscal Year 2010. This department provides accurate and equitable valuation of all real and personal property within the City. The department's decrease is due to a cut in professional services and the elimination of a vacant position.

The Treasurer/Collector department's Fiscal Year 2011 budget is \$3,850,440, a decrease of \$37,722. In Fiscal Year 2009, the Treasurer's Office and Collector's Office merged in order to create a single contact for residents to pay bills in the Collector/ Customer Service Center. In addition, the reorganization created the Treasurer/Business Office to analyze and report all collected funds. Currently, the department is reviewing its structure to determine if another re-organization or efficiency efforts can be had.

The Human Resources and Labor Relations Department Fiscal Year 2011 budget is \$1,830,899, an increase of \$605,308. The department is responsible for attracting and developing top municipal talent, creating a climate of respect and ensuring compliance with statutory, regulatory and ethical practices. Also, the Labor Relations division is responsible for conducting all labor relations matters for the city and its departments. In FY11 the two departments were consolidated in an effort to streamline processes and create efficiencies.

The Payroll Department's Fiscal Year 2011 budget is \$658,326, a decrease of \$813,044. The decrease from Fiscal Year 2010 is due to the City's conversion to MUNIS Payroll. The Payroll Department is responsible for conducting payroll matters for the city and school departments.

The Information Technology Department's Fiscal Year 2011 is \$2,608,682, a decrease of \$241,614 from Fiscal Year 2010. The IT Department maintains and supports the City's electronic information infrastructure and software applications.

The Capital Asset Construction Department's Fiscal Year 2011 budget is \$535,292, an increase of \$595. Capital Asset Construction plays a leading role in providing professional project management services to various City of Springfield departments.

Development Division

The Developmental Services Fiscal Year 2011 budget appropriates \$3,398,437, an increase of \$284,059 from Fiscal Year 2010. The Developmental Services Division facilitates growth and development, revitalization of neighborhoods, and enforcement of regulatory standards within the city.

FY11 Budget Recommendations	
Development Division	
Planning	1,225,942
Building Code Enforcement	1,336,926
Housing Code Enforcement	835,570
Total	3,398,437

The Building Inspectional Services Division's Fiscal Year 2011 budget is \$1,336,926, an increase of \$43,871. The department enhances public safety through inspections and licensing of physical operations of businesses in the city. The Fiscal Year 2011 budget represents a level service budget.

The Housing Inspectional Services Division Fiscal Year 2011 budget increased by \$9,567 for a total of \$835,570. The Housing Inspectional Services Division investigates and documents violations of Municipal Ordinances and State Sanitary Codes. The department has completed a reorganization that created a Deputy of Housing Director and the department is under the purview of the Code Enforcement Commissioner.

The Fiscal Year 2011 budget appropriates \$1,225,942 for the Planning and Economic Development Division, an increase of \$230,621 from Fiscal Year 2010. The Office of Planning and Economic Development manages programs and projects that fulfill the physical, economic, and environmental needs of the city.

Public Safety Division

The Public Safety Division departmental budgets decreased by \$81,205 in Fiscal Year 2011 for a total of \$57,766,668. These departments provide emergency response, prevention, and outreach to the City and its residents to ensure their safety. This overall decrease is due to the purchase of police cruisers with FY10 surplus funding instead of budgeting the expense in FY11 and attrition savings built into each of the Police and Fire Department budgets.

FY11 Budget Recommendations Public Safety Division	
Police	37,588,876
Fire	18,826,373
Dispatch	1,351,419
Total	57,766,668

The Police Department's Fiscal Year 2011 budget is \$37,588,876, an increase of \$376,416. 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 increase in the SPD's budget is largely due to fixed technology costs that were previously paid by now-expired grant funding.

The Fire Department's Fiscal Year 2011 budget is \$18,826,373, a decrease of \$301,245 mostly due to attrition savings. The Fire Department is provided funding for a full complement of staffing for Fiscal Year 2011 including full staffing of the Arson Squad and Ladder 9.

The Dispatch Department has an appropriation of \$1,351,419 for Fiscal Year 2011, a decrease of \$156,376. These costs represent employees on the current dispatch rosters of the Police and Fire Departments and the position of Dispatch Director, interviews for which are currently ongoing. Actual operational costs and increased grant funding allowed the General Fund budget to be decreased with no loss of service to the public.

Public Works Division

The Department of Public Works budget is \$9,606,515 for Fiscal Year 2011, a decrease of \$16,632. The department maintains and preserves the City's public way infrastructure, including streets, sidewalks, street signs and traffic signals, administers the solid waste, recycling, and yard waste programs, and maintains the City's inventory of vehicles and equipment, Public Safety assets excepted. The Fleet Maintenance Division was transferred back to the DPW for FY11, but this increase is offset by

transferring funding for the entire Solid Waste division to the Trash Fee Enterprise Fund.

FY11 Budget Recommendations	
Public Works	
Public Works	9,606,515
Total	9,606,515

Health and Human Services

The Fiscal Year 2011 budget appropriates \$8,561,814 for the Health and Human Services Division, an increase of \$164,406 from Fiscal Year 2010. 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.

FY11 Budget Recommendations	
Health & Human Services Division	
Health	1,539,867
Elder Affairs	299,949
Veterans'	1,655,790
Animal Control	1,206,839
Library	3,859,369
Total	8,561,814

The Health Department Fiscal Year 2011 budget decreased by \$64,298 for a total of \$1,539,867. The department promotes physical and mental health, disease prevention, disability management and enforcement of public health rules and regulations. The Fiscal Year 2011 budget decreased due to the difficulty in recruiting Community Health Nurses as well as an increase in grant funds.

The Department of Elder Affairs Fiscal Year 2011 budget is \$299,949, an increase of \$1,772 from Fiscal Year 2010. The department enhances the quality of life for elderly citizens through outreach, senior centers, and recreational programming. The Fiscal Year 2011 budget represents a level service budget.

The Veterans Services department's Fiscal Year 2011 budget increased by \$59,281 for a total of \$1,655,790. This department provides aid and advisement to veterans and their dependants. The Fiscal Year 2011 budget increase is due to an increase in the number of eligible veterans claiming benefits.

The Thomas J. O'Connor Animal Control and Adoption Center's Fiscal Year 2011 budget increased by \$68,506 for a total of \$1,206,839. This department provides comprehensive animal control services and programs, including adoptions, licensing, vaccines, and education. The Fiscal Year 2011 budget increase is due to the increase spay/neuter clinics to help control the City's animal population.

The Fiscal Year 2011 budget appropriates \$3,859,369 for the Library Department, an increase of \$99,145 from Fiscal Year 2010. The department maintains the City's libraries while providing youth and adult program services in an effort to promote the value of reading and lifelong learning. The Fiscal Year 2011 budget represents a level service budget.

Parks, Buildings, and Recreation Management Division

The Parks, Buildings and Recreation Management Division's Fiscal Year 2011 budget is \$20,321,810, a decrease of \$787,891. 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.

FY11 Budget Recommendations Parks & Facilities Division	
Parks	8,392,492
Facilities	11,929,318
Total	20,321,810

The Parks Department's Fiscal year 2011 budget is \$8,392,492, a decrease of \$134,143 from Fiscal Year 2010. The Parks Department is responsible for maintaining the City's parks, golf courses, and athletic fields. The decrease in funding is mainly driven by overall energy cost decreases.

The Fiscal Year 2011 budget appropriates \$11,929,318 for the Facilities Department, a decrease of \$653,748 from Fiscal Year 2010. The Facilities Department maintains and repairs over 90 municipal and school buildings. The decrease in funding is mainly due to the transfer of Fleet Maintenance Division to the Department of Public Works.

FY11 FTEs by Department				
	Approp FY09	Approp FY10	Recommended FY11	Variance FY10-FY11
Mayor's Office	7.0	7.0	7.0	0.0
Board of Elections	5.0	4.0	4.0	0.0
Law Department	25.6	19.5	20.9	1.4
CAFO	0.0	3.0	3.0	0.0
Board of Assessors	14.0	13.0	13.0	0.0
Treasurer/Collector	19.5	18.0	18.0	0.0
Procurement	12.8	11.0	11.0	0.0
Information Technology	22.6	18.0	18.0	0.0
Finance	10.0	10.5	9.0	(1.5)
DCAC	4.0	4.0	3.0	(1.0)
Human Resources & Labor Relations	22.0	19.3	19.3	0.0
Comptroller	16.2	13.5	13.5	0.0
Payroll	0.0	5.0	5.0	0.0
CitiStat/311	14.0	15.0	16.8	1.8
Inspectional Services	43.9	38.9	38.5	(0.4)
Planning and Economic Development	14.0	13.6	13.0	(0.6)
Animal Control	13.5	10.5	11.0	0.5
Health Department	32.5	30.0	29.3	(0.7)
Elder Affairs	6.8	6.1	6.1	0.0
Veteran Services	4.0	4.0	4.0	0.0
Library Department	79.9	62.9	64.0	1.1
City Council	11.6	15.6	15.6	0.0
City Clerk	12.0	11.0	11.0	0.0
Internal Audit	0.0	3.0	3.0	0.0
Department of Public Works	135.5	84.0	70.0	(14.0)
<i>Trash Fee Enterprise Fund</i>	29.5	28.5	57.0	28.5
Police Department	583.0	537.0	535.0	(2.0)
Fire Department	291.0	262.0	263.0	1.0
Centralized Dispatch	0.0	41.0	43.0	2.0
Parks and Recreation	101.5	86.3	82.0	(4.3)
Facilities Management	56.0	65.0	53.0	(12.0)
Grand Total	1,587.4	1,460.2	1,460.0	(0.2)

Classification	ADOPTED FISCAL 2009 GENERAL FUND	ACTUAL FISCAL 2009 GENERAL FUND	ADOPTED FISCAL 2010 GENERAL FUND	PROJECTED FISCAL 2010 GENERAL FUND	RECOMMENDED FISCAL YEAR 2011 GENERAL FUND	\$ VARIANCE TO FY10 ADOPTED
NON-MAYORAL						
CITY COUNCIL	262,738	259,987	294,713	211,301	337,869	43,156
Personal Services	247,570	250,103	281,413	199,374	324,569	43,156
Expenses	15,168	9,884	13,300	11,927	13,300	-
Capital	-	-	-	-	-	-
INTERNAL AUDIT	-	-	463,901	411,036	483,042	19,141
Personal Services	-	-	234,574	146,187	239,265	4,691
Expenses	-	-	229,327	264,849	243,777	14,450
Capital	-	-	-	-	-	-
CITY CLERK	559,642	547,571	581,627	528,189	543,886	(37,741)
Personal Services	523,062	514,253	498,766	498,100	511,026	12,260
Expenses	36,580	33,318	82,861	30,088	32,860	(50,001)
Capital	-	-	-	-	-	-
TOTAL NON-MAYORAL	822,380	807,558	1,340,241	1,150,526	1,364,797	24,556
GENERAL GOVERNMENT						
MAYOR	433,184	422,555	433,565	421,542	442,026	8,461
Personal Services	417,967	414,984	418,182	414,952	426,643	8,461
Expenses	15,217	7,571	15,383	6,590	15,383	-
Capital	-	-	-	-	-	-
BOARD OF ELECTION COMMISSION	444,877	378,462	519,967	543,134	523,020	3,053
Personal Services	347,237	295,250	381,827	427,826	395,667	13,840
Expenses	97,640	83,213	138,140	115,308	127,353	(10,787)
Capital	-	-	-	-	-	-
LAW	2,107,582	2,399,877	1,738,834	1,738,834	1,819,862	81,028
Personal Services	1,453,582	1,360,730	1,229,524	1,229,524	1,354,552	125,028
Expenses	654,000	1,039,147	509,310	509,310	465,310	(44,000)
Capital	-	-	-	-	-	-
TOTAL GENERAL GOVERNMENT	2,985,643	3,674,824	2,692,366	2,703,510	2,784,908	92,542
ADMINISTRATION & FINANCE						
FINANCE	688,398	569,562	638,877	559,031	659,002	20,125
Personal Services	608,401	516,591	582,047	498,063	609,852	27,805
Expenses	79,997	52,926	56,830	60,968	49,150	(7,680)
Capital	-	-	-	-	-	-
DEPARTMENT OF ADMINISTRATION AND FINANCE	-	-	660,185	660,185	700,737	40,552
Personal Services	-	-	315,185	315,185	283,183	(32,002)
Expenses	-	-	345,000	345,000	417,554	72,554
Capital	-	-	-	-	-	-
CITISTAT	636,432	521,838	760,314	651,717	795,839	35,525
Personal Services	506,762	289,205	721,964	650,970	766,089	44,125
Expenses	129,670	32,632	38,350	746	26,750	(11,600)
Capital	-	-	-	-	3,000	3,000
COMPTROLLER	1,148,405	2,195,612	761,619	718,859	780,567	18,948
Personal Services	924,161	880,770	744,202	669,968	763,875	19,673
Expenses	224,244	1,314,841	17,417	48,891	16,691	(726)
Capital	-	-	-	-	-	-
OFFICE OF PROCUREMENT	618,484	548,589	565,337	554,618	656,702	91,365
Personal Services	569,099	469,560	518,417	515,651	571,832	53,415
Expenses	49,385	79,029	46,920	38,967	84,870	37,950
Capital	-	-	-	-	-	-
BOARD OF ASSESSORS	1,028,136	889,058	910,418	910,418	929,682	19,264
Personal Services	659,136	635,983	639,689	639,689	650,853	11,164
Expenses	369,000	253,075	270,729	270,729	278,829	8,100
Capital	-	-	-	-	-	-
TREASURER	2,932,866	3,253,769	3,331,076	2,784,307	3,340,985	9,909
Personal Services	438,219	350,597	477,414	330,645	505,841	28,427
Expenses	2,494,647	2,893,173	2,853,662	2,453,662	2,835,144	(18,518)
Capital	-	-	-	-	-	-
COLLECTOR	659,165	495,503	581,086	642,925	513,455	(67,631)
Personal Services	385,165	351,856	310,086	272,023	325,599	15,513
Expenses	274,000	143,648	271,000	370,902	187,856	(83,144)
Capital	-	-	-	-	-	-

Classification	ADOPTED FISCAL 2009 GENERAL FUND	ACTUAL FISCAL 2009 GENERAL FUND	ADOPTED FISCAL 2010 GENERAL FUND	PROJECTED FISCAL 2010 GENERAL FUND	RECOMMENDED FISCAL YEAR 2011 GENERAL FUND	\$ VARIANCE TO FY10 ADOPTED
PERSONNEL	6,453,846	6,035,365	4,440,490	4,440,490		(4,440,490)
Personal Services	1,221,988	1,090,200	716,606	716,606		(716,606)
Expenses	5,231,858	4,945,165	3,723,884	3,723,884		(3,723,884)
Capital	-	-	-	-	-	-
DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIONS					1,830,899	1,830,899
Personal Services					1,120,412	1,120,412
Expenses					710,487	710,487
Capital					-	-
PAYROLL DEPARTMENT	-	-	1,471,370	1,334,208	658,326	(813,044)
Personal Services	-	-	312,090	230,624	316,316	4,226
Expenses	-	-	1,159,280	1,103,584	341,510	(817,770)
Capital	-	-	-	-	500	500
INFORMATION TECHNOLOGY DEPARTMENT	3,273,574	2,955,953	2,850,296	2,537,181	2,608,682	(241,614)
Personal Services	1,490,440	1,168,921	1,194,035	1,194,035	1,234,238	40,203
Expenses	1,361,241	1,414,478	1,513,115	1,200,000	1,374,444	(138,671)
Capital	421,893	372,553	143,146	143,146	-	(143,146)
CAPITAL ASSET CONSTRUCTION	596,459	413,922	534,697	425,328	535,292	595
Personal Services	279,016	184,981	277,794	225,547	232,799	(44,995)
Expenses	317,443	228,940	256,903	199,781	302,493	45,590
Capital	-	-	-	-	-	-
LABOR RELATIONS	-	-	514,132	514,132		(514,132)
Personal Services	-	-	248,132	248,132		(248,132)
Expenses	-	-	266,000	266,000		(266,000)
Capital	-	-	-	-	-	-
TOTAL ADMINISTRATION & FINANCE	18,035,765	14,989,708	18,019,897	16,733,398	14,010,167	(4,009,730)
ECONOMIC DEVELOPMENT						
PLANNING DEPARTMENT	872,434	933,177	995,321	984,650	1,225,942	230,621
Personal Services	757,084	666,893	781,971	781,816	781,812	(159)
Expenses	115,350	266,284	213,350	202,835	444,130	230,780
Capital	-	-	-	-	-	-
BUILDING - CODE ENFORCEMENT	1,267,538	1,185,769	1,293,055	1,225,853	1,336,926	43,871
Personal Services	1,183,488	1,135,388	1,233,805	1,183,326	1,275,946	42,141
Expenses	84,050	50,380	59,250	42,528	60,980	1,730
Capital	-	-	-	-	-	-
HOUSING - CODE ENFORCEMENT	1,064,035	711,468	826,002	635,782	835,570	9,568
Personal Services	676,235	429,860	535,202	382,719	544,770	9,568
Expenses	387,800	281,608	290,800	253,063	290,800	-
Capital	-	-	-	-	-	-
TOTAL ECONOMIC DEVELOPMENT	3,204,007	2,830,414	3,114,378	2,846,285	3,398,437	284,059
PUBLIC SAFETY						
POLICE	39,125,469	36,842,664	37,212,460	35,379,514	37,588,876	376,416
Personal Services	36,811,955	34,465,596	35,233,446	33,260,266	35,597,113	363,667
Expenses	1,777,514	1,841,068	1,583,014	2,119,248	1,975,087	392,073
Capital	536,000	536,000	396,000	-	16,676	(379,324)
FIRE	20,581,538	19,387,571	19,127,618	18,310,428	18,826,373	(301,245)
Personal Services	18,744,139	17,683,765	17,555,826	17,155,826	17,573,211	17,385
Expenses	1,837,399	1,703,806	1,571,792	1,154,602	1,253,162	(318,630)
Capital	-	-	-	-	-	-
CENTRALIZED DISPATCH	-	-	1,507,795	989,994	1,351,419	(156,376)
Personal Services	-	-	1,351,295	901,218	1,318,919	(32,376)
Expenses	-	-	156,500	88,775	26,500	(130,000)
Capital	-	-	-	-	6,000	6,000
TOTAL PUBLIC SAFETY	59,707,007	56,230,235	57,847,873	54,679,936	57,766,668	(81,205)
HEALTH & HUMAN SERVICES						
TJ O'CONNOR ANIMAL CONTROL	1,320,729	1,273,608	1,138,332	1,166,550	1,206,839	68,507
Personal Services	427,497	432,417	378,702	340,737	389,090	10,388
Expenses	893,232	841,191	759,630	825,813	817,749	58,119
Capital	-	-	-	-	-	-
HEALTH & HUMAN SERVICES	1,616,752	1,468,009	1,604,165	1,491,356	1,539,867	(64,298)
Personal Services	1,385,180	1,227,947	1,369,445	1,282,000	1,320,067	(49,378)

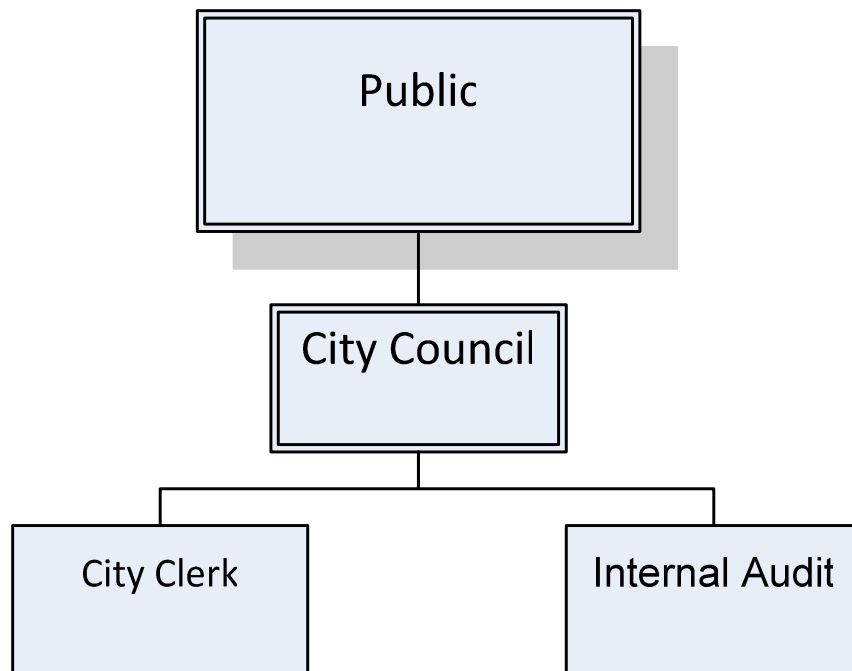
Classification	ADOPTED FISCAL 2009 GENERAL FUND	ACTUAL FISCAL 2009 GENERAL FUND	ADOPTED FISCAL 2010 GENERAL FUND	PROJECTED FISCAL 2010 GENERAL FUND	RECOMMENDED FISCAL YEAR 2011 GENERAL FUND	\$ VARIANCE TO FY10 ADOPTED
Expenses	231,572	240,062	234,720	209,355	219,800	(14,920)
Capital	-	-	-	-	-	-
DEPARTMENT OF ELDER AFFAIRS	328,099	314,953	298,177	312,865	299,949	1,772
Personal Services	294,939	286,815	269,886	283,562	272,533	2,647
Expenses	33,160	28,138	28,291	29,304	27,416	(875)
Capital	-	-	-	-	-	-
VETERANS SERVICES	1,376,527	1,595,315	1,596,509	1,574,305	1,655,790	59,281
Personal Services	227,147	219,016	231,302	190,568	219,507	(11,795)
Expenses	1,149,380	1,376,299	1,365,207	1,383,737	1,436,283	71,076
Capital	-	-	-	-	-	-
LIBRARY	4,229,189	3,835,857	3,711,209	3,637,295	3,859,369	148,160
Personal Services	2,617,519	2,489,810	2,309,127	2,297,200	2,444,714	135,587
Expenses	1,546,670	1,346,048	1,362,082	1,340,094	1,374,655	12,573
Capital	65,000	-	40,000	-	40,000	-
TOTAL HEALTH & HUMAN SERVICES	8,871,296	8,487,743	8,348,392	8,182,371	8,561,814	213,422
PARKS & FACILITIES						
PARKS DEPARTMENT	8,986,878	8,472,188	8,526,635	8,526,635	8,392,492	(134,143)
Personal Services	5,063,624	4,686,206	4,229,348	4,229,348	4,339,310	109,962
Expenses	3,923,254	3,785,982	4,297,287	4,297,287	4,053,182	(244,105)
Capital	-	-	-	-	-	-
FACILITIES MANAGEMENT	10,552,785	10,077,003	12,583,066	12,583,066	11,929,318	(653,748)
Personal Services	2,875,139	2,714,567	2,859,251	2,859,251	2,945,084	85,833
Expenses	7,637,087	7,362,436	9,683,256	9,683,256	8,943,675	(739,581)
Capital	40,559	-	40,559	40,559	40,559	-
TOTAL PARKS & FACILITIES	19,539,663	18,549,191	21,109,701	21,109,701	20,321,810	(787,891)
PUBLIC WORKS	13,568,031	12,861,440	9,623,147	9,429,169	9,606,515	(16,632)
SCHOOL DEPARTMENT	304,461,025	277,315,343	305,026,945	305,026,945	310,011,601	4,984,656
OTHER						
MUSEUM	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	-
DEBT SERVICE	37,979,894	39,005,185	38,556,818	38,556,818	39,376,879	820,061
STATE ASSESSMENTS	3,326,049	3,326,049	3,212,359	3,212,359	2,953,688	(258,671)
CONTRIBUTION RETIREMENT PENSION	20,654,860	20,654,860	22,191,730	22,191,730	24,297,185	2,105,455
UNEMPLOYMENT	105,000	105,000	668,703	705,835	447,900	(220,803)
WORKERS COMPENSATION	-	-	-	-	1,429,000	1,429,000
MEDICAL & DENTAL	-	-	-	-	1,200,000	1,200,000
HEALTH INSURANCE - CITY	24,084,282	24,084,282	23,961,561	21,788,713	22,243,813	(1,717,748)
NON-CONTRIB. PENSIONS	540,000	540,000	340,000	340,000	315,000	(25,000)
PROVISION FOR UNCOMPENSATED ABSENCES	(500,000)	(500,000)	(500,000)	(500,000)	(625,000)	(125,000)
CAPITAL RESERVE FUND	2,187,997	2,187,997	2,545,124	2,545,124	2,901,441	356,317
M.C.D.I. CONTRACT	1,019,475	1,019,475	1,025,000	1,025,000	825,000	(200,000)
RESERVE FOR CONTINGENCIES	392,696	392,696	400,000	400,000	300,000	(100,000)
ENTERPRISE FUND SUPPLEMENT	2,754,000	2,754,000	3,260,789	3,260,789	4,564,583	1,303,794
PARKING CONTRACT	850,000	850,000	1,397,072	1,397,072	1,234,419	(162,653)
CHAPTER 169 LOAN REPAYMENT	2,600,000	2,600,000	-	-	-	-
PAY-AS-YOU-GO CAPITAL	2,882,046	-	3,005,406	3,005,406	3,018,816	13,410
HOMELESS INITIATIVE	-	-	150,000	150,000	150,000	-
DIF Debt Service Payment	-	-	-	-	125,735	125,735
GRAND TOTAL	531,391,117	494,085,999	528,657,502	521,260,687	533,905,178	5,247,676
REVENUE BUDGET PROJECTION	531,391,117	512,396,226	528,657,502	532,744,679	533,905,178	5,247,676
SURPLUS (DEFICIT)	0	18,310,227	0	11,483,991	(0)	(0)

Section 3

Non-Mayoral Division

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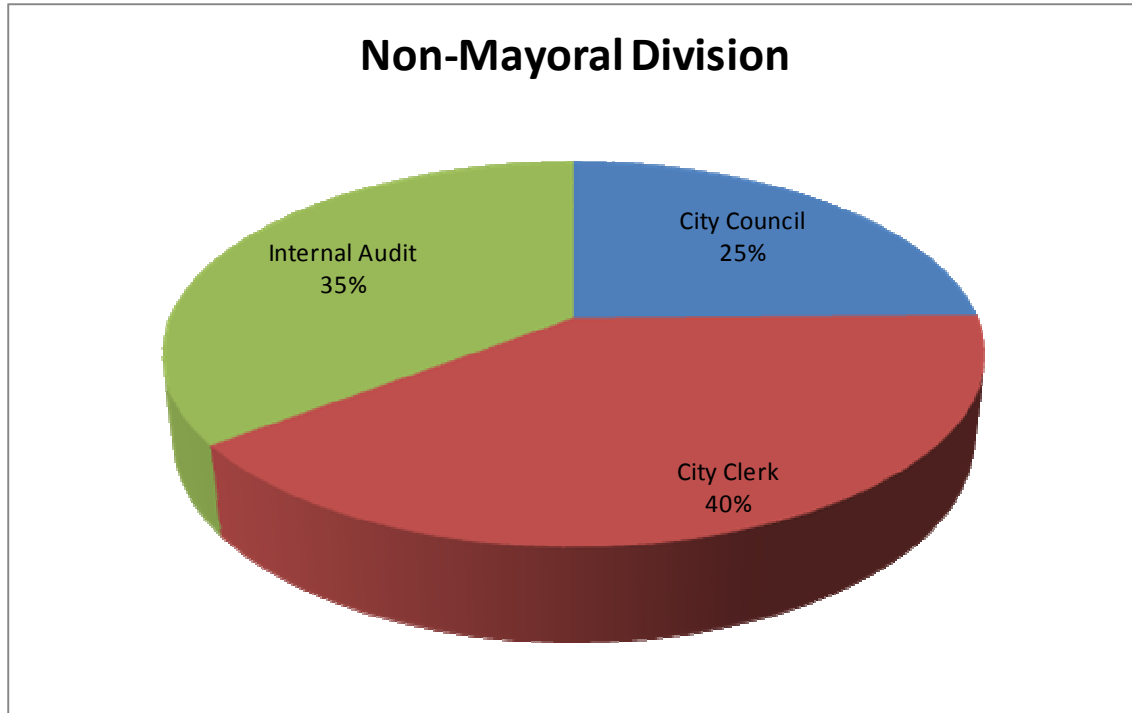
Non-Mayoral



Mission Statement

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

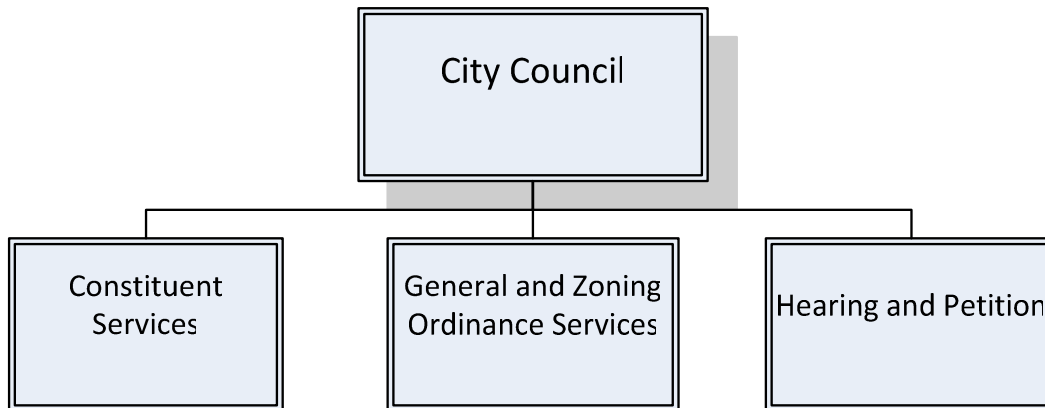
Budget Overview



Division Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
City Council	259,987	294,713	337,869	43,156	14.6%
City Clerk	550,832	581,627	543,887	(37,740)	-6.5%
Internal Audit	0	463,901	483,042	19,141	4.1%
Total Division	810,820	1,340,241	1,364,798	24,557	1.8%

Division Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
City Council	11.6	15.6	15.6	0.0
City Clerk	12.0	11.0	11.0	0.0
Internal Audit	0.0	3.0	3.0	0.0
Total FTE's	23.6	29.6	29.6	0.0

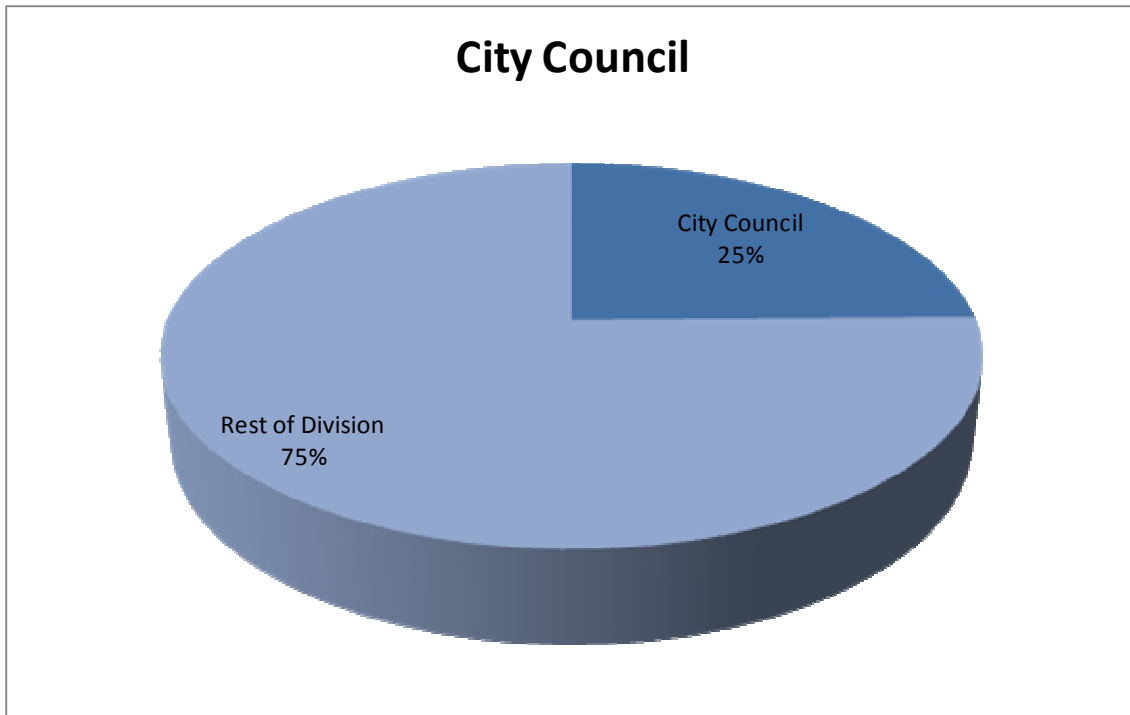
City Council



Mission Statement

The City Council's mission is to enact general and zoning ordinances, hear petitions for special permits, authorize legislation for special acts, resolutions, and proclamations on behalf of the residents of the City of Springfield.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	250,102	281,413	324,569	43,156	15.3%
OTPS	9,884	13,300	13,300	0	0.0%
Total General Fund	259,987	294,713	337,869	43,156	14.6%

Department (FTEs)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
City Council	12.0	15.6	15.6	0.0

City Council Department Summary

The City Council drafts and files legislation, reports, orders and resolutions. Through an extensive series of hearings and document analysis, the Mayor's requested budget is reviewed. Once the review has been completed and the City Council determines the budget to be fiscally sound, the appropriation is processed. The Council Office responds to requests for services by constituents and inquiries by Councilors. Through its internal committee system, the Council conducts oversight and initiates action and consideration of proposals. The Council Office staff produces reports and papers for City Council meetings and hearings, as well as, providing accurate and timely recordings of all Council meetings, sub-committee meetings, documents and reports required by law.

Fiscal Year 2010 Highlights

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

Provided full support for approval and posting of meeting minutes within 3 days of meeting

Tracked and analyzed complaints (980 telephone calls and complaints) received regarding matters that affect the quality of life in Springfield.

Processed (9) ordinances, (6) zone changes, (40) resolutions and orders, (158) proclamations, (40) special permits, (129) sub-committee meetings, (17) City Council meetings, and (9) petroleum storage permits within 5 days or as requested or required by law.

Risks and Challenges for Fiscal Year 2011

A continuing challenge for the City Council's Office has been to improve its ability to provide the neighborhood sub-committee meetings with information on special permits and zone changes. However, for the past four (4) years, it has been able to meet its demands with little concern from the committees.

The other major challenge facing the City Council's office is the ability to draft general and zoning ordinances, hear petitions for special permits, authorize legislation for special acts and resolutions on behalf of the residents of the City and retain its current staff.

Processing ordinances, zone changes, resolutions and orders, proclamations, special permits, sub-committee meetings, city council meetings, petroleum storage permits with only a staff of 3 employees and the addition of 4 new City Councilors as requested or required by law.

Strategic Decisions for Fiscal Year 2011

In Fiscal Year 2011, the City Council's office will continue to meet with residents in the neighborhood to improve communication between the City Council and its staff.

The Council will seek to improve the tax factors rate setting processes by having meetings with citizens and businesses in October, 2010 and setting the tax factor in November, 2010 for Fiscal Year 2012.

Constituent Services

Description: This program is responsible for acting as conduit between the thirteen (13) City Councilors, the public and the press by answering questions, taking complaints and responding to e-mails, telephone calls, requests for proclamations, resolutions, press inquiries, press releases and other duties as assigned for compliance with city, state or federal laws.

Fiscal Year Goals

Provide timely responses to public and press by answering questions, taking complaints and responding to emails, telephone calls, requests for proclamations, and resolutions

Citywide Strategic Priority Supported: Financial Management

Ensure 90% compliance with state and federal laws.

Citywide Strategic Priority Supported: Financial Management

Track and analyze complaints for better for improvement in services.

Citywide Strategic Priority Supported: Financial Management

General and Zoning Ordinance Services

Description: This program is responsible for drafting and holding committee hearings and meetings and filing reports regarding changes to special acts, general and zoning ordinances as presented for or passed by the City Council and other duties as assigned for compliance with state or federal laws.

Fiscal Year Goals

Through the internal committee system, conduct oversight and initiate action and consideration of proposals for special acts, general and zoning ordinances.

Citywide Strategic Priority Supported: Financial Management

Review and revise oversight systems to improve efficiency and transparency.

Citywide Strategic Priority Supported: Financial Management

Use best practices for drafting changes to special acts, general and zoning ordinances as presented or passed by City Council.

Citywide Strategic Priority Supported: Financial Management

Work with neighborhood councils and civic associations to promote greater communication and keep them abreast of issues that affect their neighborhood and the City.

Citywide Strategic Priority Supported: Financial Management

Hearing and Petition Services

Description: This program is responsible for conducting committee hearings and meetings; filing reports regarding changes to self-service gas stations, open-air parking lots, above and underground storage licenses and renewals; and confirmation of Mayoral appointments.

Fiscal Year Goals

Use best practices for granting self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and confirmation of Mayoral appointments within 10 days including the posting of un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the website by July 1, 2010.

Citywide Strategic Priority Supported: Financial Management

Post all un-renewed self-service gas stations, open-air parking lots, above and underground storage licenses on the City website by July 1, 2010.

Citywide Strategic Priority Supported: Financial Management

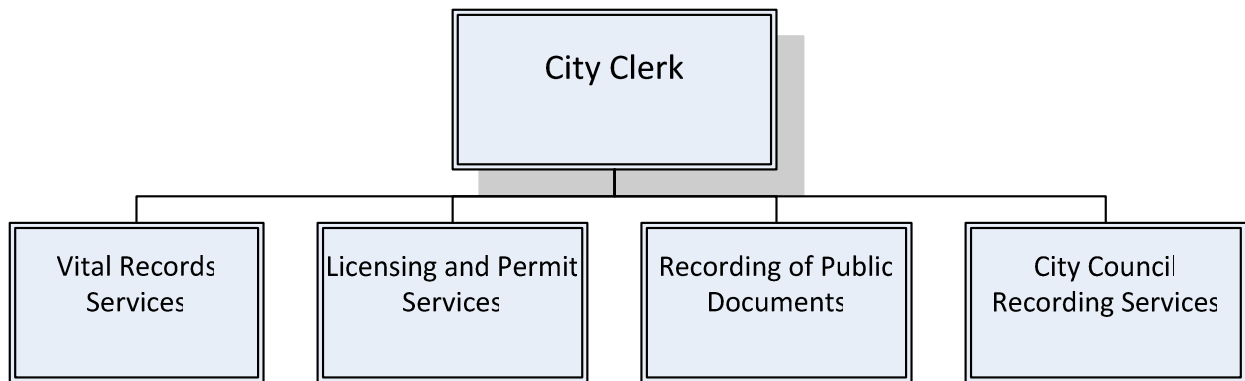
Display committee and sub-committee meetings on the web page of the City Council starting July 1, 2010.

Citywide Strategic Priority Supported: Financial Management

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	250,102	281,413	324,569	43,156	15.3%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	7,952	10,800	10,800	0	0.0%
Supplies and Materials	1,931	2,000	2,000	0	0.0%
Intergovernmental	0	500	500	0	0.0%
Other Charges and Ex- penses	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	259,985	294,713	337,869	43,156	14.6%

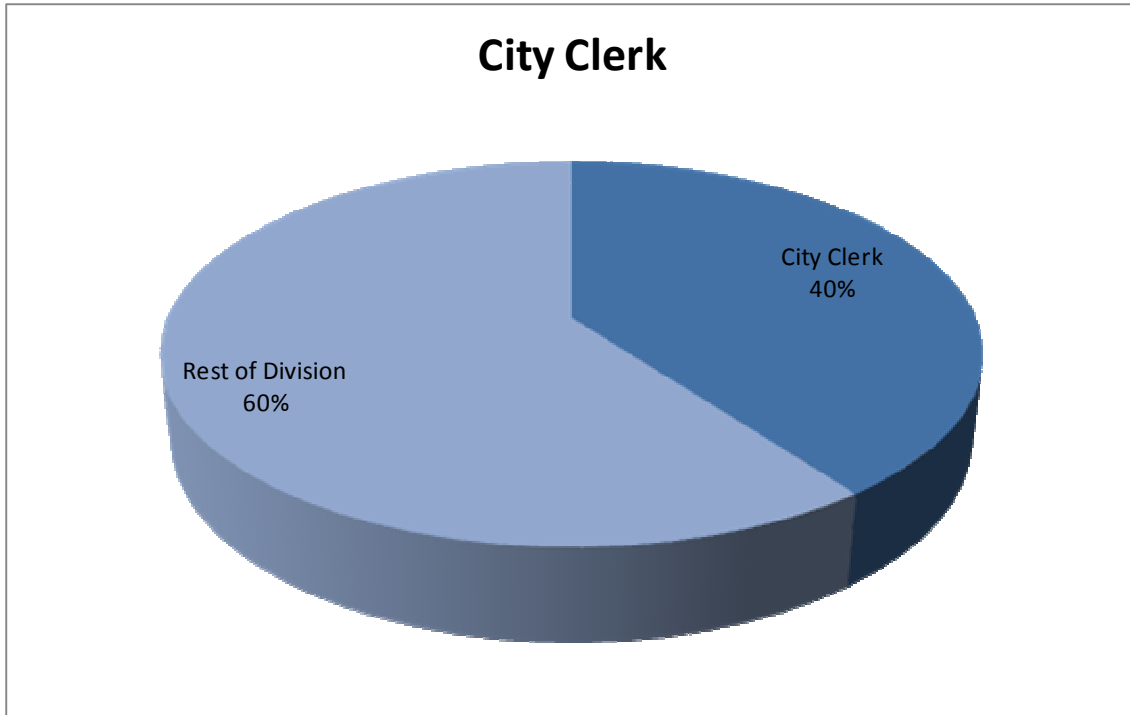
City Clerk



Mission Statement

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

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	514,252	498,766	511,026	12,260	2.5%
OTPS	36,580	82,861	32,861	(50,000)	-60.3%
Total General Fund	550,832	581,627	543,887	(37,740)	-6.5%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
City Clerk	12.0	11.0	11.0	0.0

City Clerk Department Summary

As the official record keeper for the City of Springfield, the City Clerk's office services include the copying and sale of vital records, licenses and permits, the attestation of public documents, as well as, the filing, recording and reproduction of legal documents. The Clerk also provides research and technical assistance on open meeting laws, oaths of office and the veracity of certain legal papers. Further, the Clerk is responsible for the custody, maintenance, and protection of records, files and other items to preserve them for community, research, legal and historic purposes. Most documents on file are public records.

Fiscal Year 2010 Highlights

Posted and sent via e-mail all City Council votes and actions to neighborhood councils, citizen associations and interested citizens. City Council votes and actions are posted on the website and are sent via e-mail to department heads, all businesses, neighborhood councils, civic associations and individuals whom have filed e-mail addresses with the City Clerk's office.

Sent via e-mail tag sale permits to the Police Department each Friday for compliance and spot checks.

Mailed business certificate notice of renewals to City businesses expiring in 2009. As of December 31, 2009 we notified 1,111 businesses of the expiring dates for 2009.

Input rabies certificates to track registered dogs against rabies certificates, increasing the total number of dogs in tracking system from 9,179 to 13,213 as of December 31, 2009.

Added to the City Clerk's website all of the most frequently used/requested forms related to City Clerk services and the fees associated with these forms.

Risks and Challenges for Fiscal Year 2011

Over the past four years, the City Clerk's office has improved the office's ability to provide efficient customer services by reducing the wait time for vital records and providing records of actions by the City Council. Despite these efforts, the Clerk's office must improve the number of dogs registered in the City.

Another major challenge facing the City Clerk's office is the ability to retain its current staff. In the past four years the office lost two full time employees with over 15 years of experience. Since the office is one of the busiest departments for customer service, it is imperative that it retains trained and capable personnel to service the public.

The office would like to process passport applications, but current staff is not eligible to process these requests due to the U.S. Department of State regulations stating that the same staff person cannot process both vital records and passports. In addition, given the loss of staff over the past four years, uncertainty in staffing levels increases the risk in taking on this additional responsibility.

Strategic Decisions for Fiscal Year 2011

The City Clerks' office will continue to improve dog registrations. All dog owners will be notified in February and March of the need to register their dog(s) by Connect-CTY and a list of all unregistered dogs will be placed on the City's website. Further, a list will be provided to the Police Department and Thomas J. O'Connor Animal Control and Adoption Center in June for spot checks when they are canvassing a neighborhood.

The office will continue to consider the possibility of issuing passports. To do this, the City Council would work in collaboration with the City Law Department to re-file the City's application with the U.S Department of State, Boston Passport Agency. Additionally, the office will weigh the costs and benefits associated with the processing of passports.

Using the State physician's list , the office will notify all unregistered physicians of the need to register with the City.

Vital Records Services

Description: This program is responsible for providing customers with birth, marriage, and death certificates.

Fiscal Year Goals

Hours of training provided per employee.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Training hours provided per staff	5 hours	7 hours	7 hours

File 98% of birth, marriage, and death certificates within the timelines set by the State Office of Vital Records and Statistics.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
% of birth, marriage, and death certificates filed on time	99%	99%	99%

Licensing and Permit Services

Description: This program is responsible for licensing businesses, dogs, tag sales, transient vendors, closing out sales, physician's registrations, one-day entertainment, self-service gas stations, open-air parking lots, above and underground storage licenses and renewals and other duties as assigned for compliance with city, state or federal laws.

Fiscal Year Goals

Register 75% of known dogs in the City.

Citywide Strategic Priority Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	FY11 Goal
% of dogs with rabies certificates registered	53%	62%	75%

Maintain a ratio of 0.8 for business renewals versus out-of-business owners.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Ratio of business renewals versus returned business renewal letter returns	n/a	0.5	0.8

Maintain the renewal rate of underground storage and open air parking lots licenses and permits.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
% of underground storage and open air parking lots licenses and permits renewed	99%	99%	99.5%

Register 80% of physicians practicing in the City.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Notify all unregistered physicians of the need to register with the City.

Measures	Actual FY09	Proj. FY10	FY11 Goal
% physicians registered with the City	1%	1%	80%

Recording of Public Documents Services

Description: This program is responsible for accepting and recording special permits and licenses for individuals and businesses. Examples of filings include subdivision plans, licensing for outdoor public amusements, eminent domain acquisitions, maps of zone changes, claims against the city, notice of meetings, closing out sales, plans of public ways, and complaints against police officers.

Fiscal Year Goals

Receive, record, and file 98% of all public documents with proper City, State and Federal agencies within 10 days of receipt or as required by law.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
% of public documents received, recorded and filed within 10 days of receipt or as required by law	98%	98%	99%

City Council Recording Services

Description: This program is responsible for filing agendas for City Council meetings and drafting minutes and actions of the City Council. The department will also post/file notices of meetings, special permits decisions, Zoning Board appeals, Planning Board and City Council decisions, as well as, actions in the Registry of Deeds.

Fiscal Year Goals

Post on the City website and email to neighborhood councils, citizen associations, and interested citizens, all agendas, votes, and City Council actions within three (3) days after the meeting.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent agendas, votes, and City Council actions posted and emailed within 3 days after the meeting	100%	100%	100%

Providing training on the new requirements of the Open Meeting Laws and City's Ethics Ordinance to all City Councilors and 90% of all board and commission members by the end of FY 2011.

Citywide Strategic Priority Supported: Financial Management

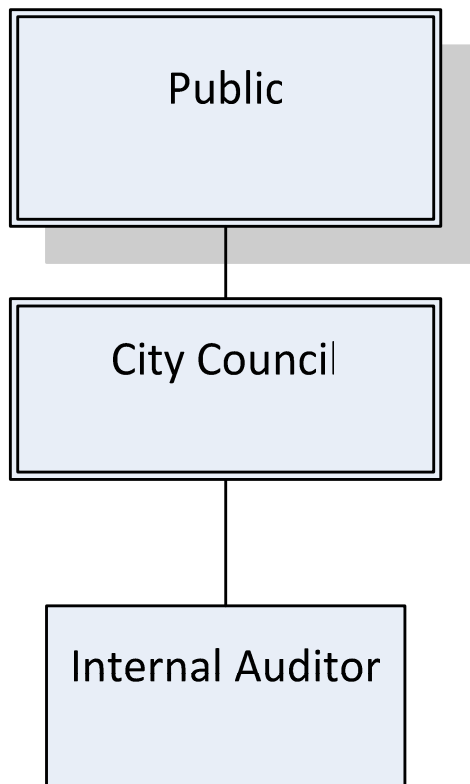
Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of City Councilors trained	n/a	n/a	100%
Percent of board and commission members trained	n/a	n/a	90%

General Fund Budget by Category

	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Operating Budget					
Personnel Services	514,252	498,766	511,026	12,260	2.5%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	28,980	77,443	27,443	(50,000)	-64.6%
Supplies and Materials	6,000	4,500	4,500	0	0.0%
Intergovernmental	1,100	618	618	0	0.0%
Other Charges and Expenses	500	300	300	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	550,832	581,627	543,887	(37,740)	-6.5%

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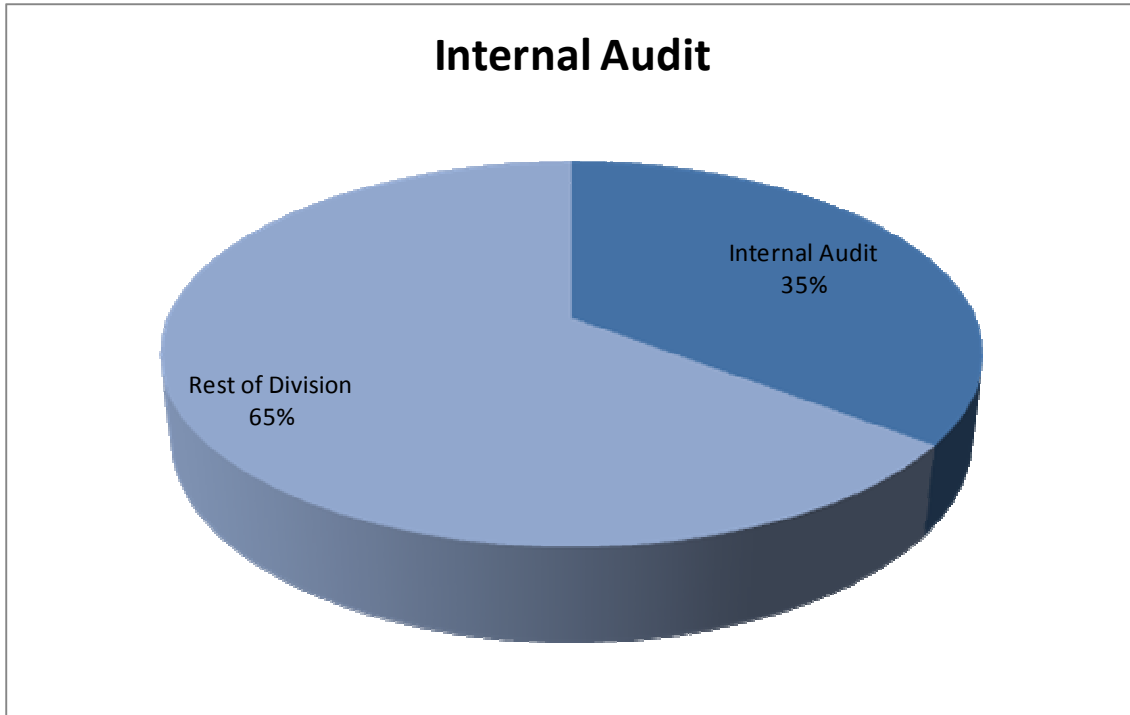
Internal Audit



Mission Statement

The mission of the Office of the Director of Internal Audit is to promote accountability and integrity in City government by providing quality audit and investigatory services.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	0	234,574	239,265	4,691	2.0%
OTPS	0	229,327	243,777	14,450	6.3%
Total General Fund	0	463,901	483,042	19,141	4.1%

Department (FTEs)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Internal Auditor	0.0	3.0	3.0	0.0

Office of the Director of Internal Audit Summary

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 the Director of Internal Audit. The Director of Internal Audit is appointed by the Mayor with the approval of the city council to a three year term.

The Director of Internal Audit conducts financial and performance audits to prevent and detect waste, fraud and abuse, and to improve the efficiency, effectiveness and quality of municipal services. The Director of Internal Audit is also responsible for administering the City's Fraud Hotline and serves as the "ex-officio" member of the Springfield Contributory Retirement Board.

The Audit Committee acting through the Director of Internal Audit has the power to review, study, investigate, advise and make recommendations to improve city government. The Audit Committee is comprised of three city councilors appointed by the city council president.

Fiscal Year 2010 Highlights

The focus of the department has been to prepare a risk assessment of city operations as well as maintain and follow up on fraud hotline tips. Highlighted efforts follow:

Audit committee activated and meeting regularly

Risk assessment completed and priorities identified

Fraud hotline tips logged including status of follow up

Tracking system established for management comments identified in annual audit

Risks and Challenges for Fiscal Year 2011

Limited staff available to ensure timely mitigation of identified risks.

Political influences.

Audit programs and methodologies must be created and established from scratch.

Strategic Decisions for Fiscal Year 2011

Update the City's fraud/risk assessment used to identify the City's vulnerability to misappropriation of assets.

Update audit plan to mitigate the risks identified in the fraud/risk assessment.

Conduct internal audits/reviews of city departments for compliance with city practices and procedures.

Conduct specialized audits/reviews as necessary.

Monitor the City's "Fraud Hotline" which allows employees and citizens of the City of Springfield to report fraud, waste, and abuse. Maintain a log of all submissions which includes the on-going status of each and the ultimate resolution.

Internal Audit

Description: The department conducts internal financial and compliance reviews of city departments, including recommendations for improvements to processes and procedures where applicable, and provides additional analysis of financial and operating data as directed by city management and the City Council. In addition to the internal reviews, the division engages and collaborates with an independent certified public accounting firm to conduct the annual external audit of the City.

Fiscal Year Goals

Review departmental procedures for efficiencies and effectiveness, as well as, ensuring compliance with city practices.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Conduct audits per risk assessment with recommendations for improvements to city managers
2. Fraud hotline maintenance, follow-up and investigation
3. Follow up on other matters city managers bring to our attention

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Audit hours - risk assessment	N/A	N/A	50%
Audit hours – fraud hotline	N/A	N/A	20%
Audit hours – other	N/A	N/A	30%

Multi-Year Goals

Complete audits of all items identified in risk assessment.

Review all city departments for compliance with city policies and procedures.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	0	234,574	239,265	4,691	2.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	0	227,933	242,952	15,019	6.6%
Supplies and Materials	0	794	725	(69)	-8.7%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Ex- penses	0	600	100	(500)	-83.3%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	0	463,901	483,042	19,141	4.1%

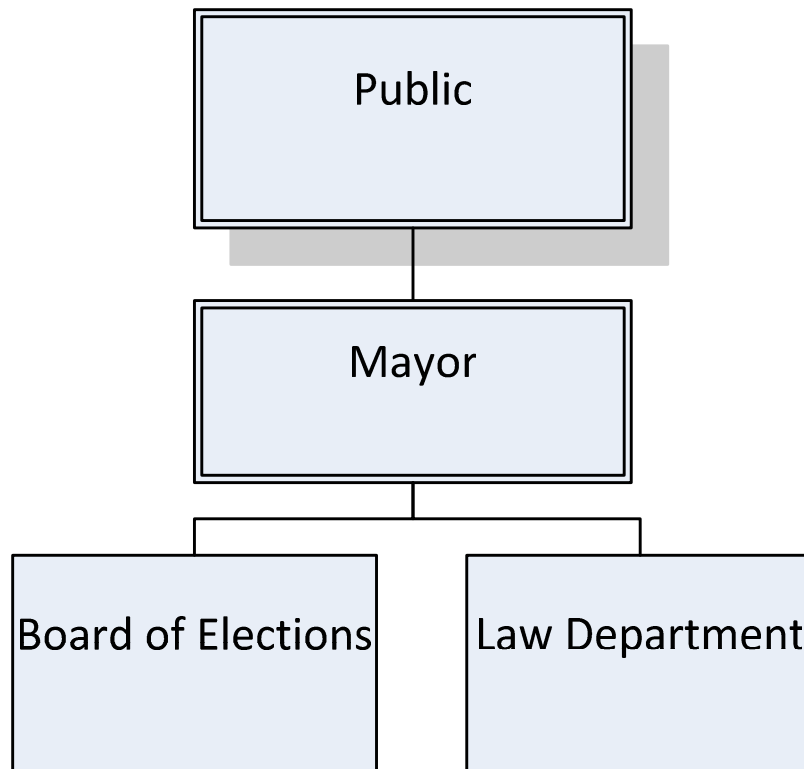
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Section 4

General Government

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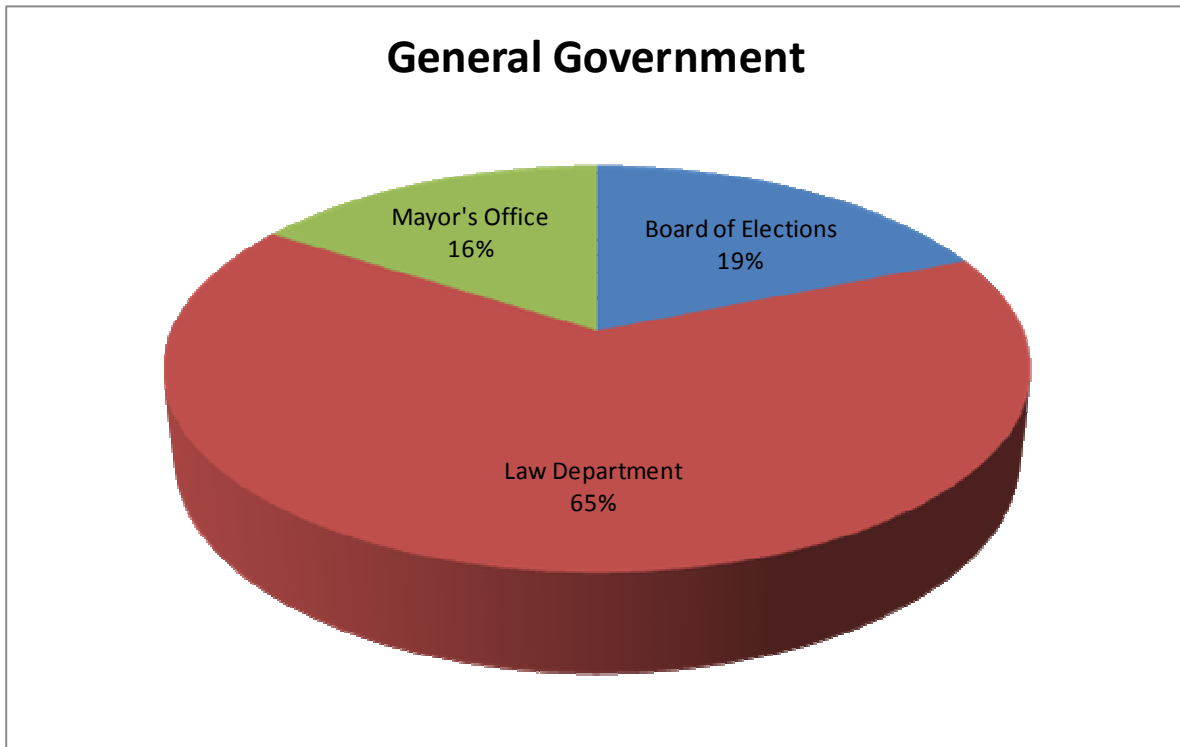
General Government Division



Mission Statement

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

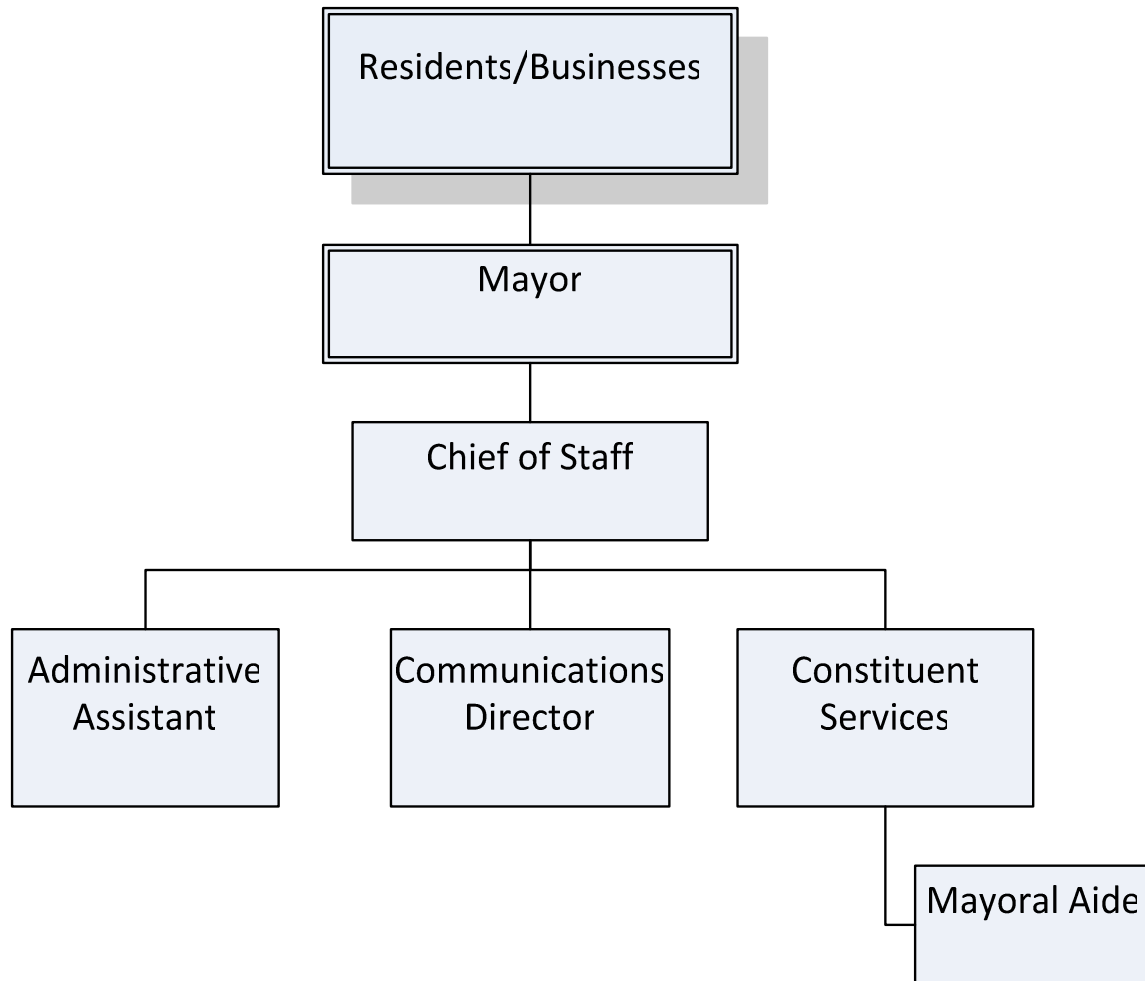
Budget Overview



Division Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Board of Elections	378,143	519,967	523,020	3,053	0.6%
Law Department	2,353,250	1,738,834	1,819,862	81,028	4.7%
Mayor's Office	424,935	433,565	442,026	8,461	2.0%
Total Division	3,156,328	2,692,366	2,784,908	92,542	3.4%

Division Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Board of Elections	5.0	4.0	4.0	0.0
Law Department	29.6	19.5	20.9	1.4
Mayor	7.0	7.0	7.0	0.0
Total FTE's	41.6	30.5	31.9	1.4

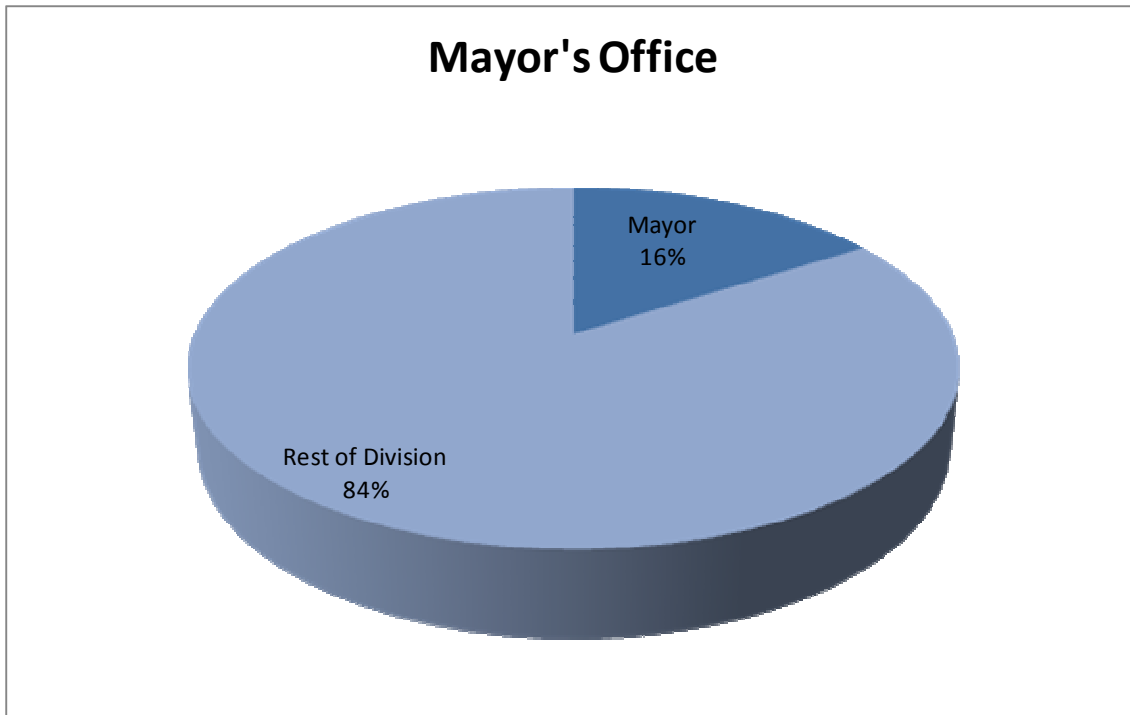
Mayor's Office



Mission Statement

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.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	413,835	418,182	426,643	8,461	2.0%
OTPS	11,100	15,383	15,383	0	0.0%
Total General Fund	424,935	433,565	442,026	8,461	2.0%

Department Personnel (FTEs)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Mayor's Office	5.5	7.0	7.0	0.0

Mayor's Office Department Summary

The Office of the Mayor is responsible for providing leadership for all municipal agencies, ensuring compliance with the Municipal Charter and Code, and administering municipal departments and programs. The Mayor's Office is comprised of Mayor Domenic J. Sarno, Chief of Staff Denise Jordan, Administrative Assistant Carolyn Jackson, Mayoral Aides Jesus Arce and Darryl Moss; Constituent Services Director James Leydon and Communications Director Attorney Tom Walsh.

As Chief of Staff, Denise Jordan provides a broad range of professional support to the Mayor including the supervision of Mayoral staff. Ms. Jordan coordinates activities of the Mayor with other divisions and departments. In addition, she represents the Mayor at meetings when required and appropriate and advises the Mayor, providing extensive professional assistance, project management, and recommendations on City issues.

In addition to her role as Chief of Staff, Ms. Jordan continues to serve as coordinator of the Community Complaint Review Board, recently named the Community Police Hearing Board. In that role, Jordan is responsible for the day-to-day administration duties of the nine-member board, whose role is the review of citizen complaints involving allegations of improper use of force by police or violations of department rules. Additionally, Ms. Jordan serves as a liaison between the City and external entities including the Springfield/UMass Amherst Partnership. Ms. Jordan also serves as the liaison to the Springfield School Department and sits on a number of subcommittees within municipal government.

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

Mayoral Aides Darryl Moss and Jesus Arce are responsible for a variety of tasks, all of which support the Mayor in providing responsive and effective government leadership. Aides' duties include but are not limited to: responding to all quality of life complaints on a case-specific basis in an effort to work toward a resolution, acting as a Mayoral liaison to the Springfield Police Department's Ordinance Flex Squad, concentrating time on youth outreach and violence prevention, partnering with community organizations and neighborhood associations, as well as, State and Federal agencies in a constant effort to improve the life for all who live, work, or visit the City. Moss serves as the Mayor's liaison to the City-wide Violence Prevention Taskforce and Arce serves as the Mayor's liaison to the *"Buy Springfield Now Program."*

Constituent Services Director James Leydon responds to quality of life complaints lodged by citizens and is the Mayoral representative on the "Quality of Life Flex Squad," which consists of Police, Housing and Law Department officials. Further, Mr. Leydon will often partner with City Departments to investigate citizen concerns on a case-by-case basis in an effort to reach a resolution.

Communications Director Attorney Tom Walsh is responsible for developing, executing, and managing internal and external communication strategies that support the objective of the City of Springfield. He coordinates message content, audience impact, and is responsible for the production of materials on behalf of the City of Springfield. Walsh also serves as the Mayor's Appointee to the Springfield Business Improvement District and the Mayor's designee to the City's Waste Reduction Action Plan Committee. Finally, he works closely with members of the Mayor's staff on other various projects as needed.

Fiscal Year 2010 Highlights

Assisted in the transition from the Finance Control Board to the Chief Administrative and Finance Officer in an effort to provide efficiencies and oversight of the City's finances.

Developed a Special Tax Agreement (STA) that has been approved which will retain over 100 manufacturing jobs at the Titeflex Corporation, located in Springfield since 1956.

Implemented a Single Stream Recycling program aimed at encouraging and making it easier for residents to recycle, in addition to saving on trash tonnage for the City.

Partnered with the University of Massachusetts to begin refurbishing office space in downtown Springfield for the UMass new Design Center which will provide a physical presence for UMass in the heart of the city. The center will house faculty, staff and graduate students, and will undertake projects such as park improvements, urban planning and conservation area upgrades that will benefit the city.

Signed a new Executive Order establishing the Community Police Hearing Board. The order aims to increase police accountability to the community while assuring professional management.

Submitted a proposal to the Springfield City Council to expand property tax relief to qualifying senior citizens. The plan would bring more households into eligibility for statutory tax exemptions by raising the limits on income and assets for homeowners.

Established \$1 million of available funds to support the DevelopSpringfield program, an initiative developed to help businesses and property owners fund exterior improvements such as the restoration of architectural details, painting, window and door replacement, signage, lighting and other façade improvements. These funds will be available to storefronts along the entire length Main and State Streets.

Completed annual *Operation Clean Sweep* efforts in order to prosecute exterior code enforcement violations such as litter, unregistered motor vehicles, overgrowth, etc. The effort is part of a concentrated effort to crack down on habitually negligent property owners and reduce blight

Recommended, in partnership with the School Department and the Department of Health and Human Services, a new health curriculum for the Springfield Public School System. The new health curriculum, approved in September 2009, is a comprehensive health curriculum that focuses on the science of reproduction and includes a parent component that provides structured opportunities for students to discuss classroom lessons with parents or guardians.

Risks and Challenges for Fiscal Year 2011

The Mayor is committed to the City's constituents and all questions, comments, complaints and concerns are taken seriously and are investigated on an individual basis. This level of care takes time and resources.

Strategic Decisions for Fiscal Year 2011

This Administration is committed to grass roots, hands-on initiatives and we anticipate partnering with several local and state agencies, as well as, City departments to conduct seminars, forums and other programs that link members of the community directly with resources and important information. In building these working relationships, the Mayor's Office can define strategies to address pressing issues related to the health, safety and financial well being of the community.

Continue to utilize the talk show broadcast on Comcast Local Government Access Channel 17 as a tool to speak directly to constituents about governmental, business, arts and cultural, and other public relations news that directly affects citizens of Springfield.

Continue to correspond with constituents, directly and often, a way that has come to define the Office as a community-oriented, customer-friendly office.

Employ an intern who will work in the office and assist members of the staff by answering phones, running errands, and performing other administrative tasks as needed.

Mayoral Support

Description: The Mayor's staff provides a wide variety of professional support, with the Chief of Staff leading these efforts by coordinating activities, projects and policy research for the Mayor. Because most of the City divisions and department heads report directly to the Mayor, a large number of meetings and requests for inclusion are requested of the Mayor. When appropriate, the Mayor's staff will attend meetings and functions on the Mayor's behalf.

The citizens of Springfield and the quality of life in the City are the Mayor's top priorities. Constituent Services responds to all of the quality-of-life complaints lodged by citizens and partners with appropriate city departments to investigate complaints on a case-specific basis in order to work towards resolution. The Mayor also has a liaison to the newly created Police Ordinance Flex Squad, a squad comprised of four police officers charged with enforcing a range of quality-of-life issues.

The Mayor's Chief of Staff also serves as Coordinator of the Community Complaint Review Board. In that role, the day-to-day administrative duties of the nine-member board are overseen and the citizen complaints involving allegations of improper use of force by police or violations of department rules are reviewed. Combining the positions of Chief of Staff and Community Complaint Review Board Coordinator resulted in a savings of \$40,000 to the tax payers of the City of Springfield.

The Mayor's Office is highly visible and is responsible for developing, executing and managing strategic internal and external communication strategies that support the objective of the City of Springfield. It must continuously coordinate message content, audience impact and is responsible for the production of materials on behalf of the City of Springfield.

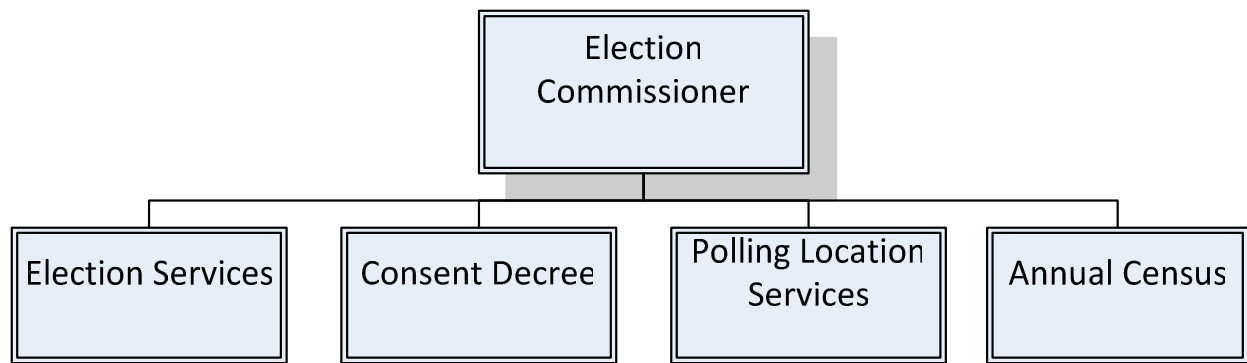
Other Mayoral staff act as liaisons to residents, elected officials, local businesses, community groups and organizations, as well as, federal and state agencies, and will represent the Mayor in public forums. More specifically, Mayoral aides are assigned to collaborate with specific neighborhood associations and youth outreach and prevention programs.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	413,835	418,182	426,643	8,461	2.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	4,500	9,783	9,783	0	0.0%
Supplies and Materials	6,100	5,100	5,100	0	0.0%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	500	500	500	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	424,935	433,565	442,026	8,461	2.0%

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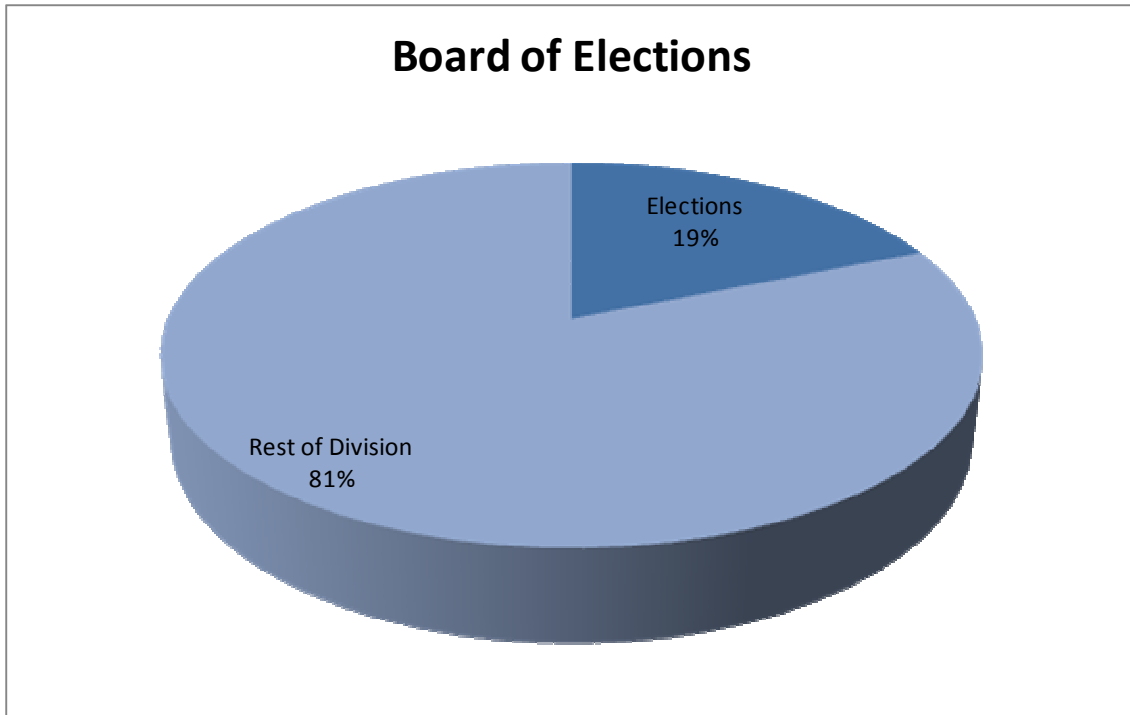
Board of Elections



Mission Statement

The Board of Elections mission is to uphold the integrity of the electoral process in the City of Springfield by holding elections in compliance with federal and state laws.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	295,250	381,827	395,667	13,840	3.6%
OTPS	82,894	138,140	127,353	(10,787)	-7.8%
Total General Fund	378,143	519,967	523,020	3,053	0.6%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Board of Elections	5.0	4.0	4.0	0.0

Board of Elections Department Summary

As mandated by state and federal laws, the Board of Elections (Board) conducts elections that span municipal, state and federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, signatures are verified for initiative petition questions and candidates to be placed on the ballot. Procurement, staffing, and operation of polling locations is also managed by the Board.

The Board of Elections office conducts the Annual City Census by contacting approximately 65,000 households by mail and answering approximately 5,000 phone calls. The office supplies relevant census information to the Hampden County courts for jury selection, the Springfield School Department for children under the age of 17, federal, state and local agencies, as well as, the general public.

The Board of Elections is responsible for implementing mandates set forth by the consent decree established by the U.S. Department of Justice and the City of Springfield. The agreement requires the Board of Elections to establish a program to help improve the City's assistance to Spanish-speaking voters with limited English proficiency in compliance with the Voting Rights Act of 1965 as amended.

Fiscal Year 2010 Highlights

During Fiscal Year 2010, the Election Department continued to implement best practices in the conduct of elections and election procedure as mandated by state and federal laws. Highlights of these efforts include:

Implemented outreach to the Spanish language media.

Revised and expanded poll worker training sessions.

Increased bilingual poll worker hiring.

Conducted two Special Senate Elections.

Conducted two local elections, including ward representation in the City Council race.

Risks and Challenges for Fiscal Year 2011

Over the past three years, the Election Department was required to modify its election program to comply with Section 203 of the Voting Rights Act as part of a federal consent decree. The settlement agreement was extended until 2010 in order to ensure that changes in electoral procedure have been instituted. The increased efforts to comply with the consent decree have put an unanticipated burden on our staff.

The other major challenge facing the Election Department will be updating our voting equipment during Fiscal Year 2011 to meet the new federal standards for voting systems. Obtaining the new voting equipment is mandatory.

Strategic Decisions for Fiscal Year 2011

The Election Department will continue to improve the response rate to the Annual City Census, including increased efforts to publicize key information to city residents.

The Election Department will continue to work with the Law Department and administer the Advisory Committee as part of compliance with the U.S. DOJ Consent Decree. The Election Commission will continue to improve its poll worker recruitment and retention efforts through expanded advertising and increased training.

Election Services

Description: As mandated by state and federal laws, the Board of Elections conducts elections that span municipal, state and federal districts. The Board of Elections is the sole processing center for all new voter registrations in the City of Springfield. In addition, signatures are verified for initiative petition questions and candidates to be placed on the ballot.

Fiscal Year Goals

Conduct municipal, state, and federal elections in an efficient and cost-effective manner, using a precinct-based, computerized, optical scanning system.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Make all election results available by email or the City's website.
2. Create a complete database with all election results prior to 1990.

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Elections Administered	2	4	2
Provisional ballots cast and counted	441	31	100
Absentee ballots cast & counted	1287	449	700

Increase voter registration by 1.76 percent and increase voter turnout to 35 percent in the State primary and 40 percent in the State election.

Citywide Strategic Priority Supported: Financial Management

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
# of Registered Voters	84,538	89,315	93,000
# of Newly registered voters	11,963	6,215	7,000
Voter Turnout - *average per election year	30,105	19,765	30,000

Conduct the annual Retirement Board elections.

Citywide Strategic Priority Supported: Financial Management

Annual Census

Description: The Board of Election's office conducts the Annual City Census by contacting approximately 65,000 households by mail and answering approximately 5,000 phone calls. The office supplies relevant census information to the Hampden County courts for jury selection, the Springfield School Department for children under the age of 17, federal, state and local agencies, as well as, the general public.

Fiscal Year Goals

Conduct the annual City census in accordance with state law.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Mail the City census to 65,000 households.
2. Contact multi-dwelling unit owners and managers.
3. Contact colleges with residential housing.
4. Produce the annual City streets list.

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Census records maintained	112,199	115,470	130,000

Increase the response rate to the annual City census by 15 percent.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Use the City's website to allow City census responses.
2. Reinstate the practice of a second census mailing.

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Census response rate	34%	50%	60%

Consent Decree

Description: The Board of Elections is responsible for implementing mandates set forth by the consent decree established by the U.S. Department of Justice and City of Springfield. The agreement requires the Board of Elections to establish a program to improve the City's assistance to Spanish-speaking voters with limited English proficiency, in compliance with the Voting Rights Act of 1965 as amended.

Fiscal Year Goals

Effectively implement the Voting Rights Act consent decree.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Translate new and existing election materials.
2. Recruiting and training bilingual poll workers.
3. Conduct poll worker training programs.
4. Administer the Election Advisory Committee.
5. Broaden the use of the Board of Elections Spanish information page on the City's website.

Establish an outreach network with community-based organizations within the City of Springfield.

Citywide Strategic Priority Supported: Financial Management

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Number of community-based organizations in the outreach network	1	15	30

Polling Location Services

Description: The Board of Elections is responsible for the procurement, staffing and operation of polling locations throughout the city.

Fiscal Year Goals

Recruit, hire, and train poll workers.

Citywide Strategic Priority Supported: Financial Management

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Poll workers recruited and hired (bilingual)	130	120	134
Poll workers recruited and hired (non-bilingual)	384	300	270
Poll worker training sessions administered	2	1	2

Implement reforms mandated by the Help America Vote Act to achieve 100 percent compliance at all polling locations.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Acquire new election equipment.
2. Monitor implementation of new election equipment.
3. Publish HAVA information to the Department's website.

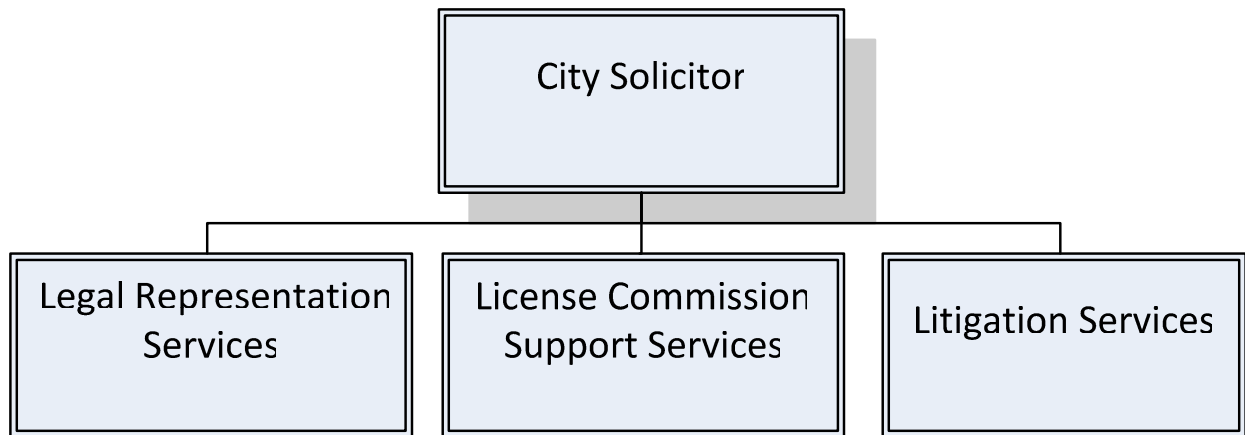
Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
HAVA compliant voter equipment maintained	58	61	61

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	295,250	381,827	395,667	13,840	3.6%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	63,288	101,200	106,850	5,650	5.6%
Supplies and Materials	19,606	36,940	20,503	(16,437)	-44.5%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	378,143	519,967	523,020	3,053	0.6%

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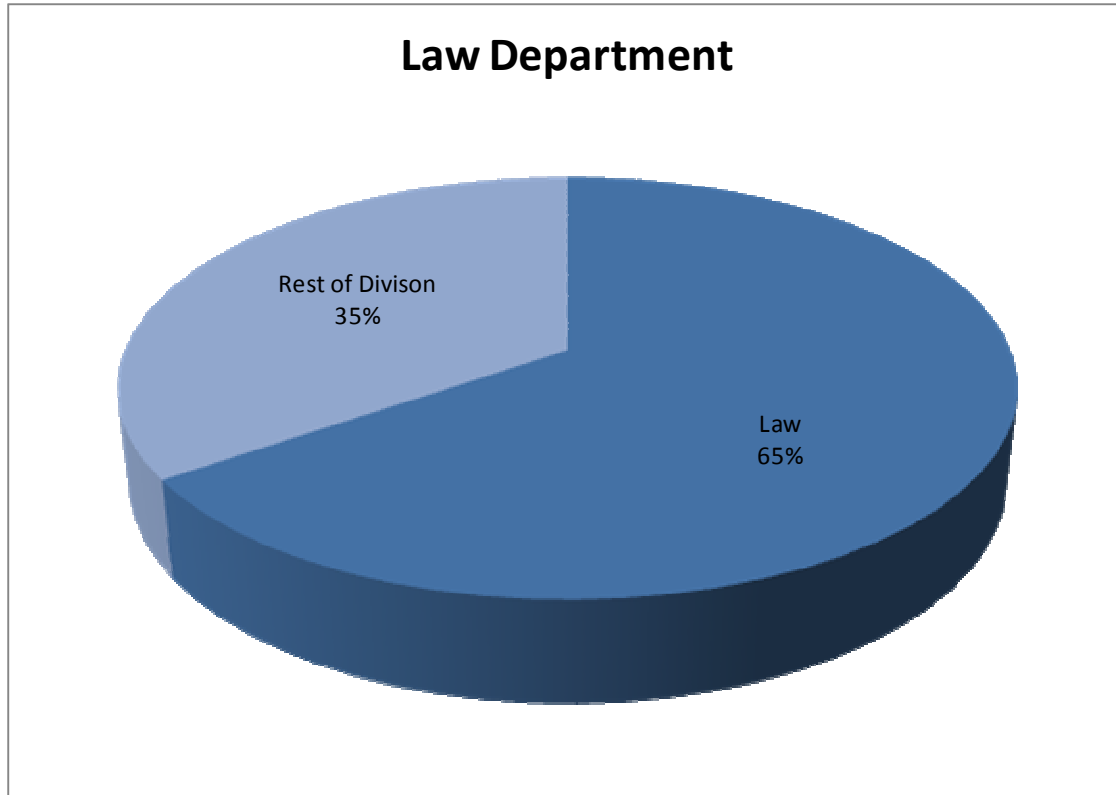
Law Department



Mission Statement

The Law Department's mission is to conduct all legal business of the City and its departments, and to administer the License Commission.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	1,359,730	1,229,524	1,354,552	125,028	10.2%
OTPS	993,520	509,310	465,310	(44,000)	-8.6%
Total General Fund	2,353,250	1,738,834	1,819,862	81,028	4.7%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Law Department	29.6	19.5	20.9	1.4

Law Department Summary

The Law Department's services include legal advice and formal legal opinions; participation in contract negotiation including drafting and review; responding to employment law issues; and support with procurement issues such as drafting requests for proposals, invitations for bids, and contracts for goods and services, real estate or construction. In addition, attorneys review drafted ordinances, special acts, resolves and orders; assist departments with public records compliance, ethics opinions; and provide legal advice and guidance to, as well as, attend all meetings of the Springfield City Council and various boards and commissions and participation in training as required.

Legal representation includes claims investigation and management; representing the City in all courts (Federal and State – District, Superior, Land and Housing Courts) and administrative agencies (Massachusetts Commission Against Discrimination, Appellate Tax Board [ATB], Alcoholic Beverage Control Commission, etc.); prosecution of Code Enforcement matters and provide litigation support and case management service; handle all appeals in Federal and State courts; collect monies due the City; and tax title foreclosure matters.

Finally, the Law Department provides administrative support for the License Commission and assists in the receipt and processing of license application and renewals, prosecuting enforcement actions, as well as, arranging for and assisting in the holding of hearings.

Fiscal Year 2010 Highlights

Highlights of the Law Department's efforts in Fiscal Year 2010 include:

Cable TV license litigation in Supreme Judicial Court, as well as, federal court and negotiations for license renewal.

Continued reorganization of Code Enforcement and Licensing to work with the Quality of Life Flex Squad, Fire, Health, and Code Inspectors and furthered Code enforcement efforts against blight throughout the City.

Successful defense of motor vehicle accident trial where jury found for the City in case where two Plaintiffs who were involved in a serious roll-over accident involving the Springfield Fire Department. After 5 days of trial, the jury returned a verdict indicating that the driver of the fire apparatus was not negligent.

Successful defense of various MCAD discrimination claims including 7 of the 8 MCAD cases claiming racial discrimination involving employees where the MCAD found no probable cause to support the employees allegations.

Proposed establishment of Community Police Hearings Board to conduct disciplinary hearings involving citizen complaints alleging police misconduct and be a watch dog over the Police internal investigations of officers alleged to have used excessive force.

Successful conclusion of litigation with U.S. Department of Justice over Bilingual Voter Assistance and implementation of election administration practices to assure continued compliance with Voting Rights Act.

Eminent domain taking of former Mason Square Library building.

Served as a member of the CitiStat Review Team.

Negotiations with WMECO and Covanta over expansion of Bondi's Island landfill and future development of landfill site.

Implementation of new case management software allowing the Department to track work assignments and contributing to increasing the amount of revenue collected through the license renewal process by tracking and identifying establishments without proper licensing.

Negotiations for purchase and sale of Industrial Land to F.W. Webb at the Smith & Wesson Industrial Park and Springfield Redevelopment Authority.

Drafted and negotiated contract for towing management with Springfield Parking Authority.

Participate in meetings with judges and personnel from each of the various state courts in Hampden County to coordinate and cooperate in the City's appearances in the most efficient manner with each court.

Transition Labor Relations representation to a new Department.

Secured a Massachusetts Housing Partnership grant to assist in the processing of blight related matters in Housing Court.

Assisted City/Treasurer Collector of Taxes for the FY 2009 tax takings by working with the City's collection agency, Revenue Services, the City auctioneer, and four outside law firms.

Drafted Sewer Easement for Water/Sewer Commission for use of new Putnam High School.

Drafted License Agreement to allow Regional Employment Board of Hampden County, Inc. to enter and use various foreclosed tax title properties to provide job training to dislocated adults and youths in the "clean energy" industry sector.

Drafted Inter-Departmental Agreement between the City Treasurer and the Springfield Public Schools to allow Putnam students to renovate and rehabilitate 162 Tyler Street as part of a hands-on learning program.

Drafted deed and represented the City at closing for the land swap with Vistar Corporation aka Springfield Foodservice Corporation in which City transferred 4 parcels on Taylor Street in exchange for 2 parcels on Worthington Street.

Risks and Challenges for Fiscal Year 2011

Among the risks and challenges facing the Law Department entering Fiscal Year 2011 are the following:

Using new case management software, develop and improve data to better understand and analyze exposure to unknown liability risks and plan for allocation of in-house personnel, as well as, outside legal services to maximize efficiency.

Participation in negotiations of cable TV contract renewal with retention of outside legal services.

Attempt to overturn Appeals Court decision voiding lease for TJO Animal Control Center and assist in renegotiation of inter-municipal agreement with other participating communities.

Transition legal representation on Community Development projects to the Law Department budget.

Implementation of new lobbying provisions adopted by the City Council.

Defend statewide lawsuit pending in federal court challenging 2003, 2005, and 2007 Civil Service promotional exam for police sergeants involving ten (10) municipal departments.

In pending lawsuit alleging unconstitutional action, defend land-marking ordinance adopted by the City Council for historic preservation.

Provide legal advice in the Implementation of citywide email and records retention policies to comply with new state and federal requirements.

Strategic Decisions for Fiscal Year 2011

Coordinate License Commission administration with representation on Community Development initiatives.

Transition prosecution of Police disciplinary matters to the Labor Relations Department.

Utilize outside legal counsel in negotiations of cable TV contract renewal.

Participate in economic redevelopment efforts by providing contract negotiation, drafting, legislation, mediation and litigation services to the City's Community and Economic Development agencies.

Expand the practice of utilizing law students to work as legal interns to provide support services to Law Department attorneys while providing training to students and a potential pool of applicants for vacant positions which open through attrition.

General Government Law Counsel

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

Fiscal Year 2011 Goals

Increase the percentage of legal opinions drafted, contracts drafted, and contracts negotiated within sixty (60) days of assignment.

Citywide Strategic Priority Supported: Financial Management

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Percent of legal opinions completed within 60 days of assignment	90%	90%	95%
Percent of contracts drafted or negotiated within 60 days of assignment	90%	88%	90%
Percent of contracts reviewed within 7 days of assignment	99%	99%	99%

Investigate and respond to complaints in a timely fashion.

Citywide Strategic Priority Supported: Financial Management

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Percent of complaints for which the City filed a response on time	99%	99%	100%
Number of claims investigated	83	92	80

File all code enforcement cases received in Court.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Percent of complaints for which the City filed a response on time	99%	99%	100%
Number of claims investigated	83	92	80
Code enforcement cases filed in Court	1,000	939	N/A

Minimize the value of settlements and judgments against the City to less than \$500,000.

Citywide Strategic Priority Supported: Financial Management

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Value of settlements and judgments against the City	\$642,918	\$535,000	\$475,000

Continue to support City departments' efforts with legal review of policy initiatives, procurement support, litigation defense, and prosecution of code and licensing violations.

Citywide Strategic Priority Supported: Financial Management

Operational Measures	FY2009 Actual	FY2010 Projected	FY2011 Target
Revenue collected from licensing fees	\$478,893	\$480,000	\$480,000

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	1,359,730	1,229,524	1,354,552	125,028	10.2%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	177,626	220,310	178,310	(42,000)	-19.1%
Supplies and Materials	40,439	50,000	49,000	(1,000)	-2.0%
Intergovernmental	2,000	2,000	2,000	0	0.0%
Other Charges and Expenses	773,073	237,000	236,000	(1,000)	-0.4%
Capital Outlay	382	0	0	0	0.0%
Total Operating Funds	2,353,250	1,738,834	1,819,862	81,028	4.7%

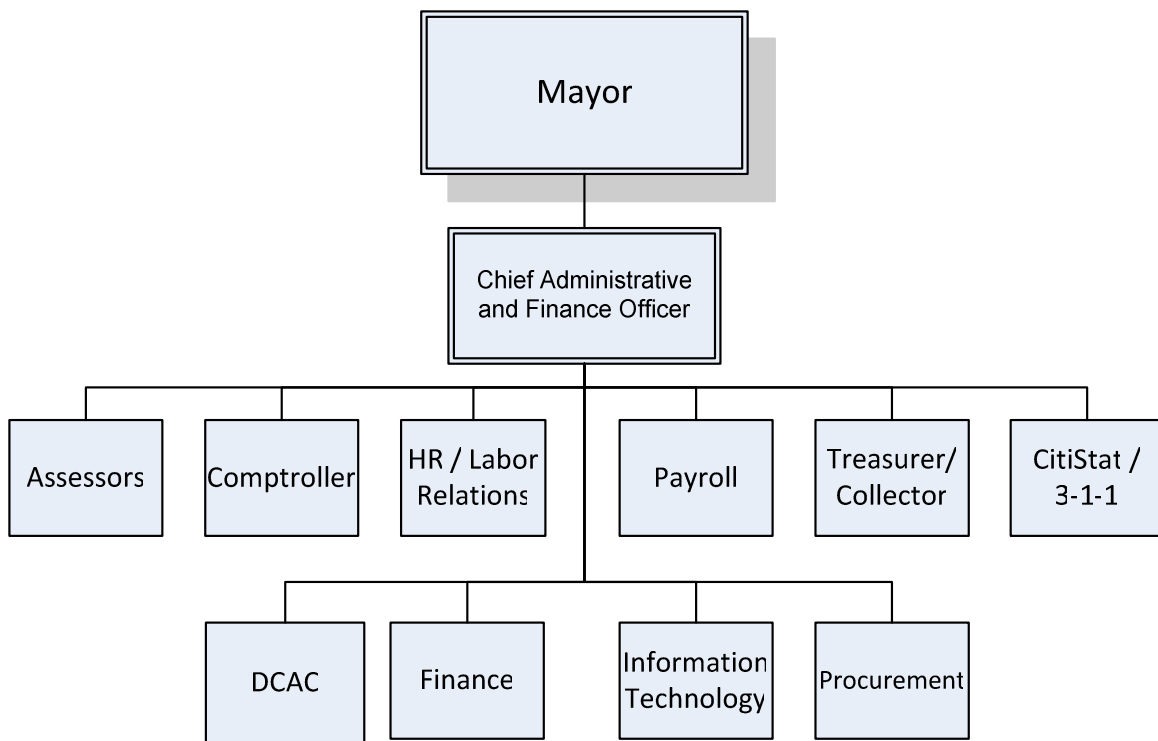
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Section 5
Division of
Administration and Finance

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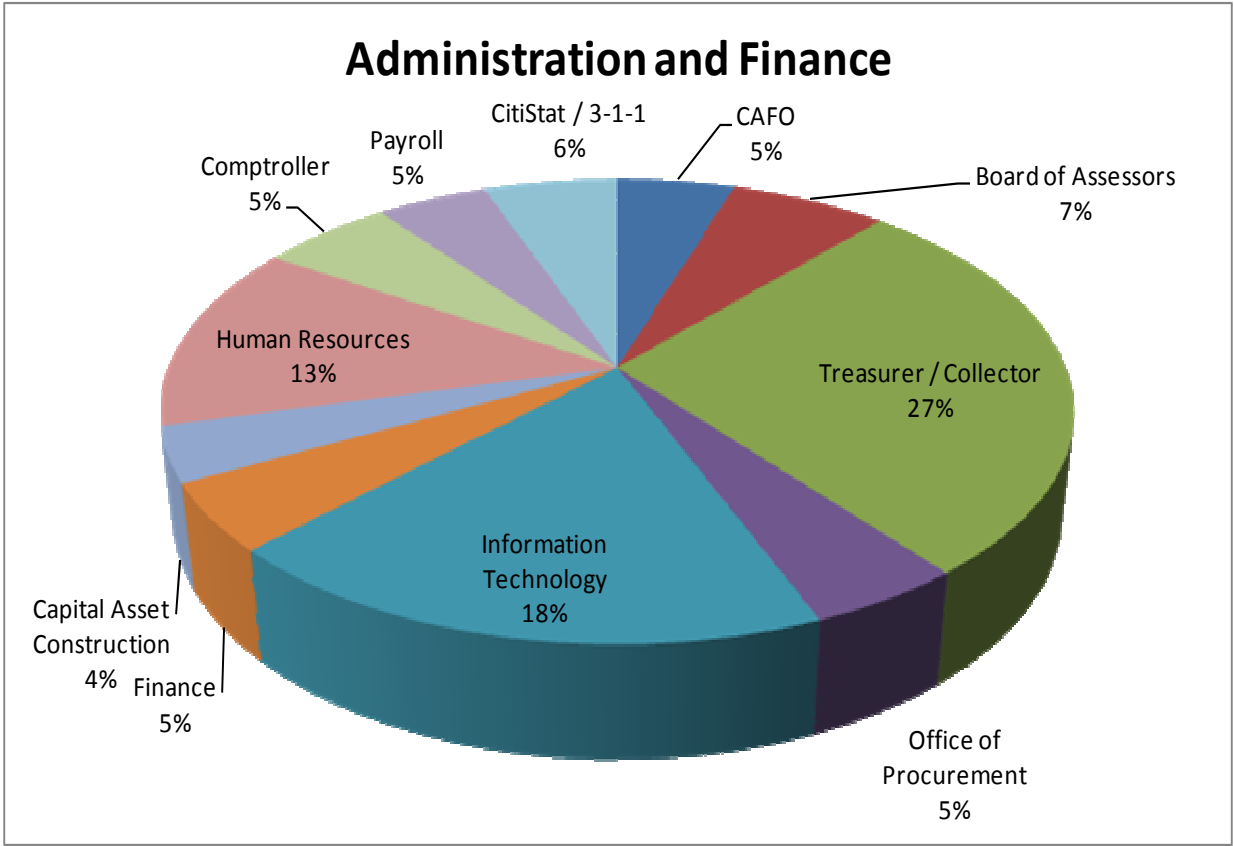
Division of Administration and Finance



Mission Statement

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

Budget Overview



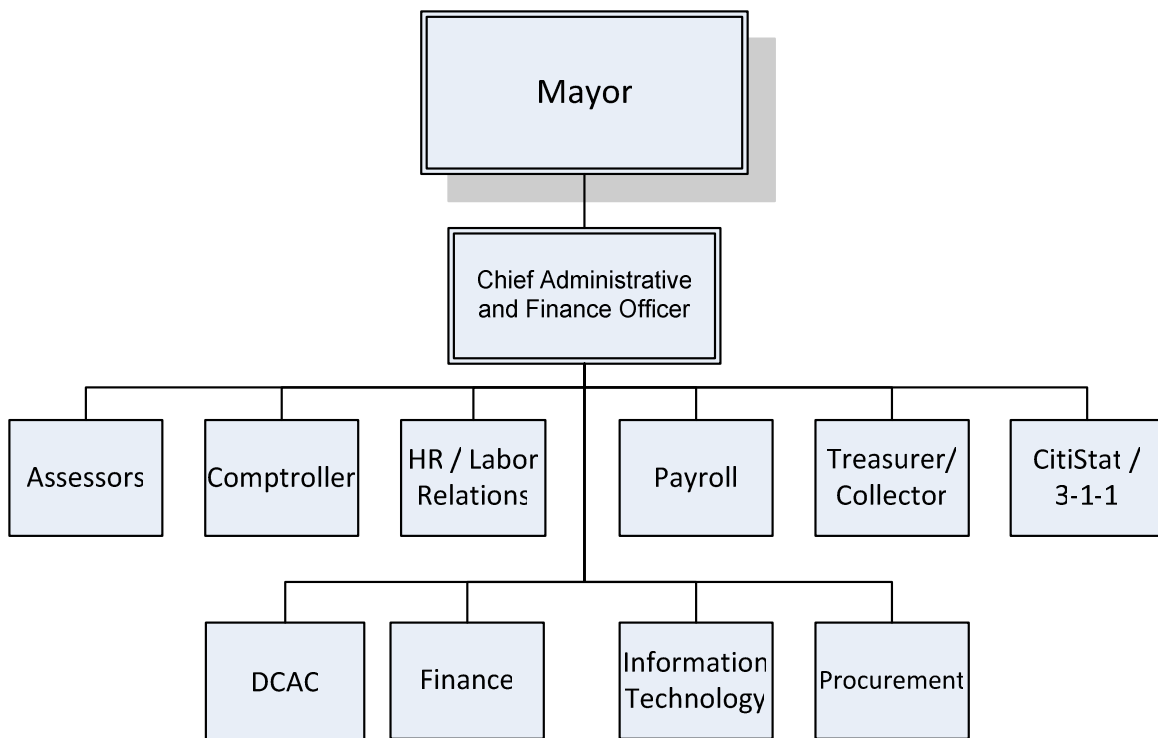
Budget Overview

Division Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Department of Administration and Finance	0	660,185	700,737	40,552	6.1%
Board of Assessors	889,058	910,418	929,682	19,264	2.1%
Treasurer / Collector	3,749,273	3,912,162	3,854,440	(57,722)	-1.5%
Office of Procurement	548,589	565,337	656,702	91,365	16.2%
Information Technology	2,955,954	2,850,296	2,608,682	(241,614)	-8.5%
Finance	569,517	638,877	659,002	20,125	3.2%
Capital Asset Construction	413,922	534,697	535,292	595	0.1%
Human Resources	5,164,258	1,225,590	1,830,899	605,309	49.4%
Comptroller	1,314,841	761,619	780,566	18,947	2.5%
Payroll	0	1,471,370	658,326	(813,044)	-55.3%
CitiStat / 3-1-1	521,838	760,314	795,839	35,525	4.7%
Total Division	16,127,250	14,290,865	14,010,167	(280,698)	-2.0%

Division Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Department of Administration and Finance	0.0	3.0	3.0	0.00
Board of Assessors	14.0	13.0	13.0	0.00
Treasurer / Collector	19.5	18.0	18.0	0.00
Office of Procurement	12.8	12.0	12.0	0.00
Information Technology	23.0	18.0	18.0	0.00
Finance	10.0	10.5	9.0	(1.50)
Capital Asset Construction	3.0	4.0	3.0	(1.00)
Human Resources / Labor Relations	22.0	19.3	19.3	0.00
Comptroller	16.2	13.5	13.5	0.00
Payroll	0.0	5.0	5.0	0.00
CitiStat / 3-1-1	0.0	16.8	16.8	0.00
Total FTE's	120.5	133.1	130.6	(2.50)

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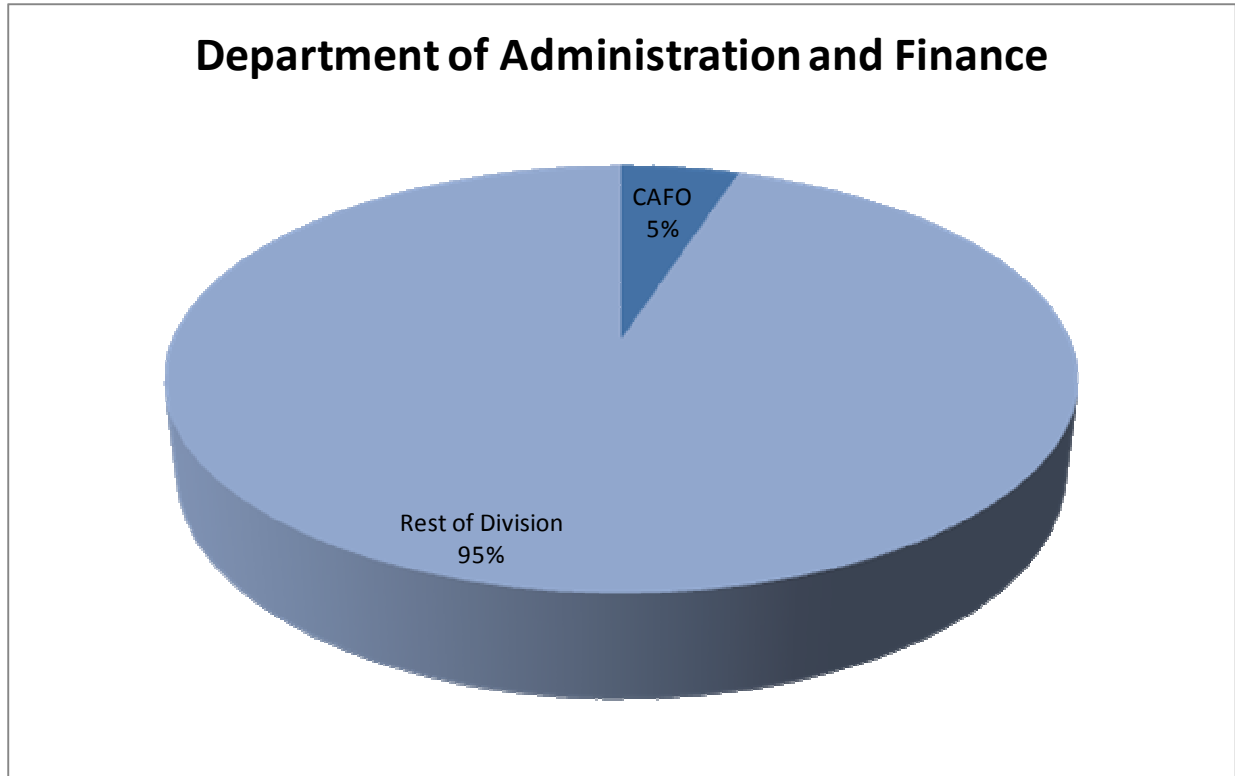
Department of Administration and Finance



Mission Statement

The Department of Administration and Finance is responsible for administering and supervising the City's financial services, information technology, human resources, and payroll.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	0	315,185	277,183	(38,002)	-12.1%
OTPS	0	345,000	423,554	78,554	22.8%
Total General Fund	0	660,185	700,737	40,552	6.1%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10- FY11
Department of Administration and Finance	0.0	3.0	3.0	0.0

Department of Administration and Finance Summary

In continuing a structured transition to local control, 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 the Chief Administrative and Financial Officer.

Chapter 468 created the Department of Administration and Finance, which is responsible for the overall budgetary and financial administration of the city. This department is under the control of the Chief Administrative and Financial Officer (CAFO), which reports to the mayor. The CAFO is appointed to a term of no longer than three years.

The CAFO is responsible for administering and supervising the City's financial services, information technology, human resources, and payroll which includes developing department budgets, monitoring expenditures, reviewing transfers and allotments and implementing and maintaining uniform financial systems and controls for all departments.

The following department heads report to the CAFO: Board of Assessors, Treasurer/Collector, Finance Director, Comptroller, Director of Information Technology, Chief Procurement Officer, Director of Human Resources and Labor Relations, CitiStat Director and Director of Capital Asset Construction. The business and financial services of the School Department shall be under the authority of the CAFO as well.

Fiscal Year 2010 Highlights

The Springfield Promise Scholarship Program awarded \$116,000 in college scholarship money to 189 Springfield Public School graduates.

The CAFO produced the City's first Four-Year Financial Plan.

Orientation sessions were held for new City Councilors and School Committee Members – a “first-time” event for the City of Springfield.

The City rejoined the Massachusetts Municipal Association.

Retreat session held for City Council to determine actions to be taken to support the Mayor's strategic priorities.

Prepared for expected cuts in FY11 budget, announcing goals and expectations to Department Heads and Union leaders by April, 2010 and submitted a proposed 2011 budget within the parameters established by the Mayor in accordance with the Massachusetts General Laws, Ordinances and Financial Policies of the City.

Assisted the Mayor and City Council in adopting a 2011 budget, which meets established policy objectives, by June 30, 2010.

Determined optimal staffing structure for CAFO Office.

Risks and Challenges for Fiscal Year 2011

Balancing the FY11 budget in the face of potential cuts in state aid and the potential hitting of the tax levy ceiling.

Balancing future year budgets (Fiscal Years 2012 - 2014).

Strategic Decisions for Fiscal Year 2011

Structuring early partial payback of state loan money while continuing to fund the Promise Scholarship program with loan interest money.

Work with the Chief Procurement Officer to improve the City and School Department's Purchasing practices.

Plan for and make recommendations for addressing the City's unfunded liabilities.

Department of Administration and Finance

Description: Responsible for administering and supervising the City's financial services, information technology, human resources, and payroll.

Fiscal Year Goals

Improve the operations and effectiveness of the eight departments in CAFO Division and the City.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Work with Assessors to conduct study of the overlay account	N/A	04/15/10	9/1/10
Work with City officials and the public regarding levy ceiling issues	N/A	04/15/10	10/1/10
Work with Treasurer/Collector and other City Departments to improve accounts receivable	N/A	04/15/10	1/1/11
Work with Treasurer to improve cash investments	N/A	04/15/10	9/1/10
Continue consolidation of City and School Department financial and business functions	N/A	04/15/10	6/30/11
Work with Human Resources to improve employee training in specific management areas	N/A	04/15/10	4 specific areas
Ensure implementation and compliance with City's personnel ordinances	N/A	04/15/10	100% of Depts.
Introduce and implement Continuous Improvement Springfield (CIS)	N/A	05/01/10	06/30/11
Introduce and implement a model for organizational development	N/A	-	01-01-11

Multi-Year Goals

Prepare for union negotiations in Fiscal Year 2012.

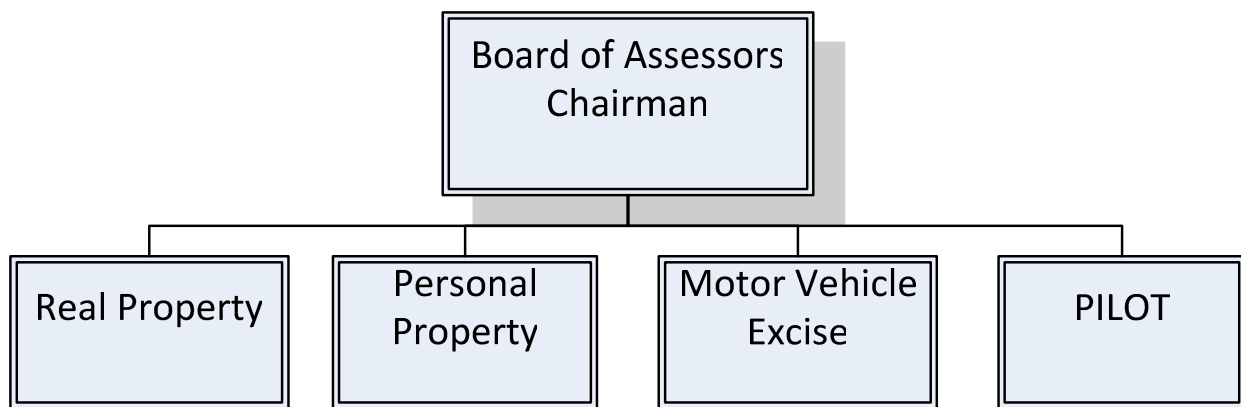
Work closely with community groups and the business community to advance policies that will benefit the City of Springfield, including Municipal Property Tax Reform.

Comply with all statutory requirements of the CAFO under Chapter 468 of the Acts of 2008, Chapter 169 of the Acts of 2004, Chapter 656 of the Acts of 1989, and ensure implementation of and compliance with the City's financial ordinances and General Laws and Special Acts regarding financial management.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	0	315,185	277,183	(38,002)	-12.1%
Employee Benefits	0	0	6,000	6,000	0.0%
Purchase of Services	0	329,500	412,054	82,554	25.1%
Supplies and Materials	0	8,500	3,500	(5,000)	-58.8%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	0	7,000	2,000	(5,000)	-71.4%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	0	660,185	700,737	40,552	6.1%

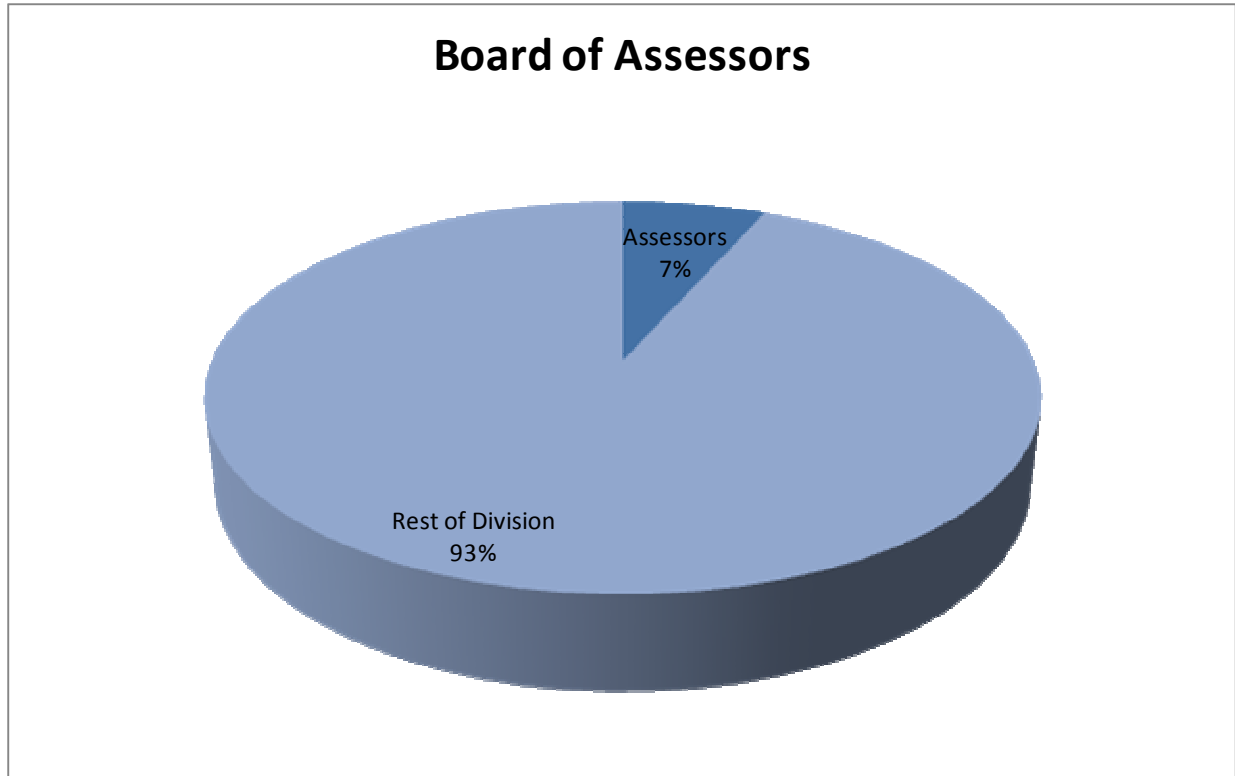
Board of Assessors



Mission Statement

The Board of Assessors ("Assessors") provides the City of Springfield with a stable and expanding revenue stream through the accurate and equitable valuation of all taxable real and personal property, as well as, motor vehicles within the City.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	635,983	639,689	650,853	11,164	1.7%
OTPS	253,075	270,729	278,829	8,100	3.0%
Total General Fund	889,058	910,418	929,682	19,264	2.1%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Board of Assessors	14.0	13.0	13.0	0.0

Board of Assessors Summary

The Assessing Department is responsible for accurately determining the value of all real and personal property located within the City of Springfield for the purpose of taxation. Assessors are obliged to assess all property at its fair market value as of January 1st of each year. The department is responsible for the administration of all property tax data records and maintains accurate parcel ownership data based upon recorded property transactions at the Registry of Deeds. It also administers the tax billing for the motor vehicle excise.

Fiscal Year 2010 Highlights

The Board of Assessors in Fiscal Year 2010 continued to improve its assessment practices and implement new best practices for assessment administration.

Highlights of these efforts include:

Implementation and installation of new modules for the CAMA (Computer Assisted Mass Appraisal) system IAS World.

Implementation of the MUNIS system for bill payment and assisted in the planning and implementation of MUNIS system for tax collection.

Continued the strong efforts to identify and capture “new growth”.

Continued efforts to resolve the telecommunication case with the DOR and other assessing jurisdiction.

Completed interim year valuation of all real and personal property in the City of Springfield.

Completed the return of the administration of Motor Vehicle Excise to the Board of Assessor’s Staff.

Risks and Challenges for Fiscal Year 2011

Over the past several years the Board of Assessors have made continuing efforts to improve its CAMA system. With the installation of IAS World, the most advanced CAMA system available, the City now has a system capable of managing all aspects of Assessment administration. We intend to continue installing new modules to improve assessment administration.

Springfield is the first Massachusetts community to install IAS. The Assessors are actively engaged with CLT, the system provider, to improve and customize the IAS system to optimize its use in Massachusetts.

The Assessors office space and equipment need renovation and the equipment needs to be replaced. For the last four years the city has been planning renovations and upgrade of furniture and fixtures. With the last planned rounds of renovations the Board of Assessors looks forward to the Assessors offices being renovated.

Strategic Decisions for Fiscal Year 2011

The Assessors will continue to improve its use of IAS to assess real property and manage department operations.

The Assessors will continue to automate operation. The Board will work to implement the interface between IAS, Fox Pro, Motor Vehicle Excise, and the MUNIS tax collection system.

Integrate the IAS World, FoxPro, MUNIS software programs and office procedures.

Assessment Programs

Real Property: Assessors determine the market value of all taxable parcels in the City of Springfield as of each January 1st. In Springfield that includes residential, commercial and Industrial parcels. Assessment must be in compliance with the applicable Massachusetts laws.

Personal Property: Personal property is “tangible” property (that is, physical), and is subject to the personal property tax unless exempted by statute. Tangible personal property ranges from the chairs in a barber shop to furnishings of a doctor’s waiting room; from the drills used by a dentist to the poles owned by a utility.

Motor Vehicle Excise: Chapter 60A of M.G.L. imposes an excise on the privilege of registering a motor vehicle in lieu of a tangible personal property tax. The Registry of Motor Vehicles prepares data for excise bills according to the information on the motor vehicle registration and sends it to the City of Springfield. The City prepares bills based on the excise data sent by the Registry in conformity with DOR requirements.

PILOTS: PILOTS are tax agreements and contracts that fall outside the normal Chapter 59 M.G.L. assessment. PILOTS include 121A, TIFs and payment by exempt properties.

Fiscal Year 2010 Goals

Provide staff training in new modules in IAS World and the MUNIS tax collection module.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Training hours per FTE in IAS World	5	5	5
Training hours per FTE in MUNIS Tax Collection	3	3	3

Cross train staff in all phases and operations of the Assessors Office.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of staff trained in all phases and operations of the Assessors Office	4	5	7

Certify the tax rate by October 15, 2010.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Date of tax rate certification	N/A	01-26-10	10-15-10

Maintain accurate owner information.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Change of address forms processed	105	140	140

Accurately value real property.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Overvalue applications processed	1,439	1,500	1500
Number of Appellate Tax Board cases	533	400	400

Accurately value personal property.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Form of List mailed and processed	110	130	130
Income and Expense Forms (38D) mailed and processed	4,121	4,700	6,900

Inspect 130 properties per full-time field inspector.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of properties inspected per full-time inspector	N/A	4,500	4,500
Number of properties inspected	N/A	2,500	2,500

Multi-Year Goals

Begin planning for FY 2012 update.

Automate and digitalize assessment records.

Improve on-line data access for the public.

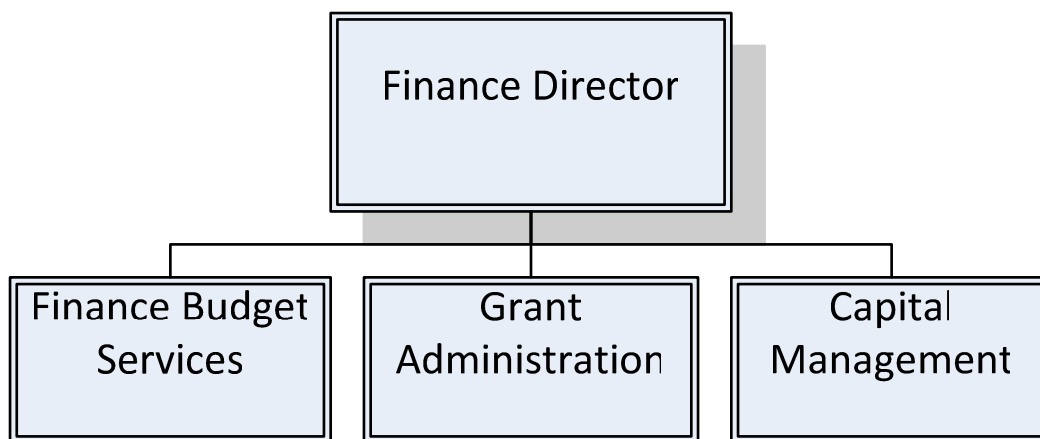
General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	635,983	639,689	650,853	11,164	1.7%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	244,645	255,229	266,529	11,300	4.4%
Supplies and Materials	6,976	12,000	9,300	(2,700)	-22.5%
Intergovernmental	335	2,000	2,000	0	0.0%
Other Charges and Expenses	1,119	1,500	1,000	(500)	-33.3%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	889,058	910,418	929,682	19,264	2.1%

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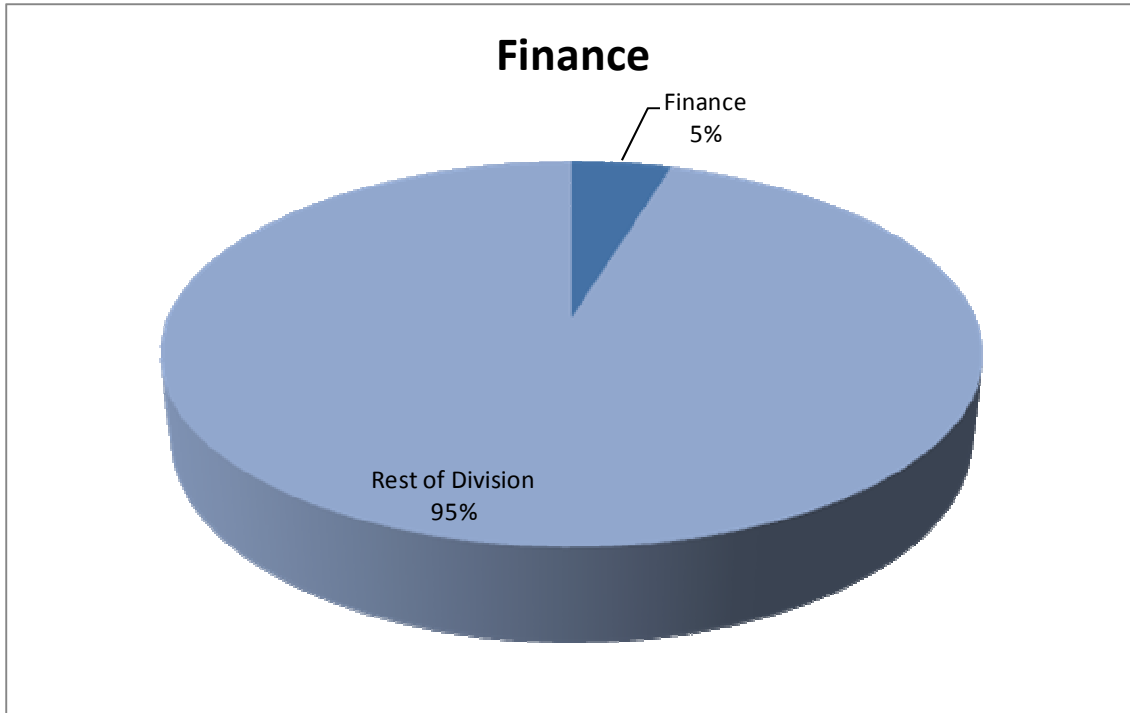
Finance Department



Mission Statement

The mission of the Finance/Budget Department ("Finance") is to support the Chief Administrative and Finance Officer in the financial management of the City of Springfield.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	516,591	582,047	609,852	27,805	4.8%
OTPS	52,926	56,830	49,150	(7,680)	-13.5%
Total General Fund	569,517	638,877	659,002	20,125	3.2%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Finance	10	10.5	9	-1.5

Finance Department Summary

The Finance Department ensures that the City uses its financial resources effectively and efficiently by monitoring government spending. This includes continuously reviewing the current year's expenditures and analyzing program services. Finance is responsible for creating the City's budget before the end of every fiscal year. Finance works with the Mayor, City Council and departmental personnel to create a complete, transparent, balanced budget that reflects the needs and priorities of the City.

Fiscal Year 2010 Highlights

The Finance Department continued in Fiscal Year 2010 to implement best practices of financial management. Highlights of these efforts include:

The Finance Department was awarded the Government Finance Officer's Association's (GFOA) Distinguished Budget Award for the second time in the City's history. Fiscal Year 2009 was the first year the City won the prestigious award.

The Finance Department produced the City's second comprehensive five-year Capital Improvement Plan (First Capital Plan was produced in fiscal year 2009). This plan addresses one of the City's top priorities, working on deferred maintenance.

The Finance Department produced the City's first comprehensive Multi-Year Financial Plan.

A revenue analyst was hired to review all of the City's revenue in an effort to produce one of the Department's long term goals of creating an all-funds budget.

The first step of creating a program-based budget has been accomplished and the Finance Department looks for full implementation in future years.

Risks and Challenges for Fiscal Year 2011

The biggest risk to the City of Springfield is the overall state of the economy. Due to budget shortfalls experienced by the Commonwealth, the City of Springfield will receive less state aid than in previous years. State aid accounts for 60% of the City's operating revenue. Due to this, the City is forced to assess its programs and decide what service levels are essential to the people of Springfield while trying to maintain the City's high level of service.

Another significant challenge facing the Department is its ability to recruit and retain qualified per-sonnel. Proper financial oversight and identification of cost-savings opportunities requires trained, capable and enthusiastic staff. Going forward, the Department's effectiveness will ultimately rest on its success in this area.

Strategic Decisions for Fiscal Year 2011

Finance will improve its ability to monitor and analyze the City's external funds and personnel budget. After the release of the Fiscal Year 2011 budget, the Department will create a system to provide monthly grant fund budgets to each department. In addition, it will create a system to capture personnel turnover savings.

The Finance Department will improve its recruitment of personnel by visiting public policy graduate schools to discuss employment opportunities with the City of Springfield.

Professional development plans will be designed and discussed with each employee.

Finance Department

Description: This program is responsible for the development of the City's operating budget, Capital Improvement Plan and capital budget. This includes monitoring departmental expenditures and working with departments and City officials to ensure that government expenditures are used effectively and efficiently.

Fiscal Year Goals

Monitor the City's finances for each department and the City as a whole

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Provide expenditure reports to all City Departments	4 (Quarterly)	12 (Monthly)	12 (Monthly)
Provide financial information for CitiStat Meetings	100%	100%	100%
Create a model to capture personnel turnover savings	N/A	N/A	10/1/10
Train departments on principles of budgeting, financial management, and developing departmental goals.	N/A	N/A	9/1/10

Develop city-wide budget

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Develop budget instructions and send to Departments	11/15/08	11/23/09	11/1/10
Send completed budget to City Council for Adoption	6/1/08	5/1/10	5/1/11

Multi-Year Goals

Transition into activity based costing.

Improve budget processes and reporting to meet national standards.

Review the implementation of the City's financial policies and procedures to ensure accurate and transparent financial management.

Create seasonal budgets for relevant departments.

Improve the payroll reporting system to prevent fraud through the processing of accurate, timely and user-friendly reports.

Enhance revenue projections and analysis.

Improve the City's bond rating.

Develop internal controls to ensure segregation of duties and mitigate financial risk.

Grants Administration

Description: This program is responsible for the oversight of existing grants, assuring timely financial and compliance reporting, tracking grant funded positions and ensuring proper application and closing of grants.

Fiscal Year Goals

Review the frequency and timing of grant payments.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Finance review of payments for each grant	N/A	N/A	2 times/ year

Identify additional grant opportunities.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Create a report for each department regarding how they identify, apply and receive grants, as well as, identify opportunities for improvement.

Measures	Actual FY09	Proj. FY10	Goal FY11
Total amount of grants sought	N/A	N/A	\$5,000,000

Improve tracking of grant funds and positions.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Track each grant fund and position	N/A	N/A	2 times/ year

Multi-Year Goals:

Create a comprehensive review system for grants to improve transparency and accountability for the City and each department.

Capital Management

Description: This program analyzes the City's capital needs. The capital management program also creates a comprehensive, multi-year Capital Improvement Program (CIP).

Fiscal Year Goals

Review and identify improvements to the capital improvement process.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Continuously update the capital database by department.
2. Develop detailed useful lives for out-year projects.
3. Identify new projects for Fiscal Year 2015.
4. Create a separate School Department CIP.
5. Create a detailed document describing the CIP process.

Measures	Actual FY09	Proj. FY10	Goal FY11
Write Capital Manual highlighting procedural improvements	N/A	N/A	9/1/10
Create new capital database	N/A	N/A	9/1/10

Multi-Year Goals

Analyze the effectiveness of the City's CIP.

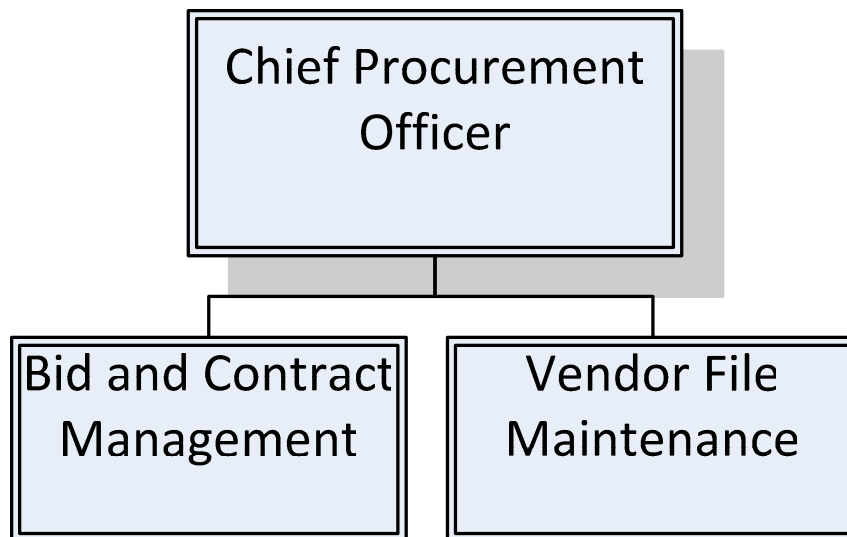
Improve the process of identifying grant funds linked to capital projects.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	516,591	582,047	609,852	27,805	4.8%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	40,928	39,800	34,934	(4,866)	-12.2%
Supplies and Materials	8,092	8,030	8,216	186	2.3%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	2,729	9,000	6,000	(3,000)	-33.3%
Capital Outlay	1,178	0	0	0	0.0%
Total Operating Funds	569,517	638,877	659,002	20,125	3.2%

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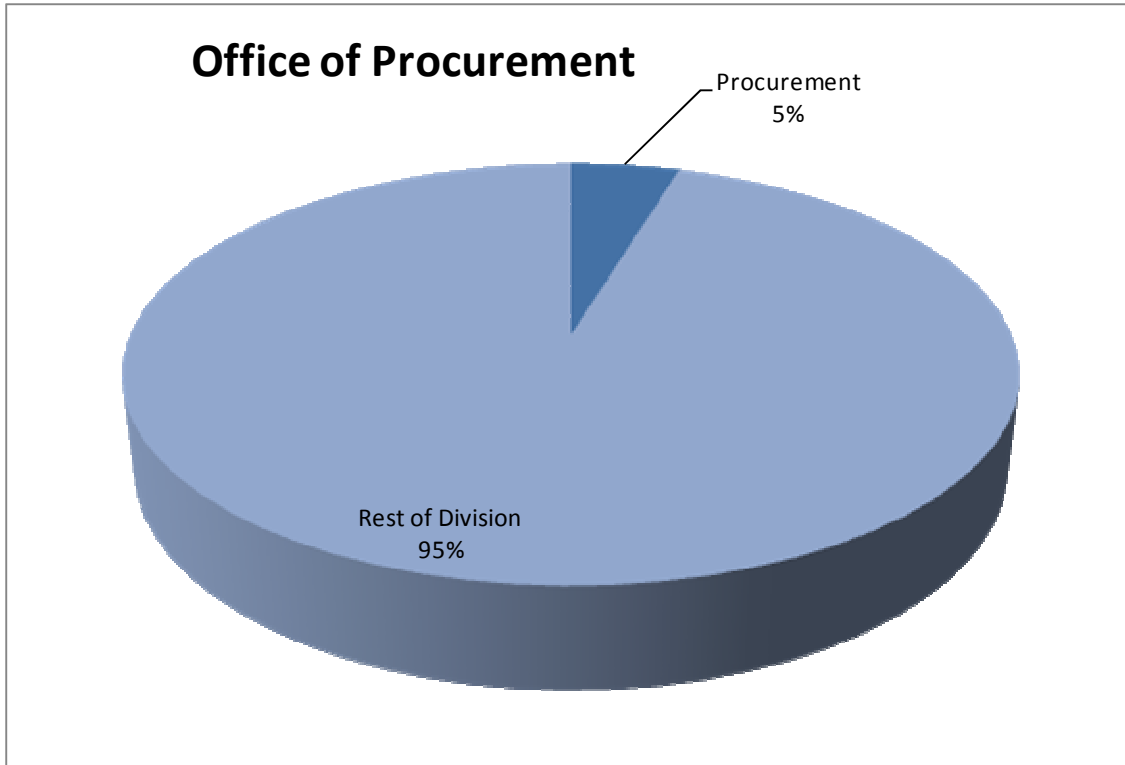
Office of Procurement



Mission Statement

The mission of the Office of Procurement is to procure quality, low-cost goods and services for City departments as regulated by Massachusetts General Law Chapters 30B, 149, 149A, 30, 39m, and 7.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	469,560	518,417	571,832	53,415	10.3%
OTPS	79,029	46,920	84,870	37,950	80.9%
Total General Fund	548,589	565,337.00	656,702	91,365	16.2%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Office of Procurement	12.8	12.0	12.0	0.0

Office of Procurement Department Summary

The Office of Procurement ensures all city departments are bidding by municipal procurement requirements governed by Massachusetts General Laws. The Department provides the City with goods and services at a low cost through a competitive and efficient contractual bidding process regulated under Chapter 30B and public construction laws Chapter 149, 149A, 30/39m and Chapter 7, as well as, utilizing the statewide vendor services from the Operational Services Divisions (OSD) bidding contracts. This effort reduces the City's bidding costs as well as the time spent to procure services.

Fiscal Year 2010 Highlights

Since the City implemented MUNIS, the Office of Procurement has seen vast improvements in the areas of: requisitions, purchase orders, vendor inquiries, expense accountability, and issuance of 1099 miscellaneous tax accounts.

Used on-line procurement services for public construction bidding which has assisted with providing bidders immediate accessibility to bid documents for submission of bid proposals, and has allowed for online payment of bid deposits. This effort has streamlined internal processes relative to these tasks.

Completed implementation of the MUNIS Bid & Contract Management application. This has allowed Departments to view relative contractual information, and the status of the signature process (for the awarded bidder). It has also given Departments the ability to provide input for a one-bid specification on City-wide bidding proposals.

Enhanced the Department's website to improve the regular sharing of information, including copies of bid specifications for internal and external utilization regarding future bidding processes.

Risks and Challenges for Fiscal Year 2011

The need for ongoing training relative to currently implemented and/or future MUNIS modules will continue to be a challenge for the Department. A collaborative effort between the Office of Procurement, the IT Department, and the MUNIS team will need to be in place in order to properly meet demands.

In addition, due to the implementation of the MUNIS application, additional procedures have increased the workload for the staff to streamline the processes for advertising bids, initiating contractual obligations and conversion of requisitions to purchase orders associated with the contracts. The Office of Procurement handles all City and School Department purchasing needs and with the reduction of staff due to the budgetary constraints, the Office of Procurement must reorganize the current staffing level to add two assistant purchasing agents and contract clerks to process citywide requests from the forty-eight schools and thirty-five city departments.

Strategic Decisions for Fiscal Year 2011

Create a more formalized City-wide procurement effort, whereby the Office of Procurement is able to maximize its purchasing power by ensuring an overall discounted cost for goods and services. A centralized procurement process can provide stronger control over purchasing activities and will ensure full compliance with State bidding laws.

Provide a procurement calendar to allow City Departments to post their monthly bids for purchasing goods and services. This will enable departments to communicate their needs for combined purchasing.

The Office of Procurement will partner with the IT Department and the MUNIS team to continue to provide necessary training to City departments as additional MUNIS modules are implemented.

Update the City's website with the Department's policies and procedures, copies of bid specifications, links to State-required certification sites, and vendor survey information to meet Chapter 30B requirements. These enhancements will assist with providing additional information to City Departments and to the public.

Continue to work with CitiStat to measure the effectiveness of internal processes, monitor internal and external customer satisfaction, and uncover practices or processes that require improvement.

Bid & Contract Management

Description: This program ensures that all bids and contracts processed by the Office of Procurement support the request for proposals (RFPs), invitation for bids (IFBs) and request for Quotes (RFQ) as regulated by the State. It also monitors all executed contracts for compliance with WBE/MBE and federal and state re-quirements.

Fiscal Year Goals

Train departments on how to utilize the guidelines and forms provided on the City's Intra web for assistance in the procurement process.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
% of requisitions rejected: City	19%	18%	18%
% of requisitions rejected: Schools	3.6%	3.8%	3.6%
Average # of Changes per Purchase Order: City	1.4	1.9	1.5
Average # of Changes per Purchase Order: Schools	2.6	3.8	3

Ensure accuracy and legal compliance of Departments with respect to RFPs and IFBs.

Citywide Strategic Priorities Supported: Financial management

Action Steps:

1. Continue to monitor specifications submitted by Departments.
2. Analyze information on bids that are held up based upon their status in MUNIS.

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of bids submitted that result in an executed contract	466 / 473 98.5%	1020 / 1068 95.9%	1065 / 1100 96.8%

Execute vendor contracts on a timely basis for proper delivery of services and goods.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Create a calendar for City-wide use to include timelines and deadlines for advertisement, bid submissions, signatures, etc.
2. Create a flow chart of the 30b and 149 processes, including deadlines and basic timelines for executing vendor contracts. Post this information on the City's Intra web and provide a hard copy to each City department.

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of contracts processed within 60 work days (bid opening to purchase order conversion)	N/A	N/A	85%

Provide assistance to City Departments with the MUNIS procurement system.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of Customer Service Requests answered within 2 work days	N/A	N/A	95%
Number of monthly requests received relative to the bid and contract module	N/A	N/A	20
Number of monthly requests received relative to requisitions and purchase orders	N/A	N/A	10

Ensure that requisitions are converted to purchase orders within 1 to 2 work days after scanning and recording the finalized contract.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of requisitions converted to purchase orders within 1-2 work days after finalizing the contract	N/A	N/A	95%

Multi-Year Goals

Monitor postings to Central Register, Goods and Services Bulletin, the City's Intranet and local newspaper, to ensure accuracy of information.

Monitor vendors' contractual compliance with services, cost and delivery of goods.

Monitor renewals, amendments and expiring contracts to ensure continuous delivery of services and goods.

Provide instructions to City departments on the City Intranet MUNIS site on how to search the daily status of all city contracts.

Provide Departments with the link to the State Comm-PASS system (<http://www.comm-pass.com/>), along with a list of vendors by services, to simplify the bidding process.

Vendor File Maintenance

Description: This program maintains vital information of all vendors solicited for services by the City. The MUNIS application allows the department to monitor, measure, and review the qualifications supplied by the vendors.

Fiscal Year Goals

Analyze vendors' statuses each month to provide City Departments with current information for the selection process.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of active vendor files updated per month	N/A	N/A	10

Increase the number of bids submitted by and the percent of purchasing awarded to minority and/or woman-owned business vendors.

Citywide Strategic Priority Supported: Financial Management, Job Creation

Measures	Actual FY09	Proj. FY10	Goal FY11
Average number of bids submitted by WMBE vendors per contract	N/A	N/A	2
Average number of minority-based recruitment outlets utilized per bid opening	N/A	N/A	4
Percent of total dollars spent on goods or services supplied by MWBE vendors	N/A	N/A	40%

Multi-Year Goals

Continue to send vendor survey applications to new vendor applicants.

Improve the process of identifying vendors by category and commodity type in order to promote efficiency within the process.

Purge inactive vendor files and merge duplicate active vendor files.

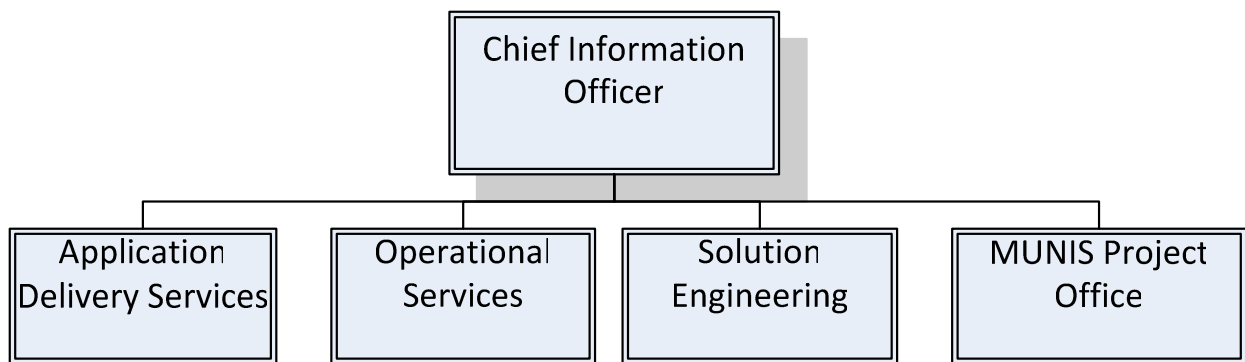
General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	469,560	518,417	571,832	53,415	10.3%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	71,030	40,150	78,100	37,950	94.5%
Supplies and Materials	5,495	4,770	4,770	0	0.0%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	2,505	2,000	2,000	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	548,589	565,337	656,702	91,365	16.2%

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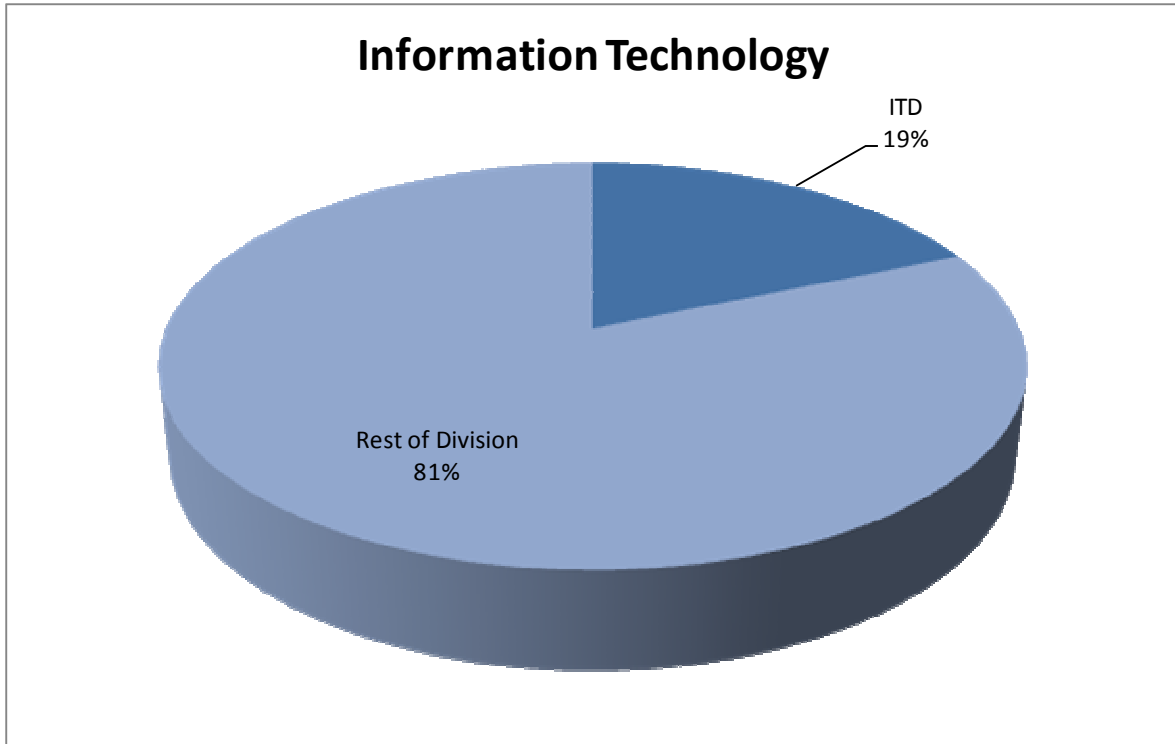
Information Technology



Mission Statement

The Information Technology Department builds, maintains and secures the electronic information infrastructure and software applications for use by departments in the City of Springfield.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	1,168,921	1,194,035	1,234,238	40,203	3.4%
OTPS	1,787,032	1,656,261	1,374,444	(281,817)	-17.0%
Total General Fund	2,955,954	2,850,296	2,608,682	(241,614)	-8.5%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Information Technology	23.0	18.0	18.0	0.0

Information Technology Department

Department Summary: The Information Technology Department builds, maintains and secures the electronic information infrastructure and software applications for use by the departments in the City of Springfield. Our services enable the efficient use of city resources, allowing city staff to do more with less. Information Technology services include:

Streamline work processes, eliminating unnecessary steps in city department's work. Provide innovative solutions and new tools as needed.

Provide project management services for city departmental projects.

Provide hardware design and installation for city office reconfigurations.

Analyze, design, program, implement and support custom developed software.

Lead the city departments through a selection process of purchased software solutions. Plan, test, implement, train and support these systems.

Build, maintain and manage a stable, secure infrastructure of computers, networks, e-mail and voice communication systems.

Provide support, including upgrades, as needed, to the computers, printers, phone systems and networks utilized by city employees.

Administer all voice and cellular phones, and high speed data circuits as well as all related equipment and manage associated contractors.

Provide web services to the city, including the SPRINGFIELD-MA.Gov and employee site, COSInfo, and develop applications for the sites.

Provide management and staffing support of MUNIS projects and upgrades.

Print Services, black & white and full color high speed printing up to 11x17. Finishing includes: collation, stapling, booklet and mixed color and black & white documents.

Fiscal Year 2010 Highlights

The Information Technology Department continued in FY10 to implement best practices in application and infrastructure utilization.

Major accomplishments included:

Implementation, rollout and training of MUNIS:

- Payroll and HR replacing ADP Payroll and ADP direct bill service, saving the city over \$600,000 annually.
- Continue rollout of general billing for bills and fines to additional departments. Successes this year included rollout of Housing - Code violations and Clean and Lien billing, Building - Code violations and Vacant Property registrations, City Clerk – Petroleum permits and Open Air-Parking billing, Fire Department – False alarm billing, DPW – Code violations, Health –Tobacco, Environmental and Burial permits, and HR benefits – Off payroll billing.
- MUNIS software upgrade to release 7.4 enabled the city to take advantage of enhancements as they are developed by the vendor, efficiencies and faster processing time.
- Develop Crystal reports as needed by city departments.
- City website implemented a Data Warehouse for Facilities and parks to be able to analyze data across facilities and to proactively manage material purchases and repairs. Redesigned the Police Department web site and incorporated it into the city web site.

The Practice Manager System was implemented in FY10 for the Law department. This software system provides case, document and personnel time management for the city Law department. IT staff worked with the Solicitor to select, procure, and manage the implementation, including conversion from the four existing software packages.

A team consisting of Housing Code Enforcement, Building Commission, Health and Human Services, Fire Department, and Information Technology Department implemented Accela Automation, the new permits and inspection system for the city. All organizations in the city that perform inspections or issue permits will eventually use this system to provide better service, improve accuracy and consistency and share property related information throughout the city.

Continue to work with Facilities Management to recycle all of the outdated computer desktops and peripherals being replaced throughout the city. This joint effort is a part of the IT department's Green Initiative.

Implemented virtualization technologies that remove the physical hardware component for each specific server/service from the infrastructure. This affords the city:

- Increased efficiency
- Establishes a foundation for recovery of city networks in the event of disaster
- Reduces hardware costs and time required to manage the computing infrastructure
- Reduces electrical and cooling costs

As a part of our business continuity planning, we have implemented a Voice over Internet Protocol communications platform. This technology provides for phone voice to be converted to data to pass through our existing network, eliminating the need for costly phone wiring work as people move from one location to another, or a new group is added.

Information Technology Department represents the city in the Commonwealth's Enterprise Security Board (ESB) under the direction of Executive Order 504. The Enterprise Security Board makes decisions that affect the Commonwealth's information security infrastructure. Our city policy for information security has used the shared knowledge of the board to craft our approach to securing of the City's networks.

Replaced existing Xerox high speed highlight only color printer with two newer model printers, one full color and one black and white. This made possible a reduction in lease payments and increased IT printing capabilities by introducing color and black and white copying and printing, and integrated binding directly into the printer into the printer engines.

Risks and Challenges for Fiscal Year 2011

Risk of personnel turnover, and ability to attract experienced talent at the same or greater rate. Staff with mainframe only experience need to be productive in new technologies, as the mainframe is decommissioned.

With the implementation of new mission critical systems (MUNIS, IAS, E-Time, COSInfo, the public web site, Accela Permitting system), individual staff supporting these systems are critical to keeping the systems running, maintained and upgraded. Without sufficient back up for the support staff, the stability is at risk.

Systems have become critical to the success of all departments, including departments with off hour shifts. The need has developed to have these systems available 24x7. Staffing has been traditionally Monday through Friday, core business hours.

A major risk is the ability for the City to recover in case of an emergency. The city lacks a full recovery plan for critical technology and also lacks business continuity plan in case of a major emergency.

Three Web programmers have left the city for private employment in the last year. They accounted for 75% of the web team. The risk that the public site, Springfield-MA.gov, which provides service to the city residents, will not be able to provide the quality of service that the residents expect.

IT has been key, if not instrumental, in multiple large project implementations since 2007 when MUNIS Financials were implemented. With staff shortages, our capacity is diminished. Our ability to accomplish all that the city departments need from us is at risk.

The IT needs to provide proactive protection against intruders to our networks, and other information security breaches. Without someone skilled in information security on staff, we put our information infrastructure in a vulnerable position.

Strategic Decisions for Fiscal Year 2011

Focus on retention of key staff members through professional development opportunities and competitive salaries

Continue to provide training and distribute work assignments to enable mainframe staff to develop new skills.

Cross training continues to be a priority in FY11 to provide backup for all mission critical systems. We are also initiating a training plan for all existing staff to keep current on new technologies needed to keep these applications running, maintained and upgraded.

IT will work with Personnel to develop policies of 24x7 staffing, on call and compensation for this time. We are implementing on call rotation.

IT will develop a recovery plan for City Hall data center, which will include an offsite, real-time data backup, spare equipment for critical hardware, and an emergency generator for City Hall. In addition, recovery priorities must be established by department, and a city wide business continuity plan must be developed. IT will help drive this process along with the Emergency Management (EMA).

An existing IT staff member has been cross trained on web content management to support the requirements of the Mayor's office and updates to the public and employee sites. We have received approval to replace, one of the web programmers. We have posted the position.

With a shortage in project development staffing, projects will need to be prioritized. Some projects may be delayed.

IT will request funding for semi-annual network security evaluation. In addition we participate in the state Enterprise Security Board and will investigate whether or not we can have state to assist us.

Application Delivery Services

The Applications Delivery Division is responsible for the developing, maintaining, and retiring software applications as required for the effective and efficient running of city departments. These applications include server-based databases, Access, Excel, and Crystal Reports on the PC and Server, the city website, Springfield-ma.gov, and the internal site, COSInfo for employees of the city. Our services include working with departments to streamline work processes, interfacing with outsourced applications, and locating and consulting on the purchase and use of commercial software. In addition, we have a PMI certified Project Manager available to manage projects for the city.

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

Fiscal Year Goals

Maximize employee productivity through training and work assignments.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Utilize the formal training plans set up for each employee, assigning work to exercise the training.

Measures	Actual FY09	Proj. FY10	FY11 Goal
Professional development hours per FTE	N/A	6.7	5.5
Number of FTE's assigned to a strategic project	N/A	4	4
Number of FTEs trained in business process analysis and design	N/A	2	7
Number of Staff trained in Accela	N/A	N/A	2

Add secure sign-on for Employee Portal to be able to add functionality such as benefit signup, changes updates, pay stub delivery, classified ads.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Implement sign on to COSInfo, with the first functionality being the employee classified ads, with a long term plan of possibly enabling paperless pay stubs and online benefit enrollment.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Add Secure sign-on by year end	N/A	N/A	June 2010
Direct Deposit pay stubs online	N/A	N/A	August 2010
Online Benefit Enrollment	N/A	N/A	April 2011

Continue to expand functionality of the city web site.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of unique visitors to the public website	N/A	N/A	450,000

Working with departments to become independent in their ability to access needed computer-based information directly, without having to rely on IT experts.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of application Service requests	N/A	55	65
Number of Crystal Reports created	N/A	45	50
% of requests acknowledged in 48 hours with est. completion date	N/A	90%	100%
% of Requests completed on time	N/A	90%	95%

Continue to roll out current software applications.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
MUNIS HR	N/A	N/A	June 2010
MUNIS General Billing	N/A	N/A	June 2010
Accela	N/A	N/A	August 2010
MUNIS Upgrade to release 8.2	N/A	N/A	January 2011

Continue to train employees on live software applications.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of TLM Trainings	N/A	N/A	N/A
Number of IAS Trainings	N/A	2	N/A
Accela Permitting	N/A	6	4
MUNIS General Billing	N/A	10	8

Shut down obsolete applications.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Obsolete Applications to shut down	N/A	6	4

Multi-Year Goals

Provide for video of meetings to be presented though the city web site for residents.

Increase use of Spanish language pages on the public web site.

Redesign the Fire Department web site to be added to Springfield-ma.gov.

Operations Services

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

Fiscal Year Goals

Final decommissioning of the mainframe and subsequent reorganization of the computer center.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Decommission mainframe	N/A	N/A	October 2010

Expand the skills of the Operations Services team to include cross training in all newly acquired systems.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Specify and implement minimum professional development guidelines for operations staff, including building expertise in Linux, SQL and Routing.
2. Prioritize the certifications of the operations staff needed to keep current with new technologies.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of Trainings	3	5	6

Study Voice over IP Internet Protocol (VoIP) as a means of providing enhanced phone services.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Issue RFP for system selection and implementation in FY11.	N/A	N/A	June 2010

Implement dual MUNIS application servers and load balancing equipment.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Implement servers by year end	N/A	N/A	June 2010

Upgrade Accela servers to 64 bit and latest version level.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Upgrade Accela by year end	N/A	N/A	June 2010

Implement Microsoft's Windows 2008 server

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Implement 2008 server	N/A	N/A	June 2010

Implement a replacement schedule for desktop and laptop computers in order to stay current with the new technologies on a rotating five year schedule.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of desktops to replace	41	40	80
Number of laptops to replace	23	28	25

Establish a back UPC power source for city hall (generator)

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Establish backup [power source for City Hall by year end	N/A	N/A	June 2010

Respond efficiently to employee service requests

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of Telephone Re- quests Cell Other	N/A	N/A	40/month 80/month
% of Telephone Service Re- quests resolved Cell – 3 days Other – 5 days	N/A	N/A	90% 90%
Number of Help Desk re- quests	N/A	242/ month	400/month
% of Help Desk Requests re- solved in 24 hours	N/A	89%	98%

Minimize Application Downtime

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
MUNIS – Core – 99.5%	N/A	2.2 hrs - 98.6%	1 hr/month – 99.5%
MUNIS – 24x7 – 98%		99.9%	3 hr/Month – 98%
TLM – core – 99.5%	N/A	11.5 hrs – 98.2%	1 hr/month – 99.5%
TLM – 24x7 – 98%		99.7%	3 hr/Month – 98%
Email – Core – 99.5%	N/A	100%	1 hr/month – 99.5%
Email – 24x7 – 98%		100%	3 hr/Month – 98%
Accela (when in production)	N/A	N/A	1 hr/month – 99.5%
			3 hr/Month – 98%

Multi-Year Goals

Expand on our recycling of outdated data equipment as we replace with newer technologies. Including the decommissioning of the mainframe.

Develop plan for recovery of critical and high priority services in the event of a disaster. Provide backup power to the city's data center.

Bring email system to latest available version (Exchange 2010).

Migrate the City's IP address scheme to new non-routable numbers. Eliminating conflict with current internet IP addresses.

Migrate the City's Microsoft domain to COS.LAN which eliminates outdated underscore in the current domain name.

Implement email archiving system to comply with state and federal mandates regarding email retention.

Migrate dual MUNIS application servers to 64 bit architecture.

Solution Engineering

Solution Engineering is responsible for the design and implementation of hardware, software and related infrastructure. This work enables large scale projects, provides routine modifications to city policy, procedure and infrastructure, as needed, to accommodate changes in city requirements, state mandates. Also diagnoses root cause of any outages or failures. Solution Engineering provides technical support and direction to the Operational Services division.

Mission: Build a long term plan to move the City forward technologically and to integrate systems into a modular cohesive fault tolerant computing environment.

Fiscal Year Goals

Determine an ideal alternate computing site.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Select ideal location	N/A	N/A	September 2010

Create Redundant Connectivity Communications

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Build redundant connectivity to remote sites to provide backup in the event of communications failure(s).

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Completion of design	N/A	N/A	November 2010
Completion of implementation	N/A	N/A	January 2011

Business Continuity/Disaster Recovery

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Build alternate "live" computing environment.
2. Leverage virtualization technology to transparently shift entire data processing functions to/from alternate environment.
3. Construct policies and procedures regarding the handling of a disaster.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Based upon alternate computing environment selection and funding, determine costs and complete plan.	N/A	N/A	March 2011

Voice over Internet Protocol

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Move previously implemented VoIP platform to next level by providing less costly telecommunications services to other City departments.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Address issues with Operations Division regarding potential growth of existing system.	N/A	N/A	January 2011

Computer Room Phase 3 Reorganization

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Removal of retired mainframe hardware and augmentation of relevant systems to accommodate future expansion and reduce costs. Alter layout to provide for a more modular data center.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Plan for redesign of data center based upon newly available space.	N/A	N/A	October 2010

MUNIS Project

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

Fiscal Year Goal

Plan and implement the MUNIS Human Resources System Applicant Tracking module with City and School HR Departments

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Applicant Tracking implemented			March 2010

Plan and implement the MUNIS Applicant Tracking module with City and School HR Departments

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Applicant Tracking implemented	N/A	N/A	March 2010

Implement

new Content Management System in MUNIS to provide the ability to search and view historical documents scanned in MUNIS

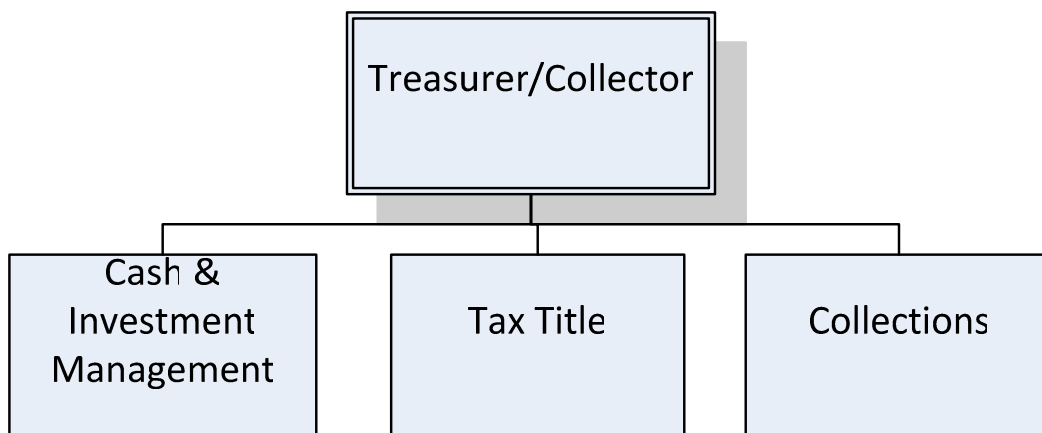
Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Scanned documents from 2008 accessible	N/A	N/A	May 2011
City Auditor and Outside auditors requirements satisfied	N/A	N/A	85%

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	1,168,921	1,194,035	1,234,238	40,203	3.4%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	870,544	830,598	797,836	(32,762)	-3.9%
Supplies and Materials	538,355	675,517	572,358	(103,159)	-15.3%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	5,580	7,000	4,250	(2,750)	-39.3%
Capital Outlay	372,554	143,146	0	(143,146)	-100.0%
Total Operating Funds	2,955,954	2,850,296	2,608,682	(241,614)	-8.5%

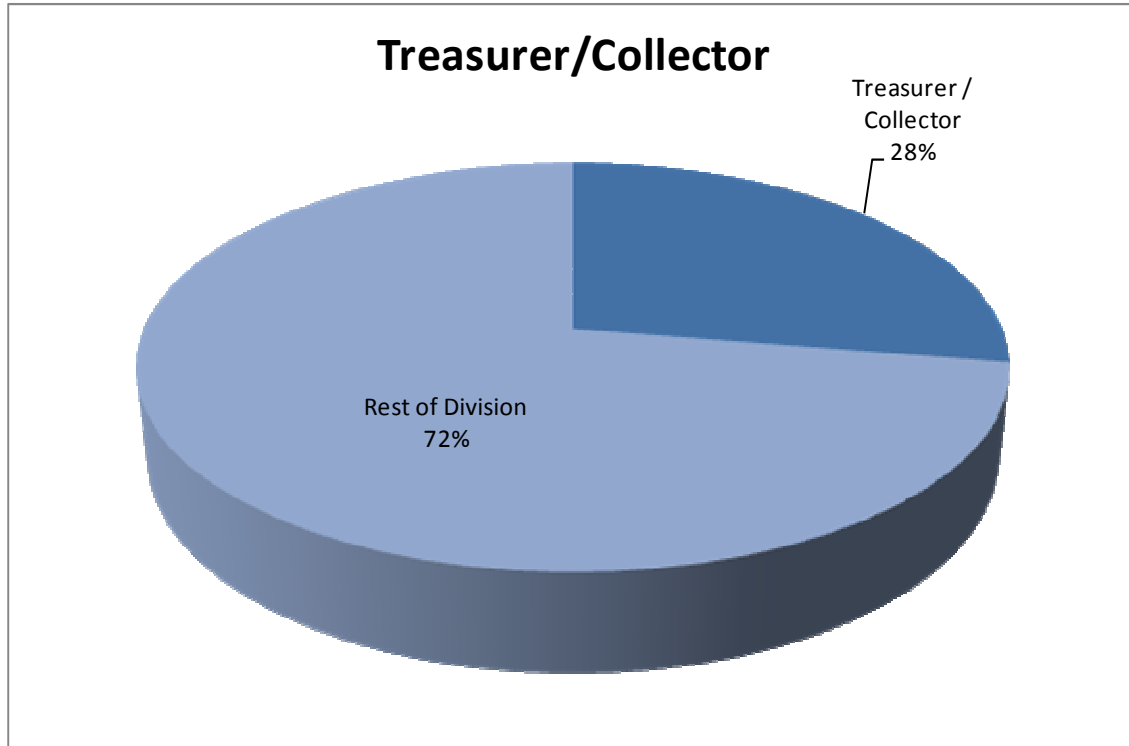
Treasurer / Collector Office



Mission Statement

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.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	712,452	787,500	831,440	43,940	5.6%
OTPS	3,036,821	3,124,662	3,023,000	(101,662)	-3.3%
Total General Fund	3,749,273	3,912,162	3,854,440	(57,722)	-1.5%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Treasurer/Collector	19.5	18.0	18.0	0.0

Treasurer/Collector Department Summary

The Treasurer/Business Office and Collector/Customer Service Center ensure that the City of Springfield has funds available to meet all expenses through the collection of all taxes and departmental receipts. This is done in a manner that inspires public confidence in the integrity and fairness of the Office.

Fiscal Year 2010 Highlights

Contracted with an auctioneer to hold several auctions during the fiscal year. The first auction sold 21 properties for a total of \$767,000.

Risks and Challenges for Fiscal Year 2011

Over the past several years, the Treasurer/Collector Office made many improvements to its ability to collect the City of Springfield's tax revenue more efficiently. Despite these efforts, we must continue to aggressively collect all funds due to the City through all possible means, such as land court, foreclosures and disposition of surplus properties.

The other major challenge facing the Office is the recruitment and retention of qualified personnel. In order to achieve the department's goals and best serve the taxpayers of Springfield, proper training and support must be provided for the staff.

Strategic Decisions for Fiscal Year 2011

The Treasurer/Business Office and Collector/Customer Service Center will continue to improve its ability to monitor and analyze all City collection efforts. The Treasurer/Business Office and Collector/Customer Service offices will work with the CitiStat Department to create monthly, quarterly and annual reports to show collection trends and cash management.

Cash and Investment Management

Description: This program is responsible for effectively and efficiently managing the investment of funds available in accordance with MGL Chapter 44 Section 55B and the City's investment policy. The City will strive to receive the highest rate of return reasonably available while taking into account safety, liquidity and yield.

Fiscal Year Goals

Improve policies in order to better manage investment of City funds.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Develop a comprehensive investment policy by working with the Mayor, Department of Administration and Finance, City Council Finance Sub-committee and Finance Department.
2. Establish a Financial Advisory Committee to review the performance of the City's Investments.
3. Create performance measures to track the City's investments.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Develop policies for cash investments by 9/1/10	N/A	N/A	9/1/10
Develop an RFQ for investment advisory services by 9/1/10	N/A	N/A	9/1/10

Provide monthly reports relating to the City's cash and investments to the Mayor's Office, Department of Administration and Finance, City Council Finance Committee and Finance Department.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Reports provided	N/A	N/A	12

Tax Title Program

Description: The Tax Title Program's main function is the oversight of all properties that the City has taken title and is responsible for the collection of delinquent real estate taxes. In this program, staff track the status of all tax title properties and work with taxpayers to facilitate the removal of a lien as quickly as possible and exhaust all possible efforts of collection in order to avoid foreclosure.

Fiscal Year Goals

Increase/maintain the percent of foreclosures returned to the tax rolls.

Citywide Strategic Priorities Supported: Financial Management and
Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Percent of foreclosures returned to the tax rolls	35%	24%	28%
Percent of liens redeemed	34%	21%	25%
Percent of foreclosures redeemed	6%	16%	20%
Percent of foreclosures sold at auction returned to the tax rolls	74%	74%	80%

Hold four (4) public auctions for tax title properties.

Citywide Strategic Priorities Supported: Financial Management and
Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of public auctions held	3	3	4

Collection Program

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

Fiscal Year Goals

Maximize collection rate of current year real estate and personal property, motor vehicle excise taxes and trash fees.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Current year real estate and personal property tax collection rate	95%	95%	98%
Current motor vehicle tax collection rate	81%	82%	85%
Current year trash fee collection rate	71%	75%	80%

Maintain/increase delinquent tax collection rate.

Citywide Strategic Priorities Supported: Financial Management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Delinquent tax collection rate	11%	21%	30%

Reduce the number of liens and properties in tax title.

Citywide Strategic Priorities Supported: Financial Management and
Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of new placed liens on properties	1010	704	650
Number of liens from previous years remaining	891	1346	1456
Number of properties in tax title	1901	2050	2106

Ensure that tax taking procedures are initiated on all properties after taxes are overdue.

Citywide Strategic Priorities Supported: Financial Management and
Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	FY 11 Goal
% of eligible properties on which tax taking procedures have been initiated	100%	100%	100%

Conduct monthly account reconciliations between the Collector's Office and the Comptroller's Office.

Citywide Strategic Priorities Supported: Financial Management

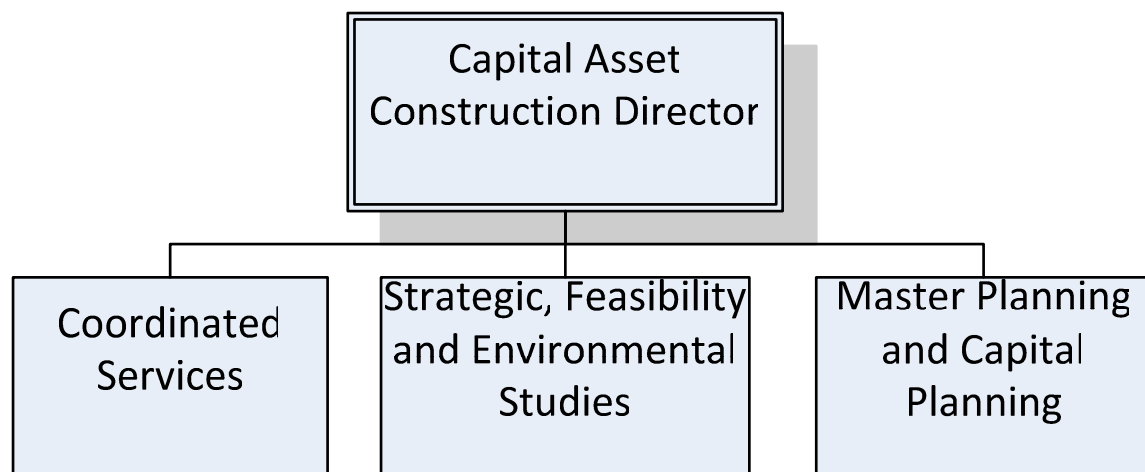
Measures	Actual FY09	Proj. FY10	FY 11 Goal
# monthly account reconciliations between the Collector's and Comptroller's Offices	12	12	12

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	712,452	787,500	831,440	43,940	5.6%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	2,104,718	2,164,580	2,013,406	(151,174)	-7.0%
Supplies and Materials	8,392	9,500	9,690	190	2.0%
Intergovernmental	922,717	948,582	998,904	50,322	5.3%
Other Charges and Expenses	994	2,000	1,000	(1,000)	-50.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	3,749,273	3,912,162	3,854,440	(57,722)	-1.5%

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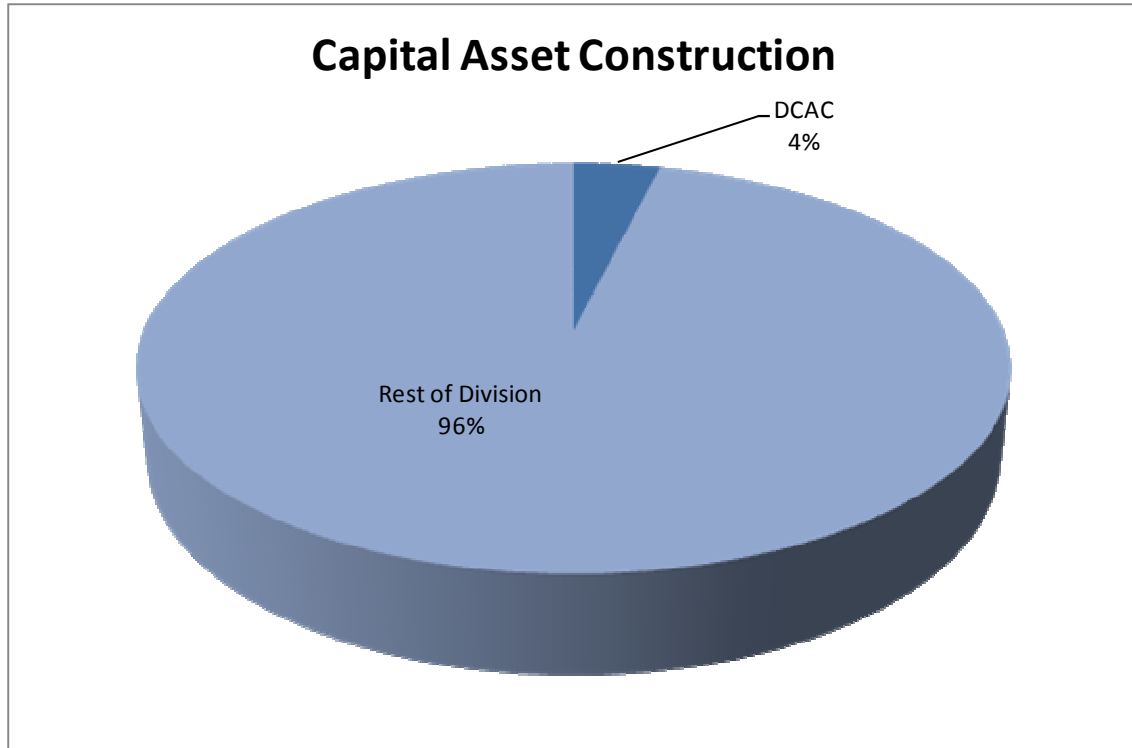
Capital Asset Construction



Mission Statement

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

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	184,981	277,794	232,799	(44,995)	-16.2%
OTPS	228,941	256,903	302,493	45,590	17.7%
Total General Fund	413,922	534,697	535,292	595	0.1%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Capital Asset Construction	3.0	4.0	3.0	-1.0

Capital Asset Construction Department Summary

The Department of Capital Asset Construction ensures that improvements to all City buildings adhere to health and safety codes, provide access to disabled citizens, and provide energy and other operational cost savings.

Fiscal Year 2010 Highlights

Completed an assessment of current conditions of all the City's lakes and ponds.

Completed several restorations at the following City spaces: Indian Orchard Riverfront Park, DeBerry Park, Gemini open space, and Armoury Commons.

Established an outdoor classroom space for DeBerry School and completed the enlargement of the parking lot at the DeBerry School.

Completed the design and the first phase of the Ch. 149A process for the pre-qualification of filed sub trade contractors for the new Putnam Vocational Technical High School. Also, the City received an acceptance of the 'adverse effect' that the demolition will have on the existing Putnam High School from the MHC, which allows the City to enter into the bidding phase.

Completed the first step toward the renovation of the Forest Park Middle School, which is the hiring of an Owner's Project Manager.

Completed the design and started the construction of a new fire station at the intersection of White and Vermont Streets.

Completed permit level plans and received approval for the construction of improvements to the Baystate Health Systems property immediately contiguous to the Van Horn Dam.

Continued the City's program of performing dam inspections.

Risks and Challenges for Fiscal Year 2011

The largest single challenge for the department is to balance the infrastructure needs of the City while at the same time working within budget constraints. As inflation continues and resources become more expensive, projects must be completed within specifications to ensure the long term vitality and safety of the City's physical attributes.

An additional challenge that has become more of a risk for the City as time progresses is the lack of qualified project managers to oversee the vast number of projects scheduled for completion. Currently the Department of Capital Asset Construction has about 26 projects of which one is a \$125M new High School, another is a \$35M middle school renovation, and a third is a \$5M new Fire Station. The department is comprised of three employees, one director and two project managers. By overburdening the staff to be responsible for more projects than one should oversee the risk of schedule delays, budget over expenditures, and contractors not adhering to project specifications is a real possibility.

Strategic Decisions Fiscal Year 2011

The Department will be recommending that the City periodically contract with private OPM Companies to supplement the project management services offered by the Department of Capital Construction. This will require an increase in the current line item for Professional Services.

For all school construction projects, emphasize healthy learning environments as one of the top project deliverables.

Investigate the expansion or redevelopment of abandoned or underused industrial or commercial facilities by considering Brownfield sites for development over clean, open space.

Develop Property Condition Assessments for Municipal Buildings.

Include Building Commissioning Services in all capital construction projects. The commissioning process for each project will involve all building systems, and will balance the long-term energy and maintenance requirements of each facility with the functional requirements of the building occupants, and operators.

Incorporate sustainable design measures in all capital construction projects by requiring 20–30% water use reduction and 10–15% energy consumption below building built.

Demand environmentally friendly products whenever possible in all construction projects.

Continue to work closely with the Economic Development Department and the University of Massachusetts to bring a design studio to the downtown area.

Act as project managers and liaisons between the City, the School Department and contractors with regard to the construction of the new Putnam Vocational High School.

Capital Asset Construction

Description: The Capital Asset Construction Department plays a leading role in the development, enhancement and preservation of the quality of the physical environment of the City of Springfield. The department provides professional project management services to various City departments, ensuring that improvements to City buildings adhere to health and safety codes, provide access to disabled citizens and provide energy and other operating cost savings. This mission will be carried out in a creative, cooperative, efficient and progressive manner in an effort to achieve results in a cost effective and expedient way.

Fiscal Year Goals

Improve coordination and communication between the City Departments and the various utility companies relative to the completion of capital projects.

Citywide Strategic Priorities Supported: Financial management, Neighborhood Revitalization, Public Safety

Action Steps:

1. Create a link between Accela Permitting Software and the Utility Communication Software to ensure that all work has a searchable City permit associated with it.

Measures	Actual FY09	Proj. FY10	Goal FY11
Estimated number of website hits	N/A	N/A	100
Number of entries completed by City end-users	N/A	N/A	50
Number of entries completed by utility company end-users	N/A	N/A	15
Number of meeting with utility companies regarding project details	N/A	N/A	5

Ensure that 100% of all projects are completed on schedule, on budget, and on design.

Citywide Strategic Priority Supported: Financial management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of Capital Project <i>Initiating, Planning, Executing, Monitoring/Controlling, and Closing Processes</i> Implemented	5 of 8	5 of 8	3 of 5
Percent of funded capital projects completed on schedule, on budget and on design	83%	97%	100%

Percent of funded capital projects advanced to the next milestone of design, bidding, and/or construction	100%	95%	95%
Percent of projects requiring change orders not due to unforeseen changes or a change in scope	N/A	N/A	5%

Provide Professional Development opportunities for each Project Manager to increase knowledge of current laws, regulations, and practices.

Citywide Strategic Priority Supported: Education, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of webinars/educational seminars attended per Project Manager	N/A	N/A	6

Multi-Year Goals

Develop a city wide municipal/private sector construction schedule.

Successfully consolidate capital project functions within a single department in a continual effort to refine the City's business and fiscal practices. These functions are currently dispersed among various City departments.

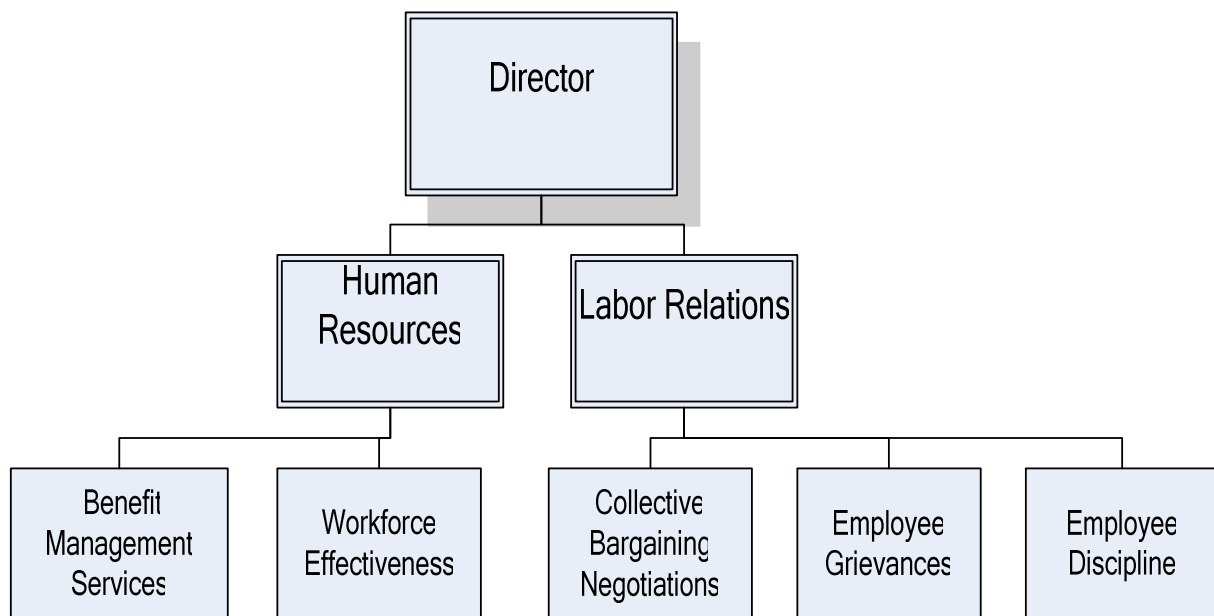
Expand grant applications to include school grounds and enhance overall maintenance efforts of abandoned school grounds by providing improvements to outdated facilities.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	184,981	277,794	232,799	(44,995)	-16.2%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	223,279	253,403	298,293	44,890	17.7%
Supplies and Materials	4,352	3,500	2,500	(1,000)	-28.6%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	1,309	0	1,700	1,700	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	413,922	534,697	535,292	595	0.1%

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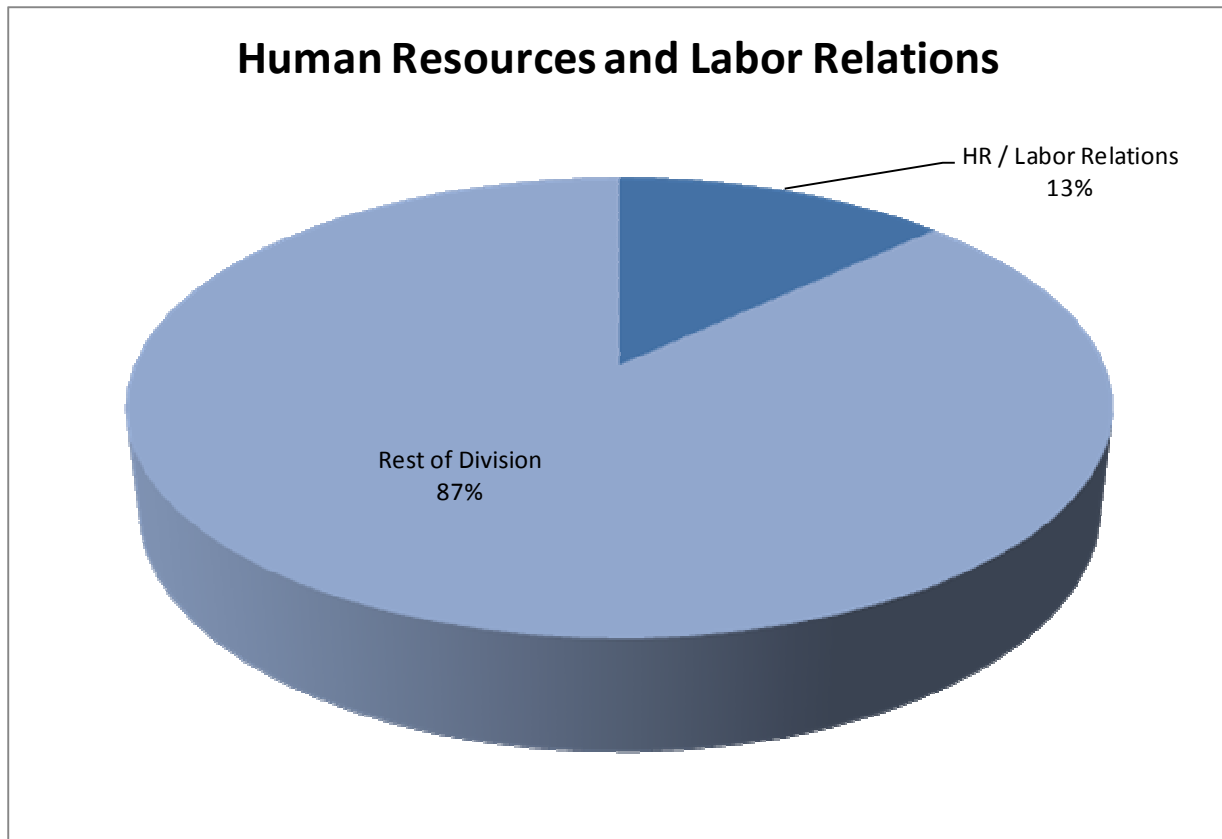
Human Resources / Labor Relations Department



Mission Statement

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

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	1,090,200	964,738	1,120,412	155,674	16.1%
OTPS	4,074,058	774,984	710,487	(64,497)	-8.3%
Total General Fund	5,164,258	1,739,722	1,830,899	91,177	5.2%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Human Resources	22.0	19.3	19.3	0.0

Human Resources and Labor Relations Department Summary

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

In addition, the Department is responsible for overseeing all aspects of the City's labor-management activities. This includes, but is not limited to, the negotiation of collective bargaining agreements; entering into settlements with unions on various matters; administering employee grievance procedures; advocacy on behalf of the City in arbitration, at Civil Service and before the Massachusetts Commission Against Discrimination (MCAD); investigating employee misconduct; and handling the resulting imposition and resolution of disciplinary action.

In February 2009, the Finance Control Board created the Labor Relations Department as a separate division. Previously, its functions were housed in several different departments making it more difficult to coordinate the many efforts needed from the Department. In FY11, the Labor Relations functions have been consolidated with Human Resources. Working with the Mayor and the Chief Administrative and Financial Officer, the department will continue to oversee and coordinate all strategies, negotiations and settlements regarding collective bargaining, grievance/ arbitration, employee discipline, and all matters related to the promotion and maintenance of a harmonious labor-management relationship.

Fiscal Year 2010 Highlights

Worked with a multi-departmental team to convert the City's electronic payroll and HR systems to MUNIS. This conversion will allow the City to process its own payroll and save significant associated vendor costs.

Developed and issued a request for proposal for a classification and compensation study of all City positions.

Continued training all City employees in Diversity: Valuing Differences.

Developed and introduced a Jobs Hotline as an additional recruiting tool for new employee candidates.

Continued to introduce and implement workplace safety management programs to improve productivity and reduce the number and severity of workplace injuries.

Developed recruiting plans for key City positions and expanded recruiting resources to include professional publications and organizations and internet-based services.

Implemented a City-wide Human Resources Policy Manual for non-bargaining staff to ensure consistent interpretation and application of policies.

Re-issued and updated the City-wide Affirmative Action Plan.

Continued to make significant progress in resolving long-standing workers' compensation claims and improved return to work results for new claims.

Developed an electronic Applicant Tracking system which provides Human Resources and hiring managers with access to applications and resumes throughout the hiring process.

Fully staffed Labor Relations (previously a separate department) with a Director, one full-time and one part-time labor attorney, a collective bargaining agent and one part-time financial analyst.

Successfully transferred labor cases from the City Law Department and outside counsel to begin full operations as a department mid-year.

Began negotiations with several unions that have mid-term collective bargaining issues reserved in their contracts. The Department has also commenced negotiations with the Springfield Education Association for a successor agreement.

Risks and Challenges for Fiscal Year 2011

Over the past six years, significant reductions in the cost of the City's health plan have been made while still providing excellent plan coverage and a wide range of options. Health care costs continue to rise at or near a double-digit rate, and the ability to accommodate these costs within a balanced budget will be a continuing challenge. Mid-year there were changes to the health plans that were communicated to all participants.

Progress has been made in improving the consistency in applying HR policies and processes across city departments. There is, however, still much to accomplish in refining the policies to reflect a sustainable cost profile and sound HR management principles.

Recognizing the diversity within our city and the benefits of diversity within our workplace, we must continue to aggressively pursue creative opportunities for increasing the diversity of our workforce.

Additionally, by working with the Mayor, the School Committee, the City Council and other Departments need to identify areas of labor contracts for improvements that will not only benefit the citizens of Springfield in the delivery of services, but also keep the costs of these contracts within allotted budgets. Collective bargaining involves proposal, negotiation and compromise – a process that will need to be carefully managed from start to finish.

Strategic Decisions for Fiscal Year 2011

Continue to focus significant attention in the area of benefit management. This is imperative given the cost to the City both in direct benefit costs and the impact on staff hiring and retention.

Ensure that HR policies are applied consistently throughout the City and work with departments to ensure that variations occur only when unique characteristics of the department demand them.

Continue to centralize more aspects of the hiring and recruitment process, as noted in the updated HR Hiring Manual.

Introduce proactive recruiting strategies to ensure an applicant flow that reflects the talent, commitment and experience necessary to support the City's objectives and the diversity of our community.

Evaluate effectiveness and cost benefit of all optional benefit offerings. Re-structure, as appropriate, voluntary disability insurance offerings and improve participation.

Implement re-structured basic and supplemental life insurance programs to increase benefit value for all employees.

Solicit competitive bids for flexible spending accounts, dental and vision coverage to ensure that we maintain optimal value.

Develop a structured internship program.

Develop a professional development program to improve technology skills and appreciation throughout city departments. The Department will continue to develop and improve its management training programs.

Continue negotiations for a successor agreement with the Springfield Education Association if the current negotiations are not completed by June 30. The Department will also continue initial contract negotiations with the two newest unions. The Department will continue to reduce reliance on outside counsel and must manage this resource prudently. The Department will achieve this result by directing more cases internally, training departments with regard to collective bargaining agreements that cover their staff, and handle negotiations in-house.

Continue the role of presenting disciplinary matters before the newly created Community Police Hearings Board.

Continue to develop and implement a strategy to use for collective bargaining proposals that will come before the City for review and negotiation during FY11.

Benefits Management Services

Description: Benefits Management Services develops and administers benefits for all City and School Department employees, as well as retirees, if applicable. Benefits Management manages health insurance, life insurance, deferred compensation, disability insurance and the complete package of leave-related benefits. It evaluates, on an on-going basis, whether the City's portfolio of benefits is comprehensive and competitive when compared to marketplace standards and provides optimum value to the participants. Benefits Management strives for employee satisfaction and value, balanced carefully with the need to maintain costs.

Fiscal Year Goals

Provide timely, accurate and responsive customer service to benefit plan participants and potential participants.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of Health Plan Customer Service encounters resolved within one day	97%	96%	96%

Process benefits activity accurately and on time.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of initial entry for necessary payroll changes made within 3 work days of receipt	N/A*	N/A*	97%
Percent of payroll changes activated in MUNIS within 3 work weeks of receipt (excluding Open Enrollment)	N/A*	N/A*	97%

*Previously this data had not been collected; however it will be going forward

Monitor and ensure that participants and the City accurately fund all benefits.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent variance between actual and budgeted health insurance costs	N/A*	N/A*	0%

Multi-Year Goals

Monitor and report benefit costs to support department and City financial management processes.

Improve activity and performance tracking processes within the unit.

Effectively support the annual open enrollment process and provide accurate information to employees and retirees to promote informed decision-making.

Continue development of reporting processes to support the requirements of Massachusetts Health Care Reform Act.

Improve internal workflows and processes to improve accuracy and turn-around times.

Workforce Effectiveness

Description: Workforce Effectiveness is responsible for all of the activities associated with hiring, developing, and supporting the municipal workforce of approximately 1,620 people. Services including recruiting and hiring, civil service management, affirmative action program management, staff development and training, employee relations support, compliance management, unemployment compensation management, workplace safety management, and workers' compensation management are provided to city employees and managers. In addition, many of these services are provided to the School Department in order to support their employees and managers.

Fiscal Year Goals

Continue to expand recruiting sources, including increased use of professional publications, organizations, and websites for senior level positions and targeted use of online job search engines.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of applicants who learned of a position from a professional publication	N/A	5%	10%
Percent of applicants who learned of a position from the City website	N/A	65%	60%

Improve recruiting/hiring turnaround times and results.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of MM and TPA positions filled within 12 weeks (Posting Close to Offer Letter)	58%	95%	75%
Percent of Clerical positions filled within 8 weeks (Posting Close to Offer Letter)	80%	67%	75%
Percent of Labor Service positions filled within 6 weeks (Posting Close to Offer Letter)	0%	50%	75%

Increase minority and female hiring at all levels.Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent hired employees from EEO protected groups : Officials/Administrators	N/A	Minority: N/A Female: N/A	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Technicians	N/A	Minority: N/A Female: N/A	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Paraprofessionals	N/A	Minority: Female:	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Skilled Craft Workers	N/A	Minority: N/A Female: N/A	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Professionals (TPA/MM)	Minority: 42% Female: 69%	Minority: 15% Female: 55%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Administrative Support (Clerical)	Minority: 46% Female: 64%	Minority: 30% Female: 62%	Minority: 36% Female: 47%
Percent hired employees from EEO protected groups : Service-Maintenance	N/A	Minority: N/A Female: N/A	Minority: 36% Female: 47%

Manage unemployment compensation to ensure appropriate and timely decisions.Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of unemployment claims responded to within 9 days of receipt (at TALX)	N/A	N/A	97%

Reduce days lost due to work-related injuries to improve productivity and reduce costs.Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of indemnity claims per 100 FTEs	4.1	3.4	3.4
Number of medical claims per 100 FTEs	1.3	1.1	1.1
Number of days lost due to indemnity claims as a % of total work days (Dart Rate)	0.5%	0.2%	0.2%

Provide timely and accurate response to all EEO and sexual harassment complaints.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of EEO/sexual harassment complaints resolved within 30 work days	55%	50%	90%
Percent of EEO/sexual harassment complaints acknowledged within 2 work days	90%	100%	100%

Multi-Year Goals

Continue to improve automation of all staffing activities, including civil service.

Enhance the City's diversity program and develop additional curriculum beyond the introductory training.

Provide compensation programs to satisfy financial objectives and compensate employees for their skills, responsibilities and performance.

Labor Relations

Description: Labor Relations is responsible for overseeing all aspects of the City's labor-management activities. This includes, but is not limited to, the negotiation of collective bargaining agreements; entering into settlements with unions on various matters; administering employee grievance procedures; advocacy on behalf of the City in arbitration, at Civil Service and before the Massachusetts Commission Against Discrimination (MCAD); investigating employee misconduct; and handling the resulting imposition and resolution of disciplinary action.

Fiscal Year Goals

Train departments on collective bargaining agreements that cover their staff and how specifics of the agreement should be considered in day-to-day management of unionized staff.

Citywide Strategic Priority Supported: Financial Management, Education

Measures	Actual FY09	Proj. FY10	Goal FY11
Trainings conducted	N/A*	N/A	3

*The Labor Relations Department was created in FY2010.

Multi Year Goals

Continue to work with the Mayor and relevant departments to successfully negotiate collective bargaining contracts in a timely and fiscally responsible manner.

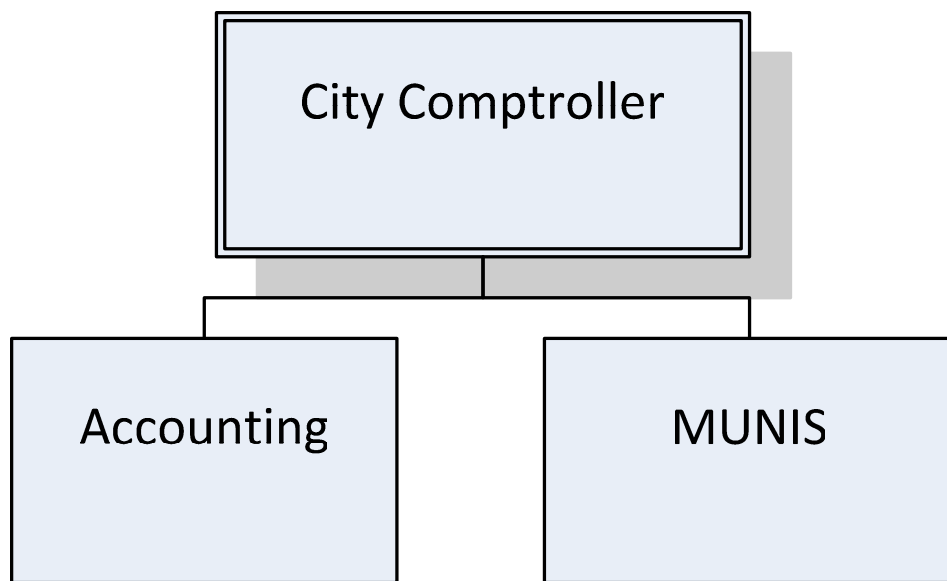
Cultivate in house talent to continue to reduce reliance on outside counsel through training, professional development and management of staff responsibilities in the most efficient manner.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	1,090,200	964,738	1,120,412	155,674	16.1%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	4,069,685	747,284	689,357	(57,927)	-7.8%
Supplies and Materials	3,373	26,100	20,300	(5,800)	-22.2%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	1,000	1,600	830	(770)	-48.1%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	5,164,258	1,739,722	1,830,899	91,177	5.2%

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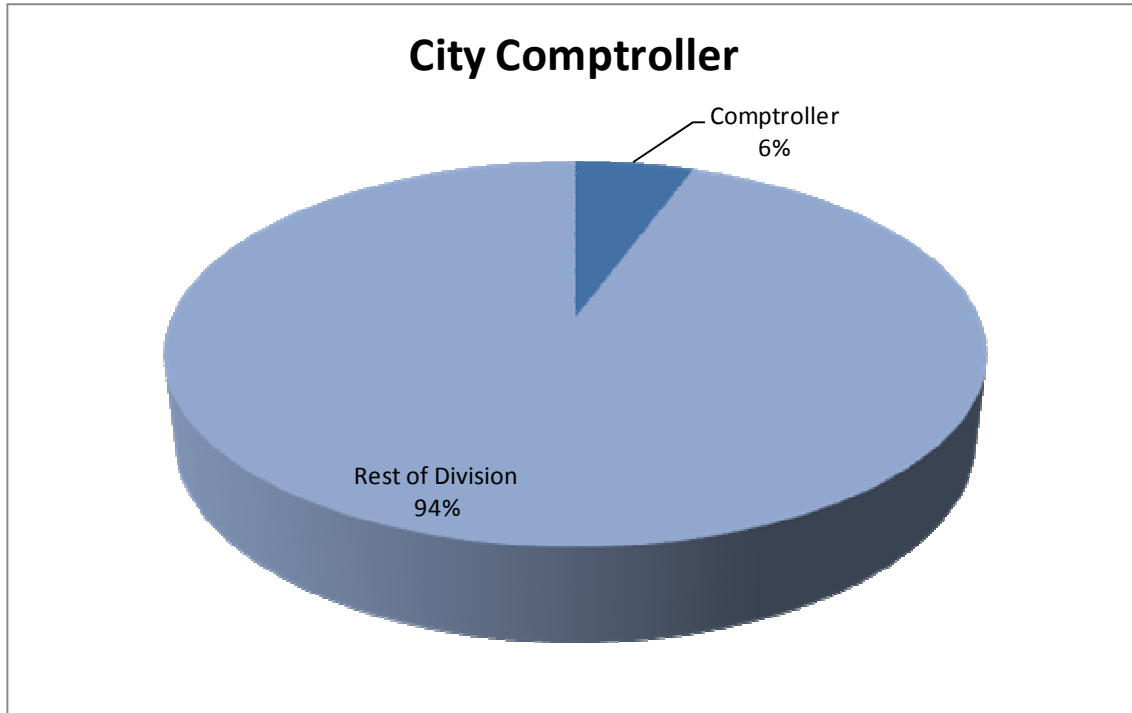
Comptroller's Office



Mission Statement

The mission of the Comptroller is to 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, ensure that City financial transactions are in compliance with applicable accounting regulations and laws, and maximize the productivity and efficiency of MUNIS.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	880,770	744,202	763,875	19,673	2.6%
OTPS	434,071	17,417	16,691	(726)	-4.2%
Total General Fund	1,314,841	761,619	780,566	18,947	2.5%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Comptroller's Office	16.2	13.5	13.5	0.0

Office of the City Comptroller Summary

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 Office of the City Comptroller performs the following primary functions:

- Accounts Payable
- Accounts Receivable
- Sweeping of unexpended funds
- Payroll
- Warrant Process
- Preparation of the Treasurer's Payroll Cash Funding Sheet.
- Preparation of yearly Tax-Recapitulation
- Preparation of Schedule A for DOR
- Certification of Free Cash
- Preparation of the Department of Revenue Year End Checklist
- Review and approval of the School Department's End of Year Report.
- Contract Management
- MUNIS modules implementation (including training, support, development and maintenance of accurate user training manuals.)
- Primary contact for MUNIS troubleshooting and problem solving.

Fiscal Year 2010 Highlights

Oversaw the successful implementation of all current MUNIS modules with particular emphasis devoted to new initiatives and training for departments and approximately 950+ users.

Coordinated with the School Department to re-class \$27.6M of expenditures from the General Fund to the ARRA (American Recovery and Reinvestment Act) Grant.

A draft audit report was received from the City's independent outside auditor on October 30, 2009, more than two weeks ahead of the scheduled date for completion.

The Office of the City Comptroller's began to assume a larger role in the weekly payroll process once the City went live with MUNIS payroll on December 21, 2009.

The Comptroller's Office, in cooperation with the Law, Procurement, and Finance Departments, began bi-weekly meetings with the School Department to address their Procurement needs.

Reduced the time to process refunds from 10-12 weeks to 4 weeks.

Implemented new procedures to ensure the payment of past due bills before issuing a refund.
Established and implemented a policy for maintaining the MUNIS customer database.

Coordinated with the Collectors/Treasurers and IT departments to perform tax title takings and the issue quarterly tax and annual utility billing invoices.

Accounting Division

Description: The Office of the City Comptroller prepares financial statements, records all city transactions accurately, completely and in accordance with applicable laws and regulations, and ensures adherence to the city's approved budget. In addition, this office coordinates the city's annual audit performed by an independent public accounting firm.

Fiscal Year 2010 Goals

Provide accurate accounting and financial record to City Departments and other agencies on a timely basis in support of City operations to ensure legal compliance of transactions.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Pre-audit all invoices for accuracy and ensure they are placed on a treasury warrant for payment within five business days.
2. Record all financial transactions for the city accurately, completely and in accordance with governmental accounting standards and Massachusetts general laws.
3. Perform monthly reconciliations with the Treasurer/Collector on all tax and utility receivables.
4. Prepare statements of the city's financial condition for review by the CAFO, Mayor, City Council and other outside users such as the investment community and various levels of government on a timely basis.
5. Coordinate with the MUNIS division to assist in the training and problem solving for all end-users.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Percent of invoices processed within 7 days.	100%	100%	100%
Number of invoices paid	58,726	60,000	62,000
Number of months closed within 15 days	11	12	12
Number of days to complete year-end close	25	25	25
Number of contracts/price agreements processes	479	670	700

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of warrants produced	235	313	391
Prepare Pro-Forma Tax Recapitulation	12-22-08	01-04-10	11-01-10
Complete Annual Audit	12-01-08	12-01-09	11-01-10
MASS DOR Year End Reports:			
Schedule A	10-31-08	10-16-09	10-01-10
Free Cash / Year End Checklist	01-25-09	10-16-09	10-01-10

Multi-Year Goals

Continue to work towards the goal of preparing a CAFR for the City of Springfield.

MUNIS Division

Description: The MUNIS Project Department will create efficiencies and maintain and improve business practices in the City of Springfield by implementing and supporting the MUNIS Integrated Financial System. The division will provide the stable ongoing outreach and support of the MUNIS vision to over 950 end users, while reducing cost or expense through procurement, operational efficiencies, and providing enhanced management information for managers to make more informed decisions. All communication about MUNIS problems, the coordination and communication of MUNIS implementation efforts, and MUNIS Project timelines will be controlled by this division. A primary function of this division will be to develop, register, and deliver ongoing regularly scheduled and on demand module training program to meet end user needs.

Fiscal Year 2010 Goals

Provide on-going MUNIS training and development including implementation and testing.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Continue support with the established MUNIS end user's help line (via email, intranet, remote access and voice requests).
2. Continue the review of existing end user procedure manuals, "How-To's" and training materials and update.
3. Continue an ongoing MUNIS training program for City and School end users; offer (on both scheduled and ad hoc basis), deliver, register and track enrollment/feedback. One-on-one training will be offered depending on the need. Classroom training will be scheduled on a monthly basis.
4. Represent the Office of the Comptroller's on all MUNIS related projects (as part of the project team) both for new module implementations/extensions and version upgrades.
5. Participate in the test planning and testing of new module implementations and version upgrade projects.
6. Outreach to each Department, based on a long-range plan to strengthen the Department's MUNIS ability, knowledge and needs.

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Offer comprehensive on-going training programs to new hires, advanced users, departmental and on-on-one in all modules	36/classes	100/classes	150/classes

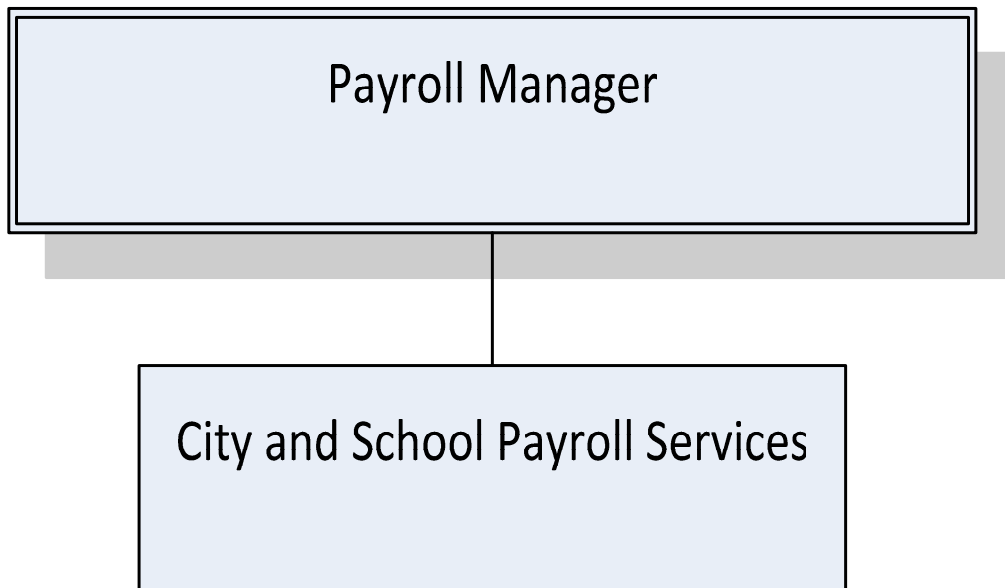
Measures	Actual FY09	Proj. FY10	FY 11 Goal
Increase the # of MUNIS telephone and email HELP support volume through modules	10/week	30/week	50/week
Increase attendance at all training modules	75%	80%	100%
Outreach to each Department to strengthen the Department's MUNIS ability, knowledge, and needs	4	6	10
Revisit all MUNIS "How To's" and Desk procedures currently available for Module update	10	25	50

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	880,770	744,202	763,875	19,673	2.6%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	429,991	11,911	12,101	190	1.6%
Supplies and Materials	2,807	3,706	3,750	44	1.2%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	1,274	1,800	840	(960)	-53.3%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	1,314,841	761,619	780,566	18,947	2.5%

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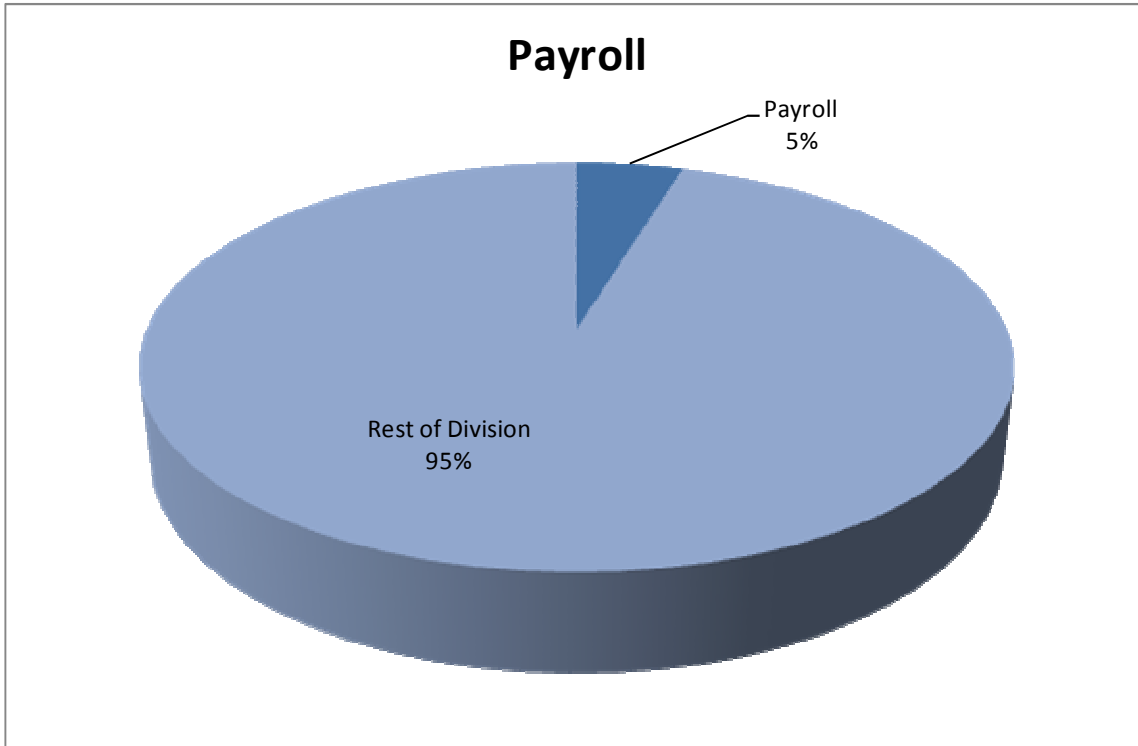
Payroll Department



Mission Statement

The Payroll Department is responsible for conducting payroll matters for the City and School departments.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	0	312,090	316,316	4,226	1.4%
OTPS	0	1,159,280	342,010	(817,270)	-70.5%
Total General Fund	0	1,471,370	658,326	(813,044)	-55.3%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Payroll	0.0	5.0	5.0	0.0

Payroll Department Summary

The Payroll Department is responsible for overseeing all aspects of the City's (including School Department) payroll activities, including, but not limited to, managing staff payroll records, processing weekly, bi-weekly, and monthly payroll (totaling over \$230,000,000 per year), and managing all garnishments, meeting the various legal requirements imposed on employers. The Department is also responsible for preparing all quarterly and annual payroll reports including employee W-2's.

Fiscal 2010 Highlights

The City just completed implementation of MUNIS HR/Payroll module. This successful implementation resulted in a reduction of operating cost in this department of \$770,000, previously paid to ADP for external payroll management services.

Risks and Challenges for Fiscal Year 2011

The largest risk to achieving the Payroll Department's mission would be the loss of staffing hours or staff members, if a budget reduction is necessary. The department currently maintains employee master data, including former employees who are receiving health and/or life benefits through the City. Additionally, this department pays City employees and provides oversight to Schools payroll. With less staff time available, the Department would have a more difficult time completing these tasks.

Strategic Decisions for Fiscal Year 2011

City Payroll will work to consolidate services with the School Payroll Department

In collaboration with staff, three (3) processes will be chosen to analyze and use Continuous Quality Improvement techniques to make improvements. These processes may not be limited to Payroll only processes, but include those departments where cooperation and communication are critical for overall performance. Those departments may include HR, Finance/Budget, Treasury and Comptrollers.

Payroll

Description: The Payroll Department currently maintains employee master data, including former employees who are receiving health and/or life benefits through the City, processes payroll for City employees, and provides oversight to Schools payroll.

Fiscal Year Goals

Reduce steps required to complete payroll process in MUNIS workflow.

Citywide Strategic Priority Supported: Strong and effective financial management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of steps required	N/A*	4	2

*Previously this data had not been collected; however it will be going forward

Implement payroll related, Phase II, MUNIS functions selected by the MUNIS Steering Committee. Assist other departments, where appropriate, in their Phase II implementations.

Citywide Strategic Priority Supported: Strong and effective financial management

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Phase II implementation date	N/A	N/A	06/30/11
Number of hours spent on assisting Departments in their Phase II implementations	N/A	N/A	520

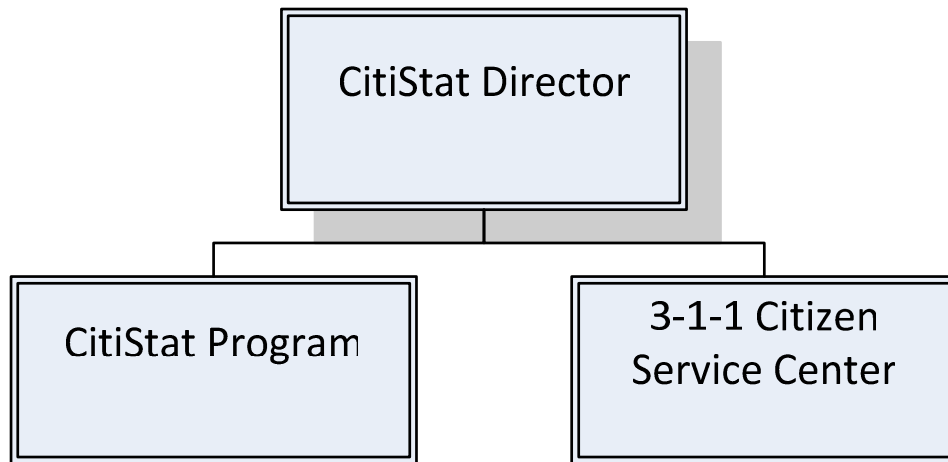
Multi-Year Goals

Make recommendations for enhancing time collection. These recommendations may include data collection methodology, cost saving measures, and/or the selection of a new vendor.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	0	312,090	316,316	4,226	1.4%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	0	1,157,630	338,500	(819,130)	-70.8%
Supplies and Materials	0	1,500	2,860	1,360	90.7%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	0	150	150	0	0.0%
Capital Outlay	0	0	500	500	0.0%
Total Operating Funds	0	1,471,370	658,326	(813,044)	-55.3%

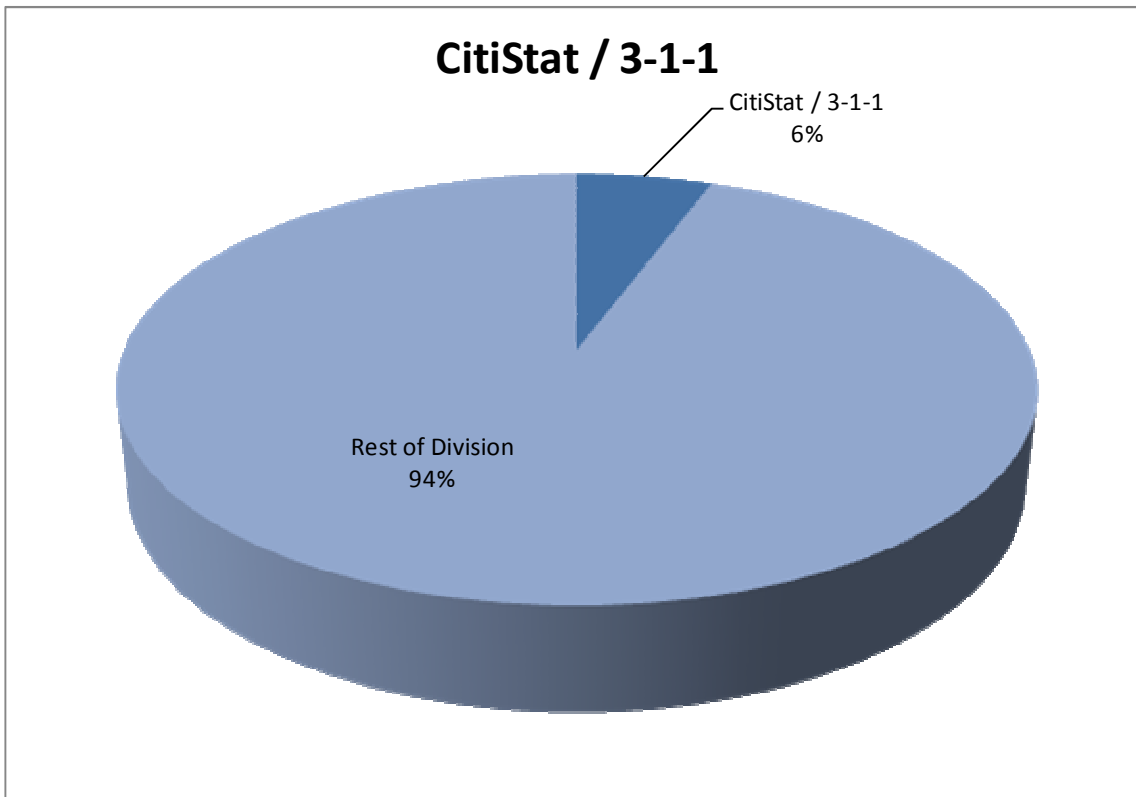
CitiStat / 3-1-1 Citizen Service Center



Mission Statement

To improve the effectiveness and accessibility of municipal government by consistently providing information, support, and pressure to City departments and outstanding customer service to residents.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	489,205	721,964	766,089	44,125	6.1%
OTPS	32,633	38,350	29,750	(8,600)	-22.4%
Total General Fund	521,838	760,314	795,839	35,525	4.7%

Department Personnel (FTEs)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
CitiStat / 3-1-1	11.8	16.8	16.8	0.0

CitiStat / 3-1-1 Citizen Service Center Summary

The CitiStat Department advances high performance and quality customer service throughout the City of Springfield. Regular data analysis, CitiStat meetings, and project management activities provide City departments with information, support, and pressure to improve the effectiveness and efficiency of operations. Answering calls on behalf of all City departments, the 3-1-1 Citizen Service Center provides one-stop access to information and city services, logging 150,000 calls per year.

Fiscal Year 2010 Highlights

CitiStat is committed to the highest standards of customer service and performance management. Highlights of CitiStat's efforts in Fiscal Year 2010 include:

Prepared performance reports for, facilitated, and followed up on more than 130 CitiStat departmental management meetings, covering twenty-one (21) City departments.

Convened monthly multi-departmental NeighborhoodStat meetings focused on quality of life improvements and defined a process for systematically addressing problem properties from identification to positive resolution.

Identified and tracked nearly 1,000 new action items as well as followed up on several hundred action items from prior fiscal years that were still in progress.

Promoted and assisted in the implementation of efficiencies and improvements resulting in savings of at least six dollars for every dollar invested in the CitiStat program.

Redesigning monthly SchoolStat meetings to align with the Springfield Public Schools' strategic plan and function as the performance management component of the Schools' existing Senior Leadership Team meetings.

Through consistent monitoring, reporting, and support of managers, reduced sick leave utilization by nearly \$300,000 from FY2008 levels.

Decreased the frequency and severity of workplace injuries through greater safety training and improved management practices (injury review panels, supervisor reports on all injuries, etc.), resulting in anticipated savings of at least \$500,000.

Initiated multi-departmental inspectional sweeps of troubled neighborhoods with inspectors from Buildings, Fire, Housing, and Police inspecting streets and properties together.

Managed the implementation of the City's new vacant and foreclosed property registration ordinance, providing City departments with better information on managers for distressed properties and generating more than \$50,000 in registration fees to support inspectional activities.

Coordinated improved communication between the Police Department and the Department of Public Works to improve traffic flow at high volume intersections and reduce congestion and safety hazards due to roadway construction.

Managed the transition of multiple existing billing processes – for fire false alarms, liens obtained in housing court, licenses, etc. – into the City's integrated financial management software to improve reporting and collections.

Worked with the Parks Department to improve the process for scheduling events and the use of Park facilities (ballfields, etc.) in order to improve the City's ability to track costs and maintenance needs.

Initiated the creation of a Springfield Public Schools District-wide technology standard and subsequent inventory to identify what technology is needed in each School to bring them up to the standard.

Expanded the 3-1-1 Citizen Service Center's functionality to take calls for the Graffiti Hotline, the Building Department, Neighborhood Services, Elder Affairs, and Recreation.

Scheduled smoke detector inspections for senior citizens on behalf of the Elder Affairs Department.

Answered 150,000 calls from residents and constituents, logging more than 40,000 requests for city services and monitored all services requests until completed.

Answered 85 percent of calls to the Service Center within 45 seconds with the average caller waiting 29 seconds for a customer service representative.

Handled the questions and requests of callers without ever transferring the caller to another department in 85 percent of cases.

Risks and Challenges for Fiscal Year 2011

CitiStat's primary challenge going forward, as with most City departments, remains the ongoing fiscal crisis and its implications for a department that's role continues to expand. Prior to FY2010, the CitiStat program was primarily focused on analysis in preparation for and subsequent to regularly scheduled CitiStat meetings. Over the course of the year CitiStat's role has expanded to include considerable responsibility for managing the implementation of projects, such as the vacant property registration, and conducting research and analysis at the request of other Departments. Both are critical roles for the Department, but the additional work has made it challenging to maintain high standards in the development and production of regular monthly CitiStat reports.

In the case of the 3-1-1 Citizen Service Center, the number of departments served by the Center has increased with the additions of the Graffiti Hotline, Neighborhood Services, Buildings, and Elder Affairs, but more importantly 3-1-1 has increasingly been asked to provide additional support to other departments ranging from handling mailings on behalf of the vacant property ordinance and the City trash fee to deploying a customer service representative to provide back office support to a Department experiencing a high volume of activity. We anticipate that the demand for 3-1-1 services to other departments will only grow as fiscal challenges persist and the increasing demands present a risk to the Center's high levels of performance in its core function of telephone-based customer service.

An ongoing challenge for the CitiStat program is continuing to move the City towards a culture and practice of data-driven management. Relying on data to make difficult decisions must become the norm. As this takes place, CitiStat will become more focused on assisting departments with the analysis needs they are identifying, rather than CitiStat defining the needs. This will be an external challenge in moving the City toward data-driven management and an internal challenge in shifting the role of CitiStat.

Finally, the City is scheduled to launch new permit and inspectional software at the start of FY2011. This presents a challenge for the 3-1-1 Citizen Service Center as staff will need to be trained in the new application and will begin logging code complaints and requests for inspections directly into the new system.

Strategic Decisions for Fiscal Year 2011

Addressing the challenging fiscal times and the growing demands placed on the CitiStat Department, the Department will look to creative opportunities to continue providing services at the same or lower cost. The 3-1-1 Citizen Service Center will focus on providing increased opportunity for residents to request services via the web to limit the growth in total call volume as new departments are served. CitiStat will focus on identifying additional low and no cost tools to support analyses and make use of opportunities to utilize unpaid interns to extend the capacity of the Department.

As the use of data in management and decision-making increases within the City, CitiStat will look to departments to identify the areas within their operation that can benefit from analysis and review. Preparations for CitiStat meetings will begin with departments answering the question: "In what areas or aspects of your operation do you want to achieve greater efficiencies or effectiveness?" As departments answer that question, CitiStat will focus time and energy on analysis and research to support improvements in those areas.

Finally, in FY2011, it is anticipated that the 3-1-1 Citizen Service Center will begin a partnership with the Springfield Public Schools' Parent Information Center to support the Schools' efforts to respond to calls and requests for service from parents and other members of the community.

CitiStat

Description: The mission of CitiStat is to improve the effectiveness of municipal government by providing information, support, and pressure to City departments through a consistent data-driven performance management process. CitiStat partners with departments to identify areas for improvement through the regular collection, analysis, and collaborative discussion of financial, personnel, and performance data. Each City department has regularly scheduled meetings, typically once per month, with CitiStat staff and the CitiStat Review Team, composed of executive leadership and heads of Finance, Information Technology, Internal Audit, Law, and Personnel. Subsequent to meetings, CitiStat tracks action items and next steps through to completion. In addition, CitiStat frequently takes on responsibility for managing the development and implementation of ideas or projects emerging from CitiStat meetings. In FY2011, the CitiStat Department will focus on further engaging departments in self-identifying areas for potential analysis and improvement.

Fiscal Year Goals

Improve the process by which departments are encouraged to identify areas for CitiStat to analyze and agenda items for discussion in CitiStat meetings.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Meet with Department heads to review and revise the process through which CitiStat communicates with departments between meetings to identify areas to analyze and agenda items for discussion.
2. Increase participation of the CitiStat Review Team in setting the agenda for and driving the conversation in CitiStat meetings.
3. Consider implementing CitiStat meetings with remaining departments not participating in the process (Comptroller, Elections, Law, and the MUNIS Team).

Measures	Actual FY08	Proj. FY10	Goal FY11
Number of CitiStat reports written and meetings facilitated per FTE	31.5	35.8	36.0
Number of projects (other than regular CitiStat meetings) completed by CitiStat	N/A*	50	60
Estimated financial savings and efficiencies per dollar invested in CitiStat	\$6.40	\$6.00	\$6.00
Number of new CitiStat meetings schedule regularly	N/A*	2	3

Develop mechanisms for regularly communicating performance data to the public.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Develop a website for sharing performance data with the public, including map-able data where possible.
2. Develop and begin producing quarterly municipal performance reports.
3. Meet regularly with neighborhood councils and other community organizations to share performance data and seek input on the City's performance.

Measures	Actual FY08	Proj. FY10	Goal FY11
Number of community meetings at which CitiStat presents or solicits feedback	2	6	12
Release first citywide quarterly performance report	N/A*	N/A*	November 2010

Provide support to the Mayor's Office in data-driven decision-making and in a strategic planning initiative.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Initiate a citywide strategic planning process.
2. Publish a citywide strategic plan.
3. Expand, in CitiStat meetings, discussions of departmental strategic goals and begin relating these goals to the Mayor's strategic priorities for the City.
4. Identify low-cost or free data tools that can enhance the quality and efficiency with which analyses are completed.

Measures	Actual FY08	Proj. FY10	Goal FY11
Release of a citywide strategic plan	N/A*	N/A*	January 2011

Begin generating new customer-driven performance data through surveys and other available data collection tools.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Action Steps:

1. Conduct a random sample survey of up to 2,000 households on municipal performance.
2. Provide a municipal performance survey on the City's website allowing people to respond on an ongoing basis.
3. Develop and implement a survey of municipal employees regarding their experience with internal departments (Finance, Human Resources, Information Technology, etc.), incorporating survey data into internal departments' performance measures.

Measures	Actual FY08	Proj. FY10	Goal FY11
Number of municipal performance surveys completed	N/A*	2,000	3,000
Number of internal performance surveys completed	N/A*	N/A*	250

Continue improving and expanding the SchoolStat process, providing opportunities for discussion of performance data at multiple levels within the organization.

Citywide Strategic Priority Supported: Education

Action Steps:

1. Pilot a school-level SchoolStat process with two or three schools by observing how data is currently used and identifying ways of making greater and more effective use of data in planning and decision-making at the school level.
2. Refine the District's monthly scorecard to focus on leading indicators that are predictive of future outcomes, allowing the District to identify potential problems early enough to intervene.

Measures	Actual FY08	Proj. FY10	Goal FY11
Number of schools served by SchoolStat	N/A*	N/A*	2

3-1-1 Citizen Service Center

Description: The 3-1-1 Citizen Service Center is designed to be the first point of contact for citizens needing services or information from City government. Customer service representatives take calls from citizens and either provide requested information – from City Hall hours to amount of property taxes owed – or generate a service request – potholes, fallen tree limbs, and more. When requesting a service, citizens receive a ticket number and are able to track the progress of their request either online or via a return call to the Service Center. All requests are tracked and departmental performance measured against service goals. Through Fiscal Year 2010, the Service Center answers informational calls for every City department and is able to handle service requests on behalf of twelve departments. In Fiscal Year 2011, it is anticipated that the service request calls of additional City departments will be served by the Center, and a partnership with the School Department’s Parent Information Center may also begin.

Fiscal Year Goals

Introduce a client services approach to the operations of the Citizen Service Center.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Provide refresher training to customer service representatives in all departments currently served by the Service Center to identify changed processes and new information.
2. At neighborhood meetings and through paid advertising, further promote 3-1-1 generally and the use of the web-based Citizen Portal specifically.
3. Train all customer service representatives in the use of the Accela permitting software for logging code complaints and inspection requests.
4. Continue providing the Mayor’s Office with daily reports on 3-1-1 activity and develop additional reports to provide regular updates to the City Council on call volumes and service delivery.

Measures	Actual FY08	Proj. FY10	Goal FY11
Number of calls answered by the Center	96,338	150,000	150,000
Number of calls missed (hang-ups)	15,247	8,000	6,200
Percent of calls answered in 45 seconds or less	79.6%	85%	83%
Abandon rate (hang-ups)	13.8%	5.0%	4.0%
Average wait time for callers	41 seconds	30 seconds	30 seconds
Percent of calls answered by the Center without transfers to another department	89.1%	85.2%	85.0%
Percent of surveyed residents satisfied or very satisfied with 3-1-1 service	N/A*	N/A*	85%
Train all CSRs in Accela software	N/A*	N/A*	Sept. 2010

Develop a partnership with the School Department's Parent Information Center (PIC).

Citywide Strategic Priority Supported: Education

Action Steps:

1. Consider either sharing 3-1-1 technology with the PIC for a standalone call center, or co-locate a PIC call center with 3-1-1.

Develop cross-trained Customer Service Representatives able to serve as backup staff in other department during periods of high activity

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Train CSRs in customer service roles in departments with high volumes of customer activity including the Collectors Office, City Clerk's Office, Building Department, and Assessor's Office.

Measures	Actual FY08	Proj. FY10	Goal FY11
Number of CSRs trained in other departmental roles	N/A*	1	10

Develop and implement a citywide customer service initiative.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY08	Proj. FY10	Goal FY11
Develop proposal	N/A*	N/A*	September 2010

General Fund Budget by Category

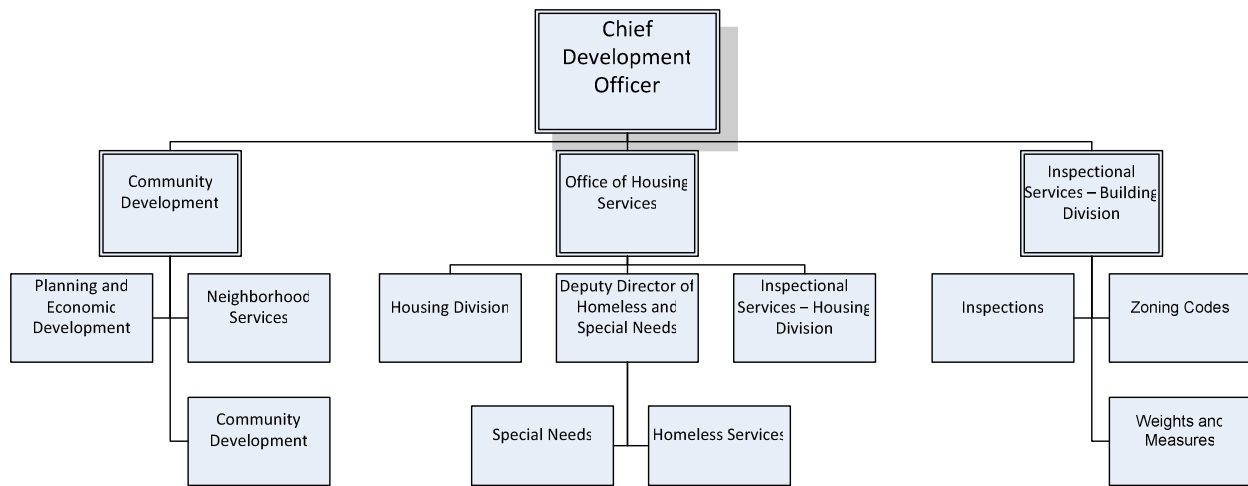
Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	489,205	721,964	766,089	44,125	6.1%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	6,395	14,000	17,700	3,700	26.4%
Supplies and Materials	3,867	23,100	7,500	(15,600)	-67.5%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	383	1,250	1,550	300	24.0%
Capital Outlay	21,987	0	3,000	3,000	0.0%
Total Operating Funds	521,838	760,314	795,839	35,525	4.7%

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Section 6
Development Services
Division

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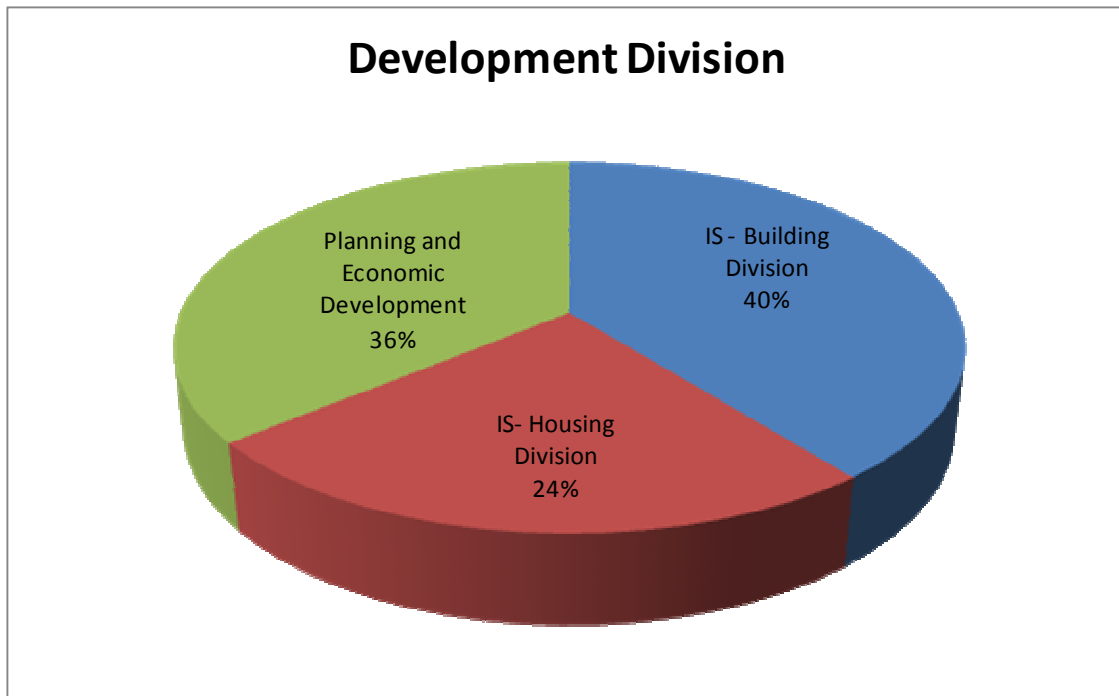
Development Services Division



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.

Budget Overview

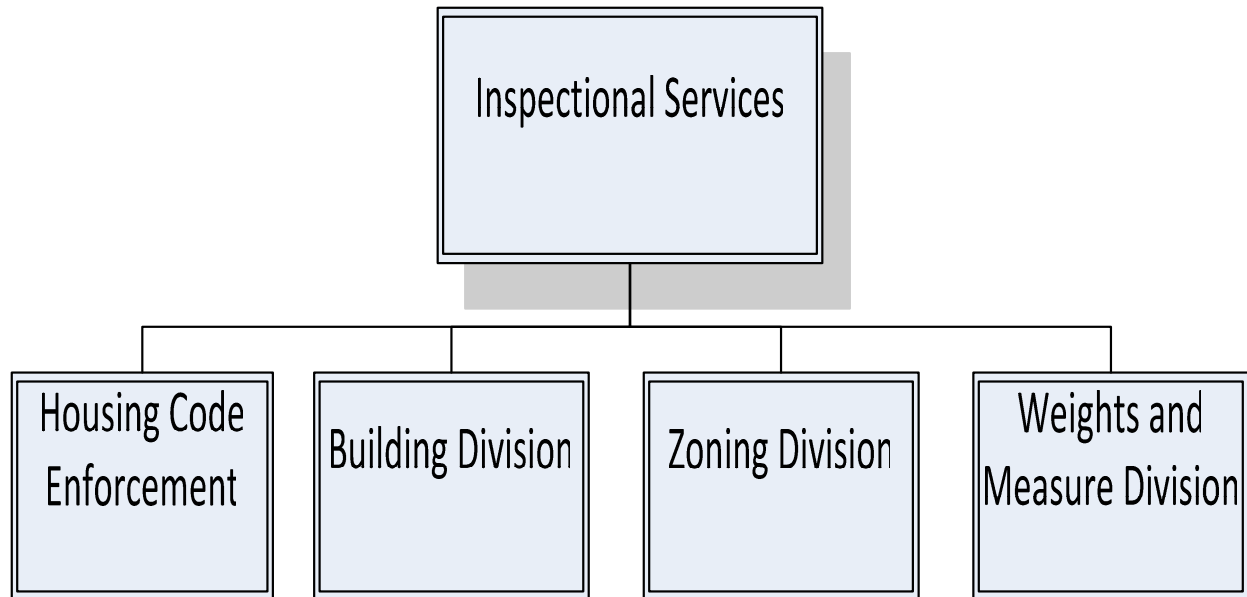


**Community Development and Housing Services are part of the Development Services Division but both are completely grant funded*

Division Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Inspectional Services - Building	1,185,769	1,293,055	1,336,926	43,871	3.4%
Inspectional Services - Housing	711,468	826,002	835,569	9,567	1.2%
Planning and Economic Development	933,177	995,321	1,225,942	230,621	23.2%
Total Division	2,830,413	3,114,378	3,398,437	284,059	9.1%

Division Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Inspectional Services - Building	25.0	25.0	25.0	0.0
Inspectional Services - Housing	18.9	13.9	13.5	-0.4
Planning and Economic Development	14.0	13.6	13.0	-0.6
Total FTE's	57.9	52.5	51.5	-1.0

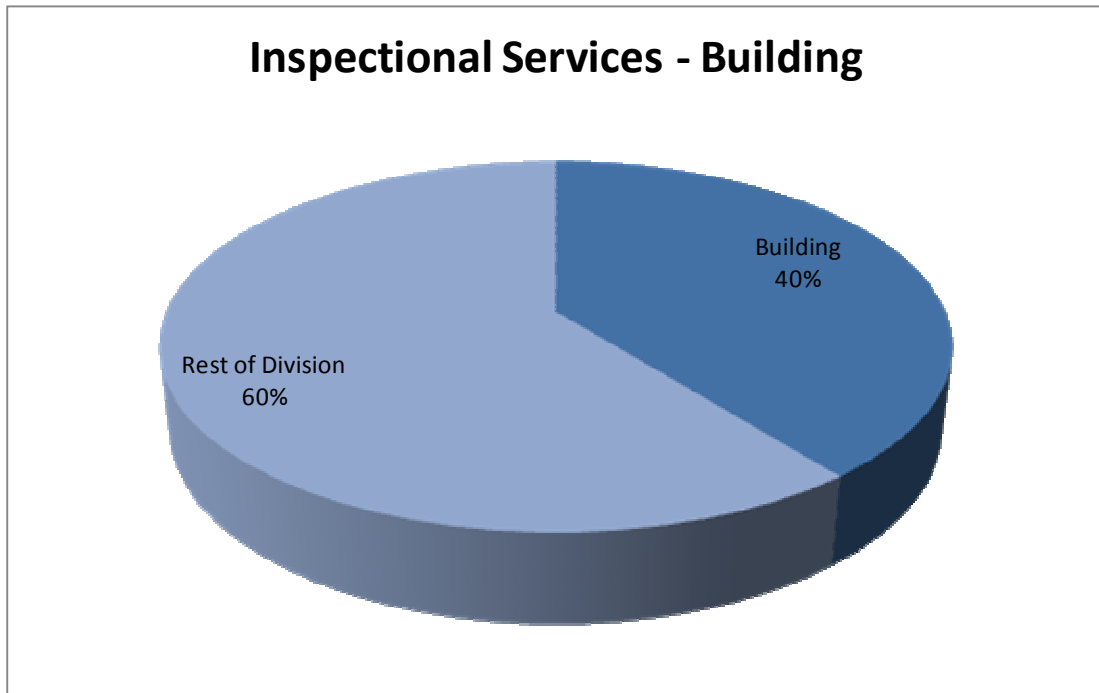
Inspectional Services



Mission Statement

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

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	1,135,388	1,233,805	1,275,946	42,141	3.4%
OTPS	50,380	59,250	60,980	1,730	2.9%
Total General Fund	1,185,768	1,293,055	1,336,926	43,871	3.4%

Department Personnel (FTEs)	Actual FY09	Approp. FY10	Budget FY11	Variance FY10-FY11
Inspectional Services - Building Division	25.0	25.0	25.0	0.0

Division Summary

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

Fiscal Year 2010 Highlights

Maintained weekly court case reviews of building and zoning court cases with the Law department.

Maintained monthly review of all open building and zoning complaints, open building permits for expiration, past completion dates, and no issuance of Certificate of Occupancy.

Building Division and Housing Division increased specially-scheduled Saturday team sweeps of targeted neighborhoods and streets for quality of life issues that include anti-blight enforcement, zoning and city ordinance violations, building code and sanitary code violations.

Inspectional services and the IT department began the implementation process of the new Accela permitting, wireless mobile field information, and enforcement software system.

Managed the reorganization of the department which involved placing the housing division under the management of Inspectional Services Building Division and moving the Housing Division from 1600 East Columbus to 70 Tapley St to increase oversight and streamline efforts.

Worked with CitiStat, the Housing Division, and the Law department to implement and enforce the new vacant/foreclosing property ordinance.

Expanded a proactive strategy to target code violations.

Worked with the Building Division, Law Department, CitiStat, and Housing Court on targeted street and area property receiverships to make improvements and prevent any further abandonment of these substandard properties on a targeted street or area.

Eliminated the need in many cases to immediately relocate tenants through a team effort with the Law department and provision of emergency repair mini-property receivers. This program is effective in cases such as a tenant living with no heat.

Worked with the building division and law department on 11 property receiverships.

Risks and Challenges for Fiscal Year 2011

Retention of personnel and public safety code enforcement services due to possible budget cuts.

Aged inspectional services car fleet, the lack of efficient dependable vehicles for field inspectors, and expensive repairs applied to budget.

Loss of personnel in support services departments. For example, loss of staff in the Law department may threaten the department's ability to prosecute the court case backlog.

Inability to maintain a high caliber of personnel in the housing division due to low pay compensation and excessive work loads due to vacant positions.

Difficulty with implementation and acceptance of technology advancements due to low morale and pay compensation of staff.

Establishing and holding accountable responsible parties with regard to management and maintenance of properties in the foreclosure process.

Redevelopment of abandoned and foreclosed properties created by the economy's downturn.

Strategic Decisions for Fiscal Year 2011

The Building Division will maintain current proactive Section 106 building life safety inspections of building code and increase inspections of required use groups currently not in our database.

Increase scheduled proactive special sweeps of targeted neighborhoods and streets for quality of life issues that include anti-blight enforcement, zoning and city ordinance violations, sanitary code, and general building code violations.

Continue working with IT to implement a state of the art web-based permit and inspection software system for all inspectional services departments. This will allow online web access for the business and private community to department functions such as online permits, payment and tracking, real time inspection data, historical site information, and mobile computer-assisted field inspections.

Appoint a building inspector to attend and represent the City of Springfield at the state inspector monthly code review meetings to review issues or amendments in the new 7th edition building code that could negatively impact the City or public safety.

Continue to reorganize the housing, zoning, and building divisions through moving housing inspectors to 70 Tapley St, thus helping to streamline and consolidate enforcement efforts.

The Building Division will Increase receiverships for multiple blighted properties to larger concentrated areas and/or streets to combat blighted areas.

Maintain and improve communication with civic groups to foster a team effort with Inspectional Services.

The Housing Division will continue to work closely with the Building Division and IT to implement the new Accela software system.

With the implementation of the Accela system, increase enforcement powers by enforcing the State Sanitary Code using 21-D Non-Criminal Disposition Ticketing through amendment of current City Ordinance 1.16.010.

Inspectional Services Building Division

Description: The Inspectional Services Building Division is responsible for ensuring the homes and buildings that residents, the general public, and the business community occupy and frequent on a daily basis meet or exceed building codes, sanitary codes and life safety requirements. Enhance public safety by enforcing--through inspection and licensing --State and City laws regulating the physical operation of businesses, and ensure that hazardous conditions that pose an imminent threat to the public are corrected.

Fiscal Year Goals

Issue a minimum of eight hundred (800) Section 106 life and safety certificates.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of Section 106 life and safety certificates issued	765	667	800

Resolve at least half of all complaints within 90 business days.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Percentage of complaints resolved within 90 days	53.2%	58.2%	50%

Issue at least 90% of permits within 14 days.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization, Job Creation

Measures	Actual FY09	Proj. FY10	Goal FY11
Percentage of permits issued within 14 days	85%	95%	90%

Perform an average of 130 inspections per full-time inspector.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of average monthly inspections per inspector	139	143	130
Number of average monthly inspections per zoning inspector	186	191	191

Perform at least 40 joint building and housing inspections.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Action Steps:

1. Increase regularly scheduled zoning street sweeps of targeted neighborhoods or streets to an every Saturday schedule for quality of life issues that include: anti-blight enforcement, zoning and city ordinance violations, sanitary code, and general building code violations.

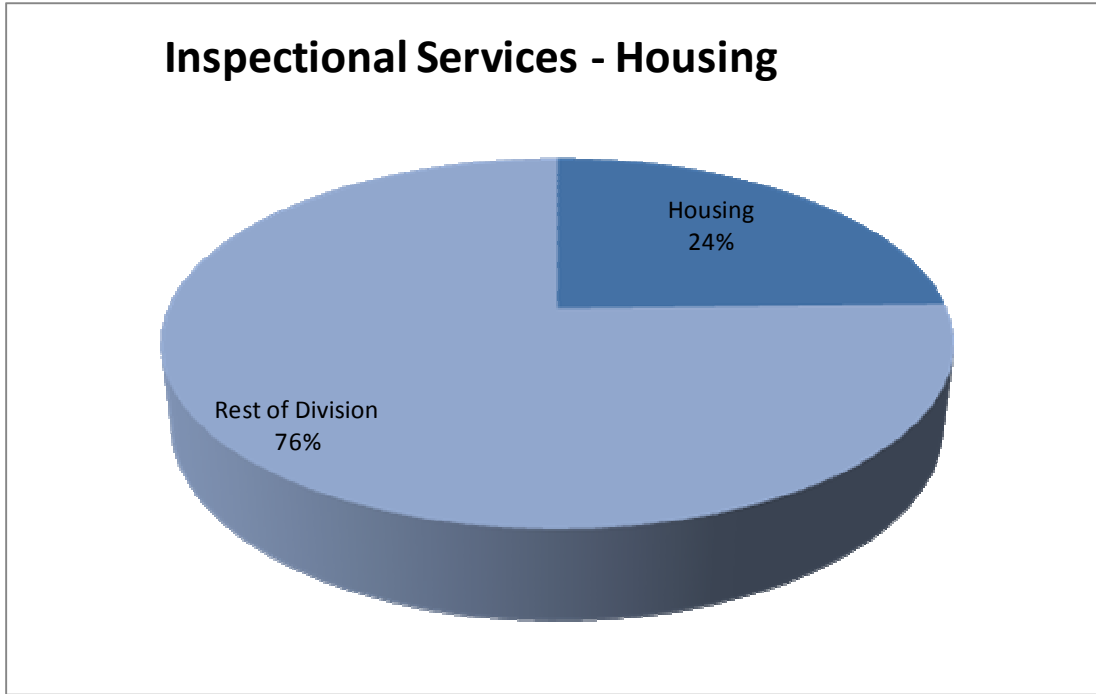
Measures	Actual FY09	Proj. FY10	Goal FY11
Number of joint housing and building inspections	N/A	N/A	40

Increase total building, electrical, plumbing and gas tickets by 10%.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Percentage increase in building, electrical, plumbing, and gas tickets	N/A	N/A	10%

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	429,860	535,202	544,770	9,568	1.8%
OTPS	281,608	290,800	290,800	0	0.0%
Total General Fund	711,468	826,002	835,570	9,568	1.2%

Department Personnel (FTEs)	Actual FY09	Approp. FY10	Budget FY11	Variance FY10-FY11
Inspectional Services - Housing Division	18.9	13.9	13.5	(0.40)

Inspectional Services Housing Division

Description: The Inspectional Services Housing Division responds to issues such as housing violations, absence of heat, 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. The programs successful operation is essential to improving the quality of Springfield's housing stock and to addressing neighborhood quality of life issues.

Fiscal Year Goals

Document 25% of violations through proactive deployment.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
percentage of violations found through proactive deployment	27.0%	35.2%	30%

Respond to at least half of all complaints within 10 business days.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Percentage of complaints responded to within 10 business days	52.6%	65.4%	50%
Percentage of emergency complaints responded to within 1 business day	70.9%	73.3%	100%

Resolve 50% of violations within 70 days.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Percentage of violations resolved within 70 days	48.1%	52.7%	50%

Maintain at least 50 inspections per week per full-time inspector.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Average weekly inspections per inspector	57	54	50

Provide at least 4 trainings for housing inspectors.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Training sessions provided for inspectors	N/A	N/A	4

General Fund Budget by Category

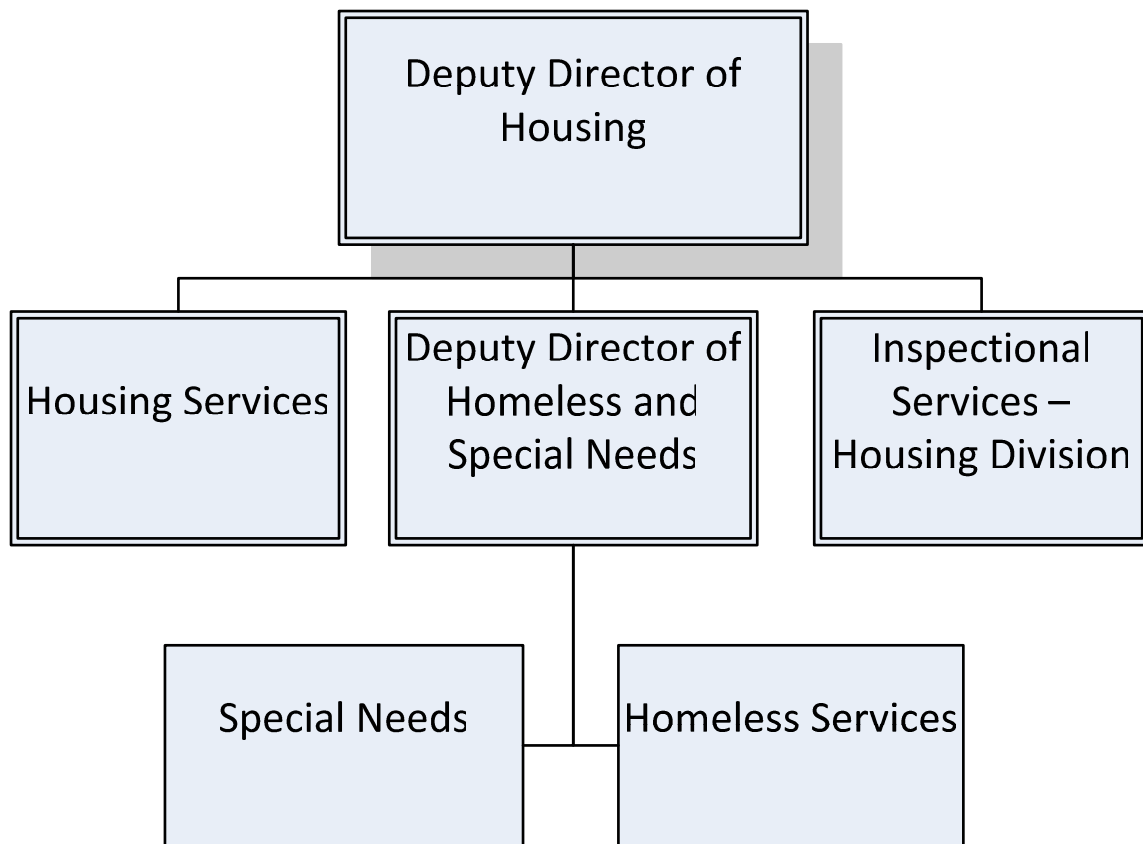
Inspectional Services— Building	Actual FY09	Approp. FY09	Budget FY10	Variance FY09-FY10	Percent Change
Personnel Services	1,135,388	1,233,805	1,275,946	42,141	3.4%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	18,305	18,550	20,280	1,730	9.3%
Supplies & Materials	24,032	31,700	31,700	0	0.0%
Intergovernmental	8,043	9,000	9,000	0	0.0%
Other Charges & Expenditures	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	1,185,769	1,293,055	1,336,926	25,517	2.0%

Inspectional Services—Housing	Actual FY09	Approp FY10	Budget FY11	Variance FY10- FY11	Percent Change
Personnel Services	429,860	535,202	544,770	9,568	1.8%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	178,781	154,600	154,600	0	0.0%
Supplies and Materials	15,424	24,200	24,200	0	0.0%
Intergovernmental	85,432	110,000	110,000	0	0.0%
Other Charges and Expenses	1,971	2,000	2,000	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	711,468	826,002	835,570	9,568	1.2%

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10- FY11	Percent Change
Personnel Services	1,565,248	1,769,007	1,820,715	51,708	2.9%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	197,086	173,150	174,880	1,730	1.0%
Supplies and Materials	39,456	55,900	55,900	0	0.0%
Intergovernmental	93,475	119,000	119,000	0	0.0%
Other Charges and Expenses	1,971	2,000	2,000	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	1,897,237	2,119,057	2,172,495	53,438	2.5%

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Office of Housing Services



Mission Statement

Increase the availability of safe and affordable housing for all Springfield residents and improve the quality of life in Springfield neighborhoods.

Office of Housing Department Summary

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 \$8 million dollars.

Fiscal Year 2010 Highlights

Will complete 5-year Consolidated Plan, which will plan for spending of federal HUD funds for fiscal years 2011-2016.

Worked with Mayor's Office to advance the Buy Springfield Now initiative, a collaboration with lenders, realtors, retail providers and local non-profit agencies to market homeownership opportunities in the City of Springfield and create incentives for homebuyers to purchase and live in the City.

Obtained \$3.5 million in federal and state Neighborhood Stabilization Program (NSP) funds, which are targeted for rehabilitation, redevelopment and demolition of vacant and abandoned residential properties in Old Hill, Six Corners, the South End, and lower Forest Park.

Undertook numerous neighborhood revitalization projects, including demolition of 6 properties, with 5 others scheduled.

Completed the clean and lien of 249 residential properties, rehabilitation/redevelopment of 12 vacant or abandoned residential properties, and the sale of 56 residential properties acquired by the city through tax title.

Initiated Homeowner Emergency Repair Program, which provides forgivable deferred payment loans to City homeowners with emergency home repair needs.

Improved existing Residential Receivership Program by creating a funding pool for receivers to use for emergency property repairs costing between \$5,000 and \$25,000. This program fills in an existing gap in funding: MBHP will fund Receivers for repairs up to \$5,000, and MHIC will fund Receivers for repairs to multi-family residential properties where the cost is at least \$25,000. This program enables the City to keep properties occupied, when the need for emergency repairs or lack of fuel for heat would otherwise cause condemnation.

Worked with Winn Development to successfully redevelop and reduce density at Longhill Gardens condominiums, a severely distressed multi-family property in Forest Park. Additional multi-family property redevelopment includes funding to First Resource Development Company for redevelopment of Worthington Commons and to Flores Development LLC for redevelopment of Villa Borinquen/Memorial Square Apartments.

Initiated HomeSavers Program, which provides forgivable deferred payment loans of up to \$5,000 to City homeowners facing foreclosure, where the loan is part of a comprehensive plan to assist the homeowner to avoid foreclosure.

Obtained \$1.7 million in federal Homelessness Prevention and Rapid Rehousing Program (HPRP) funds, and with this funding, created new systems for families and individuals who are homeless or about to become homeless, to get them stabilized in housing as quickly as possible.

Through targeted homelessness initiatives, including a collaboration with the Springfield Housing Authority, reduced street homelessness in Springfield by 16 percent and overall homelessness among single individuals by 5 percent. Since initiation of the City's ten-year plan to end homelessness, the City has reduced street homelessness in Springfield by 69 percent and overall homelessness among single individuals by 22 percent.

Worked with Friends of the Homeless and multiple state, federal and private sector partners to create the Homeless Resource Center, a one-stop 24/7 facility to assist people who become homeless to quickly access the services and supports they need to become stably housed.

Organized the third annual Project Homeless Connect, which mobilized 80 agencies, 600 volunteers, 20 faith communities, and 20 corporate donors to provide one-day, one-stop access to resources to over 1,000 people who are at risk of or are experiencing homelessness.

Partnered with neighboring communities to create and obtain funding for the Western Massachusetts Network to End Homelessness, a regional approach to addressing the needs of individuals and families that become homeless.

Risks and Challenges for Fiscal Year 2011

The continuing high rate of foreclosures and vacant/abandoned properties continues to be a major challenge for OHS. The foreclosure rate coupled with an expanding tax title portfolio and a recessionary real estate market will require a large majority of OHS resources.

Aged housing stock—both multi-family and single family housing—with high maintenance and repair needs, as well as need for lead abatement.

Threat of out-of-area investors purchasing distressed housing and not adequately maintaining it.

Increasing levels of family homelessness.

Concentration of very-low-income households in core City neighborhoods.

New federal grants (NSP and HPRP), with accompanying needs for sub-recipient monitoring and grant reporting.

Strategic Decisions for Fiscal Year 2011

Key priorities for Fiscal Year 2011 include addressing distressed housing and neighborhoods, increasing homeownership, and responding to increased family homelessness.

Neighborhood stabilization efforts should be concentrated primarily in the Old Hill and South End neighborhoods, and NeighborhoodStat should be used as a multi-department tool to track neighborhood conditions.

The Office of Housing needs to continue to work toward an overall long-term housing strategy which incorporates its response to distressed housing and homelessness with fair housing and balanced housing concerns.

The Office of Housing must focus efforts internally, especially with regard to grant compliance and monitoring for all eight federal grants it administers.

Fiscal Year 2011 Goals

End homelessness in Springfield by 2017.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Job Creation, Financial Management, Public Safety

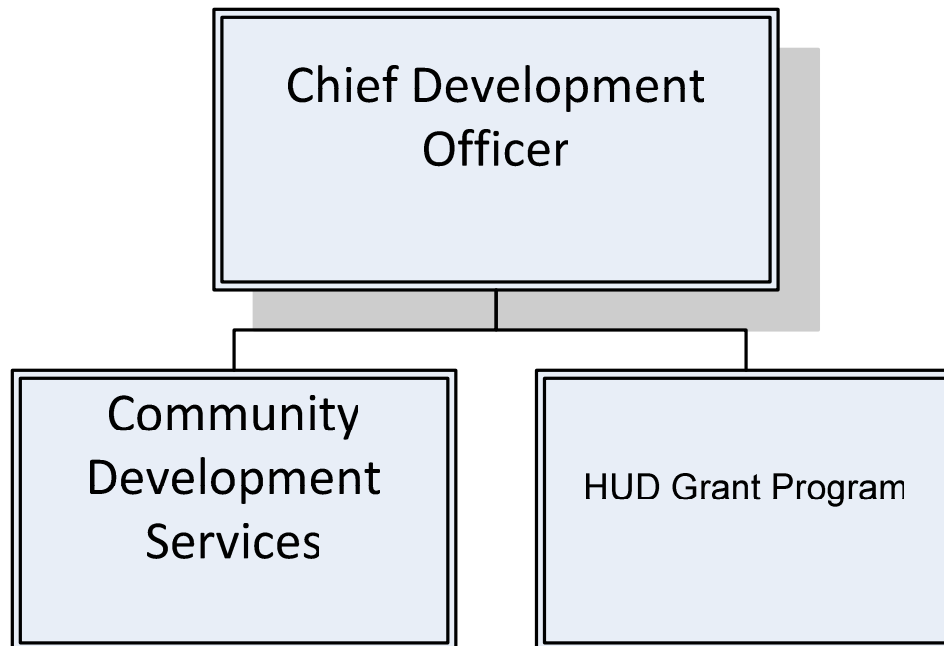
Measures	Actual FY09	Proj. FY10	FY11 Goal
Homebuyer Education	N/A	N/A	120 households
Downpayment assistance, \$2500, first-time homebuyers	N/A	N/A	100 households
Downpayment assistance, \$5000, for target neighborhoods	N/A	N/A	36 households
Homeowner Emergency Repair program	N/A	N/A	15 housing units
Heating system/energy efficiency for existing homeowners	N/A	N/A	1,200 housing units
Evaluation/elimination of lead paint hazards	N/A	N/A	150 housing units
Multi-family rental unit rehabilitation	N/A	N/A	50 housing units
Infill Rehabilitation/Redevelopment, for homeownership	N/A	N/A	10 housing units
Foreclosure Prevention/HomeSavers	N/A	N/A	20 households
Receivership of Abandoned Buildings	N/A	N/A	15 housing units
Acquisition/Disposition of tax-title properties	N/A	N/A	75 housing units
Demolition of distressed housing units	N/A	N/A	30 housing units
Graffiti Removal	N/A	N/A	100 businesses
Mural/Mosaic	N/A	N/A	1
Homelessness prevention	N/A	N/A	500 households
Creation of supportive housing units	N/A	N/A	32 housing units
Funding of emergency shelter beds	N/A	N/A	160 year-round beds

General Fund Budget by Category

Operating Budget	Actual FY09	Approp. FY10	Budget FY11	Variance FY10-FY11	Percent Change
Salaries	0	0	0	0	0.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	0	0	0	0	0.0%
Supplies & Materials	0	0	0	0	0.0%
Intergovernmental	0	0	0	0	0.0%
Other Charges & Expenditures	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	0	0	0	0	0.0%

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Community Development



Mission Statement

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.

Community Development Department Summary

The Office of Community Development (CD) 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, CD employees review documentation and reports to ensure that specific project, public service, economic development, redevelopment, housing, and homeless service goals are met and/or exceeded.

Additionally, CD employees review requests for reimbursements and/or payments to agencies, contractors and homeowners, schedule payment of such requests, and disburse the grant funds to the agencies, contractors, and/or homeowners in compliance with strict funding agency requirements.

Fiscal Year 2010 Highlights

Increased citizen and stakeholder participation in planning process of HUD entitlement funding.

Successfully turned over 85 percent of reimbursement requests within 30 days.

Served at least 4,596 Springfield residents through public service programs, at least 51 percent of whom are low or moderate income persons.

Risks and Challenges for Fiscal Year 2011

Adhering to the City's new procurement procedures while complying with HUD's expectations for reporting, allocation and disbursements.

Strategic Decisions for Fiscal Year 2011

Increase community involvement in how best to expend CDBG funds and invite the involvement of Community Based Development Organizations (CBDO's).

Grant Administration

Description - This program is responsible for the oversight of existing grants, assuring timely financial and compliance reporting, tracking grant funded positions, and ensuring proper application and closing of grants. Effectively serve as many people and households as possible, as outlined in the City's 5-year goals.

Fiscal Year Goals

Review the frequency and timing of grant payments

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Produce monthly reviews of budget-to-actual grant funds and grant-funded positions for each department

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of timely grant payments	N/A	N/A	80%

Multi-Year Goals

Create a comprehensive review system for grants to improve transparency and accountability for programs that receive CDBG funding.

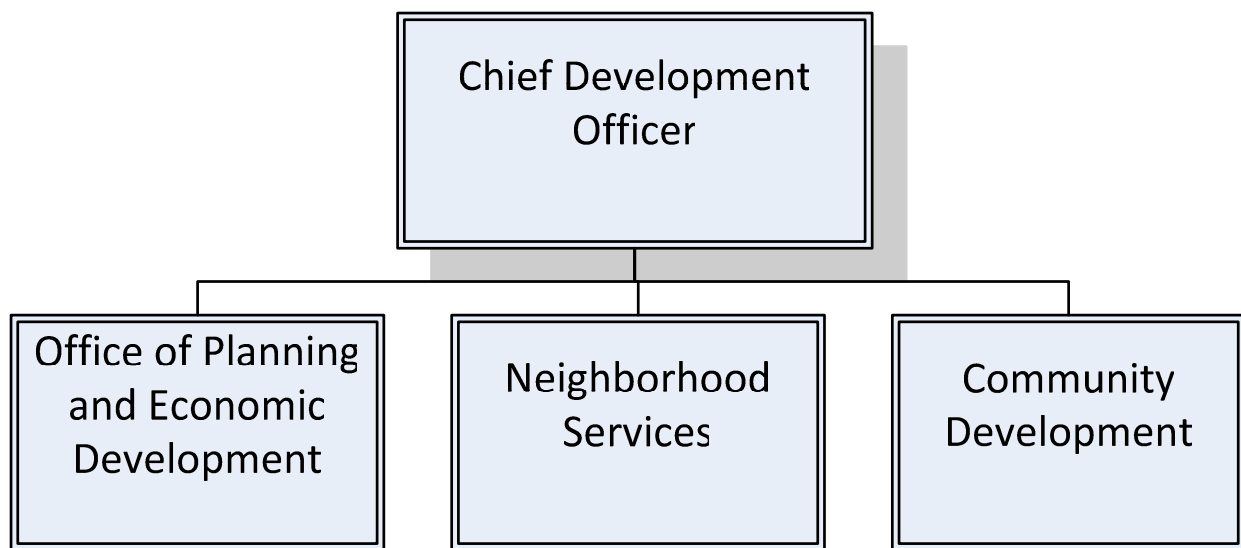
Improve tracking of grant funds and positions.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp. FY10	Budget FY11	Variance FY10-FY11	Percent Change
Salaries	0	0	0	0	0.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	0	0		0	0.0%
Supplies & Materials	0	0	0	0	0.0%
Intergovernmental	0	0	0	0	0.0%
Other Charges & Expenditures	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	0	0	0	0	0.0%

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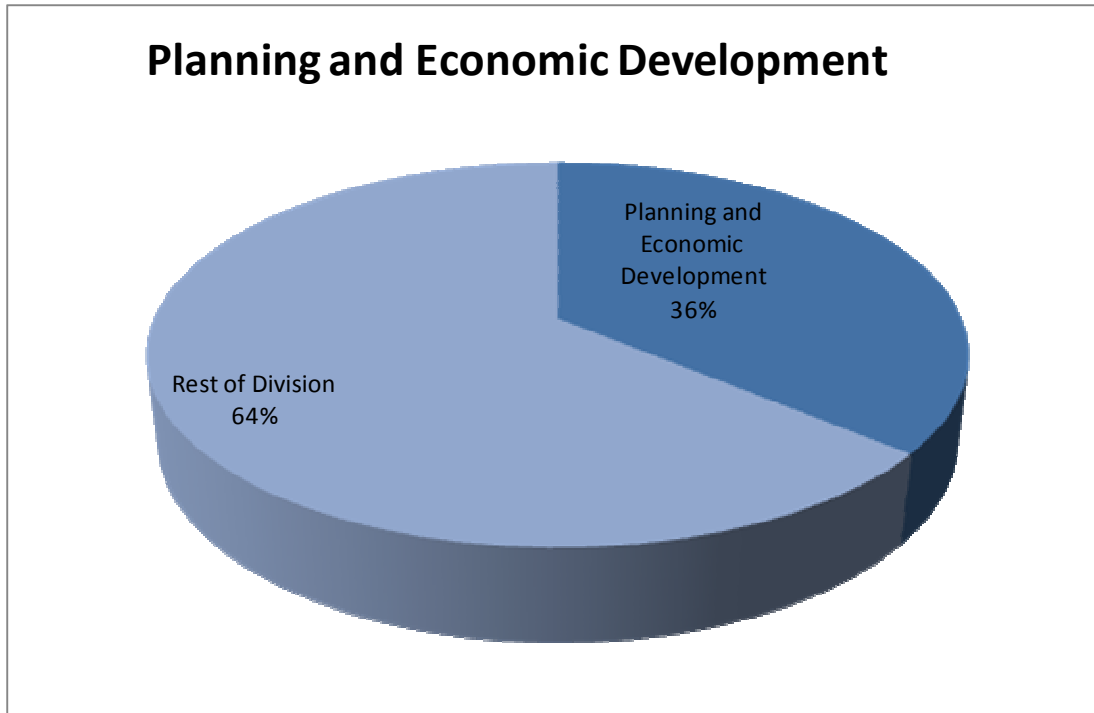
Planning & Economic Development



Mission Statement

Provide community planning services and manage programs and projects that fulfill the immediate physical, economic, and environmental needs of the city, and to assist in the development of the City's long-term vision for physical, environmental, economic, and community development.

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	666,893	781,971	781,812	(159)	0.0%
OTPS	266,284	213,350	444,130	230,780	108.2%
Total General Fund	933,177	995,321	1,225,942	230,621	23.2%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Planning and Economic Development	14.0	13.6	13.0	-0.6

Planning & Economic Development Department Summary

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.

Fiscal Year 2010 Highlights

MassDevelopment has acquired the property at 1550 Main Street (former Federal Building) and is redeveloping the site as a public/private commercial center.

Acquisition of the former Asylum Building at 1592 Main Street and beginning the process of selective demolition and redevelopment as a commercial office and potential public market.

Started construction of South End Main Street improvements.

Securing a state MORE Jobs grant for Armory Street improvements in conjunction with Liberty Mutual relocating to the STCC Technology Park. Improvements nearing completion.

Completed South End Urban Renewal amendment.

Continued implementation of the South End Neighborhood Revitalization Plan.

Environmental remediation, site grading and improvements of Gemini Site on Central/Morris/Main Streets. Future plans for redevelopment included in South End Revitalization Plan.

Secured an EPA Brownfields Cleanup Loan through the Pioneer Valley Planning Commission for the demolition and remediation of 121 Pinevale Street which is now complete.

University of Massachusetts Urban Design Center to be located downtown at 3-7 Elm Street.

Public Draft of Re-zoning Modernization project submitted to City Council for adoption.

Relocation of Visitors Center to Basketball Hall of Fame.

Completion of a Tax Increment Financing plan in coordination with the redevelopment of 60 Congress Street.

Attracted over 240 developers and real estate professionals to the 2009 Developers Conference at the MassMutual Center in October 2009.

Participated in the creation and initial programmatic funding for a new non-profit development entity, DevelopSpringfield.

Reestablished a full-time Natural Resource Manager to administer conservation issues citywide.

Negotiated \$1,000,000 sale of 14-acre property in the Springfield Smith & Wesson Industrial Park to F.W. Webb. Construction to begin in Spring 2010.

Established new business assistance programs – Neighborhood Storefront Improvement Program and Small Business Loan Program - funded via Community Development Block Grants.

Risks and Challenges for Fiscal Year 2011

Given the local and regional economic conditions, there is an on-going challenge to secure sufficient resources to satisfy economic need, achieve sustainable growth, and facilitate development.

Strategic Decisions for Fiscal Year 2011

OPED will continue to develop policies, strategies and plans for the city, as well as implement target development projects and programs, as outlined by the 2007 Urban Land Institute report, which will be complimented by an economic growth initiative developed in collaboration with local and regional partners.

OPED will work to attract and retain desirable businesses, development and other economic and job creating stimulus to Springfield using the best business practices and accessing all facets of local, state and federal tools.

Fiscal Year 2011 Goals

Through an efficient review process, ensure that the City Council and Historical Commission receives recommendations/information for all special permits, zone changes and historic applications before the hearing dates at which these applications are voted on.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of formal special permit applications for which recommendations were provided to the City Council before the next scheduled hearing date	100%	100%	100%
Percent of zone change applications for which recommendations were provided to the City Council before the next scheduled hearing date following the applicable Planning Board meeting	100%	100%	100%
Percent of historic applications reviewed and processed to the Historical Commission before the next scheduled hearing date	100%	100%	100%

Increase new growth by 10 percent.

Citywide Strategic Priority Supported: Financial Management, Neighborhood Revitalization, Job Creation

Measures	Actual FY09	Proj. FY10	Goal FY11
New Growth	\$5,735,227	TBD	TBD
New Construction	\$61,869,655	\$50,464,892	\$55,511,381

Reduce vacant store fronts by 20 percent.

Citywide Strategic Priority Supported: Job Creation, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of vacant store fronts	N/A	TBD	TBD

Hold eight business forums.

Citywide Strategic Priority Supported: Job Creation, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of business forums	N/A	N/A	8

Visit an average of five businesses each week.

Citywide Strategic Priority Supported: Job Creation, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Average number of weekly business visits	N/A	N/A	5

Encourage and assist a hundred businesses to become green-seal certified.

Citywide Strategic Priority Supported: Job Creation, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of businesses that are green seal-certified	N/A	N/A	100

Hold quarterly green energy seminars.

Citywide Strategic Priority Supported: Job Creation, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of green energy seminars held	N/A	N/A	4
Number of attendees to green energy seminars	N/A	N/A	200

Multi-Year Goals

Create a 5-year Master Plan for citywide economic development.

Continue efforts to redevelop the former Chapman Valve site, as well as Court Square, the former Zanetti Elementary School, former Chestnut Middle School, and Old First Church.

Develop and implement a marketing strategy for the City.

Work closely with our economic development partners to design a comprehensive workforce development plan.

General Fund Budget by Category

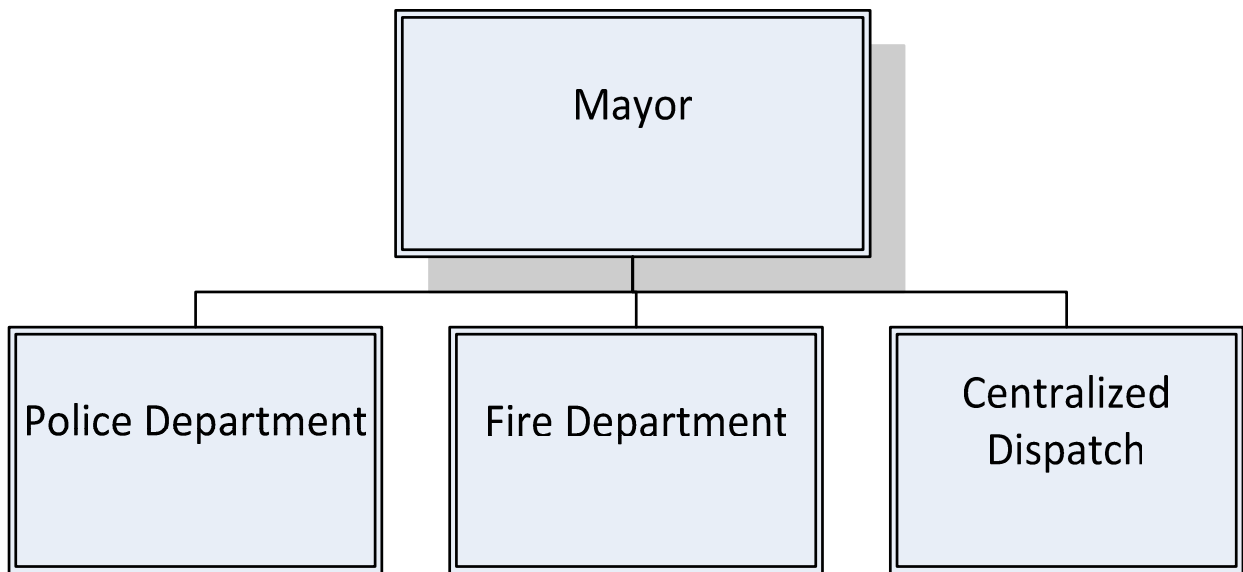
Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	666,893	781,971	781,812	(159)	0.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	258,159	205,650	436,230	230,580	112.1%
Supplies and Materials	6,304	6,700	6,725	25	0.4%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	1,821	1,000	1,175	175	17.5%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	933,177	995,321	1,225,942	230,621	23.2%

Section 7

Public Safety Division

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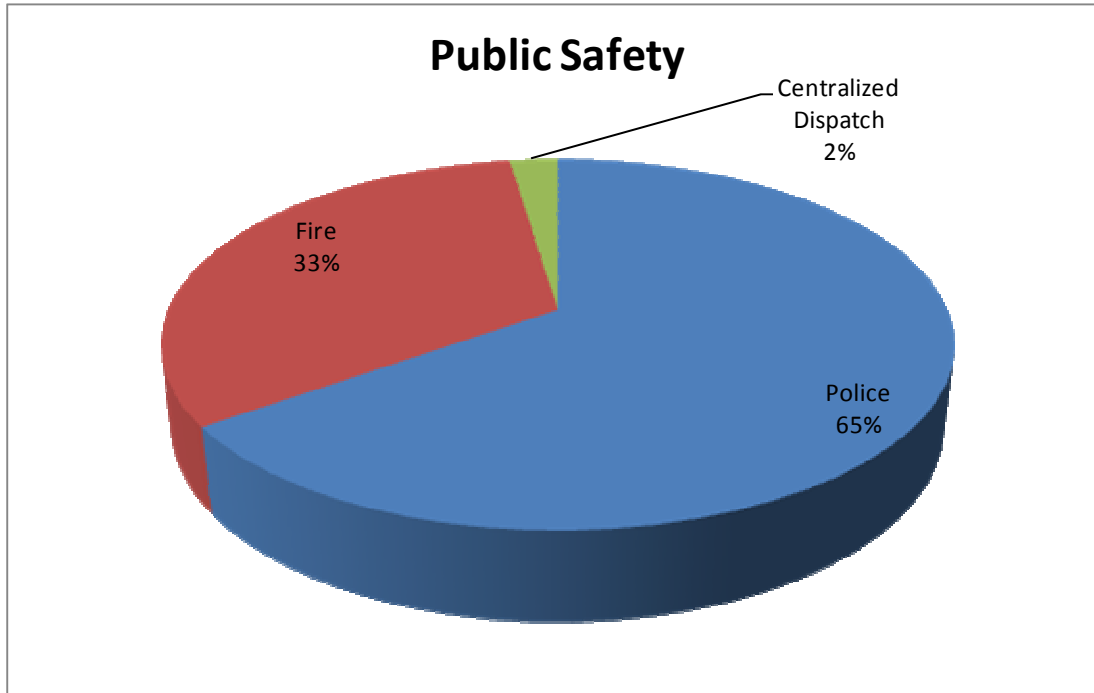
Public Safety



Mission Statement

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

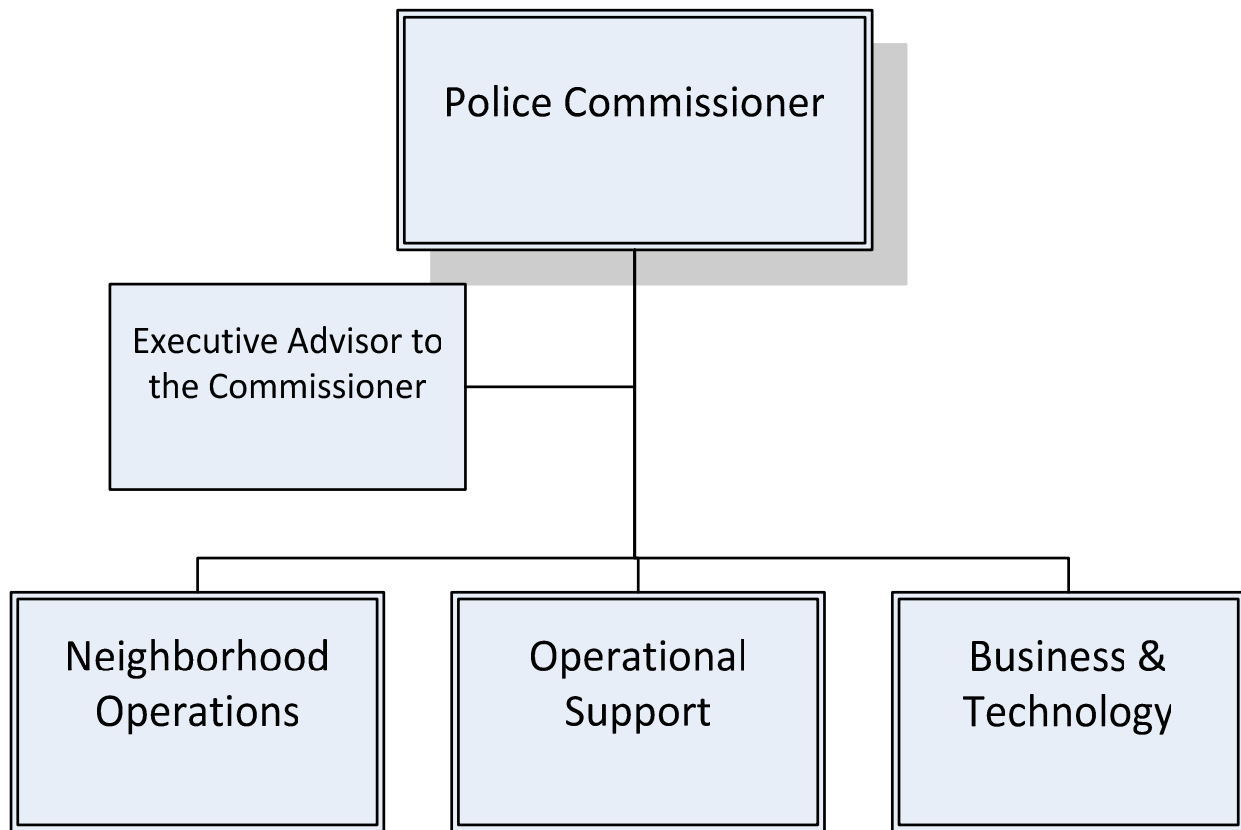
Budget Overview



Division Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Police	35,942,664	37,212,460	37,588,876	376,416	1.0%
Fire	19,437,072	19,127,618	18,826,373	(301,245)	-1.6%
Centralized Dispatch	0	1,507,795	1,351,419	(156,376)	-10.4%
Total Division	55,379,736	57,847,873	57,766,668	(81,205)	-0.1%

Division Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Police	583.0	537.0	537.0	0.00
Fire	291.0	262.0	264.0	2.00
Centralized Dispatch	0.0	43.0	43.0	0.00
Total FTE's	874.0	842.0	844.0	2.00

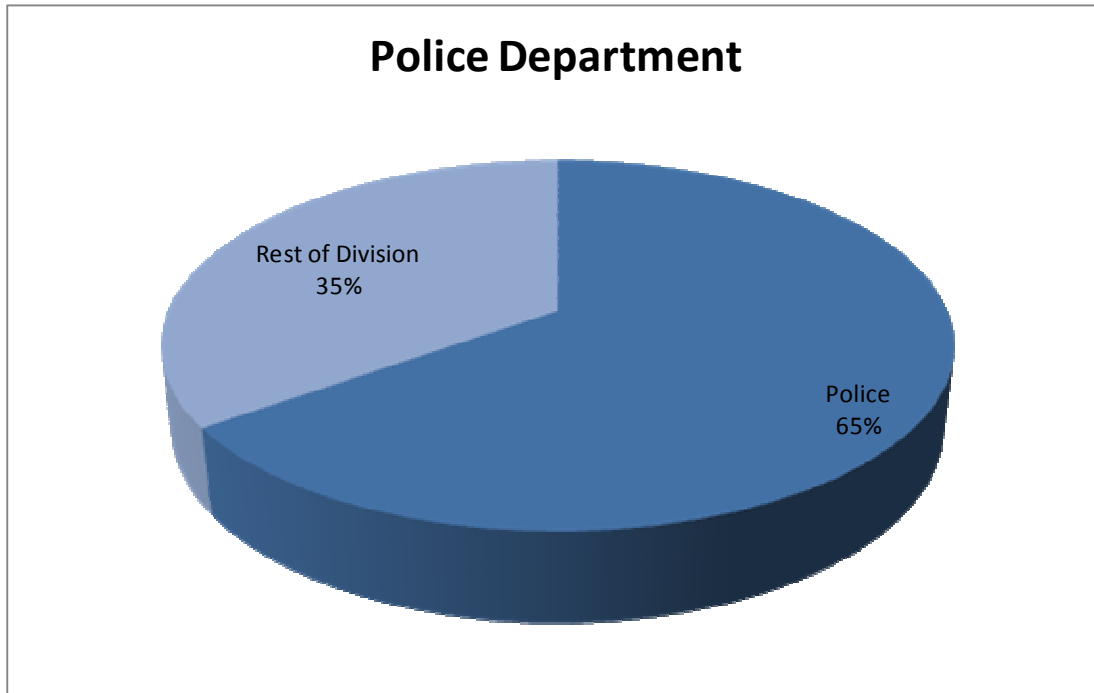
Police Department



Mission Statement

The Springfield Police Department is dedicated to providing public safety while working to take the measures necessary to enhance the quality of life. To work with all segments of the community to develop strategies which will promote the safety of the citizens of Springfield, and establish partnerships between the public and the police in order to enhance law enforcement and preserve the public peace.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	34,465,596	35,233,446	35,597,113	363,667	1.0%
OTPS	1,477,068	1,979,014	1,991,763	12,749	0.6%
Total General Fund	35,942,664	37,212,460	37,588,876	376,416	1.0%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Police	583.0	537.0	537.0	0.0

Police Department Summary

The Springfield Police Department has been working under a neighborhood-based, problem-oriented, data-driven strategy that focuses on the sensitive needs and quality-of-life issues particular to our cities unique neighborhoods. These concepts have been the basic building-blocks of the Department's organizational structure and policing strategy. While each neighborhood has different issues and list their own priorities differently, the Police Department is equipped to respond to all their concerns in a timely and effective manner.

The department is structured by divisions: They are Patrol, Investigative and Support Divisions and are commanded by the four Deputy Chiefs. Three Deputy Chiefs have command of the Neighborhood Sectors as well as having secondary duties, including supervision over the Support Division. The Deputies have 24 hour a day responsibility over their assigned neighborhoods. Consistent with the Department's focus on neighborhoods, the Deputy Chief of Police of the Investigative Division, which also oversees support units, deploys officers to various neighborhood sectors in partnership with neighborhood-based officers to cooperatively address crime trends.

The SPD holds weekly crime meetings facilitated by the Police Commissioner and his command staff. Crime meetings are attended by the commanding officer of each division, bureau captains, and representatives from the squads, as well as the Communications Center and Crime Analysis Unit. During these meetings, reports that are compiled by the Crime Analysis Unit about crime and quality-of-life issues are reviewed. Crime trends, patterns and past deployment strategies are reviewed and deployment plans are adjusted. Changes are made in accordance with the available data and the collective knowledge of the supervisors involved. This ongoing process is the heart of intelligence-led policing; future deployments and strategic responses are developed, evaluated and adjusted continually.

Fiscal Year 2010 Highlights

The Police Department in Fiscal Year 2010 continued and refined the neighborhood-based policing Concept. An Ordinance Unit was created targeting the quality-of-life issues that affect the City's neighborhoods. This unit was increased in size to nine. This allows for an officer being assigned to each of the police sectors, these officers also helped support hot spot enforcement driven by crime data. Highlights of these efforts included enhanced enforcement and attention to quality-of-life issues within neighborhoods, a tripling of city ordinance violations being issued, Piaggio deployments and Mountain Bike details supplemented Park and Walk details increasing direct community interaction citywide, and consistent and involved presence at Sector beat management meetings

The department continued its centralization of its human resource and payroll functions with the implementation of TeleStaff. TeleStaff is a software application that centralizes all unit rosters, records daily time and attendance, and interfaces with Munis for weekly payroll processing. TeleStaff is currently utilized for overtime deployments aiding the Department in creating a "Fair and Equitable" system for Officers to obtain overtime assignments. The system has also replaced the old payroll system for tracking weekly expenditures and overtime deployments.

Risks and Challenges for Fiscal Year 2011

Continue to seek additional funding and resources to support the improvement of the department's infrastructure.

Develop the Computer-Aided Dispatch (CAD) system reporting to meet the needs of the Springfield Police Department

Continue coordinating training within the Police Department on new and existing applications.

Strategic Decisions for Fiscal Year 2011

Continue to enhance the Quality of Life for each and every citizen.

Improve Community Partnerships by continuing Beat Management meetings in each Sector and increase responsiveness to neighborhood complaints.

Continue implementation of Consolidated Dispatch for the Police and Fire Departments.

Continue the successful oversight, coordination and administration, including compliance with, and adherence to, all Massachusetts Police Training, certificates and requirements.

Continue implementation of technology and other management information systems to improve Administrative and Policing Operations.

Increase the percentage of minority representation in the Police Department in both civilian and sworn positions and in promotions.

Identify and pursue Grant opportunities in areas of identified Strategic importance to the Department.

Enhance the agenda of the weekly senior staff meetings by continuing to employ and expand the seven guiding principles of DDACTS: Data Collection, Data Analysis, Community Partnerships, Strategic Operations, Information Sharing and Outreach, Program and Monitoring and Measuring Outcomes.

Continue to lead the Springfield Police Department through Crime Analysis, Intelligence Led Policing and collaboration with Federal and State Law Enforcement Agencies, continue to identify emerging crime patterns, apprehend criminals and deter crime. The Department will continue to concentrate on Gang Suppression and Intervention in the area of organized Posses and Gang Recruitment.

Above all, the Department will strive to maintain the safety of each Springfield Police Officer and the Citizens that they protect.

Police Department

Description: The department is structured by divisions. They are Patrol, Investigative and Support Divisions and are commanded by the four Deputy Chiefs.

Service Goals

Continue to enhance the Quality of Life for each and every citizen.

Citywide Strategic Priorities Supported: Public Safety

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Violent Crime rate per 1,000 pop.	11.868	12.837	12.530	12.412
Property Crime rate per 1,000 pop.	47.796	56.650	54.000	52.815

Patrol Operations

Description: Police Officers assigned to the uniformed divisions of the Department are on-patrol twenty-four hours a day, 7 days a week, 365 days a year. Officers are assigned to three squads covering midnight to 8am, 8am to 4pm and 4pm to midnight. These squad officers patrol the City's neighborhood sectors and respond to 911 calls for emergency service, perform routine patrols, conduct traffic enforcement, and perform preventive and high-visibility patrols around identified crime hot spots. Officers in these divisions 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.

A Deputy Chief of Police has around-the-clock responsibility for each of the neighborhood sectors assigned to him. Deputies are visible at community and team meetings, as well as, business meetings and other events in their assigned neighborhoods. The Deputies, through intelligence-led policing strategies shared with Captain-level watch commanders, coordinate strategies for their respective areas.

Uniformed personnel cover station house responsibilities such as: guarding detainees in the municipal lockup, addressing community questions and complaints, taking reports, and maintaining and dispensing equipment to patrol officers.

The program goals of the neighborhood sectors are to provide police presence in neighborhoods and quickly, as well as effectively respond to community calls for service. The Springfield Police Department's intelligence-led policing methods will continue to engage in collaborative problem solving initiatives with the public in order to reduce crime, the fear of crime, disorder. It will also provide safety, and improve the quality-of-life in Springfield.

Service Goals

Continue to enhance the Quality of Life for each and every citizen.

Citywide Strategic Priorities Supported: Public Safety

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Calls for Service	186,882	188,206	173,035	182,708
Number of Reports Taken	20,559	20,593	19,330	20,161
Number of Alarm Calls	16,694	16,176	14,736	15,869
Number of Adult Arrests	5,785	5,308	5,093	5,395
Number of DPR + P&W Deployments	15,428	20,069	15,031	16,843
Number of DPR's	11,046	18,062	11,425	13,511
Number of Park and Walks	4,402	2,007	3,606	3,338
Average Response Time Priority 1 Calls	6.06	6.21	6.03	6.00

Investigative Division

Description: The Investigative Division is under the command of a Deputy Chief of Police and coordinates activities in accordance with the strategies developed through the intelligence-led police methodology. Strategic, tactical and quality-of-life needs of the City as a whole and the neighborhood sectors are taken into account. The Deputy relies on the exchange of information from formal meetings, direct contact with residents, and informal conversations and observations had throughout the day. The Deputy oversees three bureaus: Detective Bureau, Strategic Impact (Incorporating Vice-Narcotics and Officers assigned to State and Federal Task Force Units), Juvenile/ Family Services & Special Victims/Domestic Violence Unit. Each of the three units is commanded by a Police Captain.

Detective Bureau

The Detective Bureau provides services related to criminal investigation, identification and Crime Scene processing. All Part 1 Offenses (committed by adults) with the exception of Rape are investigated by the Bureau. These include Murder (regardless of age), Robbery, Gun Robberies, Aggravated Assault, Gun Assaults, Burglary, Larceny and Motor Vehicle Theft. The bureau also investigates Part 2 Crimes. The Bureau works in conjunction with the District Attorney's Office in the preparation and prosecution of criminal cases.

The Detective Bureau is divided into specialty units, among them are Major Crimes (Homicide, Assault, Robbery), Auto Theft, Crime Scene Identification, Arson and the newly formed Gang Intelligence Unit. All detectives assigned to the Bureau are also assigned to a specific patrol district and are responsible for the investigation of violent crimes or other serious in nature, knowing that crimes committed in the city relate directly to the quality-of-life perception of the residents. Bureau supervisors know this and use the Intelligence Led police method for identifying patterns and deploying officers. Supervisors in the Bureau attend the weekly crime meetings and coordinate deployment strategies with the Deputy Chiefs and other Bureau supervisors.

Service Goals

Continue to Investigate all crime reports and expand the use of the Intelligence Led Police Method for identifying patterns, tracking crime trends and using Solvability Factors (Elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for solution. Continue working with the Deputy Chiefs in their anti crime deployment strategies.

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Motor Vehicles (M/V) Stolen Investigations	1,107	886	863	875
Number of Breaking and Entering (B&E) Investigations	2,038	2,243	2,102	2,200
Number of Aggravated Assault Investigations	1,562	1,507	1,240	1,300
Number of Homicide Investigations	16	16	18	15

Juvenile and Family Services, and Student Support Unit

Description: The Juvenile and Family Service Unit is responsible for the investigation of crimes committed by youth less than seventeen years of age, as well as, any reports of runaway or missing youth and adult missing person reports. The Juvenile Division is also responsible for the booking and transportation (both to court and overnight detention) of all juvenile suspects placed under arrest. The Captain and supervisors of the Bureau attend the weekly crime meeting and use identified patterns and trends to deploy officers in coordinated efforts with the Deputy Chiefs and other Bureau supervisors.

The Student Support Unit

The Student Support Unit (SSU) (Quebec Team) is the Department's "Student Resource Officers" and is also part of this Juvenile Bureau they provide security and investigative services to the City's high schools, middle schools, and alternative schools. The Student Support Unit has increased its role interacting with city youth through mentoring programs and grant-based initiatives that will foster relationships in a pre-enforcement interaction, with the knowledge that issues revolving youth greatly affect the quality-of-life in Springfield.

Service Goals

The Juvenile Division will continue its investigation and booking responsibilities in 2010. The Juvenile Division will move toward the use of Solvability Factors (Elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for solution and will also broaden the rolls of the 12am-8am shift by expanding their investigatory abilities to include all sexual crimes including rape. This will lessen the caseload of overburdened 12am-8am Detective Bureau. Working closely with the Detective Bureau, the 12am-8am Juvenile Division detectives will be trained on the necessary investigatory tools required for sexual crimes.

The SSU will continue to focus on developing mutually beneficial relationships with the youth community. Intelligence Led Policing will be the main philosophy within the SSU so as to draw on and exploit the positive relationships with the youth community and those involved within the city's schools to provide optimal and efficient policing. The SSU will expand its problem solving roles within the schools and offer a more broadened approach with "problem mediation" intervention practices between rival juvenile groups.

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Juvenile Arrests	1,053	947	870	957
Number of Arrests in School	465	436	432	444
Number of Runaways/Missing Persons Reports	1,136	1,231	1,260	1,209

Special Victims Unit

Description: The Special Victims Unit (SVU) is responsible for the investigation of cases that are related to domestic abuse, rape and other sexual assaults, child abuse and neglect, and elder abuse. The SVU also assists other bureaus where specialized training is required. These detectives as well as the three civilian Domestic Violence specialists also assist victims and witness advocates when necessary. This unit comprises the City's only Domestic Violence assistance program and shows the Departments understanding of the importance of the issue and the dedication needed to help these victims. Investigations conducted by the SVU include numerous cases resulting from referrals from the District Attorney's office, as well as the Department of Children and Families (DCF). Springfield's Sex Offender Registry is also maintained by this unit and they are responsible for disseminating information related to Level 3 offenders to the public.

Service Goals

The SVU will work toward the use of Solvability Factors (Elements of information about a crime that are important to the successful conclusion of the case) to increase time spent on cases that have the potential for solution. The Unit will focus time on providing trainings using funds provided in the VAWA (Violence Against Woman's Act) Grant. This training will be for Law Enforcement Personnel as well as civilian service providers and the structuring of new partnerships with resources unused before Hair-dressers, Barbers or anyone that has close contact with individuals that might have abuse stories confided to them.

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Rape Investigations	142	146	145	140
Number of Domestic Investigations	2,950	3,250	3,450	3,100

Narcotics/Vice Control Division

Description: The Narcotics/Vice Control Division is responsible for the investigation of crimes involving the use, possession, sale, manufacturing, and transportation of controlled substances, including liquor and tobacco, as well as prescription and illegal narcotics. Crimes that fall under the category of commercialized vice, racketeering, loan sharking, illegal gaming and lotteries, prostitution, obscene materials and pornography are also investigated by this bureau. The Vice Control Division supports the efforts of the patrol force in the neighborhoods and work on issues such as narcotics and prostitution as an adjunct and supplemental staff. This unit has become instrumental in the effort to combat gang violence and the effect it has on City neighborhoods.

Service Goals

The Narcotics/Vice unit will increase the focus on low to mid level drug dealers (most gang or posse affiliated) as these individuals have been a major contributing factor in the City's street violence problems – including Assaults, Robberies, Gun Violence and Shots Fired calls.

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Prostitution Arrests	147	98	104	116
Number of Drug Arrests	1,425	1,113	949	1,162

Intelligence and Warrant Apprehension Units

Description: The Warrant Unit and the Intelligence Unit provide tactical and operational support and work in concert with the whole of the Springfield Police Department. The Springfield Police Warrant Apprehension Unit, in cooperation with the US Marshals Service Fugitive Task Force work regularly with other organizations to track and apprehend wanted persons. Records for 2009 indicate that the officers made in excess of 398 arrests, including Murder Warrants, Rape, Robbery and all other felony warrants as well as unregistered Sex Offenders. This law enforcement activity provides an invaluable service to the local community by taking wanted and many times dangerous people off of the streets, and to the court system by tracking down many of those people defaulting on their appearance dates which stops the court process and creates huge backlogs

Service Goals

The Springfield Police Warrant Apprehension Unit will be placing an emphasis on targeting the city's gang and posse members and is also working to decrease their criminal activity and help better the Quality of Life in these affected neighborhoods. The Unit will continue these valuable services to the community in the coming year and work to surpass this years achievements in arrest numbers.

Support Divisions

Description: The Department's Support Divisions supplement the work in the neighborhood sectors. The units in this division operate city-wide in response to needs expressed by the Commissioner and the Deputy Chiefs through the use of Intelligence-led Policing methodologies.

Street Crimes Unit

The Street Crimes Unit functions as quick response asset at the direction of the Police Commissioner and Deputy Chiefs to supplement anti crime efforts and safety concerns wherever needed. The Unit has placed emphasis on targeting the City's gang and posse members working to decrease their criminal activity and help better the Quality of Life in these affected neighborhoods. The Unit works with the Parole and Probation Departments in high risk warrant service. This unit also has the responsibility of tracking of gang members and gang affiliations, and serves the role of gang information gathering thus assisting the Command staff in deployment strategies.

Service Goals: The Street Crimes Unit will continue to target the City's gang and posse members working to decrease their criminal activity, will continue partnering with State and Federal Agencies, and continue placing emphasis on controlling violence around the City's schools. The Unit will respond as directed by the Commissioner and Deputy Chiefs to issues anywhere in the city.

New* - New tracking Measurements for Fiscal Year 2011

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Arrests made	N/A	N/A	N/A	New*
Number of Field Interviews Conducted	N/A	N/A	N/A	New*
Number of Special Deployments	N/A	N/A	N/A	New*

Traffic Bureau

Traffic bureau officers including the Motorcycle unit, safety cars, hit and run unit and the officers assigned to the serious accident fatality unit are assigned to deal with motor vehicle accidents and violations as their primary responsibilities. Officers of the unit are also called on to assist in high profile details – escorts, funerals, and parades as example. These officers patrol the whole city and also respond to assist the patrol division in calls crimes in progress and to emergency assists when ever needed.

Service Goals: The traffic Bureau will begin to focus more on high accident locations for targeting traffic law enforcement in an attempt to reduce accidents. Begin targeted patrols in areas designated as high crime, gang or drug areas assisting the Department's effort to reduce criminal activities. To continue with the aid of the Grant's Office to seek traffic enforcement grants to further enforcement strategies citywide.

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Motor Vehicle Violations	17,426	23,489	25,916	22,277
Number of Motor Vehicle Accidents	4,560	5,337	4,389	4,762
Number of Motor Vehicle Fatalities	6	7	7	7

Business and Technology

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

Service Goals

Crime Analysis: The goal of this division is to provide information and support to all members of the Police Department as well as enhance operations and quality-of-life on the job. The Unit also supports the public's request for information and looks to deliver those services in a timely and professional manner.

Radio Repair: Upgrade, Repair and Maintain the City's communications equipment adapt new technology, all for the better service to and protection of the city and its population.

Information Technology: Maintain and upgrade the Department's Computer and Dispatch systems keeping up with new technology and supporting the Department's efforts to serve the City.

Grants: Maintain and support current grant funding, look for new Funding sources using creative and dynamic ideas, reapply for recurring Grant funds, supporting the Department's efforts to fight crime and improve Quality of Life issues in the City.

Supply/Extra Details: Monitor, Equip and Supply the Department and it's members with materiel and equipment and to handle the Outside Overtime Detail requests assign officers, bill vendors and track payments.

The Springfield Police Department has continued to analyze its support services and where applicable the department will continue its civilianization process. In the past the department would have sworn officers perform administration functions and duties. Civilianization will actually create a position that will require a professional civilian with proper qualifications to be hired, thus creating additional jobs for the department. The sworn officer who held these positions are now redeployed back into the bureau increasing its sworn force and thus increasing public safety.

Professional Standards Division

Internal Investigative Unit

The Internal Investigation Unit is charged with investigating complaints against police department employees both sworn and civilian received from internal and/or external sources. The Unit currently consists of a lieutenant, three sergeants and an administrative assistant. The sworn personnel are responsible for the thorough investigation of departmental rules violations. Those violations could be purely administrative or involve alleged criminal activity. The investigations are fact finding missions and the investigators offer no opinions as to the validity of the complaint(s). The Unit is responsible to adhere to Civil Service Law and union contracts. The Unit works closely with the Springfield Law Department which is currently charged with the prosecution of cases deemed to require a hearing. The Unit is the central depository for all information concerning the discipline of department employees.

Service Goals

The Internal Investigation Unit plans to continue working toward making a better Springfield Police Department. The staff is working toward the goal of an early intervention system which would identify employees who are not performing in the best interest of the City of Springfield and the citizenry. The staff is planning on continuing in their tradition of thorough investigations and looking toward better technology to aid them.

Measures	Actual FY08	Actual FY09	Proj. FY10	Goal FY11
Number of Citizen Complaints Investigated	60	53	55	56
Number of P.I.E.'s Investigated	88	90	96	91
Number of SOs Investigated	49	32	39	50

Academy Training

The Police Academy recruits and trains new recruits during an intensive 22-week academy program that exceeds the mandatory Massachusetts Municipal Police Training Committee requirements. The Academy provides specialized trainings and retraining of department members as required by the Police Commissioner. The Academy also provides in-service training for all sworn personnel; this also exceeds the State's requirements. The Academy is responsible for the coordination of all trainings attended by department personnel and providing legal updates and important bulletins to Department members as needed. Maintain all department weapons and AEDs. Supervises Cadets through their three year apprenticeship. Maintains and supervises the range.

Service Goals

To insure the quality of training and that it meets or surpasses State and national Standards. Prepare for a new Recruit class. Ensure the Police Commissioner's direction is brought to the In Service classes

to further the department's drive to have a positive impact on the City and its citizens.

Court

The Court Unit works as the liaison with The Hampden County District, Superior and Juvenile Courts. The Unit processes court folders request complaints on arrests, request warrants on criminal investigations and prepares show cause hearings as needed. The unit also prosecutes cases in magistrate hearings and helps to secure police witnesses for prosecution.

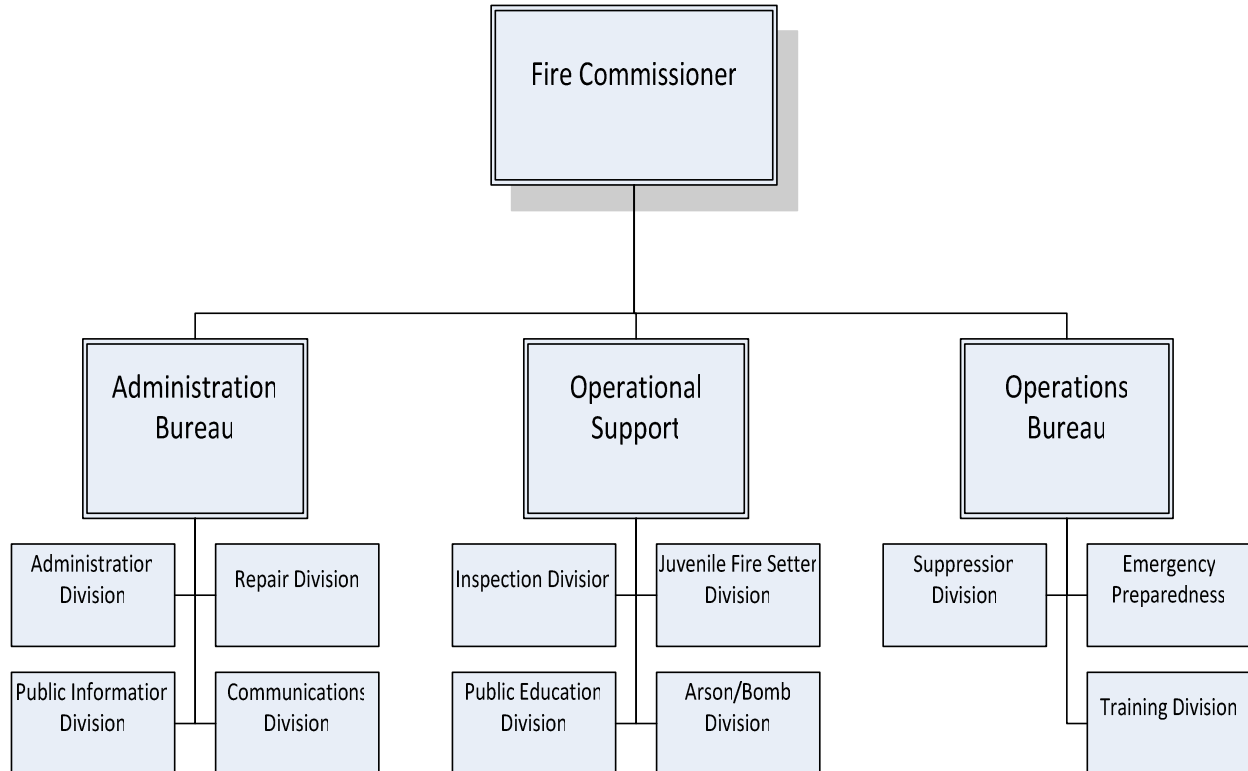
Service Goals

To continue to process court cases and assist the District Attorney's Office in criminal prosecutions. To work with the assigned A.D.A.s to reduce the Police witness subpoenas to only those necessary to successfully prosecute all cases, assisting the Department in reducing court overtime expenses.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-Y11	Percent Change
Personnel Services	34,465,596	35,233,446	35,597,113	363,667	1.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	828,227	668,167	894,930	226,763	33.9%
Supplies and Materials	100,704	897,847	1,071,157	173,310	19.3%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	12,152	17,000	9,000	(8,000)	-47.1%
Capital Outlay	535,986	396,000	16,676	(379,324)	-95.8%
Total Operating Funds	35,942,665	37,212,460	37,588,876	376,416	1.0%

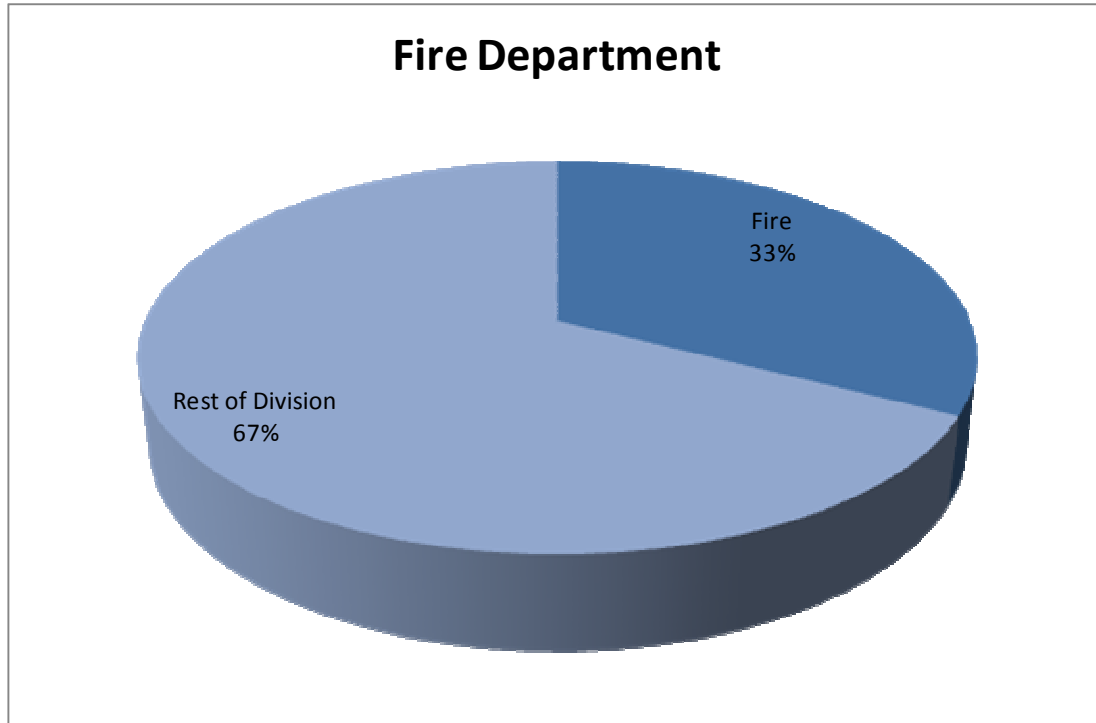
Fire Department



Mission Statement

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

Budget Overview



General Fund Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	17,683,765	17,555,826	17,573,211	17,385	0.1%
OTPS	1,753,306	1,571,792	1,253,162	(318,630)	-20.3%
Total General Fund	19,437,072	19,127,618	18,826,373	(301,245)	-1.6%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Fire	291.0	262.0	264.0	2.0

Fire Department Summary

The department is comprised of three bureaus: Administration, Operations, and Prevention. The department responds to over ten thousand calls annually for fire, rescue, hazmat, and medical emergencies. The Administration Bureau consists of the Fire Alarm, Fire Repair Division, Administration, and Public Information Divisions which provide communications, administrative support, and public information, respectively. The Operations Bureau consists of fire suppression, training and emergency preparedness personnel. The Prevention Bureau consists of Fire Inspections, Arson and Bomb Squad, Public Education and the Fire Stop Program (Juvenile Fire Setter).

Fiscal Year 2010 Highlights

The Department's Fiscal Year 2010 highlights are included within each bureau's summary pages.

Administration Bureau

Description: The Administration Bureau provides leadership and support to all City of Springfield Fire Department divisions. The Administration Bureau consists of several sub-divisions: Fire Repair, Fire Alarm, Administration, and Public Information. The Administration Bureau directly supports the mission of the Fire Department by maintaining and, when possible, enhancing Fire Department apparatus and equipment, processing requests for emergency response, supporting administrative policies and procedures, and coordinating emergency scene information for the media.

Fiscal Year 2010 Highlights

Injuries reduced by 58 percent.

Fully staffed Dispatch Center.

Risks and Challenges Fiscal Year 2011

Budgetary constraints threaten core services.

Increase in injuries due to a reduction in staffing.

Health and safety may be at risk due to the lack of a comprehensive health and safety plan.

An aging fleet may have impact on budget due to increased maintenance costs.

Continued implementation of Telestaff and other technology without a dedicated IT Specialist.

Strategic Decisions for Fiscal Year 2011

Continue to stress the importance of appointing a Health and Safety Officer who will spearhead the enhancement of the health and safety of the entire department.

Strengthen the operational systems of the department by finalizing the appointment of an IT Specialist who can broaden the use of technology within the department.

Strengthen the labor/management partnership by increasing communications between administrative personnel and bargaining unit representatives.

Fiscal Year Goals

Respond to union grievances within 24 hours.

Citywide Strategic Priority Supported: Public Safety, Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of union grievances responded to within 24 hours	100%	100%	100%

Perform preventative maintenance on vehicles in order to maintain the percent of unscheduled repairs at 10 percent.

Citywide Strategic Priority Supported: Public Safety, Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of repairs that are unscheduled	N/A	6.6%	<10%

Process calls as quickly as possible.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Process 65% of calls within 1 minute	46.1%	57.5%	65.0%
Process 97% of calls within 2 minute	94.3%	96.0%	97.0%

Provide information to the media on 75 percent of major incidents.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of major incidents for which information was provided to the media	80%	75%	75%

Maintain current number of injuries occurring while on duty.

Citywide Strategic Priority Supported: Public Safety, Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of reported injuries	114	62	62

Maintain department norm of 1 or fewer instances of sick leave of 2 tours or less per employee.

Citywide Strategic Priority Supported: Public Safety, Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of instances of sick leave of 2 tours or less	298	276	276

Multi-Year Goals

Implement a comprehensive Health and Safety Program for firefighters.

Implement Injured-on-Duty and Restricted Duty programs.

Operations Bureau

The Operations Bureau comprises the Suppression, Training, and Office of Emergency Preparedness Divisions. The Suppression Division provides emergency mitigation services to those reporting emergencies to the Springfield Fire Department. The Training Division plans, arranges, and delivers training for Springfield Fire Department personnel. The division also furnishes training and exercise in all areas of Fire/Rescue/EMS/Hazmat training, as well as, providing in-station drills to keep the companies' training up to date. The Office of Emergency Preparedness (OEP) prepares and maintains emergency response plans for the City. The OEP coordinates exercise programs to train departments with their roles in the plans and is responsible for providing management and technical support during emergency responses.

Fiscal Year 2010 Highlights

Responded to over ten thousand calls for emergency services.

Construction started for new Station 3 on White Street.

Rapid emergency response times and effective property conservation maintained.

Planning and Memorandum of Understanding executed for transition of SFD Training Center to state facility.

Risks and Challenges for Fiscal Year 2011

Potential budget cutbacks may result in layoffs, fire companies being put out of service, station closings and/or curtailment of services.

Establishment of a certified list to fill vacancies in the lieutenant's rank.

Potential retirement of experienced chief and company officers and firefighters.

Potential retirement of experienced officers.

Strategic Decisions for Fiscal Year 2011

Allocation of resources in the event of significant cuts to local aid.

Areas of focus in the 2011 Fire Act Grant application.

How to best utilize new Ladder 3 until opening of new Station 3.

Fiscal Year Goals

Respond to 90 percent of fires within 5 minutes or less from time of dispatch.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of structure fires responded to within 5 minutes from time of dispatch	94%	92%	90%

Preserve 80 percent or more of property value of all properties that have experienced structure fire.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of property value saved	85%	88%	80%

Fulfill EMS training requirements for all members who respond to EMS calls.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of members trained in EMSFR	30.6%	48.9%	26.8%
Percent of members trained in AED/CPR	100%	100%	100%

Replace the Oakland Street fire station with a new facility on White Street by November 15, 2009.

Citywide Strategic Priority Supported: Public Safety, Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of Days from July 1 to the opening of the White Street Station.	N/A	N/A	137

Provided state-sponsored funding continues, fulfill training requirements for all members of the Mass Decontamination Unit.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of members trained in Mass Decon	88	100	90

Participate in 4 joint exercises with local hospitals.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of joint exercises participated in	4	4	4

Multi-Year Goals

Complete construction of the new Regional Training Center.

Prevention Bureau

The Prevention Bureau consists of multiple sub-divisions. The City's Fire Inspection Division, the Arson and Bomb Squad, Public Education Officer and the Fire Stop/Juvenile Fire Setter program are all integral parts of the Prevention Bureau. This Bureau ensures the safety of the public and the environment through the enforcement of Massachusetts General Law Chapter 148, City ordinances, Code of Massachusetts Regulations (CMR) 527 and National Fire Prevention Association (NFPA) standards. Fire Prevention pursues its goals through public education, the issuance of permits, plan reviews, inspections and fire drills, complaint investigation, fire alarm and sprinkler testing, and helping maintain a clean environment by a strict observance of Underground Storage Tank/Above Ground Storage Tank removals and installations. The Bureau works closely with Elder Affairs to install smoke detectors in homes of elderly residents. The Bureau also works closely with Code Enforcement to upgrade vacant or idle properties to current fire safety standards. The Public Education Officer (PEO) provides fire safety education to the public in order to reduce the loss of life and property due to fire hazards. The Arson and Bomb Squad is composed of firefighters and police officers who provide thorough investigations of all fires and is responsible for the handling and disarmament all hazardous devices found within the City. The main purpose of the Fire Stop Program is to provide consistent and appropriate response to fire setting incidents that involve children under the age of eighteen with a comprehensive intervention and education program.

Fiscal Year 2010 Highlights

Prevention is on track to perform a minimum of 6000 inspections.

Three Inspectors voluntarily received MA certification as Fire Inspector 2.

Certified one additional fire investigator as a certified bomb technician.

The Public Education Officer received an assistant two days per week to help provide educational services.

Fire Stop program continued to receive referrals for the Juvenile Fire Setter program.

Risks and Challenges for Fiscal Year 2011

Maintaining seven (7) inspectors.

Maintaining revenue-producing inspections at current levels.

Acquiring a minimum of three support vehicles.

Maintaining all public education activities even though there was a 40% reduction in funding for the SAFE grant.

Strategic Decisions for Fiscal Year 2011

Drastic expansion into other-than-English speaking populations of the education program.

Implementation of a voluntary residential inspection program.

Fiscal Year Goals

Decrease total fires.

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Track accidental fire causes for common factors to be used in future education classes.

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of fires	1,218	1,000	990
Number of fires whose cause was determined to be incendiary	90	56	56

Increase monthly inspections per full-time inspector to 90.

Citywide Strategic Priority Supported: Public Safety, Financial Management

Measures	Actual FY09	Proj. FY10	FY11 Goal
Avg. monthly inspections per inspector	108	86	90

Perform a minimum of 150 residential inspections as requested by residents.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Residential units inspected	N/A	N/A	150

Achieve Fire Inspector 1 certification for all Inspectors.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of Inspectors certified to level of Fire Inspector 1	4	4	6

Determine a fire cause for at least 94 percent of fire investigations.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of investigated fires whose cause was determined	95.9%	97.0%	94%

Send an Arson Squad representative to at least 4 fire and 3 bomb investigator classes.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of fire investigator classes attended	N/A	10	4
Number of bomb investigator classes attended	N/A	10	3

Hold Fire and Life Safety classes for all first and third graders in the City.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of first-grade classes that participated in a Fire and Life Safety class.	80%	100%	100%
Percent of third-grade classes that participated in a Fire and Life Safety class.	10%	100%	100%

Increase the number of Fire and Life Safety education offered to businesses, elderly, apartment complexes, and non-English-speaking communities.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	FY11 Goal
Number of Classes held for businesses	18	24	24
Number of Classes held for elderly	19	24	24
Number of Classes held in a language other than English	0	8	16
Number of Classes held in apartment complexes	0	8	16

Ensure that all children referred to the Fire Stop program complete an education program within 6 months of referral.

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Obtain grant funding to pay for additional interns.

Measures	Actual FY09	Proj. FY10	FY11 Goal
Percent of juvenile fire-setter referrals screened within 2 weeks	47%	40%	100%
Percent of juvenile fire-setter referrals that completed an appropriate education program within 6 months	N/A	N/A	100%

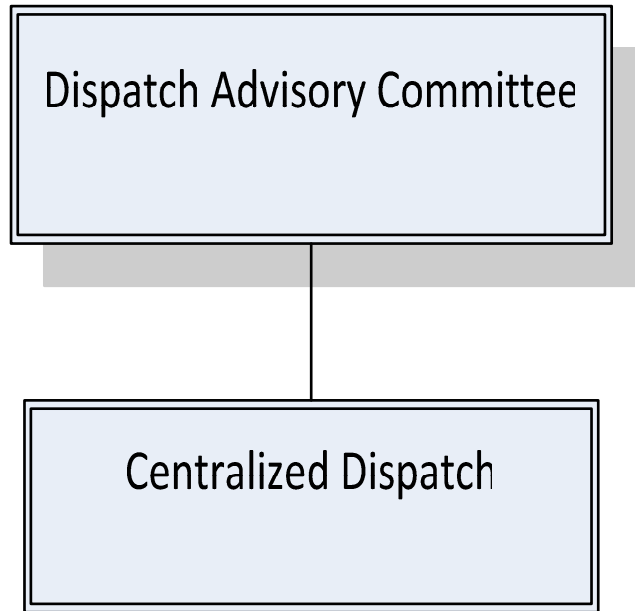
Multi-Year Goals

Create a formalized community-based program with assistance from personnel in area (satellite) Fire Departments trained as Intervention specialists, thereby having a pool of community leaders who can perform screenings and provide education classes.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	17,683,765	17,555,826	17,573,211	17,385	0.1%
Employee Benefits	0.00	0	0	0	0.0%
Purchase of Services	970,198	835,759	519,629	(316,130)	-37.8%
Supplies and Materials	630,830	730,033	730,033	0	0.0%
Intergovernmental	0.00	0	0	0	0.0%
Other Charges and Expenses	13,004	6,000	3,500	(2,500)	-41.7%
Capital Outlay	139,274	0	0	0	0.0%
Total Operating Funds	19,437,072	19,127,618	18,826,373	(301,245)	-1.6%

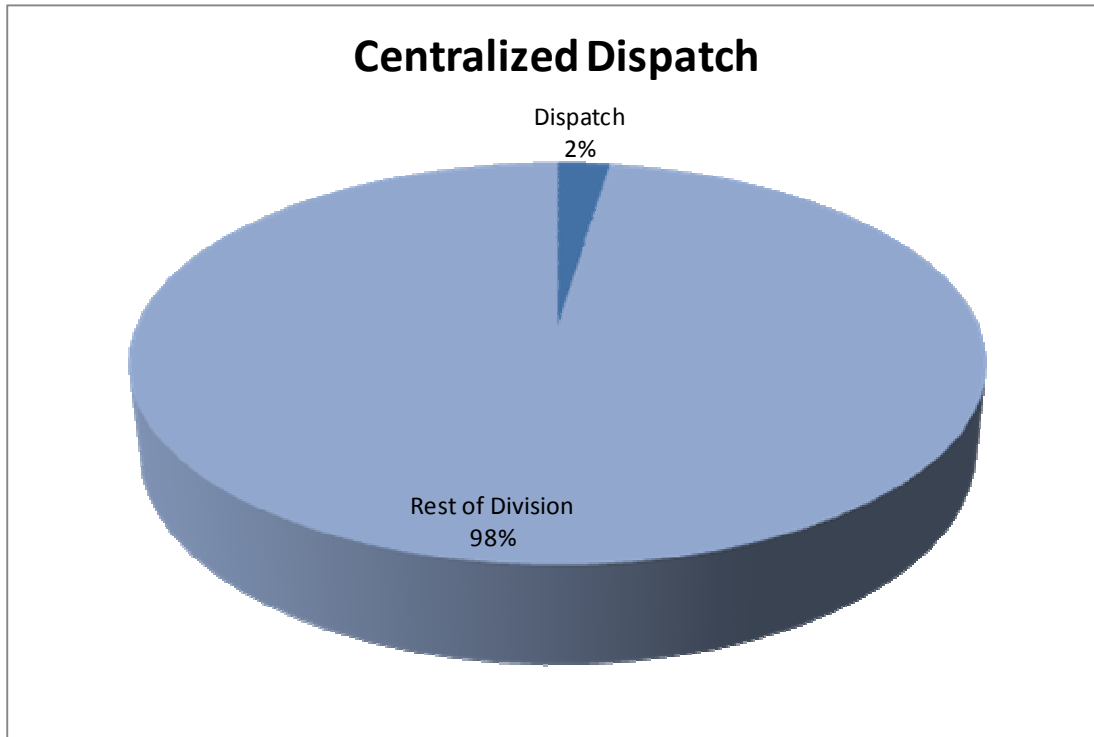
Centralized Dispatch



Mission Statement

To provide and maintain a primary and secondary public safety answering point for the city.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	0	1,351,295	1,318,919	(32,376)	-2.4%
OTPS	0	156,500	32,500	(124,000)	-79.2%
Total General Fund	0	1,507,795	1,351,419	(156,376)	-10.4%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Centralized Dispatch	0.0	43.0	43.0	0.0

Centralized Dispatch Department Summary

Public safety communication centers utilize a significant amount of communications equipment and systems in their daily operations. The Springfield Police and Fire Department dispatch centers each employ multiple systems. These include Computer Aided Dispatch Systems (CAD), Records Management Systems (RMS), and Geographic Information Systems (GIS), the 9-1-1 system, the radio system, and the recording system. These systems must be housed in appropriate facilities.

The 9-1-1/dispatch consolidation project that the City is considering will have wide-reaching effects on public safety operations in the City of Springfield. This project would not only be an improvement over current dispatch operations but a cutting edge example of how departments and communications operations relate to one another.

In February of 2009, the Finance Control Board established the Dispatch Department within the city under the jurisdiction of the Mayor, existing to provide and maintain a primary and secondary public safety answering point for the city.

The department will be headed by a Dispatch Director that reports to a six-member Dispatch Advisory Committee comprised of the Mayor, Police Commissioner, Fire Commissioner, Director of 3-1-1, Chief Information Officer, and the Chief Administrative Financial Officer, or their designees. The committee is responsible for setting the department's policies, procedures, goals, objectives, and performance measures while the director is tasked with the personnel administration, day-to-day operations, and long-range strategic planning for the department.

General Fund Budget by Category

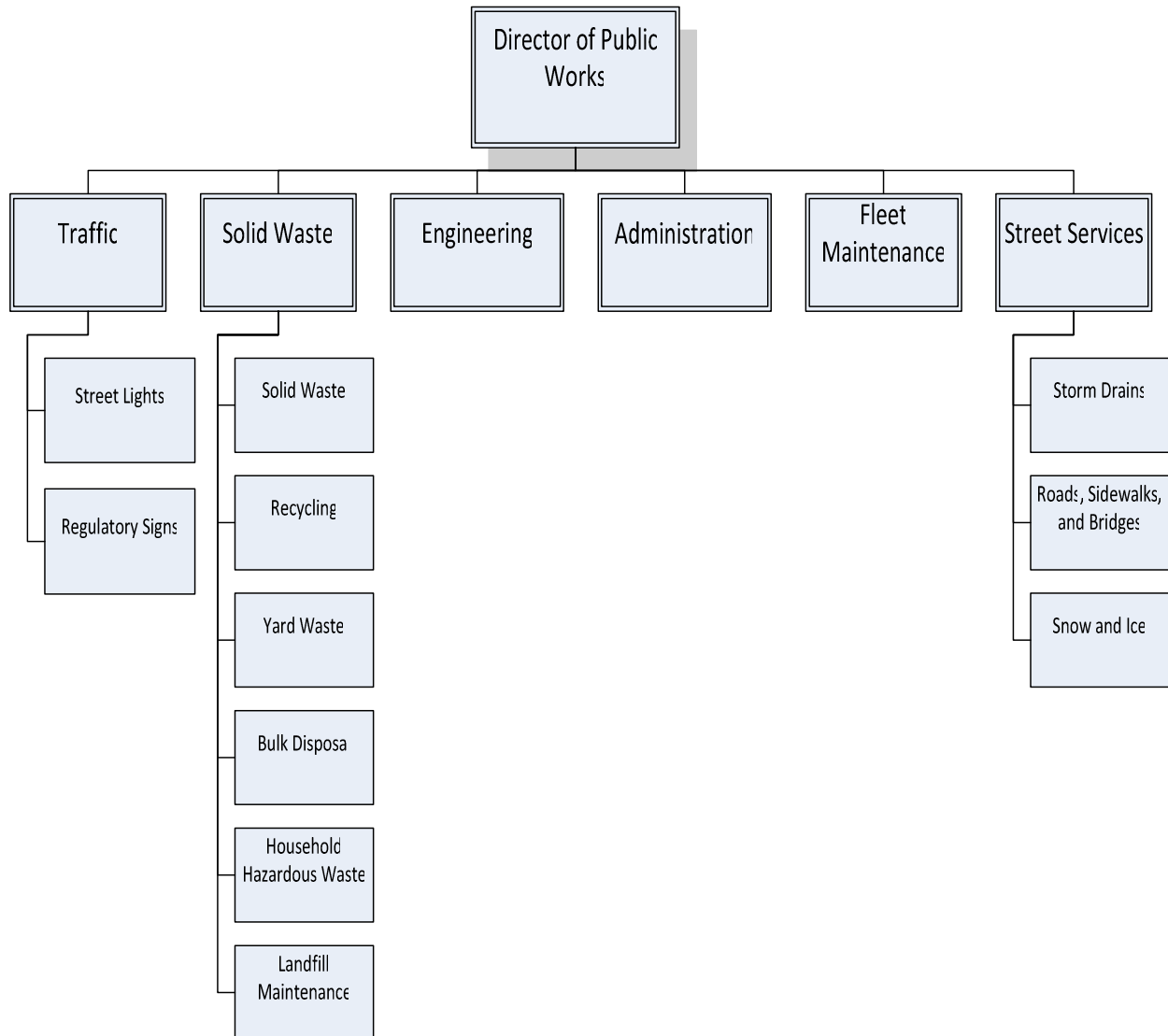
Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	0	1,351,295	1,318,919	(32,376)	-2.4%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	0	92,500	22,500	(70,000)	-75.7%
Supplies and Materials	0	64,000	4,000	(60,000)	-93.8%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	0	0	0	0	0.0%
Capital Outlay	0	0	6,000	6,000	0.0%
Total Operating Funds	0	1,507,795	1,351,419	(156,376)	-10.4%

Section 8

Department of Public Works

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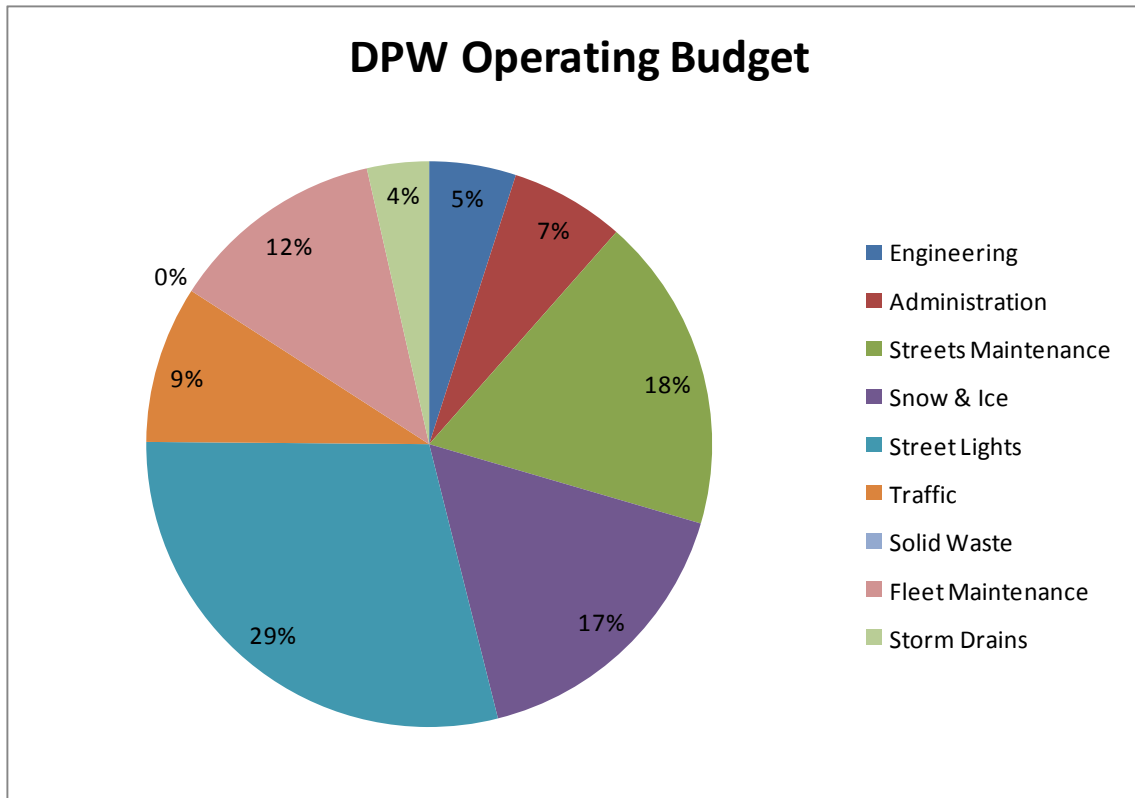
Department of Public Works



Mission Statement

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

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	5,373,904	4,235,357	3,714,536	(520,536)	-12.3%
OTPS	7,593,093	5,387,790	5,891,979	504,189	9.4%
Total General Fund	12,966,997	9,623,147	9,606,515	(16,632)	-0.2%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Department of Public Works	135.5	84.0	70.0	(14.0)
Trash Fee Enterprise Fund	29.5	28.5	57.0	28.5
Total General Fund	165.0	112.5	127.0	14.5

Department of Public Works Summary

The DPW consists of three operational divisions and one administrative division. The operational divisions are: Solid Waste, Streets Services, and Engineering. Each one of these divisions, through its normal course of business, contributes to the vibrancy of the City.

The Solid Waste division provides a curbside collection of rubbish, recycling material, yard waste and bulk items to 43,583 residential units and 1,710 small businesses, apartments and condominiums.

The Streets Maintenance subdivision is responsible for the repair and maintenance of city's 1,100 lane miles of roadways and 600 miles of sidewalks, as well as, snow and ice operations.

The Engineering division provides project management and construction management services for major city design and construction projects; water resources engineering for the US EPA Stormwater permit compliance, flood protection, dams and drainage systems; pavement management; right of way permits; and manages the cities maps.

Fiscal Year 2010 Highlights

Developed, implemented and managed a citywide single stream recycling program, including the distribution of over 14,000, 96-gallon recycling carts.

Successfully permitted an additional 960,000 cubic yards of capacity at the Bondi's Island sanitary landfill.

Obtained Department of Environmental Protection final closure certification for the Armory Street landfill.

Negotiated a long-term contract with Waste Management Recycle America, the operator of the Material Recovery Facility, to accept single stream recycling.

Resurfaced \$2.5 million worth of public roadways.

Completed the \$3.5 million Armory Street reconstruction projects

Completed the FEMA (Federal Emergency Management Agency) Flood Control system inspection and certification.

The \$15 million State Street corridor reconstruction project progressed to 90% completed.

Began the \$4 million South Main Street enhancement project.

Successfully recruited and hired a City Engineer, Fleet Manager, and Solid Waste Manager.

Risks and Challenges for Fiscal Year 2011

One of the ongoing challenges facing the DPW is finding an indoor location to store its vehicles and equipment. If the DPW is successful in securing such a location, the useful life of the City's vehicles will be extended considerably.

In Fiscal Year 2010, three of DPW's senior managers retired. These three managers had a combined professional experience of over 100 years. The DPW was successful in recruiting and hiring experienced replacements. The institutional knowledge lost with these retiring managers is invaluable to the department.

In the wake of hurricane Katrina, the United States Army Corp of Engineers (USACE) mandated changes to how Springfield maintains the Connecticut River levy system. These new mandates will require the DPW to secure and oversee a vendor to perform inspections, repairs, and maintenance activities in accordance to USACE standards.

The DPW is working with the Planning and Economic Development department, the Park department, the Law department, and the Waste and Sewer Commission to negotiate a new NEPDES (National Pollutant Discharge Elimination System) permit with the Commonwealth of Massachusetts.

Strategic Decisions for Fiscal Year 2011

The DPW will continue to work with the Office of Planning and Economic Development and the Parks and Facilities Departments to locate property in the City where we can store our vehicles and equipment indoors.

The DPW has requested funding through the Capital Asset Management Department to contract with a vendor to perform all mandated levy inspections, repairs, and maintenance activities.

Finally, the DPW will continue to investigate the feasibility of purchasing and distributing 24,000, 96-gallon blue recycling barrels to those City households who have not yet receive one.

Solid Waste Division

Description: 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 and 1,710 small businesses, apartments, and condominiums. The Solid Waste division also provides curbside bulk waste pickup. Residents can schedule bulk waste pick-ups through the City's 311 Call Center for a fee of \$8 per item. The Solid Waste division organizes six (6) household hazardous waste collections throughout the year. Household hazardous waste collection is free of charge. The Solid Waste division is also responsible for the management of three (3) city owned landfills: Cottage Street Landfill, Armory Street Landfill, and the Bondi's Island Landfill. The Solid Waste division operates five (5) automated trash trucks, nine (9) semi-automated trash trucks, five (5) recycling trucks, four yard waste trucks, one (1) bulk waste truck every other week and one (1) complaint truck for waste collection each day. The complaint truck is utilized in responding to solid waste issues throughout the City and collecting carts in alleys and dead end streets. The City, through the City Auditor's Office, established the Trash Fee Enterprise Fund to track revenues and expenses associated with the collection of solid waste throughout the City.

In Fiscal Year 2011, the Springfield Department of Public Works will continue to work with the Waste Reduction Action Plan (WRAP) Committee to develop and implement a solid waste reduction programs designed to reduce the amount of solid waste disposed of by Springfield residents while, at the same time, increasing the amount of waste that is recycled and composted. The DPW will continue with enforcement of the City's mandatory recycling ordinance through the efforts of the full time recycling coordinator. An aggressive campaign will also be put in place to educate residents not only on the environmental benefits of recycling, but also on its impact to the City's budget. The City's current sticker policy and penalties associated with ordinance non-compliance will also be highlighted. Collection routes will also be routinely examined for ways to maximize efficiency based on the results of the waste reduction program. Also, the division will work with the Solid Waste Advisory Committee (SWAC) to review its current operations and produce a Solid Waste Master Plan.

Fiscal Year Goals

Secure \$50,000 in grants from the Department of Environmental Protection (DEP) for educational materials and technical assistance.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Total grant funds received from DEP	N/A	N/A	\$50,000

Reduce residential solid waste tonnage by 4,000 tons.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Total trash tonnage	45,292	31,353	42,000

Increase the City's recycling rate.

Citywide Strategic Priority: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Recycling rate	9%	12%	18%

Multi-Year Goals

Seek DEP approval to expand the Bondi's Island sanitary landfill.

Complete the Solid Waste Master Plan.

Streets Services

Description: The DPW maintains 1,100 lane miles of streets, 600 miles of sidewalks and fifteen bridges. The Street Maintenance division's core services include roadway and sidewalk repairs, asphalt patching, street sweeping, and snow & ice control. The Street Maintenance division combats deteriorating streets with its milling and paving machines. The milling and paving program allows the division to extend the life of roadways by repairing small sections where large contractors would not otherwise service. This program milled and paved over 20,000 square yards of roadway surface. In Fiscal Year 2010, the street sweeping program expects to sweep the entire City three (3) times and the Central Business District streets once a week as weather permits. Snow and Ice Control is a seasonal operation responsible for snow removal, as well as sand and salt spreading during the winter months. The Snow and Ice Control employees utilize 20 pieces of City equipment to fight small snow and ice events. During large snow events the City supplements the City's fleet with up to 120 hired plows.

Fiscal Year Goals

Re-establish the pavement mill and overlay program

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Yards of streets milled and paved by DPW (sq. yards)	0	0	10,000

Identify additional in-house CDL drivers to assist with winter storm operations.

Citywide Strategic Priority Supported: Job Creation, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of City drivers available for snow operations	22	16	32

Sweep the entire City's streets three times.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of times the city has been swept	3	2	3

Multi Year Goals

Secure funding to purchase 24,000 95-gallon blue recycling barrels for the final phase of the single stream recycling program.

Engineering Program

Description: Under the direction of the City Engineer, this division provides project management for the design, permitting and construction of roadway and utility Capitol 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 to the City. The Engineering Division also provides professional Civil & Environmental Engineering technical support to various boards, City departments and public agencies.

Fiscal Year Goals

Convert 20 private way streets to Public Streets.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of private ways converted	0	0	20

Conduct a pavement analysis rating for 25% of City Streets.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of streets analyzed for pavement management	290	30	464
Percent of streets analyzed for pavement management	N/A	N/A	25%

Multi-Year Goals

Provide the US Army Corp of Engineers with mandated quarterly inspection reports of Connecticut River Levy System.

Implement the State mandated Phase II Stormwater Permit.

Traffic Division

Description: The Traffic subdivision is responsible for the maintenance and repair of the City's 200 signalized intersections and 14 school zone flashers. The subdivision manufactures and installs all transportation regulatory signs. The subdivision maintains 180 miles of pavement markings including crosswalks and administers the accident recovery program for damages to City property. Additionally, the subdivision administers in conjunction with Western Mass Electric Company, the maintenance of 14,000 city owned street lights.

Fiscal Year Goals

Locate and record all the stop signs in the city using Global Positioning System (GPS).

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of stop signs plotted with GPS	50%	70%	100%

Replace 10 traffic signal controllers.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of traffic signal controllers replaced	8	6	10

Storm Drains Division

Description: This subdivision 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 Stormwater General Permit. Under this permit the subdivision “must have an operation and maintenance plan to ensure that systems function as designed for all stormwater management systems.” The Storm Drains subdivision estimates there are approximately 14,000 catch basins, 5,000 manholes, 280 outfalls, 24 separate drainage basins, and an unknown number of miles of storm drainage pipe of various sizes throughout the city. The subdivision consists of five maintenance personnel divided into two crews. The first crew consists of two employees and a jet/vac machine to clean catch basins while the second crew utilizes the three remaining employees for catch basin repair. Additional activities include washout repairs and facility inspections.

Fiscal Year Goals

Inspect 10 percent of outfalls.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of storm water outfalls inspected	28	22	28

Sweep road ways around lakes, pond, and streams 4 times a year.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of sweeps around lakes, pond, and streams	4	2	4

Multi-Year Goals

Draft city ordinance for erosion and sediment control.

Administration

Description: 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 accounts receivable, contract administration, information technology, and employee training and professional development. The DPW Director uses his administrative staff of the Assistant Director, Senior Financial Analyst, and Contracts Administrator to ensure the day-to-day needs of the operational divisions are met.

Multi-Year Goals

Create an inventory control system that will interface with CarteGraph.

Fleet Maintenance Division

Description: The Fleet Management division is responsible for the repair and maintenance of nearly 600 vehicles and pieces of heavy equipment, including 81 plows. Some examples of the types of vehicles and equipment under our care are: light cars and trucks, hand compactors, excavators, rollers, graders, loader/backhoes, sweepers, buses, log loaders, and chippers. The Fleet Maintenance division is also responsible for: tire repair and maintenance, welding services, emission inspections, body repair, road calls and vehicle specification writing for the City of Springfield.

The Fleet Maintenance division is available for emergency services all hours of the day, everyday of the year. The Fleet Maintenance division utilizes oil analysis for purposes of extending operation time between oil changes. The oil analysis also provides insight into engine life, transmission wear, and hydraulic system performance. In keeping with the Mayor's green initiative, the used motor oil waste is burned onsite as an alternative heat source.

Multi-Year Goals

Research the feasibility of purchasing vehicles that use alternative fuel sources.

Work with the Facilities Management department to replace the fuel pumps and upgrade the fuel island.

Evaluate the current automated fuel dispensing system to determine if a more functional system exists.

With the assistance from the Facilities Management department, research the feasibility of purchasing and locating a vehicle/equipment washing system.

Resurface the garage area floor.

Find a location within the City to store DPW's vehicles and equipment indoors.

Continue to replace vehicles and equipment according to the replacement policies and procedures.

Continue to standardize the fleet purchases to lower repair and maintenance costs.

Replace the fuel dispensing system at the Tapley Street facility with a more functional system.

General Fund and Enterprise Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	5,373,904	4,235,357	3,714,536	(520,821)	-12.3%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	5,825,747	4,249,350	4,172,309	(77,041)	-1.8%
Supplies and Materials	1,752,129	1,131,440	1,719,670	588,230	52.0%
Intergovernmental	8,217	7,000	0	(7,000)	-100.0%
Other Charges and Expenses	0	0	0	0	0.0%
Capital Outlay	7,000	0	0	0	0.0%
Sub-Total Operating Funds	12,966,997	9,623,147	9,606,515	(16,632)	-0.2%
Enterprise Funds Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Enterprise Fund	6,261,971	6,787,025	8,215,333	1,428,308	21.0%
Total Operating Funds	19,228,968	16,410,172	17,821,848	1,411,676	8.6%

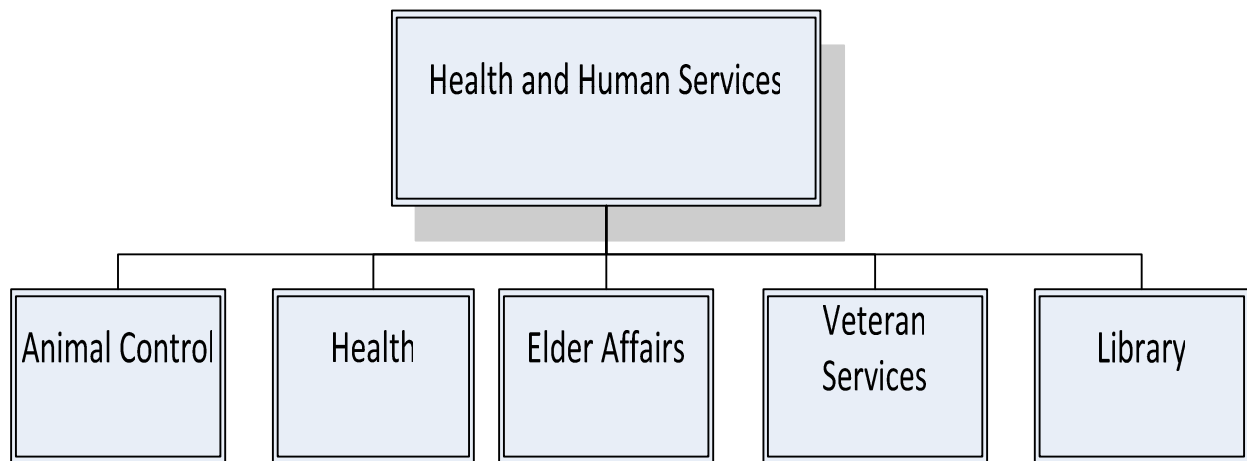
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Section 9

Health and Human Services Division

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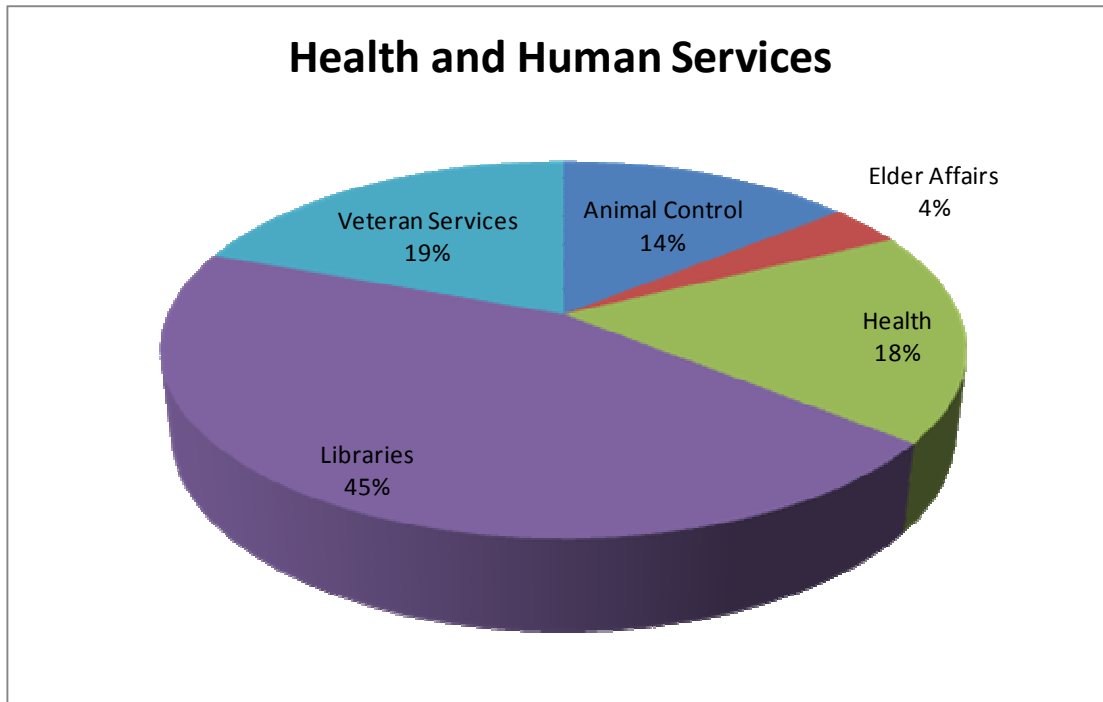
Health and Human Services Division



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.

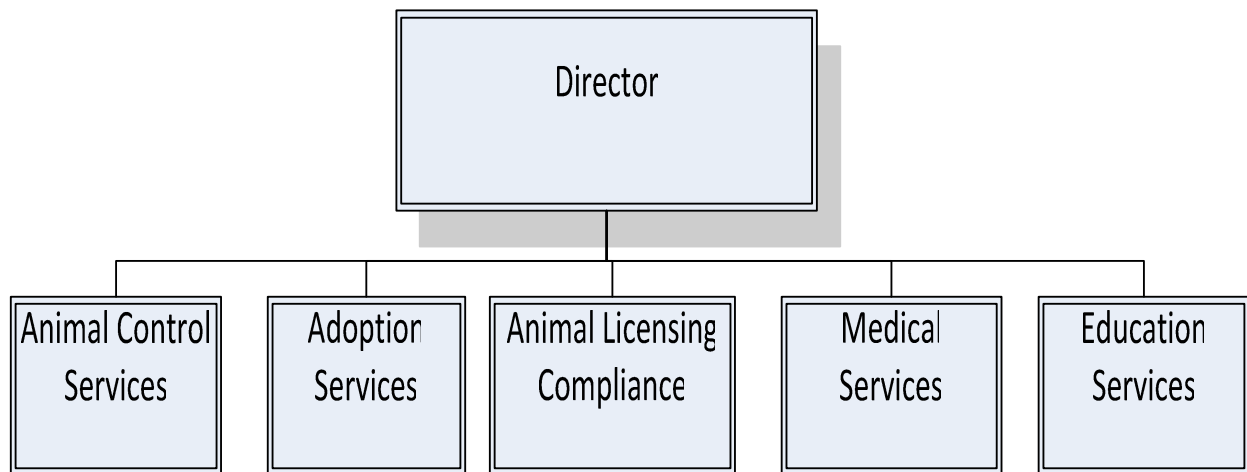
Budget Overview



Division Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Animal Control	1,273,608	1,138,332	1,206,838	68,506	6.0%
Elder Affairs	314,953	298,177	299,949	1,772	0.6%
Health	1,468,009	1,604,165	1,539,867	(64,298)	-4.0%
Libraries	3,835,858	3,711,209	3,859,369	148,160	4.0%
Veteran Services	1,595,316	1,596,509	1,655,790	59,281	3.7%
Total Division	8,487,743	8,348,392	8,561,814	213,422	2.0%

Division Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Animal Control	13.5	10.5	11.0	0.50
Elder Affairs	6.8	6.1	6.1	0.00
Health	32.5	30.0	29.3	-0.70
Libraries	79.9	62.9	64.0	1.10
Veteran Services	4.0	4.0	4.0	0.00
Total FTE's	136.7	113.5	114.4	0.90

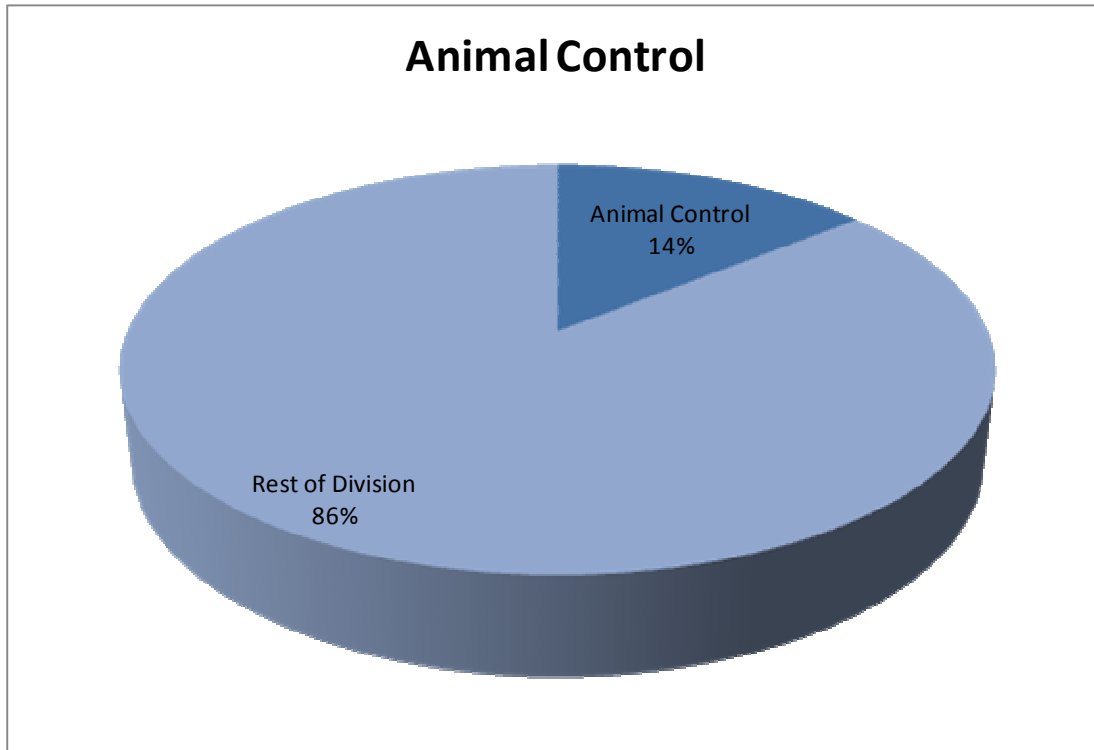
Thomas J. O'Connor Animal Control & Adoption Center



Mission Statement

The mission of the Thomas J. O'Connor Animal Control and Adoption Center is to provide comprehensive animal control services and programs to our communities for the protection of animals, as well as, for public health and safety.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	432,417	378,702	389,090	10,388	2.7%
OTPS	841,191	759,630	817,749	58,119	7.7%
Total General Fund	1,273,608	1,138,332	1,206,839	68,507	6.0%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Animal Control	13.50	10.50	11.00	0.50

Animal Control Department Summary

The Thomas J. O'Connor (TJO) Animal Control and Adoption Center ("Center") provides animal control services to five (5) communities. Services and programs are modeled closely to the standards, practices and protocols of other humane care agencies, including the Humane Society of the United States. The highest level of care and commitment is guaranteed to each animal in need of services. Our Animal Control Officers focus on providing professional, knowledgeable field services to each city/town that is served. To date, in Fiscal Year 2010, we have provided respectable response times, rarely missing our targeted goals. The focus of our Animal Care and Adoption Counselors for Fiscal Year 2010 is to provide the best possible care for shelter animals while maintaining responsive customer service during open hours. In order to achieve this, we are exploring a potential expansion to our volunteer training program and the inclusion of additional volunteer opportunities. In addition, we have started to work collaboratively with a number of animal welfare organizations across the state and northeast to transfer animals; resulting in increased animal placements, reduced holding times for animals and reduced animal care workload for staff.

Fiscal Year 2010 Highlights

Fiscal Year 2010 was a year of transition with new leadership and a renewed commitment to providing model animal control and adoption services.

The Center opened one night a week to enable more families to visit and conduct business.

Increased collaborative efforts with animal welfare organizations across Massachusetts and throughout the northeast. As an example of these networking efforts, TJO transferred 336 animals (as of March 2010) compared to 27 animal transfers during the same time period in Fiscal Year 2009.

TJO was the recipient of two grants totaling \$20,000 to be used for sterilization (spay/neuter) of shelter animals. One grant was provided by the Massachusetts Animal Coalition through animal friendly license plate funds. The other grant was provided by the American Society for the Prevention of Cruelty to Animals (ASPCA).

Two high volume spay/neuter clinics were held in October 2009 to spay/neuter animals that were adopted between June 2008 and June 2009 and were scheduled to be sterilized at TJO but were not done due to the lack of a veterinarian. Over forty volunteer veterinarians, technicians and others assisted to sterilize over 160 animals.

We have formed a relationship with Dakin Pioneer Valley Humane Society (now occupying the former Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) building) to perform spay/neuter surgeries at a greatly reduced cost. This partnership will be critical to reaching our goal of ensuring that every animal be spayed/neutered prior to leaving the facility. While this relationship is in its infancy, it shows large promise of future collaborative efforts in education, animal transfer and special events.

Risks and Challenges for Fiscal Year 2011

The public has a high expectation for TJO to respond as a full service animal agency and to handle all animal-related concerns in a timely fashion. Due to recently reduced staffing levels, TJO does not have the ability to respond or follow-up as it once did. In addition, the ability to focus on animal license compliance has been reduced, along with the time devoted to each animal cared for by the Center.

With the closure of the MSPCA in March 2009, the TJO animal control officers are now considered first responders. In addition, our animal intake has increased by hundreds. This has placed an additional burden on an already time and resource-limited department.

Due to the inter-municipal agreement with four other communities (Hampden, Holyoke, West Springfield, and Chicopee), TJO experiences a strain on its limited human and financial resources. Though these communities do provide TJO with a source of revenue for these services, in most cases this fee does not fully cover the costs of animal control, animal care, and medical services they receive.

Strategic Decisions for Fiscal Year 2011

Continue to develop new relationships to ensure transfer of animals in a timely fashion, reducing animal care time and associated costs for TJO.

In order to achieve a near 100 percent spay/neuter compliance rate, TJO will partner with Dakin Pioneer Valley Humane Society to receive high quality, low cost assistance for these services. This compliance rate is important to reach to reduce the potential burden that animals could place on the community if left intact.

Institute a policy whereby animal owners/adopters must pay for the cost of spay/neuter surgery in order to cover the cost associated with this relatively expensive service.

Animal Control Services

Description: Animal Control Officers, certified by the state of MA, are on duty 24 hours each day, 7 days per week, providing animal control services to Springfield, West Springfield, Chicopee, Holyoke and Hampden. Officers respond to a variety of calls for assistance, giving top priority to calls regarding ill or injured animals, aggressive animals, investigation of animal bite cases, assisting state and local police and sheriff's departments, and retrieving free-roaming animals.

TJO responds primarily to calls regarding dogs and cats, though its response is not exclusive to those species. The staff assists utility workers, property owners and managers and the general public as required. Nuisance animal issues are addressed and dangerous dog ordinances are enforced. Complaints of alleged animal neglect and/or cruelty are routinely investigated by Animal Control Officers. Furthermore, the staff assists with dog licensing compliance and the enforcement of waste removal ordinances.

Fiscal Year Goals

Ensure that all animal control officers are committed to accurate and thorough record-keeping.

Citywide Strategic Priorities Supported: Financial Management, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of work days to respond to a complaint by a citizen or participating City official	N/A*	N/A*	5

*Previously this data had not been collected; however it will be going forward

Ensure timely response to priority 1 and priority 2 animal control calls.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Average recorded response time for priority 1 calls	20 mins	17 mins	16 mins
Average recorded response time for priority 2 calls	20 mins	19 mins	20 mins

Ensure that all officers receive continuing education.

Citywide Strategic Priorities Supported: Education, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of training sessions per ACO	N/A	N/A	12

Multi-Year Goals

Participate in the City's 311 telephone system to improve officer response time to calls.

Implement a license canvassing team.

Continue to work with the City Clerk's office on effective licensing protocols.

Institute effective means of collecting revenue owed.

Reduce animal bites through education and strong ordinance enforcement.

Adoption Services

Description: The TJO Adoption Center has become increasingly popular over the past few years, with hundreds of patrons visiting the facility each week. Animal care staff not only work daily to make the Center clean and keep the animals healthy, but also to make appropriate matches between animals and adopters. The animal care/adoption staff is well-versed on a variety of health and behavior issues. TJO's adoptable animals are marketed in a number of venues including television, newspaper, radio and several websites. The TJO Adoption Center boasts a 95 percent live release rate for adoptable animals. Adopted animals are vaccinated, microchipped, spayed/ neutered, canine heartworm or feline leukemia virus tested, and licensed when applicable.

Fiscal Year Goals

Formulate innovative ways to expand volunteer opportunities and training.

Citywide Strategic Priorities Supported: Financial Management, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of new recruits	N/A	N/A	25
Number of new training opportunities	N/A	N/A	6

Increase the rate of transfer of TJO animals.

Citywide Strategic Priorities Supported: Financial Management, Public Safety

Action Steps:

1. Increase networking and relationship-building with other animal welfare groups

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of animals transferred	30	400	500

Multi-Year Goals

Restructure key areas of the Adoption Center to improve disease control and create visitor and animal-friendly meet and greet areas.

Recruit and retain core volunteer staff to assist with daily operations.

Increase staffing levels to ensure that at least two animal care staff members are working each day to prevent injury, adequately care for animals, and provide optimal customer service.

Medical Services

Description: Veterinary services are provided two full days per week. The TJO veterinarian examines every animal presented with a medical problem as well as each animal placed up for adoption. The vet administers rabies vaccinations, routine surgeries such as spay/neuter, and additional surgeries such as limb amputation, tumor removals and hernia repairs.

Because of Dakin Pioneer Valley Humane Society's low-cost spay/neuter clinic, the vast majority of spay/neuter surgeries will be done there, assuming funding issues can be resolved. Through increased spay/neuter efforts, it is our hope to control the high pet population problem, reduce intake numbers, and reduce aggressive animal incidents in Springfield and the surrounding area.

Fiscal Year Goals

Outsource the majority of spay/neuter surgeries to Dakin's spay/neuter clinic.

Citywide Strategic Priorities Supported: Financial Management, Public Safety, Neighborhood Revitalization

Action Steps:

1. Fund this process through adopter/owner-paid surgery.

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of outsourced spay/neuter surgeries	N/A	N/A	1200

Decrease the surgical wait-time for adopted and reclaimed animals.

Citywide Strategic Priorities Supported: Financial Management, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Average surgical wait time	N/A	N/A	Less than 1 week

Implement a sterilization plan for all animals, as individual health allows.

Citywide Strategic Priorities Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Percent of animals sterilized before departure	N/A	N/A	90%

Allow for adequate veterinary technician assistance, while not compromising adoption center customer service.

Citywide Strategic Priorities Supported: Financial Management, Public Safety, Education

Action Steps:

1. Train volunteers in this area, so they may serve as a safe and adequate alternative to paid staff.

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of volunteers trained for tech assistance	N/A	N/A	8

Increase rabies vaccine compliance throughout the service area.

Citywide Strategic Priorities Supported: Public Safety, Education, Neighborhood Revitalization

Action Steps:

1. Offer vaccine clinics both at the Center and other locations throughout the service area.

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of animals vaccinated per clinic	N/A	N/A	100
Number of rabies clinics held	N/A	N/A	2

Increase the identification rate of animals in the community through low-cost, accessible microchipping.

Citywide Strategic Priorities Supported: Public Safety, Education, Neighborhood Revitalization

Action Steps:

1. Offer microchipping clinics, in conjunction with rabies clinics, both at the Center and other locations throughout the service area.

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of animals microchipped per clinic	N/A	N/A	60
Number of microchip clinics held	N/A	N/A	2

Multi-Year Goals

Network with veterinarians in the community who may be able to provide free or low-cost specialty services (ex: ultrasounds, ophthalmic exams, and exotic species exams).

Seek grant funds to assist with the increasing costs of animal sterilization.

Enhance the ability to perform most non-emergency procedures in-house.

Work toward hiring a full-time veterinarian to reduce overall costs and increase quality of care.

Education Services

Description: Most of TJO's educational efforts are at point-of-contact or via website, email or telephone. Although current staffing levels do not allow public education courses such as dog bite prevention to be offered, the Center does provide tours and informational talks to a large number of youth groups each year. The Center has established many relationships within the community which enables it to further promote animal welfare and sheltering. TJO partnerships include Holyoke Community College and Becker College Veterinary Technician programs, UMass Amherst Pre-Veterinary program, Springfield College, Western New England College, and the Western Massachusetts Correctional Drug and Alcohol Center.

Fiscal Year Goals

Ensure that the Center is available for youth tours at least twice each month.

Citywide Strategic Priorities Supported: Public Safety, Education, Neighborhood Revitalization

Action Steps:

1. Put trained volunteers in place to run these tours regularly.

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of tours/month	N/A	N/A	2

Increase revenue from outside sources.

Citywide Strategic Priorities Supported: Education, Neighborhood Revitalization, Financial Management

Action Steps:

1. Create and promote educational outreach opportunities.

Measures	Actual FY09	Proj. FY10	Goal FY11
Total revenue received from outside sources	\$204,000	\$152,000	\$160,000

Multi-Year Goals

Partner with Dakin Pioneer Valley Humane Society's humane educator to reach disadvantaged youth and adults with a humane message of increasing responsible pet guardianship.

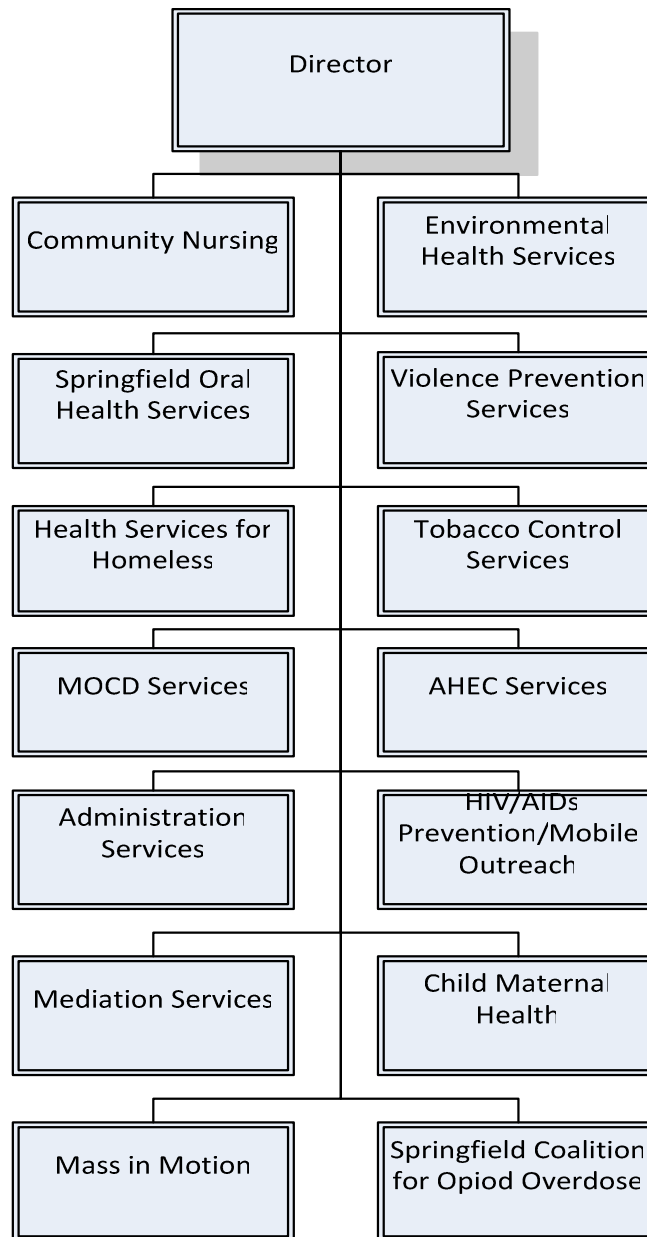
Expand the volunteer program so that experienced and knowledgeable volunteers can act as ambassadors for TJO.

Revise all educational handouts and make them available in Adoption Center lobby and in each Animal Control vehicle.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	432,417	378,702	389,090	10,388	2.7%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	663,905	556,600	606,332	49,732	8.9%
Supplies and Materials	107,067	119,710	128,097	8,387	7.0%
Intergovernmental	68,558	80,320	80,320	0	0.0%
Other Charges and Expenses	1,661	3,000	3,000	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	1,273,608	1,138,332	1,206,839	68,507	6.0%

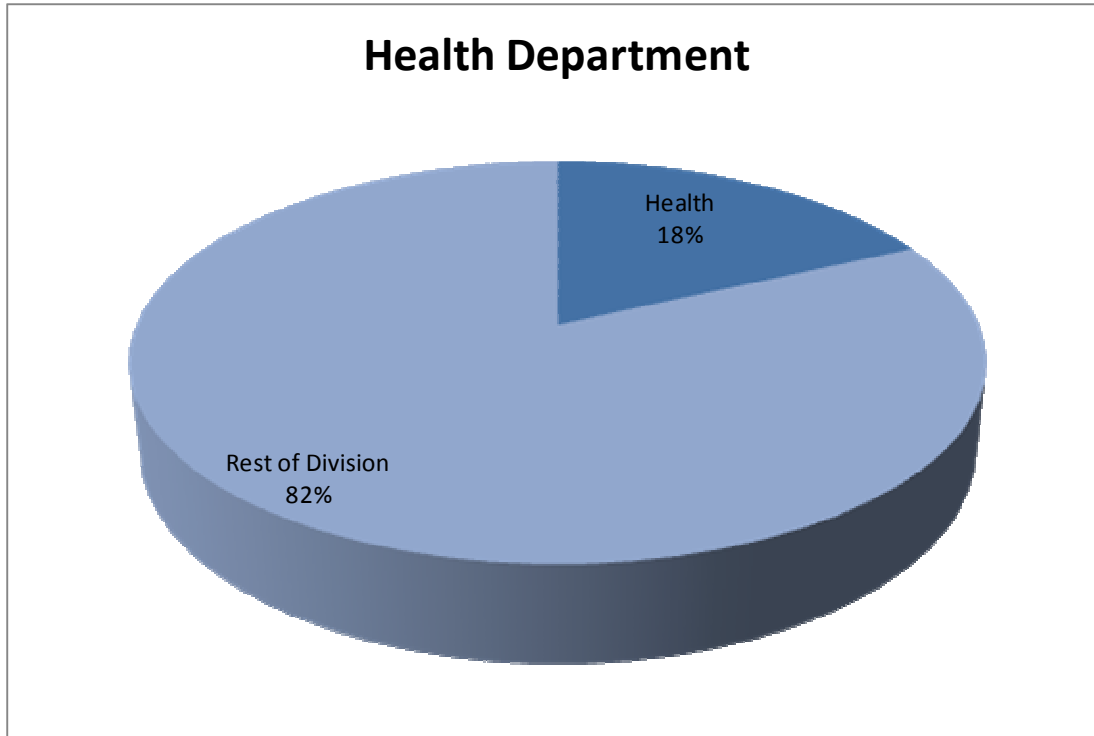
Health Department



Mission Statement

The mission of the Springfield Health Department is to promote physical and mental health, control communicable diseases, sanitize the environment, and to prevent disease, injury and disability for the residents of the City of Springfield. The Department is also mandated to enforce rules and regulations that govern public health under Massachusetts General Law Chapter 111.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	1,227,947	1,369,445	1,320,067	(49,378)	-3.6%
OTPS	240,062	234,720	219,800	(14,920)	-6.4%
Total General Fund	1,468,009	1,604,165	1,539,867	(64,298)	-4.0%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Health	32.50	30.00	29.26	-0.74

Health and Human Services Department Summary

The Springfield Department of Health and Human Services (DHHS) works closely with governmental and community-based organizations through a collaborative process to determine the health and human service needs of the residents of the City of Springfield. Additionally the department is charged with initiating and advocating for policies that will protect the health and well-being of Springfield's residents. Another area of focus is the development of a quality healthcare workforce by improving access to education, employment and health services.

Fiscal Year 2010 Highlights

Expanded electronic medical records and billing system for Health Services for the Homeless by switching the server to the City of Springfield.

Secured two new grants to expand substance abuse and dental services.

Continued to participate in the planning process for the development of a dental operatory in Putnam High School.

Expanded disaster training curriculum to childcare organizations to encourage organizational preparedness plans.

Provided flu vaccinations for over 3,000 Springfield residents.

University of Massachusetts included the Area Health Education Center (AHEC) in two of their grant submissions to support AHEC students at Springfield Technical Community College to expand the student health career experience.

Hired a coordinator for unit certification with Medical Reserve Corp of Massachusetts.

Received a grant for three years to address opioid overdoses in the City of Springfield. Formed the Springfield Coalition Opioid Overdose Prevention (SCOOP) to implement strategies that will prevent deaths from substance abuse.

Secured a Mass in Motion Grant to develop an action plan to target obesity and nutrition. A leadership council was appointed to develop an action plan to promote health and wellness among Springfield residents.

Responded to the H1N1 threat in collaboration with the Springfield School Department by developing an internal working group comprised of Health and Human Services, Schools, Baystate Medical Center, Emergency Preparedness and community based coalitions.

Held community hearings on the proposed bio mass plant proposed by Palmer Renewable Energy. The department was instrumental in securing a health impact study is done prior to sighting.

Formed a partnership with Baystate Medical Center to develop an adolescent health center. A new medical suite will be constructed consisting of three exam rooms and a two chair dental suite. The anticipated date of completion is October 2010.

Developed a strategic partnership with the Middlesex Opportunity Council (SMOC) who provides administrative oversight for Open Pantry Community Services, our partner with Health Services for the Homeless. This collaboration will begin to explore how we can reorganize to use existing staff to increase revenue.

Began the process to respond to a RFP for a Healthy Start Grant. The Child Maternal Health Commission, a component of DHHS, is in the process of reviewing our Child Maternal Health plan to update the strategies for addressing infant mortality.

Received over \$500,000 in ARRA stimulus money to support Homeless Services.

Co Chaired the Mayor's Taskforce to ensure that the sexual health education curriculum would be implemented in Springfield Public Schools. Springfield Public Schools implemented a comprehensive sexual health education program in January 2010.

Expanded dental hours in the school based and homeless programs to accommodate individuals who were unable to access services during regular clinic hours.

Risks and Challenges for Fiscal Year 2011

The current economic downturn continues to have a devastating effect on Health and Human Service organizations across the Commonwealth of Massachusetts; in particular, State 9C budget reductions have impacted DHHS. Our mobile outreach program was eliminated which has caused the salaries of employees to be charged to the city's general fund budget. It is anticipated that further cuts will impact the tobacco control program in Fiscal Year 2011, resulting in a loss of .5 FTE. Other services that will be impacted are those safety net programs provided by community based organizations, many of whom are discussing mergers, strategic alliances and the possibility of discontinuing services.

Health Services for the Homeless, our 330 Health Center partnership with Mercy Medical Center and Open Pantry, continues to struggle because of decreased revenue. ARRA stimulus funding has helped to defray some of the revenue challenges. In addition, Open Pantry, one of our community health center partners, has merged with Southern Middlesex Opportunity Council (SMOC). It is unclear the impact the merger will have on the local Homeless Community. While the new administration in Washington is committed to the Health Center Reform movement, the exact way in which the local effort will be supported is unclear. State Healthcare reform, while having a positive impact by providing a medical home for many of our residents, has also created a strain on health centers that serve the homeless because of decreased capacity. The National Healthcare movement will have an impact on the Massachusetts effort since Massachusetts has been on the forefront of the effort.

A major health concern continues to be that Springfield adolescents are disproportionately represented in all statewide sexual health data including unplanned pregnancy, and STDs including Chlamydia and Gonorrhea. Other health concerns for adolescents are violence among children and access to oral health services. Relative to the latter, DHHS will partner with Baystate Health to provide Adolescent Health Services at the Mason Square Neighborhood Health Center, to include dental and medical screenings and services.

Since September 11, 2001, public health departments have been on the forefront of disaster planning. This requires consistent staff education and training. It is critical that there be a staff person assigned to work across the city to ensure communication and collaboration with Fire, Police, and AMR and area hospitals. While multiple staff members have been assigned to fill that role, the City would be better served with a dedicated person whose sole function is the dissemination of information in a clear, concise, and timely manner. Additionally, H1N1 has been at the forefront of pandemic planning since it first emerged as a global threat in April 2009. Much of the staff and administrative time has been used in planning with State and Local Officials to combat this issue.

Over the past five years, it has been nearly impossible to recruit and retain nursing staff. Although we have had minor successes in hiring two nurses, a staffing void remains. Ideally, the Nursing Unit should have eight members, but is currently staffed with four. Nursing shortage levels are also at the nurse practitioner level. The department continues to be unable to hire a nurse to work with our homeless population despite offering a competitive salary.

Ongoing grant management is critical to overall maintenance of current grants, as well as, grant writing, implementation, tracking and evaluation. Generating and maintaining funding sources outside of the City budget remains a challenge. The Department continues to research innovative ways to bring in resources and monies that will aid the office in its multidivisional efforts to combat a variety of

health problems.

Every day the dental clinics managed by DHHS see patients in need of dental services with the inability to pay for such services. Both clinics provide a fair share of free service for patients in need at the risk of utilizing resources (supplies and equipment) that are costly to replenish and replace. Challenging funding times with MassHealth, the state aid program, and the lack of all community residents to obtain some form of dental insurance has placed both clinics in the position to provide palliative treatment in emergent situations to alleviate pain among residents in the community. This factor proposes a particular challenge to the school-based program as it is funded solely by the revenue it generates.

Strategic Decisions for Fiscal Year 2011

As a result of the elimination of the HIV/AIDS grant, DHHS was forced to suspend Mobile Outreach Services. The City was unable to sustain these cuts. We continue to work with our partner agencies to assure that IV drug users are able to obtain services. The Department will continue to work with our legislators to support the program's inclusion in the State's Budget, although the possibility is bleak.

Health Services for the Homeless is in the process of implementing our strategies suggested by Health Resources Services Administration (HRSA) during our October 2008 federal review. We just completed our five year strategic planning process with our partners Mercy Medical Center and Open Pantry and will continue to work to assure we meet the goals outlined by HRSA.

The Commonwealth of Massachusetts funds, on a per capita basis, regional health coalitions for pandemic planning. Springfield's funding comes through a fiscal agency known as the Pioneer Valley Planning Commission. The department intends to continue its work with the Massachusetts Department of Public Health to request that the per capita funding be sent to the city in order to hire a person to manage our emergency preparedness process.

By working with area colleges to identify recent graduates who desire a public health experience, the Department is hoping to increase its nursing staff. Another strategy to increase nursing staff in Fiscal Year 2011 is to increase the outreach through print media in hopes of recruiting qualified candidates.

Mayor Sarno has identified sexual health among Springfield school children as a priority and has met with the Springfield Public Health Council on the issue. The department will work with the Springfield School Department, the Youth Coalition, and other stakeholders to identify gaps in health education. The data supports the need for immediate intervention. In order to facilitate this process, the department will continue to work closely with the Springfield Adolescent Sexual Health Advisory (SASHA) in Fiscal Year 2011. As a result of the Mayors direction, the Springfield Adolescent Sexual Health Advisory committee was convened and for the first time in thirty years, a new health education curriculum that includes sexual health will be implemented in January 2011.

The Violence Prevention Coordinator will continue to work closely with the Violence Prevention Taskforce which includes Police, Schools, and recipients of the Shannon grant to assure a coordinated effort. The department will continue to explore and implement innovative strategies to provide intervention to troubled adolescents.

The Tobacco Control unit will work with the Public Health Council to implement legislation that will make it illegal for pharmacies to sell tobacco products.

The Mass in Motion grant will allow the department to develop an action plan for the residents of the City of Springfield to combat obesity and develop good nutritional habits.

The Mass Call 2 program will develop an action plan to combat opioid overdoses in the City of Springfield during Fiscal Year 2011.

As part of the Health Services for the Homeless program, DHHS plans to standardize policies, forms, and procedures with Mercy Medical Center and Open Pantry to ensure a more formalized reporting structure and uniformity in data collection.

Administrative Services

Description: The Administrative Services unit provides assistance to ensure that public health services and information are accessible and helpful to the citizens of Springfield. Functions include distribution of vaccines for the Commonwealth of Massachusetts and issuing burial permits for all deaths that occur in Springfield.

Fiscal Year Goals

Issue burial permits for all deaths that occur in Springfield

Citywide Strategic Priority Supported: Financial Management

Increase the number of trainings attended by administrative support staff

Citywide Strategic Priority Supported: Education, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of trainings attended per staff member	N/A	N/A	3

Multi-Year Goals

Standardize intake of equipment.

Improve on-line customer services and post downloadable forms on the City's website.

Computerize burial permit process.

Initiate a time study process for clerical staff and develop a cross-training curriculum for implementation.

Community Health Nursing

Description: The goal of this unit is to reduce disease, premature death, discomfort and disability for the citizens of Springfield by providing health promotional assessments, prevention, treatment and other mandated services as outlined in Chapter 111 of the State's Public Health Code.

Fiscal Year Goals

Increase the number of nursing staff

Citywide Strategic Priority Supported: Job Creation

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of Community Health Nurses	4	4	5

Increase the number of community-based sites offering various services

Citywide Strategic Priority Supported: Neighborhood Revitalization, Public Safety, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of agencies and organizations working in partnership with HHS	204	238	240

Provide health services to Springfield's residents

Citywide Strategic Priority Supported: Neighborhood Revitalization, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of active/latent Tuberculosis cases managed	104	123	100
Number of flu shots dispensed to residents	2,716	2,800	3,000
Number of lab screenings provided	2,087 (projected)	2,129	2,171

Expand pandemic education and training

Citywide Strategic Priority Supported: Public Safety

Multi-Year Goals

Implement additional flu clinic sites.

Increase the number of health screenings held in the community.

Increase the visibility of the Child Maternal Health Program.

Offer additional chronic disease screenings at Senior Centers.

Implement a chronic disease tracking tool.

Environmental Division

Description: The Environmental Division is responsible for ensuring compliance with all State sanitary codes through inspection of restaurants and food-handling establishments. The Environmental Division also inspects swimming pools, private sewage disposal, proper disposal of medical waste, and ensures the enforcement of safety regulations for recreational camps and baits the sewers with larvacide to control the mosquito and rodent population.

Fiscal Year Goals

Computerize field inspections

Citywide Strategic Priority Supported: Public Safety, Financial Management

Action Steps:

1. Train Environmental Health Inspectors in the use of Accela software and equipment

Ensure compliance with State Codes at all food establishments in Springfield

Citywide Strategic Priority Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of food inspections completed	2,029	2,150	2,138

Multi-Year Goals

Work closely with Animal Control to strictly enforce quarantine regulations.

Adjust permit and inspection fees to reflect current market costs.

Establish concrete communication system with the City's Code Enforcement Division.

Establish a taskforce with Animal Control, Public Works and Police to centralize the process for handling citizen animal complaints.

Health Services for the Homeless

Description: Health Services for the Homeless provides direct health care, social services, advocacy and outreach to homeless persons at thirty two sites throughout the City.

Fiscal Year Goals

Increase the number of homeless receiving health and dental care.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of homeless clients served	N/A	3,964	3,964

Appoint a homeless person to the Public Health Council

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Date the homeless person is appointed	N/A	May 2010	May 2011

Multi-Year Goals

Increase coordination with Open Pantry and Mercy Medical Center.

Recruit additional Nurse Practitioners to work with the City of Springfield.

Expand electronic medical records.

Increase billable hours for providers.

Develop concrete quality assurance standards.

HIV/AIDS

Description: The HIV/AIDS unit serves as a liaison between community-based organizations and the City of Springfield to enhance the quality of life for persons living with HIV and AIDS. The unit also provides transportation for intravenous drug users to appropriate medical treatment facilities.

Fiscal Year Goals

Reinstate the Youth Against AIDS coalition

Citywide Strategic Priority Supported: Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of funding opportunities pursued	N/A	N/A	2

Provide outreach and referral services for the Springfield IV drug using population

Citywide Strategic Priority Supported: Neighborhood Revitalization, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of Substance users receiving outreach services and referrals	10,428	8,460	8,000

Multi-Year Goals

Re-establish partnership with New North Citizens Council and Northern Educational Services.

Increase substance abuse services beds in the western region of the state.

Develop an outreach support group across agencies.

Work with legislators to secure funding for future fiscal years.

Decrease the number of persons transported to treatment facilities outside of the City.

Standardize forms between New North, Northern Educational Services and the City of Springfield.

Tobacco Control

Description: The Tobacco Control Program is dedicated to helping the residents of Springfield understand the hazards of tobacco smoke as well as educating the public about living a healthier, smoke-free lifestyle. The program also develops policy on a city-wide level.

Fiscal Year Goals

To ensure compliance with the Youth Access Tobacco Ordinance

Citywide Strategic Priority Supported: Public Safety, Neighborhood Revitalization, Financial Management

Action Steps:

1. Continue compliance checks of authorized tobacco product retailers.
2. Advocate for increased funding.
3. Increase electronic compliance checks.

Measures	Actual FY08	Proj. FY10	Goal FY 11
Number of compliance checks on tobacco retailers	442	500	500

Multi-Year Goals

Develop an educational partnership with area colleges and universities.

Advocate for increased treatment services for nicotine addiction.

Compile a catalog of current treatment services.

Initiate a comprehensive media campaign.

Advocate for increased funding for the Tobacco Control Program.

Ban the sale of tobacco products from pharmacies.

Mediation Services

Description: The mediation program provides non-adversarial problem solving to neighborhood and community disputes by training volunteers in mediation skills. Mediation Services offers a thirty hour Medication Certificate Course and a one day Conflict Management Course.

Fiscal Year Goals

Increase the number of volunteers in the training program

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of volunteers trained	N/A	N/A	40

Increase the number of Police/Court Officers attending training

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of Police/Court Officers trained	N/A	N/A	20

Multi-Year Goals

Develop a mediation course for community-based organizations.

Develop on-line mediation training.

Increase funding for program.

Initiate/expand a collaboration with Springfield Public School.

Violence Prevention

Description: The Violence Prevention unit implements components of a prevention and intervention program for youth by working with community-based organizations and other city departments.

Fiscal Year Goals

Provide Violence Prevention/Anti Bullying /Mediation Education to Elementary and Middle Schools

Citywide Strategic Priority Supported: Education, Public Safety, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of Students trained	232	200	350

Increase the number of partnerships with community-based organizations

Citywide Strategic Priority Supported: Financial Management, Neighborhood Revitalization, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of agencies and organizations working in partnership with HHS on Violence Prevention	N/A	N/A	12

Multi-Year Goals

Develop a media campaign to educate residents about signs of violence and prevention methods.

Develop a taskforce to enhance violence prevention communication activities.

Child Maternal Health

Description: The Springfield Infant/Child/Adolescent Health and Safety Division addresses the issues associated with child and family health in Springfield and promotes the health and well being of mothers, infants, children, adolescents and families.

Fiscal Year Goals

Reduce the infant mortality rate in Springfield

Citywide Strategic Priority Supported: Neighborhood Revitalization

Action Steps:

1. Convene a city wide Healthy Start planning taskforce in conjunction with the Child Maternal Health Commission to update the Child Maternal Health Plan.

Measures	Actual FY09	Proj. FY10	Goal FY 11
Infant Mortality Rate per 100,000	N/A	N/A	8.5

To provide medical interpreter trainings to medical providers

Citywide Strategic Priority Supported: Neighborhood Revitalization, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of providers receiving training	N/A	25	65

Increase participation at the annual city-wide baby shower

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of participants attending	N/A	N/A	300

Multi-Year Goals

Publish results of FIMUR process and increase awareness of infant mortality data.

Increase the number of women obtaining prenatal care during their first trimester.

Increase awareness among providers of the need for culturally specific prenatal services.

Strengthen transportation system to provide greater access to those requiring care.

Develop a coalition to respond to the Healthy Start RFP.

Springfield Oral Health Services

Description: The oral health program delivers quality dental care to those members of the community who seek dental services. The program provides education, preventive, and restorative dental services within the community and strives to bridge the gap between overall health and oral health by raising each patients level of dental health awareness, preventing dental diseases where possible, and restoring dental health for those patients with dental disease.

Fiscal Year Goals

Increase dental clinic staff to reflect for the needs of Springfield's residents

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of staff	N/A	N/A	10
Number of bilingual/bicultural staff	N/A	N/A	4

Provide dental care to Springfield's School students at "No Tooth Left Behind Dental Clinic."

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of treatment plans completed by the Oral Health Project	307	330	450

Multi-Year Goals

Require dental examinations for all incoming students at the K/2/6/9 grade levels.

Expansion of educational partnerships to include dental students to stimulate and promote public health interest options in western MA for graduating students.

Produce public service announcements for oral health.

Website development and launch for oral health services offered by the City.

Develop and implement a media campaign showcasing the school-based and homeless shelter programs as community resources for those in need.

Expand dental services to the new Putnam High School.

Area Health Education Center

Description: The Pioneer Valley Area Health Education Center (AHEC) is one of six AHECS in the Commonwealth of Massachusetts. Administered by the City of Springfield since 1996, the mission is to increase the diversity of the healthcare workforce. In addition, AHEC administers a Medical Interpreter program and trains medical interpreters throughout the Western Region.

Multi-Year Goals

Increase participation in the 60 Hour medical interpreter program.

Develop a comprehensive summer work experience for Recruitment & Education Assistance for Careers in Health (REACH) program.

Initiate an annual conference for Community Outreach Workers Network.

Increase funding for youth programs.

Mayor's Office for Citizens with Disabilities

Description: The Mayor's Office for Citizens with Disabilities is charged with assisting citizens with disabilities and Community Based Organizations by facilitating a process that initiates referrals to meet the needs of Springfield residents with disabilities. The office also assures that the American with Disabilities Act (ADA) is complied with in the City of Springfield.

Multi-Year Goals

Provide an annual training on ADA to City Employee.

Assure the City of Springfield has sufficient TTY machines.

Update current housing information as it relates to accessibility.

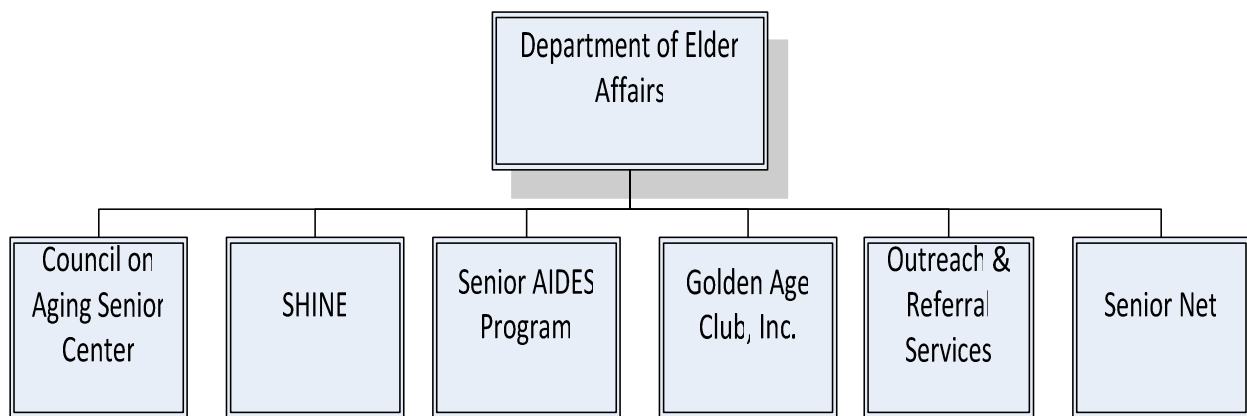
Assess Handicap Parking policies and procedures for application and removal of signs.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10- FY11	Percent Change
Personnel Services	1,227,947	1,369,445	1,320,067	(49,378)	-3.6%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	211,275	195,300	186,700	(8,600)	-4.4%
Supplies and Materials	23,685	32,420	29,100	(3,320)	-10.2%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	5,101	7,000	4,000	(3,000)	-42.9%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	1,468,009	1,604,165	1,539,867	(64,298)	-4.0%

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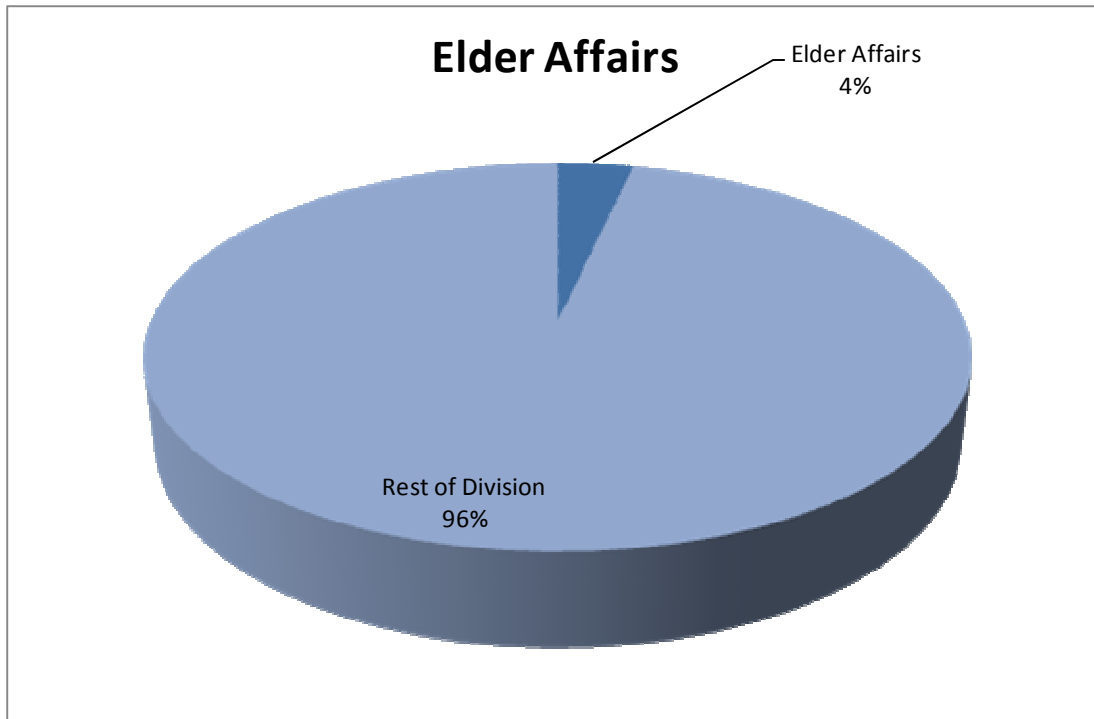
Elder Affairs



Mission Statement

The Department of Elder Affairs is dedicated to enhancing the quality of life for elderly citizens in the City of Springfield.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	286,815	269,886	272,533	2,647	1.0%
OTPS	28,138	28,291	27,416	(875)	-3.1%
Total General Fund	314,953	298,177	299,949	1,772	0.6%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Elder Affairs	6.80	6.10	6.10	0.00

Elder Affairs Department Summary

The Department of Elder Affairs is dedicated to enhancing the quality of life for the senior citizens of Springfield by providing a continuum of services from center-based programs, to advocating for the needs of elders citywide. The department offers recreational and educational programs at seven program sites throughout the city, provides outreach and referral services to access resources for elder citizens and administers the Senior Aide program that re-trains and places low-income, unemployed, mature workers back into the workforce from the Department of Labor provider, Senior Service America. Elder Affairs also administers the Serving Health Information Needs of Elders (SHINE) program from the state Department of Elder Affairs, which assists seniors in understanding their Medicare and Mass Health benefits and other health insurance options. In addition, the department oversees the private non-profit 501c3 Golden Age Club, Inc., a recreational club that promotes travel and tours along with weekly meetings at eleven locations throughout the City. Lastly, Elder Affairs collaborates with the Springfield Fire Department in administering the Smoke Detector Program, which installs 10-year lithium smoke detectors in senior owned homes.

Fiscal Year 2010 Highlights

Out of the estimated 26,000 residents that are 65 and older, the Department of Elder Affairs provided various services to over 10,000.

The Smoke Detector Program was recognized as the highest performing smoke detector installation program in the state and continues to be recognized across the country. The program installed over 5,000 smoke detectors in 900 homes owned by senior citizens and is currently being replicated by The National Fireman's Foundation and the City of New Rochelle in New York.

GSSSI, the Outreach and Referral Program, increased from \$30,000 to \$88,980 (19.7% increase).

SHINE program increased from \$48,000 to \$60,000 (25% increase).

Senior Aide increased from \$815,607 to \$855,907 (5% increase).

Council on Aging Grant increased from \$153,706 to \$164,529 (7% increase).

Acquired two new one-year grants; the ARRA Senior Aide Grant totaling \$192,234 which was awarded as supplemental funding to increase participants in the Senior Aide Program; the Pilot Generations On line Senior Computer Program Grant for \$30,000 that will teach computer skills to hard to reach populations.

Successfully implemented the Attorney General's Guidelines for operating The Golden Age Club, Inc; a 501c3. This includes holding Board of Directors elections, retaining over \$10,000 in unrestricted funds (50% increase), and revised the bylaws.

Collaborated with Western Mass Food Bank to increase senior participation in the Brown Bag program by 33%. This program provides a week's worth of meals once per month.

Collaborated with New England Farm Workers Council to increase senior fuel assistance by 25% by accepting fuel applications at Senior Centers.

SHINE (Seniors in Need of Health Information) program in the City of Springfield saved over \$1.1 million as a result of providing open enrollment service. This program has the highest number of culturally representative volunteers in the Commonwealth.

Contracted with the Greater New Life Christian Church to offer Outreach Services to the Indian Orchard community.

Expanded the monthly STAR newsletter to become bilingual, offered in both Spanish and English.

Hosted the State Secretary of Elder Affairs, President of AARP, and the Federal Director of Elder Affairs at a seminar on Health Care benefits, with over 200 people in attendance.

Created a Diversion Program to prevent senior homelessness with the Springfield City Office of Housing, Greater Senior Services, and the Springfield Housing Court.

Risks and Challenges for Fiscal Year 2011

In the very near future, Springfield's senior population (aged 65 and older) will increase due to the retirement of the baby boomer generation. The increased retiree population is expected to stay in their homes longer and utilize municipal services to support that longevity.

An ongoing challenge for the department is to continue providing services at the Good Life Center due to the limited access available to seniors when getting to and/or entering the Center.

Strategic Decisions for Fiscal Year 2011

The Department of Elder Affairs will continue to collaborate with community partners and other City departments in order to find ways to meet the needs of the City's elderly population, determining an appropriate Good Life Center location, and conducting information sessions on obtaining city services.

The Department of Elder Affairs along with the Mayor's Office will create a feasibility study committee to explore possible sites for a new senior center.

The department continues to expand both in services and in locations to better meet the needs of our senior population by reallocating existing resources and increasing grants when possible.

Council on Aging Senior Centers

Description: Senior Centers provide health and recreational activities for Springfield senior residents. These Centers are Riverview, Hungry Hill, May Flower, Good Life, Mason Square, Pine Point and Green Leaf Community Center which are located throughout the city. In order to support Senior Center activity, the Department of Elder Affairs utilizes the Council on Aging (COA) grant. These funds are used to provide Senior Center outreach programs that promote fitness, education, health screenings, recreational activities, trips, and special events. Funds from the COA grant also enable staffing at all Senior Centers and employ a van driver to assist those elder citizens who are, in some way, unable to provide for their own transportation.

Fiscal Year Goals

Promote healthful living and physical fitness by means of additional and expanded senior educational outreach programs

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization

Action Steps:

1. Two staff members will be trained in the Chronic Disease Management model from the Department of Public Health
2. Open a fitness center in a city owned building strictly for the use of physical fitness

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of community based partnerships established to enhance services	N/A	N/A	80
Unduplicated number of senior citizens participating in senior activities	7,436	11,902	12,402
Duplicated number of senior citizens participating in senior activities	N/A	93,098	93,598
Number of outreach programs offered (including health information workshops)	N/A	N/A	50

Provide information on various health issues that affect seniors

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of health and wellness programs offered	N/A	N/A	50

Number of participants in health and wellness programs	N/A	N/A	4,626

Ensure access to food programs

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of meals provided per week	432	556	600
Number of participants in Brown Bag program	7,792	5,328	8,165

Provide information and referral services

Citywide Strategic Priority Supported: Education

Measures	Actual FY08	Proj. FY10	Goal FY 11
Number of participants in Brown Bag program	7,792	5,328	8,165

Increase outreach to members of the Latino and Vietnamese communities

Citywide Strategic Priority Supported: Neighborhood Revitalization, Education

Action Steps:

1. Participate with Latino and Vietnamese agencies on Health Disparity Coalition
2. Meet with Latino and Vietnamese recreational & social groups to gather input on senior needs
3. Provide weekly activities in the Forest Park Manor housing complex to the Vietnamese older adults
4. Support activities in the Latino population by providing English and Spanish language workshops and information in all programs and at all sites.

Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of participation: Latino	N/A	N/A	10%
Percent of participation: Vietnamese	N/A	N/A	0.50%

Multi-Year Goals

Increase the Latino community's activity level at all program sites where appropriate.

Perform diabetes, blood pressure, foot, obesity, dental, heart health, and other screenings at each of the program sites.

Reduce isolation in the elder population.

Collaborate with community partners, team members and other city departments to offer information on a variety of health topics including heart health, obesity, dental hygiene and the importance of exercise.

Continue to provide culturally and socio-economically diverse activities according within their communities.

SHINE (Serving the Health Information Needs of Elders)

Description: The SHINE program assists seniors in understanding their Medicare, Mass Health, and other health insurance benefits. The SHINE program ensures that elderly and disabled people have access to impartial and up-to-date information regarding health care.

Fiscal Year Goals

Assist Medicare beneficiaries in understanding their benefits and other health insurance options in an impartial manner

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization

Action Steps:

1. Advertise services through public presentations, direct outreach, media campaigns, and local health fairs
2. Hold counseling sessions to provide information to area seniors

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of SHINE counseling sessions	661	690	700

Expand SHINE services offered to multiple sites throughout Hampden County

Citywide Strategic Priority Supported: Neighborhood Revitalization, Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of community based partnerships established to enhance services	3	6	8

Remain current on changes in health insurance programs and legislation

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of health/Medicare-related trainings held	19	25	33

Increase the percentage of new SHINE volunteers

Citywide Strategic Priority Supported: Neighborhood Revitalization

Action Steps:

1. Recruit volunteers through the use of media outlets such as print media, radio, television, and internet.

Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of new volunteers	3.75%	3.5%	3.75%

Expand the number of home visits by SHINE volunteers.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of home visits	62	90	120

Provide up-to-date training for all volunteers.

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of volunteer trainings	12	12	12

Multi-Year Goals

Increase senior awareness of SHINE services.

Assist seniors in advocating for their rightful benefits.

Establish a 24-hour SHINE hotline.

Increase seniors utilizing web-based information.

Advertise services through public presentations, direct outreach, media campaigns, and local health fairs.

Increase the SHINE Coordinator's effectiveness by attending workshops, conferences and reading the latest trade information.

Senior AIDES Program

Description: The Senior Aides program promotes the transition of the unemployed mature worker from subsidized to unsubsidized employment. The major objective of the program is to address needs commonly experienced by low-income mature workers: additional income, re-entry into the workforce, and economic independence. Funds for this program are furnished by a federal program, Senior Service of America, Inc.

Fiscal Year Goals

Maintain an authorized level of enrollees throughout the program year

Citywide Strategic Priority Supported: Job Creation

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of enrollees	100	130	100

Assign eligible individuals into unsubsidized part-time community service positions that comply with rates and hours set forth in the Older American Act of 1965 as amended

Citywide Strategic Priority Supported: Job Creation, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of unsubsidized job placements	33	33	39

Transition current participants into unsubsidized employment during the program year

Citywide Strategic Priority Supported: Job Creation, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of community based partnerships established to increase change of placement	200	210	215
Number of new host agencies recruited	10	15	15
Average number of days at host agencies	261	261	261

Provide training and refresher courses to program participants

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of participants per training	56	59	60
Number of training sessions provided	150	150	150

Multi-Year Goals

Provide useful and meaningful community service employment to eligible low-income disadvantaged mature workers.

Coordinate in-house or vendor-provided workshops for necessary skills training.

Greater Springfield Senior Services Outreach and Referral

Description: The Greater Springfield Senior Services, Inc. (GSSSI) program provides information on benefits and services available to seniors. GSSSI encourages participation in programs, conducts follow-up home visits, gives referrals, provides client advocacy, helps the elder or caregiver in receiving or providing quality care, gives community presentations, and collaborates with agencies and businesses to assist seniors that are in debt, under-insured, uninsured or homeless.

Fiscal Year Goals

Conduct visits to elder housing facilities and organizations

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of visits to elder housing facilities and organizations	80	150	183

Work with community agencies to promote and enhance available senior services

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of community based partnerships established	15	45	60

Maintain the network of services offered to seniors

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of services offered by DEA	20	90	120

Provide documentation and referrals to senior services

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of referrals	320	600	1,500

Multi-Year Goals

Increase senior population access to the outreach program.

Staff all program sites with one outreach worker.

Contact all senior housing complexes, senior centers, and senior programs, to conduct presentation on services.

Maintain accurate records on problem and referral services provided and, when appropriate, the outcome.

Senior Net

Description: Senior Net is an international community of computer-using senior citizens aged 50 and older, including a nonprofit membership organization based in San Francisco, CA, an online network-based service called “Senior Net Online”, and on-site learning centers utilized in order to educate older adults about computer use and available technology.

Fiscal Year Goals

Offer a variety of computer skills training courses that include web page design, basic programming, word processing, and internet navigation and safety

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of courses offered	6	2	5
Average number of participants per course	6	3	6
Number of community based partnerships established to enhance services	0	1	3

Utilize Generations Online grant dollars to enhance computer-related education provided to seniors

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of courses offered	4	4	4
Average number of participants per course	2	3	3

Multi-Year Goals

Develop a program that offers access to on-site instruction from the homes of senior program participants.

Expand computer skills training classes to all program sites.

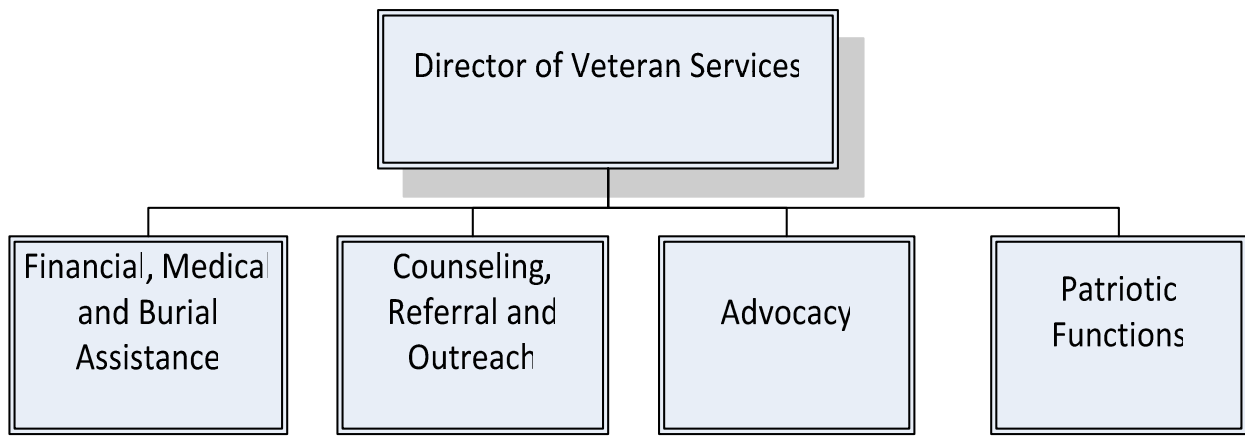
Offer courses including computer fundamentals, web design, and word processing as well as digital media and internet fundamentals.

Collaborate with the Springfield Housing Authority to offer computer courses located in Senior Housing complexes.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	286,815	269,886	272,533	2,647	1.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	20,850	21,041	20,591	(450)	-2.1%
Supplies and Materials	6,822	6,500	6,500	0.	0.0%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	467	750	325	(425)	-56.7%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	314,953	298,177	299,949	1,772	0.6%

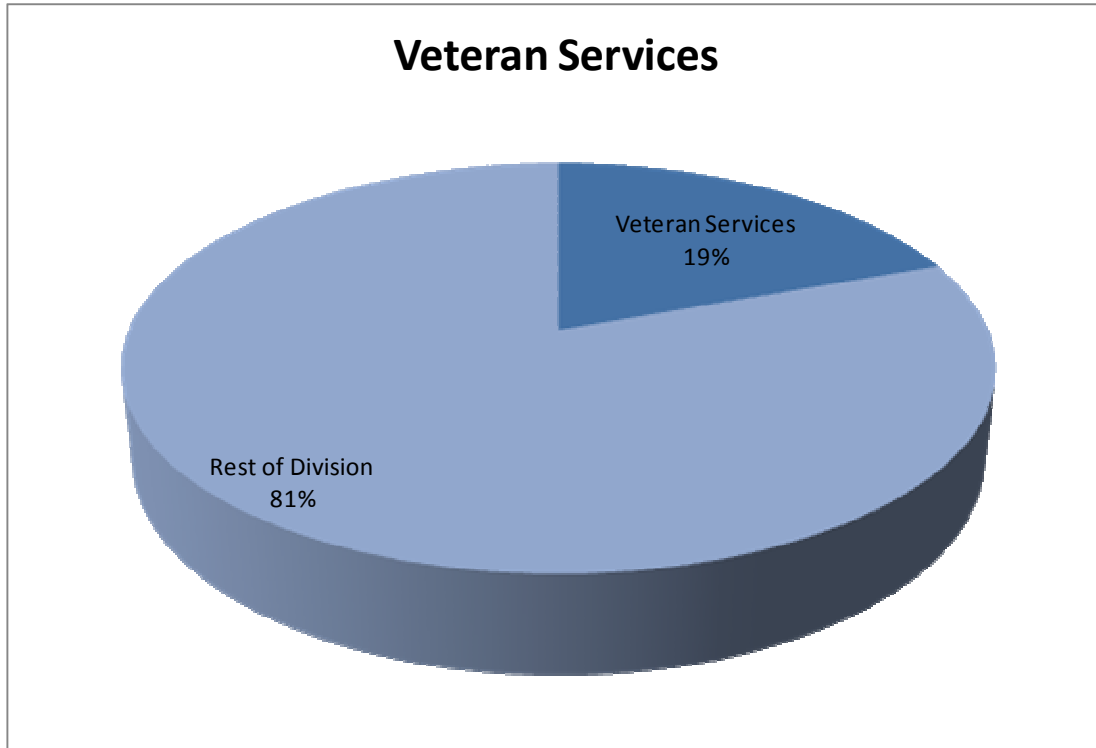
Veteran Services



Mission Statement

The Veterans Services departmental mission is to aid and advise veterans and their dependents in identifying veteran specific entitlements, as well as, grant financial and medical assistance as mandated by Massachusetts General Law Chapter 115.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	219,016	231,302	219,507	(11,795)	-5.1%
OTPS	1,376,299	1,365,207	1,436,283	71,076	5.2%
Total General Fund	1,595,316	1,596,509	1,655,790	59,281	3.7%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Veteran Services	4	4	4	0

Veteran Services Department Summary

In accordance with Massachusetts General Law Chapter 115, Section 3, the Veterans Services Department is charged with taking applications for veterans' benefits and for providing financial and medical assistance to qualified, needy 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.

Fiscal Year 2010 Highlights

Responded to approximately 10,200 telephone inquiries regarding veterans benefits, available programs, and referrals to local and federal agencies.

Filed approximately 1,700 discharges for recently released veterans and copies of discharges on file for veterans and their dependents.

Directed financial assistance to approximately 300 wartime veterans and their dependents.

Assisted with payment of burial expenses and graves registration for indigent wartime veterans.

Placed American flags on approximately 18,300 veterans' graves for Memorial Day and Veterans Day.

Risks and Challenges for Fiscal Year 2011

In 2004, the Commonwealth redefined the eligibility requirements of those able to apply for veterans benefits to include all those who have served 180 days or more of active duty. As the number of veterans grows, the cost to provide them with benefits will grow as well.

Currently, the Veterans Services Department is staffed with four full-time employees. If the current rate of growth continues, present staffing levels will be inadequate.

Strategic Decisions for Fiscal Year 2011

Aggressively place clients in programs which will 'fast track' them into the labor market or result in the realization of long-term disability assistance.

Veterans' Benefits

Fiscal Year Goals

Win 90% of appeals litigated through the DVS, Division of Law Appeals or Governors Council.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of appeals found in favor of the Veterans' Department	N/A	N/A	90%

Assist at least 80% of eligible individuals in enrolling in MassHealth.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of individual who are eligible for MassHealth (income is less than \$1,240 for individuals or \$1,661 for couples) who have enrolled in MassHealth	N/A	83.3%	80%

Decrease modified and denied VS21A's.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of submitted VS21A's that are denied	N/A	4.3%	4.2%
Percent of submitted VS21A's that are modified	N/A	13.8%	13.0%

Organize and participate in 8 patriotic events, veteran related issues and veteran organizations.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of veteran-related events organized	8	8	8

Forward 85% of state returns for reimbursement within the required 60 days following the payment month.

Citywide Strategic Priority Supported: Financial Management

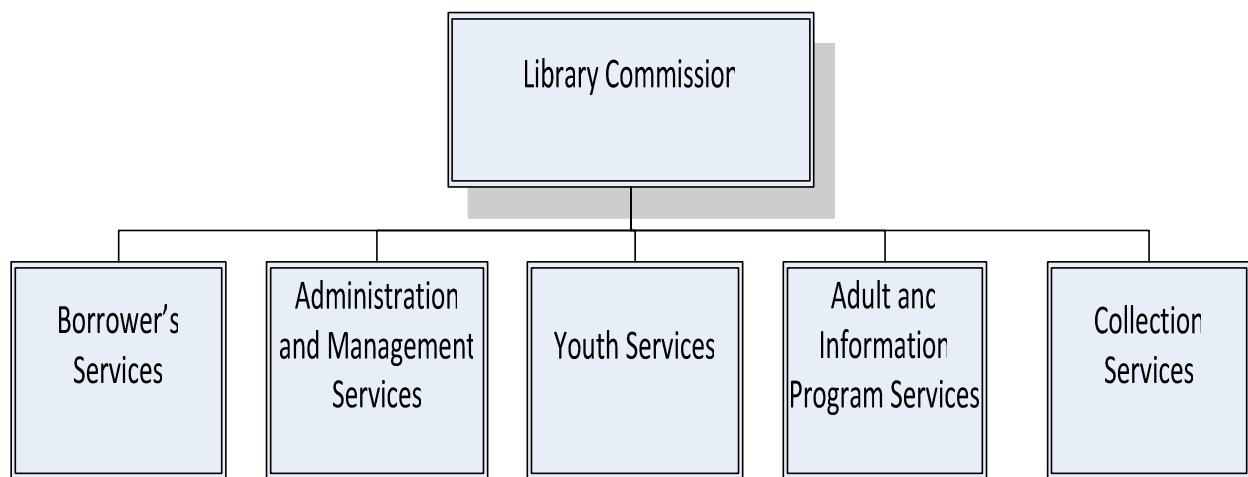
Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of state returns forwarded within the required 60 day timeline	58.3%	0%	85%

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	219,016	231,302	219,507	(11,795)	-5.1%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	4,705	6,522	6,522	0	0.0%
Supplies and Materials	1,360	1,852	2,152	300	16.2%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	1,370,234	1,356,833	1,427,609	70,776	5.2%
Capital Outlay	0	0	0	0	0.0%
Total Operating Funds	1,595,316	1,596,509	1,655,790	59,281	3.7%

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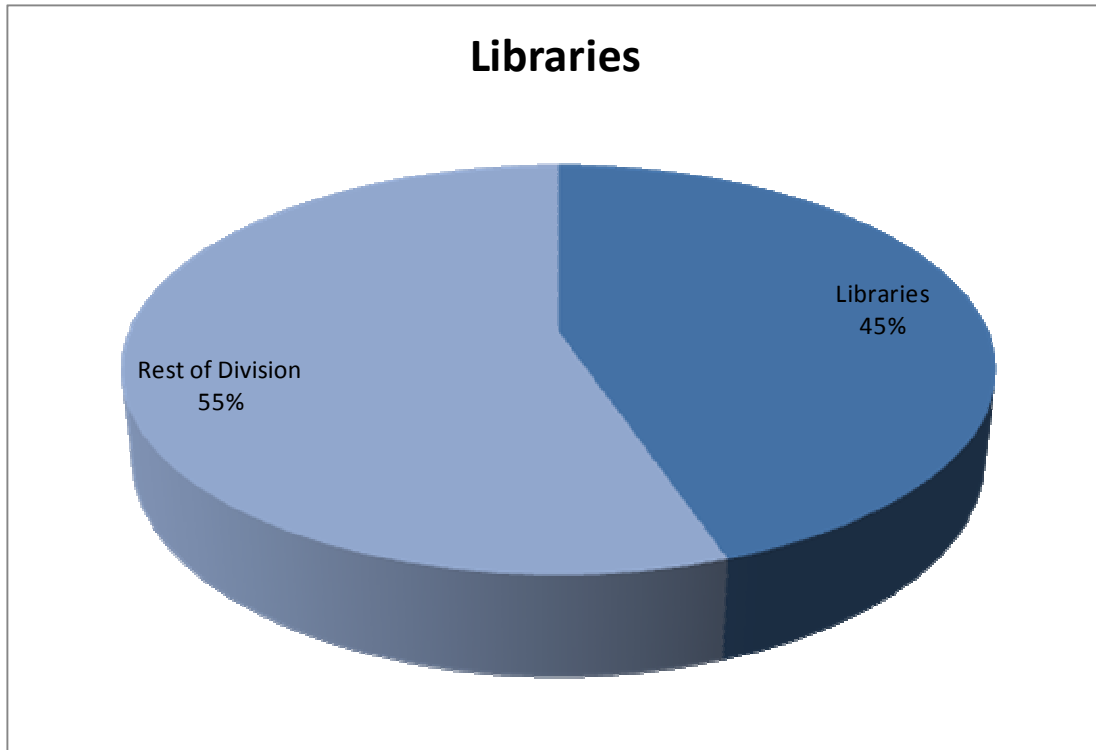
Libraries



Mission Statement

The mission of the Library Department is to engage a diverse population and connect them to timely, accessible resources through responsive public service; to promote the value of reading and self-expression in young people; to promote lifelong learning, independence, and individual achievement for citizens of all ages; to provide opportunities for community members to challenge and examine their world and to explore the diversity of other worlds and heritages.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	2,489,810	2,309,127	2,405,837	96,710	4.2%
OTPS	1,346,048	1,402,082	1,453,532	51,450	3.7%
Total General Fund	3,835,858	3,711,209	3,859,369	148,160	4.0%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Libraries	79.90	62.90	64.00	1.10

Library Department Summary

The Central Library and nine branches of the Library Department provide essential services to all residents and neighborhoods of Springfield through materials, services and programs selected and developed to meet the specific needs of Springfield residents. Collections in a wide variety of formats and languages support the educational, cultural and recreational needs of Springfield residents of all ages. These include electronic materials such as online databases, e-books, and downloadable media that are available in the library during public service hours and from a home computer 24/7. The Library's wireless network allows residents to use their laptop computers in most Library locations. Professional Library information staff provides individual, personalized answers to instructional, educational, technical, scientific, and leisure reading questions from walk-in, telephone and e-mail customers, and through our content rich website: www.springfieldlibrary.org. The Library is designated as a Selective Depository for Federal government documents and a Depository for Massachusetts State government documents. The Library also participates in Mass Answers, a live on-line chat service that connects customers to professional librarians in Springfield and other locations.

In addition to collections, the Library provides a broad range of public programs, including some in Spanish and other non-English languages, with a focus on early childhood literacy, homework assistance, enrichment programs for teens and lifelong learning opportunities for adults. These programs also support civic engagement and cultural awareness. Particularly popular are the summer reading programs for youth and adults, author visits, book discussion groups and writing workshops. Computer training workshops, which provide information literacy, workforce literacy, and current relevant technology training are constantly in demand. The Library's highly regarded Read/Write/Now Adult Learning center, located at the Pine Point Branch Library, provides adult basic education and pre-GED training for adult learners and provides the support they need to improve their literacy skills in order to meet their personal goals and fulfill their responsibilities as citizens and workers. The program focuses on helping adults meet their short-term literacy goals, such as getting a driver's license or reading to their children, as well as long-term goals of getting a GED or going to college.

One of the Library's most in demand services is free access to the Internet, available at 125 public use computers in the library system. The terminals ensure that all Springfield residents have equal access to online information and resources. Many residents use the Internet to research education, career and job opportunities, and complete online job applications which is increasingly becoming the only way to apply for many jobs. With current unemployment rates at nearly 10 percent, the Library's free Internet access is more critical than ever. Programs focusing on small business topics and grant resources, available through the Library's designation as a Cooperating Collection of the National Foundation Center, serve the needs of area businesses and non-profit service and arts organizations, which have been significantly impacted by the current economic climate.

In Fiscal Year 2009, 536,844 individuals visited the library. Library staff loaned 650,386 items, answered 109,400 information requests and offered 1,682 programs attended by 27,895 individuals. Our 125 public computers provided free Internet access to approximately 161,928 users. There were an estimated 60 thousand database searches, over 446,000 website visits and 13 million website hits.

Fiscal Year 2010 Highlights

The Early Childhood Resource Center for Western Massachusetts, funded by a contract with the State's Department of Early Education and Care has proven to be a valued resource for local child care providers, preschool educators, and families by lending books, kits, educational toys and curriculum kits. Professional development workshops were offered to the target audience and multiple childcare centers have scheduled staff meetings at the Library to learn about the Center and take advantage of the resources to enrich the literacy environment in their classrooms. Planning has begun for a spring Early Literacy Conference, and the Library will benefit from collaborations with Springfield Partners for Community Action and with the Preschool Enrichment Team to offer trainings on using library books in family childcare settings.

In collaboration with Mass Humanities, the Library Department sponsored Family Adventures In Reading (FAIR) fall and spring program series at the Central Library and selected branches. Participants (six to eleven year olds and their families) were engaged in thoughtful discussion about books and their themes: courage, honesty and determination. The books reflect Springfield's diverse population. The Central Library sessions were tied into the new literacy curriculum at the Milton Bradley Elementary School and promoted at a special parent's night.

Implemented Substitute Librarian program to fill staffing gaps created by vacation and sick time use. This program has proven to be an essential and necessary staffing strategy.

Participated in the Gates Foundation Online Opportunity Grant to upgrade and expand computer hardware at the following locations: Brightwood, East Forest Park, Forest Park, Indian Orchard and Pine Point. Laptops were also purchased for East Forest Park and Indian Orchard for participation in the Library's In-house Laptop Loan Program. The total grant for the first year was \$104,000 with \$78,000 from the Gates Foundation and \$26,000 matched by the Library. The second year is a total of \$91,000 with \$45,000 from the Gates Foundation and \$45,000 matched by the Library.

Data circuits at Brightwood, Forest Park, and Pine Point were switched from a fractional T1 to Comcast Business lines. The fractional T1 line at East Forest Park was switched to a Verizon DSL line. This was done to improve bandwidth and connectivity speed for staff and customers.

All public computers were upgraded to Windows XP and Internet Explorer 7 to improve service to Springfield residents.

After the Computer Lab was closed to the Public as of December 21, 2009, additional public computers were installed in Wellman Hall to accommodate the potential increase in demand. These public computers are now available for an additional 19 hours per week. The Computer Lab space will continue to be used for public programs and staff training.

Wireless services are now available to the public at the Central Library, East Forest Park, East Springfield, Forest Park, Sixteen Acres and Indian Orchard Branches.

Completed the Forest Park Accessibility project, including a newly accessible entrance with a lift providing access to all levels. The project also included an accessible restroom facility. The Branch reopened on November 21, 2009.

Participated in the 2009 City Thinks Program, which featured Paul Tough's book "Geoffrey Canada's Quest to Change Harlem and America". The Library offered book discussion groups, art programs, poetry workshops, and children's programs related to the themes of Education, Poverty and Hope for the City of Springfield. Children participated in a Mural project, entitled "Only I Know What I Have the Ability to Become." The Mural will be displayed at the Brightwood Branch Library.

Implemented LSTA grant to improve services for Spanish speakers by establishing and working with an advisory committee from the Hispanic community. A focus of the project will be to offer computer classes and library orientations in Spanish. The Spanish materials budget will be supplemented as well.

Contracted with Lyrasis to facilitate an internal review of current service models, which included a facilitated staff retreat and brainstorming session to gather input and ideas for service consolidation and an operational review of related library programs and services to identify key areas to improve efficiency, effectiveness and user services.

Submitted a waiver application to the Massachusetts Board of Library Commissioners to receive State Aid to Public Libraries Funding. Waiver applications must be submitted when Library budgets are reduced and do not meet the Municipal Appropriation Requirements.

Began planning for a full-service Mason Square Branch, which included working with Finance and Facilities to establish a budget for additional operating and capital expenses. The Mason Square Branch building program will be used to plan for interior program and service design, furniture and equipment acquisition.

Began a community-based strategic planning process, with Lyrasis and CitiStat, to develop the next five-year plan for Library Services (2011 – 2016). The plan must be completed by October 2010.

Reviewed existing statistical collection, content and reporting process and will revise as needed to: provide statistics that better reflect the scope, depth and effectiveness of services to Springfield residents; incorporate statistical reports into on-going management review of library planning; encourage effective management; support requests for additional resources and clarify statistics needed by CitiStat; and provide an established mechanism to supply them easily.

Continue working with the Library's and City's IT departments to develop a library intranet housed on the City's server to: simplify and centralize the Library's statistical collection process; provide easy access to Library statistics for all Library staff and authorized city officials; provide flexible, easy to use reports on-demand; provide a central repository of library statistics; and provide a central, easily accessible repository of important library documents.

Risks and Challenges for Fiscal Year 2011

The reductions in both state aid and endowment income will have a dramatic effect on the Library's ability to sustain existing services and implement new initiative. The Library also experienced Fiscal Year 2010 staff reductions and departmental restructuring that directly resulted from the Governor's 9C budget cuts. This reduction will require careful monitoring to ensure successful implementation. Further potential cuts for Fiscal Year 2011 will seriously impact our ability to effectively manage and staff 10 library locations.

To remain relevant and meet the expectations of 21st century library users, the Springfield City Library must continue to meet the exponential growth in the demand for online services. Heavy demand for materials in community languages, media items, and the Library's continued transition to online materials places a burden on the materials budget and impacts purchasing many of the more traditional items that the public still continues to expect from its library.

Annual security costs continue to rise and reduce the funds available for other library resources and services. Currently, the Library utilizes electronic monitoring and security guards at most locations to protect patrons, reduce property damage and discourage theft of library materials. Material recovery costs are also increasing as the Library takes steps to recover items that are borrowed but not returned.

Planning for a new Mason Square Branch Library will require the in-depth attention of the Library Director and other administrative and library staff. The Library will need to balance planning for increased operational costs at the Mason Square Branch Library with limited resources throughout the library system.

Any budget action that causes the Library to lose State Certification has the potential to reduce or eliminate Springfield's State Aid allocation for library service. This would stop Springfield residents from borrowing directly from other area libraries and borrowing materials through state resource sharing networks. In Fiscal Year 2009, Springfield residents received 37,768 items in formats through these networks. At least 10 percent of them were for children or young adults. In addition to being an enormously popular service, network borrowing strongly supplements the Library's acquisition budget which has been reduced by 20 percent over the past several years and is not now adequate by itself to meet the needs of Springfield residents.

Reductions in Fiscal Year 2011 State funding for the Mass Board of Library Commissioners will eliminate funding for all Regional Reference Centers. As one of these Centers, the Springfield Library system uses these funds for staffing at the Central Library on Sundays. Alternative sources of funding will be explored to continue to offer this valuable service to the residents of Springfield, to provide a safe cultural and educational resource for Springfield's downtown community, and to attract visitors to Springfield's downtown commercial area.

Consistent reductions in the Library's materials budget has resulted in an overall reduction of 17 percent as of Fiscal Year 2010. Any further reductions will have a significant impact on the library's ability to meet the community's needs and interests through its collections.

Strategic Decisions for Fiscal Year 2011

Review potential sources of new funding to supplement Library programs and services and continue to review all areas of the operation for potential re-structuring for cost savings.

Complete the next Strategic Plan with significant community input to clarify priorities and the planning strategies and process to implement new strategic goals and objectives. The planning process will involve surveys, focus groups, and demographic research to help identify how the Library can strengthen its services, collections and programs to stay relevant to 21st century users.

Review and implement operational and service model recommendations from the Lyrasis Study as appropriate.

Continue to review staffing, services, and programs to identify what is most essential and useful to Springfield residents and what can be consolidated, streamlined or eliminated.

Work with the staff of the CWMARS, NOBLE, and MVLC networks to implement an Evergreen open source integrated library system to replace the Innovative Interfaces, Inc system now in place.

Continue to maintain and improve the physical infrastructure, collections, staffing and innovative programs and services with a focus on new areas of strategic partnerships, collaborations and opportunities, including Museums, Schools, Cultural Institutions and other city departments.

Develop an annual theme for public marketing programs to increase usage and awareness of library services, resources and programs.

Investigate funding for expanding out-of school programming to all Library locations through collaborative planning with the Springfield School and Park Departments.

Increase access to online resources and staff training to ensure that every location has the capabilities to assist patrons with their information needs as well as providing Library customers access to online resources in an easy to navigate virtual library through a new Library website and Social Media platforms to increase services to current and potential new customers of the library.

Partner with the Springfield Library Foundation and other relevant organizations to plan and renovate a new Mason Square branch library.

Offer workshops on the use of electronic and other library resources tailored to the needs and skills of specific Springfield groups and individuals.

Meet or exceed all five performance standards set by the Massachusetts Department of Education for adult basic education programs.

Collaborate with Indian Orchard Mills artists to offer art lessons, expanded collections and related activities at the Indian Orchard Branch Library.

Offer traditional youth programs, homework assistance and increase participation in reading programs through a teen author fair and other marketing efforts, including Social Media Platforms.

Continue to refine technical service assignments and workflow as staffing and budgetary constraints indicate.

Administration and Management Services

Description: Administration and Management Services provides administrative, managerial, and operational support for the Library Department in order to make the most effective, efficient use of the funding, technology, and staff available, and to produce the most relevant and useful services. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing and volunteer coordination.

Fiscal Year Goals

Provide and expand the range of relevant, innovative technologies to increase the use and accessibility of library resources.

Citywide Strategic Priority Supported: Education

Action Steps:

1. Utilize webcasts and podcasts to promote online programming, i.e. High Tech on Demand
2. Promote library services and programs on social networking sites like Facebook and Twitter

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of users of online programming.	N/A	N/A	500
Number of new friends on Facebook and numbers of followers on Twitter.	N/A	N/A	1,000

*Previously this data had not been collected; however it will be going forward

Ensure that the new five-year Strategic Plan is complete by October 2010.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Education, Financial Management, Public Safety

Action Steps:

1. Work with CitiStat, Lyrasis, and Library staff to manage data gathering and analysis, surveying and results, and changes to Library practices and procedures to reflect findings.
2. Closely monitor progression of plan development and ensure all timeline targets are met.

3. Review and implement operational and service model recommendations from the Lyrasis Study as appropriate to improve efficiency, effectiveness and user services.

Measures	Actual FY09	Proj. FY10	Goal FY 11
Strategic Plan completion date	N/A	N/A	October 2010

Establish at least 2 internship opportunities for Library and Information Science Graduate Students to assist Department managers in achieving Fiscal Year 2011 goals.

Citywide Strategic Priority Supported: Job Creation, Education, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of internships available	N/A	N/A	2

Multi-Year Goals

Identify and secure additional revenue support for the library system from foundations, corporations, and other sources.

Ensure an environment that enables quality library services providing facilities that are safe, accessible, cost effective and comfortable.

Establish collaboration with the Downtown Springfield BID (Business Improvement District) to integrate Central Library programs and services into overall Downtown Springfield planning.

Complete all facets required to re-open the Mason Square Branch Library, including interior space design, procurement of furniture, shelving, equipment and library materials working with City Architect Steve Jablonski, City Facilities and appropriate Library staff.

Apply for funding from Community Development Block Grant, LSTA, MCC, SCC, and other sources to fund collections, services and programs that meet community needs.

Review existing statistical collection and revise as needed to provide metrics that will evaluate goals and objectives.

Continue to upgrade and expand existing library computer equipment through participation in the Gates Foundation library computer hardware grants program by completing all second year funding requirements.

Continue working with CWMARS on data connection switchover at the branches and Central Library to improve customer service by increasing bandwidth connectivity which will improve speed and access to the Internet.

Increase wireless access for the public by installing wireless hotspots at Pine Point and Mason Square Branches.

Collaborate with the Facilities Department to implement approved capital projects for various Library locations as outlined and prioritized in the City Capital plan for the Library Department.

Adult and Information Services

Description: Adult and Information Services staff provides timely and accurate information services for Springfield adults, as well as reading and program opportunities that meet their informational and leisure-time needs and preferences. Residents will be provided with the resources and skills that they need to explore topics of personal interest and continue to learn throughout their lives.

Fiscal Year Goals

Provide personalized answers and resources for the specific information questions of individual walk-in, telephone, and online customers.

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of mediated questions answered	109,400	110,000	112,000

Use the library's website and online catalog to highlight and access the wealth of resources in all subjects and formats available to library users.

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of visits to online resources	9,704,000	10,710,000	12,000,000
Number of unique visits to online re-sources	296,096	336,000	550,000

Maintain an average of at least 15 adult participants per program offered.

Citywide Strategic Priority Supported: Education

Action Steps:

1. Based on the results of the Strategic Planning Process, develop community responsive programming standards and guidelines for all locations and market effectively and appropriately.

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of adult programs offered	670	550	575
Total adult program attendance	10,161	9,500	10,200
Average adult participants per program offered	15	17	17

Provide adults with print and non-print materials to further education and meet the needs of the community.

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of print adult items circulated	239,728	225,000	245,000
Number of non- print adult items circulated	158,646	142,000	160,000

Multi-Year Goals

Offer focused workshops to assist adults in attaining U.S. citizenship, driver's license, and increasing work - related skills.

Provide services that enhance skills and resources required to identify career opportunities and job seeking skills by implementing an LSTA Job Training and Resources grant.

Continue to enrich and support Springfield's arts, cultural, business communities by offering citywide writing contests, creative writing workshops, book discussion group's author programs, participating in the City Thinks Program and small business workshops and by bringing their resources to the attention of City residents.

Expand Web 2.0 programs and services, such as blogs and social networking sites to promote and evaluate library services and receive feedback from Springfield residents through Social Media to increase resident's participation and awareness of library programs and services.

Borrowers Services

Description: Borrowers Services works directly with individual library users and library staff across the state to loan materials from the Springfield Library, and other libraries collections, to Springfield residents and other users. Borrower's Services provides direct support and access to all circulating library materials in order to meet the information and reading needs of patrons.

Fiscal Year Goals

Increase total circulation in the Library system, while maintaining at least 4 items circulated per capita.

Citywide Strategic Priority Supported: Education

Action Steps:

1. Based on the new strategic goals, market and merchandise collections and outreach efforts to increase circulation

Measures	Actual FY09	Proj. FY10	Goal FY 11
Total circulation	650,386	660,000	675,000
Items circulated per capita	4.3	4.3	4.5

Increase the number of library cardholders who receive notices by email.

Citywide Strategic Priority Supported: Education, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of library cardholders receiving notices by e-mail	N/A	11,000	22,000

Register new library users and maintain a patron records database in accordance with C/WMARS and Springfield City Library policies

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of new registrations	8,406	8,500	9,000

Multi-Year Goals

Participate in marketing and outreach efforts to increase the number of new registered borrowers.

Monitor the effectiveness of the collection agency to assure that borrowed materials are returned or replaced.

Continue to conduct regular, more-frequent checks and updates of library materials with unresolved statuses to maintain the accuracy of the database and improve customer service and satisfaction.

Streamline the preparation of approximately 1, 000,000 items delivered throughout the library system by implementing the use of routing slips generated from circulation receipt printers.

Continue to participate in CWMARS functional committees (Resource Sharing, Circulation, PAC, and Cataloging) to make sure that Springfield's concerns are considered in network policies and to bring all new network developments and resources back to Springfield Library.

Youth and Outreach Services

Description: Youth and Outreach Services staff provides and supports high quality educational and leisure opportunities for Springfield youth, from birth through age seventeen. Books, films, and other materials are purchased for preschoolers, elementary aged children and teens, as well as for parents and teachers. Programs are offered for the education, entertainment, and enlightenment of these groups. The Youth Services Manager also oversees the Library's marketing and public relations efforts, as well as outreach to underserved population groups.

Fiscal Year Goals

Offer programs, activities, and reading opportunities for Springfield teens to enhance available social, educational, and quality of life opportunities within the community.

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization, Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Number of teen print items circulated	47,088	56,934	58,000
Number of teen non- print items circulated	1,809	7,128	7,500
Number of teen programs offered	184	150	175
Total number of teen program attendance	2,185	1500	1,800

Provide early literacy support services and programming for pre-school aged children and their families/guardians.

Citywide Strategic Priority Supported: Education, Neighborhood Revitalization, Public Safety

Measures	Actual FY09	Proj. FY10	FY 11 Goal
Number of children's print items circulated	140,634	143,552	150,000
Number of children's non- print items circulated	64,026	65,112	67,500
Number of children's programs	816	950	1,000
Total children's program attendance	14,869	15,000	16,000

Multi-Year Goals

Aggressively market library resources, ongoing programs, and new initiatives to maintain high levels of attendance and patronage.

Maintain active and collaborative relationships with a variety of community-based organizations and institutions that serve youth.

Expand use of the Early Childhood Resources Center for the Western region of Massachusetts for early childhood professionals and Springfield families through outreach and collaborations with Springfield Partners for Community Action, Preschool Enrichment Team, and family child care centers.

Provide access to high-quality early literacy materials and assist children, parents and caregivers in developing age-appropriate literacy skills that support language development.

Continue implementing an elementary age child/parent book discussion series in collaboration with Mass Humanities (formerly the Massachusetts Foundation for the Humanities.)

Collaborate with Springfield Head Start classrooms, the Martin Luther King Community Center, and the Vietnamese Civic Association on outreach efforts, enrichment activities and increased library use.

Collection Services

Description: Collections Services provides, in the timeliest manner possible, quality library collections that will meet the informational and recreational needs of Springfield residents and provide the resources they need to meet their personal information, reading, viewing and listening interests.

Fiscal Year Goals

Order a variety of materials system-wide to meet the ever-changing needs of the community.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Average number of circulations for each type of material during its first year of circulation.	N/A	N/A	8 times a year

Increase circulation at Indian Orchard and Liberty locations.

Citywide Strategic Priority Supported: Neighborhood Revitalization, Education

Action Steps:

1. Use collection maintenance guidelines to evaluate collection use and maintain and purchase only high interest materials.
2. Market revamped collections through merchandising and promotions.

Measures	Actual FY09	Proj. FY10	Goal FY 11
Circulation at Indian Orchard	30,177	34,400	36,120
Circulation at Liberty	29,219	28,635	30,070

Make new materials available to the public in a timely and accurate manner.

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Average number of days from items received to items cataloged.	N/A	N/A	5 days

Average number of days that items needing special cataloguing attention take to be cataloged from processing to shelf placement	N/A	N/A	30 days

Ensure a variety of professional development opportunities are available to staff as needed.

Citywide Strategic Priority Supported: Education, Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of mending staff receiving training relative to mending activities	N/A	N/A	100%
Percent of copy cataloging staff receiving training relative to Microsoft Office products or cataloging.	N/A	N/A	100%
Percent of paraprofessional weeding staff receiving collection weeding training.	N/A	N/A	100%

Multi-Year Goals

Increase the accuracy of the public catalog through continued database maintenance projects and addition of records for currently uncaptioned materials.

Analyze information gathered from the strategic planning process to ensure that collections are remaining responsive to community needs and interests. Begin process in Fiscal Year 2011, to be completed in Fiscal Year 2012 of updating the collection development policy and associated collection guidelines.

Develop and implement a formal schedule, along with necessary documentation and training for database maintenance projects to increase the accuracy of the catalog and improve customer service.

Conduct or host site visits with similar library systems in order to comparatively evaluate their methods and processes.

Continue to investigate emerging vendor-supplied media processing, adopting those that are more cost-effective than current practices.

Work with other libraries within the network to define scope of reasonable cooperative collection development efforts; participate in planning and implementation of such cooperation as feasible.

Participate in the development of open source software functionality for Acquisitions, Cataloging, and Serials as CWMARS network prepares to migrate to open source from current ILS vendor.

Continue to improve collection access by adding bibliographic records for at least 100 currently uncataloged materials (documents, stack materials, etc.)

Evaluate Central Library's closed stack collections of uncatalogued items to determine which items should be added to the catalog for public access.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	2,489,810	2,309,127	2,405,837	96,710	4.2%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	816,012	856,482	944,169	87,687	10.2%
Supplies and Materials	430,149	446,100	407,557	(38,543)	-8.6%
Intergovernmental	51,597	55,500	58,000	2,500	4.5%
Other Charges and Expenses	3,666	4,000	3,806	(194)	-4.9%
Capital Outlay	44,625	40,000	40,000	0	0.0%
Total Operating Funds	3,835,858	3,711,209	3,859,369	148,160	4.0%

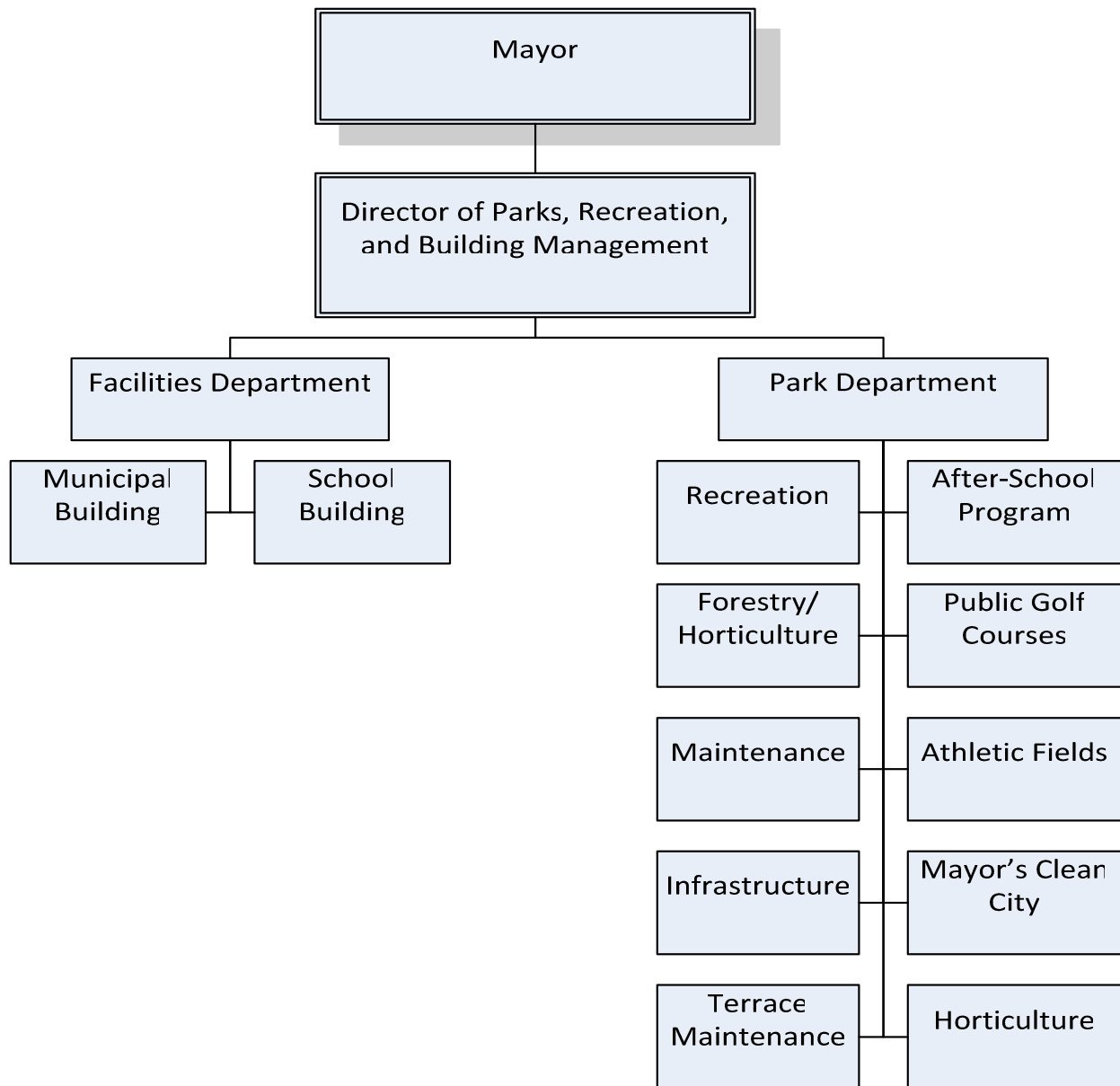
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Section 10

Parks, Recreation and Building Management

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Parks, Recreation and Building Management



Mission Statement

The Parks and Facilities Management's mission is to improve residents' quality of life by maintaining and improving the City's parks and open space, offering a diverse range of recreation programs, as well as maintaining and improving all municipal and City-owned facilities including schools.

Budget Overview

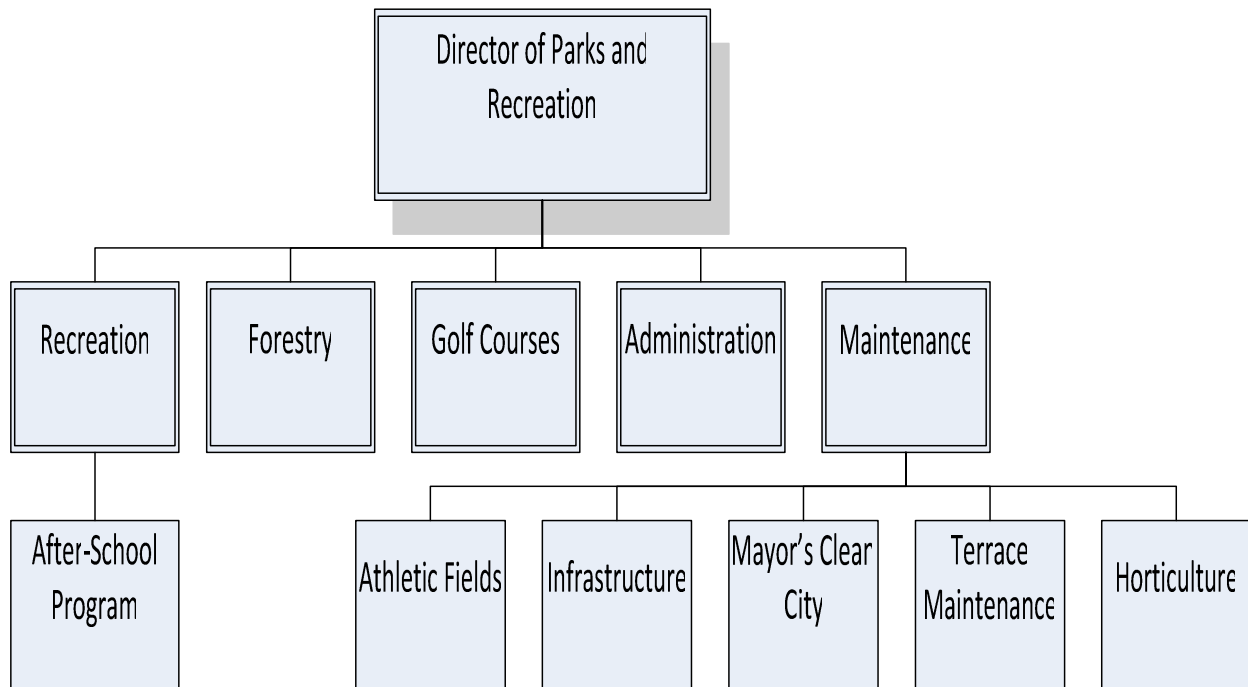


Division Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Facilities Management	10,077,003	12,583,067	11,929,318	(653,748)	-5.2%
Parks and Recreation	8,472,188	8,526,635	8,392,492	(134,143)	-1.6%
Total Division	18,549,190	21,109,702	20,321,810	(787,891)	-3.7%

Division Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Facilities Management	56.0	65.0	53.0	(12.00)
Parks and Recreation	101.5	86.3	82.0	(4.30)
Total FTE's	157.5	151.3	135.0	(16.30)

* the FTE count is regular staff only - excludes temporary and summer staff

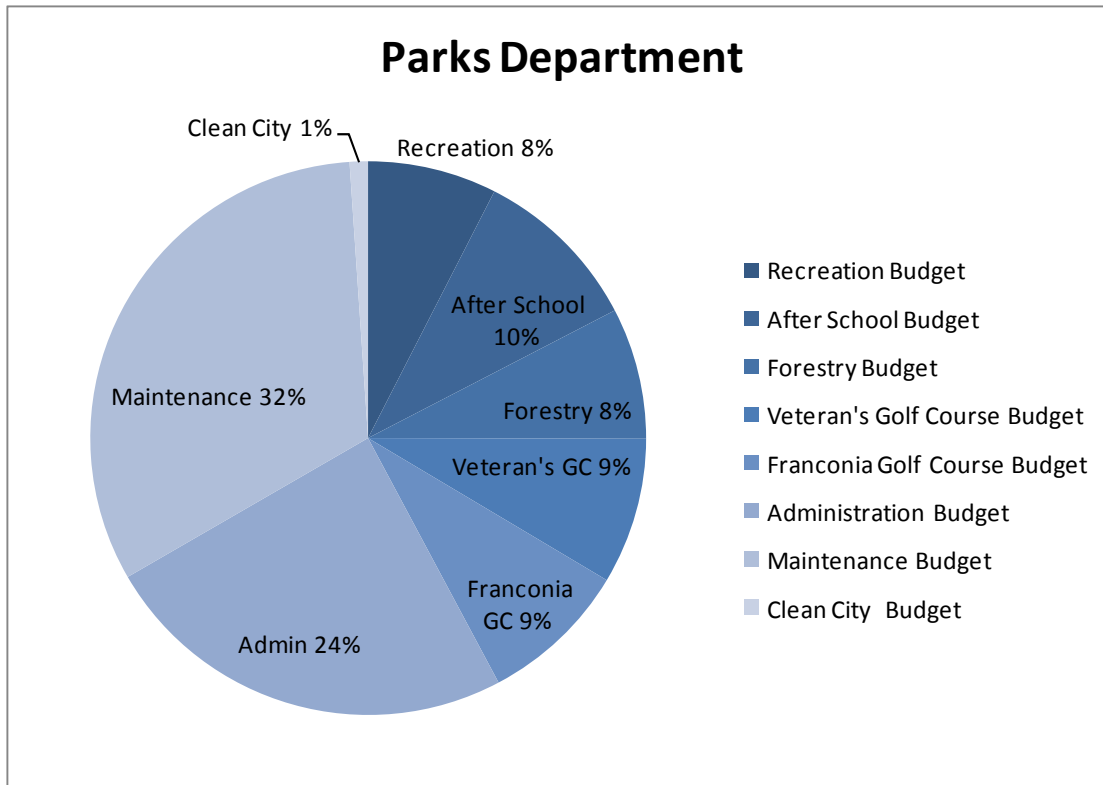
Parks Department



Mission Statement

Maintain and improve the City's parks and open space, as well as, offer a diverse range of recreational programs.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	4,686,206	4,229,348	4,339,310	109,962	2.6%
OTPS	3,785,982	4,297,287	4,053,182	(244,105)	-5.7%
Total General Fund	8,472,188	8,526,635	8,392,492	(134,143)	-1.6%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Parks Department	101.5	86.3	82.0	(4.3)

*the FY11 number excludes temporary and summer staff

Parks Maintenance Department Summary

The park maintenance program is responsible for the care and maintenance of 35 parks (2,500 acres), 43 schools (60 acres), and 160 traffic islands and terraces (70 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. The program 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.

Fiscal Year 2010 Highlights

Parks

The Parks Division has cooperatively worked with a private vendor to conduct mowing, trimming, spring/fall clean-ups, and snow removal services for 25 parks, 43 schools, and 153 terraces. Continued collaboration has resulted in a regular maintenance schedule that satisfies the turf maintenance requirements for each location and has allowed park personnel to further improve athletic field surfaces by conducting over seeding, aeration, and sod improvements throughout the park and terrace system.

The Parks Division currently manages all vegetation on parks, city terraces, and recreation woodlands. Maximizing recreational opportunities has included specific attention to dam facilities and flood control projects, shared space initiatives, and reclaiming property for active use, such as trail maintenance in our regional parks.

Athletic Fields

The ball field maintenance crew is beginning its second year of operation. Their goal is to improve the condition of the City's ball fields and athletic fields based on the recreational needs of the City. The City currently has 31 facilities that accommodate 93 operational field locations throughout the spring, summer and fall. The ball field crew is responsible for communicating the condition of the infrastructure, including fencing and backstop repairs and replacements, mounds and base path integrity, and conducting regular maintenance activities for games. This includes lining ball fields and athletic fields, raking infields, and mowing grass.

Terraces

The Adopt-A-Terrace Program has retained 25 groups or individuals who maintain existing terraces throughout the City. The division is inventorying and replacing signage, replacing benches, and other infrastructure on the terraces including fountains to further improve the quality of these open spaces.

Parks Structure

The Parks structure division maintains day to day maintenance for 55 buildings and approximately 25 structures including two banquet facilities. The division is currently constructing databases using formats designed by the Facilities Division in preparation of implementing MUNIS Work Order Module to report, collect, and distribute repair needs.

Clean City

The Clean City Project will continue to identify City property and roadsides that are compromising the safety of pedestrians, traffic, and the integrity and infrastructure of City roads, curbing and tree belts. Their objectives are to appropriately respond to work orders issued through the Office of Housing and Neighborhood Services, Facilities Division, Department of Public Works, and the Parks Division to maintain open space outside of park property. They will continue to be the authority on illegal dumping identification, reporting, and remediation, as well as providing property management services for the “abandoned house” portfolio. This includes the boarding and securing of vacant property, pursuant to code.

FY2010 Infrastructure and Clean City Performance Metrics

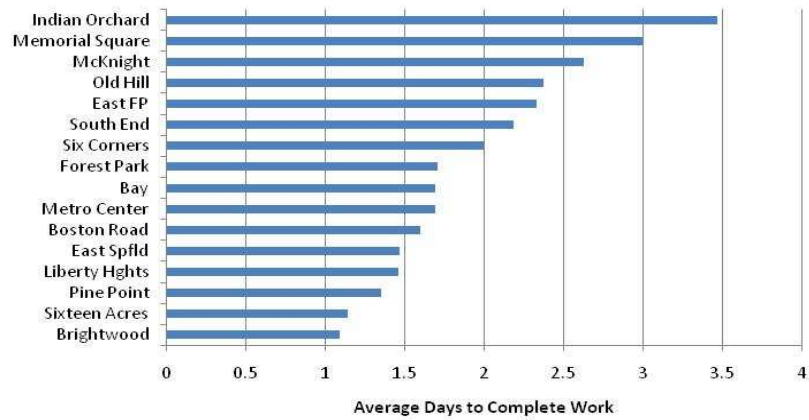
Performance Measure	FY10 Goal	YTD Goal	Oct '10	
Infrastructure – Percent of open vandalism work orders older than 7 days	80%	80%	0%	
Infrastructure – Percent of open vandalism work orders older than 1 month	60%	60%	0%	
Infrastructure– Percent of open vandalism work orders older than 3 months	60%	60%	0%	
Clean City - Percent of housing work orders completed in less than 2 days	60%	60%	55%	
Clean City - Percent of housing work orders completed in less than 1 week	80%	80%	80%	

5% or more above goal

Within 5% of goal

5% or more below goal

Clean City Average Time to Complete Request by Neighborhood July-October 2009



Horticulture

The City's horticultural program provides advanced plant care for terraces, gateways, and parks throughout the entire year. These services include the pruning of shrubs and ornamentals and the removal of unwanted plants. The horticulture division also adds seasonal interest to the gateways, terraces and parks by planting flowers through the growing season, seasonal signage and displays, and evergreen arrangements in the winter months.

Risks and Challenges for Fiscal Year 2011

The Parks Maintenance Division is building various databases to initiate the MUNIS Work Order System. This system will supply administrators with information that will assist them to prioritize, manage, and identify opportunities to improve the quantity and quality of divisional services. The Facilities Division is experiencing the benefits of this program. However, without a funded supervisor who can utilize system data and conduct bimonthly maintenance audits for each district, management over site cannot be performed adequately.

The Commonwealth's Office of Dam Safety and the Army Corps of Engineers are directing efforts to improve high and moderate risk flood control systems that exist in two locations in the City which will also create additional maintained open space. Studies and analysis will facilitate recreational programming, erosion controls, repair culverts and water control measures, and a long-term management manual that describes the responsibilities of maintaining a "high or moderate-risk" dam facility.

The department has identified the following infrastructure/environmental issues throughout the park system. The City needs to strategize how it can accomplish these necessary services. These costs have not been included in our budget submission.

Forest Park Zoo Drainage

The Parks Division and the Department of Capital Asset Management have received quotes for the work needed to repair a significant drainage problem within and around the Forest Park Zoo. Work includes conducting site improvements to establish grade, installation of catch basins and proper drainage infrastructure, incorporation of new and existing drainage systems(s) into an underground detention facility, and the replacement of landscaping and plantings that will need to be removed for the project. Currently, the standing water located within the zoo facility is a health and safety risk for the animals, employees and visitors in the area. The cost of this project is estimated at \$272,000.

Magawiska Road, Forest Park

The Springfield Water and Sewer Commission and Baystate Gas have primary utility services located beneath Magawiska Road in Forest Park. A 100' portion of the road and hillside that support these utilities is sliding or sloping towards a twenty-five foot ravine. The objectives of the assessment and design is to protect major, high pressure, utilities; provide adequate access for maintenance and recreation, and appropriate storm water collection and control systems to limit harmful sediment from entering the ecosystem in Forest Park. The existing conditions are suspected to be placing two 16" water mains and a major gas line under pressure which is a threat to the health and safety of the ecosystem, as well as our visitors and residents. The cost of this project is estimated at \$34,210.

Forestry

The department's Forestry Division has 196 trees and 2026 stumps that have been inspected and approved for removal. The cost of the tree removals is \$211,680 (\$1,080 each) and the stump removals \$364,680 (\$180 each). The purpose of removing the trees is to protect resident, home-

owners and citizens from significant failures, power outages, and personal/property damages. Since 2008 the City has conducted very few stump removals which are backlogged in the system with many residents waiting since 2004. The total cost of this project is \$576,360.

Splash Pads, Various Park Locations

Since 1998 the City's Park Division has installed fourteen splash pads which house and drain sprinklers and water jets for summer recreation at various parks. The condition of the pavement at many parks has deteriorated to a degree that causes danger to users of these park areas. Foot traffic, constant watering, and the heating and cooling of the asphalt itself contribute to the degradation of these areas causing irregularities, peeling paint and crumbling paint and other materials that collects in the drains. Of the fourteen splash pads, four require immediate attention before spring; Ruth Elizabeth Park (\$15,225), Emily Bill Park (\$25,284), Barrow's Park (\$22,680), and Kenefick Park (\$51,030). The total cost of these projects are estimated to be \$114,219.

Five Mile Pond Beach Sand Replacement

A seasonal swimming location, Five Mile Pond, consists of a small beach area that consists of beach sand mixed with native soils. Due to the high volume of waterfowl present during spring, summer and fall, it is a constant challenge to keep the beach and area free from excrement. The City and DEP test the water daily, when E-Coli levels reach a certain unsafe level, the beach is closed. Over 2008-2009 the beach was closed on ten occasions due to high levels of harmful bacteria. One of the ways we can clean up the water is to better control the geese and replace the sand every five to ten years. The total cost of this project is estimated at \$60,000.

Fleet

The department has conducted its annual fleet study which has resulted in the need for thirteen fleet vehicles and sixteen pieces of equipment including tractors, snow removal equipment and skid steerers. This plan was submitted and is part of our five-year fleet replacement program. The total cost of the plan for Fiscal Year 2011 is \$497,463.

Administration Services

Description: The administration services provides administrative, managerial, and operational support for the Parks Department in order to make the most effective, efficient use of the funding, technology, and staff available, and to produce the most relevant and useful services. Specific areas of responsibility include planning, budgeting, purchasing, facilities management, staffing and volunteer coordination.

Fiscal Year Goals

Organize three seasonal safety seminars stressing the importance of wearing PE and work zone safety.

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Collaborate with HR to schedule safety trainings

Update park system website with new programs and times within one week

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Schedule three safety seminars administered by safety and training coordinator by year end	2 completed	2 completed	3 completed

Action Steps:

1. Assign personnel to communicate to IT when there are program updates and time changes

Measures	Actual FY09	Proj. FY10	Goal FY 11
Update website within one week of program and time notification	N/A	N/A	One Week

Maintenance

Description: The park maintenance program is responsible for the care and maintenance of 35 parks (2,500 acres), 43 schools (60 acres), and 160 traffic islands and terraces (70 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. The program 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.

Fiscal Year Goals

Efficiently maintain all City Open Spaces

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Open vandalism work orders are less than 7 days old	N/A	0%	80%
Open work orders are less than 1 month old	N/A	70%	60%
Open work orders are less than 3 months old	N/A	100%	80%

Athletic Fields

Description: The ball field crew is responsible for communicating the condition of the infrastructure, including fencing and backstop repairs and replacements, mounds and base path integrity, and conducting regular maintenance activities for games. This includes lining ball fields and athletic fields, raking infields, and mowing grass.

Fiscal Year Goals

Renovate six athletic field facilities identified and prioritized by master plan.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Action Steps:

1. Complete Athletic Field master plan to aid in prioritizing which fields to renovate

Measures	Actual FY09	Proj. FY10	Goal FY 11
Renovate three fields in fall and three in spring	N/A	6	6

Decrease field utilization to 85 percent

Citywide Strategic Priority Supported: Neighborhood Revitalization

Action Steps:

1. Collaborate with IT to automate MUNIS and current field scheduling system to aid in capturing labor costs

Measures	Actual FY09	Proj. FY10	Goal FY 11
Increase the number of fields available as dictated by field utilization calculation.	N/A	2	N/A

Conduct 93 pooling maintenance checks in the spring and 93 checks in the summer

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Collaborate with the Sheriff's Crew to provide seven-day work week coverage from spring into summer

Multi-Year Goals

Decrease utilization of current athletic fields using data from new automated scheduler

Decrease water pooling on athletic fields

Terraces

Description: The division is inventorying and replacing signage, replacing benches, and other infrastructure on the terraces including fountains to further improve the quality of these open spaces.

Fiscal Year Goals

Conduct audit of current amenities on terraces and calculate needs assessments of amenities

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Assign personnel to perform audit of each terrace

Measures	Actual FY09	Proj. FY10	Goal FY 11
Conduct audit	N/A	N/A	March
Create needs assessment plan for each terrace	N/A	N/A	June

Renovate two gateway terraces and replace 3 benches

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Complete renovations and replacements	N/A	N/A	June

Renovate two terraces that incorporate low-maintenance planting

Citywide Strategic Priority Supported: Neighborhood Revitalization

Measures	Actual FY09	Proj. FY10	Goal FY 11
Complete renovations	N/A	N/A	June

Multi-Year Goals

Develop terrace maintenance owners manual that accurately identifies features, tracks maintenance items, and incorporates needs assessment and recommendations for terraces.

Reduce maintenance work at City terraces.

Infrastructure

Description: The Parks structure division maintains day to day maintenance for 55 buildings and approximately 25 structures including two banquet facilities.

Fiscal Year Goals

Improve response time to critical and routine work orders by one day.

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Assign personnel to ensure scheduling priority field is entered on the work order ticket

Measures	Actual FY09	Proj. FY10	Goal FY 11
Emergency work orders less than 2 days old	N/A	100%	90%
Critical work orders less than 1 week old	N/A	100%	80%
Routine work orders less than 2 weeks old	N/A	100%	80%
Complaint work orders less than 2 days old	N/A	100%	80%

Multi-Year Goals

Improve response time to critical and routine work orders

Clean Cities

Description: The Clean Cities Division appropriately respond to work orders issued through the Office of Housing and Neighborhood Services, Facilities Division, Department of Public Works, and the Parks Division to maintain open space outside of park property. This includes the boarding and securing of vacant property, pursuant to code.

Fiscal Year Goals

Develop a signage replacement program for illegal dumping

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Assign personnel to audit current signage inventor

Measures	Actual FY09	Proj. FY10	Goal FY 11
Conduct audit of current illegal dumping signs and post additional signs	N/A	N/A	May

Process and complete work orders from Springfield's Office of Housing and Community Development

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Open work orders less than 1 month old	N/A	47%	60%
Open work orders less than 3 months old	N/A	75%	80%
Illegal dumping open work orders less than 1 week old	N/A	80%	80%
Complaint work orders less than 1 week old	N/A	80%	80%

Identify city property and roadsides that are compromising the safety of pedestrians, traffic, and the integrity and infrastructure of city roads, curbing and tree belts

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Conduct audit of current de-brushing areas

Measures	Actual FY09	Proj. FY10	Goal FY 11
Complete Audit	N/A	N/A	June

Multi-Year Goals

Increase communications with citizens concerning illegal dumping.

Identify and implement a roadside de-brushing program to improve safety and the integrity of the City's ROW system.

Horticulture

Description: The City's horticultural program provides advanced plant care for terraces, gateways, and parks throughout the entire year. These services include the pruning of shrubs and ornamentals and the removal of unwanted plants. The horticulture division also adds seasonal interest to the gateways, terraces and parks by planting flowers through the growing season, seasonal signage and displays, and evergreen arrangements in the winter months.

Fiscal Year Goals

Plant more grasses to lower maintenance and accentuate designs

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Track what and where plantings are happening

Measures	Actual FY09	Proj. FY10	Goal FY 11
25% of total plantings will be grass	N/A	100%	100%

Recreation Department Summary

The Recreation program provides a variety of programming including: after-school and out-of-school time, special events, concerts, therapeutic recreation for adults and children, and scheduling of athletic fields for youth and adult organizations in 35 parks and playgrounds. The division also serves as a central clearinghouse of program information for all sports activities and seasonal youth-serving programs located within the City of Springfield.

Fiscal Year 2010 Highlights

In Fiscal Year 2010, the Recreation Division was awarded a \$900,000 21st Century Community Learning Centers (21st CCLC) Grant from the MA Department of Elementary and Secondary Education (ESE). This is the first time the Department of Parks, Buildings and Recreation Management was the lead applicant. The funding is for \$300,000 per year for three years to provide after-school and summer programming at three middle schools sites (Chestnut Accelerated, Kiley and Van Sickle) which were previously funded through the grant for a five year period. The City maintained minimal programming for two years before the sites became eligible for funding.

In addition, the Recreation Division was the administrative partner in two other 21st CCLC grants which were submitted in Fiscal Year 2009 and awarded in Fiscal Year 2010. The Springfield Public Schools was the applicant; however, the grants were written and implemented by the Recreation Division. The first grant was for a total of \$385,000 for Fiscal Year 2010 and it is designed to provide after-school and summer programming at three elementary schools (Homer, Lincoln and White) and two middle schools (Forest Park and Kennedy). A total of \$285,000 is allocated for the elementary schools which are in the second year of five years of funding. A total of \$100,000 was allocated for the middle school programs as Exemplary sites. They are currently in the third and final year of three years of funding.

The Springfield Public Schools was the applicant for a second 21st CCLC grant in Fiscal Year 2009 which the Recreation Division wrote and is currently implementing. The funding was awarded in Fiscal Year 2010 and is designed to provide after-school and summer programming at two schools (Liberty Elementary and Duggan Middle School). The total award was for \$612,000. Both of these sites had previously been funded for five years and were now deemed eligible for an additional three years of funding if they were qualified by the MA Department of Elementary and Secondary Education as Exemplary. It is a three year grant period with \$204,000 allocated per year and establishes these two schools as Exemplary 21st CCLC sites.

In Fiscal Year 2009, the Recreation Division also applied for funding under the Community Initiatives Program offered by Baystate Health Systems. The grant was awarded in Fiscal Year 2009 to fund programming in Fiscal Year 2010. A total of \$10,000 was awarded for one year. The funding is to provide out-of-school-time programming in the City's North End.

In Fiscal Year 2009, Recreation also applied for and received funding from MassMutual in the amount of \$20,000 and the Hasbro Summer Learning Initiative in the amount of \$3750. Each award was intended to enhance Fiscal Year 2010 summer programming. The MassMutual funds strengthened the link between summer programming and after-school programming and provided college students

as mentors to the after-school participants. The Hasbro funds were utilized by one of the divisions summer enrichment programs (Forest Park Middle School) to enhance their summer literacy program offerings.

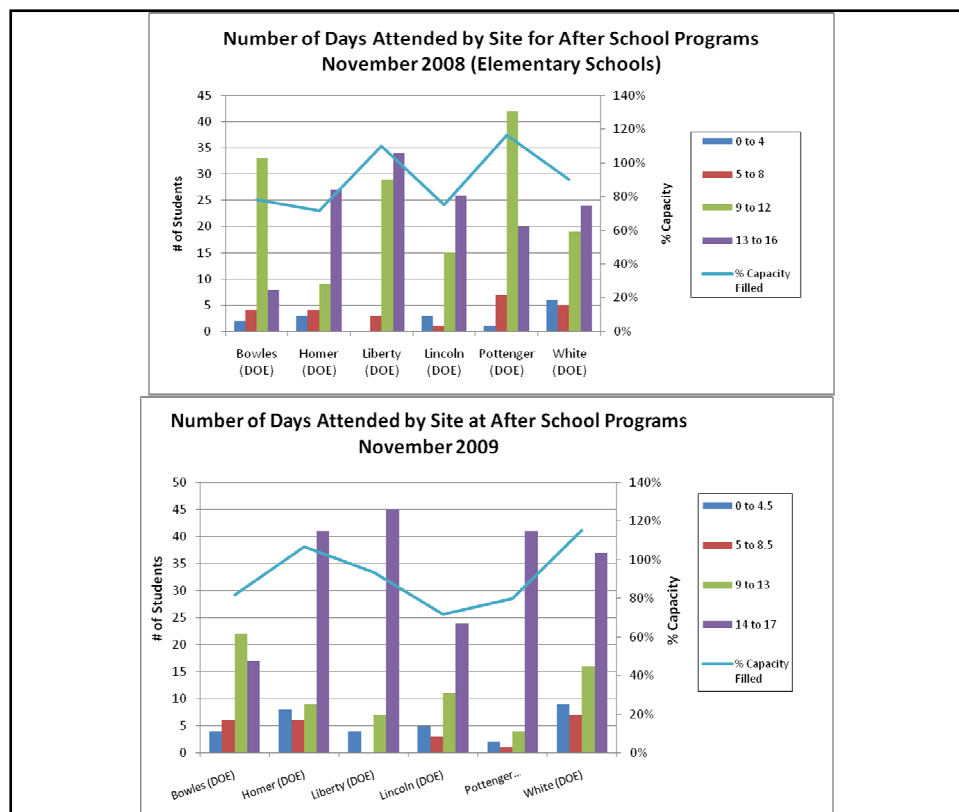
The Recreation Division hired a second bi-lingual staff member to oversee three of the 21st CCLC elementary sites (Homer, Lincoln and White). The addition of this staff member has improved communication with parents/guardians and families of the students we serve.

The 21st CCLC Summer Enrichment Programs have been in the forefront of developing quality, academic enrichment programs with a STEMS (science, technology/engineering and mathematics) focus.

In Fiscal Year 2010, the Recreation Division worked in collaboration with Forest Park Middle School to apply for and ultimately received a \$25,000 grant from the MA Department of Elementary and Secondary Education for a Green in the Middle Grant. The funds will introduce Forest Park students to professionals in STEMS careers and they will identify and implement a community service project which addresses environmental and ecological needs in Forest Park.

The 21st CCLC staff is in the process of developing emergency response preparedness plans for both the after-school and summer programs in collaboration with school principals.

The 21st CCLC after-school staff is pleased to have increased the overall attendance and participation rates at Homer, White and Chestnut in Fiscal Year 2010. Chestnut increased by 21 percent; Homer by 42 percent and White by 23 percent.



The 21st CCLC programs have an unprecedented staff retention rate for teachers, paraprofessionals and head recreation leaders with 80 percent of staff consistently returning year-after-year.

The 21st CCLC after-school programs also have implemented a paperless survey to gather teacher and staff data about program participants and to measure their improvements in both academic and intermediary outcome as required by the MA Department of ESE. In addition, the program participants are utilizing survey monkey to rate their overall impressions of the program, its offerings and staff.

The division also developed and implemented a scheduling software program to improve the scheduling of all ball fields and Park properties. The software will allow for more accurate and timely reporting of field usage.

Recreation staff also assisted in the development of an online Park Patron Survey to gather input from the public as to how and when they utilize the park facilities and what if any suggestions they have for improved services.

The Therapeutic Recreation Programs, in particular, Fun and Fitness have seen an increase in the number of program participants in Fiscal Year 2010 as compared to Fiscal Year 2009. An overall increase of 10 percent was realized in Fiscal Year 2010 programming with 25-30 participants per trip.

Camp SECO was renovated in Fiscal Year 2009 to accommodate additional participants and in particular to provide indoor space for the Fiscal Year 2010 summer camp. Previously, participants had to be moved off site in inclement weather.

The Expeditionary Learning Program at Beal School which is offered by one of the district recreation supervisors expanded in Fiscal Year 2010 to include an additional two grade levels.

The On the Wilder Side Summer Camp Program in Fiscal Year 2010 doubled its enrollment from Fiscal Year 2009 and the Summer Soccer Camp more than doubled its enrollment from the previous year.

The Recreation Division created a special events committee consisting of Recreation staff that is charged with scheduling and overseeing all special events held in City parks.

Risks and Challenges for Fiscal Year 2011

The Recreation Division is currently facing several challenges due to budgetary constraints. In Fiscal Year 2010, the division's four district recreation supervisors' jobs were spared when community development block grant funds were accessed to fund the positions which were previously funded through the City's General Funds. The allocation of Community Development Block grant funds is only assured for a two year period ending in Fiscal Year 2011. The loss of these four positions will definitely have a detrimental impact on the division's ability to maintain quality leisure time activities including sports programming, special events (i.e., concerts) and targeted neighborhood activities. The district recreation supervisors faced a challenge in providing the data required of recipients of Community Development Block Grant funds, in particular, reporting on number of persons per household, race and income for student athletes who utilize the Parks ball fields and gyms. This data has never been collected before.

Sustainability of our current programming levels remains a constant challenge for the Recreation Division. Ten out of twelve of the after-school and summer programs which the division offers are grant funded. Now that the programs are well accepted and have been well received by students, parents/guardians and school administrators, the challenge is to keep providing these vital programs once the grant period has expired.

An ongoing challenge for the after-school programs is maintaining open lines of communication among all School and Park administrators. One of the greatest challenges is operating a network of out-of-school-time programs to run parallel with the school districts.

Promoting all of our programs and educating parents/guardians about our offerings is an ongoing challenge that we continually try to address.

Funding to offer the ever popular evening gym program was cut during this fiscal year which has posed a major problem for recreation. Six program sites were open in Fiscal Year 2009 as follows: Chestnut, Kennedy, Milton Bradley, Forest Park, Van Sickle and Kiley. The majority of these sites served a minimum of 40 and a maximum of 80 youth per night depending on the site. In previous years, the division at its peak offered 12 sites across the City. This program offers a vital service to City youth by providing them with safe and supervised places during their non-school hours and free programming.

In difficult fiscal times, Recreation is always concerned about its ability to maintain its current level of programming. The pools are no exception. In Fiscal Year 2009, the division opened three school pools (Gerena, Rebecca Johnson and Commerce), Five Mile Pond and Forest Park pool. In Fiscal Year 2010 the division had to reduce the number of sites and opened only Gerena and Forest Park pool and Five Mile Pond. The impact of this reduction was felt by all residents across the City.

Adequate funding for the Fiscal Year 2010 summer concert series was a challenge. Staff had to stretch available grant funds to provide the series of three concerts.

Recreation Department

Fiscal Year Goals

To maintain all city-owned buildings (municipal and school)

Citywide Strategic Priority Supported: Financial Management

Develop a web-based, publicly available scheduling system for recreational activities.

Citywide Strategic Priority Supported: Education

Action Steps:

1. Collaborate with IT to create a web-based, publicly available scheduling system

Measures	Actual FY09	Proj. FY10	Goal FY 11
Create scheduling system	N/A	N/A	June

Implement MUNIS Work Order Module in Recreation Division.

Citywide Strategic Priority Supported: Financial Management

Action Steps:

1. Collaborate with IT to implement MUNIS Work Order Module in the Recreation Division

Measures	Actual FY09	Proj. FY10	Goal FY 11
Create scheduling system	N/A	N/A	June

Develop a needs assessment survey analyzing the existing condition of spray structures and youth activity equipment throughout the parks system.

Citywide Strategic Priority Supported: Neighborhood Revitalization

Action Steps:

1. Assign Personnel to administer assessment survey of spray parks and recreation equipment

Measures	Actual FY09	Proj. FY10	Goal FY 11
Create scheduling system	N/A	N/A	June

Develop emergency response preparedness plans for both the after-school and summer programs in collaboration with school principals.

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Work with School Security to develop emergency response preparedness plan

Measures	Actual FY09	Proj. FY10	Goal FY 11
Develop Emergency Preparedness Plan	N/A	N/A	June

Aggressively market recreation programs including tennis, learn to swim, summer and after-school and special events

Citywide Strategic Priority Supported: Public Safety

Action Steps:

1. Increase funding sources by identifying and assessing other grant sources or trust funds and investigating fee-based programming

Measures	Actual FY09	Proj. FY10	Goal FY 11
Fill all open program slots	N/A	N/A	100%

Train 3-1-1 staff on recreation programming and how to access park permits and fee schedules

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Conduct training	N/A	N/A	March

Fun and Fitness Program

Description: A recreational program for adults 18-60 years of age with developmental delays that encourages socialization and friendship building. The program has existed since 1984 and consists of shows and sporting events, a weekly bowling league, social events such as movie/dinner nights, comedy shows, dinner/dancing nights, week long vacations, and a variety of day trips such as attending the tall ships opening, Boston tourist activities, apple picking, whale watches and more. We plan activities three times a year with a fall, winter and spring/summer calendar. The clientele are independent to semi-independent individuals who live with their parents, in group homes or shared living arrangements. Participants must be competent and be independent enough to thrive in a group with a 1:7 staff/client ratio.

Fiscal Year Goals

Ensure 150 participants for each Fun and Fitness activity

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Ensure participants for each Fun and Fitness activity	150	155	150

The 21st Century Community Learning Centers Program

Description: The program provides free academic enrichment programs for City youth for thirty-two weeks during the school year and six-weeks during the summer. The school year programs are aligned with and have direct and intentional links to school day programming. Both the school year and summer programs offer project-based learning activities which engage participants in hands-on and experiential learning. The programs are housed in public school buildings.

Fiscal Year Goals

Maintain prominent attendance rate in the After School Program

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY11
Attendance rate at Homer 50—74%	N/A	N/A	7
Attendance rate at Homer 75—100%	N/A	N/A	24
Attendance rate at Lincoln 50—74%	N/A	N/A	12
Attendance rate at Lincoln 75—100%	N/A	N/A	26
Attendance rate at White 50—74%	N/A	N/A	10
Attendance rate at White 75—100%	N/A	N/A	30
Attendance rate at Forest Park 50—74%	N/A	N/A	20
Attendance rate at Forest Park 75—100%	N/A	N/A	30
Attendance rate at Kennedy 50—74%	N/A	N/A	20
Attendance rate at Kennedy 75—100%	N/A	N/A	12
Attendance rate at Chestnut 50—74%	N/A	N/A	15
Attendance rate at Chestnut 75—100%	N/A	N/A	15
Attendance rate at Van Sickle 50—74%	N/A	N/A	15
Attendance rate at Van Sickle 75—100%	N/A	N/A	18
Attendance rate at Kiley 50—74%	N/A	N/A	15
Attendance rate at Kiley 75—100%	N/A	N/A	15

Maintain prominent attendance rate in the Summer Enrichment Program

Citywide Strategic Priority Supported: Education

Action Steps:

1. Identify a community partner to compile and publish the Summer Youth Activity Guide
2. Identify funding sources and vendor for the construction of a ropes challenge course at Camp Wilder and to provide year-round programming at the site

Measures	Actual FY09	Proj. FY10	Goal FY11
Attendance rate at Homer 50—74%	N/A	7	10
Attendance rate at Homer 75—100%	N/A	21	20
Attendance rate at Lincoln 50—74%	N/A	21	20
Attendance rate at Lincoln 75—100%	N/A	26	20
Attendance rate at White 50—74%	N/A	13	15
Attendance rate at White 75—100%	N/A	28	25
Attendance rate at Forest Park 50—74%	N/A	19	20
Attendance rate at Forest Park 75—100%	N/A	19	25
Attendance rate at Kennedy 50—74%	N/A	9	10
Attendance rate at Kennedy 75—100%	N/A	17	20
Attendance rate at Chestnut 50—74%	N/A	10	10
Attendance rate at Chestnut 75—100%	N/A	7	10
Attendance rate at Van Sickle 50—74%	N/A	11	10
Attendance rate at Van Sickle 75—100%	N/A	9	10
Attendance rate at Kiley 50—74%	N/A	13	20
Attendance rate at Kiley 75—100%	N/A	10	10
Attendance rate at Bowles 50—74%	N/A	7	36
Attendance rate at Bowles 75—100%	N/A	34	16
Attendance rate at Liberty 50—74%	N/A	10	10

Attendance rate at Liberty 75—100%	N/A	43	40
Attendance rate at Pottenger 50—74%	N/A	4	10
Attendance rate at Pottenger 75—100%	N/A	42	45
Attendance rate at Duggan 50—74%	N/A	9	10
Attendance rate at Duggan 75—100%	N/A	34	35

Multi-Year Goals

To comply with the MA Department ESE's 21st CCLC grant, the division must have a sustainability plan in place to fund all full-time grant employees with City funds and continue programming beyond the grant period.

The Community Initiatives Fund Program

Description: The program provide free programming for residents of the North End. The programming is overseen by two of the Recreation Division's district recreation supervisors. Programming to date has included learn to swim lessons, a summer basketball and handball league as well as dance and open gym activities.

Fiscal Year Goals

Ensure all open program slots are filled

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Participation Rate	N/A	N/A	100%

Multi-Year Goals

Diversify programming through the identification and development of multi-generational programs for City residents. Staff will continue to identify and monitor under-served neighborhoods and develop proposed programming. Recreation staff will also work with the other city departments to identify program participants who are in need of services and create a referral system.

Review and increase hourly pay rate for seasoned head recreation leaders.

The Open Pool Program

Description: The program provides area residents with opportunities to engage in swimming during the summer months.

Fiscal Year Goals

Provide aquatic activities to keep the City's youth active and safe at the Forest Park Pool

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Percent of youths attending five of more days of the available times	N/A	33%	30%

Provide a safe and fun aquatic environment for the City's citizens at Five Mile

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY 11
Average participants served per day in July	N/A	95 Participants	90 Participants
Average participants served per day in August	N/A	70 Participants	50 Participants

Multi-Year Goals

Diversify programming through the identification and development of multi-generational programs for City residents. Staff will continue to identify and monitor under-served neighborhoods and develop proposed programming. Recreation staff will also work with the other city departments to identify program participants who are in need of services and create a referral system.

Tennis Lessons Program

Description: One of the Recreation Division's district recreation supervisors oversee a fee-based summer tennis program which includes group and individual lessons and team tennis. Area youth learn tennis skills as taught by the division's tennis pro.

Fiscal Year Goals

Ensure all open program slots are filled

Citywide Strategic Priority Supported: Education

Measures	Actual FY09	Proj. FY10	Goal FY 11
Participation Rate	N/A	75%	100%

Park Properties

Description: One of the district recreation supervisors oversees the scheduling and coordination of all park ball fields for soccer (fall and spring); basketball; baseball; softball; special events; walkathon; weddings and wedding photographs. He also schedules use of the City's band shell.

Fiscal Year Goals

Ensure no over-scheduling is occurring

Citywide Strategic Priority Supported: Neighborhood Revitalization

Multi-Year Goals

Diversify programming through the identification and development of multi-generational programs for City residents. Staff will continue to identify and monitor under-served neighborhoods and develop proposed programming. Recreation staff will also work with the other city departments to identify program participants who are in need of services and create a referral system.

Camp STAR/Angelina

Description: The program is administered through the City of Springfield's Department of Parks, Buildings and Recreation Management. Camp STAR/Angelina is an inclusive camp for children of all abilities, ages 3 to 22 years old. Some of the special needs populations the camp has worked with, to name just a few, includes: developmental delays, ADD/ADHD, emotional problems and learning disabilities, visual and hearing impairments. Camp STAR/Angelina is a six-week summer program, Monday through Friday, from 10:00 a.m. to 3:00 p.m., during the months of June, July, and August.

Fiscal Year Goals

No goals are set for Fiscal Year 2011 while awaiting CDBG funding status.

Municipal Golf Courses Summary

Since 1929, the City of Springfield has provided residents and neighbors with quality golf facilities by operating Franconia and Veteran's Memorial Golf Courses. These 18-hole facilities generate approximately 65,000 rounds of golf. The Springfield Park Commission has taken an active role in the management of the usage to ensure that operation costs and capital improvements are all covered by revenues. The commission also keeps rates competitive with area's surrounding municipal golf courses. It continues to be the department's intention to provide the highest quality experience at the most affordable cost to each patron.

Franconia and Veteran's Memorial Golf Courses strive daily to provide an exceptional golfing experience for area residents by combining pristine playing conditions, unparalleled customer service, and attractive pricing for our goods and services. Operational excellence, extreme preparedness, and genuine concern for our patrons drive us on a daily basis. Continually exceeding all customer expectation levels is the cornerstone of our operation.

Fiscal Year 2010 Highlights

Increase in rounds played and revenues collected to date.

Launch of flash based website that gives is significant exposure and serves as a medium to interact with our customers daily.

Our 5-year tree restoration program at Veteran's Memorial Golf Course remains on time and within budget.

Franconia GC Hosted the 2009 Massachusetts Public Links tournament to exceptional reviews.

Franconia Golf Course hosted a Connecticut Section PGA Tournament.

Veterans Golf Course has been asked to host a Massachusetts Golf Association event during 2010 season.

Risks and Challenges for Fiscal Year 2011

Economic Environment: although a lack of discretionary income does favor a move to low priced public golf, continued deterioration of credit and real estate markets could prove troublesome going forward. Golfers with less money play our golf courses. Golfers with no money don't play at all.

We have seen dramatic fluctuations in raw materials used at both golf courses. Most of these increases are related to materials with petroleum exposures such as fertilizers and gasoline for equipment. A prolonged rise in the price of oil could be debilitating to our facilities.

Labor cost will have to be closely scrutinized going forward as they are constantly rising.

Strategic Decisions for Fiscal Year 2011

Ensure pricing is competitive with area courses.

Purchase materials in bulk to stabilize costs.

Continue to carry out best management practices.

Increase areas in which we advertise.

Increase youth golf programs – future golfers.

Municipal Golf Courses Summary

Franconia and Veteran's Memorial Golf Courses strive daily to provide an exceptional golfing experience for area residents by combining pristine playing conditions, unparalleled customer service, and attractive pricing for our goods and services. Operational excellence, extreme preparedness, and genuine concern for our patrons drive us on a daily basis. Continually exceeding all customer expectation levels is the cornerstone of our operation.

Fiscal Year Goals

Department will to meet its current rounds of 70,000.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of golf rounds hosted	65,000	65,000	66,000

Create a maintenance plan for all equipment.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Complete maintenance plan	N/A	N/A	June

Conduct 2-3 trainings per year to improve employee efficiencies in health and safety aspects.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of Fall and Spring trainings completed	N/A	2	2

Update the five-year course improvement plan during the season.

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY11
Complete course plan	N/A	N/A	June

Multi-Year Goals

Host additional regional tournaments to showcase our courses.

Market with convention bureau and downtown tourism.

Measure success of hotel initiative.

Work with the Fleet Manager to create maintenance plan

Work with the Safety and Training Coordinator to conduct health and safety trainings.

Strategize funding of capital plan to ensure operations are self-sufficient.

Forestry Department Summary

The Forestry program is responsible for the care and maintenance of all public shade trees growing along City streets. This work includes planting, trimming, removal of hazardous trees and stump grinding. The program also interacts with various City departments, as well as, neighborhood and business groups on grants and tree related projects. Management of the street tree population is done through the use of Tree Keeper Online Inventory System.

Fiscal Year Goals

Increase the involvement of the city's "Adopt-A-Tree Program".

Citywide Strategic Priority Supported: Neighborhood Revitalization

Action Steps:

1. Recruit additional "Adopt –A-Tree Program" volunteers

Measures	Actual FY09	Proj. FY10	Goal FY11
Increase volunteer involvement	N/A	N/A	>10%

Remove Dead or Dying Trees.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Remove trees	N/A	500	532

Prune Trees.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Prune trees	N/A	900	1,352

Respond to Citizen Inquiries within 6 days.

Citywide Strategic Priority Supported: Public Safety

Measures	Actual FY09	Proj. FY10	Goal FY11
Number of days to inspect inquiries	N/A	10 days	6 days

Multi-Year Goals

Develop quarterly updates to compare work orders and master plan information.

Re-inventory street trees.

Develop pilot cyclical trimming plan by neighborhood.

Continue working with business and neighborhood groups on increasing the awareness of Asian Long-horn Beetle; including using volunteer groups such as Arbor Allies to further promote the value of trees in our community.

Develop a five-year master plan that takes into consideration the Western Mass Electric Company's tree trimming operation.

Support Services Summary

The Support Services program provides support and guidance in the operation of a 2,500-acre park system, the management and maintenance of 52 municipal and school buildings, and the development and continuation of recreational opportunities for all residents. The department ensures safe environments for work, learning, and recreation. It is our intent to continue to be at the forefront for grant opportunities, leverage private foundation grants, and begin to work with our local business community in promoting quality facilities. Well-maintained, enjoyable facilities will encourage people to live and work in Springfield. Additionally, the department will develop a workforce that is proactive and responsive to customer service and assist in the development of all open space in the City of Springfield.

Fiscal Year Goals

Institute and monitor sick time and workers compensation cases on a quarterly basis.

Citywide Strategic Priority Supported: Financial Management

Improve communication with public through work order system.

Citywide Strategic Priority Supported: Financial Management

Multi-Year Goals

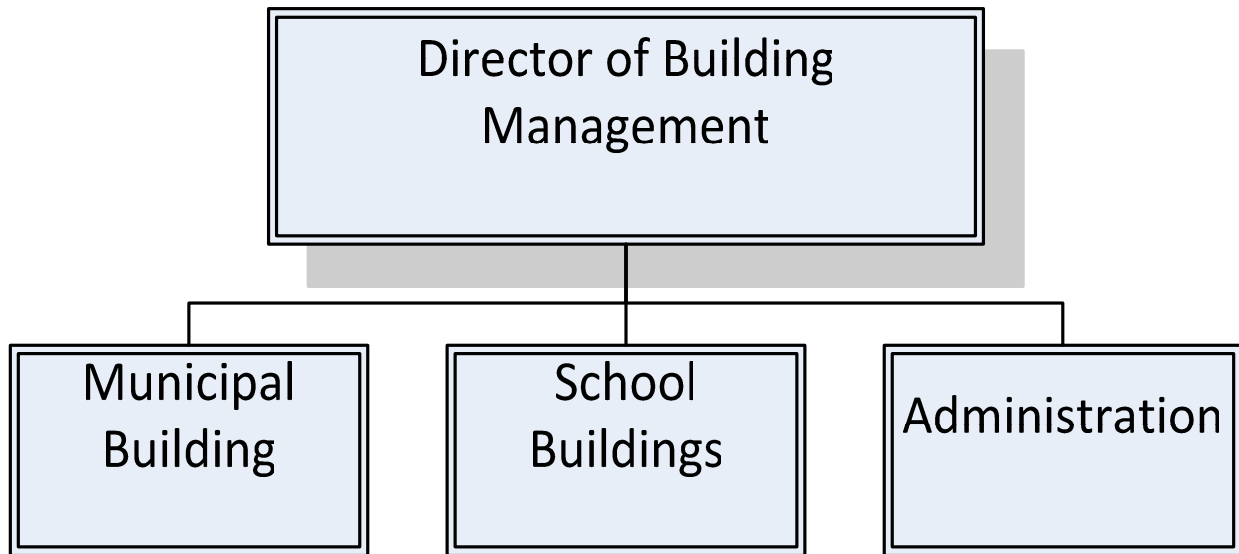
Implement a Building and Field Permit invoice tracking system.

To provide the workforce with updated technical equipment necessary to execute their tasks more effectively and efficiently.

General Fund Budget by Category

Total Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	4,686,206	4,229,348	4,339,310	109,962	2.6%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	2,941,275	3,543,177	3,316,779	(226,398)	-6.4%
Supplies and Materials	797,287	752,939	735,732	(17,207)	-2.3%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	6,028	1,171	671	(500)	-42.7%
Capital Outlay	41,392	0	0	0	0.0%
Total Operating Funds	8,472,188	8,526,635	8,392,492	(134,143)	-1.6%

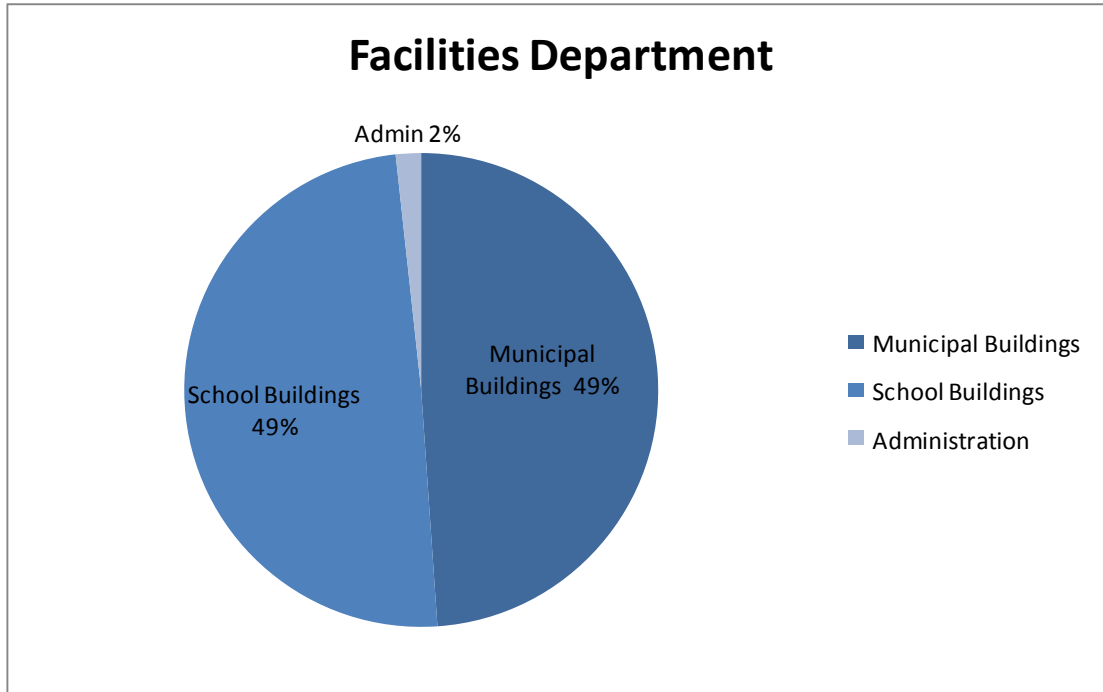
Facilities



Mission Statement

The Facilities Department is committed to maintaining our public buildings and city vehicles in a manner that will sustain a safe, healthy and productive learning and working environment for the occupants and visitors of all of our schools, municipal buildings and grounds.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personal Services	2,714,567	2,859,252	2,945,084	85,832	3.0%
OTPS	7,362,466	9,723,815	8,984,234	(739,581)	-7.6%
Total General Fund	10,077,033	12,583,067	11,929,318	(653,749)	-5.2%

Departmental Personnel (FTE's)	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11
Facilities Department	56.0	65.0	53.0	(12.0)

Buildings Maintenance Summary

The Building Maintenance program is responsible for all aspects of the day-to-day maintenance repairs and daily preparation for use for all municipal buildings, school buildings and grounds. The maintenance program covers over 90 buildings and approximately 6.5 million square feet with building ages ranging from the late 1800's through 2007.

The division has a skilled trade staff numbering 33, including electricians, plumbers, carpenters, HVAC technicians, glaziers, oil burner technicians, sheet metal workers, masons, a telecommunications specialist and a painter. In addition to the in-house staff, the department is responsible for maintaining and managing a vendor base to assist in responding to emergencies and/or projects that require specialty trades or quick turn around times.

The department reviews all operations and maintains a comprehensive master plan (including maintenance) for all buildings. This will allow the administration to determine/review the need for timely repairs and begin to improve the indoor environment of our buildings. The department utilizes electronic work order system to input, track and distribute work orders to the appropriate trade's workers and/or outside vendors. The department will be issuing a separate maintenance plan and capital plan for each building.

Fiscal Year 2010 Highlights

The Department continues to ensure all buildings meet safety/building codes and, at this time, has developed an inspection with the building department to ensure all buildings have current certificates of occupancy.

The department has successfully inspected all elevators and emergency generators and provided the necessary repairs.

The department has successfully completed an installation schedule for the new fire alarm radio boxes that are required for our public schools and municipal buildings.

The department has submitted requests to the Massachusetts School Building Authority (MSBA) for school repairs and will continue to advocate for funding for overdue building repairs.

The department has completed over \$5,000,000 in maintenance to Schools and Municipal buildings. Projects included renovations and upgrades to the three newly acquired parochial schools to accept the students from the old Balliet elementary school, Zanetti Montessori School and New Leadership.

The department continued to remodel the second floor of the Melanie Kasparian Center into the STEM Middle School and we have successfully relocated the copy center from the first floor to a new location at Duggan Middle school.

We have completed three major roofing construction projects at Mary O’Pottenger, Alice Beal and the Mary Dryden Memorial School.

Over the past year we have sanded and refinished gymnasium floors in 31 of our school buildings and did extensive safety work on all ten of our pools.

The department continues to provide extensive maintenance and repairs to the specialized pumps at the German Gerena Magnet School.

At the Police department a much needed parking lot improvement project added over 30 new parking spaces and a new fence has enhanced the overall security of the facility.

We completed kitchen renovations to the Mason Square, North Main and Sixteen Acres Fire stations. In addition a new 3 phase electrical service has been installed at the Sixteen Acres station to allow for the installation of an emergency generator.

The department has completed cosmetic repairs and upgrades to five of the cities public libraries. Projects included painting, new shades, flooring and lighting along with bathroom renovations at the Forest Park, Liberty, Brightwood and Central libraries.

In addition, there have been numerous plumbing and electrical enhancements along with painting and floor tile replacement projects. It is the goal of the department to initiate a five-year plan that will detail a timely maintenance program rather than reactionary maintenance.

Risks and Challenges for Fiscal Year 2011

The Department's largest concern is the \$130,000,000 identified in school building repairs coupled with an average age of buildings over 50 years old. The department has identified a five year program that includes roof replacement, window replacement and restroom renovation projects for our aging school system.

Strategic Decisions for Fiscal Year 2011

The department is recommending the City continue to invest in building improvements that provide a return on investment. We are recommending the hiring of eight trades men to be assigned to the existing four in the ESCO crew. This will provide an ESCO crew to each zone. This crew will have the sole responsibility of cleaning filters, maintaining building systems, and overall air quality in school buildings. This crew will ensure savings due to equipment efficiencies and improve the air quality. The department has submitted requests for vehicles to support staff both in the facilities and parks division under separate cover. Many of the vehicle requests are funded through lease purchase bond appropriations.

This budget request includes an allocation of \$104,950 due to the addition of the following properties: Central Library, Mason Sq Library, Old First Church and Thomas J. O'Connor Animal Control Center.

The department will also be reviewing and studying improvements of the building envelope of City Hall. The number one complaint is the poor condition of the buildings and the wooden window frames that could pose a safety hazard. It is the intent of the department to replace the windows over a two to three year period. The department was successful with a grant for symphony hall and looks forward to coordinating both window projects.

The department has bid its electrical procurement and selected World Energy. The department will continue to monitor the success to-date through its work with the Lower Pioneer Valley collaborative in the purchase of natural gas.

Finally, the department will work closely with the MSBA to determine the availability of funds to help improve the Springfield Schools and determine the long-term approach by the City to ensure timely maintenance of our infrastructure.

Buildings Maintenance

Fiscal Year Goals

To maintain all city-owned buildings (municipal and school)

Citywide Strategic Priority Supported: Financial Management

Measures	Actual FY09	Proj. FY10	Goal FY 11
Reduce the percent of open work orders one month old but less than two month old	N/A	N/A	25%
Reduce the percent of open work orders two months old but less than three months old	N/A	N/A	15%
Reduce the percent of open work orders three months old but less than four months old	N/A	N/A	10%
Reduce the amount of open (safety and emergency) work orders	N/A	N/A	<15%
Percent of Emergency Work Orders completed within 2 days	N/A	N/A	50%
Percent of Critical Work Orders completed within 14 days	N/A	N/A	50%
Percent of Routine Work Orders completed within 30 days	N/A	N/A	60%

Measures (Schools Cleaning Contract)	Actual FY09	Proj. FY10	Goal FY11
Percent of outstanding work orders related to the School department cleaning contract older than 2 days	N/A	N/A	5%
Percent of outstanding work orders related to the School departments cleaning contract older than one month	N/A	N/A	<5%

To perform preventative maintenance on schools buildings

Citywide Strategic Priority Supported: Education

Action Steps:

1. Preventative Maintenance crew shall complete four elementary schools and one middle school and a report will be given when each building is completed
2. Preventative Maintenance crew will create a project schedule for all of the major school vacation periods

Measures	Actual FY09	Proj. FY10	Goal FY11
Complete preventative maintenance for four elementary schools and one middle school	N/A	N/A	June
Create a maintenance project schedule	N/A	N/A	June

Maintain minimum environmental legal requirements in all city-owned buildings (municipal and school)

Citywide Strategic Priority Supported: Education

Action Steps:

1. Perform environmental audit in all municipal owned facilities
2. Develop a compliance plan with the DEP for all city facilities based on findings from the audit
3. Develop and implement environmental health and safety (EHS) building assessment tools
4. Enhance Springfield's electronic database such as MUNIS and other intranet databases to collect and manage building EHS assessment data
5. Develop and implement EHS Health Tracking System for building-based health complaints including a reference library. The reference library should include Indoor Air Quality, Integrated Pest Management, AHERA (Asbestos in Schools), Hazardous Waste Management, Toxics Use Reduction, Cleaning for Health, Hazardous Waste Site, etc.
6. Facilitate training of EHS program to school teams and PBRM staff.
7. Identify pilot schools to implement EHS program
8. Roll out EHS program including facilitating building assessments, action plans, and program outreach and evaluation.
9. Assist the SPS school nurses and the Pioneer Valley Asthma Coalition in enhancing PBRM's ability to identify and reduce building based asthma triggers.
10. Assist in educating SPS and PBRM staff about these triggers and conditions that exacerbate or cause asthma
11. Assist Recycling Program development and implementation throughout school district
12. Identify and assist the City in writing grants and participate in community based grant projects

Measures	Actual FY09	Proj. FY10	Goal FY 11
Perform an environmental audit in all municipal owned facilities	N/A	N/A	June
Develop and implement EHS Health Tracking System for building based health complaints	N/A	N/A	June

Multi-Year Goals

Develop a maintenance plan and capital plan for each building.

Improve the quality of all buildings.

Develop and complete a five and ten-year master plan that incorporates building improvements and energy efficiencies.

Create a specialty trades team to assist to ESCO related upgrades and repairs (HVAC, Electrical and Plumbing).

Continue the summer maintenance program utilizing MCDI and Putnam students and our building coordinators to assist with the ESCO teams and grounds maintenance staff throughout the school district.

Manage the environmental issues for all city owned facilities to maintain compliance with the required testing, monitoring, reporting and maintenance per the DEP, EPA and local government. Review current technology to clean up oil and other spill issues to close out contaminated sites.

Audit each facility to meet current code and reporting requirements. Current sites with known Environmental issues that require a Licensed Site Professional (LSP) to sign off are JF Kennedy Middle School Oil release, Roger Putnam High School oil release, Springfield Police Station Gasoline release, City Hall Boiler Plant oil release, Armory Street Land Fill (Boland and SAFE schools), Nathan Bill Park. Further funds will be required to meet the DEP required testing for asbestos and lead in schools and municipal facilities.

General Fund Budget by Category

Operating Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10-FY11	Percent Change
Personnel Services	2,714,567	2,859,252	2,945,084	85,832	3.0%
Employee Benefits	0	0	0	0	0.0%
Purchase of Services	4,165,533	5,936,388	6,460,107	523,719	8.8%
Supplies and Materials	2,976,090	3,746,868	2,483,568	(1,263,300)	-33.7%
Intergovernmental	0	0	0	0	0.0%
Other Charges and Expenses	0	0	0	0	0.0%
Capital Outlay	220,813	40,559	40,559	0	0.0%
Total Operating Funds	10,077,003	12,583,067	11,929,318	(653,749)	-5.2%

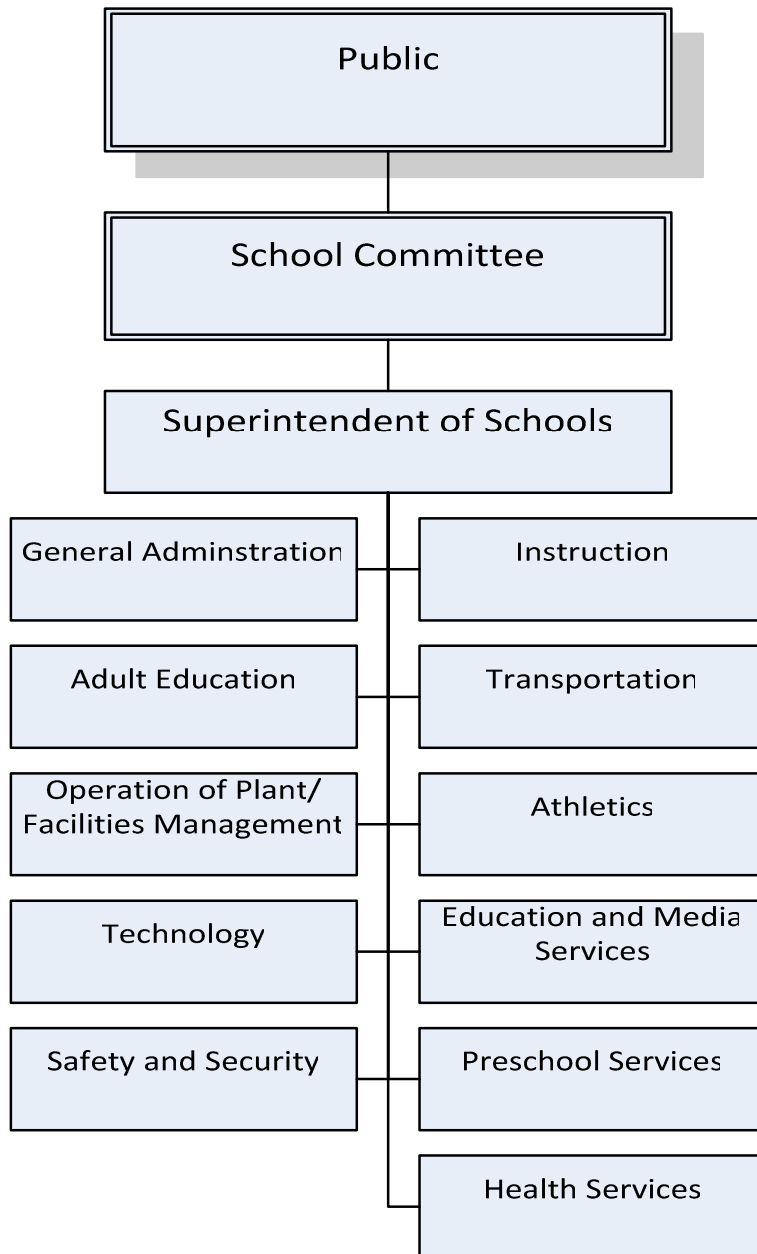
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Section 11

Public Schools

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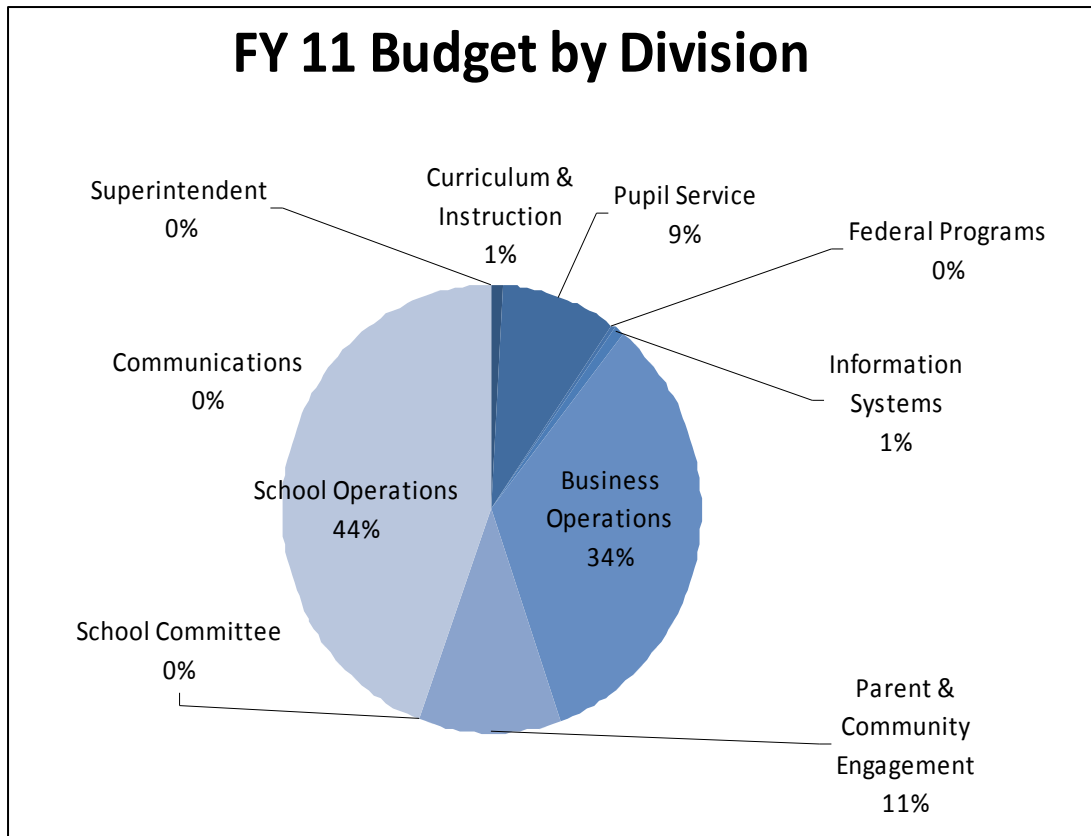
School Department



Mission Statement

The mission of the Springfield Public Schools is to provide the highest quality of education so that all of our students are empowered to realize their full potential and lead fulfilling lives as life long learners, responsible citizens and leaders in the 21st Century.

Budget Overview



General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10 - FY11	Percent Change
Curriculum & Instruction	3,254,157	2,126,289	2,596,733	470,444	22%
Communications	28,471	49,310	210,019	160,709	326%
Pupil Service	22,755,019	26,163,530	26,991,075	827,545	3%
Federal Programs	490,230	1,287,237	1,361,541	74,304	6%
Information Systems	2,842,149	3,444,149	2,649,912	-794,237	-23%
Business Operations	94,978,016	102,282,820	104,693,257	2,410,437	2%
PACE	29,356,425	33,199,155	33,926,970	727,815	2%
School Committee	39,408	45,920	104,827	58,907	128%
School Operations	123,502,010	136,370,183	137,120,340	750,157	1%
Superintendent	69,458	58,350	356,927	298,577	512%
Total General Fund	277,315,343	305,026,945	310,011,601	4,984,656	2%

School Department Summary

In 1679, Springfield's first school house was erected. The City now operates the second largest school district in the Commonwealth of Massachusetts and is comprised of 38 elementary schools (12 contain on-site early childhood programs), six middle schools, six high schools, and seven specialized schools.

The district serves over 25,000 students who comprise about 17% of the total city population. With over 5,000 employees, including 2,500 teachers, the district boasts a 90% *Highly Qualified* rate in core subjects taught.

Additionally, the City provides per pupil funding to four Charter Schools that collectively enroll approximately 2,300 students, and to other neighboring school districts that collectively enroll about 650 students who reside in Springfield but attend school in other districts under the School Choice Program.

The Springfield Public Schools system, a division of the municipal government in the City of Springfield, Massachusetts, is governed by a school committee which creates policy and appoints a superintendent to manage the day-to-day operations of the district. The Superintendent has a cabinet of 8 chiefs who are each in charge of various segments of the organization.

Consistent with trends of other large urban school districts, the student population demographics in Springfield include 85% minority. The first language of about 23% of Springfield's students is one of nearly 50 languages other than English. Poverty is common among students and is evidenced by about 82% of the student body receiving free or reduced price meals. Each year, over 5.1M school meals are served including 1.6M breakfasts and 3.5M lunches. Approximately 11,000 students are eligible for transportation.

The Springfield Public Schools are fortunate to have 228 businesses and organizations that serve as partners in providing schools with valuable financial, material and human resources. Additionally, the Springfield School Volunteers, a non-profit organization working with the community on behalf of the children of Springfield Public Schools since 1969, contributes to bringing more the 2,400 volunteers yearly.

Springfield's Public Schools theory of action is "If WE focus on the instructional core, provide appropriate support, monitor performance with shared accountability - Then...WE will dramatically improve student achievement and close the achievement gap in A Culture of Educational Excellence."

Fiscal Year 2010 Highlights

Partnered with UMASS where students participate in a 180 program and get a full year of teaching experience.

Stabilized transportation costs through awarding new bids in 2010 that the district can benefit from in years to come.

Successfully continued The Gateway to College program at Holyoke Community College (HCC) which serves students between the ages of 16 and 20 who are considering leaving high school or who already left school before earning a diploma. The program is a dual credit program, so students not only earn credits towards their high school diploma, but they also earn credits toward a certificate program or college degree at HCC.

Continued AMERICORP collaboration, which is a partnership with Springfield College where they provide 85 graduate students who serve part time with Springfield Public Schools and focus on Academic Coaching, Capacity Building, Health Counseling / Case Management, In-School Counseling, and Youth Leadership Development.

For the first time in years, the school department committed approximately \$5M to fund the technology needs in the classrooms. In fact, every school is scheduled to receive technology upgrades in the ensuing months.

Risks and Challenges for Fiscal Year 2011

Springfield Public Schools has taken steps to close a \$16.8 million budget shortfall. The projected district budget is \$310M, and includes \$20M in reductions and redirections. Our framework for developing the budget included aligning resources to support the Strategic Plan 2009-2012.

With rising costs and limited financial resources, the economic climate presents significant pressures that challenge our ability to maintain what we do today and make progress in key priority areas of investment. Though this year has presented far greater challenges than in the past due to the economic environment of the city, state and country, Springfield Public Schools plans to continue moving forward toward a culture of educational excellence for all students. By that standard, this budget is not a process of fiscal operations, but a part of the larger process to close the achievement gap and raise the bar of academic achievement for all.

Strategic Decisions for Fiscal Year 2011

The new Executive Director of Financial Services for the school district, Timothy J. Plante and his team have met individually with each department chief to comb through every department budget line by line; a new practice for the district.

Through an aligned management system, each of the following strategic priorities will serve to help ensure system-wide accountability that targets the following:

High Academic Achievement for 21st Century Success.

Safe, Nurturing, Respectful Working and Learning Environment.

Highly Qualified Staff at all Levels.

Effective Parent and Community Partnerships.

Equitable, Efficient and Appropriate Use of Resources & Funding.

Responsive, Effective and Accountable Leadership at all Levels.

Responsive, Multi-Cultural and Effective Communications at all Levels.

Curriculum and Instruction

Description: Curriculum and instruction (C&I) under the direction of the Assistant Superintendent for Academics, provides instructional leadership and curriculum support across academic disciplines to impact student achievement and promote lifelong learning. C&I ensures the alignment and delivery of a variety of instructional programs and support services for core instructional programs, magnet schools, remedial and accelerated learning opportunities, and exceptional student education, to provide an optimal and equitable education for all students.

Fiscal Year 2011 Goals

Increase the district CPI score in the appropriate academic area(s)/level(s) by 5 points (e.g., ELA, Math, and Science).

Citywide Strategic Priority Supported: Education

Increase the percentage of Highly Qualified Teachers in the district by 5 percent.

Citywide Strategic Priority Supported: Education

Increase students' participation/performance in Advance Placement (AP) and International Baccalaureate (IB) courses by 5 percent.

Citywide Strategic Priority Supported: Education

Increase the high school cohort graduation rate by 2 percent.

Citywide Strategic Priority Supported: Education

Decrease the number of dropouts by 10 percent.

Citywide Strategic Priority Supported: Education

Office of Communications

Description: The Communications Department drives the execution of internal/external communications strategies that effectively describe and promote Springfield Public Schools to improve the image of the district and foster public confidence, interaction and support for district programs. The Chief Communications Officer (CCO) is currently working to develop a detailed Communications Plan for the district and acts as a public spokesperson for the district to the media and in other forums as directed by the Superintendent. The CCO also serves as an advisor to the Superintendent in assessing community consequences relating to proposed changes of existing programs and policies or adoption of new ones; and provides other communication services for the district, including writing, editing, and photographic services as requested or assigned.

Fiscal Year 2011 Goals

Create and implement a brand marketing campaign for SPS.

Citywide Strategic Priority Supported: Education

Improve internal and external communications throughout the district.

Citywide Strategic Priority Supported: Education

Develop and implement a district-wide Principal for a Day Program.

Citywide Strategic Priority Supported: Education

Improve the perception of the public schools in the community.

Citywide Strategic Priority Supported: Education

Implement and monitor for success a district-wide Communications Plan.

Citywide Strategic Priority Supported: Education

Pupil Services

Description: The Department of Pupil Services is comprised of the Special Education, Guidance, Nursing and Health Services, and Student Attendance Units. Special Education is the largest of all the units in the department and is charged with meeting the educational needs of the 5,700 students with disabilities in the District while maintaining compliance with state and federal regulations. The Special Education Department also oversees all related services such as physical/ occupational therapy, speech and language therapy and school psychology services, and provides on-going professional development throughout the district to teachers and staff. Other compliance issues relevant to the Office of Civil Rights are also handled through the Pupil Services Department.

Fiscal Year 2011 Goals

Improve District-wide student attendance rate from 90.4 percent to 92 percent.

Citywide Strategic Priority Supported: [Education](#)

Increase the percentage of students participating in PSAT, SAT and Advance Placement course offerings by 5 percent.

Citywide Strategic Priority Supported: [Education](#)

Increase the high school cohort graduation rate by 2 percent.

Citywide Strategic Priority Supported: [Education](#)

Decrease the number of high school dropouts by 10 percent.

Citywide Strategic Priority Supported: [Education](#)

Increase the district CPI score for the SPED sub-group in the appropriate academic area(s)/level(s) by 5 points (e.g., ELA, Math, and Science).

Citywide Strategic Priority Supported: [Education](#)

Office of Federal Programs

Description: The Office of Federal Programs seeks to align Federal resources to improve teaching and learning performance outcomes. Specific areas of responsibility include No Child Left Behind (NCLB) reporting and regulatory accountability, Title I services for disadvantaged students, Title II-A initiatives to support Highly Qualified Teachers and Administrators, Title II-D technology enhancements, Title III services for English Language Learners, Title IV Safe and Drug Free Schools, summer school programming, and adult education programs. Operating within the framework of No Child Left Behind and the district's vision, mission and strategic priorities, the focus of the Office of Federal Programs staff is specific and clear: Deliver educational services that supplement core academic instruction; integrate high-impact strategies in schools to serve special needs, targeted student groups and/or core content areas; create effective partnerships, internally and externally, to leverage Federal program resources; acquire external resources and maintain funding for innovation; and effectively manage program resources and provide support services to schools.

Fiscal Year 2011 Goals

Reduce excess fund balances for all NCLB discretionary and formula grants by 20 percent.

Citywide Strategic Priority Supported: Education

Increase the overall performance of limited English proficient (LEP) students in Grades K-12 who show progress by meeting the state target on the Massachusetts English Proficiency Assessment (MEPA) from 2010 to 2011.

Citywide Strategic Priority Supported: Education

Increase the overall performance of Grades 3-12 LEP students who scored at the transitioning performance level on the spring 2011 MEPA or Grades K-2 students who scored Step 4 on three of the four assessments in MELA-0 Speaking and MELA-0 Listening.

Citywide Strategic Priority Supported: Education

Increase the district CPI score in the appropriate academic area(s)/level(s) by 5 points (e.g., ELA, Math, and Science).

Citywide Strategic Priority Supported: Education

Reduce the number of schools identified as Commonwealth Priority Schools and the number of schools with Accountability Status.

Citywide Strategic Priority Supported: Education

Information, Instructional Technology, Research and Accountability

Description: The Office of Information, Technology, and Accountability addresses Assessment, Research, and Accountability; Information Systems including Student Information Systems, Data Warehouse, internal systems development, and web presence; Instructional Technology including online coursework, technical coursework, and content integration; Project and Process Management; and Technology Operations, including computer networks, computer maintenance/support, and e-Rate application preparation and oversight. The vast majority of this work is accomplished by providing leadership, expertise, and guidance in the use of existing and emerging technologies, assessment and research, accountability systems and protocols, and continuous improvement strategies to support high student achievement. Robust, reliable communications are ensured through constant monitoring and improvement of computer network infrastructure and technology assets.

Fiscal Year 2011 Goals

Design and implement accountability systems to improve effectiveness of instruction and efficiency of operations, including such systems as the data warehouse, dashboards, and balanced scorecard.

Citywide Strategic Priority Supported: Education

Improve processes to support implementation of district benchmark assessments.

Citywide Strategic Priority Supported: Education

Provide project and process management services for district departments to comply with legal requirements and promote operational improvement, such as ADP and RIM.

Citywide Strategic Priority Supported: Education

Through classroom-instructional technology enhancements, increase the District aggregate CPI score in ELA, Math and Science by 5 points.

Citywide Strategic Priority Supported: Education

Decrease the number of high school dropouts by 10 percent.

Citywide Strategic Priority Supported: Education

Business Operations

Description: Business operations provides for the effective, efficient and timely management of student transportation services, facilities and physical plant improvements, financial transactions, human resources, food services, school safety and security. It includes several key operational areas that support school and non-school sites, ensuring alignment of efforts towards achieving the district's vision, mission and strategic priorities.

Fiscal Year 2011 Goals

Reduce unspent amounts sent back to grantors for all entitlement and competitive grants.

Citywide Strategic Priority Supported: Education

Increase the percentage of Highly Qualified Teachers (HQT) in the district by 5 percent.

Citywide Strategic Priority Supported: Education

Improve school safety for students and staff.

Citywide Strategic Priority Supported: Education

Improve customer satisfaction across all functional areas of the department (Harris Poll).

Citywide Strategic Priority Supported: Education

Identify efficiencies or savings of 10% in departmental budgets to off-set expected budget cuts.

Citywide Strategic Priority Supported: Education

Improve timely and accurate reporting of internal external financial reports.

Citywide Strategic Priority Supported: Education

Reduce requisition processing time for procurement transactions exceeding \$5K.

Citywide Strategic Priority Supported: Education

Improve efficiencies and reduce transportation operating cost.

Citywide Strategic Priority Supported: Education

Improve food quality, nutritional value and food service infrastructure.

Citywide Strategic Priority Supported: Education

Parent and Community Engagement

Description: The Parent and Community Engagement Office (PACE) helps to strategically engage key parents, community, political and institutional partner support to help students become productive citizens in the 21st century, fostering strong character and academic excellence. PACE does this by informing, engaging, supporting and empowering parents to affect student success; creating opportunities for on-going communication, resulting in a more honest, personal and trusting partnership between school and home; managing supplemental educational services (SES) and school choice transfer provisions of NCLB; assisting to increase the achievement of students in the district by making connections to the workplace and illustrating the relevance of academics in all careers; and by promoting and facilitating learning-focused community involvement in support of the district's goals of ensuring that every child attain a high level of academic achievement in a safe and supportive environment.

Fiscal Year 2011 Goals

Design, develop and implement a Springfield Parent Academy by expanding and providing capacity-building opportunities for families in the city of Springfield.

Citywide Strategic Priority Supported: Education

Develop a structure and a process to increase NCLB/SES and McKinney-Vento participation by providing diverse and high quality educational opportunities.

Citywide Strategic Priority Supported: Education

Increase the district CPI score in the appropriate academic area(s)/level(s) by 5 points (e.g., ELA, Math and Science).

Citywide Strategic Priority Supported: Education

Align all family initiatives, activities and programs to increase and improve parent/home school connections.

Citywide Strategic Priority Supported: Education

Build capacity and align the work of the district-wide Parent Team to the district priorities.

Citywide Strategic Priority Supported: Education

School Committee

Description: The School Committee is an oversight board that is responsible for creating policy and appointing a superintendent to manage the day-to-day operations of the district. They monitor and maintain the proficiency of the school department operations and are in charge of approving each fiscal years budget.

Fiscal Year 2011 Goals

Continue to support the mission of Springfield Public Schools.

Citywide Strategic Priority Supported: Education

School Operations

Description: School Operations ensures the alignment and delivery of instructional programs for support services to 44 schools and 7 alternative education program sites through oversight provided by the Assistant Superintendent of Schools. With the support of three Chief School Officers assigned geographically by zones, School Operations focuses on student achievement, home-school connections, and improved school performance. Through their work with assigned schools, each School Officer provides teachers and principals with the supervision and technical support services they need to deliver a quality education to our students.

Fiscal Year 2011 Goals

Increase the district/Zone CPI score in the appropriate academic area(s)/level(s) by 5 points (e.g., ELA, Math, and Science).

Citywide Strategic Priority Supported: Education

Improve district-wide student attendance rate to 93 percent.

Citywide Strategic Priority Supported: Education

Reduce the percentage of student suspensions and physical assaults in schools by 5 percent.

Citywide Strategic Priority Supported: Education

Increase the high school Cohort graduation rate by 2 percent and decrease the number of dropouts by 10 percent.

Citywide Strategic Priority Supported: Education

Reduce the number of schools identified as Commonwealth Priority Schools and the number of schools with Accountability Status.

Citywide Strategic Priority Supported: Education

Superintendent

Description: The superintendent attempts to maintain clear direction of Springfield Public Schools mission statement of, Culture of Educational Excellence, through the closure of the achievement gap. His actions are directly representative of the districts progress and success. The superintendent is also responsible for the adherence and oversight of the district priorities: high academic achievement for 21st century success; safe, nurturing, respectful working and learning environments; high quality staff at all levels; effective parent and community partnerships; equitable, efficient, and appropriate use of resources and funding; responsive, multi-cultural and effective communication at all levels.

Fiscal Year 2011 Goals

Use of intensive management and new initiatives to close the achievement gap

Citywide Strategic Priority Supported: Education

Action Steps:

1. Measurably enhancing the quality of education in the district and directly altering education for our all students.

General Fund Budget by Sub-Division

General Fund and Department Budget	Actual FY09	Approp FY10	Budget FY11	Variance FY10 - FY11	Percent Change
Curriculum & Instruction	3,254,157	2,126,289	2,596,733	470,444	22%
Communications	28,471	49,310	210,019	160,709	326%
Pupil Service	22,755,019	26,163,530	26,991,075	827,545	3%
Federal Programs	490,230	1,287,237	1,361,541	74,304	6%
Information Systems	2,842,149	3,444,149	2,649,912	-794,237	-23%
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PACE	29,356,425	33,199,155	33,926,970	727,815	2%
School Committee	39,408	45,920	104,827	58,907	128%
School Operations	123,502,010	136,370,183	137,120,340	750,157	1%
Superintendent	69,458	58,350	356,927	298,577	512%
Total General Fund	277,315,343	305,026,945	310,011,601	4,984,656	2%

Section 12
Fiscal Year 2011 - 2015
Capital Improvement Plan

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Capital Planning Overview

The City of Springfield's \$374.2 million five-year Capital Improvement Plan is an investment program for the City's future. This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important neighborhoods. The Capital Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Springfield's residents with an improved quality of life along with a more efficient and effective government.

The CIP documents details major spending for equipment and construction projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and needs. A capital project, according to the financial ordinances of the City of Springfield, is "...a fixed facility, object or asset costing more than \$25,000 with an estimated useful life of ten years or more. Projects and assets that do not meet both of these requirements shall be considered operating expenses and shall be included in the operating budget."

Each year the City will develop and present a capital *plan*. Projects in the capital plan are based on a quantitative analysis of project need and merit. The capital *budget* represents the funding for the first year of that plan each year. Projects in the annual budget represent the City's most immediate investment priorities and are the projects with the highest return on investment for the taxpayers of Springfield.

The Finance Department oversees the financial aspects of each capital project, maintains a record of the expenses for each project and reports the information in periodic financial reports. The City's Capital Asset Construction Department is responsible for the management oversight of most maintenance, construction, major renovation, and repair projects. The City's Facilities Management Department also plays an integral role in capital projects by providing routine maintenance, repair and renovations to the City's facilities.

Capital Improvement Process

Departments submit capital requests to the Finance Department electronically along with necessary supporting documentation (See Appendix A for a summary of requested projects). Requests are captured in a database maintained by the Finance Department and are reviewed by the Capital Improvement Committee. This process is required by City ordinance and is consistent with best practices regarding capital investment.

All capital requests are submitted in electronic format and include the following information:

- Project Category
- Project Type
- Priority placed by Requesting Department
- Estimated Project Cost
- Proposed Funding Sources
- Project Description
- Project Urgency
- Project Benefits
- Fiscal Impact
- Legal Obligations
- Public Service Impact
- Description of the Project's Prior Phases Completed

Capital projects are categorized into one of six categories:

Building – This includes acquisition, replacement, renovation, and addition to, construction or long-term lease of a building or a major component thereof.

Infrastructure – This category includes roadwork, sidewalks, traffic signals, drainage systems and other improvements of a lasting nature that are not building structures.

Equipment (Vehicular) – This includes equipment capable of self-propulsion from one location to another.

Equipment (Other) – This includes all other equipment that meets the definition of a capital project item but is not capable of self-propulsion.

Land/Parks/Fields – This category includes the acquisition, replacement, renovation, addition to, construction or long-term lease of parks and playing fields. If the acquisition of land is associated with the acquisition of a building or an infrastructure project, the project would be categorized in those respective categories.

Technology – This category includes all purchases that meet the definition of a capital item in the area of technology such as computers, digital copiers, printers, telephone systems and software programs.

Each project is further classified into one of four different types of projects:

New – The purchase, acquisition or construction of new capital, as distinct from the purchase of new capital items to replace existing capital.

Reconstruction/Replacement – The substantial reconstruction or replacement of a capital asset, such as a street, building or a piece of capital equipment. This may entail the demolition of an existing asset or the abandonment of an asset and the construction or acquisition of a new asset to replace it.

Major Repair/Renovation – Large-scale renovations and repairs to capital assets, such as building system replacements, equipment overhauls and other items intended to extend the useful life of an existing capital asset.

Repair – Smaller scale capital repairs that extend the useful life of a capital asset.

Capital Improvement Committee

The Capital Improvement Committee is responsible for identifying and prioritizing the City's needs and coordinating them with the operating budget. The Committee is comprised of the City's Finance 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.

The Capital Improvement Committee reviews each submission and conducts project hearings with departments. After appropriate review and consideration, the committee establishes project priorities given quantitative measures of need and justification as established by the rating department and re-

viewed by the committee.

Each project is ranked on six criteria:

Overall fiscal impact - Will the project bring in additional revenue or will it cost additional money to operate? Are their funding sources other than the general fund for this project?

Legal obligations – Does the project improve compliance with federal law, state law, or local ordinance?

Impact on service to the public - Will residents receive better service if the project is conducted? Will it address a public health, safety, accreditation or maintenance need?

Urgency of maintenance needs - Is the asset currently broken and in need of immediate replacement?

Prior phases - If the project is a multiyear project, have prior phases been previously conducted?

Department priority – What priority does the department place on the projects based on the departmental mission, goals and objectives.

Each criterion above receives a different weight as seen in Appendix B. Each project is assigned to one of four priority levels based on the overall weighted score.

The capital budget 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.

Review: Fiscal Year 2010 Capital Budget

The Fiscal Year 2010 capital budget used a mix of bond funds, pay-as-you-go capital funds, MSBA awards, and proceeds from unexpended bonds. Due to this, the City was able to eliminate approximately \$54 million of capital liability the City faced due to years of deferred maintenance. The budget was established by funding the City's top priorities according to the FY2010-FY2014 CIP as completed by the Mayor, Chief Administration and Finance Officer, and the Capital Improvement Committee. The capital budget included many different types of projects including building, infrastructure, demolition, and trash. The following are projects funded in FY10:

FY2010 Capital Budget			
Department	Project	Amount	Source
DCAC	CITY COUNCIL CHAMBERS	200,000	Other
DCAC	POLICE RENOVATION - ELECTRICAL REPAIR	278,000	Other
DPW	BOSTON ROAD CORRIDOR	700,000	Grant

DPW	PURCHASE OF RECYCLING BARRELS	800,000	PayGo
DPW	PURCHASE OF RECYCLING TRUCK	255,000	PayGo
DPW	TAIL GATE EXTENDER FOR RECYCLING TRUCK	11,175	PayGo
Economic De- velopment	GSA - FEDERAL BUILDING	349,042	PayGo
Facilities	BEAL - ROOF REPLACEMENT	678,334	MSBA
Facilities	POTTENGER - ROOF REPLACEMENT	773,534	MSBA
Facilities	ECOS STUDY	75,000	PayGo
Facilities	FOREST PARK MIDDLE SCHOOL - RENOVATION	32,700,000	Bond
Facilities	GERENA - PUMP HOUSE/FLOOD	50,000	PayGo
Facilities	DRYDEN - ROOF REPLACEMENT	705,779	MSBA
Facilities	PURCHASE OF OUR LADY OF HOPE	4,218,075	Other
Facilities	PURCHASE OF OUR LADY OF SACRED HEART	3,531,925	Other
Facilities	RELOCATION OF THE SCHOOL DEPARTMENT OFFICES	3,500,000	Other
Facilities	RENOVATION OF PAROCHIAL SCHOOLS	4,350,000	Bond
Facilities	SCHOOLS - INTERCOM	200,000	PayGo
Facilities	SENIOR CENTER STUDY	75,000	PayGo
Fire	EMERGENCY GENERATORS AT FIRE STATION FACILITIES	45,000	PayGo
Fire	PORTABLE RADIO UPGRADE/DIGITAL	200,000	Grant
Housing	DEMOLITION OF ABANDONED RESIDENTIAL/ COMMERCIAL BUILDINGS	600,000	PayGo
Housing	DEMOLITION OF THE ASYLUM PROPERTY	300,000	Other
Total		54,595,864	

As can be seen by the Fiscal Year 2010 budget, particular attention has been given to school projects. This will continue to be a focus by the City and Schools for the next fiscal years. The main priorities are to replace the roofs due to many of these being past their useful lives. It is also a priority to replace

windows and doors not only for safety, but also energy efficiency. The MSBA has funded three years of Statement of Interest Projects for the City beginning in Fiscal Year 2010. The main focus of these projects are roofs, doors, and windows for various schools throughout the City.

In Fiscal Year 2010 the City took advantage of the Qualified School Construction Bonds program which is part of President Obama's economic recovery program. QSCB's allows local educational agencies or school systems to issue taxable bonds and use 100 percent of the proceeds for specified purposes which include renovations or construction of a school building. Through this method the investor receives 100 percent of the tax credit associated with this issuance. The City of Springfield issued over \$15 million in order fund the Forest Park Middle School renovation project as well as the renovation of two parochial schools for City use. These bonds have allowed the City to realize significant savings in borrowing the funds for these school projects.

Another issue addressed in the Fiscal Year 2010 budget is the demolition of abandoned residential/commercial properties. This will allow the City to increase the safety in many neighborhoods in Springfield. This project addresses one of the top priorities of the Mayor which is public safety and the revitalization of neighborhoods.

In 2010 the City renovated the City Council Chambers because of the increase in City Councilors from nine to thirteen. This project includes increasing the desk space for the councilors, re-arranging the area for the public, and upgrading the sound system for better quality.

Proposed Fiscal Year 2011 Capital Budget

The Fiscal Year 2011 Capital Budget strives to address the City's largest capital needs which are facilities and vehicles for public safety and public works. In most instances many capital assets are beginning to reach the end of their useful lives. Due to this, the Mayor and the Chief Administration and Finance Officer have chosen the projects listed below as crucial to the City. It should be noted that those projects listed as "Proposed" have not been funded and inclusion in the CIP does not guarantee funding. A full description of these proposed projects can be seen in Appendix B.

Proposed Fiscal Year 2011 Capital Budget			
Department	Project	Amount	Source
Facilities	PROPERTY CONDITION ASSESSMENT - SCHOOLS	780,000	Proposed
DPW	PURCHASE OF RECYCLING BARRELS PHASE 2	1,320,000	Proposed
DPW	PURCHASE OF 4 SEMI-AUTOMATED TRUCKS FOR SINGLE STREAM RECYCLING	1,060,000	Proposed
DCAC	REPAIRS TO WINDOWS IN CITY HALL	600,000	Proposed
Facilities	RENOVATION OF STEM ACADEMY	2,593,376	Proposed
Fire	ZETRON STATION ALERT SYSTEM	50,000	Proposed

DPW	FLOOD CONTROL SYSTEM	150,000	Proposed
Libraries	PINE POINT BRANCH -REPLACE HVAC SYSTEM	150,000	Proposed
ITD	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	250,000	Proposed
Parks	CITY-WIDE LAKE MANAGEMENT PROGRAM	120,000	Proposed
ITD	INCREASE STORAGE CAPACITIES	30,000	Proposed
Facilities	ESCO PHASE 2	1,989,267	Grant
Facilities	WASHINGTON - DOOR REPLACEMENT	250,000	MSBA
Facilities	KILEY - ROOF REPLACEMENT	1,349,667	MSBA
Facilities	WARNER - WINDOW AND DOOR REPLACEMENT	1,080,000	MSBA
Facilities	CENTRAL- ROOF REPLACEMENT	1,349,667	MSBA
Facilities	DUGGAN - ROOF REPLACEMENT	1,349,667	MSBA
Facilities	LIBERTY - ROOF REPLACEMENT	1,349,667	MSBA
Facilities	JOHNSON - SCHOOL ROOF	1,349,667	MSBA
Facilities	KENNEDY - SCHOOL ROOF	1,349,667	MSBA
Facilities	WHITE - WINDOW DESIGN AND REPLACEMENT	168,434	MSBA
Facilities	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	168,434	MSBA
Facilities	TALMADGE - WINDOW DESIGN AND REPLACEMENT	168,434	MSBA
Total		19,075,947	

As can be seen, property condition assessments of schools are a large portion of the Fiscal Year 2011 capital budget. With completed assessments of each school, the City will understand how to proceed with future capital projects for each of the City's 52 school buildings. These studies will review each school building from the roof down to the basement and inform the City as to what needs to be replaced. The assessments will also look at the electrical capabilities for each school in order to address the large technological need for the entire school system. The City will require these assessments to also review enrollment trends for the schools and project future space need.

Energy efficiency continues to be a major goal of the City. The first step the City took to become more

energy efficient was the first phase of ESCO. In Fiscal Year 2010 the City received grants for the Department of Energy and the Environmental Protection Agency to begin funding the second phase of the ESCO project which is scheduled to begin in Fiscal Year 2011. The City received approximately \$2 million to afford the retro fit of six boilers, four energy systems, and one solar panel. The grants would also fund four oil burner technicians.

The other issue the City addresses in the Fiscal Year 2011 capital budget is household recycling. Specifically, the City will expand its single stream recycling program that is already in process by purchasing more recycling barrels and trucks. In Fiscal Year 2010 the City implemented the single stream recycling program in a portion of the City in order to increase recycling and decrease trash by residents. The corresponding effect is the total cost of trash would decrease and the revenue from recycling would increase. With the purchase of 24,000 barrels the City can give all households the chance to recycle by placing all qualifying items in one barrel. The City will also purchase four new recycling trucks to handle the increase in single stream recycling.

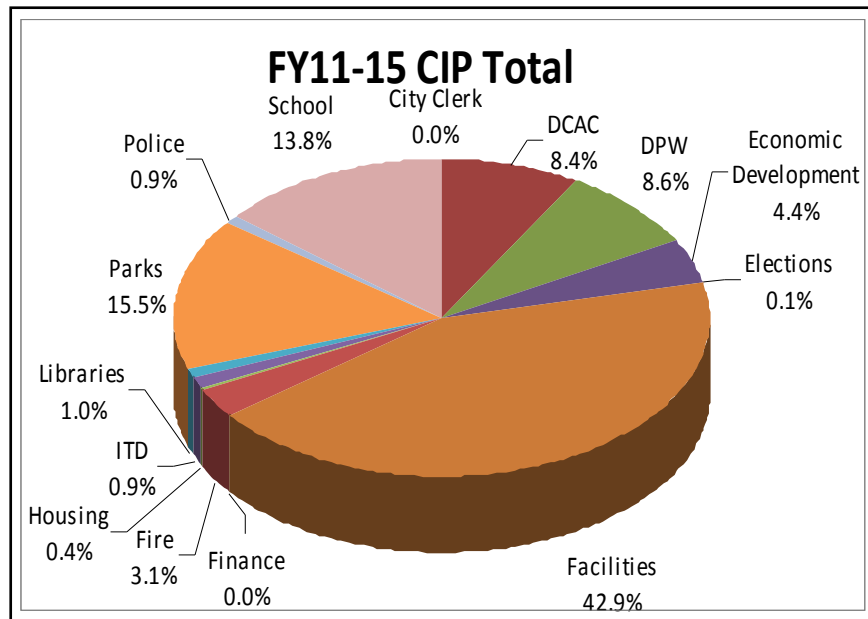
In Fiscal Year 2011 the City will begin the second year of Statement of Interest projects that are funded by the MSBA. As previously stated these projects will address the roofing issues in some of the schools in Springfield. Currently, the Facilities department is tracking the useful lives for each of the City's buildings. These projects will help eliminate a large capital liability for the City and Schools.

Another item that can be very important to the City's future is the scanning of archival documents. Not only would this allow the City to preserve documents but it would also allow the City to address space issues within City Hall and other administrative offices. By eliminating the need for large document storage areas, there can be many possibilities for using the physical space. An additional benefit to this project is City officials would be able to search for documents on their desktop computer as opposed to looking in a storage area. This could be a great benefit to departments such as the Law Department, City Clerks, Treasurer/Collector, and the City Council. The overall benefit to this project would be increased productivity by City staff.

Fiscal Year 2011—2015 Capital Improvement Plan

The City currently has a \$374.2 million capital liability from Fiscal Years 2011-2015. This amount reflects 385 requested projects and equipment. This can be seen as a direct result of years of deferred maintenance to facilities, infrastructure, and equipment. The Facilities Management Department projects comprise 43% of the total \$374.2 million capital improvement plan as can be seen in Exhibit A. These projects consist mainly of school Statement of Interest projects. Because of this, the property condition assessment of each school would be invaluable for the City to move forward with construction, renovations, and remodeling of schools.

Exhibit A



Another department to take note of is the School Department. In Fiscal Year 2010, the School Department initially placed projects in the City's capital improvement plan. One of the largest needs the School Department expressed, other than facilities, is technology improvement. This includes smart boards, computers, projectors, and other various hardware and software capital items. Before the City begins the process of upgrading the technological abilities of the School Department there will have to be a complete study of the school buildings and the electric and technological capabilities. The goal is to have every classroom ready to support all technological needs of the classroom.

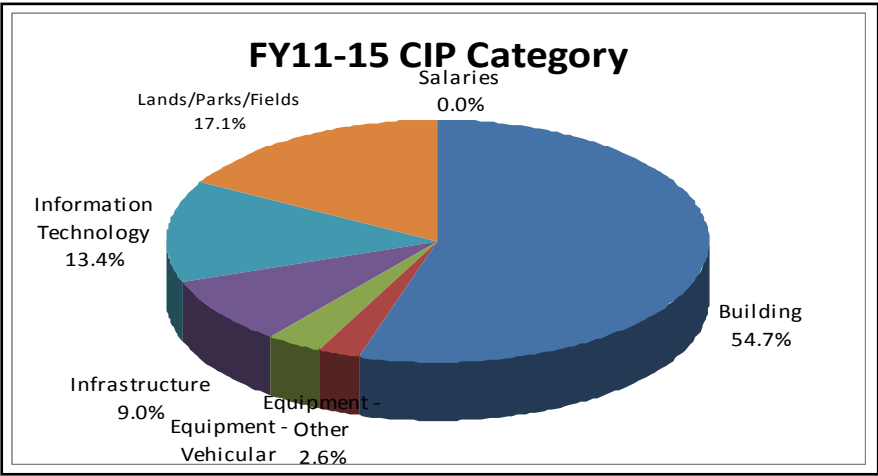
The Parks Department has the second largest funding need of capital projects and equipment. These projects include the rehabilitation of parks, municipal golf course improvements, dam studies and work, as well as other projects. One of the most important projects within the Parks Department is the study of various dams throughout the City. This would not only ensure the City is compliant with federal guidelines but would also help with one of the Mayor's goals of public safety. Another aspect of public safety is to keep parks clean and safe for the residents of the City.

As mentioned previously, a large project for the Department of Public Works (DPW) is the single stream recycling program. Another major aspect of the DPW is the rehabilitation and repair of roads and sidewalks. One such project that was funded in Fiscal Year 2010 is the Boston Road project. This is a rehabilitation of a major thoroughfare in the City of Springfield. The second phase of this project is included in the capital improvement plan. Another project in the plan is the replacement of the fuel island physically located at the DPW. The fuel island is used for many of the City vehicles, particularly the DPW trucks and cars. This would not only improve the safety but also would replace the underground fuel tanks to be more compliant with EPA standards.

In the Fiscal Years 2011-2015 Capital Improvement Plan approximately 55% of the total \$374.2 million is for building projects as can be seen in Exhibit B. The way to address these capital issues is to not only fund studies for each building, but also to find alternative ways to fund expensive renovations. This

could mean seeking more grants from the state and federal governments as well as possible use of bond funds.

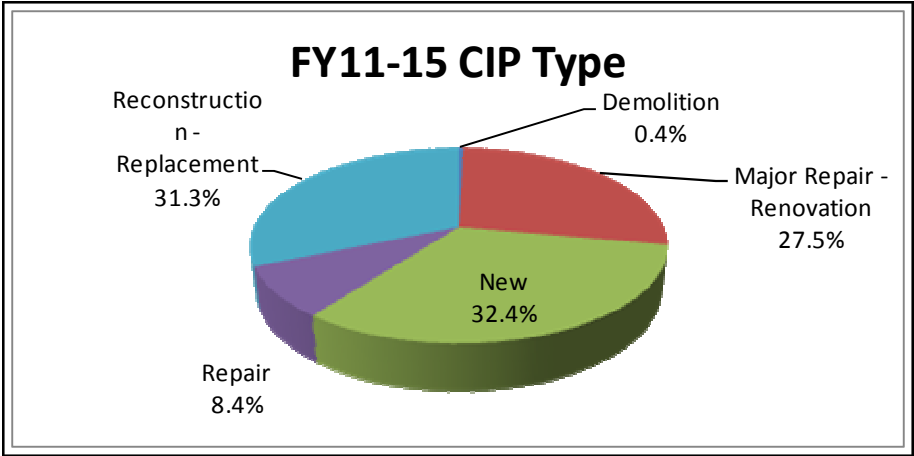
Exhibit B



It is also interesting to note the information technology needs for the City and Schools. While the School Department needs have previously been discussed, the City’s Information Technology Department’s goal is to give City departments the tools to continue to service the public at a high level. Included in the capital plan is a schedule to replace computer hardware, specifically, the replacement of personal computers. While this is certainly a need for the City, alternative ways of funding such as Tax Exempt Lease Purchases should be investigated in order ensure the City is fully equipped.

Exhibit C shows the CIP broken out by type. Many of the “New” projects consist of purchasing of new equipment, vehicles, and land as well as the building of new facilities. The “Major Repair – Renovation” category contains many park projects and city building renovations. These projects tend to have higher costs and have a wider scope than other projects within the capital plan. It is this type of capital project that the City needs to have a clear schedule of when to begin. As explained earlier in the Plan, the City will need to decide on a series of policy decisions in order to address the current capital liability.

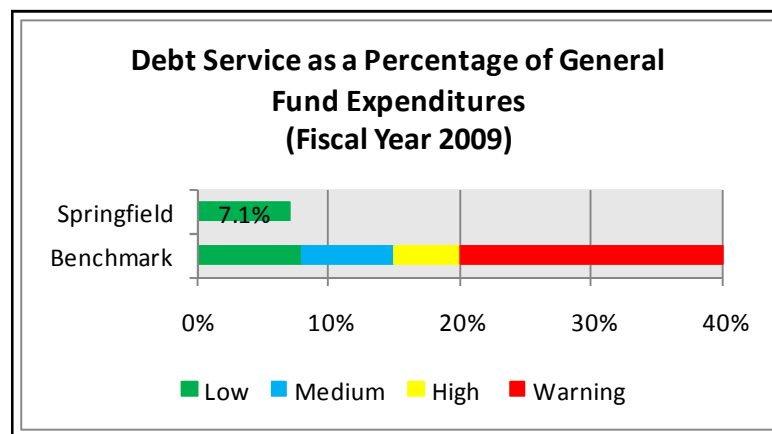
Exhibit C



Debt Service as a Percentage of General Fund Expenditures

This benchmark measures the City's ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay; however, it only examines the ability to pay for debt within a community's existing budget. Cities and towns that have excess levy capacity – communities that do not tax to the maximum of their Proposition 2 ½ limitation – would have greater ability to pay for debt than this measure suggests because they have additional taxing capacity which they have not accessed. This caveat does not apply to the City of Springfield today, because it lacks a meaningful amount of excess levy capacity.

Exhibit D



The City's measure of debt service as a percentage of General Fund expenditures is strong, with 7.1% of the Fiscal Year 2009 budget dedicated to debt service. Many cities and towns with similar traits to Springfield have higher ratios of debt service to general fund expenditures. Springfield should continue to keep this ratio at a similar level in the future to ensure large debt service payments are not unfairly placed on the City's budget in the future. The City of Springfield financial policies state "General Fund debt service as a percentage of general fund revenues, net of debt exclusions shall not exceed 8%". This means that the City is within its strict debt limit.

The City's relatively low ratio of debt service to general fund expenditures provides more budgetary flexibility to address financial problems that may arise. Debt payments are not discretionary. Courts have ruled that these payments must be made even before salary payments for employees. Communities with high levels of debt service relative to operating expenditures have a larger portion of their budget dedicated to payments that must be made regardless of the community's financial situation. The City restructured its debt service payments in order to have declining payments in future years. Having a lower ratio means less money is dedicated to debt service, which means more flexibility exists within the operating budget.

Debt Retirement: Percent Retired within Ten Years

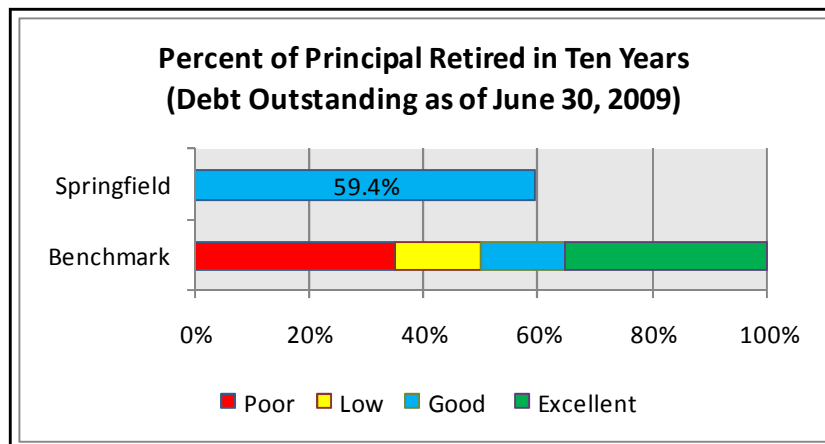
The speed with which a community retires its debt indicates a number of important things. Included in these are:

- Willingness to repay debt: rapid repayment of principal indicates that a community is committed to repaying its debt. This “willingness to pay” is measured in a number of ways and is particularly important to those who lend money to others, as it provides them some proof of the borrower’s intention to repay the money if 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, locking itself into debt repayments that are affordable now but that will grow as time passes. Back loading is a sign of poor financial management – either overspending is intentional or managers are unable to make the difficult immediate-term decisions to balance the budget using a more appropriate debt financing structure.

The percentage of debt retired within ten years is particularly important in determining the timing of debt repayment – the “back loading” issue described above. Back loading occurs when the cost of debt is pushed off into the future, reducing current year payments while increasing future ones. Back loading increases the cost of debt in the long term and can be a destabilizing financial factor when debt service requirements increase in future years.

Failure to invest in maintenance and capital investment can be considered a form of debt back loading because capital needs must be addressed at some point; delay in maintenance or investment only delays the financing of these improvements, increases the likelihood that capital will fail *en masse*, forcing unaffordable costs onto future taxpayers. Delaying capital investment also tends to make projects more expensive because costs tend to increase over time.

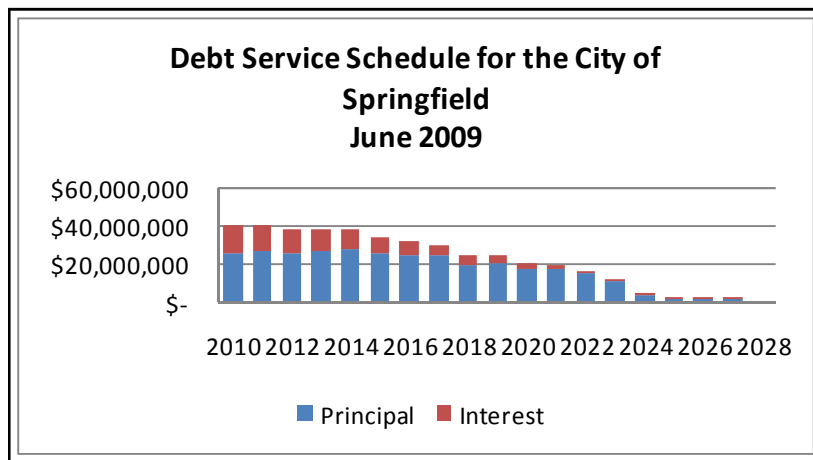
Exhibit E



The City currently has an aggressive debt retirement schedule. On average, 59% of the money borrowed by the City is repaid within ten years. This places the City well within the “good” ranking established by the rating agencies. Because of this schedule, the City would be able to borrow more money to fix its current aging facilities and infrastructure as well as other capital projects.

The City’s overall ranking indicates a strong willingness to repay debt. Examining this ratio in conjunction with the City’s overall debt schedule below indicates that the City has not back loaded debt; the City’s overall debt structure is prudent and well within the industry benchmarks.

Exhibit F



Ratings History

In June of 2008, the City of Springfield received a bond upgrade to Baa2 from Baa3 from Moody’s Investors Service. This rating was reaffirmed in 2009 with a stable outlook. This is a significant achievement for the City as all municipalities in the nation were put on negative look. Due to an increase in credit rating the City will be able to borrow funds in the future at a smaller percentage of interest. The ratings increase also signals that the City is turning the financial corner which is being recognized by the ratings agencies. In Fiscal Year 2010 Moody’s Investor Service is utilizing a global rating system conversion. This recalibration will enhance the comparability of ratings across the Moody’s-rated universe. This City of Springfield should realize an increase due to this conversion.

In April of 2009 Standard and Poor’s raised the City’s rating from BBB to BBB+. This is a rather large accomplishment considering prior to 2006 the City was considered junk bond status.

The stable outlook provided by Moody’s Investors Service and the upgrade from Standard and Poor’s is a major accomplishment in such difficult economic times. The City will continue to strengthen its financial position and look to increase its bond rating through future issuances.

Conclusion

The City of Springfield is in a stronger position to address the capital needs of the City. The City has two funding sources, through traditional bonding and funding pay-as-you-go capital in the annual operating budget. In addition, the City is retiring 60% of its debt principal within the next ten years, creating a greater capacity to bond for projects.

The City has a structured process to identify, analyze and monitor capital projects that address its Capital Improvement Plan. Departments annually identify capital needs, which are analyzed by the Capital Unit within the Finance Department. The Department of Capital Asset Construction manages capital projects to ensure these projects are finished on time and under budget. These efforts have institutionalized a process that ensures better capital planning and financing in the future.

Proposed Capital
Improvement Projects and Associated
Operating Budget Impact

City Hall Window Restoration



Fiscal Year: 2011

Costs: \$600,000

Department: Department of Capital Asset Construction

Source: Proposed City Capital Funds

Priority: A

Project Description: The project's scope would address the current paint failure on the sashes and frames of the windows of City Hall. This project's scope would include repairing or replacing any frames or sashes that are damaged. The frames and sashes would then be primed and painted and any glass that was broken or heavily scratched would be replaced.

Operating Budget Impact: This project would cost \$600,000 in FY 2011 to be funded in the operating budget. If this project is not initiated the cost of the repairs will increase exponentially due to the nature of the wood sashes and frames.

The windows are in very poor shape throughout all departments in City Hall. In many instances the frames have split or rotted away to allow for water to infiltrate the building and the limestone cladding. If this continues to happen the limestone cladding will begin to break away from the building and cause a safety concern for those below.

City-wide Lake Management Program



Fiscal Year: 2011

Costs: \$120,000

Department: Parks Department

Source: Proposed City Capital Funds

Priority: B

Project Description: This project is necessary to continue to manage the City's many natural water resources with herbicides, lake level draw-downs, and maintenance of existing detention basins. The benefit of this project is to protect the natural water resources for the enjoyment of all citizens today and in the future as well as the preservation of wildlife habitats.

Operating Budget Impact: By including in capital line item such as pay-as-you-go capital the City could avoid costly repairs to the lakes throughout the City. Currently the City has spent a large amount of funds on its lakes and ponds. From management of these natural resources to complete restoration of many lakes and ponds, this program has been very active and the goal is to continue managing the bodies of water for the benefit of the citizens.

Renovation of the STEM Middle Academy



Fiscal Year: 2011

Costs: \$2,593,376

Department: Facilities Department

Source: City Bond Funds

Priority: A

Project Description: This project will include construction of two stairwells which will allow the school to be compliant with all mandated building codes. Also, the City will look to renovate both first and second floors in order to meet compliance issues and update classrooms. This project was added to the Capital Improvement Plan in Fiscal Year 2010 and has become a top priority for both the Facilities and School Departments due to the increased interest in the STEM Middle Academy.

Operating Budget Impact: This project is necessary in order to bring the school building up to standard building codes. Due to this, the City will be avoiding costly fines by funding the project through use of bond funds. During the project, students may be relocated to the Science and Technology High School for the first month of school which is expected to have little to no budget impact. The debt service line item will be impacted only by the cost of the project due to the fact that this project will be funded through Qualified School Construction Bonds over the course of a 17 year period.

Pine Point Branch Library - Replace HVAC System



Fiscal Year: 2011

Costs: \$150,000

Department: Library Department

Source: City Capital Funds

Priority: B

Project Description: This project is to replace the inadequate HVAC system located at the Pine Point Branch Library. The current system is the most expensive heating/cooling system in the library system. Replacement will reduce costs and increase comfort for public and staff. The current system does not provide adequate cooling and humidity control.

Operating Budget Impact: As previously explained, the current HVAC system is the most expensive heating/cooling system of all the library branches. While the gas and electricity cost savings have yet to be determined, the maintenance cost savings approximate \$10,000 annually.

Property Condition Assessments



Fiscal Year: 2011

Costs: \$780,000 (proposed)

Department: Facilities Department

Source: City Capital Funds

Priority: A

Project Description: Property Condition Assessments (PCA's) are prepared with a focus on both the immediate and long term needs of a property, including estimated costs for repair, replacement, or significant renovations. Interviews are conducted with various maintenance personnel regarding the condition of the building and reviews are performed on construction plans, records of capital expenditures and historical repairs, budgets for improvements, and other relevant documents.

Other physical features that are analyzed are site features, pavement and sidewalks in the vicinity of the building, exterior building walls, exposed structural components, roof coverings, utility connections, HVAC systems, plumbing systems, electrical systems, fire protection, and conveyance.

This project will consist of PCA's for all schools worth about \$30,000 a piece.

Operating Budget Impact: The most immediate operating budget impact is potential cost savings on facility projects in the future. The PCA's will take an inventory of potential problems the facilities may have and then the operating budget or capital budget will be used to fix the problems. Small present day problems can be taken care of in the hopes that these problems do not become bigger and therefore larger expense, in the future years.

Purchase of 4 Semi - Automated Trucks for Single Stream Recycling



Fiscal Year: 2011

Costs: \$225,000 (proposed)

Department: Department of Public Works

Source: Proposed City Capital Funds

Priority: A

Project Description: The city would purchase four semi-automated trucks for the single stream recycling program. This purchase would be necessary to allow the single stream recycling program continue throughout the City. In FY2010, the City purchased two semi-automated trucks for the program.

Operating Budget Impact: The trucks the City currently uses are prone to breakdowns due to the age of the vehicles. By beginning a routine purchasing of new vehicles the City can make certain repair and maintenance costs decrease. These four trucks would replace four 2000 semi-automated trucks. Another major factor is the City will be able to continue recycling pick-up if a truck is out of service.

Purchase of Recycling Barrels

Fiscal Year: 2011

Costs: \$1,320,000

Department: Department of Public Works

Source: Proposed City Capital Funds

Priority: A

Project Description: The City of Springfield will be switching to single stream recycling in FY2010. Essentially this means that residents will be able to throw all recycling in to one barrel without having to separate plastic from paper. This has been proven in other communities to increase recycling by the citizens.

Through funding of this request, 24,000 recycling barrels will be purchased which will be added to the barrels the City already has.

Operating Budget Impact: The main budgetary impact of this project would be to reduce the waste tonnage the City currently has and lowering the tipping fee. As the cost of waste has increase in the past years, this is a proactive way to decrease the costs the City currently incurs.

Road Resurfacing and Sidewalk Construction



Fiscal Year: 2011

Costs: \$2,200,000 (City) (proposed); \$2,300,000 (Chapter 90)

Department: Department of Public Works

Source: City Capital Funds; State Chapter 90 funds

Priority: A

Project Description: This project includes arterial, residential, school, and resident sidewalk replacement. The goal is to upgrade and improve the conditions of City streets and sidewalks to ensure vehicular and pedestrian safety.

The City has committed funds for a five year arterial and residential roadway resurfacing program to be supplemented with Chapter 90 funds. Also, in order to reduce school transportation costs, the City committed funds for a four year sidewalk replacement and construction is also supplemented with the Chapter 90 funds.

This is a very high priority project not only for the Department of Public Works, but the City as well. This is one of the Department of Public Works core responsibilities to maintain the City's network of roadways and sidewalks.

Operating Budget Impact: Operating budget impacts include savings in patching material, less man hours given to fixing arterial roads, residential roads, and sidewalks on a routine basis, and increased safety for the general public.

In an effort to reduce school transportation costs, the replacement and construction of sidewalks will give more students the opportunity to walk to work. In the past several years, school transportation has proven to be a large expense in the School Department budget.

Scanning Archival Documents for Electronic Storage



Fiscal Year: 2011

Costs: Fiscal Year 2011: \$250,000; Fiscal Year 2012 \$250,000

Department: Information Technology Department

Source: Proposed City Capital Funds

Priority: B

Project Description: Project to provide for scanning of paper records in departments across the City (City Clerk, Board of Assessors, Internal Audit, Comptroller, Law, etc.). Records and documents can be scanned and archived for easy access by the City and public. This project will keep documents protected from the environment in electronic format. The cost includes hardware, software and scanning and indexing services.

Operating Budget Impact: This project has two operational budget impacts. The first impact is this project would eliminate the need for vault space for most documents. Currently, City Hall space has become an issue partly due to the space filing cabinets and other paper storage areas. This project could eliminate the need for the City to expand offices which would be funded directly from the operating budget.

The second impact of the project would be the ease of access to City documents. This would eliminate the need for City employees to search for documents in old files and concentrate of regular office duties. Archiving of records would also ensure that the City is compliant with current records retention law.

Flood Control System



Fiscal Year: 2011

Costs: \$150,000

Department: Department of Public Works

Source: Proposed City Capital and Operating Funds

Priority: A

Project Description: These inspections are required by FEMA and the Army Corps of Engineers to maintain the City's certification of the flood control system. If the flood control system is decertified it will have a detrimental impact to residents and business located within the flood zone of the Connecticut River.

There are three phases to the flood control plan. The first phase involves the maintenance deficiency correction plan. The second phase is a comprehensive inspection report required by the Army Corps of Engineers. The third phase is the mandated FEMA flood control levee certification requirement. All prior phases have been funded by the City.

Operating Budget Impact: This project is required by FEMA and the Army Corps of Engineers as a response to the operational deficiencies of the New Orleans levee system during Hurricane Katrina. By funding this in the capital budget the City will not be required to fund this project in the operational budget. This is an advantage to the City during these difficult budgeting times. This project is also important because it will keep the citizens and businesses located near the Connecticut River safe.

Zetron Fire Station Alert System



Fiscal Year: 2011

Costs: \$50,000 (proposed)

Department: Fire Department

Source: Proposed City Capital Funds

Priority: A

Project Description: This upgrade will allow communication and control of the alert system via a VHF radio frequency that would need to be licensed for this operation. The following will be furnished and installed: 10 control station radios, 10 power supplies, 10 antennas, 10 runs of cable with connectors, 1 base radio, and miscellaneous mounting supplies.

The Zetron System would connect the Dispatch Center to the various fire stations. It would replace the wired system that is used to transmit alarms to the stations. In my opinion it is the way to go even in a combined center. The Fire Department can offset the cost in both salary and overtime savings making it cost effective in either a combined or separate system.

Operating Budget Impact: If implemented immediately this radio controlled system could have immediate cost savings for the City and the Fire Department for staffing costs of the Fire Alarm/Dispatch operation.

Project Request Rating Sheet

Description of Rating Criteria and Scales

CRITERIA A- OVERALL FISCAL IMPACT

Weight: 4

Rationale: Limited resources exist for competing projects. This requires that each project's full impact on the City's budget be considered in rating and evaluating projects. Projects that are self-funded or have a large proportion of external funding will receive higher ratings than those that do not, as these projects have less impact on the funding portion of our capital budget.

Considerations: Ratings for this factor will consider these major points:

- Capital cost of the project relative to all other project requests.
- Impact of the project on City operating costs and personnel levels.
- Whether the project requires City appropriation or is funded from agency, grant funds, matching funds or generated revenue.
- Impact on the City's tax revenue or fee revenue.
- Will external funding be lost should the project be delayed?

Illustrative Ratings:

- 5- Project requires less than 10% City funding.
- 4- Project requires less than 50% City funding.
- 3- Project requires more than 50% City funding, decreases operating costs and increases City revenues.
- 2- Project requires more than 50% City funding, increases operating costs and increases City revenues.
- 1- Project requires more than 50% City funding, decreases operating costs and decreases City revenues.
- 0- Project requires more than 50% City funding, increases operating costs and decreases City revenues.

Note: Projects which do not impact either revenues or operating costs will receive the score of a project that is more favorable in the category (for revenue, the score will be the "increasing revenue" score and for costs, the "decreasing costs" score). This score will then be reduced by 0.5 to reflect the lack of actual increase in revenue or decrease in costs.

CRITERIA B- LEGAL OBLIGATIONS AND COMPLIANCE

Weight: 4

Rationale: Some projects are essentially mandatory due to court orders, federal mandates, or state laws that require their completion. These projects should receive higher consideration than those which are considered discretionary. Criteria B evaluates both the severity of the mandate and the degree of adherence to state and federal laws.

Considerations: Ratings for this factor will consider these major points:

- Whether the City is under direct court order to complete this project.
- Whether the project is needed to meet requirements of federal or state legislation.

Illustrative Ratings:

- 5- City or Department is currently under court order to take action.
- 4- Project is necessary to meet existing state and federal requirements.
- 3- Legislation is under discussion that would require the project in future.
- 2- There is no legal or court order or other requirement to conduct the project.
- 1- Project requires change in state law to proceed.
- 0- Project requires change in federal law to proceed.

CRITERIA C- IMPACT ON SERVICES PROVIDED 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:

- Whether the service is already being provided by existing agencies.
- Whether the project has immediate impact on service, health, safety, accreditation or maintenance needs.
- Whether the project focuses on a service that is currently a "high priority" public need.

Illustrative Ratings:

- 5- The service itself addresses an immediate public health, safety, accreditation, or maintenance need.
- 4- Service is improved and addresses a public health, safety, accreditation, or maintenance need.
- 3- Service is greatly improved.
- 2- Service is improved.
- 1- Service is minimally improved and addresses a public health, safety, accreditation, or maintenance need.
- 0- Service is minimally improved.

CRITERIA D- URGENCY OF MAINTENANCE NEEDS

Weight: 3

Rationale: The City's most immediate goal in both capital and operating finance is to maintain current service levels for our citizens, businesses and visitors. Capital projects that are essential to maintain services, protect investments, or restore service that have been interrupted due to failure of capital assets will receive the highest rating in this criterion.

Considerations: Ratings for this factor will consider these major points:

- Whether a service is currently interrupted.
- Whether the project as requested will result in full restoration of an interrupted service.
- Whether the project is the most cost-effective method of providing or maintaining a service.
- Where a service is not currently interrupted, the likelihood that it will be in the next five years if the project is not funded.
- Whether costs of the project will increase (beyond inflation) if the project is delayed.
- Whether the agency has prepared a comprehensive maintenance/rehabilitation/ replacement schedule and the project is due under that schedule.

Illustrative Ratings:

- 5- Service is currently interrupted and the project will restore service in the most cost- effective manner possible.
- 4- Service is likely to be disrupted in a five-year horizon if the project is not funded.
- 3- The project is necessary to maintain an orderly schedule for maintenance and replacement.
- 2- The cost of the project will increase in the future (beyond inflation) if it is delayed at this time.
- 1- There is a minor risk that costs will rise (beyond inflation) or service will be interrupted if the project is not funded.
- 0- There is no financial or service risk in delaying or not funding the project (e.g., the project is new and has no impact on current service).

CRITERIA E - PRIOR PHASES

Weight: 2

Rationale: Some projects are developed in phases due to their complexity or size. In such cases, the need has already been established by a prior commitment of funding. Therefore, continuation of the project will be given higher consideration.

Considerations: Ratings for this factor will consider these major points:

- Whether the project has received prior funds.
- Whether the project requires additional funding to be operational.

Illustrative Ratings:

- 5- All but the final phase has been fully funded.
- 4- Multiple phases have been fully funded.
- 3- Multiple phases have been partially funded.
- 2- The first phase has been fully funded.
- 1- The first phase has been partially funded.
- 0- No prior phases have been funded or partially funded.

CRITERIA F – DEPARTMENTAL PRIORITY

Weight: 2

Rationale: Departments are expected to provide an indication of which projects are most important to their individual mission.

Considerations: Ratings for this factor will consider these major points:

- Departmental ranking of each individual project.
- The total number of project requests that are submitted by a department.

Illustrative Ratings:

- 5- The project is within the top 20% of departmentally-ranked project requests (81% to 100%).
- 4- The project is within the next 20% of projects (61% to 80%).
- 3- The project is within the next 20% of projects (41% to 60%).
- 2- The project is within the next 20% of projects (21% to 40%).
- 1- The project is within the bottom 20% of ranked projects (0% to 20%).

Fiscal Year 2010 - 2014 Capital Improvement Plan Detail

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City of Springfield Capital Improvement Plan Fiscal Years 2011-2015

Department	Category	Type	Project	Priority	FY2010	Source	FY2011	Source	FY2012	Source	FY2013	FY2014	FY2015	Total FY11-15
City Clerk	Eo	N	INCREASE OFFICE VAULT SPACE FOR VITAL RECORDS		-		65,275.00		-		-	-	-	65,275.00
			Total		-		65,275.00		-		-	-	-	65,275.00
DCAC	LPF	Maj	AQUATIC GARDENS AND FERN GROVE RESTORATION		-		-		500,000.00		200,000.00	-	-	700,000.00
DCAC	LPF	N	ARTIFICIAL TURF FOOTBALL FIELD	D	-		2,400,000.00		-		-	-	-	2,400,000.00
DCAC	Bu	RR	CAMPANILE RESTORATION	A	-		850,000.00		8,000,000.00		5,000,000.00	2,000,000.00	-	15,850,000.00
DCAC	Bu	Maj	CITY COUNCIL CHAMBERS	A	200,000.00	Other	-	Other	-	Other	-	-	-	-
DCAC	LPF	Maj	CITY DAMS	A	-		600,000.00		600,000.00		1,100,000.00	450,000.00	250,000.00	3,000,000.00
DCAC	Bu	Rpr	CITY HALL WINDOW RESTORATION		-		-		600,000.00		-	-	-	600,000.00
DCAC	LPF	Maj	EMERSON WIGHT PARK		-		300,000.00		-		-	-	-	300,000.00
DCAC	Bu	N	FOREST PARK MAINTENANCE BUILDING		-		750,000.00		-		-	-	-	750,000.00
DCAC	LPF	Maj	FOREST PARK ZOO DRAINAGE REPAIR	A	-		350,000.00		-		-	-	-	350,000.00
DCAC	LPF	Maj	FREEDMAN SCHOOL PARK DESIGN AND CONSTRUCTION		-		100,000.00		650,000.00		-	-	-	750,000.00
DCAC	Inf	Maj	GREENLEAF ROAD RECONSTRUCTION FOREST PARK		-		400,000.00		-		-	-	-	400,000.00
DCAC	Inf	Maj	KENNEDY POOL BUILDING ENVELOPE REPAIRS	A	-		800,000.00		-		-	-	-	800,000.00
DCAC	LPF	Maj	PECOUSIC BROOK RESTORATION	D	-		-		250,000.00		-	-	-	250,000.00
DCAC	Bu	Maj	POLICE RENOVATION - ELECTRICAL REPAIR	A	278,000.00	Other	-	Other	-	Other	-	-	-	-
DCAC	Bu	Maj	POLICE RENOVATION - LOCKER ROOMS	A	-	Other	-	Other	-	Other	-	-	-	-
DCAC	Bu	Maj	POLICE STATION ELECTRICAL UPGRADES PHASE II		-		1,000,000.00		-		-	-	-	1,000,000.00
DCAC	Bu	Maj	POLICE STATION ELECTRICAL UPGRADES PHASE III		-		-		400,000.00		-	-	-	400,000.00
DCAC	Inf	N	PROUTY GROVE ROAD PARKING LOT FOREST PARK		-		350,000.00		-		-	-	-	350,000.00
DCAC	Bu	N	PUTNAM VOCATIONAL TECHNICAL HIGH SCHOOL	A	-		-		-		-	-	-	-
DCAC	Bu	N	PUTNAM VOCATIONAL TECHNICAL HIGH SCHOOL	A	-		500,000.00		1,100,000.00		-	-	-	1,600,000.00
DCAC	Inf	Rpr	REMOVE STAINING ON MUNICIPAL COMPLEX		-		20,000.00		-		-	-	-	20,000.00
DCAC	Inf	Rpr	REPAIRS TO LEADED WINDOWS IN CITY HALL		-		60,000.00		-		-	-	-	60,000.00
DCAC	Inf	Rpr	RESTORE SCONCES ON CITY HALL AND THE CAMPANILE		-		-		40,000.00		-	-	-	40,000.00
DCAC	LPF	Maj	SWAN POND DAM	A	-		250,000.00		-		-	-	-	250,000.00
DCAC	LPF	Maj	WALSH PLAYGROUND		-		-		850,000.00		-	-	-	850,000.00
			Total		478,000.00		8,730,000.00		12,990,000.00		6,300,000.00	2,450,000.00	250,000.00	30,720,000.00
DPW	Inf	RR	BOSTON ROAD CORRIDOR	A	700,000.00	PGC	-	PGC	-	PGC	-	-	-	-
DPW	Inf	RR	BOSTON ROAD CORRIDOR PHASE 2		-		400,000.00		-		-	-	-	400,000.00
DPW	Inf	Rpr	CITY OWNED BRIDGE MAINTENANCE AND REPAIRS		-		200,000.00		200,000.00		200,000.00	200,000.00	200,000.00	1,000,000.00
DPW	Inf	N	FLOOD CONTROL PLAN	A	-	PGC	-	PGC	-	PGC	-	-	-	-
DPW	Inf	N	FLOOD CONTROL SYSTEM - ANNUAL INSPECTIONS		-		150,000.00		160,000.00		170,000.00	180,000.00	190,000.00	850,000.00
DPW	Ev	N	PURCHASE OF 4 SEMI-AUTOMATED TRUCKS FOR SINGLE STR		-		1,060,000.00		-		-	-	-	1,060,000.00
DPW	Eo	N	PURCHASE OF RECYCLING BARRELS	A	800,000.00	PGC	-	PGC	-	PGC	-	-	-	-
DPW	Eo	N	PURCHASE OF RECYCLING BARRELS PHASE 2		-		1,320,000.00		-		-	-	-	1,320,000.00
DPW	Ev	N	PURCHASE OF RECYCLING TRUCK	A	255,000.00	PGC	-	PGC	-	PGC	-	-	-	-
DPW	Ev	N	PURCHASE OF VEHICLES	A	-	PGC	-	PGC	-	PGC	-	-	-	-
DPW	Eo	N	REPLACEMENT EQUIPMENT - PUBLIC WORKS	D	-		80,000.00		-		-	-	-	80,000.00
DPW	Ev	RR	REPLACEMENT EQUIPMENT - VARIOUS DEPARTMENTS		-		-		990,000.00		555,000.00	1,065,000.00	998,000.00	3,608,000.00
DPW	Inf	RR	ROAD RESURFACING AND SIDEWALK CONSTRUCTION		-		3,000,000.00		3,000,000.00		3,000,000.00	3,000,000.00	3,000,000.00	15,000,000.00
DPW	Inf	RR	ROAD RESURFACING AND SIDEWALK CONSTRUCTION	A	-	State	-	State	-	State	-	-	-	-
DPW	Ev	RR	SOLID WASTE - REPLACEMENT EQUIPMENT	B	-		1,020,000.00		255,000.00		-	1,500,000.00	-	2,775,000.00
DPW	Inf	Maj	STORMWATER IMPROVEMENTS	B	-		50,000.00		50,000.00		50,000.00	50,000.00	50,000.00	250,000.00
DPW	Ev	N	TAIL GATE EXTENDER FOR RECYCLING TRUCK	A	11,175.00	PGC	-	PGC	-	PGC	-	-	-	-
DPW	Bu	N	VEHICLE AND EQUIPMENT STORAGE		-		2,500,000.00		-		-	-	-	2,500,000.00
DPW	Bu	N	VEHICLE AND EQUIPMENT STORAGE	C	-		2,500,000.00		-		-	-	-	2,500,000.00
DPW	Inf	RR	MEMORIAL INDUSTRIAL PARK II ROADWAY EXTENSION	C	-		260,000.00		-		-	-	-	260,000.00
DPW	Inf	N	BONDIS ISLAND LANDFILL LFG FLARE MAINTENANCE	A	-		129,500.00		-		-	-	-	129,500.00
			Total		1,766,175.00		12,669,500.00		4,655,000.00		3,975,000.00	5,995,000.00	4,438,000.00	31,732,500.00
Economic Development	Bu	N	ACQUISITION OF THE ASYLUM BUILDING	A	-	Other	-	Other	-	Other	-	-	-	-
Economic Development	LPF	Maj	CHAPMAN VALVE INDUSTRIAL PROJECT	B	-	Bnd	1,500,000.00	Bnd	1,500,000.00	Bnd	1,500,000.00	-	-	4,500,000.00
Economic Development	Inf	Maj	COURT SQUARE REDEVELOPMENT	A	-		-		5,000,000.00		-	-	-	5,000,000.00
Economic Development	Bu	Maj	GSA - FEDERAL BUILDING	A	349,042.00	PGC	-	PGC	-	PGC	-	-	-	-
Economic Development	Bu	Maj	OLD FIRST CHURCH	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
Economic Development	LPF	Maj	PYCHON PARK RESTORATION	A	-		-		1,500,000.00		-	-	-	1,500,000.00
Economic Development	Inf	RR	SOUTH END STREET IMPROVEMENTS	B	-		-		3,189,000.00		-	-	-	3,189,000.00
Economic Development	Inf	RR	SOUTH END URBAN RENEWAL	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
Economic Development	Bu	N	WORTHINGTON STREET HOMELESS RESOURCE CENTER	D	-		2,000,000.00		-		-	-	-	2,000,000.00
			Total		349,042.00		3,500,000.00		11,189,000.00		1,500,000.00	-	-	16,189,000.00
Elections	Eo	RR	NEW VOTING MACHINES	D	-		384,000.00		-		-	-	-	384,000.00
			Total		-		384,000.00		-		-	-	-	384,000.00
Facilities	Bu	RR	BALLIET - BATHROOM AND PARTITION REPLACEMENT	B	-		600,000.00		-		-	-	-	600,000.00
Facilities	Bu	Maj	BALLIET - CAFETERIA IMPROVEMENT/DESIGN STUDY	B	-		900,000.00		3,000,000.00		3,000,000.00	-	-	6,900,000.00
Facilities	Bu	RR	BALLIET - ELECTRICAL FPE PANEL REPLACEMENT	B	-		-		70,000.00		-	-	-	70,000.00
Facilities	Bu	RR	BALLIET - PLAYGROUND REPLACEMENT	D	-		-		-		60,000.00	-	-	60,000.00
Facilities	Bu	Maj	BALLIET - RENOVATION FOR PROGRAMMING SPACE		-		2,000,000.00		-		-	-	-	2,000,000.00
Facilities	Bu	RR	BALLIET - ROOF REPLACEMENT	D	-		300,000.00		-		-	-	-	300,000.00
Facilities	Bu	RR	BALLIET - WINDOW REPLACEMENT	A	-		300,000.00		-		-	-	-	300,000.00
Facilities	Bu	Maj	BEAL - BATHROOM RENOVATION	C	-		120,000.00		-		-	-	-	120,000.00
Facilities	Bu	RR	BEAL - CLASSROOM CABINETRY	D	-		-		25,000.00		-	-	-	25,000.00
Facilities	Inf	N	BEAL - DESIGN AND INSTALL BUS DROP ACCESS ROAD	D	-		-		100,000.00		-	-	-	100,000.00
Facilities	Bu	RR	BEAL - ELECTRICAL PANELS	B	-		-		200,000.00		-	-	-	200,000.00
Facilities	Bu	RR	BEAL - PLAYGROUND REPLACEMENT	D	-		60,000.00		-		-	-	-	60,000.00
Facilities	Inf	Rpr	BEAL - REPAVE PARKING LOT	D	-		-		100,000.00		-	-	-	100,000.00
Facilities	Bu	RR	BEAL - REPLACE PORTABLE CR'S	A	-		250,000.00		-		-	-	-	250,000.00
Facilities	Bu	RR	BEAL - ROOF REPLACEMENT	A	678,334.00	State	-	State	-	State	-	-	-	-
Facilities	Bu	RR	BEAL - WINDOW AND DOOR REPLACEMENT	A	-	State	1,109,750.00	State	-	State	-	-	-	1,109,750.00
Facilities	Eo	RR	BOLAND - HVAC SYSTEM	D	-		-		-		60,000.00	-	-	60,000.00

City of Springfield Capital Improvement Plan Fiscal Years 2011-2015

Department	Category	Type	Project	Priority	FY2010	Source	FY2011	Source	FY2012	Source	FY2013	FY2014	FY2015	Total FY11-15
Facilities	Inf	N	BOWLES - ADD ADDITIONAL PARKING	D	-				85,000.00			-	-	85,000.00
Facilities	Eo	RR	BOWLES - ELECTRICAL FPE PANEL REPLACEMENT	B	-		-				70,000.00	-	-	70,000.00
Facilities	Bu	RR	BOWLES - FLOOR TILE REPLACEMENT	D	-				-		60,000.00	-	-	60,000.00
Facilities	Bu	N	BRIDGE - ADA REQUIREMENTS	A	-		-				80,000.00	-	-	80,000.00
Facilities	Bu	RR	BRIDGE - FLOOR TILE REPLACEMENT	C	-				50,000.00			-	-	50,000.00
Facilities	Bu	Maj	BRIDGE - INTERIOR RENOVATIONS	A	-		-				700,000.00	-	-	700,000.00
Facilities	Inf	RR	BRIDGE - REPAVE PARKING LOT	D	-		180,000.00		-		-	-	-	180,000.00
Facilities	Bu	RR	BRIDGE - WINDOWS AND DOORS REPLACEMENT	A	-		650,000.00		-		-	-	-	650,000.00
Facilities	Bu	Rpr	BRIGHTWOOD - BASEMENT VENTILATION	A	-		850,000.00				-	-	-	850,000.00
Facilities	Bu	N	BRIGHTWOOD - DROP CEILING INSTALLATION PROGRAM	B	-		-		30,000.00		-	-	-	30,000.00
Facilities	Bu	RR	BRIGHTWOOD - DRYWELL/ROOF DRAINS	B	-		86,000.00		-		-	-	-	86,000.00
Facilities	Bu	RR	BRIGHTWOOD - RESTROOM REPLACEMENT	A	-		350,000.00		-		-	-	-	350,000.00
Facilities	Bu	Rpr	BROOKINGS - BASEMENT VENTILATION	A	-		850,000.00				-	-	-	850,000.00
Facilities	Eo	RR	BROOKINGS - ELECTRICAL FPE PANEL REPLACEMENT	B	-		-		100,000.00		-	-	-	100,000.00
Facilities	Bu	Maj	BROOKINGS - RENOVATE 3 BATHROOMS	B	-		450,000.00		-		-	-	-	450,000.00
Facilities	Inf	Rpr	BROOKINGS - SIDEWALK REPAIRS	D	-		30,000.00		-		-	-	-	30,000.00
Facilities	Bu	RR	BROOKINGS - WINDOWS AND DOORS REPLACEMENT	B	-		650,000.00				-	-	-	650,000.00
Facilities	Bu	RR	BRUNTON - CARPET	D	-		-		40,197.00		-	-	-	40,197.00
Facilities	Bu	N	BRUNTON - DROP CEILING INSTALLATION PROGRAM	C	-		-				65,000.00	-	-	65,000.00
Facilities	Eo	RR	BRUNTON - ELECTRICAL FPE PANEL REPLACEMENT	B	-				30,000.00		-	-	-	30,000.00
Facilities	Bu	RR	BRUNTON - FLOOR TILE REPLACEMENT PROGRAM	C	-		-		80,000.00		-	-	-	80,000.00
Facilities	Eo	Maj	BRUNTON - LIBRARY HEATING SYSTEM UPGRADE	C	-		35,000.00				-	-	-	35,000.00
Facilities	Bu	RR	BRUNTON - REPLACE PORTABLE CR'S	A	-		250,000.00		-		-	-	-	250,000.00
Facilities	Bu	RR	BRUNTON - WINDOW AND DOOR REPLACEMENT	B	-		-				1,000,000.00	-	-	1,000,000.00
Facilities	LPF	N	CENTRAL HIGH - ASTRO-TURF AND DESIGN STUDY	B	-		255,000.00		1,445,000.00		-	-	-	1,700,000.00
Facilities	Bu	RR	CENTRAL HIGH - FIELD HOUSE ROOF	C	-		42,500.00		-		-	-	-	42,500.00
Facilities	Bu	RR	CENTRAL HIGH - INTERIOR CLASSROOM DOORS	D	-		66,000.00		-		-	-	-	66,000.00
Facilities	Bu	Rpr	CENTRAL HIGH - MASONARY REPAIRS (EARTHQUAKE)	C	-		-		75,000.00		-	-	-	75,000.00
Facilities	Bu	RR	CENTRAL- ROOF REPLACEMENT	A	-	State	1,349,667.00	State	-	State	-	-	-	1,349,667.00
Facilities	Bu	Rpr	CHESTNUT - INTERIOR COUTRYARD REPAIRS	D	-		45,000.00		-		-	-	-	45,000.00
Facilities	Bu	Rpr	CHESTNUT - SEAL BRICK TOWERS	C	-		35,000.00		-		-	-	-	35,000.00
Facilities	Bu	Maj	CITY HALL - BOILER PLANT	A	-		2,000,000.00		-		-	-	-	2,000,000.00
Facilities	Bu	Maj	CITY HALL, SYMPHONY HALL BRONZE DOORS RESTORATION	D	-		175,000.00		-		-	-	-	175,000.00
Facilities	Bu	N	CITYWIDE - FIRE ALARM SYSTEMS	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Facilities	Bu	Maj	COMMERCE - BATHROOM/WATER-FOUNTAINS	B	-		150,000.00		150,000.00		-	-	-	300,000.00
Facilities	Bu	N	DEBERRY - DROP CEILING INSTALLATION PROGRAM	B	-		-				60,000.00	-	-	60,000.00
Facilities	Inf	Maj	DEBERRY - OUTDOOR CLASSROOM	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Facilities	Bu	RR	DEBERRY - REBUILDING FLOOR	A	-		1,200,000.00		-		-	-	-	1,200,000.00
Facilities	Bu	Maj	DORMAN - BASEMENT VENTILATION	A	-		35,000.00		-		-	-	-	35,000.00
Facilities	Bu	RR	DORMAN - FLOOR TILE REPLACEMENT	B	-		-		30,000.00		-	-	-	30,000.00
Facilities	Inf	Rpr	DORMAN - REPAVE PARKING LOT	D	-		80,000.00		-		-	-	-	80,000.00
Facilities	Bu	Maj	DRYDEN - BASEMENT VENTILATION	A	-		35,000.00		-		-	-	-	35,000.00
Facilities	Bu	Maj	DRYDEN - CLASSROOM EXPANSION (BASEMENT CLASSROOM)	C	-		150,000.00		-		-	-	-	150,000.00
Facilities	Bu	RR	DRYDEN - FLOOR TILE REPLACEMENT PROGRAM	A	-		-				60,000.00	-	-	60,000.00
Facilities	Inf	Maj	DRYDEN - PARKING LOT PAVING/EXTENSION	D	-		-		85,000.00		-	-	-	85,000.00
Facilities	Bu	RR	DRYDEN - ROOF REPLACEMENT	A	-	705,779.00	State	State	-	State	-	-	-	-
Facilities	Bu	Rpr	DUGGAN - DRYWELL	D	-		-		25,000.00		-	-	-	25,000.00
Facilities	Eo	RR	DUGGAN - EMERGENCY LIGHTING	A	-		-		30,000.00		-	-	-	30,000.00
Facilities	Bu	Maj	DUGGAN - INTERIOR RENOVATION	A	-		-		3,000,000.00		3,000,000.00	-	-	6,000,000.00
Facilities	Bu	Rpr	DUGGAN - REPAIR EXTERIOR STAIRCASE (SAFETY)	A	-		-		-		30,000.00	-	-	30,000.00
Facilities	Bu	Rpr	DUGGAN - REPAIRS (SHORT TERM)	A	-		750,000.00		-		-	-	-	750,000.00
Facilities	Inf	Rpr	DUGGAN - REPAVE PARKING LOT	D	-		-				200,000.00	-	-	200,000.00
Facilities	Bu	RR	DUGGAN - ROOF REPLACEMENT	A	-	State	1,349,667.00	State	-	State	-	-	-	1,349,667.00
Facilities	Bu	Rpr	DUGGAN - UNIVENT REPAIRS	A	-		-		100,000.00		-	-	-	100,000.00
Facilities	Bu	RR	DUGGAN - WINDOW AND DOOR REPLACEMENT	B	-		-				2,500,000.00	-	-	2,500,000.00
Facilities	Bu	N	ECO STUDY	A	-	75,000.00	PGC	PGC	-	PGC	-	-	-	-
Facilities	Bu	Maj	ELLS - BATHROOM UPGRADE	C	-		30,000.00		-		-	-	-	30,000.00
Facilities	Inf	Maj	ELLS - REDESIGN PARKING LOT ISLAND	D	-		25,000.00		-		-	-	-	25,000.00
Facilities	Bu	RR	ELLS - REPLACE TILE	A	-		40,000.00		-		-	-	-	40,000.00
Facilities	Bu	RR	ELLS - WINDOW AND DOOR REPLACEMENT	C	-		850,000.00		-		-	-	-	850,000.00
Facilities	Bu	N	ESCO PHASE 2	A	-		1,989,267.00		13,010,733.00		-	-	-	15,000,000.00
Facilities	Bu	Maj	ESCO PHASE 3	A	-		-				15,000,000.00	-	-	15,000,000.00
Facilities	Bu	Maj	EXPANSION AND RENOVATION OF STEM SCHOOL	A	-		2,593,376.00		-		-	-	-	2,593,376.00
Facilities	Bu	N	FOREST PARK - NEW SCHOOL	A	-	32,700,000.00	Bnd	Bnd	-	Bnd	-	-	-	-
Facilities	Bu	Maj	FOREST PARK MAINTENANCE FACILITY	A	-		Bnd	Bnd	-	Bnd	-	-	-	-
Facilities	Bu	Maj	FREEDMAN - BATHROOM RENOVATION	C	-		20,000.00		-		-	-	-	20,000.00
Facilities	Bu	RR	FREEDMAN - FLOOR TILE REPLACEMENT	A	-		-		125,000.00		-	-	-	125,000.00
Facilities	LPF	Rpr	FREEDMAN - GROUNDS CAPITAL IMPROVEMENT	C	-		-		500,000.00		-	-	-	500,000.00
Facilities	Bu	RR	FREEDMAN - ROOF REPLACEMENT	A	-	State	518,018.00	State	-	State	-	-	-	518,018.00
Facilities	Bu	RR	FREEDMAN - WINDOW DESIGN AND REPLACEMENT	B	-	State	168,434.00	State	808,750.00	State	-	-	-	808,750.00
Facilities	Eo	RR	FUEL PUMPS AT TAPLEY ST.	A	-		225,000.00		-		-	-	-	225,000.00
Facilities	Bu	RR	GERENA - FLOOR TILE REPLACEMENT PROGRAM	A	-		-				150,000.00	-	-	150,000.00
Facilities	Bu	Maj	GERENA - GYM FLOOR	A	-	Other	-	Other	-	Other	-	-	-	-
Facilities	Bu	Maj	GERENA - PUMP HOUSE/FLOOD	A	-	50,000.00	PGC	PGC	-	PGC	-	-	-	-
Facilities	Bu	RR	GERENA - ROOF REPLACEMENT	A	-		-		1,300,000.00		-	-	-	1,300,000.00
Facilities	Bu	Maj	GLENWOOD - BATHROOM RENOVATIONS	B	-		-		300,000.00		300,000.00	-	-	600,000.00
Facilities	Bu	Maj	GLENWOOD - CLASSROOM EXPANSION/BASEMENT	A	-		-		250,000.00		-	-	-	250,000.00
Facilities	Eo	RR	GLENWOOD - ELECTRICAL FPE PANEL REPLACEMENT	A	-		-		250,000.00		-	-	-	250,000.00
Facilities	Bu	RR	GLENWOOD - FLOOR TILE REPLACEMENT	C	-		-				30,000.00	-	-	30,000.00
Facilities	Bu	RR	GLICKMAN - BATHROOM PARTITIONS	B	-		25,000.00		-		-	-	-	25,000.00
Facilities	Bu	RR	GLICKMAN - FLOOR TILE REPLACEMENT	A	-		25,000.00		-		-	-	-	25,000.00
Facilities	Bu	RR	GLICKMAN - PLAYGROUND REPLACEMENT	D	-		-		45,000.00		-	-	-	45,000.00
Facilities	Bu	Maj	GLICKMAN - ROOF	A	-		-		500,000.00		-	-	-	500,000.00
Facilities	Bu	RR	GLICKMAN - WINDOWS DESIGN AND REPLACEMENT	A	-	State	168,434.00	State	808,750.00	State	-	-	-	808,750.00

City of Springfield Capital Improvement Plan Fiscal Years 2011-2015

Department	Category	Type	Project	Priority	FY2010	Source	FY2011	Source	FY2012	Source	FY2013	FY2014	FY2015	Total FY11-15
Facilities	Inf	N	HARRIS - ADD ADDITIONAL PARKING	D	-	-	-	-	-	-	-	100,000.00	-	100,000.00
Facilities	Bu	RR	HARRIS - BATHROOM PARTITIONS	B	-	-	20,000.00	-	-	-	-	-	-	20,000.00
Facilities	Bu	Maj	HOMER - BASEMENT VENTILATION	A	-	-	35,000.00	-	-	-	-	-	-	35,000.00
Facilities	Bu	RR	HOMER - BATHROOM REPLACEMENT	A	-	-	240,000.00	-	-	-	-	-	-	240,000.00
Facilities	Eo	RR	HOMER - ELECTRICAL PANEL	A	-	-	100,000.00	-	-	-	-	-	-	100,000.00
Facilities	Inf	Rpr	HOMER - REPAVE DRIVEWAY	D	-	-	-	-	80,000.00	-	-	-	-	80,000.00
Facilities	Bu	RR	HOMER - SCHOOL ROOF	A	-	State	518,018.00	State	-	State	-	-	-	518,018.00
Facilities	Bu	RR	HOMER - SPRINKLER (CODE)	A	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Facilities	Bu	RR	INDIAN ORCHARD - BATHROOM TILE	D	-	-	15,000.00	-	-	-	-	-	-	15,000.00
Facilities	Bu	RR	INDIAN ORCHARD - PARAPET REPAIR	C	-	-	-	-	60,000.00	-	-	-	-	60,000.00
Facilities	Bu	RR	JOHNSON - SCHOOL ROOF	A	-	State	1,349,667.00	State	-	State	-	-	-	1,349,667.00
Facilities	LPF	Rpr	JOHNSON - SINK HOLES, PARK LOT AND GROUND REPAIRS	C	-	-	-	-	300,000.00	-	-	-	-	300,000.00
Facilities	Bu	RR	JOHNSON - WINDOW HARDWARE	D	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Facilities	Bu	RR	KENNEDY - BATHROOM REPLACEMENT	B	-	-	30,000.00	-	-	-	-	-	-	30,000.00
Facilities	Bu	RR	KENNEDY - FLOOR TILE REPLACEMENT	B	-	-	-	-	-	-	100,000.00	-	-	100,000.00
Facilities	Bu	RR	KENNEDY - POOL REPLACEMENT	A	-	-	2,500,000.00	-	-	-	-	-	-	2,500,000.00
Facilities	Bu	RR	KENNEDY - REPLACE GYM FLOOR	A	-	-	-	-	90,000.00	-	-	-	-	90,000.00
Facilities	Bu	RR	KENNEDY - SCHOOL ROOF	A	-	State	1,349,667.00	State	-	State	-	-	-	1,349,667.00
Facilities	Bu	RR	KENNEDY - SPRINKLER (CODE)	A	-	-	30,000.00	-	-	-	-	-	-	30,000.00
Facilities	Bu	RR	KENNEDY - WINDOW AND DOOR REPLACEMENT	B	-	-	-	-	2,500,000.00	-	-	-	-	2,500,000.00
Facilities	Inf	N	KENSINGTON - ADD ADDITIONAL PARKING	D	-	-	100,000.00	-	-	-	-	-	-	100,000.00
Facilities	Bu	Maj	KENSINGTON - BASEMENT VENTILATION	A	-	-	850,000.00	-	-	-	-	-	-	850,000.00
Facilities	Eo	RR	KENSINGTON - ELECTRICAL FPE PANEL REPLACEMENT	A	-	-	-	-	120,000.00	-	-	-	-	120,000.00
Facilities	Bu	RR	KENSINGTON - FLOOR TILE REPLACEMENT PROGRAM	B	-	-	-	-	-	-	30,000.00	-	-	30,000.00
Facilities	Bu	N	KENSINGTON - PLAYGROUND UNIT	D	-	-	-	-	80,000.00	-	-	-	-	80,000.00
Facilities	Bu	RR	KENSINGTON - REPLACE STAIRCASE TREADS (CODE)	A	-	-	30,000.00	-	-	-	-	-	-	30,000.00
Facilities	Bu	RR	KENSINGTON - SPRINKLER (CODE)	D	-	-	10,000.00	-	-	-	-	-	-	10,000.00
Facilities	Bu	RR	KENSINGTON - WINDOWS AND DOORS REPLACEMENT	C	-	-	-	-	350,000.00	-	-	-	-	350,000.00
Facilities	Bu	RR	KENSINGTON - BATHROOM REPLACEMENT	A	-	-	145,000.00	-	-	-	-	-	-	145,000.00
Facilities	Eo	RR	KILEY - ELECTRICAL FPE PANEL REPLACEMENT	A	-	-	-	-	200,000.00	-	-	-	-	200,000.00
Facilities	Bu	RR	KILEY - FLOOR TILE REPLACEMENT	C	-	-	200,000.00	-	-	-	-	-	-	200,000.00
Facilities	Bu	RR	KILEY - ROOF REPLACEMENT	A	-	-	1,349,667.00	-	-	-	-	-	-	1,349,667.00
Facilities	Bu	RR	KILEY - WINDOW AND DOOR REPLACEMENT	C	-	-	-	-	2,500,000.00	-	-	-	-	2,500,000.00
Facilities	Inf	N	LIBERTY - ADD ADDITIONAL PARKING	D	-	-	-	-	35,000.00	-	-	-	-	35,000.00
Facilities	Bu	RR	LIBERTY - BATHROOM REPLACEMENT	A	-	-	240,000.00	-	-	-	-	-	-	240,000.00
Facilities	Bu	RR	LIBERTY - FLOOR TILE REPLACEMENT PROGRAM	B	-	-	-	-	45,000.00	-	-	-	-	45,000.00
Facilities	Bu	Maj	LIBERTY - REDESIGN ADA ENTRANCES	A	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Facilities	Bu	RR	LIBERTY - ROOF REPLACEMENT	A	-	State	1,349,667.00	State	-	State	-	-	-	1,349,667.00
Facilities	Eo	RR	LINCOLN - ELECTRICAL FPE PANEL REPLACEMENT	A	-	-	650,000.00	-	-	-	-	-	-	650,000.00
Facilities	Bu	RR	LINCOLN - SPRINKLER (CODE)	A	-	-	30,000.00	-	-	-	-	-	-	30,000.00
Facilities	Bu	RR	LYNCH - REPLACE PORTABLE CLASS ROOMS	A	-	-	250,000.00	-	-	-	-	-	-	250,000.00
Facilities	Bu	RR	LYNCH - WINDOW AND DOOR REPLACEMENT	B	-	-	-	-	-	-	900,000.00	-	-	900,000.00
Facilities	Bu	Rpr	MILTON BRADLEY - REPAIR PIPING	D	-	-	200,000.00	-	-	-	-	-	-	200,000.00
Facilities	Bu	Maj	OIL TANK REMOVAL	A	-	-	150,000.00	-	100,000.00	-	100,000.00	100,000.00	-	450,000.00
Facilities	Bu	Maj	POTTENGER - BASEMENT VENTILATION	A	-	-	35,000.00	-	-	-	-	-	-	35,000.00
Facilities	Inf	Rpr	POTTENGER - REPAVE PARKING LOT/SIDEWALK	D	-	-	-	-	150,000.00	-	-	-	-	150,000.00
Facilities	Bu	RR	POTTENGER - REPLACE HALLWAY & CLASSROOM CEILING	B	-	-	-	-	32,000.00	-	-	-	-	32,000.00
Facilities	Bu	RR	POTTENGER - ROOF REPLACEMENT	A	-	773,534.00	State	-	State	-	State	-	-	-
Facilities	Bu	Rpr	PROPERTY CONDITION ASSESSMENT - MUNICIPAL	D	-	-	60,000.00	-	-	-	-	-	-	60,000.00
Facilities	Bu	Rpr	PROPERTY CONDITION ASSESSMENT - SCHOOLS	A	-	-	780,000.00	-	-	-	-	-	-	780,000.00
Facilities	Bu	N	PURCHASE OF OUR LADY OF HOPE	A	-	4,218,075.00	Other	-	Other	-	Other	-	-	-
Facilities	Bu	N	PURCHASE OF OUR LADY OF SACRED HEART	A	-	3,531,925.00	Other	-	Other	-	Other	-	-	-
Facilities	Eo	RR	PUTNAM - EMERGENCY LIGHTING	A	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Facilities	Bu	N	PUTNAM - NEW SCHOOL	A	-	-	-	Bnd	-	Bnd	-	-	-	-
Facilities	Bu	N	RELOCATION OF NEW LEADERSHIP CHARTER SCHOOL	A	-	-	1,500,000.00	-	-	-	-	-	-	1,500,000.00
Facilities	Bu	RR	RELOCATION OF RENAISSANCE SCHOOL	D	-	-	10,000,000.00	-	-	-	-	-	-	10,000,000.00
Facilities	Bu	N	RELOCATION OF THE SCHOOL DEPARTMENT OFFICES	A	-	3,500,000.00	Other	-	Other	-	Other	-	-	-
Facilities	Bu	Maj	RENAISSANCE GREEN PLAN	A	-	-	-	PRO	-	PRO	-	-	-	-
Facilities	Bu	Maj	RENOVATION OF MULBERRY BUILDING	D	-	-	5,000,000.00	-	-	-	-	-	-	5,000,000.00
Facilities	Bu	Maj	RENOVATION OF PAROCHIAL SCHOOLS	A	-	4,350,000.00	Other	-	Other	-	Other	-	-	-
Facilities	Bu	RR	SCHOOLS - CLOCKS	B	-	-	120,000.00	-	-	-	-	-	-	120,000.00
Facilities	Bu	Rpr	SCHOOLS - E-RATE	A	-	-	1,375,000.00	-	1,375,000.00	-	-	-	-	2,750,000.00
Facilities	Bu	N	SCHOOLS - EXTERIOR STORAGE BUILDING (CODE)	B	-	-	288,000.00	-	-	-	-	-	-	288,000.00
Facilities	Bu	RR	SCHOOLS - FLOOR REPLACEMENT	A	-	-	250,000.00	-	250,000.00	-	250,000.00	250,000.00	-	1,000,000.00
Facilities	Eo	N	SCHOOLS - INTERCOM	A	-	200,000.00	PGC	-	PGC	-	PGC	-	-	-
Facilities	Bu	Rpr	SCHOOLS - MS ARCHITECT/ENGINEERING STUDIES	A	-	-	1,200,000.00	-	-	-	-	-	-	1,200,000.00
Facilities	Bu	Rpr	SCHOOLS - OIL TANK REMOVAL	A	-	-	6,845,522.00	-	8,020,022.00	-	-	-	-	14,865,544.00
Facilities	Bu	Rpr	SCHOOLS - PAINTING PROJECTS	C	-	-	462,000.00	-	462,000.00	-	462,000.00	462,000.00	462,000.00	2,310,000.00
Facilities	Bu	N	SCHOOLS - SAFETYCAMERAS	A	-	-	3,925,000.00	-	-	-	-	-	-	3,925,000.00
Facilities	Bu	RR	SCI-TECH - BATHROOM PARTITIONS	B	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Facilities	Bu	RR	SCI-TECH - FLOOR TILE REPLACEMENT PROGRAM	C	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Facilities	Bu	RR	SCI-TECH - ROOF REPLACEMENT AND HEATING PLANT	B	-	-	108,250.00	-	-	-	-	-	-	108,250.00
Facilities	Bu	N	SENIOR CENTER STUDY	A	-	75,000.00	PGC	-	PGC	-	PGC	-	-	-
Facilities	Bu	Maj	SPRINGFIELD MUNICIPAL GROUP - CITY HALL	A	-	-	2,594,000.00	-	-	-	-	-	-	2,594,000.00
Facilities	Bu	RR	SPS BERKSHIRE - BATHROOM PARTITION	B	-	-	90,000.00	-	-	-	-	-	-	90,000.00
Facilities	Bu	RR	SPS BERKSHIRE - REPLACE EXTERIOR DOORS	B	-	-	-	-	40,000.00	-	-	-	-	40,000.00
Facilities	Bu	RR	SPS BERKSHIRE - WINDOWS AND DOORS REPLACEMENT	B	-	-	650,000.00	-	-	-	-	-	-	650,000.00
Facilities	Bu	Maj	STATEMENT OF INTEREST DESIGNS	A	-	-	1,750,000.00	-	800,000.00	-	950,000.00	-	-	3,500,000.00
Facilities	Bu	RR	SUMNER - BATHROOM PARTITIONS	B	-	-	15,000.00	-	-	-	-	-	-	15,000.00
Facilities	Bu	Maj	SYMPHONY HALL - LIGHTING AND WINDOWS	B	-	Other	-	Other	-	Other	-	-	-	-
Facilities	Bu	Rpr	TALMADGE - NORTH WALL	A	-	Other	-	Other	-	Other	-	-	-	-
Facilities	Inf	RR	TALMADGE - REPAVE PARKING LOT	D	-	-	-	-	80,000.00	-	-	-	-	80,000.00
Facilities	Bu	RR	TALMADGE - REPLACE EXTERIOR DOORS	A	-	-	-	-	40,000.00	-	-	-	-	40,000.00
Facilities	Bu	RR	TALMADGE - WINDOW DESIGN AND REPLACEMENT	A	-	State	168,434.00	State	808,750.00	State	-	-	-	808,750.00

City of Springfield Capital Improvement Plan Fiscal Years 2011-2015

Department	Category	Type	Project	Priority	FY2010	Source	FY2011	Source	FY2012	Source	FY2013	FY2014	FY2015	Total FY11-15
Facilities	Bu	Maj	TAPLEY RENOVATION (2ND FLOOR)	D	-	-	8,000,000.00	-	-	-	-	-	-	8,000,000.00
Facilities	Bu	RR	VAN SICKLE - REPLACE BATHROOM PARTITIONS	B	-	-	35,000.00	-	-	-	-	-	-	35,000.00
Facilities	Bu	RR	VAN SICKLE - REPLACE CERAMIC TILES IN BATHROOM	B	-	-	145,000.00	-	-	-	-	-	-	145,000.00
Facilities	Bu	RR	VAN SICKLE - REPLACE FLOOR AND CARPET	C	-	-	-	-	-	-	90,000.00	-	-	90,000.00
Facilities	Eo	RR	WALSH - ELECTRICAL FPE PANEL REPLACEMENT	A	-	-	-	-	-	-	100,000.00	-	-	100,000.00
Facilities	Bu	RR	WALSH - ROOF REPLACEMENT	A	-	State	518,018.00	State	-	State	-	-	-	518,018.00
Facilities	Inf	RR	WALSH - TRAFFIC ROUTE REPAY BUS DROPOFF	C	-	-	150,000.00	-	-	-	-	-	-	150,000.00
Facilities	Bu	RR	WARNER - DRYWELLS BY FRONT AND BACK	D	-	-	30,000.00	-	-	-	-	-	-	30,000.00
Facilities	Bu	RR	WARNER - REPLACE BATHROOM PARTITIONS	A	-	-	35,000.00	-	-	-	-	-	-	35,000.00
Facilities	Bu	RR	WARNER - ROOF REPLACEMENT	A	-	State	518,018.00	State	-	State	-	-	-	518,018.00
Facilities	Bu	RR	WARNER - WINDOW AND DOOR REPLACEMENT	A	-	State	1,080,000.00	State	-	State	-	-	-	1,080,000.00
Facilities	Bu	Maj	WASHINGTON - BASEMENT VENTILATION	A	-	-	850,000.00	-	-	-	-	-	-	850,000.00
Facilities	Bu	RR	WASHINGTON - BATHROOM REPLACEMENT	A	-	-	250,000.00	-	-	-	-	-	-	250,000.00
Facilities	Bu	RR	WASHINGTON - DOOR REPLACEMENT	A	-	-	250,000.00	-	-	-	-	-	-	250,000.00
Facilities	Bu	RR	WASHINGTON - FLOOR TILE REPLACEMENT	B	-	-	-	-	60,000.00	-	-	-	-	60,000.00
Facilities	Bu	RR	WASHINGTON - ROOF REPLACEMENT	D	-	-	260,000.00	-	-	-	-	-	-	260,000.00
Facilities	Bu	Maj	WHITE - BASEMENT VENTILATION	A	-	-	850,000.00	-	-	-	-	-	-	850,000.00
Facilities	Bu	RR	WHITE - BATHROOM REPLACEMENT	A	-	-	600,000.00	-	-	-	-	-	-	600,000.00
Facilities	Bu	Maj	WHITE - INSTALL DROP CEILING	C	-	-	-	-	60,000.00	-	-	-	-	60,000.00
Facilities	Bu	RR	WHITE - SPRINKLER (CODE)	A	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Facilities	Bu	RR	WHITE - WINDOW DESIGN AND REPLACEMENT	A	-	State	168,434.00	State	808,750.00	State	-	-	-	808,750.00
Facilities	Bu	RR	ZANETTI - BATHROOM REPLACEMENT	A	-	-	450,000.00	-	-	-	-	-	-	450,000.00
Facilities	Bu	RR	ZANETTI - DOOR REPLACEMENT PROJECT	D	-	-	-	-	-	-	200,000.00	-	-	200,000.00
Facilities	Bu	Maj	ZANETTI - INSTALL DROP CEILING	C	-	-	-	-	-	-	45,000.00	-	-	45,000.00
Facilities	Bu	RR	ZANETTI - SPRINKLER (CODE)	A	-	-	30,000.00	-	-	-	-	-	-	30,000.00
Total					50,857,647.00		87,538,475.00		46,424,952.00		29,652,000.00	912,000.00	462,000.00	164,989,427.00
Finance	Sa	N	CAPITAL ASSET CONSTRUCTION ADMINISTRATIVE COSTS	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
Total					-		-		-		-	-	-	-
Fire	Bu	N	16 ACRES FIRE STATION REPLACEMENT	-	-	-	-	-	-	-	5,000,000.00	-	-	5,000,000.00
Fire	Ev	RR	2 ENGINE REPLACEMENTS	D	-	-	850,000.00	-	-	-	-	-	-	850,000.00
Fire	Ev	RR	AERIAL LADDER #5-INDIAN ORCHARD REPLACEMENT	D	-	-	-	-	-	-	850,000.00	-	-	850,000.00
Fire	Inf	Maj	APPARATUS BAY FLOOR RENOVATIONS-HQ,NMAIN,IQ,MS,MAS	-	-	-	-	-	100,000.00	-	-	-	-	100,000.00
Fire	Ev	N	COMMAND VEHICLE REPLACEMENT (2)	D	-	-	-	-	104,000.00	-	-	-	-	104,000.00
Fire	Eo	N	EMERGENCY GENERATORS AT FIRE STATION FACILITIES	D	45,000.00	PGC	-	PGC	-	PGC	-	-	-	-
Fire	Ev	N	ENGINE/TRUCK REPLACEMENT-ENGINES 3.5.9	D	-	-	-	-	-	-	1,150,000.00	-	-	1,150,000.00
Fire	Bu	Maj	HEALTH & WELLNESS (ADDL. STATION UPGRADES)	D	-	-	115,000.00	-	-	-	-	-	-	115,000.00
Fire	Inf	RR	HQ/16A APRON (CONCRETE) AND PARKING LOT REPAIRS	-	-	-	60,000.00	-	1,020,000.00	-	-	-	-	1,080,000.00
Fire	Ev	RR	LADDER #1 REPLACEMENT	B	-	-	1,000,000.00	-	-	-	-	-	-	1,000,000.00
Fire	Inf	Maj	MILNOR EXTRACTOR INSTALLATION-16 ACRES FS	-	-	-	25,000.00	-	-	-	-	-	-	25,000.00
Fire	Eo	N	PORTABLE JACK (6) HYDRAULIC LIFT SYSTEM	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Fire	Eo	N	PORTABLE RADIO UPGRADE/DIGITAL	-	200,000.00	-	-	-	-	-	-	-	-	200,000.00
Fire	Inf	RR	REPAVING CRUMBLING APPARATUS BAY APRONS	D	-	-	-	-	-	-	-	230,000.00	-	230,000.00
Fire	Ev	RR	REPLACEMENT ARSON/1995 SUBURBAN	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Fire	Ev	RR	REPLACEMENT REPAIR PICK UP/1993 FORD W/PLOW	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Fire	Ev	N	REPLACEMENT VEHICLES AND VEHICULAR EQUIPMENT	D	-	-	355,000.00	-	-	-	-	-	-	355,000.00
Fire	Bu	Maj	ROOF, WINDOWS AND DOORS (IQ, MASON SQUARE, N MAIN)	-	-	-	-	-	180,000.00	-	-	-	-	180,000.00
Fire	Bu	N	WHITE STREET FIRE STATION	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
Fire	IT	N	ZETRON STATION ALERT SYSTEM	A	-	-	50,000.00	-	-	-	-	-	-	50,000.00
Total					245,000.00		2,455,000.00		1,404,000.00		7,000,000.00	230,000.00	-	11,089,000.00
Housing	Bu	Dem	DEMOLITION OF ABANDONED RESIDENTIAL BUILDINGS	A	600,000.00	Bnd	750,000.00	Bnd	750,000.00	Bnd	-	-	-	1,500,000.00
Housing	Bu	Dem	DEMOLITION OF THE ASYLUM PROPERTY	A	300,000.00	Other	-	Other	-	Other	-	-	-	-
Housing	Bu	Dem	DEMOLITION OF WHITE ST. FIRE STATION	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Total					900,000.00		750,000.00		750,000.00		-	-	-	1,500,000.00
ITD	Inf	Rpr	CISCO ROUTER REPLACEMENT	D	-	-	36,000.00	-	-	-	-	-	-	36,000.00
ITD	IT	Rpr	DESKTOP COMPUTER REPLACEMENT	D	-	-	121,940.00	-	121,940.00	-	121,940.00	121,940.00	121,940.00	609,700.00
ITD	IT	N	E-MAIL ARCHIVING	D	-	-	100,000.00	-	-	-	-	-	-	100,000.00
ITD	IT	N	INCREASE STORAGE CAPACITIES	B	-	-	30,000.00	-	-	-	-	-	-	30,000.00
ITD	IT	N	INTEGRATED PAYROLL SYTEM	B	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
ITD	IT	Rpr	LAPTOP REPLACEMENT	D	-	-	28,200.00	-	28,200.00	-	-	-	-	56,400.00
ITD	IT	N	LAW DEPT CASE MANAGEMENT SYSTEM	B	-	-	100,000.00	-	-	-	-	-	-	100,000.00
ITD	IT	N	MUNIS SOFTWARE UPGRADE	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
ITD	IT	N	MUNIS UTILITY MODULE	A	-	PGC	-	PGC	-	PGC	-	-	-	-
ITD	IT	Rpr	NETWORK SERVERS	D	-	-	59,375.00	-	59,375.00	-	59,375.00	59,375.00	-	237,500.00
ITD	IT	Rpr	NETWORK SWITCH REPLACEMENT	D	-	-	42,000.00	-	42,000.00	-	42,000.00	72,000.00	72,000.00	270,000.00
ITD	IT	N	PERMITTING AND INSPECTION SYSTEM	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
ITD	IT	N	RELIABILITY AND DISASTER RECOVER	C	-	-	250,000.00	-	-	-	-	-	-	250,000.00
ITD	IT	N	SCANNING ARCHIVAL DOCUMENTS FOR ELECTRONIC STORAGE	B	-	-	250,000.00	-	250,000.00	-	-	-	-	500,000.00
ITD	IT	N	TIME REPORT SYSTEM (ADP TLM)	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
ITD	Inf	RR	VOIP/PBX PLATFORM FOR CITY TELECOMMUNICATIONS	D	-	-	1,200,000.00	-	-	-	-	-	-	1,200,000.00
Total					-		2,217,515.00		501,515.00		223,315.00	253,315.00	193,940.00	3,389,600.00
Libraries	Eo	N	3M INTELLIGENT RETURN/SORTER SYSTEM FOR CENTRAL LI	-	-	-	175,000.00	-	-	-	-	-	-	175,000.00
Libraries	Bu	N	ADD FIRE ALARM SYSTEMS TO FOUR BRANCH LIBRARIES	C	-	-	-	-	160,000.00	-	-	-	-	160,000.00
Libraries	Bu	Maj	BUILDING ACCESSIBILITY - E. SPRINGFIELD BRANCH	C	-	-	-	-	-	-	33,000.00	-	-	33,000.00
Libraries	Bu	Maj	BUILDING ACCESSIBILITY - FOREST PARK	A	-	Other	-	Other	-	Other	-	-	-	-
Libraries	Bu	Maj	BUILDING ACCESSIBILITY - LIBERTY BRANCH	C	-	-	-	-	-	-	330,000.00	-	-	330,000.00
Libraries	Bu	N	CENTRAL AIR CONDITIONING AT THE CENTRAL LIBRARY	C	-	-	-	-	-	-	650,000.00	-	-	650,000.00
Libraries	Eo	N	CENTRAL AIR CONDITIONING FOR 3 BRANCHES	D	-	-	-	-	-	-	115,000.00	-	-	115,000.00
Libraries	Eo	N	EXTERIOR SECURITY SYSTEM WITH CAMERAS	C	-	-	-	-	51,000.00	-	-	-	-	51,000.00
Libraries	Eo	N	FOREST PARK CIRCULATION DESK	A	-	-	30,000.00	-	-	-	-	-	-	30,000.00

City of Springfield Capital Improvement Plan Fiscal Years 2011-2015

Department	Category	Type	Project	Priority	FY2010	Source	FY2011	Source	FY2012	Source	FY2013	FY2014	FY2015	Total FY11-15
Libraries	Eo	N	INSTALL 'ALL CIRC MACHINES' IN LIBRARY LOCATIONS		-		160,000.00		-		-	-	-	160,000.00
Libraries	Inf	N	NEW PARKING LOT AT LIBERTY BRANCH	B	-		75,000.00		-		-	-	-	75,000.00
Libraries	Bu	RR	PINE POINT BRANCH -REPLACE HVAC SYSTEM	B	-		150,000.00		-		-	-	-	150,000.00
Libraries	Inf	RR	RENOVATE BASEMENT AREA AT INDIAN ORCHARD	D	-		-		-		-	75,000.00	-	75,000.00
Libraries	Inf	RR	REPAVE PARKING LOT AT MASON SQUARE		-		62,000.00		-		-	-	-	62,000.00
Libraries	Inf	RR	REPAVE PARKING LOT AT PINE POINT BRANCH	D	-		-		-		35,000.00	-	-	35,000.00
Libraries	Bu	RR	REPLACE OUTDOOR LIFT AT CENTRAL LIBRARY		-		25,000.00		-		-	-	-	25,000.00
Libraries	Inf	RR	REPLACE POOR LIGHTING IN CENTRAL LIBRARY ROTUNDA A		-		50,000.00		-		-	-	-	50,000.00
Libraries	Eo	N	RFID - ALL BRANCHES	C	-		-		271,803.00		529,197.00	-	-	801,000.00
Libraries	Bu	RR	ROOF REPLACEMENT AT EAST SPRINGFIELD BRANCH	D	-		-		71,000.00		-	-	-	71,000.00
Libraries	Bu	RR	ROOF REPLACEMENT AT THE CENTRAL LIBRARY		-		90,000.00		-		-	-	-	90,000.00
Libraries	Inf	N	STATE STREET PARKING LOT ADJACENT TO CENTRAL LIBR	C	-		-		-		75,000.00	-	-	75,000.00
Libraries	Bu	Maj	WINDOW REPLACEMENT AT CENTRAL LIBRARY	D	-		-		-		200,000.00	-	-	200,000.00
Libraries	Bu	Maj	WINDOW REPLACEMENTS AT BRANCHES	D	-		-		-		-	250,000.00	-	250,000.00
Total					-		817,000.00		553,803.00		1,967,197.00	325,000.00	-	3,663,000.00
Parks	Inf	N	AMPHITHEATRE PARKING LOT	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Parks	LPF	Maj	AQUATIC GARDENS/SPECOUSIC BROOK NOI	A	-	PGC	-	PGC	-	PGC	-	-	-	-
Parks	Bu	N	BARNEY MAUSOLEUM	D	-		-		-		-	-	-	-
Parks	LPF	N	BLUNT PARK BIKEWAY/WALKWAY	C	-		-		-		1,500,000.00	1,500,000.00	-	1,500,000.00
Parks	Bu	N	BLUNT PARK NEW MAINTENANCE BUILDING	D	-		-		-		800,000.00	-	-	800,000.00
Parks	LPF	Maj	BOWLES FOUNTAIN RESTORATION	D	-		-		-		400,000.00	-	-	400,000.00
Parks	LPF	N	CAMEROTA PROPERTY	B	-		-		-		750,000.00	-	-	750,000.00
Parks	LPF	RR	CAMP SECO RENOVATIONS	C	-		-		900,000.00		1,600,000.00	-	-	2,500,000.00
Parks	LPF	Maj	CITY WIDE BASKETBALL COURT IMPROVEMENTS	D	-		-		150,000.00		150,000.00	-	-	300,000.00
Parks	LPF	Maj	CITY WIDE TENNIS COURT IMPROVEMENTS	C	-		-		150,000.00		100,000.00	-	-	250,000.00
Parks	LPF	Rpr	CITY-WIDE LAKE MANAGEMENT PROGRAM	B	-		120,000.00		120,000.00		120,000.00	120,000.00	120,000.00	600,000.00
Parks	LPF	N	CONSTRUCTION OF A NEW DRIVING RANGE	D	-		-		-		-	3,000,000.00	-	3,000,000.00
Parks	LPF	RR	COTTAGE HILL PARK	D	-		-		-		450,000.00	-	-	450,000.00
Parks	LPF	N	CRAFTSMEN CORNER AND ICIE JONES REALTY	C	-		-		-		750,000.00	-	-	750,000.00
Parks	LPF	RR	DAVINCI PARK IMPROVEMENTS	D	-		-		-		-	150,000.00	-	150,000.00
Parks	LPF	RR	FIVE MILE POND PARK COVE DREDGING	D	-		-		-		1,500,000.00	-	-	1,500,000.00
Parks	LPF	N	FOREST PARK BIKE PATH	D	-		-		-		500,000.00	-	-	500,000.00
Parks	LPF	Maj	FOREST PARK PAVING INCLUDING GREENLEAF ROAD	A	-		300,000.00		-		-	-	-	300,000.00
Parks	LPF	RR	FOREST PARK PLAYGROUND EQUIPMENT	C	-		125,000.00		-		-	-	-	125,000.00
Parks	Eo	RR	FOREST PARK SIGN REPLACEMENT PROJECT	D	-		50,000.00		50,000.00		-	-	-	100,000.00
Parks	LPF	RR	HANDICAP ACCESSIBLE PARK PROGRAM	D	-		100,000.00		100,000.00		100,000.00	100,000.00	100,000.00	500,000.00
Parks	Bu	N	HORTICULTURAL CENTER/BOTANICAL GARDEN	D	-		-		2,000,000.00		3,000,000.00	-	-	5,000,000.00
Parks	LPF	Maj	HUBBARD PARK IMPROVEMENTS	C	-		-		-		850,000.00	-	-	850,000.00
Parks	LPF	N	IRRIGATION OF STATE STREET	D	-		-		-		-	-	-	-
Parks	LPF	Maj	JAIME ULLOA PARK IMPROVEMENTS	D	-		-		-		300,000.00	-	-	300,000.00
Parks	LPF	Maj	JOHNNY APPLESEED IMPROVEMENTS	B	-		-		400,000.00		-	-	-	400,000.00
Parks	LPF	Maj	MCKNIGHT GLEN IMPROVEMENTS	D	-		-		-		180,000.00	-	-	180,000.00
Parks	LPF	RR	MEADOW BROOK Ravine Restoration	D	-		-		-		-	150,000.00	-	150,000.00
Parks	LPF	Maj	MERRICK PARK PEDESTRIAN WALKWAYS	D	-		-		275,000.00		-	-	-	275,000.00
Parks	LPF	RR	MILL POND	C	-		-		-		-	-	-	-
Parks	LPF	N	OPEN SPACE - CHICOPEE/SPRINGFIELD LINE	C	-		-		-		2,000,000.00	-	-	2,000,000.00
Parks	Bu	Maj	PORTER LAKE SKATE HOUSE	C	-		-		-		600,000.00	-	-	600,000.00
Parks	Bu	Maj	PORTER LAKE SKATE HOUSE	C	-		1,500,000.00		-		-	-	-	1,500,000.00
Parks	LPF	RR	REPLACEMENT OF CITY-WIDE PLAYGROUND EQUIPMENT	C	-		170,000.00		170,000.00		170,000.00	170,000.00	170,000.00	850,000.00
Parks	LPF	N	RIVERFRONT PARK MASTER PLAN	D	-		-		-		3,000,000.00	-	-	3,000,000.00
Parks	Bu	N	RUTH ELIZABETH NEW COMMUNITY BUILDING	D	-		-		-		-	800,000.00	-	800,000.00
Parks	LPF	N	SOLUTIA PARK	D	-		-		-		-	1,200,000.00	-	1,200,000.00
Parks	LPF	Maj	STEARNS SQUARE RENOVATION	D	-		-		-		-	50,000.00	-	50,000.00
Parks	LPF	Maj	TRAIL RENOVATIONS	D	-		100,000.00		100,000.00		100,000.00	100,000.00	100,000.00	500,000.00
Parks	LPF	RR	TREE REPLACEMENT PROGRAM	D	-		600,000.00		600,000.00		600,000.00	600,000.00	600,000.00	3,000,000.00
Parks	LPF	Maj	TRIANGLE/TERRACE RESTORATIONS	D	-		100,000.00		100,000.00		100,000.00	100,000.00	100,000.00	500,000.00
Parks	LPF	Maj	UPGRADE SCHOOL ATHLETIC FIELDS	C	-		620,000.00		620,000.00		620,000.00	620,000.00	620,000.00	3,100,000.00
Parks	Inf	N	VAN HORN DAM STUDY	A	-	Bnd	-	Bnd	-	Bnd	-	-	-	-
Parks	LPF	RR	VAN HORN PARK	A	-		-		-		-	3,000,000.00	-	3,000,000.00
Parks	Inf	Maj	VAN HORN PARK LOWER DAM	A	-		1,100,000.00		-		-	-	-	1,100,000.00
Parks	LPF	Maj	VETERAN'S GOLF COURSE IMPROVEMENTS	C	-		-		3,600,000.00		-	-	-	3,600,000.00
Parks	Bu	Maj	WALKER GRANDSTAND RENOVATION	D	-		-		1,000,000.00		-	-	-	1,000,000.00
Parks	LPF	Maj	WALSH STREET PLAYGROUND RENOVATIONS	C	-		-		1,300,000.00		-	-	-	1,300,000.00
Parks	LPF	RR	WATERSHOPS POND	B	-		-		1,500,000.00		-	800,000.00	-	2,300,000.00
Parks	LPF	N	ZIMMERMAN PROPERTY	D	-		-		-		-	-	-	-
Parks	LPF	RR	ZOO IMPROVEMENTS	C	-		-		600,000.00		3,400,000.00	350,000.00	-	4,350,000.00
Total					-		4,885,000.00		13,735,000.00		23,040,000.00	13,410,000.00	1,810,000.00	56,880,000.00
Police	IT	Rpr	RADIO UPGRADES	D	-		130,000.00		-		-	-	-	130,000.00
Police	Bu	Maj	RENOVATION OF POLICE DEPARTMENT FACILITY	C	-		3,000,000.00		-		-	-	-	3,000,000.00
Total					-		3,130,000.00		-		-	-	-	3,130,000.00
School	IT	N	SCHOOL TECHNOLOGY		-		7,880,378.00		6,748,194.00		5,962,878.00	-	-	20,591,450.00
School	IT	N	SCHOOLS IT PROJECTS AND EQUIPMENT	A	-		9,028,290.00		10,393,156.00		6,559,108.00	-	-	25,980,554.00
School	Eo	N	SECURITY CAMERAS AND EQUIPMENT	D	-		3,925,000.00		-		-	-	-	3,925,000.00
Total					-	-	20,833,668.00	-	17,141,350.00	-	12,521,986.00	-	-	50,497,004.00
Grand Total							54,595,864.00		147,975,433.00		86,179,498.00	23,575,315.00	7,153,940.00	374,228,806.00

Appendices

Appendix A

Glossary of Municipal Finance Terms *

* The terms contained in this glossary are all applicable to Massachusetts municipal finance, but may not necessarily appear in this document.

Account Code: An expenditure classification based upon the types or categories of spending, such as personnel services, employee benefits, purchase of services, supplies and materials, intergovernmental, other charges and expenses, capital outlay and debt service.

Accounting System: The total set of records and procedures, which are used to record and report information on the financial operations of an organization.

Accrual Basis of Accounting: Accounting transactions are recorded to a fiscal year when the underlying economic event takes place, and without regard for when the cash receipt or cash disbursement occurs. Revenues are recorded when the revenue-generating activities are performed, and expenses are recorded when goods or services are received. The City's solid waste program (trash pick up) is an example of this whereas other general funds are on a modified accrual basis of accounting.

Adequate Yearly Progress (AYP): As required by the federal No Child Left Behind Act (NCLB), all schools and districts are expected to meet or exceed specific student performance standards in ELA and Mathematics each year. AYP determinations are issued yearly based on the performance of all students and for student groups to monitor the interim progress toward attainment of grade-level proficiency by the 2013-2014 school year. Prior to 2003, AYP determinations were based on aggregate student performance.

Appropriated Fund Balance: The amount of fund balance estimated to be available from previous years and designated for use in the current year and/or ensuing years.

Appropriation: An authorization made which permits officials to incur obligations and to make expenditures of public funds. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value of real estate or other property by a government as a basis for levying taxes. The value may only be a fraction of the property's market value.

Assessed Value Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Assets: Property owned by the City, which has a monetary value and must be recorded.

Balanced Budget: A budget in which funding sources are equal to estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, sewage treatment facilities and water distribution systems.

Bond Anticipation Notes (BANs): Short-term interest-bearing securities issued in anticipation of a long-term issuance at a later date. The notes are retired from proceeds of the bond issue to which they are related.

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 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).

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 or 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.

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 Balance: The difference of a fund's total assets versus its total liabilities. A negative fund balance, sometimes called a fund deficit, occurs when liabilities exceed assets. When assets exceed liabilities it is called a surplus. There are three subcomponents of fund balance: reserve; designated; and undesignated fund balances.

Gain Target: As shown on data reports generated by the Department, the Gain Target figure shows the amount of improvement—as measured in CPI points—a school, district, or student group is expected to make from 2009 to 2010. Gain targets are calculated by subtracting the baseline CPI from 100 (the year 2014 performance target for all Massachusetts schools and districts), and dividing the difference by the number of remaining years, including the current year, until the year 2014. For 2010, that number is five. Gain targets are set separately for ELA and Mathematics.

Generally Accepted Accounting Principles (GAAP): A uniform set of reporting standards derived by certain authoritative bodies, principally the Governmental Accounting Standards Board, with the intended purpose of fairly presenting the results of an organization's financial activities. The City of Springfield prepares and reports its financial statements in accordance with GAAP.

General Fund: The largest fund within the City, which accounts for most of the City's financial resources. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund includes expenditures and financing for most of the

basic operating services, such as public safety, health and human services, finance, data processing, parks and recreation, and public works.

General Obligation Bonds: (GOBs): Bonds for which a government pledges its full faith and credit to ensure repayment. The term GOB is used to refer to bonds, which are to be repaid from taxes and other general revenues.

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.

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.

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.

No Child Left Behind (NCLB): Signed into law by President George W. Bush on January 8, 2002, NCLB is the principal federal law affecting public education from kindergarten through high school. NCLB is built on four pillars: expanded local control and flexibility; doing what works based on scientific research; accountability for results; and more options for parents. The goal of NCLB is for all students to reach grade level proficiency in ELA and Mathematics by the 2013-2014 school year.

Non-Discretionary: Funds appropriated and expended to pay for utilities and/or utility type expenditures. Common descriptions associated with these types of expenditures are, heat, light, and electric. Other types of expenditures may be controlled at this level such as the fuel for the school buses.

Operating Budget: The portion of the budget that pertains to daily operations and provides basic governmental services. The operating budget contains all appropriations and revenues necessary to operate the government.

Other than Personal Services (OTPS): This acronym is a catch-all used by Springfield City personnel when discussing a certain group of operating expenditure categories. OTPS includes Purchase of Services, Supplies and Materials, Intergovernmental Charges, and Other Charges & Expenditures. Additional detail on these expenditure classifications can be found in Appendix B.

Outcome: Measurable or tangible consequences associated with a program service, e.g., reduction in

fire deaths or percent of juveniles not reconvicted within 12 months.

Output: Quantity or number of units produced. Outputs are activity-oriented, measurable and usually under managerial control.

Participation: A required component of AYP calculations, the Participation figure shows the number of students who participated in MCAS/MCAS-Alt tests (# assessed) divided by the number of students enrolled (# enrolled) on the date MCAS tests are administered, including LEP students enrolled in U.S. schools for the first time. As a matter of federal law, the minimum participation rate required to make AYP is 95%.

Performance Level: Student results on MCAS and MCAS-Alt tests are assigned one of four performance levels:

MCAS performance levels in grades 4-8 and 10 – *Advanced, Proficient, Needs Improvement, or Warning/Failing*.

For grade 3 only, a fourth performance level is *Above Proficient*.

MCAS-Alt performance levels (called *alternate achievement standards*) provide information that allows meaningful interpretation of student achievement and the progress these students have made in learning the academic skills and content addressed by all students at that grade level, even though the skills and content have been addressed well below the grade-level expectations of their peers – *Progressing, Emerging, Awareness, or Portfolio Not Submitted*.

Post Employment Benefits: These include health benefits provided to retirees and are normally recorded when incurred. However, there are long-term, future costs associated with these benefits that accrue during the period that the employees actually are rendering their services to the City. That liability is required to be actuarially determined and recognized for financial reporting purposes.

Premium Compensation: Additional premiums paid to eligible City employees for working under specific conditions.

Principal: The par value or face value of a bond, note, or other fixed amount security, not including accrued interest.

Property Tax: Citywide taxes levied on all real property according to the property's valuation and tax rate.

Pupil Enrollment: For any budget year, the number of pupils enrolled.

Request for Proposals (RFP): A document used by the City to request offers when competitive sealed bidding for the purchase of goods or services is not practical or advantageous. An RFP is generally used when precise specifications cannot be developed or are not appropriate and price is only one of several evaluation factors to be weighed by the City in awarding the bid.

Reserve: An account used to indicate that a portion of an operating fund's "fund balance" is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue Forecast: A projection of future City revenue collections.

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.

Revolving Fund: An accounting mechanism that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund.

Tax Base: The aggregate value of taxed items. The base of the City's real property tax is the market value of all real estate in the City.

Tax Levy: The total amount to be raised by property taxes for the purpose stated in the City's financial plan for various funds.

Tax Rate: The amount of tax levied for each \$1,000 of assessed valuation.

Tax Rate Limit: The maximum legal property tax rate at which a municipality may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

Tax Roll: The certified list of assessed/taxable values prepared by the Assessor and presented to the taxing authority each year.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments.

Undesignated Fund Balance: One of three components of total fund balance, which indicates the portion of fund balance that is neither legally restricted (e.g. encumbered) or specifically segregated for future purposes (e.g. designated).

User Fees: The direct payment of a fee for receipt of a public service by the party benefiting from the service. An example would be payment for use of a park swimming pool.

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Appendix B

Expense Code Classifications

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 - 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.

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.

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.

5700 – Other Charges & Expenditures

The 5700 series should be used whenever a charge does not qualify for any of the previously mentioned expenditure categories. In-state and out-of-state travel, dues and memberships, property, liability and fidelity insurance, expenditures for court judgments against the City, and veterans' benefits are all examples of charges that are classified here.

5800 - Capital Outlay

These codes should be used whenever possible to monitor expenditures for eventual capitalization of fixed asset acquisitions. Capital Outlay expenditures fall into the following categories:

Land - Expenditures for the acquisition of land, air rights, water rights, and mineral rights.

Buildings - Expenditures for the direct purchase of or major capital improvements to existing buildings. Capitalized lease obligations for buildings would be charged here as would new construction performed by a contracted vendor.

Plant - Expenditures for the acquisition of or major capital improvements to existing buildings used to provide utility services (e.g., water pumping station. electric generating station). Capitalized lease obligations for plant would be charged here along with new plant construction performed by a contracted vendor.

Site Improvements - Expenditures for major capital improvement of sites and adjacent ways after acquisition.

Additional Equipment - Expenditures for equipment, which increases the number of items of equipment available (e.g., a local government's first police car or a sixth car to expand a fleet of five).

Replacement Equipment - Expenditures for equipment, which replaces existing assets. For example, purchase of a new or used ambulance to replace one which has or will be sold would be recorded here.

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.

Appendix C

Property Tax Levy Data

Percentage Share of City's Assessed Valuation of Real Estate

FY05-FY10

	2005	2006	2007	2008	2009	2010
Classification	<u>% of Total</u>	<u>% of Total</u>	<u>% of Total</u>	<u>% of Total</u>	<u>% of Total</u>	<u>% of Total</u>
Residential	79.7%	80.7%	82.4%	82.0%	80.6%	80.4%
Commercial	16.2%	15.5%	14.3%	14.7%	15.8%	16.1%
Industrial	<u>4.1%</u>	<u>3.8%</u>	<u>3.3%</u>	<u>3.3%</u>	<u>3.6%</u>	<u>3.5%</u>
Total Real Estate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

<u>Fiscal Year</u>	<u>Gross Tax Levy</u>	<u>Overlay Reserves for Abatements</u>		<u>Collections as of Fiscal Year End (2)</u>		<u>Collections as of June 30, 2009 (3)</u>	
		<u>Net Tax Levy</u>		<u>Dollar Amount</u>	<u>% of Net Levy</u>	<u>Dollar Amount</u>	<u>% of Net Levy</u>
2010	170,816,604	5,369,540	165,447,064	N/A	N/A		0.0%
2009	163,078,974	5,752,571	157,326,403	155,911,415	99.1%	155,911,415	99.1%
2008 (1)	153,489,174	7,622,699	145,866,475	144,079,497	98.8%	144,238,256	98.9%
2007	145,527,361	6,061,827	139,465,534	138,203,504	99.1%	137,080,003	98.3%
2006	138,486,189	6,700,000	131,786,189	130,093,942	98.7%	132,280,605	100.4%
2005 (1)	131,027,439	6,798,667	124,228,772	123,321,518	99.3%	124,722,846	100.4%

(1) Revaluation Years

(2) Actual Dollar Collections. Does not include abatements or other non-cash credits

(3) FY2010 amount as of March 31, 2010

TOP TWENTY FIVE TAXPAYERS FOR FISCAL YEAR 2010

FY 2010 LEVY: \$ 170,816,604

	PROPERTY OWNER	PARCELS	NATURE OF	FY 2010	TOTAL FY 2010	% OF LEVY
				TOTAL VALUE	TAX LEVY	
1	WESTERN MASS ELECTRIC	1	UTILITY	137,921,110	\$ 5,413,404	3.17%
2	MASSACHUSETTS MUTUAL	20	INSURANCE	93,970,700	\$ 3,677,884	2.15%
3	BAY STATE GAS CO.	1	UTILITY	57,927,290	\$ 2,273,646	1.33%
4	VERIZON NEW ENGLAND	1	TELECOM	45,375,400	\$ 1,780,984	1.04%
5	WIRELINE LEASING CO	1	UTILITY	34,764,320	\$ 1,364,500	0.80%
6	SOLUTIA	8	CHEMICALS	25,830,800	\$ 1,013,804	0.59%
7	SPRINGFIELD CENTER 1 ASSOCIATES	11	RETAIL	24,595,100	\$ 964,674	0.56%
8	HUBBARD REAL ESTATE INVESTMENTS	6	RETAIL	21,538,700	\$ 845,394	0.49%
9	EASTFIELD ASSOCIATES	6	RETAIL	20,180,900	\$ 784,593	0.46%
10	INEOS NOVA LLC	1	CHEMICALS	19,447,390	\$ 763,310	0.45%
11	SPRINGFIELD FOODSERVICE CORP	5	DISTRIBUTION	12,563,900	\$ 493,133	0.29%
12	LOWE'S HOME CENTERS	1	RETAIL	12,343,400	\$ 484,478	0.28%
13	BERKSHIRE-BROOKDALE LLC	2	DISTRIBUTION	12,296,600	\$ 482,642	0.28%
14	INLAND WESTERN SPRINGFIELD	1	RETAIL	10,847,200	\$ 425,753	0.25%
15	LEVENTHAL NORMAN & EDWIN	1	HOUSING	21,727,400	\$ 423,684	0.25%
16	HAYMARKET SQUARE ASSOCIATES	3	RETAIL	9,850,000	\$ 386,613	0.23%
17	COMCAST OF MASSACHUSETTS II	1	COMMUNICATION	9,806,390	\$ 384,901	0.23%
18	SPRINGFIELD VF LLC	1	RETAIL	9,603,600	\$ 376,941	0.22%
19	D'AMOUR GERALD	1	RETAIL	9,255,400	\$ 363,274	0.21%
20	AMERICAN MASTERS VILLAGE	1	HEALTH CARE	17,147,600	\$ 334,378	0.20%
21	WINDALIER SPRINGDALE ASSOCIATES	1	RETAIL	8,308,300	\$ 326,101	0.19%
22	SEARS ROEBUCK & CO.	1	RETAIL	8,147,900	\$ 319,805	0.19%
23	BOSTON ROAD PROPERTY LLC	2	RETAIL	7,995,600	\$ 313,827	0.18%
24	SPRING MEADOW ASSOCIATION	1	HOUSING	16,062,600	\$ 313,221	0.18%
25	SPRINGFIELD INDUSTRIAL CENTER	2	DISTRIBUTION	7,954,800	\$ 312,226	0.18%

TOTAL	655,462,400	\$ 24,623,171	14.41%

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Appendix D
City of Springfield Financial Policies

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COMMONWEALTH OF MASSACHUSETTS

CITY OF SPRINGFIELD FINANCE CONTROL BOARD

EXECUTIVE ORDER

#04-09-13-2009

This Executive Order is issued pursuant to the provisions of Chapter 169 of the Acts of 2004, *An Act Relative to the Financial Stability of the City of Springfield*.

Pursuant to the authority granted under section 4(d)(7) of Chapter 169 of the Acts of 2004, the Springfield Financial Control Board hereby amends Title 4 of the Revised Ordinances of the City of Springfield, 1986, as amended, through further amendment, by adding a new Chapter 4.44 thereto: Financial Ordinances

AMENDING TITLE 4, OF THE REVISED ORDINANCES OF THE CITY OF SPRINGFIELD, 1986, AS AMENDED HEREBY FURTHER AMENDED BY ADDING A NEW CHAPTER 4.44 THERETO: FINANCIAL POLICIES.

Title 4, of the Revised Ordinances of the City of Springfield, 1986, as amended, hereby further amended by adding the following new Chapter 4.44 thereto:

Chapter 4.44

FINANCIAL ORDINANCES

Sections:

- 4.44.010 Compliance with finance laws
- 4.44.020 Ordinances with regard to the budget.
- 4.44.030 Revenue policies.
- 4.44.040 Policies with regard to self-operations.
- 4.44.050 Capital planning policies.
- 4.44.060 Financial reserve policies.
- 4.44.070 Debt policies.
- 4.44.080 Policies regarding cash management.
- 4.44.090 Policies regarding financial reporting and reconciliation.
- 4.44.100 Policies regarding financial responsibilities of departments.
- 4.44.110 Policies regarding grants.

4.44.010 Compliance with finance laws. A. All city employees, agents, boards, commissions and authorities shall comply with all General Laws, Special Acts of the Commonwealth, and city ordinances that relate to finance and financial management.

B. By September 30 of each year, the finance department shall provide to all departments an update regarding the financial policies and ordinances of the city of Springfield. By November 1 of each year, the law department shall provide to all departments an annual update regarding changes to municipal finance law and regulations that may impact departmental operations.

4.44.020 Ordinances with regard to the budget. A. The mayor shall propose to the city council and the city council shall adopt balanced budgets in which non-one-time revenue equals or exceeds expenditures.

B. The city will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. Transfers from "free cash" and a "stabilization reserve fund" shall be the only exception; appropriation from free cash or a stabilization reserve fund to fund ongoing expenditures shall require a written disclosure by the chief administrative and financial officer of the size of the appropriation, the remaining balance in reserve after said appropriation and a projection as to how the city will finance these recurring expenses in upcoming fiscal years.

C. The city will not use budgetary procedures that balance the budget at the expense of future years, including postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt.

D. The annual budget shall include the following sections: the expenditure budget, a summary of the city's financial condition, an analysis of revenues used in the proposed budget, a proposed allotment schedule for the budget as required by Chapter 656 of the Acts of 1989, an analysis of outstanding debt and a summary of the city's capital condition, including municipal buildings, infrastructure, equipment, rolling stock and information technology.

E. The city's annual budget shall be adopted at the level of departmental salaries, expenses and capital.

F. The budget will provide for adequate maintenance and the replacement of capital plant and equipment. In the event

that the budget is not able to provide for adequate maintenance and replacement of capital plant and equipment, the city will identify and report on the funding gap and the maintenance, equipment and capital which are not funded in the proposed budget. All budgetary procedures will conform with existing state and local regulations.

G. The chief administrative and financial officer shall produce and issue a four (4) year financial plan for the city by March 30th of each year. Said plan shall be comprised of reasonable revenue estimates and all expenditures the city may reasonably experience during said period. All assumptions contained in the forecasts shall be clearly presented within the forecast document.

H. Within two (2) weeks of the start of the fiscal year, the comptroller shall encumber all personnel service funds in all departments for the entire fiscal year for each budgeted position then occupied by an employee.

I. The comptroller shall provide to the mayor and city council a monthly report of revenues and expenditures at the line item level.

4.44.030 Revenue policies. A. The city's annual budget shall include a revenue budget that is created in line item detail for City operations.

B. The City will estimate its revenue using conservative methods and present this along with the balanced budget.

C. The chief administrative and financial officer shall review and propose to the city council an updated fee schedule for each of the city's departments no less than every two (2) years to ensure the cost of services is being adequately recovered.

D. The city may build into its revenue base from one fiscal year to the next an increase in each revenue line item of no more than three percent (3%), with the exception of

1. Real and personal property taxes, whose increase shall not exceed the revenue permitted under law, with New Growth set at a level certified by the Assessors as reasonable.

2. Chapter 70 (school) aid and school building assistance payments from the Commonwealth, which shall be budgeted in an amount no greater than the estimates provided by the Commonwealth of Massachusetts, and

3. Certain fees and fines, which may increase more than three percent (3%) only if the underlying cost of the fee or fine is increased. In such an instance, the city may budget the entire increase associated with the fee and/or fine so long as said revenue assumptions are certified as reasonable by the chief administrative and financial officer.

E. Any revenue increase in excess of the three percent (3%) limit established herein shall be considered upwardly volatile revenue and may only be expended to increase reserve fund levels or to fund non-recurring capital expenditures.

F. The city will maintain property assessment for the purpose of taxation at full and fair market value, as prescribed by State law.

G. The city shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law. On or before May 30th of each year, the city shall commence tax title proceedings against all properties that owe property taxes to the city.

4.44.040 Policies with regard to self supporting operations. A. The city shall annually adopt the rates and fees for all enterprise fund activities, and the chief administrative and financial officer shall propose no less than every two years the rates and fees for all other rate- and fee-supported services in city government.

B. In the event that an enterprise fund requires General Fund or other support because its revenue does not fully support its operations, the finance director and relevant department head shall make a report to city council regarding the fund, its revenue and expenditure position and the reason a deficit occurred.

4.44.050 Capital planning policies. A. For purposes of this ordinance, the term "capital" shall refer to a facility, object or asset costing more than twenty-five thousand dollars (\$25,000) with an estimated useful life of ten (10) years or more.

B. The capital improvement program will directly relate to the long-range plans and policies of the city.

C. The capital improvement plan shall be issued by March 30th of each year and shall be produced by and in the form designated by the chief administrative and financial officer. At a minimum, the capital improvement plan shall be a "rolling" five (5) year plan which shall be submitted to the city council for approval annually.

D. The capital improvement plan shall be reviewed by the capital improvement planning committee and shall include all capital expenditures proposed by the various departments. The committee shall recommend in each year of the plan the capital investments to be funded, and how these expenditures should be financed.

E. The capital improvement planning committee shall be comprised of the city's chief administrative and financial officer or his/her designee, the finance director, a representative from the city council, the director of parks, buildings and recreation management, the budget director, the planning director, the director of capital asset construction, the director of public works and the director of community and economic development or other officials with different titles who perform the duties of said positions. Any member with an interest in a capital item before the committee shall recuse him/herself from deliberations regarding said items. The committee shall provide its recommendations in writing to the mayor and city council. Any capital funding request that is at variance from the committee's recommendation shall be accompanied by a written justification of the variance, including a comparison of cost-benefit analyses for the effected projects.

F. Except as required by an emergency, all approved capital projects must be part of the adopted capital improvement plan. Capital projects that were not included in the capital improvement plan may not be conducted unless an emergency has occurred and a written report explaining the emergency has been provided to the city council.

G. All capital expenditure decisions shall analyze the potential use of alternative energy and fuel/energy efficient technologies and devices, and the use of recycled materials and environmentally preferable products.

H. The capital improvement plan shall include a multi-year forecast of annual debt service requirements for items in the plan to permit the examination of the future implication of debt issuance.

I. Each capital item in the capital improvement plan shall be accompanied by an analysis that includes the identification and cost estimation of additional operational and personnel costs associated with that capital improvement.

J. All proposals for capital improvements shall include a proposed source of funding for each capital improvement. Pay-as-you-go capital funding shall be considered as a financing source for each proposed capital improvement.

K. As part of a comprehensive capital improvement program, the city shall maintain net tax-financed capital improvement expenditures (pay as you go) at a level of one and one-half percent of local source revenue.

L. The finance director shall review the finances and status of all capital projects no less than annually. For a non-construction capital expenditure, the city shall conduct project close out within six (6) months of project completion.

For a construction-related capital expenditure, the city shall conduct project close out within nine (9) months of the end of construction. The city shall release unexpended bond proceeds within six (6) months of project close out and may reuse said proceeds consistent with the provisions of Massachusetts General Law.

4.44.060 Financial reserve policies. A. The city shall maintain an undesignated fund balance of between five percent (5%) and fifteen percent (15%) of general fund revenues, less debt exclusions.

B. In the event that the city's undesignated fund balance falls below five percent (5%) of general fund revenues, less debt exclusions, a plan for specific expenditure reductions and/or revenue increases that will bring the city into compliance with the minimum fund balance requirement shall be submitted to the city council during the next budget cycle.

C. Pursuant to the provisions of Chapter 656 of the Acts of 1989, the city shall maintain a reserve for extraordinary expenses of at least one percent (1%) and not greater than three percent (3%) of the prior year's tax levy. No direct drafts shall be permitted from this fund, but transfers may be made from it in the same manner as required for other budgetary transfers.

D. The amount of money to be held in free cash shall not be less than three percent (3%) or more than six percent (6%) of General Fund operating revenue, less debt exclusions.

E. The city shall maintain a primary stabilization reserve fund equal to between five percent (5%) and fifteen percent (15%) of General Fund operating revenues, less debt exclusions. As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's property tax levy, nor can the fund balance exceed ten percent (10%) of the equalized value of the city.

F. Pursuant to the provisions of Chapter 169 of the Acts of 2004, the city shall annually fund a capital reserve of at least one and half percent (1.5%) of the committed property taxes from the prior fiscal year. Said fund may be expended on capital projects for which the city may issue bonds for a term of ten (10) years or longer as provided for in Chapter 44 of the Massachusetts General Laws.

G. Whenever the city is self insured for the purposes of property, liability and/or workers' compensation insurance, it shall maintain a Self Insurance Reserve Fund that may be expended to pay for the loss of or damage to municipal property, whose loss or damage would be covered by property and liability

insurance had the city purchased it. Said Reserve may also be used to pay justified damage, liability and workers' compensation claims against the city and shall be in the amount of 5% of the aggregate assessed valuation of City Hall, Symphony Hall and the Campanile.

4.44.070 Debt policies. A. The city shall comply with debt limitations as detailed in Massachusetts General Law.

B. The City shall manage the issuance of debt in line with the following debt ratios:

1. General Fund debt service as a percentage of general fund revenues, net of debt exclusions - not to exceed eight percent (8%).

2. Enterprise fund debt service as a percentage of enterprise operating revenue - not to exceed fifteen percent (15%).

3. Percentage of total debt that will be retired at the end of ten (10) years - at least sixty-five percent (65%).

C. Short-term debt, such as bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest rate advantage, or if there is an advantage to delaying long-term debt until market conditions are more favorable.

D. The city may use inter-fund and inter-account operating loans rather than outside debt instruments to meet short-term cash flow needs. Such loans may only occur if the affected fund or account has excess funding available and the use of these funds will not impact the fund's or account's current operations. All such loans shall be repaid by June 30th of each year.

E. Any bond anticipation debt will be retired within six (6) months after completion of the project it financed.

F. Short-term debt will not be rolled over beyond two (2) years without a principal pay down or as prescribed by state law.

G. The term of debt issued to finance capital improvements or procurements may not exceed the useful life of the asset or improvement so financed.

H. The city shall conduct debt financing on a competitive basis unless, for reasons of market volatility, unusual financing structure or a complex security structure the city would be better served through a negotiated financing.

I. In all instances in which the city issues bonds or notes of a term exceeding twelve (12) months, the city shall utilize the services of a financial advisor firm to advise it on structuring the transaction, issues related to the compensation paid to firms involved in the transaction and other items. Said

firm may not have served as underwriter for a city debt transaction during the thirty-six (36) months prior to the issuance of the bonds or note then being financed.

J. The finance director shall annually conduct and release to the public a report on the amount and affordability of debt issued by the city, using established and generally accepted benchmarks as a basis for comparison.

K. The city shall establish and maintain a debt schedule that avoids large increases in debt service on a year-to-year basis, and shall seek to use an "equal principal" repayment structure rather than level debt service structure.

L. The City may issue refunding bonds if the savings associated with the refunding are at least twice the cost of issuing the refunding bonds, there are positive savings in each year of the refunding bonds so issued, the present value of the savings is at least three percent (3%) of the par amount of the refinancing issuance, and the refunding bonds do not extend the term of the debt to be refinanced.

M. The city may not use bond proceeds to finance operating expenses other than those certified by the chief administrative and financial officer as being specifically related to implementation of the project. The city may not use bond accounts or bond proceeds as a source of inter-fund or inter-account operating loans.

N. The City shall comply with all Federal and State government laws and policies with regard to arbitrage earnings on bond proceeds.

4.44.080 Policies regarding cash management. A. The city shall manage its cash resources in a prudent and diligent manner with an emphasis first on safety of principal, second on liquidity and third on financial return on invested cash. The treasurer/collector shall ensure investment managers who invest municipal funds operate in a manner consistent with these requirements.

B. Except when cash is invested in the Massachusetts Municipal Depository Trust, the city shall not invest cash in instruments with a term exceeding three hundred sixty-five (365) days. Cash invested outside of the Massachusetts Municipal Depository Trust shall only be invested in cash, money market funds and certificates of deposit, with a preference for insured certificates of deposit where appropriate. The city shall not invest in derivatives of cash products or any structured financial vehicle.

C. The treasurer/collector shall submit a written report with regard to the city's cash investments to the office of internal audit no less than quarterly. Said report shall be in

the form required by the director of internal audit and shall document the city's cash investments in detail to ensure compliance with Massachusetts General Law and relevant policies and ordinances.

D. Except as otherwise provided for in Massachusetts General Law, all fees, fines and other revenue shall be collected by the office of the city collector. The finance director may permit individual departments to collect fees, fines and other revenue if, in his/her judgment, said department has established proper policies, procedures and controls and that said controls are followed at all times. All receipts collected by any department shall be forwarded to the city collector on a daily basis or on another schedule as may be approved in writing by the finance director.

E. The finance director shall develop, document and publish a system of internal controls for cash management, including but not limited to receipt of money, safeguarding of assets, verification of accuracy, use of financial computer systems, promotion of operational efficiency, proper segregation of duties and others.

4.44.090 Policies regarding financial reporting and reconciliation. A. All department heads shall notify the chief administrative and financial officer in writing within one (1) week of becoming aware of non-compliance with any financial ordinance or policy of the city of Springfield. The chief financial officer shall provide a written report to the city council when the city fails to comply with any financial policy of the city of Springfield. Said report shall occur within three weeks of the failure to comply, and shall be updated no less than annually. This shall explicitly include instances of intentional non-compliance, such as the use of non-recurring revenue (reserves) to support the operating budget, failure to maintain minimum reserve fund levels, and others.

B. The comptroller shall produce and present to the mayor and chief administrative and financial officer a statement of monthly revenues and monthly expenditures, both of which shall be compared to budget estimates and historical trends.

C. The treasurer/collector shall reconcile the city's revenues and bank accounts on a monthly basis, within fifteen (15) business days of the close of each month.

D. The city shall reconcile revenues and expenditures for each fiscal year within two (2) months of the end of the fiscal year.

4.44.100 Policies regarding financial responsibilities of departments. A. All departments authorized to collect receipts

by the finance director shall remit them to the city collector on a daily basis, or on another schedule approved by the finance director in writing on a case by case basis.

B. All departments shall utilize the city's central accounting system and shall post all financial transactions thereto in a timely manner.

C. No department shall open an account in any financial institution or maintain a checkbook or other means of receiving or making payments without the prior written approval of the finance director and may not make any payment outside of the city's central financial system.

D. No department shall be permitted to over-expend a line item in its budget unless authorized to do so by Massachusetts General Law, and then only after following the procedures established in said Laws. Pursuant to Chapter 656 of the Acts of 1989, any department head who over-expends their budget may be held individually and personally liable and required to make payment to the city in the amount of the over-expenditure, with determination of said liability made by the mayor.

E. No department may seek procurement for any capital project for which funding is not legally available via appropriation, bond funding, grant funding, gift or other legal source unless specifically permitted by law. In instances where law permits procurement without a previously-identified funding source, said department must seek and receive the approval of the finance director prior to initiating procurement activity.

F. All departments that issue fines and tickets under law and city ordinance shall provide written monthly reports to the finance director of the number and dollar value of tickets issued and paid. Said report shall be reconciled prior to submission so as to provide an accurate accounting of collections and outstanding unpaid balances to date.

G. The city shall commence and actively pursue collections activities against properties which are delinquent on their property taxes and personal property taxes at the earliest timeframe permitted by law.

4.44.110 Policies regarding grants. A. The grant director shall oversee all grants for the city of Springfield and, to the extent permitted by law, for the Springfield public school department. With the approval of the chief administrative and financial officer, he/she shall establish policies and procedures regarding the management and administration of grants, including the submission of grant applications for funding.

B. Departments shall be encouraged to pursue all available grants funding consistent with the mission and strategic direction of the department and the city.

C. All grant applications shall be reviewed by the grant director prior to submission. Departments shall provide all information requested by the grant director in a timely manner to allow proper oversight and reporting to grantors and others.

D. To the extent allowed by the granting entity, all grant applications which seek to fund personnel costs shall request funding for fringe benefit costs. A department applying for a grant which can not pay for fringe benefits shall stipulate to the grant director in advance how the department will pay for the related fringe benefit costs.

E. Grant funds shall be expended prior to the expenditure of general fund operating budgets whenever possible. Grant reimbursements shall be submitted in a timely manner; a schedule for submitting grant reimbursements, which shall be binding on all parties, may be established by the finance director if he/she finds that reimbursements are not taking place in a timely manner.

F. Department heads shall notify the finance director no later than three (3) months prior to the expiration of a grant if they reasonably believe grant funds may be returned unspent to the granting agency.

G. All employees, entities, boards, commissions or others which submit grant applications requiring a city match shall identify an available source of funding which shall serve as the matching funding for the grant, prior to submitting the grant to the grant director for review.

H. No employee paid in whole or in part from the General Fund shall be moved to being funded by a grant without the prior written approval of the finance director. No employee who is paid in whole or in part from a grant shall be moved to being funded by the General Fund without the prior written approval of the finance director.

Approved as to Form

Associate City Solicitor

Appendix F
Fiscal Year 2007-2009
City of Springfield
Audited Financial Statements

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**GOVERNMENTAL FUNDS
BALANCE SHEET**

JUNE 30, 2009

ASSET	General	Financial Reserve Stabilization	State Fiscal Stabilization Fund	Springfield Promise Fund	Nonmajor Governmental Funds	Total Governmental Funds
Cash and cash equivalents.....	\$ 86,624,866	\$ 36,528,216	\$ -	\$ 46,960,000	\$ 72,039,904	\$ 242,152,986
Restricted cash and cash equivalents.....	-	-	-	-	4,428,729	4,428,729
Receivables, net of uncollectibles:						
Real estate and personal property taxes.....	6,422,423	-	-	-	-	6,422,423
Tax liens	705,393	-	-	-	-	705,393
Motor vehicle excise taxes.....	2,878,668	-	-	-	-	2,878,668
Departmental and other.....	308,114	-	-	-	381,198	689,312
Intergovernmental.....	104,249,183	-	-	-	6,618,941	110,868,124
Loans.....	-	-	-	-	5,818,868	5,818,868
Working capital deposit.....	100,000	-	-	-	-	100,000
TOTAL ASSETS.....	\$ 201,288,647	\$ 36,528,216	\$ -	\$ 46,960,000	\$ 89,287,840	\$ 374,064,503
LIABILITIES AND FUND BALANCES						
LIABILITIES:						
Warrants payable.....	\$ 8,850,886	\$ -	\$ -	\$ -	\$ 5,794,959	\$ 14,645,845
Accrued unemployment liability.....	279,000	-	-	-	-	279,000
Accrued payroll.....	6,680,848	-	-	-	605,372	7,286,220
Tax refunds payable.....	12,955,860	-	-	-	-	12,955,860
Due to granting agencies.....	-	-	-	-	10,126,000	10,126,000
Other liabilities.....	1,642,966	-	-	-	2,647	1,645,613
Deferred revenues.....	112,844,469	-	-	-	4,289,779	117,134,248
TOTAL LIABILITIES.....	143,254,029	-	-	-	20,818,757	164,072,786
FUND BALANCES:						
Reserved for:						
Encumbrances and continuing appropriations.....	7,440,386	-	-	-	-	7,440,386
Chapter 656 Reserve.....	6,042,256	-	-	-	-	6,042,256
Unreserved:						
Designated for subsequent year's expenditures.....	2,845,611	-	-	-	-	2,845,611
Undesignated, reported in:						
General fund.....	41,706,365	-	-	-	-	41,706,365
Special revenue funds.....	-	36,528,216	-	46,960,000	26,176,497	109,664,713
Capital projects funds.....	-	-	-	-	40,654,091	40,654,091
Permanent funds.....	-	-	-	-	1,638,295	1,638,295
TOTAL FUND BALANCES.....	58,034,618	36,528,216	-	46,960,000	68,468,883	209,991,717
TOTAL LIABILITIES AND FUND BALANCES.....	\$ 201,288,647	\$ 36,528,216	\$ -	\$ 46,960,000	\$ 89,287,840	\$ 374,064,503

See notes to basic financial statements.

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

FISCAL YEAR ENDED JUNE 30, 2009

	General	Financial Reserve Stabilization	State Fiscal Stabilization Fund	Springfield Promise Fund	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:						
Real estate and personal property taxes, net of tax refunds.....	\$ 157,510,645	\$ -	\$ -	\$ -	\$ -	\$ 157,510,645
Tax liens.....	3,309,149	-	-	-	-	3,309,149
Motor vehicle and other excise taxes.....	8,340,690	-	-	-	-	8,340,690
Hotel/motel tax.....	876,507	-	-	-	-	876,507
Charges for services.....	34,971	-	-	-	1,645,500	1,680,471
Penalties and interest on taxes.....	2,342,311	-	-	-	-	2,342,311
Payments in lieu of taxes.....	5,820,090	-	-	-	-	5,820,090
Licenses and permits.....	608,894	-	-	-	-	608,894
Fines and forfeitures.....	151,615	-	-	-	35,275	186,890
Intergovernmental.....	346,256,423	-	27,630,323	-	93,997,569	467,884,315
Departmental and other.....	21,467,425	-	-	-	5,037,518	26,504,943
Contributions.....	-	-	-	-	2,913,485	2,913,485
Investment income.....	2,301,580	1,274,320	-	-	216,430	3,792,330
TOTAL REVENUES.....	549,020,300	1,274,320	27,630,323	-	103,845,777	681,770,720
EXPENDITURES:						
Current:						
General government.....	30,566,851	-	-	-	13,495,123	44,061,974
Public safety.....	59,197,039	-	-	-	6,862,604	66,059,643
Education.....	315,711,414	-	27,630,323	-	71,427,176	414,768,913
Public works.....	13,273,361	-	-	-	7,033,915	20,307,276
Health and welfare.....	3,154,035	-	-	-	4,210,061	7,364,096
Culture and recreation.....	13,688,432	-	-	-	3,498,355	17,186,787
Pension benefits.....	20,844,905	-	-	-	-	20,844,905
Employee fringe benefits.....	1,607,929	-	-	-	-	1,607,929
Employee health benefits.....	25,026,409	-	-	-	-	25,026,409
Claims and judgments.....	496,923	-	-	-	-	496,923
State, county and district assessments.....	2,679,875	-	-	-	-	2,679,875
Debt service:						
Principal.....	26,269,682	-	-	-	-	26,269,682
Interest.....	15,532,168	-	-	-	-	15,532,168
TOTAL EXPENDITURES.....	528,049,023	-	27,630,323	-	106,527,234	662,206,580
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	20,971,277	1,274,320	-	-	(2,681,457)	19,564,140
OTHER FINANCING SOURCES (USES):						
Issuance of bonds and notes.....	-	-	-	-	19,500,000	19,500,000
Issuance of refunding bonds.....	4,805,000	-	-	-	-	4,805,000
State loan issuance.....	-	-	-	-	-	-
Premium from issuance of bonds.....	-	-	-	-	599,991	599,991
Premium from issuance of refunding bonds.....	112,181	-	-	-	-	112,181
Payments to refunded bond escrow agent.....	(4,875,932)	-	-	-	-	(4,875,932)
Capital lease financing.....	-	-	-	-	-	-
Sale of capital assets.....	-	-	-	-	-	-
Transfers in.....	11,540,009	36,584,632	-	46,960,000	12,452,158	107,536,799
Transfers out.....	(31,920,818)	(69,377,992)	-	-	(8,991,989)	(110,290,799)
TOTAL OTHER FINANCING SOURCES (USES).....	(20,339,560)	(32,793,360)	-	46,960,000	23,560,160	17,387,240
NET CHANGE IN FUND BALANCES.....	631,717	(31,519,040)	-	46,960,000	20,878,703	36,951,380
FUND BALANCES AT BEGINNING OF YEAR.....	57,402,901	68,047,256	-	-	47,590,180	173,040,337
FUND BALANCES AT END OF YEAR.....	\$ 58,034,618	\$ 36,528,216	\$ -	\$ 46,960,000	\$ 68,468,883	\$ 209,991,717

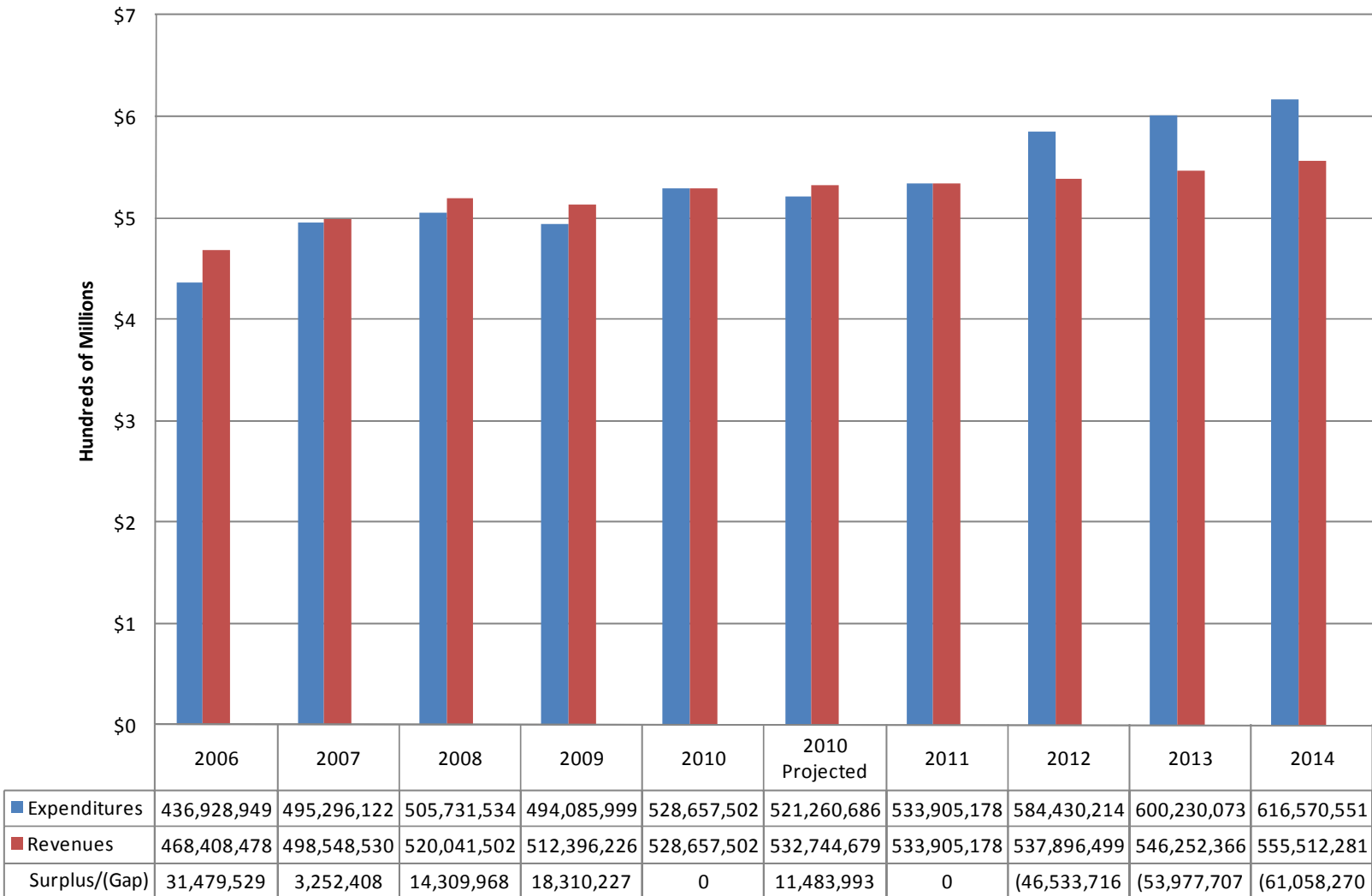
See notes to basic financial statements.

Appendix G
Four-Year Financial Forecast

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Four Year Financial Plan

* based on FY11 Finance Recommendations



Department	FY08 Actual	FY09 Actual	FY10 Adopted	FY10 Total	FY11 Appro	FY12 Proj	FY13 Proj	FY14 Proj
Expenditures								
Administration and Finance Division	15,449,982	14,989,708	17,259,583	15,973,084	14,010,166	14,290,369	14,576,177	14,867,700
Personal Services	5,507,596	5,285,566	6,335,697	5,785,174	7,374,889	7,522,387	7,672,835	7,826,291
OTPS	9,942,386	9,331,272	10,780,740	10,044,764	6,631,777	6,764,413	6,899,701	7,037,695
Capital	-	372,870	143,146	143,146	3,500	3,570	3,641	3,714
Development Division	2,484,568	2,830,414	3,114,378	2,846,287	3,398,438	3,466,407	3,535,735	3,606,450
Personal Services	2,117,935	2,232,141	2,550,978	2,347,861	2,602,528	2,654,579	2,707,670	2,761,824
OTPS	353,772	598,273	563,400	498,426	795,910	811,828	828,065	844,626
Capital	12,861	-	-	-	-	-	-	-
General Government Division	3,114,261	3,674,824	3,452,680	3,463,824	2,784,908	2,840,606	2,897,418	2,955,367
Personal Services	1,998,735	2,559,168	2,751,497	2,794,266	2,176,862	2,220,399	2,264,807	2,310,103
OTPS	1,114,306	1,093,287	701,183	669,558	608,046	620,207	632,611	645,263
Capital	1,220	22,369	-	-	-	-	-	-
Non-Mayoral Division	765,140	807,559	1,340,241	1,150,525	1,364,500	1,391,790	1,419,626	1,448,018
Personal Services	728,900	764,355	1,014,753	843,661	1,074,860	1,096,357	1,118,284	1,140,650
OTPS	36,239	43,204	325,488	306,864	289,640	295,433	301,341	307,368
Capital	-	-	-	-	-	-	-	-
Health and Human Services Division	8,299,357	8,487,742	8,348,392	8,182,370	8,561,814	9,163,193	9,584,293	9,976,842
Personal Services	4,502,413	4,656,005	4,558,462	4,394,067	4,645,911	4,866,508	5,027,990	5,194,943
OTPS	3,712,950	3,787,112	3,749,930	3,788,303	3,875,903	4,255,685	4,506,303	4,731,899
Capital	83,994	44,625	40,000	-	40,000	41,000	50,000	50,000
Public Safety Division	57,211,759	56,230,235	57,847,873	54,679,935	57,766,668	59,194,448	60,657,594	62,156,985
Personal Services	52,588,177	52,149,361	54,140,567	51,317,310	54,489,243	55,851,474	57,247,761	58,678,955
OTPS	3,763,062	3,455,114	3,311,306	3,362,625	3,254,749	3,319,844	3,386,241	3,453,966
Capital	860,519	625,760	396,000	-	22,676	23,130	23,592	24,064

Department	FY08 Actual	FY09 Actual	FY10 Adopted	FY10 Total	FY11 Appro	FY12 Proj	FY13 Proj	FY14 Proj
Public Works Division	13,907,766	12,861,440	9,623,147	9,429,169	9,554,943	10,755,095	11,009,280	11,269,722
Personal Services	5,653,459	5,355,279	4,235,357	4,235,357	3,662,964	3,908,393	4,025,645	4,146,414
OTPS	7,359,184	7,499,161	5,387,790	5,193,812	5,891,979	6,846,702	6,983,636	7,123,309
Capital	895,123	7,000	-	-	-	-	-	-
Education	291,411,221	277,315,343	305,026,945	305,026,945	310,011,601	343,605,430	351,406,228	359,386,260
Personal Services	174,324,978	150,690,593	163,864,166		181,207,803	185,737,998	190,381,448	195,140,984
OTPS	116,547,789	126,390,294	140,920,793		154,328,892	157,415,470	160,563,779	163,775,054
Capital	538,454	234,457	241,986		443,100	451,962	461,001	470,221
Parks, Recreation, and Facilities	19,240,512	18,549,190	21,109,701	21,109,701	20,321,810	20,686,876	21,100,614	21,522,626
Personal Services	7,573,411	7,400,773	7,077,773	7,077,773	7,284,394	7,430,082	7,578,684	7,730,257
OTPS	11,587,377	10,886,212	13,991,369	13,991,369	12,996,857	13,256,794	13,521,930	13,792,369
Capital	79,724	262,205	40,559	40,559	40,559	-	-	-
Debt Service	39,245,412	39,005,185	38,556,818	38,556,818	39,376,879	39,108,113	39,499,194	39,894,186
Health Insurance	23,819,830	24,084,282	23,961,561	21,788,713	22,329,992	30,035,817	32,739,040	35,685,554
Other	30,781,727	35,250,077	39,016,183	39,053,315	44,758,272	49,892,071	51,804,874	53,800,841
State Assessments	2,591,642	3,326,049	3,212,359	3,212,359	2,953,688	3,012,762	3,073,017	3,134,477
Pay As You Go Capital	-	-	3,005,406	3,005,406	3,018,815	3,191,201	3,255,025	3,320,125
Contribution Retirement Pension	21,194,541	20,654,860	22,191,730	22,191,730	24,297,185	25,512,044	26,787,646	28,127,029
Unemployment	110,656	105,000	668,703	705,835	447,900	456,858	465,995	475,315
Workers Compensation	-	-	-	-	1,429,000	1,457,580	1,486,732	1,516,466
Medical and Dental	-	-	-	-	1,200,000	1,224,000	1,248,480	1,273,450
Museums	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000	1,320,000
Non-Contributory Pensions	490,918	540,000	340,000	340,000	315,000	321,300	327,726	334,281
Enterprise Fund Supplement	2,688,359	2,754,000	3,260,789	3,260,789	4,530,276	8,300,000	8,632,000	8,977,280
Capital Reserve Fund	-	2,187,997	2,545,124	2,545,124	2,901,441	2,959,470	3,018,659	3,079,032
MCDI Contract	-	1,019,475	1,025,000	1,025,000	825,000	841,500	858,330	875,497
Reserve for Contingencies	-	392,696	400,000	400,000	300,000	408,000	416,160	424,483

Department	FY08 Actual	FY09 Actual	FY10 Adopted	FY10 Total	FY11 Appro	FY12 Proj	FY13 Proj	FY14 Proj
Parking Contract	285,611	850,000	1,397,072	1,397,072	1,234,419	1,259,107	1,284,290	1,309,975
Chapter 169 Loan Repayment	2,600,000	2,600,000	-	-	-	-	-	-
Homeless Initiative	-	-	150,000	150,000	150,000			
Provision for uncompensated Absences	(500,000)	(500,000)	(500,000)	(500,000)	(625,000)	(500,000)	(500,000)	(500,000)
DIF Debt Service	-	-	-	-	125,735	128,250	130,815	133,431
Expenditure Total	505,731,534	494,085,999	528,657,502	521,260,686	533,905,178	584,430,214	600,230,073	616,570,551
% Change		-2.3%	7.0%		0.9%	9.5%	2.7%	2.7%

Department	FY08 Actual	FY09 Actual	FY10 Adopted	FY10 Total	FY11 Appro	FY12 Proj	FY13 Proj	FY14 Proj
Revenues								
Real estate and personal property taxes	144,389,339	158,092,645	162,138,123	162,138,123	161,678,636	164,103,816	167,385,892	171,570,539
Tax liens	4,472,030	3,309,149	-	-	-	1,000,000	1,000,000	1,000,000
Motor vehicle and other excise taxes	8,921,591	8,340,690	7,750,000	10,671,310	8,000,000	7,750,000	7,750,000	7,750,000
Hotel/motel tax	960,544	876,507	900,000	936,626	900,000	1,250,000	1,250,000	1,250,000
Charges for services	151,699	34,971	111,000	61,000	219,000	223,380	227,848	232,405
Penalties and interest on taxes	2,185,178	2,342,311	1,030,000	1,112,000	1,630,000	1,030,000	1,030,000	1,030,000
Payments of lieu of taxes	6,936,565	5,820,090	6,033,036	6,633,036	5,000,000	5,000,000	5,000,000	5,000,000
Licenses and permits	2,556,063	608,894	1,096,000	3,979,114	2,875,170	2,932,673	2,991,327	3,051,153
Fines and forfeitures	724,686	151,615	408,910	540,498	523,060	533,521	544,192	555,075
Intergovernmental	330,392,058	306,700,349	317,642,157	317,642,157	319,871,522	330,819,972	335,819,972	340,819,972
Departmental and other	13,760,708	21,467,425	18,798,276	17,230,815	17,696,688	16,253,137	16,253,137	16,253,137
Investment income	4,591,041	2,301,580	2,750,000	1,800,000	2,000,000	2,000,000	2,000,000	2,000,000
Reserves	-	2,350,000	10,000,000	10,000,000	12,500,000	5,000,000	5,000,000	5,000,000
QSCB Interest Earnings	-	-	-	-	1,011,102	-	-	-
Revenue Total	520,041,502	512,396,226	528,657,502	532,744,679	533,905,178	537,896,499	546,252,366	555,512,281
% Change		-1.5%	3.2%		0.9%	0.8%	1.6%	1.7%
Surplus/(Gap)	14,309,968	18,310,227	-	11,483,993	-	(46,533,716)	(53,977,707)	(61,058,270)

Note: This document is for planning purposes only.

City of Springfield
Four-Year Performance Targets

	Historical Actuals				Current Year	Future Targets			
	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 Actual	FY2010 Year-to-Date Projected	FY2011 Target	FY2012 Target	FY2013 Target	FY2014 Target
Public Safety									
Violent crimes	2,481	2,123	2,002	1,917	1,154				
Property crimes	9,454	9,686	8,219	8,502	4,756				
Number of structure fires	147	210	194	153	104	167			
Percent of structure fires responded to within 5 minutes of time of dispatch	93.2%	91.4%	92.8%	94.1%	97.1%	97.1%			
Percent of property value preserved in structure fires	82.4%	94.7%	77.9%	85.1%	91.8%	91.8%			
Job Creation									
Real estate new growth added to the tax levy	\$ 3,775,509	\$ 3,592,680	\$ 4,016,102	\$ 5,795,227	N/A	\$ 3,590,038			
Total private employment in Springfield	63,687	64,082	63,881	63,279					
Percent change in personal property tax valuation	1.9%	1.5%	6.3%	-0.9%	4.7%				
Unemployment rate	7.4%	7.2%	7.0%	10.0%	12.8%				
Value of erect and add to building permits per \$1,000 of total assessed value	N/A	\$ 11.67	\$ 6.20	\$ 28.18	\$ 6.48	\$ 10.70			
Education									
Student attendance rate	90.2%	89.9%	89.4%	90.4%					
Teacher attendance rate	N/A	N/A	93.2%	93.1%					
Percent of students scoring as Proficient or Advanced on Math MCAS (all grades)	17.60%	22.2%	26.0%	26.0%					
Percent of students scoring as Proficient or Advanced on ELA MCAS (all grades)	32.70%	35.2%	34.0%	38.0%					
Graduation rate	51.2%	53.8%	54.4%	54.5%					
Number of suspensions per 100 students	22.1	23.4	23.2	N/A					
Assault/battery incidents per 100 students	N/A	1.3	1.5	1.5					
Percent of teachers in core academic subjects highly qualified in the subject they teach	77.7%	80.7%	84.5%	90.4%					
Library print circulation per capita	4.7	4.5	4.3	4.3		4.2			
Neighborhood Revitalization									
Number of formerly tax title properties returned to the tax rolls	N/A	4,758	4,280	4,996	2,816	4,700			
Number of code complaints (housing and zoning)	N/A	35.9%	29.6%	28.1%	26.2%	28.0%			
Percent of code complaints received from citizens, neighbors, and civic groups		63	76	75	64	64			
Median days to close housing code complaints	92	\$ 3.49	\$ 5.15	\$ 5.60	\$ 6.30				
Value of erect, repair, alter, and add to building permits on residential property per \$1,000 of total assessed value	5.5%	6.7%	4.6%	4.4%					
Rental housing vacancy rate (calendar year)	0.6%	1.4%	1.9%	1.4%					
Homeowner housing vacancy rate (calendar year)	N/A	N/A	N/A	N/A	6	101			
Number of properties purchased through Buy Springfield Now	N/A	133	258	243	433	706			
Number of petitions to foreclose filed									
Financial Management									
City bond rating: Moody's	Baa3	Baa3	Baa2	Baa2					
City bond rating: S & P		BBB	BBB	BBB					
Stabilization fund balance	41,213,237.00	66,447,689.00	36,528,215.00	6,042,256.00					
Chapter 656 Reserve Balance	4,869,332.00	5,049,684.00	5,624,875.00						
Debt service as a percent of operating budget	7.3%	7.1%	7.0%						
Recycling as a percent of solid waste collected	N/A	N/A	6.5%	7.6%	8.4%				
Collection rate on real estate and personal property tax	N/A	99.4%	98.8%	99.0%					
Overlay reserve as a percent of tax levy	4.84	4.17	4.97	3.53					

Appendix H
Fiscal Year 2011
City of Springfield
Schedule A Documents

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			RECOMMENDED FISCAL 2011 GENERAL FUND
Fund	Dept	Classification	
0100	111	CITY COUNCIL	337,869
0100	111	Personal Services	324,569
0100	111	Expenses	13,300
0100	111	Capital	-
0100	121	MAYOR	442,026
0100	121	Personal Services	426,643
0100	121	Expenses	15,383
0100	121	Capital	-
0100	133	FINANCE	659,002
0100	133	Personal Services	609,852
0100	133	Expenses	49,150
0100	133	Capital	
0100	129	DEPARTMENT OF ADMINISTRATION AND FINANCE	700,737
0100	129	Personal Services	277,183
0100	129	Expenses	423,554
0100	129	Capital	
0100	134	CITISTAT	795,839
0100	134	Personal Services	766,089
0100	134	Expenses	26,750
0100	134	Capital	3,000
0100	135	COMPTROLLER	780,567
0100	135	Personal Services	763,875
0100	135	Expenses	16,691
0100	135	Capital	
0100	136	INTERNAL AUDIT	483,042
0100	136	Personal Services	239,265
0100	136	Expenses	243,777
0100	136	Capital	
0100	138	OFFICE OF PROCUREMENT	656,702
0100	138	Personal Services	571,832
0100	138	Expenses	84,870
0100	138	Capital	
0100	141	BOARD OF ASSESSORS	929,682
0100	141	Personal Services	650,853
0100	141	Expenses	278,829
0100	141	Capital	

			RECOMMENDED FISCAL 2011 GENERAL FUND
Fund	Dept	Classification	
0100	145	TREASURER	3,340,985
0100	145	Personal Services	505,841
0100	145	Expenses	2,835,144
0100	145	Capital	
0100	146	COLLECTOR	513,455
0100	146	Personal Services	325,599
0100	146	Expenses	187,856
0100	146	Capital	
0100	151	LAW	1,819,862
0100	151	Personal Services	1,354,552
0100	151	Expenses	465,310
0100	151	Capital	-
0100	152	PERSONNEL	
0100	152	Personal Services	
0100	152	Expenses	
0100	152	Capital	-
0100	152	DEPARTMENT OF HUMAN RESOURCES & LABOR RELATIC	1,830,899
0100	152	Personal Services	1,120,412
0100	152	Expenses	710,487
0100	152	Capital	-
0100	154	PAYROLL DEPARTMENT	658,326
0100	154	Personal Services	316,316
0100	154	Expenses	341,510
0100	154	Capital	500
0100	155	INFORMATION TECHNOLOGY DEPARTMENT	2,608,682
0100	155	Personal Services	1,234,238
0100	155	Expenses	1,374,444
0100	155	Capital	-
0100	161	CITY CLERK	543,887
0100	161	Personal Services	511,026
0100	161	Expenses	32,861
0100	161	Capital	-
0100	162	BOARD OF ELECTION COMMISSION	523,020
0100	162	Personal Services	395,667
0100	162	Expenses	127,353
0100	162	Capital	-
0100	175	PLANNING DEPARTMENT	1,225,942

			RECOMMENDED FISCAL 2011 GENERAL FUND
Fund	Dept	Classification	
0100	175	Personal Services	781,812
0100	175	Expenses	444,130
0100	175	Capital	
0100	190	FACILITIES MANAGEMENT	11,929,318
0100	190	Personal Services	2,945,084
0100	190	Expenses	8,943,675
0100	190	Capital	40,559
0100	193	CAPITAL ASSET CONSTRUCTION	535,292
0100	193	Personal Services	232,799
0100	193	Expenses	302,493
0100	193	Capital	
0100	199	LABOR RELATIONS	
0100	199	Personal Services	
0100	199	Expenses	
0100	199	Capital	
0100	210	POLICE	37,588,876
0100	210	Personal Services	35,597,113
0100	210	Expenses	1,975,087
0100	210	Capital	16,676
0100	220	FIRE	18,826,373
0100	220	Personal Services	17,573,211
0100	220	Expenses	1,253,162
0100	220	Capital	-
0100	250	CENTRALIZED DISPATCH	1,351,419
0100	250	Personal Services	1,318,919
0100	250	Expenses	26,500
	250	Capital	6,000
0100	241	BUILDING - CODE ENFORCEMENT	1,336,926
0100	241	Personal Services	1,275,946
0100	241	Expenses	60,980
0100	241	Capital	
0100	242	HOUSING - CODE ENFORCEMENT	835,570
0100	242	Personal Services	544,770
0100	242	Expenses	290,800
0100	242	Capital	-
0100	292	TJ O'CONNOR ANIMAL CONTROL	1,206,839
0100	292	Personal Services	389,090

			RECOMMENDED FISCAL 2011 GENERAL FUND
Fund	Dept	Classification	
0100	292	Expenses	817,749
0100	292	Capital	
0100	300	SCHOOL DEPARTMENT	310,011,601
0100	300	SCHOOL DEPARTMENT	310,011,601
0100	400	DEPARTMENT OF PUBLIC WORKS	9,606,515
0100	400	Personal Services	3,714,536
0100	400	Expenses	5,891,979
0100	400	Capital	
0100	520	HEALTH & HUMAN SERVICES	1,539,867
0100	520	Personal Services	1,320,067
0100	520	Expenses	219,800
0100	520	Capital	
0100	541	DEPARTMENT OF ELDER AFFAIRS	299,949
0100	541	Personal Services	272,533
0100	541	Expenses	27,416
0100	541	Capital	
0100	543	VETERANS SERVICES	1,655,790
0100	543	Personal Services	219,507
0100	543	Expenses	1,436,283
0100	543	Capital	
0100	610	LIBRARY	3,859,369
0100	610	Personal Services	2,405,837
0100	610	Expenses	1,413,532
0100	610	Capital	40,000
0100	613	MUSEUM	1,320,000
0100	613	Personal Services	
0100	613	Expenses	1,320,000
0100	613	Capital	
0100	630	PARKS DEPARTMENT	8,392,492
0100	630	Personal Services	4,339,310
0100	630	Expenses	4,053,182
0100	630	Capital	-
0100		DEBT SERVICE	39,376,879
0100		Personal Services	
0100		Expenses	
0100		Capital	39,376,879

			RECOMMENDED FISCAL 2011 GENERAL FUND
Fund	Dept	Classification	
0100		STATE ASSESSMENTS	2,953,688
0100		Personal Services	
0100		Expenses	2,953,688
0100		Capital	
0100	911	CONTRIBUTION RETIREMENT PENSION	24,297,185
0100	911	Personal Services	-
0100	911	Expenses	24,297,185
0100	911	Capital	
0100		UNEMPLOYMENT	447,900
0100		Personal Services	
0100		Expenses	447,900
0100		Capital	
0100		WORKERS COMPENSATION	1,429,000
0100		Personal Services	
0100		Expenses	1,429,000
0100		Capital	
0100		MEDICAL & DENTAL	1,200,000
0100		Personal Services	
0100		Expenses	1,200,000
0100		Capital	
0100		HEALTH INSURANCE - CITY	22,243,813
0100		Personal Services	
0100		Expenses	22,243,813
0100		Capital	
0100		NON-CONTRIB. PENSIONS	315,000
0100		Personal Services	
0100		Expenses	315,000
0100		Capital	
0100		PROVISION FOR UNCOMPENSATED ABSENCES	(625,000)
0100		Personal Services	(625,000)
0100		Expenses	
0100		Capital	
0100		CAPITAL RESERVE FUND	2,901,441
0100		Personal Services	
0100		Expenses	
0100		Capital	2,901,441
0100		M.C.D.I. CONTRACT	825,000

			RECOMMENDED FISCAL 2011 GENERAL FUND
Fund	Dept	Classification	
0100		Personal Services	
0100		Expenses	825,000
0100		Capital	
0100		RESERVE FOR CONTINGENCIES	300,000
0100		Personal Services	
0100		Expenses	300,000
0100		Capital	
6500		ENTERPRISE FUND SUPPLEMENT	4,564,583
6500		Personal Services	-
6500		Expenses	4,564,583
6500		Capital	-
0100		PARKING CONTRACT	1,234,419
0100		Personal Services	
0100		Expenses	1,234,419
0100		Capital	
0100		CHAPTER 169 LOAN REPAYMENT	
0100		Personal Services	
0100		Expenses	
0100		Capital	
0100		PAY-AS-YOU-GO CAPITAL	3,018,815
0100		Personal Services	
0100		Expenses	
0100		Capital	3,018,815
0100		HOMELESS INITIATIVE	150,000
0100		Personal Services	
0100		Expenses	150,000
0100		Capital	
0100		DIF Debt Service Payment	125,735
0100		Personal Services	-
0100		Expenses	125,735
0100		Capital	-
0100		TOTAL	533,905,178
		REVENUE BUDGET PROJECTION	533,905,178
		SURPLUS (DEFICIT)	(0)